

RACL Geartech

Neha Bahel – Company Secretary & Compliance Officer: Good afternoon, ladies and gentlemen. I am Neha Bahel, Company Secretary and Compliance Officer of RACL Geartech Limited. On behalf of the company, I extend a warm welcome to all participants joining us for the earnings conference call to discuss the company's financial performance for the first quarter of FY26-27. I will be moderating today's session.

Before we commence, I would like to draw your attention to a few important points. During the course of this call, the management may make certain forward-looking statements relating to the company's future performance, business prospects, growth opportunities, and outlook. These statements are based on current assumptions and expectations and are subject to various risks and uncertainties that may cause actual results to differ materially from those expressed or implied.

For the smooth conduct of the session, all participant lines will remain muted during the management presentation. This will be followed by a question-and-answer session, during which participants will have an opportunity to interact with the management team. Should you require any assistance during the call, you may submit your queries through the question-and-answer box or use the raise-hand feature available on your screen, and our team will be pleased to assist you. Please note that this conference call is being recorded.

We are pleased to have with us today the management team of RACL Geartech Limited, represented by Mr. Gursharan Singh, Chairman and Managing Director; Mr. Jitendra Jain, Chief Financial Officer; and Mr. Prabh Mehar Singh, Chief Operating Officer. We are grateful to have them with us today to share their insights on the company's financial performance, key developments, business outlook, and strategic priorities, and to address questions from the participants during the interactive session. With that, I would now like to invite Mr. Gursharan Singh, Chairman and Managing Director, to deliver his opening remarks. Over to you, sir.

Gursharan Singh – Chairman & Managing Director: Hello, investors. First of all, a very warm and rainy greeting from RACL. Today, we are having probably our first investor meeting while sitting at our factory. It is probably the first meeting from Gajraula.

I will not speak much about the numbers because you already have the numbers for the first quarter, and during the course of the discussion, our CFO, Mr. Jitendra Jain, and Prabh will definitely run through these numbers. I will just briefly explain how we are performing in the current year. We have now completed almost 4.5 or 5 months, and the remaining 7 months are there for this year.

In a nutshell, I will say that despite all the challenges of geopolitical conflicts and the severe energy crisis that started in March 2026 and has continued even now, India is still not free from the energy crisis. However, given the common saying that when the going gets tough, the tough get going, we have been able to face these challenges collectively with your support, your best wishes, and the dedication and commitment of all our supply chain partners and employees. Our colleagues and customers have also supported us during this difficult time, not to our entire expectation, but to whatever extent was within their means. We have therefore been able to perform very well, and the coming times are also looking very encouraging.

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Since all of you in the investor fraternity know the markets much better than we do, the automotive scenario in India is emerging very rapidly. All segments, whether two-wheelers, passenger cars, agricultural machinery, or commercial trucks, are generally growing. In that way, our domestic market is growing well, and all the initiatives that we undertook in the past to focus our performance on the domestic markets have really helped us increase our performance in the domestic segment.

Similarly, in the export segment, our performance is progressing in a very resilient and growth-oriented manner. In Europe, the economy is not growing by Indian standards, but by their standards, they have already seen a plateau in 2025. In 2026, the automotive industry is generally doing well. The two-wheeler industry is doing very well, and I am very glad to specifically share with you some information about KTM because many of our investors who have been associated with this call for the last 2-3 years must be aware that KTM had faced some difficulties because of financial insolvency and related issues.

However, KTM has now bounced back and is doing very well in terms of numbers. In the coming period, we will be able to see a very positive impact on the performance of not only our Indian operations but also our Austrian operations, from where we serve KTM as a primary customer.

I am also glad to share with you that all our businesses, including those in which we invested for capacity expansion or new projects, are progressing as planned and as forecast. In most places, performance is either as per the forecast or better than the forecast. This really shows that the coming times should be very good.

My big thanks and compliments to you because you have always maintained your support, confidence, and trust in us in general, and in me and all our colleagues in particular. Your trust and confidence keep us very inspired and motivated.

During the course of the discussion, you will get an opportunity to listen to Jitendra Jain and Prabh regarding the numbers and explanations of what we did in the past and what we are doing in the future. Of course, during the question-and-answer session, we will be able to address your queries. I will now pass the stage to JJ. Kindly take it up. Thank you.

Jitendra Jain – CFO: Thank you very much, sir. Good afternoon, everyone, and a warm welcome to everyone. We will start with the presentation now. Next. Next.

This is a brief index of the areas we will be discussing today, including the financial performance and other updates. Next.

This is the overview slide of our business. We are a little more than 4 decades-young company. We started in 1983. We crossed the historic milestone of 500 crores last financial year. We recorded a consolidated turnover of 512 crores in FY25-26. We have more than 1,200 employees working for us. We have 29 active customers and more than 1,600 SKUs. Our products are applicable across all industry segments, whether two-wheelers, three-wheelers, passenger cars, ATVs, commercial trucks, agricultural equipment, industrial gears, and so on.

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Our head office is in Noida. We have 2 manufacturing locations. Our mother plant is situated at a place in Uttar Pradesh called Gajraula, and our second plant is in Noida. We have a 100% subsidiary based in Austria and 5 warehouses across Europe. Our product range extends from transmission gears and shafts to subassemblies, precision machine parts, chassis parts, and industrial gears. We are credit-rated A- and listed on both recognized stock exchanges in India.

Our core competencies range from gear cutting, precision machining, R&D, and concurrent engineering to heat treatment and subassembly. We have all the certifications required, both locally and globally, to run manufacturing operations in India. Next.

This is the slide for total revenue for Q1 FY26-27. In Q1 FY26-27, we recorded a consolidated turnover of 132.60 crores. The breakup is 85.06 crores of exports, which is 64%; 40.54 crores of domestic business, which is 31%; 6.75 crores of other operating income, which is close to 5%; and a very small amount of 25 lakhs of non-operating income.

On a standalone basis, we recorded a turnover of 127.82 crores, comprising 80.37 crores of exports, which is 63%; 40.54 crores of domestic business, which is 32%; 6.72 crores of operating income, which is close to 5%; and a very small amount of 19 lakhs of other non-operating income. Next.

This is the business share on a net sales basis. On a net sales basis, our export turnover is 66% and our domestic business is 34%. Geographically, this time we have changed the pie chart. We have now classified the regions as Europe, India and Asia Pacific, and North America. Europe contributes approximately 59% of our business, India and Asia Pacific contribute approximately 36%, and North America contributes 5% of our business.

