ION EXCHANGE

Refreshing the Planet



FY 2026-27

Investor Presentation

August 2026

Overview

Company Snapshot

62 +
YEARS OF
EXPERTISE

OPERATIONS IN
50 +
COUNTRIES

360° TOTAL WATER &
ENVIRONMENT MANAGEMENT

WORLD CLASS
MANUFACTURING FACILITIES

ONE OF ASIA'S LARGEST
SERVICE NETWORKS

EXPORTS **ACROSS**
CONTINENTS

SERVING
INDUSTRIES, INSTITUTIONS, HOMES & COMMUNITIES

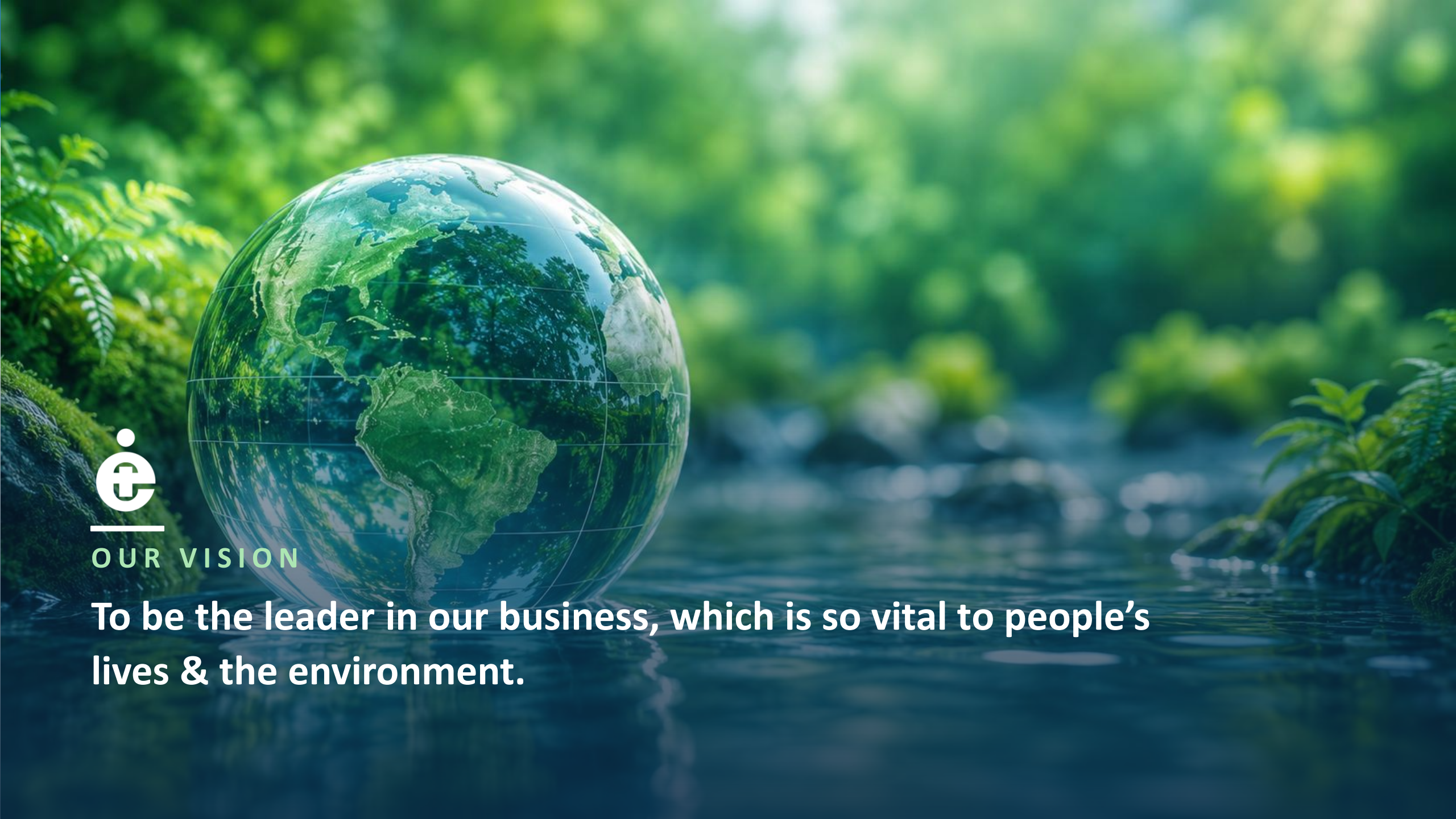
GLOBAL ASSEMBLY HUBS IN
UAE, SAUDI ARABIA, SOUTH AFRICA, INDONESIA & BANGLADESH

ADVANCED **R&D**
CENTRES IN INDIA

COMMITTED TO
SUSTAINABILITY

200,000 +
INSTALLATIONS WORLD-WIDE

3,000 +
CORE INDUSTRY PROJECTS



OUR VISION

To be the leader in our business, which is so vital to people’s lives & the environment.

