DELTA AUTOCORP LIMITED
Registered Office: Plot No.- 304P, Mihijam Road,
Pithakiary, Rupnarayanpur, Dist. - Paschim Bardhaman,
West Bengal – 713386, compliance@deltic.co, www.deltic.co
CIN- L29304WB2023PLC263697

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Sub: Transcript of the Investors' Earnings Call held on 25th November, 2026 on the Unaudited Standalone & Consolidated Financial Results for half year ended September 30, 2026.

Please find enclosed herewith the copy of transcript of the Investors' Earnings Call held on 25th November, 2026, with respect to the Unaudited Standalone & Consolidated Financial Results for half year ended September 30, 2026.

The transcript of the aforesaid earnings call with Investors/Analysts is available on the Company's website and can be accessed on the following link: https://drive.google.com/file/d/1mKD_oDjU9uW5O8M96O0tZ-CtOqIxeOlM/view

Kindly take the same on your record.

Thanking you,

FOR, DELTA AUTOCORP LIMITED

ANKIT AGARWAL

Digitally signed by ANKIT AGARWAL
Date: 2026.11.27 16:57:39 +05'30'

Ankit Agarwal
Managing Director
DIN: 03289175

Date: 27th November 2026
Place: Delhi

“Delta Autocorp Limited

H1 FY27 Earnings Conference Call”

November 25, 2026

MANAGEMENT: **MR. ANKIT AGARWAL – MANAGING DIRECTOR – DELTA AUTOCORP LIMITED**
MR. AMAN ALOK – VICE PRESIDENT – DELTA AUTOCORP LIMITED
MR. SACHIN – AGM FINANCE – DELTA AUTOCORP LIMITED

MODERATOR: **MR. GAUTAM NAGAR – EQUIBRIDGEX ADVISORS PRIVATE LIMITED**

Moderator: Ladies and gentlemen, good day, and welcome to Delta Autocorp Limited H1 FY27 Earnings Conference Call, hosted by EquiBridgeX Advisors Private Limited. This conference call may contain forward-looking statements about the company, which are based on the beliefs, opinions, and expectations of the company as on date of this call. These statements are not the guarantees of future performance and involve risks and uncertainties that are difficult to predict.

As a reminder, all participant lines will be in the listen-only mode, and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during this conference call, please signal an operator by pressing star, then zero on your touchtone phone. Please note that this conference is being recorded.

I now hand the conference over to Mr. Gautam Nagar from EquiBridgeX Advisors. Thank you, and over to you, Mr. Nagar.

Gautam Nagar: Thank you, Nirav. A very good afternoon to everyone. Welcome to the H1 FY27 earnings call of Delta Autocorp Limited. From the management team, we have with Mr. Ankit Agarwal, Managing Director, and Mr. Aman Alok, Vice President, and Mr. Sachin, AGM Finance. We will begin the opening remarks from the management team, followed by the Q&A sessions.

With that, I would like to hand over call to Mr. Ankit sir for his opening remarks. Over to you, sir. Thank you.

Ankit Agarwal: Thank you so much. Good afternoon, ladies and gentlemen. I am Ankit Agarwal, Founder and Managing Director of Delta Autocorp Limited. On behalf of the entire Deltic team, I welcome all our shareholders, investors, analysts, and everyone joining us today. Thank you for taking the time to be part of this discussion and for your continued trust and support. Let me begin by taking you through our financial performance for the first half of FY27.

We have delivered a healthy improvement in profitability during the first half of the year. On a consolidated basis, our revenue from operations stood at INR44.09 crores compared to INR42.05 crores in H1 of FY26, registering a growth of approximately 4.9%. Total income increased by 4.2% to INR45.22 crores compared to INR43.38 crores in the corresponding period last year. More importantly, our operating EBITDA increased by 48.6% to INR5.05 crores, compared to INR3.4 crores last year.

Our EBITDA margin improved significantly from 8.08% to 11.45%, an expansion of 337 basis points. Profit before tax increased by 27.1% to INR5.8 crores, while profit after tax grew by 26.9% to INR4.33 crores, compared to INR3.41 crores in H1 of FY26. Our earning per share also improved from 2.23 to 2.83 for the half year. More importantly, our PAT performance for the past half is broadly in line with the trajectory we had planned.

We are pleased that despite relatively moderate revenue growth, we have been able to deliver the profitability levels envisaged for this stage of financial year. This gives us a good foundation as we move into the second half while our focus remains on accelerating revenue growth alongside maintaining profitability. We are particularly encouraged by the improvement in profitability, which reflects better operating efficiencies, cost management and greater financial discipline.

While revenue growth has been moderate, it is important to understand that the underlying mix. H1 FY26 included institutional supply of 1443 three-wheelers, whereas institutional delivery during the current half were significantly lower. At the same time, our two-wheeler business has recorded substantial volume growth. Our focus now is to build on improvement in profitability while accelerating revenue growth through stronger retail sales, new product introductions and better utilization of distributor network.

Alongside profitability, we have maintained a strong focus on improving our working capital management and financial discipline. One of the notable improvements during the half year has been reduction in trade receivables from INR12.46 crores at the end of FY26 to INR4.93 crores as of September 30, 2026, reflecting a reduction of approximately 60%. We closed the half year with a net worth of INR84.15 crores and borrowings of INR1.35 crores.