This is the consolidated financial performance for Q1 FY26-27. On a quarter-on-quarter basis, we recorded a turnover of 132.6 crores as against 108.7 crores in the same quarter last year, which represents growth of close to 22%. I want to clarify one thing: this time, in this quarter, we had very negligible non-operating income. Therefore, our operating revenue has grown from 100.65 crores to 132.35 crores in this quarter on a consolidated basis, which represents growth of 31.5%.

EBITDA has grown from 27.29%, which was 25.11%, to 32.19 crores, which is 24.3 crores in this quarter this year, representing growth of 27.74%. Our EBITDA has grown from 27.23 crores, which was 25.22%, to 32 crores, which is 25.04%, representing growth of close to 17.5% on an absolute basis. Our PBT has grown from 11.25 crores, which was 10.42%, to 16.66 crores, which is 13.03%, representing growth of close to 48%.

This is our head-wise comparison of profitability versus Q1 FY25-26 and versus Q4 FY25-26. Everyone can review the comparison. I want to highlight that our consumption of raw material is close to 28%, employee benefit expense is close to 12%, and our finance cost has come down significantly because of the repayment of loans last year, and is now approximately 4.81%. Depreciation is 7.2%, manufacturing expenses are 33.5%, and administration, selling, and other expenses are 9.44%. A comparison of all these expenses versus Q1 and Q4 is displayed for your reference. Next.

Coming to the general updates, I want to share a very proud moment for RACL Geartech. Your company has been recognized as the Best Organization to Work in 2026 by ET Edge, which is an

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initiative of the Times Group. This showcases that we believe in growth, but we believe in inclusive growth, including the growth of all our employees, because they are the pillars. Human capital is the pillar that helps us achieve our goals and reach where we are today.

We have been recognized by them as the best organization to work for. It showcases the people-centric work culture that we have. We focus on developing leadership within our organization. Whoever has visited our plant has met quite a few people who joined us as management trainees several years ago and are now heading one or two departments. We believe in leadership development, workplace excellence, and employee engagement. We are also a responsible organization that believes in achieving growth sustainably. Next.

Coming from the previous slide, as I said, we believe in inclusive growth. For everyone's information, we organize our annual award ceremony, which...

Management: We organize this every year. Last year, we could not organize it due to some unavoidable circumstances, but we organized an annual award ceremony this time. It was held at Jim Corbett, and we took all our senior employees there. We recognized the best department of the year. We also presented the Chairman's Award for Exemplary Leadership, which is given to one employee across the entire organization. We also recognized the Emerging Leader of the Year and the Employee of the Year. We recognize these achievements at every level and across all our locations. I think this was the first time, sir, that we held it outside Gajraula?

Management: The second time.

Management: The third time.

Management: Yes. It was a good weekend spent together, recognizing our people. It also helps us connect with all our employees on a personal basis. Next.

Management: As we declared last time, we are undertaking total CAPEX, and we are constructing the entire heat-treatment plant afresh. We disclosed last year that we were replacing our entire heat-treatment plant. We thought we should provide an update on that. The foundation of the heat-treatment plant was completed on January 21, 2026. These are the actual pictures from January 24, August 16, and August 24. Construction started on January 21. We expect the building and construction to be completed by October 2026.

To provide an update, all the required equipment has already been ordered, and we expect all the equipment to arrive between September and October 2026. We will install the equipment and complete commissioning from October 2026 to December 2026. As of now, if all goes well, we are planning to start trial production by January 2027.

As we explained earlier, our current heat-treatment plant runs on LPG, whereas this heat-treatment plant will be completely operated using electric furnaces. LPG is an outdated technology. Is there anything you would like to add about heat treatment?

Management: Exactly. We had already anticipated approximately 1 year ago that this energy crisis, which has now affected the entire globe, would eventually occur. We took action because all this equipment comprises long-lead items. Hopefully, by the end of this financial year, this plant will be

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fully commissioned and the entire production will be switched to the new heat-treatment facility, which will use state-of-the-art technology in line with all our machining processes.

Our heat-treatment plant was also somewhat outdated because we had not replaced the equipment, most of which is more than 30 years old. The equipment had almost reached the end of its life, and we were operating it on an extended-life basis. This new equipment will now match our modernization program and align with our current growth over the year. Thank you, sir.

Management: Next. This is a new dashboard that we will now share with all our investors during our investor calls. As I explained, we believe in growth, but we believe in achieving growth in a sustainable and responsible manner. We monitor our carbon footprint on a monthly basis. This is the ESG dashboard for Q1 FY26-27.

We generated Scope 1 carbon emissions of approximately 750 tons and Scope 2 carbon emissions of approximately 321 tons. I will explain how Scope 1 and Scope 2 are calculated. As you are all aware, our Gajraula plant runs entirely on 100% green energy. Therefore, as of now, we do not generate any carbon emissions from our Gajraula plant.

Scope 2 is essentially the generation of carbon emissions from electricity sources. The 321 tons of carbon emissions generated under Scope 2 are predominantly from our Noida unit and our corporate office. We are also planning to set up rooftop solar at the Noida unit. Once that is set up, the carbon emissions from the Noida unit will hopefully decline.

Scope 1 carbon emissions are calculated through other sources. Currently, the majority of our Scope 1 carbon emissions come from fuel gas for heat treatment, which is LPG. At present, 73% of our Scope 1 carbon emissions come from LPG. As we have shared, we are shifting our entire heat-treatment plant to electricity. Once the entire plant is shifted to electricity, LPG consumption will decline significantly. We will then be able to reduce our LPG-related carbon footprint under Scope 1.

A further 23% of our Scope 1 emissions currently come from DG sets, which are difficult for us to control. The balance of 5% comes from fugitive emissions and company-owned vehicles. This is the dashboard from the ESG perspective. Next.

Management: Again, coming to our status as a responsible organization, we have previously shared our CSR initiatives. We sponsor the education of more than 400 children at our school in Nithari village in Noida. We also sponsor women empowerment sessions in Noida.

This slide relates to an initiative we have now decided to undertake. Apart from funding the primary, middle, and secondary education of students, we should also support them in higher education so that they can eventually obtain employment and become settled in life.

This initiative began in FY25-26, when we supported 13 students in completing their higher education. This essentially involves skill development to help them obtain a work profile. They undertook courses at the Federal Institute of Hotel Management, Jetking Infotrain, ACE Academy, and other institutions. The courses included hotel management, cloud computing, and radiology. We sponsored the higher education of these 13 students last year.

