Operator: Ladies and gentlemen, good day and welcome to the Swiggy Limited Q1 FY27 earnings conference call. As a reminder, all participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing star then zero on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Suman Sharma from the Investor Relations team. Thank you and over to you, sir.

Management: Thanks, operator. Hello everyone, and welcome to the first quarter FY27 earnings conference for Swiggy Limited. Our financial results and shareholders' letter have been published on the exchanges and the information pack has been placed in the investor relations section of our website at www.swiggy.com. We would like to inform you that the management may make certain comments on this call that one could deem forward-looking statements. Specifically, the financial guidance and pro forma information that we will provide on this call are management estimates based on certain assumptions and have not been subjected to any audit, review, or examination procedures. Swiggy does not guarantee these statements and is not obliged to update them at any time. Joining us on the call today are Sriharsha Majety, MD and Group CEO, Rahul Bothra, Group CFO, and Rohit Kapoor, CEO of Food Marketplace. With this brief preamble, let us start the Q&A. Operator, please go ahead.

Operator: Thank you. Ladies and gentlemen, we will begin with the question and answer session. Anyone who wishes to ask a question may press star and 1 on their touchtone telephone. If you wish to remove yourself from the question queue, you may press star and 2. Participants are requested to use handsets while asking a question. Ladies and gentlemen, we will wait for a moment while the question queue assembles. Our first question comes from the line of Sachin Salgaokar with Bank of America. Please go ahead.

Sachin Salgaokar – Bank of America: Hi, thank you for the opportunity. I have three questions. Let me first go through all the questions and then I will hand over to the management. First question is regarding the strategy in Quick Commerce. Now that we have achieved a contribution margin break even, which partly perhaps came at the expense of a slower growth, Management now wants to focus on accelerating growth, but again that is going to come at the expense of contribution margin getting again into negative territory. So I just wanted to understand how should we think about the strategy? Is it growth at the expense of margins or vice versa, and when do we see a mix of both?

Second question is on Quick Commerce on contribution margin or the implied take rate. Because when we look at Quick Commerce NOB growth, it is roughly 3% quarter-on-quarter, and Quick Commerce revenue growth is roughly 13%. Clearly the implied take rate has moved up. So I just wanted to understand if it is on the back of the mix of private labels, if it is seasonality, and how sustainable is the increased take rate?

My last question is on food. Of late, a lot of noise has increased on potential competition in the food delivery space. I would love to hear management's thoughts on that, particularly on the zero-commission model and how Swiggy looks at it. Thank you.

Management: Hi, thanks for your questions, Sachin. I am going to answer the first question. Harsha here. Yes, we did talk about a plan to be more focused on growth as we think about the way forward. When we talked about our overall commitment to move to the contribution margin zero, there were a bunch of reasons that we wanted to do that. We believe that to build a strong foundation for durable growth, this was quite important and we have talked about it many times. When we look at the quality of the business going into the future, we have absolutely moved close to 30 rupees in contribution over the last five quarters. Our user retention month-over-month is at the highest that it has ever been. A lot of the work that we have done on our brilliant basics, as well as our efforts on differentiation, are bearing fruit.

So we are at this point where, outside of let's say the market leaders, there are many folks operating at minus 10% and below in contribution margin. That is the segment that we are in. So in a segment where there are very wide bands of operations that everyone has, we believe that we have earned the right and the flexibility to operate in a 100 bps contribution margin level. At the same time, we want to be completely accountable to the quality of growth that we will demonstrate, and we take great confidence in the quality of growth that we expect just because we are looking at the fundamentals. We are looking at the overall user health quality and how users are progressing in terms of their habit formation on the platform. Given the guidance that we have given is highly range-bound within a specific limit—we closed the last quarter at minus 0.2% and we are talking about minus 100 bps as the range. Obviously, we have assumed no change in competitive intensity. Should things change dramatically, you should expect us to also keep moderating the strategy. But yes, I think the main reason we are choosing this is because we feel very happy about the reset in the quality of the business and the kind of growth we are seeing. We believe that doing this now increases our chances to actually get closer to the profitability timeframe that we have also talked about in the overall shareholder letter. This is Harsha.

