

June 15, 2026

To,  
The Secretary  
BSE Limited  
P.J Towers, Dalal Street,  
Mumbai – 400 001

**Scrip Code: 543378**

**Subject: Investor Presentation – Second Half FY 2025 -2026**

**Dear Sir/Madam,**

With reference to above captioned subject, please find attached herewith Investor Presentation – Second Half of FY 2025 - 2026.

This intimation is also being made available on the website of the Company at [www.cwdin.com](http://www.cwdin.com)

This is for your information and record.

Thanking You.

Yours Faithfully,

**For CWD Limited**

**Tejas Kothari**  
**Joint Managing Director & CFO**  
**DIN: 01308288**

**Regd. Office :**

101, 1st Floor, Hasham Premji CHS,  
439 Kalbadevi Road, Marine Lines,  
Mumbai - 400 002, Maharashtra (India).  
Tel: +91 22 49799323

CIN Number: L31900MH2016PLC281796

**Development Centre :**

A 1406-1409, Rupa Solitaire Building,  
Millennium Business Park, Mahape,  
Ghansoli, Navi Mumbai - 400 710,  
Maharashtra (India). Tel: 022 40069867

✉ info@cwdin.com 🌐 www.cwdin.com

**Factory :**

Plot No. 242 – B, Thandya 2nd phase,  
Chikkaiahnachatra Industrial Area,  
Thandavapura Village, Hobli, Nanjangud Taluk,  
Mysuru District, Karnataka – 571302

☎ +91-9029025141



# **CWD LIMITED**

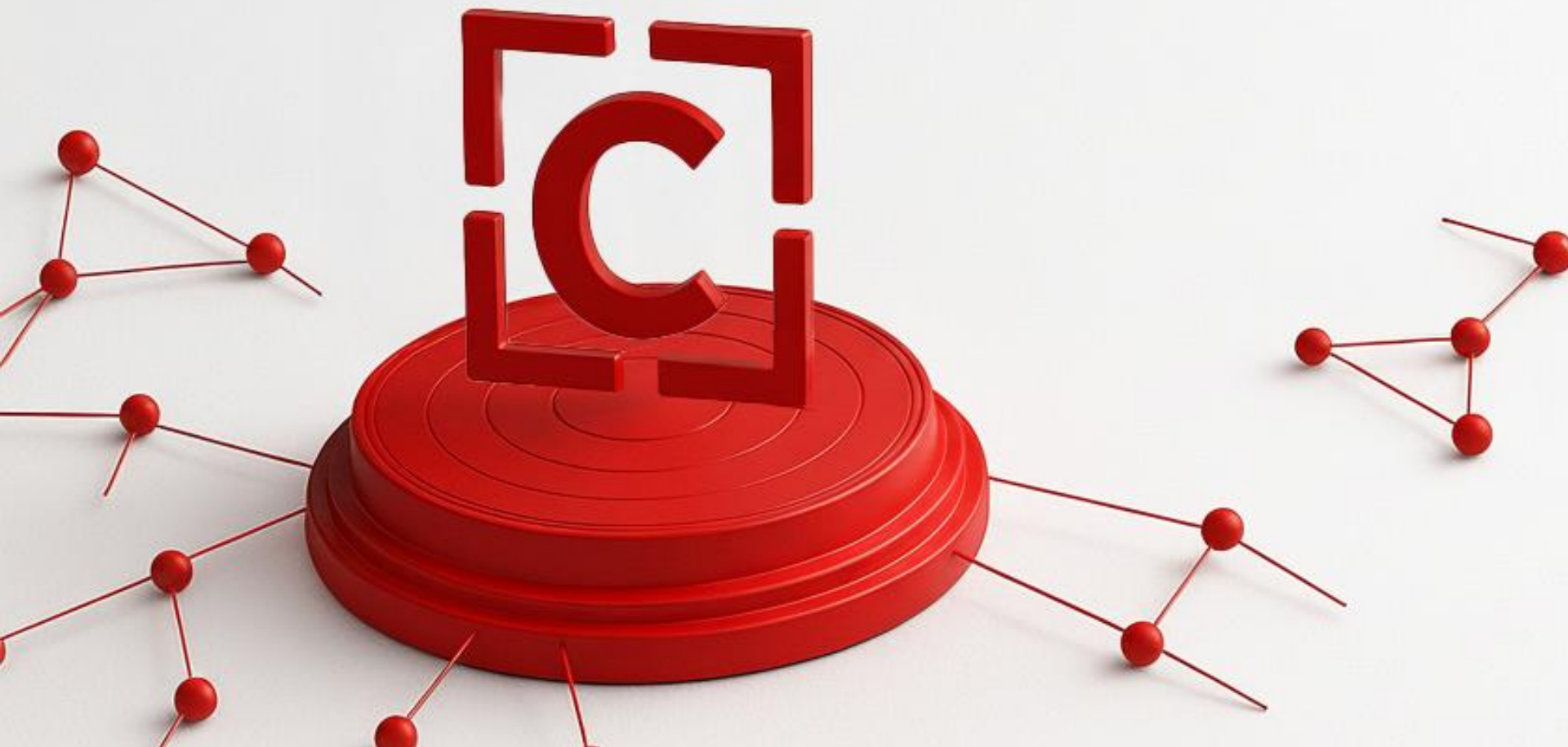
## **Investor Presentation - H2 FY26**



# Agenda

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1. Company & Group Overview
2. Products & Partnerships
3. Annexures



# From Design to Dominance: CWD Enters Hyper-Growth Phase

## Business Updates

- Enhanced manufacturing setup expected to support higher FY27 throughput, with **soundbox capacity** rising from ~1.5 lakh to ~2.5 lakh units/month, backed by growing customer demand.
- Strengthened smart infrastructure presence with ~1 million CNIC unit order (~₹45 crore) and increasing opportunities in smart metering deployments.
- Scaled IoT solutions portfolio through WMS orders and international expansion initiatives across digital payments, smart infrastructure, and SaaS-enabled merchant ecosystems.
- Entered the **walkie-talkie segment** and, supported by ongoing capacity ramp-up and order execution, targets a **potential quarterly revenue run-rate** of ~₹95-100 crore in FY27.

## Financial Highlights

- H2 FY26 revenue stood at ₹110 cr, up 308% YoY and 167% sequentially; FY26 revenue grew 346% YoY to ₹151 cr, driven by **strong soundbox, smart infrastructure, and IoT business growth**.
- H2 FY26 EBITDA reached ₹20 cr, up 158% YoY and 128% sequentially; FY26 EBITDA grew 251% YoY to ₹28 cr, supported by scale and operating efficiencies.
- H2 FY26 PAT stood at ₹8 cr, up 84% YoY and 83% sequentially; FY26 PAT increased 391% YoY to ₹12 cr.

## Management Commentary

- Won 25,000 WMS order with commitment for 15,000 additional units, strengthening its IoT-enabled agri-tech portfolio.
- **Direct OEM sourcing** to reduce material costs, driving further margin expansion in FY27.
- Expanded manufacturing footprint from 15,000 sq. ft. to 55,000 sq. ft., increasing **production capacity ~3.7x** across soundboxes, communication modules, WMS, and IoT devices.
- Aims to achieve **₹380-400 cr** in revenue by FY27, supported by a robust order pipeline and business expansion initiatives.

# CWD At A Glance

- Incorporated in 2016, CWD Ltd is an ICT (Information and Communication Technology) company that designs, develops, manufactures, and sells integrated solutions, combining the power of software and electronics.

## Key Differentiators

- End-to-End Capabilities: Fully integrated OEM and solution provider, with in-house expertise spanning global sourcing, manufacturing, quality testing, packaging, and logistics.
- Innovation-Led: Strong R&D focus, enabling us to create products tailored to customer needs and keep them ahead of technology shifts.
- Wireless Specialization: All solutions are built around wireless technologies - ranging from short-range (NFC, Bluetooth BLE, WiFi) to mid-range (LoRa) and long-range communication (5G LTE, NB-IoT, LTE Cat-M1).

## Business Segments

- Consumer Electronics - Smart, connected devices for individuals and enterprises.
- Technology Solutions - Customized wireless communication platforms designed for diverse industry applications.

## Product Portfolio



Smart medical devices



Weather monitoring systems



Farm cattle health monitoring solutions



Smart energy and lighting systems



Employee safety & identity tools



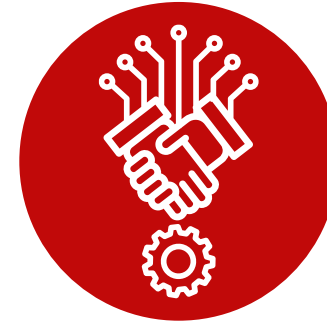
BLE modules for consumer appliances



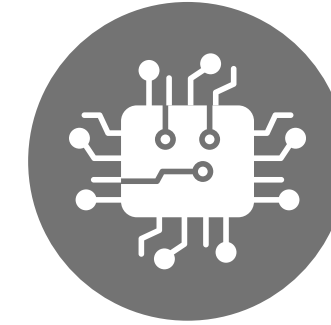
# Our Vision



Driving continuous product innovation through advanced wireless technologies



Expand global tech partnerships with Tier A clients to boost market reach



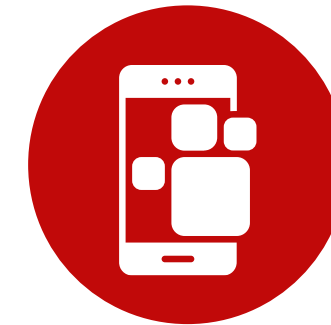
Strategic Selection of Semiconductor Technology



Strengthening and expanding manufacturing capabilities to drive operational excellence



Leveraging our Integrated ODM model to drive IP-led differentiation and higher margins



Creating and exploring AI & ML opportunities

# Our Value Proposition

## Customer Stickiness

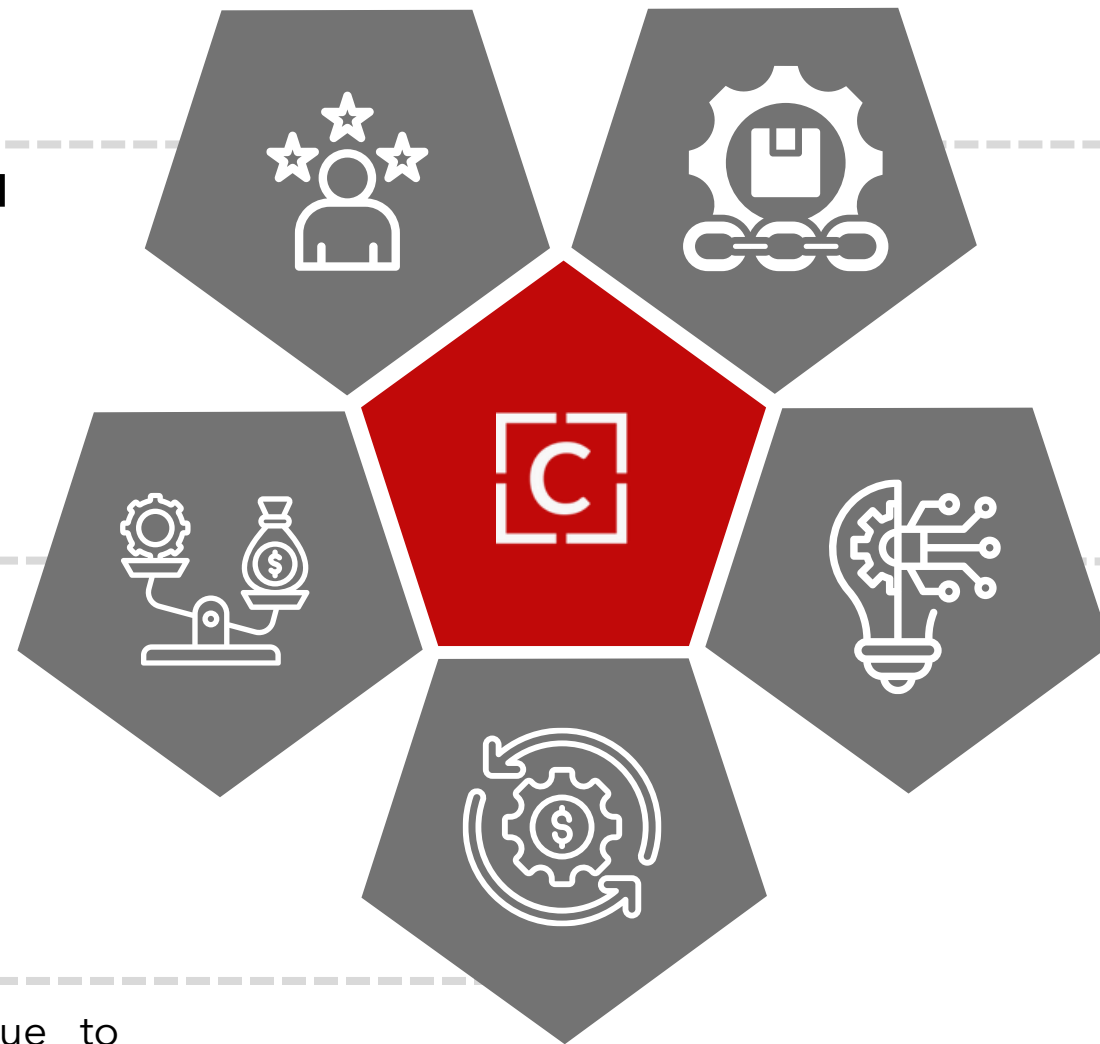
Provision of end-to-end services results in **customer retention and re-engagement**

