Transcript of the 93rd Annual General Meeting of Mazagaon Dock Shipbuilders Limited held on 27.08.2026 through VC/OAVM

Capt. Jagmohan (Retd.),Chairman and Managing Director (CMD):

Good morning ladies and gentlemen. It's 11 a.m and time to start the meeting. I, Captain Jagmohan, Chairman and Managing Director, warmly welcome all of you to the 93rd Annual General Meeting of Mazagon Dock Shipbuilders Limited. This meeting is being conducted through video conferencing in accordance with the applicable regulatory guidelines and circulars.

The Company has taken all necessary and feasible steps to facilitate participation of its members in the meeting. The requisite facilities for participation through video conferencing as well as live webcast of the proceedings have been provided to the members. The requisite quorum is present and therefore I declare the meeting duly constituted and call it to order.

The registers and other documents required to be kept open for inspection by the members are available for inspection in accordance with applicable provisions of the Companies Act 2013. Before we proceed with the business of the meeting, I'd like to introduce my colleagues on the board of your company. Joining us through VC is

Shri Dinesh Mahur, Government Nominee Director.

Dinesh Mahur: Very good morning to all.

CMD: Joining me on the dais is Shri Biju George, Director (Operations).

Biju George: Good morning to all of you.

CMD: Shri Ruchir Agarwal, Director Finance and CFO.

Ruchir Agrawal: Good morning.

CMD: Cdr. Vasudev Puranik, IN (Retd.), Director (Corporate Planning and Personnel).

Vasudev Puranik: Good morning to all.

CMD: Cmde.S B Jamgaonkar (Retd.), Director (Technical).

Also joining us through video conferencing is Shri Kedarnath Gupta, Independent Director and Chairman of CSR Committee, Risk Management Committee and Stakeholder Relationship Committee.

Kedarnath Gupta: Namaskar.

CMD: Further, Shri Devendra Singh from the Ministry of Defence, the authorized representative of the Honourable President of India under section 112 of Companies Act 2013, representing 81.22% of the total paid-up share capital of the company is also participating in this meeting through video conferencing.

Devendra Singh: Namaskar.

CMD: We also have with us virtually the representatives of the statutory auditors and the secretarial auditors of the company.

Further, Shri Lalatendu Acharya, Company Secretary and Compliance Officer of the company is present at the meeting.

Let me once again extend a warm welcome to all. The notice dated 3rd August 2026 convening this Annual General Meeting along with the Annual Report for the financial year ended 31st March 2026 has already been circulated electronically to the members of the company. With your permission, I shall take the notice and the Annual Report as read.

In accordance with the circulars issued by the Ministry of Corporate Affairs and SEBI, this meeting is being conducted through video conferencing without the physical presence of members at a common venue. Accordingly, the proceedings of this meeting shall be deemed to be conducted at the registered office of this company. I will now begin my formal address to our esteemed members.

Dear Shareholders,

It is my privilege to present to you the Annual Report of Mazagon Dock Shipbuilders Limited for the financial year ended 31st March 2026. The year under review has been one of extraordinary significance for the company marked by continued operational excellence, landmark vessel deliveries, a transformative international acquisition and sustained financial outperformance. We stand today as a stronger, more globally oriented and deeply purposeful enterprise.

The financial year 2026 was another year of extraordinary financial performance, building on the momentum established in the previous years. Our sustained focus on project execution, milestone-driven revenue recognition and cost discipline has continued to yield robust results across all key financial metrics.

Revenue from operation grew to Rs.12,839 crore in FY25-26 compared to Rs. 11,431 crore in FY24-25, reflecting continued execution velocity across our defence and commercial shipbuilding programme. Total income for the year stood at Rs.13,982 crore against Rs. 12,591 crore in the previous year.

Our EBITDA for the year grew to Rs. 3,402 crore compared to Rs. 3,248 crore in FY24-25, reflecting our ability to manage operational costs while scaling revenues. Profit before tax stood at Rs. 3,250 crore against Rs. 3,109 crore in FY24-25. Profit after tax for the year was

Rs. 2,435 crore compared to Rs. 2,324 crore in the previous year, a fifth consecutive year of record profitability.

Your company's net worth strengthened to Rs. 8,843 crore as on 31st March 2026 compared to Rs. 7,180 crore at the close of FY24-25, underpinning our strong balance sheet and capacity for sustained investment. MDL continues to be a zero-debt enterprise with our capital requirements fully met through internal accruals.

Reflecting our commitment to rewarding shareholders, the board has recommended a final dividend of Rs. 4.62 per equity share for FY25-26. This is in addition to the interim dividend of Rs.13.5 per share during the year, taking the total dividend for FY25-26 to Rs. 18.12 per equity share.

