



Polycab India Limited
25th Annual General Meeting

21st July 2021 (9.00 am to 9.45 am)

Company Participants:

- Mr. Inder T. Jaisinghani - Chairman & Managing Director
- Mr. Bharat A. Jaisinghani - Executive Director
- Mr. Nikhil R. Jaisinghani - Executive Director
- Mr. Rakesh Talati - Executive Director
- Mr. T.P. Ostwal - Independent Director
- Mr. R.S. Sharma - Independent Director
- Mr. Pradeep Poddar - Independent Director
- Mrs. Sutapa Banerjee - Independent Director
- Mr. Gandharv Tongia - Chief Financial Officer
- Ms. Manita Gonsalves - Company Secretary & Compliance Officer

Auditors:

- Mr. Bhavesh Dhupelia (BSR & Co. LLP) - Statutory Auditors
- Mr. Neeraj Sharma (BSR & Co. LLP) - Statutory Auditors
- Mr. Dilip Bharadiya (Dilip Bharadiya & Associates) - Secretarial Auditors

Manita Gonsalves: A very Good Morning and a warm welcome to all our shareholders, directors, Independent Directors who have joined us via video conference & Mr. Inder T. Jaisinghani our Chairman & Managing Director, our executive directors and CFO present on the dais. Before I request Mr. Inder T. Jaisinghani to conduct the proceedings, I would like to inform the shareholders that the video conference platform for joining the AGM commenced 30 minutes prior to the scheduled time of the meeting at 8.30 a.m. and it shall remain open for another 15 minutes after the conclusion of the AGM. In view of the present COVID pandemic, social distancing norms and circulars issued by the Ministry of Corporate Affairs, the Annual General Meeting (AGM) is being held through video conferencing (VC). The requisite quorum for convening the Annual General Meeting is present and hence I request Inder Sir to commence the formal proceedings of the 25th Annual General Meeting of the Company.

Inder T. Jaisinghani: I welcome you to the 25th Annual General Meeting of your Company. I would now request other Directors present at the meeting to please introduce themselves.

Bharat Jaisinghani: Hello everyone, I am Bharat Jaisinghani, Executive Director of Polycab India. I am attending the AGM from our Corporate Office in Mumbai.

Nikhil Jaisinghani: Good Morning. I am Nikhil Jaisinghani, Executive Director of the Company. I am attending the meeting from the Corporate office in Mumbai.

T. P. Ostwal: Good Morning. I am T. P. Ostwal, Independent Director on the Board of Polycab. I am Chairman of Audit Committee and Risk Management Committee and I am attending the AGM from my residence in Mumbai.

Rakesh Talati: Good Morning. I am Rakesh Talati, Executive Director of the Company. I am attending the AGM from Registered office of the Company at Halol.

R. S. Sharma: Good Morning. I am R.S. Sharma, Independent Director on the Board of Polycab. I am Chairman of Nomination and Remuneration Committee and I am joining this AGM from my residence in Gurgaon.

Sutapa Banerjee: I am Sutapa Banerjee, Independent Director, joining the meeting from my residence in Mumbai.

Pradeep Poddar: I am Pradeep Poddar, Independent Director of Polycab as well as the Chairman of Stakeholders Relationship Committee and I am attending this AGM from my residence in Mumbai.

Inder T. Jaisinghani: Thank you fellow Directors for the introduction. I would like to inform that Mr. Bhavesh Dhupelia and Neeraj Sharma of M/s. BSR & Co. LLP, Chartered Accountants, Statutory Auditors and Dilip Bharadiya, Proprietor of Dilip Bharadiya & Associates, Secretarial Auditor of the Company are also present at the meeting.

Dear shareholders, FY21 has been an extraordinary year marked by the disruption, resilience, compassion, and transformation. We remain focused on ensuring safety of Polycabians and help the society. Our teams did a great job to ensure we achieve our milestones across various facets of business despite challenging environment. We are excited to commence on a journey towards our five-year vision which will shift orbits of our brand positioning, operations, and business growth along with strong emphasis on governance and sustainability. Considering our ongoing transformation initiatives, I believe we are well placed to take a leap and create long term value for

everyone connected to Polycab. I now request Gandharv to give an overview of the year gone by update everyone on various strategic initiatives.

Gandharv Tongia:

Thank you Inder bhai. Good morning everyone. I hope you all are keeping healthy and safe. I am Gandharv Tongia, Chief Financial Officer at Polycab India Limited.

In my presentation over the next 15 minutes, I would like to highlight the Company's performance for the year gone by and provide an update on various strategic initiatives which will reorganise our priorities over the medium term.

As you all are aware, we been through some exceptional times, with no parallels. It has tested us but also brought the best out of us. During this time one of our key agenda was to generously support the community. Our teams were on ground and helping the society by collaborating to set up quarantine facilities, donating medicines and equipment's to government hospitals, and distributing food packages and essentials to hundreds of families every day. We as a company, as well as all employees personally, contributed to various government and industry support funds. Our production and supply chain were temporarily disrupted but we were able to get back on our feet very quickly as situation normalised. To support our employees, the company took great initiatives like conducting vaccination drive across 22 cities and 17 states, providing for child education on untimely demise, doctor on call, amongst others.

Moving to financial performance, For the fiscal year 20-21, I am delighted to highlight that we surpassed last year despite a dismissal start to the year. Our revenue grew on a YoY basis with B2C contribution rising by over 750bps from 32.6% in FY20 to about 40.2% in FY21, on a standalone basis. The FMEG business achieved a key milestone by crossing 1000 crores in top-line. Consolidated EBITDA margin was relatively stable, which again is a decent achievement I would say, considering the adverse leverage and sharp rise in input costs seen during the year. PAT grew 16% Y-o-Y. More importantly, beneath the healthy top-line performance swirls an undercurrent of broad-based market share gains across categories and regions.

Over the past five years, despite the headwinds like pandemic, we have been able to deliver a healthy 11%, 19% and 36% compounded annual growth rate in Sales, EBITDA and PAT respectively. Our ROCE has averaged at over 25% in last three years. Our debt-to-equity ratio is mere 0.05x and we have a net cash position of rupees 9 billion as of March 2021. Considering the healthy financial position the Board has recommended for the payment of Final Dividend of Rs.10 per equity share, for the year ended 31 March 2021, subject to the approval of the shareholders. With this, our dividend pay-out ratio on standalone profit will sequentially improve to 18% in FY21.

Slide #5 gives an overview of our strategic framework build upon six key pillars that is manufacturing, distribution, branding, innovation, technology and finally building organisation of tomorrow. I will spend sometime here and briefly run by each one of these.

To begin with, On the manufacturing side, we continued to augment our capacities and improve production technology in line with global standards. We also carried out de-bottlenecking exercises to optimise production flow. As a result of these efforts, and in the true spirit of Make in India and

Atmanirbhar Bharat, I'm delighted to state that over 99% of our goods are now manufactured in India. Majority of these goods are also manufactured in house either through owned facilities, Joint Venture or OEM where we have significant control over production processes. Going ahead we will continue to make steady investments in order to expand our portfolio for domestic as well as international markets.

