

Ref: INF/NSE/2024-25/15

Date: May 13, 2024

To,
The Manager - Listing Compliance Department,
National Stock Exchange of India Limited,
Exchange Plaza, Bandra Kurla Complex,
Bandra East, Mumbai – 400 051,
Maharashtra, India

SCRIP SYMBOL: INFOLLION, ISIN: INE0NNZ01013

Sub: Submission of Transcript of the H2 FY24/ FY24 - Earnings Call pursuant to Reg 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('Listing Regulations')

Respected Sir/Madam,

Pursuant to Reg 30 read with Para A of Part A of Schedule III of Listing Regulations, please find enclosed herewith the Transcripts of the H2 FY24 / FY24 – Earnings Call held on Wednesday, May 08, 2024.

Further, please note that Transcript of Earnings Call will also be available on website of the Company at <https://investors.infollion.com/schedule-of-analysts-or-investors-meet>.

We request you to kindly take the above information on record.

Thanking you,

For Infollion Research Services Limited

Madhumita Pramanik
Company Secretary and Compliance Officer
M. No. 35693

INFOLLION RESEARCH SERVICES LIMITED

Transcripts of H2 FY24 / FY24 – Earnings Call held on Wednesday, May 08, 2024

Corporate Management:

- Mr. Gaurav Munjal, Managing Director
- Mr. Varun Khandelwal, VP-Research
- Mr. Abhay Sangal, VP-Operations
- Mr. Abhishek Jha, CFO
- And Ms. Madhumita Pramanik, CS and Compliance Officer

Investors Relations ('IR') Agency: M/s. Valorem Advisors

The initial few minutes of the Earnings call could not be recorded, the unrecorded part was:

Ms. Purvangi Jain from **Valorem Advisors** greeted everyone and mentioned that Valorem Advisors represent investors relations for **Infollion Research Services Limited**. On behalf of the Company, she extended thank you to all for participating in the Company's earnings conference call for the second half of the financial year 2024. She also mentioned a short cautionary statement.

She mentioned that some of the statements made in today's earnings call may be forward looking in nature, such forward looking statements are subject to risks.

Below is the transcript of the recorded Earnings Call:

Purvangi Jain: and uncertainties which could cause actual results to differ from those anticipated. Such statements are based on management's belief as well as assumptions made by and information currently available to the management. Audiences are cautioned not to place undue reliance on these forward-looking statements in making any investment decisions. The purpose of today's earnings call is probably to educate and bring awareness about the Company's fundamental business and financial quarter under review.

Now let me introduce you to the management participating with us in today's earnings.

We have with us Mr. Gaurav Munjal, Managing Director

- Mr. Varun Khandelwal, VP-Research
- Mr. Abhay Sangal, VP-Operations
- Mr. Abhishek Jha, CFO
- And Ms. Madhumita Pramanik, CS and Compliance Officer

Without any further delay, I request Mr. Gaurav Munjal to start with his opening remarks.

Thank you, and over to you, sir.

Gaurav Munjal:

Thanks a lot for the introduction Purvangi, a very warm welcome to all the investors and potential investors to Infollion's con-call for the second half. As you already know, we operate as a marketplace for experts, where we have B2B clients on one side and experts on the other side of the marketplace. Our primary job as a company is to connect both sides, know as much as possible about those connections, collect a lot of data about which expert is proficient in what segment and make sure they are available on demand to our clients. So, while we have already gone into the details of business on earlier calls. I'll quickly jump in to the performance in this half, and this year.

Since this, this was a year end, I would probably focus more on the year end results. As you can see on your screens. We had a pretty good year, our total revenue increased by almost 55%, EBITDA and PAT both increased, almost doubled from last year. So, we are very happy and proud to let you know that your company has done very well this year. A quick recap of our last year, besides the besides, the top line results. So, this is, I think, sixth or seventh year running, we are in the same ballpark of growth. 40% plus minus 10% that's where we are, a little bit higher this year. Almost all our ratios on and every other major parameter is within the same range, about 19 or 20% of EBITDAs and say, 15% of PAT. Most of the other ratios are very similar, which we have been maintaining for the last 6, 7 years.

The ROE and ROC might have changed a bit because of the larger base since the IPO last year and we hope that they will come back to normal in 10 to 12 quarters, so it has been almost 3 quarters since we raised money in the IPO. So, most of the time in the last 3 quarters were spent in absorbing and ingesting to the changes, to the new reality. So, there were primarily 2 set of updates or year-end statements from my side. So, the first thing was how we stabilized and how we move forward in our core businesses and core operations. The second step was, how did we do on the business expansion front and newer initiatives.

I'll begin with the first part. So, we did that in June, the first quarter was practically spent on recruitments, trainings, recruitments, trainings, and that is it. So, we expanded the company by almost 50 in in terms of number of people that was absolutely wonderful for us. But that also brought in a lot of challenges. We had a lot of new people who came in and this really helped us or rather it would help in this year. So, we have been we've stabilized the team.

