Ref No: MSAFE/SE/2026-27/38 Date: 13.08.2026

To,
Corporate Relationship Department
BSE Limited,
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai - 400001

BSE Scrip Code: 544695

Subject: Transcript of the Investors/Analysts Conference Call for the unaudited financial Results of Q1 FY 27

Dear Sir/Madam,

Pursuant to Regulation 30 read with Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the transcript of investors/analyst conference call held on Tuesday, August 11, 2026 at 04:00 P.M. (IST) for un-audited financial results of the Company for the quarter ended June 30 2026.

The said transcript will also be available on the Company's website at www.msafegroup.com.

Kindly take note of the same in your records.

Thanking You,

For Msafe Equipments Limited

RENUKA UNIYAL Digitally signed by RENUKA UNIYAL Date: 2026.08.13 15:59:12 +05'30'

Renuka Uniyal
Company Secretary & Compliance Officer
M No. A71663

"Msafe Equipments Limited Q1FY27 Earnings Conference Call"

August 11, 2026

MANAGEMENT:
PRADEEP AGARWAL - CHAIRMAN AND MANAGING DIRECTOR
SOMBIR BISLA - CHIEF FINANCIAL OFFICER (CFO)

Organized by: Moonwalk Capital

Operator: Good evening, everyone. Welcome to the Q1 FY27 earnings conference call of Msafe Equipments Ltd. Please note that this call is being recorded. As part of the safe harbor, I would like to inform you that this call may contain certain forward-looking statements and should be viewed in conjunction with the risks and uncertainties related to the company's matters. On behalf of Moonwalk Capital, I would like to thank the management of Msafe Equipments Ltd. for giving us the opportunity to host the conference call. From the management side, we have Mr. Pradeep Agarwal, who is the Chairman of the company; Mr. Renuka Uniyal, who is the Company Secretary; and Mr. Sombir Bisla, who is the CFO of the company. I would now like to hand over to Mr. Pradeep Agarwal for his opening statement.

Pradeep Agarwal - Chairman: Good afternoon, everyone. First of all, I would like to welcome everybody to this Q1 FY27 opening conference call. From IPO commitment to ground-level execution, this is how I see the first year of our performance. This is the first quarter after the IPO for which we are providing the results. Although we have given the year-ended result of FY26... Msafe... [unclear] Hello?

Operator: Yes, yes, sir. Please continue.

Pradeep Agarwal - Chairman: So this is the first quarter of our presentation and our results. Going forward, I would like to explain how I look at this first-quarter performance.

Our first priority in this quarter was capacity expansion and addressing the capacity constraint that I am facing. Our first priority was to address the capacity constraint in our MS scaffolding business. Instead of waiting for our new facility, we proactively added capacity through temporary rented premises. This early expansion is now translating into the business. In Q1 FY27 alone, our MS rental business grew 7x year-on-year, while the aluminum rental business grew 24% year-on-year. The rental business grew to now contribute 46% of our revenue, despite the volatile economic environment.

Even in this volatile environment, we were able to maintain an operating margin of 40%. Despite the inflationary environment and the investments being made to support growth, we maintained an EBITDA margin of 40%. The increasing contribution from the rental business, better deployment, and operating leverage helped us absorb the pressure on costs.

As we expand into new product categories, the business mix can evolve from quarter to quarter. This is evident from the sheet provided to you, as we have forayed into the formwork business, for which some machinery has already been put in place. As we expand into new product categories, the business mix can evolve from quarter to quarter. Our focus, therefore, remains on profitable growth rather than optimizing the margin for a single quarter.

Our new facility is a major milestone. Our own integrated manufacturing facility is coming up in Kosi Kotwan near Mathura. Civil construction has already commenced, and we continue to target commencement of operations by May 2027. This facility is being developed not merely to increase our capacity, but as an integrated manufacturing platform capable of supporting our future requirements across scaffolding, rental equipment, and new product categories.

As previously communicated, the new facility will have a capacity of 90 lakh kg per annum. That is an additional augmentation in our scaffolding business, which we had already augmented by 30 lakh kg in the rented premises earlier.

Our broader aim is to build a scalable, rental-led platform across safety equipment and innovative building materials, focusing particularly on categories where organized penetration remains low or differentiated solutions remain unserved in India. Our entry into aluminum formwork is one step in this direction. We are progressing toward a 500-ton-per-annum capacity, targeted to commence from December 2026.

