

00:01:15 SPK_1

Moderator, can you give the countdown please?

00:01:18 SPK_2

Sir, the countdown just reached zero. We are now live.

00:01:22 SPK_2

Thank you. Dear shareholders, Good evening and a very warm welcome to the 18th Annual General Meeting of Kaynes Technology India Limited through video conferencing or other audio visual means, please be informed that for the smooth conduct of the AGM the members will be on mute mode and the audio and the video will be unmuted.

00:01:41 SPK_2

For those shareholders who have registered themselves as speakers as per the statutory requirements, the proceedings of the AGM will be recorded and the transcript of the same will be made available on the website of the company. I now hand over the proceedings to Chairman of the Company Chairperson.

00:01:58 SPK_2

Ma'am, over to you.

00:02:00 SPK_3

Thank you. Good afternoon, everybody.

00:02:03 SPK_3

Dear shareholders and other invitees, in accordance with Article 54 of the Articles of Association, as the Chairperson of the Board, it is an honor for me to occupy the chair and conduct the proceedings of this annual General meeting on behalf of the Board of Directors of the Company. I extend a very warm welcome to all of you to this 18th Annual General Meeting of your company being held through video conferencing.

00:02:33 SPK_3

The Ministry of Corporate Affairs, MCA and SEBI have permitted the companies to hold the annual general meeting through video conferencing or other audio-visual means. Accordingly, the 18th Annual General Meeting of your company is being held through video conferencing.

00:02:50 SPK_3

I call the meeting to order as we have the requisite quorum present through video conferencing to present or to conduct the proceedings of this meeting. Participation of the

members through video conferencing is being reckoned.

00:03:05 SPK_3

For the purpose of quorum and the Circular issued by MCA as per Section 103 of the Company's act, this meeting is being held through video conferencing in accordance with the circular issued by the Ministry of Corporate affairs and SEBI. Before we start the main proceedings of the meeting, I take this opportunity of announcing my colleagues on the board of your company and other participants who are participating in this video.

00:03:37 SPK_3

I request participants to kindly raise their hand for identification. Mr. Ramesh Kunhikannan, Executive Vice Chairman and Whole Time Director Dr. Muthukumar Narayanaswamy, Managing Director Mr. Jairam Paravastu Sampath.

00:03:55 SPK_3

Whole time Director and Chief Financial Officer Mr. S.G. Murali, Independent Director and Chairman of the audit committee.

00:04:08 SPK_3

Mr. Alexander Koshy, independent Director and Chairman of Stakeholders Relationship Committee. Ms. Poornima Ranganath, Independent Director and Chairperson of Nomination and Remuneration Committee and Risk Management Committee.

00:04:24 SPK_3

Mr. Rajesh Balkrishna Mittal, Independent Director Dr. Mylswamy Annadurai, Independent Director and Ms. Sudhasri Addepalli, Company Secretary and Compliance Officer. I further acknowledge the participation of Mr. Mohan R. Lavi, representing Messrs. K.P.

00:04:45 SPK_3

Rao & Co. Statutory auditors, Mr. Vijay Krishna, KT Secretarial Auditor and also Mrs. Kalaivani S scrutinizer for this meeting.

00:04:58 SPK_3

As the notice is already circulated to all the members, with your permission, I take the notice of the meeting as read. I now request Ms. Sudhasri Addepalli, Company Secretary and Compliance Officer to provide general instructions to the members regarding participation in this meeting.

00:05:18 SPK_4

Thank you, Madam. Good afternoon everyone.

00:05:21 SPK_4

The Company has enabled the members to participate in the 18th AGM through the video conferencing facility provided by Central Depository Services India Limited in compliance with the applicable circulars issued by the Ministry of Corporate affairs and sebi. Members have been provided with the facility to exercise their right to vote by electronic means both through remote e voting and E voting at the AGM in accordance with the provisions of the Companies Act 2013 and SEBI Listing Regulations.

00:06:00 SPK_4

The members joining the meeting through video conferencing who have not already cast their vote by means of remote e voting may vote through e voting facility provided by CDSL. The company has appointed Mrs. Kalaivani?

00:06:16 SPK_4

S practicing company secretary as the scrutinizer who will collate the voting results of the remote e voting and e voting for each of the items as per the notice. Representations under Section 113 of the Company's Act 2013 have been received in respect of the Promoter and corporate shareholders.

00:06:42 SPK_4

Members are requested to refer additional information provided in the Notes to AGM Notice the Register of Directors and the key managerial personnel. The Register of contracts or arrangements have been made available electronically for inspection by the members during the agm.

00:07:03 SPK_4

Members seeking to inspect such documents can send their request to the email id kaynestechcsanestechology.net as the AGM is being held through video conference, the the facility for appointment of proxies by the members was not applicable and hence the proxy register for inspection is not available. The Company has received requests from a few members to register them as speakers at the meeting.

00:07:36 SPK_4

Accordingly, the floor will be open for these members to ask questions or express their views. The Moderator will facilitate this session with once the Chairperson opens the floor for questions and answers.