We also generated positive operating cash flow of INR7.75 crores during H1, reflecting our continued focus on collections, working capital management and financial discipline. We believe that maintaining financial discipline, timely collections and tighter working capital management will be important as we scale up our operations. Our approach towards capital allocation will also remain measured.

We want to ensure that investments are made in line with business requirements, expected utilization and commercial viability. Coming to our business performance, one of the most encouraging developments during H1 has been our two-wheeler business. Our electric two-wheeler volume increased from 3,135 units in H1 FY26 to 9,636 units in H1 FY27, registering a growth of approximately 207%.

This is a significant achievement for us and reflects the progress we have been -- we have made in strengthening our scooter business. However, our focus is no longer limited to increasing primary sales to dealer. We are consciously shifting towards improving dealer retail performance and helping our dealers generate genuine consumer demand, improve retail conversions and build a more sustainable business. We firmly believe that if we take care of dealer's business and help him sell more vehicles profitably, primary sales will follow naturally.

During the half year, we increased our direct engagement with dealers, understood their ground level challenges and worked towards resolving issues relating to sales, finance, marketing, service and overall business operations. We are also working more closely with dealers on local market activation, lead generation, customer engagement and conversions. The objective is to improve the productivity of our existing network rather than focusing only on increasing the number of dealers.

We have also strengthened our sales and business development capabilities to improve market penetration and provide better support to our dealer network. Going forward, our emphasis will be on sustaining this momentum by improving retail throughput, increasing the productivity of our existing dealers and ensuring that our expanding product portfolio translates into strong customer demand. On the three-wheeler side, the business has experienced a challenging period.

As mentioned earlier, the corresponding period last year included a large institutional supply of 1443 vehicles, whereas our institutional delivery during the current half were significantly lower. Additionally, the market is gradually transitioning from L3 category towards more organized L5 passenger, cargo, and municipal application. We have been preparing for this transition through our new offerings including Express and Deltic Airavat, and we have received encouraging initial responses.

Importantly, we have confirmed institutional sales order of 240 L5 electric three-wheelers, which we are scheduled to execute during second half of FY27. This will be an important step in building our presence in the L5 commercial electric vehicle segment. Our objective is to build a stronger dealer-led three-wheeler business alongside institutional and government opportunities so that we are not overly dependent on any other segment.

We also want to take a measured approach to investments in this segment. For instance, before committing significant capital towards manufacturing infrastructure such as dedicated paint and fabrication facilities, we'd like to establish consistent demand and volumes for our L5 products. We remain selective about institutional opportunities and will continue to prioritize commercially viable business rather than pursuing turnover at the expense of profitability. One of our biggest priorities in H1 of FY27 has been strengthening Deltic as a consumer brand.

We have increased our efforts towards brand visibility, consumer awareness, and local market activation. We want customers to recognize Deltic, understand our product, and increasingly consider our brand when making their own purchasing decisions. We have also brought several marketing activities in-house, which gives us better control over brand communication, creative quality, and faster execution.

This allows us to respond quickly to market requirements and create more relevant campaigns across different territories. Going forward, our marketing efforts will be increasingly aligned with actual demand generation at the dealer and customer end. This includes stronger local marketing, regional camps, influencer initiatives, digital visibility, and better communication of specific features and advantages of our products. Product quality and aesthetics have also received significant attention.

We have been working on improving the overall styling, looks, fit, and finish of our vehicles because we believe that product quality and visual appeal are important differentiators in an increasingly competitive EV market. Our focus is to create a visible difference in the products as we offer and gradually build stronger brand presence among customers. Alongside brand building, we have been strengthening our sales organization and dealer ecosystem. Our approach towards distribution has evolved.

While expanding the dealer network remains important, we are now equally focused on productivity and commercial sustainability of existing dealers. We want every dealer to be better equipped to generate demand, convert inquiries into retail sales, and provide a satisfactory ownership experience to consumers. We are also becoming more selective in dealer onboarding with greater emphasis on dealers' financial capability, market understanding, and ability to build a sustainable business.

Our objective is not simply to increase the dealer count, but to build a productive network where our dealers can grow profitably alongside the company. We are also making meaningful progress in developing our company-owned and company-operated retail model. We currently operate six such outlets, two directly through Delta Autocorp Limited and four through our subsidiary, Electrofine Motors Private Limited.

During H1 FY27, these six outlets collectively generated sales of approximately INR2.06 crores. This compares with sales of approximately INR0.37 crores during H1 of FY26. We are particularly encourage encouraged by this progress because these outlets are helping us establish a deep direct retail experience, understand customer behavior, improve retail conversion, and generate gain practical insights into store-level economics.

More importantly, this demonstrates that our company-operated retail model is gaining traction. It's an important step in building a direct retail channel alongside our dealer network. Based on our experience so far, we are working towards expanding this network to approximately 12 to 15 locations by the end of March 2027, subject to location readiness and commercial viability. These outlets will not only contribute to direct sales, but also help us understand customer expectations better and improve our overall retail execution.

Another important area where we have made considerable progress is product development. We have established a new product development studio very close to our existing office, allowing design engineering, sourcing and management teams to work more closely. This has helped improve coordination, shorten decision-making cycles, and gives us greater control over product development, quality, and execution.

