

TRANSCRIPT OF THE 69TH ANNUAL GENERAL MEETING OF THE SHAREHOLDERS OF CARBORUNDUM UNIVERSAL LIMITED HELD ON 2ND AUGUST 2023 THROUGH VIDEO CONFERENCING

Mr. M M Murugappan: Good afternoon, ladies and gentlemen. I have great pleasure in welcoming you to the 69th Annual General Meeting of your company. This meeting is being convened electronically through video conference. First, I hope you and your family members are safe and in good health. In line with the relaxation extended by the Ministry of Corporate Affairs to companies for holding their annual general meeting through video conferencing or other audio visual means, this meeting is being conducted virtually. Companies have also been allowed to send the annual reports and notice convening the meeting electronically. Accordingly, the soft copy of the annual report for the year ended 2022-23 has been sent to all the members holding shares in dematerialised mode whose e-mail addresses are available with the depository participants as well as to all the members holding shares in the physical mode whose e-mail addresses are registered with the Company or with the transfer agent. Further, we have also sent the physical copy of the report to those members who had specifically requested for the same.

The requisite quorum being present, I now call the meeting to order.

The register of directors, key management personnel with their shareholding, the register of contracts or arrangements in which the directors are interested, the certificate obtained from M/s. R Sridharan and associates, Practicing Company Secretaries confirming that the Company's ESOP schemes have been implemented in accordance with SEBI regulations and the resolutions passed by shareholders in this regard and other documents mentioned in the notice convening this meeting are available for inspection by the members and to those of you seeking to inspect these documents, you may contact our Company Secretary. Since the meeting is being held electronically, proxy related procedures have been dispensed with and this is in line with regulatory requirements.

Ladies and Gentlemen, let me now introduce the Directors, Auditors, and my colleagues in the Company who are attending the meeting. Today, we have Mr. Sanjay Jayavarthanelu. He is joining us from Coimbatore. He is the Chairman of our Audit Committee and our Nominations Committee. Mr. Aroon Raman, an Independent Director, has sought leave of absence and he sends his best wishes to all of you. With me here at Dare house in Chennai, I will start from my right. We have Mr. Sujain Talwar, we have Mr. Sridharan Rangarajan, who is our Director - Finance and Strategy. We have Mr. N Ananthaseshan, our Managing director. May I start also from my left now, Mr. P S Raghavan and we have Mrs. Soundara Kumar. We also have our colleagues here, Ms. Rekha Surendiran, who is our Company Secretary and Mr. Padmanabhan who is our CFO. We have our senior executives who are also joining us today. We have Mr. Ninad Gadgil who is the Head of our Abrasives business. We have Mr. M V Sivakumaran who heads our Electrominerals business. We have Mr. Raghavendra Pai who heads our Refractories and Composites business. We have Mr. Prathap Kumar who heads our Industrial Ceramics business. We have also our colleague who heads Human resources, Mr. Bhaskharan Kannun. Our Statutory Auditors M/s. Price Waterhouse Chartered Accountants LLP represented by Mr. Bhaskar Panneerselvam and Mr. Raaghav are also available with us. Mr. Subramanian Vivek, partner has rotated out as the signing partner of our auditors. Mr. R Sridharan of M/s. R Sridharan and Associates, our secretarial auditor as well as the scrutineer for the e-voting process has joined the meeting virtually. We also have with us representatives from M/s. S Mahadevan and company, our cost auditors.

Your Company, by virtue of being a listed company, is required to provide e-voting facility to

all its shareholders. Voting by show of hands, therefore, is no longer permitted. The Company has engaged the services of M/s. KFin Technologies Limited to provide this facility of remote e-voting to its members so that they can cast their votes on all businesses contained in the notice. Voting will be in proportion to the shares held by the members as on a cut-off date, which was the 26th July 2023. In line with regulatory requirements, the remote e-voting facility has been provided to members for four days starting 29th July 2023 until the 1st August 2023, after which the module was disabled for voting by KFin. As mentioned in the notice convening the meeting for such of those members who did not or could not avail the remote e-voting facility, the Company is pleased to provide the facility to cast their votes electronically during the Annual General Meeting on all proposed resolutions and this can be done through Kfin's instapoll mechanism. The Instapoll facility will be activated at the end of this meeting. Members can avail of this facility and cast their votes on the resolutions proposed in the notice. Let me reiterate that this facility is available only to those members who have not cast their votes in the remote e-voting facility provided earlier by the Company. In case any member has already voted in the remote e-voting, he or she will not be able to cast his or her vote again through the instapoll mechanism. The Board has appointed Mr. R Sridharan of M/s. R Sridharan and Associates, Practicing Company Secretaries, for scrutinizing the e-voting process in a fair and transparent manner. Once all of you have cast your votes, the votes will be counted by the Scrutineer who will then unblock the results of the remote e-voting, which will then be consolidated with the results of the voting done today. The voting results along with the scrutineers' report will be communicated to the stock exchanges within 48 hours and the same will be placed on the website of the Company as well as on the e-voting platform of KFin.

The schedule for this afternoon's meeting would be as follows: I will make a brief speech on the performance of the Company. My colleague Mr. Ananthaseshan, Managing Director will share the operational highlights for the financial year 2022-23. After the presentation, those of you holding shares in your name and who have registered as a speaker at the meeting will be invited by the moderator. In consideration of the time of all those attending the meeting, we request speakers to be brief and restrict their conversations to matters relevant to the business contained in the AGM notice. The questions or queries as raised by the speakers or by shareholders who have already registered in the link provided by KFin for this purpose will be tabulated and answered. After the queries have been answered, the meeting will conclude, and those of you who have not yet cast your votes will be given the opportunity to exercise the same. Now, let me proceed with the meeting.

