

Date: February 06, 2026

To
BSE Limited
Listing Department
Phiroze JeeJeebhoy Towers, Dalal
Street Fort, Mumbai -400001
Scrip Code: 544614

To,
National Stock Exchange of India Limited
Listing Department
Exchange Plaza , Bandra Kurla Complex
Bandra (East), Mumbai -4000051
Symbol: CAPILLARY

Dear Sir/Madam

Subject: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

In continuation of our intimation dated February 02, 2026 regarding Analyst/Institutional call scheduled on February 06, 2026 at 04:30 PM. We are enclosing herewith Investor Presentation for the quarter and nine months ended on December 31, 2025.

This intimation will also be made available on the website of the Company and can be accessed using the below link: <https://www.capillarytech.com/investors/finances-and-reports/investor-overview/>

We request you to take the above information on records.

Yours faithfully,

For Capillary Technologies India Limited

Gireddy Bhargavi Reddy
Company Secretary and Compliance Officer
Membership No. A17091
Place: Bengaluru
Encl: As above

Capillary Technologies India Limited

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capillary

Investor Presentation

Q3 FY 26

February 6, 2026

Today's Presenters



**Aneesh Reddy
Boddu**

*Founder, Managing Director
and CEO*



**Anant
Choubey**

*Whole-time Director,
CFO and COO*



Sunil M Jain

*Head of Corporate
Development*

Safe Harbour & Disclaimer

Forward-Looking Statements

This presentation contains forward-looking statements relating to the business, financial performance, strategy, and results of Capillary Technologies India Limited ("the Company"). These statements are identified by words such as "aim," "anticipate," "believe," "expect," "estimate," "intend," "will," "project," "plan," "seek," and similar expressions.

Specific forward-looking topics covered in this document include, but are not limited to: **revenue projections, EBITDA forecasts, Net Revenue Retention (NRR) trends, gross margin trajectories, migration timelines for acquired entities, acquisition integration milestones, market growth assumptions, product roadmaps (including AI/AIRA platform developments), competitive positioning, customer retention rates, regulatory compliance status, cash flow expectations, working capital dynamics, and capital allocation plans.**

These statements are based on current beliefs, plans, and expectations and are subject to inherent risks and uncertainties. Actual results may differ materially from those expressed or implied due to factors including changes in client demand, competitive landscape, technology shifts, and regulatory environments. The Company assumes no obligation to update these statements to reflect subsequent events or circumstances.

Non-GAAP Financial Measures

This presentation includes certain non-GAAP financial measures, but are not limited to Adjusted EBITDA, Annual Recurring Revenue (ARR), and Net Revenue Retention (NRR). These measures are supplemental and not defined under Ind AS, IFRS, or U.S. GAAP. They should not be considered in isolation or as alternatives to financial measures prepared in accordance with applicable accounting standards. The Company believes these non-GAAP measures provide useful information to investors regarding operating performance and liquidity, aligned with how management evaluates the business.

Data Accuracy & Rounding

Certain data contained in this presentation, including market size and competitive position, has been obtained from third-party sources and reports (e.g., Zinnov, Forrester). While the Company believes these sources to be reliable, it has not independently verified such data. Financial figures have been rounded to the nearest decimal or integer for presentation purposes; consequently, sums of figures may not exactly match the totals presented.

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Global Market Leader in Loyalty and Engagement Management

Global reach tapping into the unique needs and preferences across regions



Offering AI-powered Cloud-native Products and Solutions to Large Enterprise Customers Globally monetized through long term subscription contracts.

Awards & Recognitions



Clients



410+
Brands

20
Fortune 500
Customers

1.8 Billion+
Consumers
on the Platform

99.999%
Product Uptime

47
Countries

16
Global Offices

700+
Employees Worldwide

Independent Recognition – Forrester Wave™

Loyalty Technology Solutions, Q4 2025 · Market Leadership



High rankings in Forrester Wave and other analyst reports serve as trusted third-party validations that build our credibility and heavily influence buyer decisions during procurement. Enterprises heavily reference these reports in RFPs and vendor evaluations, with high rankings directly boosting win rates and pipeline velocity. This translates to easier market entry and our positioning as best-in-class providers.

"Capillary Technologies named a Leader in Loyalty Technology Solutions."

— The Forrester Wave™: Loyalty Technology Solutions, Q4 2025

- * Highest among all vendors in both Current Offering and Strategy
- * 5/5 Score in 22 out of 27 Criteria



AI-First Platform Approach

Validation of our AIRA-powered architecture delivering predictive insights and automated personalization at scale.



Enterprise-Grade Reliability

Recognized for high availability (99.999%), security compliance, and ability to handle complex global enterprise deployments.



Customer Success Focus

High customer feedback scores reflected in the 'Customer Favorite' designation, validating our partnership-led engagement model.

