



“PC Jeweller Limited Q3FY15 Results Conference Call”

February 9, 2015



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Moderator: Ladies and Gentlemen, Good Day and Welcome to the PC Jeweller Q3FY15 Results Conference Call hosted by Motilal Oswal Securities. As a reminder, all participants' lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need assistance during the conference call, please signal an operator by pressing '*' then '0' on your touchtone phone. Please note that this conference is being recorded. I now hand the conference over to Mr. Manish Poddar. Thank you and over to you, sir.

Manish Poddar: Good Afternoon, everyone. A Warm Welcome to the Q3FY15 Post Result Earning Conference Call of PC Jeweller Limited. Representing the managing side are Mr. Sanjeev Bhatia – Chief Financial Officer of PC Jewellers, along with him we have Mr. Raja Ram Sugla – Senior VP, Accounts and Mr. Nitin Jain – Senior VP, e-commerce. May I please request the management to give some opening remarks related to the company's quarterly and nine months FY15 performance, after which we can start the Q&A session? Over to you, sir.

Sanjeev Bhatia: Thank you, Manish. Dear Friends. I would like to thank everyone for taking time out and joining this conference call for Q3 2015. I have with me my colleagues, Mr. Rajaram Sugla and Mr. Nitin Jain who will help me to answer any queries. This quarter has been a very promising quarter for us. Company's business has shown a very healthy performance, driven by onset of Wedding and Festive Seasons. I will just speak now important points, the highlights of the quarter are as follow:

We launched a Unique Detachable Jewellery Collection Flexia which has been a great success for us. Flexia is a Detachable Jewellery which we feel that we are the only manufacturers in the country and any Jewellery set can be owned in 5 to 7 different manner. So for general middle class public, it is a great value for money item and we have got huge success of its initial launch only. Our new TV Campaign, TV focus on Women Empowerment has been appreciated by customers and will help us strengthen our brand presence and brand recall across the country. We also launched a unique eCommerce platform, wearyourshine.com which we believe will help us connect better with the younger population who are going to be our wedding jewelry customers in the next few years, and we are seeing good response on this platform. We have been recently designated as "Nominated Agency" by the Ministry of Commerce and Industry which makes us eligible for direct import of precious metals for domestic business. We believe that direct import of precious metal will help us lower the interest on gold loans and other associated cost and should have a positive impact on our ROE. We stay focused on our core domestic Retail business. We have already added 66,198 sq.ft. to our Retail footprint this year, and are looking forward to achieving our goal target of 1 lakh sq.ft. during the current fiscal. We recently opened our 50th Store in Jaipur last week. This store is our largest till date with the covered area of over 22,000 sq.ft. Though the same-store sales growth from Metro stores remain flattish, we are seeing good same-store sales growth from our Tier-I and Tier-II locations. On an overall basis, the same-store value growth has been around 10% for us. Q3 has been a great quarter from Diamond sales perspective, owing



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to the launch of unique Flexia collection. Diamond Jewelry contribution was from 27.31% in Q3FY14 to 35% in Q3FY15. Going forward, on a steady state basis, we expect Diamond Jewelry to contribute to something between 30 to 32% of the total Domestic Retail sales for the next 2-3 years. We would like to highlight that while Domestic Retail sales have grown by 25.5%, Domestic Retail EBITDA has grown by 53.3% as compared to Q3 FY2014. With the restoration of gold-on-lease schemes we have started moving gold inventory to the lease model. Currently, 95% of our gold inventory is on lease basis. Our percentage of finance cost accordingly has reduced from 4.66% in Q2 to 3.13% in Q3; this is a very substantial improvement as the company moves towards the lease model.

As I have always maintained, we stay focused on growing our Domestic Retail business; however, our position of 80:20 rule, we had to grow our exports to protect our Domestic business. Accordingly, we participated in several exhibitions abroad and got new orders. Hence, our exports have grown both in absolute and percentage terms during the first nine months of this year; however, after withdrawal of this scheme in the end November, we are having a relook at the entire scenario and we will formulate our business strategy accordingly. At the same time I again wish to reiterate that since export market is limited and the margins in the same are also lower than those in the Domestic segment, the company thrust to remain on Domestic segment only.

With this I would like to hand over the call for any questions and queries. I am not repeating the financial figure because they are in front of everybody and we would not like to take much valued time.