Total Water & Environment Management Solutions



Portfolio

Core Offerings

1



Ion Exchange Resins

2



Membranes

3



Chemicals

4



Standard Systems

5



Home Water Solutions

6



Digital Solutions

7



Water Treatment

8



Ultrapure Water

9



High Purity Water

10



Wastewater Treatment

11



Zero Liquid Discharge

12



Services

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Capabilities

Leaders in Resins, Membranes & Chemicals, with a Unique End-to-End Portfolio Spanning Solutions, Digital & Services



1 SOURCE WATER & PRETREATMENT

2 PROCESS WATER TREATMENT

3 HIGH PURITY WATER

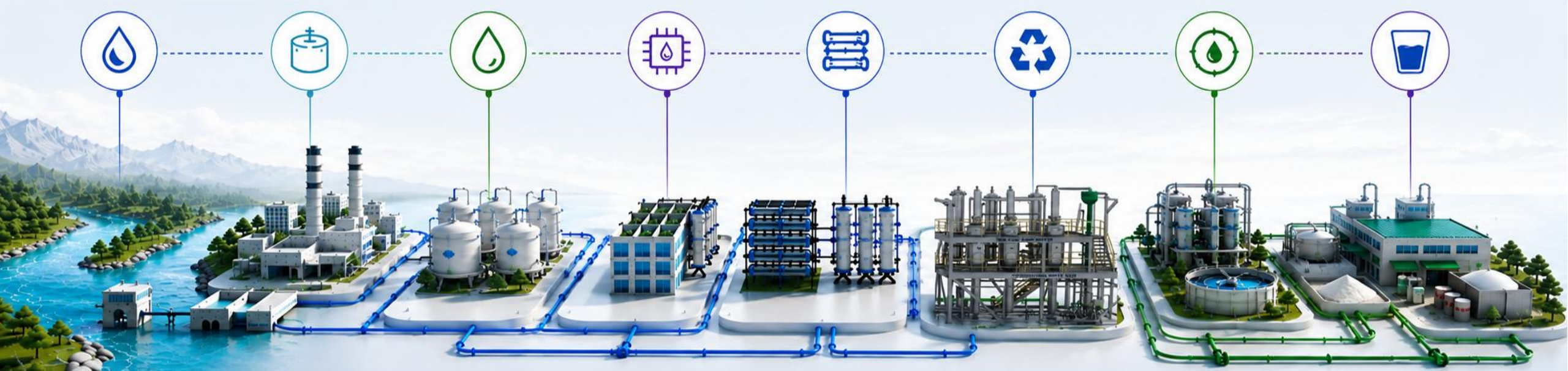
4 ULTRA PURE WATER

5 INDUSTRIAL WASTEWATER TREATMENT

6 RO LIQUID DISCHARG

7 MUNICIPAL & SEWAGE TREATMENT

8 DRINKING WATER SOLUTIONS



Core Solutions

PRE TREATMENT



- Screening and Settling using Physical Screens and Settling Tanks
- Coagulation and Flocculation by Chemical Mixing
- Filtration using Media Filtering

WATER TREATMENT



- Primary Stage – Using Screens and Gravity Tanks
- Secondary Stage – Using Helpful Bacteria & Oxygen
- Tertiary Stage – Using Fine Filters, Chemicals or UV

CONDENSATE POLISHING



- Condensate Steam Cleaning by removing Impurities
- Pre-Filtration
- Ion Exchange
- Regeneration using acid & alkali solutions

WASTEWATER RECYCLE, REUSE



- Advanced Tertiary Treatment for Water Recycling
- Screening
- Biological Processes
- Membrane Filtration

SEWAGE TREATMENT



- Primary Treatment
- Secondary Treatment – Sequential Batch Reactor
- Tertiary Treatment

ZERO LIQUID DISCHARGE



- High Recovery Membrane & ZLD Solutions
- Pre-Treatment
- Membrane & Thermal Processing
- Crystallization

HOME WATER SOLUTIONS



- UV Water Purifier
- RO Water Purifier
- Water Softeners
- Iron Removers
- On The Go Purifier
- Water Filters

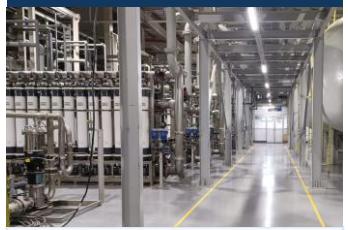
Advanced Solutions

SEA WATER DESALINATION



- Intake and Pre-Treatment
- Core Desalination – Reverse Osmosis
- Post Treatment and Disposal

ULTRA PURE WATER



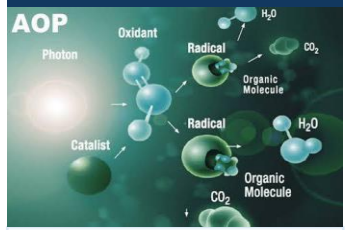
- RO, EDI & Mixed Bed UPW Systems for Solar & Semiconductor
- High-Recovery UPW with TOC & Silica Control

HIGH PURITY WATER



- Integrated RO, DM & EDI Systems for Pharma & Data Centers
- Smart Water Quality Monitoring

ADVANCED OXIDATION



- Radical creation to make Hydroxyl Radicals
- Pollutant Breakdown
- Full Cleanup – Harmful waste to safe end product like Water and Carbon Dioxide

PRODUCED WATER TRT



- Removes Oil, Solids, Dissolved Impurities
- Primary Treatment
- Secondary Treatment .. DAF
- Tertiary Treatment

APPLIED ION EXCHANGE



- API Desalting Unit
- Fish Collage Separation
- Glyphosphate Separation & Concentration
- Sugar Juice Clarification & Brix Concentration

WELLNESS SOLUTIONS



- Zero B Hydrogen Water - Hydrolife
- Zero B Alkaline Water – Ionizer
- Under the sink variants

Emerging Solutions

BRINE VALORIZATION



- Membrane based Brine Recovery
- Thermal Brine Concentration (MEE/MVR)
- Crystallization & Complete ZLD Systems

LITHIUM EXTRACTION



- Recover Lithium from battery waste and brines powered by Advanced membrane & resin solutions
- Enable pure Lithium streams for battery-grade conversion

PFAS ASSURANCE



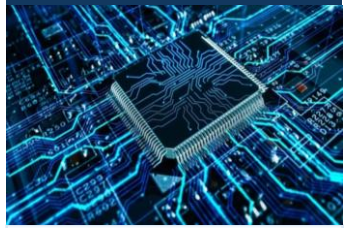
- Capture & polish with specialized IE resins
- Complete treatment solutions
- End-to-End Efficient PFAS Destruction

