

August 9, 2022

1.	National Stock Exchange of India Ltd Exchange Plaza, 5th Floor Plot No. C/1, G Block; Bandra (East), Mumbai 400 051	2.	BSE Limited Corporate Relationship Department Phiroze Jeejeebhoy Towers, Dalal Street, Fort, Mumbai 400 001
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Ref: Scrip Code: NSE RADIOCITY/ BSE 540366 (ISIN: INE919I01024)

**Sub: Earnings Call for the Financial Results of the First Quarter ended June 30, 2022**

Dear Sir/Ma'am

In continuation to our letter dated July 26, 2022 and August 4, 2022 and pursuant to Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulation") read with Part A of Schedule III of the Listing Regulation, we would like to inform that-

1. The Transcript of Earnings Call held on Thursday, August 4, 2022 at 3:00 p.m. for discussing financial performance of the Company for the Quarter ended June 30, 2022, is enclosed herewith as Annexure.
2. The updated link for the Audio Recording <https://www.radiocity.in/investors/other-compliance-recordings>

We request you to take the above on records and disseminate the same on your website.

Thanking you

Yours faithfully

**For Music Broadcast Limited**



**Arpita Kapoor**  
Company Secretary and Compliance Officer





## “Music Broadcast Limited Q1 FY 23 Earnings Conference Call”

**August 04, 2022**

Disclaimer: E&OE. This transcript is edited for factual errors. In case of discrepancy, the audio recordings uploaded on the stock exchange will prevail.



**MANAGEMENT:**      **MR. ASHIT KUKIAN - CEO, MUSIC BROADCAST LIMITED**  
**MR. RAJIV SHAH - IR TEAM & INVESTOR RELATIONS**



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**Moderator:**

Ladies and gentlemen, good day and welcome to Music Broadcast Q1 FY'23 Earnings Conference Call. 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 guarantees of future performance and involve risk 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 do 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. Ashit Kukian, CEO, Music Broadcast Limited. Thank you and over to you, sir.

**Ashit Kukian:**

Thank you. Good afternoon everyone and thank you for joining the Q1 FY'23 earnings call for Music Broadcast Limited. Joining me on the call, is Mr. Rajiv Shah, from our IR team and our investor relations partner, Strategic Growth Advisors. It gives me great pleasure to talk to you again in times where the country has been fully opened up and the pandemic seems to have trailed off. To substantiate my point as per industry research reports, advertising volumes recorded a 5.7 times growth in May 2022, year-on-year.

The tally of categories has increased by 51%, while the count of advertisers and brands has increased 3X. This brings back the much-needed optimism that many industries, including ours, has been wishing for the past few quarters. Radigitalization as I explained over the last two quarters is driving the next lever of growth with radio at its core. Using the fundamental resources at hand and combining it with the advantages, reach and customization of digital, to reach a far greater audience, provide better and targeted content and in some cases, even opening up markets, which previously didn't exist.

By enabling RJs to produce text, audio, and video material, RJs with a strong social media presence also engage with their audience more effectively. Additionally, RJs have grown to be powerful influencers, which aid broadcasters in generating revenue. The volume rebound serves as more evidence of this. Talking about client count and market share, Radio City has continued to maintain a lion share of 38% of the total clients. From an industry perspective 2.24 thousand clients are new in Q1 FY'23 out of the total 4.05 clients who advertise on the radio platform. With the festive period coming and pandemic cooling off across the globe, leading to free mobility and resumption of outdoor events.

The upcoming quarters look promising and will boost our recovery as guided earlier. Our market share has stood strong over the time and we exited the previous year with a 21% market share. This, at the end of Q1, stands at 18% owing to refusal of certain low ER clients, which is in alignment with what we have always maintained that we are, we aren't playing the volume game and while this results in a dip, this quarter as well as volume is concerned, but we believe that this will help us having a greater value share owing to the higher pricing.

Coming to the sectoral ad spends, we observed a phenomenal growth in major sectors, which elevate on a lower base, signals strong recoveries and great prospects moving ahead. Real estate, this contributes 17% to the industry grew by 389% year-on-year. While pharma, which contributes 11% grew by one 139% year-on-year basis. A staggering growth was absorbed in the electrical, auto, food and soft drinks segments as well. With these core capital sectors growing by 319%, 115% and 30% respectively and contributing -- and 7%, 6% and 6% of volume respectively to the industry.

Over the past few quarters, the negative trend observed in the government sector was overturned this quarter with this sector growing 47% and contributing 6% to the industry. Approximately INR 14.75 Corers of the top line or 34% of it came from new revenue opportunities. Our internal forecasts predict that these revenues will





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continue to increase as well. A few lasting cost reductions have been achieved by deliberately optimizing efforts, yield significant benefits that are expected to continue for the foreseeable future.

On the collection front, the company has managed to collect INR 51.73 Crore during the quarter of which the collection from government stands at INR 4.89 Crore. These efforts on the recovery of revenues have led to the NOD further reducing from 164 days to 135 days. Coming to the financial performance of the quarter gone by we registered a growth of 116% year-on-year increasing our top line from INR 20.5 Crore to INR 44.1 Crore.

Our EBITDA turned a leaf from being a negative INR 9.3 Crore in Q1 of FY'22 to turning to a positive INR 8.8 Crore in the Q1 of FY'23. This translates to healthy EBITDA margins as well of 19.8% in the current quarter as against a negative 45.5% in the same quarter last year and 13.3% in the Q4 of FY'22. This turnaround is a result of a combination of factors, including realized operating leverage advantages, internal cost efficiencies initiatives, and returned advertising expenditures.

We have always placed high emphasis on a maintaining a healthy balance sheet as seen by the sizeable resources we have available. As of 30th of June 2022, our cash reserves were INR 273 Crore up from INR 264 Crore on the 31st of March 2022, demonstrating a good liquidity position. These sources offer the tools needed to take advantage of current and potential future possibilities. Building on several projects from the previous few quarters, digital integrations have evolved into our core pillar, our social media presence is significant. Across all platforms we reach about 245 million people. We provide a wide range of digital solutions that give our client omni-channel end-to-end solutions for their products and services.

