Management Discussion

Unidentified Participant - Analyst
Good afternoon, everyone. This is the fourth day of Bharat Connect Conference 2026 September edition. I welcome you all to the call of Monarch Surveyors and Engineering Consultants Limited.

Today from the management, we have Sunil Kokare, Director; CA, Sanjay Kandhari, CFO; Mr. Srinivas Macha, COO; and Vivek Sahu from Adfactors team.

Before I hand over the call to the management, I will lay out the flow of the event. We will start with the opening remarks by the management and then we'll move on to the Q&A round. Any participants who would like to ask questions can raise their hand or put them in the chat box. First, we will take the question from participants who have raised hand and then move on to the chat box. Please note, we will take the last question at five minutes before the end of the session. Over to you.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Thank you so much. And really sorry about this mess. We are compelled to join on mobile. Hello, everyone. Good to have you with us. And we're delighted to actually have this discussion with you people. About the company, about Monarch, before that let me introduce, I have CFO, our CFO, Mr. Sanjay Kandhari next to me.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Good afternoon, all.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
And my name is Srinivas Macha. Unfortunately, the management committee members are not able to join because they're traveling, so unfortunate. But we can take the calls as required.

If I can begin with the company, Monarch has been in infrastructure consulting from almost 1999. We've been in this business for almost 34 years. And we started as a survey company, a plain survey company. And that too, we actually are now multi-disciplinary solutions provider actually to the infrastructure -- civil infrastructure industry. So, our target markets are transportation, which will mean roads and railways. Roads would mean expressways, ring roads, and all those. And express railway would mean normal railways, express metros and high-speed railways and all that.

Apart from that, we also have building and architecture as a key element of our solutions sector. Another one would be urban planning, water. We develop bunds and all that, and we are also in energy transmission sector. These are sectors that we have. And as in terms of service offerings, we do surveys, we do detailed design of the entire thing. We actually do geospatial mapping and we actually -- we also do land acquisition for projects. So if you need to build a project, let's say Samruddhi Mahamarg is one good example. Samruddhi Mahamarg land acquisition was with us and we completed the entire 710 kilometers land acquisition in record time. So, that kind of projects that we've done in the past and we are currently doing similar projects also.

Two key projects that I'll mention would be one thing that we're doing in Northern Railways. It's a INR130 crores project. And another one we're doing in Gujarat, which would mean Rajkot to Dwarka Road. So, that's approximately INR100 crores. So, mega projects we are doing at this point of time. In terms of our activities that we're doing, we actually focused on -- we are not -- we have not

booked, right, when it's almost like nearly INR750 plus crores order book and we are focused on now executing a lot of order book. And I'll leave the numbers to Sanjay because he is a CFO. He has got many other things to add. But I'll leave you with the broad numbers.

We also did -- and now the deal has been consummated -- we also acquired a company 100% acquisition it was, and the entire team is onboarded. And we're seeing some early green shoots in terms of revenue from that entity. So, we will not be able to do much in this financial year, but certainly by end of next financial year, there would be a good impact on our top line as well as bottom line as far as Australian business is concerned. And another thing would be we're actually looking out to do similar deals across. Let's see how those pan out.

And with that, I'll hand it over to Sanjay and he will take...

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Thank you, Macha sir. Good afternoon all.

I'll just quickly take you to the numbers and then we'll start the Q&A session. I have seen some questions coming online, and I would request them to have some patience. We'll answer all of them one by one.

Just quickly on the numbers. You may be aware that our top line is around INR174 crores, operating profit is INR51 crores. We are growing on 11% to 12% year-on-year for last two years, but we expect a good turnaround in this coming year FY '27. Borrowings are negligible. Debt equity ratio is 0.21%. Net worth is INR231 crores as of now. As Macha sir said that we have acquired a company in Australia, that's 100% acquisition. It's a well-strategic plan decision. We haven't used that IPO funds for that. It's on our own surplus funds.