We have also strengthened our engineering team and are increasingly developing in-house capabilities in areas such as product design and plastic design and development. We are working towards greater standardization of components and engineering architecture across suitable models. This should help us improve sourcing efficiencies, maintain better quality control, reduce development costs, and strengthen after-sales support.

Coming to our upcoming scooter portfolio, we are preparing a range of products catering to different consumer segments, price points, and requirements. Our upcoming portfolio includes Lido, Jetster, Crossberg, Vagator, and Legion GT. We're targeting phased commercial introductions beginning Q4 FY27, with the timing of individual launches aligned with production readiness, validation, and dealer preparedness.

Our objective is to have a comprehensive range of products under one roof, covering different customer requirements rather than depending on a limited number of models. We're also progressing well with our flagship scooter program, SS01. We have made encouraging progress in design and vendor development and are currently targeting the prototyping stage in Q1 of FY28. For us, the focus is not simply on increasing the number of model- models in our portfolio.

We want to develop products that customers appreciate, dealers are confident selling, and that can establish a stronger identity for Deltic in the market. Looking ahead, we continue to work towards our FY27 revenue objective of approximately INR105 crores. Achieving this will

require a stronger second half supported by continued growth in our dealer business, phased introduction of new models, improved dealer productivity, and execution of institutional and commercial business, including the confirmed orders of 240 L5 electric three-wheelers.

We understand that there is a significant amount of execution required to achieve this objective. Our teams are aligned around these priorities, and we are focused on converting capabilities we have developed into tangible business growth. To summarize, H1 FY27 has been a period of improving profitability, a stronger balance sheet, significant growth in our two-wheeler volumes, stronger dealer engagement, increased focus on brand building, and considerable progress in our upcoming product portfolio.

We're conscious that building a business is not just about launching new products or expanding the dealer network. It is equally important to ensure that our products sell well in the market, our dealers are profitable, customers receive a good ownership experience, and the company grows with financial discipline. We have spent the last few years building our products, engineering capabilities, and distribution network.

We're now beginning to see benefits of these investments, whether through significant growth in our two-wheeler volumes, improvement in profitability, or encouraging traction in our company-operated retail outlets. Our focus is now to make these investments work harder for the business. Over the coming quarters, our priorities will be to increase retail sales, productivity per dealer, scale our company-operated outlet in a disciplined manner, convert our upcoming product portfolio into actual market demand, and strengthen our three-wheeler business.

Ultimately, we want to deliver consistent revenue growth while maintaining sustainable profitability and financial discipline. We understand that the shareholders will judge us by the results we deliver. We remain focused on executing these priorities consistently and creating long-term value for our shareholders. I would once again like to thank our shareholders for their continued confidence and our employees, dealers, customers, and business partners for their contribution to our journey.

With that, I will conclude my opening remarks and look forward to your questions and suggestions. Thank you.

Moderator: Thank you very much. We will now begin the question-and-answer session. First question is from the line of Priyansh Miri from NGP Family Office. Please go ahead.

Priyansh Miri: Hello, sir. Hope I'm audible.

Management: Yes. You are audible, Priyansh.

Moderator: Yes. Go ahead.

Priyansh Miri: Yes. So, my first question is around the business strategy. Currently, we run I think, six to seven COCO stores, right? So, what is the rationale to not to expand into FOCO stores, franchisee owned company operated?

Management: Sorry, can you please come again on this part? What is the -- I lost you for the last line.

Priyansh Miri: Sir, this is my first time I'm attending your call. So, I might be new on your business model, right? So, based on your presentation, I can see that we are operating six to seven COCO showroom models, right?

Management: Right.

Priyansh Miri: So, what is the rationale to not to venture into FOCO model, franchisee owned company operated?

Management: Okay. Yes. So Priyansh, like, I mean, it's to be very like, I mean, clear. Like, it's very difficult to manage a franchisee owned outlet by the company, because there are a lot of, I mean, difference of opinion. And if you have to do it at scale, so managing those small day-to-day issues, it takes a lot of time. So, we have kept two different models only. Our primary business model is franchisee owned and franchisee operated outlet, dealer owned and dealer operated outlet which we call.

So, that is the major portion of the revenue which, I mean, comes from the DODO outlet. And we have started parallelly building our own COCO outlets, company owned and company operated, so that, I mean, we get not only like, I mean, improve our sales, but we get a firsthand experience of like, I mean, handling a customer, what type of challenges they are facing, how we can improve their experience across our all other outlets which are being operated by our dealers also. And to have outlets at strategic locations, bigger cities, which leads to a lot of marketing and branding for the company.

Priyansh Miri: Understood, sir. Sir, so is there any difference in the same-store sales growth number between both the models?

Management: Sorry?

Priyansh Miri: Same-store sales growth, sir. Like, are we delivering better revenue in our company-operated showrooms?

Management: Yes. So we are delivering like, I mean, better revenues compared to the dealer owned, dealer operated outlets. I would not say like but like, I mean, we would be better than 90% of the stores like, I mean, which our dealers are operating. So, 10% of our dealers, they are doing better sales than us also because they're primarily involved in the business and they are there day in, day out, and they're doing well in the market. But largely, on overall level, yes, I mean, our own COCO stores are doing slightly better revenue compared to the dealer network.

Priyansh Miri: Sir, just to get the guidance, in your COCO store, we currently host both of the vehicles, right? L3 and the scooters, correct?