The sum of all these factors increased our digital revenue for the quarter by 169%. Lastly, with regards to the bonus issue of the non-convertible, non-cumulative redeemable preference shares, the meeting of the equity shareholders and unsecured creditors of the company was held on Thursday June 23rd, 2022, where in the shareholders and unsecured creditors have approved the scheme and thereafter the company has filed the petition with the NCLT for further course of action. We will keep you posted on the development as they unfold. With this I would request the moderator to open up the floor for Q&A. Thank you.

**Moderator:** Thank you very much. We will now begin the question-and-answer session. The first question is from the line of Nisha Desai from NM securities. Please go ahead.

**Nisha Desai:** Thank you, sir, for the opportunity and congratulations on your numbers. I have couple of questions. First question is, we have been seeing record at recent levels in other industries over the past year, and the major wage escalation to retain the talent. So, we have observed that the Radio City does a great job at retaining its talent. Are you seeing any shift in that trend or any churn in the talent pool?

**Ashit Kukian:** See, as far as any competitive business the risk of good people leaving will always be there, but I think the way we have worked at Radio City is, we built up a culture which transcends a few requirements for an employee perspective. I think a couple of instances that I would probably want to talk about, we've all seen how different industries have reacted in the last two years of COVID and how they've kind of treated employees.

I can probably say that in the last two years of COVID we have not asked a single person to go. That's the first sign of dependability that the employees have on an organization during difficult times. Secondly, with all things given within the perspectives of the business that we have had, we have not even cut salaries of people, because we all know how dependent a large part of India, Indian employees are as far as salaries are concerned. I think these are the saving facts that really proved the company's ability to kind of keep their people happy.



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So, we've always seen attrition obviously come from the fact that there is a certain level of unhappiness the employees has from the organization, and then obviously they start looking out and then possibly they go to the best buyer out. But I think in that part of our challenge is not there. Having said that, the ability of this organization to grow from its current position to larger things, which is also a growth opportunity from individual perspective is what I think a large part of our employees see because this whole transition and the transformation that we are talking about from being not just the radio medium, but in multiple channels and platforms and opportunities that is there, I think that's a larger bet for us while people find it happier to kind of continue with the brand Radio City and hence, possibly our attrition is lower than the industry standards.

**Nisha Desai:**

Okay. Thank you, sir, that was very helpful. My second question is, I just wanted to check on the status of on ground event are we doing a large number of on-ground events and when can expect to get to pre-COVID levels? Also have the unit economics with respect to such events changed post-COVID with additional safety measures, lower counts, or are they still a worthwhile exercise?

**Ashit Kukian:**

So honestly the additional safety measures for the kind of events that we do will not lower down the margins for sure, because that's a very small component, number one. Answering your first question as our events lead solutions integrated with radio on the increase near cities. As the market is opening up we are doing a lot of events and as we go forward from here in the subsequent quarters, you will see a lot of that happening because when there is no restraint in the market to kind of do events, I know, more and more people want that experiential feel when it comes to ground led integrated led advertising solutions. So we are positive that it's going to increase and you will see that also increasing in our scheme of things from a revenue perspective. Hello?

**Nisha Desai:**

Yes.

**Ashit Kukian:**

Does that answer your question or you have some more...?

**Nisha Desai:**

Yes, sir. Thank you, sir. That was really very helpful.

**Ashit Kukian:**

Thank you so much. Yes.

**Moderator:**

Thank you. The next question is from the line of V. P. Rajesh from Banyan Capital Advisors Please go ahead.

**V. P. Rajesh:**

Yes. Hi, thanks for the opportunity and I hope I'm audible. Just first question on the market share, it seems that for the last two quarters we are giving up some market shares. So, if you can elaborate if our strategy has changed and we are focused more on pricing?

**Ashit Kukian:**

So, like I said, we are very clear, like the first point I made in my statement is that in the Q1 of this year we have possibly seen the highest radio volume in the last 5 years or so. So, while the volumes are there, I think the only way to increase revenues will now be the yield or the ERs that you have. To give you the reflection of the last two quarters of so called losing of share vis-à-vis revenue growth. So, while I would not want to name the competitor, but if you'll closely look at some of our competitors that is clearly over a period of time one of our close competitors have added 2% point as far as share is concerned. And when you look at the growth, we have doubled the growth of that particular competitor.

So, the point out here is that if there is a 2% share volume change, obviously your growth would be more than somebody who has actually dropped a percentage share point, right, conceptually, if all things remaining the same. But the story is different, we are double the growth of what on an annualized basis that we have, and even if I





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talk about the last quarter with an increase of 1% point and ours 1% point drop as against a zero increase, we have shown an 8% growth. So, to me it's a clear story of getting the best value revenue on board rather than going for everything that is available, because that's not a long-term strategy, because we all know that inventory at some point in time is only that much.

You can't go beyond that. So, if only revenue gets driven by the effective rate and that is something which we started in the last quarter last year and we are continuing that strategy. And as you see our results, you'll see that there's an increase in our effective rates from the exit that to my mind is our strategy and it works well for us.

**V. P. Rajesh:**

That's helpful. So, are you saying that you are back to the pre-COVID levels in terms of volumes or how should one think about that?

**Ashit Kukian:**

If you look at the Q1 overall volumes, it is back to the pre-COVID level. However, the mix of volumes is still not the same because in the pre-COVID levels there was a larger contribution coming from Bombay, Delhi and Bangalore and that contribution is still not to the pre-COVID levels. Now, when I'm specifically mentioning Bombay, Delhi and Bangalore, those are the highest yield market for all radio stations, not just for Radio City.

So, the moment that yield will be added whenever that full recovery of that volume happens. It's, today still at a 65, 70% of volume utilization, which has a ability to go right up till 95 to 100, if one doesn't go overboard more than that. So that's the ability, straight away that to from a revenue gain perspective.

**V. P. Rajesh:**

Okay. And that's again quite helpful. My other question was that on the non-radio business, so it is becoming now increasingly the bigger size of the revenue pie, what is the EBITDA margin on that business vis-à-vis the radio business?

**Ashit Kukian:**

See, all for us as, as a thumb rule, any business which is non-radio, our understanding is very clear that it should be a greater delta booster, whether it is EBITDA or PAT as far as a business is concerned. And hence, I can probably say that it is a much better margin than the core radio business that we talk about.

**V. P. Rajesh:**

I see. And then this last question, since the Q1 of last year was obviously COVID impacted, so if I look at your following three quarters EBITDA margin, it was around 25% versus we have been around 20% this quarter. So, if that is because of seasonality or you had higher cost? If you can just...

