



California Software Company Limited

CIN: L72300TN1992PLC022135

Registered Office: Prince Infocity I, 12th Floor, Rajiv Gandhi Salai,
Kandanchavadi, Perungudi, Chennai 600096

Phone +91 9092053888

Email: investor@calsoftgroup.com, www.calsofts.com

Date: September 29, 2026

To,

National Stock Exchange of India Limited

Symbol - "CALSOFT"

Exchange Plaza, Bandra Kurla Complex,
Bandra (East), Mumbai - 400 051

BSE Limited

Scrip Code No. **"532386"**

P. J. Towers, Dalal Street,
Fort, Mumbai – 400 001

Sub: 34th Annual General Meeting of California Software Company Limited held on 29th September 2026.

Dear Sir/Madam,

Please find attached herewith the copy of the presentation made by the Company at the 34th Annual General Meeting of the Company held today viz., 29th September 2026 for your records.

Thanking you.

Yours Sincerely,

For California Software Company Limited

Krishnamoorthy Venkatesan
Company Secretary & Compliance Officer



— 34TH ANNUAL GENERAL MEETING · FY 2025-26

A very warm welcome

California Software Company Limited

Master of Ceremonies

P

Mr. Pranaav

Manager, Sales & Marketing · Calsoft



This evening

Reflect · Review · Look ahead



Featuring Flowzo & SIRU

Platforms · Ecosystems · AI

— COMMENCEMENT

Invocation

Let us begin this evening on an auspicious note

— WELCOME ADDRESS

Welcome to the 34th AGM

Reflecting on a year of transformation and progress, and looking ahead to the future we are building together.



S

Mrs. A.V.N. Srimathi

Independent Director - California Software Company Limited

— THIS EVENING

Today's programme

01 Invocation & Welcome
Mrs. A.V.N. Srimathi

02 Chairman's Address
Mr. Frederick Ivor Bendle

03 CEO Address - Part I
The Transformation Year

04 Flowzo
Mr. Yeshwanth

05 From Vision to Ecosystem
Mr. Anbhu - Ryuklabs

06 Real-World Experience
Ms. Geetha - Ryuklabs

07 AI in SIRU
Mr. Ram

08 CEO Address - Part II
Building the Next Calsoft

09 Formal Business
Items as per the Notice

10 Shareholder Q&A
Your questions and suggestions

11 E-Voting
Electronic voting at the meeting

12 Vote of Thanks
Mr. Vijayakumar Madhavan

— ADDRESS TO SHAREHOLDERS

Chairman's Address

The Company's progress, governance and long-term direction.



F

Mr. Frederick Ivor Bendle

Chairman

— CEO ADDRESS · PART I · FY 2025-26

The Transformation Year

From software services towards scalable platforms, artificial intelligence, SaaS and technology-driven ecosystems.



Dr. Vasudevan Mahalingam

Managing Director & Chief Executive Officer

— FLOWZO · AI-DRIVEN BUSINESS PLATFORM

Introducing Flowzo

Sales, marketing, customer engagement, workflows, analytics and AI,
together in one platform for growing businesses.



— SPECIAL SEGMENT

SIRU, three perspectives

A connected digital ecosystem beginning with pharmacy, bringing together consumers, local businesses, technology, fulfilment and intelligence.

**A**

VISION

RYUKLABS

Mr. Anbhu

From vision to ecosystem

**G**

EXPERIENCE

RYUKLABS

Ms. GeethaThe pharmacy and consumer
experience**R**

INTELLIGENCE

ARTIFICIAL INTELLIGENCE

Mr. Ram

Building the intelligence layer

— SIRU · THE ECOSYSTEM VISION

From Vision to Ecosystem

Digitally empowering local businesses through a connected ecosystem.



— SIRU · REAL-WORLD EXPERIENCE

From Vision to Real-World Experience

What the ecosystem can mean for the pharmacy and the consumer.



— AI IN SIRU

Building the Intelligence Layer

How AI can serve the consumer, the pharmacy and the network.



R

Mr. Ram

Artificial Intelligence in SIRU

— CEO ADDRESS · PART II

Building the Next Calsoft

Where Calsoft is going next.



Platforms



AI



Ecosystems



Scale

**Dr. Vasudevan Mahalingam**

Managing Director & Chief Executive Officer

— PROCEEDINGS

Formal Business

Ordinary and special business as set out in the Notice convening the 34th Annual General Meeting.

A circular icon with a blue background and a yellow border, containing the white letter "F".

F

Mr. Frederick Ivor Bendle

Chairman

— YOUR VOICE · 10

Shareholder Q&A

Registered speakers are requested to keep observations and questions brief and focused, so that we can hear as many shareholders as possible.



Strategy & operations

Answered by the Managing Director & CEO



Financial matters

Answered by the management team



Governance & statutory

Answered by the Board and Company representatives

E-Voting at the Meeting



Cast your vote

Members who have not voted through remote e-voting may use the electronic voting facility made available for the meeting.



Results

The Scrutinizer will consolidate all votes. Results will be announced and communicated as per applicable regulatory requirements.

— CONCLUDING SESSION

Vote of Thanks

With gratitude to everyone who made this Annual General Meeting meaningful.



Mr. Vijayakumar Madhavan

Proposing the Vote of Thanks



CLOSING

FY 2025-26

— 34TH ANNUAL GENERAL MEETING

Together, we build the next chapter.

