

**TRANSCRIPT OF THE 34TH ANNUAL GENERAL MEETING OF BIRLASOFT LIMITED HELD ON
WEDNESDAY, AUGUST 6, 2025, AT 2.30 PM IST THROUGH VIDEO CONFERENCING**

Ms. Sneha Padve (Company Secretary): Good afternoon, everyone!

I, Sneha Padve, Company Secretary of the Company welcome you all to this 34th Annual General Meeting of Birlasoft Limited.

Before I hand over the proceedings to the Chairman to declare the meeting open, I would like to bring to the attention of the members the following points:

The Ministry of Corporate Affairs and the Securities and Exchange Board of India, vide their respective circulars, have allowed companies to hold the Annual General Meeting through video conferencing or other audio-visual means up to September 30, 2025. This Annual General Meeting is accordingly being held through video conference without the physical presence of members at a common venue.

The Annual Report of the Company for the financial year 24-25, along with the Notice of the 34th Annual General Meeting, has been sent by electronic means to all the members whose email IDs were registered with the Company's Registrar and Transfer Agent or the depositories. The Company has also sent a letter providing a web link of the Annual Report for the financial year 24-25 to those members who have not registered their email IDs with the RTA or the depositories. The Company has also sent a physical copy of the Annual Report to those members who have requested for the same. The registered office of the Company situated at 35 and 36, Rajiv Gandhi Infotech Park, Phase 1, MIDC, Hinjawadi, Pune, Maharashtra shall be deemed to be the venue for this 34th AGM and the proceedings of this AGM shall be deemed to be convened thereat.

The Register of Directors and Key Managerial Personnel, the Register of Contracts or Arrangements in which the directors are interested and other documents required to be kept open for inspection can be accessed for inspection by the members on the website of the Company during the proceedings of this AGM.

As the AGM is being held through video conference, the facility for appointment of proxies by the members is not applicable, and hence the proxy register is not available for inspection. All the members who have joined this meeting are by default being placed by the host on mute mode in order to avoid disturbance, which may arise from the background noise and for conducting this meeting smoothly and seamlessly. Some of the shareholders who have registered themselves as speaker shareholders for this AGM, accordingly, opportunity will be given to those shareholders to ask questions or express their views. The moderator will facilitate the session once the Chairman opens the question& answer session. The shareholders who have registered themselves as the speaker shareholders will be announced one by one. Before speaking, shareholders are requested to click the webcam button and to switch on their camera.

I would request the shareholders to first introduce themselves and then proceed with their questions or views. I also request the shareholders to be brief and limit their questions or views to three minutes. Also following is the e-voting process for voting by shareholders on the resolution set out in the notice of the 34th Annual General Meeting.

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In compliance with the provisions of the Companies Act, 2013 and SEBI listing regulations, the Company had provided to all the members who are holding shares as on the cut-off date of 30th July, 2025 either in physical form or in dematerialized form, the facility to exercise their right to vote on all the resolutions set out in the notice of the 34th Annual General Meeting. The remote e-voting platform was provided by National Securities Depository Limited, and remote e-voting facility was available to the members from Saturday, 2nd August, 2025 (9 am IST) to Tuesday, 5th August, 2025 (5 pm IST). An electronic voting facility at the AGM is being made available to enable members who have not cast their vote through remote e-voting.

The e-voting window has been activated during the AGM proceedings. The members attending the meeting who have not cast their vote by remote e-voting are requested to cast their vote by going to the e-voting page in the previous menu, click on active voting cycle and click 134453. Members may please note that there will be no voting by show of hands or poll.

Now I request Mrs. Amita Birla, Chairman of the Company, to kindly chair the meeting and commence the proceedings of this meeting.

Mrs. Amita Birla (Chairman): Thank you. Members, I welcome you all to the 34th Annual General Meeting of Birlasoft Limited.

Before we start the proceedings of the AGM, let me introduce my colleagues here with me.

1. Mr. Angan Guha, CEO and Managing Director
2. C K Birla, Non-Executive Director and Chairman of the Stakeholder Relationship Committee
3. Ms. Satyavati Berera, Independent Director and Chairperson of the Audit Committee.
4. Mr. Ananth Sankaranarayanan, Independent Director and Chairman of the Nomination and Remuneration Committee
5. Ms. Nidhi Killawala, Independent Director
6. Mr. Manish Choksi, Independent Director and Chairman of the Risk Management Committee and
7. Ms. Kamini Shah, Chief Financial Officer

All of whom are present with me. I want to inform you that all the directors of the Company are attending this AGM.

I would like to share an important leadership update with you as well. Kamini Shah, our Chief Financial Officer for over two years, has decided to step down due to personal reasons with effect from end of business hours on August 7, 2025. I would like to thank her for her contributions to the organization and wish her the very best in her next chapter. It's also my pleasure to announce Mr. Chandrasekar Thyagarajan, fondly known as Chandru, will be taking over as the Chief Financial Officer, Key Managerial Personnel and Senior Management Personnel of Birlasoft Limited, effective August 8, 2025. Chandru is no stranger to Birlasoft

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and many of you may already know him. His familiarity with our organization and proven leadership capabilities position him well to lead the finance function through its next phase of growth. Please join me in extending our heartfelt thanks to Kamini and a warm welcome to Chandru as he steps into this critical role.

I also acknowledge the attendance of Mr. Sumit Agarwal, representative, SRBC and Co, LLP, the statutory auditor of the Company; Ms. Snehal Kulkarni, representative of Dr. K.R. Chandratre, the secretarial auditor; Mr. Jayant B. Bhavé, practicing Company secretary, as the scrutinizer for the meeting from their respective locations.

