

Eighteenth Annual General Meeting

Polymatech Electronics Limited

29th November 2025 – Oragadam, Chennai, India

Address by Eswara Rao Nandam

Managing Director & Chief Executive Officer

Namaste | Kon'nichiwa

Dear shareholders, respected directors, colleagues, partners, and friends.

It is with the deepest humility and profound gratitude that I welcome each of you to the Eighteenth Annual General Meeting of Polymatech Electronics Limited. Today is more than a statutory gathering; it is a moment of reflection, renewal, and shared purpose. Eighteen years ago, PEL began as a modest dream in Chennai. Today, because of your belief—over 20,000 shareholders—we stand as a growing multinational semiconductor and advanced electronics company with operations across India, Singapore, the United States, Estonia, Bahrain, and France.

Although my family holds 75% of the Company's equity, let me say with sincerity: this is not my company. This is our company. Your trust is the wind beneath our wings.

We gather today in the spirit of Wa—harmony, Kaizen—continuous improvement, Monozukuri—the soul of craftsmanship, Seijitsu—integrity, and Chōki—long-term vision. These principles guide every decision we make. As we begin, let me share a thought rooted deeply in Japanese leadership philosophy:

“Quiet strength, steady improvement, and long-term vision—this is the path to enduring success.” 「静かな力、着実な改善、そして長期的なビジョンこそ、持続的な成功への道です。」

Today’s AGM will follow two sacred principles: Hansei—honest reflection, and Mirai—looking ahead with clarity and confidence.

Let us begin.

Hansei – Reflection

Dear shareholders, Hansei is not merely reviewing the past. It is an act of truth, spoken with humility and courage. Hansei asks three questions: What happened? Why did it happen? What must we learn?

Let us begin our reflection.

The year 2024–25 was one of the most turbulent in global semiconductor history. The Red Sea shipping crisis disrupted global trade. Raw-material and other key material inflation increased costs across categories—copper, sapphire, chemicals, precision components. Currency volatility between USD, EUR, SGD, JPY, and INR tested the resilience of multinational companies. Geopolitical tensions impacted component movement. And the temporary U.S. tariff revisions between December 2024 and March 2025 affected margins across the industry.

Yet, like bamboo in a storm, we bent—but we did not break.

During the Red Sea disruption, our global footprint protected us. Singapore provided buffer. Bahrain maneuvered logistics for European volumes. Chennai

ran on discipline and precision. Inflation tested us, but our teams renegotiated supplier terms, consolidated categories, reduced waste, and improved yields. Currency swings were absorbed because of our diversified structure—multi-currency invoicing, Bahrain’s dollar operations, and Singapore’s balanced procurement.

Geopolitical tensions forced the world to consider supply-chain security. Our multi-country model—India, Singapore, USA, Bahrain, allowed rapid rebalancing. Where others hesitated, we adapted. This resilience reflects a powerful Japanese concept: Fudōshin—不動心—the mind that remains unmoved.

The U.S. tariff changes temporarily impacted margins, but the effect was contained. We strengthened export classifications, optimized routing through Bahrain, and increased European deliveries. If these tariffs were not imposed, our bottom line would have been significantly stronger. But the temporary setback created permanent learning.

Our People

Let me now honor our people across six nations.

In Chennai, we saw the spirit of Monozukuri—precision, discipline, humility. Singapore embodies perfection: “If it is not perfect, it is not shipped.” Estonia’s engineers reflect their national ethos: “Usaldus, läbipaistvus ja tehnoloogia on tänapäevase ettevõtte tugisambad”—“Trust, transparency, and technology are the pillars of a modern enterprise.” Our U.S. teams in California exemplify the American truth: “Execution is the ultimate truth—everything else is

commentary.” Bahrain silently strengthened our logistics and efficiency. USA pushed our boundaries in MEMS, sensors, and deep R&D. These global teams are the soul of Polymatech.