The second set, the second thing was more of visual mapping tools which were in the Beta phase when we had launched it earlier, a lot of, a lot of you, I, I can see some known faces, so I'm I'm sure a lot of you would have seen it earlier. So, they were in the Beta phase. Finally, somewhere at the end of last calendar year, we were able to launch it for our clients, and we've got some very good response that, that is fast turning our turning itself into a USB of sorts. We have been making a a lot of hundreds of Value Chains now, and updating them regularly. Our clients seems to have adopted them and liked a lot. Third and the most important up, more up, most important regular business update was we re-designed and re-developed the entire tech back-end. So that was, easily the most important update from us I list last year. So, we we just launched it in the first week of April, and, like this is the first week of this financial year. So, this is almost a hygiene factor. I mean, we, it had to be designed to global standards. So, while

we had been operating as a backend, a very strong backend earlier. But to enter international markets, this is almost considered a eligibility criteria. So, you have to have a cutting-edge experience for Experts, for our own Admins to increase their productivity, and of course our clients. So, we managed to revamp the entire 3 sets. This has been one of the highlights of our last year that our tech has advanced considerably. Next, this, this was, of course, the regular course of business. On the basic business expansion front, our clients also had a very good year, which kind of resulted in a slightly better than average year for us. So, we have also started being more active in the financial services segment. We got a lot of inbound leads as well. Hopefully, it should start materializing this year. So, our, since we are in a B2B category, it, it takes a bit of time for us to get and sign-up new clients and make a material impact on our bottom line. Now, the the other 2 things were, the other 2 things were, for which we actually raised the money, besides the tech bit, was expansion on the US front and expansion of a parallel business line. So, on the US front, it is almost an independent team. Now, we have almost 25-30 people, almost 3 teams working US hours. The business generation is still from India, but our Expert base in US has been expanding considerably, hopefully it should pay, pay us back in a few years, maybe not this year, maybe next year, or maybe this year. But that's where we start. We have, we've started to expect some results from our efforts on the US front. The Expert base is still quite small as compared to India, but we are actively focusing on expanding that Expert base in US. Specifically, 2 or 3 chosen segments. So, Abhay, who has been our offset, as of now in, you know, will likely to take up larger role in the US Operations and slowly we'll transition Ops more into autopilot mode.

Next would be, the next biggest initiative which we had was longer term engagements, for which we use an umbrella term, Pex-Panel. So, we did 3-4 kinds of experiments, so, how can we offer our existing supply in other ways? So, 2-3 months stints in existing set of clients, was one of our starting points offering private panels to senior guys, senior executives, cohort-based courses or individual courses and L&D programs. So, as of now there is no, there were more of experiments. We wanted to zero-in on the final numbers before we go into the details. But nothing material as of now. But we are quite bullish on the last one and we are likely to spend more time, efforts on this in this FY, that is the last one. So, the likelihood of reselling those Expert-led courses is much higher while it takes time to produce those courses and give them, come them, to make them come online and usable. But once you have them on board, it works like the same CE PE concept which I've explained multiple times earlier. So, we are making a repertoire of courses have created a 3-4 members team under our Research Head VK, Varun and we're likely to spend much more time. And you would probably hear on this front a lot more this year. So, this is, these are the broad updates I have for the financial year 24. Hopefully they'll they live up to your expectations and hope to have a a nicer year next one, nicer, next, even better financial year 25, and over to you, Purvangi, for the next steps.

Purvangi, I think you'll have to unmute yourself.

Purvangi Jain:

Thank you, everyone. We'll now begin the Q and A session. If you have any questions, please raise your hand icon, alternatively, you can also type your questions in the chat box. I will ask the question on your behalf to the management.

Yes, Mr. Deepak, please go ahead.

Mr. Deepak Poddar, kindly unmute yourself and ask the question, please.

Deepak Poddar: Hello!

Purvangi Jain: Yes, we can hear you sir. Please go ahead with your question.

Deepak Poddar: I'm I'm audible now.

Purvangi Jain: Yes Sir, you are audible?

Deepak Poddar: Oh, so yeah, so earlier, I was not able to unmute myself actually, yeah. Okay, yeah, yeah, Hi, Hi, Gaurav ji, thank you so much for taking time out for this call. I hope you're doing fine, so, I just wanted to understand, first up, what's the number of call we did in FY24?

Deepak Poddar: Hello, Gaurav ji, you're not audible.

Gaurav Munjal: Yes, so I I think it should be roughly in the 12,000 range, we would give you a detailed update there.

Deepak Poddar: Around 12,000 would be the number of calls we did right.

Gaurav Munjal: Yeah, yeah, that should be the broad range. Yeah.

Deepak Poddar: Okay, okay, fair. And and and we, we were adding around the 1,000 to 1,500 experts per month, right? And so, what would be the total number of expert number as of FY24?

Gaurav Munjal: Roughly 80,000, we should have reached there, the exact number that is closed in the number. But that should be the broad range. So, we've increased from 1,000 per month to about closer to 1,500 per month over, the over the year.

Deepak Poddar: Okay, currently, it is at 80 now? And and and I mean, we have been talking about 40% CAGR growth, right? I mean, this year it was little higher, because the economy also did well, and and your clients also did well. But but over next 2-3 years, this 40% is what we are holding onto? I mean, in terms of broader range we are looking at?

Gaurav Munjal: I I think. On on this front how the economy is likely to behave, your guess is as good as mine, but we are definitely a a derivative of the overall economy and earnings.

Deepak Poddar: Okay, okay, okay, understood. And and in in this, in this half, in spite of higher revenue, our margins were lower. So, what led to that? And how will you see that going forward?

Gaurav Munjal: I am not so sure of that number. Which number are you referring to?