## Cross-Selling Leverage

An established **Tier-A customer base** allows for **robust cross-selling** to other group entities and subsidiaries

## Strengthening IP Assets

A perpetually **increasing intellectual property database** due to **indigenously developed and co-owned** hardware and software with our customers



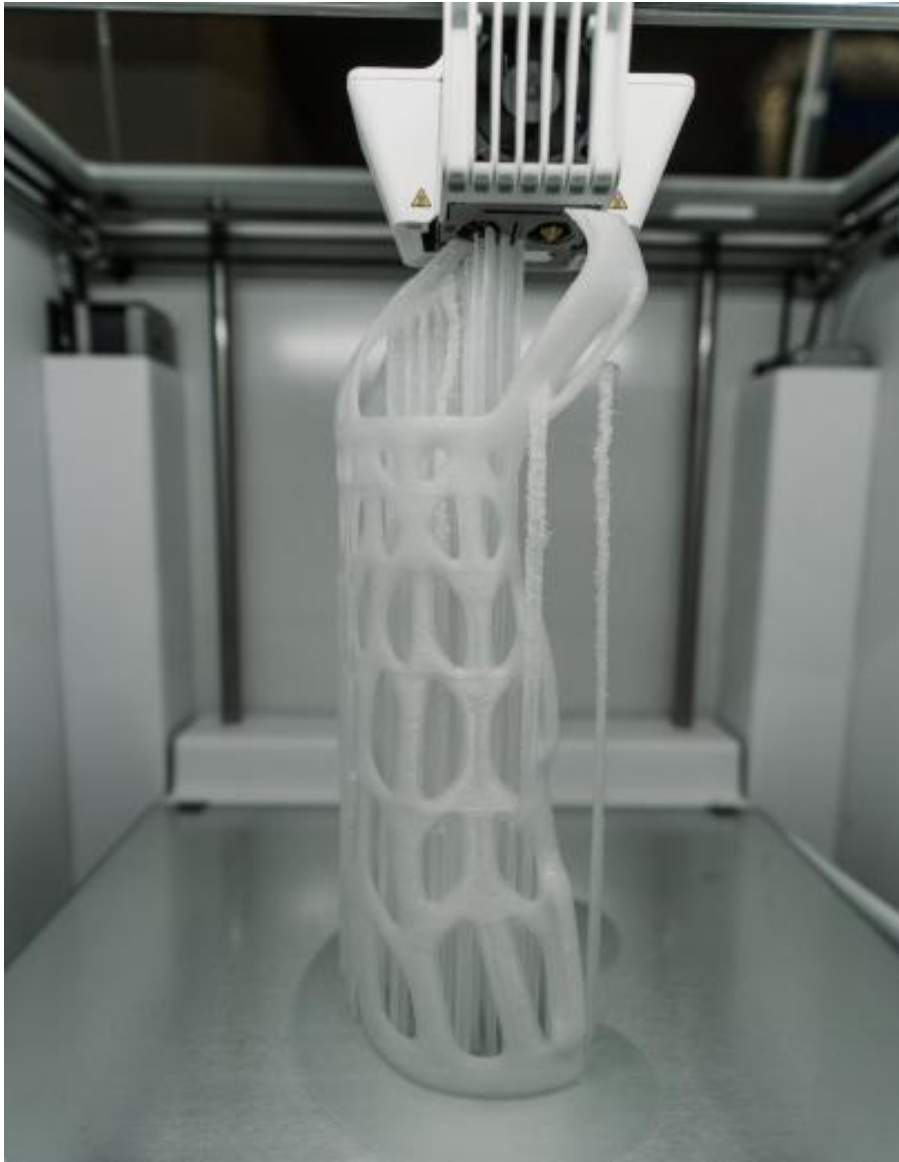
## Secured Supply Base

Insulation from component shortages due to **exclusive supplier partnerships**

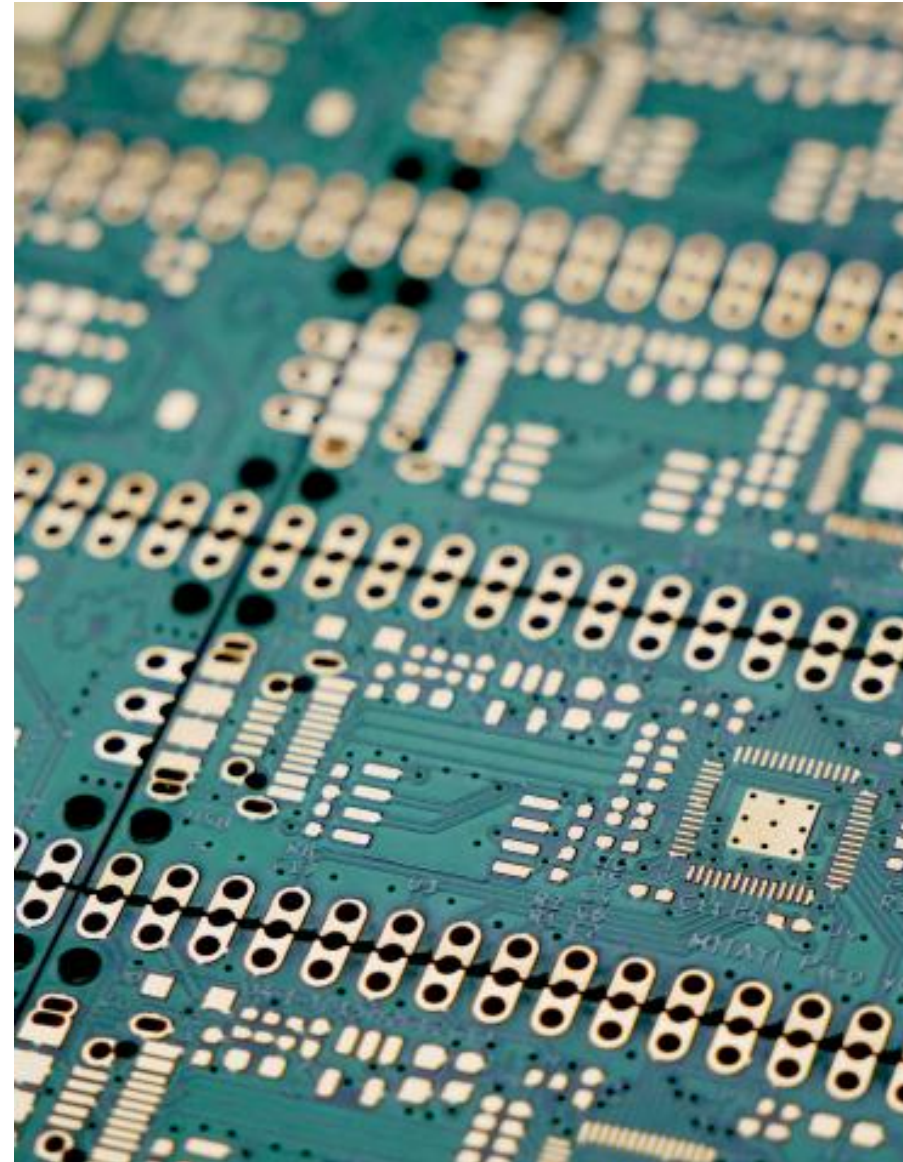
## Accelerated Tech Learning

**Rapid team learning** of evolving technologies speeding up the market readiness of our customers' offerings

# Design to Manufacturing



**Product Design**



**Electronics Design**

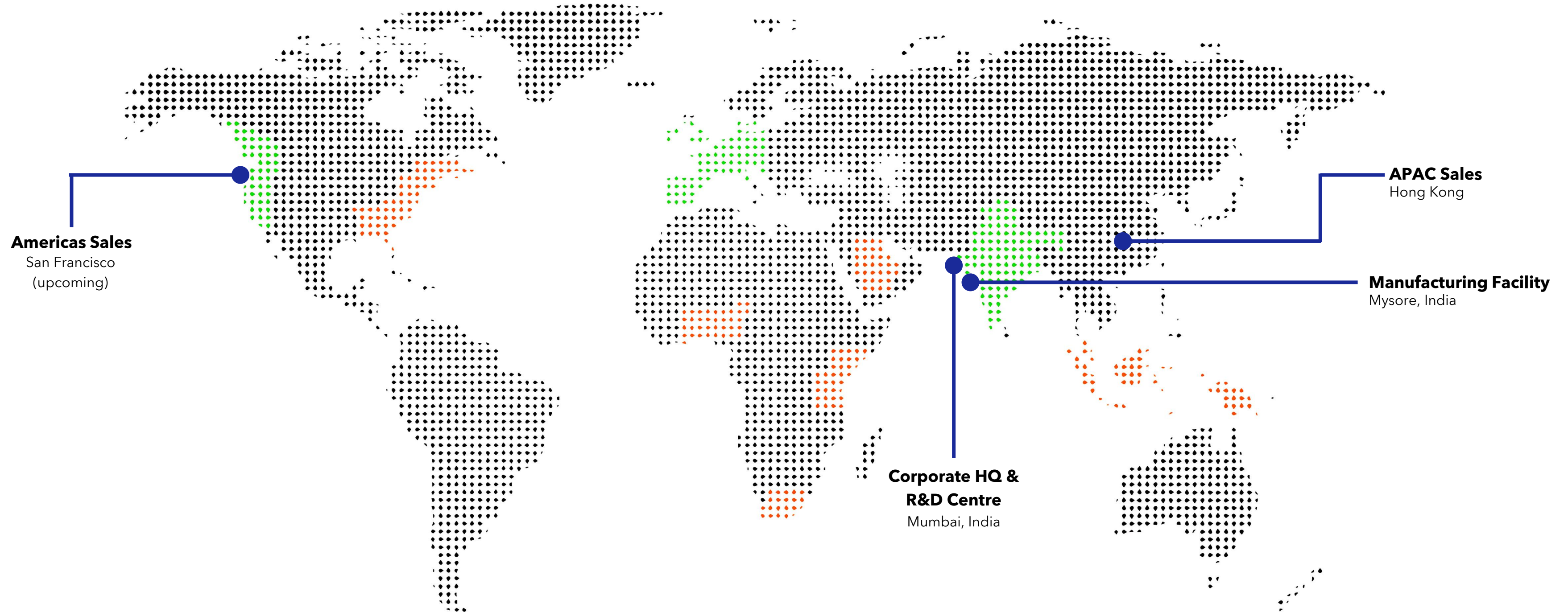


**Software Design**



**Mass Manufacturing**

# Our Network Worldwide



- Current customer base
- Projected sales base
- Office network

# Global Leadership



**TEJAS KOTHARI**  
CO-FOUNDER, JOINT MD

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Tejas Kothari is the Joint Managing Director of CWD and serves as a member of the board. A successful entrepreneur with over 25 years of experience, Tejas brings comprehensive understanding of financial principles, strong leadership & management skills and an excellent commercial acumen.



