Transcript of the 2nd Annual General Meeting of Aditya Birla Lifestyle Brands Limited

The 2nd Annual General Meeting *("AGM")* of the Members of Aditya Birla Lifestyle Brands Limited *("the Company")* held on Wednesday, August 19, 2026, at 3:30 p.m. (IST) through Video conference/Other Audio-Visual Means *("VC/OAVM")*

Management:

Sr. No.	Name	Designation
1	Mr. Aryaman Vikram Birla	Non-Executive Director
2	Ms. Ananyashree Birla	Non-Executive Director
3	Mr. Ashish Dikshit	Managing Director
4	Mr. Vishak Kumar	Deputy Managing Director & CEO
5	Mr. Yogesh Chaudhary	Independent Director, Chairperson of Stakeholders' Relationship Committee
6	Ms. Preeti Vyas	Independent Director
7	Mr. Sunirmal Talukdar	Independent Director, Chairperson of Audit Committee
8	Mr. Nish Bhutani	Independent Director
9	Mr. Arun Adhikari	Independent Director, Chairperson of Nomination & Remuneration Committee
10	Mr. Pankaj Sood	Non-Executive Director
11	Mr. Dharmendra Lodha	Chief Financial Officer
12	Mr. Rameez Shaikh	Company Secretary & Compliance Officer

Mr. Rameez Shaikh (Company Secretary & Compliance Officer)

Good afternoon,

Dear members. I, Rameez Shaikh, Company Secretary and Compliance Officer of your company welcome you all to the 2nd Annual General Meeting of Aditya Birla Lifestyle Brands Limited. I request the directors present in the meeting to elect among themselves the chairperson of the meeting.

Mr. Ashish Dikshit (Managing Director)
I request Mr. Arun Adhikari, independent Director and Chairperson, Nomination and Remuneration Committee of the Company to be the Chairperson for this meeting.

Mr. Yogesh Chaudhary (Independent Director and Chairperson of SRC)
I second.

Mr. Rameez Shaikh (Company Secretary & Compliance Officer)
Thank you, Mr. Dikshit. Mr. Chaudhury, over to Mr. Adhikari.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Good afternoon. I, Arun Adhikari welcome you all to the 2nd Annual General Meeting of Aditya Birla Lifestyle Brands Limited.

This AGM is being held through audio-visual means in accordance with the various circulars issued by the Ministry of Corporate affairs and securities and Exchange Board of India. Accordingly, the physical attendance and the facility to appoint proxy has been dispensed with. The deemed venue for this meeting is the registered office of the Company. The Company has made the necessary arrangements to enable members to participate and vote on items being considered in the AGM.

We sincerely appreciate your presence and participation in this virtual meeting.

We now confirm that we have the requisite quorum and accordingly this meeting is called to be in order.

Let me now introduce the directors of the company present at this meeting.

Mr. Aryaman Vikram Birla, Non-Executive Director
Ms. Ananyashree Birla, Non-Executive Director
Mr. Ashish Dikshit, Managing Director
Mr. Vishak Kumar, Deputy Managing Director and CEO
Mr. Yogesh Chaudhary, Independent Director and Chairperson of stakeholder's relationship committee.
Ms. Preeti Vyas, Independent director.
Mr. Sunirmal Talukdar, Independent director and Chairperson of audit committee.
Mr. Nish Bhutani, Independent Director.
Mr. Pankaj Sood, Non-executive director.

I also welcome Mr. Dharmendra Lodha, the chief financial officer Mr. Rameez Shaikh, company Secretary and Compliance Officer and the representatives of the statutory Auditor and Secretarial Auditor of the Company.

The AGM notice and the annual report for the financial year 2025-26 was served electronically to all the members whose email addresses were registered with the company or the RTA of the company i.e. MUFG in time India Private Limited or the depositories.

Further, the Company has sent a letter to the members whose email addresses were not registered providing the web link where the AGM notice and the annual report can be accessed on the company's website. Accordingly, the notice convening this meeting along with the Board's report is being considered as read.

Further, since the statutory auditors and secretarial auditors report neither contain any qualifications, comments or observations on financial transactions nor highlights any matter having any adverse effect on the functioning of the company. The same is not being read at this meeting.

Further, please note that all the inspection documents and registers as required under the Companies' Act can be accessed through the inspection tab on the Insta Meet portal.

Now I request Mr. Ashish Dikshit, managing Director of the Company, to take the members through the performance of the company.

Mr. Ashish Dikshit (Managing Director)
Thank you, Arun.

Dear Shareholders,
A very warm welcome to the 2nd Annual General Meeting of Aditya Birla Lifestyle Brands Limited.

FY26 was a defining year for ABLBL as we completed our first full year as a standalone listed company. The transition was executed smoothly, while maintaining business continuity and preserving the momentum across our portfolio. This performance reflects the strength of our operating model, the depth of our leadership team and the enduring relevance of the brands we have built over the years. With an independent identity and a sharper strategic focus, ABLBL is now well positioned to pursue its next phase of growth. We enter this chapter with a powerful portfolio of iconic brands, the continued strength and trust of the Aditya Birla Group, and, most importantly, the commitment and energy of our people.

Before turning to your Company's performance, I would like to briefly place the year in the context of the broader economic and industry environment.

Against a global backdrop marked by softer demand, persistent inflationary pressures and geopolitical volatility, India continued to stand out for the strength and resilience of its economy. Real GDP growth increased to 7.6% in FY26 from 7.1% in the previous year, reinforcing India's position as the fastest-growing major economy. Domestic consumption remained a key pillar of this growth, with private consumption expanding by 7.7% during the year.

As we look ahead to FY27, India is expected to remain amongst the world's fastest-growing large economies, with growth projected at approximately 6.6–6.7%. This combination of sustained economic expansion and growing consumption provides a supportive backdrop for the long-term growth of our businesses.

We now delve into the Apparel Market landscape

India's consumption story continues to strengthen, supported by rising household incomes, expanding urbanisation and a steady shift towards higher discretionary spending.

India's fashion market is benefiting directly from this broader consumption upcycle. As more households move into higher income segments, consumers are increasingly spending beyond basic needs and seeking branded, higher-quality and differentiated products that reflect lifestyle, identity and aspiration.

This creates a compelling runway for ABLBL. Our strength lies not only in the scale and heritage of our western wear portfolio, but also in our ability to serve consumers across life stages, occasions and evolving lifestyle needs. With strong brand equity and meaningful headroom in newer and underpenetrated categories, your Company is well positioned to capture a greater share of India's expanding fashion consumption.

Next, we discuss the performance of ABLBL.

FY26 was a year of disciplined execution and strengthening business momentum. Revenue grew 7% year-on-year to Rs. 8,396 crore, driven by strong retail execution, healthy like-to-like growth of 9% and improving traction across e-commerce and wholesale channel. Momentum strengthened meaningfully in the second half of the year, with the business delivering double-digit growth as wholesale and other channels also saw improved traction.

In terms of profitability, your Company's EBITDA growth outpaced revenue growth. EBITDA increased by 13% while EBITDA margin expanded by 80 basis points to 17%. This improvement was led by operating leverage, gross margin improvements and sustained execution discipline — demonstrating the inherent strength of our business model.

