

In Conversation with BEML on India's Railways and Defence Manufacturing The Ringside View

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Extremely thank you for taking out this time for us and all our clients, and I will start with a very basic question and that is, I was just seeing your last five years of order intake as well as opening order book. So, as far as say March 23 order book is concerned, it's not the highest in last five years. You all have had better order book, better order inflow also, and now as I see a lot of things which were not firing in India particularly railways, metro orders, and beyond that the defense which has all started firing. So, do we think I mean do we see that this year that is FY23-24 we will see a huge jump in order inflow?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, it's true, like before that there's a small presentation on the company would your participants like to go through it. We can upload it, maybe 5 minutes on that.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Most certainly, definitely.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Our CGM Finance is there, Mr. Sasi Kumar. Sasi - are you ready with the presentation.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Mr. Sasi, welcome. You are on mute. Amit, please allow him to upload and give him screen share rights.
- **Mr. Sasi Kumar K – Chief General Manager (Finance), BEML Ltd.:**
- Thank you. Good afternoon. I'm Sasi Kumar. I'll share the presentation, just a second.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Sure.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- Can I start Sir?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes, please. Go ahead.

- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- Thank You sir. This is our disclaimer.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Please go ahead, Sasi.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- This is a general statement.
- This is how BEML is spread in India. We have four manufacturing complexes; one in Kolar Gold Fields, one in Bangalore, it is called as Bengaluru Complex from our corporate office around 9 kilometers away, another in Mysuru and the fourth one is in Palakkad, which is in Kerala. There are 12 regional offices spread across India. It is represented in green. In New Delhi there is one, like that there are 12 regional offices. We have 15 district offices and two defence spares division and seven activity centers. You can see from down South from Madurai to Leh on the North and from East from Itanagar to Ahmedabad in the West, we are spread out across India. This is one of the major strengths of BEML.
- We have three business verticals; defence and aerospace, mining and construction, and Rail and Metro. As shown among these three verticals, defence vertical has contributed around 23% of our turnover in 22-23, Mining and Construction has contributed 50% and from Rail and Metro has contributed 27%. Equity base wise Government of India holds 54% and others hold 46%. We are a Mini Ratna Category 1 Company, incorporated on 11th of May, 1964. Basically, we were a division of HAL ie; Hindustan Aeronautics Limited, then it got spinned off as a separate company. We serve the core sectors of the economy, viz., defence and aerospace, coal, mining, steel, cement, power, irrigation, and others.
- I'll go to the next slide. These are our some of major products of BEML.
- Major accomplishments of BEML. Till date, we have supplied around 8800 numbers of High Mobility Vehicles, 350 ARVs, 3,200 trailers and military wagons. Pontoon Bridge System we have supplied till now 6 sets. Coming to Rail and Metro, we have supplied 18,000 coaches till now - and 900 EMUs means Electrical Multiple Units and 1,800 metro cars, around 48% of metro cars which are running in India are made in BEML factory at Bangalore Complex.
- **Mr. Anil Jerath –Director - Finance, BEML Ltd.:**
- Sasi just a minute. Madam, you have to accept our Director Mining. I think he is waiting in the lobby.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Sure. Amit, will you please do the needful right away.
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Yes, ma’am. Thank you, Sir. He will do it.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- Can I continue?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, Sasi, go ahead.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- Then, the yellow color shows the mining and construction segment, around 33,000 M&C equipment we had supplied till date and 28,000 engines which are manufactured in our engine factory in Mysuru. Coming to exports, till now we have exported to 70 countries, totaling to 5,950 crores. This includes deemed exports which we are supplying to the projects eligible as deemed exports within India.
- Then, these are our global presence all over the world. Total 70 countries, the last one we exported was to Cameroon; where we had supplied number of mining equipment. You can see in the table below. Our export figures in 19-20 was Rs 62 crores, in 22-23 our export figure total is 830 crores. More or less in all the continents we are there. In Australia, we had participated in an exhibition, we are yet to get an order from Australia region.
- These are our indigenization efforts which we are continuing to do. We have constant efforts on indigenizing our products in line with the Atmanirbhar Bharat vision of our honorable Prime Minister. Maximum indigenization we have done is on our Water Sprinklers, which is 97%. Dumpers with 95%, Excavators we have done till now 92%, then Motor Graders 90. In High Mobility Trucks, we are at 95%, you can see the least one is in Metro Cars. Metro Cars, our indigenization level is 66%, mainly because in Metro Car the major component is the propulsion. Propulsion is not made in India, we import the propulsion from Japan.
- Next, these are the shareholding pattern, Government of India holds 54.03% balance by others as shown.
- These are our some of the key highlights of BEML in last four years. 2022-23 figures as on end Mar 23. Our net worth now is Rs 2,395 crores. Last year we were at 2,307 crores Rs 88 crores of net worth we could add in 22-23. Working capital is Rs 2,480 crores, in - last year it was Rs 2,822 crores. It has come down to 2,480 crores because some of the old dues we could collect in last year, our working capital requirement had come down in last year. Manpower, we are at 5,197. We were at 6602 in 19-20. There is a redirection in manpower, it is mainly due to normal separation of people

