

Whirlpool India Limited

TRANSCRIPT OF THE 60TH ANNUAL GENERAL MEETING OF THE COMPANY HELD ON TUESDAY, 17TH AUGUST, 2021 AT 11:00 AM THROUGH VIDEO CONFERENCE

Roopali Singh: Good morning dear members, very warm welcome to the 60th Annual General Meeting of Whirlpool of India Limited. The requisite quorum is present and I would now request our Chairman, Arvind Uppal who is joining from his residence in Gurugram. Sir, please call the meeting to order.

Arvind Uppal: Thank you Roopali. Esteemed shareholders, my colleagues on the Board, distinguished ladies and gentlemen, a very warm welcome and good morning to all of you. We hope you and your families are healthy and safe. On behalf of the board members and the Whirlpool team, I would like to welcome you to the 60th annual general meeting of your company. Thank you for your presence here today and for your continued support and goodwill that is critical to the success of your company. As the requisite quorum is present, I hereby call the meeting to order. Without any further delay, let me have the privilege to call upon my colleagues on the Board who have joined the AGM through video conferencing to introduce themselves. Starting with Executive Director, Mr. Vishal Bhola.

Vishal Bhola: Good morning everybody. I am Vishal Bhola, I am the Managing Director of the Company and I am joining from our corporate office in Gurugram.

Arvind Uppal: Thank you Vishal, Mr. Reddy.

Narayana Reddy: Good morning everybody. I am Narayana Reddy, Executive Director of the Whirlpool of India and I am attending the AGM from the corporate office at Gurugram.

Arvind Uppal: Thank you Reddy, Mr. Anil Berera.

Anil Berera: Good morning everyone. I am Anil Berera, Non-Executive Director of the Company. I am joining this meeting from my residence in Gurugram.

Arvind Uppal: Thank you Anil. Mr. Pradeep Banerjee.

Pradeep Banerjee: I am Pradeep Banerjee, Independent Director and Chairman of the Nomination and Remuneration Committee. I am joining this meeting from our office in Punjab. Thank you Arvind.

Arvind Uppal: Thank you Pradeep. Mr. Rahul Bhatnagar.

Rahul Bhatnagar: Good morning everybody. I am Rahul Bhatnagar, Independent Director and Chairman of the Audit Committee, now attending this meeting from my residence in Noida.

Arvind Uppal: Thank you Rahul. Mrs. Sonu Bhasin.

Sonu Bhasin: Thank you Chairman. Good morning everyone. I am Sonu Bhasin, Independent Director, joining this meeting from my home in New Delhi.

Arvind Uppal: Thank you Directors. Apart from the Directors, we also have with us, Mr. Aditya Jain, our Chief Financial Officer; Mrs. Roopali Singh, Company Secretary; Mr. Manish Bathija, Partner, MSKA & Associates representing the Statutory Auditor and Mr. N. C. Khanna, the Secretarial Auditors of the Company. I now call upon Roopali to brief the shareholders on the meeting formality.

Roopali Singh: Thank you Chairman. I would now like to mention some of the key points regarding participation in the annual general meeting being held through video conferencing facility and other audio video means. The instructions for joining the AGM as well as for e-voting during the AGM have been mentioned in the notice which was sent electronically to all the shareholders on 21st of July 2021. The same is also available on the company's website. Since the

meeting is being held through video conferencing, the facility for appointing proxies has been dispensed away with.

The shareholders have three modes by which they could ask questions and participate in this meeting. Firstly, shareholders could have registered themselves as speaker shareholder by following the process which was set out in the notice following the annual general meeting. Secondly, the shareholders can send their question by email to the designated email ID of the company and thirdly, shareholders who have neither registered themselves as speaker shareholders, nor have send email can still post their questions in the communicate tab which is available on the left-hand side corner of the screen of shareholders.

To ensure smooth conduct of the meeting, the members will be on mute mode. Once the Q&A session starts, the name of the speaker shareholders will be announced by the operator. The speaker shareholders are requested to unmute themselves and unmute their camera as well and speak. The operator from here will as well unmute them and switch on their camera. If any speaker shareholder is unable to turn on the camera, he or she can also ask the question by audio mode. For clarity of question and better audio video experience, the speaker shareholders are requested to ensure that while asking their questions, they use their headphone and proper lighting, there is minimum background noise. Internet connection is not being used by any other devices and no background applications which are running on the device which is being used by the speaker shareholder.

In the interest of time, we sincerely request our speaker shareholder to please keep their questions precise and limit this to a maximum of 3 minutes. In case, any of the speaker shareholder face any connectivity issues, then we will move to the next speaker shareholder and our support team will be in touch with the speaker shareholder for the resolution. If the connectivity is

restored, then the speaker shareholder will be called again to ask his/her question. In case, any non-speaker shareholder is unable to log in or faces any technical issue, they are requested to reach out to the helpline number which is mentioned in the notice of the annual general meeting.

Further, the live proceedings of the AGM are also available on the company's website and members can view the live webcast by clicking on that link. During the AGM, the mandatory statutory registers as required under the Companies Act 2013 are available for inspection for members. Members, please note that these proceedings are being recorded. I would now hand it over back to our Chairman to address the members.

Arvind Uppal:

Thank you Roopali. Dear shareholders, it gives me great pleasure to welcome you to the 60th annual general meeting of Whirlpool of India Limited. Once again, we are unable to meet with you in person, missing the warmth of a face-to-face interaction, but we believe it is a progressive step to host the AGM virtually as it enables our shareholders to participate from the safety of their homes. An unforeseen crisis of this magnitude does not come with a readymade manner and this is the test of the character of an organization. We are tremendously proud of how your organization leaders and colleagues across levels came together to fight. The health and safety of our employees were our top priority and thus we worked tirelessly to turn our operation into a COVID safe operation in a matter of days. Your company's factories continue to operate in accordance with the advisories issued from time to time by the government, by the central, state and local government while strictly adhering to the prescribed safety protocol. Our continued endeavor is to put consumers at the heart of everything we do and thus equally important was our commitment to serve our consumer during these difficult times. With people spending much more of their time at home, the reliance of consumers on appliances to clean, cook and provide

proper food and medicinal storage for their families were at the forefront. Our service partners tirelessly worked towards the much-needed support with strict health and safety protocols in place. The commitment and grid shown by employees during these testing times has been exemplary and my heartfelt thanks and gratitude to all of them.

Let me move to the performance of your company in 2021. Given this difficult background, I am pleased to share update of your company's performance for this year. The year started with the lockdown of quarter 1 which posed significant challenges to businesses across the country. April and May is the peak season for the business that we are in and it witnessed operational and supply chain challenges due to the lockdown. This coupled with significantly lower demand impacted your company's quarter one performance. During this time, your company planned and executed its recovery strategy and accelerated productivity actions resulting in a strong sequential recovery of revenue and executed with market share gains and the strong financial position.

Your company is not only focused on delivering results for the year, but is aggressively working on future readiness projects of capacity enhancements, the most recent one being setting up of the Semi-Automatic Washing Machine manufacturing line at the Faridabad factory and new product developments like the Bottom Mount glass door refrigerator and the Direct Cool Aurora platform so as to remain relevant in the market. Together with focusing on strengthening the company's foothold in all categories, your company enhanced its presence in the premium segments by launching advanced global products, there is a perfect blend of design, technology and innovation. Your company's brand campaign, Everyday Care features the simplicity, yet technology friendly product aimed to partner with our consumers to taking utmost care of their families and loved ones. Given this, some of the key performance indicators for your company for 2021

performance are as follows. We delivered sales of 5,900 crores which was low by 1.5%. This is despite having lost most of our peak season sale. Profit before tax at 451 crores, lower by 30.9%, net profit of Rs. 333 crores. This was the 10th consecutive year of debt free operations and it was earnings per share of Rs. 26.27.

Let us talk about opportunities and outlook. COVID-19 has continued relentlessly for the last one and half years. While there is some uncertainty and long term impact of the pandemic on health of the economy, we are seeing a few early things emerge. First, an accelerated rate of digital adoption, technology and digital medium platforms are set to play a greater role in reaching out to consumers, creating a buzz, facilitating transactions, and retention of consumers. Two, the stay at home and work from home is expected to be the new norm. There is a greater emphasis on making the home more comfortable and productive leading to focus on the role played by the home appliances in the life of consumers and three, contactless solutions and the importance of hygiene. There will be an increased focus on health and wellbeing and hence the need for offering contactless solutions and the product which cater the hygiene and need of these customers. These are clearly immediate behaviors with perhaps longer-term implications on convenience of home shores, resource efficiency, and carbon footprint.

As the new normal emerges we are optimistic that the home appliance industry will return to growth as the fundamentals continue to remain strong. Your company believes that growth in overall per capita income, India's demographic dividend and lower penetration rates are favorable factors right in our industry. The fast-growing e-commerce platform is becoming a product discovery platform for consumers and one of the key influences in the consumer digital journey. Further, government initiatives behind affordable housing, national electrification, financial inclusion along with indirect benefits to bolster infrastructure **are**

expected to continue. Ease and access of affordable broadband spectrum along with IRB enabled appliances continue to be our focus area for all brands including your company.

Let me talk a little bit about the rewards and recognitions achieved by our company. Your company continued to win a number of external accolades and some of the recognition received in 2021 are as follows:

- The IF Design Awards for the Bottom Mount Refrigerator,
- the Ace XL for 360 Bloomwash Pro,
- the Neo Fresh and the Icemagic Pro.

We got the Business Standard Star MNC Award, we were recognized as the Great Place to Work as India's best companies to work for in 2020 and we were awarded Best Employers India 2020 by Kincentric.

With all this come to the focus on people excellence which I believe our company's competitive advantage. Our people excellence model forms a critical part of Whirlpool's Strategic architecture. Given the pandemic, the most important imperative for the company was to ensure safety and wellbeing of employees.

In this endeavor, various people initiatives like Let's Talk, Let's Connect and the Employee Assistance Program were rolled out. In our continuous endeavor to create an inclusive and engaged workforce creating high performance culture, building a future talent pipeline and supporting businesses and adding key capacities for future growth, various programs were designed including We learn, Online Learning Programs, covering approximately 500 employees remotely, Arohan and Leaders of Tomorrow. Your company continues to be on the journey of enabling every employee to bring out the best.

