Fleet Management Company — Comprehensive Status Report (FY 2024)

1. Financial Performance

Financial Overview

For FY 2024, the fleet recorded a total revenue of **INR 94.63M** against operating expenses of **INR 76.51M**, yielding a gross profit of **INR 63.55M** and a net profit of **INR 18.13M**. Revenue per KM stood at **INR 24.75**, reflecting strong per-unit earning efficiency across the fleet operations.

Fleet Performance Indicators

KPI	Value
Fleet Utilization % (Uptime)	93.10%
Revenue per Vehicle	INR 94.63K
Cost per KM	INR 20.01
KM per Vehicle	3,824.0661
Driver Payout Ratio	48.00%

■ *Recommendations*

• Reduce Operating Expenses by INR 2.25M to increase Net Profit percentage to 21% by lowering the operating costs as a percentage of Total Revenue.

• Improve Fleet Utilization % (Uptime) to 94.5% by reducing downtime and increasing revenue per KM from INR 24.75 to INR 25.52, resulting in additional INR 1.77M revenue annually.

2. Revenue Summary

Revenue Highlights

KPI	Value
Revenue Total	INR 94.63M
Revenue per Trip	INR 167.24
Revenue per Vehicle	INR 94.63K
Trips per Vehicle	565.8700

■ *Recommendations*

• Increase revenue by 10% in FY2025 by improving Revenue per Trip to INR 185.05, a target value 10% higher than the current INR 167.24.

• Reduce operational costs by increasing Trips per Vehicle to 632.55, which would require an additional 66.6800 trips per vehicle per year without impacting revenue per trip or vehicle.

3. Booking Summary

Booking Performance Summary

KPI	Value
Bookings Total	65
Net New Bookings (Confirmed)	56
Budget Revenue	INR 97.15M
Forecast Revenue	INR 95.78M
Weighted Pipeline	INR 8.35M
Pipeline Coverage (Total)	INR 12.86M
Average Deal Size	INR 32.30K

Booking Variance & Discount Analysis

KPI	Value
Discount % on Bookings	9.7475%
Bookings vs Budget (Revenue Gap)	INR -2,516,087.63
Bookings vs Forecast (Revenue Gap)	INR -1,146,087.63

■ *Recommendations*

• Reduce discount percentage by 1% to minimize revenue loss; current discount is 9.7475%, resulting in a potential gain of INR 938,155.

• Focus on converting the weighted pipeline of INR 8.35M into bookings, with an average deal size of INR 32.30K, aiming for at least 26 new bookings (INR 8.35M / INR 31.85K) to meet budget revenue target.

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4. Sales Pipeline Health

Sales Pipeline Health Metrics

KPI	Value
Pipeline Value	INR 12.86M
Win Rate %	0%
Slippage Rate %	9%
Stalled Deals %	0%
Booked KM Volume	1,566,499 KM
Booked Price per KM	INR 11.53

■ *Recommendations*

• Investigate and address the root cause of a 0% win rate, potentially due to uncompetitive pricing or ineffective sales strategies, aiming to increase it by at least 10% within Q2.

• Focus on reducing slippage by 2% per quarter, starting with analyzing high-slippage deals to identify common factors and implementing corrective measures to improve pipeline conversion rates.

5. Operating Expense Summary

Operating Cost Structure

KPI	Value
Operating Expenses (Total)	INR 76.51M
Driver Payout	INR 45.42M
Aggregator Commission	INR 18.93M
Yard Rent	INR 753.40K
Maintenance Cost	INR 857.31K
Charging Cost	INR 4.59M
Operations Cost	INR 7.36M

Cost Efficiency Benchmarks

KPI	Value
OPEX per KM	INR 20.01
Driver Payout per KM	INR 11.88
Aggregator Commission per Trip	INR 33.45
Charging Cost per KM	INR 1.20

■ *Recommendations*

• Reduce Aggregator Commission by 5% to INR 17.85M, and renegotiate contracts with aggregators to improve profitability and decrease operating expenses.

• Implement a cost-saving initiative to reduce Maintenance Cost by 10% to INR 769.73K, potentially achieved through optimizing vehicle maintenance schedules or negotiating better rates with service providers.

6. Profitability Summary

Profitability Metrics

KPI	Value
Net Profit	INR 18.13M
Net Profit %	19.15%
Gross Profit	INR 63.55M

KPI	Value
Gross Profit %	67.15%
Profit per KM	INR 4.74
Aggregator Payout per KM	INR 4.95

■ *Recommendations*

• Reduce Aggregator Payout to match the Profit per KM of INR 4.74, resulting in cost savings and potentially increasing Net Profit.

• Increase Gross Profit by 5.57% (from 67.15%) to INR 66.86M, aligning with industry benchmarks and enabling further expansion into profitable areas.

7. Fleet Utilization Summary

Operational Performance

KPI	Value
Uptime %	93.10%
Billed %	93.10%
Idle %	0.00%
Charging Downtime %	8.60%
Maintenance Downtime %	2.89%
Other Downtime %	0.00%

■ *Recommendations*

• Reduce Charging Downtime by implementing more efficient charging station management, aiming to decrease it by at least 2% (target: 6.60%) to minimize losses.

• Implement a proactive maintenance program targeting 5% reduction in Maintenance Downtime (target: 1.74%), reducing vehicle downtime and ensuring timely delivery of services.

8. Risk Summary

Risk & Vulnerability Indicators

KPI	Value
Charging Downtime %	8.60%
Fleet Uptime %	93.10%
Low Paying Trip Density %	38.2731%
Driver Churn Training Cost	INR 24.75K
Driver Churn %	0.5000%

■ Recommendations

• Reduce Charging Downtime by implementing optimized charging schedules, targeting a reduction to 4.5% by the end of Q2, resulting in an estimated annual savings of INR 3.12 Lakhs.