**Ashit Kukian:**

So, it's a seasonality because right now even in the last investor call meeting, I had said typically there is a 15% drop that happens from the Q4 to Q1, and then you have a marginal drop in Q2, and then it picks up in Q3 and Q4. So historically Q3 is the highest quarter followed by Q4 then Q2 and then Q1. So that's the way it follows. And I think that is the pattern that we are also seeing right now. So, there's not any great cost. The only marginal incremental cost you will see is the digital part of the course in keeping in line of the future requirements of this organization. Having said that, even with that increased part of digital, the margins in that part of the business is more than the regular business that we can talk about.

**V. P. Rajesh:**

Okay. And then just lastly on the government side if you have any comments on that vertical because your competitor was saying that the government is, business is still weak, so I was just wondering what are you guys seeing in that vertical?

**Ashit Kukian:**

See, government business is slightly picking up because now with the state governments, whenever there is a state government the state governments will start advertising, as they come closer to the 2024, so the last quarters, you may find the government now taking a posture of advertising to create the good effect of whatever we have done in the past 3 and a half, 4 years. So that is what will happen at the



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second. And from the central government is concerned state government is advertising and state government will go higher in the markets where there is elections happening and also the tourism, with this pandemic and all opening up, you'll see a lot of India, local tourism ads coming from the government. So that is something which we are looking forward to.

- V. P. Rajesh:** Great. Thank you. That's all I had. Appreciated.
- Ashit Kukian:** Thanks, Rajesh.
- Moderator:** Thank you. The next question is from the line of Viraj Shah from Shah Investments. Please go ahead.
- Viraj Shah:** Hi, sir. I have a couple of questions.
- Ashit Kukian:** Yes. Viraj.
- Viraj Shah:** First question is, can you help me with the capacity utilization figures of legacy batch 1 and batch 2 stations for FY'22?
- Ashit Kukian:** Sorry. Sorry, come again.
- Viraj Shah:** Can you help me with capacity utilization figures of legacy batch 1 and batch 2 stations for FY'22?
- Ashit Kukian:** Yes. So, can you be a little louder, please? You are cracking.
- Viraj Shah:** Am I audible?
- Ashit Kukian:** Yes.
- Viraj Shah:** Sir, can you help me with the capacity utilization figures of legacy batch 1 and legacy batch 2 stations for FY'22?
- Ashit Kukian:** See the legacy batch ones are at about 65% utilization level. And the legacy two is also approximately at about 62, 60% utilization level. The batch three is about a 45% utilization level as of now.
- Viraj Shah:** Okay. And sir, concerning about the cash and cash equivalents on our books we have been observing the growth of, growth in every quarter. Have we aimed to deploy the cash, whether in inorganic acquisitions or expansion in number of radio stations or any other initiatives?
- Ashit Kukian:** See, like any expansion of, currently like we said, every opportunity is weighed at the time when we feel that there is an opportunity that we need to invest on. Currently as we speak there is no nothing that I can foresee immediately. However, having said that, as our whole digital ploy gets increased and our whole play gets increased, wherever there is an opportunity we will deploy that keeping a larger interest of the organization and the stake shareholder to ensure that there is a great profitability for the existence of brand Radio City as we go forward.
- Viraj Shah:** Okay. And what are the current initiatives that are giving us a good ROI, if you could provide an update on that?
- Ashit Kukian:** Yes. So, for us, apart from the fact that there is a plain vanilla advertising that the medium always gets, what we as, Radio City has always tried on is this whole created business as we call, or solutions that we provide to advertisers, which is straddling multiple medium. So today a lot of our success is coming with us integrated solutions





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that we do to clients, while it's a much clichéd term which I keep saying that the consumer is no more linear. And I keep telling this in every investor call is that as the consumer is becoming hybrid, we are very clear that we will want to reach out to our brands, consumers, in whichever platform the brand, consumer is consuming content, whether it is social media platforms or streaming platforms or on-ground or radio.

So, our solutions are all multiple platform led solution and that is giving us huge results because that's how our integrated solutions happens. I've always told that Radio City has always had this faith in itself saying that we are great storyteller and our creative content selling is among the best in the business. And that's why our creative team audacity is known as the best creative hot shop as far as radio advertising is concerned. And now beyond radio into, even digital advertising. So that's the way we look at it.

So, for that, that combination of knowing the pulse of what consumers want from a content perspective is what we believe we do best. That's the first part. The second part is, well, very clearly as a world moves itself towards social media influencers we have a depository of large influencers in the form of our RJs, which we are effectively using for brands to make those communications with their set of audiences. So it's a combination of all this, and lastly, like I said, this whole need to have experiential freeze for brand, when you go on-ground, we believe the kind of following our RJs have, we've been able to engage with consumers on ground with specific events, which is one more opportunity that brands need to associate with us. And all this in combination is where the results are coming from.

**Viraj Shah:** Yes, it was helpful. And sir, as festive season is coming up, have we have planned any initiatives which are yet to launch?

**Ashit Kukian:** There is a lot of things, see keeping in mind the seasonality we do a lot of events, like during Ganesh Chaturthi we have customized Ganesha events, specific to specific regions, in Bombay we have something in Ganesha, down south we have something in Ganesha. With Navratri coming in we have the Garba Premier League, that we do. So, there's a whole lot of festival led, on-ground led, on-air led initiatives that we do year-on-year. And we also do a lot of localized events, which allows brands to kind of interface with their consumer.

So that's something which is, and we follow a set calendar for ourselves, so that we don't struggle at the last moment to try and put things in place. So right in the beginning of the year, we know what are the major festivals coming, because in India they say that "When the mood is celebratory, the consumption increases," that's the typical mind-set and we try to ride on those celebratory moments of the consumers.

**Viraj Shah:** Yes. Okay, sir. Thank you.

**Ashit Kukian:** Thank you.

**Moderator:** Thank you. The next question is from the line of Gurjot Ahluwalia, an individual investor. Please go ahead.

**Gurjot Ahluwalia:** Yes. Hi. Thanks for the opportunity.

**Ashit Kukian:** Hi, Gurjot.

**Gurjot Ahluwalia:** Yes, sir. So, first question is around the seasonality you mentioned in the business. So, please help me sort of understand how this works. So I'm just looking at the company's pre-COVID revenue. So, the Q1 FY'18, this 4 years back revenue was INR 70 Crore. The FY'19 in Q1 revenue was INR 76 Crore, the FY'20 Q1 revenue was INR 70 Crore. Okay. And the Q3 FY'20 revenue, which you're saying is the best





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quality was also INR 70 Crore. So, there was no difference in the FY'20 Q1 and Q3 revenue.