As I close, I would like to reiterate that we are particularly proud that we stay true to our roots and committed to serving all our stakeholders. We are encouraged by the momentum we have been building in our business. There is no doubt that this pandemic has led consumers to fundamentally reorient towards house and home and our company's vision and purpose of improving lives at home couldn't be more fitting. We are deeply grateful to our employees for their unstinting efforts and dedication. Without their commitment, the company could not have performed and sustained during these challenging conditions. Their resilience and resilient spirit make us proud. I extend my gratitude to the various government and regulatory authorities, company's valued customers, suppliers, vendors, investors, bankers, and shareholders for their cooperation and trust and finally, I also take this opportunity to thank my fellow board members and for their continued leadership and unwavering support to the company.

On behalf of the Board of Directors and Management, I thank all our shareholders for your continued trust, confidence and support. With that, I now hand over to Ms. Roopali Singh to explain the process of e-voting and commence further. Thank you.

Roopali Singh:

Thank you Chairman. The standalone and consolidated financial statements for the financial year ended 31st March, 2021 along with the auditors' report, directors' report and notice of the Annual General Meeting were sent to the shareholders electronically. A newspaper notice was also published pursuant to the requirements of the MCA Circular.

With your consent we take the notice of the AGM as received and read. The Statutory Auditors- M/s MSKA & Associates and the Secretarial Auditors – Mr. NC Khanna, Practicing Company Secretary have expressed unqualified opinion in their respective reports for the Financial Year ended 31st March, 2021. There are

no qualifications, observations or adverse remarks on the financial statements and matters which may have material bearing on the Company.

In compliance with Companies Act, 2013 and SEBI Listing Regulations, the Company had provided a remote e-voting facility through NSDL to its members and the remote e-voting was open for 4 days from 09:00 AM on 13th August 2021 till 05:00 PM on 16th August 2021. Further, pursuant to MCA Circulars, your Company has provided the facility of e-voting during this meeting as well. Members who have already cast their vote through remote e-voting will not be eligible to recast their vote at the AGM, however, members who have so far not cast their vote can vote through e-voting facility which is available right now through the NSDL e-voting portal.

For the e-voting instruction, please refer to the note at page number 23 to 27 of the AGM notice. The e-voting facility is opened during the AGM and shall continue to remain open for another 30 minutes after the AGM.

Mr. Rajiv Adlakha from Adlakha & Adlakha Associates, Company secretaries in practice have been appointed as the Scrutinizer for the process of remote e-voting as well as e-voting at the 60th Annual general meeting.

As directed by the Chair, we now take up the resolutions set out in the notice. The notice of the AGM includes 5 agenda items in which item number 1 to 3 are ordinary business and item number 4 and 5 are listed as special business which are necessary to be put forth in this meeting.

Ordinary Business, Agenda Item #1:

Adoption of financial statement, the auditor's financial statement included auditor consolidated financial statement with the

financial year ended 31st March 2021 along with the reports of the board, statutory auditors thereon have already been provided to the members.

Agenda Item #2:

Declaration of dividend. Board has recommended a final dividend of Rs. 5 per share on equity shares for the financial year ended 31st March 2021.

Agenda Item #3:

Reappointment of Mr. AHBN Reddy. Mr. Reddy retires by rotation and being eligible, seeks reappointment.

Now, coming to the special business:

Agenda Item #4:

Approving the remuneration of the Cost Auditor.

Agenda Item#5:

Appointment of Mr. Arvind Uppal as an independent director of the Company.

The text of the resolution and the explanatory statement are already provided in the notice of the AGM. With the permission of the Chair, we would now start the Q&A session. Members, please note that in order to avoid repetition, Management will answer questions after all the speaker shareholders have asked their question. I now hand it over to the operator.

Moderator:

Thank you ma'am. We will now begin with the question-and-answer session. We have the first question from the line of speaker shareholder number 1, Mr. Dhruv Jain having DP ID 110000110006132. I now request Mr. Dhruv Jain to ask your

question. Mr. Dhruv Jain, I request you to please unmute yourself and ask your question.

Dhruv Jain:

Thank you for the opportunity. I had a couple of questions, so one, I wanted to understand what are the plans with respect to exports considering our parents, China business has been divested, so what kind of opportunity does that make our Whirlpool India? The other question also on competition, how do you see competition with larger players like Lloyd and Voltas kind of entering this space? You think that there is some risk of market share loss going forward, I had a question on margins, over the last few quarters, we have seen that EBITDA margins have reduced significantly compared to historical trends, largely led by gross margins, so when do you see this margin pressure kind of easing out? I had a question on discretionary spends such as Brand-Ex. Do you think you have to increase your Brand-Ex because of rising competitive intensity? I had a question on new categories, which are the new categories, which you would enter in the coming years and leverage the brand that Whirlpool India has created? I had a question on cash on book, so we have a significant amount of cash on books, so just wanted to understand how should shareholders kind of think about this going forward, any major expansion plan for increasing dividends or anything that the Management has in mind? Also just wanted to get a sense on your CAPEX plans for the next 2 or 3 years and also the strategic targets of the new Management that has come in, how do you see the business evolve over the next 3 years, what are the two or three initiatives which will be the Management priorities over the next 2 or 3 years and the couple of book keeping question such as what is the share of refrigerators and washers in the overall revenue side, volume data of refrigerators and washers, capacities of plants and segmental margins of refrigerators and washers? Thanks a lot for the opportunity.

Arvind Uppal: Thank you Mr. Dhruv Jain. We will attempt to answer.

Moderator: Thank you. I now call upon our next speaker shareholder, Ms. Renu Baid from IIFL, having DP ID IN30016710137332 to ask your question. Ms. Renu, you are requested to unmute yourself and ask your question.

Renu Baid: Thank you and good morning ladies and gentlemen and the Board, my questions are essentially some of them might be repetitive by just to reiterate the importance of these for the investor and shareholders, the first question is on the gross margins and the operating margins which have been significantly weak versus the peers and in fact has been decade in lows, so could you please elaborate on the reasons of this weakness which started coming in much ahead of the inflationary pressure themselves setting in early CY21, so what is our result of inflationary impact, competitive price pressure, higher discount of the channel to retail market share, etc? Second would be on the pricing actions, what have been the pricing action taken by the company or planned to offset the current inflationary pressures? And what are the various cost optimization measures initiated by the company if any to drive improvement in margins, overall where does the company sees the operating margin moving directionally over the next 12-24 months, given that they are already nearly at the bottom of the level in terms of profitability? Thirdly, coming to the competitive intensity which has significantly increased in the core portfolio of refrigerators, how are you seeing the competition both coming in from the local Korean peer as well as other new domestic brands who have recently entered the ref market? Also, if you can also highlight how has been the performance of new categories in our portfolio, both the kitchen appliances portfolio as well as air conditioners and what is the strategy of the company to really drive growth in market share in both these segments? From a 2 to 4-year perspective what would be the company's strategy to eventually drive growth, are we just looking at portfolio expansion

of the end markets, exports or key new category of product introductions to drive growth on these aspects? Also, if you can help us understand what is the current mix between in-house manufacturing and outsourcing for Whirlpool and how would be this mix now improving from the perspective of domestic sourcing and imports as well, so with more of local manufacturing coming in, should we expect these numbers to improve further? Aligned with this, if you can help us understand what are the investments planned in R&D and new product introductions by the company, the investment plan and distribution and reach and also the capacity expansion plan in the next 2 years and of course which segments are you talking of capacity expansion and what is the quantum of investment that we are expecting? Thank you, but we would really see performance to improve over last 12-15 months has been pretty challenging for the company and significant underperformance versus peers when it comes to profitability. Look forward to the performance improvement in subsequent years, thank you.

Arvind Uppal: Thank you Ms. Baid. We will address your questions.

Moderator: Thank you. I now call upon our next speaker shareholder, Mr. Prashant, representing Sundaram Mutual Fund, having DP ID IN30160410000102 to ask your question. Mr. Prashant you are requested to unmute yourself and ask your question.

Prashant: Thank you for the opportunity. Four questions from my end sir, firstly, if you look at the gross margin numbers we have been under pressure for the last almost 3 to 4 quarters, is it the fact that are we losing our competitive positioning over here or price positioning in order to get our growth and it has actually been very margin focused in the past as well, do you think that positioning is changing because of the current competitive environment? That is the first question. Secondly, we don't seem to be seeing any meaningful category additions on our part except for the fact that

Elica seems to have shown some promise, so if you could probably throw some light in terms of what the strategy over here for the next 3-5 years, also we have AC as a category which is there, but we haven't really seen a lot of aggression over there, we have the distribution muscle, we also have a presence over there, so what is the take on AC as a category is the second point? Third question is, we seem to have achieved a distribution reach of almost about 90 to 95% of may be a leader like LG or a Samsung, what is the scope of penetration or distribution expansion from here on, also from deepening our distribution perspective, how much percentage of SKUs are right now distributed at this point of time and what is the scope of expanding over there as far as SKU distribution or expansion is concerned? That is the third question. Fourth question is, we seem to have not seen much for reduction in our ad spend numbers during the pandemic, so what is the outlook on that going forward and more at a broader level, what is the kind of margin outlook that we tend to have given that the market is turning more competitive, you are seeing much more serious players into this market than in the past, so what is the margin outlook guidance you will have to give for the next 3 to 5 years as far as Whirlpool is concerned? And my last question is, if you could probably throw some light in terms of what are our plans on Front Load Washing Machine capacity expansion or capacity addition and what is the overall CAPEX outlook? These are the five questions.

Arvind Uppal: Thanks Prashant. We will address this.

Moderator: Thank you. I now call upon our next speaker shareholder, Mr. Charanjit Singh from DSP Midcap, having DP ID IN30016710137332 to ask your question. Mr. Singh you are requested to unmute yourself and ask your question.