- Our shareholders
- Our Board
- Our invited speakers
- The Calsoft team

Thank you.

Have a pleasant evening

• 34th Annual General Meeting · Chairman's Address

Transforming for long-term value.

Address to the shareholders of California Software
Company Limited.

Mr. Frederick Ivor
Bendle

Chairman

IN THIS ADDRESS

- ☆ A significant year for Calsoft
- 📊 Financial performance
- 🌐 From platforms to ecosystems
- 💡 Practical AI and deeper technology
- 🛡️ Governance and our people
- 🚀 Looking ahead

WELCOME

More than a statutory occasion.



Reflect

on the progress of the Company



Review

the year that has passed



Acknowledge

the people behind the journey



Look ahead

to the opportunities before us



Thank you for the confidence and trust you continue to place in the Company.

FY 2025-26

A significant year for Calsoft.

DELIBERATELY MOVING TOWARDS

SaaS platforms

Artificial intelligence

Automation

Digital commerce

Technology-led ecosystems

Built on more than three decades of technology and software services.



Not changing our identity — using our capabilities to address a much larger opportunity.

FINANCIAL PERFORMANCE · FY 2025-26

A substantial improvement.

REVENUE FROM OPERATIONS

FY 2024-25


₹5.45 cr

FY 2025-26


₹19.66 cr
About 3.6x year on year


PROFIT BEFORE TAX

₹14.32 cr

Profitability strengthened significantly

Encouraging — but our real measure is sustainable value over the long term.

FROM PRODUCTS TO PLATFORMS

Software to platforms, platforms to ecosystems.



Software

Individual solutions for individual requirements



Platforms

Data, AI, commerce and analytics, connected



Ecosystems

Intelligent networks of businesses and consumers

Data, AI, engagement, commerce, automation and analytics — converging.

THE SHIFT IN PRACTICE

Two initiatives leading the way.

Flowzo

Began around customer relationship management. Now a broader platform for sales, engagement, automation, analytics and AI.



SIRU

An ecosystem beginning with pharmacy — connecting local businesses, consumers, technology and network operations.



From software to platforms, and from platforms to ecosystems.

ARTIFICIAL INTELLIGENCE

More than a label: practical value.



Improve productivity



Help businesses
understand their
customers



Enable better decisions



Enterprise-level tools for
smaller businesses



At the heart of our direction: technology that empowers businesses and people.

LONGER-TERM OPPORTUNITIES

Looking toward deeper technology.

AREAS TO EXPLORE

- ♂ Fintech
- 💡 Artificial intelligence
- 📊 Data platforms
- ⚙️ Semiconductor engineering and IP



DEVELOPED WITH

- 🎓 Specialised knowledge
- 🔗 The right partnerships
- 🔒 Disciplined investment
- 🕒 Patience

Never growth for its own sake — growth supported by capability, commercial relevance and financial discipline.

GOVERNANCE

Governance must grow with the business.



Innovation and governance are not competing ideas. Strong governance gives a company the confidence and stability to innovate responsibly.



Transparency · Accountability · Oversight of strategy, risk and financial discipline

APPRECIATION

Made possible by our people.

**Dr. Vasudevan Mahalingam**

MD & CEO — leadership, vision and commitment

**The Calsoft team**

Every member behind this year's progress

**Fellow Directors**

Guidance and constructive contribution

**Our stakeholders**

Customers, partners, bankers, auditors, advisors

And above all, our shareholders

Earning your confidence through performance, transparency and responsible growth.

LOOKING AHEAD

Opportunities become valuable through execution.



A stronger foundation — pursued with confidence, responsibility and a long-term perspective.

IT IS MY PLEASURE TO INVITE

Dr. Vasudevan Mahalingam

Managing Director & Chief Executive Officer

The transformation journey of Calsoft

Thank you very much.

— 34TH ANNUAL GENERAL MEETING · FY 2025-26

The Transformation Year

Address by the Managing Director & Chief Executive Officer

CEO Address - Part I & Part II



Dr. Vasudevan Mahalingam

Managing Director & CEO - California Software Company Limited



Part I

The Transformation Year



Part II

Building the Next Calsoft

— AN IMPORTANT TURNING POINT

FY26

The year our transformation began to become **visible.**



Building technology



Developing products



Strengthening capabilities



Preparing for a much larger opportunity

— FROM SERVICES TO PLATFORMS

Our ambition today: intelligent ecosystems at scale



Technology services

Our foundation



Digital solutions



SaaS platforms



Artificial intelligence



Intelligent ecosystems

Operating at scale

— FY 2025-26 FINANCIAL PERFORMANCE

Transformation, reflected in the numbers

REVENUE FROM
OPERATIONS

₹19.66 Cr

from ₹5.45 Cr in FY 2024-25

▲ -260.9% growth

PROFIT BEFORE TAX

₹14.32 Cr

PBT for the year

PROFIT AFTER TAX

₹10.09 Cr

▲ -1,302.1% growth

51.2%
PAT MARGIN

Growth figures are compared with the earlier base, as reported in the Annual Report.

**More than a year of numbers.
It is what happens when our
strengths begin to work together.**



Technology foundation



Intellectual capability



Product strategy

— THE CALSOFT MODEL

Four elements, built one on another

Technology that does not merely automate a process, but helps businesses operate better, understand their customers better and grow more intelligently.