To appreciate MDL's achievement during FY25-26 and the opportunities ahead, it is important to view them in the larger context of India's evolving maritime landscape. With its strategic location in the Indian Ocean region, extensive coastline and growing economic aspirations, the maritime domain continues to play an increasing role in India's journey towards greater security, connectivity and economic growth.

India's continued focus on self-reliance, indigenous capability development and strengthening the domestic defence manufacturing ecosystem has provided a strong impetus for the growth of the shipbuilding sector.

For MDL, this favourable maritime environment provides an opportunity to build upon our rich legacy and decades of experience in defence shipbuilding. As a premier defence shipyard of the nation, we remain committed to delivering complex platforms with engineering excellence, innovation and execution discipline.

The Financial year FY25-26 witnessed two momentous deliveries under Project 17 Alpha. INS Udayagri, the second frigate of the Nilgiri class was delivered on 1st July 2025 and was subsequently commissioned on 26th August of the same year. INS Taragiri, the third Project 17 Alpha frigate was delivered on 28th November 2025. These deliveries reaffirm MDL's position as the lead shipyard for India's most advanced surface combatant program. The fourth Project 17 Alpha frigate, INS Mahendragiri, was delivered on 30th April 2026 after successful sea trials. Our teams have demonstrated that India possesses the engineering depth, the project management capability and industrial infrastructure to indigenously design, build and deliver complex frontline naval platforms.

Building on these operational achievements, the company also advanced its strategic ambitions through a significant international expansion during the year. Perhaps the most defining strategic development of FY25-26 was MDL's successful acquisition of a 51% controlling stake in Colombo Dockyard, Sri Lanka's largest shipyard. With the acquisition concluded during the year, Colombo Dockyard became a subsidiary of your company with an investment of Rs. 237 crore.

This acquisition marks MDL's first international foray and a seminal step in our journey from a national defence shipbuilder to a regional maritime enterprise.

Through this acquisition, we intend to expand our ship repair and commercial shipbuilding capabilities, deepen our engagement with regional and international customers and create a platform for long-term value creation in the Indian Ocean region. While the acquisition marks a significant step in MDL's regional growth journey, the company continued to build on the strength of its core shipbuilding business with a robust order book and strong execution pipeline. MDL closed FY25-26 with a strong and diversified order book, providing healthy revenue visibility over the coming years. Alongside Project 17 Alpha, the company continued the successful execution of multiple programs for the Indian Navy and the Indian Coast Guard. During the year, significant construction milestones were achieved across key projects including the Next Generation Offshore Petrol Vessel Program, the Fast Petrol Vessel Program for the Indian Coast Guard with multiple keel layings and plate-cutting ceremonies. The Multi-Purpose Vessel Program for Navy Merchant Denmark also progressed well, achieving keel-laying milestones for the first and second vessels. In addition, offshore oil and gas platforms for ONGC are also being executed by the company.

In a significant step towards strengthening MDL's commercial shipbuilding and green maritime capabilities, the company secured a contract from the Shipping Corporation of India for the construction of a methanol-fuelled platform supply vessel, the first vessel of its kind to be built in India. This project positions MDL at the forefront of green maritime innovation and is aligned with the objectives of Maritime India Vision 2030 and Maritime Amritkal Vision 2047.

Indigenization remains MDL's most enduring contribution to national defence and to Atmanirbhar Bharat Mission. The indigenous content in the vessels built by MDL has risen from 42% in the Delhi-class destroyers to 75% in the Nilgiri-class frigates. We have successfully indigenized large number of items and equipment through Indian industries, predominantly MSMEs. These efforts are not merely about cost efficiency, they represent a strategic security dividend, reducing import dependence, building an indigenous defence industrial base and securing critical supply chains for national defence programs. The level of indigenization will further increase in subsequent programs. Alongside our commitment to indigenization and national self-reliance, MDL remains fully focused on conducting its operations responsibly and sustainably with due emphasis on environmental stewardship, social responsibility and sound governance. On the environmental front, we continue to expand our renewable energy footprint with the 1,375-kilowatt rooftop solar plant.

During FY25-26, our CSR initiatives touched multiple dimensions of community welfare, including strengthening of infrastructure at government hospitals, healthcare support for children, support for armed forces veterans, promotion of education and livelihood programs for underprivileged communities. Our strong governance framework is underpinned by compliance with DPE guidelines on Corporate Governance for CPSCs and SEBI (LODR) Regulations 2015.