Now, Q3 of last year, the company did INR 60 Crore, which I thought the company is coming back to normal. But now the past couple of quarters, again the revenue is ripped to about INR 45 Crore. And if I'm looking at historical Q1 numbers, this is around INR 70 – 75 Crore, as I just said. So, I don't understand how the seasonality of the business is currently working has suddenly come in, and this was a completely normal quarter this year, FY'23 Q1. So yes, if you can sort of explain how this is working and how we should understand the business?

- Ashit Kukian:** So, I'll refer the Q3 of FY'20 being lower than Q1 of FY'20, is that what you said?
- Gurjot Ahluwalia:** No, I am saying that Q1 FY'20 was INR 70 Crore and Q3 FY'20 was also INR 70 Crore, so both of them had very similar earning.
- Ashit Kukian:** Correct.
- Gurjot Ahluwalia:** I don't think there is seasonality in Q1 and Q2.
- Ashit Kukian:** There is. So, I'll answer that question. You know that there was some kind of a small economic slowdown in FY'20 and that is seen across industries. So, if you see right in the middle of the year, which is in the second, end of second quarter, we had seen that slowdown happening in FY'20. And hence you will see that the revenues of the overall year was also lesser than the previous year in that sense, that is because there was some kind of a slowdown which has come into the economy and that was what started with Q3, got affected in Q4 and then the rest you know, we all have seen the numbers because then the COVID situation started. Typically for any business, especially in media, like I said, the highest spends always happen in Q3 because this is the quarter where you have the maximum festivals.
- Okay. Some change in the few years in the overall advertising has been affected with the IPL play, because IPL happens to be a large in revenue. And now I'm generally talking media, I'll come to radio later on, because of the huge investments that happens for brands on IPL. So that at times have, may have skewed Q1 from the so called erstwhile spends that has happened. But if you look at our thumb rule across industries, across media, when I say across industry, across media, you'll have Q3 being the highest, followed by Q4, followed by Q2, and then Q1, and that if you see over a period of 8, 9 years, you'll see that consistency aberration of years, where there is an economic slowdown, or if you refer to a 2008 recession period, you'll have this anomalies in the quarter wise quarter numbers and that to my mind is not the benchmarking.
- Secondly, to answer your question of a INR 70 Crore average quarter, yes, that's the point that we are saying, if I look at my figures in the Q1 of last FY'20, I was at a INR 66 odd Crore. Now 70 would be, if you're adding other income into it, it will be INR 70, 71 Crore. But typically, that has, is at INR 44 Crore right now, very clearly because of I'm still operating at the 70% yield of my pre-COVID numbers and that is why I personally believe that any change to get closer to your pre-COVID numbers will be largely driven by a revenue strategy through your pricing rather than a volume strategy, because at some point the volume will get stagnated.
- Gurjot Ahluwalia:** Okay. So, see, this is what I'm trying to understand that Q3, we seem to be getting a much rate back to normal since we lasted, but again, now we are seeing INR 45 Crore average run rate, which is way lower, at least a good 40% or lower than the previous Q3 pre-COVID revenues earlier. So, are we going to attain that run rate anytime in the next couple of years or that's still a long way?



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**Ashit Kukian:**

So that is a very difficult little, now I will need to have a future understanding beyond, which at this point in time is really difficult to predict. Having said that, I'm very clear that; there are two points I will make in this communication of yours, which is one is, how close are you going to get to the top line numbers of pre-COVID. Your company has always been chasing the bottom line, and you always know that we have never been a top line driven company. We've always been a bottom-line driven company. If you ask me a question, I'm more comfortable to say that you will see the bottom line or the PBT number that we saw pre-COVID in the next 4 to 5 quarters, rather than the top line numbers, because top line numbers is today a little coloured because of the discounting offer that is happening in the market from a volume perspective.

**Ashit Kukian:**

And I've given you a couple of examples of that. So, I would look at reaching out to my pre-COVID numbers PBT much earlier than reaching the top line numbers, because like over a period of time we have been, we have got in cost measures which is working well for us, and the business which we are banking which is beyond radio. Like I told you our better EBITDA boosters or bottom-line boosters than the traditional business of radio. So, my strategy is very clear, do my best as far as radio is concerned and get to the maximum that I can do through a pricing and volume strategy.

The new businesses or opportunities that we create through on-ground, through social media, through digital, which is a larger delta booster as far as my bottom line is concerned and get far closer to the pre-COVID numbers. And beyond the point, not really be too carried away with the top line numbers, because that can at times be misleading, that's my strategy and I think in a way we are closely in line with what that strategy is.

**Gurjot Ahluwalia:**

Okay. That's very helpful. Thanks for that guidance. This second question is overall on the radio industry growth rate, I don't see any light that you share around this. So if you can sort of share the overall market size and how fast or slow the industry is growing, I want to understand if there is any natural growth in this industry, or is it just a fight for market share right now? So, if you could also create some slides in the presentation that would be helpful and if can share some colour on the industry growth?

**Ashit Kukian:**

Okay. So, I'll talk of the pure radio growth. I mean, when I'm saying pure radio growth, I'm not talking about the initiatives that we do beyond conventional FCT advertising, which is your integrated solution and advertising funded programming, the on-ground led avenues and the digital ads separate, I still believe that the core radio in isolation will still grow by about 12 to 14%. However, most radio players are today looking at themselves as not just radio. We are radio, we are on-ground solution providers, we are on digital tradition providers, and we are also providers of syndicated content.

Now that part of the business, I mean, I can proudly say that you will see at least a 25, 30, 25 to 30% on an average CAGR growth number, for the next 4 to 5 years. That's the first part. On what basis I'm saying that, because when you are talking about this whole integrated solution, which has a lot of influencer led, marketing led brand communication that is happening, that space already is more than what the radio space is. The radio space is about INR 2000 plus odd Crore.