Management: Yes. That's right.

Priyansh Miri: Okay. Sir, what is our monthly sales number or number of vehicle that is sold? Any rough estimate for the matured stores?

Management: For the COCO outlets, you're saying?

Priyansh Miri: COCO outlets, yes.

Management: Yes. So the average monthly revenue for the first 6 months is around INR35 lakhs per month. And out of this, I would say, like couple of our outlets or three -- in fact, three of our outlets like, I mean, they were new and three were old. So, I would say, yes, I mean -- sorry. I am saying it's INR35 lakhs per month across six outlets. So, that average is about INR6 lakhs to INR7 lakhs per COCO per month. This number is looking slightly smaller because three of the new COCO outlets have started in like, I mean, Q2 of FY27 only.

Priyansh Miri: Okay, sir. So, for the three older one, it is around the INR7 lakhs to INR8 lakhs per month for the…

Management: On the three older one, it will be about INR11 lakhs to INR12 lakhs, and the newer ones are around INR2 to INR3, so blended it's coming at INR6 lakhs to INR7 lakhs per month.

Priyansh Miri: Okay. Understood, sir. Sir, for our revenue guidance of INR105 crores, right? INR20 crores in last call, you mentioned that it was delayed from government procurement. So did we procure that in this quarter or -- and also, are we confident in achieving our guidance for FY27?

Management: Yes. So, we are very confident in achieving our guidance for FY27. I will give you break up of the revenue also. So, we are expecting that for the full year we should do about INR80 crores of revenue to our two-wheeler business, about INR20 crores to INR21 crores of revenue should come from the B2G business, and about balance INR4 crores to INR5 crores would come from -- like the white labeling that we do for multiple OEMs, from spares, and from three-wheeler sale. So, we are confident on this.

Actually, in the first half also, we had an opportunity to execute INR10 crores worth of B2G opportunity, but the challenge there was like, I mean, we had bid for that tender in quarter one of FY26, and the tender got -- I mean, the tender opened and we were invited to supply the vehicle in quarter one of FY27. By that time, there was a significant increase in cost of the material. So, we had requested the department to increase the cost, but rather than increasing, they were negotiating to reduce the pricing of the vehicle.

So -- and additionally, the tender actually carried a highly one-sided 3-year warranty clause, which could have resulted in substantial losses for us over the warranty period. While the order would have added to our revenue and profit in the current year of supply, the long-term financial impact would have been negative. We therefore actually took the difficult decision to walk away from that opportunity. And our view was clear, it was better to forego INR10 crores of revenue rather than to accept a contract that could destroy value for this company over the next 3 years.

However, we are continuously and actively participating in new government tenders and we are very confident of securing approximately INR20 crores to INR25 crores of B2G business to a couple of upcoming opportunities.

Priyansh Miri: Makes sense, sir. Sir, in our last quarter also you guided for full year of margin around 10% to 10.5%, but this quarter, I think we exceeded to 11%, right? So, does it because the L5 vehicle mix is getting increased, or what was the key reason for this increase?

Management: Yes. So, the key reason for this increase was like, I mean, in this H1 like majority of our volumes have come from the two-wheeler business. And if we compare it with the last financial year, so we have significantly reduced our transportation cost by about 3.5% to 4%, or around between 3% to 4%, I would say. So, that has been the major contributor for increasing the revenue, like I mean, the profit percentage for the company.

And COGS has largely remained the same, Priyansh, compared what it was. It is at 72% this year, last year it was at 71.1%. So, COGS has largely remained the same, but last year, as I mentioned, that we had 1,443 vehicles which we delivered to government. So, they were delivered to remote places and that's why the outgoing transportation was very high. So, that is why the, I mean, EBITDA margin has been good compared to last year.

Priyansh Miri: Makes sense, sir. Sir, for our L5 vehicle, can you give me some sort of break-up? Like, what is our EBITDA margin for our L3, and what is what EBITDA we could get for L5 vehicle? Any difference on EBITDA level?

Management: So, in terms of EBITDA level, it is almost same, like it will be around 11% to 12% only. Or, I mean, I think it's -- yes, 11% to 12% is the EBITDA level for our three-wheelers, L3 and L5 both. For our scooters, it is slightly higher. It is around 14% to 15%.

Priyansh Miri: Understood, sir. Sir, I'm slightly concern on our volume number for three-wheeler. So, once we start with like getting higher revenue share from our L5 vehicle, so do you see competition is less than we can actually change the trajectory? Because last 3 year, I think it is keep on going down. So, any guidance on that, sir?

Management: Yes. I'll tell you the reason why it has happened and what is the scope of recovery. So, the decline in the three-wheeler business is primarily due to two reasons. First, H1 last year, as we mentioned, had a significant contribution from government and institutional orders, which has not been repeated at the same level this year. Secondly, the overall L3 wheeler market has also seen a decline in the volumes across most players, which has impacted the industry as a whole.

So, in terms of recovery, we are working on multiple fronts. We are gradually shifting our focus towards the L5 segment and have already introduced Deltic Express in the passenger category and the Deltic Airavat in the cargo category vehicle. We are incorporating currently customer feedback and making necessary improvements in product quality, future and overall. We are also planning to create a dedicated three-wheeler sales team to strengthen dealer arrangement, improve market penetration, drive revenue growth. And in addition, we are looking at introducing new L5 models also in the next financial year here -- financial year.