throughout the year it happens. Around 400 to 450 people retire every year in our company. We also add manpower, but that is not commensurate with the separations, to the extent of our requirement only we recruit people, so our manpower strength had come down.

- EBITDA percentage, this was one of our major challenge our CMD also mentioned in the last year's investors meet. We wanted to achieve 10% of EBITDA, which we could achieve last year. Previously, it was 7.75%. Some of other key highlights are R&D expenditure as percentage of sales is 1.95%. Then sales through competition mode, unlike other public sectors in India where they get most of the orders from Government of India through noncompetition mode, we get our 73% orders through competition route only. Outsourcing as percentage of VoP, we do 48% of our value of production through outsourcing mode and the CSR as a percentage of average 3 years PBT is 4%, it is above the threshold value of 2% of average 3 years PBT.
- Green energy, that is through windmill. 91% of our energy requirement is met through Green energy generated by us through Wind Mills.
- Sir, I was told DM Sir couldn't join, He's waiting in the lobby.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Amit?
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Ma'am, I think it is automatic join, so lobby
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- No, it is not. It cannot be automatic joining. You have to accept when it is on the panel.
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Okay. I'll just check again.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Hold on.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- I've informed, give me one more minute please. We'll do the needful. Go ahead so that we can start the question answer. Please go ahead, Mr. Sasi.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- Sure. This is the breakup of our turnover last year. Revenue from Sales of products and services. In 22-23, our sales figure was Rs 3,839 crores, break up is 50% from M&C, 23% from Defense segment and 27% is from Rail and Metro segment.

Comparing to Previous year our Turn over in 2022-23 bit less mainly because of some of the products we could not supply because customers didn't want us to supply the items at that point of time. That will get compensated in current year.

- Then, this is the value of production figures. There is a reduction in value of production in 22-23 comparing to last year which is commensurate with value of sales.
- This is the order book position. As on 31st March, 23, our order book was at Rs. 8,570 crores. This has substantially gone up. Sir will be explaining all that.
- This is gross margin and PAT. You can see, we have considerably grown up in gross margin and PAT, we had an increase of 21% in gross margin and in PAT we had a growth of 18%.
- This is our VoP per employee and manpower strength. We could add Rs 1 lakh per employee last year. We are now at Rs 73 lakh per employee. As already explained our manpower strength is 5,197, comparing to previous year, 7% reduction. These are normal reduction, there's nothing alarming. Based on our order book status, we can ramp up our manpower that is not a problem because lot of manpower we take through contract source also.
- Then these are our collection figures. Last year collection was at Rs 8650 crores. Our debtors have come down, this has been one of the significant achievements in 22-23. Debtors have been a concern for us. Last year we could realize many old debts. So, the debtors' position has come down from Rs 1,861 crores in March 22 to Rs 1,237 crores in March 23.
- This is comparison of inventory, employee cost and finance cost. Inventory wise, we have Rs 2,061 crores. Employee cost we are at 22% of VoP and Finance cost wise we have incurred less Finance cost comparing last year. Though the bank rates have gone up in the market, we could reduce our finance costs because of our better financial management. That's it. Thank you so much. Thanks for listening.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Thank you so much. Has he joined? He's waiting to join?
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Ma'am, I can see Mr. Shantanu Roy now.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Please add him.
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Yeah, yeah, he's there.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Oh great. Welcome Mr. Roy.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- He had joined in the other link, panelists link
- **Mr. Amit Anwani –Research Analyst, Prabhudas Lilladher Private Limited:**
- Yeah, that’s why I thought, because this was automatic.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct. So, thank you so much for your presentation, Mr. Sasi. That really helped us and the participants and as always market looks for future and we would be very happy to know in each of the segments what kind of order inflow we are looking at and what kind of orders are really coming in.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, like Mr. Sasi explained as of 31st March or 1st April, this year, our order book was Rs. 8,570 Crs. Now as of 1st June, it stands at Rs 9,227 Crs, we got the Vande Bharat order for 10 rakes from ICF. Then, we got some defence orders also. Now, present order if you see in Mining and Construction, it is Rs 1,455 crores, defence 4,032 crores, and Rail and Metro 3,740 crores. Now, there are some orders in pipeline, you may be already aware that in Rail and Metro, for the Bangalore Metro 5 RSDM project which is for 318 cars, we are L1, so anytime we are expecting the order.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Can you tell us in terms of amount of order, this is numbers, if you convert it into amount?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, 318 cars, the value is Rs 3,177 crores.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct, that makes it.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- And another tender we are L1 for Bangalore Metro only that is for 72 cars, so that value is 760 crores. So, it's total of 3,937 crores. Now, this is as far as Rail and Metro is concerned where already everything is over, anytime order it is expected. Now coming to defence, already we are expecting orders like for the Aakash Project, which the media has been talking about that BEL and BDL got orders, now the basic vehicle; i.e., the High Mobility Vehicle for those systems will be taken from us. Negotiations