I thank all the members, colleagues on Board and the management team for joining this meeting through video conference. Participation of members through video-conferencing is being reckoned for the purpose of quorum as per the circulars issued by the Ministry of Corporate Affairs and Section 103 of the Companies Act, 2013. As the requisite quorum is present, I call the meeting to order.

The Company has made all feasible efforts to enable shareholders to participate in the AGM through a video-conferencing facility and in providing an electronic voting facility during the AGM. And now I will proceed with my formal address.

Thank you and good afternoon once again and a warm welcome to you at the 34th Annual General Meeting of Birlasoft.

On behalf of the Board of Directors, I would like to thank you for your continued trust and confidence. I'm pleased to share that we have entered a new chapter of the C.K. Birla Group is now the CKA Birla Group. This change reflects the group's continued evolution. From our manufacturing roots, we have grown into a services-led enterprise with technology at the core. The new identity better represents our diversified portfolio, broader customer base and global presence. It also reaffirms our belief in people, our teams and leaders are central to how we build, grow and create lasting value.

As we move ahead under the CKA Birla identity, we at the group remain deeply committed to building long-term trust with our customers and empowering people across businesses. Birlasoft entered FY25 with clarity and confidence, committed to creating long-term value for all stakeholders.

Despite geopolitical tensions, market volatility and cautious tech spending, we remained resilient and delivered steady performance. Our strong client relationships, core to our business, reinforce our position as a trusted global partner and continue to drive our growth. FY25 saw revenue growth of 1.8% despite subdued demand, and we generated strong cash flows with cash and cash equivalents rising 27.1% year-on-year. Even amid global uncertainty, we accelerated our transformation journey, strengthening our foundation for future growth and innovation.

The second half of the year saw improved momentum in deal activity, with total contract value reaching USD 758 million, underlining our ability to secure high-quality engagements. Looking ahead, our strategic focus remains on enhancing growth and profitability in the Americas while also deepening our presence in Europe, particularly the UK, France and the DACH region.

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Birlasoft's strategy is firmly anchored in technology-driven value creation. As you know today, clients aren't just experimenting with AI and agentic AI; they're scaling it. But to scale AI effectively, they need enterprise-grade solutions that are efficient, governable and cost-effective. We are sharpening our portfolio with strategic investments in AI and generative AI, enabling us to deliver differentiated outcome-focused solutions. A notable initiative is Eagle Insights, our AI and Gen AI-powered platform that is transforming internal operations by providing real-time visibility and sharper decision intelligence. Alongside this, we launched innovations such as the Gen AI Bot for Oracle, enhancing ERP systems with conversational automation, Birlasoft Lynx, an AI-driven low-code platform for intelligent software testing, ProdWeaver, a digital thread connecting IT, OT and ET systems for agile product life cycles, and Gen AI Risk Profiling Solution for financial services. From accelerating regulatory filings and automating clinical documentation to reducing troubleshooting time on factory floors, our generative AI solutions are helping clients achieve greater agility, smarter operations and faster time to market.

A standout example of this is our Comprehensive Transformation Initiative for a Global MedTech Leader. We have re-architected their core systems with scalable cloud-native data platforms, replacing legacy complexity with intelligent real-time solutions. Amplifying these capabilities comes with strengthened alliances with Microsoft, AWS, Oracle, ServiceNow, and Aisera, achieving significant milestones such as Microsoft's AI DesignWins audit, AWS's manufacturing competency, and the launch of EPLM and multi-CAD migration solutions. These efforts position Birlasoft as a trusted partner in accelerating digital transformation for our clients. This transformation is also underpinned by a strong focus on upskilling teams with advanced AI capabilities tailored to their functions.

During the year, we invested in creating a future-focused workforce through SkillFolio, our AI-powered skill and talent platform. We accelerated upskilling in AI fluency, digital leadership, and sustainability, while deepening diversity and inclusion. Even as we pursue growth, we remain committed to sustainability and responsible business practices. In FY25, we strengthened our ESG framework across environmental stewardship, inclusive workplace practices, and transparent governance. Our efforts were recognized by Dun & Bradstreet as a leading ESG-ranked entity, by ET Edge as one of the top 200 sustainable companies, and through accolades at the INFHRA and Jombay Awards. These honours reaffirm our belief that growth must be both purposeful and sustainable. These efforts yielded tangible outcomes, including recognition among India's top 50 best workplaces in IT and IT-BPM, spanning leadership, DEI and sustainability.

We also earned the Great Place to Work certification for the fourth consecutive year, underscoring our commitment to an inclusive and progressive workplace culture. Our continued focus on client-centric innovation has earned us recognition from leading global analysts. In FY25, Birlasoft was ranked as a leader in SAP, NextGenADM, and generative AI services, while being named a major contender across digital, cloud and vertical solutions.

These accolades validate our strategy and reinforce our competitive positioning. As we step into FY26, Birlasoft is well-positioned to navigate a rapidly changing business landscape by staying true to its core principles, leveraging technology to solve complex challenges, unlocking new opportunities for clients and delivering sustainable long-term value to all our stakeholders. At Birlasoft, we remain steadfast in our commitment to strengthening client relationships, investing in our people and partnerships, and driving purposeful innovation. Our focus is on long-term stewardship, anchored in digitization, sustainability, and global expansion. We move forward with clarity, humility, and determination, confident

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in our ability to deliver steady and inclusive growth while staying true to our long-term vision. Thank you to all our partners, clients, associates, and other stakeholders for your trust and confidence in us.

I'd like to now invite Angan to share his opening comments.

Mr. Angan Guha (CEO & Managing Director): Thank you, Amita. Good afternoon, everyone.

It is my privilege to address you at the 34th Annual General Meeting of Birlasoft. As I reflect on the financial year 2025, it has been a year of both challenges and progress, one that tested our resilience and reaffirmed our belief in our strategy and people. Amid global volatility, Birlasoft continued to deliver value for clients, strengthen its capabilities, and reinforce the foundation for long-term growth.