00:07:51 SPK_4

Thank you very much. I hand over to the Chairperson to continue with the proceedings.

00:07:58 SPK_3

Thank you very much. Ms. Sudhasri Addepalli.

00:08:01 SPK_3

The Company has taken all the efforts to enable members to participate and vote on items being considered at this meeting. Esteemed shareholders respected members of the board and my management colleagues, it is with deep pride and gratitude that I address you at the 18th Annual General Meeting of Kaynes Technology India Limited every year this gathering gives us a chance to step back from the rhythm of the quarters and look at the arc of what we are building this year.

00:08:38 SPK_3

The arc has a clarity to it that I want to share with you at the outset. I extend my sincere thanks to our shareholders whose confidence continues to give us the conviction to invest ahead of the curve, and to our customers, employees, suppliers, partners who have made this delivery possible.

00:09:02 SPK_3

When we listed, Kaynes was known principally as an electronics manufacture services company of considerate depth. Today we are something materially different.

00:09:13 SPK_3

We have become an integrated electronics enterprise, and I use that phrase deliberately. Over the last three years we have built backwards into the parts of the value chain that most Indian electronics companies have historically been dependent on others for.

00:09:32 SPK_3

Kaynes Circuits gives us printed circuit boards manufacturing and Kaynes Semicon takes us into semicon semiconductor assembly and testing. Alongside these sit our capabilities in metals, plastics, wire harnessing, boxbill solution, embedded software and through sensonic railway signaling software.

00:09:58 SPK_3

Our design centers are also in place. I want to be clear about why this matters beyond our own financials.

00:10:07 SPK_3

For decades India assembled electronics while the highest value layers of the chain sat elsewhere. The capability to fabricate a high density interconnect board, to package and to

test a semiconductor device, to design an embedded system and to end.

00:10:29 SPK_3

These are the capabilities that separate countries that participate in the electronics company from countries that lead it. Building them takes patience and capital and the returns arrive over decades rather than quarters.

00:10:46 SPK_3

These are the capabilities that will compound for India over the coming decades and give our country a genuine seat at the table alongside the established electronics powers. I would not want to present the year as easier than it was.

00:11:04 SPK_3

FY26 was by any measure a demanding operating environment and it is worth setting out plainly what we contended with it. The pressures came from several directions at once.

00:11:21 SPK_3

The rupee weakened by close to 11% against the dollar, making every imported component and piece of capital equipment materially more expensive, while input costs rose across energy and base metal alike. The escalation in West Asia disrupted freight routes, especially gases and equipment imports such as simultaneously and global demand from water capacity to the point where suppliers moved away from open market supply along together rationing scarce input to their strategic accounts.

00:12:00 SPK_3

These forces did not simply add together, they compounded. Each was individually capable of delaying the same order and the resulting panic ordering across the industry amplified the shortage further supply lead times in several categories extended beyond six to eight months in printed circuit boards.

00:12:25 SPK_3

Order booking itself began to require advance payments. Against this backdrop, I am proud of how your company responded in March, well ahead of the worst of it.

00:12:39 SPK_3

Our management team took the deliberate decision to build strategic inventory on critical components. This single judgment is a substantial part of why we were able to keep the cost in check and why our customer lines did not stop.

00:12:59 SPK_3

We diversified logistic routes, worked with our equipment vendors on alternate schedules and maintained back to back commercial arrangements with our major customers on cost pass through basis. Consolidate revenue for FY 2026 stood at 36,264 million rupees, EBITDA at 5,741 million rupees, with margins improving to 15.8% and profit after tax at 3,639 million rupees.

00:13:35 SPK_3

Over four years, revenue has compounded at close to 48% and our order book at nearly 47% in a year of difficulty. These outcomes reflect the quality of decision making across the organization growing at the pace that we are.

00:13:55 SPK_3

We come with a learning curve and I would not want to stand before you and pretend otherwise. When a company enters semiconductor packaging, bare board fabrication within the space of few years of listing while continuing to scale to core businesses.

00:14:14 SPK_3

These are lessons that can only be learnt by actually doing. What I can tell you is that we are learning them quickly and building the government governance to ensure that A lesson learnt is is one part of Kaynes and it doesn't be relearned in another.

00:14:34 SPK_3

Kaynes has always been a company of people and by the people. That includes our employees, our shareholders, our customers, our suppliers, our channel partners, our bankers and the regulators who have held us to the standard and the communities around our facilities.

00:14:57 SPK_3

Our management with the investor committee deserves particular mention. The dialogue with our analysts and our institutional shareholders over the past year has been substantive and constructive and it has helped sharpen how we measure and report the pillars that matter most to the business working capital, discipline, clarity of communication and the balance between growth and balance sheet strength.

00:15:28 SPK_3

In the same spirit, I would like to draw your attention to an item on today's agenda. On the recommendation of the Audit Committee, your board has proposed the appointment of Messrs Walker Chandiok & Co LLP as our statutory auditors.