As we move through FY27, our priorities remain straightforward: scale the rental business, execute our capacity expansion, commercialize formwork, and maintain discipline in profitability and capital allocation.

Basically, in the next quarter, I am focusing more on capacity utilization and capacity expansion. That is the key area for this IPO. Our main motive is to expand ourselves and become a great access solutions company.

I will now hand over to Mr. Sombir Bisla, our CFO, for the financial results. Somveer, please.

Sombir Bisla - CFO: Good afternoon. This is Sombir Bisla, I am pleased to present the financial performance for the quarter ending June 30, 2026.

The company has started FY27 on a positive note. During the quarter, our revenue from operations stood at ₹31.79 crores, compared with ₹22.72 crores in the corresponding quarter of the previous year, representing strong year-on-year growth of approximately 40%.

Our profit before tax stood at ₹9.73 crores, compared with ₹6.65 crores in Q1 FY26, reflecting growth of approximately 46%.

The company reported a net profit of ₹7.27 crores, compared with ₹5.04 crores in Q1 FY26, representing growth of approximately 44.31%.

Going forward, our key priorities will be sustained revenue growth, improving operational efficiency, maintaining disciplined cost management, and strengthening profitability.

We also continue to focus on efficient financial management and ensuring that growth is supported by a strong and sustainable financial position.

Overall, the Q1 performance gives us confidence in the company's growth trajectory, with continued focus on execution, operational efficiency, and financial discipline.

We remain committed to delivering sustainable and profitable growth and creating long-term value for our stakeholders. Thank you.

Operator: Thank you for the opening remarks. We will now open the floor for participants to ask questions. Anybody who wishes to ask a question may raise their hand. Participants are requested to stay on mute.

The first question is from the line of Nishita Shanklesha from Sapphire Capital. Nishita, please unmute and ask your question.

Nishita Shanklesha - Sapphire Capital: Yes. Am I audible?

Operator: Yes, you are audible.

Nishita Shanklesha - Sapphire Capital: Congratulations on such a good set of numbers. I had a few questions.

My first question is regarding the new capacity, where you are adding around 40 lakh kg of capacity 10 lakh kg in aluminum and 30 lakh kg in mild steel scaffolding. I wanted to understand this because, in the previous IPO call, you mentioned that after the capacity expansion, in aluminum we can do around ₹4 crores of sales per month and ₹4.5 crores of rental business per month. Is that the peak revenue from this capacity?

Pradeep Agarwal - Chairman: Our current capacity is almost fully utilized. Going forward, we are increasing capacity in the new facility. The new facility has a larger space, more machines are going to be installed, and our capacity in the aluminum scaffolding business will also increase.

Nishita Shanklesha - Sapphire Capital: What will be the peak revenue? I wanted to understand the peak revenue from the new capacity once it is operational.

Pradeep Agarwal - Chairman: How can I define the peak? Basically, it is not just like a mountain. We, or you can say, it is a mountain, but we have to climb it. We have not reached the peak.

If I can answer your question, currently, in the overall trajectory of aluminum scaffolding, we are merely 10% of the requirement in India. First of all, we want to go to 20%, and even our has to increase. We are also increasing our capacity.

Currently, we are at 40% and, after adding the new capacity, we will be able to... 80-90%, not 100%; we cannot do that. We have to give some percentage to the local players. The peak is yet to be attained, even after this additional facility.

Nishita Shanklesha - Sapphire Capital: By peak, I meant that from the capacity from the total capacity of 25 lakh kg in aluminum and 90 lakh kg in steel at maximum utilization, how much revenue can we generate?

Management: With the existing capacity?

Nishita Shanklesha - Sapphire Capital: Yes. In your presentation, it is mentioned that after expansion, the aluminum capacity is going to be 25 lakh kg and the steel capacity is going to be 90 lakh kg, right?

Management: The 25 lakh kg is 2,500 tons. Just give me a moment. Approximately, we will be able to do a business of ₹15 crores.

Nishita Shanklesha - Sapphire Capital: ₹15 crores from both aluminum and MS scaffolding?

Management: From aluminum scaffolding only.