Our revenue for the year stood at Rs 5,375 crores, reflecting a 1.8% growth over the last financial year. Our EBITDA margin stood at 13%, and our PAT stood at Rs 516 crores. Our DSO remained very healthy at 54 days, reflecting our strong execution capability.

We continue to generate strong cash flows, as Amita mentioned in her address. And today, our cash and cash equivalents have risen 27% during the year to Rs. 2,217 crores. We close the year also with some really healthy order book, which Amita also mentioned. And there has been a sustained momentum in large deals. We have secured as much as 8 significant wins. Key highlights include a multi-year engagement with a European communication major to deploy AI-powered capabilities, including agentic AI and intelligent diagnostic AI, transforming their global IT operations. We also partnered with a leading agricultural machinery firm to manage SAP operations in North America and were engaged by an upstream energy services Company to lead their IT infrastructure operations. Other wins included a long-term ERP cloud support deal with a global petrochemical trader, a competency centre expansion for a U.S. based cloud tech Company, and a data analytics initiative for a major American defence Company. These deals reflect the strength of our domain-focused approach and our ability to deliver value at scale.

A defining shift this year has been the adoption of Gen AI. At Birlasoft, we have moved beyond pilots to integrate Gen AI into our client environments, from service desk automation to knowledge management and underwriting workloads. Our focus firmly remains on delivering impact while upholding governance and ethical standards.

To support this, we have invested in building Gen AI readiness across our own organization. Our Gen AI academy is equipping employees with future-ready skills, while our in-house innovations like HB Hive, our conversational assistant, and Solución integrated with ServiceNow are accelerating enterprise-wide adoption. Our partner ecosystem continues to be a critical growth lever.

Collaborations with companies like ServiceNow, AWS, Microsoft, and Oracle enable us to co-develop scalable solutions aligned to the broader focus on digitization, sustainability, and global expansion. Learning and development remain central to our talent strategy. Award-winning platforms like SkillFolio now offer personalized, role-based upskilling and are expanding further under the Career Compass framework.

To strengthen our succession pipeline, we are actively driving development even at the managerial level through programs such as PM Aspire, High Performing Manager Series, and

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Manager as a Coach. These initiatives are driving strong results, with over 500 employees across the firm completing these programs in FY25. On the operational front, our transformation program, Optimus, is driving agility and efficiency by embedding AI-powered insights across delivery, sales, and support functions.

By streamlining these processes, enhancing employee experience, and leveraging intelligent automation, we are building a more responsive and efficient organization. We have also accelerated our ESG agenda with initiatives spanning environmental responsibility, social impact, and governance excellence, reaffirming our commitment to carbon neutrality by 2040 and net zero by 2050. As a result, Birlasoft was named as an ESG Champion of India 2025 by Dun & Bradstreet in the Supplier Engagement category.

At this juncture, I would like to thank Kamini Shah and express our gratitude to our CFO for her valuable support and contribution during her tenure. We sincerely wish her all the very best for her future endeavours. At the same time, we are delighted to welcome Chandru as our new CFO, and I look forward to his leadership to driving the next phase of growth at Birlasoft.

Looking ahead, while the short-term uncertainties remain, the long-term outlook for technology spending remains very strong. As businesses accelerate their digital journeys, Birlasoft is very well placed to support them with deep domain expertise, differentiated solutions, and a skilled and future-ready workforce. Our priorities are very clear, stay focused on core verticals, deepen our customer engagement, invest in emerging technologies and talent, and maintain disciplined execution. Guided by these principles, I am confident we will continue to deliver meaningful impact to all our stakeholders. On behalf of the leadership team, I would like to thank you for your unwavering trust and support. Together, we will navigate these changes and lead with purpose, delivering value at speed and scale.

Thank you and back to you, Amita. Thanks, Angan.

Mrs. Amita Birla (Chairman): Now, let me cover a couple of points. First, the Notice of the 34th Annual General Meeting, along with the Annual Report for the financial year 2024-25, was sent to members electronically, and with your kind permission, I take them as read. Second, the Statutory Auditor's Report does not contain any other qualifications, reservations, adverse remarks, or disclaimers, except that based on the review, it's been determined that the internal control over financial reporting as of March 31st, 2025, needs strengthening regarding documentation for time recording on time and material revenue contracts. Although the statutory report does not impact their unqualified opinion on the Company's financial statements, the attention of members is drawn to the management's response to the same in the Board's Report. The Board and the management have taken note of the same and endeavour to make internal control systems more stringent. Effective steps are being taken in this regard.

There are no qualifications, observations, or adverse remarks in the Secretarial Auditor's Report of the Company for the financial year 2024-25. With your permission, I take the Statutory Auditor's Report and the Secretarial Auditor's Report as read. I may now take up the business as mentioned in the notice of the 34th Annual General Meeting.

Ordinary Resolution No. 1: To receive, consider and adopt the Audited Standalone Financial Statements of the Company for the financial year ended March 31, 2025, together with the Reports of the Board of Directors and the Auditors thereon.

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Ordinary Resolution No. 2: To receive, consider and adopt the audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2025, together with the report of the Auditors thereon.

Ordinary Resolution No. 3: To confirm the payment of interim dividend of Rs. 2.50/- (125%) per equity share of face value of Rs 2/- each and to declare a final dividend of Rs. 4/- (200%) per equity share of face value of Rs. 2/- each, for the financial year ended March 31, 2025.

Ordinary Resolution No. 4: To re-appoint Angan Guha (DIN: 09791436), who retires by rotation as a Director and being eligible, offers himself for re-appointment.