00:15:46 SPK_3

As KANES scales into semiconductor packaging, bare board fabrication and international operations, the complexity of what must be measured and reported rises with it and a firm like Walker Chandio & Co LLP standing brings the depth and independence that the company of our trajectory needs. Strong governance is not a constraint on growth of this kind.

00:16:13 SPK_3

It is what gives shareholders confidence and in the numbers that the growth produces. Nearly 30% of our workforce comprises of women and I say that not as a static but as a matter of conviction.

00:16:29 SPK_3

The company was built with a woman in engineering and readership roles from the beginning and at a time when that was uncommon in Indian manufacturing. It remains one of the things that I am most proud of.

00:16:44 SPK_3

Our investment in our people has been substantial. We conducted over 280 training programs across 12 categories with an average of 60 man hours of training per employee per year.

00:16:59 SPK_3

We sponsor overseas training, pro training opportunities, a corporate executive MBA program, a graduate training program and an internal auditor qualification certification. This year we completed a full mapping of skills and capabilities for every individual in the organization and have begun a dedicated program to prepare our high potential talent for the next level of leadership.

00:17:26 SPK_3

On sustainability, our progress is measurable. We have reduced energy intensity by 23% over the last two years.

00:17:36 SPK_3

Our wind assets generated over 2.25 million units of electricity and a 3 megawatt solar installation is in progress across our plants. We have transitioned to electric forklifts and electric vehicles.

00:17:52 SPK_3

In logistics, our environmental commitments are specific and dated. Five black trees planted by 2030, a 30% reduction in greenhouse gas emissions by 2035.

00:18:07 SPK_3

Zero discharge to landfill by 2030, net zero carbon dioxide emissions by 2050. Our community work continues at Madhali where We have planted 2250 ficus plants across nearly 25 acres, absorbing 12.3 tons of carbon dioxide annually today.

00:18:30 SPK_3

And we are expected to reach over 45 tons within a period of five years. We support Anganwadi development, primary education, the farming community around our sites and the protection of national heritage, art and culture.

00:18:49 SPK_3

I stand before you with gratitude and with optimism. Gratitude for the foundation we have built together to four decades and for the trust that has allowed us to invest in capabilities whose returns lie ahead of us rather than behind optimism.

00:19:08 SPK_3

Because the opportunity in front of India in electronics is the largest I have seen in my working life and because Kaynes has spent the last several years earning the right to participate in it fully to our shareholders, employees, customers, suppliers, bankers, regulators and communities. Thank you for your belief and your partnership.

00:19:35 SPK_3

Let us continue to make India designed for the world and build capability that outlasts all of us. Thank you.

00:19:47 SPK_3

Now I request Mr. Ramesh Kunhikannan, Executive Vice Chairman, to address the shareholders.

00:19:59 SPK_5

My dear board, colleagues and trusted shareholders. Thank you for being here and thank you for having confidence and continuing to place in Kaynes.

00:20:15 SPK_5

Our Chairperson has spoken about what we have built and the environment in which we build it. I want to take you forward from here to what those capabilities become over the next few years and how we intend to get there.

00:20:39 SPK_5

India's electronics opportunity is not a forecast anymore. It is happening in front of us.

00:20:47 SPK_5

The Indian electronics market is projected to grow from around \$185 billion in FY25 to \$415 billion by FY30. Domestic manufacturing within that is expected to grow from 140 billion to \$390 billion.

00:21:13 SPK_5

And the EMS market specifically from 40 billion to \$150 billion, a compound growth rate of roughly 30%. Globally, the EMS market is expected to be nearly doubling from \$645 billion in 2025 to over 1,200 billion dollars by 2035.

00:21:46 SPK_5

Numbers of that magnitude attracts everyone. What determines who actually captures the value is capability and execution.

00:21:59 SPK_5

That is where I want to focus on the operating environment. Our chairperson has covered it comprehensively.

00:22:11 SPK_5

So let me say only this. The component industry today resembles the COVID period.

00:22:20 SPK_5

Availability more than price is the binding constraint. Printed circuit board prices have gone up threefold and order booking now requires advance payments.

00:22:38 SPK_5

Component pricings are up in the range of 10 to 12%, but getting hold of them is the real challenge. We have been through disruptions of this kind before.

00:22:54 SPK_5

We did the deep diving early and we took the call to carry inventory so that our customer lines would not stop. It is a difficult year.

00:23:09 SPK_5

It is not an unmanageable one. Every investment we have made over the past few years has had one purpose which is to move Kaynes progressively up the electronics value chain from providing manufacturing services to designing, developing and delivering complete technology products.

00:23:40 SPK_5

Look at what now sits inside the company. Bare printed circuit boards through Kaynes, circuits, semiconductor assembly and test through Kaynes semicon electronics manufacturing.

00:23:58 SPK_5

Our core wire harness, metal and plastic parts, box built solution, embedded software along with the new product development. Individually each is a business.

00:24:19 SPK_5

Together they are something else entirely. They allow us to take a customer's requirement from design through to a complete tested delivered product with the majority of value captured inside our own ecosystem.