Ladies and Gentlemen, the annual report for the financial year 2022- 23 has been sent to you some time back and I trust it would have given you an overview of the performance of the Company. Your Company, CUMI recorded a 40% growth in its consolidated turnover, largely owing to the recent acquisitions in Germany and a strong performance across all its businesses. The turnover at a standalone level registered a 13% growth. The profitability also grew by 24% and 30% on a standalone and consolidated basis respectively. CUMI's performance overall has been reasonably good, especially amidst continuing volatility and uncertain global economic conditions. Higher capacity utilisation, better product mix, volume growth and a better realisation in some cases helped CUMI perform under difficult business conditions. The capital expenditure spend during the year under review was Rs. 2.94 billion and our cash position continues to remain quite healthy. The Board of Directors have prudently recommended a final dividend of Rs. 2 per share over and above the interim dividend of Rs. 1.5 per share paid during the last quarter of the financial year. The total dividend for 2022-23 aggregates to Rs. 3.5 per share and this is in line with the dividend paid during the previous year.

Now, let me share with you the performance highlights of each of the divisions of the

Company. In Abrasives, revenues grew by 59%, largely owing to the incremental sales by the recent acquisitions in Germany as well as the significant growth from its subsidiaries Volzhsky Abrasive Works in Russia and CUMI America in the United States of America. However, increased input costs and costs involved in integrating the newly acquired subsidiaries with the business impacted profitability. While the improvement in demand from the auto sector and price increases effected periodically did help the business in securing good volume growth, competition from cheap imports and rising prices of raw materials hugely impacted its efficiency and profitability. The business did minimise the adverse effects by undertaking several cost control initiatives including adapting to new technologies in design to value, leading to packaging cost improvements, process efficiencies, several digital initiatives. Volume growth is also attributed to the expanding distribution network and enhanced digital marketing initiatives. The performance of the subsidiaries in China and the Middle East was subdued due to our conscious decision to minimise operations in these regions in view of continuing business challenges associated with these geographies. However, we continue to service these regions from India. Our subsidiary, Sterling Abrasives achieved a 24% increase in sales on the back of higher agricultural production, good monsoon conditions and greater reception for its new products. Their operational efficiencies led to a 36% growth in their profitability. Wendt India, an Associate grew by 17%, largely due to enhanced export sales and increased sales to the auto and auto component sectors. Better product mix, continued focus on operational efficiency and cost control measures leading to a significant 48% jump in profitability. Through the last year and slightly before, CUMI added two entities in Europe and these were in Germany – M/s. Rhodius Abrasives and CUMI Awuko Abrasives. Integration of the newly acquired subsidiaries is still in progress. While Rhodius Abrasives managed to achieve 95% of its sales plan, it was impacted hugely by the Russia - Ukraine conflict and shortages in production volumes at times, delayed deliveries due to transportation issues and increasing energy costs. However, we have a new leadership team there now and the organisation is well positioned for future growth, although it is going to be tough over the next few years. CUMI Awuko Abrasives was a company formed by acquiring the assets of the erstwhile Awuko company through a liquidation process in Germany. Hence, the significant portion of the time last year was spent on re-establishing the business and we are confident that business will be on track soon. The full integration of the subsidiaries in Germany and the initiatives taken by the standalone business in India, together with the support from subsidiaries in the United States, Russia and other parts of the world gives us the confidence that the Abrasives business will emerge stronger in the coming years.

Moving to the Electrominerals business, the business registered a consolidated growth of 25% and a standalone growth of 13%. The business also recorded a 42% growth in profitability on a standalone basis due to a high increase in demand for minerals, thus paving the way for high volume growth backed by a higher realisation. There has been a significant improvement in the business of its subsidiaries VAW, Volzhsky Abrasive Works in Russia and Foskor Zirconia Private Limited in South Africa, leading to an overall much improved profitability at the consolidated level. Although, there is a reluctance to purchase Russian products from Western and European markets. Volzhsky Abrasive works registered a double digit growth by increasing its domestic market share. At Foskor Zirconia, it has been a year of turnaround in operations owing to a higher product demand and better efficiencies through a revamped strategy. The Growth in Electrominerals was also impacted here in India by a lower generation of power from the Maniyar Hydel plant and an increase in the state power tariffs. However, overall, there was a good growth registered by the business despite continuing challenging conditions and the business has shown its resilience and its ability to grow in the coming years.

The ceramics business comprising Industrial Ceramics, Refractories and Composites also recorded a good growth of 29% at the consolidated level and 26 % at the standalone level.

Demand growth in key user industries, technological advancements in vital sectors and a focus on sustainability across domestic and international businesses aided a strong growth. All businesses in ceramics are highly customer centric requiring the business to work and co-create solutions with its customers. The subsidiaries in Australia and the United States had a record performance. CUMI Australia recorded its highest ever growth during the last year owing to the increasing demand for mineral processing. CUMI America, the subsidiary in the United States also contributed significantly to volume growth and profitability. The IT subsidiary of the company, Net Access has performed reasonably well with a 30% growth in revenue and a 36% growth in profitability. With business conditions normalising in India due to the receding pandemic conditions, this was made possible. Southern Energy Development Corporation, SEDCO, the subsidiary engaged in energy production, however suffered a serious set-back. The subsidiary had to suffer an unprecedented increase in gas prices owing to the global uncertainties as well as the increase in transmission and generation charges. This has adversely affected its performance in the last year. As part of its De-risking strategy, the business has diversified into solar energy and this business requires some time to get established. The sudden significant increase in the costs severely affected the business and the Board of SEDCO is evaluating options to mitigate and address these issues. PLUS Advanced Technologies which was acquired in 2021-22 focuses on specialty polymers and phase change materials. The good growth prospects reaffirm our commitment to the long term strategy of leveraging material sustainability. Year 2022- 23 saw a heightened emphasis on business development and establishing a robust customer base. Muruggapa Morgan Thermal Ceramics and Ciria India, both joint ventures recorded a good growth and profitability due to increased demand by user industries resulting from a growth in infrastructure. While the above summarises the business performance at the consolidated level, I'm pleased to share that the people, capabilities, recognitions and other sustainability initiatives undertaken during the year augured very well for CUMI. Employee engagement saw numerous programs aimed at effectively engaging the workforce to both deliver their commitments and go beyond their Call of Duty. CUMI was also the proud recipient of several awards last year, including the Madras Management Associations Award for Managerial Excellence of 2022. These achievements in the business and otherwise will not be possible unless CUMI has a strong team right across the company and more particularly in the leadership, all of whom who are here today. Mr. N Ananthaseshan, our Managing Director and Mr. Sridharan Rangarajan, our Director -Finance and Strategy have been able to promote this solidarity and a resilient spirit amongst the employees across the globe. I thank all our colleagues for performing under such challenging situations and extending their support to each other in overcoming these challenges and converting them into opportunities.