NEW ENERGY SOLUTIONS



- High Purity DM Water Systems for Electrolyzer
- Integrated Electrolyzer & BOP Solution
- End to end containerized Hydrogen Skids

SEMICONDUCTOR SOLUTIONS



- Ultra Pure Water (UPW) systems
- Condensate polishing & advanced membrane sys
- Wastewater reuse & chemical recovery solution

DATA CENTER SOLUTIONS



- Cooling water treatment solutions
- High-efficiency RO & softening systems
- Sustainable water reuse & zero discharge system

DIGITAL SOLUTIONS



- AI-Powered IonSiTE Remote Asset Performance Management (APM)
- Digital Twins -Oil & Gas, Utilities, Infra, Data Centers

Key Attributes

Global Presence



50+
COUNTRIES SERVED

30%
INTERNATIONAL REVENUE SHARE

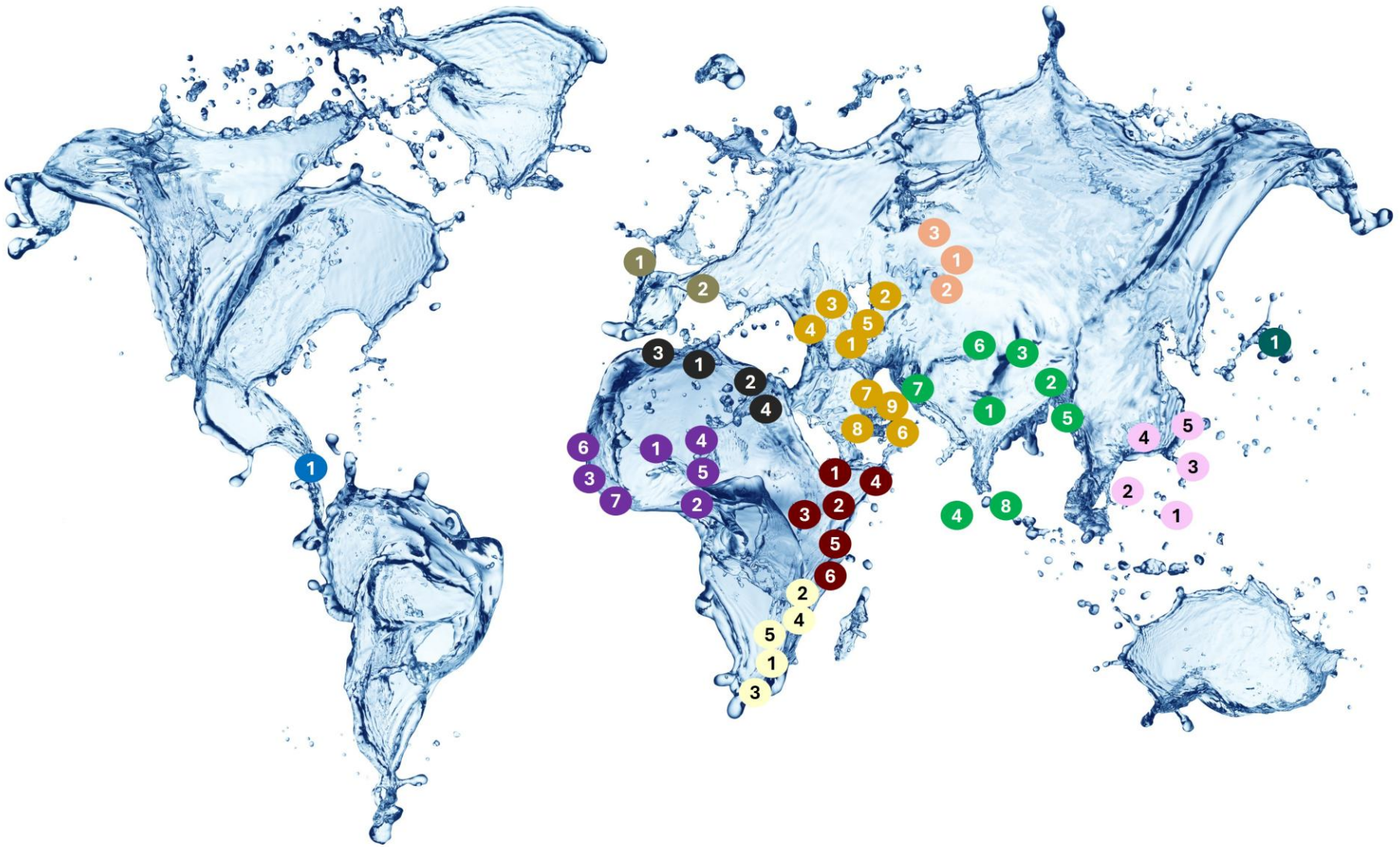
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GLOBAL MANUFACTURING FACILITIES & ASSEMBLY CENTRES

200,000+
GLOBAL INSTALLATIONS

Our Global Offices

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Global Project Locations



South Asia	
1	India
2	Bangladesh
3	Bhutan
4	Maldives
5	Myanmar
6	Nepal
7	Pakistan
8	Sri Lanka
West Asia	
1	Bahrain
2	Iran
3	Iraq
4	Jordan
5	Kuwait
6	Oman
7	Qatar
8	Saudi Arabia
9	UAE
East Africa	
1	Ethiopia
2	Kenya
3	Rwanda
4	Somalia
5	Tanzania
6	Uganda
North Africa	
1	Algeria
2	Egypt
3	Morocco
4	Sudan
East Asia	
1	Japan
Central Asia	
1	Azerbaijan
2	Turkmenistan
3	Uzbekistan
Southeast Asia	
1	Indonesia
2	Malaysia
3	Philippines
4	Thailand
5	Vietnam
Southern Africa & SADC	
1	Botswana
2	Malawi
3	South Africa
4	Zambia
5	Zimbabwe
West & Central Africa	
1	Burkina Faso
2	Gabon
3	Guinea
4	Niger
5	Nigeria
6	Senegal
7	Sierra Leone
Europe	
1	Portugal
2	Italy
Latin America	
1	Panama