Moderator: Thank you. Ladies and Gentlemen, we will now begin the question-and-answer session. The first question is from the line of Vinod Malviya from Flowering Tree. Please go ahead.

Vinod Malviya: A few questions here; Starting off with understanding your Export business, has grown pretty rapidly, when we look back 2008 was about Rs.120 crores and now it is almost like Rs.1,200 crores in Export business. Against the backdrop of most of the other larger jewelers not exporting anything at all, we are exporting very little; can you just explain to us what is the reason for such a high growth in exports and what is the strategy there?

Sanjeev Bhatia: There are actually four reasons – #1, the promoters who are always in the Export business as well, as a matter of fact, they have been in the field of Jewelry Exports since 1989. So it is not something very new for PCJ. #2, initially, before our IPO, a very large part of our Exports was in a separate firm, known as PC Jeweler Export, in which the promoters were partners; however, after IPO this thing, it was said that you promoters cannot have a competing business, so the PC Jeweler Export was shut down and its entire export business shifted to PCJ. #3, you would have also appreciated, if you compare from 2008 onwards, with the increase in Gold prices, there would have been some growth in the normal course itself any effort from our part. #4, I cannot comment why the other companies are not trying to move into this, but we have our niche segment, we manufacture Jewelry only for NRIs and Muslims,



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it is a plain gold jewelry which we will do, we have not deviated from our model, and we are getting steady stream of orders. But, as I said, this market is limited, this market is not very big, and the margins are low. So it will remain a part of the overall business component but going ahead, the importance is going to decline which it actually did because the export turnover remain constant between Financial Year '11-12 and '12-13; however, after the new 80:20 rule, we have no option but we have to rethink our Export strategy and we cautiously participated in exhibitions and found out new customers. But, as the 20:80 rule withdrawal now, we will again see, but I am pretty confident that again going forward the Export business is not expected to increase as what we have already done during the current fiscal, the focus remains on Retail only.

Vinod Malviya: Just understanding the Export margins, we have seen in a presentation as well that the normal margins should be around 8% and so on, but if you had a FOREX gain or something, the margins go up, but historically, almost there were a few quarters where I think rarely 8% is achieved, it is always higher than that and also sometimes when we look at the quarterly turn of gross margin versus EBIT margin, sometimes EBIT margin is actually higher than the gross margin. So can you tell us as to what are the expenses or inflows that come in after gross margin when you report the EBITDA margin for the Export business?

Vinod Malviya: #1, what we do export, our blended margins are 8%; those some of the items do have a gross margin of around 10% also. But as such sometimes if the gross margins have increased beyond this level, so it is mainly due to additional FOREX what we have got, nothing more or less, but why should EBITDA be greater than GP. I frankly do not recall, normally the figures are in front of us...

Vinod Malviya: In the current quarter itself, Q3, your gross margin is 9% you have reported, EBIT margin is 11%, so there is a 2%, under the segmental reports?

Sanjeev Bhatia: We will get back on that.

Vinod Malviya: The other question we had was now that you are eligible for direct import of gold. Is this in anyway impair your ability to benefit from the Gold Lease scheme?

Sanjeev Bhatia: No, because we will be importing on lease basis only. When we import directly also, so we do as per the RBI Metal Loan Scheme for 180-days, the only difference it has made that it has removed the role of nominated agency or banks as middleman. So if HDFC Bank is taking gold from **Net Axis 14.27** and then giving it to us, now, we can deal directly with **Net Axis**.

Vinod Malviya: In your BSE filing, the export profit before tax and interest for each segment is given as Rs.57 crores and your export sale is Rs.523 crores. If I calculate the EBIT margin over here, it comes at 11%. And the gross margin which you have reported in your presentation is 9%.

Sanjeev Bhatia: As per our working, our EBIT margin in Exports is 8.92%.



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Moderator: Thank you. The next question is from the line of Manoj Menon from Deutsche Bank. Please go ahead.

Manoj Menon: Just only a couple of questions at this point: One, if you could just comment on the net debt positions rather as of 31st December and how it has moved over the last 3 and 6 months?

Sanjeev Bhatia: Though I would not be able to give that figure, Manoj, I can only say that it has reduced vis-à-vis September position, and by March when we disclose the exact figure you will see a different position frankly.