On the Distribution side, we have made tremendous progress on expanding our distribution and influencer ecosystem even in a challenging year. Our authorized dealers and distributors count as of March 2021 grew by about 17% YoY to over 4,100. Our retail outlet reach increased by about 32% YoY to over 165,000 while electricians on our influencer program grew by about 33% YoY to over 180,000. Our manufacturing and distribution strengths enable us to offer over 16,000+ high quality products to customers across India as well as in 55+ countries globally.

Branding is a crucial element which empowers us to transition into a consumer centric B2C company. During the year, we reoriented our marketing strategy taking a very holistic approach which tracks our present and future business aspirations. On the offline retail side we are redefining our retail marketing approach through three different outlet formats. First is Polycab Galleria which we also call it Knowledge centres. These are large showrooms with virtual reality showcase as well as audio visual facilities. They also serve as training hubs for influencers and a sales back office of our employees. Second is the Polycab Arena. These include experience centers as well as Polycab exclusive retail outlets. The third format is Polycab Shoppee which is shop-in-shop model where we design the exclusively earmarked space granted by the dealer or retailer. We believe this concept will help us provide a better brand experience to millions of customers and influencers. Ecommerce is one of the fastest growing channels and has gained increased prominence during pandemic. We are stepping up to capture this opportunity by establishing presence across large online portals supported by aggressive digital marketing campaigns. We are also expanding our management bandwidth with roles focussing on online and digital marketing.

Fourth is Innovation and this is one area which we really prioritise as it builds a foundation for long term market leadership. During the year, we received several approvals from institutions like railways and defence for our high-end special cables. These are generally imported, and we have developed inhouse capability to manufacture them indigenously. We are the first Company in India to receive Automotive Research Association of India (ARAI) test certificates on ISO 16942 cables for electric vehicle (EV) applications. On similar lines, we have received several product approvals from large players in export markets and global quality certifications proving our commitment to quality, consistency, and creditability. Our company was featured as a case study by the prestigious British Approvals Service for Cables (BASEC) in January 2021. Our Power Cable Test Laboratory is the only private test laboratory in India having scope of over 4,100 tests, complying to all national as well as international standards. On the FMEG side we introduced a new brand from the house of Polycab called "Hohm". It is a super premium range of products, which are IoT-enabled and aligned towards the preference of the younger generation. We also launched India's first 4-in-1 protection fan through Polycab Purocoat fans range. We are continually augmenting our new product pipeline with value, technology, connectivity, and energy efficiency being key focal points. I would also like to update you that last month we acquired Silvan Innovation Labs. It is a technology company

focused on providing cutting edge automation offerings for homes, offices, banks, retail outlets, hotels and other spaces. Silvan pioneered the concept of home automation in the Indian residential building market and has a proven track record with many prominent real estate developers. Acquisition of Silvan adds new dimensions to our R&D and innovation capabilities. It will enable us to address evolving consumer needs. Hohm and Silvan put together gives us strong foothold in IOT space and is line with our ambition to become a forefront consumer centric company.

Next is Technology which has remained our mainstay in bringing more advanced solutions to address contemporary needs. We are committed towards technology driven innovation and inculcating an innovation driven culture within the organisation. During the year we augmented our Supply chain with state-of-the-art Mobile Supply Chain Application (MSCA), which tracks our actual production and supply data in real time. It is integrated with ERP system in managing customer demand and inventories in an impressive manner, with on-time-in full (OTIF) deliveries up to 95-98%. Implementation of ERP, cloud integration, digital-first mindset, data-driven decisions and roll out of apps like dealer portal has eased business activities and augmented customers experience. As a side note, our online multiplatform dealer portal now generates over 70% of our domestic products business. Performance management system was also upgraded to associate individual and team goals to company aspirations.

Lastly, to build an organisation of tomorrow we have initiated three strategic projects which will shape our journey in the medium term.

First is Project Leap. As the title of this AGM suggests, this year marks the 25th anniversary of Polycab as a structured entity. Since 1998, we have recorded a robust 43% CAGR in business. Even in the last 5 years, the growth has been relatively healthy at about 11% CAGR while maintaining market leadership and tackling challenges like the pandemic. By diversifying our portfolio, building robust manufacturing capability, creating a strong IT backbone and strengthening our brand positioning we have created a very functional platform which has the potential to unlock significant amount of latent growth. Now is the time to leverage these competencies to the fullest and challenge our selves to realize our future vision for the company over the next five years. Accordingly, we have embarked on multiyear transformational journey with an aim to cross Rs 200bn in sales by FY26. We can't possibly think of a thriving business without thinking of the environment, social development and good governance. And hence we also aim to significantly step up the pedal on our sustainability agenda as well.

The second project is Udaan which we initiated almost a year back. It is comprehensive cost optimization project with an aim to build a lean cost structure, which is sustainable while institutionalising new ways of working. As of now we have already identified cost optimization initiatives translating to about 80 to 100 BPS of our top-line. These are in the process of implementation, and we expect that the benefits will accrue over the period to the P&L of the company. Having said that, the project is ongoing and we maybe able to unlock more value as we go ahead.

The third project is Shikhar which is a Sales acceleration program aiming to drive 3x sales in focussed geographies through channel expansion, influencer management and IT enablement. Under this project we have also launched 'The Experts Program', which is a robust, 360-degree influencer management initiative, promoting inclusive growth. The electricians and retailers enrolled

in this program are provided loyalty-based monetary incentives, in conjunction with trainings in their respective fields by industry experts. Once trained, they are certified as 'Experts' by Polycab. The certifications will be provided through government-recognized institutes. The aim is to help them build soft skills like people, social, communication skills and time management along with professional knowledge. Leveraging on this program we will also be piloting bunched or basket offerings soon.

We are dreaming of an incredible tomorrow. In this journey towards our aspirations we need to have right building blocks in place. And most important blocks really are the people with their talent, ideas and new thought avenues. Accordingly, we have drawn a company wide succession plan. High potential candidates are being groomed or inducted. As a part of this plan we have also had some changes in the board. Bharat and Nikhil have been appointed as whole time Directors on the board. They both have been working in different areas of sales, marketing, production, IT for over a decade now. And both have played instrumental roles in driving several important projects within the Company. More particularly, Bharat has contributed significantly to scaling up our FMEG business, which is now clocking industry leading growth, while Nikhil has helped steer our Wires business to new heights. They come with great experience, global educational backgrounds and more importantly bring a young entrepreneurial mindset to the table.

We are delighted to present Polycab's first Integrated Annual Report for the year ended 31st March 2021. The report has been very aptly titled "Leaping to Tomorrow" because it is not merely our story for the year. It has layers of context and connotations within our business. It is the vision that helped us emerge as leaders of the game. The focus that keeps us connected to our aspirations. The philosophy that influences our decision-making. We have laid the foundation of this incredible tomorrow through Project Leap. It will be our springboard to a new age organisation. With this publication we are also upping the ante in terms of our corporate reporting practice. Nevertheless, Integrated Reporting is a multiyear journey which we have just embarked on. Our aim is to improve it every year considering stakeholder's feedback.