**SIDDHARTHA XAVIER**  
CO-FOUNDER, JOINT MD

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Siddhartha Xavier is the Joint Managing Director and serves as a member of the board. He holds a degree in Computer Science & Engineering from Bharathiar University, Coimbatore. Prior to this role, Siddhartha was the Head of Technology - Device Group at Reliance Communications for 10 years. He has successfully exited his past ventures in Globalspace Technologies and Medico Experts.



**ADITYA XAVIER**  
HEAD OF TECHNOLOGY

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Aditya Xavier is the Head of Technology since 2016. He holds a degree in Computer Science & Engineering from Jawaharlal Nehru Technological University, Hyderabad. With over a decade's experience in the software and technology industry at Reliance Communications and Globalspace Technologies among others, he is accomplished in delivering secure and resilient systems on time and within the stipulated budgets.



**MANISH MISTRY**  
HEAD OF HARDWARE

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Manish Mistry was appointed as Head of Hardware in 2018. He holds a degree in Electronics & Communication Engineering from L.D. College of Engineering, Gujarat. Having worked at Syntrons Technology as a Senior Hardware Engineer, he brings more than 20 years of engineering experience in the field of Embedded Hardware

# Manufacturing Facility



CWD EMS Location - Mysore, KA

- A state-of-the-art 1-acre manufacturing facility with a factory floorspace of 15,200 sq.ft.
- Facility includes dedicated prototyping lab, ESD precaution facility and expert in-house testing and quality control systems.



## ISO 9001:2015, 14001:2015, 27001:2013, 45001:2018



### Machinery, Inspection & Testing Equipment

Screen Printer	Oven and Chamber
Pick & Place machine	Automatic Optical Inspection
Re-Flow Oven	X-Ray Inspection
Wave Soldering Machine	Inspection Systems
Soldering & De-Soldering Stations	ICT / Flying Probe Tester
Fume Extraction System	Customized ATE
BGA Re-workstations	PCB Diagnostic Tester
PCB Cleaning System	Zero-Ion Tester
Vapour Soldering System	Reliability Test Chamber
Vapour Degreaser	Thermal Profiling System
Conformal Coating	Burin Test Chamber

# New Manufacturing Facility

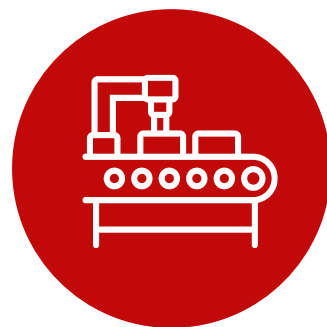
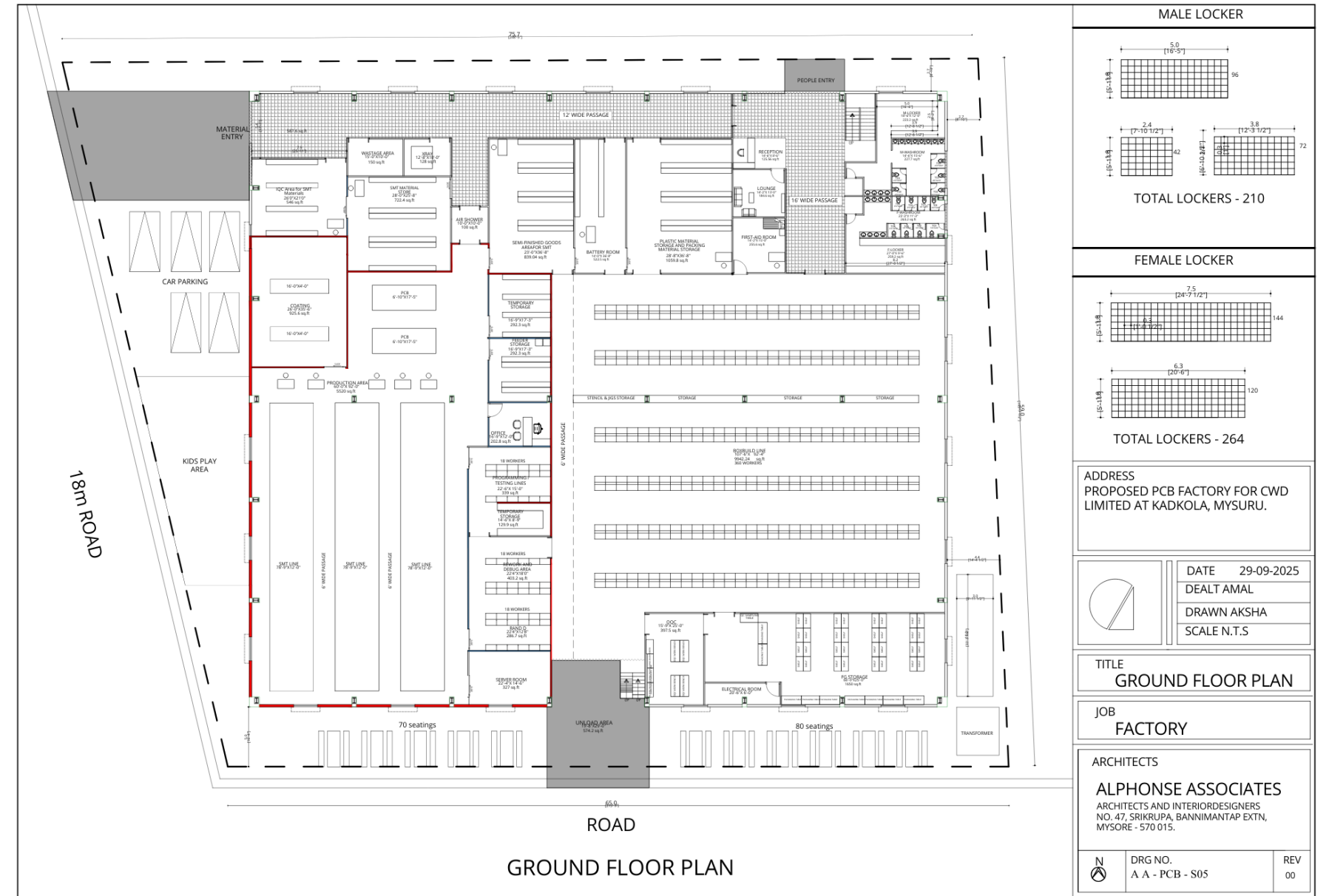
CWD EMS Location - Mysore, KA

A state-of-the-art electronics manufacturing facility with a total factory floorspace of 55,000 sq. ft. The facility includes 2 SMT lines, 6 assembly lines, 11 injection molding machines and expert in-house testing and quality control systems.

Workforce: 250-300 (85% female, 15% male)



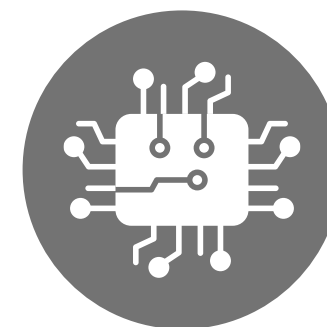
# Tripled Capacity to 15,000 Units/Day



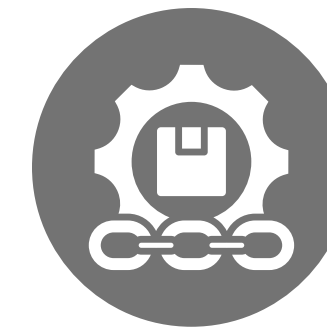
Addition of two high-speed dual production lines



Workforce strength projected to grow to 500 employees



Daily production capacity increased from 5k to 15k units – a 3x expansion.

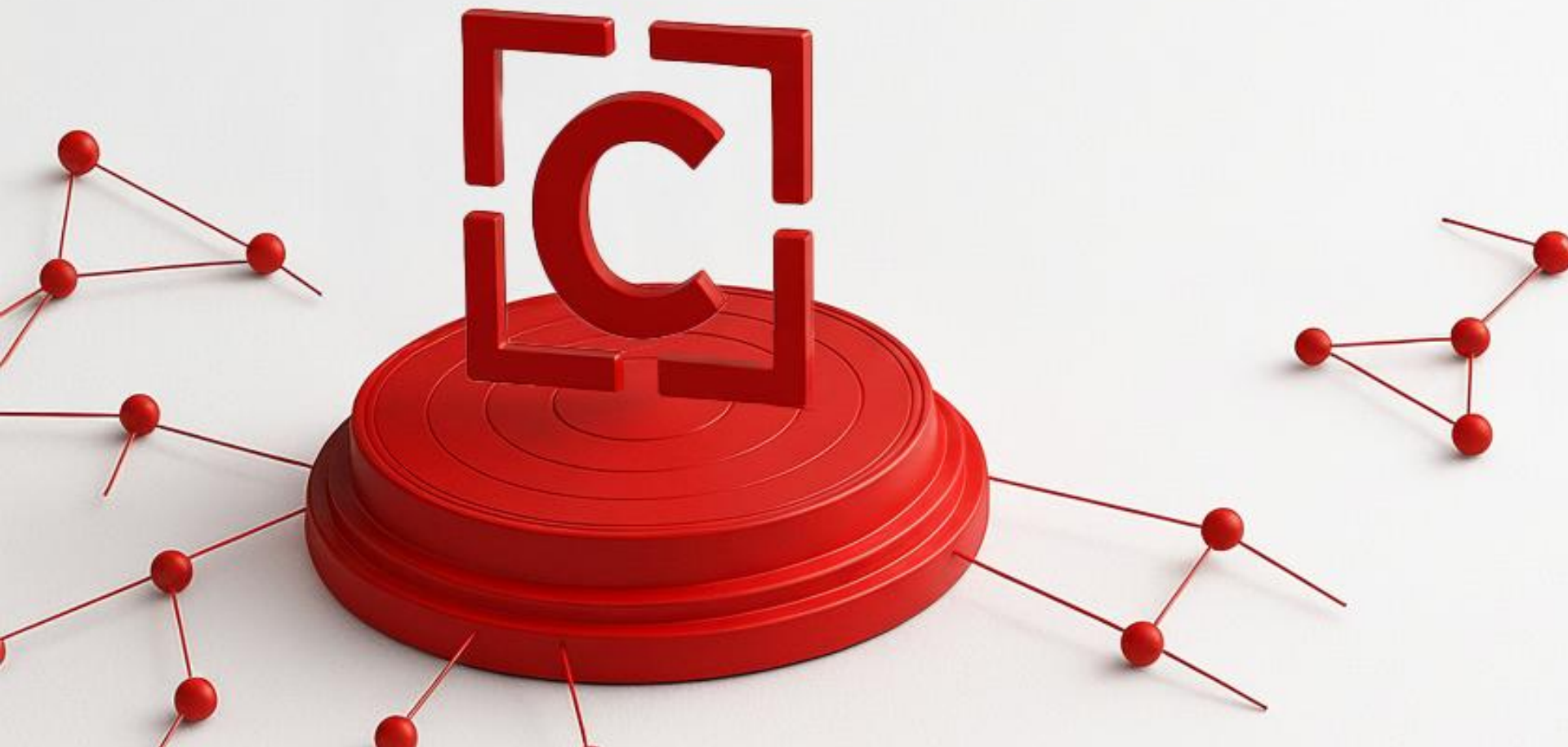


Manufacturing footprint expanded from 15,000 sq. ft to 55,000 sq. ft, representing a 3.7x increase.