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This year, we have selected 14 students for FY26–27, and we will sponsor their higher education. These courses again include cloud computing, AI, and radiology. Our objective is to support them first in their primary education at the school level and then at the higher-education level through skill-development courses, so that they can eventually become settled in life. That is all from our side. We are open for questions.

Management: Yes. Are there any preregistered questions?

Operator: No, sir. There are no preregistered questions.

Management: Then we can take questions.

Operator: Mr. Sid? Mr. Sid, we have unmuted your microphone, so please ask your question. He needs to unmute himself from his side as well. Mr. Sid, you need to unmute yourself.

Sid: Yes, hello?

Management: Yes, Mr. Sid.

Sid: Hello. Am I audible?

Management: Yes, Sid. We can hear you. You may proceed.

Sid: My first question was regarding KTM. Can we assume that it has made a full comeback? Under Bajaj ownership, can we expect a higher share from India sourcing now?

Management: Our relationship has always been with KTM Austria, so our primary business continues to remain with them. What Bajaj is doing in India is purely under Bajaj's portfolio. Until now, we have had no direct communication with Bajaj regarding Indian production. However, it is an open world, and if anything comes within our scope, we would certainly be happy to pursue it. Our primary focus remains on the KTM Austria business.

Sid: I was trying to understand the sourcing from India and developing countries, which they had mentioned they would increase. Could you comment on that?

Management: We are already exporting to KTM. For sourcing from India, we are already exporting to Austria, and we have been exporting to Austria for the last 15 years. Our relationship is already very well established with them.

For all their new models being launched in Austria, now under the management ownership of Bajaj, we are already receiving new business opportunities from KTM Austria. You are right that, for Bajaj India, if there are any such opportunities, we would be happy to work with them.

We are already working extensively with Royal Enfield and TVS, so we are already very well established in the Indian motorcycle industry. If Bajaj approaches us, we will certainly be pleased to provide our products to them as well.

Sid: Can we expect the volumes to return to normal soon, meaning FY23 levels?

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Management: I already explained that KTM has bounced back and has almost reached pre-COVID levels. In fact, their Model Year 27 means that the vehicles they start producing from September will be classified as Model Year 2027. They have very good plans for 2027, and the business is back to normal or slightly above normal.

Sid: Understood. Perfect. Thank you.

Management: Thank you.

Operator: Thank you. Mr. Piyush Jain. Mr. Jain?

Piyush Jain: Am I audible?

Operator: Yes.

Piyush Jain: Good afternoon, sir. Just a couple of things. Is there any new update from the last quarter that we discussed through this quarter with respect to any client or any program getting started? What is the status of the BMW SOP, which I believe should be starting from October 2026, if I am correct?

Management: Yes, everything is progressing as planned. There are a series of PPAP approvals. Level 1 approval has already been completed, and conditional shipments have already started. The final approval, I believe, is due when their team visits us on October 24. Their team is finally visiting us on October 24 for the final sign-off.

From there, we have already started making some pilot supplies, which I referred to as conditional approvals, and those parts have already started moving. They will be installed in customer cars. Until now, whatever we were producing was for validation cars, testing cars, road-drive cars, demo cars, and similar purposes. Pilot supplies for customer cars have now also started from our company. Everything is progressing as planned.

Piyush Jain: So, as I understand it, BMW supplies will start from October–November. Is that correct, sir?

Management: Yes, exactly.

Piyush Jain: One more thing, sir. Could you provide a little more insight into the Royal Enfield deal that we announced last quarter, under which we received the empanelment? Anything you can share would be helpful. What is the size, how many models are involved, and when will it start? How will it add to the business? This is a very large domestic order for us, so how can it open more opportunities in higher-CC motorcycles? Are we discussing business with any other domestic or export company that is not currently on our client list?

Management: I will request Prab to speak about Royal Enfield. He is more updated than I am, so please enlighten the audience.

Prab: Mr. Jain, can you hear me?

Piyush Jain: Yes, I can hear you.

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Prab: Regarding Royal Enfield, we conveyed that commercial supplies started from January. We have already completed approximately 8 months of turnover. As we said, we have been nominated for roughly 10,000 sets per month. When I say sets, I mean motorcycles. We are working at that level. We were ramping up earlier and reached a level of [overlap]

Management: ...7,500 to 8,000. We are sustaining that level. Regarding the model, we did mention that the engine is a 350 cc model, but we are not clear and cannot disclose further details.

However, this is one project that has started, and multiple projects are under development for their new upcoming variants. They are making changes to the engine and launching some new engines that remain confidential. We will work on all such platforms because they generally do not work with many suppliers. They either manufacture in-house through a sister company or have a couple of suppliers in India working on transmission gears.

Piyush Jain: What could be the size of this business in 2–3 years? Do we see—

Management: Sorry, please complete your question.

Piyush Jain: What I understood is that we are not producing the entire transmission gearbox; we are producing some parts. Do we see ourselves moving from parts to the entire transmission gearbox over the next 2–3 years?

Management: It depends on the customer. We have been doing this for their competitors for the last 10 years. It is for them to decide whether they want to use this as a service. Currently, they want to carry out the assembly in-house.

We are producing all the individual components, so they only have to assemble them and procure the shafts from their other supplier. We do this for other companies as well, so we can do it; that is not a problem. The only consideration is whether it fits their strategic requirements and quality norms. That is their decision.

Regarding the size of the business, at the moment we are not disclosing it because the relationship is still developing. We also want to maintain our competitive edge, because our competitors would then know what kind of volumes or pricing we are working with. If you simply multiply the volumes by the value, you arrive at the price. Since the domestic market is highly price-sensitive, we do not disclose such information. However, it is a sizable business.

Piyush Jain: No issue. One last thing: we have never discussed this before. Can we provide some color on the value per kit or realization per kit? Many auto-ancillary companies provide this type of information. Do we have some measure by which we can see whether the value of our product per kit to the customer has increased over the last 2–3 years or where it currently stands?

Management: I will give a clear answer: we do not disclose that because it represents our competitive edge. If I know the price at which I am selling to my customer, my competitor can sell at the same price. Pricing is the competitive edge in the domestic market, so we do not disclose it.

Piyush Jain: Okay, fine. One last thing: how is the business with ZF progressing? Has there been any substantial volume increase in the last quarter or is one expected in the coming quarter?