Ordinary Resolution No. 5: To appoint Dr. K. R. Chandratre, a Company Secretary in Whole-time Practice as Secretarial Auditor of the Company for a period of five consecutive financial years commencing from April 1, 2025 till March 31, 2030.

The details of the Resolution and Item No. 5 are provided in the notice of AGM, circulated along with the explanatory statement.

Now, I would request the members who have not yet voted to cast their vote. The e-voting will remain open up to 15 minutes from the end of this meeting. Now I open the floor for the question-and-answer session. I'll request the moderator to unmute the registered speaker shareholders one by one.

Moderator: Thank you, ma'am. Our speaker shareholder number one is Mr. Mehta. Sir, you have now been placed in the meeting. Please unmute yourself, start your video and ask your question.

Mr Mehta: Am I audible, madam?

Moderator: Yes sir, you are.

Mr Mehta: Good afternoon. My question is for which purpose we are utilizing telephone number 020-66525000 as it is always asking for the extension number and has been ringing from the last many years and presently the same number is mentioned in our letterhead plus also on the government website.

The second question, we have also not received any reply from the email sent to you, sent to sneha.padve@birlasoft.com on 21st December, 2023. So kindly advise in which way we communicate to your Company, our Company, running fast in technology. With this, I end my speech supporting all the resolutions.

Thank you, Sir.

Ms. Sneha Padve (Company Secretary): Moderator, please.

Moderator: Our speaker shareholder number two is Mr. Modak. Sir, you have been placed in the meeting. Please unmute yourself, start your video and ask your question.

Sunil Kumar Modak: Hello. Good afternoon, madam. Respected Chairman, board of directors, Company secretary, Managing Director and other eminent directors, my fellow shareholders, myself, Sunil Modak, joining this VC from Kolkata. My DP number

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1201090005384698. Sir, this is a very steadily rising our revenue this year. EBIDTA 13% against last year 16%. Profit after tax it is Rs. 1611 million. Dividend, you have final dividend given Rs. 4/-. Previously Rs 2.50/-, that means Rs. 6.50/-. There is Rs. 375/-, 25% dividend. That is a very good one. May I ask some question? Sir, how many employees we have and their male-to-female ratio? What is our foreign earnings? Sir, I have casted e-votings all in favour of the resolutions. You have printed the annual report very nicely. Sir, how much quantity you have printed? How many copies have you printed? And this holding VC meeting, the involvement is to highlight. For the rewards and the accolades, you have so many rewards you have received. Congratulations, Sir, for both the management and the employees.

Employees are the pillar of the Company, and you have very well taken care of them by increasing their salaries. It's a good thing and the employees will do better, and our Company will be better in the coming days. Sir, do remember the speaker shareholders. Pooja is approaching briefly Sir. You arrange some mementoes or sweets for the speaker members. On this, sir, thank you. I am now signing off from the meeting.

Thank you, sir. Over to you. Thank you very much.

Moderator: Thank you, Sir. Speaker shareholder number three, Mr. Rishikesh Chopra. Sir, you have now been placed in the meeting. Please unmute yourself, start your video and ask your question. Sir, please unmute yourself.

Rishikesh Chopra: Hello, Am I audible?

Moderator: Yes, Sir.

Rishikesh Chopra: Thank you very much. *Ram Ram Ji. Namaskar. Mein Rishikesh Chopra Delhi-NCR Ghaziabad se ek sevanivritt varishth nagrik hoon. Meine apne parivarik dhan ka nivesh ka nivesh aapki companiyon mein kiya hai. Mujhe link dekar avsar pradan karne ke liye mein Company secretary aur poori sachivalay team ka aabhaar prakat karta hoon. Maine samikshadheen Company mein behtar parinamo ke liye prabandhan ko badhayi deta hoon. Kyunki mere adhikansh prashno ka uttar adyaksh mahoday aur poorv vaktaon ne de diya hai isiliye mein apne prashno ka uttar 3-4 mein hi simit rakhunga.*

Sir mera pehla prashan ye hain ki status of Company's new comprehensive generative AI platform Cogito ka kya position hai? Doosra, what is the revenue mix between service offerings, industry verticles, contract type offshore vs onshore geographic? What is the client base for the financial year 2024-25 and what is the position of Birlasoft vs its peer group companies? Ant memein prabandhan aur adhikariyon, poore karyabal aur mere seh-shareholders vaktaon ke prati utsah ke liye shubhkamnayein deta hoon aur Company mein samriddhi ke liye bhagwan se prarthna karta hoon. Ram Ram Ji. Namaskar.

Moderator: Thank you, Sir. Our speaker shareholder number 4, Mr. Jasmeet Singh. Sir, you have been placed in the meeting. Please unmute yourself, start your video and ask your question.

Jasmeet Singh: Moderator, can you confirm if I am audible?

Moderator: Yes, sir, you are.

Jasmeet Singh: *Aadarniya* Chiarmen Amita Birla Ji, Shri C. K. Birla Ji, Independent directors, KMPs and all the shareholders who are attending this VC, I am Sardar Jasmeet Singh attending this AGM live from Delhi. The opening remarks given by Madam Chairman and our MDs are very convincing. Despite the industry-wide and global challenges, it's commendable that our Company has maintained, though the numbers are quite muted. I have a couple of questions to ask today.