Today, after serving CUMI in various positions for 37 years, Mr. Ananthaseshan will be retiring and he will also be stepping down from the Board. Ananth has led CUMI during its most challenging times, the unprecedented COVID-19 pandemic and global uncertainties arising from the Russia-Ukraine conflict. Under his leadership, CUMI has grown by over Rs. 20 billion and while navigating challenging situations and capitalising on specific growth opportunities. Ananth has also nurtured a young, energetic leadership team to manage CUMI under its next leader. He leaves CUMI very well positioned for its next growth phase and we wish Ananth all the very best in his retirement and thank him for his dedicated and passionate service during his long career at CUMI. Ananth will be succeeded by Mr. Sridharan Rangarajan. He is very well known to all of you and he will take charge as the Managing Director. Sridhar has been an integral part of CUMI for over a decade. I'm confident that his experience and knowledge will ensure a smooth transition as CUMI makes significant shifts for the future. I welcome Sridhar to this new role and wish him all the very best. I also take this opportunity to welcome Mr. Jürgen Neubert, the Chief Executive of our German subsidiaries in Europe and Mr. Ralf Blechschmidt, who has joined us as the Managing Director of CUMI Awuko Abrasives.

My most grateful thanks to my colleagues on the Board for their support and guidance. Overall business performance for the quarter has grown about 6% over the corresponding period, the previous year. Consolidated gross sales was at 11,910 million or 1191 crores as compared with 1129 crores during the corresponding period of the previous year. The net profit after tax stood at 1130 million or 113 crores.

Ladies and gentlemen, this gives you a perspective and a summary of the year under review 2022-23. And to give you a glimpse of what CUMI has done during the year, I request my colleague Mr. Ananthashan, our Managing Director, to give you a brief presentation.

Mr. Ananth: Good Afternoon. Let me now take you through a brief presentation on CUMI and its operations over the last year. For the benefit of new shareholders, CUMI is part of the Murugappa Group, a legacy of 123 years and CUMI belongs to the engineering vertical of the Murugappa Group. CUMI started off in 1954 as a tripartite joint venture. Today, CUMI is led by an eminent Board of Directors, our Chairman Mr. Murugappan, Mr. Sanjay Jayavarthanavelu, Mr. Aroon Raman, Mr. P S Raghavan, Mr. Sujain Talwar, Mr. Sridharan Rangarajan and Mrs. Soundara Kumar. The Company also has my colleagues who lead various businesses in India with their expertise and experience and we also have my International colleagues who run their respective businesses globally. While CUMI started off in 1954 as an abrasives company, we have moved into being a material science solutions provider over a period of [70 years. So, today CUMI deals with materials chemistry, the materials physics which is the property of materials and then, match them with materials processing, which is the forming processes. Right from 1954 to now, most of the materials that we deal with are the oxides family of alumina, silica, zirconia. In the carbides, we have the silicon carbide and increasingly other materials. Abrasives, which is basically into surface engineering is created by the hardness or the scratch ability of materials and from then on leveraging the many properties of the aluminas or the oxides and the carbides which includes high melting point, refractoriness, corrosion resistance and more recently into semiconducting and phase change nature. So these are some of the properties that we have leveraged to build this business. These materials and these properties when formed using a multitude of processes that CUMI has built over the years give us great strength and an ability to tailor solutions co-creating along with our customers. Today, the business portfolio of CUMI as arranged as I would say by materials physics, which is the properties are centered around Abrasives, which is the hardness or the scratch ability. And the entities which are involved are CUMI India, CUMI America, Sterling Abrasives, Awuko Abrasives in Germany, Rhodius Germany, Wendt India and Volzhsky. Similarly, the ceramics segment which is into high melting point and refractories consists of again operations in India, in Australia, America, Russia and the joint ventures Morgan Advanced Materials and Ciria. The raw material segment of the Electrominerals as we call it are basically materials or minerals which create these abrasives and the ceramics, so which is in India, South Africa and in Russia. We are also now increasingly moving into advanced materials which is currently centered in India, Russia and PLUSS in India.

Overtime, the purpose, vision and mission of CUMI has moved from making materials work for man to making a material difference and today our vision is to be a globally admired company driving innovations in material science towards sustained value creation for people and our planet. And our mission is to design, Co-create and deliver sustainable solutions to make a significant difference to all our stakeholders. In this journey, we also have milestones. We are possibly the largest single location producer of silicon carbide globally. We are also one of the largest producers of the full range of electrominerals worldwide. We are among the market leaders in abrasives globally and also the world's second largest player in metallised ceramics. Over these years, CUMI has built a global presence. Today from being an Indian company, we have more than 20 subsidiaries, joint ventures and associate across the globe.