So we believe that these steps will help us rebuild the three-wheeler business, reduce dependence on L3 volumes and establish a stronger presence in the L5 segment. But Priyansh, it will take time. Like, I mean, the revenues ideally should definitely go up, but to reach back to the same levels, it will take us some time.

Priyansh Miri: Make sense, sir. Okay. For our scooter business, sir, I think last quarter we took 5% of price cut, right? I think that resulted in good translated in good terms in terms of revenue, right? So is there any plan to normalize that back? Like, increase the pricing again? Or are we going are we happy with that state of price band?

Management: So, actually right now, we are at a very comfortable position like compared to the industry. So, I mean, in terms of margin, I believe we are having one of the highest margin at this scale in the industry. Naturally, if our volume increases, our revenue increases, the margins are going to increase further. So we have compensated that 5% to 6% price correction by working on the COGS of our vehicle.

So, we've almost reduced the COGS of our vehicle by 4% to 5% already. So, through value engineering and other aspects. So we have reduced the cost. So we will not be increasing the price as of now, I mean unless and until like, I mean, the external factors like war and increase of dollar rate and other things happen of which like our cost increases, then we will be forced to increase the price.

And we have already like, I mean -- in fact, like, I mean, in H2, we've already taken a 4% to 5% price hike because of the increase in cost of the raw material. But that will not lead to, I think, for -- sorry? Priyansh, what were you saying?

Priyansh Miri: No, sir. Sorry. Like, then -- go ahead, sir. Sorry. Go ahead.

Management: Yes. I was saying that in H2, we have already increased the price of our scooter by about 4% to 5%. But that will not lead to increase in profitability in EBIDTA because the incoming cost of the material has also increased proportionately. So we have passed it on to the consumers now.

Moderator: Thank you. Priyansh, I'll request to come back for a follow-up. Next question is from the line of Amit Bhatt from MIT Engineers. Please go ahead.

Amit Bhatt: Am I audible?

Moderator: Yes, sir.

Management: Yes. You are audible, Amit ji.

Amit Bhatt: Yes, my question is regarding the cash on the book. I think we are having INR44 crores of cash on the book. So, can you tell me what is the capital allocation plan? Because normally, the investors who invested in a company, suppose INR100 invested in a company at the IPO time, it's now INR35. Because this INR44 crores not generating a meaningful top line. Even if with this INR44 crores and with some debt, INR50 crores, INR60 crores net block, we can easily generate INR100 crores, INR125 crores of top line and we can change our orbit.

Management is good, but it is over-conservative. So, that's why market is not rewarding and this is really a wealth destruction. So, I just want to listen from you the capital allocation plan and second, the management is taking cognizance of the most of the investor losing two-third of that wealth and what are the plan to restore the confidence and create value for the shareholder.

Management: Right. So, I totally understand, Amit ji, what you are saying and we understand the pain of the investors, right? But the funds that we have in place, so they are being deployed in line with the object of the issue of the IPO and the requirement of the project for which they were raised. A significant part of our product development expenditure involves engineering, tooling, mold development, testing, validation, homologation, product refinement.

These activities take place in phases and capital is deployed against the relevant development milestones. And I would like to stress that we are operating in a very, very capital-intensive industry with several well-funded players investing aggressively in new products, technology, and distribution. We, therefore, are taking a balanced approach to capital allocation, ensuring that investments are made at the right time and in line with the evolving needs and growth opportunities of the business.

So, I mean, the plan for deployment, I mean, like about INR17 crores of the money that is sitting on the books would go into new product development. So, for that, like, I mean, in H2, the deployment will be to the tune of INR3.5 crores to INR4 crores more. And in the next financial year, it will be more because our products will reach the mold development stage for plastic parts, lights, and for the chassis.

So, that year, there will be a significant deployment of, I believe, around INR7 crores to INR9 crores. So, that's how we are going to utilize that money for product development. And in addition to that, like, we are looking for the right levers to, like, I mean, put the money into marketing to funnel the growth of our business. So, basically, that is the plan for actually deployment of the funds.

Moderator: Thank you. Amit, I will request to come back for a follow-up question. Next question is from the line of Rishi Chawla from Shaan Patel AMC. Please go ahead.

Rishi Chawla: Hi. Thank you for the opportunity. I hope I am audible.

Moderator: Yes, go ahead.

Rishi Chawla: Okay. So, for the revenue bifurcation guidance that the management has given at the end of financial year '26, it was INR60 crores from two-wheelers, INR20 crores from government, INR15 crores from three-wheeler segment, and INR10 crores from spares. I believe we have increased it to INR80 crores from two-wheelers and only INR4 crores to INR5 crores from three-wheelers and spares. Can you throw some more light on it so we can have a better understanding?

Management: Right. Absolutely, Rishi. Thanks for the question. So, yes, our two-wheeler business has done very well compared to what we had envisaged, and unfortunately, the three-wheeler business has not done that well compared to, I mean, what we had envisaged. So, as I had mentioned earlier, so, I mean, there are two reasons primarily why the three-wheeler revenue is down compared to the guidance.