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Management: In ZF, as you know, there was some sluggishness over the last few years because the end product, which was an OEM car, was not performing well. That is why we faced a certain decline in volumes last year.

That product at ZF involved platform sharing and was going into a specific high-end premium car. It has now moved to their main bread-and-butter SUV, which has just been launched. I am referring to the end customer, which is the X5. With those volumes coming in, we are now seeing traction return.

We are operating at 50–60% utilization of the installed capacity. The peak year for ZF revenue from this specific project was initially expected to be 2028, but since a couple of years were lost, they have shifted it to 2030. Therefore, this project may peak in the next couple of years.

As I said, the situation is much better than it was 1–1.5 years ago. Another positive development is that the customer has shifted the assembly plant to a low-cost country, from within Europe to Eastern Europe. This helps the customer become more competitive with its end customers and, in turn, provides a larger share to the project.

In parallel, although it is still at a very early stage, the customer is discussing a similar product with another OEM for the Chinese market. If that opportunity materializes, it could significantly change everything we have discussed here, but these are still very early updates.

The other ZF project, which you already know about, is in the electric power steering segment, for which we are now investing. That project is on track, and commercial supplies should start from the end of 2027 or the middle of 2028. It is for an American OEM and is also expected to be a large project for us through ZF.

Piyush Jain: How much CAPEX will we undertake this year in FY27, and what will our debt position be? Will debt remain at its peak during the year?

Management: We have already disclosed it to the stock market. I think it was 77.4.

Management: Approximately 77.

Piyush Jain: I missed that. No issue. Thank you.

Management: We already explained that, out of the 77 crores, approximately 40 crores is being invested only in replacing the heat-treatment plant. In real terms, it is not CAPEX; it is essentially a replacement program for old equipment. The remaining 30–35 crores is for additional capacity expansion.

Piyush Jain: Sure. Thank you very much.

Management: Thank you.

Operator: Mr. Nisarg Shah.

Nisarg Shah: Hi. Am I audible?

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Management: Hi, yes.

Nisarg Shah: Good evening, everyone. My first question relates again to the Royal Enfield business. Many OEMs that used to manufacture gearbox components in-house have started outsourcing these products, similar to Royal Enfield. Is there a particular reason or pattern that we are seeing across the industry, and is there more opportunity coming our way?

Management: Would you like to answer?

Management: Yes, you can answer.

Management: Mr. Shah, as I understand it, you are saying that many customers are adopting this outsourcing strategy, and whether that helps us in the long term is the question?

Nisarg Shah: Yes.

Management: You are right. Eventually, an OEM would like to focus on making the assembly. Assembly is the king of the supply chain, so the OEMs want to retain that commanding position.

If they invest in people and costs to manufacture the components as well, they lose the scale at which customers now want to grow. Earlier, gears and other critical products had to be sourced in-house because there was no credible and established supply chain capable of meeting the requirements for such specific, moderate-volume, batch-type products. I can speak at least in terms of gears.

We are now creating a niche of our own through the premiumization of the entire product portfolio of these companies. For example, TVS is now launching motorcycles above 350 cc, which is more than what they did in the past. We are the single source for the entire gear train for all their motorcycles, including the platforms for Norton and the Apaches that are now being introduced.

Similarly, KTM has always been with us. Royal Enfield also took a cue from this and decided to approach suppliers like us. One or two other large motorcycle OEMs that want to expand their presence in the premium segment are also approaching us.

Therefore, outsourcing is becoming an increasingly important factor. Royal Enfield is investing approximately 6,000–7,000 crores in setting up a new plant near Andhra Pradesh, so its focus will be on manufacturing motorcycles, not individual components. That is the shift you are witnessing.

Nisarg Shah: On a second point, I have a very preliminary question. I understand that the gears in the high-performance vehicles we are targeting require micron-level precision. Apart from that, what is the difficulty in manufacturing these products?

Management: It is a very small question with a very broad answer. The difficulty is not in manufacturing the product. Anyone can make samples and submit 100 parts. The difficulty is consistently doing the same thing at large volumes, where not everything is checked and not every parameter can be checked on a 100% basis.

Therefore, you have to rely on 3 things. The first is process capability. The second is traceability of the areas where issues may arise and how you go back and clarify those issues to the customer. The

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third, and most important, is that many of these precision requirements now depend on a number of technologies.

If we consider electric mobility, including EVs, and high-performance motorcycles, these are motorcycles, but they run at very high RPMs. Therefore, you need processes such as grinding and certain other processes that can consistently produce the required quality. If I am manufacturing, for example, 100,000 or 200,000 parts per month, and checking each and every gear for critical characteristics takes approximately 30–40 minutes per part, it is not practical or cost-effective to check every part.

You have to depend on the process, technology, and people who can perform the work day in and day out without issues. If a customer has a run-out problem that is even 5 microns beyond the drawing specification, the customer simply asks how many vehicles have similar parts that could have these issues, how many are in production, and which day and batch they relate to. There are many such questions.

Customers do not want to take risks. Eventually, they were always manufacturing in-house because everyone believes that they can do it best. That was the approach earlier. However, with the evolution of the supply chain in the country, there are now other suppliers capable of producing similar high-precision products. This has increased the trust of OEMs in the supply chain and is transforming into growth for companies like us.

Nisarg Shah: On the finance side, our tax expense increased somewhat this quarter compared with previous quarters. Could you provide some clarity on that?

Management: We explained this on the profitability comparison slide. Our higher current tax liability has arisen because of the difference in depreciation and gratuity under the Income Tax Act. Our higher deferred tax liability has arisen because of a change in the income-tax surcharge rate. Because of this, a difference is created across the entire block under the Income Tax Act, resulting in the deferred tax liability. That is the reason.

Nisarg Shah: I may have missed that explanation.

Management: We also provided this explanation in the profitability comparison.

Nisarg Shah: Understood. Thank you very much for that.

Management: Thank you, Nisarg.

Operator: Mr. Abhisar Jain.

Abhisar Jain: Can you hear me today?

Management: Oh my God.

Management: Wow.

Management: Finally.

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Management: Yes, sir. Finally, you are audible today. You are welcome.

Abhisar Jain: I deliberately tried to use a different device today instead of my laptop. Otherwise, you can never hear me. Thank you very much for the opportunity.

My first question is that, as you and Prabh have repeatedly mentioned over the last 1-2 years, RACL has been working very hard on honing its capabilities and further improving its competencies in niche products and precision manufacturing, including gear shafts, which are our core area.