Charanjit Singh: Good morning everyone, thanks for this opportunity and I would like to thank the Board and all the employees of Whirlpool for

managing this situation in the COVID environment and running the operations at a very good pace. Sir, my key questions are, first, you have talked about the penetration level being low in the categories where Whirlpool is present, so from the demand outlook perspective, specifically in refrigerators and Washing machine, what is the kind of market growth rates you can expect in the medium-term perspective barring COVID and any specific trends you are looking at in Tier-1 versus Tier-2 or Tier-3 markets are downtrading by customers and also rise of the new brands what we are seeing? That is my first question, second, in terms of akin n touchpoint, how is our market share moved in refrigerators and washing machines, have we gained or lost market share in any of these product categories. In terms of new product introductions, we have seen that company had taken a lot of initiatives in terms of having Front Load Washing Machines and even on the Frost-Free side, so that is commendable, so in terms of our mix from value versus premium what is our thought process? On the distribution side also in terms of e-commerce versus the general trade or multi brand format, what is the kind of mix you would like to have going forward? And lastly, on the same question in terms of the localization of these Front Load capacities and even on the Frost Free side, any further expansions you would like to do? My third question is on the margins front and here what we have seen is that definitely commodity cost have been on the rise which has impacted margins across the industry, but we have seen an impact over last 5 quarters on our gross margins, so what are the key initiatives in terms of pricing or the mix change which we are trying to do in terms of mitigating this gross margin pressures and what would be your sustainable EBITDA margins for the company? My fourth question would be, Whirlpool parent had stated category B that they are exploring India as a global sourcing hub for the components as well as finished products, so what is the update on that, what could be the potential of these in the export opportunities for us and when you will see the opportunities

scaling up? Lastly, sir, Whirlpool has got cash balance of 2000 crores as of March 2021 and if you can indicate how do you plan to utilize this cash in terms of any inorganic opportunities and in very particular product categories, we would like to do that? Those are my questions, thank you.

Arvind Uppal: Thank you Mr. Singh.

Moderator: I now call upon our next speaker shareholders, Ms. Priyanka Kapoor, having DP ID IN30072410021112 to ask your question. Ms. Priyanka you are requested to unmute yourself and ask your question. May we request Ms. Priyanka Kapoor to unmute yourself and proceed with your question.

Since there is no response from the current shareholder, we will move on to the next question. I now call upon our next speaker shareholder, Mr. Faisal Hawa, having DP ID 120475000008598. To ask your question, Mr. Faisal, you are requested to unmute yourself and ask your question.

Faisal Hawa: My question, one is, how is the Board of Directors made or KRAs of the MD and what are the key percentages as to how the remuneration is based on? That is one, second is, most large companies and which are global corporations, have been facing competition from areas which they never even thought that competition would come from, example of Airbnb, traditional hotels is one, so with increase usage of IOT and software to connect most devices, has Whirlpool global board or Indian board thought of how we could be probably disrupted by an e-commerce giant who just get these refrigerators made by a third party and has the entire inventory of this connected via IOT through their networks and through cloud, so are we thinking of anything similar or trying to compete on that? Third is, India is now developing a very significant destination contract-based manufacturing, so we could have competition on lot of private labels and with

distribution, almost democratized, how will we face to saying that our brand is strong, is all very well, but most Indians are very value conscious? Fourth is since we are poor country with per capita not very high, is there any attempt to develop refrigerator or air conditioner which would be like for the bottom of the pyramid, something which could cool very small areas, but very efficiently and could be less than Rs. 10,000 or Rs. 12,000 and it could be a big volume growth for us? And last is, sir, what is the revenue of our worldwide parent and what is our share in that revenue and how often does the Indian top Management report to the head quarter for our performances and when are those target set? Thank you.

Arvind Uppal: Thank you Mr. Faisal Hawa.

Moderator: I now call upon our next speaker shareholder, Mr. Santosh Kumar Saraf, having DP ID IN30306910080400 to ask your question. Mr. Saraf, you are requested to unmute yourself and ask your question.

Santhosh Kumar Saraf: I am Santhosh Kumar Saraf, I am speaking from Kolkata. Greetings to all. Wish all board members and all employees and shareholders are safe. I pay my gratitude to those who has left us during this COVID time or their loved ones, I pray to god to give them strength and peace. Sir, you have 2000 crores reserve, what is the CAPEX plan for next 3 years so that we could make income or growth? What is the order book position? What steps have you taken to fulfill vocal for local and atmanirbhar bharat? What steps taken to fulfill ESG compliance parameter? What steps are taken to enhance the brand India image in the global market? Sir, what steps taken to reduce or stop single use plastic, sir? What steps have been taken towards rain water harvesting and water conservation? Also regarding renewable energy source and reducing the carbon foot print, what steps have you taken? Sir, what steps have been taken for women empowerment? We would

like to give more opportunities for women, now the percentage is less. I believe women are successful and courageous and capable of any work. As we have seen in Olympics, women have lifted heavy weight and won medal even in wrestling and boxing, they have also won medal, so please don't consider them weak, I want them to be employed more and more. Our country has 49% females in comparison to males which is 51% and please endeavour to enhance their equality. This is my request. Also, I wanted to ask what is the percent of employees who have been vaccinated, including casual employees and their family members, as employees live with their families after work, so there is need to vaccinate them too. If they are not getting vaccines in government hospital please send them to private hospital and please bear their expense. That way we can increase the percentage of vaccinated employees. I won't say much. I would like to thank your secretary, Ms. Roopali, she is a very good person. I have requested her to consider people residing in Kolkata as well. I pray to god that all who are associated with the growth of the company I wish them good health and happiness in 2021. I also request you to continue the meeting through video conferencing in future.

Arvind Uppal: Thank you so much Mr. Saraf.

Moderator: Thank you. We now have Ms. Priyanka Kapoor reconnected. I now invite Ms. Priyanka Kapoor, having DP ID IN30072410021112 to ask your question. Ms. Priyanka, you are requested to unmute yourself and ask your question.

Priyanka Kapoor: Thanks for the opportunity. Good morning dear board members, shareholders and fellow speaker shareholders, firstly I would like to congratulate the Management as well as all the employees for sustaining the performance of the company, despite the challenging business environment due to the pandemic. A special mention for Mr. Vishal Bholra who took over the realms of the company in the midst of pandemic but was able to successfully

navigate the business. Now, coming to my question, industry are seeing the significant shift in the consumer consumption patterns due to pandemic, my question to the Management is do you see a shift in consumer behavior and consumer consumption patterns in the durables industry, in Management's view is this a trend that is likely to continue, how is the company preparing itself for the shift? That is pretty much from my side.

Arvind Uppal: Thank you Ms. Kapoor. Thank you so much.

Moderator: Thank you. I now call upon our next speaker shareholder Mr. Mayank Bandari representing Nirmal Bang Securities, having DP ID IN30160410000102 to ask your question. Mr. Mayank, you are requested to unmute yourself and ask your question.

Mayank Bandari: My first question is related to your geographical penetration, how much of the sales is coming from Western and Southern parts now as we were previously focusing more on the Western and Southern orders to increase the penetration, so what would be the geographical mix at this moment primarily if you can tell this category wise, that would be great, like probably in the Top Load Washer and Frost Free Refrigerators, which are the dominating market, refrigerator category, single door or the premium categories which are the market that we are getting the maximum revenue from? Second question is, on how exactly we are targeting to compete with the rising competition, are we losing market shares when the new entrants coming into the picture now, so that is my second question? Third question is, sir, particularly if you look at capacities, previously I think premium products were not being manufactured and the global facilities were being leveraged to import the product from let us say, China and from European facilities of Whirlpool were leveraged to import the premium products, so how is the situation now, are we still importing the premium category of products like high-end refrigerator and all from the overseas facility or we have started manufacturing them?

That is my third question. Fourth question is, we had been focusing on water purifier category, so how big is the category now for us and what would be the indicated market share which we would have garnered so far? Fifth question is, Whirlpool used to earn service revenue for technology work for group companies across the world and margin used to be higher than the traditional business, so how is that business doing now? What is the proportion of that business in your total overall pie of the revenue? And lastly, I would want to understand what is the premium product portfolio on the online channel, I mean how much you are selling the premium products on the online channel and in terms of premium versus non-premium, how much is the breakup of online or offline? Those are my questions, thank you.

Arvind Uppal: Thank you Mr. Bandari.

Moderator: I now call upon our next speaker shareholder, **Mr. P. Jaichand** having DP ID IN30163741159143 to ask your question. Mr. Jaichand, you are requested to unmute yourself and ask your question.

P. Jaychan: This Corona virus and subsequent lockdown, how many employees you have sacked, hired, salary cut in percentage and the Coronavirus and the subsequent lockdowns, how much of the salary cut was taken by the Management during this pandemic time what is the view of the Management, the situation remains challenging in the coming quarter, the Management offers to improve the *[disconnected]*.

Moderator: It seems Mr. Jaichand's line has got disconnected. We will move onto the next speaker shareholder. I now call upon our next speaker shareholder, Mr. Abhishek Sethia, having DP ID 1208160030217126 to ask your question. Mr. Abhishek, you are requested to unmute yourself and ask your question.

Abhishek Sethia: Good afternoon Chairman sir, Managing Director, Mr. Vishal Bhola and the entire board of directors, I am happy to connect on this virtual platform with you all and Chairman sir said why it may not be as good as meeting face to face, but at least we are able to connect in some way during pandemic, so first of all, congratulations on the company's performance. My question is for Mr. Bhola, while in the market, we majorly see Whirlpool Brand Refrigerators, Washing Machines and Air Conditioners, but on company's website there are number of products like Air Purifier, Microwave, DishWashers, etc., I would like to understand what is the percentage revenue from these products other than refrigerators and washing machines, which of these products are key focused areas for our company in the long term, what role will innovations play in this, are we planning to enhance or set up capacities to manufacture these segments of products? Thank you.

Arvind Uppal: Thank you Mr. Sethia.

Moderator: Thank you. We will move onto our next speaker shareholder. I now call upon our next speaker shareholder, Mr. Srimal having DP ID IN30371911033159 to ask your question. Mr. Srimal, you are requested to unmute yourself and ask your question.