MDL holds certifications under ISO for environmental management systems, for occupational health and safety management systems, for information security management systems, reflecting our multi-dimensional commitment to global operational standards. Building on these strong foundations, MDL remains focused on four priorities for the year ahead: Continued excellence in defence shipbuilding project execution, Accelerated development of our export and commercial shipbuilding business, Technological modernization through digital transformation, automation and green ship technologies, and last but not the least, the Realization of our international growth vision through the Colombo dockyard platform.

The trilateral MOU among MDL, the Indian Navy and Brazilian Navy for structured information exchange and maintenance of the Scorpène-class submarines and other military ships is a further affirmation of the trust that MDL commands internationally and the growing interest in India's defence shipbuilding capabilities. To all our valued stakeholders, the Government of India, the Indian Navy, the Indian Coast Guard, our employees, business partners, vendors, customers, regulators and shareholders, I extend my deepest gratitude for your steadfast trust and support. It is your confidence that propels us to continue to serve the nation with excellence, integrity and purpose. MDL is not merely building vessels, but we are also building a more secure, self-reliant and strategically strong India.

Jai Hind.

Members may kindly note that the Statutory Auditor's Report, including the comments of the Comptroller and Auditor General of India and the standalone and consolidated financial statements of the Company for the financial year ended 31st March 2026 do not contain any qualification, reservation, adverse remark or disclaimer. Accordingly, this report is not required to be read out as provided in Companies Act 2013. However, on the observation made in the Secretarial Audit Report, I request the Company Secretary to update the members regarding the observation and management clarification provided in the Board's Report. I also request the Company Secretary to read out the six business items that are proposed to be transacted in this meeting and the general instructions regarding participation and e-voting facilities.

Shri Lalatendu Acharya, Company Secretary & Compliance Officer (CS): Thank you, Chairman Sir.

Dear Shareholders, a very good morning to all of you and welcome once again to the 93rd Annual General Meeting of Mazagon Dock Shipbuilders Ltd. Since the complete Secretarial Audit Report for the FY 2025-2026 has already been included in the Annual Report, with your permission, I shall read out only the summary of the relevant observations made by the Secretarial Auditor in its report along with the management's response thereto. Members may kindly refer to page 89 of the Annual Report. The observations made by the Secretarial Auditors is summarized as under.

- During certain period of FY 2025-2026, the composition of the Board was not in compliance with the requirements relating to the number of Independent Directors, Non-Executive Directors, and Independent women Directors under the Companies Act and SEBI LODR Regulations. The intermittent vacancies of the independent women director was not filled within the prescribed timeline.

- Vacancies in the Office of Independent Directors were not filled within the timeline prescribed under Regulation 17(1E) of SEBI (LODR) Regulations 2015.

Now, I would like to read the management's clarification provided in the Director's Report.

"Being a government company, appointment of Directors, including independent directors, is made by the President of India through the Ministry of Defence. Accordingly, the delay in filling the vacancies was beyond the control of the company. The company has already taken up this issue with the Ministry of Defence and the government is seized of this matter."

Now, I would like to take you through the key points regarding the proceedings and the voting facility available for this meeting.

Members may kindly note that:

1. Arrangements have been made with NSDL for live webcast of the proceedings of this meeting for the benefit of all stakeholders.

2. The facility to join this meeting is made available to the members on a first-come, first-served basis in accordance with the circulars issued by the Ministry of Corporate Affairs, applicable provisions of Companies Act 2013 and SEBI LODR Regulations 2015.

3. As per the circulars issued by the Ministry of Corporate Affairs and Section 103 of the Companies Act 2013, the participation of members through video conferencing is being recorded for the purpose of quorum. Since there is no physical attendance of the members, the requirement of appointing proxy is not applicable in this case.

4. Members may kindly note that, as required under Companies Act 2013, e-voting facilities have been provided to all the shareholders to cast their vote electronically for all resolutions set forth in the notice. Members who have not cast their votes either by earlier but are participating in this meeting have the facility to cast their vote through e-voting system anytime during the meeting or anytime within the 30 minutes after the conclusion of the meeting.

5. For smooth conduct of the meeting, all members participating in the meeting are by default placed on mute mode by the host to avoid any disturbances from the background noise.