Global Manufacturing Facilities



Ankleshwar, Gujarat
Resins Manufacturing - Exports



Roha, Maharashtra
Non-Solvent Resins



Verna, Goa
Centre of Membrane Excellence



Patancheru, Telangana
Chemicals Manufacturing



Saudi Arabia
Chemical Blending Facility



Portugal
MAPRIL, Manufacturing Facility

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Global Manufacturing Facilities



Hosur, Tamil Nadu
Standard Systems Assembly



Verna, Goa
Standard Membrane Systems



Wada, Maharashtra
Standard Systems Assembly



Palaspe, Maharashtra
Large System Assembly



UAE
Assembly Unit, ICV Certified Facility



South Africa
Manufacturing Facility



Indonesia
Assembly and Testing Center



Bangladesh
Fabrication Unit & Assembly Centre

Enablers

Innovation at the Core: Ion Exchange's Research Legacy

Six decades of scientific leadership in water treatment — from India to the world.

Recognized by the Department of Scientific and Industrial Research (DSIR), New Delhi — upholding the highest standards of scientific integrity.

1965
R&D Founded

50+
Patents Held

100+
Products Launched



Vashi, Maharashtra Technology Centre Of Excellence

Systems design, application testing & consulting

Patancheru, Telangana Chemical Centre Of Excellence

Resins, membranes, microbiology labs & enzyme research

- **One of India's oldest water-focused research center**
- **Contributing to global water treatment technology**
- **Sustainable solutions for industries and communities**

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Marquee Clients

INFRASTRUCTURE	PETROCHEMICALS
	IndianOil
	Reliance Industries Limited
hda	HMEL Energising a Brighter Tomorrow
Sri Lanka Water Supply & Drainage Board	Petroleum Development Oman
Punjab Department of Water Supply and Sanitation	NAYARA ENERGY

AUTOMOBILES	HOTELS	POWER	PHARMA
BAJAJ	TAJ	ADANI	ipca A dose of life
TVS	HYATT HOTELS & RESORTS Feel the Hyatt Touch	TATA POWER	Divis
KIA MOTORS	ITC Limited	BHEL Bharat Heavy Electricals Limited Maharatna Company	Cipla
SUZUKI	Marriott HOTELS · RESORTS · SUITES	NTPC	CADILA PHARMACEUTICALS LIMITED

TEXTILES	STEEL	PULP & PAPER
GRASIM	TATA TATA STEEL	ITC Limited
TRIDENTGROUP Being different is normal	JSW Steel	TNPL
WELSPUN	ArcelorMittal	SCG

CHEMICALS	SUGAR	CEMENT	FOOD & BEVERAGES	HOSPITALS	REAL ESTATE
GHCL	DCM SHRIRAM Growing with trust	ACC ACC LIMITED	DANONE ONE PLANET. ONE HEALTH	AMRITA HOSPITALS	OBEROI REALTY
ADITYA BIRLA NUVO	BANNARI AMMAN INSTITUTE OF TECHNOLOGY Stay Ahead	UltraTech CEMENT	PATANJALI		bptp

ULTRA PURE WATER

SEMICONDUCTOR	SOLAR	
इलेक्ट्रॉनिकी एवं सूचना प्रौद्योगिकी मंत्रालय MINISTRY OF ELECTRONICS AND INFORMATION TECHNOLOGY सेमी-कंडक्टर लेबोरेटरी Semi-Conductor Laboratory	TATA TATA POWER SOLAR	RAYZON SOLAR
	ReNew	First Solar.

ION EXCHANGE
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Human Capital

PEOPLE. CAPABILITIES. PERFORMANCE.

Empowering our capabilities to deliver sustainable value across the globe.

3,500+
Professionals

15+
Countries



A diverse, skilled and future-ready workforce driving innovation, operational excellence and customer value across **6 strategic capability pillars.**

Our people are the driving force behind our performance, innovation and long-term value creation.

Investments

Building Scale : Industrial Resins @ Roha



2X

Capacity Expansion

2X

Expand Share from 2.5% to 5%

Strategic investments to strengthen Industrial Resins capabilities

- **Expanded conventional resin capacity** to support future growth .. Increase global resin market share
- **Established India's first Non-Solvent Resin** manufacturing facility.
- **Integrated Spent Acid Recovery** to enable circular manufacturing .. A global first

USFDA / Health Canada Compliant | WHO - GMP Certified | ISO 9001 & 14001 Certified

Technology Leadership

India's first Non-Solvent Resin manufacturing capability

Circular Manufacturing

Integrated acid recovery for resource efficiency and sustainability

Capacity Expansion

Enhanced production to meet domestic and export demand

Future-Ready Operations

Green manufacturing with ZLD and advanced environmental infrastructure

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Building Scale : Pharma Resins @ Ankleshwar



5X

Capacity Expansion

5X

Expand Share from 1.5% to 7.5%

Strategic investments to expand Pharma Resins capabilities and capacity

- **Expanded product portfolio** with new Weak Acid Cation and Acrylic Anion resin grades
- **Enhanced FDA Approved Manufacturing capacity** through increased pharma resin and pulverizer capacity
- **Strengthened manufacturing platform** to improve throughput, responsiveness and future readiness.