We leveraged our key strengths by further expanding our retail network. We added more than 300 stores (gross) during the year, while upgrading existing locations to enhance productivity and improve the consumer experience. ABLBL's robust retail footprint exceeds 4.9 million square feet, and operates one of India's largest branded fashion distribution networks, spanning every major consumption channel. As of Mar 2026,

- Your Company operated 3,348 Exclusive Brand Outlets
- Additionally, has over 39,500 Multi-Brand Outlets, with a strong presence in the fast-growing innerwear category
- We also stand at more than 6,500 Shop-in-Shops across leading departmental store chains.
- Alongside our physical network, we maintain a strong online presence through leading e-commerce marketplaces and our brand websites.

Moreover, our expansive omnichannel presence ensures that consumers can access our brands wherever they are, making shopping convenient and delightful.

Next, let's take a closer look at our Lifestyle Brands business.

ABLBL houses some of India's most iconic fashion brands — Louis Philippe, Van Heusen, Allen Solly, Peter England and Simon Carter. These brands have defined and continue to shape the country's branded western wear landscape over several decades. Each of our key lifestyle brands has, in the past, crossed the ₹1,000 crore revenue milestone, with two brands having exceeded ₹2,000 crore. This places them amongst a select group of apparel brands in India to have achieved such scale.

During FY26, the Lifestyle Brands portfolio delivered a resilient performance despite a challenging external environment. Revenue grew 8% year-on-year to ₹7,154 crore, supported by 8% like-to-like growth while EBITDA increased 9% to ₹1,401 crore, with margins at a healthy 19.6%.

Their enduring strength lies in their ability to combine timeless appeal with contemporary relevance. During the year, our brands sharpened their consumer proposition through product refreshes, superior go-to-market execution and digital-first marketing initiatives. Over 175 Lifestyle Brand stores were revamped to create more engaging and premium shopping experiences. To stay ahead in this evolving fashion landscape, we continue to expand the portfolio into casualwear, athleisure and occasion-driven segments, ensuring relevance across every facet of the consumer's lifestyle.

Let me now delve into our emerging brands portfolio

Our Emerging Brands portfolio including Reebok, Van Heusen Innerwear and American Eagle continued to scale and improve its operating performance during FY26. Excluding Forever 21, the portfolio delivered 8% revenue growth, supported by healthy retail momentum and 13% like-to-like growth, alongside a strong 370 basis point improvement in EBITDA margin.

Reebok demonstrated growing momentum during the year, delivering double-digit retail like-to-like growth and adding over 50 new stores, taking its network past 210 stores across established and newer markets, including small towns.

Van Heusen Innerwear continued to progress towards breakeven, with losses reducing significantly and like-to-like growth of over 30%, reflecting stronger consumer acceptance and better execution at the store level.

American Eagle further strengthened its position as a denim-led youth casualwear brand, with total network of 73 stores.

Together, these brands are helping shape the next phase of growth for ABLBL — anchored in innovation, strong consumer relevance and an increasingly seamless omnichannel proposition. Importantly, this growth is being pursued with a clear focus on both scale and profitability.

As we build for the future, we are equally focused on strengthening the way we operate

At the heart of this journey is a culture of operational excellence, complemented by greater digital agility across the organisation.

At ABLBL, these values are non-negotiable and embedded deeply in our culture. The Company's ecosystem is anchored by more than 10 state-of-the-art manufacturing facilities, with annual production capacity exceeding 30 million units, and a manufacturing workforce of over 16,000 associates, the majority of whom are women — reflecting our continued commitment to inclusive growth. Our retail expansion model remains largely asset-light and franchise-led, enabling scalable growth and deeper market penetration, while more than 50% of our store network is now omni-enabled, allowing customers to move seamlessly between online and offline channels.

During the year, we made significant progress in modernising our core technology infrastructure and building AI-led solutions across key areas of the business, helping us improve decision-making, personalise consumer engagement and deliver a more relevant customer experience. E-commerce remained an important growth channel, delivering revenue of over ₹1,000 crore during the year.

Your Company carries forward the legacy of the ReEarth sustainability programme and the Group's Sustain-ability journey – from Sustainability 1.0 (process-led) to Sustainability 2.0 (product-led) – and is now advancing into Sustainability 3.0, built around five strategic themes: Sustainable Brands, Product Stewardship, Net Zero & Decarbonisation, Health, Safety & Well-being, and Social Impact, In our commitment to sustainability, 69% of the energy used in our owned facilities now comes from renewable sources. This is further supported by over 8.9 lakh square feet of green-certified built environment. We have achieved water-positive operations, across all our owned facilities, and 72% of our wastewater being recycled. Packaging has also seen a transformative shift, with 95% now being sustainable, replacing single-use plastics with recyclable, reusable and durable materials.

Our CSR approach involves empowering community members by prioritizing Education, Health and Sanitation, Sustainable Livelihoods, Water and Watershed, and Digitalization, with the aim of integrating them into the economy. CSR initiatives created a positive impact for over 1.88 lakh beneficiaries in FY 2025-26. Over 7,900 employees volunteered and contributed nearly 47,000 hours to make a pragmatic difference in our communities.

Looking Ahead

As we look ahead, our focus is clear. To translate the strength of our brands into consistent, profitable and cash-generative business growth. We see significant opportunity ahead as India's fashion and lifestyle market continues to deepen, premiumize and become increasingly omnichannel.

Our priorities will remain centred on delivering sustained double-digit growth in both revenue and EBITDA. This will be driven by healthy like-to-like growth, sharper product and brand propositions, stronger digital and omnichannel capabilities and continued operating discipline across the business. We closed FY26 with net debt of Rs. 726 crore and remain focused on progressively strengthening the balance sheet through internally generated cash flows. At the same time, we will continue to invest selectively in the capabilities, people and innovation required to build the next generation of business. More importantly, FY26 has given us confidence in the quality of the platform we have built and the direction in which we are headed. We enter the next phase with greater clarity, stronger execution focus and a clear ambition to create enduring value for our consumers, employees, partners and shareholders.

Thank you for your continued trust and support. We look forward to building ABLBL into an even stronger, more admired and more responsible fashion enterprise in the years ahead.
Thank you very much.

With that I hand over to Mr. Arun Adhikari, Chairperson of the meeting to continue further Proceedings.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Ashish. We shall now begin with the question-and-answer session.

The members who have registered as speakers and have an assigned serial number will be called out in that order. Other members can email their queries.

All your queries shall be responded by company officials in due course via email. Post the question-and-answer session we will proceed for e-voting for such members who have not voted through the remote e-voting facility.

All the members are currently placed on mute.

The moderator will unmute the speaker member after calling out their name in the order of the assigned serial number. Each speaker shall have two minutes to complete their query and are requested to restrict their queries strictly to the business of the meeting.

The company reserves the right to restrict the number of questions and speakers. For smooth and effective conduct of this meeting.

You are requested to click on the audio and video icon in your screen. In case you are unable to connect your video, you may proceed with only the audio mode. I now request the moderator to call upon the speakers in the serial number assigned to them.