Ecosystem value

The outcome we build toward

04



Scalable platforms

Products that grow with customers

03



Data & intelligence

Understanding, not just recording

02



Technology foundation

Three decades of engineering

01

— FLOWZO · BEYOND CRM

A business needs more than a database of leads

?

Which lead deserves attention?

?

Which customer is likely to convert?

?

Which channel produces revenue?

?

When should sales follow up?

?

What can be automated?

?

What should management do next?

FLOWZO · REVENUE INTELLIGENCE

Good morning, Priya

This month

NEW LEADS

1,284

▲ 18%

CONVERSION

12.6%

▲ 2.1 pts

PIPELINE

₹48.2L

▲ 9%

Revenue by channel

₹ lakh



Leads to call today

AI score

RK	Ravi Kumar Demo requested	92
AS	Anita Stores Opened proposal twice	87
MT	Metro Traders No reply in 5 days	64

NEXT BEST ACTION

Follow up with Anita Stores today. Likely to convert this week.

▲ Suggested by Flowzo AI

Schedule call

— FLOWZO · ONE BUSINESS PLATFORM

From CRM to revenue intelligence

OUR PURPOSE

Give smaller and growing businesses the technology that was once available mainly to large enterprises.



— AI AS THE MULTIPLIER

Practical AI that solves problems

THE FOUNDATION

Digital capability

THE MULTIPLIER

Artificial intelligence**Identify opportunities****Reduce repetitive work****Improve decisions****More productive teams****Technology that is easier to use**

— SIRU · A DIFFERENT SCALE OF OPPORTUNITY

How can technology strengthen every participant in an ecosystem?

■ AI-native industry platform

■ Starting with pharmacy





— BEYOND TODAY'S SOFTWARE BUSINESS

Three decades of experience, moving into deeper technology



Engineering



Research



Intellectual property



Deeper technology capability



We are not presenting ourselves as a semiconductor manufacturer.
We will build expertise and partnerships step by step.

— OUR PEOPLE

Built by people, not by technology alone



Developers



**Product
managers**



Sales teams



Designers



Engineers



**Finance &
compliance**



Partners



**Everyone behind
the scenes**



Our customers
for trusting our products



Our partners
for working with us



Our shareholders
for their continued support



**FY 2025–26 showed that Calsoft can transform.
Transformation is only the beginning.**

Can we scale?



**Thousands of
businesses**



Millions of users



Larger ecosystems

— UP NEXT · INVITED SPEAKERS

SIRU, in their words



SPEAKER 1

RYUKLABS

Mr. Anbhu

The SIRU ecosystem and its practical
implementation



SPEAKER 2

RYUKLABS

Ms. Geetha

SIRU for the pharmacy and the
consumer



SPEAKER 3

ARTIFICIAL INTELLIGENCE

Mr. Ram

The role of AI within SIRU

- Proceedings handed to Mrs. Srimathi

— CEO ADDRESS · PART II

Building the Next Calsoft

With thanks to Anbhu, Geetha and Ram. You have now seen SIRU from three viewpoints.



The ecosystem vision



The pharmacy & consumer experience



The intelligence AI brings

— THE LARGER QUESTION

What kind of company do we want Calsoft to become?

THE CALSOFT WE ARE BUILDING

THE CALSOFT WE HAVE BEEN

Software &
technology services



Platforms

Artificial
intelligence

Data



Ecosystems

Intellectual
property

Built on the foundations that brought us here.

— OUR GROWTH ENGINES

Four engines for the next chapter

1**Flowzo**

One connected business platform for underserved businesses

**2****SIRU**

An industry operating ecosystem, starting with pharmacy

**3****AI & data**

A capability that runs across everything we build

**4****Deeper technology**

Fintech, semiconductor engineering and intellectual property



— GROWTH ENGINE 1

Flowzo: one connected platform

Engine 1

Not six or seven disconnected products

 **Flowzo**

Reaching many more businesses



Direct selling

+



Partners



Implementation specialists



Channel relationships

— GROWTH ENGINE 2

SIRU: an industry operating ecosystem

Engine 2

IMAGINE

- Thousands of local businesses connected
- Inventory becoming visible
- Procurement becoming intelligent
- Consumers close to trusted local merchants
- Fulfilment coordinated
- AI learning from the network



Start with
pharmacy



Build network
density



Replicate across
regions



A national
ecosystem

OUR RESPONSIBILITY NOW IS EXECUTION

Start carefully

Learn from real pharmacies

Validate the model

Improve the technology

Then scale systematically

— GROWTH ENGINE 3

AI & data: data comes first

Engine 3

• Flowzo

• SIRU

• Commerce

• Customer engagement

• Automation

• Business intelligence

STEP 1

**Capture data correctly**

STEP 2

**Unify it responsibly**

STEP 3

**Turn it into useful action**

RESULT

**Better business outcomes**

**AI should not merely generate answers.
AI should improve business outcomes.**

— GROWTH ENGINE 4

Deeper technology, progressively and responsibly

Engine 4



Fintech

Exploring areas beyond conventional software



Semiconductor engineering & IP

A journey into technology, R&D and intellectual property



WHAT THESE AREAS REQUIRE



Patience



Specialised talent



Partnerships



Investment discipline

Step by step, with discipline.

— SCALE WITH DISCIPLINE

Ambition alone is not a strategy. Execution is.