And the first one actually is a current hot topic in India, and that pertains to the layoffs in the IT industry. What I want to understand is that do we have say excessive manpower or do we have deficit manpower? And now given the surge in AI or Gen AI, how do we foresee our requirement as far as human capital is concerned? *To uske baare mein aap thoda sa batayenge to hamare ko ek disha pradan hogi. Doosra, kynki hamara karobar jo hai wo mukhyata Americas region mein hai to jo abhi currency dollar ka jo hai usmein moderation ho rhi hai vis-a-vis India ka jo hai jo Rupee hai. To hamari jo revenue earnings par iska kya impact aayega agar ye aur jo hai depreciate hoti hai currency? Iske baare mein aap batayein.* Baaki going through the annual report, I acknowledge the hard work which was done by our previous CFO, Kamini ji, on ESG and contribution to the CSR. I really appreciate this and applaud the Company for getting so many awards. It's really heartening to see these. And what more I can say? Thanks to *Sneha ji* and her team to allow us to connect and interact with you today freely. Continue to conduct these annual body meetings in physical or hybrid mode. If you continue to conduct in a hybrid mode, we will also be able to attend the future meetings. So that's it from me. All the very best and I will look forward to the replies on the questions which I have raised.

Amita ji, aapke baare mein ek chhoti si baat kahunga. Aap jo Bharat ke jo pramukh IT companies ki jo aap jo adyaksh hain, jis tarah se Delhi ki Company hai HCL usmein Roshni Ji Adhyaksh hain, to dekh ke bahut na garv hota hai ki matlab jo hai na nari shakti wo poori shakti ke sath Company ko sambhal rhi hain aur ye ek bahut garv ka vishay hai. Dhanyawad.

Mrs. Amita Birla (Chairman): Thank You. Thank you very much.

Moderator: Thank you, Sir. Our speaker shareholder number 5 is Mr Bharat Raj. Sir, you have been placed in the meeting. Please unmute yourself, start your video and ask your question.

Bharat Raj: Am I audible?

Moderator: Yes, Sir.

Bharat Raj: Very good afternoon, Ms. Chairman, entire Board of Directors, I am Bharat Raj, joining from Hyderabad. Madam Chairman, you have given a wonderful speech. And thank you to the secretarial department. They are always successful. They send me the annual report. Very wonderful, madam. Nicely, she will talk. Sneha madam, *Namaste*.

Once again, Chairman Sir, I want to notice, what is the impact on the American tariffs. Any impact on our employment and other contracts, and projects? Please let me know. And what is the impact on my Company due to artificial intelligence? Nowadays, all companies are focusing on artificial intelligence. So, what will be the future of my Company? Madam Chairman, since so many people are requesting for the bonus, consider a liberal bonus. We will be more happy with the reward for the shareholders. Chairman, madam, please consider it a Diwali gift to all the speaker shareholders. This is nothing but love and affection.

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My best wishes to you, madam. Take care. God bless you all. C. K. Birla Ji, *Namaste. Aapse doosra meeting mein mulakat nahi hua Sir. I am in Hyderabad Sir. I am Bharat Raj. Once again, aapko Namaskar kar rha hoon.* Take care. Good health. God bless you. And once again, my best wishes to the entire board of directors. I am Bharat Raj, signing off from Hyderabad. Thank you very much.

C. K. Birla (Non-Executive Director): Thank you. Thank you. Namaskar.

Moderator: Thank you, Sir. Speaker shareholder no. 6, Mr. Goutam Nandy, he has not yet joined the meeting.

We move to speaker shareholder no. 7, Mr. Praful Chavda. Sir, you have been placed in the meeting. Please unmute yourself, start your video, and ask your question.

Praful Chavda: Hello. *Meri aawaz aa rhi hai?*

Moderator: Yes, sir.

C. K. Birla (Non-Executive Director): *Aapka camera nahi chal rha hai.*

Praful Chavda: Sir, *camera open kar rhe hain to kuch doosra hi aa gya tha. Kuch problem aata hai.*

Mrs. Amita Birla (Chairman): His camera is not working.

Praful Chavda: *Mujhe bhi pareshani hoti hai. Mein bolta hoon, aap sun sakte hain ya nahi sun sakte. Chairperson Madam, first to mein ye kehna chahta hoon page number 5 mein last three years ka data diya hai. Revenue from operations crore mein, kuch difference nahi hai. Aap 5 years ka de do ya 10 years ka de do. Tabhi ham compare kar sakte hain ki 10 years mein ham kitna aage badhe hain. Kaisa aage badhe hain. Company ka share ka rate aapke hath mein nahi hai. Is Company ke share ka rate, Company ke orders ki position kitni hai. Orders kitna complete karte hain, kitne employees naye join karte hain, iske upar hai. Iske alawa maine dekha ki America ke sath apna business hai. America mein kab kya hoga, kaisa hoga, kya hoga, pata nahi chalta hai. Agar America ka President chahe to America se paisa bhi India mein laane ki permission nahi dega. Wahan ka wahan rok lenge. Wo kehte hain naa sanki dimag, waisa dimag hai uska. To Sir, iske liye aapne kya soche hain aage?*

Page number 99 pe aapne unclaimed dividend ke baare mein bataya. Unclaimed dividend mein bahut space jagah khali hai. To kaun se saal mein kitna dividend diye aur sab likh dete to secretarial department ko likhna chahiye ye details. 2017-18 se leke 2024-25 tak ka unclaimed dividend ke bare mein batana. Kitana dividend diye the, kaun se saal mein, wo nahi bataya.

Sir Ji, aapne Birla Cement bech diye. Fir ye Company bhi aise hi kaam karti rahegi to mein suggest karta hoon ki ye Company bhi aap chhod dijiye. Dhanyawad, Sir.

C. K. Birla (Non-Executive Director) : *Aapko aaj dekh nahi paye. Pichli 2 meetings mein aapko dekha tha.*

Moderator: Thank you, Sir. Speaker no. 8, Mr. Manjit Singh, Sir, you have been placed in the meeting. Please unmute yourself, and start the video, and ask your question.

Manjit Singh: Am I audible?

Moderator: Yes, Sir.