Manoj Menon: If I understand correctly, you are still net debt but it has improved over the last quarter?

Sanjeev Bhatia: Yes, we are still in net debt.

Manoj Menon: The reason I am asking because for example when I look at the working capital sequentially it has just kind of increased, anyway, does not matter, I will just probably take it separately. Second, just on the sales itself, you mentioned about SSG particularly in Tier-II. I am just trying to put it in the context, when I look at PC's results as well as Titan's results; the underlying volume growth appears to be very strong actually. Why I am asking this is because when I look at the other discretionary consumption, there is no perceptible improvement anywhere, except surprisingly or other pleasantly in the jewelry space. What is your take on this actually that despite lower Gold prices, the resilient seems to be fairly high?

Sanjeev Bhatia: What has happened is that Jewelry trade till date remains unorganized to a very-very large extent, I will give you a small example, when we opened our store in Patna, apart from one or two franchisee stores of Titan, there were no other branded player in that entire city of Patna which is a capital city and quite a prosperous city, what you could see only 100s of small-small family-owned shops. Similarly, when we opened in Ranchi, recently we have opened in Bareilly, Mathura, people have got aspirations, people have got money but till date when you go to these towns what you see there a lot of branded players in garments and electronics, but in Jewelry you do not see any branded player in these locations. So what I feel that perhaps we are getting the first mover advantage and because we manage to score over the local jewelers immediately in terms of quality, price and range, frankly nothing more, we are able to offer something aspirational also benefit when any consumer comes, because we do not differentiate when we build up a store in Bareilly or when we build up a store in Jaipur, the luxurious environments remain the same. So, I think what you are saying is right but what my rationale is this is largely untapped market from the Jewelry viewpoint. Other branded players have made an inroad, but Jewelry is just going to move in.

Manoj Menon: Actually, my question was a little more short-term than actually the long, medium-term response. I would put it differently. Any chance you have let us say average bill value or the customer growth that are handy just to get a sense that are you really seeing footfall increase or is it just that existing customers are buying more, do you have such data?



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Sanjeev Bhatia: No, we will not have any delivery wise data, but as we have also written in our presentation, that out of 25% store growth what we have seen in this thing, the same-store growth of 10% which is mainly from Tier-1 and Tier-2 locations. So the growth in these locations, metros are getting saturated, but metros, and then the people are not going for volume, they are shifting to higher value addition, like diamond, more of polki, and more of designer and this thing, so it is more of a value addition, but the major shift is coming from these locations.

Manoj Menon: On the direct import license part, have you actually got the license and it is operational, or how is it like? And secondly would you be able to quantify the benefits, let us say in FY16, that how much you should actually kind of look at in terms of the actual monetary benefit for you out of this?

Sanjeev Bhatia: We have imported one consignment frankly and we are signing a few agreements with the overseas bank, so I think late of February we will again start importing another, but going ahead I think it is a practical view that we cannot say that we will be able to replace what we say domestic banks completely, we will be 100% on self-importing mode, and it will be more of a mixture of the two, and let us see what will be the final basket consist of, how much percentage of internal banks and how much of direct, but having said that, I must say that if we import directly, we have a straightaway benefit of something between 1.5% to 2% basis points, there is difference of nearly 1.5% on the Gold Lease base only, and we also save on premium as well as bank charges of the domestic banks. So, on every consignment we should be saving and having a benefit of about 2%.

Manoj Menon: So assuming everything is now directly imported, you stand to gain 1.5% to 2%, but it obviously will depend on how much percentage...?

Sanjeev Bhatia: It is not practical to say that I will switch over 100% to direct importing, because we are also learning the ropes, and we will be making a shift only gradually.

Manoj Menon: Is there a validity of this license?

Sanjeev Bhatia: This license is related with foreign trade policy validity, so as the new foreign trade policy comes, this license would need to be renewed as per the new foreign trade policy norms.

Manoj Menon: Which means as it stands today, it is infinite?

Sanjeev Bhatia: I will not say infinite, but our direct import is dependent on the rules and regulations of the foreign trade policy. If tomorrow there is any change in that, or if there is any change in the norms, then this permission may get affected, but as on date it stands.