A, the market in general is shifting from L3 to L5 and we are launching products in L5. We have in fact launched a passenger and a loader vehicle in the L5 category. We are getting good initial response, but to create a market with those products, it will take some time. And secondly, as I

mentioned that we will be focusing and putting up a dedicated team for three wheelers to lift up the revenue of three wheelers in the coming financial years. But as I mentioned, Priyansh, it will take some time.

Rishi Chawla: Okay. So, can you guide us on the revenue that we are expecting from three wheelers in financial year '28 as we have guided INR155 crores of top line in FY28?

Management: So, for FY28, we are targeting about INR15 crores from three-wheeler business.

Rishi Chawla: Okay. And on the L1 tender that you have previously mentioned on the government for 340 units, do we have any updates on that? Like, have we completed some of the obligations on our end or they are still in the preliminary stages?

Management: Yes. We have delivered 83 units in the first half of this financial year. We have got the work order and advance money also for the balance 240 vehicles, which we have to complete in second half of FY27. So, we are on track. And like initially, like out of the 100 vehicles, like I mean 240 is confirmed and out of the 100 vehicles, 83 is what the government has procured in now.

Rishi Chawla: On the new product segment that we are coming up with in the two-wheeler segment, is there any guidance that we have on financial year '28 contribution for that on the top side?

Management: So, like we are targeting a revenue of about INR110 crores to INR120 crores for the overall two-wheeler business in FY28. And we expect that about like INR35 crores to INR40 crores of revenue should come from the new models.

Rishi Chawla: How much from the new models?

Management: About INR35 crores to INR40 crores, I would say about 30% to 35% of the two-wheeler revenue would come up in FY28.

Rishi Chawla: Okay, thank you so much.

Moderator: Thank you. Next question is from the line of Ashok Shah from Eklavya Invesco Family Office. Please go ahead. Ashok, may I request to unmute your line and proceed with your question? Due no response? We move on to the next participant. Next question is from the line of Ankur Dheer, Shareholder. Please go ahead.

Ankur Dheer: Hello, sir. I hope you are doing good and congratulations for a good set of numbers declared this quarter. So like my question was already answered. Like, I only had the concern of the cash lying in the financial statement. And the another one was with respect to the, -- like tie-up or like strategic alliances with the top-notch companies that are leading like are you or is that Delta Autocorp like ready to have a strategic alliance with the top-notch companies? Or like you would like to go ahead with like, I hope you are able to understand.

Management: Yes, thanks Ankur for the question. I just like to clarify, when you talk about tie-up with top-notch companies, so you are talking about the B2B segment.

Ankur Dheer: As of now, the market conditions are, the companies are like acquiring like Hero Motocorp, TVS Motors, all these companies are trying to acquire or like have a strategic alliance with Zelio Automobiles or like any of the competitive companies, which you are dealing with. So, is there any opportunity which you are finding for acquisition or possible strategic alliances?

Management: So, see, to be very honest with you, Ankur, we are not looking actively at any alliance opportunities at this point of time. But if some opportunity comes our way, then we are very open to discussions and ideas on different aspects. So, we have a very open mindset. But as of now, we are not collaborating with any of the top OEMs in the two-wheeler or three-wheeler segment.

Ankur Dheer: Okay. And my second question is like, are you also trying to tap into the international markets or you are simply focusing on the domestic or like within India you are trying to focusing on the like spreading the business?

Management: Right. So, today, like our first set of vehicles are going to Nepal. So, this is the first time we will be exporting vehicles. I mean, commercially, we have delivered samples to Africa in the past. But to be really honest, like the India market is very big, Ankur. Like right now, only 9%, 8% to 9% of the new two-wheeler sales has converted into electric. So, going forward in the next 10 years' time or 8 years' time or 12 years' time, I don't know, but the penetration of the new two-wheelers would increase from 9% to maybe around 70%, 80%, 90%.

So, the market for two-wheelers, electric two-wheelers, I believe personally will is going to explore in the next 8 to 10 years' time. So, our primary focus is in India. We have had discussions, multiple discussions with multiple parties across Africa, but the product market fit is different there. They prefer a motorcycle, here we drive a scooter. Southeast Asia, they want a single-seater scooter. In India, people prefer a family scooter.

So, there are slight differences in the product market fit, but we are, I mean, very, very open to discussions, ideas, and we get interest, like we get almost one to two interest for export every month. So, we, we actively engage with them and try to, I mean, close them in a positive manner. But so far, only Nepal is something that we have closed, and we are hopeful that I mean, we will be able to close more such deals going forward.

Ankur Dheer: Thank you.

Moderator: Thank you. Next question is from the line of Abhi J. from A.J. Capital. Please go ahead.

Abhi J.: Hi, good afternoon. Hope I am audible.

Moderator: Yes, go ahead.

Abhi J.: My question was on the growth trajectory that the management has pointed out, especially in the two-wheelers. I think they are projecting FY27 around INR70 crores to INR80 crores of sales and next year of the INR150 crores, INR155 crores topline target for the company. E two-wheelers is expected to contribute about INR115 crores to INR120 crores of sales. That roughly comes out to about 45% to 47 odd percent growth.

And there are a lot of listed electric two-wheeler players now in the market. All of them that I am tracking or seeing which are probably at 5x or 10x the scale that the management is at, they are growing anywhere north of 85%.

My question is that given the scale at which we are operating in the two-wheelers, the growth with vis-a-vis the market peers seems to be quite conservative. What are the issues that the management is facing at this scale that the growth is far lesser than the listed peers who are 5x, 10x the size?