BS Srimal: Mr. Chairman sir, member of the board, I am BS Srimal-CA from Kolkata. I am extremely grateful to the Chairman for giving me the opportunity to share my question at the AGM. Sir, with your permission, may I give you some suggestion about the improvement of the accounts and other part of it, if you so allow me sir. Number one, I believe that your report is quite big at this juncture, it is very difficult for anybody to go through it fully and there is possibility to consider linkages so that where if you click in the content, we can go to the reading of the accounts, otherwise going through 250 pages and going down every page is very difficult. I have suggested this in the Bata meeting yesterday and many companies have opted and in your Bombay also has

adopted it very aptly, so kindly see that this is adopted next year so that the shareholder can go to the necessary pages as by clicking of the button. Sir, number two, the figures should be in crores instead of lakhs and in different places, you have used different figures, sometimes crores is used. So it is difficult in India, we have better understanding in crores better than your lakhs also. And in lakhs you don't give the zeros, even the company like HUL and Nestle are publishing their balance sheet in crores, so please see that the figures are given in crores so it is easy for the shareholders to understand. Sir, then about the dividend part which is the very important thing for the shareholder, you have declared a dividend and it must be according to your dividend distribution policy, what I wanted to say that why can't you declare an interim dividend which will be used by shareholder, one has to wait for more than a year and a half to get the dividend, so if possible kindly declare interim dividend. That is for your consideration as well. There is a change in your Management, CFO has been changed, may I know sir, the reason for the changes. Lets speak on accounts part now, I have seen R&D expenses which is 6% only. I think in this competition, I think your R&D spend must be increased and you must add new portfolios also in your product portfolio. You tell us here how many addition you proposes in your portfolio in the year to come? R&D spends, if you are getting any R&D facility from your foreign parents and whether these are paid, then sir, you got your foreign exchange outgo you have 1,32,593 lakhs by way of outgo sir whereas only 2399 income, with the days of Atmanirbhar Bharat, I think we should try and increase our foreign exchange income instead of increasing outgo side, so what steps you are taking in these direction if you can enlighten us, then what cost control measure you have adopted and how far we implement has taken place in the current year and what is your expectation for the next year, that is 2021-2022 and sir, whether all the facilities and factories are running and whether it has reached the pre-COVID period first? Sir, about the dividend,

there must be some unpaid and unclaimed dividend and it is very difficult for people who do not claim their dividend for 7 years, their shares also will be liable to be forfeited. I would like to ask you sir, what steps are you are taking in this direction so that shareholder can claim dividend before it is transferred to IEPF. To talk about other initial, Sir for attendance in this meeting and what is the objective you have achieved by organizing the meeting virtually as well also not sending the balance sheet physically. I was having a meeting with Birla and he said he had saved Re. 1 crore for virtual meeting and also another crore for not sending the balance sheet, so if you can enlighten us your saving in this regard. So, with this I would like to conclude and thank you very much for giving me this opportunity. Wish you all good health and best of working in the years to come. Just before closing, you can also give us your expected performance for the year 2021-22, sir. Thank you very much.

Arvind Uppal: Thank you Mr. Srimal for your suggestions and your questions.

Moderator: We now have Mr. Jaichand reconnected. I now call upon our next speaker shareholder, Mr. P. Jaichand, having DP ID IN30163741159143 to ask your question. Mr. Jaichand, you are requested to unmute yourself and ask your question.

P. Jaychand: Sir, trust all is well with you and your family in this challenging situation, our company deserves much more respect than the present market capital after completing more than a decade of successful operations, profitability, dividend received and becoming one of the strongest brand in our respective segment. Sir, first of all, I congratulate the Management on the eve of 60th annual general body meeting. This is our diamond jubilee year and I would like to know how our business have been impacted in these past 2 years of this COVID pandemic and where do you see the light at the end of the tunnel and what would be the good figures in the first half and the second half? Sir, I would request the

Management to kindly arrange for concalls, quarterly presentations and meeting with global investors on a regular basis. Sir, myself and my team are running a legal firm in the name and style of Associates and Company in Chennai, so I would request the Management to kindly enroll our firm in the empanelment of the company, we are getting care of consumer matters. I would request the people to kindly enroll in the empanelment and ask your legal team to get in touch with me, so that I can share my credit shares with them and if any services required in Chennai, we will be glad to extent our services. I thank the Company Secretary and the entire Management for their sincere effort in making their annual general body meeting conducted in a virtual manner and making this 60th AGM meeting grant success. So, then I would request the Management to kindly provide discount coupons to the shareholders, so that it will in fact increase your business 30-40% so this would in fact increase because there are shareholders who have been purchasing other products also but if company gives discount coupon, they will definitely prepare buying Whirlpool product, there is nothing much to ask sir, I wish the company and the Board of Directors a great success and prosperity in the coming future. Thank you for giving the opportunity, Thank you very much sir.

Arvind Uppal: Thank you Mr. Jaichand.

Moderator: I now call upon our next speaker shareholder, Ms. Gunjan Gupta, having DP ID 1203230002704043 to ask your question. Ms. Gunjan, you are requested to unmute yourself and ask your question.

Gunjan Gupta: Good afternoon Board of Members, my dear shareholders and the Chairman sir, I am Ms. Gunjan Gupta over here. In the interest of time, I will keep my question brief, my question was with respect to the company's resolution network, sir, I want to know where do we stand presently in term of retail touchpoint? How do we intent to expand the same over the next 3 years and what would be the

share of semiurban and the rural areas that is in Tier-2 and Tier-3 cities in our existing distribution network? Also in the post pandemic environment, as per your assessment, is there likely to be a significant shift in the distribution channel of consumer durable industry that is selling through traditional distribution versus digitally? Thank you for your patient hearing and giving me opportunity to ask my question, I hope my question are answered.

Arvind Uppal: Thank you Ms. Gupta.

Moderator: I now call upon our next speaker shareholder, Ms. Uma Khanna, having DP ID IN30072410189751 to ask your question. Ms. Khanna, you are requested to unmute yourself and ask your question.

Uma Khanna: Hello, Chairman sir, Board Members, I hope you all are safe and continue to remain healthy. Chairman sir, I have seen the annual report and I appreciate that the input given at the last year meeting to make the report more readable has been implemented by the Company. These small gestures also make us feel proud that the Company is considerate towards its shareholders. Unfortunately, my video is not working but I am glad to meet the management. In the annual report page no. 27, it is mentioned that "for our consumers, we deliver value not only through innovative, high quality products but also through differentiated service experiences that improve life at home." I want the Management to share more insights on the differentiated service experience initiatives. Thank You.

Arvind Uppal: Thank you Ms. Khanna.

Moderator: I now call upon our next speaker shareholder, Mr. M. P. Bhutani having DP ID 1201330000539287 to ask your question. This is an audio question, Mr. Bhutani, you are requested to unmute yourself and ask your question.

M. P. Bhutani: Thank you very much. Good afternoon Chairman sir, Board of Members and Management team, first of all I would like to thank the Company Secretary and her team to respond to some queries and allow me in this platform. Sir, I want to know few questions, number one, your medium- and long-term strategy on the challenges, number two, your plan to reward the member in stable form like bonus and split of share and special dividend? Number three, this Wash scheme was launched last year to settle pending disputes, indication of there that this scheme has been a good success. Your any action line of the Management and comments on it. Next, sir, present status and comments on cash ROCE, return on capital employed; ROI, return on investment; EVA, economic value added, next what are some of our challenges and opportunity that you foresee in the year ahead and what step you are taking to reduce cost as well as debt and improving the brand premiums in its pursuit to improving profitability and how has company strengthened competitiveness related to its presence in the industry basis margin and we strengthen to its benefit as the reservation room to improve the capital improvement and the asset quality? What are the upper most strategy for fiscal year 2021-22? Sir, Management team keeps strong focus on tax generation we know and record free cash generation reported superior return on capital employed and across the business and going forward to focus on the issue, sir? Sir, your continuity efforts and the customer centric approach and your steps towards creating higher benchmark and wealth creation, we hope company will enhance the value of the shareholder, Thank you very much sir. Once again, really thanks to all to hearing me and the Company Secretary for giving me a chance. Thank you very much, sir.

Arvind Uppal: Thank you Mr. Bhutani.

Moderator: I now call upon our next speaker shareholder, Ms. Nidhi Duggal having Folio number 0040780 to ask your question. Ms. Nidhi, you are requested to unmute yourself and ask your question.

Nidhi Duggal: Good afternoon everyone. Firstly, I would like to thank the company for giving me the opportunity to speak at the company's 60th annual general meeting. I have been a shareholder of the company for more than 10 years and I am pleased with the company's growth year over year. I can see from the annual report that during the COVID the company focused on keeping its employees safe and contributed to the society by way of CSR activity. This is something fabulous. Accordingly, my question is, how the company maintained its balance by ensuring that the employees' health is also not compromised, what was the support that was provided to the employees during the pandemic, were there any cost savings from virtual working arrangements, in case yes, how much? How many employees are working from home, until when is this likely to continue? Finally, is the company supporting its employees for vaccination and what is the status? Thank you.

Arvind Uppal: Thank you Ms. Duggal.

Moderator: I now call upon our last speaker shareholder, Mr. Mayank Jain having DP ID 1208160058254934 to ask your question. Mr. Mayank, you are requested to unmute yourself and ask your question.

Mayank Jain: A very good afternoon Chairman sir. It is my privilege to speak with you all at this forum. I as a shareholder really appreciate the resilient navigation that the entire organization has shown during the entire pandemic time and really thankful for that. As a shareholder I also feel pleased that during the pandemic the company has focused not only on the wellbeing of its employees, but also of the community and diverting your CSR initiative

towards Covid support is much appreciated, I just had one question for the Management, what's the long term vision for Whirlpool in India, how is Whirlpool planning to counter the growing competition in the Indian market? Thank you Chairman for giving me the opportunity to participate, Thank you so much.

Arvind Uppal: Thank you Mr. Jain.

Moderator: Thank you. That was the last speaker shareholder and I now hand it over to the Chairman. Sir, you may proceed.

Arvind Uppal: So, first of all thank you to all the speaker shareholders for your questions, all very relevant and we will try and attempt to answer all of them. I would now request Mr. Vishal Bholra, our Managing Director and Mr. Aditya Jain, our CFO to answer the questions that were asked by the shareholders. In the interest of time, if there is any question which remains unanswered by the Management, then we will answer them by email. With this, I would like to now hand over to Vishal to proceed further. Vishal!