**Governance****Financial discipline****Technology
architecture****Cybersecurity****Product quality****Customer service****Compliance****Leadership**

MY COMMITMENT AS MANAGING DIRECTOR & CEO

Responsible, sustainable and scalable growth

WHY I AM CONFIDENT

We are not starting today



Three decades of
technology heritage



Experienced people



Platforms in development
and in the market



Real capability in AI



Businesses still early in their
digital journey



Capabilities brought
together

not run as isolated businesses

Interconnected platforms creating value for

Customers

Businesses

Partners

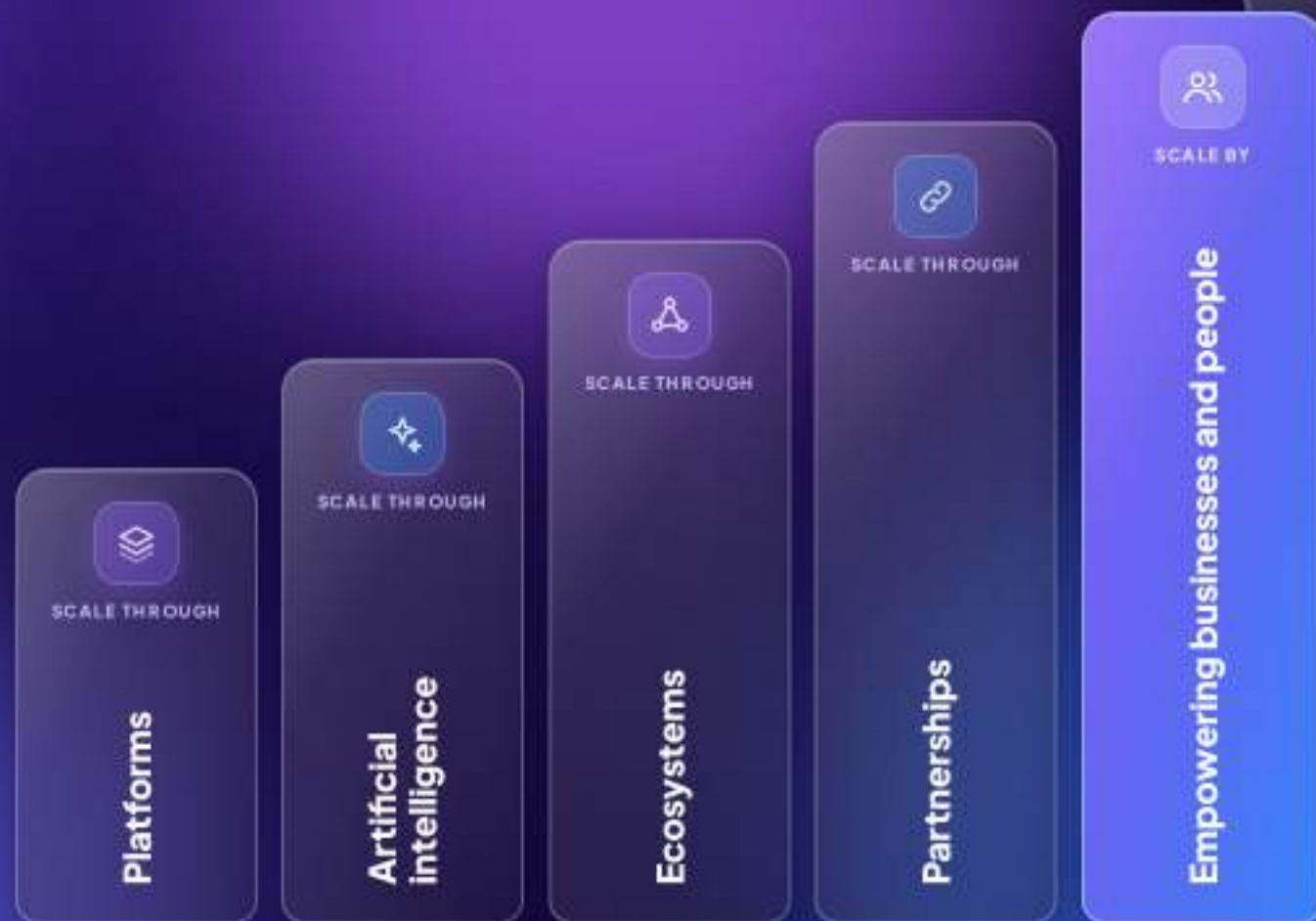
Shareholders

Society

— THE NEXT PHASE

Our first thirty-plus years gave us our foundation. The next phase must give us scale.

We will face challenges. We will keep moving forward with conviction, discipline and responsibility.



— WITH GRATITUDE

Thank you for this journey



SHAREHOLDERS

**Believing in
us**

Your trust lets us build
for the long term.



CUSTOMERS

Trusting us

You shape every
product we make.



EMPLOYEES

**Building
with us**

Your work is in every
result we shared today.



PARTNERS

**Joining this
journey**

Together we reach
further.



THE BOARD

**Guidance &
support**

Steady oversight
through a year of
change.



— OUR AMBITION

CLOSING

FY 2025-26

Not simply a bigger Calsoft, but a Calsoft that creates bigger opportunities for businesses, communities and people.

- A stronger Calsoft

- A more innovative Calsoft

- A more scalable Calsoft

- Ready for a much bigger tomorrow

Thank you.

— 34TH ANNUAL GENERAL MEETING · PRODUCT UPDATE

From CRM to intelligent sales execution

AI Lead Insights · WhatsApp · Calling · Automation

Flowzo · AGM Product Update

Y

Yeshwanth

Flowzo · California Software Company Limited



— THE PROBLEM WE SOLVE

Sales activity is fragmented. Revenue should not be.