6. I would now like to briefly explain the procedures to be followed for the conduct of the Q&A session.

a) The Q&A session will be moderated by my colleague Mrs. Madhavi Kulkarni and she will be calling the pre-registered speakers one by one.

b) Members are requested to unmute their microphone before speaking and also to turn on the webcam if they wish to appear on the video. Members are requested to mention the name, folio number, and their location.

c) Any shareholder who is unable to connect through video, he or she can choose to connect through the audio mode and proceed to ask his or her questions.

d) Any shareholder who is unable to speak due to connectivity issue, the moderator will call upon the next shareholder to join. Once the connectivity improves, the speaker shareholder may join once again to speak but only after all registered shareholders are given the chance to speak in the meeting.

e) Speaker shareholders are requested to use headphones with mic so that they are clearly audible and their background noise is minimal.

f) Shareholders may like to speak slow and loudly so that the questions are noted properly.

g) Shareholders are also requested to ensure proper lighting in the room and the absence of any background noise.

h) Members are requested to limit their speaking time to three minutes so as to allow other speakers to share their views.

i) It may be noted that all the questions shall be collated and answered at the end of the Q&A session.

j) We will try to cover all the questions. However, the questions not answered during this meeting shall be responded by the company through email in due course.

k) The company may limit the number of questions depending upon the availability of the time for this AGM. Now, with the permission of the Chairman Sir, I will read out the business to be transacted at this meeting.

In terms of notice of the 93rd Annual General Meeting, the following items of ordinary business are to be considered at this meeting:-

1. To receive, consider and adopt audited, standalone and consolidated financial statements of the company for the financial year ended 31st March 2026 and the report of the Board of

Directors and auditors thereon, including the comments of the Comptroller and Auditor General of India, if any.

2. To declare final dividend of Rs 4.62 per equity share of Rs 5 each for the financial year ended 31st March 2026.

3. To appoint a director in place of Shri Biju George who retires by rotation in terms of Section 152 (6) of the Companies Act 2013 and being eligible, offers himself for the reappointment.

4. To authorise the board of directors to fix remuneration of the statutory auditors appointed by the Comptroller and Auditor General of India under Section 139 (5) of the Companies Act and in accordance with Section 142 of the said Act for the FY 26-27.

Additionally, following two special business items are also to be considered at this meeting.

5. To ratify the remuneration of cost auditor for the FY 26-27 by passing the proposed resolution as an ordinary resolution.

6. To approve the appointment of Shri Dinesh Mahur as the Government Nominee Director of the company by passing the proposed resolution as an ordinary resolution.

Members may kindly note that the detailed explanatory statements covering the meaning, scope, implications of each of the business items are provided in the annexure to the AGM notice and forms part of the annual report and therefore in the interest of time I shall not read out them again.

Over to Chairman Sir.

CMD: Thank you Mr. Acharya. We will now open the floor for questions from the shareholders joining through VC.

I request the shareholders who have pre-registered to ask questions to kindly put forth the questions one by one as the names are called out by the moderator.

Moderator: Good morning ladies and gentlemen. I welcome all shareholders who have joined this Annual General Meeting through video conferencing. As a moderator I will facilitate the interaction between our shareholders and the management. Now we will take up the questions and comments from our shareholders who have registered themselves as speaker shareholders for today's meeting.

I now invite Mr. R. Sutharsanan who has registered himself as a speaker, as a first speaker shareholder. Sir, kindly unmute and proceed with your question.

R. Sutharsanan: Am I audible? Shall I proceed madam?

Moderator: Yes, Sir.

R. Sutharsanan: Respected Chairman and Managing Director and Board of Directors, good morning Sir. I am from Salem and glad to attend the 93rd Annual General Meeting. Our balance sheet is very impressive. Dividend declared is excellent and hope to increase in future. Please consider issue of bonus shares. Thank you Sir. *Vanakkam.* Jai Hind.

Moderator: Thank you, Sir. We move to the next speaker Mr. Santosh Chopra.

Mr. Chopra, are you there? No, I don't think Mr. Santosh Chopra is there online with us.

Next speaker we move to Mr. Ankit Agarwal. Mr. Ankit Agarwal, I don't think he is also there online with us.

We move to the fourth speaker Mr. Dharav Jamadar.

Dharav Jamadar, : 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 of your company residing in Surat, Gujarat. Firstly, heartiest congratulations to each and every stakeholders of my company for their contributions due to which our company has performed tremendously well in this particular fiscal year.

Certain questions which I would request our respected Chairman to address are, first our nation has cemented many FTA packs with several developed nations worldwide. Can you share how are we planning to take its advantage and which nations are we exploring for may be exports or venture into new greenfield projects? In contrast to this, are there any chance of foreign competition entering into our nation and providing indigenous weaponry and in particular catering Navy requirement alike us? If yes, what remedial steps are we planning to take in order to protect our turf?

Second, global macros along with local macros are turning out as some of the major headwinds. So, how do you see supply chain constraints easing out in the near future particularly some of the indigenous raw materials and products that we might be importing? What kind of steps are we taking for creating a supply chain that is agile and resistant to such global level shocks?

