Speech by Mr. Rajesh Sharma, Executive Chairman of Ion Exchange (India) Ltd.
At 61st Annual General Meeting on 9th September 2025.

Dear Shareholders,

I extend a warm welcome to all of you at our 61st Annual General Meeting, live from our Head Office. It will definitely enable more shareholders to join the meeting, though we are unable to meet in person, hopefully we will do it next year. I thank you for your support.

The global environment of uncertainty continues to pose new challenges for businesses. The ongoing geopolitical conflicts, changing trade policies, and volatile markets, have become new normal. We are seeing a significant shift from globalization towards increased protectionism. In the recent months we have experienced effect of US policy on tariffs and adverse action on stock markets all over the world. The deep interconnected economic system has created volatility across all sectors and has moderated global growth, infact as per IMF projections; it is expected to decelerate to 3.0% from 3.4% last year.

Climate change is another big challenge the world faces, with uneven rainfall, flooding and draughts are being seen to disturb the biodiversity and cause water scarcity and infections. It is also adversely affecting agriculture output. We have to find balance between planet, people and profit.
The world is also witnessing impact of speedy technological advancement from AI (artificial intelligence), which is taking over many functions managed till now by human beings. Technology will continue to be a major driver of the companies and an important differentiator.

India remains as the fastest growing economy, despite uncertainty and slowing down of global economy, it will soon become the third largest economy in the world. Government is making huge investment in infrastructure including affordable health care, drinking water and sanitation to meet SDG goals by 2030. The government focuses on

indigenous manufacture of semiconductors, solar panels and creating data centers requires high purity water. This augurs well for the Company.

Your company recorded growth of 16.3% over last year, EBITDA of Rs. 336 crores and net profit of Rs. 214 crores. Consolidated turnover growth was higher at 16.5% annually. This was possible because of sheer resilience and hard work of employees and strict cost control by management. Our order book is stable. We are risk averse and work cautiously on select opportunities which are profitable and come with positive cash flow.

Going forward your company will play very important role in the world, as most of the countries face challenges of water scarcity.
Wide range of technologies and products make it one of the few companies in the world, which can treat any water and make it suitable for all applications.

Countries are looking for solutions to overcome water scarcity by recycle of waste water or treating sea water. Your company is equipped with technology and experience to offer most optimal solution to treat these waters. We are expanding our reach in international markets, specifically in developing and neighbouring countries, which face similar problems. Morocco has been experiencing these problems because of scarcity of rain and we helped them by installing three desalination plants of total capacity 340 MLD in record time to meet drinking water requirement. We continue to pursue such opportunities in various countries.

We successfully transitioned towards digitalization of our processes, leveraging centralized ERP into SAP for streamlined processes, faster responses and unified data across functions and geographies. We have further accelerated the digital transformation by leveraging AI and marketing automation to enhance customer experience. We have piloted and deployed IoT and Edge predictive AI to monitor the performance, which reduces outage and enhances customer experience.

Our state-of-the-art ion exchange resin plant is being commissioned after successful trial run of all equipments. Sustainability being the centre of focus, it has been designed with minimal carbon footprint, zero discharge, maximum utilization of renewable

energy and minimum waste generation. Plant has been designed mainly for exports, keeping in mind futuristic demands of global customers.

Our pharma resins US FDA certified plant at Ankleshwar continues to expand; we will shortly set up a greenfield pharma resin facility at Roha at newly acquired land adjoining our existing plot.

Your company has also successfully commissioned solid plastic waste to energy plant at Ankleshwar, in order to minimize plastic waste generation and offer our customers additional services for safe disposal of products after their life cycle. This takes us towards resource reduction and circular economy. This will enable us to offer total solution to our customers while keeping environment clean. For us, it will generate renewable energy from waste, which will bring down our carbon footprint and cost.

The membrane division is doing well as membrane products are established in domestic and international markets. The division has grown this year by 44%. In view of growing domestic and global requirement, we have plans to further augment the capacity. A new plant is being constructed, adjoining the existing plant and will be ready by year end.

Innovation – R&D:

We innovate to deliver products and solutions after finding out the challenges our customers face. Products are developed to meet customer expectations, but we make sure these become part of circular economy. Focus is on developing bio products which are environment friendly and require no harmful chemicals and can work on renewable energy.

We continue to develop new type of membrane products to treat difficult waste water and desalination of sea water with lower energy and chemical consumption.

Your company made considerable progress in innovation with the successful implementation of its green chemistry products across multiple customer sites.

Home Water Solutions Division of your company introduced several new products to meet the health requirements, like hydrogen water purifier, after the successful launch of alkaline water unit last year. At the same time, the division developed safe drinking

water bottles for school going children and for our jawans. These products treat raw water and make it safe for drinking.

The division has extended digital outreach on e-commerce platform through tie up with major e-commerce institutions like Amazon and Flipkart.

C S R :

We continue to work with marginal communities near our facilities on education, health and sanitation. Our initiatives are towards skilling youth for inclusive growth.

We extend scholarships to meritorious students pursuing degrees in medicine, engineering and commerce, with support continuing through the course duration. Laptops were also distributed to girls from economically weaker backgrounds to aid digital learning.

These initiatives are executed in collaboration with local NGOs and employee-driven programs, ensuring relevance and measurable impact. Our commitment to responsible, inclusive growth continues to strengthen community relationships and drive sustainable development.

Your company's management team and employees have good knowledge and experience and are working with commitment and sense of belonging. They are the real asset of your company. I would like to thank Managing Director & CEO, Mr. Indraneel Dutt for successfully developing strategic plan and implementing it by skillfully guiding the team in these uncertain times. I earnestly thank the management team and employees for their dedication and loyalty.

I am very grateful to you - all our shareholders, our customers, stakeholders, vendors, banks and institutions for their continued support.

I thank all my colleagues on the Board for their involvement, guidance and support.

Thank you & Take care!

09 Sept 2025