Operator: Good afternoon, everyone. This is the third day of Bharat Connect Conference 2026 September edition. I welcome you all to the call of Excelsoft Technologies Ltd. Today, from management, we have Mr. Prashant, Head of Strategy, and Doraiswami, CEO. Before I hand over the call to management, I will lay out the flow of the event. We will start with opening remarks by management and then move on to the Q&A round. Any participant who would like to ask questions can raise their hand or put them in the chat box. First, we will take questions from participants who have raised their hands and then move on to the chat box. If time permits, we will take the questions that I have received from clients who were not able to participate. Please note that we will take the last question 5 minutes before the end of the session. Over to you, sir.

Prashant – Chief Strategy Officer: Thank you. Good afternoon, everyone. It is a great pleasure to be part of this conference and a wonderful opportunity to meet you all. Mr. Doraiswami, our CEO, is part of this call. As was introduced, my name is Prashant. I am the Chief Strategy Officer and Head of Investor Relations. I would like Mr. Dore to begin with the opening remarks, and then I will follow with a detailed account of the company. I might use a presentation as well for the benefit of time. So, Dore, sir, if you can open it, I will move on to the presentation.

Doraiswami – CEO: Sure. Thanks, Prashant. Good afternoon, everyone. Thank you for giving us this opportunity to present our company. Primarily, we are in education technology and within the learning and assessment space. We are currently growing in the US and UK markets. Of course, India is one of the strategic markets that we are making inroads into right now. This is not just because of these recent developments; there was a strategy planned for FY25 onward.

Currently, we are serving some marquee customers in the US market, and as a company, we are growing quarter-on-quarter and steadily investing in new markets, especially emerging markets and other markets. That is one reason why we went for an IPO and raised capital, and we are seeing the benefits of those investments.

In addition, we are also pursuing a few acquisitions along the way, which will help us add product capabilities as well as expand geographically. I will stop here because, given the limited time, I do not want to take much of your time. We have a small presentation. Once we complete the presentation, we would be happy to take questions. Thank you, gentlemen.

Prashant – Chief Strategy Officer: Thank you, Doraiswami. Very quickly, just to outline the business, as Dore said, we are an education technology company, a global company focused on the market of learning and assessment. Assessment is a bigger part of our business than learning. We have been in this business for over 2 decades now, 25 years-plus to be precise. We started in the year 2000, and throughout these 26 years, we have been providing technology-based solutions across a wide range of segments. These range from publishers to large assessment bodies, such as awarding bodies, as we call them, qualification agencies, certification agencies, large-scale standardized admission tests, and similar organizations.

We are obviously a cloud-based platform with all the industry-standard APIs for integrations. One thing that distinguishes us from regular technology companies is our very deep domain expertise and domain knowledge. We have remained in the education domain, particularly assessment, for so

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long, and we understand the domain very well. That has helped us in recent years to harness the power of AI through domain-tailored models that we have built for ourselves. In fact, we have had an AI strategy for the last 3 years. Even before ChatGPT became popular, we had an AI strategy, and that is probably what is helping us position ourselves as a very dominant AI-based solutions provider in this space. Our focus is on AI not for the sake of AI, but on using it to deliver benefits to our end customers.

We are present in approximately 21 countries through our clients, of course. We have offices across many regions, which I will discuss in a moment. We have more than 1,000 people and approximately 100 active customers. One distinguishing point to note is that our customers have been with us for a long time. The average client tenure is approximately 11 years. Our top 10 customers have been with us for an average of more than 11 years. That speaks volumes about our customer relationships, the stickiness of our customers, and the value that we deliver to them.

We have both education technology products and a stream of services. When it comes to products, as I said, assessment products are a key area. Saras is our flagship platform, which delivers end-to-end assessments and the full range of assessments of different kinds. These could be typical online assessments, e-marking of paper-based assessments or examinations, OMR assessments, which you may have seen, or evidence-based skill assessments. We cover the entire range of assessments through our technology platform.