and completed with BEL and BDL, so that order also we are going to get, it is around 208 numbers.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Which means about?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- About 220 numbers, it'll be roughly around 350 crores.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- 350 crores.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Plus, there are some other like emergency basis army is taking some more High Mobility Vehicles, so that is there. Then, Command Post Vehicle and all that also negotiation all has been completed. Now, all this put together whatever negotiation is completed, we are expecting an order of almost 1,400 crores. So, around 4,000 crores in Rail and Metro and in defence another 1,400 crores.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- That is almost concluded orders.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes, yes, almost concluded orders and in the pipeline if you see future tenders like already Mumbai Metro line 6 Metro if you see, line 6 that is 108 cars, the tender is already out.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Amounting to about?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- You can take approximately per car 10 crores, so
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So, 1,000 crores tender.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Around 1,000 crores tender. Then, further tenders; Mumbai Metro tenders which are in line, the Chennai Metro, Patna Metro, and Mumbai Metro line 4, and then Hyderabad Metro. So, totally around 714 cars tenders are going to come.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So almost 7,000 crores.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Around 7,000 crores. Then Mumbai Rail Vikas Corporation, require suburban AMUs, which is now being called as Vande Metro, whatever Hon'ble Railway Minister has been mentioning. So, that requirement is for 238 rakes, each rake is of 12 cars, that consists of not only design, build, and supply of the rakes, even the maintenance for 35 years +2 depots have to be built up and further another 2 depots have to be upgraded. So, the total value is expected somewhere around 17,000 to 20,000 crores.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Absolutely, but okay. So, some of the foreign consortiums will also bid for these kinds of orders?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, it is an international bid, so they can also bid. We will have to wait and see. There are some very few bidders are there.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct, but would they be having these kinds of manufacturing facility or are there any conditions which makes probably BEML a very most promising supplier because of the manufacturing facility, are there any conditions in the tender?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- No, there are three companies which are having manufacturing facilities in the country. One is Bombardier, next is BEML and then Titagarh is there. These are the three parties who are having the facilities in the country. Other than that the railway got their own production units.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So, from where initial talks that you're talking about like for from 19 to 23, five years your order inflow has been recovering between at peak in 19 close to about 6,000 crores to 22 to about 2,000 crores. So, this has been the range of order inflow, FY23 I guess you all got fresh orders of about 3,200?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- What I can make out from just the initial discussion that FY24, your order inflow looks like will definitely exceed 6,000 crores and probably if some of these tenders happen

in time, it can be closer to 10,000 crores? Are there any other tenders which have opened?

- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- See, as I mentioned earlier 5,500 crores of orders is like it's already there in our kitty, only we have to get the order. So, presently we are having 9,000 crores and so that will make it almost 14,000 crores.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Order backlog.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yeah, order book and these tenders also Mumbai Metro line 6 and this MRVC and all that will be finalized this financial year only. So, we hope to bag some of them if not all of them. So, our plan is that at least we should cross and have an order book of 16,000 plus crores by the year end.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- In defence if you see, we are working. There are a lot of requirements for again High Mobility Vehicles for gun towing purpose and even for other purposes also lot of requirements are there and they're talking of to the tune of 1,500 to 1,600 numbers. So, that will be a very big order and Armored Recovery Vehicle overhauling, we have recently done the overhauling for two Armored Recovery Vehicles, further we'll have to do another 350 numbers, order for which is expected.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Sir, can you please always convert into rupee also that will be very helpful for us.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Okay. Like since these things are not finalized, it will be only.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Yeah, but 350 number means approximately what value?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Approximately say each will be 6 crores overhauling part of it and similarly the High Mobility Vehicle also there are a quite a lot of old vehicles, which we had supplied long back, so that also needs overhauling, so that's almost 500 numbers, that will maybe another 1 crore, so 500 crores this year and 2,000 crores later, so 2500 crores of