Company has declared a dividend of 16%, expecting a payout this week for the people who are registered on a record date of 3rd of June. Profitability in terms of company has got an EBITDA of around 30%, 32%. That's the current trend. PAT is around 22% to 24% range, and we expect a much better picture going forward. And then after acquisition, we have acquired on 1st of July a company, which got billing around AUD2.2 million, and it was managed by a team of Australian people who own it with an ownership, who are the persons who wants to retire from his profession is at the ages of 68, and we have a good competence in terms of understanding because it's the same line of business what we have been doing, and we are very optimistic to spread across all over European countries with this acquisition.

So with this, now I start -- I request the question and the sessions to start, and we'll answer one by one.

Questions & Answers

Unidentified Participant - Analyst
Yes, sir. Our first question is from Piyush Bora [Phonetic]. Hello, Piyush, you can ask your question.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Yeah, Piyush, I have read your question. Can you please elaborate more? What are you looking at now from us.

Hello. Am I audible?

Unidentified Participant - Analyst
Yes. Yes

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Mr. Piyush?

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Which company is he from?

Unidentified Participant - Analyst
I think it's not there.

Unidentified Participant - Analyst
Am I audible now?

Unidentified Participant - Analyst
Yeah, I can see him.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Yeah.

Unidentified Participant - Analyst
Yes, Mr. Piyush?

Unidentified Participant - Analyst
Okay. So, what concerns I have -- I have been part of the last two conference call and the AGM of the company. And during that, what we have observed that management is not clearly giving any guidance because we have seen there is an increase in number of people, increase in number of -- you are having an increase in your order book. But as an investor, we don't have any clarity that how much of your order book will be getting converted into your actual revenue? And for us, we are already checking that what is ahead in the future.

And the second question I have regarding that 2% rule from the Maharashtra government. So if some execution project, if any start-to-end DPR project is there, and many government projects usually starts with some announcement, but later they get delayed or they get, what I can say, that they get scrapped. But as a consultant, we are getting some initial fees, but some part of the fees are taken on hold up to the completion of project and government usually don't follow those timelines. So, how much portion of our order book is -- we can assume that it will be converted into revenue and it won't. So, this is the concern we have.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Appreciate your thought process and your queries. I'll answer one by one. The first question you asked was about the order book and the conversion rate. So as you have attended our previous meeting, which we have explained, there is no one-to-one correlation with the manpower vis-a-vis

order book converting into the billing. There are many ifs and buts between the order book, the manpower hiring and the billing part. As you correctly said, this is the government contract. We are the first person to take the chunk when the money comes, and later on it goes to the builder, which is more difficult for them. But we are in a good shape that we have.

Now coming to the order book, we had an order book of INR12,300 crores odd amount initially, three to four years back, and as of now we stand INR730 crores. There are add-ons and completions also. I mean, if you could see the churning, which has happened in last two years is drastic as compared to the earlier ones. If you see, my turnover was INR139 crores in '24, it became INR154 crores, INR171 crores as of this last reporting period. And I'm sure with this collaboration with Australian companies, it will increase much better than what we are looking at it.

Coming to your order book churning into billing, as I said earlier, there are many issues. There are projects, which has been started by the government and then they are kept on hold. Say, for example, you must be aware, Dwarka project, which is INR130 crores project. There are certain issues, which from the government side which is kept on hold, but you can see the order book there adding on to INR130 crores. Coming to the bottom line, there is no working capital gap to us even if there is some projects on hold because our strategy of converting order books into billing and realization, it's much more better than other of our competitors. Because if you see, our IPO funds are still intact and we have been using our working capital to pay off our creditors and salaries.

Now coming to your second point, Part B of question one, manpower. Yes, we have increased. Anybody in our place would have done same strategically, because if we are expecting a project, we need to have a skilled manpower. And as you are aware, you have done a good study about the company. We need very skilled persons for this kind of a job, and we need to give them proper training before they are kept onto the field. So you see, manpower which is hired as of now, or March, will give results after six to 10 months, eight to 10 months. So if you start correlating with the number of people we have hired, it's not that which is something which will immediately convert into a billing part. Even if they work for a project, the billing cycle and the frequency of the billing depends on the milestones. So as if we complete one milestone, we start billing. But then there is a process where they are accepted by the railway department. We have to put it on the portal. There is an acceptance, and then there are hierarchy levels where it comes. So, this is the reply for your first question.