USFDA / Health Canada Compliant | WHO - GMP Certified | ISO 9001 & 14001 Certified

Portfolio Expansion

Broadened resin offerings to address domestic and export demand

Manufacturing Capacity

Higher production throughput with improved operational flexibility .. FDA Approved Facility

Import Substitution

Reduced dependence on outsourced products through in-house manufacturing

Future Readiness

Built a scalable platform to support long-term business growth

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Building Scale : Membrane Manufacturing @ Goa

Strategic investments in technology, infrastructure and capacity driving self-reliance and global competitiveness

Full Capacity	RO • UF • NF • MBR	3X	Make in India
Utilization	Comprehensive Range	Business Growth	Supported

Integrated Membrane Manufacturing Facility

India's first integrated RO membrane manufacturing platform

2017

Second Casting & Coating Line

3X business growth by 2024, validating capacity expansion and operational maturity

2022

UF Hollow Fiber Technology

Commissioned indigenous UF hollow fiber membrane manufacturing

2023

Strategic RO Membrane Capacity Expansion

Capacity Augmentation

2025

Strategic Partnership with Mann+Hummel

Accelerating advanced UF & MBR membrane manufacturing in India

2026

A future-ready membrane platform powered by technology leadership, manufacturing excellence and strategic partnerships to capture high-growth opportunities.

Building Scale : Standard Systems

Strategic investments across Wada, Goa and Hosur

WADA

Dedicated Export Manufacturing

- **72,000** FRP vessels/year
- **₹2 Cr** monthly revenue potential
- **Dedicated manufacturing line for Culligan**, a global leader in water treatment

GOA

Fabrication & Assembly Expansion

- **50%** increase in SS fabrication capacity
- **3X** improved loading & dispatch capacity
- **25%** Expanded RO/UF assembly capability

HOSUR

Operational Excellence

- **7X** warehouse capacity growth
- **0.8 acres** additional production space
- **500+** man-hours saved annually through optimized plant layout

Expanded fabrication, assembly and logistics capabilities to execute larger and more complex projects.

Building Scale in Services

India's most comprehensive lifecycle services platform for water & wastewater treatment

Business Scale

200+

Operation & Maintenance contracts

- 10% CAGR YOY
- 60% growth over the last five years

Customer Reach

30,000+

Customers Served

- 1,100+ Service Contracts
- 25+ Years Long-Term Loyal O&M Customers
- 1,500+ Customer Testimonials

PAN India Presence

3000+

Trained Service Personnel deployed at customer sites

- One-stop solution provider
- 12 Service Branches
- 50+ Channel Partners
- 50+ Service Locations

Smart & Sustainable Solutions

BOO | BOOT Rental | WaaS

New Core Initiatives

- Digital Solutions
- M2S – our preventive maintenance software at customer sites
- Water & Energy Efficiency Initiatives

1986 — Services Division Established

1999 — 1st ISO Certification

2010 — 1st NABL Certified LAB

2019 — RBNQ Certified

1. Energy & Water Efficiency Solutions
2. Consulting Services
3. Audits & Troubleshooting
4. Asset Management
5. BOOT | BOO WaaS Solutions
6. Spares and Consumables

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Building Scale: ZeroB Home Water Solutions

ZeroB is one of India's most trusted water purification brands, delivering advanced purification technologies across residential, commercial and institutional segments with more than 4 Lacs+ happy customers

- **Expand** the alkaline & hydrogen water portfolio with mass-premium products.
- **Improve** CWS margins through product optimization and value engineering.
- **Scale** adjacent categories: OTG, heat pumps, pressure pumps & advanced RO/UV purifiers.
- **Digitize** service operations to enhance customer experience and annuity revenue.
- **Strengthen** the ZeroB brand through a 360° omnichannel campaign.

