Manoj Menon: Is there any quantitative restrictions here that you can import only X...?

Sanjeev Bhatia: No.



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- Manoj Menon:** And this 1.5% to 2%, which you mentioned, applies both for Exports as well as Retail, it is a broad number for both, it is not that export will be different?
- Sanjeev Bhatia:** I am able to give you this figure, because we are importing directly for our Export operations in SEZ, so if we are able to get a lease rate of 2.25% from **Net Axis** for our SEZ Import where we import directly from **Net Axis**, in the domestic this goes up to 4% to 4.25%, the CLC charges remain the same, but if the premium on Gold is X, the domestic bank will load its own margin on the same and then give to X point something to us. So these are the savings which we will make.
- Moderator:** Thank you. Our next question is from the line of Arjun Khanna from Principal Mutual Fund. Please go ahead.
- Arjun Khanna:** I just wanted to understand what is this other income, what does it generally include?
- Sanjeev Bhatia:** Other income is an income from fixed deposits and mutual funds.
- Arjun Khanna:** Any FOREX gain or not which is part of our top line itself?
- Sanjeev Bhatia:** The FOREX gain do not form part of our top line, but what Mr. Rajaram is telling me that this time the other income also includes Rs.3.16 crores of FOREX gain income.
- Arjun Khanna:** Now in terms of FOREX gain this would be just based on export contracts, right, or is there something else?
- Raja Ram Sugla:** This is all basically in terms of FOREX contracts and the restatement of debtors and creditors as on closing date of financials.
- Arjun Khanna:** Secondly, in terms of our direct import license, what is the amount that we can maximum import for these 180 days?
- Sanjeev Bhatia:** We have just got open permission, there is no quantity restriction mentioned in that, it only says as per the extent foreign trade policy rules and regulations.
- Arjun Khanna:** So theoretically we can do for the entire domestic operations, we can import?
- Sanjeev Bhatia:** Theoretically yes.
- Arjun Khanna:** My next question is in terms of store expansion. Earlier we had guided roughly 100,000 a year. Going forward given that we have already over 280,000 would we be looking at another 100,000, the following year?
- Sanjeev Bhatia:** Currently, our policy remains 100,000 a year for the coming five years.



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Arjun Khanna: Secondly sir, compared to the previous quarter, just wanted to understand, so I am looking at the second quarter FY15 and the third quarter FY15, we saw a slight decrease in our gross margins. Given that Diamond sales have been better, just trying to wrap my hands around, why would that be there?

Sanjeev Bhatia: Because in Q3, due to this festive season and this thing, there is a lot of seasonal discounts, which we give.

Arjun Khanna: And lastly sir, just wanted to understand a little bit on advertising. This quarter was slightly higher, obviously being in India we get to see your advertising also, you are present all around. Is that something that would continue for the year, roughly 1% to 1.5% of revenue spent on advertising?

Sanjeev Bhatia: If we look at our overall this thing, it will be around 1.10% to 1.20%, but if you look purely from domestic sales and domestic expenditure, which is I think a more fair indicator, it should be something about 1.75% to about 2% as the max.

Arjun Khanna: This quarter in your presentation you have broken it out at around 2.2%, 2.3%, so it should actually be in this ballpark figure?

Sanjeev Bhatia: I think next quarter it will reduce slightly, because the advertisement is always more in the festive season. So I what I was saying, something between 1.75% to 2% is a more average figure.

Arjun Khanna: My next question is in terms of our expansions, as we increase the number of showrooms, given that they take time to ramp up, would that mean our margins should start trending downwards till we reach stability in our newer showrooms?

Sanjeev Bhatia: You are very right, but that is why we try to plan our showrooms in such a way that by the time there should not be sudden influx of new stores, it would depress the margins, so there has to be a blend of old stores and new stores, and amongst the new stores also what we have seen any store which we open in the same region, where we already are, like now we are pretty strong in Rajasthan, we are getting quite popular in UP, Haryana, so stores in these areas, tend to breakeven even quicker if we go to a newer state like Maharashtra or Gujarat or somewhere. So we try to plan the rollout in such a manner that older regions, newer regions, bigger locations, smaller locations, there is a balance, so that there should not be sudden pressure on margins, if we open all the stores suddenly in Maharashtra, then obviously yes, it would start affecting, because these stores would take a longer time to break even.