# Agenda

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- 2. Products & Partnerships**
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# Business Segments

**CWD**



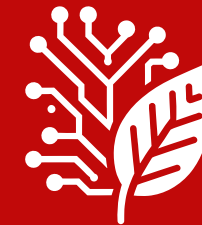
## **Fintech**

- Offers smart IoT-enabled sound boxes for real-time payment alerts
- Instantly announces transaction confirmations through audio notifications
- Enhances customer experience and reduces manual reconciliation efforts.



## **Smart Meters**

- Integrates IoT into existing infrastructure for utility meter automation
- Provides smart metering solutions with real-time data on electricity usage and billing



## **Agri Tech**

- Offers IoT-enabled soil sensors to collect vital soil health data
- Delivers telemetry data to farmers via a cloud-based mobile app
- Helps save time, boost production, and improve farm efficiency



## **Bespoke IOT**

- Develops wireless health monitoring solutions for livestock using IoT
- Provides real-time tracking of animal activity, rumination, and other vital signs
- Alerts farmers to abnormal behavior for timely medical intervention
- Integrates IoT into existing infrastructure for seamless and automated operations

# Fintech At A Glance

- CWD Ltd. Is establishing itself as India's leading manufacturer of payment sound boxes and provider of allied software solutions that enhance digital payment efficiency.

## Key Aspects of Fintech

- **Market Leadership:** Established as the leading provider of UPI-enabled sound boxes in India, delivering end-to-end payment confirmation solutions.
- **Integrated Offering:** Unique edge from combining in-house hardware manufacturing with proprietary software services, ensuring reliability, scale, and cost efficiency.
- **Expanding Digital Payments Tailwind:** Positioned to capitalize on India's accelerating UPI adoption and supportive policy environment, with significant scale-up potential in FY26-27.
- **Strong Customer Stickiness:** Trusted by a growing network of financial institutions and merchants, ensuring recurring demand and long-term relationships.
- **Focused Strategy:** Sharply focused on the payment sound box niche within the broader digital payment's ecosystem – allowing depth, specialization, and faster execution.

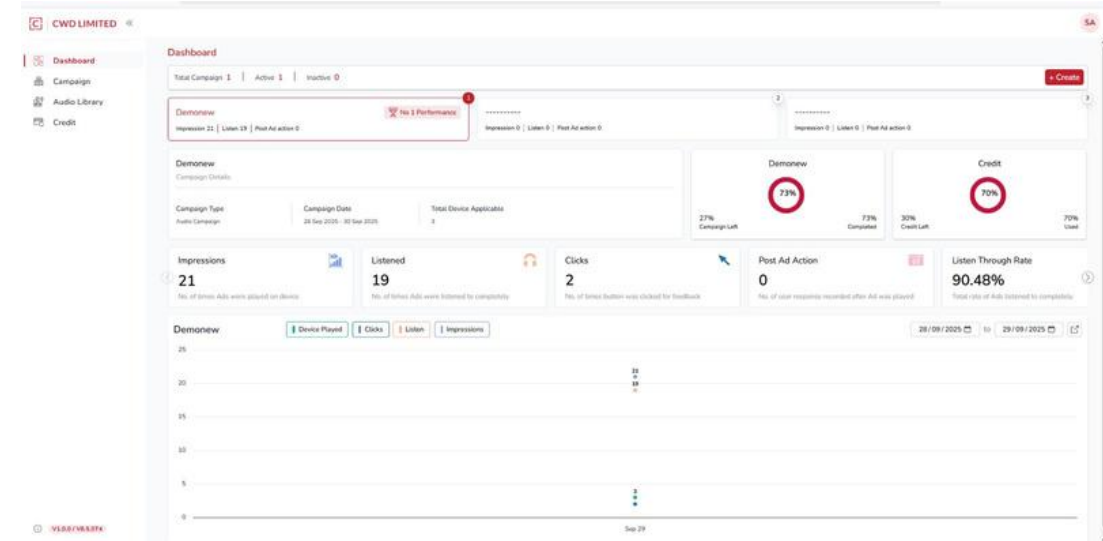


# Business Vertical – FinTech (Sound Boxes & AD Platform)



Note worthy customers :

- Chosen design cum manufacturer of the country’s leading Fintech - PhonePe.
- Chosen for Sound Box and its platform by Leading NBFC - Sriram Finance, PayNearBy, AirPay, Bajaj Finance



**Intelligent Metrics & Analytics (Dashboard)**

ML Analysis Results

Total Transactions: 5, Anomaly Detected: 3, Review Required: 2

**ML Fraud Detection Results**

Transactions ID	Device ID	Amount	Anomaly Detected	Confidence	Timestamp	Review
68d0c093333333333333333333333333	6776171648	160	No	84.73	9/18/25, 8:15 PM	
68d0c113333333333333333333333333	6776171648	15825	Yes	85.00	9/18/25, 8:21 PM	🔍
68d23599933333333333333333333333	6776171648	16000	Yes	91.00	9/23/25, 4:52 PM	🔍
68d0c093333333333333333333333333	6776171648	16000	Yes	85.00	9/18/25, 8:12 PM	🔍
68d3d671934333333333333333333333	6776171648	16000	No	43.58	9/24/25, 10:30 PM	

Total Transactions: 5 | Review Required: 2

Note worthy innovations :

- **Industry-First Ad Platform**, shifting to a powerful SaaS/recurring revenue model beyond hardware sales
- Integrating and developing several AI modules for various functions including
  - Merchant Churn Management
  - Device Stability and Predictive Maintenance
  - Anomaly Detection

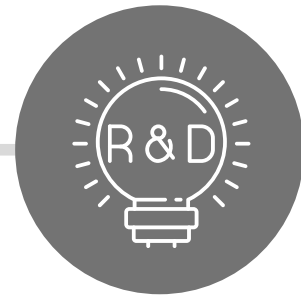
# Revolutionizing Fintech With Iot-driven Soundbox Solutions

## Market Leader



- Among India's top players in IoT-enabled smart devices
- Strong presence in fintech and smart infrastructure ecosystem
- Driving sustainable expansion and establishing a robust presence across key global markets

## State of the Art R&D Facility



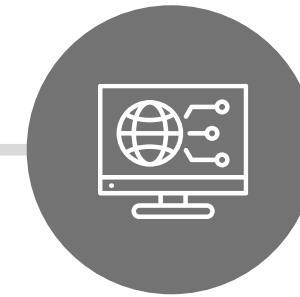
- In-house R&D focused on embedded electronics and IoT innovation
- Patent filings across smart payment and metering technologies

## High Entry Barriers



- Proprietary firmware and PCB design capabilities
- End-to-end manufacturing control and system-level IP
- Strong client onboarding cycles and long-term contract

## Technology-Driven Customization & Integration

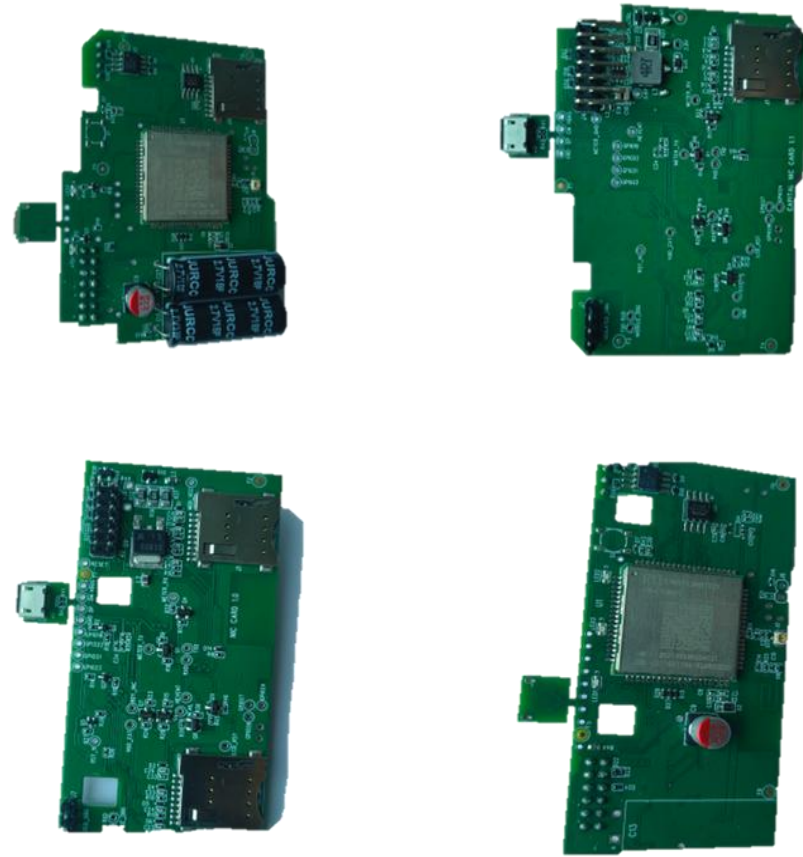


- Tailor-made IoT solutions for BFSI, utilities, and retail
- Seamless integration with existing client systems (UPI, NBFC apps, ERP)

## Key Clients



# Business Vertical – NIC (Smart Meters) & WMS

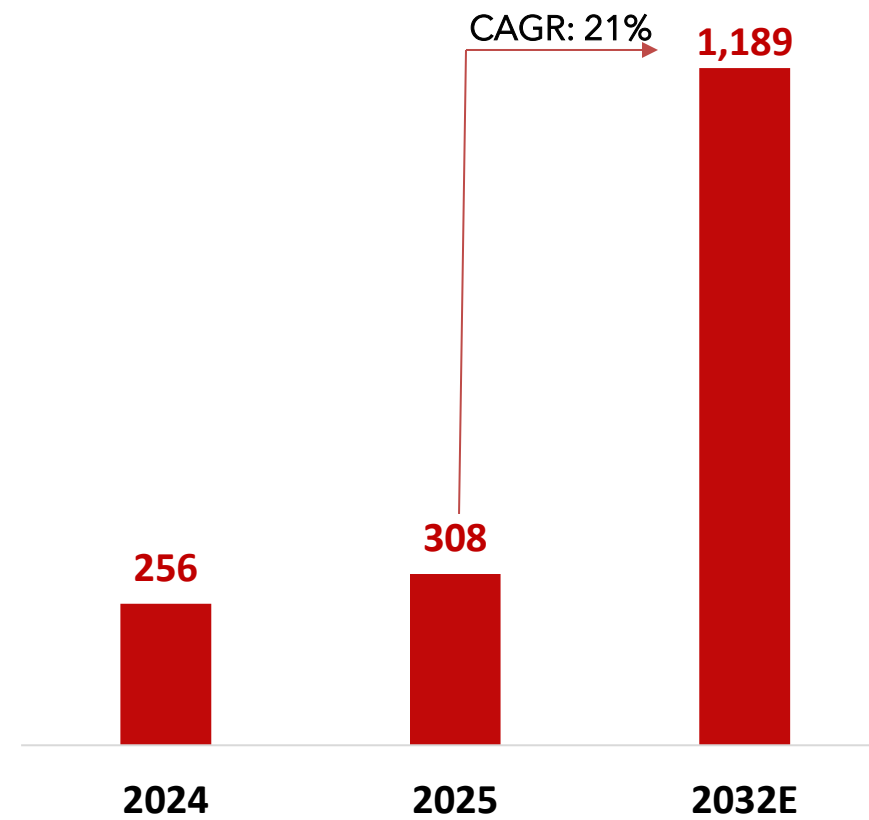


- Chosen as design cum manufacturer of the country's leading Smart Meter Communication Systems Provider - CyanConnode
- Meter Integration done with Schnieder, AEW, Capital, Linkwell Systems. System under validation and Pilot

- Chosen by a leading telecom company for the design and manufacturing of WMS. The system design has been completed and is currently undergoing testing by the telecom company and the state government.
- Chosen by Qatar based Syook for design and manufacturing of Personal Safety device. System under certification for ATEX and Peso.