Nishita Shanklesha - Sapphire Capital: Right. But in the IPO call, you mentioned that we would be able to do around ₹4 crores per month in sales from the aluminum facility after expansion. Has something changed?

Management: No. Obviously, we are going for more robotic and automatic machines, and we will be able to do a business of ₹15 crores per month, inclusive of sales and rental.

Nishita Shanklesha - Sapphire Capital: ₹15 crores per month. Understood. And in steel?

Management: In steel, we would like to do a business of approximately 20 tons... 40 tons, 50 tons per month. Fifty tons per month means... multiplied by 60... 60,000 multiplied by 50 tons... 50 multiplied by 60,000... three zeros... 3... 5... Approximately... do you want it in rupees or something like that?

Nishita Shanklesha - Sapphire Capital: In rupees would be good.

Management: Approximately, we want to do... just give me a moment. We are currently making 25 tons, right? 25 multiplied by 12... 10 multiplied by 25... 4.5 multiplied by 2 multiplied by 12... Approximately, we want to do a business of ₹100 crores from the steel business.

Nishita Shanklesha - Sapphire Capital: ₹100 crores per month?

Management: No, ₹100 crores is not per month. Annually.

Nishita Shanklesha - Sapphire Capital: Annually. Okay. And that is going to be after expansion, right?

Management: Yes, after expansion.

Nishita Shanklesha - Sapphire Capital: You mentioned in the presentation that by May 2027 we will be able to start the commercialization of the expanded facility.

Management: Yes.

Nishita Shanklesha - Sapphire Capital: How quickly can we ramp up this facility to the numbers you just mentioned?

Management: By May 2027, it is going to be fully operational. Basically, until that time, we have already started a few parts by taking rented premises.

As a further step, I now have to take additional premises because it is a building in Delhi, and because of that we are not able to construct our building very quickly. It has been hardly 6 months so far, and it will take time.

Nishita Shanklesha - Sapphire Capital: Hello? Yes, sorry, your voice was breaking up. It was not completely audible.

Management: Only 6 months are left 6 to 7 months. It will take time because it is a 30,000-square-meter facility. It is a big facility. We cannot build it in a day.

Nishita Shanklesha - Sapphire Capital: Yes, I understand. My question was that once we start operations, we will not be able to utilize the facility fully. We will not be able to reach a utilization level of 70-80% in the same month, right? My question was, when can we reach those utilization levels?

Management: Reaching the business level also takes another 6 months. The factory will be operational, the factory can produce these things, and my machines will arrive, but it will take some time to reach the level of business that I am planning.

At that point in time, I will have to decide whether to vacate the rented premises or not. I might continue with the rented premises and start the new facility. It will all depend on the situation at that time.

Nishita Shanklesha - Sapphire Capital: Understood. My next question is that rent is currently contributing around 46% of our total revenue, and rental has higher margins, as you mentioned earlier. Could you give us the margin difference between the rental business and the sales business? The EBITDA margin difference would be helpful.

Management: EBITDA in the aluminum scaffolding rental business is 47%, while the sales EBITDA is 38%. In scaffolding, rental EBITDA is again 47%, but the EBITDA margin in sales is only 10%.

Nishita Shanklesha - Sapphire Capital: The 10% sales EBITDA margin is in steel scaffolding, right?

Management: Yes, steel scaffolding.

Nishita Shanklesha - Sapphire Capital: And the first figure you mentioned was for aluminum?

Management: Aluminum, yes.

Nishita Shanklesha - Sapphire Capital: Understood. My last question is regarding the total capex spending for this year.

Management: We incurred approximately ₹7.88 crores of capex spending in scaffolding. You can say that we spent ₹8 crores.

Nishita Shanklesha - Sapphire Capital: The ₹8 crores of capex spending is for the whole year FY27?

Management: This is a continuous activity. We have to continue it throughout FY27. This is going to continue. This is one quarter's expense that we incurred in this...

Nishita Shanklesha - Sapphire Capital: ₹8 crores is for Q1. What will be the capex spending for the whole year?

Management: Yes, it is a daily activity for us.

Nishita Shanklesha - Sapphire Capital: Can I assume that, for the whole year, we will spend ₹8 crores of capex every quarter? Or is it going to be more?

Management: Maybe more. Maybe more.

Nishita Shanklesha - Sapphire Capital: I am sorry?

Management: Maybe more.