- Deepak Poddar:** So, second half of our revenue was about 26.6 Crores, excluding the other income, and our EBITDA margin was close to 18% at 4.8 Crore, whereas in the first half, I think our EBITDA margin was 21% on a lower revenue base.
- Gaurav Munjal:** Okay, I think that has more to do with the unbilled calls towards the end of the quarter should be broadly similar gross margin is what I would understand.
- Deepak Poddar:** Also, EBITDA margin I was looking at. EBITDA.
- Gaurav Munjal:** So, so, jo last May, the absolute number of unbilled calls would be similar, right? So, wo 6 months pe divide ho raha or ye 12 pe divide ho raha hai, so it should be in the same range.
- Deepak Poddar:** Okay, but but but broadly generally, we look at 90-20 percent EBITDA margin on an.
- Gaurav Munjal:** Yeah, that that's wahi wahi range hai. So, so, so, to be honest, we, we can't predict to the last percentage. But that's a broad range. Jo, let's, let's say, last 15 days ya 10 days ka unapproved, unbilled calls hoga, right? So, first usmay, it will come out to be higher, right because the base is lower.
- Deepak Poddar:** Correct, correct.
- Gaurav Munjal:** So, that's should be the only range. So, iska adha ek percent kam karlo usme adha ek percent badhalo to ho jayega, within range ho jayega.
- Deepak Poddar:** Fair, I I got, and and then just couple of last things, do we have any inorganic plans also in pipeline, or anything that we are thinking in that line.
- Gaurav Munjal:** Well, never say, never. But have we identified something, no.
- Deepak Poddar:** Okay. Okay, okay, okay. understood. understood. I think, yeah, I think the the and this one last thing in terms of US expansion, you, you spoke about that that then our experts are expanding but but has the revenue also started from the US expansion? I mean, you said that we are getting business currently from India, right? But but
- Gaurav Munjal:** So, so
- Deepak Poddar:** And
- Gaurav Munjal:** It depends. How do you see? How do you see revenue? If you're talking about, are we? have we started paying to us experts? Yes, we have been doing US calls right. But are those US calls generated from US clients? No, they are generated more from Indian clients looking to speak to US experts. So, that is our kind of a little lengthier, but slightly less costlier way of building up the network based in US. Because since we already have someone who's looking to take a call in US, it becomes a little easier for us to find that expert and actually earn some money on, on, on, on what we have expanded.

- Deepak Poddar:** Correct, correct, correct and and you you did mention that it will take around one to 2 years to get a meaningful revenue from from the US division. Right?
- Gaurav Munjal:** Yes, from US clients, it will take some time. We have to build up a large base. I mean, the Indian base in itself is, you know, multiple order of magnitude higher than US, so we can't expect the same results to happen in US. It takes a lot of time to build up the base, but once the base is there, then you, then the then meaningful revenue starts flowing in. So, we are we are trying to expand from
- Deepak Poddar:** And this is.
- Gaurav Munjal:** US front.
- Deepak Poddar:** I I got it back. I think that's it from my side. Thank you so much Gaurav ji and all the very best to you.
- Gaurav Munjal:** Thank you so much.
- Purvangi Jain:** The next question is from Mr. Mahesh. Please go ahead.
- Purvangi Jain:** Mr. Mahesh Attal, please go ahead.
- Gaurav Munjal:** You'll have to unmute then, I guess.
- Purvangi Jain:** Ms. Madhumita, can you please unmute his line so that he can take the question.
- Mahesh Attal:** Hello! Am I audible?
- Purvangi Jain:** Yes, sir. Go ahead, please.
- Mahesh Attal:** So, congratulations on great set of numbers. I think I had some problem regarding that. So, now, so basically, my queries are, we are holding cash worth of 31 Crores as on 31st March. So, what's your idea on holding that cash in your books? First question, that would be my first question. And how do you see I mean that cash within, you know, expanding your business. I understand that we are expanding it to expert, the markets, US and all. So how how much of that money we need for expansion? First thing, second thing is, look, for a company which is like, you are a technical, I mean, technologically high and advanced Company. Once you build your platform, I mean, what I understand is, once the platform is built, I think, for our kind of business, I don't think 100% growth would also be a big thing, because on a lower base. So, do you think that also is possible? Because I can go? I mean, we have guided for 40% growth which is a good conservative guidance. But can we expect more from this kind of business, because, see, once your experts, because what I understand is that once the experts are onboarded and you are also moving it to other geographies, so, there will be a cross functional thing, right? Operating is a higher, I mean, there will be a huge leverage that you'll get right once this commence, so can how can you? How can we, as someone who's analysing can look into it? If you can just throw lights lights on this particular? These are my 2 questions.

Mahesh Attal: Hello! Hello! Hello!

Purvangi Jain: Gaurav Sir.

Gaurav Munjal: So, thanks a lot for the question, Mahesh. So yes, we do expect some cross border, so Indian clients, US Experts and US Clients, Indian Experts besides US Clients, US Experts and Indian Client and Indian Experts is something which is definitely on the cards. The the problem is not just the platform. The problem is curation of Experts on the platform. So, since we are a very high-end marketplace, we try to make sure that only very good Experts join our platform. That takes time. You have to identify the best people and then reach out and then onboard them. So, while fundamentally, what you've said is completely valid. But as they say, all good things take time. So, we so we are completely focused on expanding our network base as of now, we are highly focused on that curation, and so that we are able to better predict the capability of that Expert.