Vishal Bholra: Thank you Arvind and again thanks a lot for all of the questions which were asked. What I will try and do alongside Aditya is try and cover the questions in terms of some of the themes which have come up and some of these questions were repetitions and therefore, we will try and cover these questions to addressing some common themes which have come up and of course we will pick up the specific questions which you have asked as well. So, let me start with the first one and I think this came from Ms. Meenu Bhanshali and Mr. Bhutani around the current demand situation, what has been the accomplishments for the year, what has been the performance of the current fiscal and while Arvind spoke a little bit about it, I will try and add a bit more color to our performance for the last year. Now, clearly it was performance of two halves, April, May, June which was our first quarter where we actually declined by 48%, but if you look at our performance from

July 1st all the way up to March 31st last year, there was significant sequential recovery which we saw, so after a decline of 48% we had growths of 16%, 20% and 32% in quarter 2, 3, 4 which was a very strong sequential recovery and mind you these growths came on very robust basis because obviously the base was not impacted by COVID last year and therefore these were really strong growths.

Now, why we were able to grow and simply was fundamentally because of two reasons, the first is obviously there was significant pent-up demand, consumers who wanted to buy during the COVID period, but were not able to buy came in the second half and they went back and bought, but also fundamentally the relationship between consumers and their homes has changed and it has changed forever. We think this is something which is here to stay, this is not a temporary phenomenon as consumers have spent more time at home as they have realized their spending far more time with their families. Lot of our categories come to the forefront, their relationship with our categories has changed and that fairly augurs well as part of the future is concerned. If I may dare say consumer durables is no longer seen as a discretionary category, but it has almost become an essential category for a lot of consumers, be it air conditioners and rooms which were earlier not been used but has now been used as home offices, be it refrigerators which have been used for storing not just food for extended period of time, but also medicines which became very key during the pandemic period. I think that really augurs well for us.

Now, from our internal perspective, we also had a lot of supply chain disruptions right at the beginning of the pandemic, but we were able to navigate that really well and we have reached a stage where we have been able to ensure business continuity as we go along. Through the year, our focus was on two things, it was really balancing out the safety of our people with business continuity and I am really pleased to say that we have been to do both of

these very effectively. We have been able to keep our people safe and at the same time we have ensured business continuity which is quite evident in the results.

One of the other things which I am really proud of which we did over last year is very very agile innovation around new trends which were emerging. So, as we saw consumers more concerned about hygiene, we have actually very quickly added sanitization cycle in our washing machine. We have launched washing machine which have got heaters which are great for the current environment. We are the first company to launch a semi automatic machine with an insta heater and therefore we were also very agile with our product innovations through this period which has worked very well for us.

The next question I will take is from Ms. Duggal, which was about the support provided during COVID, now as I said keeping people safe was our number one priority as we were trying to balance out the whole objective of keeping people safe and still ensuring business continuity. To start with, we looked at all our workplaces which includes not just our offices, but our three factories and then we said what do we need to do here to make sure that anybody who enters the gates of our factories is really feeling safe and there is no infection within our factory, so lot of measures were undertaken to make sure that we are not compromising on the safety of our people as they came inside. This action started from last year, but clearly when we saw the second wave coming this year, some of these actions needed to be intensified and in April, we put together a taskforce, the moment we sensed the wave 2 was around and there were multiple actions we did to help our people feel really safe, some of them were extending medical coverage to larger chunk of our employees, covering insurance in areas which were earlier not covered, we procured lot of oxygen concentrators as lot of you might remember there was a period of

time where there was oxygen shortage. We were able to procure a lot of oxygen concentrators from our global offices.

We had on-call doctors for our employees, we had medicine support, we had financial loans which were given against salary to those who required it as well as emotional wellbeing counseling during the pandemic. One of the things which some people felt a lot was the mental wellbeing also took a toll during the pandemic and we were able to do that as well.

Then there is, as we moved out of this phase where you required immediate medicine support, it is now all about vaccination, so we have about 2.5 thousand odd employees who are on our rolls but the call we took is that we are going to provide vaccination support for 17,000 people who are connected with us in some way or the other. This included our 2500 employees and their families, but it also included our temporary blue-collar workers, our retail executives who represent us in the stores, our service engineers who go and visit consumer homes and for us it is really critical that anybody who comes in contact with Whirlpool as a brand feels really safe interacting with the brand and that is why we provided the support for 17,000 people.

Very pleased to announce that already about 78% of the 17,000 is vaccinated with the first dose. Within this, if I look at our manufacturing facilities, 98% of our manufacturing facilities have now got people who are vaccinated. This gives us a lot of confidence that not only are we doing something good for our employees and our partners but it will also give us a lot of leverage in case there is a third wave because there is likely to be less disruption for us and more business continuity because of the number of people we have got vaccinated. We believe vaccination is the single biggest thing which will help not only the nation, but smaller communities and companies ensure continuity of

operations in case there is a third wave and we feel really well covered here.

On return-to-work place, there was a question where how are we ensuring return to work place, our manufacturing facilities have been running full stream for almost the last 3-4 months now and we increase our production in a calibrated fashion. In our offices as well, we continue to now slowly bring back people again in a calibrated fashion where we are not jeopardizing anybody's safety and yet we are ensuring business continuity.

There were a lot of questions around our margins, around cost pressure because of raw material cost going up, can I request Aditya to take the questions around all of these. Again, there is a cluster of questions around margin, cost inflation, cost takeout. I will pass it on to Aditya.

Aditya Jain:

Thanks Vishal, so while answering the next question, there are a cluster of questions on the entire financial impact of COVID, the impact of input cost, EBITDA margins and floor margins for the period. Questions have come from Ms. Meenu Banshali, Mr. Dhruv Jain, Ms. Renu Baid, Mr. Prashant, Mr. Charanjeet and Mr. MP Bhutani. The way I want you to look at the P&L is there are two sides of the P&L. The cost side and the demand side. From a cost side there is a bit of structural inflation which is a part of the ongoing business which we manage on an ongoing basis. So, that is structural and that will stay. However, what has been unique in the last one year has been a significant inflation primarily Covid-led inflation, on account of two reasons, one is the supply side disruption due to the 40 day of lockdown, working capital cycle got impacted, there was a migration of labour and because of demand the revision suppliers scale down their capacities. And b) then there was a post COVID pent up demand both domestic as well as global. Since there was a recovery of demand and the capacities could not get paid, so which again led to the cost side

inflation. This inflation is very unique because this is COVID led and we see it more of a short-term phenomenon rather than a long-term phenomenon and we expect the things to normalize as this investment which keeps coming back in capacities over a period of time, so which is common initiatives as well. On the demand side, India was the first country which had announced the 40-day national lockdown which happened at the end of around 22nd March and there is a 40 day complete lockdown which just significantly impacted our volumes and the demand right in the middle of the peak season. What it does it, it results in a significant deleverage on the P&L and hence impacting margins. However, again this is purely COVID led as there is a complete nationalized lockdown and we again expect this to come back to normal as the things start to improve. So, as a result of these two factors which is on the cost side and on the demand side, we see some impact on the profitability. However, when there are questions around what are measures, we have taken to address the profitability and what are we doing to address this going forward and our expected margins or the pricing actions. Now, we have taken some of the actions which would help us secure a profitability, we look at the profitability under 3 broad levers, the first is the cost lever which is a backend of the organization and we have a very robust and an institutionalized cost productivity program under which we track both the direct as well as indirect cost levers. So, there are specific teams who is working at looking at all the indirect cost levers which might include the discretionary spends, the travel, your legal, your outsourcing, your rentals and negotiations, your brand spends, etc. and on the material side which is a direct cost. They are work streams working on optimizing the designs and hence structural reduction in the first and b) on the supplier negotiation side, you know securing the best deals from our suppliers. So, that is the cost side of the action we are taking. The second is on the revenue management side, which is the funding part of the organization. So, first our endeavor is to execute a go-to-market action plans,

drive reach and extractions which will help drive volumes and margins, then we are always on the lookout for improving our mix through our line structure optimization and hence extract margins from our product portfolio and the third piece is the cost based price increase. So, we have anything which is unmitigated out of a cost action, out of a revenue management strategy gets passed back to the consumers through a cost based price increases over the last 9 months starting January depending upon how the cost has increased, we have taken 3 rounds of price increase and roughly approximately a 15% of price increase has been taken to protect the P&L against the inflation. The third piece on the P&L is the demand recovery, the volume side of the story, having spoken about the backend and the front end part of the organization and as the last year was impacted by a 40 days of national lockdown, once the things start coming back to normal, we expect the pickup in volumes especially on that loss which happens in the season and the complete variable margin on the volume closing to the P&L which give us a leverage on the P&L helps improve the profitability margin. So, with all these actions we are very confident of securing our profitability in line with historical trends and we are very confident of delivering a sustainable and profitable growth. For the next question, I will pass it on to our Chairman – Mr. Arvind to take on the next question.

Arvind Uppal:

Thanks, Aditya. I think that the question around how do you judge the present economic environment an opportunity going forward. Let me start with a clarification, I am no economist here and I can only join the dots on what I see, in a logical way. What I see right now is I would say more factors on the plus and the negative side, both side and one just has to make the judgement call on which organization you are in and what kind of situation you are in and how things pan out. Of course, short term looks complicated because of pandemic. It is affected a very large part of the contract economy and significant impact on salaries and incomes of a large middle class and I would say lower income class in particular. This

pandemic has actually widened the divide between has and have nots. So, clearly short term, I think till the contract economy starts to come back. So, think this is something we all read about, we know about, it is just a matter of time to see when COVID finally goes away and when the economy the kind of service economy or a contract economy starts to get back into place and people get their revenues and salaries back. All of these are consumers and in some way will impact buying behaviors. So, certainly, as per the short term is concerned, I can see impact on the demand side. But then you got a layer in the fact that you had Corona last year, so there are base effects and you will see growths of different company, so depending on what your company situation was last year. What was your baseline effect and so on. I don't think these two years are going to really give meaningful statistical reduction. This is all the negative side and I think let me just focus on the positive because I like to focus on positives a bit more. The positives are that after a very long period of, I would say liquidity contraction, that this economy was put under and to some extent will be intent of controlling inflation. Sometimes governments overshoot on their targeting on inflation and I think the liquidity squeeze kind of went on till 18-19 and it has significantly impacted consumer demand and just by the time liquidity was getting eased, Corona has happened. So, all this liquidity easing which has happened and then global liquidity easing has also happened. So, there is lots of liquidity around but consumer is not being able to spend freely because of, so I see a lot of opportunity on that money coming. The other thing is the government is flushed with money. Two years' ago, the government was in a very bad situation financially, now tax collections are robust. So, government is going to be spending, we just heard hugely spending on infrastructure spending. Two years ago, it was announced. But no actions have happened I am sure it is because of Corona. There is a lots of money sitting with the government and the PSU banks which are no longer in the bad shape they were some time ago. So, on