Moderator
Thank you, Chairman sir.

I now invite Speaker No. 1, Mr. Shashank. Khatri.

Mr. Shashank, you are in the panel. Please start your video and you may ask your question.

Mr. Shashank Khatri (Speaker Shareholder)
I am Audible.

Moderator
Yes. Mr. Shashank, you are audible.

Mr. Shashank Khatri (Speaker Shareholder)
Congratulations for the Good set of numbers and thanks for inviting and sending me a hard copy of an annual report. I have some advice and a question. Both are related. Management and promoter promise stakeholders that after Demerger our shareholders will benefited. But due to debt and other expenses, our financial numbers are still very laggard in comparison to our peers such as Trent and others.

Share prices increased multifold in five years after Covid. But still, if we combine ABL BL and ABLBL price together, we as a stakeholder did not get anything. Even we are in loss today. So kindly don't share the dividend. This is my advice. Basically. So kindly don't share the dividend. And if possible, we shareholders are happy to contribute further by the right issue to clear the debts so that our balance sheet will be further good to Clear the debts and want to increase the money or shares as Tantom and many others did Thanks a lot This is my Basically, concern.

Moderator
Thank you, Mr. Khatri.

I now invite Speaker No. 2, Mr. Rajendra Sheth.

Mr. Rajendra you are in the panel. Please start your video and you may ask your question.

Mr. Rajendra Sheth (Speaker Shareholder)
Hello

Moderator
Yes. Mr. Rajendra, you are audible.

Mr. Rajendra Sheth (Speaker Shareholder)
Yes. Chairman sir. Management team Shareholder.

में राजेंद्र शेठ थाना महाराष्ट्रा बिजनेस टूर हूँ तो गुजरात से बोल रहा हूँ चेयरमैन सर आपने बहुत कंपनी के बारे में अच्छी तरह समझाया बताया वर्तमान और फ्यूचर के बारे में मेरे को तो हमारा फ्यूचर बहुत अच्छा लग रहा है और खाली ek ही छोटा सा क्वेश्चन खाली प्रॉफिट बढ़ाने के लिए सर क्या करेंगे वो जरा बताइए एकदम फ्यूचर बहुत अच्छा है आपकी लीडरशिप पर पूरा भरोसा है सब रिजुलेशन में पूरा सपोर्ट और हार्दिक सुभेच्छा देता हूँ और इतना बड़ा एम्पायर के भी सेक्रेटेरियल टीम इन्वेस्टरों को अच्छी सर्विस देता है उसको भी मैं धन्यवाद देता हूँ बोलने का मौका दिया धन्यवाद थैंक्यू सर.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you

Moderator
Thank you, Mr. Sheth.

I now invite Speaker No. 3, Mr. Piyush Kumar Singh.

Mr. Piyush, you are in the panel. Please start your video and you may ask your question.

Mr. Piyush Kumar Singh (Speaker Shareholder)
मेरा आवाज आ रहा हे

Moderator
Yes, Mr. Piyush. You are audible.

Mr. Piyush Kumar Singh (Speaker Shareholder)
Yes, thank you.
Respected chairman, board of directors and fellow shareholders, myself Piyush Kumar Singh from Delhi. My question for the management is what steps have been taken to improve investors' confidence and what is the target amount for CSR activities? With this. I thank the management for this opportunity and wish for great success. Thank you, Sir.

Moderator
Thank you, Mr. Piyush.

I now invite speaker number 4, Mr. Bharat Raj K.

Mr. Bharat Raj, you are in the panel. Please start your video and you may ask your question.

Mr. Bharat Raj K. (Speaker Shareholder)
Yeah. Very good afternoon, Mr. Chairman, Board of directors and KMPs of my company. I am Bharat Raj from Hyderabad. First of all, sir, wonderful change means a lot of information given. I congratulate you for the working wonderful performance in the financial year, Chairman. Sir, I support all of my resolutions. I thank the secretarial department. Send me the link and the annual report. Chairman said my questions are due to the geopolitical war the fuel cost has increased.

What will the impact on my balance sheet, sir? the recently any new stores are going to open in north-eastern states and apart from India. Please let me know, sir, what is your capex plan for this financial year? Mr. Chairman, any plans for the right issues or QIPs or preference issues for the expansion of our company? For the clearing of the debt, sir. Once again, sir, my best true sister. Take care. God bless you all. Sir, please remember speaker Shareholder in Diwali time. Sir, there is only request, sir, all the best for coming years. I am Bharatt Raj signing off from Hyderabad. Thank you.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Bharat.

Moderator
Thank you, Mr. Bharat Raj.

I Now Invite Speaker No. 5, Mr. Rishikesh Chopra.

Mr. Chopra, you are in the panel. Please start your video and you may ask your question.

Mr. Rishikesh Chopra (Speaker Shareholder)
Hello.

Moderator
Yes Mr. Chopra, you are audible.

Mr. Rishikesh Chopra (Speaker Shareholder)
थैंक यू वेरी मच सर ऋषिकेश चोपड़ा फ्रॉम देल्ही NCR Gaziyabad सबसे पहले मैं कंपनी सचिव का धन्यवाद करता हूँ कि उन्होंने इस अवसर पर मुझे आपके समक्ष कुछ प्रश्न के लिए अवसर दिया। सी एफ ओ साहब का भी धन्यवाद करता हूँ की उन्होंने इतनी अच्छी एनुअल रिपोर्ट भेजी है जो सेबी की गाइडलाइंस को मीट करती है।

उसमे मुझे कोई प्रश्न नज़र नहीं आ रहा। परन्तु मेरी 2-3 शंकाएं हैं सर के आपका जो ये देख पा रहा हूँ आपका जो ऑपरेटिंग प्रॉफिट है 702 करोड़ रूपया हुआ और आपका इंटरेस्ट सर 561 करोड़ रूपए है तो आप क्या कर रहे हैं की डेट आपका कम हो ताकि आपकी प्रोफिट शेर उसके hath में आए वो बड़े और आप हमें अच्छा डिविडेंड दे पाए इसके लिए प्रमोटर्स की क्या स्ट्रेटेजी रहेगी इसके बारे में कुछ बताए सर। अंत में मैं आपको फेस्टिवल सीजन की बहुत बहुत बधाई देता हूँ और प्रार्थना करता हूँ की आदित्य ग्रुप इसी तरह उन्नति करता रहे। धन्यवाद राम राम जी,.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Chopra.

Moderator
Thank you, Mr. Chopra.

I now invite Speaker No. 6, Mr. Manoj Kumar Gupta.

Mr. Gupta, you are in the panel. Please start your video and you may ask your question.

Mr. Manoj Kumar Gupta (Speaker Shareholder)
Good afternoon respected chairman, Board of Director, fellow shareholders, my name is Manoj Kumar Gupta. I have joined this meeting from my residence in the City of Joy Kolkatta. I feel proud to be a server of Aditya Group. Which group believes in returning to the employees and the investors? And sir, thanks to the MD for his nice presentation to the shareholder. He has tried to cover all things which surround the minds of investors. He has I could not see MD because you're entire. We could not see the entire board as those are present. But he has covered everything. He has not left anything for the shareholders that They can ask anything on the account. So, I request him to kindly leave something for the shareholder.