overhauling work that we are expecting and this 1,600 numbers and for the High Mobility Vehicles whatever I was talking, roughly it is around 1.8 crores or so the pricing will be.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct. So, order backlog which we started the year at close to 8,000 crores, in all probability and I still feel conservatively you all expect that could be 16,000 crores if we are sitting on 31st March, 2024?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes, minimum.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Minimum, exactly. Conservatively is what I could figure from this discussion. Sir, just can you give us some guidance as to what is generally the execution period, once you receive these orders?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- See, any metro order or defence order, the first one minimum 18 months to 2 years' time is required, 18 months to 24 months, need to build a first rake, and then the trials. After that it is like for instance this Mumbai Rail Vikas Corporation whatever tender has come out today, they're going to give us two years' time frame for the first rake and then we will have to supply 50 rakes - sorry it is 600 cars per year, so it's a 50 rakes - correct 50 rakes, that has 12 rakes per car, 600 cars per year we will have to supply. So, generally Rail and Metro and Defence, the initial period of 2 years will be there, like for Mumbai Metro order which we are having, already that period is over and now we are delivering the Mumbai Metro. So, it's like that.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So, better order execution period is say over three years or four years, are most of the raw materials pass through?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Mostly, what we do is for high value aggregates, we place the order in the beginning itself. Most of the metro tenders are fixed value contracts, so we negotiate with the vendors and finalize price in the beginning of the contract itself. Some raw materials like the steel which is not much, that over the years we procure it.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- To that extent the variability is in margins could be a possibility?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes.

- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- And still to understand a bit more even defence is kind of three to four years of execution cycle?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Yes, it has. Like presently we are having an order for Pinaka, multi barrel rocket launcher, for which we are having order of 330 vehicles. Now, initially we call it as the first of production model that is manufactured or it's something like a prototype. So, it is manufactured and then it goes to army for trials. Now the trials are over, so for that almost two years period is now over almost. Now, we 'll be going into the production phase where we will be doing the bulk production.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Okay. So, what kind of advance do you get once you get these orders?
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- Metro, it is normally 15% is there and yeah 15% around.
- **Mr. Sasi Kumar K -- Deputy General Manager (Finance), BEML Ltd.:**
- 15% in Metro sir.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- We have not touched the mining side of the business. We quickly touch it and then we go over to broader execution.
- **Mr. Amit Banerjee – Chairman & Managing Director, BEML Ltd.:**
- I would request Shantanuji to take the mining thing forward, lot of opportunities are coming up especially in the export also. So, he will explain.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Okay, great, would love to hear him out. Please, Sir over to you.
- **Mr. Shantanu Roy -- Director (Mining & Construction Business), BEML Ltd.:**
- Yes madam.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So, what kind of outlook is there for this business both in terms of orders and execution domestically and exports?

- **Mr. Shantanu Roy -- Director (Mining & Construction Business), BEML Ltd.:**
- Firstly, I would say that the mining sector outlook is pretty stable. As far as the orders are concerned, in mining normally the orders start flowing in from around November-December and year-on-year we have seen that mining has contributed between 45% to 50% of the company's revenues. Last year Mining and Construction business has contributed 50% to the company top line.
- **Ms. Amisha Vora -- Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct.
- **Mr. Shantanu Roy -- Director (Mining & Construction Business), BEML Ltd.:**
- If you look at our exports, 95% of the exports that BEML has done till now is from the Mining and Construction business. This year also we have a very ambitious revenue target. We are looking at almost 45% contribution to the company's top line this year and in absolute terms there will be a growth of at least 15% over last year's revenue from the Mining and Construction business. We are in the over burden segment for the open cast mines wherein we supply the bulldozers, excavators, motor graders, water sprinklers, dump trucks plus the loaders etc. We are looking at order inflow of almost Rs. 1,200 to 1,400 crores in mining and construction business. We already are sitting on orders worth Rs. 1,600 crores. As far as exports are concerned, we are presently having opportunities worth Rs. 1000 crores. So unlike Rail & Metro, unlike Defence wherein one metro project will be Rs. 3,000-4,000 crores, here basically to get an order of Rs. 4,000 crores, we'll need to sell at least some hundred numbers of medium range equipment. If you go for high end equipment, for example 190 ton dump truck, then it is priced at around Rs. 20 crores per equipment, and if we have to do Rs. 4,000 crores from 190 ton dump truck, we need to sell at least 200 numbers. So basically it's a mix of the complete range of equipment, domestic plus exports, as well as the service and spares business is accounting for almost 40% of the revenue for the mining construction which basically gives us our bottom line.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Exactly.
- **Mr. Shantanu Roy - Director (Mining & Construction Business) BEML Ltd.:**
- If you look at the multinational companies, companies like Caterpillar, Komatsu are also looking at increasing the portfolio of the service and spares that is after sales segment. They are trying to increase the contribution by at least 5 to 10 percentage points in the coming five years, and that is what we are also aiming at.
- Apart from that, we are also partnering Coal India in its quest to do the coal extraction worth thousand million tons by the year 2026-2027, and for that whatever high end equipment Coal India is desiring we are developing that. That includes a 20 cubic meter rope shovel, that includes 8 ton tyre handler. We already have developed 880 HP bulldozer and we will also develop a 550 HP motor grader. So already 190 ton dump truck has been developed by us, it is already plying in northern coal fields. So basically