00:24:39 SPK_5

The consequences of that are practical and they are five in numbers. Better returns, faster product development, greater customer stickiness, a large share of content with each customer and a sustainable comprehensive advantage that is genuinely difficult for the competitor to assemble.

00:25:10 SPK_5

That last point deserves emphasis. Anyone can add an SMT line.

00:25:17 SPK_5

Building a bare board fab, an OSAT facility, a design organization and a box build capability and integrating them so they work as one takes years and considerable capital. We have spent those years the Advantages that creates is durable.

00:25:43 SPK_5

Both of our strategic growth engines are now on the verge of a commercial operation and we will begin commercial building from the third quarter of this financial year on printed circuit boards. The trials are running in our Chennai factory as we speak.

00:26:06 SPK_5

We expect 400 to 450 crores of revenue from these two businesses in the current financial year commencing from the third quarter. Both Kaynes semicon and Kaynes circuits Chennai remains on track to be operational in that cotton.

00:26:31 SPK_5



If we were asked to what distinguishes canes, I would not point to any single technology. I would point to the execution.

00:26:44 SPK_5

This is a company that has been built over 38 years by people who believe that a commitment made is a commitment delivered. Our quality philosophy has also been simple.

00:27:03 SPK_5

Don't flow. Don't make.

00:27:06 SPK_5

Can't flow. Can't make.

00:27:10 SPK_5

Our teams have this year received.

00:27:15 SPK_1

The.

00:27:15 SPK_5

All run performance award from many of our customers and two top supplier. Two top customers have given top supplier award also to us.

00:27:30 SPK_5

We have been recognized by world's top leaders and as a development partner Excellence award. Those came from customers, not from us.

00:27:45 SPK_5

But I want to add something to how we think about execution because the world has changed. Electronics, semiconductor, electrical vehicles and space technology are moving faster than they ever have.

00:28:03 SPK_5

And the competitive set we face in India and globally is moving with them. Being right is no longer enough on its own.

00:28:16 SPK_5

We have to be right and fast. That means shortening the distance between a strategic decision and its execution on the ground.

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00:28:26 SPK_5

And it means building the muscle across engineering, supply chain and program management to execute with precision even while moving at price. This is a discipline we are actively building into how Kaynes operates, not something we merely aspire to do.

00:28:54 SPK_5

We are entering domains that matters not only to our industry but to the country. These are new to us and with anything new there is a learning curve.

00:29:08 SPK_5

We will not pretend otherwise. What we commit to is that we learn quickly and execute efficiently.

00:29:20 SPK_5

Let me also be direct about the balance sheet because it sits above every growth target. The profit and loss statement matters, but the balance sheet must be clean.

00:29:34 SPK_5

We have deliberately moderated growth in our metering business rather than book revenues we could not collect. And our focus over the coming quarters is squarely on bringing the balance sheet to a healthier shape and holding it there.

00:29:59 SPK_5

Balance sheet strengthen is not a byproduct of growth at gains. It will be preconditioned for it.

00:30:11 SPK_5

The scale of what lies ahead is larger than what lies behind. We have built the capabilities.

00:30:20 SPK_5

What comes next is the decade that matters. This will be a decade of change for Indian manufacturing, and I do not use that phrase lightly.

00:30:36 SPK_5

For most of our change and most of our industrial history, the world came to India for cost. Over the next 10 years it will come to India for capability, for design, for engineering depth, for semiconductor packaging, for precision, for products that are conceived here rather than merely assembled here.

00:31:06 SPK_5



That shift is already beginning and companies like ours are where it becomes visible. Kaynes intends to be part of that shift and not a spectator to it. Innovation, high end manufacturing, ownership of technology rather than rental of it.

00:31:31 SPK_5

This is the ground we have spent the last several years preparing and it is the ground on which the next decade will be won. But none of it is delivered by ambition.

00:31:49 SPK_5

It is delivered by execution. Quarter after quarter through visible and measurable results rather than commentary.

00:32:02 SPK_5

That is what we owe you and that is how we intend to earn your confidence. Back to our shareholders, thank you for your continuous trust.

00:32:15 SPK_5

To our customers and partners, thank you for believing in our capabilities. And to our employees, thank you for your commitment every single day, particularly through what has been a demanding year.

00:32:31 SPK_5

The days ahead will be challenging. I am confident you will see good results from Kaynes.

00:32:39 SPK_5

Thank you.

00:32:46 SPK_3

Thank you, Mr. Ramesh Kunikannan. Now I request Dr. Muthukumar Narayanaswamy to address the shareholders.

00:32:56 SPK_1

Thank you, Chairperson. Respected shareholders, before we open the floor next, I want to address one subject directly to all of you.

00:33:05 SPK_1

Because it matters as much as any other to how this company is judged. The subject is our balance sheet, which our Executive Vice Chairman has touched upon during this talk.