That shareholder can ask something from the MD because he has covered everything. But anyway aadat se majboor hai kuch toh puche. Sir, how will you face the competition? There is tough competition in the lifestyle. So how will you face the competition? Because Tatas are there, Birlas are there and Singhanias are there and several unorganized or organized sectors are there. So how will you face the competition? And what's your plan for tire three or four cities? tier three or four cities. What is your plan? Have you any plans to open your own showrooms entirely for cities to grow the and how you will export them? And to fulfill the vision of our Prime Minister make in India. To export our products to globally and make an Aditya lifestyle as a global brand. So that global people can know that there is a big. I was reading the story of Aditya Vikram Birla today.

How he has started his journey of the textile from Indonesia Thailand. That Thailand company becomes a Thailand foundation in 1970. That becomes the 10-lakh production today in India. And said some heads of the expenses have gone up. Take a step to reduce the expenses. And said before Diwali issue a discount coupon to the shareholder. Up to 40% - 50% Discount coupon on your products. That seller can purchase your products. Adhikari sahab meri baat suniyega.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Rangwala.

Moderator
Thank you, Mr. Gupta.

I now invite Speaker No. 7, Mr. Yusuf Yunus Rangwala.

Mr. Yusuf, you are in the panel. Please start your video and you may ask your question.

Mr. Yusuf Yunus Rangwala (Speaker Shareholder)
Good afternoon, Sir.

Moderator
Yes Mr. Yusuf, you are audible.

Mr. Yusuf Yunus Rangwala (Speaker Shareholder)
----- no Audio ----

आप को कुमार मंगलम साहब की कंपनी सर उसमे मुझे पूछने का कोई सवाल ही नहीं होता। सर आपको शुभकामना देता हूँ और आपका नया स्टोर आप कितना खोलने वाले साल में सर हो सके गुप्ता जी को पहले वाले हमारे प्री स्पीकर ने जो बोला है 40 - 50 डिस्काउंट कूपन भेजो टाइम ऑफ ने फेस्टिवल सर आप भूल जाओ। मत बस मुझे और कुछ नहीं पूछना सर चैयरमेन सर पर स्पीटल बता दिया। मुझे कोई पूछने के लिए आपने कोई रखा ही नहीं है। लिंक पीपल की सर्विस अच्छी है। लिंक है तो हमें कोई गम नहीं दिया।

They are very good services उनकी सर्विस सर अच्छा होता है। चैयरमेन सर कुमार, रिगार्ड कुमार मंगलम साहब को तबियत पूछना और उनकी हेल्प पूछना। सर उनकी कंपनी सर और आज वह आये नहीं आये नही लिए हेल्प कर रहे हैं तो मैं आपको शुभकामना टुडे अपॉइंट बेस्ट विजिबल टुडे कंपनी से थैंक यू वेरी मच सिर फूलों की खुशबू की कलियु की बहार

Moderator
Thank you. Mr. Yusuf.

Our speaker number 8, Mr. Barandeep Singh is currently not present in the panel.

So, I now Invite Speaker No. 9, Mr. Ram Chandra Singh.

Mr. Ram, you are in the panel. Please start your video and you may ask your question.

Mr. Ram Chandra Singh (Speaker Shareholder)
Hello.

Moderator
Yes, Mr. Ram, you're audible.

Mr. Ram Chandra Singh (Speaker Shareholder)
हेलो मैं रामचंद्र सिंह दिल्ली से आप सभी को करता हूँ। मैनेजमेंट ऐसे में ये जानना चाहता हूँ की कंपनी का 5 साल का क्या कैपेक्स का प्लान है और जन का हम किस तरह से इस्तेमाल कर रहे हैं। मैं सेक्रेटरी टीम का भी धन्यवाद करता हूँ की जिनकी कड़ी मेहनत की वजह से हम आपसे जुड़ पाए नही शब्दों के साथ आप सभी को मेरा धन्यवाद और कंपनी के अच्छे भविष्य कामना करता हूँ धन्यवाद.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Singh.

Moderator
Thank you, Mr. Ram.

Our Speaker No. 10, Mr. Vimal Jain is currently not present in the panel.

I now invite Speaker No. 11, Ms. Lekha Shah.

Lekha Ma’am please start you video and you may ask your question.

Ms. Lekha Shah (Speaker Shareholder)
Am I audible Ashish bhai?

Moderator
Yes Ma'am, you are audible.

Ms. Lekha Shah (Speaker Shareholder)
Thank you, Ashish bhai.

Respected chairman sir, board of directors and my fellow members. Good afternoon and regards to everyone, myself Rekha Shah and I'm joining This meeting from Mumbai. First of all, I would like to welcome our new company secretary Rameez Sheikh on the board. I know him for their previous company. I am sure that he will add a lot of value for our company. Also, at the outset I would like sincerely thank our company secretary Ramesh sir for sending the AGM report well in advance. I found the AGM report, and I am delighted to say it's so beautiful, Full of colours, informative, comprehensive and enriched with a valuable factor in precaution place. Once again thank you so much my company secretary Rameez sir. Best wishes for all the festival happening right now. May God bless the enable the company performing better in the coming years.

Sir. Chairman sir, I would like to ask few questions. My first question is what are the company's growth plans for the next three to five years. And my second question is what steps are being taken to improve profit margins. Since Link Intime allowed to log in without any problem. I would like to thank them for the best services. Especially Ashish bhai.

Chairman sir. I hope the company will continue video conference meeting in future. So, I would like to say I strongly and wholeheartedly extend my support all the resolution before the meeting today. Thank you, Chairman Sir.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you Ms. Lekha shah.

Moderator
Thank you, Lekha Ma'am.

Our Speaker No. 12, Mr. Praveen Kumar is currently not present in the panel.

So, I now invite Speaker No. 13, Mr. Gagan Kumar.

Mr. Gagan, you are in the panel. Please start your video and you may ask your question.

Mr. Gagan Kumar (Speaker Shareholder)
Good afternoon to all myself Gagan Kumar. I am joining this meeting from Delhi. Sir, I just want to bring the notice that today is our AGM, and our share price is at 52 weeks low. Today it's around 86 rupees 80 Paisa from rupees 151 high in last financial year. I do. Although I know that the share price is not in the hand of the management. So what steps are being taken to improve, return for the shareholder and make the company more profitable. Now as rest of my queries are answered in your opening remarks. That's why I do not want to take much time. So, but kindly throw some light but ask you thank you to the CS and team for this opportunity.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Gagan Kumar.

Moderator
Thank you, Mr. Gagan.

Our Speaker No. 14, Mr. Subhas Chand is currently not present in the panel.

So, I now Invite Speaker No. 15 Mr. Santosh Kumar Saraf.

Mr. Santosh, you are in the panel. Please start your video and you may ask your question.

Mr. Santosh Kumar Saraf (Speaker Shareholder)
Hello.

Moderator
Yes, Mr. Santosh, you're audible and visible.