Along with the assessment platform, we also have a proctoring solution. Proctoring helps examination bodies or whoever is conducting the examination to invigilate examinations remotely. This enables examinations to be taken from anywhere.

Learning and student success solutions are our other products. There is a learning platform and a book-based interactive e-book platform called OpenPage. EnableEd is our corporate learning and development platform, or an LXP, as it has been called in recent years.

When it comes to services, we provide end-to-end product engineering, again in the same domain. We do not drift into other domains when it comes to platforms. We build products and platforms for our customers. Here, we work with very large marquee customers for whom we build platforms that deliver a whole range of use cases to their end users.

One example is Pearson. Pearson is our largest customer, and for Pearson, for the last 21 years, we have been delivering education technology products and platform development services. That is where we distinguish ourselves as a premium, domain-based technology services provider. In recent years, as I mentioned regarding AI, we have brought AI into our products, which we license to our customers. We also bring that value to our services customers. It is not only in our products but also in our services. We can discuss this further later.

To mention some of our customers, I referred to Pearson. There are other customers for whom we have permission to use their names, including the Chartered Quality Institute in the UK, Colleges of Excellence in Saudi Arabia, and NextGen. Through NextGen, we work with the Ministry of Education in Singapore. Sorala is a Japanese customer. AQA is perhaps the world's largest qualifications agency or awarding organization in the UK. They conduct large-scale GCSE examinations, approximately 12 million examinations every year, and they are our customer. BYU, or Brigham

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Young University, is in the US. Ascend Learning is a publisher, also in the US. TQUK stands for Training Qualifications UK in the UK. There are many other customers, but we are not able to name them in this presentation. They are all marquee customers and leaders in their respective segments.

Very quickly, regarding our journey so far, we started in the year 2000 as a startup and built our first learning management system. We built many other products along the way. As I mentioned, OpenPage was built around 2008, followed later by EnableEd, and CollegeSpark is another student success platform. While the products were being implemented, we also acquired prestigious customers such as Pearson and others along the way.

In November 2025, as you know, we listed ourselves on the stock exchange, and we have been trading in the stock markets ever since. We have won very prestigious awards. In the interest of time, I will skip them for now. This data is available on our website if you want to go through the details.

Mr. Sudhanva is our Chairman and Managing Director. He is the promoter who started it all in the year 2000 along with his father, Professor Dhananjaya. Both of them started the company. Professor Dhananjaya was a very eminent educationist, and Mr. Sudhanva was known for his technological prowess. They came together and did some wonderful work in the education technology space over the last 25 years. Unfortunately, we lost Professor Dhananjaya in January 2024, and ever since then, Mr. Sudhanva has been our CMD. Shruti is our Executive Director on the board and a Whole-time Director. She is also our Chief People Officer.

These are the other leaders on our management team. You know Mr. Doraiswami. Mahesh is a very seasoned operations person. He has been with us for approximately 20 years. I have been with the company since its inception, so this is my 26th year with the company.

Adarsh is our Chief Innovations Officer. He has been with the company and handles all the AI and product development initiatives. He built our US business for a short period and is now with the business in India. Punacha joined us recently as the Chief Financial Officer. He has experience working in listed companies throughout his career. Ajay is our Chief Sales Officer. Like me, he has been with the organization for approximately 26 years. Shiv Kumar is another veteran who has been with us for 26 years and is the Chief Administrative Officer. Aditya Jain is our Company Secretary, and he has been with us for approximately 2 years.

I mentioned our presence across the globe through our customers. At the same time, we have offices. We are headquartered in Mysore. We have other offices in India, in Noida and Hyderabad. In other locations across the globe, we have an office in Boston, one in London, and offices in Dubai and Singapore. Recently, we also established an office in Canada.

In the interest of time, I will skip some of these slides so that we can bring them up during the discussion. Mr. Doraiswami did mention our growth strategies. We want to look at new markets and definitely at new products. We want to leverage AI to the fullest, which we are already doing, and we want to do more of it. We want to strengthen our R&D capabilities going forward and increase our R&D so that we can develop AI-native platforms and products that can deliver more value to our customers.