The next slide highlights our core capitals which help us create value. Realigning our principals towards progressing across multiple capitals of our business model will lead to tremendous value creation for all stakeholders, while cementing our market leadership position.

We strive to maintain highest standards of financial transparency through a continuous process of internal improvement assessment studies and global benchmarking. Even though we have a relatively short history of being a listed entity, we have already attained industry leading standards across many aspects of our financial reporting practice. Timeliness, Reliability and Proactiveness are the three crucial factors which forms the basis of financial reporting, and we are committed to progressively improve across all the three fronts.

The enhanced shareholder value is underpinned by the improved market positioning. Our market capitalisation now stands around Rs 29,000 crores and Polycab shares have outperformed all relevant indexes since listing. We are now amongst the top 160 large listed companies as per market cap in India.

While the current business environment continues to remain challenging marked by intense competition, pandemic related disruptions and global commodity price fluctuations, a highly conducive macro economic and

industry developments coupled with resources, strengths and capabilities of our Company gives us fair amount of confidence for healthy growth in the medium-to-long term. We will continue to analyse the market, assess consumer wants and deliver high quality products and effective solutions.

With that I end my presentation. I would like to thank all shareholders for placing your trust and faith in us. Before handing over to the Manita I would like to play a short video highlighting the year gone by.

Manita Gonsalves:

Thank you Gandharv. The Notice dated 13th May 2021 convening the 25th Annual General Meeting of the Company had been circulated to the Members. With your permission, I take the Notice as read. The Auditors Report for the financial year 2020-21 issued by M/s. BSR & Co. LLP, Statutory Auditors of the Company, does not contain any qualification, reservation, adverse remarks or disclaimer and as such the Report can be taken as read with the consent of the members. Hence, with your permission, I take the Auditors Report as read. Further, the Secretarial Auditors Report for the financial year 2020-21 issued by Mr. Dilip Bharadiya, Practicing Company Secretary does not contain any qualification or adverse remark and the resolutions in respect of Ordinary and special businesses have been circulated to the Members. With your permission, I take them as read.

I am pleased to bring to your notice that the Company had provided remote e-voting facility to the shareholders of the Company in respect of all businesses mentioned in the notice. The remote e-voting facility was kept open from Sunday, July 18, 2021 (9.00 a.m.) till July 20, 2021 (5.00 p.m.). Members who have not exercised their vote electronically through remote e-voting can vote at this meeting through the e-voting facility provided by NSDL.

The Board has appointed M/s. Dilip Bharadiya & Associates, Practicing Company Secretaries, as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner. The final report on the e-voting shall be submitted by the Scrutinizer within 48 hours of conclusion of the Annual General Meeting and the results thereof shall be declared immediately upon receipt of the report of the Scrutinizer. The combined results of the votes cast by the Members through remote e-voting and the e-voting at the meeting, on all the resolutions, based on the report of the Scrutinizer, once finalized, will be informed to BSE and NSE and also uploaded on Company's website www.polycab.com. I now hand over the proceedings to Chairman and CFO.

Gandharv Tongia:

I will now call out the names of people who have registered to ask questions. We will attempt to answer all of them once all the shareholders have spoken. Please limit your questions to two per participant and unmute your line before asking a question.

I invite the first participant Mr. Sharad Damani who has registered himself as a speaker to express his views and ask questions.

Sharad Damani:

Good morning Chairman, Managing Director, CFO and other Board members present today. Thanks to the team for preparing the good looking and descriptive annual report in the challenging period. I also thank to the company to arranging the video AGM. Congratulations to the Polycab growing this year despite the pandemic. But even today the pandemic has continued. My two questions are, How much growth we are expecting in wires

and cables business going ahead? And My second question is - What is the reason for such increase in share prices recently?

Gandharv Tongia:

Thank you Mr. Damani for the kind words. I now invite the second participant Ashpreet Singh Anand who has registered himself as a speaker to express his views and ask questions. Please unmute your line Mr. Anand.

Ashpreet Singh Anand:

Good morning ladies and gentlemen. This is Ashpreet Singh from Coimbatore. Your Financial year 21 integrated report looks excellent. I think only a very few large companies in India has able to achieve this and now you are one of them, so my congratulations to everyone over there. Hoping to see progress on ESG metrics going forward. I have only one question. On page 48 of your annual report I see that inventory days are about 110 and receivables days are about 59 so both were the same as last year as well. What steps are the management taking to improve this working capital?

Gandharv Tongia:

Thank you Mr Anand for your kind words. I now invite the third participant Mr. Amit Bagri who has registered himself as a speaker. Mr. Bagri Please unmute your line.

Amit Bagri:

Very Good morning respected Chairman Sir, and Board of Directors. I am Amit, from Kolkata and a long-time shareholder. I am also a loyal Polycab customer. I want to convey my heartiest congratulations to the company and its management for maintaining market leadership for so many years. My first question to you sir is you recently acquired an automation company. Would you share the details as to how it is going to benefit us? The Second question - considering the metal inflation and current demand situation will be able to improve the margin sir?

Gandharv Tongia:

Thank you. I invite the fourth participant Mr. Ashish Shah who has registered himself as a speaker. Please unmute your line Mr. Shah and ask your question.

Ashish Shah:

Good Morning I am Ashish. First, I would like to welcome Mr. Bharatji, Nikhilji and Mrs Banerjee to the board. I wish them great success in taking this company to new heights. I have two questions for the management. One is that I believe you have over 1.65 lakh retail stores. Do you serve them directly? And how many more do you plan to add? My second question is that you have over Rs 1,100 crores of cash plus investments. Your debt is only around Rs 200 crores compared to that. What will you do with this money sir? Thank you

Gandharv Tongia:

Thank you. I now invite the fifth participant Mr. Avinash Dingreja who has registered himself as a speaker. Please unmute your line and go ahead please.

Avinash Dingreja:

I am Avinash Dingreja, I am from Pune. You have guided for Rs 20,000 crores top-line in five years. I hope you are able to achieve it and share price continues to outperform. But more than that I feel the company is taking good initiatives for the future. You highlighted your market share has improved in the last year. In future, is gaining market share more important or profitability? That will be all thank you.

Gandharv Tongia:

I guess that was the last registered participant. I will now try and provide our views on these questions.

The first question was around wires and cables expected growth. If we really visualise the usage of wires and cables you will see that it is very diverse. Right from large infra projects to cars on the street to a simple home appliance like a toaster requires wires and cables of different types to operate. And hence the growth of our industry is quite dependent on macro economic development. Covid has certainly impacted many end use industries. A lot of government and private funding for large projects have also seen delays. Nevertheless, India is multidecadal growth story. If we look at various statistics like per capital income or schools, cars per capita etc. we have a long way to go and I believe best is yet to come. Our demographics are supportive and so are the policy reforms. So a strong economic growth potential also means similar potential for wires and cables industry and maybe more for a player like us with strong market positioning. Having said that for the company as a whole we wish to cross Rs 20,000 crores in sales over the next five years which implies a 17-18% kind of CAGR. Within this, wires and cables will play a significant role where we plan to outperform the market by growing at least at 1.5x. And if I were to talk about this year than assessing the current situation and juxtaposing past learnings, it seems like second half is likely to be better. However, we need to see how and if Wave 3 of the pandemic affects us. That was on the first one.