Management: I will take that one. Rahul here. With respect to the take rate improvement, as you have largely seen from our shareholder letter, a lot of our improvement has come at the back of monetization. This is across the streams of the brands' take rate, where we are able to negotiate a lot better margins as we scale the business. Advertising has started to meaningfully kick in for us in terms of the overall type of advertising that we are selling to brands and incubating growth for them through these means. Thirdly, on the user fees side, if you have seen over the last couple of quarters, we did experiment with a few levers around no delivery charges, etc. In the previous quarter, we have been able to now monetize better on the user side. So with the combination of these three levers, we have been able to increase the take rate significantly, and a large part of our improvement over the last four or five quarters to help us get to the zero break even was also led by the monetization efforts.

Sachin Salgaokar – Bank of America: In other words, you are saying it is sustainable, right?

Management: Oh, absolutely. These are revenues that we have been able to establish with the brand partners as well as on the consumer side, so we do not expect these to turn. Just to add to the point that Harsha made—see, this zero to 100 basis point flexibility should be looked at more from an overall angle of retaining this to be able to incubate growth back. Even over the last four weeks, we have added more orders than in the previous six months. Having gotten to the balance sheet of the users, which at a portfolio level became profitable for us, our ability to now start harvesting good quality growth by making some of these choices in a cycle is one part that sits below the contribution margin.

Also, we have seen in certain states where there has been a minimum wage hike, which has impacted certain operations around our picking and packing costs at the dark store level. Those have been factors. Currently, there won't be an achievement in the game day quarter, but we are giving guidance for the Q4 quarter. It is not material, but something which has already been baked in. In terms of the last-mile cost, you are right. This is a seasonal impact, which got accentuated with the election cycle that we saw in the first part of the quarter. But on the other part, which is the migration of labor during the harvest period, this is something that we see on a year-on-year basis. As you would have seen, we have been able to negate some of that by continuous efforts on getting better efficiencies. In the previous year, we had 40 bps, and that reduced to 20 bps in the current year. We hope to continue being better on this line going forward.

Sachin Salgaokar – Bank of America: Okay, Rahul, thanks. And Harsha, just one question for you. It is a follow-up to what Sachin was asking earlier. News articles clearly suggest that the funding environment for the unlisted competitors is becoming extremely tough in the backdrop of irrational discounting and all. In the future, let's say in the near future, next three or four months or so, if the funding environment continues to be tight, do you expect or do you foresee that some of this irrational discounting should sort of rationalize?

Management: Hi. Firstly, the market now has seven or eight players, so I do not think it is only one player that changes how we execute. I think we need to keep everyone in mind. There are also folks expanding their networks rapidly. Also, as a part of the research that we did and this whole differentiated assortment that we keep emphasizing, we should rest assured that most of our efforts are to actually shape the positioning that we want. We want to have a lot more control over our destiny instead of looking over our shoulders every quarter to see what everyone else is doing. Even in the last four quarters, we have taken a very contra choice in terms of choosing contribution over growth. We believe that has given us a lot more staying power. Now, with the differentiated assortment coming in, we feel even more comfortable. So, I am not sure only one player changes how the category goes from here. There are seven players; everyone has their own strategies. We have our own and we just want to execute on it.

Sachin Salgaokar – Bank of America: Fair enough. You guys also have gone through a bit of low-value customer rationalization in the recent past. Based on your experience, what is the sensitivity that you are looking at? Let's say some of the players who are currently operating at zero MOV and zero delivery fee were to push up this delivery fee or minimum order values—what is the kind of sensitivity or potential declines in customers that could be happening over the course of time?

Management: I think we have shown that in our own push in the last two quarters. Our growth has also been soft because these resets are quite painful. The music does stop. Everyone has to look inward and make the hard resets that are needed for a stronger foundation. So any player that has to make these choices is going to see significant dips in volumes. Then you need to make up for it with organic drivers of growth. If you go after value as a proposition, you are going to acquire heavily value-seeking consumers, and if you take that away, they notice it very quickly. This would be true for any player that is going to make changes to a value proposition, especially on value.