Mr. Santosh Kumar Saraf (Speaker Shareholder)
हाँ, आदन्यसभापतिजी उपस्थित निर्देशक मंडल के सदस्य अधिकारी कर्मचारी गण में संतोष कुमार saraf kolkata se sab को राम कहता हूँ, आशा करता हूँ, आप अच्छे स्वास्थ होंगे सर, मैं आपके सेवा का व्यवहार करता हूँ। अच्छी बैलेंस बनाने के लिए और सब चीजों का जवाब देने के लिए।

सर, मैंने कुछ प्रश्न भेज दिए थे, फिर भी आपके पास आया हूँ, तो चाहूँगा कि आपके मुंह से भी कुछ आपकी मीठी आवाज सुनू, उसका जवाब सुनो सर तो 1 प्रश्न मिला है। सर कंपनी ने 3,300 से ज्यादा स्टोर का अपना विस्तार किया है और नए स्टोर ब्रांड बनाने और बढ़ते हुए बिजनेस को बड़े पैमाने पर निवेश करना जारी रखा है। आखिरकार

revenue बढ़ोतरी मुनाफे में लगाएगी पूंजी सेठ धारकों को लंबे समय तक चलने वाला फायदा मिलना चाहिए। क्या चेयरमैन ROCE के बोर्ड के 3 साल का खास लक्ष्य बता सकते हैं।

ह समझा सकते हैं कि नया स्टोर खोलने, स्टोर के बदेरिनोलिनोवेशन या किसी उभरते हुए ब्रांड में भरा निवेश करने से पहले कंपनी कम से कम कितना आरओसीई और पेपे रिटर्न की लागत की वसूल की सीमा करती है। कंपनी की मौजूदा नेट डेट को देखते हुए बोर्ड ग्रोथ में निवेश कम करने और डिविडेंट के बाद संतुलन बनाने चाहता है, ताकि लगाई गई पूंजी हर सुविधा बन सके। सर सर आशा करता है। उनका जवाब अपने विस्तार से दीजिएगा और ने विस्तार मेरे पर भेजने है। चेयरमेन तो आपके सेक्रेटरी बोले। उनका विस्तार से मुझे उत्तर दीजिएगा, क्योंकि मैंने काफी प्रश्न भेजे तो मैं यहाँ मीटिंग में 2 मिनट में बोल नहीं सकता, तो उनका विस्तार से जो मेरी नोलेज के लिए, मेरे रिकॉर्ड के लिए चाहिएगा नमसकार।

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you Mr. Saraf.

Moderator
Thank you Mr. Saraf.

I now invite speaker number 16, Mr. Amarendra Nath Ray.

Mr. Amarendra, you are in the panel. Please start your video and you may ask your question.

Mr. Amarendra Nath Ray (Speaker Shareholder)
Am I audible? Sir?

Moderator
Yes sir, you're audible.

Mr. Amarendra Nath Ray (Speaker Shareholder)
Respected chairman, esteemed members of the board. I am Amarendra Nath Ray equity shareholder of Aditya Birla and Lifestyle Limited joining second annual general meeting through video conferencing from City of Joy, Kolkata. Special thanks to our own experience, company secretary Mr. Ramesh and his secretarial department for rendering good investor service. I have some observations sir. First, the retail network has increased to 3,348 stores across nearly 800 cities and towns.

Sir, I would like to know how is the company ensuring that rapid expansion does not adversely affect store level profitability return on capital. Please share your views.

Next observation. With 560 plus small-town stores what is the company's strategy to improve productivity and profitability in smaller market where customer spending relatively slow? Please share your views.

Third observation. The company has highlighted faster time to market as a key advantage. How is the advantage translating into higher sales, better inventory turnover and reduced markdowns? Please share your views.

My fourth observation. Given the rapid expansion of both manufacturing capacity and the detail network, what specific measures are being taken to prevent excess inventory, underperforming stores and pressure on working capital? Please share your views.

I wish our company's continued success and prosperity. I believe our company will reach new or high net future. Thank you for visionaring over to for further proceeding. Thank you.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Ray.

Moderator
Thank you Mr. Amarendra.

I now invite Speaker No. 17 Davinder Kaur. Please start your video and you may ask your question.

Ms. Davinder Kaur (Speaker Shareholder)
हेलो मैं मिस्टर सिंह ज्वाइंट होल्डर बोल रहा हूँ सर कल आपने हमें बोलने का मौका दिया इसके लिए हम आपका धन्यवाद करना चाहेंगे और सर क्वेश्चनतो काफी स्पीकर शेयर होल्डर आप से पूछ चुके है तो हमारे रिकवर हो चुके हैं बस अपने सी एस का भी धन्यवाद करना चाहेंगे जिन्होंने बोलने का मौका दिया थैंक यू.

Moderator
Thank you, Sir.

I now invite speaker number 18, Mr. Dharav Jamadar.

Mr. Dharav, you are in the panel. Please start your video and you may ask your question.

Dr. Dharav Jamadar (Speaker Shareholder)
Namaste and greetings of the day to respected chairman, board members and all the stakeholders of my company. It is indeed a privilege to attend this meeting. My name is Dr. Dharav Vipul Jamadar. A proud shareholder and a loyal customer of our company. Firstly, heartiest congratulations to all the stakeholders for such a robust performance consistently year on year. Certain questions which I would request our respected chairman to address are. First, our nation has cemented many FTA packs with developed nations worldwide.

Can you share how are we planning to take its advantage? And which countries are we exploring? Maybe for exports, expanding brownfield projects or even starting new greenfield projects. In contrast to this, are there any chances of Foreign major players entering into our Indian markets under these FTAs? If yes, how stiff the competition can be and what remedial steps are we talking to protect our tuff?

Second, global macros along with local macros are turning out as some of the major headwinds for us and some of them highlights out are El Nino happening this year, fear of economy entering into higher interest rate cycle, rising inflationary pressure, supply chain disruption, highly volatile and rising energy and raw material prices and even our domestic currency persistently and significantly getting depreciated and much more. So how do you believe we will be able to offset cost price increases? How much of the inflated raw material and other prices has already been passed on to the customers? Additionally, how much price hikes do you believe is necessary or will we abstain from further price hike and grow at the cost of our margins in order to protect our market share?

Third, with respect to our emerging business and E commerce channel, can you share what shall be our Capex in these 2 categories particularly in proportion to the overall Capex?

Also, in regard to the overall Capex, what would be the capital structure of it and how will it impact our race? Additionally in emerging business and E commerce, how much amount of market share gains are we expecting in this particular fiscal year? How.

How shall we utilize AI in taking this?

Moderator
Thank you, Mr. Dharav.

I now invite speaker number 19, Mr. Sujan Modak.

Mr. Sujan, you are in the panel. Please start your video and you may ask your question.

Mr. Sujan Modak (Speaker Shareholder)
Yeah. You can hear me?

Moderator
Yes. Mr. Sujan, you are audible?

Yes. Yeah. Namaskar. Good afternoon respected chairman, other board of directors. I'm Sujan Modak. I am attending this meeting from my residence at Kolkata. Sir MD sir has given very nice information to all the shareholders. That takes a lot of input for us. Still, I've got a few questions sir. First of all, our result is very good. For that I really congratulate our management, all workers and everybody connected with our company. Sir, we have 11 factories.