Management: I get your question, Abhi J, and thanks for the question. So, I mean, it's a very fair observation that you have pointed out. But I would like to stress on one thing, like Abhi J, if you see, like if we compare the H1 of this year with last financial year, I mean, we have grown at a rate of 207%, right? So, we have grown almost 3x. But definitely, it was with a very small base.

So, that is why we have been able to grow faster than the competition that you are mentioning who are growing at a rate of 100% or are targeting 85% growth. Right? And if you look at the numbers also, like whatever revenue we did in the full financial year last year, which was around INR40 crores odd, we have already crossed that in H1. So, in terms of percentage growth, yes, I mean, we are seeing good percentage growth.

But for the next year, I mean, see, we have given a growth target of almost 50% for the two-wheeler segment. The internal target, of course, is higher. But this is something that we are very, very confident that we should be able to achieve. So, we do not want to make any commitment that I mean, we may or may not be able to fulfill.

So, that is why the numbers that we have quoted are, I mean, slightly, I mean, conservative and towards realistic, I would say, at this point of time. But definitely, we would always envisage to do much more than what we are doing currently.

Management: And I would like to add, hello?

Management: Yes, please go ahead, Aman.

Management: Yes, thank you. So, as you can see, when across the last 5 years, two of the honorable big startups who had heavy funding and both of them went for listing as well, you can see across their respective journeys how one of them was very distribution-led, while the second was more product-focused. And as you can see in the retrospect, it's not just them, but a bunch of more startups that had come.

And then the numbers also speak for themselves that the growth was very I would say, there was a multiplier effect in the growth once the product found the fit. So, time and again in this industry, it has been proven that the right product, which is kind of becoming a noun in people's name, automatically multiplies the distribution network.

While if the growth is more distribution-led and expansion-led without product fitment, it can stay there as one of the options, but it never become the option for the customers. So, we will like to emphasize that we adhere to the second philosophy and we honor every kind of strategy

every peer is undertaking and we honor also the growth they have and we are also learning definitely from any kind of growth stories.

But this is our strategy and we are very confident about this. And with respect to the 207% growth also, it's like again the fitment coming in. And now as we are going to launch products as in the Q4 of 27 onwards now, there would be line of products that should be coming in the market. So, we are very confident that even filling in the gap wouldn't take as much time as it looks like right now, as again historical data has proven for everyone.

Abhi J.: Can I have a follow-up?

Moderator: Sure, sir. Go ahead.

Abhi J.: My follow-up to that is so I am not talking about the two biggest players, Ather and Ola, that's separate. There is another listed player which is in the low-cost market in this space. Started 5 years ago, look at their numbers and the, it's quite staggering. The only question that comes is that I have seen this cycle repeat, when there were combustion engines in two-wheelers.

Kinetic and LML, two brands which lost out to Hero and Honda because the market was growing at a certain pace, so obviously, their growth was not as high as the other bigger players. And eventually, what happened was the dealers started stopping the models that are going faster spare parts become more accessible for the players that are going more faster. It sort of becomes a winner-takes-all model.

The second problem is that till now, Ather was not in the low price segment. Now, it is entering the low price segment also. So the white spaces that the company enjoys till now, those will also become hunting ground for the bigger players. So given all this context, I just wanted to understand. I mean, I am sure conservatism is good, but at projecting a 40%, 50% growth, if in a market where everyone else is projecting 80% and then beating it's something that I thought that management can consider. That's it.

Management: Absolutely, Abhi J. We get your point and we understand also which player you are referring to in the market. So, and good analogy on Kinetic and LML, but I believe at that time they had joint ventures with Honda and someone else, LML had with someone. So, after they decided to go separate, so the downfall happened for these companies and there must be other things that also that must have happened during that period.

So, I mean, you have to see that fundamentally, I mean, our business is becoming stronger. Even if you look at the profitability for this year, so it has increased. We had given a guidance of 8% would be the PAT. We are at 9.9%. And our thought is like, if we make a good product, there is all there will always be a market for that. I understand your point that Ather is coming in the low price segment, but currently also the price difference is huge.

I will tell you, our retail selling price is around INR50K to INR55K, the average retail selling price for our vehicles, whereas an Ather starts at INR1 lakh. So, I mean, it's not the bigger players with whom I mean, we would be having any problems with. It's the smaller players that we need

to be cautious about and like in time like, I mean, with the new flagship model that we are developing, SS01.

So, that with that product, we intend to move from being a mid-tier company to a top-tier company. So, we are investing time and effort on that, and we are confident that it will give us good results. And like, I mean, fundamentally, financially, we are very, very stably from inside. And that's our that has been like our journey so far, like in the last 10 years. So, I hope I am able to answer your question.

Abhi J.: No, that was helpful. Yes, it's just that in a very highly growth market, when you are not able to outpace your peer in terms of growth, the market sort of absorbs a lot of players. So that's just a word of caution.

Otherwise, obviously, you guys are very gang-ho about margins and very off about margins. That's a good thing. But it's just that when the hyper growth market is there, people who don't gain market share, they sort of lose out. And that has happened over the last many years, over the last many industries. So, yes.

Management: So, right. And I genuinely appreciate your suggestion thoughts on this. And we will see internally, we will analyze how we can improve and work further on that. But appreciate it. Thank you so much, Abhi J.