Culture – The Invisible Infrastructure

Culture cannot be bought; it must be built. At Polymatech, culture means respect, discipline, learning, humility, and ownership. Cleanrooms and machines can be built in months; culture takes years. This year proved that our cultural foundation is strong.

Consolidated Thinking

Polymatech today is a global company. Standalone numbers do not reflect our true performance. Consolidated financials show the full picture—cross-border efficiency, global tax optimization, multi-currency earnings, and multi-country operations.

Governance

Governance is not a department; it is our conscience.

The Board met seven times. Committees functioned with discipline—Audit Committee (3 meetings), Nomination & Remuneration (1), CSR (2), Stakeholder Relationship (1), Risk Management (1). Internal controls showed no material weaknesses. Related-party transactions were at arm’s length. Secretarial standards SS-1 and SS-2 were fully complied with. Independent directors reaffirmed independence.

This governance structure is the bedrock of your trust.

Financial Performance (Consolidated)

Let us now review the audited consolidated financials:

Revenue: ₹1902.89 Cr

Other Income: ₹9.23 Cr

Total Income: ₹1,912.13 Cr

Total Expenses: ₹1,467.59 Cr

Profit Before Tax: ₹444.53 Cr

Profit After Tax: ₹375.01 Cr

EPS: ₹9.07 per share

These numbers reflect stability, resilience, and financial discipline.

Why no dividend? Because every rupee is being reinvested into our USD \$1 Billion global expansion plan. This reinvestment will yield far greater long-term returns. “Plant the seeds today. Enjoy the blossoms tomorrow.”

Governance as Advantage

Governance is our competitive edge. We do not compromise. “Integrity before opportunity. Discipline before ambition.”

Mirai – The Future

Dear shareholders,

Having reflected on the year gone by, we now turn toward Mirai—our future. Mirai is not a wish; it is a responsibility. It is the future we prepare for with discipline, clarity, and strategy.

Polymatech’s future is not uncertain. It is structured. It is planned. It is global. And it is transformative.

The Spirit of Mirai

In Japanese philosophy:

“Mirai wa tsukurareru mono”—The future is something you build.

We are building a future where Polymatech becomes a multinational semiconductor and advanced electronics enterprise operating seamlessly across six countries. A future where our products power data centers, telecom networks, photonics systems, automobiles, aerospace technologies, and next-generation intelligent materials.

In the next decade, the world will see unprecedented growth driven by AI, robotics, 6G, photonics, renewable energy, and intelligent components. Our mission is to be at the front of this global wave—not as followers but as leaders.

The Global Vision

Polymatech will evolve into a world-class multinational with:

- **Manufacturing in India & USA**
- **Precision and quality assurance in Singapore**
- **Automation and European integration through Estonia**
- **Global logistics efficiency through Bahrain**
- **Deep scientific R&D through France**
- **Photonics and packaging excellence in the United States**

Our future customers will be multinational OEMs. Our future partners will be global innovators. Our future markets will span Asia, Europe, North America, and the Middle East.

This is not ambition. This is direction.

USD \$1 Billion CAPEX Program

To achieve this future, we have initiated a USD \$1 Billion group-level CAPEX program—the boldest in our history. This is not expenditure; it is a transformation strategy.

Why a billion dollars?

Because the semiconductor industry rewards scale. Global positioning requires global manufacturing. Breakthrough products require world-class R&D. And long-term relevance requires multi-country presence.

This CAPEX cycle will build the foundations that sustain revenue for the next 20 years.

Austin, Texas – Our American Flagship

One of the most critical pillars of our future is our upcoming 150,000 sq ft facility in Austin, Texas. This plant will manufacture:

- **Advanced semiconductor packaging**
- **RF modules**
- **Chipselets**
- **Silicon photonics**
- **High-end assembly**
- **Reliability testing**

Texas is becoming the semiconductor capital of the United States. With Samsung, Tesla, AMD, and Applied Materials nearby, our presence there positions us at the center of American semiconductor growth.