Sachin Salgaokar – Bank of America: Fair enough. Rahul, a couple of accounting-related questions. Firstly, it looks like some of the unlisted competitors are actually capitalizing employee salary costs, cloud token costs, or in some cases, indirect costs related to stores even after the stores become operational. Can you clarify if we also capitalize any such expenses or not?

Management: Thank you for the question. Absolutely not. For all the line items that you mentioned, and there are a lot of them, we do not capitalize any of these. All of these are booked as part of the expenses. Especially with new stores when they open, even if there is a 60 or 90 day period, all of that gets baked into our contribution margin. There is no capitalization of employee costs and you can clearly see that in our results that we periodically publish.

Sachin Salgaokar – Bank of America: Last one from my end. Is there any securitization of the payables that some of our unlisted competitors might be doing where we get into arrangements with the brands that we will pay interest for delayed payment rather than making a timely upfront payment?

Management: No, we are not aware of such practices.

Sachin Salgaokar – Bank of America: Okay. Thanks, Rahul. Thanks, Harsha. Thank you so much. All the very best.

Management: Thank you.

Operator: The next question comes from the line of Abhishek Banerjee from ICICI Securities. Please go ahead.

Abhishek Banerjee – ICICI Securities: Hey, hi. Thanks for the opportunity. My first question is on the commentary that you have made on the four-week trending MOV growth rate being 10% versus 1% in the previous four weeks. Is this 10% a week-on-week number, and if so, what kind of growth rates would one basically build in for the quarter?

Management: Yes, I will clarify that. It is a four-week cumulative number, so not just a week, but the four-week cumulative number over the previous four weeks. Now that you know this is of the latest available data that we have, for the rest of the quarter, it is hard to guess. But as you have seen in our commentary, we do want to press on the accelerator here. As you have also seen, now that the contribution margin journey has been accomplished, the EBITDA journey itself will mean that we have to get to a certain run rate in terms of our net order value, and that journey has begun for us.

Abhishek Banerjee – ICICI Securities: Right. So the store expansion that you are speaking of—will that be mostly in the top eight cities where you are operating, or will it be outside?

Management: We are going to open in the same cities. We are not opening in any new cities with the effort from some of the growth levers that we have put in place. We are seeing good traction, so in some of the cities, we are starting to see capacity being maxed out in some of these hyperlocal stores. Some of these stores start hitting 2,500 to 3,000 orders per day, which necessarily means that we have to open more stores, though at a network level, we are confident about utilization. Our guidance for the current quarter is that, seeing some of this growth, we are going to add more stores in this quarter itself than we have added in the last four quarters.

Abhishek Banerjee – ICICI Securities: Understood. Now, when you speak of the zero to minus 1% contribution, what will be the areas that you are willing to spend most on for growth? Is it on discounting, or is it some sort of inducement to the customer or your channel partners and delivery partners? Can you give some color on that?

Management: Sure. One of the factors would be the store expansion that we have talked about. Considering that we are adding more stores which won't give immediate revenue, there is a certain amount of fixed cost that would get allocated. That's considered in that. The second area of investment is really around what we call the "brilliant basics," which is around the speed of the network. Currently, in this quarter, we also have seasonal rain impact, which means that we want to improve our serviceability and provide better serviceability than the competition. The third one is around the availability of our collections. We need hard resets in terms of the availability of our collections. These are the key areas, which are mostly around customer experience.

Abhishek Banerjee – ICICI Securities: Got it. In terms of the growth trajectory that you are describing, what will that be driven by? Will it be more AOV growth or will it be order growth? And if it is order growth, will it be more customer acquisition or more driven by increasing order frequency?

Management: I think on AOV, while we continue this journey, you may have seen that we have done very well, but that is something that we are not banking on going forward. It can naturally happen, but a lot of the growth is going to come from an increase in the transacting user base as well as frequency increases. These are the two levers that we are going to double down on. As Harsha mentioned, some of these are starting to play out for us. Having done the hard work of pruning away these low-profit users and orders, we are starting to see better customer retention on our platform. Our M1 retention of the transacting user base has actually been the highest that it has been over the last many quarters for us. So we are starting to see that sign of growth, which means an increase in the transacting user base is going to be the key lever for our order growth itself.