The Forrester Wave™ is copyrighted by Forrester Research, Inc. Forrester and Forrester Wave™ are trademarks of Forrester Research, Inc. The Forrester Wave™ is a graphical representation of Forrester's call on a market and is plotted using a detailed spreadsheet with exposed scores, weightings, and comments.

Our Product Suite that helps brands stay consumer ready !

Capillary Platform with aiRA [AI-powered Research Assistant]

Capillary's AI/ML-powered platform captures data and creates a customer single view — from loyal & other customers — for information, insights, engagement and personalised experiences

CDP+

Data Sources

- POS/Kiosks
- eCommerce
- Mobile App
- Social Media
- Third-party data
- Search & click

data



Build a Relationship

Loyalty+

Loyalty+

Increase Customer Retention Efficiently

Keep Them Engaged

Engage+

Engage+

Personalized Customer Communication

Understand Them

Insights+

Insights+

In-depth Analysis With Automated Reports

Reward & Incentivise

Rewards+

Rewards+

Extensive Global Rewards Network

Simplified Bulk & API Integration using **Connect+**

Platform feature extensibility using **Neo**

Custom UIs using **Vulcan**

Capillary **Web SDK & Mobile SDK**

Campaign integration with paid media

Growth

NRR Expansion

Expanding Total NRR (111%) led by robust 115% organic expansion from our three levers of expanding existing customer revenue, viz.,:

- platform usage overages and inflationary increases,
- product upgrades and service upsells, and
- new brands, geographies and business units

The above 115% Organic NRR successfully offsets planned churn in the inorganic portfolio which is reflected in the 96% NRR in our Inorganic customer portfolio..

New Customer Wins

Accelerating momentum with targeted Fortune 500 enterprise wins and larger deal sizes across global markets, driving future revenue predictability.

M&A

Rapidly integrating Kognitiv to unlock significant cost synergies, streamline operations, and enable cross-selling of core loyalty modules.

Profitability

NRR linked margin expansion

Incremental revenue from existing customers comes at higher gross margin, improving profitability

Leverage on non-CoGS Cost

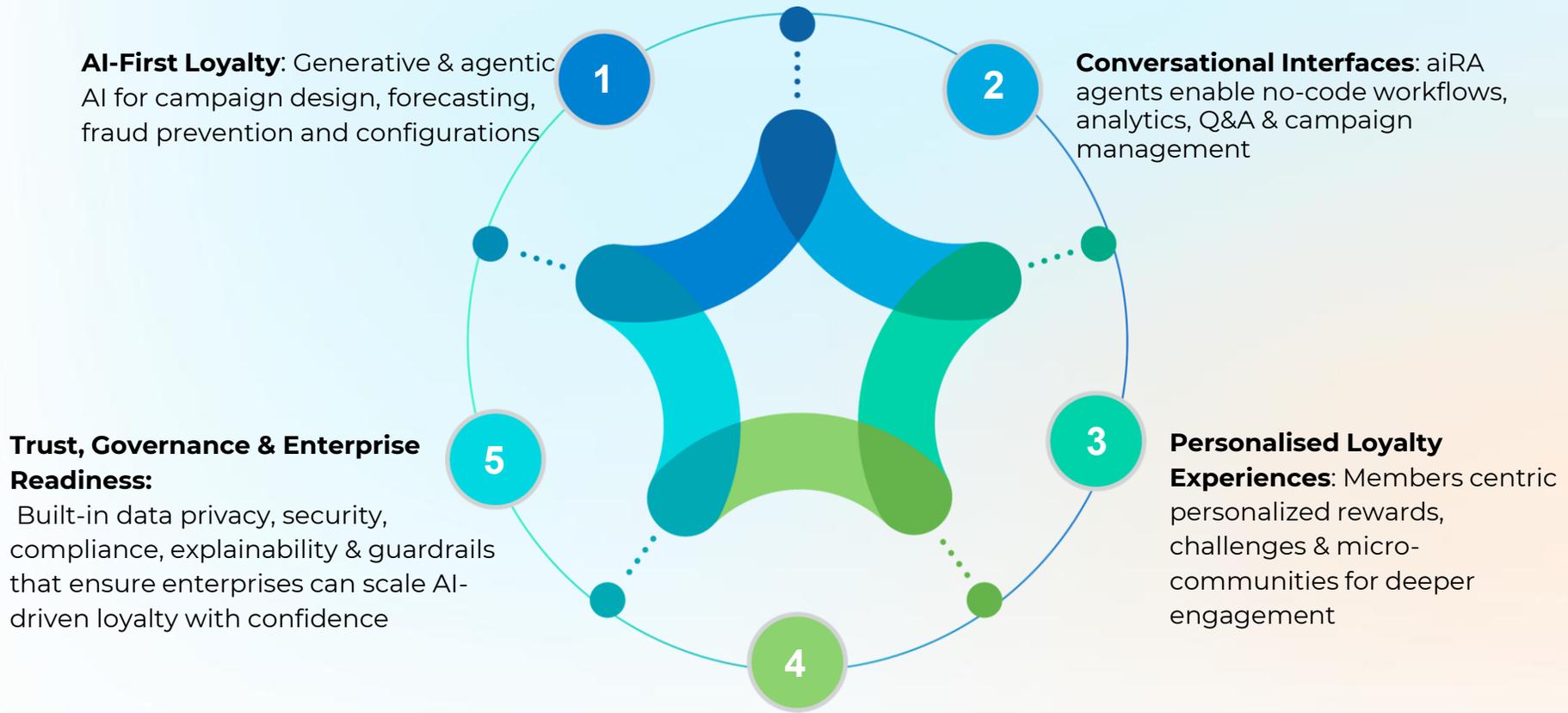
~60% of our costs are linked is non COGS related to technology, S&M, Corporate functions, which do not grow linearly with revenues