00:33:17 SPK_1

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Over the past years the quality of companies balance sheet has rightly drawn close attention and it is a subject that we have spoken to consistently and openly. I want to share where that work stands today.

00:33:33 SPK_1

Strengthening the balance sheet has been the active priority for this management team throughout the year and it is started showing a trend which is encouraging. We have brought discipline to how we convert the growth into cash and we have been willing to take decision that cost us reported revenue in order to do it.

00:33:52 SPK_1

Our core business is now funding its own growth. Our exposure in the areas that concerned us most has come down.

00:33:59 SPK_1

Our capital program is being released in step in a modular system with business requirements. And our two new businesses are being built from internal resources rather than on the borrowed one.

00:34:14 SPK_1

That work is not finished but the direction is clear and the discipline is embedded. Let me set out how we arrived here.

00:34:20 SPK_1

Kaynes has spent the last. The balance sheet before it shows up in cash.

00:34:29 SPK_1

And by the beginning of this financial year the sign was evident. Receivables have built up meaningfully concentrated largely on our metering business.

00:34:37 SPK_1

The new acquisition and working capital has extended beyond where we would want to see them. The income statement told a strong story.

00:34:47 SPK_1

The balance sheet was carrying the cost of it. The correction we have made is deliberate and in being expense expensive in reported revenue.

00:34:56 SPK_1

We consciously scaled back the metering business in the first and second quarter, not for

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want of capacity or for the order book, but because of the collection that were lagging well behind the supplies from our customers and we held back production until the cash moved in. What that discipline has brought is now visible.

00:35:15 SPK_1

Our core EMS business collected almost entirely awarded bill during the quarter and the receivables finished broadly when they began. Despite the business is growing strongly growth funded by cash rather than by the customer's balance sheet.

00:35:29 SPK_1

A healthy recovery began coming through in the metering business early in July and the long term facilities approved for semicon and circuit remaining entirely undrawn. With both businesses funded from within, where we intend to reach is straightforward to the state.

00:35:47 SPK_1

Our focus over the coming quarters is squarely on bringing the balance sheet to the healthier shape and holding it there. We will report receivables, payables and networking capital on a rolling 12 month basis so that the structural trend is visible rather than on a quarterly basis.

00:36:04 SPK_1

And we will continue to release capital expenditure modularity in step with strategic business requirement. The reason is not conservatism of its own sake, it is a scaling into semiconductor packaging and bare board fabrication requires a balance sheet strong enough to fund the next decision from our own resources and a profit and loss statement built on uncollected revenue cannot do that with that.

00:36:29 SPK_1

Shareholders, ladies and gentlemen, I would be glad to have take your questions and over to the Chairperson.

00:36:40 SPK_3

Now, as there are no qualifications or observation or comments in the Independent Auditor's Report and in the Secretarial Auditor Report, with the consent of the members, I take the Independent Auditor's report and secretarial audit report as read. As for the secretarial standards, I would like Ms. Sudhasri, Company Secretary and Compliance Officer of the Company, to briefly explain the background of all eight resolutions proposed to be passed at this AGM for the benefit of all the members present here.

00:37:14 SPK_4

Thank you Madam. Resolution details ORDINARY BUSINESS 1.

00:37:21 SPK_4

To receive, consider and adopt the audited financial statements, including the consolidated financial statements of the Company for the year ended 31st March 2026 together with the reports of the Board of directors and auditors thereon. 2.

00:37:41 SPK_4

To appoint a director in place of Mrs. Savitha Ramesh with DIN 01756684 who retires by rotation at this annual general meeting and being eligible offers herself for reappointment. Number three.

00:37:59 SPK_4

To appoint Mrs. Walker Chandiok & Co LLP firm registration number 001076N/ N500013 as statutory auditors of the company special business. Number four.

00:38:18 SPK_4

To ratify the remuneration of cost auditors for the financial year 26-27. Number 5.

00:38:26 SPK_4

To reappoint Mr. Jairam Paravastu Sampath with the DIN 08064368 as whole time director of the company. Number 6.

00:38:38 SPK_4

To reappoint Mr. Alexander Koshy with the DIN the 07896084 as an independent director. Number 7.

00:38:49 SPK_4

To reappoint Ms. Poornima Ranganath with DIN 00349450 as an independent director. Number 8.

00:38:59 SPK_4

To grant loans and guarantees to any bodies corporate and persons and investments in any body corporate pursuant to section 186 of the Companies Act 2013. Thank you very much.

00:39:17 SPK_4

I hand over to the Chairperson to continue with the proceedings.

00:39:21 SPK_3

Thank you Ms. Sudhasri. If any member decides to ask any question pertaining to any item on the notice, he or she may do so now.

00:39:32 SPK_3

Members are requested to keep their question brief and specific. The moderator, a representative from cdsi, will facilitate the questions on the video feature.

00:39:44 SPK_3

Members may also note that the Company reserves the right to limit the number of members asking questions depending on the availability of time. Members are requested to mention their name and their folio ID or client ID before asking their questions.