So, whether we are running all these factories with the full capacity or reduced capacity, what is the capacity utilization of our factories? That is my first question answer. Now AI technology led technology and digital innovation is the flavour of the world. So how much we have incorporated in our day-to-day work style especially in the factories and automation and the scope of AI technology, how much is still left to accommodate?

So if you can give us a brief on that and since we are exporting our product to the Middle east and this geopolitical escalations, so how Much collateral effect on our export business. We are all we have already faced and we may face further. So, if you can give on that sir. And before I finish, I'd like to definitely thank our company secretary Mr. Ramesh Shaikh and his whole team. Especially Mr. Dhruv Bhavsar. For doing a very good investor service to the investor's community. Thank you very much, Adhikari Sir.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Modak.

Moderator
Thank you, Mr. Sujan.

I now invite Speaker No. 20 Mr. Sarvjeet Singh.

Mr. Sarvjeet, you are in the panel please start your video and you may ask your question.

Mr. Sarvjeet Singh (Speaker Shareholder)
Hello Chairman. Sir, can you hear my voice?

Moderator
Yes, Mr. Sarvjeett, you are audible.

Mr. Sarvjeet Singh (Speaker Shareholder)

First of all good evening to you all. The board of directors. All the staff of Aditya Birla Lifestyle Brands Limited
आपने अपनी ओपनिंग स्पीच में तो कुछ बताया क्या चाहिए था, सर उसके इन्वेस्टमेंट पर रिटर्न क्यूँकी सर हमारा शेयर प्राइज राउंड ऑल टाइम लो रहा 86 रुपए, 71 पैसे। वो सर आज ही रहा है हमारी एजीएम के दिन भर सर हाई रहा 175 रुपए। तो सर एटलीस्ट इतना तो जरूर, हालांकि कंपनी के हाथ में नहीं होता शेयर प्राइज का रेट पर सर किस चीजों में कमी रह रही है कंपनी की तरफ से जो हमारे प्राइज जो है इतना डाउन जा रहे हैं और सर 1 बहुत मोटा और हेल्दी डिविडेंट आपने इस बार ही दे दिया है 50 पैसे का वो भी सर 1 बहुत अच्छी चीज है की इतना मोटा और इतना भारी डिविडेंट इनवेस्टर को देना ठीक बात है सर क्यूँ क्यूंकी इन्वेस्टर ने भी इन्वेस्टमेंट कर रखी होती है। और सर जिस तरीके से हमारी प्रमोटर होल्डिंग अराउंड फटी सिक्स परसेंट फोर्टी सिक्स प्वाइंट सिक्स परसेंट है तो सर हमारी कंपनी में प्रमोटर होल्डिंग बढ़ाने के लिए कोई बायबैक वगैरह का प्लान कर रहे हैं क्यों?

क्योंकि जब तक प्रमोटरों का विश्वास पूरा नहीं होगा तब तक हर कंपनी की गति रह जाती है। बाकी सर हमारी कंपनी में फौरन इन्वेस्टर की भी होल्डिंग। अराउंड पिछली बार 23 परसेंट थी तो केरी साढ़े 12 परसेंट रह गई है। तो सर फॉरेन इन्वेस्टर का भी हमारी कंपनी में बहुत ज्यादा प्रभाव घटाई है। बड़ा किसी का नहीं है तो सर आगे हम किस चीज के आगे काम देख रहे हैं और किस चीज की जो क्या क्या चीजें हमारी पाइपलाइन में हैं, ताकि इन्वेस्टर को इन्वेस्टर फ्रेंडली अप्रोच के साथ अच्छे से अच्छा रिटर्न दे पाए। बाकी सर यही कहना चाहूँगा धन्यवाद करना चाहूँगा सी का जिन्होंने हमें बोलने का मौका दिया।

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Sarvjeet.

Moderator
Thank you, Mr. Sarvjeet.

I now invite Speaker No. 21. Mr. Vinod Agrawal.

Mr. Vinod, you are in the panel. Please start your video and you may ask your question.

Mr. Vinod Agarwal (Speaker Shareholder)
Hello. And this is Vinod Agarwal speaking. Yeah. Respected chairman for today's meeting Arun Adhikari ji, M.D. CEO Vishak Kumar, M.D. Ashish Dubey. CFO Dharmendra Lodha and CS Rameez Sheikh. Good afternoon. Evening to everyone attending this meeting. Sir, revenues were total revenues not operational. Total revenues consolidated 8,480 crores. Again 7,908 crores. A PAT was 220 crores against 83 crores. Good increase. But still when I'm seeing we have still paid 171 crores. And our finance cost of 364 crores.

Normally the paid should be more than the finance cost that we are paying, sir and the debt also is not very high. Sir, you got a total debt of 833 crores. Out of which 107 is with us as liquidity. So net debt is only about 726 crores. But on this amount when I see that 833.364 crores. We are paying an interest which is very high on the debts. It may try to reduce those debt burden. Our operation cash flows also were very good. Sir. At 1166 crores then this gives us a headroom for growth. And we got two brands which have crossed 2000 crores of revenues. And other brands also are doing thousand crores after having branded.

We are selling branded goods. We're not selling commodity goods. And you're still having margins of only 2% of brands should have their own value and should have their own margins. Bad margins are coming to only 2%. Sir. How do you increase this margin to 10%? This is what I like to know, sir. This is my query. I wish the company all the best. Sign off Vinod Agarwal from Mumbai.

Thank you, Sir.

Moderator
Thank you, Mr. Vinod.

I now invite Speaker No. 22. Mr. Gaurav Kumar Singh.

Mr. Gaurav, you are in the panel. Please start your video and you may ask your question.

Mr. Gaurav Kumar Singh (Speaker Shareholder)
Hello. Am I audible?

Moderator
Yes, Mr. Gaurav, you are audible.

Mr. Gaurav Kumar Singh (Speaker Shareholder)
Thank you. Thank you so much for that confirmation.

Respected chairman, board of directors and fellowship holders. Good afternoon to all of you. Myself Gaurav Kumar Singh joining this agent from Delhi. First of all, I would like to thank the management for giving me this opportunity to express my views on this platform. So as a long-term investor I would like to know that how the board plans to maximize shareholder value over the next five years and sir, is there any plan for expansion or entering into new business? How much of new customer acquisition is coming through digital channels. And what investments are planned to strengthen direct and online business. As far as the agenda of this aging is concerned. I support all the resolutions. And I sincerely thank the management and all the employees of the company for the dedication and hard work.

I wish you continued success and hope the company achieves even greater milestone in the year ahead with this I also thank the CFO, company secretary and his entire team for maintaining high standard of corporate governance. In the end, I wish you back to your photo company and a great help for others. Thank you, Sir.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Gaurav Singh.

Moderator
Thank you. Mr. Gaurav. I now invite speaker number 23. Ms. Neha Dua, Ms. Neha you are in the panel. Please start your video and you may ask a question.

Ms. Neha Dua (Speaker Shareholder)
Query of Neha dua is already presented by other shareholders. So, in the interest of time we. Do not want to repeat it again. Thank you.