I think second one on share price. Reason for increase in share price depends on and various external factors which are beyond our control. What we really wish to focus on is execution of our business strategy. If we are able to achieve our aspirations and in turn build strong competitive moats, the market will value the organisation accordingly. I personally believe long term value accretion is much more important vs near term movements.

I think next one was on inventory receivables and working capital. So Working capital remains a key focus area for us we learn that during the IPO phase as well. While it looks optically stable compared to last year, I believe there has been healthy underlying improvement which is not visible due to raw material inflation. The inventory days as of 31st March 21 should be assessed bearing in mind the prices of key inputs like copper which have nearly doubled over last year LME in April of 20 was almost 5,000 US Dollars its hovering around 9,500 Us Dollars now. This increase reflects in our inventory which is marked to market as the end of every quarter. So going ahead as the base neutralises I believe the numbers will start looking better and will be more reflective of our efforts. On the receivables we are aggressively pushing for channel financing without recourse and that is one key lever which will help us optimise our receivables days progressively.

I think the next one was around Silvan which is an automation company we acquired very recently. It is a company based out Bangalore. Relatively smaller in size with 35-40 employees but comes with great technology and R&D capabilities. Advance technologies, rising connectivity across the country, as well as changing consumer preferences are leading to strong growth in Smart' IoT based Solutions. It is one of the fastest growing segments within consumer electricals space. With Silvan's wireless retrofit system technology we can rapidly upgrade our conventional FMEG into smart products. On the other hand, we can leverage our robust Pan India distribution network to scale up Silvan offerings which are currently geographically concentrated. Overall with Hohm operating on a B2C model

and Silvan being a B2B2C model we will develop a one stop solution for all types of customers and their varied needs. So overall Silvan provides us technology for future, augments our product portfolio, opens up new potential addressable market and comes with a great highly quality team.

I think next one was on metal inflation and its impact on the margin. So the current business environment is a little challenging due to high volatility in input costs as well as sporadic trade patterns. During this time we need to have a balanced approach by judiciously managing growth with profitability. Having said that, we do see few levers to improve profitability. Number 1, the changing mix of our portfolio towards higher margin premium products. Number 2, project Udaan which I have explained in my presentation is a cost optimization program we have already identified savings worth 80-100 bps points of top line which will accrue over the next year or two. Number 3, we are targeting in our FMEG Business over 12% EBITDA under project Leap this will in turn aid our consolidated margins. And Number 4, there are several steps to optimise our working capital which will in turn help our return ratios. So yea there are levers of higher profitability and like past few years we will strive to maintain the upward margin trajectory, but we wont able to share any precise guidance on margin at the moment. Having said that it is also worth noting that in the near-term business environment is likely to remain challenging due to intense competition, pandemic, and metal price fluctuations.

I think next one was around retail outlets. You are right we have around 1.65 lakh outlets which are served indirectly by our dealers or distributors. Having said that our long arm salesmen reach out to all of these outlets regularly to capture orders and pass it on to associated dealers. Hence we are also in a way have a direct connect with them. Furthermore, many of these retailers are also associated to us through out influencer programs. Distribution expansion continues to remain one of our key focus area and a pillar of our longer competitiveness. Under project Shikhar we are trying penetrate deeper into focus clusters by reaching more counters or retail outlets. So, Overall I feel, If I look at 4 to 5 years down the line, our retail reach should nearly double given the initiatives we are taking.

I think next one was on Cash and Capital allocation. You are right. We have a very strong balance sheet because of our good cash generation ability. And as you have rightly noted our debt obligation on consolidated level is only about Rs 250 crores which leaves us with over 900crs of cash as March'21. I believe there will be three broad avenues to utilise our cash. First would be for our internal CAPEX requirements where funds will be used to expand capacities as well as get new machinery which will enable us to expand our portfolio, enter new geographies and further increase inhouse production. Second is acquisitions, where we are searching for good value accretive opportunities which can provide us technology or distribution edge. On these lines, we acquired Silvan recently and we will keep a war chest for it. Third is dividend. We will progressively continue to distribute cash with better pay-out ratios. Goal is to have a right capital structure and right size of balance sheet which will facilitate higher returns of investments.

I think next one was around market share or profitability. I think both are equally important. Focusing on either one of them is not really sustainable over medium to long term. We have seen many companies say for eg. startups trying to gain market share but eventually failing due to lack of profitability potential. We also have examples of companies who make great margins but with sluggish growth business potential. I believe a balanced

approach is right way to go especially since we are the market leaders. Fostering a conducive business environment to expand the potential addressable market also provides long term advantages to the market leader. We have gained about 200bps of market share in Wires and Cables in the fiscal 21. Going ahead we will continue focus on improving market share every year but at the same time we will also not compromise with profitability. And the same philosophy is also applicable to our FMEG business where progressively we are increasing our profitability.

I think that was perhaps the last question. I hope my responses were relevant and satisfactory. If you have further queries please feel free to reach out to us at investor.relations@polycab.com I now hand over to the Chairman for his closing remarks.

Inder T. Jaisinghani:

I wish to thank all my fellow shareholders for their enduring support. I would further request the shareholders who are attending the AGM today and have not cast their vote by remote e-voting to cast their vote on the e-voting platform over the next 15 minutes. I greatly value the collective contributions made by the entire Polycab team to help the Company in leaping to tomorrow.

Lastly, I place on record our appreciation to the co-operation and support extended by everyone, directly or indirectly, including our auditors, government agencies, stock exchanges, regulators, banks, dealers, customers, our well-wishers and above all the biggest asset of our company which is our Employees. I once again thank you all for participating at the AGM and have a nice day.

Manita Gonsalves:

Thankyou Inder Sir for Chairing this Meeting, I would also like to thank our Independent Directors, Executive Directors and CFO. Lastly, thank you shareholders and we look forward to your continual support and cooperation. With the permission of the Chair, I do hereby conclude the meeting. Thank you once again.