Moderator: Abhi, do you have any follow-up question?

Abhi J.: No, I'm good.

Moderator: Thank you. Next question is from the line of Dev, an Individual Investor. Please go ahead. Dev, may I request you to unmute your line and proceed with your question, please? Due to no response, we move on to the next participant. Next follow-up question is from the line of Priyansh Miri from NGP Family Office. Please go ahead.

Priyansh Miri: Yes, thank you for the opportunity. Sir, I have two more questions. What is our current order book, sir, with government or any supplying order from B2B, any orders there in our end already?

Management: So, currently, the order book is for about INR8 crores for the 240 three-wheeler that we have. And the rest, like, I mean, we are still like, I mean, under discussion for any B2G further orders. And apart from that, like our regular business is through dealers, so I mean, they normally like place an order and we deliver it in 15 days, 45 days, depends on the dealer off-take and its needs.

Priyansh Miri: Okay, sir. So, sir, also this year festive season is happening on H2, right? That is already over. So, do you saw any significant uptick in our two-wheeler number there or even in three-wheeler, if you can give us some color on the festive season?

Management: Yes. So, actually, Priyansh, like majority 30% to 35% of the annual sales happens in these two months of Navratri and Diwali. So, what happens for us? The primary typically happens one month in advance. And the major like people, the dealers, they order and they stock the material.

So, festive season was good. I mean, there was a good demand that was there, and we are receiving decent traction as of today also. So, I mean, yes, so the festive season like the Navratri season and the Diwali season has been quite okay.

Priyansh Miri: Just to ask the same question on another level, like this three-digit growth, right, in for our two-wheeler segment, this will, I think, keep on happening for at least next 1 year or 2 years. Is that the correct understanding?

Management: So, we have already given you the projection, Priyansh, and answered your question like, I mean, what is the revenue breakup for this year and next year also. So, while we would definitely love to have that three-digit figure continuing, but I mean, the projections that we have taken are like, as we discussed, are like for about 50% growth, which I had mentioned earlier in the two-wheeler segment for the next financial year.

Moderator: Thank you. Next follow-up question is from the line of Ashok Shah from Eklavya Invesco. Please go ahead.

Ashok Shah: Thanks for taking my question. Sir, as per the IPO plan, we are unable to invest. So, you must have earned some. Can this interest be distributed to IPO investors as a dividend?

Management: So, thank you so much for your question, Ashok ji. So, as I mentioned, like, I mean, we are in a very, very capital-intensive industry, right? And we are competing with very big players and very well-funded players. So, we are deploying this capital in a stage-wise manner, and we are being very pragmatic about it. So, currently, I mean, like, I mean, dividend is not something that is on the card, but I feel that with this money, we would be able to deliver good results in the coming few years, which would, I mean, be visible in the growth of the company.

Ashok Shah: Next 6 months, all the -- your investment or capital which is not invested will be invested in business or still 3, 4 years it will take?

Management: So, sir, as I told, like I was telling you, we are doing this investment in a phase-wise manner. Like for product development, I mean, we are actually doing good and like not putting all the money for development upfront. We could always do that, and but we have negotiated with our vendors with a lot of pain and energy and effort, and we have made it milestone-wise. So, as I mentioned, in the next 6 months, we are targeting a deployment of INR3.5 crores, and in the next financial year, it will be between INR7 crores to INR9 crores. That is what, I mean, we could understand would be the deployment.

Ashok Shah: What is your current working capital days?

Management: So, as of today, like, I mean, it's about 60 to 75 days is the number of working capital days. But I mean, we could come back to you on the actual figure or [inaudible 0:57:57] has the number, you can throw some light on that.

Ashok Shah: Similar inventory of INR21 crores approximately as per last year and current year. So, are there any reason or some provision has to be made on this inventory?

Management: Sorry, sir, please, please come again. I could not get you.

Ashok Shah: Sir, there is an inventory, we have our sales for the 6 months was INR44 crores against last year INR42 crores. Okay? So, there is inventory of INR20 crores approximately last year and current year also. It's the same inventory. So, are there any possibility of any inventory being provided as scrap or something like that?

Management: No. So, actually, typically what happens is when we look at H1 every year, the ending of H1, so it is actually the beginning of the festive season. So, like I mentioned that, I mean, there is so much demand in Navratri and Diwali that we have to stock the material and we have to give our dealers material because the production capacity is limited. So, we cannot immediately make the material.

So, that is why the inventory is on the higher level. And plus, we have many SKUs and different colors, so that is why this number is there. I mean, this amount is there. So to answer your question, I mean, like, I mean, there won't be any significant, I mean, dead stock in it.

Moderator: Thank you. Ladies and gentlemen, we will take that as a last question. I will now hand the conference over to Mr. Gautam Nagar for closing comments.

Gautam Nagar: Thank you. On behalf of Delta Autocorp Limited and EquiBridgeX Advisors, I thank everyone for taking time to join today's earnings call. If you have any queries, you can connect us at info@equibridgex.com. Once again, thank you, sir. Thank you, Ankit sir. Thank you, Aman sir.

Management: Yes, thank you.

Moderator: Thank you very much. On behalf of EquiBridgeX Advisors Private Limited, that concludes this conference. Thank you for joining us today, and you may now disconnect your lines. Thank you.