I wanted to understand the areas on the non-automotive side that the company is trying to focus on so that, in the long run, the company's growth is also supported by projects on the non-automotive side. Globally, robotics is becoming a major area for automation, and robotics involves significant use of actuators, where gears may be used. Is that one of the areas we may consider, or what other areas on the non-automotive side are we working on where, at least over the next 2-3 years—

Management: ...we can see some revenue for us. Abhijeet, I will answer the question. First of all, you are right that we have already built a very strong brand presence as {? Rico ?} in the premium product category, whether passenger cars, motorcycles, commercial trucks, or other segments. This business is gradually growing at its own pace and at a good pace.

To answer your question, we have also started discussions in some areas. We have identified certain areas on which we would like to focus. I am not saying that because we have identified these areas, we will implement everything or that we will not implement anything. We may implement all of them, or we may implement one.

The first area we have identified is aerospace for civil aviation. We feel that this area is growing very rapidly, and the indications are very strong, particularly for Airbus. Boeing does not yet have such a large forecast, but Airbus is progressing in a significant way.

We are therefore considering this as an area where we can utilize our skills because we have well-established capabilities in precision, traceability, ESG compliance, and related areas. We can probably use the same technologies for civil-aviation aerospace applications.

The second area we are identifying is a degree of diversification in the area of actuators, as you mentioned. We are also trying to diversify to some extent into small micromotors, actuators, and related products. We believe this area also has significant potential.

The third area you mentioned is humanoid technology and robotics. This area clearly has huge demand for gears. Technically, these are still mechanical components, but they involve gears with different concepts and different designs. Some of the technologies we already have are capable of producing components for humanoid and robotic applications.

There is, however, a challenge in this field. Not many Indian manufacturers have entered the humanoid and robotics space, and those that have entered are still at an early stage. Chinese companies would be difficult to compete with because China has a well-established supply chain of its own. Europe is our target area, and we are exploring this opportunity within the European continent.

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Hopefully, something good will emerge. It is clear that the time has come because we already have visibility in automotive for the next 2–3 years and can scale up our processes. These are some of the areas we mentioned.

Apart from these, we have already discussed defense manufacturing. We are also doing industrial manufacturing for Bharat Heavy Electricals and some other companies. This is an area in which we are already conducting pilot activities, and it also has potential for scaling up in the coming period.

As I said, it may take another few months to 1–2 years before we can finalize our direction and begin executing actions in these areas. Stay connected, and we will update you as and when something can be shared.

Abhisar Jain: On these non-automotive fronts, while you are already making efforts and identifying areas to enter, have you started making any investments in your plants to address these opportunities, or is that still some distance away?

Management: The investment is currently in the form of our thought process and efforts. It is not in the form of papers carrying a picture of Mahatma Gandhi, but we have definitely started investing our human resources.

Abhijeet, we have known each other for quite some time. We never work on speculation, and we never start moving until we are very sure that an opportunity will develop into a profitable business.

We also have a very clear strategy. We always work on the concept of incubation. We will never spend 50 crores, 40 crores, or 100 crores simply because we have identified an opportunity. We will incubate it on a small scale first. We will then test the path. Whether the path is bumpy or winding, in today's business environment, no business is going to be without bumps and curves.

However, if the bumps and curves are within our ability to withstand, we incubate the business, stabilize it, and then scale it. This has always been our strategy, and we are adopting the same strategy in these new fields.

Abhisar Jain: Understood. The second question is on Project Venus for the electric sports car. I assume that final production is slated to start in October. Are you receiving any indications from the customer about how this is likely to perform? Is it in line with the expectations shared by the customer, or is it difficult to comment? Can you provide any direction on that?

Management: Abhijeet, you joined a little late because there was already a question on this, which we answered. First of all, this project is progressing as planned. Our Level 1 approval has already been granted, and the final-approval team is coming precisely on {? 24 October ?}. After that, the product sign-off will take place.

Based on our Level 1 approval, which is a normal part of the customer's process, some pilot supplies have already started shipping by sea. These supplies will eventually be installed in customer cars. Everything is progressing as planned. There are no delays or other issues, and the customer has provided the forecast that was indicated when we received the business.

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Once the car is launched, we also have to keep our fingers crossed, because along with the customer, we need to see whether the end user accepts the vehicle. Ultimately, all of us are working for the end user, who is the actual consumer of those cars. So far, however, everything is progressing as planned.

Abhisar Jain: Understood. On KTM, you also provided some comments earlier in the opening remarks, and I am not sure whether it was covered initially in the question-and-answer session. Do you expect KTM to return to the higher run rate, the highest run rate that we achieved earlier, anytime soon?

Management: Abhijeet, you may have already seen the social media coverage and Indian newspapers. KTM has launched its new Duke 790, and the market response has been very positive. The vehicle has very good acceptability in the US market.

It is a completely new product. I have not seen the vehicle because I have not visited KTM for many months, but from the pictures, I feel that they have created a very futuristic vehicle. The entire kinematics for that motorcycle comes from our company.

Hopefully, next year should be very good. In fact, I already said in my opening remarks and in one of the answers that KTM is doing very well. It has reached very respectable volumes, and the forecast for the coming months is very positive.

Abhisar Jain: That is great to know, sir. It is always good to interact with you. My best wishes are always with the {? Rico ?} team.

Management: Thank you, Abhijeet, and congratulations. At least we have been able to speak today on the call.

Abhisar Jain: I am more pleased than you are. Thank you. Goodbye.

Management: Thank you. Goodbye.

Operator: Mr. Shashank Kanodia.

Shashank Kanodia: Am I audible?

Operator: Yes.

Shashank Kanodia: Good evening, team, and congratulations on the stellar performance. I have 3 questions. First and foremost, given that KTM has rebounded well for us and we are getting traction from new customers, including Royal Enfield, do you plan to revise your guidance upward for this year in terms of top-line growth?

I think you had indicated a figure of {? 570 crores ?}, representing approximately 16-17% top-line growth. Is there a possibility of an upward revision, and do you see that growth accelerating in the next fiscal year as well?

Management: To be very honest, you are speaking very fast, and the voice was cracking in between, so I could not hear the entire question. Could you repeat it? There is some time lag

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25 August 2026

between your speaking and the communication.

Shashank Kanodia: The point I was making is that KTM has bounced back favorably for us, and we are increasingly gaining traction with Royal Enfield as a domestic customer. Does this create a case for upwardly revising our revenue guidance for this fiscal year?