Nationwide Service Network

700+	2000+	Pan India
Cities Covered	Trained Engineers	Distribution Network

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Financial Reporting

Current Reporting Segments



ENGINEERING



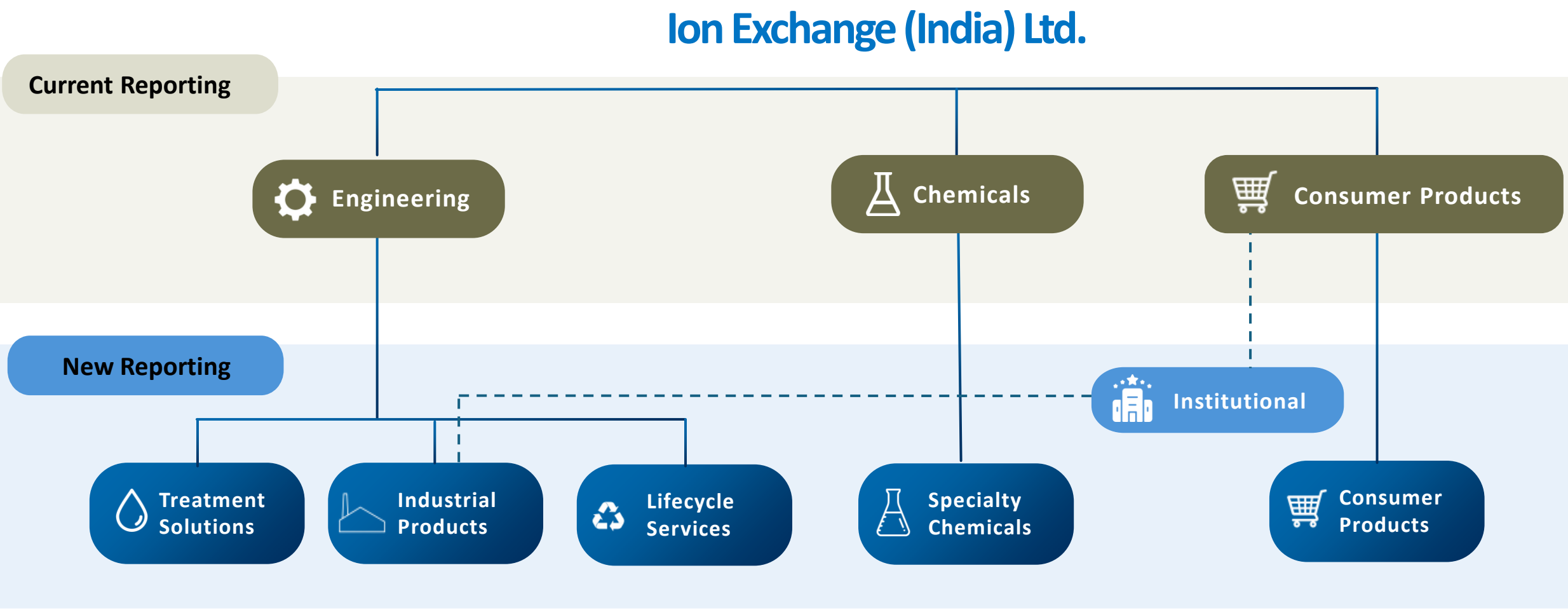
CHEMICALS



CONSUMER PRODUCTS

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Current vs New Reporting Segments



New Reporting Segments

TREATMENT SOLUTIONS



- **Water** Treatment
- **Ultra Pure** Water
- **High Purity** Water
- **Desalination**
- **Wastewater** Treatment & Recycle
- **Zero Liquid Discharge (ZLD)**
- **PFAS**

INDUSTRIAL PRODUCTS



- **Standard** Water Treatment Solutions
- **Membranes** (RO, UF, NF, MBR)
- **Institutional** Water Treatment Products

LIFECYCLE SERVICES



- **Operations & Maintenance** (O&M)
- **Rehabilitation & Modification**
- **Spares, Services & Consumables**
- **BOO/BOOT/WaaS**
- **Rentals**
- **Audits**
- **Remote Monitoring**

SPECIALTY CHEMICALS



- **Water Treatment Chemicals**
  - Utility Chemicals
  - Process Chemicals
  - Membrane Chemicals
  - Polymers
- **Resins**
  - Industrial
  - Process
  - Pharma

CONSUMER PRODUCTS

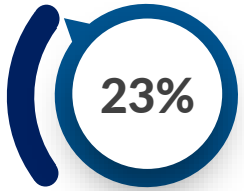


- **Home Water** Solutions
- **Community** Water Treatment Solutions
- **Wellness**
  - Hydrogen Water
  - Alkaline Water