if you look at the mining value chain these are the four or five critical equipment that are required in open cast mines and depending upon the extraction capacity or depending upon the coal capacity in a particular mine, the type of equipment is decided. So for example, a 190 ton dump truck will be required with a 880 HP bulldozer, it will require a 550 HP motor grader. So likewise. So that is how the outlook is.

- I have already mentioned the exports segment and our focus areas are Africa, Middle East and of course Russia and the erstwhile CIS countries. We are also looking at the ASEAN region, especially Thailand, Vietnam and again there the major requirement is the dump trucks in the range of 60 ton to 150 tons as well as the bulldozers, which is around 400 HP; 400 HP to 550 HP bulldozers and the motor graders in the range of say 400 HP. So these are our immediate short to medium term aspirations for the mining sector, equipment wise, in the overseas market as well as the domestic market.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Thank you so much for this update. I will allow Amit to ask questions. But before that, I have a very general one question, sir, that across defence, railways and mining, if you can just take us through, because on a company wide basis, your gross margins are very healthy, around 45% to 50%, but how do they differ across these three key segments? If you can throw some light on the gross margins and also the capital employed in terms of your key inventory and debtors, which segment consumes it more? If you can just throw a little light on that.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- I would request our Director of Finance to answer this.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Yes, definitely.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- So your first question was the contribution across three verticals.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Yes, correct.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- If you see, as has already been told, mining and construction, you see equipment wise revenue is less, and if you come to the defence, it's slightly higher than the mining and construction, and railway is a high value equipments or whatever items we have to sell. So now, if you see all three, rail and metro are highly competitive. So international competitive bidding is there. So there margin we have to see according to the market. In Defence, yes, some leverage is available to us. And with regard to the mining and construction, again, competition is there. Competition is there for the equipment.

Some leverage is available in the spares. That's why we are having combination like this, mining should have roughly 45% to 50% so that my labour, which is approximately 50% in mining and construction can be covered up. So their margin is slightly high. High value equipment where margin is slightly less, so that we will give the second priority. But overall, my turnover should keep on increasing year-on-year 10 to 15% so that I can increase my gross margin as well as the net profit.

- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**

- Sir, gross margin range I can see from FY19 to FY23 is between 43%, 48%, 43%, 44%, 45%, and I can also probably see from this discussion that currently mining, which is almost 50% and the rest is defence and metro. If we will see FY25-26 this composition would have changed and most likely railway and defence as a proportion would have been higher. And that's why I'm just trying to understand, will it have any impact on your gross margin because the composition will change?

- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**

- Yes, variation will be there, but it will be the positive variation. Because one, volume will increase. So, volume can increase mainly from rail and metro. The moment I get one order, straight away my volume will go up. Same thing in defence also. There also volume will increase faster than mining and construction. So what we are expecting in next, say 3 to 5 years ahead is, mining and construction percentage wise may come down, So whatever they are at this stage, their increase may be 5 to 7% year-on-year. But increase in defence and rail and metro will be more than 10%. So, volume will increase in rail and metro as well as defence but my cost and spare, because spare business is more in mining and construction. So, it will increase, but at a lower pace.
- So, with this, if we see the product mix, our main thrust is on the product mix. So, every year I should have the product mix which will increase my breakeven point. See, material consumption both in defence as well as rail and metro is slightly higher than the mining and construction equipments. Mining and construction, we have to see together with the spares. Because once we are able to sell the equipment then spares, because of OEM, share will also go up. So, keeping that in mind, next 4-5 years, what we are planning to have our product mix in such a way my contribution should increase. And main purpose of increasing and the main thrust behind this is to take high value contracts, 2 or 3 every year, but keep the pace of mining and construction 5 to 7% increase on year-on-year basis. So, it will start, right now we are near to 4000 Crs, we can say, 3800 we had done last year. So, from here 5000 to 10,000 to 12,000 we can expect in the next 4 to 5 years. So there my EBITDA will go up, already we have touched two digit, 10%, it will go further minimum 2 to 3% year-on-year basis.

- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**

- Correct. Because see, the second important point is that your employee cost is really too high. It has been between 20% to 22%, and as your top line grows, I can see that that as a percentage will keep coming down and that will give you the trigger on EBITDA.

- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- Yeah. See, ideally, if you see my labour consumption or percentage should be somewhere near 14% to 15%.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Exactly!
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- ...industry like us. So yes, the way our turnover or the share of rail and metro and defence will grow, definitely this percentage will come down because we do not need that much of manpower even to reach that target.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- Still with the existing manpower we can touch easily Rs. 6,000 to 7,000 crores target.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct. Amit, over to you.
- **Ms. Amit Anwani – Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Yes, ma'am. Thank you, sir. Thanks for the opportunity. I'm Amit Anwani. I am lead analyst for capital goods and defence at Prabhudas Lilladher. Sir, I just wanted to understand a couple of things. One is the recent order we won along with Siemens for Vande Bharat, and we are talking about a lot of opportunities in Metros and railways segment, you mentioned a lot about it. Just wanted to understand the nature of the contract because we are talking about 35 years of O&M. So, what will be our contribution in manufacturing and at the same time what kind of returns or margins we are expecting on this orders which are coming in on a PPP mode?
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- First of all, one small correction. We have not won the Vande Bharat order with Siemens. That particular Vande Bharat tender of 200 train sets, we were L3. Yes, we participated with Siemens, but were L3. L1 was RVNL and TMH, and L2 was Titagarh with BHEL. This train sets order whatever we have got, was from ICF. So there in our scope, is the design and development. Certain aggregates they'll be giving free of supply to us. So in this, margins are there because it was not a competitive bid it was almost like on a nomination basis. Indian Railways wanted the sleeper version of the Vande Bharat to come out quickly. That's why they asked us and we accepted that thing. The work is already in progress and as the Railway Minister mentioned also, by March the first prototype of the Vande Bharat will be out.

- Now coming to the metro which we have won, the Bangalore Metro, it's a complete supply of the cars and maintenance of 15 years. So there also margin is there, though the difference between us and the next partner, that is Alstom, it's quite a lot. But the difference is, we have already supplied 342 cars to Bangalore Metro. So, the design is already available with us. And for your information, like Bangalore metro is the only metro in the country which is having a 15 ton axle load, the axle load is less, whereas the other metros are 16 ton or 17 tons. So Alstom and other competitors, they didn't readily have the design, whereas we had the design. So that benefit we are having, plus we are just next door. So that way that all benefit is also with us. So definitely the margins will be better in Bangalore Metro.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Sure sir. So I request participants to raise hand to ask a question and I got a couple of questions in the chat box. So one question is on again, the current employee strength and how much reduction will be there in employee cost over next 3 to 5 years as a percentage of sales.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- See, the employee right now what we are having, our reduction is 7 to 8% on year-on-year basis. So with this, yes, cost will come down, but on the other hand, because of increments and other things, again, cost will come to the same level. So if you see for the last 3 years, we are maintaining our wage cost almost at equal level. So further yes, when our order book or production will increase, it will not be in the same ratio, but yes, it will increase, what we are planning to have percentage wise less than 20% in the coming year and slowly will bring down to 14% to 15%.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Sure sir. I have a question from Mr. Utkarsh. So he's trying to understand on aggregate level, what is the level of indigenization for Metro car segment.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- See, Metro car segment as already shown in the presentation, it is around 66%.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- What we are targeting on that like....
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- See, targeting again in the sense, we require a partner...we don't manufacture the propulsion aggregates. So we are searching on the lookout for a partner who can manufacture it in India. Now, the people who are manufacturing it in India, the propulsion aggregates, are mostly our competitors in the Metro field. So we cannot buy it from them because there'll be conflict of interest. But in the future, yes, some parties are coming up like Medha is there. They have been supplying to Vande Bharat.

So we are exploring the opportunities and we want to raise this level to at least 80% to 85%, the indigenization level in Metro.

- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Sure sir. We got a question from Mr. Amnish Aggrawal. Go ahead, sir.
- **Mr. Amnish Aggrawal – Participant:**
- Hi. So, my question is regarding the manpower cost. If I look at last 3 year numbers, our manpower in terms of numbers has gone down from 6,600 to 5,197 now. Looking at the way our order book is ramping up, two questions here. First of all, what is the optimum level of manpower given our current, you can say, scale of operations? That is one. And secondly, looking at our order book, do you think that we will need to have more manpower in future, we need to recruit more people? And thirdly, what is our inbuilt capacity of the system? For example, if we are say, looking at our order book going from say Rs. 9,000 crores to Rs. 14,000 crores. So do we have the capacity to, you can say, have top line, say doubling over the next 2 years? Do we have the capacity to manufacture so much? So, these are a couple of my questions.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- Sir first two question I'll answer, then capacity you can take it. See, as I told, employee cost yes, what we have seen is more or less stable, and 8 to 7% decrease is there. Now your question was how much we can go further with the same manpower. Yes, we can go with the same manpower up to Rs. 6,000 to 7,000 crores turnover. And after that yes, when we go for further increase, almost double the increase, yes, that time manpower is required. But on the other side, if you see what target we are having minimum, my target is one person should have minimum Rs. 1 crore of turnover to start with and it should go to Rs. 1.5 to 2 crores in the years to come. So, accordingly we'll plan our manpower also in line with the required production as per the target or as per the orders which we are going to receive in the coming years.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- With regard to capacity if I say, see, rail and metro, we are having a capacity of almost 300 cars per year. Now if further orders comes in, like I was mentioning this Mumbai Railway Vikas Corporation, wherein we need to manufacture 600 cars per year we need to set up another additional line. Actually, we had plans and a DPR is also ready for additional line, even the land is also there for that. So depending on the requirement we will be putting in an additional line. Similarly, for the defence also, if the overhauling order comes through, we will be putting up new hangers for overhauling of the armoured recovery vehicle as well as the high mobility vehicles. So, these expansions have to be done. But it will be within the same facility.
- **Mr. Amnish Aggrawal – Participant:**
- Okay. But for these expansions how much do we plan to spend over the next couple of years in CapEx?

- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- See this financial year itself, we are having a CapEx of almost Rs. 200 crores, which is quite a lot as compared to the previous years. Previous years, we used to have around Rs. 50 to 60 crores. This Rs. 200 crores, it's going up for setting up certain manufacturing facilities for the overhauling of the high mobility vehicles, both in our Palakkad plant as well as in our Kolar Gold Fields plant. And some more new facilities and up gradation of the existing machines that is also being taken up. So that once most of these orders come up, then we'll be able to deliver it.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- I request all the participants to raise their hands so that Amit will include them and they can ask the question. Amit, in the meantime, in Q&A there are more questions you can just start taking them.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Yes one question is on the margin mix. If you can mention segment wise margins and because of the order pipeline which we are expecting, how the overall margin mix will change.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- That I think our Director Finance has already explained. Anyway, I can request him to say something more.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- See, on margin we have to see company as a whole because segment wise will not give the correct picture, because we have to do based on the orders available and we have to decide the product mix accordingly. So year-on-year basis. Yes, margin, I have already told. Yes, already we have reached two digit, 10% for EBITDA. So definitely with the increase, minimum 2% increase is expected.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Sir, we got a question from Mr. Shreyans. Go ahead, sir.
- **Mr. Shreyans – Participant:**
- Yes, good afternoon. Thanks for the opportunity. I just had two questions. I've been a shareholder of the company for a long time and you have already shared enough details about the activity and financials and all that but just two supplementary questions. One, about government has announced intent to privatize the BEML if you can give us any update on that front, please. That's the question number one.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- See again the amount of information you are having which you got from the media, the same amount of information we are also having. Right now we can only tell that

whatever was a surplus land identified, that has been moved out on paper to BEML Land Assets Limited and now the company is also listed and the registration process for that surplus land is going on. Regarding disinvestment, there is no further movement so far.

- **Mr. Shreyans – Participant:**

- Okay. So, since you mentioned about that BEML Land Assets and as a shareholder we also got the shares of the demerged company, if you can also give us some understanding about what's the reason for that company going forward.

- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**

- Vision, that company' new Directors which are yet to be appointed, they will be telling. Obviously, it will be to monetize. We are having almost 500 acres of land in Mysore and Bangalore; 400 acres in Mysore and around 100 acres in Bangalore.

- **Mr. Shreyans – Participant:**

- Any timeline for this?

- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**

- No. That we are not aware it.

- **Mr. Shreyans – Participant:**

- Thank you so very much for taking these questions. Wishing the very best to the company. Thanks.

- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**

- Sir, I'll take one question in between. We looked at the order outlook for FY24 and that seems to be the best in terms of last 5 years track record of order inflow. But I also understood that some of these orders in Metro and Defence takes time to come into order execution. How is our order outlook for FY25? Do we have some visibility on that? When does the visibility really get built?

- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**

- See, in the next 2 to 3 years there will be a boom, rather there will be a huge requirement both in rail and in metro, as you have been seeing, rail either in the form of Vande Bharat or Vande Metro and all the tenders have been coming in. It will be there for the next two three years. Similarly, for defence also there will be a huge requirement, and mining and construction also a lot of opportunities are coming up. In fact, the export field is opening out more for us in mining and construction. So there are opportunities will be coming up in the next 2-3 years and...

- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So which means that order inflow of something like Rs. 8,000-10,000 crores in FY24 if that materializes will not be a one off and the run rate will continue to be strong even for next couple of more years.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Yes...
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Is that correct understanding?
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- But we'll have to maintain a balance. See as already questions also have been raised, our execution capability and the order book some sort of a balance has to be maintained because it's not possible to suddenly ramp up things.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct. So one more question that if the order outlook and order inflow is so good, Anil ji just mentioned that you all are looking at close to double digit, not even high teens kind of a growth. Any reason why the growth expectation in turnover is so moderate?
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Yes, it will be initially.... see, there are some....like last financial year if you see, the growth, it came down and all.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Exactly!
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- We have a plan in this financial year of almost Rs. 5,000 crores. But we hope to cross at least Rs. 4,500 crores. So as the numbers increase, the percentages also it....like, even a 10% jump is also quite a good increase.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- So why I'm asking this question is your typical book to bid ratio will increase substantially if the order execution rate or the turnover increases just by 10 to 11%?
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Yes, yes.

- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- That ratio will go substantially high because the orders that have been coming. Do I then understand that if not 2023-2024 and also not 2024-2025, because these are the 2 years when you will be doing the testing whether with defence or metro, the real traction in terms of order book reflecting into turnover will start from 2025-2026?
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Yes. By 2025-2026 we should reach somewhere around cross the Rs. 7,000 crores mark.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Isn't it? So that the real traction will build. And that is when all these ratios, which is all those investor community, all of us... we are watching in terms of 20-21% employee percentage and so on, will all fall in line to your desired levels of 13-14%, and margins will also probably look 14-15% if things work out.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Definitely.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Correct. Sir, you all have given a lot of time, but I would still ask Amit to one last time check up all the questions and if anything is pending, please take it up.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Yes ma'am, we can take one last question, I think. We are at the end of the session. So I think repeated questions on BEML Land Assets like, what are the plans for BEML Land Assets and what will be the valuations for land asset transfers and can it be immediately monetized? These are the few questions on BEML Land Assets.
- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- See, right now the board members who are taking care of BLAL, they are appointed by BEML when this company was formed as a subsidiary of BEML. So presently they are working as a custodian. So, the Board has to be formed by the government because government is holding 54% share. So that request has already gone and it is under process. They will form the proper Board. So that Board only can take the pick further, I mean, what should be the action point for this BLAL land parcel what has been transferred from BEML to BLAL. So, at present we may not be able to answer this question. Yes, once Board is formed, then only action point can come into it.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- And I think the fair price something was declared.

- **Mr. Anil Jerath - Director (Finance), BEML Ltd.:**
- Yeah, we have already declared approximately Rs. 2,300 crores plus, the value of land based on the guidance value.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Sure sir. Over to CMD Sir for any closing remark and then we can close the session.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Sir thank you so much. You invested so much of your time and you've been kind enough to get your team members so that we got very good insight. And this has been really proactive in terms of utilizing time of all the participants and we are extremely bullish on India and you are the core part of the India story. So I'm very confident about things changing for BEML also in a big way over next 3 to 5 years. And I think that will be the right time frame to look at the key change which will happen. Wish you and your entire team all the very best. Thank you so much once again.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- Thank you, madam. I would like to thank all the people who have joined this session. We might have spent some time, but people are investing their money.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- That is true.
- **Mr. Amit Banerjee - Chairman & MD, BEML Ltd.:**
- So we have to give good value for that money.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Thank you so much, sir.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- Thanks everyone for participating.
- **Ms. Amisha Vora - Chairperson & MD, Prabhudas Lilladher Pvt. Ltd.:**
- Thank you, Anil ji. Thank you, Shantanu ji. Thank you, Sasi ji. Thank you so much.
- **Mr. Amit Anwani - Research Analyst, Prabhudas Lilladher Pvt. Ltd.:**
- We'll end the session now. Thank you.

End of Transcript