Initially, I believe we guided for revenue of approximately {? 570 crores ?}, or revenue growth of around 16–17%. Correspondingly, do you see growth accelerating next year, FY26?

Management: We generally provide revenue guidance once a year. We cannot keep reviewing it and disclosing new numbers during the middle of the year.

The revenue guidance we have provided is our benchmark, and we have already told you that it is generally plus or minus 5%. If KTM or any other customer grows, it is not as though they are growing organically by 50% or 60%. They are growing normally, and our share of business is diversified. None of our customers contributes more than 15–20%.

Therefore, even if a customer grows by 10%, it affects our top line or bottom line by perhaps only 1.5–2%. Generally, providing new revenue guidance at this point would not be appropriate.

I can only say that, whatever numbers you are forecasting, we should perform very well within those limits. There should obviously be positive developments and nothing negative.

Shashank Kanodia: Secondly, there has been a very healthy uptick in the EBITDA margin profile this quarter, with gains of approximately {? 180–190 ?} basis points. Do you see this margin profile being sustained going forward?

Management: You should be happy with these margins because we have maintained them for a fairly long time. For any investor—and I am also an investor—we are all on this journey together, and we should aspire to achieve these margins.

However, nothing remains stationary. We either go up or go down; nothing remains stationary. Our aspiration is always to maintain or improve margins. There will definitely be some variation, and this happens from quarter to quarter and year to year.

Today's world is very volatile and inconsistent. Therefore, we cannot say that everything will go well, nor can we say that everything is going badly. We must remain optimistic, and all of us must aspire to maintain the basic profitability.

Our top management, operating personnel, and the entire management team are working toward a common goal: maintaining the company's basic profitability. That is also the aspiration of the investor fraternity. Ultimately, we are all working toward the same objective. I do not foresee any major setbacks. Some...

Shashank Kanodia: What should be the blended tax rate for the full year? Since we have taken a high charge, can we expect lower taxation for the next 3 quarters? Do we expect the blended tax rate to be closer to 25–26%?

Management: I think our CFO should be able to answer that more clearly.

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Management: It will be {? 25.62% ?}.

Shashank Kanodia: For the next 3 quarters, can we expect a lower effective tax rate?

Management: What do you mean by a lower effective tax rate? I am not understanding the question.

Shashank Kanodia: The effective tax rate for this quarter was 47%, correct? {? 8 crores ?} on a PBT base of {? 16.8 ?}.

Management: You are referring to the blended tax rate, correct? It will be {? 25.62% ?}.

Shashank Kanodia: That is for the full year.

Management: Yes.

Shashank Kanodia: Have we undertaken any reclassification of line items? Our raw-material cost was usually 30–33% of sales, whereas this quarter it came down to 22–23%, while other expenses accounted for a higher share. Was anything reclassified?

Management: Shashank, please review our profitability comparison sheet. That is why we included the line-by-line items in the sheet. Once you review it, you will understand everything.

Management: It is part of the profitability comparison sheet. It is included in that slide. The figure is approximately 28%. Raw-material consumption is approximately 28%.

Shashank Kanodia: I will check that.

Management: You probably missed that inventory in transit had increased, so the raw material consumed also reflects that.

Management: Shashank, we have explained this in detail in the profitability comparison sheet. You can study it and understand it.

Shashank Kanodia: I will do that. Thank you very much. I wish you all the best.

Management: Thank you.

Operator: Mr. Jainam. Mr. Jainam, you may ask your question.

Jainam: Hello, am I audible?

Operator: Yes.

Jainam: Thank you for giving me the opportunity, and congratulations on a good set of numbers. I have a few questions.

Firstly, a few quarters ago, we referred to a new tie-up with Arc Technologies. This represented an upward movement in the value chain, from build-to-print to concept-to-print. Can you update us on this tie-up? How have things progressed, and have we secured anything new through this tie-up recently?

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Management: We are currently working with 2 potential customers on this platform. If anything emerges, we will definitely disclose it. However, we are all bound by NDAs and are not permitted to disclose such information at this stage. We are actively discussing opportunities with potential customers.

Jainam: Understood. Another question relates to the many programs that are coming up. How should one think about the ramp-up of these upcoming programs? Will it happen immediately, or will it happen in phases? If you could explain it project by project, that would be helpful.

Management: When we provide revenue guidance for the year, we consider the fact that, last year, we grew by almost 22%. We grew by approximately 22%. This growth takes place across various platforms.

This year, we have again provided revenue guidance at almost the same level. Therefore, when this growth occurs, it takes place across all platforms. To provide specific details of every platform would require an entire day of explanation because we have 30 active customers, many projects, many vehicle models, and many engine models. It becomes a comprehensive discussion.

The growth pattern is a mixture of growth in existing projects and new projects. When we plan expansions for this year or next year, one point we have also shared on earlier occasions is that the investments we make are not necessarily only for the current year. They are for the current year, the next year, and the year after that.

For example, we disclosed today that we are investing approximately 77 crores. Of this, 35–40 crores is for heat-treatment replacement, and the remaining approximately 35 crores is for capacity expansion. This expansion will gradually come into force, partly in FY26–27 and partly in FY27–28.

You can draw from this that if we grow by 20% this year, our growth trajectory will remain at almost the same level next year as well. We have clear guidance that we will grow at a reasonable rate of between 15–20% year-on-year. All these platforms are growing in the manner I have explained.

Jainam: Can you explain what percentage of our current revenue is at or near the end of its life cycle? What percentage of incremental revenue would come from new orders that do not affect existing revenue?

Management: First of all, that is a very good question. Broadly speaking, as of today, there is no product that is at the end of its life cycle. If any product is approaching the end of its life cycle, we always receive successor projects.

For example, at one of our customers, one project is ending next year. However, in the successor model, whatever value addition existed in our current model, our value addition is higher in the successor model. Therefore, even if a product reaches the end of its life cycle, we are not losing anything. Rather, our revenue will increase because the new model includes additional products.

This is how our business is transforming. If I broadly recall the history of the last 5–10 years, we have not encountered a customer whose project ended without our receiving an alternative project of the same or higher revenue. That aspect is therefore also well taken care of.

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Broadly answering your question, one project is coming to an end, but its replacement or successor is already under development. As soon as the existing project goes to zero, the next project will begin production. We will not lose anything. Rather, we will receive additional revenue.