LEADS ARRIVE FROM

Google

Meta

Website

IndiaMART



Calls from a personal mobile



Follow-ups on WhatsApp



Tasks and spreadsheets elsewhere



Information gets scattered — and important follow-ups get missed.

FLOWZO CONNECTS THE COMPLETE JOURNEY IN ONE WORKSPACE

Lead capture



Calls & WhatsApp



Follow-ups



Field activity



Pipeline



Revenue visibility

— ONE INTELLIGENT PLATFORM

The full sales journey, connected

THE REAL OBJECTIVE

Fewer disconnected tools, less manual data entry, faster follow-up and better management visibility.

- One CRM record, full customer context



— RECENT CAPABILITY EXPANSION

Moving beyond conventional CRM

**CallSync**

01

Regular SIM-based calls, connected back to the customer record.

**WhatsApp CRM + Bot**

02

Shared conversations, approved templates, qualification and hand-off.

**Reach & Sequences**

03

Structured follow-ups across email, WhatsApp, calls and tasks.

**Field Sales**

04

Visits, check-ins and field activity in the same CRM.

**AI Lead Insights**

05

Which lead needs attention, and what the next action should be.

**Performance Intelligence**

06

Calls, pipeline, activity and conversion in one view.

FROM

“Record what happened”

TO

“Help the sales team decide what to do next”

— REVENUESIGNAL

Closing the loop between advertising and revenue

INSTEAD OF STOPPING AT

Ad click → Lead

Clicks, enquiries and form submissions — where not every enquiry has the same value.



STAGE 1

Lead

STAGE 2

Qualified

STAGE 3

Demo

STAGE 4

Won

SENT BACK TO AD
PLATFORMSVerified
conversion signal

Marketing platforms learn from actual business outcomes — not just the number of forms submitted.

— MOBILE EXECUTION

The CRM should move with the sales team

Sales happens on the phone, while travelling, and during customer visits — not at a desktop.

1 A new enquiry comes in

2 Customer context, at a glance

3 They make the call

4 Follow-ups stay visible

5 Field visits are connected

6 History travels with the rep

Especially for

• Real estate

• Education

• Travel

• Field sales teams



— THE DIRECTION

From CRM to a Growth Operating System

01**Execution**

Capture leads, track conversations, automate follow-ups, and enable inside sales and field teams.

02**Intelligence**

AI lead insights, customer context, activity data and manager dashboards for better decisions.

03**Revenue**

Conversion attribution and RevenueSignal — which activities actually produce outcomes.



Data entry



Action



Intelligence



Revenue

— OUR OBJECTIVE

**Not the most complicated CRM
— but sales execution that
is simpler and increasingly
intelligent for growing businesses.**

- Simpler
- More connected
- More measurable
- Increasingly intelligent

Thank you.

Handing back to Mr. Pranav

— 34TH ANNUAL GENERAL MEETING · FY 2025-26

SIRU: from local trust to a connected digital ecosystem

An address on the SIRU ecosystem by Ryuklabs

Invited Speaker · SIRU

A

Mr. Anbhu

Ryuklabs · Technology partner for SIRU



How can technology strengthen local businesses instead of replacing them?



Neighbourhood businesses



The people they serve



Technology that supports both



— WHY SIRU?

The local pharmacist is much more than a retailer

Millions of consumers across India depend on neighbourhood businesses they know and trust. Pharmacy is one of the best examples.



Someone families know



Someone they trust



Someone they depend on when they need a product quickly



— CHANGING EXPECTATIONS

Customer expectations are changing rapidly



Digital access



Convenience



Better product availability



Faster fulfilment



Online payments



One seamless experience
physical and digital



This creates a very important opportunity.

— THE FUNDAMENTAL IDEA BEHIND SIRU

Instead of taking the customer away from the local pharmacy, give the pharmacy the technology to **compete and grow in the digital economy.**

• Keep the customer relationship local

• Equip the pharmacy digitally



— MORE THAN AN APP

Not another mobile app. A connected ecosystem.

- AI-native industry platform
- Beginning with pharmacy

OPERATING
INDEPENDENTLY

Each
participant has
limits

CONNECTED THROUGH
TECHNOLOGY

The whole
network grows
stronger



— STRENGTHENING THE LOCAL PHARMACY

One connected operating environment

Capabilities once available mainly to large organisations, now within reach of the independent pharmacy.

THE OBJECTIVE

Technology should simplify the pharmacist's work, not make it more complicated.



— THE POWER OF THE NETWORK

The larger opportunity: pharmacies working as a network

ONE PHARMACY ON ITS OWN

Limited purchasing
power and limited
visibility beyond its
own store



IN A CONNECTED NETWORK



Better
visibility



Coordinated
procurement



Efficient
inventory



Intelligent
fulfilment



Organised
response
to
demand

The beginning of a broader intelligent industry ecosystem.



— THE PHILOSOPHY BEHIND SIRU

Three ideas. That is what makes SIRU different.



Local Trust.

We retain the relationship and trust of the local merchant.



Digital Power.

We provide the digital capabilities the modern economy requires.



Collective Strength.

We connect those businesses into a network stronger together than any one participant alone.

— OUR RESPONSIBILITY AT RYUKLABS

Technology must follow the business

Not simply building screens or features. Only when we understand the ecosystem can technology solve the right problems.