Mahesh Attal: Experts. Have you added on the US side last financial year.

Gaurav Munjal: I'm sorry.

Mahesh Attal: How many Experts were added on the US Side in the last financial year.

Gaurav Munjal: So, the total Experts we added about I I think 18-20,000 should be the broad range. The precise numbers would be.

Mahesh Attal: I am talking about the US Experts.

Gaurav Munjal: US, specifically, I don't have the number ready, but the percentage is higher than last year.

Mahesh Attal: And, also Gaurav ji, mujhe ye janna hai k avi dekhiye bahut sara kya hota hai k machinery let's say I come to the manufacturing site, which is a booming sector, Okay? So, when we see there, when we when I, when I listen to their concalls, they are of like there is a huge capex coming from manufacturing industry. This is going to come in the next couple of years due to this PLI and everything from govt. support. So private capex ayega, so ye jo private capex hota hai much of it comes from Chinese and all these Germany and all these players. So, they always require, you know, this AMC and all these things will be there. So, us particular domain may hum log kaise usme entry v kar sakte hai manufacturing ko, usme apka kuch view point hai kya how exactly we can cater to them.

Gaurav Munjal: I'm not sure I understood understood the question entirely. But let me try and address it.

Mahesh Attal: Let me just give you one view point. Let's say there is some problem in the machinery. It's a huge machine that they have got. And there's some problem in the machine and the Expert is in China, say in China and he wants the services, the local guy. How? How can we help? Can we connect them.

- Gaurav Munjal:** So so once in a while. Yes, it does happen so as of now. We are focused more on the low hanging fruit, where the requirements are more regular and cross domain that's relatively easier to capture. We anyways have a lot of business to capture as of now. So, we are more focused on what is already on the plate. Do we think that technical Experts from outside working for Indian clients is an option? Yes, of course, I mean, that's a very important segment for us, and we would hopefully expand into it.
- Mahesh Attal:** your your view on the cash my first query was on cash. We are holding a lot of cash.
- Gaurav Munjal:** Cash. Yes, so so out of that, out of that 30 Crores of sorts, I think somewhere around 10 to 12 Crores is the IPO cash or maybe a little less somewhere around 10, Abhishek would be able to give you the precise number, but the rest of it, we intend to use it for expansion outside the country. And in case an organic opportunity arises, we would like to use that.
- Mahesh Attal:** Also, Gaurav ji, one more thing I just wanted to know is, what is your what are your strengths like East, West, North, South, divided in, I mean, like, I'm talking about India. So, where are your major Expert Experts coming from which region you are most hope. I mean, if I divide it in the region-wise
- Gaurav Munjal:** So, in India we've been around for almost 12 years now, I mean, leave alone a region, you you name a city, and we would have an Expert. So, in India we are extremely well covered. We have been doing this for almost 10 years. We have been meticulously curating each and every domain expert from each and every geography. So, we go very deep in India. To be honest in our kind of business, the region doesn't matter it is a very except for maybe procurement in some specific domains like you know, agri food or maybe cement, etc, where the businesses are very localized. Most of our clients, as well as businesses as well as our experts, are country level in nature.
- Mahesh Attal:** I want to know it on industry basis, which industry we I mean.
- Gaurav Munjal:** Industry basis, the top 4 would be top 4 would be as as it was reflected in the Indian economy, the IT services is top, Healthcare Life Sciences is is also amongst the top, CPG retail is, of course, there, and fourth is BFSI. These 4 together represent about 60% of our business.
- Mahesh Attal:** And you see, you see, a 40% growth coming from this end. And the new things. Also, I mean. So, your 40%.
- Gaurav Munjal:** So, it would be a combination of that I hopefully we should be able to. It would be more of a combination. But primarily we would be linked to the Indian. The Indian growth from existing clients would be linked to how the economy behaves.
- Mahesh Attal:** Yeah, but I'm just asking, what's the dark horse in your thing that you are seeing the green shoes like something which was underperforming. And now it's like kind of booming up something like that. If you can throw some light on that some industries work not doing good. And now, as.

Gaurav Munjal: I I I don't think I I would be able to answer that on that front. Right? So, so we were not very sure which industry. But on the whole, we we have a very decent coverage, and we should, be a derivative of the Indian economy in general.

Mahesh Attal: All the best Gaurav ji.

Gaurav Munjal: Thank you so much Mahesh

Purvangi Jain: Thank you, Mr. Shubham Jhawar, please go ahead. Mr. Shubham Jhawar

Shubham Jhawar: Yeah. Hi. yeah. Hi, am I audible?

Purvangi Jain: Yes Sir

Gaurav Munjal: Yeah, Shubham, go ahead.

Shubham Jhawar: Yeah. Hi, Gaurav, Congrat's on the great set of numbers, right. And thanks for taking a question.

Shubham Jhawar: You know, we just wanted to understand this cash addition in the cash flow, for you know, this 3.3 Cr of accounting change. If you could elaborate on that that would be really helpful.

Gaurav Munjal: I I I think Abhishek would be able to answer it better.

Shubham Jhawar: Yeah.

Gaurav Munjal: Or if you can park it for a while, we can do it. We can take up the financial questions together.

Shubham Jhawar: Sure, that works.

Gaurav Munjal: Yeah, yeah.

Gaurav Munjal: essentially, it would be up somewhere about unbilled calls which which are change for for, the change was made for unbilled call at the end of the year. That should be the broad thing. But I'll leave it up to Abhishek, for the precise answer. We can move on to the next question. In the meanwhile, on the commercial side of things.