About your second question, is like something that we said that Australian acquisition is a very planned strategic move and we have used around AUD1.8 million of our own funds for acquiring those companies. So, there is a gestation period for any project, which will result in -- which we are still not expecting any good returns till FY '27 because In the project we start, there are various risk factors. There is an exchange currency risk. There is people understanding risk because the country is new. But when we did a research and a study for this company acquiring, we had already planned that we have one personal resource who knows about the company, who has been working with that company before and he is also leading the show there. So, we are very much safe. We are secured and we are not like other persons where we just show the turnover at one end and then show a downfall. And that is the reason we have declared 16% dividend in the first year of the company -- first year of this AGM.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
And just to add a small bit to what Sanjay was saying is you talked about the revenue guarantee.

Your second question was that. We are now first in -- when a project is thought of and when project is planned, we are the first people who get there in terms of doing the survey, the feasibility, the detailed designs and all that. And after that, they actually float authorities, whoever that authority may be. They'll float the order for execution of that in terms of road building or railway restructuring, what they have. So we are first in.

Our money is in that sense safe because our revenue -- the project may get shelved or project may get postponed. That's a separate matter. That's an execution part. But our money, once we get that order, it's kind of assured. So, I want to assure you saying that the money is safe.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Bad debts.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Yeah, we don't have bad debts. The money is safe. And we largely work with government business, so B2G, and we have not faced any challenges. There could be delays, maybe 5%, 8%, 10% delays, but otherwise money is forthcoming, not an issue. I hope your questions are...

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Part B of your answer, there is, of course, you said correctly, there is some amount of security deposit with any government would ask. So there are two ways of looking at it. One is we usually give the EMD and security deposit, which is adjusted against our running bills. Like, if the project is for 15 months, it will be deducted into 15 installments against our invoice. The second option is 5%, which usually they take 2% to 5% that is given at the end of the project. And we give a performance guarantee. So it's not fund. One is part of it, which we give an FD or a payment which is coming back to us in a way of five to six installments or 12 months of the project. And second is performance guarantee where we don't have to put any money on that. So of course, they have security deposit because it's a performance-based activity. Sometimes it gets released when the project is ended and most of the time it is being deducted from our running bills. So, sometimes we don't pay upfront. It is adjusted against our running bills, and when the project ends, there are bright chances that we get our security deposit back.

Unidentified Participant - Analyst
Okay. So, what thing I would like to highlight....

Unidentified Participant - Analyst
Hello, Piyush. We request you to rejoin the queue as there are other participants awaiting their turn.

Unidentified Participant - Analyst
Okay. Okay. Thank you.

Unidentified Participant - Analyst
Our next question is from Dhwanil Desai. Hello, sir, you can ask your question.

Dhwanil Desai - Analyst, Turtle Capital
Hello. Hi. Good afternoon, sir.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Good afternoon.

Unidentified Participant - Analyst
Yes.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Yeah, yeah.

Dhwanil Desai - Analyst, Turtle Capital
Yeah. Sir, kind of taking forward what the earlier speaker was asking, sir, in any company, there is generally a budget prepared for a year, right, depending upon how the projects or orders will get converted into revenue. And there may be slippages. There may be some contingencies that you plan for. And historically, we have grown at 12%, 13% for last two years, but our order book has grown much, much faster. So, should we expect much better growth ahead for FY '27, FY '28? Because finally, this order book also has to get executed in a given timeframe, which is contractually kind of given to you by the government, right? So how should we look at the revenue convergence, some sense, if you can give?