# Business Vertical – NIC (Smart Meters)

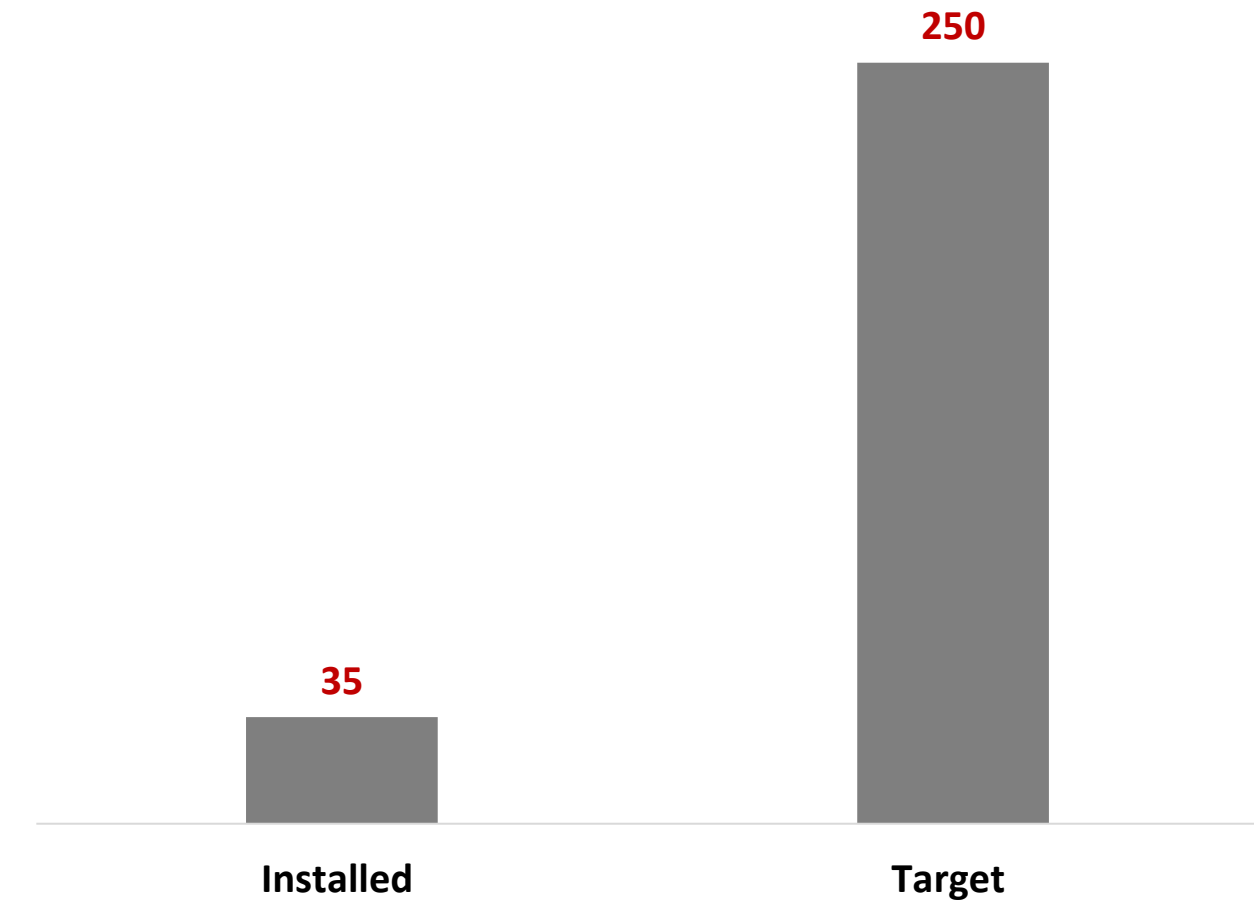
**Indian Smart Electricity Meter Market**  
(in USD Millions)



- Rising adoption of IoT-enabled and cloud-connected smart meters enabling real-time monitoring and better energy management.
- Strong government push through RDSS with large-scale funding and policy support accelerating nationwide rollout.
- Alignment with smart city and renewable energy goals driving demand for advanced metering infrastructure.

Source : Prescient & Strategic Intelligence

**National Smart Meter Rollout Status**  
(in Millions)



- Smart meter installations reached ~35 million in FY25, still far below the expanding target of 250 million—indicating a massive multi-year deployment opportunity.
- With RDSS timelines likely extending to FY27-28, the market is shifting from tendering to large-scale execution, opening strong demand for system integrators and solution providers.
- Growing focus on consumer engagement and billing efficiency improvements creates substantial opportunities for analytics, software, and service players within the smart metering ecosystem.

Source : Mercom India Research

# Business Vertical – Agri Tech & Bespoken IOT

## Key Aspects of Agri Tech

- **Innovative Farm Intelligence:** Deploys IoT-enabled soil sensors to monitor critical soil parameters, offering actionable insights for precision farming
- **Digital Integration:** Cloud-based data analytics platform helps farmers track crop health, irrigation, and yield trends in real time
- **Productivity Enhancement:** Enables optimized fertilizer use, water management, and resource planning – improving yields and reducing costs
- **Scalable Rural Reach:** Designed for both small and large farms with modular solutions adaptable to various crop cycles
- **Sustainability Focus:** Supports data-driven agriculture practices that conserve soil health and promote long-term ecological balance

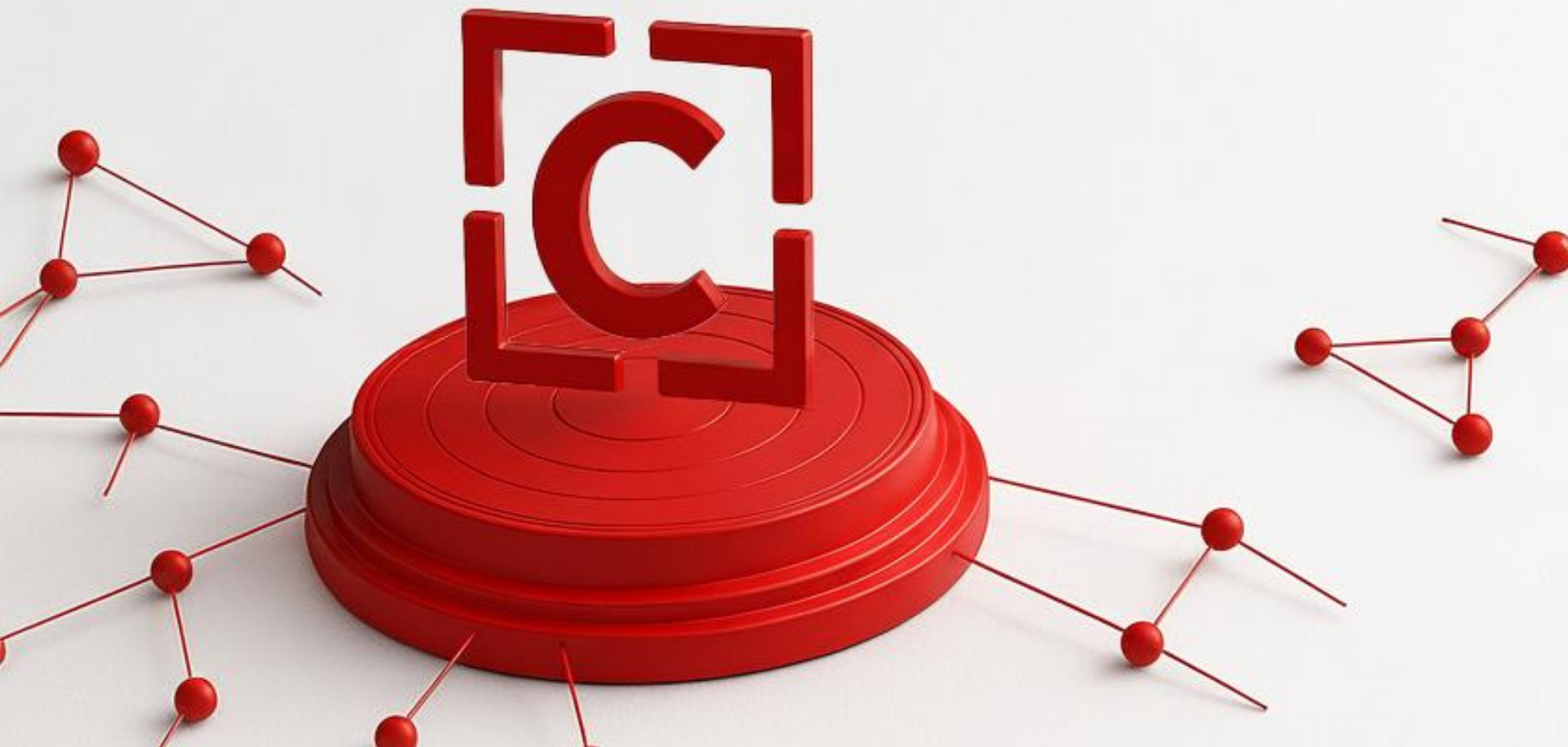
## Key Aspects of Bespoke IOT

- **Customized IoT Ecosystems:** Designs end-to-end wireless monitoring systems tailored for specific industry needs such as livestock, logistics, or manufacturing
- **Advanced Health Analytics:** Enables real-time monitoring of animal health and behavior using multi-sensor data streams
- **Automation Enablement:** Seamlessly integrates with existing farm or factory operations to automate alerts and interventions
- **Cross-Industry Adaptability:** Proven use cases in agriculture, energy, and industrial automation – demonstrating solution flexibility
- **Technology Edge:** Combines proprietary hardware, embedded software, and AI-based analytics to deliver reliable, low-latency IoT performance

# Agenda

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1. Company & Group Overview
2. Products & Partnerships
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# Income Statement

₹ crores unless otherwise mentioned						
Particulars	H2 FY26	H2 FY25	YoY Change (%)	FY26	FY25	YoY Change (%)
Revenue from operations	105.8	26.3	302%	145.8	32.9	343%
Cost of materials consumed including finished goods and WIP	87.8	8.4	944%	116.5	12.0	871%
Employee benefits expense	0.8	2.9	-74%	2.2	4.5	-52%
Total operating expenses (incl. other expenses)	90.0	19.2	368%	122.6	25.8	376%
EBITDA	15.7	7.1	121%	23.3	7.1	226%
EBITDA margin	14.9%	27.0%	-1212 bps	16.0%	21.7%	-572 bps
Other income	3.9	0.5	670%	5.0	0.9	446%
Finance costs	3.8	2.2	75%	5.5	2.9	88%
Depreciation	2.5	0.3	756%	3.3	1.7	93%
Profit before tax	13.3	5.1	158%	19.5	3.4	467%
Tax expenses	5.4	0.8	546%	7.2	0.9	669%
Profit after tax	8.0	4.3	84%	12.3	2.5	391%
PAT margin	7.5%	16.5%	-893 bps	8.4%	7.6%	82 bps
EPS (₹) <sup>1</sup>	3.2	4.1	-21%	5.0	1.1	350%

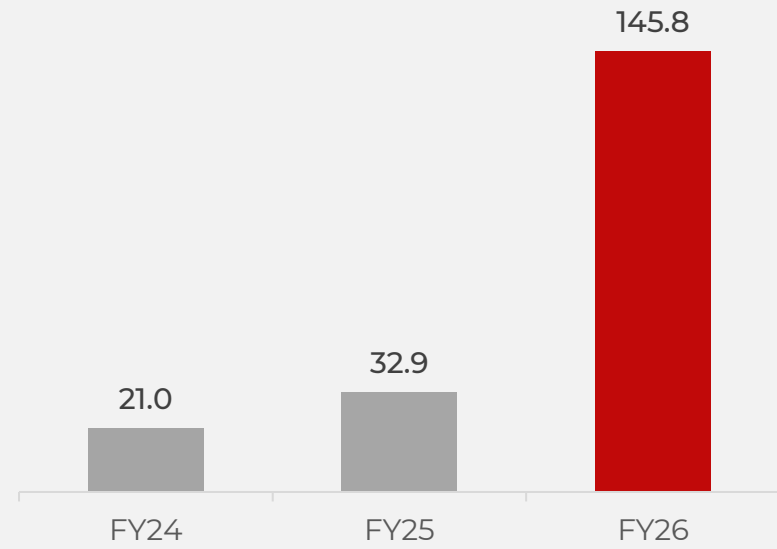
1. Company issued bonus shares in the ratio of 4:1 in January, 2026