Arjun Khanna: Sir how long do generally stores take to reach our company level EBITDA margin, would that be 3 to 4 years or...?

Sanjeev Bhatia: Generally, a store matures in about a year, where company level is about 3 years.



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- Arjun Khanna:** You mentioned something on the premium of gold, Sir, what would be the current premium because I understand that premium should be extremely low currently?
- Sanjeev Bhatia:** Currently, I think the premium is ranging about \$2-3 per ounce.
- Arjun Khanna:** So that amount is largely immaterial?
- Sanjeev Bhatia:** That amount always forms a part of the showroom cost, so like FOREX premium, so it keeps on varying on a daily basis.
- Arjun Khanna:** If you look at your EBIT as per your results, it is around Rs.197.88 crores, and if we see the addition of the EBIT, what you broke out segmentally, it comes to Rs.216.64 crores, so the difference being roughly Rs.18.8 crores, probably if you can reconcile and probably let us know by the end of the call probably would be helpful?
- Sanjeev Bhatia:** Okay.
- Moderator:** Thank you. Our next question is from the line of Akshay Vora from Raj Financial. Please go ahead.
- Akshay Vora:** Actually I am new to the company, I wanted to understand what would be the CAPEX you would be doing for next 2 to 3-years, and you are saying you are expanding around 20 Stores per year?
- Sanjeev Bhatia:** We do not purchase real estate, we take the building on a long-term lease and build it up, so on an average we spend about Rs.4000 to 4500 per square feet.
- Akshay Vora:** Our average store would be?
- Sanjeev Bhatia:** There is no average store because each location the store would be of a different size, but going ahead, assuming that if we want to add one lakh square feet, we should be spending about Rs.40 to 45 crores every year on the CAPEX.
- Akshay Vora:** One lakh square feet per year with 20 Stores, that comes to around 5,000 square feet average on a store?
- Sanjeev Bhatia:** No, but a store in metro is about 8,000 to 10,000 square feet, a store in Tier-2 is about 3,500 to 4,000 square feet, 5,000 is for ..
- Akshay Vora:** Which would be the lower end and higher end at your store levels?
- Sanjeev Bhatia:** Lower end would be something about 3,500 to 4,000 square feet, higher end, is like we recently opened in Jaipur, that is more than 22,000 square feet. So it depends on the area or location what other competition is having.



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- Akshay Vora:** And rentals are astonishingly low on your bases, this particularly focused on Tier-2 and Tier-3 cities or how we are going about the expansion, like are you focusing on particular geography, east or west, or something like that?
- Sanjeev Bhatia:** Our rentals are lower because we do bargain very hard about the rentals, and #2, because vis-à-vis the sales, I think it is a common thing in Jewelry only, in Jewelry industry the percentage of rental would be lower.
- Akshay Vora:** But do you go about city to city, or do you focus on Tier-1 and Tier-2, or probably geographically east or west to expand your Stores, or how do you go about expanding your Stores?
- Sanjeev Bhatia:** This is a full-fledged exercise which goes behind finalizing of any particular city or town, you have to see what is the competition level in that, what is the income level, what your income source is, and what is the catchment area around this thing, what is the connectivity of that town with Delhi, how does one reach there, law and order situation. So there are a lot of factors which is going into the final selection of this thing, and once we have finalized a city or town, then we will go for the best shopping location, all these things, we open a store only on the high street, that comes second.
- Akshay Vora:** So currently how many stores would you have been negotiated for rental basis for coming two to three quarters?
- Sanjeev Bhatia:** I think basically 2.5 months, we are working on five different locations presently.
- Akshay Vora:** How much time does it take per store level to break even?
- Sanjeev Bhatia:** It depends, a metro store would take more than a year to break even from 12 to 14 months, smaller location would take about 8 to 9 months to break even, smaller would show a lower fixed cost.
- Akshay Vora:** Going forward, like in next year, would there be any particular focus area that we will be targeting to expand our Stores like say 20% would be opening in West and the rest 30% in East and North like that or that is the way you ...?
- Sanjeev Bhatia:** Frankly, we are looking at say the town or city, not exactly the geographical location, but if we get good opportunities in North, we will be happily open a store in North, it is not that we have to open so much percentage in East, so much in West, what is the promising location we get.
- Akshay Vora:** In your presentation I can see around Domestic 65% is Gold, so on a company level basis, what would be the entire amount sales for Gold and Diamond, like so Exports what would be the breakup?