Abhishek Banerjee – ICICI Securities: Understood. Now, in the platform innovations part of the business, there was an increase in losses. Is that on account of closing specific services, or is it completely driven by internal projects?

Management: No, part of that was the closure of specific projects last quarter. There were some operating costs that were booked in this current quarter, but a large part of this investment is ongoing. Again, as we have called out, a lot of this is around the marketing investment that we have made to acquire new users on the platform because, from an overall fixed cost perspective, we have been able to launch platform innovations with very minimal effort or minimal overhead additions outside of the marketing investment that we need to make to get the users on the platform.

Abhishek Banerjee – ICICI Securities: Understood. Just one last question on the management change. What are the expectations from the new CEO for Instamart? She is obviously a strong leader, but if you could give some pointers, that would be great.

Management: I think we have talked about the foundation that has been set for the business. We are starting with record high retention levels. We are starting with some early success in the differentiated assortment approach. Everything in Nandita's experience has demonstrated that in retail, she has proven to be a strong merchandising leader who has understood consumers better than her competitors in the past. We want to be able to work with her to build on the foundations even better, build on the brilliant basics, and also really double down on the differentiated assortment proposition to drive strong, durable, and profitable growth for Instamart.

Abhishek Banerjee – ICICI Securities: Right. Thanks so much. Those were my questions.

Management: Thank you.

Operator: The next question comes from the line of Vijit Jain with Citi Group. Please go ahead. Vijit, you may please proceed with the question. If you are muted, please unmute yourself.

Vijit Jain – Citi Group: Yeah, hi. Can you hear me?

Operator: Yes, we can hear you. Please go ahead.

Vijit Jain – Citi Group: Thank you. My question is on the four-week growth commentary—10% in the four weeks versus 1% in the preceding four weeks. Just to be clear, is this week-on-week growth, or are you tracking towards 10% quarter-on-quarter growth in the quarter as of July 26? That is my first question.

Management: Yes. It is a cumulative of four weeks and not just a single week. Obviously, you are starting the quarter on a good balance here. As I mentioned, retention is starting to show up and the transacting user base is starting to increase. So we are cautiously optimistic about being able to deliver at least double-digit growth on a sequential basis, and hopefully more.

Vijit Jain – Citi Group: Got it. Understood. Thanks. And the second question is on northern retention remarks. You said 61% one-month retention is the best you have had in many quarters. You said 55% was the level last year. For benchmarking, it would be useful to know what is considered good. When you look at food delivery, is this the metric that you would use to say that your retentions are now at a gold standard?

Management: Hi, Harsha here. I do not think this is the gold standard. I think this is our highest so far. Our attempt will be to keep building on this and improving this in an increasingly competitive market, which will take a lot more than just business-as-usual activities. So suffice it to say, we are not done here.

Vijit Jain – Citi Group: Got it. And Harsha, my last question here is that you have said in the letter that quick commerce is entering a phase of diminishing returns on some of the older growth strategies, and you have talked a lot about differentiated assortment in the letter. In general, if you were to quantify—I know it is probably a hard question to answer—is this going to be the prime driver for growth for you apart from store additions? Is the differentiation in assortment how one should look at it, or is there more to be had from other initiatives that you could build on here?

Management: I think this should be seen as an additional driver of growth. The core proposition of quick commerce was getting a 20,000 SKU assortment to people in minutes with quality and on time. All of this has its own organic growth rate, as long as you wake up and do a great job at it every day. I think this just offers the opportunity to get incremental growth on top if you are able to do differentiated things, not just from other quick commerce providers, but compared to overall retail in a way that it does not currently exist. For us, we will see it as an alpha, where we can get even more growth by doing this. It will help us continuously shape our contribution while continuing to grow better than we have in the past. These are things that we did not have earlier, and we hope that they will allow us to manage growth and profitability even better.

Vijit Jain – Citi Group: Thanks. Just one follow-up on a previous question on Nandita getting on board at Instamart. You have had some other changes in leadership at Instamart as well, across different roles. Beyond what you said around Nandita and what she brings to the table, what else are you looking at with some of these changes at Instamart? Are there specific areas that you think they would want to hit a bit more aggressively, including brand partnerships or ads?