Nishita Shanklesha - Sapphire Capital: Maybe more. Understood. Thank you so much, and all the best.

Operator: The next question is from the line of Mr. Aditya Kethan from First Assets Private Limited. Aditya, you can ask the question after unmuting. Aditya, you can unmute and ask your question.

Operator: Are there any other participants with questions?

Nishita Shanklesha - Sapphire Capital: If there is no one else to ask a question, may I ask a few follow-up questions?

Operator: Yes, sure. Wait one second. We have one question from Prathmesh. The next question is from the line of Mr. Prathmesh Bhat.

Prathmesh Bhat: Hello, everyone. Congratulations to the MSF team on the Q1 results. I saw a recent interview with management on YouTube where management... Am I audible?

Management: Yes, you are fully audible.

Prathmesh Bhat: In the recent interview with management, management quoted an expected FY27 target revenue of ₹175 crores. Given the way we are progressing, is it possible to achieve that target?

Management: First of all, I would like to say that we remain committed to our IPO commitment of 50% CAGR. I am not able to recall where I or somebody else gave the figure of ₹175 crores. But we hope for the best. We will definitely do ₹150 crores, but we will really try to achieve ₹175 crores.

Prathmesh Bhat: Thank you, sir.

Operator: Prathmesh, you can... Sorry, Aditya, you can ask the question...

Operator: The next question is from the line of Mr. Rohit from Vijit Growth Fund. You can unmute and ask the question.

Rohit - Vijit Growth Fund: Hi. Am I audible?

Operator: Yes, Rohit, you are audible.

Rohit - Vijit Growth Fund: Thank you for giving me the opportunity, and congratulations to the MSF team for delivering such strong results.

My question is related to aluminum formwork. I believe that in the last conference call, you mentioned that we were planning to start production by the end of June. Now I can see in the presentation that we have revised the timeline, and the current timeline is December 2026. Is there any delay?

Management: Yes, there is a little delay because of the delivery of the machines. We have received 4 machines, which are under operation, and 5 machines are still to arrive.

Because of certain issues, the machines could not be delivered, which is why it has been delayed. However, I assure you that we will most probably complete it on time.

In any case, in September, we will have a mockup formwork structure that is manufactured in-house. However, we are not in a position to take orders immediately.

Once we have our facility, we will start accepting orders and building the order book. People are marketing it, and it will take time.

Rohit - Vijit Growth Fund: We were targeting around ₹30-40 crores of business this year.

Management: I am still targeting the same. By December, I want to have appointed someone for formwork as well, which I have not mentioned in this presentation. They are handling the marketing.

Once the machines are in place and my factory is ready, they will start production. I am still targeting the same. My targets are unchanged.

I am even ready to undertake some trading at low margins if required.

Rohit - Vijit Growth Fund: My next question is whether you could provide an outlook for the EBITDA margin for the whole year. As formwork comes in, I believe the margins will be slightly lower in that segment. Do you have any guidance on the full-year EBITDA margins?

Management: Initially, I cannot commit to the exact margins on the formwork business. In the initial phase, there will be many trials and many other activities, which may bring down my EBITDA margins.

However, in the long run, based on the balance sheets of other companies and the margins I see there, the margins are not lower. They are more or less similar to those in aluminum scaffolding.

The only thing is that the formwork business involves a lot of money. A lot of capital is required to operate this business, whereas less money is required for scaffolding.

In the initial phase, we will have to monitor that aspect, but we still want to maintain the same kind of margins by optimizing some economies of this scale, as well as through the major utilization of our working capital. We are trying to do that, as we did in this quarter also.

We want to maintain the same or a similar level in the future as well.

Rohit - Vijit Growth Fund: Just one last question. According to you, what could be the revenue split this year between H1 and H2?

Management: H1 versus H2? Definitely, our rental business will grow. The MS business is also going to grow. In Q1, it grew 7x, and I am looking for a similar kind of growth in the MS rental business specifically, because we are more focused on the rental platform.

I am also expecting some growth in the ladder business. The formwork business is obviously not going to start in H1. Formwork will start in Q3. Although we have indicated December, we will try to expedite it.

Aluminum is primarily the focus, but the MS business will also increase. Regarding the ratio mix, there might be a larger share from the MS segment, while the aluminum segment may have a slightly lower share.