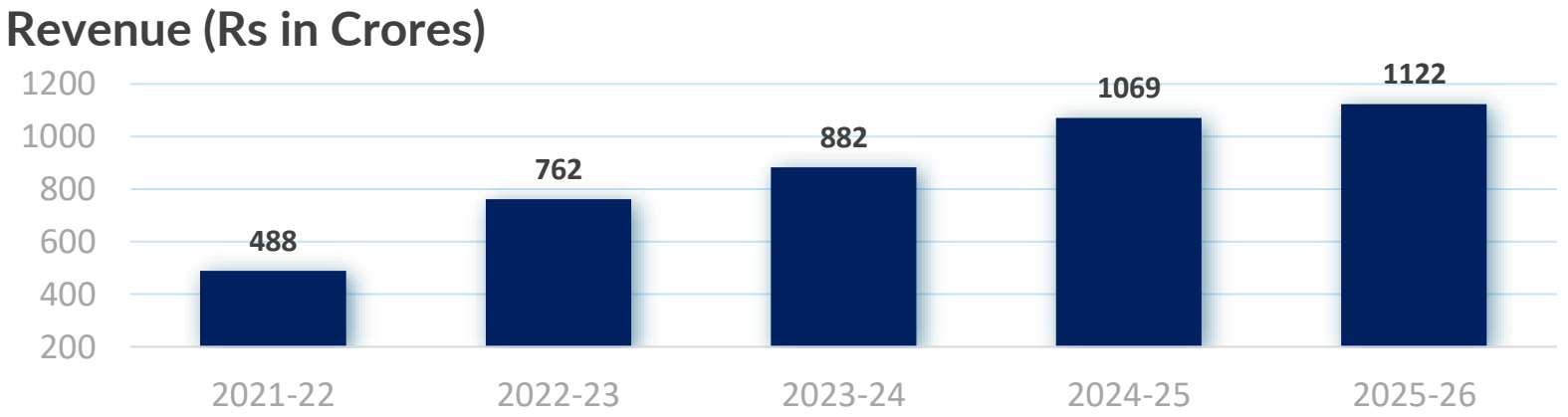
Treatment Solutions

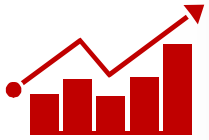
Consolidated figures

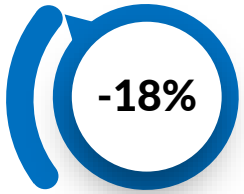




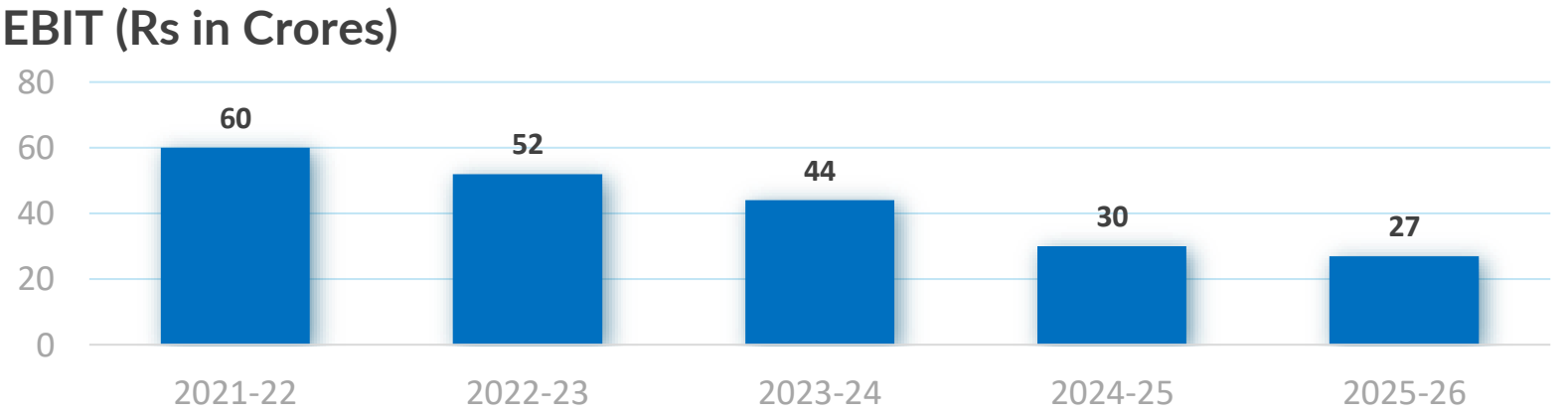
Treatment Solutions Segment
Revenue - CAGR







Treatment Solutions Segment
EBIT - CAGR



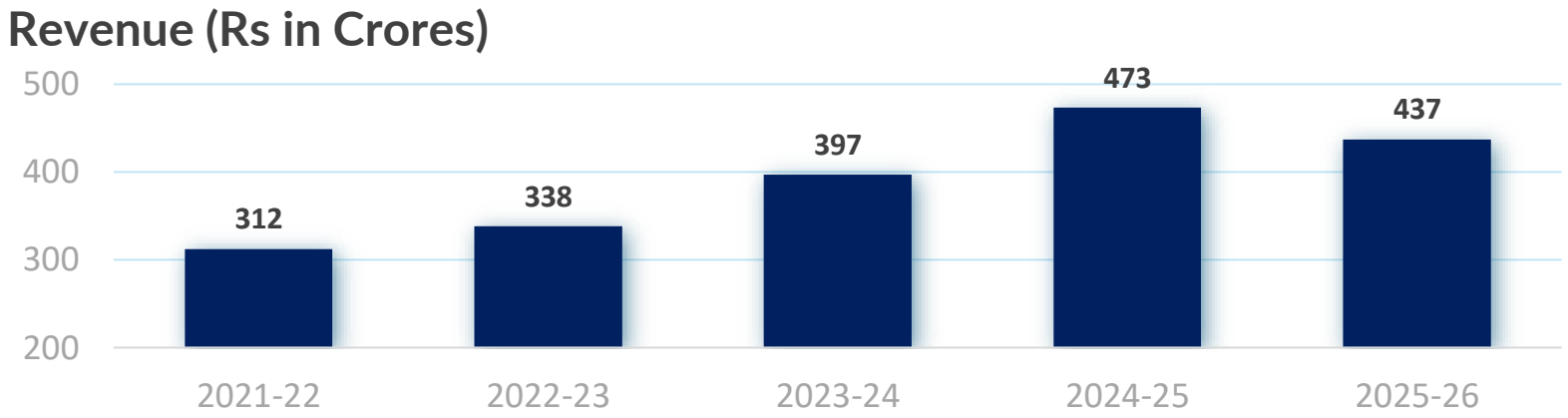
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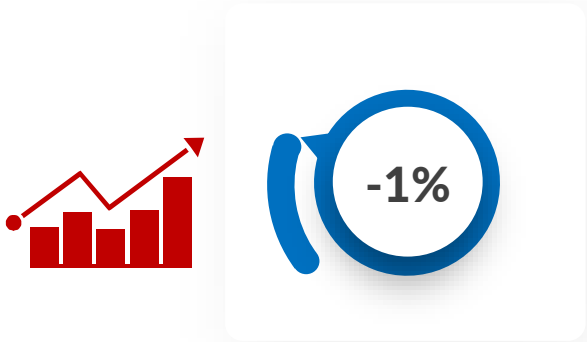
Industrial Products