Vivek Ganguly: Hello!

Gaurav Munjal: Yes, Mr. Ganguly.

Vivek Ganguly: Yeah. Thank you for for this opportunity, I'm a little new to the Company. So, a couple of very basic questions, you had mentioned that, you know you'll be very rapidly adding Experts. And apart from putting people together, your what is important is the curation of the Experts. So, you all mentioned about 12,000 12,000 odd calls. So, 2 questions

here, one. You know, what kind of a team profile you require, or people you require who will be able to curate you know, appropriate experts, bring them onboard, convert them because the Experts are obviously, you know people of who know their industry, who might, who would also be, then, you know, willing to share their knowledge for, you know, or for an economic return, which is maybe a very slit small percentage of their overall in their overall scheme of things. So how does it process work? How do you all have the, how have you built up that capability to bring them on board? Curate them? Secondly, of the 80,000, if you were doing about 12,000 calls, which would mean that a small minority might actually be doing most of the calls or a lot of the experts are just ideal there. So how do you optimize this, you know, and your database? So that's my first question. Just first setup, which in the second is in India, it is pretty recent, recent in the sense, it's okay, we, we have started using these services over the last 3-4-5-year timeframe and there are 4-5 companies that we know of, but if in the US, it is much more mature and a larger business, and you are trying to address US clients on on both the sides, what is as they, you know, use the cliché term. What is your right to win into in the US Market, that's all from my side.

Gaurav Munjal: Okay. So, thank you so much. With third question we have answered earlier, but I'll still repeat that a bit first. Your first question was how to on board. Right? So that is exactly what.

Vivek Ganguly: How to on board, and you know you're not talking of Experts. So how do? How does your team curate it? Because, do you have an equally experienced you know, set of people here. you know. Yeah.

Gaurav Munjal: Fair enough so it to be honest. That is exactly what our company does. We recruit people who are from market research background or train them to be into market research, who can understand the domain. And that is exactly what our job is to recruit, train, and make sure people acquire the capability in specific domains to get the best people onboard. We monitor all the annual reports for any exits. We monitor all, all the senior guys who are moving from their roles and try to get them onboard as soon as they get independent, and that is one of the key sources of our Experts, plus in India, we have been operating for such a long time that we have a very long pipeline of inbound requests. So, in India most of our Experts, if not most, a lot of our Experts, a lot of the best Experts, are actually referred to us by our existing Experts. So, in India we have achieved that. So, if a CXO or a President of a large company is referring a friend, in all likelihood, it will work. So, second question was the, how do we manage the percentage of Experts? Yes, we can't provide all the experts requests all through the year. But we are fairly happy with the percentage which we can reuse. As long as it isn't double digits. We're very happy with it. But it's actually a little little lesser than that it. So, we need to maintain that base. Right? So, but that's a broad range. In fact, that's one of the best ranges in the industry. Most of our competitors actually work in the 2-3% range.

Vivek Ganguly: Hmm.

Gaurav Munjal: Your third question was, how do we expand into a mature market like US. I believe? so so this question has been answered at the, during the the previous ones as well as the

previous one as well. So, what we are doing is we are using our India client base to start empanelling Experts in US at a lower cost. We are kind of focusing only on 2-3 sectors. What we believe is, once we get to about 5 to 7,000 Experts in a particular domain geo combo, we reach the 80-20 CE PE ratio, where we start making money, so as of now, the number of Experts in US is much lower, but we are trying to concentrate our efforts while managing our inflow in in a certain segment. right? So that kind of helps us in focusing on 2 or 3 sectors and then go deep in those sectors and then expand our tentacles from there. You are you are bang on from that perspective, that it is not going to be easy into expanding into all sectors. But if we chose, if we choose one or 2 sectors, or maybe 3 sectors, in in a focused way, we should be able to penetrate.

Vivek Ganguly: Thank you. That's all from my side.

Gaurav Munjal: Okay

Purvangi Jain: Thank you, Sir. Mr. Vinod Kashyap, please go ahead.

Vinod Kashyap: Yeah, Hi, Hi, Gaurav. So, I had a couple of questions, so the first question was like, what is the current market size in India, like you have been growing at more than 50%. So like, what is your market share like? If you have been able to do some study. And are we growing like in the same rate as the market, Indian market? That would be my first question. My second question is like around the IPO time, you had mentioned that your like top 10 customers take about like, give about 80, 85% of your revenues. So, has that expanded? Have you been like, now? Do you have more customers contributing to? That's all. Thank you.

Gaurav Munjal: Okay. So, I, I hear 2 questions. One is about market size. Second is about concentration. I'll address the second one first concentration, while within those 10 things have started stabilizing, but at at a top 10 level there is no significant change. It is, it might be on a lower trend. But it's broadly the same concentration even now. It, it'll it'll only happen when we expand into the financial side of things which is likely to happen over a period of time. I mean, 9 months is too little time to really change anything materially. Second market size in India for for calls being generated from India, I think it should be a few 100 Crores. Cross border could be larger. It's very difficult to actually estimate the market size because of the nature of this business that a large part for almost all the global in global competitors is cross border. So, we just don't know how revenue can be attributed to India. If you only focus on the business generated by Indian clients, it should not be more than a few 100 crores, both for Indian experts and foreign experts, maybe roughly, in the 30 to 70 ratio, where most of the business would be for Indian experts, about 30, or maybe a little more would be for international ones.