However, currently, aluminum is contributing at a higher level, and perhaps in the next quarter also, aluminum will contribute at the same level.

In the rental business, the EBITDA margins for both MS and aluminum are the same.

Rohit - Vijit Growth Fund: My question was, of whatever amount you do in FY27, what percentage is expected to be completed in H2 versus H1? Will it be 60-40 or 70-30? That is what I am trying to understand.

Management: Currently, it is 40-60. It is hard to say, but there may be hardly 4-5% more in the MS scaffolding business an increase of 4-5%.

Rohit - Vijit Growth Fund: I got my answer. Thank you so much, and all the very best.

Operator: The next question is from the line of Mr. Ajit Sethi. Sir, you can unmute and ask the question.

Ajit Sethi: Thank you for the opportunity. Currently, the rental business is contributing around 46% of revenue. As our new capacity comes online, how should we see the mix changing in the coming Year ?

Management: Between sales and rental, sir?

Ajit Sethi: Yes. The rental business is currently contributing 46%. Should we expect it to move to 50% or 55% in the coming year?

Management: There are two businesses aluminum scaffolding and MS scaffolding and the rental business in both is the same. Are you asking about the mix difference between sales and rental?

Ajit Sethi: Let me put it another way. Should we expect the rental business to grow faster than the product sales business in the coming year?

Management: Yes, definitely. Sales has the larger market. Mr. Sudarshan, please show that slide, the one... yes, you can show it from here... Mr. Sudarshan, please show that slide.

You can see here also that the rental model is a larger opportunity than the sales model. The market size is also larger for rental than for sales. I am expecting to capitalize on the same opportunity. Moreover, this company is more focused on the rental business.

Ajit Sethi: As we are focusing more on the rental business and expecting to increase its revenue contribution, should we expect margins to increase from this level, or should we sustain the current margin?

Management: No, the margin is not going to increase because there is a lot of pressure. We have to balance how we are going to manage this.

Sales is also facing some pressure, and we are constrained in production. Therefore, we are doing both, and we cannot change the mix in one go, in one period, or within 1 or 2 months to create a significantly larger rental contribution.

Rental will definitely increase, but it may increase by only 1-2%. The way margins react to that will not be significant. Therefore, I am looking at similar margins.

Ajit Sethi: What is the amount of capex we are spending for the aluminum scaffolding capacity?

Management: For aluminum scaffolding, just a moment. In this quarter, we incurred around ₹3.43 crores.

Ajit Sethi: What capex are we spending for the new capacity that will come online in May?

Management: First, there is the factory land, and approximately ₹1 crore of additional machinery will be required. Some robots and a few other machines are required. You can say that ₹1 crore will be invested in the plant.

The other components are the formwork and the land. The land component will definitely be part of the factory being developed. It is currently difficult to split the factory across various verticals and determine how much space each one will occupy.

We are focusing on building the factory, which will have separate spaces. Once we have the factory, we will determine which business occupies which space and how much space it will require.

However, for the scaffolding assets, we will definitely invest around ₹3-4 crores more in the next quarter.

Ajit Sethi: Thank you, sir.

Operator: The next question is from the line of Mr. Anshul Saigal. Anshul, you can unmute yourself and ask the question.

Anshul Saigal: You have a large competitor in both these spaces. Could you explain our competitive advantage against them? What do we do differently that they may not be able to do, and because of which we can gain market share?

Management: Our competitive edge in terms of market share is that we are an organized player. When I started this company, even taking a ₹50-60 lakh order was difficult for me, but now I can take a ₹5-crore order without any issue.

One competitive advantage is that my competitors cannot take large orders.

Anshul Saigal: There is one very large competitor who can certainly take all these orders. What about them?

Management: They are not in rental, sir.

Anshul Saigal: Yes?

Management: They are not in rental, sir. The companies that manufacture are not in rental, and those that are in rental do not manufacture.

We are receiving large orders from PSUs, including orders of more than ₹1 crore in the order book, and today I can easily serve them.

Moreover, I am fully spread across India, with 21 warehouses. Regarding my manufacturing capacity, I can make deliveries within 24 hours wherever you are in India.

All of this gives us an edge that other companies do not have, including some of the small local players.

Furthermore, aluminum and MS scaffolding, formwork, and ladders are all under one umbrella. We are an organized and professionally driven company.