With zero state taxes, BABA incentives, and deep talent pools, Austin will contribute USD \$300–400 million annually from Year 3 of operation.

As American business wisdom says: “Execution is the ultimate truth—everything else is commentary.”

This facility will anchor our North American strategy.

Nava Raipur, Chhattisgarh – India’s Emerging Tech Powerhouse

Our 35-acre SEZ in Nava Raipur is one of the most important developments in our Indian journey.

This campus will house:

- **Telecom and photonics manufacturing**
- **Intelligent materials production**
- **Sapphire crystal growth**
- **Optoelectronics**
- **Packaging and assembly lines**
- **Reliability and test infrastructure**

Supported by the Government of Chhattisgarh, designed as a green campus with solar power and zero liquid discharge, this facility will generate 1,200+ direct jobs and thousands of indirect jobs.

It will contribute 20–25% of our group-wide production by FY 2027–28.

Nava Raipur will be our long-term strategic anchor in India.

Estonia – The European Automation Hub

Our European operations in Tallinn and Paide provide automation excellence, PCB capabilities, and proximity to EU customers. Estonia’s ethos of digital efficiency aligns perfectly with our needs.

As they say in Estonia:

“Usaldus, läbipaistvus ja tehnoloogia on tänapäevase ettevõtte tugisambad.”

“Trust, transparency, and technology are the pillars of a modern enterprise.”

Europe’s demand for advanced electronics and automation systems continues to rise. Estonia positions us at the doorstep of this growth.

Singapore – Quality Without Compromise

AEIM in Singapore ensures world-class reliability, stress testing, and environmental qualification for our products. With its disciplined culture and global credibility, Singapore enhances trust in Polymatech’s products worldwide.

Their guiding belief:

“Keunggulan dibina melalui disiplin—selangkah demi selangkah.”

“Excellence is built through discipline—step by step.”

Singapore is our precision anchor.

Bahrain – The Global Logistics Nerve Center

Bahrain may not be visible on the product side, but strategically, it is one of our strongest arms. With efficient logistics, dollar-based operations, and flexible trade routes, Bahrain provides the financial and operational agility needed for global deliveries.

As the Arabic principle goes:

"تزدهر الازدهار حيث تقود الانفتاح والانضباط والثقة كل قرار"

“Prosperity grows where openness, discipline, and confidence guide every decision.”

Bahrain is our backbone for global distribution.

Global R&D – A Multi-Country Innovation Engine

Shareholders, plants build products—but R&D builds the future.

Our R&D ecosystem spans six global science hubs:

Bay Area, USA: Silicon photonics, coherent optics, high-speed interconnects.

Grenoble, France: MEMS, sensors, materials science.

Tallinn, Estonia: AI-driven testing, automation, certifications.

Helsinki, Finland: 6G RF front-ends, telecom innovations.

London, UK: Quantum-ready interface development.

Chennai & Kochi, India: Sustainable intelligent materials.

These are not mere research centers—they are the engines of our next decade.

A New Product Platform Every 6 Months (Starting Mid-2026)

Polymatech will launch a major new product platform every six months. Not single products—platforms. Each capable of generating USD \$2–3 Billion over four years.

This is how most respected companies like Murata, Rohm, and Hamamatsu built their global empires. And this is the strategy that will carry Polymatech into the next decade.

IPO – With Discipline, Not Hurry

Our IPO will happen only after we cross USD \$1 Billion in consolidated revenue.

We will aim for:

- **Premium BSE/NSE listing**
- **Potential dual listing on NASDAQ**
- **Valuation at 25× forward P/E or more**

We will not list early. We will list strong.

Roadmap to USD \$1 Billion

- **2025–26: ₹3,000 crore target**
- **2026–27: Austin & Nava Raipur ramp-up**
- **2027–28: Full global scaling**

The future is clear.

The structure is ready.

The momentum is building.

And we are prepared.

Addressing Misinformation

Dear shareholders,

Before we conclude, it is important to address a matter that companies across the world increasingly face: misinformation.

