MACFOS
LIMITED

Reg. office Add : S. NO. 78/1, Dynamic Logistics Trade Park,
Sumant Building, Bhosari Alandi Rd, Dighi, Pune, Maharashtra 411015
CIN- L29309PN2017PLC172718 | GST- 27AALCM3536H1ZA
: www.robu.in : info@robu.in
: 1800 266 6123 / +91 20 68197600

Dated: 08/09/2026

To,
The General Manager
DCS-CRD
(Corporate Relationship Department)
BSE Ltd.
Rotunda Building
P.J. Tower, Dalal Street, Fort
MUMBAI-400001

BSE SCRIP Code: ROBU | 543787

SUBJECT: CHAIRMAN'S SPEECH AT THE 09TH ANNUAL GENERAL MEETING OF THE COMPANY.

This is further to our letter dated 14th August 2026, wherein the company had informed that the 9th Annual General Meeting of the company is scheduled to be held on Monday, 7th September 2026. We are enclosing herewith a copy of the Chairman's Speech as delivered at the 9th Annual General Meeting of the Company held on 07-09-2026.

You are requested to kindly take the above information on record.

Thanking you.
Yours faithfully,
For Macfos Limited

SAGAR SUBHASH GULHANE

Digitally signed by SAGAR SUBHASH GULHANE
Date: 2026.09.08 16:54:08 +05'30'

Name: CS DCG (ICSI) SAGAR GULHANE
Company Secretary & Compliance Officer
ACS-67610

Date: 08/09/2026
Place: Pune

MACFOS
LIMITED

9th ANNUAL GENERAL MEETING

Day :	**Monday**
Date :	**07th September 2026**
Time :	**15:15 hours**
Venue :	**Video Conference Meeting**
Chairman :-	**ATUL MARUTI DUMBRE**

Dear Shareholders, Members of the Board, colleagues and all our stakeholders.

Good afternoon.

It gives me immense pleasure to welcome you all to the **9th Annual General Meeting of Macfos Limited**.

On behalf of the Board of Directors and the entire Macfos team, I would like to thank all our shareholders for your continued trust and confidence in the Company.

FY 2025–26 has been another important year in the journey of Macfos. More importantly, I believe this year represents not only growth in numbers, but also a continued strengthening of the foundation on which we intend to build the Company for many years to come.

Financial Performance

Let me begin with our financial performance.
During the year, we achieved revenue of ₹311.74 crore, EBITDA of ₹38.97 crore, and Profit After Tax of ₹25.65 crore.
For a fair comparison, we have excluded the one-time bulk sales of ₹71.38 crore in H1 of FY 2024–25.

On a like-to-like basis, this represents a strong year-on-year growth of 67% in Revenue, 103% in EBITDA, and 105% in PAT.

For us, growth has never been only about achieving a bigger top line. Our objective is to build a business that can grow **consistently, profitably and sustainably**.

Strengthening the Core Business

Our operating metrics also reflect the continued expansion of the ROBU platform.
During FY 2025–26:

- We served more than **5.05 lakh orders**
- Served approximately **1.85 lakh customers**
- Average order value increased to approximately **₹6,111**
- Average monthly website and app visitors reached approximately **5.86 lakh**
- And our product portfolio expanded to more than **1.05 lakh SKUs**.

Today, ROBU offers more than 1,00,000 products, works with over **150 global and domestic brands and more than 210 vendor partners**, supported by more than **60,000 square feet of warehousing**

infrastructure.

But behind these numbers is something much more important. Every additional SKU means that another engineer, student, startup or company has a better chance of finding the right product. Every order we deliver means that somebody somewhere is trying to build something. And that takes us back to the fundamental purpose behind ROBU.

Why ROBU Exists.

Many of you would have read the story of ROBU in this year's Annual Report.
Our journey did not begin with an e-commerce business plan.
It began with four engineers who wanted to build a machine of their own. We spent nearly two years developing a Chapati-making machine, and eventually that venture failed.

One of the biggest problems we faced during that journey was simply finding the right electronic and mechanical components in India.
Years later, that very problem became the opportunity behind ROBU.IN

Today, our purpose remains remarkably similar:
To make technology and hardware more accessible, easier to discover and simpler to source for anyone who wants to build something.

Our ambition is to enable organizations, enterprises, manufacturers, engineers, startups and students to **build, innovate and manufacture in India**.

ROBU 1.0 – Strengthening Our Core

Our strategy continues to have two clear pillars.

The first is **ROBU 1.0 – our core technology distribution business**.
We continue to strengthen this business by:
expanding our product portfolio, improving product availability, developing stronger global and domestic supplier relationships, improving procurement, expanding warehousing and fulfilment capabilities, and investing further in ERP, IT infrastructure and process automation.