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- Rajaram Shukla:** No, in exports this is all Gold Jewelry, there is no Diamond Jewelry.
- Moderator:** Thank you. The next question is from the line of Vinod Malviya. Please go ahead.
- Vinod Malviya:** We had a question on a BSE filing that we saw along with the press release about your cost auditors being removed. Can you just explain what triggered that and what has happened there?
- Rajaram Shukla:** Actually one notification has come around 31th December, it says that now in Diamond Jewelry industry no cost auditing is required. So that is why our cost auditor has submitted his resignation, that is all simple basically.
- Vinod Malviya:** But your financial auditors, they remain the same and there is no change there?
- Rajaram Shukla:** Yes, definitely.
- Moderator:** Thank you. The next question is from the line of Rahul Agarwal from Vee Cee Investments. Please go ahead.
- Rahul Agarwal:** Sir, just wanted to check, what do you expect from the budget apart from the duty cuts which is being speculated a lot, anything you expect more than that for the Gems and Jewelry sector and impact on PCJ's business, anything positive/negative?
- Sanjeev Bhatia:** Duty cut is widely anticipated, let us hope for the best. #2 what something may come up is that since the Gems and Jewelry sector has been included in this "Make in India" sectoral theme, perhaps government may bring out something on skill development or some premium schemes, because this industry totally dependent upon skilled labor and artisans. So if there can be some institute or some designing institute which increases the skill level of people working in this industry, it will be very good for us, but let us hope, let us wait and see what actually comes. Since the sector is recently been included in "Make in India" out of 25 sectors, this is one of them, we really do not expect anything negative to come.
- Moderator:** Thank you. The next question is from the line of Manish Poddar. Please go ahead
- Manish Poddar:** You previously mentioned for flattish growth guidance for the Export business for this year. What are we now looking for the full year and let us say for FY16 for the Export vertical?
- Sanjeev Bhatia:** Obviously, if you compare 31st March '14 the Export turnover would be higher as on 31st March '15 but going ahead we can only say that there should not be much of a difference between 31st March '15 and 31st March '16.
- Manish Poddar:** So would it be fair to assume the 75-25 ratio to be there or?
- Sanjeev Bhatia:** Yes, it would be something around that only.



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- Manish Poddar:** How has been the traction for the online platform, how do we see it evolving now?
- Nitin Jain:** We have launched the online platform by the name of “wearyourshine” in October, so it is only I would say 4 months, but the response till date has been fantastic, and we initially also had a exclusive tie-up with Flipkart, now we are also on Snapdeal. So the response from all three platforms which is wearyourshine which is our own platform, and the other two marketplaces have been good. So basically this is a testament to the fact that we wanted to experiment whether people are open to buying online, which has been too true. So now we are working on in terms of adding more products, facilitating the better service, developing more back end. So the work is on progress, but the response till date has been very-very good.
- Manish Poddar:** Do we combine the offline and online model together or is just online a separate?
- Nitin Jain:** It is a seamless online-offline model which we are working on, so parts of it are as of now seamless, there are certain parts which we are working on, but the objective is that from a customer perspective, he should get a seamless service whether he buys online or at an offline stores.
- Manish Poddar:** Your competitor has just forayed in the franchisee model. Any update on our franchisee model, how are we looking at that?
- Sanjeev Bhatia:** We are also looking at the franchisee model but our franchisee model will not be in the locations where we are present, it will be Tier-III and Tier-IV locations and we are working on this model, and we hope to start on a pilot basis very soon, but initially we will just test the water and once we are confident of the regular this of our systems and procedures, then we can step on to that.
- Moderator:** Thank you. As there are no further questions I would like the management to give us the final remarks of this call.
- Sanjeev Bhatia:** Let me just say thanks to everyone for sparing so much value time for this call. Regarding this EBITDA figure doubt, we will get back to the concerned person very shortly. Thank you very much.
- Moderator:** Thank you, gentlemen of the management and Mr. Manish Poddar. On behalf of Motilal Oswal Securities that concludes this conference. Thank you for joining us and you may now disconnect your lines.