Vinod Kashyap: So,

Gaurav Munjal: How much is the business is coming in from outside countries which is being serviced by our competitors without actually stepping foot in India. We just can't estimate.

- Vinod Kashyap:** Okay. okay, so like, I know that it's looks like, it's hard to like, identify the market share. But like a bit, since you're made like 50 odd crores. So would it be fair to assume, like you have around 20% of the market, or maybe more.
- Gaurav Munjal:** I would not be so sure, because almost it's it's it's a very tricky thing for almost all our global competitors. Indian competitors are not very big. And the global competitors, the revenue recognition is extremely complicated. We just don't have access to those kinds of numbers.
- Vinod Kashyap:** Okay. So, the
- Gaurav Munjal:** We focus on our our market that this is what we can do. I'm not so sure of the market shares, but for for clients where we are in, in some clients we have larger market share than that. We can only focus on business generated from India for Indian Experts then I I think we could be even lower than that.
- Vinod Kashyap:** Okay, okay, So, I guess your approach would be to enrol more clients as your Experts network.
- Gaurav Munjal:** To enrol more experts. Yes. So that's the fundamental problem. It's it's always to get more Experts. But a bigger problem within India is how to mine and leverage your existing Expert network because you make more money on the existing network than by enrolling newer ones.
- Thank you.
- Tushar Vasuja:** Hello, sir! Am I audible?
- Gaurav Munjal:** Yes, Tushar. Please go ahead.
- Tushar Vasuja:** Yes, sir, so I'm a bit new to your company, and I know you already said that you've described your versus model before. But can you describe it again a bit? In brief.
- Gaurav Munjal:** Okay? So, we are basically a marketplace for Experts. We have on Experts on one side, 3 set of clients on the other side and our job is to connect both of them.
- Tushar Vasuja:** Okay, fair enough. And secondly, I want to know about the competitive scenario of your industry as in like, who are your competitors and like. What do you do different from them both in US and India?
- Gaurav Munjal:** Okay, So I'm not sure if it's a right time to elaborate on that but I'll try to be quick. We have, we've covered this extensively and there is a video on this on our website [investors.infollion](https://investors.infollion.com), while I would recommend you to go, have a look there, but I'll I'll try to address it. Essentially, we are more focused on mining our own database. We are far more focused on the research side of things and focus more on precision. We try to reuse our Experts as much as possible. We have a lot of value chain maps which are which we have shown in the DRHP, as well as our videos as well as our previous engagements. So, these are broadly 3 or 4 points where we kind of score above our

competitors. We focus along a lot on analytics, on who knows what, within our Expert base to mine as much as possible. As a consequence, we have a far more per person number of calls, then, are most of a compared competition in India.

- Tushar Vasuja:** Okay and also, what are your competitors in US and India?
- Gaurav Munjal:** So, they've been listed in the DRHP, pura list de rakha hai.
- Tushar Vasuja:** Oh, okay, sir, thank you.
- Gaurav Munjal:** Thank you.
- Purvangi Jain:** Mr. Lakshminarayan. Please go ahead.
- Purvangi Jain:** Mr. Lakshminarayan Sir. Please go ahead.
- Gaurav Munjal:** I think we can move on to the next. I think he's not prepared.
- Purvangi Jain:** Yes, Mr. Prateek, please go ahead.
- Prateek Giri:** Gaurav! Am I audible?
- Gaurav Munjal:** Yes, Prateek, please go ahead.
- Prateek Giri:** Gaurav, always a pleasure listening to you, congratulations on good set of numbers. Just one quick question number. So, I'm sure when we would be beachcombing the US Market, you know, when we are planning to be there and we are trying to understand the landscape there. I just want to understand, is there any virgin space which is being, you know, left by the larger players where we are seeing, you know, our right to exist, and, you know, create, create something there. Just this one question.
- Gaurav Munjal:** Well, the everybody knows US is a far more mature market, right? So, there are very few virgin spaces left in US. But, if you are able to mine your own Experts much, much more smartly than your competition, if you're able to concentrate in 2 or 3 particular segments, we believe we should be able to get a hold. So, to be honest.
- Prateek Giri:** Yeah, okay.
- Gaurav Munjal:** It is more on a, it is more on a query to query or a project-to-project level that how smartly you can map that Expert to that project at the at of course, the most efficient cost. One of the, one of the other ways of getting a hold is whenever the Expert is not available with anyone, how soon can you get that expert? Or in some cases, a lot of our competitors do not have the capability to or rather their cost efficiency is much lower to get a new Expert as opposed to ours because of our India base, so, these are some 3 or 4 points on which we'll focus when we move to the US Markets.
- Prateek Giri:** Understood. So, you mean, there's no virgin space as such but still there are opportunities.