How the ecosystem actually works



How pharmacies operate



Problems consumers face



Inventory, procurement & fulfilment realities

OUR APPROACH · STARTING WITH REAL USERS AND REAL TRANSACTIONS

Build



Test



Learn



Improve



Scale



— AN ECOSYSTEM THAT CAN LEARN

The foundation for an intelligent network



UNDERSTAND



Demand patterns

UNDERSTAND



Inventory movements

UNDERSTAND



Operational behaviour

RESULT



An intelligent network

TODAY

Recording what happened



WITH AI

Understanding what may happen next

• Mr. Ram will take this deeper shortly

— THE OPPORTUNITY AHEAD

A large, fragmented market. An ecosystem approach.

Platforms of this nature cannot be built overnight. They require:



Technology



Operational
discipline



Partnerships



Trust



MOST IMPORTANTLY

Successful execution at the ground level

— SIRU IS A JOURNEY

Connect. Simplify. Learn. Then intelligently scale.



Enabling local businesses to participate more strongly in the digital economy.

- A more efficient pharmacy
- More connected, more competitive
- A more convenient consumer experience
- Value across the entire ecosystem

With thanks to **Dr. Vasudevan and the Calsoft leadership** for the vision and the opportunity to take SIRU from an idea to a scalable digital ecosystem.

Thank you.



— UP NEXT

From the SIRU vision to the real-world experience

NEXT SPEAKER

G

RYUKLABS

Ms. Geetha

The practical experience of the pharmacy and the consumer

• Geetha, over to you.

— 34TH ANNUAL GENERAL MEETING · FY 2025-26

SIRU: from vision to real-world experience

What SIRU can mean in practice for the pharmacy and the consumer

Invited Speaker · SIRU



Ms. Geetha

Ryuklabs · Technology partner for SIRU



Taking the SIRU vision one step closer to the ground.



What it means for the pharmacy



What it means for the consumer





— START WITH THE PHARMACY

Simple from the outside. Complex every day.

The pharmacist has to manage:

- Inventory
- Billing
- Purchase orders
- Suppliers
- Expiry dates
- Customer requests
- Prescriptions
- Payments
- Digital orders & communication

TODAY

**Different systems,
spreadsheets and manual
processes**

WITH SIRU

**One connected operating
environment**

— PHARMACY OPERATING SYSTEM

Key business functions from a common platform

Progressively, a participating pharmacy can manage its core operations in one place.

OVER TIME

A simpler and more integrated digital operating experience.



— THE PRINCIPLE

Technology should make the pharmacist's work easier, not more complicated.

- No more disconnected tools
- More time for the customer
- Simpler, more integrated operations



— THE CONSUMER EXPERIENCE

Don't break the relationship. Make it more convenient.



Find participating pharmacies



Check availability



Interact digitally



Place appropriate orders



Track fulfilment

Stay connected to trusted
local businesses

NOT THE GOAL

**Replace the local
pharmacy**

THE GOAL

**Digitally strengthen the
consumer-pharmacy
relationship**



BETTER INVENTORY VISIBILITY

One of the biggest opportunities in a connected network

TRADITIONAL MODEL

One pharmacy is out of stock. The one nearby has it. Nobody can see it.



Improved availability



Better fulfilment

NETWORKED ENVIRONMENT

Inventory information becomes genuinely useful



Fewer missed sales



Better customer experience



— THE ROLE OF THE NODE

At the hub level, the opportunity grows



Coordinated procurement



Better stock planning



Improved fulfilment

BEFORE

Every pharmacy in isolation

BEYOND A PHARMACY APP

An industry operating ecosystem



— REDUCING FRICTION FOR THE PHARMACY

Value that is practical and measurable



Better stock visibility



Smarter procurement



Lower risk of expiry



Stronger customer engagement



More digital orders



Better operational control

AND



Capabilities that would otherwise need several separate systems

— BUILD AROUND REAL USERS

Not only from a developer's perspective. Built around real users.



How pharmacists actually work



The problems they face



How consumers behave



Technology that fits those realities

OUR PROCESS

Build



Observe



Learn



Improve



Scale



**The best technology is the
technology the user does
not have to think about.**



Simple



Intuitive



Useful

• Quietly supporting the user in the background

— FROM DATA TO BETTER DECISIONS

A connected platform makes useful operational data available

1

What is selling?

2

What is not
moving?

3

What is running
low?

4

Where is demand
increasing?

5

What is nearing
expiry?

NOT JUST

Reports

WHERE AI BECOMES RELEVANT

**The foundation for smarter
decisions**

— WHAT COMES NEXT

**More than a connected
platform. Progressively,
an intelligent platform.**

- For the consumer
- For the pharmacy
- For the Node
- For the broader network

Thank you.





— UP NEXT

The intelligence layer we envision for SIRU



NEXT SPEAKER

RYUKLABS

Mr. Ram

How AI can support the consumer, the pharmacy, the Node and the broader network

• Ram, over to you.

— 34TH ANNUAL GENERAL MEETING · FY 2025-26

Building the Intelligence Layer

AI in SIRU — how a connected ecosystem becomes an intelligent one

Invited speaker · The role of AI within SIRU

R

Mr. Ram

Artificial Intelligence · SIRU

**Connected**

The SIRU ecosystem

**Intelligent**

The layer AI adds

Thank you, Geetha, for showing how SIRU connects the ecosystem.