Manjit Singh: *Birlasoft ki management team, secretarial team, aur my co-shareholders, mein sabhi ka swagat karta hoon. Company apne kshetra ke andar aadarniya hai aur aane wale time mein aur tarakki kare iski ham aapse ummed karte hain aur bhagwan se prarthna karte hain.*

World scenario ke andar jin countries mein hamara kaam hai, jinse hamein business aata hai agar kuch usmein jaise world scenario mein mahual chal rha hai, to uska kuch impact hamare business par aa rha hai? Kuch countries se hamein jis tarah mil rhi thi growth utni hi aa rhi hai ya kuch kami hai? Thoda aap is baare mein bataiye. Basic EPS badhane ke baare, mein, EPS growth ke kya plan hain aapne apni speech mein halanki bataya hai lekin fir bhi hamne aapse ye poocha hai ki aage growth ke liye EPS badhane ke liye 1 quarter beet chuka hai aage 3 quarter mein kya hamari strategy hai thoda is baare mein bataiye. Employee benefit expenses last year Rs. 1834.63 crore, is saal Rs 1888.09 crore. To aap apne employees ke bare mein accha sochte hain aur expenses ye badhate hain, ye acchi baat hai. Mein ye janna chahunga ki last year jo hai hamne naye employees bhi apne sath kuch jode hain? Agar kuch jode hain to thoda aap batayenge to hamein Company ke baare mein aur knowledge hogi. Halanki aay ka strot nahi hota other income lekin last year jo Rs. 98.32 crore ki jagah is baar Rs. 136.93 crore hamne other income se kamaya, to aage bhi other income se hamein isi tarah se income milti rahegi? Agar aisa rahega ya koi aise strategy hai to hamein is baare mein bataiye.

Sir, bonus 2007, 2012, ab kafi time ho gya hai. 2025 aa gya hai. To ye bonus ke mamle mein jahan hamne pehle second mein 6 saal lagaye the ab 13 saal ho gye hain, Sir. Koi bonus ki ummeed, aane wale time mein board meeting mein is tarah ka hai to thoda aap is baare mein bataiye aur secretarial department ne ek behtar intezaam kara hai to aapse ham itni door baith kar jud paaye hain. BSE and NSE mein listed hai hamari Company. BSE ka code 532400; BSOF jo hamara symbol hai, corporate governance ka poora samman karte hue, secretarial department ne mehnat kar kar balance sheet well in time banayi hai aur hamare board ko hamare sath ru-baroo karaya hai. Secretarial team ka bahut bahut dhanyawad. Hamari Company jis tarah se pragati kar rhi hai, reserves and surplus jo hain hamare Rs. 1,413 crore ki jagah is baare Rs. 1,590 crore ka reserve hai hamare paas. To aane wale time mein Company se aur acchi asha dikhti hai hamein aur secretarial department ki mehnat se ham aapse jud paaye hain. Secretarial department ka dhanyawad. Thank you for the secretarial team. Thank you to the management team. Thank you, Sir. Thank you.

C. K. Birla (Non-Executive Director): Thank you, thank you.

Moderator: Thank you, Sir. Our speaker shareholder number 9 is Mr. Yusuf Rangwala. Sir, you have been placed in the meeting. Please unmute yourself. Start your video and ask your question.

Yusuf Rangwala: Hello, good evening, Madam. Aapko aawaz aa rha hai?

Moderator: Yes

C. K. Birla (Non-Executive Director): *Haan Ji. Aa rha hai.*

Yusuf Rangwala: Good evening, Madam. *Mumbai se mein Yusuf Rangwala baat karta hoon. Aapne poora Chairman speech mein explain kar diya. Aaj mujhe aapko support dena tha aur aapko poora support mein deta hoon. Agar Birla Group ki Company hai. Ismein mujhe doobne ka koi sawal hi nahi hai. Madam mein itna humble request aapko karta hoon, Diwali ke time pe aap hamein kuch sweets bhejna Madam. Kyunki ham aapke sath mein jude hue hain. Today, there are 10 meetings. Going for the same. There are so many companies going on same time. But I left all the meetings. This is a very hard-working Company. Aur aapke share department ne mujhe phone kiya tha. Today, I have joined you. This shows how you are caring for the shareholders. I am very happy and very luck, Madam. Aapko shubhkamna deta hoon, Madam, Rakshabandhan aur sab tyoharon ki aapko shubhkamnayein deta hoon. Mujhe kuch nahi poochna, Madam. Mein aapke sath hoon. I support all the resolutions. As a shareholder vote kiya hai. No more questions, Madam. Jai Hind, Jai Maharashtra, Vande Mataram, Bharat Mata Ki Jai. Jai Hind, Madam. Madam mujhe khali balance sheet bheja Madam. Balance sheet bhi bheji. Uske liye bhi sahab dhanyawad deta hoon. Mujhe balance sheet bhi mili. Thank you very much for the balance sheet. Nothing more to add. Thank you very much. Jai Hind, Sir. Vande Matram. Bharat Mata ki Jai.*

C.K. Birla (Non-Executive Director): Thank you.

Mrs. Amita Birla (Chairman): Thank you.

Moderator: Our speaker shareholder number 10 is Mr. Manoj Kumar Gupta. Sir, you are placed in the meeting. Please unmute yourself, start the video and ask your question.

Manoj Kumar Gupta: Hello.

Moderator: Yes, Sir.

Manoj Kumar Gupta: *Namaskar.*

C. K. Birla (Non-Executive Director) : *Namaskar, Namaskar. Kaise hain aap?*

Manoj Kumar Gupta: Good afternoon, respected chairperson, board of directors, fellow shareholders. My name is Manoj Kumar Gupta.