- Gaurav Munjal:** Yes, yes, on a project level, yes, how soon can.
- Prateek Giri:** Yes yes
- Gaurav Munjal:** Every 20-30% of the projects are always new.
- Prateek Giri:** Understood, understood, very helpful. Thank you, Gaurav.
- Gaurav Munjal:** Yes, we can move on to the next, please.
- Purvangi Jain:** Mr. Arnab, please go ahead.
- Arnab Bhattacharjee:** Thank you, Gaurav, wonderful set of numbers here. Appreciate your team putting in the hard work, just wanted to understand 2 things. The first thing I wanted to understand is, how, how does our business scale like the more and more opportunities and the more and more clients to occur, how does EBITDA scale, according to that? Is it a linear function of revenue? But I do see improvements. So, I'm assuming that it, you know yields more profit as and when we do more revenue.
- The second question is, I just wanted to understand, like where does the stickiness in our business comes from. Basically, I I want a use case like, let's say, let's say, you know, like, I I am, I, I'm an IT IT Company. And I come to you, like, is it just the training phase, that not not really the training phase or the business problem solving that you were engaged in, or will you be, you know, willing to work with me until and unless I complete the project and in in case I need guidance throughout the project cycle, will you be there for me like that? These are the 2 questions I wanted to know.
- Gaurav Munjal:** Okay. First question was about the EBITDA thing. So, we intend to keep that EBITDA in in a similar range. If at all, we have some money, we would pro probably invest that in increasing the size of a panel, at least in the initial years, when we are in the growth phase. Second question, was your stickiness stickiness? To be honest, there is no exclusivity but stickiness increases the more clients you have the more experts you are able to connect them to, which leads to more experts, which leads to more clients. So, it is a a network effects kind of a business, and we have seen in most of the geographies in the world, one large network takes over, and then there and then there is a very long tail.
- Your third question was, I'm not so sure, sorry. Can you please repeat the third one? I kind of missed that.
- Arnab Bhattacharjee:** No? My question was, okay, is it just just the start of the project? Let's say I want some business decision.
- Gaurav Munjal:** Okay so, Use-cases, right use-cases. So, so as of now, most of the use cases, we focus upon are more frequent and cross domain. For longer term projects, we try not to engage because it is difficult to have higher margins there, right? So, gross margins are typically higher where the projects are across domains and different kind of projects

with higher frequency. So, these kind of clients makes more sense for us, for longer term projects, once the initial thing is done, the probability of disintermediation increases. So, if we cross 100 hours, 200 hours of engagements, we try to move out of the equation and let them manage take a reliving fee and let them manage on their own. It's very difficult to so then we start moving into the Old-World staffing business, where you have the person on role and then deploy, and we don't want to get there as of now. So, there is a lot more business at at higher frequency and cross domain, which makes more sense for intermediary like us.

Arnab Bhattacharjee: Yeah, I I got it. And my question was not really around staying like as a as a like working as a contractor. It was rather right that you have given a session. Now, how do you ensure that your, you know, if a client needs future help, how do they benefit from, you know the session that they just had. That's what.

Gaurav Munjal: So, as I said, matlab, up till 50 – 100 hours, we try to be on the front if if they want to engage the expert again, we can facilitate that. But if it goes beyond that, if it is just hourly engagements after the session, that's very easy. Right? So, it, just it goes through the same process. But if they say that we want to engage this expert for one year, then it stops making sense for us if they say we want to engage these experts for 1 hour per week, 1 hour per week for the next 2 quarters, then we are there? So that's where we draw the line.

Arnab Bhattacharjee: Got it. Thank you. Thank you, Gaurav.

Gaurav Munjal: Thank you.

Purvangi Jain: Mr. Lakshminarayanan, and have you joined in from your laptop, Sir? And, if possible, can you take the next question.

Lakshminarayanan KG: Yeah. You can hear me. Right?

Purvangi Jain: Yes.

Lakshminarayanan KG: Few questions. So, if it's switch off, my, yeah, I think couple of questions, I just want to understand. Have your realization per call has actually moved over in the last 3 years?

Gaurav Munjal: Okay, one.

Lakshminarayanan KG: and and the second, I just want to understand your repeat business. What percentage of your businesses repeat? Third, what percentage of your revenues come from advance payment, and how much is done by paying per call? The fourth question is, what's the mix between non-financial market investors, such as the private equity and equity markets and and the others. Because I think you also have something called consultant, so seems to be little vague. Just want to understand the mix between capital market and private equity market exposure versus non. And the last question is where do you think you will hit a scale issue? At what point in time? you know, maybe what 100,000 calls

500,000 calls, or exactly, you think the business will need to, where there's a kind of a J Curve in terms of management bandwidth, scaling up the company, etc. Kick in. I think these are my 5 questions.

Gaurav Munjal:

So, a lot of questions, I'll address as quickly as possible. First one, was ticket size in India we are broadly at the same ticket size. We try not to increase the prices and we try to maintain the same gross margins. But inflationary increases do happen. We rather focus on increasing the number of per person call by empowering our team with more, with better technological solutions. So that's more of a focus than increasing the ticket size. But inflationary increases happen.

Two, repeat business, about 80% plus of our calls are done by Experts who are already empanelled with us in India and almost 90% of our business is by our clients, which are probably 2, 3 years and more with us. In fact, a very significant percentage would be more than 5 years+.

Third question was percentage of I'm not sure. I missed this one, but.

Lakshminarayanan KG:

Question was in outside financial markets which are either Private Equity or

Gaurav Munjal:

Okay, okay, okay? So, so the yeah, yeah, I get it. So no, most of our business actually comes from the consulting industry than the financial industry. We are more represented in the consulting industry which is the Big 3s, the way, the the MBBs, the Big 3s and tier-2 consulting firms, and maybe in-house strategy teams. Almost 70-80% would be from those set of clients than the financial markets. Globally, it is not the case. It is more like 50-50, and with some of our clients, it could be actually the opposite. But we see some kind of market share expansion by addressing the financial markets. As I said in my initial opening Intro as well that we have, we are trying to be more active on that front, that is, Private Equity and Mid-Cap, or Long-Term fundamental investors in the public markets.