Management: We won't be able to go into that level of detail here. The core vectors remain the same. To run the business and improve the customer and brand experience even more is the bedrock for the business. That will be the priority. In addition, building on the early momentum from the first quarter of the differentiated assortment and getting it to the next level of the flywheel building is the goal. The team is going to be important, and everything else is going to be important. But I think the job for Instamart is to keep focused. If we do this well, I think we will be just fine and do really well in the next few quarters.

Vijit Jain – Citi Group: Understood. Thank you so much. Congratulations and best of luck for the next quarter. Thank you.

Operator: Thank you. Our next question comes from the line of Vivek Maheshwari with Jefferies. Please go ahead.

Vivek Maheshwari – Jefferies: Hi, good evening. A few questions. First, Rahul, when I look at the delivery fee in the Instamart business, that number looks like zero. Am I getting it right or not?

Management: Where are you picking this up, Vivek? I'm sorry, I couldn't understand. Maybe I can specifically clarify if you continue with the rest of your questions and I'll come back to that.

Vivek Maheshwari – Jefferies: Sure. That is one. Second, on the monetization bit, because the bulk of the monetization is from the brands. Do you think as we go forward you still have more levers? From the strategies that you have highlighted about focusing on select brands, do you think that journey can continue for the next few quarters and the monetization bit can keep getting better, both on pure take rate as well as on the advertising bit?

Management: Absolutely. Vivek, you have seen our journey for the next 20 rupees, which we need to achieve to hit break even on EBITDA. That is roughly going to come from the monetization side. You have roughly a half-and-half split between the product margins that we make from the brands out of the mix of our business, as well as roughly 10 rupees from the advertising side of it. So we still see substantial room, and again, this is the journey towards hitting EBITDA profitability. Then there is a next journey, which is another 25 to 30 rupees, which is our steady-state EBITDA guidance. We are going to continuously monitor this, and you should hold us accountable to be able to deliver on these metrics as we have highlighted. There is definitely room for us to continue on this journey.

Vivek Maheshwari – Jefferies: Got it. A follow-up to that, Rahul, and apologies if it is a naive question, but your take rates have moved up meaningfully on a sequential basis. When you went to the brands, what was the proposition or what was the promise that you had for them because of which monetization suddenly moved up after being flat for a few quarters? What was the trigger point?

Management: Unfortunately, that's not on a quarterly basis. Many of these brand negotiations happen on an annual basis depending on the cycle of those respective brands as well as our continued negotiation cycles. We continue to show them higher growth, and also the mix of the growth that we show is different from what they are used to in general channels, which means there is monetization we can offer because of the mix we provide.

On the advertising side, it is also about us being able to add the kind of inventory and the product features on our app to be able to give more avenues for these brands to participate and showcase their products. It is a journey of both product building as well as the negotiation efforts at the scale of the platform.

Vivek Maheshwari – Jefferies: Got it. My last question is on the value-led platform, where you have said that two out of three users are new to the Swiggy platform. This means that one out of three would be common users. What is the behavior of those users who have gone to that platform and their behavior on the main Swiggy app?

Management: This is Rohit here. One out of three users who are common on Swiggy exhibit one of two behaviors. The first behavior is that they just wanted a different offering, and they find the value-led platform more appealing to them, which is great because they stay within the same company. The second is they take some part of their use cases to that platform while some stay on Swiggy. We are serving both at this point.

Vivek Maheshwari – Jefferies: Got it. Thank you and wish you all the best.

Management: Vivek, if I may, I will just answer your first question. If you can go to page 16 where we have the adjusted revenue walk and included the user delivery charges that we collect, that will give you the answer. Thank you.

Vivek Maheshwari – Jefferies: Sure. I will take it offline with you then, Rahul. Thanks.

Operator: Thank you. Our next question comes from the line of Adit Sumon with CLSA. Please go ahead.