On the back of strong order book, we are aiming at Rs. 70,000 crores project 75I submarine program. Now supported by our nation's naval expansion plans, we are on the track to reach order book of Rs. 1 lakh crore. Also anticipating the Rs. 30,000-40,000 crores for three Kalvari class submarines, how much amount of capex both of these programs will involve? how much amount of capacity expansion will it require and what will be the capital structure included in it and what would be its impact on our ROCE?

Fourth, we have Rs. 720 crores export order of six hybrid powered vessels and opportunities from ONGC projects which reflects our efforts of expanding business avenues beyond defence. So, what kind of new other business avenues are we exploring? How much margins accretive this new businesses will be for us? How much amount of capex will we be doing in developing and foraying into new businesses?

Lastly, Navy as a sector offers a robust long-term opportunity of $75-100 billion over next 15-20 years which is mainly driven by a naval platform of nearly 876 vessels relative to Pakistan and China. With further tailwinds of rising exports opportunity and Rs. 69,700 crore maritime package, we have a structurally bright future ahead. How do you see our company transforming into the next decade and how much big exports will be in our revenue mix? And how much total capacity we shall have by then?

Currently, we have a very healthy capital structure. How shall it look like and how will we continue to superiorize our ROCE?

Thank you, Sir, for your contributions in protecting our country also. Thank you, Sir.

Moderator: Thank you, Mr. Jamadar. We will now move to the next speaker, Mr. Jehangir Batiwala.

Jehangir Batiwala: Am I audible?

Moderator: Yes, Sir.

Jehangir Batiwala: Good morning to all the members on the VC panel. So, ma'am, nothing much to speak because most of the queries have been resolved with your speech and the other people who have been speaking, other speakers. So, I would just like to know what is the capex plan that you have for the next year and any new ships or any new submarines that you plan to come out with and dedicate to the country for defence and best of luck for the future, compliments of the festive season to one and all. I hope Sir, I hope ma'am we meet again with smiling faces next year. Thank you.

Moderator: Thank you so much, Mr. Batiwala. We move to the next speaker, Mr. Srinivas Rao.

Srinivas Rao: Hello. Yes, am I audible.

Moderator: Yes, very much.

Srinivas Rao: Respected Managing Director and Board of Directors of the company, thank you for providing me an opportunity to speak on this occasion. I am, you know, I am honoured to be speaking in front of all of you.

My query has already been mostly asked by one doctor, okay. So while I have immense faith in the fundamentals of the company, the revenue is growing at a decent rate of around 10 to

12% per year, with projects like P75I on the unveil and other mega projects, can we expect exponential growth in revenue and profits?

And my last question to you, which might look a little bit naive, at the age of 62, can I hold the stock for posterity, fully understanding the cyclical nature of the business and the market volatility which is happening, you know, for various reasons? Thank you, Sir. This is my, these are my questions to you.

Moderator: Thank you, Mr. Rao. We move to the next speaker, Ms. Vasudha Dakwe.

Vasudha Dakwe: Very good morning, respected Chairman Sir, Board of Directors and my fellow shareholders, myself, Vasudha from Thane. The opening speech given by the Chairperson is also very informative and excellent. I am also thank our Company Secretary team for helping me a lot to join this VC conference meeting smoothly. I will like to ask, what is our next two to three years pipeline? What is our Capex plan? What is our next two to three years R&D expenditure and ROE? With this, I support all resolution. Thank you very much and wish the company all the best for coming financial year and my best wishes for coming Ganpati, Dusshera and Diwali festival. Thank you very much, Sir.

Moderator: Thank you so much, ma'am. Our next speaker, Mr. Himanshu Trivedi.

Himanshu Trivedi: Ma'am, am I audible?

Moderator: Yes.

Himanshu Trivedi: Good morning, all of you. Respected Chairman, Jagmohan, other board of directors sitting on the dais, myself, Himanshu Trivedi from Gujarat, Vadodara.

First of all, thank you to our Company Secretary, Lalatendu Acharya, who has sent the soft copy and the hard copy of the Annual Report and AGM notice well in advance, which is full of information, facts and figures in place, which is easy to follow, easy to understand. So I'm thankful to you and your entire secretarial team. The report is nicely all corporate cover, all parameters are covered in the AGM notice. So I don't have much concern because Chairman Sir, MD Sir, is given the nice, informative, excellent speech and all question of my query has been covered in their opening remarks. So I don't have much concern because I have full faith on board and there will be. I support all agenda items.

Sir, as a speaker, I have only the one question. What will be the profit sharing ratio for the coming financial year? I wish good luck and bright future for coming financial year and coming festival. Thank you to all of you. Sir, during festival, please remember speaker shareholders. Thank you.