(Note: The presentation made by Mr. Gandharv Tongia at Annual General Meeting is enclosed herewith for ready reference)

25th Annual General Meeting

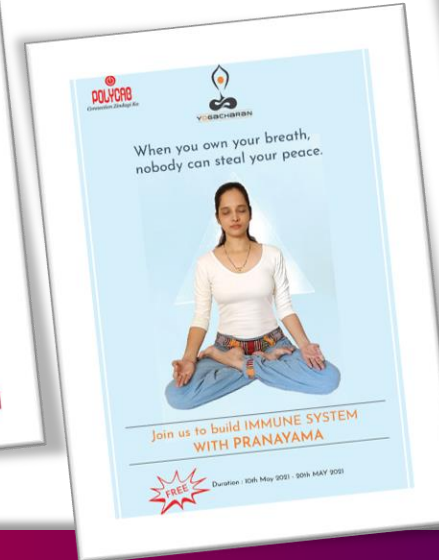
21 July 2021

Standing strong against COVID

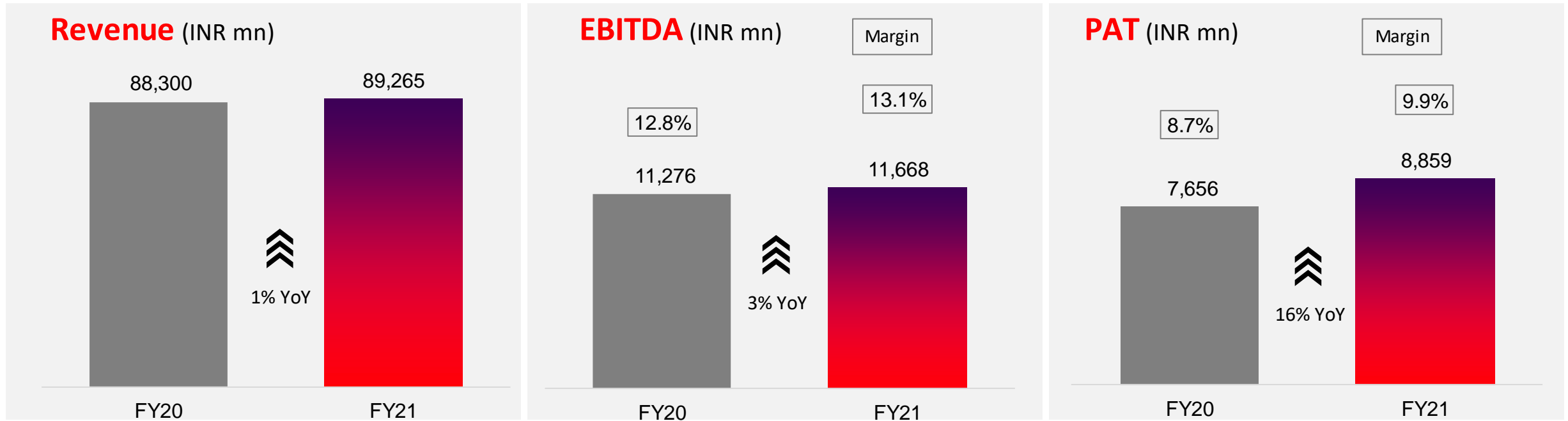


Recent Employee Welfare Initiatives

- ✓ Company to pay 2 years CTC and Sponsor children education till the graduation in case of untimely demise of Polycab employee
- ✓ Vaccination drive across 22 cities and 17 states
- ✓ Building Immunity Through Yoga initiative
- ✓ Covid Helpline- Doctor on call initiative
- ✓ Donation of money, ration kits and essential such as masks, sanitisers, medicines and protective equipment to Government, local administrations, NGOs and orphanages to help in relief work