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One thing we are very proud of is customer loyalty, and we want to continue that legacy. What we have done distinctly over the last couple of quarters is build a stronger sales team. We now have more people representing us in sales across the globe, in the US, the UK, and other locations as well. We do have an inorganic growth strategy centered around acquisitions. We will provide an update shortly on that.

This slide is about new products and AI-enabled, AI-native products. We have something called Elevate. Elevate is our AI app suite. There are approximately 16 different AI-enabled apps that form part of our platform. They are granular in nature, but they add value to all our products.

We also have something interesting called Saras Assessment in a Box. Assessment in a Box is a small device, a palm-sized, handheld device that can deliver assessments in places where there is no internet connectivity. It has its own Wi-Fi. It enables the delivery of assessments almost anywhere. You just need a location, and any device can connect to it, such as a laptop, tablet, or mobile phone. This is a very handy, small device that delivers assessments anywhere and anytime.

The other products are Saras School AI and Career Spark. These are the new products that we have developed and will be taking to the market soon.

Very quickly, on the financial highlights, Q1 is our latest result. In Q1 FY27, we reported 803 million, which is 80 crores of top-line revenue, and 13 crores of EBITDA. The reason I have this slide is to give you an idea that, historically, even before FY25, FY24, or FY23, if you looked at the quarterly spread, the first half was typically approximately 45% and the second half was approximately 55% of our revenue. That has been broadly true for our business every year in the past.

The same applies to EBITDA. The first half is typically 36%-37%, while the second half is when we deliver approximately 60%-62% to 64% of our EBITDA. The reason is quite simple. While our costs are fairly flat across the 4 quarters, our revenue is heavily weighted toward the second half.

The reason is that Q4, as you can see in both years, is very high. It is approximately 30% of our total revenue for the year. The reason for the 30% is that our customers typically have fresh budgets because most of the customers we work with in the US follow the calendar year, with their financial year starting in January. In Q4, they have fresh budgets, and that is when we are able to deliver more to our customers.

It is also true that some of the contracts, license agreements, and annual payment cycles fall in Q4, so there is generally an increase in Q4. This cyclicality of our business is what I wanted to highlight through this slide.

All this is available in the public domain, and I am sure you would have also gone through it. I will keep this slide handy in case there are any questions about it, and I can bring it up when required. Otherwise, I will stop my introduction here and leave it to Mr. Doraiswami to continue.

Prashant – Chief Strategy Officer: Dorai, you are on mute, please.

Doraiswami – CEO: Ah, thanks, Prashant. Thanks for that. I think the presentation covered the majority of the aspects of what we do. If there are any specific questions, we would be happy to take them, and the discussion would definitely provide more depth on the business.

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Operator: Shall we start with the questions? We already have questions. Our first question is from Pratik Bhandari. Hello, Pratik. You can unmute yourself and ask your question. Hello, Pratik, you are unmuted. I think he is not there, so we will move on to the next attendee. We can see him, actually. Our next question is from Varun Gandhi. Varun, you can go ahead and ask your question.

Varun Gandhi: Thank you. Mr. Doraiswami, my question is regarding this quarter, the June quarter. You reported revenue of 80 crores, which is sizable revenue growth sequentially. Mr. Prashant just highlighted that there is a cyclicality element involved in your revenue bookings. Is this because you have added more logos? What is the driver of this particular increase in revenue?

Doraiswami - CEO: A few of them are definitely new logos, but I would say a significant portion of our revenue came from existing customers. If you look at how we grow with our customers, one factor is that they take more services from us. Alternatively, more tests may be conducted in a particular year or quarter, which gives us more revenue.

The other factor is the increasing volume of services. For example, Pearson, as a customer, takes more product services or more services from us, and that adds to the numbers. Historically, if you look at it, the business has grown in a similar way.