One step further:

Not only connected, but intelligent?



For the consumer



For the pharmacist



For the network



— NOT BECAUSE AI IS FASHIONABLE

AI must solve real problems

Can AI solve a genuine problem for the consumer, the pharmacist or the network?



Can it save time?



Can it improve availability?



Can it help reduce wastage?



Can it help a pharmacist decide better?

Better operational decisions



Can it make the consumer experience easier?



If yes, AI becomes useful.

That is the approach we take with SIRU



— AI FOR THE CONSUMER

The app should understand the consumer

Not the other way round. The future of technology is increasingly conversational.



Find the right service



Locate participating pharmacies



Understand order status



Navigate the platform



An AI assistant that gives relevant help, making the experience more natural and more intuitive.

— AI FOR THE PHARMACY

Every pharmacy creates operational data every day

? Which products are selling?

? Which are moving slowly?

? What stock is running low?

? What is approaching expiry?

? When does demand
increase?

? What should be reordered?

☰ Data, every day



— AN IMPORTANT SHIFT

From recording transactions to anticipating what comes next

TRADITIONAL SOFTWARE



What happened?

ANALYTICS



Why did it happen?

ARTIFICIAL INTELLIGENCE



What is likely next, and what should we do?

THE RESULT



An intelligent operating assistant for the pharmacy

Software tells us what happened. AI helps us decide what to do next.

— EXAMPLE 1

Demand forecasting: plan inventory better

Forecast

Understanding demand

 **Demand forecast**

Reducing two common problems

**Stock-outs**

Product unavailable when the customer needs it

**Overstocking**

Too much capital locked in inventory

**Inventory planned more effectively**

— EXAMPLE 2 · EXPIRY & WASTAGE

Better visibility, earlier action and lower wastage.



Products have limited shelf life



Near-expiry items flagged early



Less wastage

IN THE ANNUAL REPORT · AI IN SIRU

Demand forecasting

Stock optimisation

Expiry & waste reduction

Smarter replenishment

Network intelligence

— AI AT THE NODE LEVEL

From one pharmacy to a connected network

THE SHIFT

Individual pharmacy data can progressively become network intelligence.



— FROM INDIVIDUAL TO NETWORK INTELLIGENCE

Connected, the network sees a much larger picture



OPERATING INDEPENDENTLY

Each pharmacy sees only its own demand and inventory



CONNECTED

Coordinated, data-driven decisions



— AI AS A COPILOT

Not one feature, but an intelligence layer

A copilot for every participant, running across the whole SIRU platform.



Management

Dashboards that surface patterns & exceptions

04



The Node

Procurement & inventory assistant

03



The pharmacist

Intelligent operating assistant

02



The consumer

Intelligent assistant

01

— HUMAN OVERSIGHT & RESPONSIBLE AI

AI should assist, not replace, the professional



Healthcare begins here

SIRU starts in the pharmacy and healthcare ecosystem, where human judgement remains extremely important.



The qualified professional decides

Where medical or pharmaceutical judgement is required, AI supports the pharmacist rather than replacing them.