Lakshminarayanan KG:

Sorry, how much comes, from the sorry, how much comes from the consulting space.

Gaurav Munjal:

Almost 70-80%.

Lakshminarayanan KG:

Alright, alright.

Gaurav Munjal:

And so, this number was, the precise number is disclosed in the DRHP. If I'm not wrong or is, it's not. I'm I'm not sure about it.

Lakshminarayanan KG:

This where, you know. Sorry I've been, at some time back, there is a company. There was a company, or there is a company call the Evalueserve. So, which was actually making certain, you know, data for some of the top consulting firms. Is that something also you get into? Or is it like a logical extension.

- Gaurav Munjal:** The Evalueserve is more like a KPO, works more on written consultations.
- Lakshminarayanan KG:** Is that something.
- Gaurav Munjal:** Not on written consultations, actually more on written reports. So, Evalueserve did try to enter this market. They had acquired a company called Nitron Advisors back then, I I don't think they went too deep into it. They didn't try to make it on our own. They just acquired one US Company and tried to make it work. But I think they sold it off and focus more on the KPO bit. That's my understanding, although I'm not too sure what consultations you are referring to from Evalueserve, or what data but they do a lot of written reports is what I understand. Your last question was on the J Curve bit.
- Lakshminarayanan KG:** No, I mean the other question is that I mean, how many of your clients are on an advanced payment basis where they.
- Gaurav Munjal:** Okay, so, subscriptions
- Lakshminarayanan KG:** Not a minute
- Gaurav Munjal:** Got it, so mostly, or mostly on on post, all on post-paid. The financial world is more prepaid where the teams are smaller. Again, this is the answer which we have covered adequately in our it, the one of the videos is already there on a website. We have covered this adequately, how we approach the consulting world, or the financial world and what are those subscriptions? I would request you to please go through that video, we've already disclosed, discussed this in great detail.
- Gaurav Munjal:** your last question was the J curve bit.
- Lakshminarayanan KG:** Scale? Yeah, when when do you actually really get a scale? And and how do you manage? End up? How do you? How are you thinking.
- Gaurav Munjal:** So, in India we believe that we are likely to grow along with our clients. Maybe a bit of market share expansion in the financial world. That was step one. Most of the scale is likely to come from international markets and cross border engagements. And the third bit is, we were also trying to expand into peripheral marketplaces, which I expanded in the in in my initial intro.
- Lakshminarayanan KG:** No, my question, no. What? What would constrain the scalability? Right? Because, anyway, experts are always there. Internally, what would be the challenges for you to scale.
- Gaurav Munjal:** So, as of now we are, we are at a very premium price point. So, at this price point, you cannot have thousands of crores market, or even 100. So, at this price point, it's very difficult to absorb these kinds of experts. Over a period of time, we are likely to move towards low value, high volume experts, and the

peripheral marketplaces which I just mentioned, that we can try and expand into slightly lower price, but like higher volume Markets. The the constraint which you, if if you're asking that the it's essentially the kind of experts we have as of now, it's price.

Lakshminarayanan KG: Got it. Thank you. Thank you, Gaurav.

Gaurav Munjal: Thank you. Thank you so much.

Purvangi Jain: Thank you. Everyone. Mr. Gaurav, I would like to give like you to give your closing statement, please.

Gaurav Munjal: So, thank you so much. Everyone for joining for for joining this call.

I hope we have covered, most of the questions, we try to record and keep our questions and answers ready on our website. You can see a lot of snippets of, pretty much all the questions, a lot of questions which we have answered except for the updates one, we have we have covered very well. We would request you to visit that in case you still feel that we have not been able to adequately address. But given the paucity of time we, we tried our best to answer those questions without taking too much time for others who joined us only for the updates bit, so overall, we had a good year it was pretty much expected. This is almost a very, very typical year for us. Maybe the growth was on a bit of higher side but this is exactly what we had expected at the start of the year, and we have achieved that. Hopefully, this continues, the economy grows, and we are, as we said, a derivative of the economy especially the consulting bit it, is a very clear derivative of the economy, and we hope that we would be able to continue that. Second, we're trying to focus on 2 expansions, 2 kinds of expansions, which is the US Market and peripheral marketplaces in, on both sides, we see green shoots, in US, we have already started doing a lot of projects which are outbound for US experts, although it has not started showing in our our export revenue yet, because most of the ex-projects are still from India. But we have seen a a significant uptick there almost all the direct directionally we are very happy where our us thing is going, although we would like to turbo charge it a bit in in the coming few years and on the peripheral marketplaces, we do not have any clear business plan or or a go to market plan on, how will we achieve that. But what we know is that we have a very large Expert base which can be used, and that can be expanded into low volume, high volume, low volume, high, sorry, low value, high volume markets, plus we can obviously come up with more products to utilize the supply base better. Again, thank you so much for joining the call. This is the summary of our results. And now it's time to get back to work. Hopefully we should we will aim for an even better financial year 25.

Purvangi Jain: Thank you, Gaurav Sir, thank you everyone. You may now disconnect the line.

Gaurav Munjal: Thank you so much for joining the call, everyone.