Varun Gandhi: Is it fair to assume that this would be the base rate for the annual run rate? Is it fair to assume this?

Doraiswami - CEO: Yes, you can assume that.

Varun Gandhi: Understood. I would also like to touch upon the subject of AI. There are 2 ways to look at it. First, you are using AI to develop new products, essentially augmenting your servicing capability. Second, you are developing products around AI. Please explain your strategy here in a little more depth, and also explain how you think this would impact margins—not next year, but, let us say, 5 years down the line. What is your view?

Doraiswami - CEO: That is a fantastic question. You have put multiple things into a single question. It is a very cleverly asked question.

Coming back to the core issue, AI as an idea, as a tool, and as a way of software development—everything related to the software development life cycle has been under discussion for a couple of quarters now. We were discussing whether to use AI to develop code or deliver our products and services, whether AI is going to take center stage through AI-native products coming out of our organization and addressing customer needs, and how AI is going to manage those products going forward. These are the 3 questions that have been combined into this one.

The experimentation stage is more or less over, I would say. At this point, we have released a few AI-native products to the market, which have been tested with friendly customers and at a very small scale. I would say that enterprise-level software development has not been undertaken with that purpose. Although we have done some R&D in that area, we have never released those kinds of products to the market, to ensure that the guardrails are in place. We do not want to make mistakes because we are in a high-stakes business. We cannot take that risk.

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Security is another consideration. I would not say it is an issue, but it was a question, and we had our own serious doubts. We wanted to conduct more testing. Therefore, we developed smaller applications and delivered them to some customers. We tested them, and they are working well.

That gives us a lot of confidence, and now we are going to look at some other products and services and examine how we can use AI in our day-to-day work. You asked whether we are going to use AI in our services. Yes, definitely, we are going to use AI. It is going to be an integral part of our services. It will give us clean code, a more stable product, and better turnaround time in terms of how quickly we can bring products to the market and how many iterations we can provide to customers.

The second aspect relates to the product line. There are 2 things, as I mentioned. First, we use AI to improve our existing products. Second, we have AI-native products. In some products, AI will intervene and help us maintain costs such as hosting costs and infrastructure costs. That is one aspect.

The second aspect is AI-native products, and we have just started that journey. As part of this journey, we have plans to bring certain AI-native products to the market. These products will be forward-looking and will address market needs.

The third question was how margins will look 5 years from now. It is very similar to the situation faced by any IT company, IT product company, or services company. There will obviously be competition. If anybody has domain expertise like us, we are going to be the winners. We are not a run-of-the-mill IT company where we simply build products for our customers. We are a domain expertise company, especially in the education sector.

Margins will be sustainable. Honestly, if you ask me whether our margins will be 50% or 60% EBITDA, I do not have an answer to that. But they will definitely be sustainable. We see a very large chunk of business coming our way, and we are able to solve mission-critical or complex problems in the education sector.

I would simply say that the last 25-year journey was different from what the next 25-year journey is definitely going to be, particularly from the perspective of AI. I would say it is going to be a very good journey. That is all I would say.

Varun Gandhi: Thank you, sir. That was a well-elaborated answer. If I could follow up on the AI-native products, you mentioned that you are in a pilot phase and must have deployed certain products with your top clients, presumably. What sort of conversations are you having with them right now? Are there any signs of how you will be able to monetize these AI add-on features? Could you help me understand this a little more clearly?

Prashant – Chief Strategy Officer: Yes, certainly. There are 2 aspects. First, regarding the conversations we are having with existing customers, they are very interesting. They relate to add-ons, improvements in performance, improvements in features, and improvements in certain areas. They also involve examining how simple AI tools can make their lives easier. That is one side of the discussion, which is already taking place, and the discussions are continuing as part of our journey.

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The second aspect is that we are engaging with some customers at a different level right now. How do we modernize their existing applications, which were built 20 years ago? Can we intervene in that space, not only through technology but also by providing faster turnaround using AI and deep domain expertise?