Adit Sumon – CLSA: Hi, good evening. And thanks for the opportunity. Three questions. Firstly, just clarity on the strategy. We've gone through multiple loops on the strategy for quick commerce. We did MaxSaver, then we focused on taking off delivery charges, and now we are increasing focus on brands. From a consumer perspective, does it become confusing? Are they confused about the proposition that Instamart or Swiggy has?

Even on food delivery, we are seeing that a third of the value-platform customers are overlapping with Swiggy. Does that create confusion? The reason I ask this is because when I look at the app ratings, there is a fall-off in app ratings. The number of ratings as well as the quality of ratings for Swiggy has dropped, and that is a bit surprising for me given the strength of the brand.

Second, on this own-brand strategy and when you talk about increasing ad revenues, is there a conflict between those two results? At some level, you compete with the brands that want to advertise on the platform, and there will be a chunk of revenue on which you cannot collect advertising because it is your own brands. Does that become a conflict of interest and how does one solve for it?

Lastly, in terms of the platform frequency, some of the data that you reported suggests a drop-off in platform frequency. If you could throw more light on why that has happened, specifically on page 5 of the shareholder letter.

Management: I'll take the first question on the strategy of Quick Commerce. Honestly, when we did MaxSaver last year, I think we saw that more as a tactic than a strategy. It was helpful for us to combine cards a lot more effectively than we were able to at the time and it moved the MOV in the way that it did.

In terms of the clarity, I think that is the position that we are now taking in a way that we haven't in the past. Looking back, I think we could have done even more to cement a more distinctive positioning for Instamart. That is exactly what we are doing today. All of this user-based reset and this more careful, deliberate positioning is saying this is what we want to stand for. I would say that we haven't done anything distinctive or concerted as a strategy in this way before. We are also making all these changes on the storefront to reflect this clarity and we are starting to see some of the consumer experience buying into the proposition. It is still early days, but we are quite hopeful that the specific positioning for Instamart is starting to show up for consumers in a way that it hasn't in the past.

As for the app ratings, we are going to look into this. We do not see anything unusual here, but we will report our findings there. Regarding the food delivery part where you are talking about confused users, there are also questions about multiple new value-led players showing up in food delivery. I think affordability is a real need and can be improved to drive category growth. So if there is a more purpose-built model for value in the food delivery category, I think we owe it to ourselves to do this exploration along with other explorations on the Swiggy app.

Adit Sumon - CLSA: Just regarding that food delivery bit. I agree with the potential need for getting new customers at lower price points. But what would this entail? Would this entail a lower commission model? Ultimately, even in your bull-case scenario, we are talking about a 5% margin. As you mentioned before, you have to pay for the cost. So how does the value-platform monetization differ from Swiggy?

Management: Firstly, we are still in early days on that business. But commissions do need to be different from the Swiggy platform to enable our restaurant partners to offer everyday low prices. It is a core part of the strategy. As Rohit had mentioned previously, the answer is not going to be zero in practice because that is not going to work to grow the category. But lightening the load for restaurant partners will be important to build a more balanced ecosystem, even with the value-platform, if it is to be durable.

Adit Sumon - CLSA: I understand, but the question is you are ultimately paying 50 or 60 rupees for a delivery partner, and that needs to be covered. Today, if we look at the revenue per order, it is just about covering that and your fixed costs. So how can one lower commissions and fees and still cover that 50 rupees? Is batching a lot more viable on the value-platform than on the Swiggy app?

Management: The difference is the average order values of both categories are going to be different. We don't need to make 40 rupees per order in this business to build a large and profitable version. Please don't assume that it is the same food delivery model transplanted to a new channel. It is bottom-up thinking on what is most valuable to the consumer. What does the consumer care about the most? We want to ensure they get the best experience and value, and then we figure out what the consumer is going to pay us for. It is far easier to do that on a standalone platform than on the same main platform. Over time, it is going to look quite different in terms of what it offers in terms of value, experience, selection, and speed.

Management: I will take the next two questions regarding your brand strategy conflict with ads. I think the nature of some of the private brands means that they come with significantly higher margins. There are more supply chain margins and manufacturing margins that you can capture as a brand. This leaves plenty of room for you to have higher gross margins. Our private brand strategy is not value-driven; it is more experience-driven. Therefore, you should expect higher margins as that scales.