• Implement targeted training programs for high-risk drivers and vehicles identified through Low Paying Trip Density analysis, aiming to reduce Driver Churn % below 0.35%.

9. Asset ROI & Payback Summary

Asset Investment & Returns

KPI	Value
Annual ROI %	2.74%
Gross Profit	INR 63.55M
Total Investment (Active Assets)	INR 660.95M
Depreciation Amount	INR 6.86M
Net Book Value	INR 265.86M
Net Profit	INR 18.13M

■ Recommendations

• Reduce total investment by 5% to INR 624.91M, allowing for a potential increase in ROI % to 3.45%, while maintaining the current net book value of INR 265.86M.

• Implement measures to reduce depreciation amount by INR 1.73M, resulting from a potential reduction in asset utilization costs or replacement with newer models, thereby increasing net profit by INR 0.69M.

10. Working Capital & Cash Flow Summary

Cash Flow Position

KPI	Value
Cash Inflow (Revenue)	INR 94.63M
Cash Outflows (Total Cost)	INR 76.51M
Net Cash Flow	INR 18.13M
Cash Burn Rate (Monthly Avg)	INR 6.38M

■ Recommendations

• Reduce Total Cost by INR 5.31M to improve Net Cash Flow, targeting a new Net Cash Flow of INR 23.44M.

• Increase Revenue by INR 2.42M per month to offset the Cash Burn Rate, aiming for an average monthly Cash Inflow of INR 9.80M.

Monthly Revenue vs Budget

| Month | Actual_Revenue | Budget_Revenue | Vs_Budget |

Jan	INR 7.78M	INR 8.05M	-270,873.8500
Feb	INR 7.76M	INR 8.05M	-290,965.8900
Mar	INR 8.35M	INR 8.05M	INR 295.91K
Apr	INR 7.69M	INR 8.15M	-455,739.0200
May	INR 7.91M	INR 8.10M	-187,956.2500
Jun	INR 7.71M	INR 8.10M	-394,075.9500
Jul	INR 8.25M	INR 8.10M	INR 153.51K
Aug	INR 7.84M	INR 8.10M	-262,046.6700
Sep	INR 7.78M	INR 8.10M	-319,766
Oct	INR 7.88M	INR 8.15M	-267,890.3700
Nov	INR 7.70M	INR 8.15M	-453,352.9700
Dec	INR 7.99M	INR 8.05M	-62,839.3400

Bookings by Status

booking_status	count	total_value
cancelled	9	INR 295.95K
confirmed	56	INR 1.79M

Pipeline by Stage

stage	deals	total_value	avg_probability
proposal	126	INR 4.03M	60
qualified	109	INR 3.55M	30
closed	102	INR 3.29M	63.7255
negotiation	103	INR 3.24M	80
lead	60	INR 2.04M	10

Cost Breakdown by Type

cost_type	actual_cost	budget_cost	vs_budget
Driver Payout	INR 45.42M	INR 286.75M	-241,332,578.6100
Aggregator Commission	INR 18.93M	INR 286.75M	-267,822,810.1600
Operations Cost	INR 7.36M	INR 286.75M	-279,396,088.8900
Charging Cost	INR 4.59M	INR 286.75M	-282,164,078.5000
Maintenance Cost	INR 211.12K	INR 286.75M	-286,541,843.1600

Profitability by Zone

zone_category	revenue	gross_profit	gross_margin_pct
City	INR 75.21M	INR 50.49M	67.1354
Inter-city	INR 12.47M	INR 8.37M	67.1114

| Suburban | INR 37.64M | INR 25.27M | 67.1519 |

Quarterly Profitability

quarter	gross_profit	revenue
Q1	INR 16.04M	INR 23.88M
Q2	INR 15.65M	INR 23.31M
Q3	INR 16.03M	INR 23.87M
Q4	INR 15.82M	INR 23.57M

Utilization by Vehicle Type

vehicle_type	avg_uptime	avg_charging_dt	avg_maint_dt
3W	1.6714	4.1756	1.0384

Asset Summary by Type

asset_type	total_assets	total_investment	current_value	avg_cost
Vehicle Assets	1,000	INR 364.94M	INR 328.45M	INR 364.94K
Yard Infrastructure	26	INR 295.87M	INR 266.28M	INR 11.38M
Charging Equipment	2	INR 87.50K	INR 78.75K	INR 43.75K
Maintenance Equipment	2	INR 30.00K	INR 27.00K	INR 15.00K
IT Assets	1	INR 15.00K	INR 13.50K	INR 15.00K
Office Assets	2	1,600	INR 1.44K	INR 800.00

Monthly Cash Flow

Month	Cash_Inflow	Cash_Outflow	Net_Cash_Flow
Jan	INR 7.78M	INR 6.29M	INR 1.49M
Feb	INR 7.76M	INR 6.27M	INR 1.48M
Mar	INR 8.35M	INR 6.75M	INR 1.60M
Apr	INR 7.69M	INR 6.22M	INR 1.47M
May	INR 7.91M	INR 6.39M	INR 1.52M
Jun	INR 7.71M	INR 6.23M	INR 1.48M
Jul	INR 8.25M	INR 6.67M	INR 1.58M
Aug	INR 7.84M	INR 6.34M	INR 1.50M
Sep	INR 7.78M	INR 6.29M	INR 1.49M
Oct	INR 7.88M	INR 6.37M	INR 1.51M
Nov	INR 7.70M	INR 6.22M	INR 1.47M
Dec	INR 7.99M	INR 6.46M	INR 1.53M