The presence of operations in markets which are large, which are growing, is giving CUMI its strength to grow further. Let me touch upon the financial progress of the year 2022-23. Last year was a difficult year which followed a pandemic induced output contraction. We began the year with the Russian-Ukraine conflict which accelerated existing inflationary pressures and also slowed cross-border trade. All this led to a volatility in the financial markets, you have the currency depreciation and higher interest rates. All these affected consumer sentiments and the business confidence fell globally. These impacted many of these business metrics that is important to drive growth in our business. It is in this situation that the business performed and as our Chairman was mentioning, consequent to our acquiring the entities in Germany, we have a consolidated turnover of 4600 crores, the growth of 40% compared to the previous year. The PAT at 414 crores grew 24%. On a standalone basis, the revenues grew to 2473 crores at 13% and the PAT grew 30% to 331 crores. The segmental performance on a consolidated basis gives abrasives a revenue of 2000 crores crossing this milestone for the first time at 43% of the share of the sales, it is also the largest segment. Electrominerals and the ceramic segment also did extremely well. So Electrominerals at 35% of the share and Ceramics at 22% of the share of sales. Ceramics obviously is also the most profitable segment followed by the Electro mineral segment. On a standalone basis, Abrasives crossed 1100 crores, a milestone again, followed by Electrominerals at 702 crores and Ceramics at 834 crores. Coming to the ratios, the Company has a consistent return on capital employed at 20%, a very low debt equity at 0.08% and a consistent dividend payout. So this is based on the financial prudence that we have shown in the company over a long time. Company also has an unbroken dividend record on a standalone basis. We declared a dividend of 350% last year and the total shareholder returns of over 25% over last year.

To me, being a very technologically driven company, also focuses on intellectual property creation. So, we have filed patents and we are working on getting many IPRs through patents and trademarks. Over the last couple of years, the focus has been on building a business which is sustainable. Our sustainability policy which was declared couple of years ago and the goals that we have taken for the period 2025, the actions against them are being implemented and we see that the energy intensity, water intensity, emission intensity and the waste intensity have significantly fallen. So this is a path that we would take to create a much greener and a much more sustainable business going forward. Some examples of the clean energy installations that we have set out last year are: OPEX projects that were implemented across our locations equivalent to 1.5 megawatts or 1.3 crores equivalent of energy from cleaner sources. Last year was also progressing on building capabilities across our locations across businesses. The brown fused alumina furnace expansion at our Minerals division has added significant capacities and also modernised the crude handling capabilities. In Russia, we set up a new line for producing high quality silicon carbide microgrits and installed a state-of-the-art hydraulic press in our ceramics facility for near-net forming of ceramics. At our Composites Business we have AS 9000 certified labs for manufacturing aerospace components and have installed and commissioned a kiln for producing nitride bonded silicon carbide refractories in our Russian Operations. While we build capabilities, we are also conscious about building our brands. This is a pictorial view of our retail outlet carrying the CUMI products in Russia. The Awuko products along with the CUMI brand are now available as very premium products in coated abrasives and the Rhodius products range of high performance cutting and grinding wheels. All this is also supported by the product innovation across our businesses whether it is in the grinding wheels or the abrasives, the raw materials that we have for making these abrasives or the intricate ceramic parts that we co-create along with customers whether it is for the specialty steelmaking or the drone parts or the grinding wheels which are used for aerospace components. We have also progressed on advanced materials like graphene and have established products or high purity silicon carbide powder which goes into manufacturing single crystals for power electronics. While we focus on business, we also ensure that our contribution towards corporate social responsibility stays strong. Consistently,

we have been spending our CSR on education, community and health. As a Company, we have also progressed on many of the awards. The Madras Management Association Award for Managerial Excellence, significant HR excellence certification from CII, Industry Excellence Award in Kerala, the Golden Award for the National Energy Management and the Kerala State Energy Conservation Award and our colleagues in Russia won the best managers and organisation in 2021. We also have accolades from our suppliers from Schneider, from Bosch as Best Performance Awards. And while all this have been the work we did in 2022-23, the Q1 of 2024 also saw that we have a consolidated sale of 1191 crores with a PAT of 113 crores and the segments abrasives about 519 crores, Electrominerals at 418 crores and Ceramics 287 crores of revenue. On a standalone basis, revenue crossed 659 crores and a PAT of 93 crores. The growth of 28% quarter on quarter. And as I retire from the services of this institution, I wish to thank you, shareholders for your support and faith that you have reposed in me during my tenure as Managing Director of this company. I wish you and your families good health and prosperity and before I sign off, I wish my successor, Sridharan Rangarajan, a wonderful time leading this company to greater glory. Thank you so very much.

Mr. M M Murugappan: Thank you, Ananth. Ladies and gentlemen, the notice dated 22nd June 2023, convening this meeting along with the copy of the annual report for the financial year ended 31st March 2023 has already been circulated electronically and with your permission may I take them as read. The Auditors report on the financial statements of the company does not have any qualifications or observations or comments on the financial transactions or matters or as having any adverse effect on the functioning of the company. There are no qualifications, observations or comments in the secretarial auditor's report too. Accordingly, these reports are not required to be read at the meeting.