00:40:03 SPK_3

I shall now request Dr. Muthukumar Narayanaswamy, Managing Director to note the questions and furnish suitable replies, explanations and observations to the members. With support from Mr. Jairam Paravastu Sampath, Whole Time Director and CFO.

00:40:21 SPK_3

I shall now request the moderator to give his general instructions to the members who are present and who wish to seek clarity clarifications one by one. Over to you, Moderator.

00:40:34 SPK_2

Thank you so much Ma'am.

00:40:35 SPK_2

Thank you. Now we would like to request our speaker shareholders registered with the company to please raise their queries or questions.

00:40:43 SPK_2

I understand that there are seven such registrations. However, shareholders who have not registered as speakers and now desire to ask any questions can email their questions to the company.

00:40:55 SPK_2

To avoid repetition, the board will respond to all of the questions at the end compiling all of the questions together. Ladies and gentlemen, going ahead, the first speaker shareholder to be joining us would be Mr. R. Sambasivam.

00:41:15 SPK_2

Sir, thank you so much for joining us. We would request you to please turn on your Video if

possible before going ahead with the queries.

00:41:26 SPK_3

The camera visible.

00:41:30 SPK_2

So we can hear you. We cannot see you at the moment, sir.

00:41:34 SPK_2

But I think we can proceed if the audio is clear, sir.

00:41:39 SPK_1

Okay. Thank you very much.

00:41:40 SPK_1

Good evening. I'm Sambasivam.

00:41:42 SPK_1

Thanks a lot for inviting me. Dear management team, it is heartening to see a 33.2% growth despite a challenging environment.

00:41:50 SPK_1

Congratulations to this great team.

00:41:53 SPK_3

I've got a couple of questions.

00:41:54 SPK_5

Could management provide a breakup of this.

00:41:56 SPK_1

Growth between organic and inorganic sources and.

00:42:00 SPK_3

Share some perspective on sustaining this growth rate over the next two or three years?

00:42:04 SPK_1

Appreciate it.

00:42:10 SPK_2

So, thank you so much. Your questions have been noted.

00:42:14 SPK_2

Going ahead, the next person to be Joining us is Mr. Mahadevan Narayan Murthy. Sir, thank you so much for joining us.

00:42:23 SPK_2

We are now ready to go ahead with your question, sir.

00:42:28 SPK_5

Good evening,.

00:42:34 SPK_2

Sir. You're on mute.

00:42:34 SPK_2

Sir, we would. We could hear you in the very beginning.

00:42:38 SPK_2

But then.

00:42:40 SPK_1

Am I audible now?

00:42:41 SPK_2

Yes, sir. Now?

00:42:42 SPK_2

Now? Yes, sir.

00:42:42 SPK_2

Perfect, sir.

00:42:43 SPK_5

Yeah.

00:42:43 SPK_3

Okay.

00:42:44 SPK_1

Very good evening to the board members and shareholders. I. I have a very simple question about this semiconductor operations.

00:42:55 SPK_1

Is it commenced and.

00:42:57 SPK_5

No.

00:42:58 SPK_1

What is the status on that? Then when will we be able to see that in the balance sheets or in the p.

00:43:09 SPK_2

Thank you so much, sir. Thank you.

00:43:11 SPK_2

Your questions have been noted. Sir.

00:43:13 SPK_2

Going ahead, the next person to be joining us would be Lata K. Lataji.

00:43:20 SPK_3

Am I audible?

00:43:21 SPK_2

Yes, ma'.

00:43:22 SPK_3

Am. Yes.

00:43:23 SPK_4

Good evening all.

00:43:25 SPK_3

My question is the Overall the growth of the company over the years has been very impressive. But I just wanted to check that there has been your significant consolidated negative operating cash flows in the cash flow statement.

00:43:40 SPK_3

I think this will put a considerable pressure on the working capital. So what step management is considering to bring this working capital under control and by when we can, we'll be able to see the result.

00:43:56 SPK_4

Hello.

00:43:57 SPK_2

Yes, ma'.

00:43:57 SPK_3

Am.

00:43:58 SPK_4

You could hear.

00:43:59 SPK_2

Yes ma'. Am.

00:43:59 SPK_2

We. We could hear the question, ma'.

00:44:01 SPK_2

Am. And I believe the question has been noted.

00:44:04 SPK_2

Is that all, ma'?

00:44:05 SPK_3

Am? Yes, that's it.

00:44:06 SPK_1

Thank you.

00:44:06 SPK_2

Okay, ma'.

00:44:07 SPK_1

Am.

00:44:07 SPK_2

Thank you so much, ma'. Am.

00:44:08 SPK_2

Thank you. Going ahead, the next person to be joining us to raise the queries would be Mr. Ramakrishnan Jayaram Iyer.

00:44:18 SPK_1

Hi, this is Ramakrishnan. Good evening to the board members and all the shareholders.

00:44:24 SPK_1

So my question for the board is what is the reason behind having multiple subsidiaries? Especially when a lot of them are loss making.

00:44:33 SPK_1

So that's what I would like the board to clarify. I hope you got my question.