C. K. Birla (Non-Executive Director): *Aap sab meetings mein pahunch jaate hain, mein dekhta hoon, har meeting par.*

Manoj Gupta: *Kya karein. Aapko support karte hain naa. Ab jaise Praful Chavda itni bewakoofi ki baat kiya, bola cement becha to ye Company bhi bech dijiye. To ham log to ye nahi bolenge naa aapko. Ham to bolenge ko is Company ko itna aage le jaiye ki ham duniya mein number 1 ya 2 number Company ban jaayein. Kyunki hamara business America se hota hai. Theek hai ek vyakti wahan aisa elect ho gya hai jo poori duniya ko pareshan kar rha hai. But stithiyan sudhrenge aur sab kuch theek hoga aur ham aage badhenge. But ham wo shareholders nahi hai ki ham aapko bolen ki ye, ham log to aaj hindustan hokar bhi aapke sath khade hain. Chahe political kuch bhi problem ho aapko Bengal mein but ham log*

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aapke sath khade hain. Isiliye aapka AGM attend karte hain ki aap corporate democracy mein vishwas karte hain. Aap shareholders ko face karte hain, unki sunte hain aur aap poora handle theek se karte hain. Aur Madam bhi mein 5 saal se AGM attend karta hoon to Madam bhi poora dhyan rakhti hain. Abhi ek shareholder ne kaha ki HCL Technologies, HCL Technologies mein to Roshni Madam jo hain na corporate democracy mein vishwas hi nahi karti. Wo to shareholders, khali Delhi based shareholders ko bolne ka mauka deti hain. But yahan aapke netrutar mein pan India shareholders ko mauka milta hai. But anyway, I have a great respect and regard for you because you belong to Calcutta and Sir, what is your future plan and how will you reward the shareholders? And is there any direct or indirect impact will come on our Company due to Trump's policy? And aage kitne aur bacchon ko employment milne ka plan hai aapka, next 2-3 years mein? What is your future capex plan for the next 2-3 years? And, Sir mein ye nahi kahunga ki aap bonus de dijiye, kyuni aapne 2007 mein diya, 2012 mein diya, fir de dijiye. Bonus mat dijiye, khali share kariye, 5:1 ya 2:1, jis se market mein liquidity bhi badhe aur capitalization bhi badhe. Aap bonus dene se pehle wo kaam kariye and give more and more employment to the young generation in this business because software business will go up in coming time. And our visionary Prime Minister has also a vision to inspire the IT business in the country. So look into that scope to give more employment.

With this, I strongly support all the resolutions. Thank you.

C. K. Birla (Non-Executive Director): *Chavda Ji to bol rhe hain na?*

Moderator: Thank you, Sir. Our speaker shareholder number 11 Mrs. Lily Pradhan. Ma'am, you have been placed in the meeting. Please unmute yourself, start your video and ask question. Hello Ma'am.

Lily Pradhan: Am I audible? Hello.

Moderator: Yes, Ma'am.

Lily Pradhan: Hello. Hello.

Moderator: Yes, Ma'am.

Lily Pradhan: Ok. Ok. A very good afternoon, Chairperson Sir and all viewers. Myself Lily Pradhan from Kolkata. Long time and meeting through video conferencing. I am honoured that the management has given me chance to speak at AGM. First of all, I would like to thank the Board of Directors, respected Chairman, MD, respected CFO, Secretary and Secretarial team for the wonderful arrangement and guiding in advance for attending the AGM through video conferencing.

Please must be in recent future because from any part of the world participants can participate and express their views. As a Secretary, must be coordinated with me, must be coordinate with each and every shareholder, very good appreciating personalised human beings. Chairman Sir, I am really proud of you for being polite, decent, hardworking, and patienceful behaviour. I hope under your leadership our Company will be better to better in the coming future. Go ahead, Guru says all is waiting.

C. K. Birla (Non-Executive Director): Thank you

Lily Pradhan: I have already supported all the resolutions by e-voting. But I have put some specific questions and requests in the present situation. What is the aim and objective of future development by applying AI technology? What is the CSR activities on challenging person? Please bifurcate the CSR activities. What is the status of cost-cutting measurement and management? What is the capital plan for future development? Please, there must be a bifurcated analysis of top-line and bottom-line growth.

Please consider the felicitation policy for appreciation and encouragement. Please, there must be consideration. Chairman said, please, why are you not as a only woman, only abroad speaker, Dipayan Todhan, why not consider the link, speaker link? He cannot join. Only abroad speaker who is as continuous, he has strongly supported the example for continuous receiving, not consider the speaker link. As a woman speaker, request the support only women employment and oblige by trusting for dignity and respect.

Nothing more. Thank you. Thank you so much. With the best regards, all the best.

Moderator: Thank you, Ma'am. Over to you, Chairman, please. We are done with all the questions.

Mrs. Amita Birla (Chairman): Thank you.

C. K. Birla (Non-Executive Director): Thank you.

Chairman (Non-Executive Director): Thank you very much. So, I am going to start with, I think there were a lot of questions. Thank you all for your questions, interest and your support. I am going to start with some of the questions that were really about technology. So, there is a lot of interest in that. We have been an early adopter of new technologies such as Gen AI through an established open AI centre of excellence in collaboration with Microsoft. We have developed multiple use cases and solutions, and we have co-innovated along with customers. We have also invested heavily in reskilling and training people, and almost all our consultants are now trained in these new technologies. It is an emerging area, and there are opportunities for nimbler and innovative firms like ours.

There was a question from Mr. Bharat Raj. We have also generated strong cash flows during the year, and we continue to invest in upscaling our capabilities and as I said, we have been an early adopter in AI.

Mr. Yusuf Yunus Rangwala, you had a question on the revenue mix. And several other people also had questions on the revenue mix. The geo-mix of the revenue is 86.5% in the Americas and 13.5% in the rest of the world. It is skewed towards the Americas, and we believe that the investments that we have been making in the rest of the world's business will help us tap new opportunities there.