The businesses set out in the AGM notice are as follows. The ordinary businesses pertain to the adoption of standalone and standalone financial statements, together with the reports of the Board of Directors and auditors. The adoption of the consolidated financial statements for the year ended 31st March 2023 together with the report of the auditors thereon declaration of the final dividend of Rs. 2 per equity share, my re-appointment as a director. The special businesses pertain to the remuneration of non-Executive Directors, approval for payment of Commission, the appointment of Mr. Sridharan Rangarajan as Managing Director and ratification of the payment of remuneration to the cost auditors for the financial year ending 31st March 2024. The resolutions and the explanatory statements in respect of the above proposals, as applicable, have been provided in the notice. Few shareholders have raised queries through KFin's portal. Few of them have registered themselves as a speaker for raising queries or questions at the meeting. I now request the Moderator to facilitate shareholders to speak or raise clarifications regarding the accounts and operations of the Company during the year 2022-23. In sequence of their registration, in the interest of time and with a view to give adequate opportunities to all, I request members to be judicious with their time and restrict themselves to 3 to 5 minutes. We will hear all the queries first, after which I will be pleased to give you a response together with my colleagues. The details of the shareholders who have registered in advance or have commented in the chat box will be collated and provided. Moderator sir, could you activate the speakers in their sequence of registration?

Moderator: Thank you, Sir. This is your moderator. So we have totally 14 members registered as speakers today. The first speaker of the day is Mr. Rajesh Kewalram Chainani from Mumbai. May I request Mr. Rajesh Kewalram Chainani to unmute yourself, switch on your camera and speak.

Rajesh Kewalram Chainani: Am I audible, Sir?

Moderator: Sir, you are audible. Sir, you can speak please.

Rajesh Kewalram Chainani: Yeah. Respected Chairman, Mr. M M Murugappan, MD, Mr. Ananthaseshan, a very highly distinguished Board of directors, my fellow shareholders, my name is Rajesh Chainani, I'm speaking from Mumbai. So first of all, I thank our company secretary, Mrs. Rekha Surendhiran for sending the e-mail notice very well on time. And I also got the call also for attending the meeting. So very good secretarial department service because the secretarial department is a link between the shareholders and the Board. So the it has been done a very good corporate governance. The price of our share was. Today, the price of our share is still Rs. 1260 Sir. Even in this market, Sir, we are doing very good on the face value. So Who is our very closest competitor, Sir, is it Bosch, if you can have any very close competitors, sir. And so promoter holding is 41.5%. So I would just like to know whether any plans to increase the promoter holding, sir, because the SEBI had permitted upto the limit of 75%. So any plans for that. And so it's very good that the public holding is 19.12% and FIIs are holding 9.98. So I hope so the FIIs increases though price will also rock because the FIIs are the ones who really take up the prices, sir. And Sir, I really thank you for the very good dividend of Rs. 5.50 paise in total, if I'm not mistaken, correct me if I'm wrong sir and sir, a very good presentation by you sir and the MD, it shows a lot the future of the company is very bright, Sir. And whatever the view and the side of the company has been shown, sir. So sir, is very high time to our share Capital is 18,00,00,000 reserves and surplus plenty Sir. So now there is no scope for this because we are already face value 1. So I would really request you Sir if possible in future can we can you please declare a bonus Sir. That would be really of a great thing Sir. And Sir continue with this VC thing. So at least a lot of shareholders can attend from not only from India Sir, even from overseas. And Sir with this I support all the resolution Sir. And I welcome the new MD also So thank you very much, Sir.

Moderator: Thank you, Mr. Rajesh Kewalram Chainani. Sir, may I proceed with the other shareholder, Sir?

Chairman: Yes, please.

Moderator: Thank you, Sir. The second registered shareholder, speaker shareholder is Mr. Yusuf Yunus Rangwala from Mumbai. May I request Mr. Yusuf Yunus Rangwala.

Mr. Yusuf Yunus Rangwala: Sir. Sir. Vanakkam Sir. Vanakkam. Bombay में मुंबई से रंगवाला बात कर अरहा हूँ। How are you Sir? I am very happy with our Chairman speech.

That was very fantastic. So 45 minutes nothing more to it. Sir, that was a very knowledgeable. I welcome our new Managing Director. First Sir as you mentioned we have a 24% sale, dividend Rs. 5.50 paise on face value one. Sir. As you mentioned today rate 1260 Face value one aur अपनी Company Secretary, Surendhiran Rekha Madam, उनकी जितनी तारीफ करो उतनी कम है।

Sir, we are having around 6-7 factories in Chennai. Sir, if possible this is my humble request. I requesting you put a plant visit, if not possible, if there is Bombay any analyst meet, Sir, please you call us me Sir. This is my humble request so that we can meet you. Mr. Murugappan Sir. Sir, you do not require anything. Just like a sun is shining and you also shining. आपका shine भी कम नहीं होता है। लोगो की तारीफ करू उतना कम है। They are very good excellent services. I don't have word for Karvy people. They are No. 1 at present. They are leader in the Company services Sir. Thank you very much Sir. Sir, हो सके तो हमारा get together कराए दिवाली का sweet ki aasha karta hu sir। दिवाली एक ही बार आती है दिवाली में हमे याद करना क्योंकि महोबबत स्वीट से ही होती है sir। में हाथ जोडके विनंती करता हू। अपने मेडम को बोलना कुछ करे sir ऐसा त्योहार एक ही बार आता है और अपना महोबबत रहे में aapka full Murugappa group का shareholder हू। में tube Investments का भी हू में कल आपसे फिर

मुलाकात होगी sir. Inshahallah sir. Thank you very much, Sir. Jai Hind sir and nothing more to add. Yes, Sir. फूलों की खुशबु, त्योहार की बाहर और आने वाले हर त्योहार की शुभकामना। हो सके तो अपन को भूलिए मत। मेरा request है get together हुआ तो sir आप हमे बुलाए sir. Rekha मैडम को हमारा विन्ती है sir. Thank you very much. Khuda hafiz, Jai hind.

Chairman: Khuda Hafiz

Moderator: We will move on to the third registered speaker of the day, Mr. Suresh Chand Jain from Hyderabad. May I request Mr. Suresh Chand Jain to unmute yourself, switch on your camera and speak.

Mr. Suresh Chand Jain: आवाज़ आ रहा है सर?