That space of only influencer led marketing is over INR 4500 Crore. So the opportunity is double of what radio is. And we should look at our opportunity as not just the INR 2000 Crore of radio, it is actually INR 6000 Crore of radio plus digital, and if I have to throw in the events part of the business in which we operate as an industry, I think we're already chasing 8500 - 9000 Crore of business. So, it is no more a share of what 7, 8 years back of radio being just the share of the radio business. I think all radio players are looking at the share of the multiplicity of these opportunities, which is in its own 4 times more than what the radio opportunity is.





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**Gurjot Ahluwalia:** Okay. So, the core radio market in itself is around INR 2000 Crore, and you believe that also is growing 12% plus?

**Ashit Kukian:** Yes. Yes.

**Gurjot Ahluwalia:** Okay, great. So, if there is some material that can be created for investor presentation, that would really help build the confidence.

**Ashit Kukian:** We'll figure it out.

**Gurjot Ahluwalia:** And just one last point on the NCRPS, what are the next steps and tentative timeline, since right, almost two years since you announced this and something shareholder looking forward to.

**Ashit Kukian:** I think the major part of the hurdle is over with all being accepted, the shareholders accepted. Now it is as long the procedure takes place because there's, from our perspective there's no hurdles at this point in time because all that needed to be cleared from our and from the shareholder perspective everything has been done. Now it's just a matter of time as well as the procedural time that takes. And that unfortunately I can't give you any indication of when it'll happen, but we believe the current set of people are, from the government perspective or people who are involved in this are fairly efficient and we should see soon something coming out of this.

**Gurjot Ahluwalia:** Okay. Any tentative timeline, three-months, six-months?

**Ashit Kukian:** Honestly speaking, I would love to say it is six-months, but it's dependable of as and when it happens. We have a strong feeling it'll be earlier, but like I said it's just a speculation from our side.

**Gurjot Ahluwalia:** Okay. Thank you. Thank you very much. And all the best.

**Ashit Kukian:** Yes.

**Moderator:** Thank you. The next question is from the line of Mohit Khanna from Banyan Capital Advisors. Please go ahead.

**Mohit Khanna:** Hello, sir. I just wanted to know if I have missed this before. What were the debt levels for you in this quarter end?

**Ashit Kukian:** Zero debt, we have a debt free company.

**Mohit Khanna:** But I can see some sort of finance cost on the P&L, so what exactly is that then that you might be incurring?

**Rajiv Shah:** This is the finance cost relating to the leases we take off for our all stations.

**Mohit Khanna:** That is basically the primary the lease expense.

**Rajiv Shah:** Yes, it's finance lease.

**Mohit Khanna:** Understood, sir. So, another question was regarding the yields you just said in one of the answers that you're still operating at 70% yield versus pre-COVID, and that is one of the reasons your revenue is down compared to pre-COVID. However, you would see the profitability coming back at the PBT levels, which is compared to the pre-COVID. So what exactly would be that drivers according to you when you say that yields might be lower than pre-COVID, but we would be on the PBT level touching pre-COVID levels?



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**Ashit Kukian:**

Two, three reasons, one reason is like we said we have done a lot of cost measures which obviously will reflect in the bottom line, number one. Number two, like I said, as far as our pricing strategy is concerned we are looking at marginal moments from what we were in the last one and a half, two years as far as our yields are concerned and that is gradually seen. Even in this quarter we have grown by about 14% in our yields. So we are looking at that increase. Secondly, like I said, the niche of our business is also now getting added on with elements, which is beyond radio and that is the digital part of the business, the on-ground led solutions, which is come back post-COVID.

And like I said, all the businesses for us are higher margins than the conventional radio business, because in the radio business, there's possibly a lot of competition and it is just a share game beyond that. That's only that much you can do, but in these parts of the business, but there's a lot of expertise and the ability to kind of differentiate ourselves in the kind of solutions you give for the advertiser to pay you a premium, I think that's what the game plan is. And a combination of all these three plus whatever game that remains to be done in the volume part of the business, which was missing that also will be adding onto the overall revenues. And as we are a fixed-cost business, after a particular point, whatever you do on top line, straight away goes down, so that's the reason why one seems reasonably sure that we should be hitting those numbers.

**Mohit Khanna:**

Fair enough, sir. One additional point, if I can squeeze in here, you mentioned that the legacy batch 1 stations, I believe those are the high yielding stations of Mumbai, Delhi and Bangalore, I'd say that 65% of capacity utilization, so any particular reason for these markets to be operating still much below pre-COVID levels and what is your sense, these markets coming back?

**Ashit Kukian:**

So typically for Bombay and Delhi, I think whatever little residual effect of COVID and little scares that had happened in the month of April and May, with whatever that newer variant is, it also had affected, because it's a mix of local plus corporate advertisers that had we have as a mixture, right? So that was the reason why we believe that that challenge is still existing. But now that in the last two and one and a half months, I think slowly that is beyond us because life has come back to normal. So yes, the metro markets, especially Bombay, Delhi and Bangalore, unfortunately had this whole little biased towards the COVID being affected because of whatever those numbers were reflecting in our overall scheme of things, for the industry and not just us, and that has reflected in the overall radio volumes.

My next question, the next answer to this thing is I think already we are seeing signs of improvement happening, because life is coming back to normal and now the festive kicking in, we believe it should get back to, at least, if I have to take a risk of putting up the number anywhere between a 75 to 80% bare minimum utilization level. Yes. And from there on at the peak we touch 95, 90 - 95%.

**Mohit Khanna:**

Fair enough, sir.

**Ashit Kukian:**

And of course, like I said, the ERs is any which way is going to be simultaneously being pushed up. So that there'll be a combination of that increased volume through this extra utilization of the inventory and that marginal push that we are getting through the ER will be there net gain that you see quarter-on-quarter.

**Mohit Khanna:**

Right. So, in that scenario, see, in the fourth quarter we did around 4% operating EBITDA margins and right now we are at 9.5%. So will it be a fair assumption on the analyst community side and the investor side to assume around 15% of EBITDA margins and in the second half of this year?

**Ashit Kukian:**

I wish I could give you an answer to this, but now, I mean, our attempt is to do what we are showing as an efficient matter from our side. But I think, I would rather want to take you'll to kind of look at it from a perspective of that. So far things are played





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as per the kind of strategic direction we are taking and should possibly believe that we should be able to deliver what we are talking about in terms of the overall margins.

**Mohit Khanna:** Sir, I understand you don't give guidance, so does it, I mean, I'm only asking if the number looks reasonable to you or not? That's it.