Revenues from our international market, there was a question on that. It constitutes about 95% of our overall revenues.

There were questions from Mr. Manjit Singh and Mr. Mehta that was about the global situation. Are we in conflict areas and with regard to tariffs. There are increased

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macroeconomic headwinds and that means that several large spenders on IT continue to focus on cost takeout and efficiency optimization rather than large transformation programs. So, we are working with them. We are positioned well to withstand macro challenges and to drive growth over the long term and our operations are not directly affected by any of the conflicts that you mentioned.

Mr. Jasmeet Singh, you had a question which I have answered, along with questions on AI.

There are questions on our strategy and priorities. Mr. Mehta, Mr. Manoj Kumar Gupta, Mr. Praful Chavda, Mr. Bharat Raj, and Mr. Rishikesh Chopra, we are focusing on specific industry verticals and sub-verticals where we already have a strong presence. We are expanding our partnership ecosystem. Our CEO mentioned that as well, and we are strengthening strategic alliances. Our priorities are to focus on execution with an eye on operational efficiency, cash flow generation, and prudent capital allocation. We are deepening our existing customer relationships and adding new, scalable logos and we continue investing in our business to be able to capitalize on growth opportunities.

There were some questions from Mr. Anil Mehta, Mr. Manoj Kumar Gupta, and Mr. Praful Chavda regarding Outlook. Organizations across the world are going to spend on technology and we are seeing interest in emerging areas. Obviously, we mentioned AI and Gen AI. IT services players with the right capabilities should be able to benefit and in fact, outperform the industry as and when the demand recovers. Birlasoft has been making the investments necessary to build and enhance our capabilities. We have a proactive deal pipeline, which remains strong and our customer decision-making, as it picks up, our order book should improve.

With regard to rewarding shareholders, there were several questions on that Mr. Manoj Kumar Gupta, Mr. Praful Chavda, Mr. Bharat Raj and other people. Our intent is to reward shareholders as well as use cash for well-considered organic and inorganic growth. The board recommended the dividend which I have mentioned to Rs 2.50/- and a final dividend of Rs. 4/-. The dividend amount is maintained at the same level of last year, in spite of subdued growth and profitability.

There were some questions on capex plans. Our capex plan is primarily focused on IT initiatives, particularly our automation, and there are ongoing capital expenditure improvements as part of our daily operations.

Mr. Goutam Nandy had a question on increase in employee expenses. Our continuous focus on attracting and retaining best talent includes revision in compensation and promotions those in India and at all our global locations.

There was a question from Mr. Mehta on mutual fund investments. Returns on our investments in mutual funds for the last financial year have been very good and we do not have any borrowings or any term loans.

There was a question from Mr. Goutam Nandy on new facilities and development centres. We have multiple IT hubs, including Noida, Pune, Bombay, Bangalore, and Hyderabad.

Mr. Goutam Nandy had sent some questions on safety measures at our facilities. We have multiple measures in place to create safe workplaces, and all employees are mandatorily covered in order to ensure health, safety, and fitness.

Mr. Sunil Kumar Modak had a question on employee gender mix. About 24% of our employees are women and Mr. Modak again had some questions on ESG. So, our ESG goals is to focus on reducing the greenhouse gas emissions, electricity and energy efficiency, waste management and water management. Yes, we have received multiple recognitions for our ESG stewardship, and our CSR programs focus on environmental sustainability. That is our long-standing Shodhan, which focuses on maintaining air, water, soil quality and ecological balance and we have a women and children development program called Disha and e-Vidhya and that has been continuing for a while and that is about the education of underprivileged children and aspiring women from marginalized communities.

And there is a question from Ms. Lily Pradhan on what is the Company's credit rating. The Company's long-term credit rating by CARE Ratings is AA+.

I have covered. There was a question on layoffs in the IT industry. We balance our headcount in line with our business development, and we are constantly upgrading our employees.

There was a question on currency. It has had a positive impact on revenue and earnings.

There was also a question by Lily Pradhan on margins. Our margin performance reflects both the demand environment as well as investments we have been making in the business. That is the future growth. We are also driving several initiatives to enhance operational efficiencies, and that should support our margins performance really well.

We will consider the suggestion that somebody had to show the details in the annual general report over a 10-year period. And our other income is the focus area. We will continue to invest our surplus outside business needs, and we continue to reward shareholders to our capital allocation strategy, that has already been defined.

Our employees- there was a question on how many. We have 11,930 employees across all locations.

So, I hope all queries of the members have been answered. I once again request the members who have not cast their votes yet, to do so. The Company has appointed Mr. Jayant B. Bhavé, Proprietor of J. B. Bhavé and Co., Company Secretaries to act as a scrutinizer to scrutinize the remote e-voting and the e-voting process at AGM in a fair and transparent manner. The results will be declared based on the consolidated scrutinizer's report received by the Company, considering the votes cast by the members participating in this AGM, together with the e-voting already done by the members during the remote e-voting period. I hereby authorize Angan Guha, CEO and Managing Director; Kamani Shah, Chief Financial Officer, and Sneha Padve, Company Secretary of the Company, severally to receive the scrutinizer's report on e-voting and declare the results of the voting to the stock exchanges within two working days from the end of this meeting. The results will be published on the Company's website and also uploaded on the websites of the stock exchanges NSE and BSE. The resolutions set forth in the notice will be deemed to be passed today, i.e., August 6th, 2025, subject to the receipt of the requisite number of votes.

I thank all the members for participating in this AGM, and I also thank all the board members and auditors for their participation. And I now declare the proceedings of this AGM as closed. Thank you.

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