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Very good question, sir. Sir, as I said earlier, order book is independent of execution. See, when the government policy came, if you recall, like INR13,000 crores infrastructure budget came into picture, and everybody started jumping in to take the order, so did we. Because once the order is secured, execution is an internal issue which we are working -- we are still trying to improve. I have no regret to say that execution is little slow on our part, but then we have our own challenges. Taking up order from the government itself is a task. Once the order is in execution, it has got many slags in between. Sometimes it is a government policy. As you know, we have people, different people to deal with. We need a skilled person. We need a machinery to work on it. We are working on it for the execution part, but I can assure you, you can expect much better trend which we had been working on previous year.

Yes, of course, we have a budget and we are very optimistic on the budget, but we have understood and we have been advised by our consultants and that the SEBI requirements do not allow us to disclose any vague numbers, which we cannot comment on later on. But I can give you a saying that we definitely will grow much better than the earlier years for two good reasons. One is on the acquisition, what we have done. It will be consolidated in our top line numbers. And second thing, our execution process, which was delayed and we were focused on orders earlier, has been now focused on execution part.

We have timelines also from the government. And if you can see our financials, there is no penalty or late delay payment charges from our end that we have not executed on given timelines. It is the delay from the government machinery where the project comes to a halt for a certain point of time, and there are many reasons apart from that. We are very happy that we have a big order book, and its execution is an internal process, but there are many troubleshooting areas during the execution. But definitely, I can tell you that in terms of percentage, we will be much better than earlier years.

Dhwanil Desai - Analyst, Turtle Capital
Got it, sir.

Unidentified Participant - Analyst
Hello, Dhwanil, we request you to rejoin the queue as there are other participants.

Dhwanil Desai - Analyst, Turtle Capital
I just asked only one question. Anyway, I'll join.

Dhwanil Desai - Analyst, Turtle Capital
Have I answered?

Unidentified Participant - Analyst
Yes. Yes. Hello, Shailesh Sharma [Phonetic], you can go ahead and ask your question.

Unidentified Participant - Analyst
Hello, sir. Good afternoon. Sir, I actually wanted to understand, like, we have huge order book and also good orders and pipeline, but we are also having good margins as well, and everything is good and great in our company, like professional management, which is very rare in SME company. The only problem why we don't get valuation in the market is like we are actually very -- like growing at a very slow pace. And like previous participants also asked about the growth rate, but you are not still providing any specific percentage or growth rate data. Like if we are investing in small companies, we at least expect 15% to 20% or 25% growth rate. And in your business, it is actually possible. So, I just wanted to know why we are not growing at that much rate and why you are not even trying to do some other, like, execute projects aggressively? Like, we have huge order book and it's still in the pipeline. So, can you please tell us? Hello?

Unidentified Participant - Analyst
Hello? Hello, sir, you are not audible.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Hello? Hello? C an you hear us?

Unidentified Participant - Analyst
Yes, yes.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Sir, yes, we have a budget, but then, as I said before, there are certain restrictions advised to us to disclose the numbers. But percentage-wise, we are growing. We are more focusing on the bottom line. If you see, EBITDA has not come down. It's growing with a consistent pace, and that is the reason we are a cash-rich company and we have distributed 16% dividend in the first year. We believe in returns and profit to the company -- returns to the shareholders and profit to the company. Top line, if you see, for any SME industry, they may be having a INR1,000 crores turnover, they may grow to INR2,500 crores turnover in the next couple of years or few years, but what is the bottom line they have? They have 1% margin. We are working with 32% EBITDA there.

So..

Unidentified Participant - Analyst
Sir, I understand that point, but the thing is like, you are very small company and you come under SME segment. So if investors actually wanted to buy, they would at least want 15%, 20%, or 25% growth rate. And I understand that you distribute dividend, but if you are a small company, you should actually focus more on the growth part. If you don't even distribute dividend, that is also okay for a shareholder perspective because I am also a shareholder in your company. But like, the growth, if we can expect in both top line and bottom line, it would be great. And if you can at least provide some percentage terms, like, it is actually allowed from the SEBI itself also, like you can at least give guidance on 20% or something like that.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Sir, you are aware -- I understand you have done a good study about the company. You are also aware that we were more focusing on the order book. We were focusing on the acquisition part also. See, coming to this top line, it takes time. If you are a long-term investor, you would understand that the first year of acquisition, coming to payment out of the dividend, working capital for us, troubleshooting areas during the execution of the projects, has many things going in our process of our execution. So coming to the top line, I would suggest you are seeing a consistent 12% to 15% growth. You will see the consistent same growth or much better than that, but you also understand that there are bills where there are instances where we are raising an invoice when the timeline is completed.