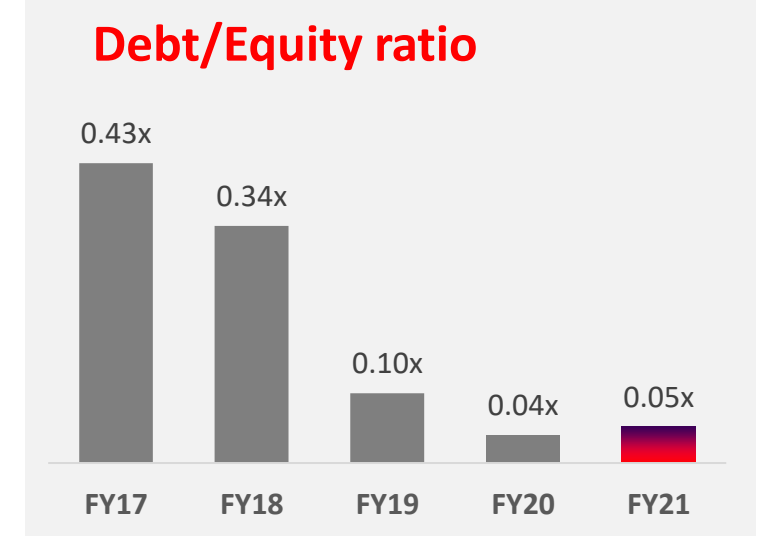
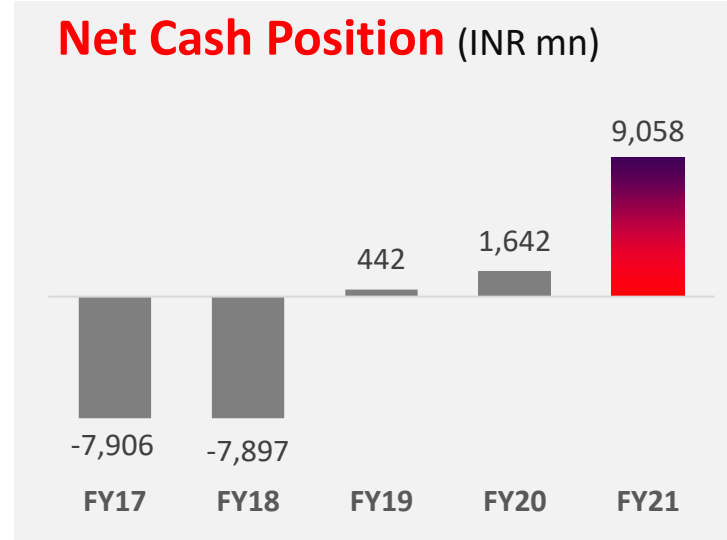
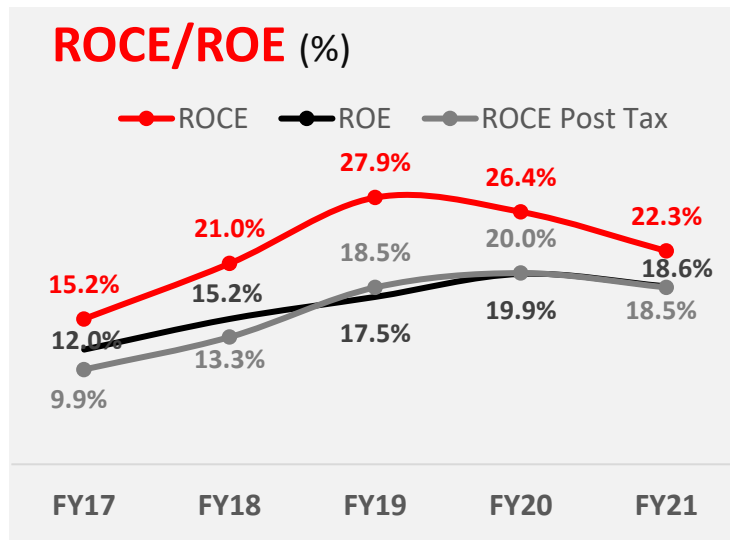
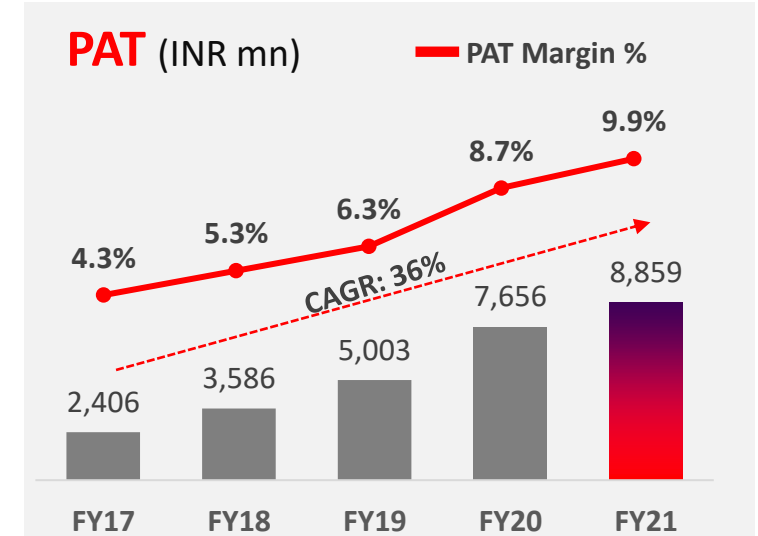
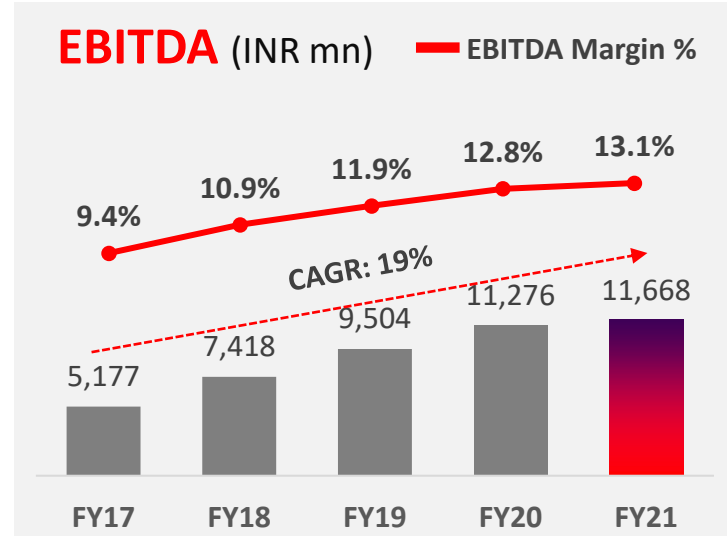
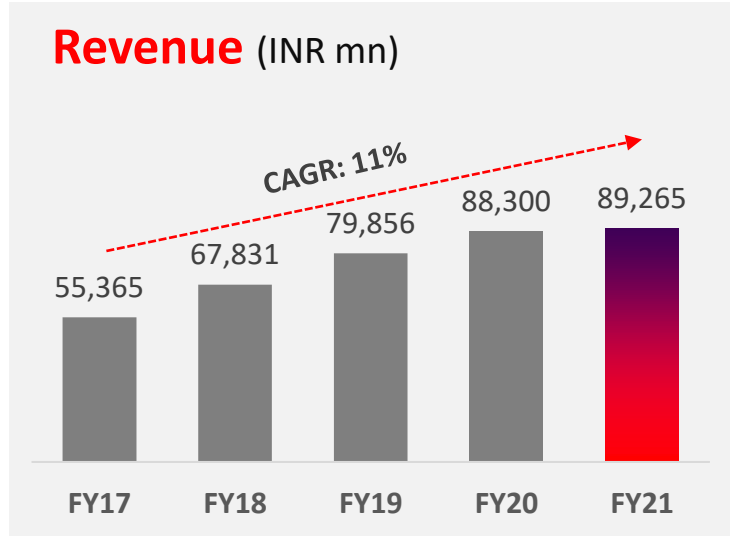


FY21: A better year amidst disruption



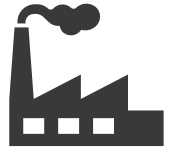
Notes: (1) Consolidated basis in INR mn (2) Revenue: Revenue from operations (3) EBITDA Margin: EBITDA / Revenue (4) EBITDA excludes other Income (5) PAT: Profit After Tax on reported basis and includes exceptional items as explained on slide 10 (6) PAT Margin: Profit after Tax for the period divided by Revenue

Consistent financial Performance



Notes: (1) Numbers on consolidated basis (2) Revenue: Revenue from operations (3) EBITDA excludes Other Income (4) CAGR - five years

Key Strategic Pillars



Manufacturing

—
23 Facilities
Strong backward integration
>99% sales from goods manufactured in India



Distribution

—
4,100+ Authorized dealers & distributors
165,000+ Retail outlets
181,000+ Electricians



Branding

—
Polycab Experts Program
Polycab Galleria, Arena and Shoppee
ATL, BTL excellence