Moderator: जी आपका आवाज़ आ रहा है।

Mr. Suresh Chand Jain: आदरणीय चेयरमैन सर, उपस्थित सभी डायरेक्टर गण और शेयरहोल्डर साथियों। सर, इस कंपनी का मैं बहुत ही पुराना शेयर होल्डर हू। कंपनी का रूपरेखा विस्तार से 45 मिनट तक हमे जो कंपनी के बारे में जानकारी दी इसके लिए आपको तथा आपकी टीम को मैं बहुत धन्यवाद देता हूँ। सर हम तो हैदराबाद की मीटिंग में मिल चुके है सर। ध्यान से सुनिएगा। सर यहां पे जो हैदराबाद में चालू हुआ था जो CRS के पैसे लेकर चले गए। वह बीमार है वो बीमार है हॉस्पिटल से सर्टिफिकेट भी मिले है। सर आप लोगो को मिल भी चुका है। हम कंपनी के अंदर गए थे तो हम बोले सर इसका मालूमात तो करिए तो वह बोले तो उन्होंने कहा तो डायरेक्टर ने CS ko भेजा है। कंपनी वालो ने CS और CFO को भेजके उनके address के अंदर भेजा है सर। वहा तो बहुत छोटा रूम है सर बाद में पूछा ऐसी बात है तो company वालो ने कहा के बैंक के अंदर मालूमात करे जो company के अंदर जो हुआ है कंपनी के अंदर जानकारी लीजिए। बैंक के अंदर जाकर मालूम करे तो बैंक वालो ने कहा की हम आपस में बांट लेते है और वहा महाभारत हो गया था। Company वालो ने कहो की वे बोगस कंपनी है। फिर चेयरमैन साहब ने कहा की दवाखाने hospital में जाकर मालूम करे। हम लोग हॉस्पिटल में गए वहा जाकर मालूम हुआ की जो donation दे रहे है वह गलत हार्थों में जा रहा है। और उन्होंने डॉक्टर ने कहा की हम तो ५४,००० लिखे है उन्होंने ५,४०,००० किए है। Ek zero बढ़ा दिए है। यहां कार्य आप आकार देखे। Murugappa Company बाकी आपकी कंपनी टॉप 1 के अंदर है। Economy के अंदर आपका सबसे बड़ा सहयोग है इसके लिए आपको aur aapki team ko धन्यवाद देता हूँ। और आशा करता हूँ की इसी प्रकार आप video conference mai मीटिंग करे तो company की जानकारी प्राप्त हो पाए। कई लोग एक शेयर लेकर काफी सारी बात करते है और दूसरे शेयर होल्डर हो काफी समय बर्बाद करते है। इसके अलावा जिसके ५ शेयर १० शेयर ५० शेयर है उन्हीं को यह कॉन्फ्रेंस अटेंड करने दीजिए। और आपने मुझे सुना इसके लिए धन्यवाद देते हुए मैं अपनी वाणी को विराम देता हूँ। हैदराबाद में बहुत पोलूशन है उसके लिए आंखे जल रही है अब मैं बोल नहीं सकता हूँ। जो बात करना था वह कर चुका हूँ बहुत-बहुत धन्यवाद।

Moderator: Thank you, Sir. Thank you Mr. Suresh Chand Jain. We will move on to the next speaker, fourth speaker of the day Mr. Manoj Kumar Gupta from Kolkata. Mr. Manoj Kumar Gupta from Kolkata. Mr. Manoj Kumar Gupta from Kolkata. As there is no response from Mr. Manoj, we will move on to the next speaker, Mr. Ramesh Shankar Gulla. Ramesh Shankar Gulla from Hyderabad. Mr. Ramesh Shanker Golla. Mr. Ramesh Shanker Gulla. As there is no response from Mr. Ramesh Shanker Gulla as well. We will move on to the next speaker of the day, Sixth speaker, Miss Celestine Elizabeth Mascarenhas.

Miss Celestine Elizabeth Mascarenhas: Hello. Hello.

Moderator: Madam, you are audible. Madam, you can proceed with your question please.

Miss Celestine Elizabeth Mascarenhas: OK. Thank you. Thank you. Respected chairman, Mr. M M Murugappan, another members of the Board, my dear fellow shareholders who are in this virtual meet. I am Mrs. C Mascarenhas. I am attending speaking from Mumbai. First of all, I thank the company secretarial team for sending me an e-annual report, but I would

have been happy if I would get a physical copy. Being senior citizen reading, I could not just read the entire thing online. So anyway, thanks very much for registering me as a speaker and also allowing me to express my views and also the KFinTech team for giving me this platform to speak. Thank you so much. Our annual report is very good, very explanatory and adhering to all the norms of corporate governance. Our working in this very tough days is definitely we have performed very well in this challenging times and a good dividend and also very good market capitalisation also. I here I would congratulate for all the awards and they are all in the annual report. I will not speak because of constraint of time. CSR work is very good. Now my query Sir, on ESG have we gone for any rating and if we have gone for rating what is our score and if the score is very good platinum plus? Are we thinking of listing or we might have listed? Also please educate me on this on any platform international or domestic. My second question is, I would like to know what is the total percentage of women among the employees and the physical and mentally challenged people. 3rd is we are in that industrial ceramics, how much margins we are enjoying in this business. Next is we have our subsidiaries are performing very well and all over the world. But I would like to know, did we didn't get any sort of hitches in our Russian subsidiary as there was Ukraine and all last year? The war was at very intense level. So could you just tell us how it went there? Who are our main competitors, international and domestic in our products? How much do we spend on R&D innovations? What is the attrition rate of the staff there? And if it is high, how do we try to keep with us because they are highly intellectuals? Sir I have person I'm very happy with the Murugappa group specially I have so much thanks about the tube investments where you nurtured that CG power of Bombay means it had gone into. So I thought I would lose all my money there, but you revived it such a way and we are now very, very proud of CG power. Thanks to Tube investment. Here my request is there are some companies in our group which are not even above 50. you know very well. So you try to even revive these companies, so that our Murugappa as a conglomerate is the strongest conglomerate not only in India but all over the world. Our conglomerate in all the companies should be very strong. That's my request. Because we should be a globally admired company and shareholders delight. With this, I support all the resolutions. I wish my company all the best and especially you all people I wish you all very good health and wealth will follow with good health. With this, thank you so much for giving me this opportunity to speak once again. Thanks and Namaskara.