Say, for example, I'll give you, when we complete a project on the timeline milestone basis, it's almost a INR2 crores billing all of a sudden. So till that time, we don't know whether the execution is done at what stage and what billing is accepted. He may accept for INR1.5 crores also. So, what I'm trying to tell you is, we are focusing. When we execute a project, we see that the most profitable mix we have. So, we have around like five to six lines of business here. We are doing DPR. We are doing field survey. We are doing drone survey, other activities also. But ultimately, what is important in today's part is that we are still standing with that 32% EBITDA, which is very rare to find in any of the companies, which must have invested or which you must have gone through while investing.

Unidentified Participant - Analyst
Okay, sir. And sir, like, can you please tell us, like, what is the tenure of the order book? Like, if we have, so how much time it will take for the completion?

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
It is slightly delayed. Say, for example, now the LOB, the DPR, and other projects takes 12 to 15 to 18 months. That is the standard criteria when we start bidding. The land acquisition part takes 12 to 15, 18, 24 months, but now it looks like it will be delayed because there are certain restrictions from the government side to start the project. So, it will take 30 to 36 months, two and a half to three years for land acquisition part. Others, DPR and other things, 15 to 18 months is the reasonable timeline, and we are being competing within the timeline and we are realizing funds accordingly. And we are still a cash-rich company on that part. And coming to the top line, we were focusing on acquisition and taking orders. Now, we will be focusing on the execution part and the billing part. Maybe after '27, you will see a good sudden spike growth in the top line.

Operator
Hello, Shailesh, we request you to rejoin the queue. Our next question is from Hardik Gandhi. Hello, Hardik, you can go ahead and ask your question.

Hardik Gandhi - Analyst, HPMG Shares and Securities
Hi. So, first question is why are we not foraying into B2B projects? That's my first question. Second question is on our cash flow. Last year we had a negative -- sorry, yeah, last year we had a negative cash flow and we are still distributing dividend this year. So there is -- I'm not getting the thought process behind the dividend.

And the third question is more on the lines where, although, it's okay that you might not say that what will be our execution, right? But what is the bid pipeline today and what is our historical win ratio? And are we foraying into any critical projects where our expertise might be very necessary in a way where it's not normal for normal people or consultants to get onto the project though we are kind of developing an in-house mode? These are my four questions.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
I'll start with the last one first. Sir, this -- we are unique basically in our -- we are specialized and we have more or less monopolistic view. I mean, monopolistic work, because for our kind of a business, there are many competitors. We are doing single segment sales, single segment activity. Somebody is specialized in DPR. Somebody is specialized in field surveying. Somebody is in land acquisition. We are basically the one, which all services are under one shed. So, we are on a monopolistic base. We take projects, which is basically a combination of DPR survey, field level surveys and land acquisition combined one.

Now coming to your other questions about the mid-size company where we are still working on the execution of the projects, it's true because we have been lagging behind on the execution part earlier, but now since the order book is full, we will be focusing more on the execution part. Still, we are dealing with B2G, to the governments, and there is B2C also where hardly 10% of the contribution comes from them. It's basically the investors -- builders basically, and small builders where they start construction of the building and they need field surveys. So, 10% of our revenue comes from those people. So it is not that we are only focusing on a particular field. We are focusing on B2C, B2B also, and major of our projects are B2G for the reason those are very secure projects, and then the probability of bad debts is very negligible. So, there is a delay in realization of money, but it comes.