In the age of social media, information travels faster than facts. Opinions travel faster than truth. And unfortunately, negativity travels faster than understanding.

Over the past year, we too have seen misleading tweets, speculative comments, and inaccurate assumptions posted by people who have no relationship with the Company—people who neither understand our global operations nor our financial structure.

Let me say this with dignity and clarity:

Social media noise is not truth.

Social media reactions are not facts.

Social media speculations are not data.

We do not answer to anonymous posts.

We answer to you—our shareholders.

Our responsibility is toward:

- **audited financial statements**
- **statutory filings**
- **the Board of Directors**
- **global customers**
- **employees across six nations**
- **long-term governance**
- **our shareholders' trust**

Polymatech responds through performance, not through reaction. We operate with integrity, transparency, and discipline. Our Annual Report, statutory filings, global operations, and this AGM are the appropriate platforms for facts—not rumors.

Therefore, I humbly request all shareholders to rely exclusively on verified information and Company disclosures, and not on noise, manipulation, or anonymous commentary. Rumors last a day, but facts last forever.

As a Japanese principle teaches:

Fudōshin – 不動心

The mind that remains unmoved.

We remain unmoved by noise.

We remain focused on execution.

We remain dedicated to building a global enterprise of enduring value.

Let us now move toward the closing of our AGM.

I open the floor to your questions. Ask anything—finance, governance, strategy, expansion, global operations. Your voice matters. I request: rely on audited data, not social media noise. Polymatech will never react to misinformation. We answer with numbers, governance, and performance.

The floor is open.

Q & A

Closing Address

Dear shareholders,

As we come to the end of this Annual General Meeting, I want to take a moment to step back from the numbers, the plants, the technologies, and the expansion plans—and speak to you from the heart.

Polymatech is on a journey unlike any other in its history. We are expanding across nations, we are developing breakthrough technologies, we are building global manufacturing, and we are shaping a future for the next decade. But none of this would be possible without your trust.

We are a company that is Indian at its core, Japanese in its philosophy, American in its ambition, European in its precision, Middle Eastern in its resilience, and global in its spirit. This unique foundation gives Polymatech the strength to adapt, scale, and lead.

The next decade—2025 to 2035—will be the most important decade in our history. It will define who we are and what we stand for. It will position us among global leaders in semiconductors, photonics, telecom components, intelligent materials, sensors, and advanced electronics.

We will not merely participate in global markets; we will help shape them.

Your trust is our greatest asset. Not our machines, not our R&D centers, not our cleanrooms, not our factories. Trust is the most valuable currency in business. And we will protect that trust with integrity, with discipline, and with performance.

I stand before you today with three commitments:

Commitment 1: We will never compromise on integrity. Integrity guides every decision we make. It is non-negotiable.

Commitment 2: We will never waste a single rupee of shareholder money. Every rupee will be deployed with purpose, efficiency, and strategy. Your investment will fuel growth, innovation, and global capability.

Commitment 3: We will make the next decade the proudest chapter in Polymatech's history.

With global operations, world-class R&D, advanced manufacturing, and disciplined governance—we will create growth that is sustainable, responsible, and enduring.

To our employees across Chennai, Singapore, California, Estonia, France, Bahrain, and our upcoming campuses in Austin and Nava Raipur—thank you. You are the silent architects of our progress.

To our Board—thank you for your guidance, discipline, and governance.

And to our shareholders—thank you for your continued faith in us. Your confidence fuels our ambition.

As we look to the future, I leave you with this thought rooted in Japanese wisdom:

“A strong tree does not grow overnight.

It grows quietly, steadily, and deeply.

Then one day, it stands taller than anyone imagined.”

Polymatech is that tree.

We are building our roots in India, Singapore, Estonia, France, Bahrain, and the United States.

We are strengthening our trunk with governance, discipline, and technology.

And soon, the world will see the height of what we have built together.

Thank you.

Dhanyavaad.

Arigatou gozaimasu.