The conversation in this second area is very interesting, and we would like to be in this space more than in the first one. The first area involves simple patches or simpler interventions, and it is not going to generate any significant revenue or margin. In the second area, we can definitely become a serious player and create a stickier customer relationship.

Varun Gandhi: Quite interesting. If I have to conclude, you are looking at a multifaceted approach where AI would provide add-on features to your existing platform. However, the more interesting part is that you can provide considerably more services using AI, and that might open another pool of revenue. Is my understanding correct?

Prashant – Chief Strategy Officer: It can result in more additions within the same domain or segment, not a new domain or segment. It will either come from services, or we may be in a position to sell more of our products to existing customers.

Varun Gandhi: With regard to services, would the services be sold only to clients where we have deployed our platforms, or would these services be open to any client that wants a deep-domain IT services provider for assessment or learning management solutions?

Prashant – Chief Strategy Officer: In the short term, we are concentrating only on the education sector. That is our forte, and we would like to continue in that space. In the future, we do not know how it will develop. If we are successful, we will definitely move into other sectors as well.

Varun Gandhi: No, sir, I meant within the education sector itself. Would you be providing services only to clients with whom—

Prashant – Chief Strategy Officer: No, no. Why would we? Why should we? We definitely want to acquire new logos and new customers.

Varun Gandhi: Understood. Thank you very much. Just one quick question for the benefit of the other participants. The revenue segment reported as revenue by technology or products is purely license revenue, correct? Recurring license revenue.

Management: Correct, yes.

Varun Gandhi: Thank you very much. I will join the queue. Thank you, gentlemen.

Management: Thank you. Thank you very much.

Operator: Our next question is from Parth Desai. Hello, Parth. You can go ahead and ask your question.

Parth Desai: Hi, am I audible?

Management: Yes, yes, we can hear you.

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Parth Desai: Thank you for the opportunity. My question follows up on the previous participant's question regarding the split between product revenues and services revenues. Our product revenues are currently 40%, correct? This translates to approximately 90-100 crores. To me, that seems quite low, and given that, at least at the AGM, Mr. Sudarshan alluded to targets of 1,000 crore revenue at some point in the future, how do we plan to scale our product revenues in the future?

Management: Prashanta, do you want to take it?

Prashant - Chief Strategy Officer: Sure.

Management: You are good at this.

Prashant - Chief Strategy Officer: There are multiple aspects here, Parth. One of the things we are looking at is mining our existing customers and doing more with them through our products. How does that work? I will take one example. There is a customer whom I can name: the Chartered Quality Institute in the UK.

What do they do? They provide tests for ISO certification and other quality certifications. Name any quality certification in the world, and they would provide certificates for people working in that area, such as lead auditors, internal auditors, management representatives, and others. They certify these people.

Currently, let us say they are conducting approximately 25 different assessments, such as ISO 27000, ISO 9000, ISO 14000, and so on. The opportunity for us arises when their scope expands. For instance, recently, ISO 42000 has been gaining a lot of popularity. That is the AI management system, an AI-related ISO standard. There is significant interest in it. Therefore, more and more lead auditors will want to get themselves certified in {? AIMS ?}. That creates an opportunity for us through more tests.

I am giving you one simple example, but this is also true of many other customers and their tests. Essentially, whatever falls within the scope of what we are doing with our customers can expand. That is one opportunity.

These same customers could add newer segments or verticals. For example, we are talking about awarding bodies. Most awarding bodies currently conduct paper-and-pen examinations, and they are now transforming themselves to deliver online examinations as well. That opens a huge opportunity for us.

The customers we acquired in the recent past, such as the {? AQA ?} that we mentioned and a few others, are large-scale customers. I mentioned 12 million answer scripts. They conduct 12 million examinations. Even if we take average pricing, it runs into several {? millions ?} of pounds every year. The scale is now coming from these newer customers whom we have acquired.