The third question around the platform frequency drop clearly has a mixed impact. As we have called out over the last two or three quarters, we have actively pruned a lot of users on the platform. Since these are reported numbers across food delivery as well as Quick Commerce, there has been an impact because Quick Commerce has lower frequency compared to food delivery. This should start correcting itself as the overall transacting user base starts improving. I'll just point out that these numbers do not include platform innovation tests which are not currently part of our B2C reporting policy.

Adit Sumon - CLSA: All right, thanks a lot for patiently answering all my questions. Thank you.

Operator: The next question comes from the line of Jigashu Gor with Besting. Please go ahead.

Jigashu Gor - Besting: Hi, thank you for the opportunity. I have one comment and one question. Let me do the comment part first. We have discussed the value platform quite a bit. I am not sure if I am clear on the answers regarding the questions raised in the newsletter about new competition for food delivery. What are the similar questions for our value platform and what are our answers? We can discuss it next week during the Investor Day, but that is my first request.

Second is a specific one on Instamart. We have written about these strategic brand partnerships. In addition to our proprietary private labels, we are developing a wide portfolio. Can you give us a few details about how we are collaborating with these brand partners? Are these products exclusive to Swiggy or can they be sold on other platforms as well? What is our approach to driving behavior using the "switch to better" proposition? That's it for me. Thank you.

Management: Hi, Harsha here. Thanks for the questions. On the first one, we will definitely cover a lot of this next week during the Investor Day as a part of a broader explanation on our new platform initiatives. We will be sure to make the time there.

On the second one regarding strategic brand partnerships, we would love for you to open the Instamart app and check out the "Switch to Better" campaign that is live right now. If you try a few searches for products, you will be able to understand the brands that are live. We work with a mixture of both incumbent and large brands in categories as well as challengers like D2C brands to create a distinctive value proposition of great quality and great prices. For example, if you go to the atta category, you will see partnerships with Aashirvaad, and ITC has launched a couple of brands in that case. In the toy car segment, you will see a different brand. In the eggs category, the switch is on top of our own brand. It is a mix of proprietary, large, and D2C brands.

Regarding whether products are exclusive—many of the SKUs themselves tend to be exclusive. When they are not, you see that there are some SKUs where there is a mixed portfolio. For example, if you search for oats, you would see many high-protein oats in the selection. You will see that a lot of them would be exclusive and some of them would be selling at an exclusive price with us. It tends to be a mixture, but the proposition of great quality and great prices will be exclusive for us as a combination. Ultimately, the strategy is all about democratizing access to great quality.

Jigashu Gor - Besting: Okay, thank you for the answer. We look forward to next week.

Operator: The next question comes from the line of Rishi Jhunjhunwala with IIFL Institutional Equities. Please go ahead.

Rishi Jhunjhunwala - IIFL Institutional Equities: Hi, just one question. Looking at the cash burn that you currently have on Quick Commerce and the trajectory you have on food delivery in terms of cash generation improvement over the next two or three quarters, do you believe you can offset the entire cash burn on Quick Commerce through food delivery as well as your treasury income anytime in the near future?

Management: Thank you for the question. Yes, both our food delivery business in terms of operating margins and our treasury income are moving in the right trajectory. We are currently at about 3% and we have said we will be getting to 5%. As we continue to support the Quick Commerce business during its EBITDA profitability journey, we expect to be able to break even at the overall cash level over the next two quarters.

Rishi Jhunjhunwala - IIFL Institutional Equities: So, barring the burn on innovation, you would effectively start generating cash at a consolidated level. Is that a right assumption to make?

Management: Yes, that is true. Our platform innovation, by its nature, is something that we are not committing ourselves fully to yet. Once the product hits both product-market fit and what we call business-market fit, that is when it will receive full capital and have its own economics from there on.

Rishi Jhunjhunwala - IIFL Institutional Equities: Understood. Thank you so much.

Operator: Ladies and gentlemen, that was the last question. On behalf of Swiggy Limited, that concludes today's conference. Thank you for joining us and you may now disconnect your lines. Thank you.