Anshul Saigal: Do we also manufacture the tubes used in the scaffolding that we make?

Management: We do not manufacture the tubes, sir. We do not manufacture extrusion. We currently procure the extrusion.

Anshul Saigal: We procure it from outside. Does that result in higher costs? Does our cost advantage reduce because of this?

Management: Definitely, sir. If we manufacture it ourselves, we will also receive the margin from the tubing business.

My next plan is to set up an extrusion plant once we have fully established the formwork business. Everything requires money, and this requires a larger amount of money.

Anshul Saigal: What is the demand pattern for our formwork business and the industry overall?

Management: Currently, I am not even a 10% player in the scaffolding industry. You can see that graph also. MS has not touched 10%. We are the only organized player in the market.

We are just starting in formwork, and the formwork market is very large. You can see here that, in 2024 or whatever year this is please show the aluminum slide once... yes, the aluminum slide.

For aluminum, you can see {? 4,600 ?}...

Anshul Saigal: The current market is ₹1,300 crores, which will become approximately ₹2,400 crores by 2030.

Management: Yes.

Anshul Saigal: Please also tell us whether our formwork business has started yet.

Management: Four major machines have arrived. The smaller machines are still pending. Most probably, we will complete that by September, and after that...

Anshul Saigal: Once our full formwork production begins, what contribution will formwork make to our sales?

Management: We are still targeting ₹30-40 crores this year, but...

Anshul Saigal: I am referring to next year. If we achieve full production of our formwork capacity next year, what percentage of our revenue will come from formwork?

Management: If we look at the percentage of annual revenue in the formwork industry, in aluminum scaffolding we are number one...

Anshul Saigal: No, you did not understand me. Please wait a minute. If your revenue next year is ₹100, what will be the contribution from formwork out of that ₹100? If your sales are ₹100, what will be the formwork contribution next year, in FY28?

Management: That is what I am explaining. Suppose my company is the largest company making scaffolding at ₹100 crores, and it is a ₹2,000-crore company. If I also get that share, my share could become that large tomorrow...

Anshul Saigal: You are again going in another direction. I am asking a different question, and you are giving a different answer. Assuming our company's sales next year are ₹500 crores, how much of that will come from formwork? I am taking ₹500 crores as an example. How much will be from formwork?

Management: In my view, formwork will contribute approximately 25%. For the full year next year, yes.

Anshul Saigal: If we compare the margin on formwork sales with the margin on scaffolding sales, is the formwork margin higher or lower than the scaffolding margin?

Management: To be honest, I have not done it yet. In the balance sheets of my competitors that I have seen, they are easily showing 20% EBITDA. They do not undertake rental business. Our main forte is rental. If I undertake sales as well, I can also expect a similar kind of EBITDA.

Anshul Saigal: The 20% is for scaffolding, right?

Management: Yes.

Anshul Saigal: And what could it be in formwork?

Management: I am referring specifically to formwork. I am saying that formwork could have 20%.

Anshul Saigal: What would the margin be in scaffolding if you undertook only sales?

Management: The EBITDA for my aluminum scaffolding is currently 37%. But my major focus in formwork is also rental, and in scaffolding also it is rental.

Anshul Saigal: Then these will appear as assets on the balance sheet, right? So the balance sheet will become inflated, correct?

Management: The revenue from that business also comes with EBITDA of 47-48%, sir.

Anshul Saigal: I understand that. But you will have to recognize all these assets on the balance sheet, right?

Management: Absolutely, sir. They will have to be recognized on the balance sheet. They will be real assets.

The major advantage in aluminum scrap, and even in iron, is that it has a disposable value of 50-70% at any time. You can even sell the material as scrap.

Anshul Saigal: Thank you, sir.

Operator: The next question is from the line of Mr. Vishal Kumar, individual investor.

Vishal Kumar - Individual Investor: Hello, good evening. Can you hear me, sir?

Management: Yes, yes.

Vishal Kumar - Individual Investor: My question is that we have set a target of ₹150 crores for this year, and you were saying that it could go up to ₹170 crores. What business do you expect will fill this ₹20-crore gap? Which business performing well would enable you to reach ₹170 crores?