Innovation

—
100+ R&D staff
In-house R&D center
16,000+ SKUs



Technology

—
Automation
Data Analytics
Digitalization

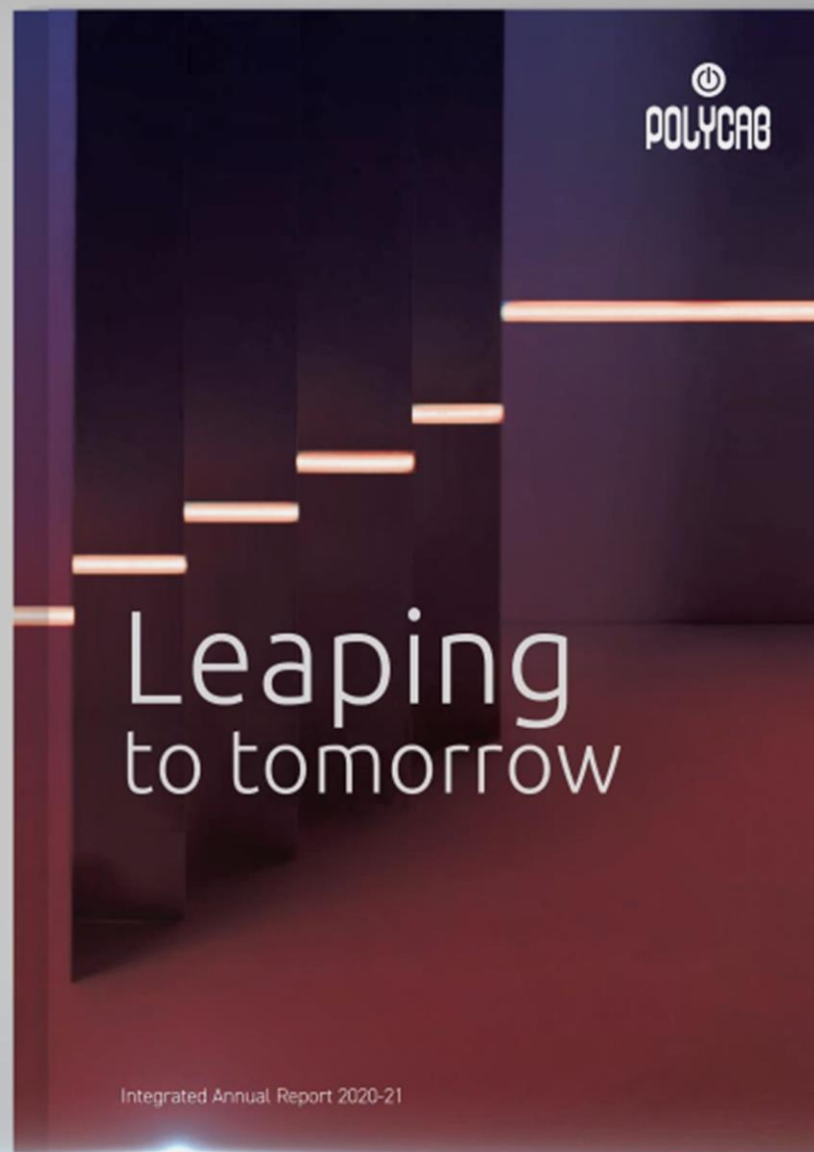


Organisation of Tomorrow

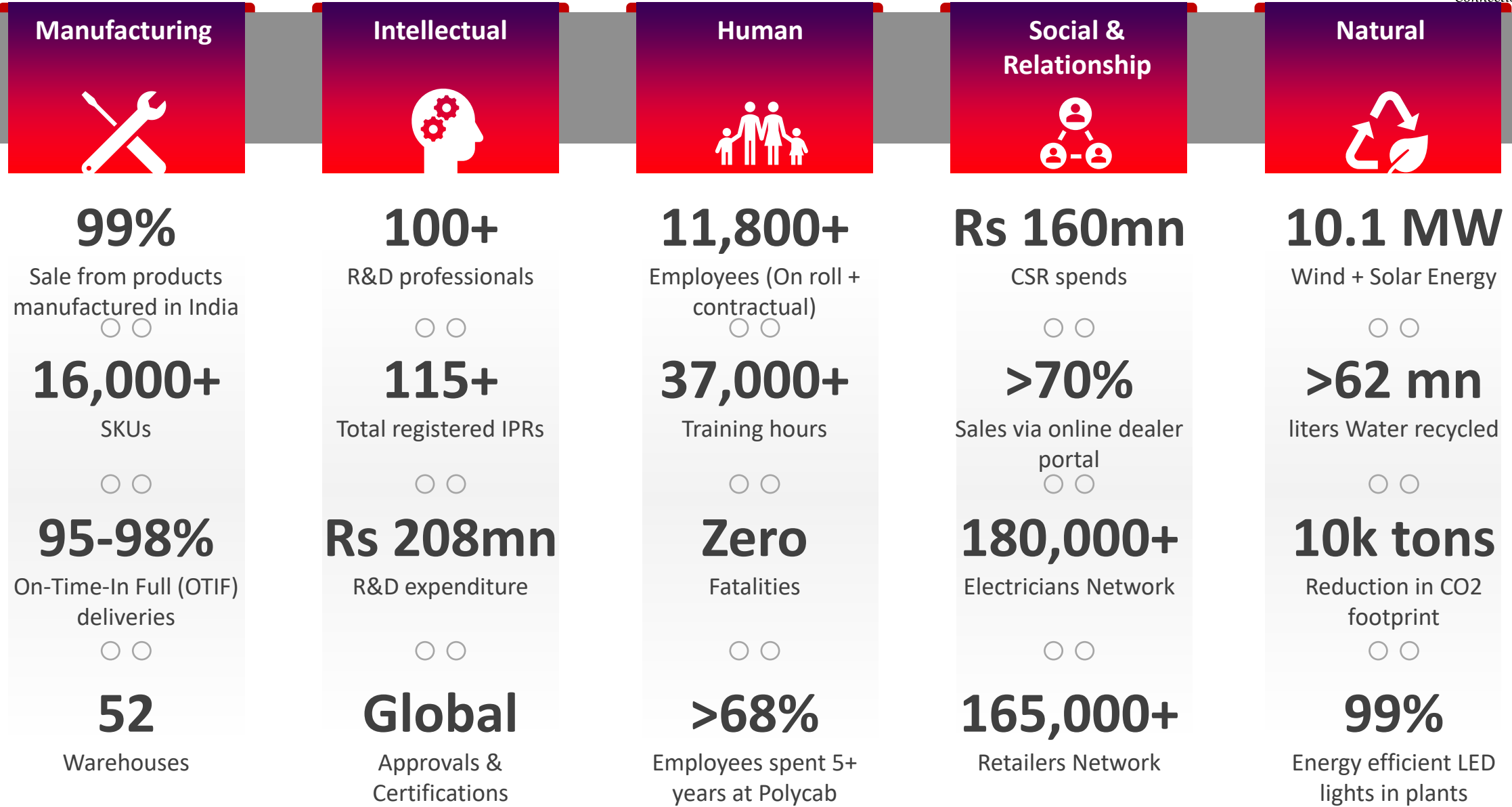
—
Project Leap
Project Udaan
Project Shikhar