Moderator: Thank you so much, Mr. Trivedi. We move to the next speaker, Mr. Rajendra Seth. Mr. Rajendra Seth, are you there, Sir?

No, I don't think Mr. Seth is there online with us. We move to the next speaker, Mr. Tapas Kumar Dutta.

Tapas Kumar Dutta: Hello. Hello.

Moderator: Yes, Sir.

Tapas Kumar Dutta: Am I audible?

Moderator: Yes , you can be a little louder.

Tapas Kumar Dutta: Good morning, everybody. Respected Chairman, distinguished board members, esteemed KMPs, President SMP, Company Secretary and Secretarial Team and my online fellow shareholders. I, myself, Tapas Kumar Dutta, an equity shareholder of Mazagon Dock Shipbuilders Limited. Coming to page five and six of AGM notice. Pursuant to regulation 36 (3) of SEBI LODR and SS2 of ICSI, I would like to know in connection with the Director seeking appointment or reappointment, remuneration last drawn and sought to be paid.

In terms of operational activities, management efficiencies, sustainability, profitability and CSR initiative, Mazagon Dock Shipbuilders Limited is doing exceedingly well, but it is subject to a few queries. Page 37, EBITDA margin for FY25 was 28.4% and FY26, 26.4% in respect of revenue. Sir, operating cost in respect of revenue has increased by 2%. How will you minimize it?

EPS, book value are not shown in 10-year financial highlights. These are to be included in 10-year financial highlights.

Page 51, women employees 4.19% is abysmally low. Why don't you increase it to 50%?

Sir, page 61, acquisition of Colombo Dockyard PLC, what was the acquisition cost? How much investment will be needed to make it operational?

Page 193, suspended project. Why has the project been suspended? How much will it exceed its original cost?

Page 195, debt receivable. What is the movement of amount receivable with 12 months?

Page 197, inventory. What is the movement of provision for obsolescence?

Sir, MDL has a large number of CAPEX programs in the years ahead. How will the CAPEX program be funded? Will it be funded through internal actuals or borrowing capital?

These are my humble submissions. With this, I conclude. Thank you for your patient hearing. Over to you for further proceedings.

Moderator: Thank you so much, Mr. Dutta. We move to the next speaker, Ms. Davinder Kaur.

I don't think Ms. Davinder Kaur is there with us online.

We move to the next speaker, Mr. Yusuf Yunus Rangwala. I don't think he is also there.

With this, we conclude the questions from the shareholders. Thank you all shareholders for your valuable suggestions. With this, we conclude the session for speaker shareholders.

CMD: Thank you all. The AGM will resume after 20 minutes post collation of questions received.

CMD: Welcome once again, I thank all shareholders for their relevant and pertinent questions. We will try and cover all questions. However, the questions not answered during the meeting shall be responded to by the company by email in due course.

First on future plans of our company, our future rests on four pillars.

First is our core defence business, we are anticipating some very large orders, the P-75I submarines, the P-17 Bravo frigates for which the RFP has been received, the landing platform docks and in due course the follow on destroyers and frigates. Building large complex warships is our strength and we are fully prepared for these programs.

Second, modernization of our existing infrastructure, our Nhava Yard, the South Yard Annex, a new floating dry dock and a new submarine infrastructure so that our capacity is ready as these orders arrive.

Third is, commercial shipbuilding. In line with Government's Maritime Amritkaal Vision 2047, MDL has been selected as the anchor shipyard for two new greenfield shipbuilding clusters at Dugarajapatnam in Andhra Pradesh and Dighi in Maharashtra. We will be setting up a large mega shipyard in the coming years.

And fourth, going beyond our shores, our offshore projects for ONGC, our export orders and our new subsidiary Colombo Dockyard in Sri Lanka will be our focus areas. So the direction is clear, a bigger, more modern and more diversified MDL.

With regard to a question on women employees, we have 242 women employees which is a little over 4%. I agree that the numbers are less. We will make efforts to increase these numbers to let's say 10% or so.

Now about the future pipeline of orders and order book position. Our order book as on 30th June 2026 stands at Rs.18,218 crores of which shipbuilding is Rs.11,700 crores, the submarine division is Rs.3,700 crores, the offshore segment is about Rs.2,800 crores. By customers, roughly two-thirds is the Indian Navy, 15% is the Coast Guard, 17% is other PSUs like ONGC and SCI and about 4% is exports.

Now the pipeline which I briefly described in the earlier question, the biggest is the P75I submarine, the six conventional submarines with air independent propulsion. It is probably going to be one of the highest or the largest defence orders in the country's history.