**Ashit Kukian:** See, let me answer this question a little differently without really committing myself to something because it'll be just one statement from myself. I see an upside of my volumes, the revenues going quarter-on-quarter from now on. And I've already made my statement saying that all, once the critical costs are taken care of any incremental revenue will straight away go down. I mean, that's the thumb for us, and we believe that this quarter level of revenues, we are a breakeven. Any increase that you will see to whatever extent, 6, 7, 5, everything quarter-on-quarters will go down and that will improve our margin in any case, so that's the way you would want to look at.

**Mohit Khanna:** Fair enough. That was very helpful, sir. Thank you so much.

**Moderator:** Thank you. The next question is from the line of Dipti Kothari from Kothari Securities. Please go ahead.

**Dipti Kothari:** Good afternoon, sir. Thank you for the opportunity. So, my first question was that we ended the previous financial year at a strong market share of 21%. However, that has fall into 18% in the current quarter. So just wanted to understand the reason for this fall and if there are any changes in strategies to recover the lost ground?

**Ashit Kukian:** No, there is no lost ground. In fact, in the earlier question also I mentioned that we believe that for any business where you have a limited utilization, a limited inventory and a long-term plan, you need to look at it from a perspective of what is the kind of revenues you'll look at. So, I'll just give a, backup the envelope calculation, which we have those recorded volumes happening. Imagine I wouldn't have taken any rate hike for the quarter 1 of this year and I would've gone with the same share of 21% that I had; I would have still done INR 2.5 Crore lesser than what I've done. So, for us, the strategy is very clear, it's pricing driven, and it's a strategy call that we have taken to ensure that we believe in the long run.

We should have a higher revenue share rather than having a higher volume share. I already gave you examples of, one of my competitors, and I can give you two examples of a volume share increasing by 2%, but revenue growth half of what I have shown, when I have not actually increased the volume, share. And I was at the 21% exit, I was 21% last year, but I've showed double the growth of somebody who added 2% starting from the beginning of the year to the end of the year. So that to my mind is where the strategy gap is.

We believe that because of the kind of stations that we have, and maybe that is because we have a larger share of family more advertising attractive markets vis-à-vis any of the others, because you can see our mix of revenues coming from the advertising attractive markets, as we call, where advertisers believe that they have to be present in a large scale vis-à-vis the tail end of volumes and markets that we are, we are able to justify that far more, and it is showing in our results, not just in one quarter, but in the growth that we talk about also. And as you all know, we don't have a long tail.

**Dipti Kothari:** Yes. Okay. And sir, the EBITDA margins have improved from 13% to almost 20% in this quarter, so will these margins be improved even further going ahead, or do we see some headwinds in the near to mid-term denting the margins?

**Ashit Kukian:** See, we would want to do the best as far as margins are concerned. But as I said in our exploratory part of the business where we are looking at a lot of digital future for



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the company, there could be times where we would possibly want to invest more in the short term and get far more in the long term, those are the days or times where you may not see that matching, but that is, as and when like I said, we will, it'll follow the priorities of the organization as well as the business is concerned.

**Dipti Kothari:**

Okay.

**Ashit Kukian:**

And it's a conscious call, it'll be by design and not by default.

**Dipti Kothari:**

Okay. And sir, while looking through your presentation, it was heartening to see the return of ad spends and all the major sectors growing significantly in volume. So which sectors in your opinion are expected to sustain this growth in the upcoming quarter?

**Ashit Kukian:**

I think all the major sectors that you have seen, whether it is real estate, whether it is pharma, food and soft drinks, all those sectors will be sustaining because that, those are the sectors who are any which ways not just in our medium, but also another medium's advertising. So I don't see any sector falling out. In fact, starting the end of second quarter, I also see finance, which is currently missing will be back in the foray which will also add up to the overall volumes.

**Dipti Kothari:**

Okay. Thank you, sir. That answers my question.

**Ashit Kukian:**

Thank you.

**Moderator:**

Thank You. The next question is from the line of Apurva Mehta from AM Investments. Please go ahead.

**Apurva Mehta:**

Hi, sir. Just wanted to know this created businesses which we are reporting of INR 14.8 Crore and roughly that is around 35, 33, 34% of our revenue. So, going forward, uh,, what can be, be created business,, grow and how can we grow this business? And what is your assessment that can, this become a 50% kind of business of your total revenue?

**Ashit Kukian:**

See, in our overall strategy, we reached, we are chasing a 50 - 60% growth on the created business, because that is an opportunity that we create through pure creative solutions that you give and that includes digital solutions that we are talking about. So, if you see our presentation, we have grown by about almost close to 170% on our digital part of the business, which is again, a creative solution, because it is an idea led created opportunity that we give in the platforms of the choice, which is the digital platform of the consumers.

So, we are chasing any numbers out there, and you will only see that improving as we go forward. But having said that, we also believe as well as the regular FCT business is concerned or the plain vanilla business, which is, as we said, which is at a 65% utilization level in Bombay, Delhi and Bangalore and overall utilization level as 55 to 60%, when that increases, basis the base you will see what the contribution is. But so, I can't clearly kind of tell you whether it's going be 50% of what you are from a size, from an absolute number it will be going quarter-on-quarter is what we believe.

**Apurva Mehta:**

Because last three-quarters, we were like flattish of 14.5 - 15 Crore, only Q3 we have a little better quarter when we had clocked INR 22 Crore. So, I thought this pie would be ballooning over the quarter-on-quarter every year.

**Ashit Kukian:**

It will, because in Q3 and post Q3, the little part of on-ground solutions that started kicking in and our digital ploy started going and giving more, because when the beginning of last year, when we started out, we created certain opportunities and we kind of build ourselves in the ecosystem also to create those great video content and on and so forth. Now as, that gets built up and that as you know, it is a large





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opportunity for us, and that is really working for us. And then that is where we believe that this will increase for sure. What percentages, I can't guarantee, because I also, I'm seeing the core of radio also simultaneously increasing. So that is where the only cash for me not to be able to kind give you the percentage per se.