Jainam: Is it fair to assume that current revenue will continue to grow in addition to the new orders coming up? In other words, new orders will provide incremental growth, while the current revenue base will also continue to grow sustainably?

Management: Exactly. Our business model is such that every 2–3 years we add a new customer, and all existing customers continue to add new models. If you look at the history of this company over the last 10–15 years, you will always find that one new customer is added every 2–3 years. The time has come when you may eventually see us adding more customers.

Jainam: Regarding the BMW orders we have received, are we the sole suppliers for all these products, or will we be competing with other suppliers in these projects? Some BMW projects are yet to be associated with a model. For those particular models, would we be the sole supplier for the sales that BMW makes?

Management: This is the strength of our export business. Leaving BMW aside, in any export business, wherever we supply a component, we remain the sole supplier of that component until the end of the product's life cycle. This is part of our formal agreement.

Jainam: Regarding the Royal Enfield project, we are targeting motorcycles above 350 cc. My understanding is that this was initially an in-house product, and Royal Enfield is now gradually looking to outsource these gears. What percentage has already been outsourced, and of that outsourced component, what percentage is being supplied by us? Do we see scope to increase our share of that outsourced component if we are competing with someone?

Management: As we already explained, in the export segment it is very clear that we remain the single source for a single product. However, the customer you are asking about does not follow this type of strategy. It follows a multi-product and multi-supplier strategy.

Generally, this is a concept in India: companies maintain multiple suppliers. We have committed certain volumes to them. It would not be appropriate for us to disclose what percentage of the business we supply to this customer and what percentage the customer sources from others.

Once we disclose that information in the public domain, it could create business risk for us. The customer also does not want us to disclose the percentage we supply because it wants to keep this information confidential from all its suppliers.

Management: You may ask them in their investor call. They also have an investor call.

Jainam: This 20,000-unit order was increased from the earlier guidance of 10,000 units. Is there still scope for receiving more orders? This is still in the ramp-up phase. When do we expect it to reach 20,000 units, given that we are currently at 8,000 units? These are my last 2 questions, and then...

Management: I will answer this question to your satisfaction. When you know that you are going to be a single-source supplier, you know that the customer is dependent on you and you are

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dependent on the customer.

When we deal with customers that follow a multi-supplier strategy, we want to work in a very stable and consistent manner. We will not aggressively add capacity for such customers because demand does not always increase. Demand can decline tomorrow as well.

If we are a single-source supplier, we have to stay with these customers through thick and thin. However, if they are multi-source customers, we adopt a very cautious approach. When demand is volatile, the latest suppliers are always at risk of taking the greatest hit. We therefore maintain a cushion so that, if something goes wrong, it does not disturb us.

We do not want to jump to the conclusion that, because the customer produces 1 million motorcycles, our target should be to supply 1 million sets. Our target is first to ensure that the demand they have forecast will remain sustainable for a long period. Only then will we create the next level of capacity, and then the next level after that.

You all know that our product is highly capital-intensive. We do not have idle capacity sitting there waiting for a customer to consume more so that we can start producing more. We have to invest to create additional capacity.

We will create additional capacity only when we are doubly sure that it will be fully deployed as required. In a multi-source, multi-supplier strategy, we always invest in a very cautious manner.

Our customer was added only a few months ago, so we first have to sustain the relationship. We have to understand their requirements, and they have to understand our capabilities. Our focus is to provide such good quality that they demand more and sign an agreement with us stating that the committed demand will be provided to us.

This will eventually happen, and what you are saying is our target: we will grow this customer over a period of time. However, we have to proceed step by step.

Jainam: Is it fair to assume that this is deliberate—that we have not scaled up to our full potential because we are still evaluating the customer base, allowing the relationship with the customer to develop, and will eventually reach the peak potential?

Management: Exactly. You are right.

Jainam: I will come back to the queue for follow-up questions.

Operator: Thank you. Mr. Bhargav Buddhadev. Mr. Bhargav. Mr. Bhargav.

Bhargav Buddhadev: Can you hear me?

Operator: Yes.

Bhargav Buddhadev: Good evening, team, and congratulations on a very good performance. My first question is an extension of the earlier participant's question. When you say that you have 100% of the {? wallet share ?} in your export business, does that mean that the model in which we have a 100% share is sold in only one particular country, or is that model sold globally?

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Management: The global business scenario is as follows. Our products are critical applications in transmissions or engines. Vehicle manufacturers do not have a strategy of using multiple suppliers for the same component.

These customers, whether in Europe, Japan, or the US, have to sell the vehicle globally. If something goes wrong in the field, it becomes a Herculean task for them to identify which location and which supplier's parts are involved. Therefore, for our products, all these reputed and large OEMs generally follow a global strategy of having a single supplier for a single component.

I cannot comment on other products, but for our products, the general strategy among large global customers is to have a single supplier for a single component. I will not refer to the product category; I will refer to the product name.

For example, if I manufacture a first-speed gear for a truck, I will be the single-source supplier for the first-speed gear. For the second-speed gear, there may be a different supplier. This is the general strategy followed by global customers.

As I said, this strategy is not followed as extensively in India. European and Japanese companies operating in India generally follow this strategy to some extent, but they also have deviations. Purely domestic companies generally work with multiple suppliers.

Bhargav Buddhadev: Secondly, ZF is a very reputed customer for us. Of the OEMs with which ZF deals, how many OEMs could we receive business from? Is there a large opportunity to gain more wallet share through ZF, particularly since you mentioned that ZF may introduce us to a Chinese OEM? How many such OEMs are we not currently dealing with?

Management: I feel that there is hardly any passenger-car manufacturer where ZF is not present. ZF has a huge presence in the passenger-car market and also in the commercial-truck market.

Its products are ultimately used on specific platforms. We do not have direct access to identify which product goes to which vehicle platform. However, we generally know about the major projects.

We know that some of our products are going into Mercedes AMG and BMW passenger cars. I also know informally, although not formally, that small volumes are going into Aston Martin. Some very small volumes are also going into {? Hummer ?}.

This is because ZF pitches its products to many customers. If there are major customers, we also get to know about them, but only informally, not formally, because ZF generally does not disclose the end users of its products. It has its own confidentiality requirements and related considerations.

Bhargav Buddhadev: The reason I asked is that ZF may have a centralized procurement department and would want to optimize its business efficiency. Would ZF know that a relationship manager supplying to Mercedes AMG also knows that RACL's products are going into BMW X5 and performing well, and therefore introduce us to Mercedes AMG as well? That was the point I was making.