Then the P17 Bravo frigate, seven ships where the RFP has been received. The program is worth roughly anywhere between Rs.60,000 and Rs.70,000 crores. It's expected to be split between two shipyards, four for one and three for the other. With all four of our P17 frigates delivered, we believe MDL is very well placed for this large program.

Beyond that, six next generation OPVs for the Coast Guard project worth Rs.4,000 crores, the RFP has been received.

The landing platform docks worth around Rs.34,000 crores, the RFP is awaited.

The mine countermeasure vessels worth around Rs.30,000 crores, the RFP is awaited shortly.

The fast interceptor craft and the water jet fast attack craft, the RFP has been received.

We have also bid for smaller crafts for the army and the coastal pipeline. So while the order book today is Rs.18,218 crores, the pipeline ahead of us is several times that size.

Now regarding the CAPEX plan for the next five years, we have drawn up a capital expenditure plan of about Rs.6,150 crores for the next five years. Year-wise it's going to be about Rs.350 crores this year, Rs.1,000 crores the next year, followed by Rs.1,300 crores, Rs.1,350 crores and Rs.1,900 crores in the following years.

The major projects, where is money going are , Rs.4,000 crores for the Greenfield shipyard, Rs.900 crores for infrastructure for the new submarine project, Rs.600 crores for developing our Nhava Yard, Rs.420 crores for South Yard Annex, and the balance for floating docks, new cranes and land development. I would also like to highlight that every Rupee of this will be funded from our internal resources. MDL is a zero-debt company and we intend to remain so.

With regard to P75 order and the expectation of exponential growth. On the P75I contract, the contract negotiations are complete. The proposal is at an advanced stage of award of contract. It has moved through every formal stage. The negotiation committee has signed off. The financial approval of the ministry level has been received and it is now at the final approval step. We do not control government timelines and I will not be able to commit an exact date, but the direction is clear. It's coming our way.

Now on growth, in shipbuilding, revenue is recognized over long execution cycles. So a large order does not produce sudden spike in one year. However, for P75I, we have already completed the concept design and we have placed orders for early work with our collaborators TKMS Germany. So we expect that we will be able to recognize revenue from this project much earlier than usual. But what P75I gives is something much more valuable. It gives a steady visible revenue stretching well over the next decade.

Now with regard to profit margin sustainability, our philosophy is to under-promise and over-deliver. The sustainable structural margin on ongoing fixed price and hybrid projects is expected in order to be approximately 15% of PBT. Reported margins have been higher because of efficiency gains, early delivery benefits, liquidated damage, write-backs, and treasury income on our cash balances. Executing high-value, large and complex warship programs like frigates, destroyers and submarines is our core strength. And with such projects in pipeline, we expect to maintain healthy EBITDA and profit margins going forward.

With regard to issue of bonus shares, the decision on capital restructuring, whether it is bonus, splits or buyback, is taken in consultation with the Ministry of Defence and the Ministry of Finance, that is, DIPAM. The company implemented a 1:2 split of equity shares in December 2024. There is no proposal currently pending. Any decision by the government will be promptly disclosed.

With regard to exports and FTA, today's export revenue reflects the early stage of execution of the Denmark order, which is a Rs 715 crore order for 6 MPVs, with an option for 4 more. The strategy is, however, wider. Active discussions with Latin America and Southeast Asia based on the MoU with the naval group France has a lot of prospects in submarine exports.

In the same way, the trilateral MoU with the Indian Navy, Brazilian Navy, and MDL opens up a lot of prospects in Brazil.

The Colombo dockyard has an established international commercial customer base in Japan, France, Norway, and these can be exploited by MDL. Exports and commercial work is a strategic priority for the next decade.

With regard to FTA, as we have explained earlier, all our products, the level of indigenization has increased considerably and going forward, the level of indigenization is going to go to 80%. So, there will be no direct impact on FTA for MDL. However, we expect some favourable benefits for MDL in the sense that if foreign companies set up companies in India, then we are likely to have better products, a robust supply chain and reduced prices.

With regard to Colombo Dockyard acquisition, we acquired a 51% controlling stake in Colombo dockyard Sri Lanka, which is Sri Lanka's largest shipyard for a total investment of Rs 237 crore, which was completed in April 26. No more investment is expected from MDL on this shipyard.

Now, the rationale for the acquisition, CDPLC brings four graving docks of 125,000 deadweight inside the port of Colombo and established ship repair franchises of over 200 vessels annually, a proven niche shipbuilding line with cable laying vessels for Japan, France, UK and hybrid eco bulk carriers for Norway, and a very skilled workforce of around 3,000 employees, all strategically located in the world's busiest east-west shipping route. These capabilities deeply complement MDL's and create a platform for long-term value creation in the Indian Ocean region.