In addition to the typical licensing that we are doing with these existing products, we are also looking at new products. I will give you an example in the awarding segment. They are number one, but obviously, they are among the top 20. We work with 4 other top-20 organizations in the awarding organization segment. There are 254 awarding organizations in the UK. Among the top 20, we work with 5 of them.

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These organizations would typically need a more or less customized solution. This means that it is not a custom-built, bespoke solution, but they would use our platform and want to customize a significant amount of it. That would result in a longer implementation cycle and typically a longer sales cycle as well.

This has been our model for years. We land multimillion contracts with such organizations. We have now started looking at organizations ranked 21 to 100. We realized that they definitely want a platform, but they would not need any customization or would need very little customization.

What this means for us is that we build a 9-yard platform. Why are we best placed to deliver that? It is because of our domain expertise, built over so many years, and because we have worked with 5 of the top 20 organizations. We understand this best. We have a cumulative understanding of what each of those organizations wants, which is more comprehensive than the understanding of any individual organization.

Therefore, we will be able to deliver a better solution for the top-21-to-top-100 customers. We are developing a platform that will require very little or no customization. This will result in a shorter sales cycle, and we will be able to reach scale much more quickly.

We have verified this with some customers in the 21-to-100 segment, and there has been a positive response. That is giving us the confidence that we will be able to scale our product revenues faster from the current level.

In other words, I would say that the foundation has been laid. We have marquee customers in each of these segments. It is now a matter of replicating them across multiple organizations and multiple geographies. I think we are sufficiently scaled to do that. We now have a good sales team, and our ability to scale should definitely be higher.

Parth Desai: Excellent. My second question is more about innovation. For example, the {? Saras ?} Box—I think the {? Examineer ?} Box, yes. It is a very interesting concept, at least from my point of view, and there is a huge use case for it, even in a country such as India. Could you shed some light on the background of this innovation? Was it an internal idea, or did we receive indications from the government or another institution that led us to develop it? What could be the potential for something like this?

Prashant - Chief Strategy Officer: This was definitely an internal idea. The whole idea was to enable our customers in the first place. Does it open up new logos? Definitely, yes. But our first interest was our existing customers.

Over the years, we have seen our customers delivering tests in situations where a device like this can add significant value. I will give you 1 or 2 examples.

The Singapore Ministry of Education does not have an internet problem. In Singapore, if I say there is an internet problem, it would be a major issue because the country is very well connected. However, there are situations where they have to deliver examinations in juvenile homes. These are equivalent to Grade 10 and Grade 12. They call them {? NEx ?}, or National Examinations.

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National Examinations are delivered online everywhere in Singapore, but some students, for whatever reason, have ended up in juvenile homes. The Ministry has to deliver examinations there, but there is absolutely no internet in the juvenile homes. So how do you deliver examinations? That is the question.

In such situations, when we showed them this device, they were very happy because it does not require the internet. You simply take it to the juvenile home, place it there, and any number of students can take the test through a device that does not require internet connectivity.

There are similar situations in the UK. We are looking at some of our customers who would like to deliver examinations in the north, in areas where there is no good internet connectivity or where connectivity is unreliable. For example, some of them work on oil rigs in Northern UK. How do you deliver an examination there? This device would be useful. That is what they are looking at.

That is the origin from which we started developing something like this. The device allows you to create a test center in 15 minutes. You can go to a location where there are computers. Imagine, in the best-case scenario, a computer center or computer lab in a school or college. Every engineering college and every college has a computer lab. You can turn that lab into a secure test delivery center with this device in 15 minutes. That is all you need.

All you need is to scan the QR code on the device. It is essentially a URL. If you are using a handheld device such as a mobile phone, you scan it. Otherwise, you enter the URL. That is basically it. You then connect to the Wi-Fi of this device.

This innovation can now create new business models or new opportunities in countries such as India, as you rightly pointed out. Of course, the details still have to be worked out: how we can leverage this opportunity and this capability that we now have, and what kinds of examinations we can deliver for which segments. All of these aspects are being worked out, and we are reaching out to the people at the helm of different organizations across the board.