00:44:41 SPK_2

Yes, sir. The same has been noted.

00:44:42 SPK_2

Any further questions? Sir, I believe that was all.

00:44:46 SPK_2

Thank you so much. The next person to be joining us would be Mr. Anil Kumar.

00:44:51 SPK_2

We. We would also request all the shareholders to please turn on the video if possible.

00:45:00 SPK_1

Good evening all. So this is Anil.

00:45:03 SPK_1

I have a question regarding new labor code provisions. So we note that an exceptional item has been reported in the profit and loss account which we understand it is related to the labor code.

00:45:16 SPK_1

Sir, could management explain the background about this and the steps company has taken to comply with the new labor code provisions?

00:45:30 SPK_2

Thank you so much for your question, sir. Thank you.

00:45:35 SPK_2

Going ahead, we have a speaker, shareholder number six, Mr. Anand Subramanian.

00:45:47 SPK_1

Yeah.

00:45:47 SPK_2

Hi. Good evening everyone.

00:45:49 SPK_2

I have a question on the roadmap for Canes. As laid down in the annual report relating to the sustainability targets.

00:45:58 SPK_2

The company has set a target of 60% renewable renewable energy share by 2030 and 100% by 2040. However, as per the BRSR for Kaynes technology alone, the figure for FY2526 stands at 20%.

00:46:19 SPK_2

Could management share where we currently stand and the roadmap to reach these targets? Thank you.

00:46:29 SPK_2

Thank you so much, Mr. Anand. Thank you so much.

00:46:31 SPK_2

Thank you. Ladies and gentlemen, our next speaker, shareholder serial number seven, Mr. Manjit Singh couldn't join this meeting for some reason.

00:46:41 SPK_2

Hence this brings us to the end of all of the questions from all of the registered speaker shareholders. Next we would like to go over to the boardroom to help us with the answers on the same.

00:46:52 SPK_2

Thank you.

00:46:55 SPK_1

Thank you very much and respected shareholder. I'll go through the questions one by one.

00:47:01 SPK_1

Try to answer maximum. In case of anything is there, please do let us know.

00:47:06 SPK_1

Thank you Mr. Samba for asking the first question on the growth and organic and inorganic. As you are aware, the company is pursuing an aggressive growth strategy that combined both organic and inorganic.

00:47:17 SPK_1

Of the 33% growth in the previous year, 12% for organic in the EMS business, which is the core. But you should also mention here that the growth in the metering business earlier we were supplying to EMS.

00:47:33 SPK_1

So 50% of the metering business was already the products were manufactured here. So if you consider that growth, it is a 22% growth on the previous year on organic.

00:47:42 SPK_1

But because we got a new product of metering business, the remaining growth has gone there. Going forward, we see growth coming from three broad categories for Canes Technology, leadership, geographical expansion and and new business and increasing the share of existing business.

00:48:00 SPK_1

We are confident these strategies will help us to sustain our growth momentum. And also the bottom line Mr. Mahadevan, thanks for your question on the semicon project.

00:48:13 SPK_1

The unit one has been fully completed and is currently under trial production as communicated by our Executive Vice Chairman. The commercial operations are expected to come in from third and fourth quarter and there is an as indicated during our earnings call we are looking at to book about 200 to 250 crores of revenue this year.

00:48:36 SPK_1

However, I wanted to keep you informed. Some of the production that is made in this may be consumed internally depending on the requirement of the key products.

00:48:47 SPK_1

But this will be the production from semicon business production and sales on the circuits project. The plant one is nearing completion and the commercial operations is expected by end of third quarter and fourth quarter.

00:49:02 SPK_1

As communicated earlier during the speech of Executive Vice Chairman between both the business put together looking at about 400 to 450 crores for the current financial year. Thank you Lata for asking the question.

00:49:18 SPK_1

Yes, working capital management is a concern and I started my speech with concerning our actions. Various actions that the management team is putting in to bring back into the better balance sheet.

00:49:30 SPK_1

We maintain higher inventory levels to protect the customer delivery schedule. You know, in India specifically globally the market has become so volatile and the lead term for the electronic components has grown from the earlier four months to currently some of the components are coming in seven to eight months and this is leading to this.

00:49:48 SPK_1

Thankful to the management direction in the last quarter of last year that we built up our inventory on those critical stocks which has really helped us in meeting our growth of more than 40% in the first quarter. Having said that, we are working both on the receivable days mainly during the metering business and we have listed down the action that is being taken in order to reduce the receivables in the metering business.

00:50:12 SPK_1

We also presented our improvement that has happened in the EMS business. The company is also working for the solution to optimize the inventory by standardization of the products and we are working very closely with the customer.

00:50:27 SPK_1

You will see the results coming up from as committed earlier by end of this financial year. In the next year the working capital will leave and then we'll get into the better situation.

00:50:38 SPK_1

Thank you Ramakrishnan for your question on the strategy behind having multiple

subsidiaries. Thank you for that question which gives us an opportunity to explain the management strategy behind it.