Migration of Customers from M&A

Post migration to our platform customers move from a ~30% gross margin to a ~65% margin, leading to better profitability and cash flow generation, making our M&A a 4-5 year cash pay back engine.

Our 5-Layer Platform Innovation Approach

Validated Ideas → Measurable Outcomes

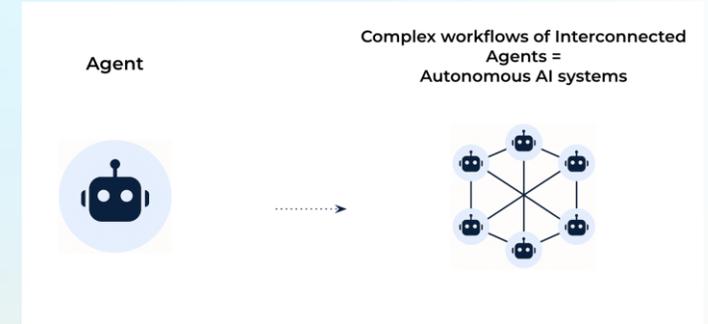


Value driven Innovation focuses on

- Platform adoption & value delivered
- Customer outcomes- NPS and conversion
- Faster experimentation & learning
- Improved operational excellence and productivity
- Enterprise centric confidence & controls

Meet aiRA: Our Most Transformative Leap in AI

Long before generative AI hit the mainstream, we built our AI-powered nudge framework



Advance **analytics & reporting** based on brand knowledge

Campaign Name	Channel	Total Contacted Customers	Total Responded Customers	Hit Rate	Total Responded Sales	Open Rate
EQSS March 2024	SMS	424,420	72,151	17.34%	78.98Cr	58%

💡 The inactive customer base was contacted in this campaign.
 The offer linked to this campaign has shown a lesser redemption rate in the past as well.

Want to create an audience group of the inactive customers?
Create

Loyalty Campaigns and Promotion **Automated Setup**

Customer **support agent**

how many points did customer 919165981038 get in the last transaction and why ?
02:19 PM

Almost done..Hang in there..

3 steps completed

- Searching customer
- Fetching Customer Transactions
- Fetching transaction details
- Fetching evaluation log

Headline Results

Q3 and 9M FY26 Key Financial Metrics • YoY Performance



Revenue from Operations

Q3 FY 26

₹ 1,840.4 Mn

↑ 16% YoY



Adjusted EBITDA

₹ 301.4 Mn

↑ 24% YoY



Profit After Tax (PAT)

₹ 79.9 Mn

4% margin

9M FY 26

₹ 5,432.5 Mn

↑ 22% YoY

₹ 712.0 Mn

↑ 53% YoY

₹ 90.2 Mn

2% margin

Revenue Metrics

Retention & Annual Recurring Revenue

Net Revenue Retention (NRR)

Period	Total NRR
FY24	113%
FY25	121%
TTM Dec'24	121%
TTM Dec'25	111%

Current Breakdown (TTM Dec'25):

Organic Business: **115%**

Inorganic Business: **96%**

Annual Recurring Revenue (ARR)

₹ in Mn.