Parth Desai: Excellent. When I read about the device, it reminded me in some ways of our {? ECs ?}, the voting machines.

Prashant - Chief Strategy Officer: Yes, absolutely. That is a very good analogy. I think we should use that in our future presentations.

Parth Desai: Can I ask one more question, if that is possible?

Management: Please.

Parth Desai: The other, and perhaps final, question is regarding the M&A strategy. You have spoken about this on—

Parth Desai: —the quarterly calls as well. Our market capitalization is approximately 900-950 crores, and we have 400 crores of cash. We generate approximately 50 crores of free cash flow every year, and we are growing at 20%, so valuations are definitely attractive. In terms of M&A, you said that there are 2 or 3 targets. Is it possible to provide some broad information on what these targets could be?

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Management: Sure. Sure, {? Parth ?}. That is actually a very interesting question that investors ask us all the time. You have cash; are you going to buy companies worth the entire 400 crores? The answer is no. We are very careful and analytical in that segment specifically.

There are many companies available in the market that we could simply acquire and add to the top line and bottom line. Unfortunately, that is not what we are looking for. We are looking for something very specific: how it will add value to our customers, whether there is a new product that can come to the market, and how we can create value for our shareholders.

In that sense, we have rejected a couple of companies. We have looked at a couple of targets and rejected them. We have now issued an offer to one company in India in the LXP and LMS space. It is growing in India and fits into our overall strategy. We do not have much of a business in India, but if this target is acquired, it will help strengthen our India operations.

Second, the product is mature. The company has been in business for approximately 10-15 years and has built this product from the ground up. It serves sectors such as the corporate sector and the pharmaceutical sector. This will help us position the product globally.

That is the first target we have looked at, and we are pursuing it. Financial due diligence is underway, and legal due diligence is underway. Hopefully, we can close it fairly quickly, before the next quarter. That is the target.

We are also pursuing some other sectors, especially workforce skills and related areas. These are products that we do not currently have, and they would enable us to offer services to corporates and other B2B customers. That is something we are pursuing right now.

Currently, we are evaluating 2-3 targets. However, it is too early to say much because we have not reviewed the complete businesses and have not made any offers at this point. But we definitely want to pursue something in that sector as well.

Parth Desai: Brilliant. Strategically, does that mean you would also want to move from high-stakes examinations toward general LMS and LXP solutions that a school or a corporate could also use?

Management: We can simply say that. But actually, that leads to an assessment business because the moment a customer comes into an LMS, once they learn, they have to test their employees, correct? Therefore, they obviously have to use our assessment platform.

Parth Desai: Absolutely. Thank you very much, and best of luck.

Management: Thanks a lot. Thanks for participating.

Management: Are there any more questions? Should we— I do not think he is—yes, sorry.

Operator: The next question is from Shreyan Valvalkar. Hello, Shreyan. You can unmute yourself and ask your question.

Shreyan Valvalkar: Hello?

Management: Yes, hi.

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Shreyan Valvalkar: My question is regarding our quarterly margins. They have moved slightly lower year-on-year and sequentially as well. However, as you suggested, there is cyclicality in the business. Can we expect margins to move back to a similar 28%-30% range in Q3 and Q4?

Management: Prashanna, do you want to answer?

Prashant - Chief Strategy Officer: Yes. I think we discussed this earlier in one of the calls as well. We are striving to reach a similar range of margins. However, what we are talking about is somewhere in the range of 25% to 26%-27%, which was our earlier level. We would want to have a range of 25% to whatever. That is where we would be.

Shreyan Valvalkar: Thank you, sir. Another question is that you had guided for approximately 350 crores of revenue for FY27, and you have also spoken about becoming a 1,000 crore company in the long term. Could you help us with some timeline for FY28 and perhaps an internal or rough target for becoming the 1,000 crore company you mentioned?

Prashant - Chief Strategy Officer: As a policy, we have not been providing guidance yet. What was said in the earlier meetings was that this is an aspiration and where we want to be. I think we would leave it at that. I would not want to specify a date by which we will become a 1,000 crore company.