PART OF THE DESIGN



Data privacy



Security



Access control



Auditability



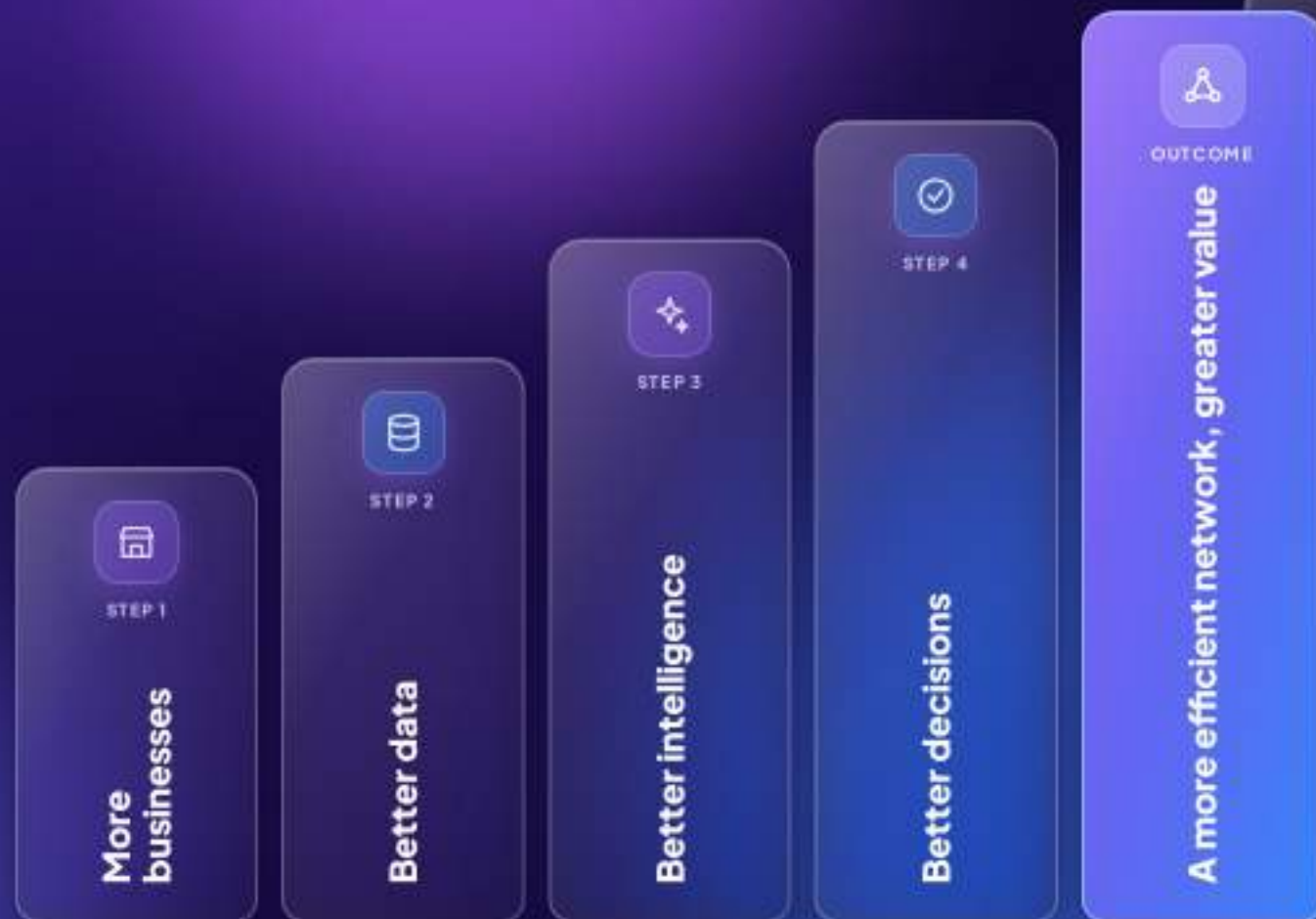
Human oversight

Useful, but also responsible.

— A PLATFORM THAT LEARNS

Better data creates better intelligence. The network keeps learning.

As more participating businesses use SIRU, the ecosystem learns from operating patterns — a continuous learning cycle.



— NOT A CHATBOT. NOT A SINGLE FEATURE.

Intelligence built into the ecosystem itself

1

The consumer

An assistant that understands what you are trying to do



2

The pharmacy

An intelligent operating assistant for everyday decisions



3

The Node

Smarter procurement and inventory across pharmacies



4

The network

Eventually, intelligence across the entire network



— THE REAL OPPORTUNITY

SIRU connects the ecosystem. AI helps it understand, anticipate and act more intelligently.

- Connected

- Intelligent

- Increasingly AI-powered

Thank you.

- Proceedings handed back to Mrs. Srimathi



• 34th Annual General Meeting · Vote of Thanks

With gratitude, to every one of you.

On behalf of California Software Company Limited.

Mr. Vijayakumar Madhavan

Executive Director

OUR THANKS TO

- ☆ Our Chairman and MD & CEO
- 🗨️ Our distinguished speakers
- 👥 Our Board of Directors
- 🛡️ Our auditors and advisors
- 💛 Our shareholders
- 👍 The Calsoft team

Vote of Thanks · Mr. Vijayakumar Madhavan

34th AGM · 2025-26

PRESIDING AND LEADING

Our Chairman and our MD & CEO.

 CHAIRMAN

Mr. Frederick Ivor Bendle

For presiding over today's Annual General Meeting and for his continued guidance to the Board and the Company.

 MANAGING DIRECTOR & CEO

Dr. Vasudevan Mahalingam

For presenting our FY 2025-26 performance and sharing the vision and strategic direction for Calsoft's next phase.

The transformation ahead:

Technology

Artificial intelligence

Digital platforms

New business ecosystems

VOICES AND GUIDANCE

Our speakers and our Board of Directors.



All our distinguished speakers

Your presence made today's occasion special, and the experience and perspectives you shared added great value to this meeting.



All our Directors

For their guidance, oversight and continued commitment to the Company's progress and governance.

STATUTORY AND GOVERNANCE PARTNERS

Those who keep us accountable.

STATUTORY AUDITORS**K. Gopal Rao & Co.**

Mr. Madanagopal and Mr. Mani

SECRETARIAL AUDITORS**S. Dhanapal & Associates LLP**

Mr. Ramanathan

INTERNAL AUDITORS**N Naresh & Co.**

Mr. Kumar

REGISTRAR & SHARE TRANSFER AGENT**Integrated Registry Management Services Pvt Ltd**

Mr. Yuvaraj



And our Scrutinizer, bankers, and legal and professional advisors.

MOST IMPORTANTLY

Our shareholders.

Your continued trust, confidence and support are extremely valuable to us. The participation, questions and suggestions you offered today help shape how we build the future of Calsoft.



And to our customers, partners and associates, for their continued confidence in the Company.

 **Trust** **Confidence** **Support**

A HEARTFELT WORD OF APPRECIATION

The people who made today happen.



The entire Calsoft team

The progress we discuss today was made possible by the hard work, commitment and dedication of our employees.

BEHIND THE SCENES

Secretarial

Finance

Administration

IT

Technical teams



OUR COMPERE

Mrs. A.V.N. Srimathi

Independent Director

For graciously compering today's programme and the smooth flow of the proceedings.

ON BEHALF OF CALIFORNIA SOFTWARE COMPANY LIMITED

Thank you, every one of you.

We value your continued association with Calsoft and look forward to your support as we move into the next phase of our journey.

OVER TO OUR CHAIRMAN



Mr. Frederick Ivor Bendle, to formally conclude the proceedings of the Annual General Meeting.



A pleasant evening to all.