Our long-term objective for ROBU 1.0 is simple:
When someone in India thinks about specialized electronics, robotics, engineering or technology products, ROBU should be the first places they think of.

As our scale increases, our challenge is also changing. Earlier, the challenge was to build the business.
Today, the challenge is to build the **organization, systems, infrastructure and leadership capabilities** capable of supporting a much larger business. We therefore continue to invest not just in inventory and infrastructure, but equally in **people, processes, technology and organizational capability**.

ROBU 2.0 – Moving Up the Value Chain

The second pillar is **ROBU 2.0**.

While ROBU 1.0 is about making the world's technology accessible to our customers, ROBU 2.0 is about **developing technology and products of our own**.
We are steadily strengthening our in-house engineering, R&D, product development, testing and manufacturing capabilities.
Today we have four in-house brands:
SmartElex, for electronic products;
EasyMech, for mechanical products;
SimplyFly, focused on drones;
and **ProRange**, our OEM product portfolio.

During the year, SmartElex added more than 120 new products,
EasyMech- introduced new drone-frame designs,
SimplyFly -expanded products including Agriculture drone frames, FPV kits, telemetry and drone-related solutions.
while ProRange has expanded to more than 650 SKUs.
We believe ROBU 2.0 has the potential to gradually move Macfos further **up the technology value chain**.

Our recent focus has been particularly on **drones and drone-related technologies**. We have developed several indigenous products across drone frames, electronics and related subsystems, while continuing to expand our in-house brands.

We have also demonstrated some of these capabilities to **Government and Defence organisations**, and the response has been encouraging. While such opportunities involve longer evaluation and procurement cycles, we remain hopeful that these capabilities can translate into meaningful business opportunities over time.

We believe ROBU 2.0 can help Macfos move further **up the value chain**, strengthen differentiation, increase value addition and build long-term growth through indigenous technology development.

Over time, this should allow us to create greater value addition, deeper differentiation, stronger intellectual property and potentially better margins.
This journey will take time, and we intend to build it carefully rather than chase short-term results.

Opportunity Ahead

We believe the environment around us remains very encouraging.
India is seeing rapid development across **electronics manufacturing, drones, robotics, automation, IoT, electric mobility, defense technologies and other emerging areas**.

At the same time, the emphasis on domestic manufacturing and technological self-reliance is creating opportunities for businesses that can provide both access to global technologies and locally developed solutions.
We therefore see the opportunity for Macfos becoming considerably larger than simply operating an

e-commerce store.

Governance and Risk.

As we grow, our responsibilities also grow.
We recognize risks arising from global sourcing, geopolitical developments, supply-chain disruptions, inventory management and regulatory changes.
The Board, management, internal auditors, statutory auditors and our compliance team continue to strengthen our systems, internal controls and risk-management practices.
We firmly believe that strong governance is not merely a compliance requirement.
It is the foundation on which a sustainable organization is built.

Acknowledgements

Before I conclude, I would like to express my sincere gratitude to everyone who has contributed to this journey.
To **our employees**, thank you for your hard work, ownership and commitment. The numbers that we report today are ultimately the outcome of thousands of decisions and efforts made every day by our team.
To **our customers**, thank you for choosing ROBU and continuing to place your trust in us.
To **our suppliers, technology partners, bankers and business associates**, thank you for your continued support and partnership.
I would also like to thank our **Independent Directors – Mr. Ravi Jagetiya, Mr. Ankit Rathi and Mrs. Anamika Ajmera –** for their valuable guidance and perspective.

My appreciation also goes to our **Statutory Auditors, Kishor Gujar & Associates; Internal Auditors, Moore Singhi Advisors LLP; our Secretarial Auditors; and our Company Secretary and compliance team** for helping us strengthen governance and transparency.
And finally, to **our shareholders**:
Thank you for believing in Macfos and supporting us through this journey.

Closing

Dear Shareholders,

From approximately **₹16 crore of revenue in FY 2019–20 to more than ₹311 crore in FY 2025–26**, Macfos has travelled a considerable distance.
But we do not look at this journey with a sense that we have arrived.
We look at it as evidence of what may still be possible.
Our beginnings taught us that sometimes failure itself reveals the problem worth solving.
ROBU was born from one such problem.
Today, as India enters an exciting period of technological development and manufacturing, our opportunity is to build an organization capable of serving that ecosystem for decades to come.
.
We have built a strong business. Now our responsibility is to build a great organization.

An organization that can scale, innovate, create technology, serve its customers better and create

sustainable long-term value for all its stakeholders.
The journey continues, and I look forward to building the next chapter of Macfos together with all of you.

MACFOS LIMITED

Thank you.

I request to Company secretary proceed to the resolutions.