Moderator
Thank you, Sir.

Our Speaker No.24, Mr. Anil Parekh is currently not present in the panel.

So, I know. I Invite Speaker No. 25. Mr. Manjit Singh.

Mr. Manjit, you are in the panel. Please start your video and you may ask your question.

Mr. Manjit Singh (Speaker Shareholder)
Am I audible?

Moderator
Yes. Mr. Manjit, you are audible.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Yes.

Mr. Manjit Singh (Speaker Shareholder)
कम्पनी की मैनेजमेंट टीम, कैपिटल टीम और माय को शेरहोल्डर में सभी का स्वागत करता हूँ गुड इवनिंग सिर आपने अपनी ओपनिंग रिमार्क्स के बारे में कंपनी के वर्तमान और भविष्य के बारे में काफी कुछ आपने बताया। फिर वही बात है जिस सवाल वहाँ होते हैं जहाँ विश्वास नहीं होता। इतना बड़ा ग्रुप का नाम हमारे साथ है आने वाले टाइम के अन्दर आगे मार्जन के लिए क्या हमारे प्लान हैं? थोड़ा आप इस बारे में बताएंगे। 1 क्वार्टर के रिजल्ट हम दे चुके हैं, करीब करीब हो चुका है तो आगे 3 क्वार्टर के अन्दर कैसे हमारे मार्जन के प्लान हैं। थोड़ा आप इस बारे में बताइए। ये जो शाम का समय हमने आपके साथ सांझा करा है, यह आने वाले टाइम में हमारी इन्वेस्टमेंट को मजबूत करेगा इसकी हम आपसे आशा करते हैं और भगवान से प्रार्थना करते हैं। वैलेंटाइम बैलेंसशीट बनाकर कैटिल डिपार्टमेंट ने जिस तरह से हमें आपके साथ रुबरु करा है उनका बहुत बहुत धन्यवाद थैंक यू फॉर द मैनेजमेंट टीम थैंक यू for secretarial team, थैंक यू सर.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you. Mr. Manjit Singh.

Moderator
Thank you, Mr. Manjit.

Our Speaker No. 26. Naman. Speaker No. 27 Pramod Bindra, Speaker No. 28. Chandra Mohan Kohli is currently not present in the panel.

So, I now Invite Speaker No. 29, Mr. Sandeep Singh.

Mr. Sandeep, you are in the panel. Please start your video and you may ask your question.

Mr. Sandeep Singh (Speaker Shareholder)
All question are the covers in the earlier speaker. Thank you, sir.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Mr. Sandeep Singh.

Moderator
Thank you, Mr. Sandeep.

I now invite Speaker No. 30, Mr. Rajesh Chainani.

Mr. Rajesh, you are in the panel. Please start your video and you may ask your question.

Mr. Rajesh, you may ask a question please. It seems some audio connectivity issue.

I now invite Speaker No. 31, Mr. Ankur Chanda.

Mr. Ankur, you are in the panel. Please start your video and you may ask your question.

Mr. Ankur, you may ask your question please.

Mr. Ankur Chanda (Speaker Shareholder)
I am audible.

Moderator
Yes, you are audible sir.

Mr. Ankur Chanda (Speaker Shareholder)
Okay. Good afternoon, everyone.
सर अभी हम लिस्ट हुए है अभी हमने से मार्केट में हमें पता भी नहीं लगा उल्टा हमें अभी पता पता नहीं लगा कंपनी के बारे में उम्मीद करते है के आगे कंपनी अच्छा परफॉर्म करेगी बस यही कहना चाहूँगा अभी थोड़ा सा गला खराब से बोल भी नहीं पाऊंगा धन्यवाद सर.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Sir. Thank you, Mr. Chanda.

Moderator
Thank you, Mr. Chanda.

I now invite Speaker No. 32. Mr. Reddeppa Gundluru.

Mr. Reddeppa, you are in the panel. Please start your video and you may ask your question.

Mr. Reddeppa Gundluru (Speaker Shareholder)
Ah. Sir am I audible sir?

Moderator
Yes, Mr. Reddeppa you are audible.

Mr. Reddeppa Gundluru (Speaker Shareholder)
Thank you so much Sir.

Respected Chairman, Arun Kumar Adhikari ji. Respected Group Chairman, Kumar Mangalam Birla ji. Namaskar all other senior management, my fellow shareholders and especially our company secretary, Mr. Rameez Abdul Hamidji. My warm regards to everyone myself Reddeppa Gundluru Namaste. Attending this agent from Hyderabad.

First of all, I would like to congratulate the entire management and employees of Aditya Birla Lifestyle Brands limited and successfully establishing my company with the independent lifestyle focused business following the separation from ABFRL.

I am very happy and proud to be a shareholder of the company. Annual report is beautifully presented and the theme the power paints built on trust building the brands with purpose. I repeat build on trust building brands with purpose. It reflects our Kumar Mangalam Birla company's long-term vision for. Very well. I would like to appreciate particularly the Kumar Mangalam Birla sir the entire leadership team building some of the India's most trusted fashion brands. Louis Philippe continues to present premium immense layer.

Van Heusen has strong position corporate. We are with the expanding into the inner wear and Athleisure. And also, Allen Solly created a different identity in the relaxed and contemporary fashion, sir and also, Peter England has tremendous potential in the T plus 2, Tire-2 and Tier-3 on emerging market. I also appreciate the company's international portfolio. Particularly Reebok American Eagle and Simon Carter. These brands provide us excellent opportunity to participate in the rapidly growing the casual youth sportswear ज़ेन जी लोगों को बहुत पसंद आता है हमारा प्रोडक्ट and both product premium fashion segments.

Especially an appreciation to Ashish ji, Adarsh ji the company secretary entire team. He provided Me very good secret services and called me given me, reminded me. Wonderful. So special kudos appreciation to where you are deserved. For the appreciable appreciation for investor relationship, their support and shareholders communication. I also.

Moderator
Thank you, Mr. Reddeppa.

I now invite Speaker No. 33. Ms. Savita Rani.

Ms. Savita, you are in the panel. Please start your video and you may ask a question.

Ms. Savita, you may ask a question please.

It seems some audio connectivity issue.

I now invite our last speaker, speaker no. 34. Ms. Ritu Batra.

Ms. Ritu, you are in the panel. Please start your video and you may ask your question.

Ms. Ritu Batra (Speaker Shareholder)
Hello.

Moderator
Yes ma'am. You are audible.

Ms. Ritu Batra (Speaker Shareholder)
आपको मेरी आवाज सुनाई दे रही.

Moderator
है जी मैम आपकी आवाज आ रही.

Ms. Ritu Batra (Speaker Shareholder)
गुड इवनिंग सर आपकी हमारी. कंपनी बहुत अच्छा काम कर रही है और हम उम्मीद करते हैं ऐसे ही. हमेशा अच्छा काम करते रहें और हमें अच्छे रिटर्न दिलवाते रहे thank you so much.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you Ms. Batra.

Moderator
Thank you, Mr. Ritu,

With this we complete with the speaker's shareholder queries. I now hand over the proceeding to the management over to you.