Polycab India Limited publishes

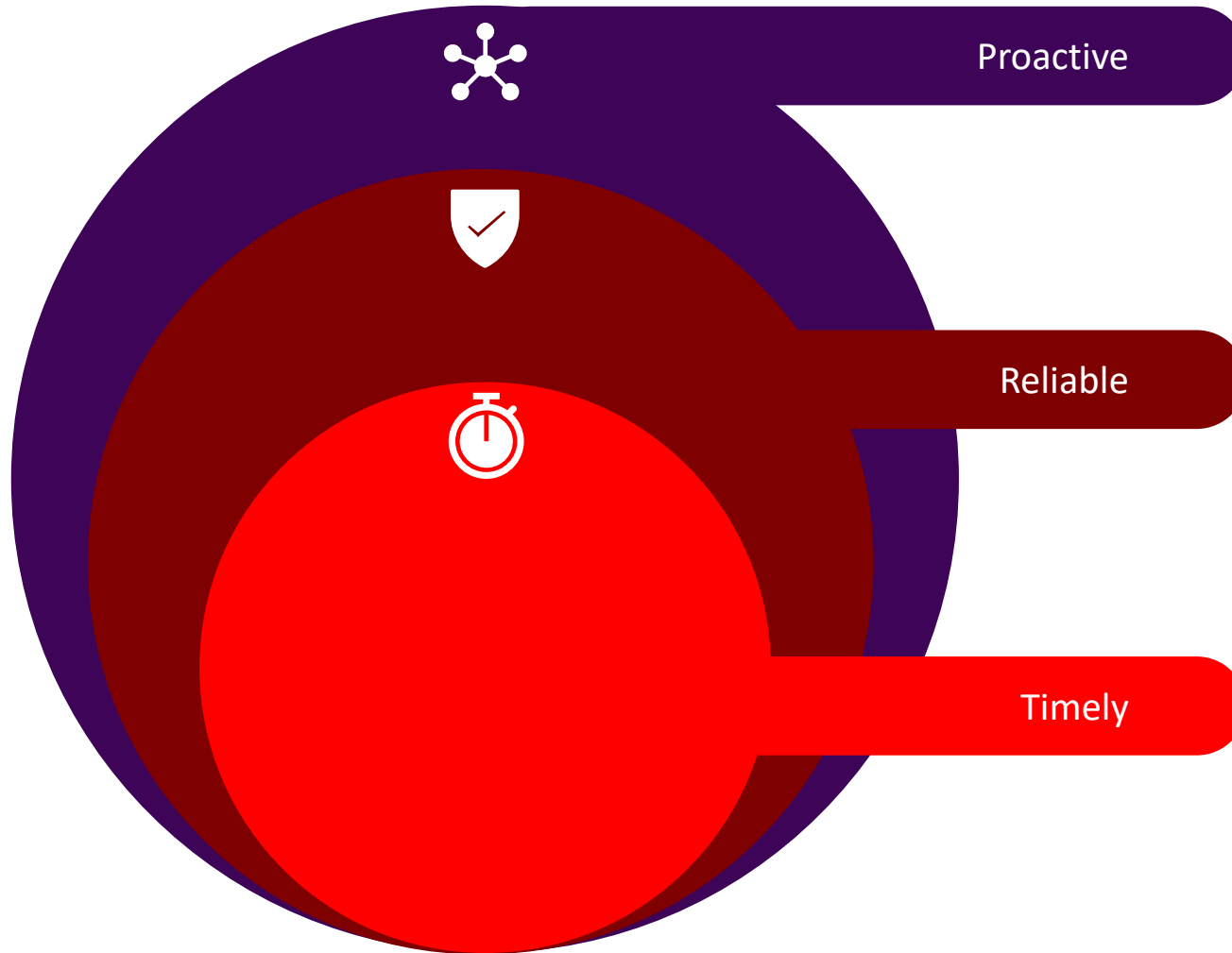
Integrated Annual Report 2020-21



Our Capitals which help us create value...



Maintaining highest standards of Financial Transparency



- Integrated Report (Published in two years from listing)
- Quarterly condensed financial reporting (Industry leading)
- Voluntary Business Responsibility Reporting
- Detailed presentations

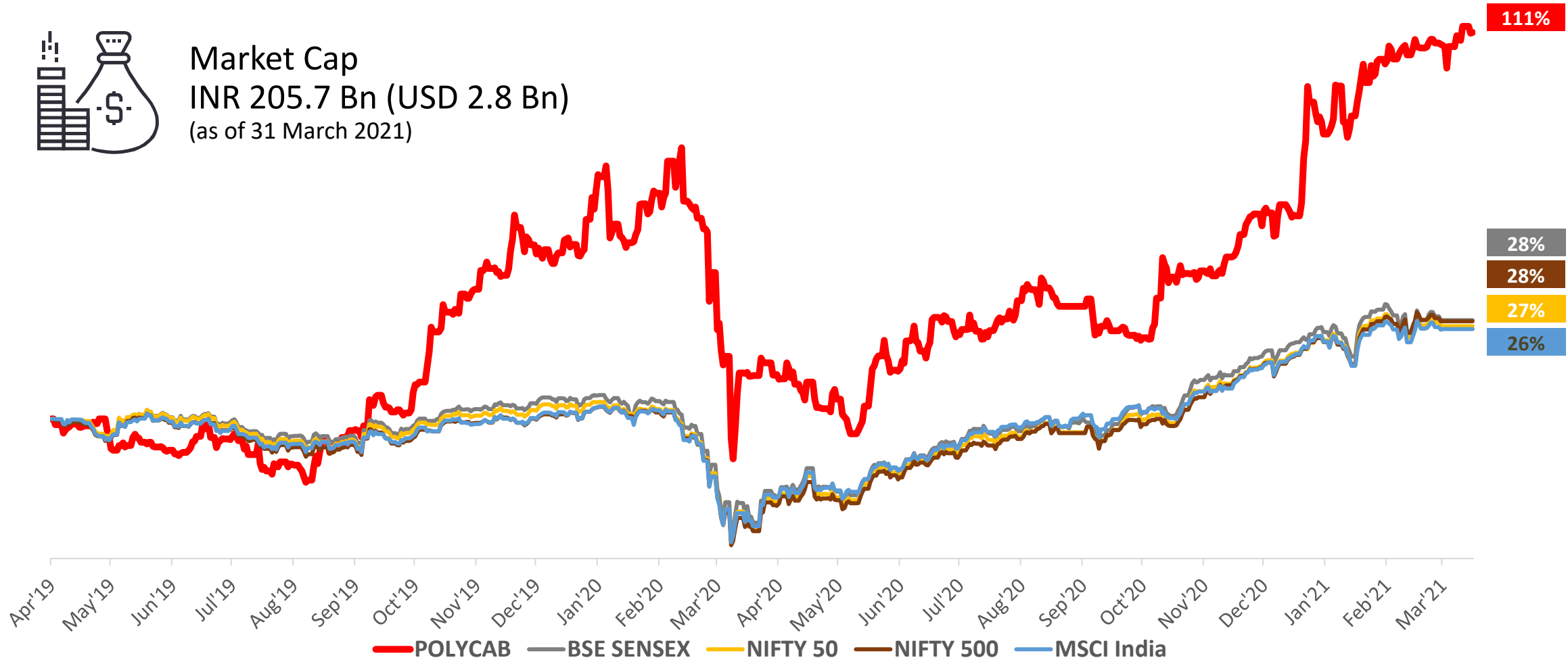
- Reputed auditors from over a decade
- Tax compliance review by independent agency
- Effective compliance monitoring tool
- Comprehensive disclosures

- Adherence to all regulatory timelines
- Prompt declaration of financial results
- Detailed quarterly reporting

Enhancing shareholder value



Market Cap
 INR 205.7 Bn (USD 2.8 Bn)
 (as of 31 March 2021)



Market Cap in USD calculated using USD INR spot rate of 73.2

STRUCTURAL GROWTH DRIVERS

Current opportunity landscape provides highly conducive environment for exponential business growth in the medium-to-long term

01

Consumption

Demographic dividend • Rising disposable income
Nuclearization • Evolving consumer behavior



02

Infrastructure

National Infrastructure Pipeline • Electrification
Private CAPEX • Urbanization, Smart cities, Housing for all



03

Policy Reforms

PLI scheme • State industrial promotion schemes
Tax, Land and Agriculture reforms • Export subsidy schemes



04

Emerging

Digitalization • Renewable energy
Electric Mobility • IoT and Industry 4.0



THANK YOU

Polycab India Limited

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