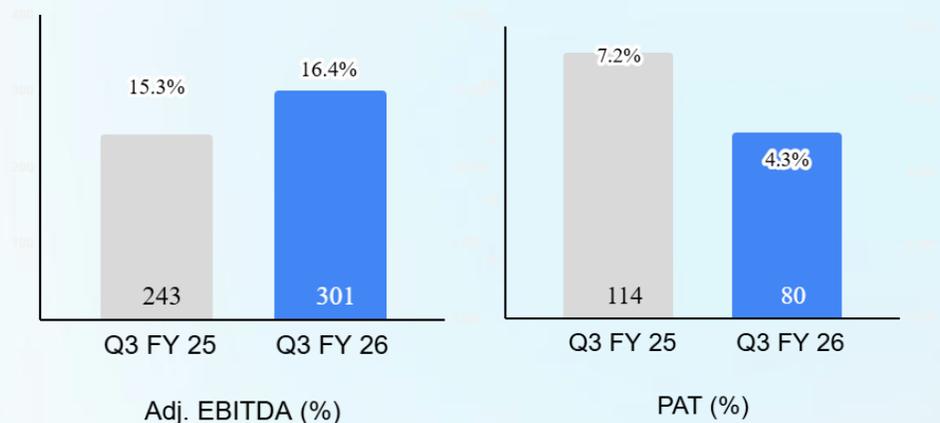


Our ARR as of end of Q3 FY 26 has **grown by 21%** over FY 2025 to **₹ 7,361 Mn.**

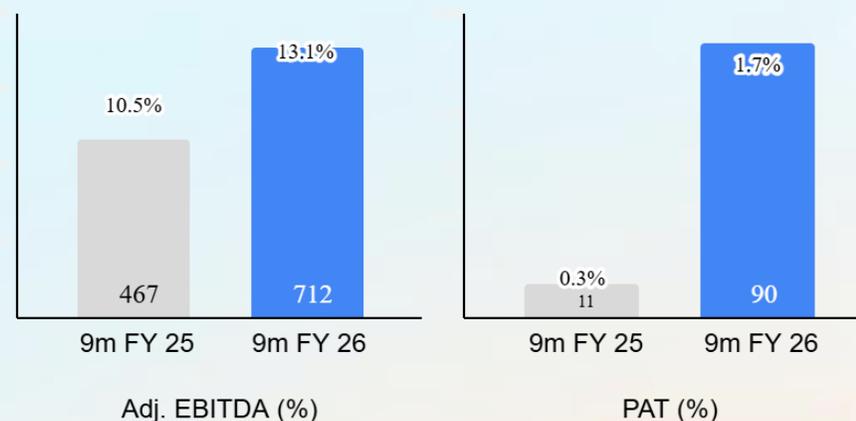
Profitability Metrics

Margin Expansion · 9M Performance · Normalised PAT

Q3 FY26 Performance



9M FY26 Performance



Key Commentary

- Our 9M Adj. EBITDA **grew YoY at 53%** to ₹712 Mn.
- The 3M Adj. EBITDA at **24% YoY growth closed at ₹ 301 Mn. at 16.4% margins.**
- The 3M Adj. EBITDA growth of 24% does not translate into an equivalent growth in PAT due to:
 - one-time IPO and DLC expenses,
 - high acquisition-asset amortisation, and
 - increased current tax expenses with increased profitability.

₹ Mn.

Normalised PAT	Q3 FY 26	9M FY 26
Profit/(loss) after tax	79.9	90.2
One-time gratuity expenses impact due to Direct Labour Code ("DLC")	16.1	16.1
IPO expenses	19.8	19.8
Normalised PAT	115.8	126.1
Normalised PAT margin	6%	2%
PAT Q3 FY 25 & 9M FY 25	114.2	11.4
Q3 FY 25 & 9M FY 25 PAT margin	7%	0%

Profitability & Cash Flow Metrics

Margin Expansion · Cash Efficiency



₹ Mn.

PAT to Adj. EBITDA reconciliation	Q3 FY 26	Q2 FY 26	Q3 FY 25	9m FY 26	9m FY 25	FY 25
Profit/(loss) after tax from continuing operations	79.9	2.9	114.2	90.2	11.4	141.5
<i>PAT margin</i>	4%	0%	7%	2%	0%	2%
Total tax expense/(credit)	1.3	(3.2)	(14.7)	(3.9)	(24.1)	(34.7)
Depreciation and amortisation expenses	190.8	191.0	128.4	554.5	436.1	601.0
Finance costs	14.6	17.7	16.7	43.9	61.9	77.9
EBITDA	286.6	208.3	244.6	684.8	485.3	785.7
<i>EBITDA margin</i>	16%	12%	15%	13%	11%	13%
ESOP expenses	36.4	22.9	25.4	70.7	78.6	77.7
Finance income, asset disposal profits and fair valuation gains	(21.5)	(10.4)	(27.1)	(43.5)	(97.2)	(118.3)
Adjusted EBITDA	301.4	220.8	242.8	712.0	466.7	745.1
<i>Adjusted EBITDA margin</i>	16%	12%	15%	13%	10%	12%

Liquidity Position

Closing Cash (Q3 FY26) * **₹ 4,635 Mn**

9M Operating Cash Flow **₹ 1,009 Mn**

9M OCF / 9M Adj. EBITDA ** **142%**

* Closing cash balances include short term investments and bank deposits

** OCF refers to Net cash flow from operating activities

- High amortisation reflects recent acquisitions (Rewards, Brierley, Kognitiv)
- While amortisation charges remain elevated due to strategic acquisitions, the business is **cash-generative**, funding operations and growth internally with a **9M OCF to Adj.EBITDA ratio of 142%**.