government side, I can see a lot of expenditure happening on infrastructure spending which is classical and economics should kickstart growth at the lower to mid-level. As far as private sector companies are concerned, I think a lot of them are pleasantly surprised because they haven't increased capacities for a long time and so they are all coming out of Corona, they are also waiting for consumer demand to bounce back. Some of them have been surprised which is why we are seeing a lot of supply side shops and disruption because some of them surprised on the upside in demand. So, I think there is going to be a huge investment flow from the private sector and capacity upgradation. I think a lot of people who are waiting to see the vital eyes in terms of consumption coming back and that will come in. And now, short term I would say muted, medium term, I remain, quite optimistic depending on Corona, long term I am very bullish. I am extremely bullish because of the third factor which is coming into play is the entire movement of export economy from at least part of it from China to India and so on. So, many factors driving them at a political level and I am seeing a lot of support coming from state and central government in encouraging manufacturing in India and we are starting to see which is very rare that our export led growth and the quality of the export led growth has been significant. All of this I think is wonderful for our industry because when people feel good about the future they will spend on our products and therefore I think in terms of opportunity for Whirlpool, I think it is a wonderful space to be in right now because people will be spending a lot. Everything as Vishal explained about working from home plus the fact that there will be a lot more discretionary income in the medium-to long-term much more than we anticipated earlier. So, I am going to stop there and you can carry on. Now I will hand it over to, Vishal.

Vishal Bhola:

Thank you. Thanks, Arvind. I will take the next set of questions. There were some questions from again Ms. Meenu, Mr. Singh and Mr. Dhruv Jain around our market share performance of the last

few years. So, first let me upfront say we won't talk about our market share numbers and therefore I will not be able to give you any numbers. Having said that across category, whether it is refrigerators, washers, mass, premium, direct cool, frost free we made steady gains in market share whether you take short, medium or the long term. Our strategy going forward is clearly that we want to grow ahead of market growth. Now, one, we anticipate market growths are going to be robust, but our ambition is clearly to grow ahead of what markets are growing by. We have identified key sells, be it geographic sells, be it product categories where we want to grow or price points, bands of price points where we are under index today and therefore, we are going to put disproportionate focus as we go forward and disproportionate resources behind these sells which will help us get our fair shares in either these geographies, these product categories or in the price cost. I think there is then a question around anticipation of demand growth going forward and while Arvind gave the macro context on what is going to happen to the economy and how we should see that, I will talk a bit more about how we are seeing the industry and how we are seeing Whirlpool. This question came from Mr. Singh, Ms. Priyanka Kapoor, Mr. Bhutani. So, look first of all I think the India growth story for consumer durables is really strong. If you look at their growth is fueled by in India, there are two fundamental drivers of growth. There is growth which comes from penetration which is people who are coming into our categories for the first time and there is growth which is fueled by replacement which is people who have reached the end of their replacement cycle for their appliances and therefore they want to come back and upgrade their appliances. The maturity level and the penetration levels across categories is really low in a country which as all of you knows sits where huge number of people, if we look at our penetration levels in something like refrigerators it is only 33%. If we look at penetration levels in washers, it is only 14%. And just let that

number sync in, only 14% of the entire country today has got a washer which they have bought for the first time. And if I go into all the other categories which is in single digits, now with growing disposable income, with all of the economy recovering, with rural electrification happening, these penetration levels will go up for sure. There is no question and therefore that offers a big growth opportunity for the entire sector. Again, if I compare it to some of the other developed economies this is not the case. They rely only on replacement demand to make sure they get their growth from there. Not only this with the advent of technology and newer innovation coming in, the replacement cycles also will start coming down to be far quicker than before. If somebody was replacing their appliance in 10 years before today with so many new features coming in and we have seen that in mobile phones where people almost upgrade on a biannual, once in two years if at least once a year cycle and the same thing will start happening with appliances is newer technology is more relevant, innovation starts coming in. And thirdly of course there is the penetration demand, there is the replacement demand and third as I spoke before the relationship between consumers and appliances and the whole shift from consumer appliances becoming more of essentials rather than discretionary is also going to play a role and therefore, I remain extremely optimistic and bullish about what the sector is going to do. Then there were some questions around what is Whirlpool's strategy in the short term as well as the long term. There were questions from Ms. Bhanshali, there were questions from Ms. Renu, Mr. Bhutani, Mr. Mayank Jain, Mr. Saraf around what Whirlpool's strategy as we go forward? Short term it is mainly about continuing to be focused on keeping our people safe, ensuring business continuity. We have actually built up a very decent momentum. I was telling you about the sequential growth which we had in the last three quarters, quarter one this year was no different. So, I think the first task is to keep the momentum which we have built over the last few quarters and keep going

through COVID. As we go forward in the slightly medium term, we see many avenues for growth and rarely the ask for us is not to say lets find some ways to grow, the ask for us is to prioritize which of these avenues we will go after because there are limited resources and there is plenty of growth sitting outside and therefore, we carved out 5 or 6 areas which we want to focus on which I can take your through. The first one is premiumization, for a very long time we have been focused on the mass end of the segment and while we are represented of course in the premium segment we are slightly lower as far as the market shares are concerned. So, we will clearly have strategy around premiumization where we get a fair share in premium segments, in the premium categories, in premium capacities even within the same particular category and what it does is not only does it help us grow in areas, we don't have a big presence today. This is also slightly more profitable business and therefore it also helps improve our profitability as we go forward. The second area is around developing what we call product leadership and here our focus is around continuous stream of relevant innovations for the Indian consumer. The third area is around digital. Clearly, what has happened with the pandemic is, digital has become an important channel not just for buying, but also for influencing purchase. A lot of consumers today go to digital means to look at choosing a product and therefore digital influence has become a much bigger area of focus compared to before, we have really upped our efforts, we have upped our quality of the advertising, which we put into digital to make sure we are using this effectively. The fourth is then building what is our strength today which is our go-to-market execution and ensure that we have got flawless execution on the floor. We are one of the most preferred manufacturers when it comes to our trade partners. If you speak to a lot of our trade partners, we built relationships over the last 15 years which actually reaped a lot of benefits for us during the pandemic period where they were not sure who to do business with and I will address this theme

probably also in a subsequent question which came up around why would we be competitive with so many other players come in. So, you have to really speak to our trade partners and they will give you a lot of confidence on why they love to deal with Whirlpool as a brand. The next is then about building a premium brand and to this effect it is not just about the money which we spent on our advertising, but the quality of our advertising and the kind of advertising which we are focusing on. Our endeavor is very clear, we are going to build Whirlpool as a brand which straddles across different price segments and therefore from where we are there is a definite need and a definite effort on our part to make our brand look and feel much more premium. You would certainly be seeing that in the kind of advertising we do, the kind of point-of-sale material, the kind of products which we are launching in the market. And lastly it is about then building an organization which supports our growth agenda and here Mr. Saraf pointed out that there is a need to build diversity and they are absolutely cognizant of the fact that we want to build a more diverse organization. Versus last year, we have increased the percentage of women in the organization has increased by 14% versus what it was last year and there is a constant endeavor to include more diverse talent into our organization. There is also capability building which we are doing around the new skills required to win in the future. You know in the past what was great to win is no longer going to be sufficient to win and therefore we are upskilling our talent with new age skills which are required to win in the future. And then last but not the least it is about digitizing our organization to make sure we are freeing up resources and we are increasing our efficiencies. So, there is a huge digitization program in your company where we are putting resources behind digitizing the key processes. A) it helps us increase the efficiency, B) it also frees up resources to do more productive work in the market and that in short is what we want to do over the next 3 years to 4 years in which we believe will help us win. There were some questions

from Ms. Renu, Mr. Prashant, Mr. Mayank around our innovation strategy going forward and while I touched up on it a little bit, let me just elaborate a bit more. Our starting point is our consumers and what we constantly endeavor to do is to understand how their lives are changing. There has been significant change in our consumer lives in the last 18 months. We are on top of understanding how these changes impact their product choices the kind of features they are looking for from their products, the kind of products they buy, how much money they allocate, where they buy these products from? And the great part is we are truly, I would call it a glocal organization, we are as global as we are local and our strategy on product innovation is very simple. We borrow from our global innovation program where there is obviously a lot of work happening, but then we deploy it in a very local way. We translate these innovations in a way in which it meets the cost structures within the country and is able to address the problems which are required by people in our country rather than just launching global innovation. So, that is a big strength of ours and it has been a big strength of ours for the last 15 years which is leverage our global technology but do it in a way it is very local. Just to give you an example, nowhere in the world you have semi-automatic washiness which are as big as they are in India. We had an innovation where we could bring in heaters in semi-automatic washing machines. We were one of the first players in the countries to bring in Insta Heaters in semi-automatic machines. So, again, use of global technology but deploy it on something which is very Indian. As we go forward, clearly somebody asked this question: what is our view on IoT, clearly smart appliances is going to be a much bigger part of our strategy where we are able to deploy our global technology, but the key thing for us is going to be we are going to use IoT with relevant used cases. A lot of places there is IoT without any consumer benefit and we are clearly looking at those use cases where there is a tangible benefit to consumer where consumers are actually

using the IoT benefits as we go forward. As I have said, we have launched multiple items this year. They have not only been very consumer relevant; they have also won 'Aesthetics and Design AWARDS'. We won the 'Prestigious IF Awards' for multiple launches within different categories. We successfully launched our bottom mount refrigerator this year which has got adaptive intelligence. As the pandemic broke out, we launched sanitization cycles in our washing machines which are really appreciated by consumers. So, just to sum up our innovation strategy going forward is taking global technology but applying very quickly to the changing needs of the consumers in the country. There were some questions around new categories which we want to get into from Mr. Jain, Mr. Prashant, Mr. Abhishek and Mr. Faisal also asked this question. About 85% of our business today comes from the two categories of refs and washers. We have identified 5 new categories where we will grow and expand. These categories are cooking, air conditioners, microwaves, water and dish washers and again as I said we can really expand into everything but we need to channelize our resources and why we have chosen these 5 categories is because a) the penetration level in these categories is very low and as we go forward some of these categories become very relevant and in fact we have seen penetration levels go up sharply for categories like cooking, AC, microwaves, water, dish washers, as people spent more time at home all of these categories actually become much more relevant. Second filter we have used is we have the ability to win in these categories. We have got significant global scale in some of these categories where we can get global leverage of technology and therefore, we are able to win in these categories. And the third filter we have used is our market share in these categories is actually much lower compared to our market share in the T2 categories, what we call refrigerator and washers. And therefore, again if we are able just fill fair market share in these categories that is already big growth opportunity for us. There were some questions around