With regard to its health and turnaround, the turnaround is well underway. Following MDL's investment, CDPLC's equity base rose from LR 2.7 billion to LR 13 billion. Borrowings have nearly halved and its listing has been restored in the main board of Colombo Stock Exchange.

The company, based on MDL's financial strength, has secured three large shipbuilding orders, the largest in its 52-year history. Its revenue presently is in the order of Rs 1,000 crores and we target scaling up to Rs 1,500 crores with healthy margins as ship repair volume grows.

With regard to R&D expenditure, the R&D expenditure for FY 25-26 was Rs 186.72 crores. The indigenous content in MDL-built ships has risen from 42% to 75% and will rise incrementally in future. So, we will continue to invest in R&D, particularly in green technologies and submarine design.

With regard to non-compliance on the board composition, being a government company, appointment of all Directors, including Independent Directors, is made by the President of India, acting through the Ministry of Defence. Intermittent vacancies, including that of independent women directors, therefore, arose for reasons beyond the company's control. The matter has been formally taken up with the Ministry of Defence and the government is seized of it.

There are no other qualifications and reservations or adverse remarks in the statutory auditor or CAG's report on the financial statements.

And finally, on the geopolitical developments and its impact on MDL, the period since late 2023 has seen unprecedented geopolitical conflicts and supply chain disruption, delayed long-lead equipment, commodity price escalation, industrial gas shortage, manpower pressures. Several key vendors have formally communicated supply delays attributed to global conflict. The impact has been on schedules rather than on the company's financial position. Where timelines were affected, extensions have been sought through contractual processes and mitigation, including indigenization, vendor-based broadening, modular construction is reducing exposure progressively. I think I have covered most of the questions.

So considering that all business, as per the notice of the 93rd Annual General Meeting has been considered, the Company Secretary will now brief on the process of e-voting at the AGM.

CS : Thank you, Sir. The e-voting facility in respect of all the business items proposed at this AGM is already activated since this morning.

The members attending the AGM who have not already cast their votes through remote e-voting may cast their vote electronically during the AGM by clicking on the active e-voting event number displayed on their voting page, please.

I request the moderator to keep the e-voting window facility open for 30 minutes after the conclusion of the proceedings of this AGM. Members may kindly note that the consolidated result of e-voting, including the remote e-voting and e-voting during this AGM will be submitted to the stock exchange and made available on the company's website within two working days of the conclusion of this AGM.

Thank you, Sir.

CMD: Thank you, Mr. Acharya. Members may kindly note that the combined results of remote e-voting and e-voting at this AGM along with the scrutinizer's report shall be communicated to Bombay Stock Exchange and National Stock Exchange where the shares of this company are listed and will also be hosted on the company's website.

I authorize the company secretary to receive the scrutinizer's register, report on e-voting and other related papers with requisite details and also to countersign the scrutinizer's report upon receipt of the same and declare the results. On behalf of the board of directors and management of Mazagon Dock Shipbuilders Limited, I thank all shareholders, including the government representatives, directors and auditors for attending today's meeting. My deepest appreciation goes to all our employees, our greatest asset, whose dedication and commitment have enabled the company to reach new heights.

Please stay safe and healthy. Thank you.

Company Secretary: Thank you, Chairman, Sir.

I now request Shri. Biju George, Director (Operations), to give a vote of thanks.

Biju George : Good afternoon, ladies and gentlemen, Chairman and Managing Director, MDL, esteemed members of the board, fellow shareholders and all our distinguished guests. Having given the pleasant task of proposing the vote of thanks on behalf of MDL at the conclusion of today's Annual General Meeting, first and foremost, I extend our heartfelt gratitude to all our esteemed shareholders who joined us today.

Your continued trust in Mazagon Dock Shipbuilders Limited, active participation and valuable insights, made this meeting interactive, meaningful and productive interest in our shared future. This itself is a testimony to the confidence that you repose in your company in our shared interest and the exciting future that awaits us. We truly value your support.

I would like to thank our CMD, Capt. Jagmohan, for presiding over this meeting and for steering it through the business proceedings. I also want to express our collective appreciation to the Secretary (Defence Protection), Additional Secretary (Defence Protection), Ministry of Defence, entire Board of Directors of Mazagon Dock and the senior management team. Your leadership, strategic vision, guidance, hard work and unwavering commitment are invaluable to our company's success and have helped us move forward and meet our goals.

Thank you once again to everyone for your time and commitment. I now request our CMD to kindly declare conclusion of this meeting.

CMD: Thank you, Director(Operations). I now declare the meeting as concluded. Thank you all.