Management: It is not a single business. It is basically a contribution from all the businesses. There will be a little increase in aluminum rental, a little increase in the scaffolding business, an increase in the MS scaffolding business, growth in the ladder business, and growth in the formwork business.

Even the smaller contributors can contribute. I am not saying that there will be ₹20 crores of additional business from aluminum scaffolding or ₹20 crores from MS. I cannot predict immediately which business is going to do what.

Vishal Kumar - Individual Investor: I am asking because of the delay in starting the formwork business. What impact will that have? The delay of 2-3 months must also have affected you. How will you cover that, and what is your plan?

Management: We will cover it through other products. That is why I am saying that ₹150 crores is intact. I do not see any issue with ₹150 crores. We will try our best to achieve ₹175 crores.

Vishal Kumar - Individual Investor: So, out of the ₹150 crores, ₹30-40 crores will come from formwork, correct?

Management: Sorry, sir? From formwork?

Vishal Kumar - Individual Investor: Will ₹30-40 crores out of the ₹150 crores come from formwork?

Management: Yes, sir.

Vishal Kumar - Individual Investor: If ₹30-40 crores out of ₹150 crores comes from formwork, then if we look at the year-on-year growth of the remaining business, very little growth is left. It comes to ₹110-120 crores. Are you saying that our other two segments will not grow significantly? We are currently showing good growth without formwork in the past quarter.

Management: No, the growth will be similar. That is why I am taking the courage to tell you about ₹175 crores.

Vishal Kumar - Individual Investor: Does that mean you are taking a very conservative growth estimate for the other businesses?

Management: Whatever additional contribution comes will come from these businesses. Whatever additional contribution comes will come from these businesses.

Last year, if my revenue was ₹103 crores, taking it to ₹125 crores gives a 20% increase. If I increase formwork from ₹25 crores to ₹30 crores, that also contributes. And if I take the business on the ₹75-crore side from ₹50 crores to ₹75 crores, the additional ₹25 crores will have to come from somewhere.

This is where the confidence to increase these businesses will come from. I am not expecting too much from formwork all at once. However, formwork could also reach ₹35 crores instead of ₹30 crores. My expectations are from these existing verticals.

Vishal Kumar - Individual Investor: Does our traditional scaffolding business have the potential to grow by more than 30% comfortably, such that the ₹170-crore target you mentioned starts looking small?

Management: The growth potential is certainly there, and your point about the opportunity is correct. However, I always have to achieve one milestone first. Once that milestone is achieved, I work toward the next level.

I cannot immediately say that I will do ₹175 crores in aluminum scaffolding, increasing it from ₹100 crores to ₹175 crores. That is not possible. That is why we are introducing formwork in between.

Vishal Kumar - Individual Investor: Thank you, sir, and all the very best. Congratulations on the good growth.

Operator: The next question is from the line of Nishita. You can ask the question.

Nishita Shanklesha - Sapphire Capital: Thank you for the follow-up opportunity. I wanted to understand this: you said that we can achieve a 20% EBITDA margin in the formwork business, and you also mentioned that initially the formwork business margin will be lower.

Operator: Nishita, could you please repeat your question?

Nishita Shanklesha - Sapphire Capital: Yes, I will repeat my question. I am sorry, my line got cut. I was asking: in formwork, we said that our margin would be 20%, but we also said that initially we would operate at a lower margin. For the ₹30-40 crores of revenue that we expect from formwork in FY27, what margin should we expect approximately? Could it be 10-15%, or could it be even lower?

Management: It is really difficult to say. I may be able to achieve 20%, or I may not. Basically, my focus is on doing better.

However, there are unforeseen factors. It is a new product for us, a new business for us, and a new market. That is why I am saying that the margin may increase during the first year, or over the span of the first full year, and then normalize.

After that, we will be in a better position to tell you what margin we will achieve in this business.

Nishita Shanklesha - Sapphire Capital: Understood. Thank you so much.

Operator: I think we are done with the questions. Sir, if you would like to give any concluding remarks, you may do so.

Management: Thank you, everybody, for being with us for this review and earnings call.

My message is: trust us. We will definitely achieve the numbers. Till date, we have achieved and exceeded our targets, and we will do our best.

I would like to wish everybody good luck, and good luck to my company as well.

Operator: Thank you, sir. Thank you, everybody, for joining the call. Thank you to the management.

Management: Thank you.

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