distribution expansion and how we look at our distribution endeavors as we go forward, we have questions from Ms. Bhanshali, Mr. Prashant and Ms. Gunjan around how we are looking at distribution. Now, over the last few years we have significantly increased both our numeric as well as our weighted distribution. As we go forward. There are two things we look at. While we look at the quantity of our distribution increased, we also look at the quality of our distribution expansion and maybe I will talk a bit more about it now. Today we are present in a large number of outlets, but a lot of these outlets may not be directly covered by us. We may be relying on the wholesale channel to reap some of these outlets. We are increasing our direct coverage by appointment of distributors, direct dealers such that our ability to control these outlets becomes far better and therefore our ability in our outlets becomes better because of direct coverage. The second is then increasing the quality of our distribution. And this is very interesting when we look through all of our data and we looked at the outlet coverage through the year, there were a lot of outlets we were covering in the year, but a lot of these outlets were not buying us very month. They would probably buy us once in 3 months. They would buy only a few categories and therefore while it put tick mark from a distribution perspective, the quality of distribution was not great. And therefore, what we have started now doing is tracking monthly billing points instead of just quarterly or yearly billing points and increasing the frequency to billing to these outlets and increasing the width of our portfolio which we built to these outlets. Just to give you again some numbers in Q1 this year, we were able to increase our billing points by 13%. But when we looked at repeat frequency between Jan-Feb and March, we were able to increase repeat frequency by 31% where they were 31% of the outlets who bought in all three months, 31% more outlets who bought in all three months versus the year before and therefore to me a distribution expansion is not just about blindly getting newer outlets, it is about rarely

looking at the quality of distribution in the outlets which we cover through direct coverage through frequency of billing through width of distribution and that is again a big avenue of growth for us. There was a question then around going forward what do we see in terms of geographical shapes in terms of channel shapes, there were questions from Mr. Singh, Mr. Mayank Bhandari, Ms. Gunjan Gupta, so let me say first from a geographical perspective, as we open up the country, the sales happening in various geographies is actually mirroring the way the country is opening up. The first places to open up for us were North and West and subsequently now East and South also starts to come back. And therefore, if we look at percentage contribution of regions, it is not a very stable number right now, it is only now that the entire country is kind of opened up and therefore we will start seeing some of the trends in terms of what happens in different geographies. I suspect because of lockdowns, because of base, this is going to be a slightly fluid number and it will only stabilize maybe after a quarter that we can start looking at geographical trends. Having said that, from a time class perspective, we continue to see growth fueled by both Tier-1, Tier-II cities as much it is by metros. The first time around in last year when there was a lockdown, clearly the metros were slightly slower in coming back. This year not only have metros come back, but also Tier-1, Tier-2 cities continue to fuel growth and therefore again our broader hypothesis around penetration increase in the way consumers will come back, I think still holds true. Again, there is still a lot of fluidity and therefore it is an area which we continue to watch very closely. Town 1, town 2, Tier-1, Tier-2 cities are actually a strength for us and if these towns come back stronger it is actually great for us. From a channel perspective, there is a clear acceleration of the shift towards ecommerce and I call it an acceleration of the shift towards e-commerce because that is something which was happening even earlier. If I look at the last 5 years, the contribution of e-commerce was going up. What has happened with the

pandemic is clearly people have become far more comfortable about buying through an online channel and therefore as I said earlier now only the digital influence, but e-commerce is also increasing and for us the contribution last year was almost 12% of our business coming from both marketplaces, as well as our own direct to consumer channel. Again, it works well for us because e-commerce is a channel where our market shares are slightly higher compared to traditional trade and therefore as consumers move from traditional trade to e-commerce it actually is in a way good for us. There were lots of questions around competitiveness going forward because of the advent of new players. Mr. Jain, Ms. Renu, Mr. Prashant, asked this question around how we see the advent of competition? First of all, any category where penetrations are low it is actually good if more competitors come in because we have seen this in multiple markets, we have seen this in multiple categories, the advent of competition actually fuels penetration increase in low penetration categories and the people who benefit most are actually the market leaders. As the new players start talking more as they start advertising more, it is actually great for market leaders and if you are a market leader if you are one of top 3s, works really well for you in terms of market expansion. Going forward we feel confident about our prospects to capture a lot of this growth for a few reasons, a) our brand preference has been increasing. If you look at the last 4 years to 5 years the brand preference for Whirlpool has increased across different categories, b) it is an industry where it is very difficult to build a strong distribution network and build a strong relationship with your trade partners, its category, it's an industry where trade relationships play a huge role in terms of influence a lot of consumers change their mind while they are at the shop floor. We enjoy huge support from our trade partners and we continue to nurture our relationship with our, probably our large trade partners but with our smaller sub dealers as well. I think that is going to hold us in good stead. Third we are aggressively deploying

our global technical strength to deliver very competitive local production. This is going to be very important, which is how are you able to get technology which you can deploy at a very local level. And given all of this I actually feel very confident that next few years our prospects are very strong and as industry growth expands, we should get more than a fair share of what's the growth going to come our way. I think the next question then is around, there were lot of question around supplier base, Atmanirbhar Bharat, how much of our sourcing comes from outside. What is our manufacturing base going to be and can I request Aditya to take some of these questions?

Aditya Jain:

Thanks, Vishal. The next question was from Ms. Meenu, Ms. Renu Baid, Mr. Mayank Bhandari and Mr. Santhosh Saraf on the themes of our supplier base, what percentage of our portfolio is in house versus manufactured and the entire theme around Atmanirbhar Bharat and China outsourcing. So, to start with, of a total portfolio, 95% of our portfolio is domestically manufactured. So, in-house manufactured so to say and only 5% is either outsourced or imported and the 5% basically includes ACs and microwaves predominantly. So, that is part one.

Moving to the second question specifically which as an AC, in October last year the government came out with a notification of banning pre-filled ACs from China, so what was done was in the short term there was a sudden disruption of supply chain for air conditioners. It has created a vacuum in the entire supply chain of AC as a significant part of ACs were being imported from China. Again, the intent of government is pretty clear in terms of promoting Atmanirbhar and self-reliance and in the short term what it does is the brands had to immediately address and recalibrate the supply chains and the heavy reliance on the outsourcing to mitigate the gap in the short term. From a medium and a long-term point of view and with PLI schemes coming from the government, there will be recalibration of how will this phase

out between in house and an outsourcing model depending upon the evaluation of various parameters which goes into each of these pipelines and their strategic intent. Having said that we are very supportive of the government's initiatives around Atmanirbhar Bharat, Make in India and the entire concept of self-reliance. What it means for us is basically how do we reduce our dependency on imports and specifically the imports from China. So, right now from a raw material and components portfolio about 27% of our raw material components are imported from China. Now if we have to reduce the reliance on this, this calls for a supply chain optimization. And I am pleased to share with you that in our organization we have a very well-defined work stream who is working on this parameter, working on reducing the reliance on imports from China. We have an embedded process and a task force in place to track the progress against those initiatives. Directionally as an organization we are very clear that we want to reduce the dependency on imports and going to promote the indigenization of the supply chain. Again, our ultimate goal is how do we secure our long-term supply chain strategically from a tariff, from China point of view support the government initiatives of self-reliance, make in India and secure ourselves from the cost pressures by taking advantage from the indigenous supply chain and again the ultimate endeavor is to deliver and add value to the shareholders. The next question is regarding the theme of utilization of cash, the dividend, the CAPEX plans and the expansion plans. These questions came in from Ms. Meenu Banshali, Ms. Renu Baid, Mr. Charanjeet Singh, Mr. Dhruv Jain and Mr. Santosh Saraf. At the outset, I like to say that we were fortunate enough to have that cash on our balance sheets. We have got 2000 crores cash on our balance sheet. We have all seen what has happened during pandemic. There was sudden breakdown of the cash conversion cycle and there was a liquidity crisis which most of the business have to go through. No wonder some of the businesses might have to borrow the funds to address

that kind of a situation and as I have spoken earlier, that has led to a significant ramp down of capacity as well. We were fortunate enough to have that cash on our balance sheet which has given us good cushion to sail across those difficult times in a pandemic and we have been able to sail across from those difficult times without much of a difficulty. I am pleased to say that we were debt free and we have remained debt free even during this pandemic time, this has given us a trade cushion. Coming to utilization of cash in organic as well as under inorganic opportunities, if you look at the organic side of the things, our capacity utilization in plants over the last few years have been trending close to 90%. Last year in 2021 there was a marginal dip on account of the 40-day long lockdown which happened plus for the next 45 days we were allowed to operate on one shift, plus there was a sanitization loss of 30 minute for every shift. So, it came down to 70% from a full year average point of view. But having said that our peak utilization in a month was close to 100% as we were trying to catch up and meet the pent-up demand. So, with growing demand and our plants running at almost full capacities, investment to augment the capacities across the categories is continuous activity and we have done that in the past as well. Again, on the organic side as Vishal has spoken about huge cash on balance sheet, it gives us the leway to invest ahead of the curve in terms of the consumer centric and emerging trends new product innovations as well as offering technology-oriented products and solutions to both customers and consumers. So, that is where it gives a bit strength. On inorganic side we have done in the past, we have acquired Elica business 3 years back and we are again open to explore opportunities on the M&A side for any business which has complemented our business in line with our strategic goals. We assure you that we are committed to utilize the cash in the most optimum manner which creates the best value for our shareholders. With this for the next question, I will pass it on to Vishal to take on the next question.