- Apurva Mehta:** On the yield front, on the exit quarter of Q4, we should see this yield coming to 90% pre-COVID levels, roughly?
- Ashit Kukian:** No, right now, like I told you, its pre-COVID levels 70%.
- Apurva Mehta:** Yes. But in the exit Q4, we know we will be increasing the hybrid, definitely --
- Ashit Kukian:** Yes, we have increased by about 14 odd percent in, from last Q4 to now. So actually go forward the 90%. See, this whole, rate game is not just a one player game. You, I am sure you'll understand that.
- Apurva Mehta:** Yes.
- Ashit Kukian:** And my challenges is that for some strange reason, someone who we always believed was as much premium as we were in the marketplace has suddenly shown a different strategy, and that is not really helping the industry per se. So having said that, like I said to each his own strategy, we will be gradually moving after to a month, fairly better price place player, which we always were and ensure that, that our margins through that strategy will be more than what we would conventionally do by just garnering up volumes in the market.
- Apurva Mehta:** Sir, your guidance of 40% kind of growth, which was there against last year, roughly 35 - 40%, you stick to it or it will be now, because Q1 is softer, so it will be difficult to reach to that kind of thing.
- Ashit Kukian:** See, for us, like I said, our play in the newer form of business is where we are taking the larger growth, 30 - 35% growth is what one should conventionally chase to be having a sizeable share of the business that we are. And given the base of what last year it is, so we are chasing aggressively the business in that format.
- Apurva Mehta:** Okay. Okay. Thanks a lot. And yes, wish you all the best.
- Ashit Kukian:** Thank you. Thank you.
- Moderator:** Thank you. The next question is from the line of Omkar Hadkar, from Mirabilis Investment Trust. Please go ahead.
- Srinivas:** Yes. Hi, Ashit, this is Srinivas here from ..
- Ashit Kukian:** Hi, Srinivas.
- Srinivas:** Yes, hi. Ashit, just wanted to get more colour on the utilization of the fairly solid cash reserve that we have, we have been collecting more than we earn. So broadly at INR 270 Crore kind of a balance sheet size, what are the optionalities that are there because last year the company was not able to declare dividend, I suppose, because of loss, but broadly, and I understand the NCRPS will in some way, result in some cash being kind of set aside for that, but broadly as a management at board level, what are you looking at in terms of options for utilizing under cash, either in terms of say business acquisition or say some kind of a further return of cash to the shareholders?
- Ashit Kukian:** See, like I told you, a large part of our strategy is futuristic in terms of our deployment of a digital strategy that we have, which is playing a larger role in this role of influencer marketing space and the money and the opportunities lying out there. As we go forward quarter-on-quarter and as we build out resources in that part



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of the business, we will keep a close eye of opportunities which will help us scale that part of the business apart from the normal growth that we are looking at, and that is one area we would be actively looking to kind of see if there is any investments required.

As far as the radio businesses concerned, I think we are already existing in the core advertising attractive market, and because the digital part of the business is giving me a greater bottom line I would rather chase that part of the business more than the core radio, which I think we have got a substantial presence. And that is the way it is, unless there is an opportunity, which tells us that even that play is available and we will play. So, like I said, it's a decision that will come over a period of time, actually progress ourselves, and as we see the position improving from an overall scheme of things, and hence, I think the best way to look at it is little off of the cup.

I told you one of the biggest companies in India was looking at opportunities of investing outside the country in the business that they wanted to but was advised to keep the money to save up internal competition. And I know, you know who I'm talking about. So if they can think about keeping the money for themselves for a better time with the kind of cash reserves, I think I should be allowed that prudence to keep that cash for better times and invested intelligently.

**Srinivas:** Okay. And any feedback at a board level on how to look at the cash distribution to the shareholders, because, I mean, I understand that, at PBT level we don't make much, but at least on a cash level?

**Ashit Kukian:** It is too early to comment, I can only tell you one thing, your company's always been looking at the interest of the investors, always, and whenever there is an opportunity you know that in whatever little opportunities whether you are always more than happy to do that. I would only urge you to have faith that let things play out the way it is in the much better fashion that it is. And the board is mindful of this need that arises from the kind of investments that you do and the faith that you show on us, and we would not want to let you down, but like I said, it'll only come over a period of time for us to even give you any kind of an indication.

**Srinivas:** Right. The second question is on the other expenses, like this quarter we have INR 22 Crore versus say INR 24 to INR 25 Crore in the last year. So is there any cost rationalization or are there more seasonal items which came in the second off of last year because of which it has dropped?

**Ashit Kukian:** Yes. So last year what we did is, this question I'd answered last time also, we've been kind of very clearly looking at our debtors and to ensure that there is, we don't veer away from the fact that that is the potential loss of revenues not coming in because for whatever financial ability at some part of your debtor would be, we have increased in the last half of last year the provision for the doubtful debt and that possibly is reflecting in the, in our P&L.

**Srinivas:** Okay. And just to kind of close a loop on that, what are our like old debtors, especially I think government accounts had a lot of pending dues, broadly how has that old bucket trended for you in the say...?

**Ashit Kukian:** See, the government has been a little slow, but our commercial accounts are really well in control. So we see no reasons from a commercial perspective of having any challenges. However, the government is a little slow, but traditionally and historically government, even if it is over a period of time has never been bad debts for us and we believe that is the way it's going to be for us.

**Srinivas:** At this point of time of the kind of pending debtors, I think the last number we have is for the last quarter that's INR 75 Crore - INR 76 Crore that would've come down, I suppose. So broadly of the current outstanding debtors which could be the ..