00:50:49 SPK_1

Our subsidiaries broadly fall into two major categories. One is the new greenfield project entities such as Kaynes circuit which is going to make bar PCB and Kaynes Semicon which is on OSAT assembly or building in house capabilities in Areas where we have historically dependent on external suppliers strengthening supply security and improving control over cost and lead time.

00:51:12 SPK_1

It's also well aligned with the Government of India's strategy initiative to semiconductor and electronic component manufacturing. So those have been done as a separate subsidiary.

00:51:24 SPK_1

There are certain entities. Yes, we know that we are.

00:51:27 SPK_1

We have invested on those companies which are developing a product development like MSIS or Sensonic entities. Those entities which are working extensively on R and D for the future solution.

00:51:40 SPK_1

Next stage of solutions to the customers is initially making losses. But we are pretty confident that these entities which has got the core skills will certainly help the organization to turn around and make our aspiration of launching 30% of our revenue from products by the year 2030.

00:51:58 SPK_1

The investment that we do in these companies like Chemsys Sensonics are going to help the games to launch more and more products which will take our revenue on the share of revenue from products from the current 8% to 30% level by 2030. And that is our strategy to have multiple subsidiaries with a focus.

00:52:18 SPK_1

When it becomes an independent entity with an independent leaders, you all know that it becomes a focused attention and to have this with view of these entities are strategically value accurate to over three to five year vision with progress reflected in development milestones, customer qualification, design win traction and capacity readiness and capabilities measure. Mr. Anil Kumar thank you for your question.

00:52:44 SPK_1

In terms of the new Labor Code on 21 November 2025, the Government of India notified the four labor codes the Code on Wages 2019, the Industrial Relations Code 2020, the Code on Social Security 2020 and the Occupational Safety, Health and Working Conditions Code 2020 Consolidating the 29 labor codes into a single one. The Ministry of Labor and Employment subsequently published a draft central rule enabling companies to assess the financial impact.

00:53:16 SPK_1

Your companies are worked with extensive evaluation with the legal experts and in consultation with the firms and appropriate actions are taken to ensure compliance. The company has assessed and disclosed the incremental impact of these changes based on the information available to us consistent with the guidance issued by the Institute of Chartered Account of India.

00:53:40 SPK_1

Given the materiality and the regulatory driven and non recurring nature of this impact. The company has presented its exceptional item the impact of new labor Codes in its financial statement for the quarter and year ended 31st March 2016.

00:53:57 SPK_1

Mr. Anand Subramaniam thank you for your questions relating to Sustainability target. Interesting.

00:54:06 SPK_1

The company has started working on sustainability target not after the BRSR has become mandatory but from the inceptions of Kaynes. Kaynes has always been a focusing on zero discharge and zero landfill and these has resulted this company into taking it to the next level.

00:54:24 SPK_1

We are scaling up the renewable energy footprint through wind power and a third party green power purchase under the CO Green Initiative in addition to the energy efficiency measures such as the LED conversion, air condition optimization, shop floor improvements on reducing air, water and power. In fact our Mysore plant has already achieved 100 renewable power consumption in the recent months with a good wind power base available and with a clear corresponding decline in the power cost also and the cost per consumption of power per unit of manufacturing.

00:55:00 SPK_1

We are working to replicate the same model across our other manufacturing unit and subsidiaries in a phased manner and that will continue to report our progress against these targets through our annual BRSR disclosure. Ladies and gentlemen, with these things I have answered most of the questions over to moderator.

00:55:29 SPK_3

Thank you so much Dr. Muthukumar members may note that the voting on the platform facilitated by CDSL will continue to be available for the next 30 minutes. Therefore, members who have not yet cast their votes are requested to do so.

00:55:46 SPK_3

The Board of directors has appointed Ms. Kalaivani S practicing company secretary as the scrutinizer to supervise the E voting process.

00:55:57 SPK_3

Further, I hereby authorize Ms. Sudhasri, Company Secretary and Compliance Officer to declare the result of the voting and the play and place the results on the website of the company, CDSI and also stock exchanges. The resolutions as set forth in the notice shall be deemed to be passed today subject to receipt of requisite number of votes.

00:56:23 SPK_3

We are grateful to all our shareholders for attending this meeting and I hereby declare the proceedings of this AGM as closed. Thank you very much and see you next year.

00:56:36 SPK_3

Thank you.

00:56:37 SPK_2

Thank you so much ma'.

00:56:38 SPK_3

am.

00:56:39 SPK_2

Dear Members, the e voting time is extended by another 30 minutes. The members who have attended their AGM and have not yet cast their votes can now avail the very same facility as announced before.

00:56:53 SPK_2



Thank you so much. Thank you.

01:27:01 SPK_2

Dear members, the time for e voting has elapsed and e voting facility is now disabled. Thank you so much for your participation in the AGM and the E voting.

01:27:11 SPK_2

The meeting here is concluded. Thank you.

KAYNES TECHNOLOGY INDIA LIMITED

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