Vishal Bhola:

The next question came from Ms. Bhanshali as well as Ms. Renu Baid around plans for Elica. As you know we acquired 49% stake in Elica couple of years back. It has been strong year growth in Elica for us over the last few years and it has clearly a category which we have outlined as a category which is likely to grow really fast. Our endeavors in the last couple of years have really been about filling portfolio gap and we have done that with now a presence in auto clean chimneys, present in pyramid chimneys as well as presence in counter top hobs which we have launched through with many innovations which have happened in the last 12 months. Going forward it is really about capitalizing on the innovations which we have launched. We are the market leaders with Elica and Whirlpool together. It is also about expanding our distribution on Elica, but also piggybacking on the Elica distribution which we have got to really build Whirlpool as a second strong brand in cooking as well. That is what we see going forward, we are extremely optimistic about not just the growth of the category but about growth of both these brands Elica as well as Whirlpool looking as we go forward.

The next question is then from Ms. Uma Khanna which was around differentiated service experiences which improve lives at home. Now, one of the big pain points if I may say for the entire industry for consumers is the after sales service and how they are treated after they have bought the product. It is an area which we picked up, is an area where we are going to invest a lot of resources in. We want to build a consumer centric service organization where we own the consumers not just when they buy the product but for the entire life cycle of the product. Now there is of course a moral obligation to do it, if somebody has bought your product, you do want to take care of them for the entire life cycle of the product. But, there is also a tangible business case around consumers who come back and buy your product the second, third, fourth time. You remember I spoke about penetration levels in our country being very low. A lot of our consumers will buy their second, third, fourth, fifth appliances over

the new few years and if they get this peace of mind that the after-sale service is great, they are going to come back to us for their subsequent purchase as well. So, it is a very strategic investment for us, we are investing not just in technology, we are also investing in people and our service partners to make sure that consumers get a fantastic wow experience of after sales service. There are a lot of technological interventions which allow us to be far closer to consumers one of the things we already started piloting is video calls for installation. So, when you buy a product there is a person who actually explains the features of the product to you who explain how through a video call what all you can do with the product. We started piloting this already and as we go forward, we will scale this up. We are also tracking our NPS scores which is the Net Promoter Scores amongst consumers which is really the voice of consumers on how they feel our service is and it is absolutely industry best standards when we look at our NPS. That has been a big step jump as we have gone forward. Implementing some of the things we are talking about and feel very excited about this space going forward. I think there was a question then around brand investments going forward, from Mr. Jain and Mr. Dinesh. Look, first of all, let me say we are competitive on our brand spends. Today, when we look at our spends versus any other competitor and the correct way to look at it is not just above the line spends, but both above the line spend and the money which you spend on your retail executive as well as point of sale material. We are very competitive on the spends. Going forward the name of the game is not going to be quantity of spends but the quality of spends. It is going to be about how you can get better return on investment on your marketing spends. Again, we have invested ahead of the curve in tools and technologies which help us monitor and fine tune our return on marketing investment in digital. And this is going to be absolutely how you are able to target the right consumers through digital and therefore optimize and increase the efficiencies of your marketing

spends. We are therefore not only upping our digital spends, we are also making sure that we are getting a great return on investment on digital and thereby increasing our conversion from our spends going forward. The next question was around clarification on loans which maybe Aditya, you can take on.

Aditya Jain:

Thanks, Vishal. So, the next question was from Mr. Mehul Mehta which is regarding clarification on loan write-off of employees. I want to clarify that the component called gross loan to employees in our annual report has two components in it. One is the notice period recovery for the people who have left the organization and when you leave you got some notice period and if they don't serve there is a recovery there and then advances to the blue-collar employees in accordance with their engagement terms. So, the credit impaired amounts which you see in our annual reports is basically the recovery of this notice period from our left employees that we assessed to demote at this point of time, while we continue to work on recovering the same and according to the principle of conservatism has been provided for.

I will pick up some questions which came from our speaker shareholder Mr. P Jaichand. The first one regarding the factory visit. Sir, we are cognizant of the request and we assure you that in line with our past practice, we would be happy to host our shareholders and also arrange for a factory visit probably during the next AGM and we hope that by that time things would come back to normal and there is significant improvement in the COVID situation. So, once that happens, we will be very happy to arrange for a factory visit. Then there were certain questions on details of other current and non-current/contingent liabilities. So, again I want to state that all the material details of current and contingent and non-current liabilities are already provided in the annual report. You want to have a look at that. Then there was a question around the dividend policy, so again I just want to inform you that our dividend policy is available on the company's website and the

dividend recommendation is made in accordance with that policy. It is available for the extent and you can look at our website for the dividend policy. Then there was a question on the list of top 300 shareholders. So, the register of members is open for inspection during the AGM and you can access the same from the NSDL portal and further your request to the secretarial team for their inputs, but it is available on NSDL portal. Sir, there were few other questions from you, which have been answered in due course either by Vishal or me regarding some of the other elements is not covered here. We had a question, the next question on, from Mr. M. P. Bhutani regarding the valuation of the company. I would like to state that our valuation is fair and quite competitive. When we talk about valuation it is the P/E multiple, we look at it and P/E multiples are comparable to the Hindustan Lever Ltd. which is a benchmark FMCG or a gold standard FMCG. Very thankful to our investors who have shown confidence in the underlying fundamentals of the company, our brand strand and future growth potential of the company based on the strategy that we have. So, the next question was again, was from Mr. M. P. Bhutani and the question was related to the net debt position of the company and any significant bad debt. Mr. Bhutani, I am happy to remind you again that we are a debt free company and we have remained debt free even during the entire COVID impacted period. And regarding the bad debt, as Vishal has spoken about in the past, one of our strengths has been our relationship with the trade partners. So, based on the strength of our relationship with the trade and focus on our receivables management, we have been sure that all over dues of COVID impacted period of April and May which were delayed from collection point of view, has been duly collected and there have been no bad debts from the trade receivable side. Everything has been collected and no bad debts on the trade receivables. Then there was a question from Mr. Jain, Mr. Charanjeet Singh and Mr. Mayank regarding the Whirlpool China divestment and the impact on the export etc. So, again, Whirlpool

Group as a company still holds approximately 20% of equity interest in the Whirlpool China entity which was previously controlled by the Whirlpool Group. Now this is only a reduction in the shareholding from at 51% to approximately 21% and Whirlpool China and its subsidiaries even post this reduction of equity interest will continue to supply the products in phenomenal course of business, the way it was happening earlier. So, that process will continue. So, we do not see a significant change as of now because of this but we will evaluate in due course of time how the things proceed. So, we have answered the questions which we have received. We will now take on the balance questions which have not been answered so far. The first question we had was a theme of sustainability from Mr. Saraf. I may request Vishal to answer that question.

Vishal Bhola:

Thanks, Aditya. So, I think the question was around our efforts on sustainability. First let me assure you as a global corporation we have been committed to sustainability for a very long time. In fact, if you look at globally, our first sustainability office was actually set up almost 50 years back when nobody else was talking about it. Globally we have announced a commitment to reach net zero emission in our plants in operation by 2030 and in India we would be following the same thing and therefore we would also be taking the appropriate actions which bring us in line with our global commitment. There are a few things we are working towards; we are working towards increasing the use of renewable energy in our factories. We have increased our solar power capacity to 5.25 MW and we plan another addition of 2.1 MW this year. We obviously look at increasing energy efficiency within our factories. But we also then look at the design of our products, so that we are able to be more energy as well as water efficient. So, consuming less energy and making sure that during the operations of our product water usage is also less. I think there was also a question from Mr.

Saraf around diversity in the organization which we spoke about earlier. Aditya, I will hand back to you for the next set of questions.

Aditya Jain:

Yes, there were a few more questions which came in. And there was a question on what is the global revenue and India share out of the global revenue from Mr. Faisal. Mr. Faisal the global revenue for Whirlpool corporation is \$19.5 billion and our India business contributes to about 4% in the overall global revenue. Then there was a question from Mr. Mayank on the service revenue. Service revenue from our parent company is about 188 crores which is approximately 3% of our revenue and we are seeing a growth of this business over last year. Then there were a few questions from Mr. Srimal, regarding the quality of annual report and we assure you Mr. Srimal, we noted all your points, we taken them on record and we will work on it. There was question from Mr. Srimal around the R&D benefit from the parent. Vishal, has already answered that saying that yes, we have a global parent in terms of providing technology and we do a blend of technology from the parent company and putting a local flavor to it so that we have the right innovation from an indian context point of view and Mr. Srimal, then there was a question from you on what are we doing to reduce our FOREX outgo. So, as a part of the Atmanirbhar Bharat Scheme, so again we have spoken about it that we are conscious of this fact and we are working on to reduce our reliance on imports from China as a specific work stream. Then there were questions from Mr. Bhutani on increment special dividend, I have spoken about cash utilization, dividend policy and the dividend recommendation are made in line with our dividend policy. Then again Mr. Bhutani you had a question regarding how the settlement of legal disputes, Vivad se Vishwas scheme, so we have taken the benefit of various amnesty schemes which have been announced in the past, be it Kerala, be it Bihar, while Rajasthan is in progress, we evaluate those schemes and on the merits of each of these case and accordingly utilize that. Over the years there has been a significant reduction in our gross contingent liabilities as

the utilization of these schemes. So, we are cognizant of that as we keep doing that. Again, there was a question on cash usage, ROIC etc. So, as a combination of what are we doing to improve our profitability as well as how we are planning to utilize our cash with respect to our capacity investment and consumer centric product innovation again has been answered in the past. So, with this Roopali, do we have any further questions?

Roopali Singh: I think Aditya has answered the majority of the questions. We will still review and keep any of the questions that remain unanswered then we would respond to the same via email. With this we would conclude the Q&A session. Thanks to Mr. Vishal and Aditya and before I handover proceedings back to the Chairperson, I would request the operator to please get all the participants back on the screen please. Over to you, Chairman.

Arvind Uppal: Thank you, Roopali. Thank you, Vishal and Aditya, a long session. Plenty of questions still to be answered by email, I think. I would now authorize Roopali to conduct the voting procedures and conclude this meeting. On behalf of the board, I once again thank you all for taking out time to join us today. Thank you very much.

Roopali Singh: Thank You Sir. Dear members, the voting will remain open for another 30 minutes. The members who have so far not cast their votes can cast their votes during this time. The voting results along with the scrutinizer's report will be published within two working days from the conclusion of the meeting. The results will be available on the company website, NSDL e-voting platform as well as the website of the stock exchange. I now on behalf of the shareholders would like to thank the Chairman, Directors and Auditors. We also thank you all dear members for joining us today. Thank you.