Frequently Asked Questions

Management answers to investor questions on Q3 FY26 performance, growth drivers, margin trajectory, M&A integration, and corporate governance.



**Growth &
Performance**



**Margins &
Profitability**



**M&A &
Integration**



**Governance &
ESG**



**Geo & Vertical
Mix**

Q1 How has overall business growth and profitability performance been?

- Business growth momentum remains robust with **22% YoY revenue growth** in 9M FY26 and **16% YoY growth** in Q3 FY26.
- This is driven by a combination of NRR (**115% organic, 111% overall**) and strategic acquisitions:
 - The organic growth is a result of our:
 - *NRR growth through three levers of expansion - (i) platform usage overages and cost of living adjustments, (ii) product and service upsells and cross-sells, and (iii) expansion through new geographies, brands or business units of customers;*
 - *this is supplemented by revenue contribution from new logo acquisitions in 9M ending December 31, 2025 from our new ACV wins in travel, automobile & hospitality, healthcare and energy retail industry verticals.*
 - The inorganic growth comes from the Kognitiv acquisition. The earlier acquisitions display a predictable reduction in both 9M and 3M periods as a result of expected churn of acquired legacy platform customers.
- This dual engine of growth has expanded our Annual Recurring Revenue (ARR) to **₹7,361 Mn**, up from ₹6,083 Mn in FY 25. Our customer base now includes 20 Fortune 500 companies.
- **Adjusted EBITDA** has expanded significantly in both periods, growing **24% and 53% in the 3m and 9m periods** respectively. The company has achieved substantial improvement driven by scale and integration synergies across inorganically acquired businesses led by early optimisation in functions below gross margin. This is resulting in revenue growth outpacing operating expenses with the latter growing YoY at 18% in the 9M period against the 22% revenue growth.

9M Revenue Growth

22%

↑YoY vs 9M FY25

ARR Expansion

₹7,361 Mn

↑From ₹5,460 Mn

Organic NRR

115%

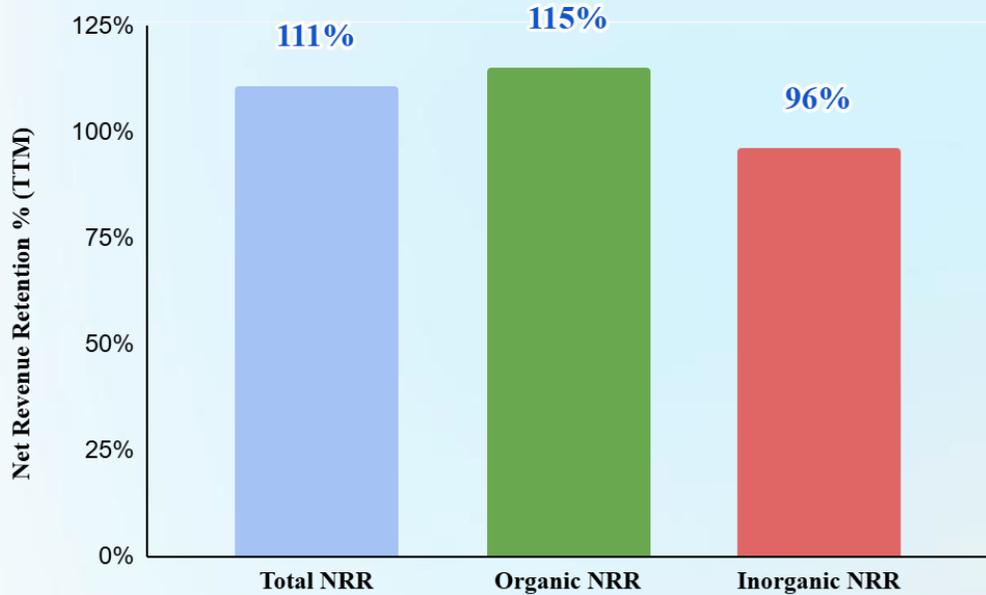
✓ Best-in-class Retention

Q2 What is the NRR for TTM Dec 25 and what does the Organic vs Inorganic breakdown show?



NRR Breakdown: TTM Dec 25 Actuals

Trailing 12 Months Ending Dec 31, 2025



Total Blended NRR: 111%

(TTM Basis)

TTM methodology smooths seasonal volatility, providing a stable view of long-term retention health across the portfolio.

i Business Composition

✓ The majority of our business is from organic revenue.