Chairman: Thank you.

Moderator: Thank you Madam for your questions. We will move on to the 7th speaker of the day, Mr. Gopal P from Chennai. Mr. Gopal P, Mr. Gopal. As there is no response from Mr. Gopal, we will move on to the 8th speaker of the day, Mr. Mahesh Kumar Babuna from Calcutta. Mr. Mahesh Kumar Babuna from Calcutta. Mr. Mahesh Kumar Babuna has not joined. So we will move on to the 9th speaker of the day. S Padmanabhan from Chennai, Mr. S Padmanabhan from Chennai, Mr. S Padmanabhan from Chennai. There is no response from the shareholder. We will move on to the next speaker, N Prakash Chand Galada from Chennai. N Prakash Chand Galada from Chennai. No response. We will move on to the 11th speaker of the day Mr. P Jaichand, Mr. P Jaichand Mr. P Jaichand. As no response from Mr. P Jaichand, we will move on to the 12th speaker of the day Mani Sundaram AV from Salem. Mani Sundaram AV. Mani Sundaram AV. There is no response from Mani Sundaram AV. We will move on to the 13th speaker of the day, Mr. Abhishek J from Chennai. May I request Mr. Abhishek to unmute yourself. Switch on your camera and speak please.

Mr. Abhishek J: Can you hear me, Sir? Am I audible?

Moderator: Yeah, you are audible. Sir, you can proceed with your question please.

Mr. Abhishek J: My name is Abhishek, shareholder of the company. My DPID IN30163741359155. So first of all, I congratulate the management on the eve of Annual General Body meeting Sir. Trust all is well with you and your family in this challenging situation. A Company deserves much more respect than the current market cap after completing more than a decade of successful operations, profitability, dividend history and becoming one of the strongest brand. So, I would like to know how are the business impacted during the last year covid time. The brown fused alumina furnace expansion at our Minerals division has added significant capacities and also modernized the crude handling capabilities. Then Russia, we set up a for producing high quality silicon carbide microgrits and installed a state-of-the-art hydraulic press at our ceramics in this ceramics facility for near net forming of ceramics at. So how many employees are there as updated in our company? I would like to talk to professor and corporate business for the past several years. So I would request management for a plant visit for the investor to know what is happening in our company. So what are the steps to be taken by the management to reduce the other expenses, legal, professional charges and the auditor charges. Myself and my team are running a legal firm, So I would request your goodself to finally enroll our firm in the panel of the company and we will be glad to extend our services. Then I would request the management to kindly consider hybrid AGMs in the years to come Sir. So you can see most of the shareholders have not joined in this virtual conference because of the digital challenges in this virtual platform. So, if you can conduct Hybrid AGM which is the most convenient option which is being preferred across Mumbai and Delhi, most of the companies are adopted this practice. So kindly try to consider Hybrid AGMs in Murugappa group in the years to come. Nothing much to us Sir. I thank the Company Secretary and their entire team for sending me the link well in advance and making this Annual General Meeting and success to Company and the Board of Directors. A great success and prosperity in the coming future and thank you for giving the opportunities. I hope to see you in the physical AGM. Thank you very much.

Moderator: Thank you, Mr. Abhishek. We will move on to the last speaker of the day, Mr. Rangan V. Mr. Rangan V from Chennai.

Mr. Rangan: Good evening, Sir. Are you able to hear me, Sir?

Moderator: Yes, thank you. Congratulations for the excellent performance for the last three years. I want just to, it's a long time since I met Mr. Murugappan and see. I thought by this board meeting, I mean in the AGM I will meet him. Excellent performance and good display. But whoever the registered shareholders speakers are there, all the other companies are sending the physical copy of the balance sheet automatically without any request. Please ensure that atleast next time you send me the registered balance sheet. So that will be a delightful to read that because we are senior citizen, we are unable to see that. Congrats for the excellent performance. Growth is there and what more we need actually basically? Thank you. All the best, Sir. Thanks.

Moderator: Thank you, Sir. Now with this, we have completed the first round of calling all the 14 speakers. So, we will give one more chance to the missed speaker, Sir. Fourth speaker of the day Mr. Manoj Kumar Gupta is not there. Next we will go to Ramesh Shanker Golla. He is not there. Gopal P, not there. Mahesh Kumar Bubna, not there. S Padmanabhan, not there. N Prakash Chand Galada, P Jaichand, Mani Sundaram, not there. So all these speakers are registered but they're not able to join the meeting Sir.

Moderator: So with this, we have completed the question session from speakers. The dias is given back to the boardroom sir. Thank you very much.