However, the 350 crores that was discussed in the earlier meeting was based on the slide I showed you. It is an extrapolation based on the first quarter being 80 crores and constituting 22% of the overall revenue. Based on that, where would the full-year revenue land? That would be 350 crores.

Therefore, 350 crores is the range we are looking at. This is based on historical performance, which is cyclical in nature, as I explained.

Shreyan Valvalkar: Does that answer your question?

Shreyan Valvalkar: Yes, thank you.

Prashant - Chief Strategy Officer: If you have any more questions, please go ahead.

Shreyan Valvalkar: No, that is all from my side. Thank you.

Prashant - Chief Strategy Officer: Thank you. Thank you, Shreyan.

Operator: There are some questions in the chat box, so we will take them now. Rahul Bhansali asks, "What is the company's strategy for the Indian markets, and will we be competitors to the likes of TCS and Next Exit Global, or suppliers to these companies?"

Management: Would you like to take up the India assessment strategy, sir?

Management: Yes, I will take this one. We will definitely not be competing in the physical test center business because that is not a space we aspire to be in. Even if a customer requires it, we may partner with test center players. That is what we are doing in the US market right now, and we are moving in that direction.

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Otherwise, we have a very clear path in each segment. For example, in the K-12 segment, we currently have a business model, and AI is going to play a major role in that space.

Second, we are looking at how our products can be positioned in the higher education market. We are doing this outside India, and we are now looking at the Indian market as well.

Skill development and workforce skilling are areas that we discussed earlier. This is a very important topic right now, and we are working with some global companies. We would like to bring those services to India.

In addition, we are pursuing an acquisition in India and will use it to strengthen our India strategy at this point.

There are some other questions within the same question. Are we pursuing opportunities with NEET or NTA? Yes, we are working with some of these agencies. However, you all know that these are government agencies, and it takes time for them to respond and for discussions to progress. We do not want to speculate at this point.

We are working with government agencies globally, including in Singapore and the Philippines, and with some US government agencies, such as the New York State Department of Services. We definitely have the capability and wherewithal to meet the stringent requirements of government organizations. When the time comes, we will participate and put forward our proposal.

Operator: One more question from Rahul: "With the recent formation of the Nandan Nilekani committee, do you foresee a risk that the entire examination and assessment activity will be run by government agencies?"

Management: That is a good question. If you look at Nandan sir, whether it is Aadhaar or the other UPI-related initiatives, there is a mix of private and government agencies. Here again, I expect something similar to come out of it. He may come up with a comprehensive strategy, and he will definitely provide some space for private players as well.

However, the government will have the final say in this area because it is large, and in terms of volume and infrastructure, the government has to be involved and will remain involved. I hope that answers the question.

Operator: Next is a question from an anonymous attendee: "What is the guidance on how much top-line revenue the company can reach in FY27, FY28, and beyond, and what is the EBITDA margin?"

Prashant - Chief Strategy Officer: I think we have answered that. We can probably move on to the next question.

Operator: The next question is: "Given that we mentioned meeting the team, what is the source of the increased OpEx? Is it higher AI token cost or something else?"

Management: It is definitely not token cost because we have our own GPU farms, which we use for all our R&D work and other activities. It is primarily the cost of the team that is working on the

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products, product versions, and product deployment. It is mainly salary cost.

Operator: Due to time constraints, we will have to close the call. I would like to thank management and the participants on behalf of Arihant Capital for sparing their time and sharing insights about the company. If participants have any further questions, they can get in touch with the Arihant team at Arihant Capital. Thank you.

Management: Thanks a lot. Thank you very much.

Prashant – Chief Strategy Officer: Thank you to everyone who participated. We appreciate your time. Thank you very much. Goodbye.

Management: Thanks a lot.

Note: {? ... ?} indicates a figure or name where audio clarity was insufficient for confident transcription. Verify against the source audio or the company's published filings.

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