↗ Performance Divergence

Organic NRR (115%) remains strong, confirming healthy core platform expansion and deep adoption of core Capillary product suite.

Inorganic NRR (96%) reflects expected migration dynamics from acquired assets (Brierley/Kognitiv), with churn contained within projections.

Total NRR (Blended)

111%

Organic

115%

Inorganic

96%

**Definitions: Organic = All revenue from customers on Capillary platform; Inorganic = Acquired assets not yet migrated or in the process of migration; TTM = Trailing Twelve Months.*

Q3 What is the subscription revenue performance in Q3 FY26 vs Q3 FY25?

Performance

📅 Q3 Performance (3 Months)		📅 9M Performance (YTD)	
Q3 FY25 Sub. Revenue	₹1,155.9 Mn	9M FY25 Sub. Revenue	₹3,435.5 Mn
Q3 FY26 Sub. Revenue	₹1,640.8 Mn	9M FY26 Sub. Revenue	₹4,851.9 Mn
Absolute Growth	+₹484.9 Mn	Absolute Growth	+₹1,416.4 Mn
YoY Growth %	+42.0%	YoY Growth %	+41.2%

REVENUE STREAM	Q3 FY26 REVENUE	% OF TOTAL	QOQ TREND
Subscription Revenue	₹1,640.8 Mn	89.2%	Increasing Mix
Other Services (Installation)	₹189.8 Mn	10.3%	Normalizing
Campaign Services	₹9.7 Mn	0.5%	Stable

🗨️ Commentary

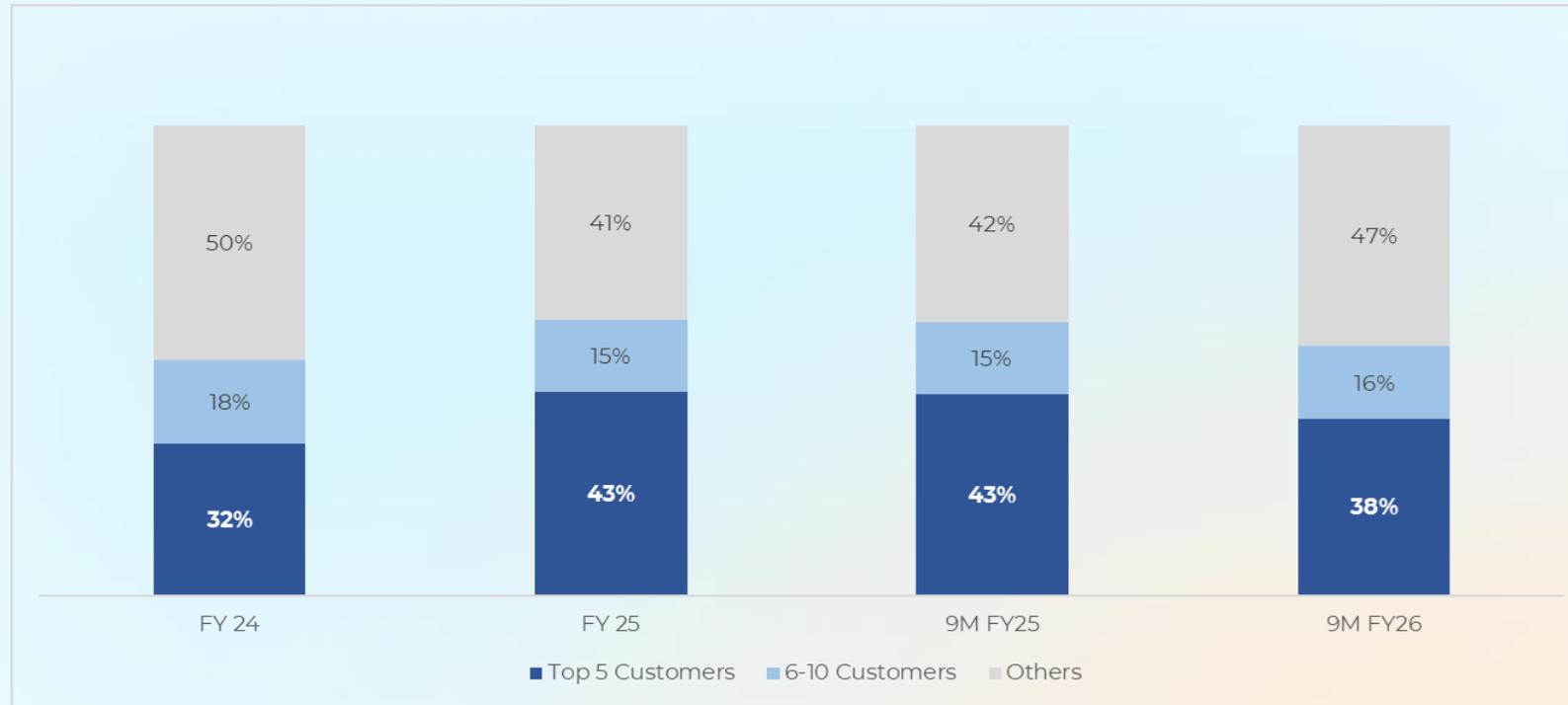
Subscription revenue grew **42% YoY** to **₹1,640.8 Mn** in Q3 FY26, maintaining **89.2%** share of total revenue.