Mr. M M Murugappan: Thank you very much. I thank you speakers for your interest in the

company uniformly. Mr. Chainani, Mr. Rangwala, Mr. Jain, Mrs. Mascarenhas, Mr. Abhishek and Mr. Rangan. Thank you very much for appreciating the work of our secretarial department, Rekha, our Company Secretary and her team. They make every effort to ensure that the shareholders' needs are well serviced. It is a situation sometimes that unless we are requested that we do not send physical copies, but please do make that request and we will be happy to send it to you. But we greatly appreciate this and on behalf of Rekha and her entire team, she has a very young, energetic team. They work very hard to ensure both the service standards to shareholders are at the highest level. I will ask Rekha to pass on your best wishes and appreciation to all of them. Just to come to a few other questions, there was a statement relative to dividend, just to correct you, some of you mentioned Rs. 5.50 paise. The total dividend in aggregate is Rs. 3.50 paise. There is no immediate plan to increase promoter shareholding etc. There's always a request to consider a bonus. Quite honestly, it doesn't really help anyone at this point in time. But having said that, we respect your request and I will place it before the Board of Directors in due course. Mr. Rangwala आपकी शुभकामनाएं के लिए बहुत धन्यवाद। हमारे secretarial department को बहुत मेहनत करते हैं आपकी सहायता करने के लिए। इसलिए आप की बधाई उनको मैं दे दूंगा और आपने पूछा कि प्लांट विजिट से चाहो तो हमारा प्लांट है वह बहुत high temperature plant hai तो आपकी safety के लिए, रक्षा के लिए हम प्लांट विजिट नहीं देते हैं। अगर मुंबई में एनालिस्ट का मीटिंग होता है वहां पर जब जैसे MD प्रेजेंटेशन कीया ऐसे ही मुलाकात करने में हम बहुत खुश होंगे। आप इतनी अच्छी poetry दी आप की शुभकामना आपके आशीर्वाद के लिए बहुत धन्यवाद। कैसे हैं आप सुरेश चंद्र जी आपने भी बोला हमारा प्रेजेंटेशन आपको अच्छा लगा हमारे मैनेजिंग डायरेक्टर की सब टीम मेहनत करते हैं आपके आशीर्वाद और आपकी शुभकामनाएं मैं उन्हें बोलूंगा। आप मुरुगप्पा ग्रुप पर बहुत भरोसा रखे हुए हैं। हम भी मेहनत करेंगे और आशीर्वाद भी चाहिए। Mrs. Mascarenhas. Thank you very much for your good wishes and appreciation. You talked about women employees in India. It is not very much. But however, in our Russian, German subsidiaries, it's in excess of 20%. In fact, that Russia is even more, in PLUSS subsidiary in Delhi, it's about 11% and in the Indian subsidiaries, however, we do not have as many, but I must tell you it is increasing. We are very, very happy with our colleagues who are women. They are very, very conscientious and they work very hard and across various departments, both technical, administrative and various functions, we have some excellent women employees whom we greatly appreciate all the time and thank you for raising this and perhaps your question is also an appreciation of their work. Our R&D spend is roughly about 1.17% of our sales turnover. What I will say regarding ESG, I will let our Managing Director Ananth, who's also been spearheading the ESG movement and I will let him say a few words about ESG and the rating we have received in one of our divisions. Anand, thank you.

Mr. Ananthaseshan: Thank you ma'am for that question. We, as I said during my presentation, we had set out our sustainability policy and have drawn up sustainability goals on the four counts of energy, water, waste and emission intensity. We have been working on over the last year, year and a half and have seen significant progress. This is a platform, this is the base foundation that we have created and based on an assessment which has been done using the resources from CII, we will have the further programs to take on the activities regarding the sustainability initiatives and then come up with a rating. So, this is a work in progress. At the same time, however, many of our units have also gone through the individual ratings from the third parties, which is the EcoVadis rating and which is now an increasingly acceptable rating for doing business with Europe. You would see that the work that we are doing will take us beyond what we have set out to do in sustainability. Thank you.

Mr. M M Murugappan: Thank you, Ananth and Mrs. Mascarenhas. There's a ESG link which is also available on our website. Please take a look at it. Mr. Abhishek, thank you for your good wishes. I know that you have also sent a long list of questions which will be happy to address. But just to give you a brief response, yes, we were impacted by COVID, but the teams worked extremely hard to meet the challenges. Despite the difficult conditions as you would have seen in the last two years the performance has been consistently good. Number

of employees on a consolidated basis is 6015. Relative to a plant visit, I'm afraid like I mentioned to the other shareholder is that we do not normally allow these plant visits because the equipment and the furnaces and there is high temperature condition at our plants requiring a lot of safety precautions and therefore it is very difficult for us. However, when we have these general investor meets, we will give you a glimpse of what we do at our various plants. You talked about other expenses. We always work hard to keep these expenses under control. It is very important, particularly in a very volatile and challenging environment. You talked about perhaps an AGM which could be in the hybrid mode. Maybe we will consider it in the future. But at the moment, still we have the opportunity to talk to you even if it is in the virtual mode. Mr. Rangan, nice to hear from you. I know that you were always a very active shareholder when we met, when the meetings were in the physical mode. Thank you very much for your good wishes and pleased to let us know in the future when if you need copies of physical copies of annual report, I'm sure Rekha and her team will send you one, not just because of your senior citizen, but you are a shareholder and you are certainly entitled to it. And as you are a senior citizen, we appreciate your good wishes and hope to have your blessings in the future as well. So thank you very much all of you for your interest in the company.

Ladies and gentlemen, this concludes the business part of the meeting. The Instapoll facility will be activated now to enable shareholders who have not cast their votes through the remote e-voting facility and this facility is available on the left hand corner of your video screen and there is a thumb icon, you can click on it and that will take you to the Instapoll page. Mr. R Sridharan, the scrutineer will submit a report to the company after consolidating the remote e-voting and the voting at the AGM. As there is no other business to be transacted, I declare the meeting closed. I thank all of you for connecting with us today and also thank KFin team and our shareholders. Also thank you KFin for facilitating this video conference which enabled connecting with our shareholders within India and across the world and other service providers for ensuring a seamless conduct of the meeting and Many thanks to our secretarial and support team for the efficient manner of the conduct. Thank you and all the very best.