# Balance Sheet

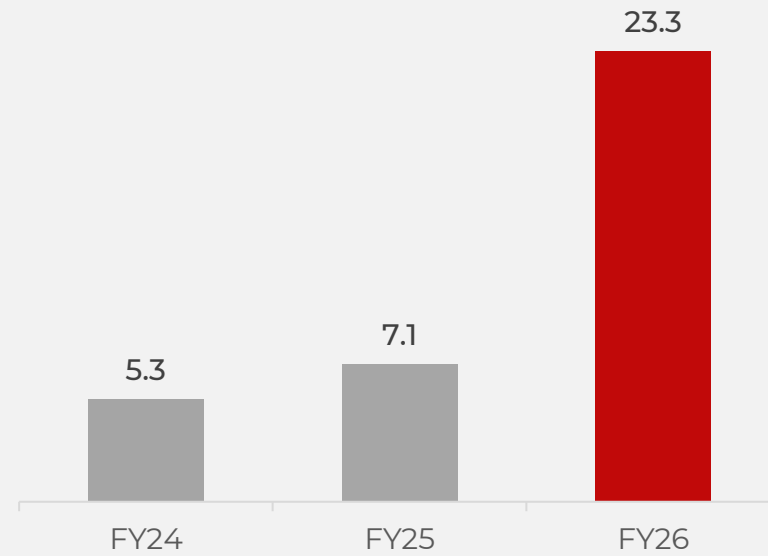
₹ crores unless otherwise mentioned		
Assets	FY26	FY25
Property, plant and equipment	29.9	3.9
Intangible assets & goodwill	5.3	4.3
Capital work-in-progress	7.9	4.4
Other non-current assets	4.4	4.0
Cash and investments	57.4	27.3
Trade receivables	39.7	16.2
Inventories	54.1	18.6
Short-term loans and advance	22.0	3.0
Other current assets	19.0	1.9
<b>Total</b>	<b>239.7</b>	<b>83.6</b>
Equity and Liabilities	FY26	FY25
Shareholder's funds	113.7	57.6
Trade payables	37.0	12.4
Short-term borrowings	63.9	5.0
Long-term borrowings	15.5	3.5
Other non-current liabilities	1.0	0.8
Other current liabilities	8.6	4.3
<b>Total</b>	<b>239.7</b>	<b>83.6</b>

# Historical Business Performance

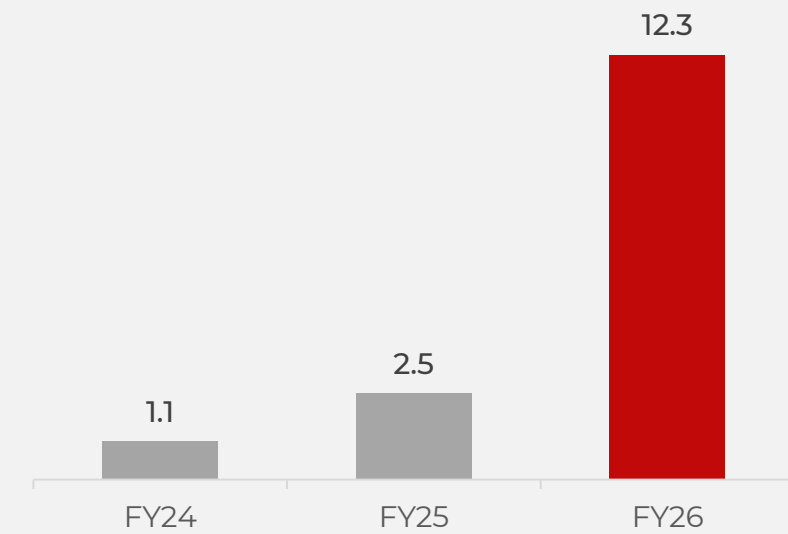
Revenue from Operations (₹ crs.)



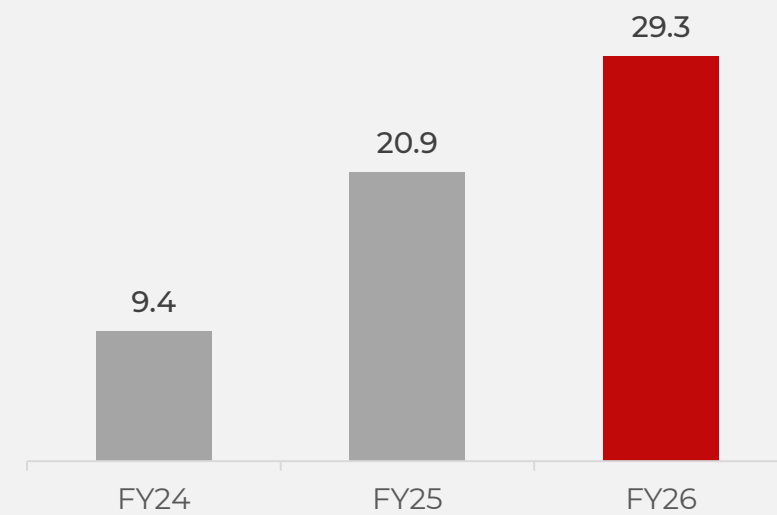
EBITDA (₹ crs.)



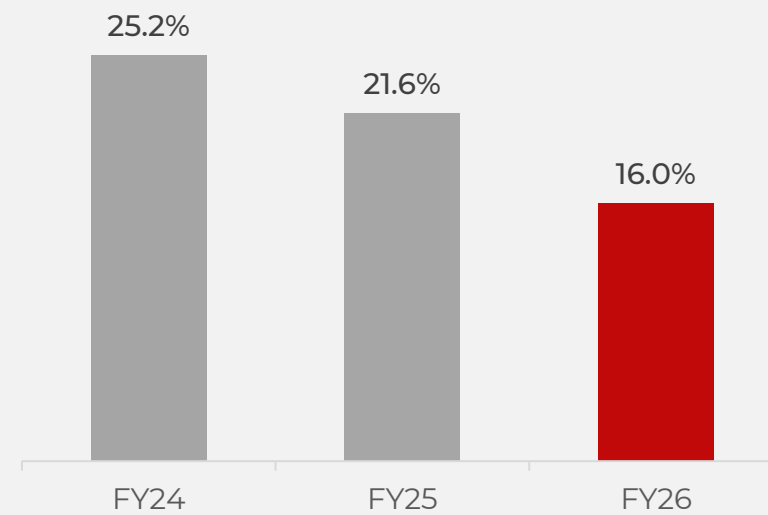
Profit After Tax (₹ crs.)



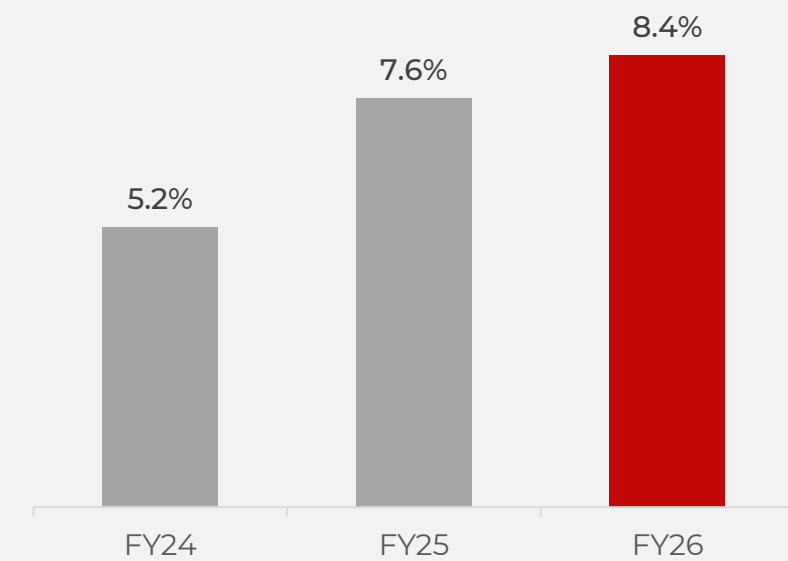
Gross Profit (₹ crs.)