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Management: I understand your question now. All these large customers have extensive portals for RFQs. There is a product category for gears. We are a registered supplier for the entire ZF group on that portal.

If an RFQ is issued for a passenger-car component or a truck component, it is uploaded to the portal. If it interests us, we download the RFQ and submit our offer. There is no human interface in this process.

Any buyer anywhere in the world within the ZF group who requires a component simply uploads the requirement on the supplier portal. As a supplier, we immediately receive a notification that there is a new RFQ on the portal.

We have our own marketing department. I believe there is a fixed day every Monday when they review the RFQs. They download an RFQ if it suits us. We then inform ZF that we will participate. If we do not participate, the RFQ is removed from our name.

Once we confirm that we are participating, the relevant buyer begins interacting with our sales department and the process starts. This is how the system works. There is no human intervention, and nobody needs to approach anyone directly.

Bhargav Buddhadev: You mentioned that RACL is known for taking risks because, even when a model is still under development, we make the upfront investment. If the model does not succeed, is there any way the customer takes care of us? They know that RACL has invested and that our balance sheet is much smaller than theirs. Given that we are a reputed partner, do they support us?

Management: I will give you a very short answer: yes.

All these customers, apart from the money, invest a great deal of effort in developing a supplier. If they know that the supplier has suffered because of their mistake or because their model failed, it is not necessarily the case that they will sign a check and say, "You have suffered because of us, so take this check and be happy."

However, there is a system. They understand that the supplier has suffered and find ways to support that supplier. Many times, they provide cash compensation. Many times, they provide alternate business. Many times, they may increase prices in the existing business so that the supplier can recover the losses over a period of time.

It is a mixture, and it depends on the specific case, the customer, and the supplier. It also depends significantly on the strength of the relationship with the customer and the supplier's quality performance.

If you are an A-rated supplier, the customer will always support you. If you are a C-rated supplier, it may say, "Who cares about C-rated suppliers?" This is where the customer rating also matters.

This is a very long subject, but in a nutshell, the customer always takes care of the supplier. No supplier is left to suffer a loss because of the customer. This applies not only to global suppliers; domestic suppliers are also supported in this manner.

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Bhargav Buddhadev: Lastly, we were speaking with a few bearing companies that are involved in exports. They told us that the RFQs they are receiving, primarily from Europe, are unprecedented. They have not seen RFQs coming in at this pace. We must be experiencing something similar. Will we follow a conservative path and take our own time, or, if the opportunity arises, can we also move more aggressively and take it up? This opportunity may not arise every year.

Management: Your feedback is correct. There has been a surge in RFQs. However, many times they are not only RFQs; they are also RFIs. Geopolitical conditions are very volatile. Supply chains are being rewritten, and supply and logistics routes are being rewritten. Therefore, there has been a sudden surge.

We are also witnessing this. How far it translates into serious business will become clear only with time. However, it is a positive sign. I should not make this statement, but we can still see that people are looking at India very seriously. We generally refer to this as the China-plus-one policy. Many business realignments are taking place, and we are witnessing the same thing you have described.

Bhargav Buddhadev: The bearing company we referred to is a supplier to you, and they said very good things about you. Many congratulations and all the best.

Management: Thank you. Thank you.

Operator: Thank you.

Management: Neha, I think that is it. Sir, there is one last question. There is one last question on the chat regarding CAPEX for the next 3 years. I think this question is from Adi. Adi, would you like to ask it? We can take this as the last question.

Operator: Mr. Adi, you may ask your question.

Adi: I will keep it short. What is the CAPEX for the next 3 years?

Management: CAPEX for the next 3 years? [Laughs] We have told you this year's CAPEX. Give us some time regarding next year's CAPEX. Normally, we announce CAPEX around {? January? January in? ?}. We will let you know by January.

Let us follow the policy of announcing CAPEX annually. As I told you, the CAPEX we are undertaking today is for next year. The CAPEX we undertake next year will be for 2028 or 2029. Beyond 2029 and 2030, we also have to wait and watch.

Please wait for a couple of months. We will come back with next year's CAPEX. We will definitely maintain that gear manufacturing is a capital-intensive business. If we want to grow, we have to continue investing. Therefore, CAPEX will definitely be a regular feature. Please give us some more time.

Adi: I have another question. Over the last 10 years, we have grown our revenue from being a small player to a decent size, increasing it 5 times. How do you see the next 5 years? Are we also open to acquisitions in this space to accelerate growth? What are your thoughts on these 2 points?

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Management: A few minutes ago, someone asked a question, and we said that we have already started looking for new avenues of alternate and additional businesses, such as {? civilization ?}, actuators, robotics, industrial components, and defense.

If such opportunities arise, there will definitely be {? need this thing ?}. Regarding revenue, we always say that we have an ambitious growth plan to grow by 15-20% per year.

Consider that 15% of 100 crores is 15 crores, while 15% of 500 crores is 75 crores. You can understand that, over the next 3-4 years, we will again be targeting a doubling of what we are doing today.

We will definitely grow at a much faster pace. Initially, scaling up a business is always very painful and slow. Once the business becomes stable, however, it can be scaled up much faster.

Again, I will say that our business model will always work with a principle of...

Management: Caution will always work together with sustainable growth. We do not want to enter a rat race of driving numbers without ensuring that whatever we do is sustainable. That is our core focus. However, regarding growth, our targets are also to grow at a strong rate.

Adi: All the best, sir. Thank you.

Management: Thank you.

Management: Thank you. So, is that it?

Management: That is it, sir.

Management: Okay, then. Thank you. Closing {? [unclear] ?}.

Operator: We would like to inform all our investors that the annual plant visit for investors will be scheduled in the first week of December 2026. The official announcement will be disseminated in due course. Registrations will be on a first-come, first-served basis because the slots are limited and fill up quickly. We request you to register accordingly if interested.

On behalf of the management of RACL Geartech Limited, I would like to extend our sincere gratitude to all the participants for joining us today and for your continued interest and support for the company. We greatly appreciate your valuable questions, constructive feedback, and continued engagement.

We would also like to thank our management team for sharing their insights and addressing the queries raised during the session. Should you have any further questions or require any additional information, please feel free to reach out to our investor-relations team, who will be pleased to assist you.

Thank you once again for your participation and valuable time. We look forward to your continued support and association with RACL Geartech Limited. Wishing you all a pleasant day ahead.

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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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