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- Ashit Kukian:** Right now about INR 70 Crore.
- Srinivas:** Okay. And any, within that any major slow-moving debtors, which are yet to be provided for?
- Ashit Kukian:** No. If you see, even in this quarter we have provided, but actually go forward, we have a process in which we see, if there is a provision needed irrespective you of the P&L we do provide that and hence, if you see last year in the second half, we provided more when we did this whole analysis. So that is an exercise we do continuously and we can assure you that if there is a need, it'll be provided for.
- Srinivas:** Oh, great. Thanks, Ashit, we wish you all the best.
- Ashit Kukian:** Thank so much. Yes.
- Moderator:** Thank you. The next question is from Mohit Khanna from Banyan Capital Advisors. Please go ahead.
- Mohit Khanna:** Yes, sir. Just a follow up on the category growth that you have in the presentation. So what are the other growth or the categories, which haven't really grown as much and are sort of lagging and what is your sense when they're going to come back on the growth ratio rate?
- Ashit Kukian:** See, I personally believe, like I said, finance is a category which will come back in a big way in the subsequent quarters. I also believe ecommerce and OTT platforms will come up again and will be advertising more and that will come during the festive for sure reasons, obvious reasons. And the regular categories which is there is already growing, whether it is real estate, pharma. Finance, which is a high yielding category for us, typically grows largely in the second half of Q3 and Q4 is hugely dominated by finance. So those are the categories, which is absolutely near absence I can say. There are, but they don't form in the top 10 at this point in time. So those are happiest times for them because these are categories which invariably year-on-year, whether there is recession, whether there is economic slowdown, have had the faith in the medium of radio and have been continuously advertising with the medium.
- Mohit Khanna:** Great. And when we see real estate as a category, or pharma as a category that has boasted very strong volume growth, do you, are you also witnessing some sort of yield improvements in these categories?
- Ashit Kukian:** Yes. See, for us real estate is a category which is largely volume driven. Having said that, there's a lot of corporates which has got into the real estate category which values the brand and is willing to play the premium, and name all the top, whether it is Godrej, Mahindra, all big corporates are into real estate and we are, and even the -- and if I have to go local, someone like a Prestige in Bangalore or bigger real estate agents in Delhi, we are very clear that we only pick up people who are premium, from a property perspective also from a pricing perspective, because like I said, that's the only reason why you will see that we are not blindly chasing volumes. We are very prudent about what volumes, so while the real estate industry will increase, our volumes will be depending on the kind of clients that we are chasing, if they become active, and fortunately for us, most of them are active with projects across the country, whether it is Bombay, Delhi, Bangalore, and that's the happiest sign for us.
- Mohit Khanna:** Fair enough. Thank you so much, sir.
- Moderator:** Thank you. The next question is from the line of Apurva Mehta from AM Investments. Please go ahead.
- Apurva Mehta:** Yes, sir. Just wanted to know are we trying to make more digital content and gain market share, and is there any possibility to have more marketing people and gain



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gaining market share? Is it possible because we have a lot of cash in books and we can use some of these cash to create more business, which is long term beneficial to us and now with the normalization has returned there is no COVID -- so the picture is more clearer, so can we spend more and generate more business kind of thing?

**Ashit Kukian:**

See, I've answered this question in the past, the digital, world of digital business is what INR 36,000 odd Crore. And even if I take, and I've repeated this in the past investors calls also, 50% of that is your displayed, your classified display and such money, that leaves you with about INR 18,000 odd Crore, which is structured between influencer marketing base, which is both influencer marketing and advertising funded video along with that, and content creation along with that. If your answer is to that, should I increase my digital inventory through the resources that I've got, and hence, have a larger share of advertising. I don't see the business driven by volume rather than the idea led solutions and impact that we create through the influencer marketing platform that we are talking about or influencer marketing solutions that we are talking about.

So, at this point in time we are not, and that's the reason why even when people ask me about pure radio, do you want to increase more opportunities in radio, because unless and until I see that is great value coming from an overall scheme of things, I will not blindly go because there is an opportunity available. So to answer your question, the resources are there. Yes, we are using it resourcefully as of now, but as we see the play increasing, you will see some logical investments happening, which will give us 3X of what we are doing currently, as far as that business is concerned and purely when I'm saying that is the digital led advertising business that we talk about.

**Apurva Mehta:**

Okay. So when you see opportunity coming in, you will spend more money and that will generate more revenue.

**Ashit Kukian:**

Yes. It's all about short term investments for long term gains.

**Apurva Mehta:**

Okay. Thanks a lot. Yes, wish you all the best. Yes.

**Moderator:**

Thank you. Ladies and gentlemen, we will take the last question from the line of V. P. Rajesh from Banyan Capital Advisors. Please go ahead.

**V. P. Rajesh:**

Yes. Hi. Thanks again. So going back to your comment about, saying that you will be targeting your highest PBT in the next 4 - 5 quarters. So what I'm looking at your historical financials March '19, you did PBT of INR 95.5 Crore. So should we assume that let's say Fiscal Year '24, you could be at something similar level, is that the right way to think about and interpret your comment?

**Ashit Kukian:**

I was talking about the '19 - '20, which is a pre-COVID year for us, because if you go earlier things were different. There was a different ecosystem and on and so forth, between then and now there has been a sea change that has happened, whether it is in terms of available inventory, the overall scheme of things, the sentiments, the available opportunity from the world of advertising as far as brands are concerned. So, I think it is logical to look at where we were pre-COVID as the immediate pre-COVID.

Now, the answer to your question is that do you want to see that kind of figure, of course, over a period of time you will see that figures because that's what our overall game plan is. But I would rather hit the first figure, which is the pre-COVID '19 - '20 figures more than the earlier year, because it had many reasons why it was that, and that I think is now gone and over with and I would want to possibly stitch the future with the aim that I should be as profitable I was in the year '18 - '19, and that's the whole game plan.





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- V. P. Rajesh:** Sorry, I'm confused. So, March '20, you did about INR 29 Crore of PBT.
- Ashit Kukian:** Yes, INR 28 Crore.
- V. P. Rajesh:** March '20 you did INR 75 Crore, so you're saying your target is to hit this 29 - 30 mark of year ended.
- Ashit Kukian:** That's our aspiration. And we would want to believe that the market will equally pan out and we would want to have competing stations also be prudent in their incentivizing the market in terms of what rates to operate, because it's a competitive world if you see, competition going left, right and center, discounting, you can't just stand there and say that I want to push this overall scheme of things in terms of the ER, so that's the challenge. That is only if that is there in our scheme of things right now.
- V. P. Rajesh:** Now understood. And all the best. Thank you so much for your insightful comments throughout this call. Much appreciated.
- Ashit Kukian:** Thank you so much. Thank you so much.
- Moderator:** Thank you. That was the last question for today. I would now like to hand the conference over to the management for closing comments.
- Ashit Kukian:** Thank you everyone for joining us in this earnings call. The organization will undoubtedly continue to expand on the advancements made in the previous year. The knowledge gained and the resilience built up to strengthen or dominant position in the market, further streamline operations, create higher quality content using our incredible talent pool and utilize a wide network will help us achieve that. The presentation and results have already been posted to the company's website and stock exchanges. Please feel free to contact any of us or SGA, if you have any more questions. Stay safe and take care. Goodbye.
- Moderator:** Thank you. Ladies and gentlemen, on behalf of Music Broadcast that concludes this conference call. Thank you for joining us and you may now disconnect your line.