EBITDA Margin

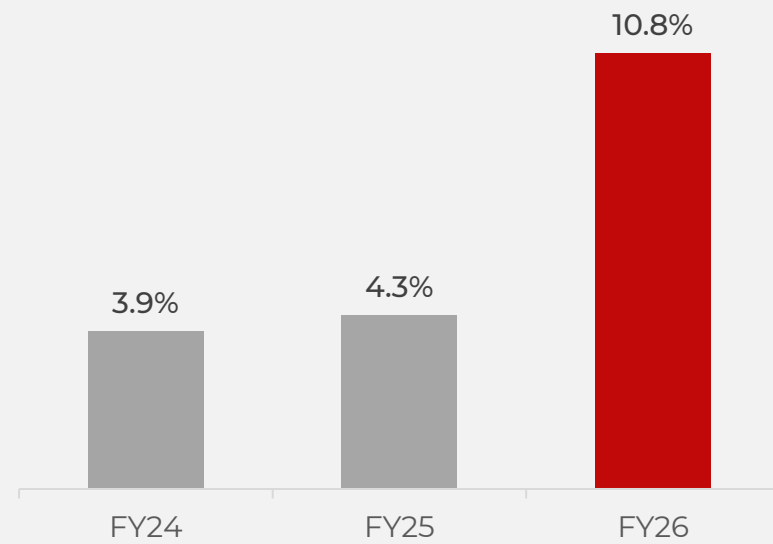


PAT Margin

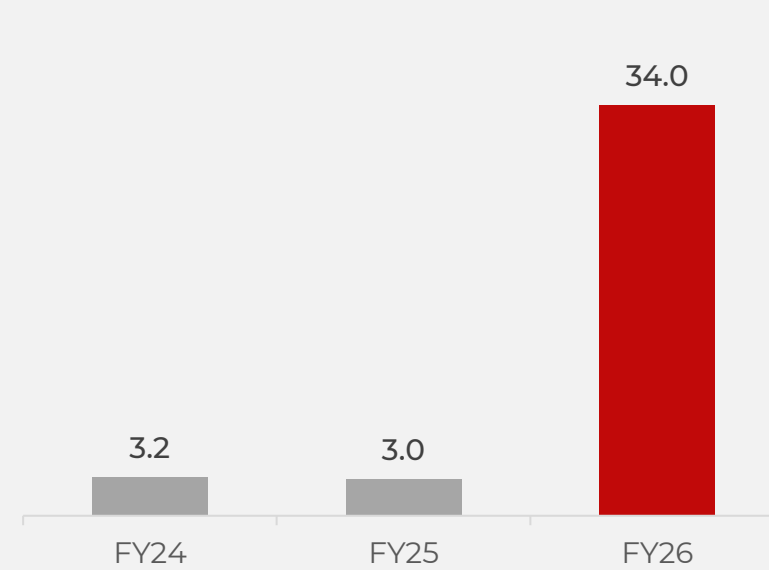


# Historical Business Performance

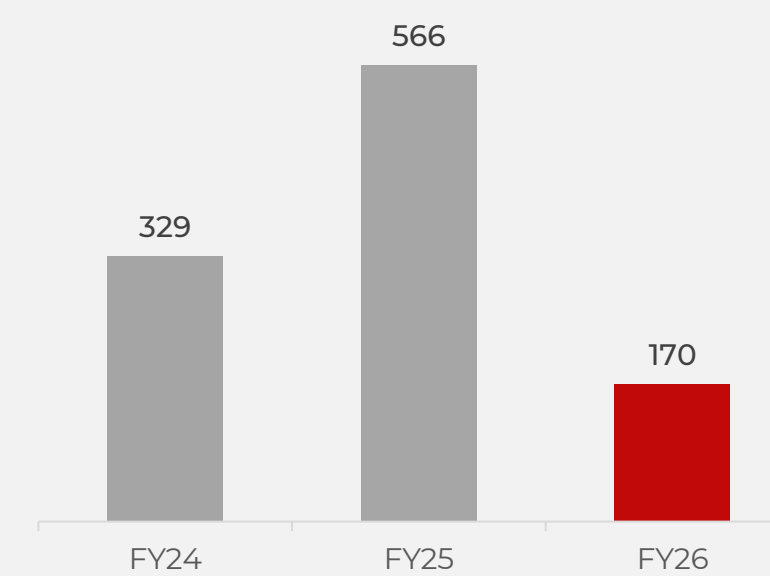
RoE<sup>1</sup>



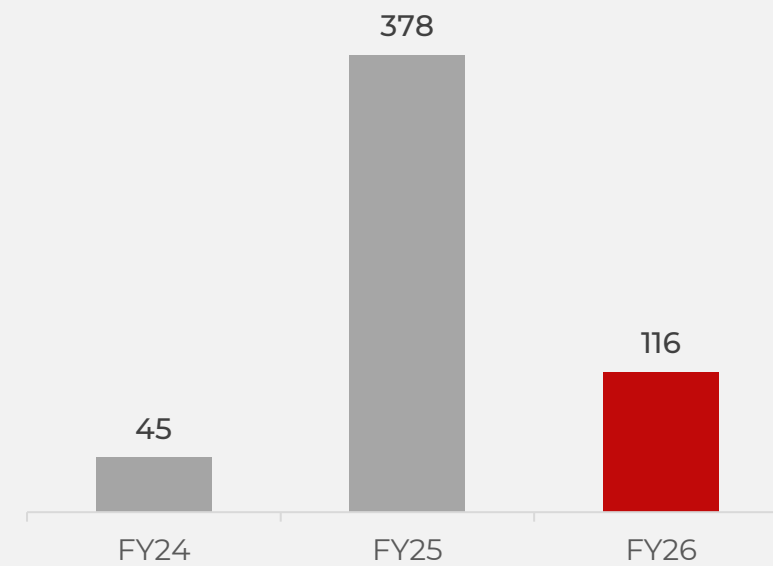
CapEx (₹ crs.)



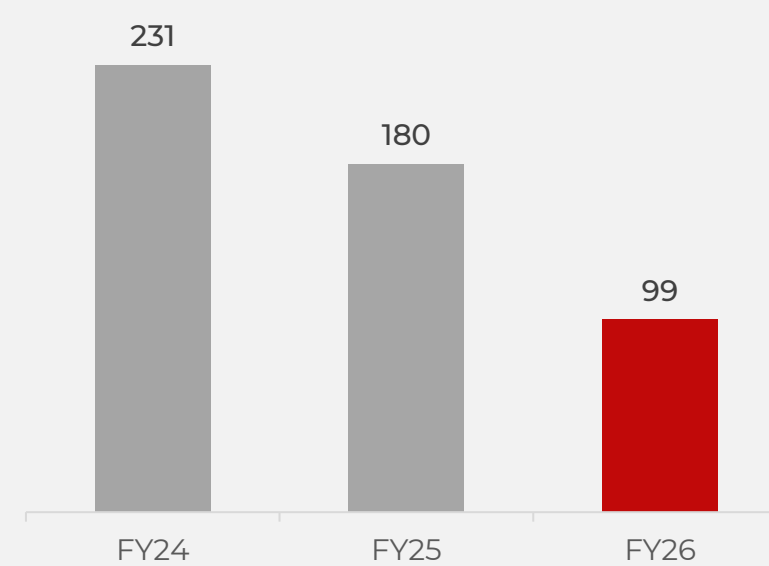
Inventory Days



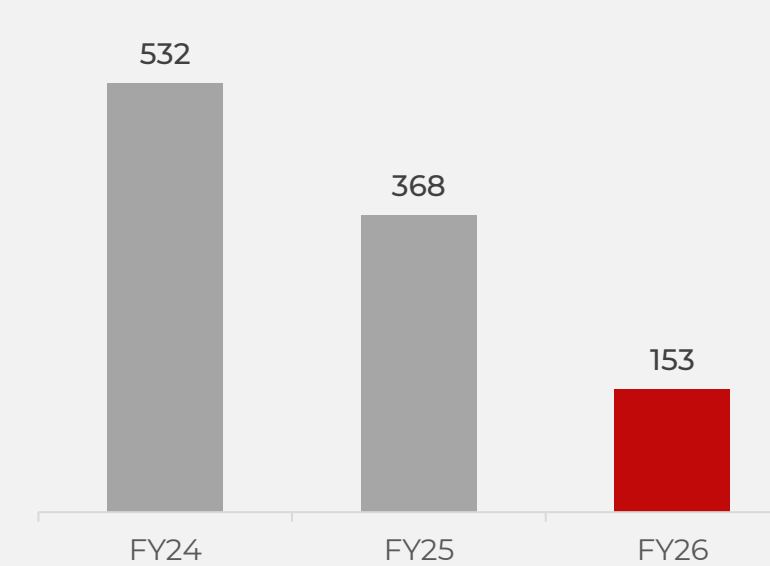
Payable Days



Debtor Days

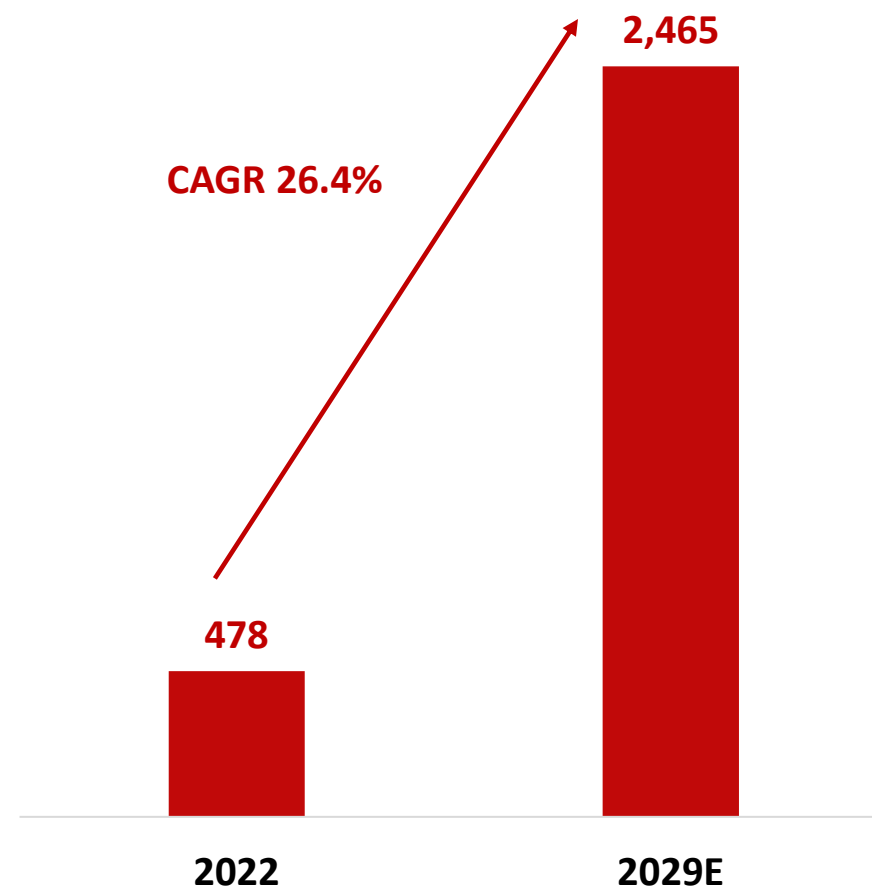


Cash Conversion Cycle



# IoT Market Outlook

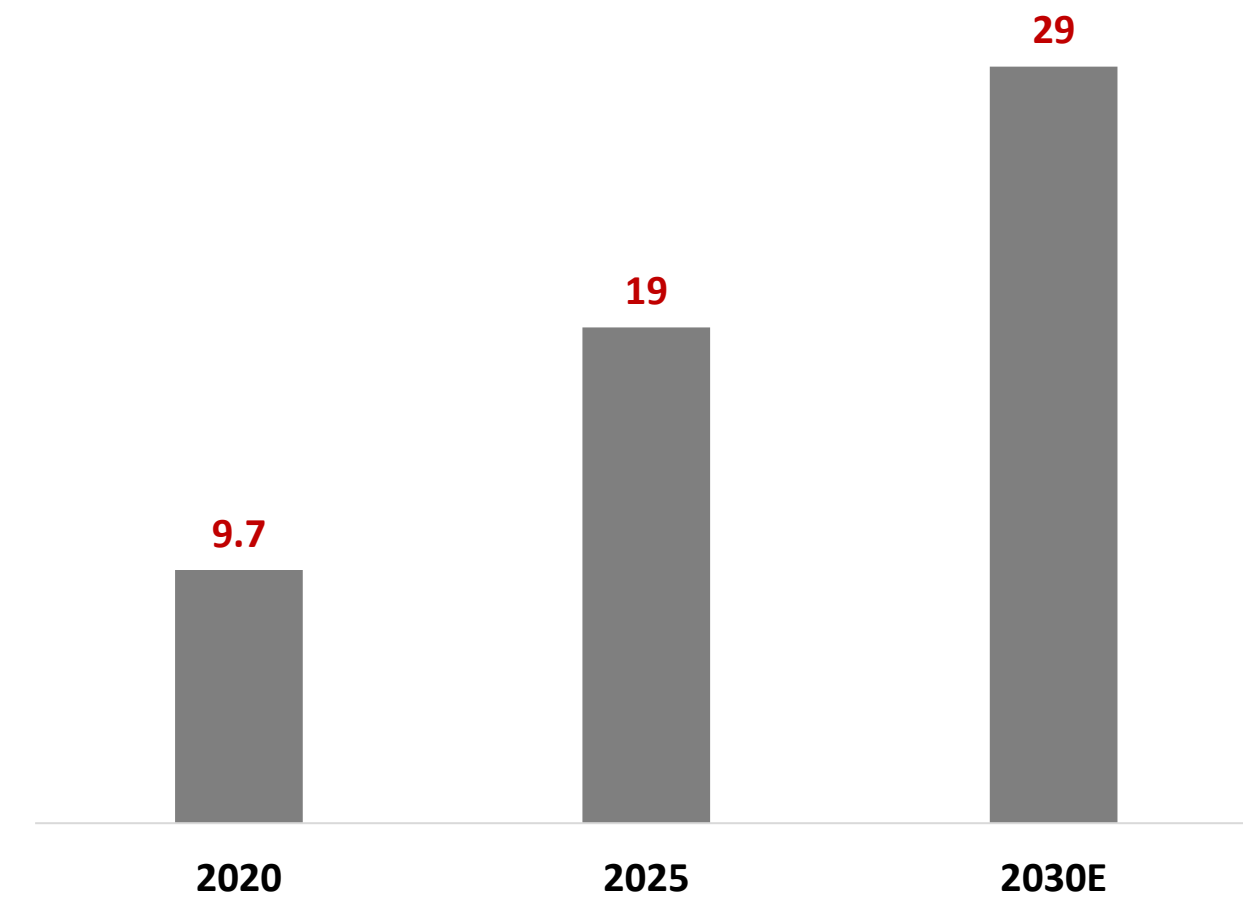
**Global IoT Market**  
(in USD Billions)



- Rising trend for smart city solutions has encouraged stakeholders to bolster their penetration across untapped areas.
- Footfall of smart meters, smart light and sensors will further gain prominence from the demand for smart homes and buildings.
- With the implementation of smart technologies, industry players anticipate Internet of Things (IoT) market share to gain significant traction.