Hardik Gandhi - Analyst, HPMG Shares and Securities
Okay. But what is the bid pipeline and what's the bid pipeline and historical win ratio?

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
See, bid ratio, as we said earlier, is 3 to 5 out of 10. It's 30% basically. Earlier we had started bidding for even small projects, but since the order book is overloaded with good amount now, so we started now bidding for the CRE projects where we have EBITDA ratio of around 40%, 50%. Even slightly coming down to 35%, 40% when at the time of execution. But usually, we have a criteria when we start bidding, we see that at least we have around 40% to 50% margin -- at least 50% margin at the bidding stage. When finally we conclude the project, we stand around 35% to 30%,

this kind of range. I mean, with the middle line we have, if you mean -- I mean, if I'm correct to understand, you're talking about the expense or like middle line, what?

Hardik Gandhi - Analyst, HPMG Shares and Securities
No, I'm asking bid pipeline, meaning how many projects are we actively bidding right now, so that we understand that, okay, like INR1,000 crores, INR2,000 crores, what is the number where we are actively bidding right now, out of which 30% is expected to convert into order for us?

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Yes, Macha sir, can you answer that?

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Bidding or business development is an ongoing process for us. We are not satisfied with this INR750 crores order book that we have right now, approximately.

Hardik Gandhi - Analyst, HPMG Shares and Securities
So, sir, I think you are not understanding -- usually there is a bid pipeline.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Yes. I'm coming to that.

Hardik Gandhi - Analyst, HPMG Shares and Securities
Yeah, yeah. Okay.

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
So, there are projects that are already won, but it doesn't mean that we don't want to bid. What Sanjay was saying was we are now being a little discriminatory in terms of what projects that we should go for, which will have a better margin. We don't want to bid all in sundry because there's a lot of opportunities, but we want to be selective. So, that's another point, second point. Third point is we're bidding -- at any given point of time, we have at least...

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
INR600 crores we have last worked out with business development team. And we have a pipeline of around INR600 crores, which we are trying to tap it

Srinivas Macha - Chief Operating Officer, Monarch Surveyors and Engineering Consultants Limited
Yeah.

Hardik Gandhi - Analyst, HPMG Shares and Securities
Okay. That's enough. And second, the dividend point where our cash flows were negative last year, why dividend this year?

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Sir, this is basically a disclosure requirements. If you see annexures to the balance sheet, there is around INR22 crores fixed deposit, that's IPO money which is kept in other current assets. And that is the reason the cash flow is showing negative. Otherwise, if you see, the cash flow itself is INR18 crores positive, if we remove the other current assets, which is the major chunk there. Our auditors have...

Hardik Gandhi - Analyst, HPMG Shares and Securities
If we see last year, cash flow from operation, it is negative only.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Last -- I mean, you are talking about '26?

Hardik Gandhi - Analyst, HPMG Shares and Securities
Yeah. FY '26, we had a negative minus 38% -- INR38 crores cash flow.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
That's what I'm telling. If you go to the working capital changes part, there is other current assets. Yeah, there is a INR22 crores fixed deposit, which we have shown it because as per our auditor's requirement, LODR regulations, fixed deposit which is zero to three months are being kept in cash and cash equivalents. You can see there. Three to 12 months in other current assets and more than 12 months in investments, basically. So if you see, there is around INR12 crores odd amount also there in investment. So, our INR66 crores fixed deposits, which is bifurcated into three segments is zero to three months in cash and cash equivalents, three to 12 months in other current assets, for which, because of that reason, you are seeing cash flow negative. And there is investments, basically. So, three categories, but then if you remove those things, the cash flow itself is positive. That's only a disclosure requirement. We are working on it to make it more transparent. When we will make the financials for this six months, we'll just put an asterisk to disclose properly so it becomes more understandable.

Hardik Gandhi - Analyst, HPMG Shares and Securities
Sure. Yeah, that's really it. Thank you.

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited
Thank you.

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

Sanjay Kandhari - Chief Financial Officer, Monarch Surveyors and Engineering Consultants Limited

Thank you.