⚙️ Key Drivers of Change

- ✓ **Organic Expansion:** Core platform adoption driving recurring revenue.
- ✓ **Migration Success:** Converting legacy service contracts (Brierley/Kognitiv) to subscription models.
- ✓ **Mix Improvement:** Deliberate shift away from one-time service revenue.

Q4 What is Top-10 client concentration and how do you mitigate risk?

Trend Data



Analysis

The percentage decline occurred alongside absolute growth in Top 5 revenue from ~ ₹1,918 Mn for 9M FY 25 to ~ ₹2,044 Mn in 9M FY 26. This confirms that reduced concentration is driven by **faster growth in the broader portfolio**.



Risk Mitigation: We will continue to improve concentration risk by widening our logo base and expanding into new verticals while deepening relationships with key accounts.

Note: Customer concentration has been computed on Net Revenue in each period

Q5 What is our employee strength and functional mix?

Total Headcount (Dec 31, 2025)

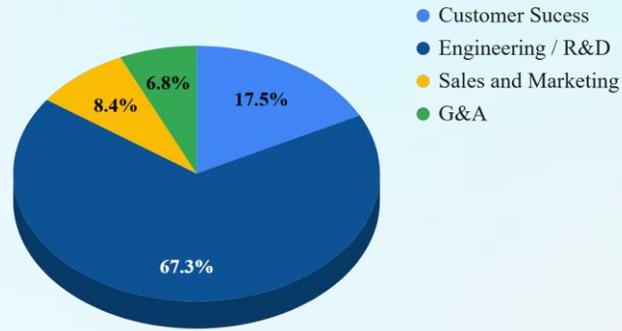
703

↑ +6% YoY

Strategic headcount expansion driven by R&D investments in AI and strengthening delivery capabilities for acquired platform migrations.

Composition

Functional Breakdown



Note: The increased concentration of headcount in Engineering / R&D functions, aligned with our strategy of AI and other R&D focused investments, ensures scaled expansion. It results in revenue far outpacing growth in headcount as is demonstrated in the 6% headcount growth from December, 2024 vs. 22% YoY revenue growth in the 9M period.

Strategic Hiring Focus

AI & R&D Expansion: Scaling engineering teams for AIRA platform development and GenAI capabilities.

Sales Scaling: Adding enterprise sales leaders in US/EU to drive Fortune 500 penetration.

Operational Strategy

Delivery Strengthening: Ramping up implementation teams to accelerate migration of acquired customers.

Q6 What are the Basic & Diluted EPS, RONW, and Net Worth for Q3 FY26?

EPS Growth		Net Worth	
9m FY25 Basic EPS	₹0.16	Q3 FY25 Net Worth	₹4,696.5 Mn
9m FY26 Basic EPS	₹1.22	Q3 FY26 Net Worth	₹8,664.8 Mn
Absolute Growth	+₹1.06	Absolute Growth	+₹3,968.3 Mn
YoY Growth %	682%	Return on Net Worth	1.34%

Financials

FINANCIAL METRIC	Q3 FY25 (ACTUAL)	Q3 FY26 (ACTUAL)	9M FY25 (YTD)	9M FY26 (YTD)	TREND
Basic EPS (₹ per share)	₹1.56	₹1.05	₹0.16	₹1.22	Increasing on 9M
Diluted EPS (₹ per share)	₹1.52	₹1.04	₹0.15	₹1.20	Increasing on 9M
Net Worth	₹4,696.5 Mn.	₹8,664.8 Mn.	₹4,696.5 Mn.	₹8,664.8 Mn.	Strong Base
RONW (Return on Net Worth)	2.48%	1.19%	0.25%	1.34%	Stable

Summary

Basic and Diluted EPS improved to ₹1.22 and ₹1.20 respectively in 9m FY26 from ₹0.16 and ₹ 0.15 in the prior year period, reflecting a significant increase driven by PAT expansion. Net Worth strengthened to ₹8,668.4 Mn, providing a robust balance sheet for future growth initiatives. RONW remained stable at 1.34% (9m FY26) despite the significant increase in the equity base, indicating efficient capital utilization.

Q7 What is the status on migrations of acquisition accounts?