Source : Fortune Business Insights

**Number of IoT Devices**  
(in Billions)

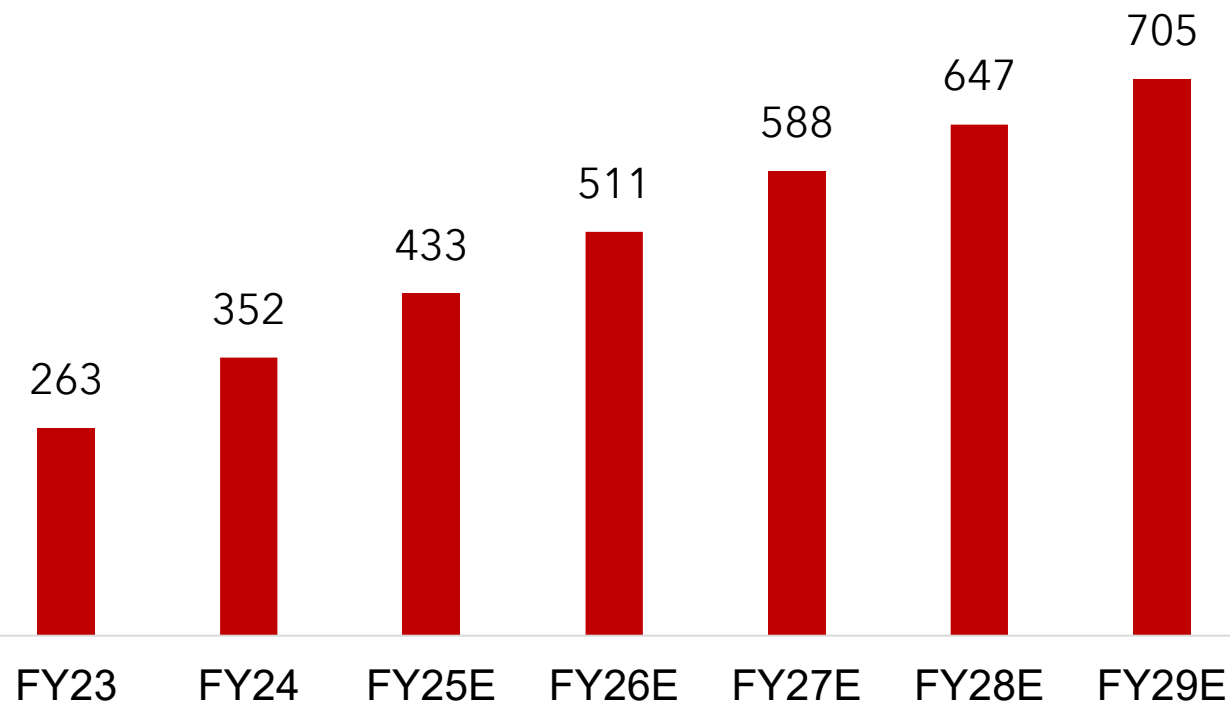


- **Explosive Market Growth:** Global IoT devices expected to triple from 9.7B (2020) to >29B by 2030.
- **Universal Applicability:** IoT adoption is industry-agnostic, and so is our approach.
- **Consumer-Led Expansion:** By 2030, the consumer segment will drive ~60% of IoT demand (~17.4B devices).

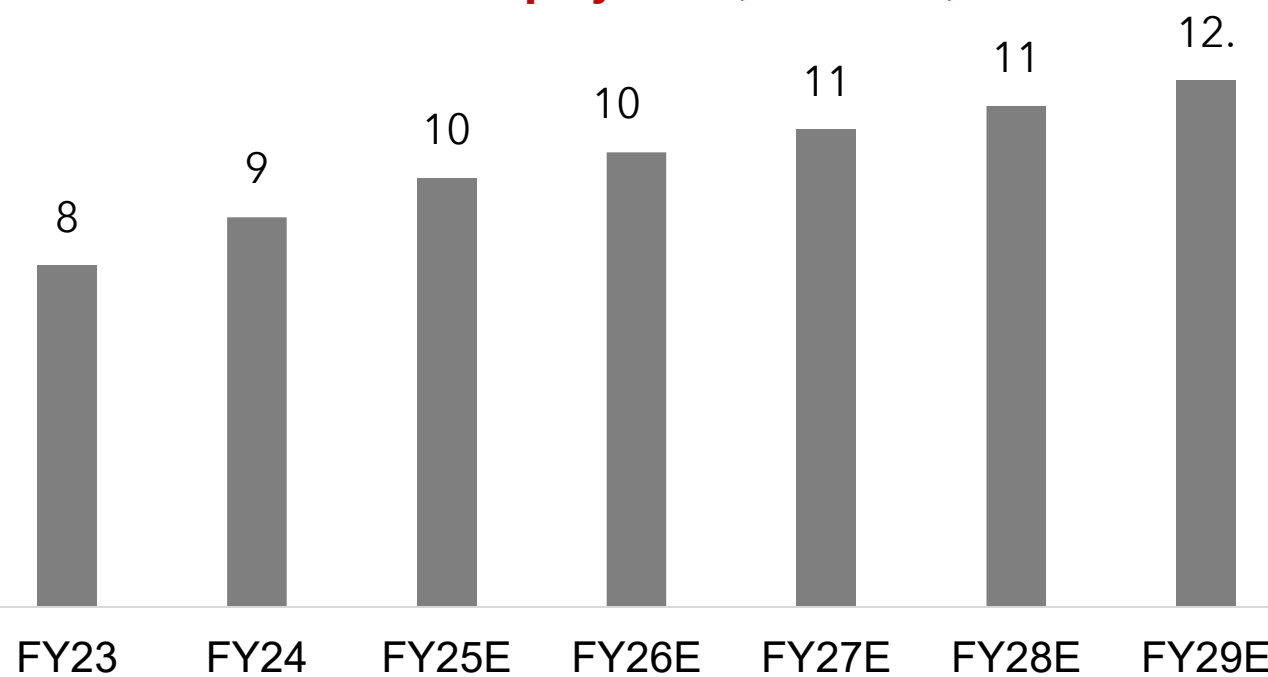
Source : www.statista.com

# Next-Gen Payments: QR, Soundboxes & Soft POS (1/2)

**Total QR Codes (in Million)**



**POS Deployment (in Million)**



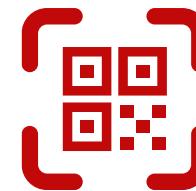
## Factors Driving 50%+ CAGR in QR Deployment:



**Smartphone + Network Boom:** Affordable smartphones and deep 4G/5G penetration are bringing millions of Tier II/III consumers online.



**UPI Advantage:** NPCI's UPI rails enable instant, interoperable, zero-MDR payments, reinforced by Digital India and regulatory tailwinds.



**QR-Led Scale:** Static QR codes replace costly POS terminals, i.e. fast, frictionless merchant onboarding at minimal cost.



**Merchant Economics:** High MDR, setup complexity, and rentals make POS unattractive; QR emerges as the low-cost, scalable alternative.

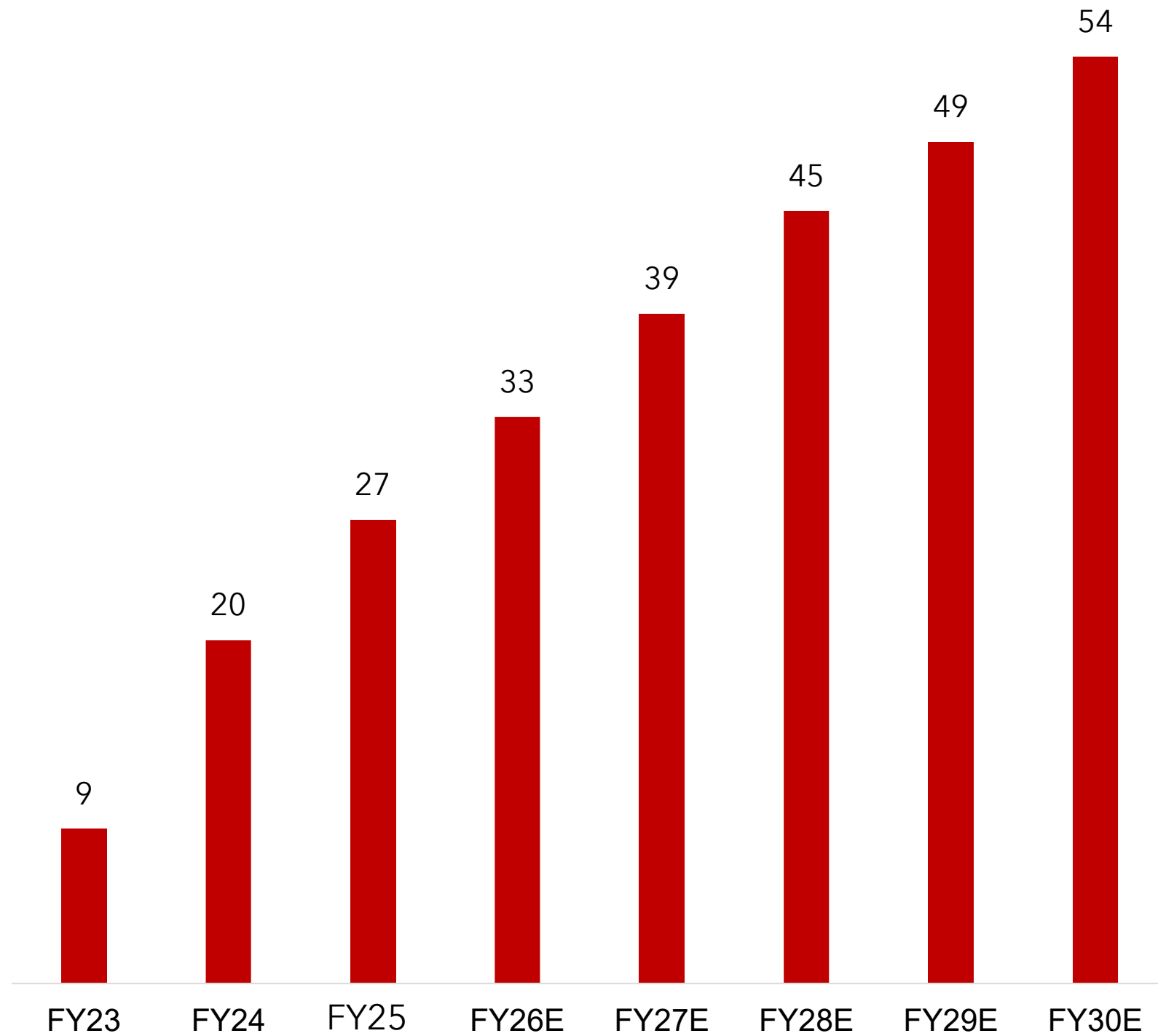


**Rising Penetration:** Together, these forces are accelerating digital payment adoption across India.

Source : RBI, PwC analysis

# Next-Gen Payments: QR, Soundboxes & Soft POS (2/2)

**Soundbox Deployment (in Million)**



Source : RBI, PwC analysis



**Voice-Enabled Soundboxes:** Gaining rapid adoption among high-footfall merchants by delivering instant payment confirmations, reducing errors/fraud, and enhancing trust for both merchants and customers.



**Recurring Revenue Model:** Rental-based soundboxes act as a stickiness lever, locking in merchant loyalty, reducing churn, and creating predictable recurring revenue streams.



**Soft POS Advantage:** Software-based POS on off-the-shelf devices eliminates the need for costly dedicated hardware, lowering entry barriers and accelerating merchant adoption.



**UPI-Led Growth Tailwind:** With QR code deployments growing at 50%+ CAGR (outpacing POS adoption), merchants are embracing voice-enabled soundboxes and soft POS solutions as the default for seamless, real-time digital payments.



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## Company



## Contact us:

[compliance@cw din.com](mailto:compliance@cw din.com)

## Investor Relations Consultant



## Capital Bridge Advisory Service Private Limited

Raj Shah, CFA  
[Raj@capbridge.in](mailto:Raj@capbridge.in)  
91 - 99259 11296

Hrishit Jhaveri, CFA  
[Hrishit@capbridge.in](mailto:Hrishit@capbridge.in)  
91 - 90999 94345