Mr. Ashish Dikshit (Managing Director)
So, thank you very much for your questions. There were several suggestions and ideas for improving the company's performance. Let me take the questions one by one as they have come and I try and address as many questions as we can.

There were some questions around the strategy of the company, the revenue growth trajectory and the profitability. Just want to put that in perspective. The company has been a steadily growing company in last one year. The growth momentum has increased in last second half of the year.

We expect the company to deliver double digit growth going forward. Also, since company operates with steady profitability also it will also mean that there will be a cash generation and reduction on debt which has come down by about 100 crores last year. We'll see further reduction in debt as we go forward. Because it's a very strong cash generating company. The ROC excluding the goodwill is close to between 25 to 30% different year. Which means the company's capital is also producing strong returns.

There was questions around rapid expansion and store returns. See India is still a very large underpenetrated market for premium brands. We believe as some of you have suggested the opportunity for our brands not just in big cities, but small tier towns continue to remain very strong. The business is currently opening close to 300 new stores in a year. About 100 of these stores are coming in smaller towns.

We'll continue to see that opportunity over the next few years with 300 to 350 stores overall and close to 100 stores in tier 3 tier 4 cities. As premiumization increases, as brand awareness increases, we will be very well placed to take forward. This will also have an impact on the profitability positively because operating leverage will come in on the fixed cost structure and that will be one important driver of profitability for the business. There was a question around CSR spend this year. Our CSR spend last year was about 2.3 crores.

There were several questions about the impact on war in the Middle East. Overall, the war has limited impact on us as far as the revenue is concerned from the demand side because it's not a very large part of our overall revenue. So, while there has been impact, it's very very minimal in the overall scheme of things. In terms of the impact of war on inflation and raw material prices. Yes, that is there.

We expect 3 to 4% inflation as far as cost is concerned, a small part wherever possible we'll be able to pass it through very limited price increase. Then the rest we'll have to make up through the operating efficiency and that's the plan that we have in terms of Capex plan we expect to spend about 300 crores this year and the next couple of years annually for not just new store opening but renovation of existing stores as well as small amount in manufacturing Capex.

There were several questions around the debt and the interest. I think interest that gets reported in the reported Results is about 360 crores. A lot of it is interest on accounting of lease. The actual interest on our 700-crore debt is close to 100 crores, 120 crores or something. As we go forward, this interest will keep coming down as the debt levels are coming and we'll soon be able to in next two to three years come to a point where our overall debt of the company will be either zero or close to zero.

There were questions around small town, we continue to as I mentioned grow. We currently have close to 560 stores in a small town, and we'll continue to open about 100 stores.

There were a few questions around how the company is using AI and in specific case generative AI also in its operation. So, there are many functions and parts of the company where AI is being used. The most prominent ones are marketing where a lot of content creation as well…….

Moderator
Ashish Sir, you are not audible.
Ashish Sir.

Mr. Ashish Dikshit (Managing Director)
Plan for the company for the next five years.

As I had mentioned, we expect to grow by double digit for the company, our lifestyle brands will grow in early double digit, and the emerging brand portfolio will grow faster than 15 to 18% for overall performance.

The questions around Is the expansion and new store opening affecting ROC and some of you had wanted to understand what is the overall returns on the new store? Typically, a new store for us has a payback period which is around less than three years, which means it returns the capital very quickly and therefore new store expansion. Whether we do it ourselves or franchisee expansion is accretive as far as ROC is concerned and it's a good use of capital.

There was another question around FTAs that the country has signed. At this stage we are very focused on Indian market and not looking to expand to any other international market in a meaningful manner.

On the question of new international brands coming to India and creating competition, I think most international brands of reasonable calibre and quality and substance are already in this India, and we have learned to compete effectively with them. We are very confident that our understanding of consumer wide distribution, strength of our brands and the relationship that we have will continue to do well against those players. Let me then come to the last few questions.

There was a question around manufacturing efficiency are, you know our business is seasonal. We try and keep the manufacturing capacity utilization to close to 100%, but we are able to achieve between 95 to 96% because of seasonality of the nature, a question around time to market and trend forecasting. You all know that fashion trends change faster and therefore we are continuously improving our time to market and turnaround time to ensure that we are able to respond to market needs.

Let me come to the last set of questions which is really around share price of the company and current shareholder value and a lot of you have rightfully pointed out to it in terms of not having delivered adequate returns from the time. I would like to put that in the context that this is the first full year of operations for the company. The whole rationale for demerger of ABLBL from ABFRL was to make sure that this company has access to its own cash flow. The company generates substantial cash flow through profit from operations.

A part of it goes into working capital, but a large part will also go into expanding through growth investments. Whether it's in ecommerce or offline stores etc. The whole strategy that we have and the strength of the brands we have and the distribution network that we already have and the possibility that we create, we expect the business to deliver strong double-digit growth coming forward.

Profitability improving in in fact in this year FY-26 the reported PAT has increased by close to 60%. We think the next few years also as the revenue growth comes in place and the cash flows are already reasonably strong; you will see a significant improvement in profitability much ahead of the growth rate to the market.

While it is difficult for us to predict share price, but we want to make sure that our shareholders do see improvement in revenue growth, improvement in profitability, strong ROC and we are confident that we will have enough cash generation in the company to not just fuel growth but also signal future cash flows and strong future cash flows. And that's the reason why we have started Dividend this year. I think there was a suggestion and questions around that we feel the company has enough operating cash flow potential and therefore in the first full year itself we have declared the dividend for this year.

So, with that I would like to close this question-and-answer session. I hope our responses have been satisfactory and answer the queries and the questions that you have. Thank you once again for your participation in this event and your continued support to the company.

Mr. Arun Adhikari (Independent Director and Chairperson of NRC)
Thank you, Ashish, this brings us to the end of the question-and-answer session. We can now proceed to consider the matters as set out in the AGM Notice. Namely.

Item No. 1 relates to the adoption of standalone and consolidated financial statements to the financial year ended March 31, 2026, and the Reports of the directors and auditors thereon.

Item No. 2 relates to the declaration of a dividend of 8% on the non-convertible, non-cumulative redeemable preference shares for the financial year ended on March 31, 2026.

Item No. 3 relates to the declaration of a dividend of Rs. 0.50 (Fifty paise only) per equity share for the financial year ended on March 31, 2026.

Item No. 4 relates to the re-appointment of Ms. Ananyashree Birla, a non-Executive Director, retiring by rotation.

Since the objective and implication of all these matters is already detailed in the AGM notice, the same are being considered as read.

Most of you would have already voted through the remote e-voting facility. For those of you who have not voted yet, you will have a 15-minute window to cast your vote post closure of proceedings of this meeting. You can use the “e-voting tab” in the InstaMeet portal.

Dilip Bharadiya & Associates Company Secretaries have been appointed as the scrutinizer for the entire e-voting process. The consolidated voting results shall be declared and disseminated on the website of the Company, the RTA, and the stock exchanges within two working days of the conclusion of this meeting.

With this, the business of the meeting is now complete.

I now declare this meeting to be concluded and request the members to proceed towards e-voting. Thank you once again for joining this meeting. Stay safe and stay healthy.