-  Most customers from previous acquisitions (**Persuade, Brierley, Rewards+**) have successfully migrated to the Capillary stack, only two customers are still to migrate.
-  We are building **AI-powered migration capabilities** designed to significantly reduce the time and effort required for Kognitiv and any future acquisitions.
-  We have made significant progress on developing this new migration technology and, in the coming quarters, will start migrating through this new **automated AI migration tech**.

Strategic Evolution & Activity

-  M&A strategy focused on **consolidating the fragmented loyalty market** and migrating customers from old legacy tech to the best-in-class Capillary product.
-  We have entered into non-binding LOIs with a few potential acquisition targets and are in the active diligence stage. These LOIs are subject to further diligence and approvals and do not guarantee deal closure.
-  Evaluating opportunities that bring **customer bases on legacy platforms** ready for seamless migration to the Capillary stack.

Deal Parameters & Valuation

-  Open to pursuing deals valued between **0.5x to 1.5x** revenue multiples, ensuring accretive value.
-  Maintaining a **disciplined valuation framework** to ensure efficient capital utilization and shareholder return.
-  Focus on assets with clear synergy potential and manageable integration paths.

Capital Allocation Priorities

-  **Organic Growth:** Continued investment in R&D, specifically the **AIRA AI platform** to drive product differentiation.
-  **Strategic M&A:** Acquiring customer bases to **consolidate onto the superior Capillary platform.**

Summary Financials: YoY and Sequential

₹ in Million unless stated otherwise

Consolidated Summary Statement of Profit and Loss	Q3 FY 26	Q3 FY 25	YoY	Q2 FY 26	QoQ	9m FY 26	9m FY 25	YoY	FY 25
Revenue from operations	1,840.4	1,590.0	16%	1,793.3	3%	5,432.5	4,461.8	22%	5,982.6
Operating expenses	1,554.2	1,347.2	15%	1,583.9	-2%	4,747.3	4,008.8	18%	5,255.3
Other operating income	15.3	-		11.5	34%	26.8	13.8	94%	17.8
Total operating expense	1,538.9	1,347.2	14%	1,572.4	-2%	4,720.6	3,995.1	18%	5,237.5
Adj. EBITDA	301.4	242.8	24%	220.8	37%	712.0	466.7	53%	745.1
Adj. EBITDA %	16%	15%		12%		13%	10%		12%
ESOP expenses	36.4	25.4	43%	22.9	59%	70.7	78.6	-10%	77.7
Finance income, asset disposal profits and fair valuation gains	21.5	27.1	-21%	10.4	107%	43.5	97.2	-55%	118.3
EBITDA	286.6	244.6	17%	208.3	38%	684.8	485.3	41%	785.7
EBITDA %	16%	15%		12%		13%	11%		13%
Depreciation and amortisation expenses	190.8	128.4	49%	191.0	0%	554.5	436.1	27%	601.0
Finance costs	14.6	16.7	-13%	17.7	-18%	43.9	61.9	-29%	77.9
Profit/(loss) before tax	81.2	99.4	-18%	(0.4)		86.4	(12.7)		106.8
Tax expenses (net)	1.3	(14.7)		(3.2)		(3.9)	(24.1)	-84%	(34.7)
Profit/(loss) after tax from continuing operations	79.9	114.2	-30%	2.9		90.2	11.4	693%	141.5
PAT %	4%	7%		0%		2%	0%		2%

Note: Numbers have been rounded to nearest whole percentages or one decimal place..

Non GAAP Metrics	Definition
Subscription Revenue	Revenue from retainership and other services
Annual Recurring Revenue	Revenue generated by our company which is recurring in nature from sources such as subscriptions, including committed revenue from signed contracts and directly reflects the health of the core business
Net Retention Rate	Revenue from Operations for the trailing twelve month period from all customers existing at the start of the trailing twelve month period divided by Revenue from Operations generated from the same customers in the previous trailing twelve month period multiplied by 100
Organic Business	Business from all customers on the Capillary platform
Inorganic Business	Business from all customers who have not yet migrated to Capillary platform
Subscription Gross Margin	Subscription Revenue minus server hosting costs, software subscription costs and customer support costs divided by Subscription Revenue
EBITDA	Profit after tax from continuing operations <i>plus</i> total tax Expense / (credit) <i>plus</i> depreciation and amortisation expenses <i>plus</i> finance costs
Adjusted EBITDA	EBITDA <i>plus</i> ESOP expenses <i>minus</i> finance income, asset disposal profits / (losses) and fair valuation gains / (losses)
Operating Expense	Professional and consultancy expenses <i>plus</i> software and server charges <i>plus</i> employee benefit expense (ex. ESOP expenses) <i>plus</i> other operating expenses
Other Operating Income	Other income <i>minus</i> finance income, asset disposal profits / (losses) and fair valuation gains / (losses)



 capillary
Thank You

*For any queries, please reach out to
investorrelations@capillarytech.com*