Consolidated figures

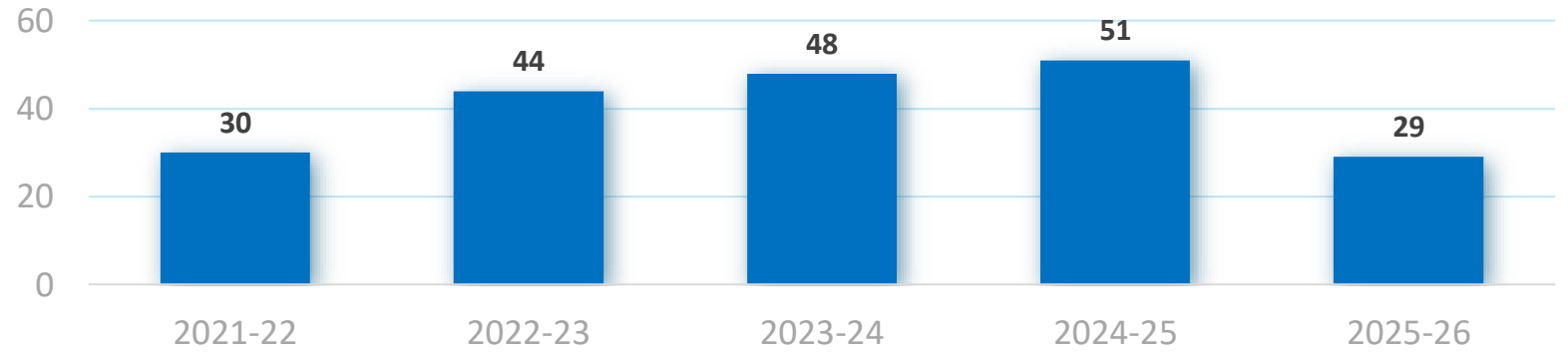


Industrial Products Segment
Revenue - CAGR





Industrial Products Segment
EBIT - CAGR



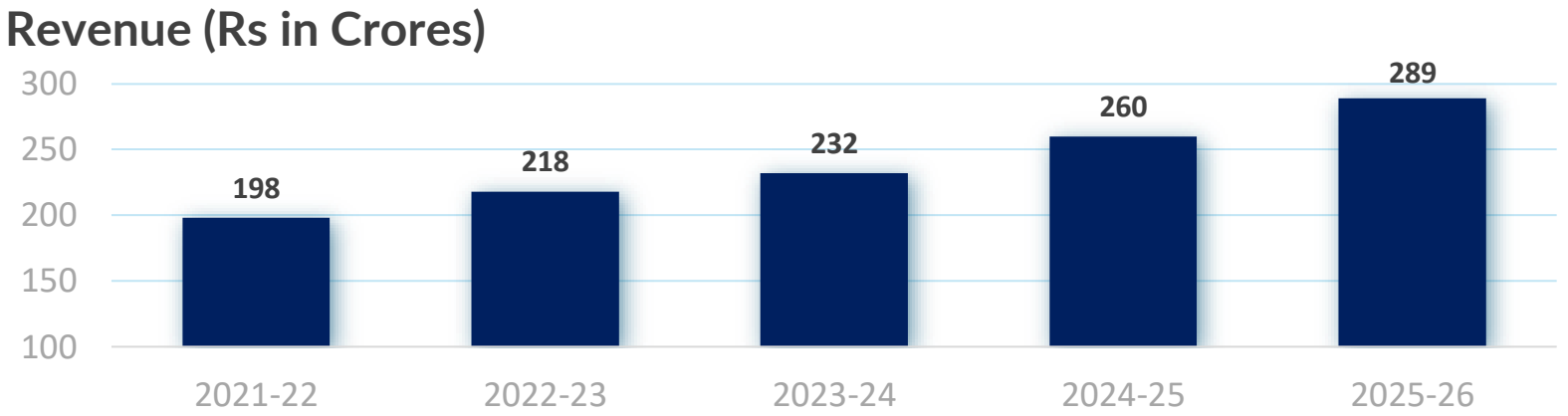
Lifecycle Services

Consolidated figures

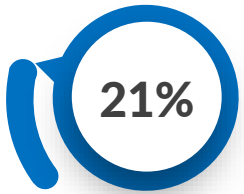




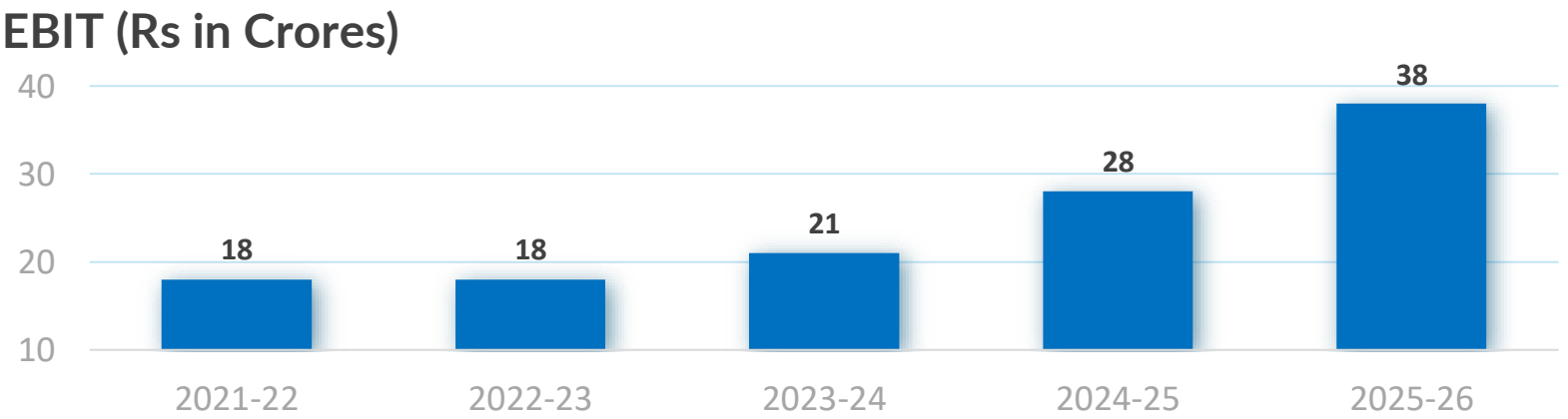
Lifecycle Services Segment
Revenue - CAGR







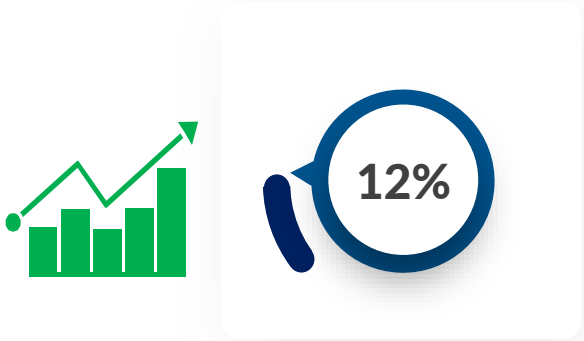
Lifecycle Services Segment
EBIT - CAGR



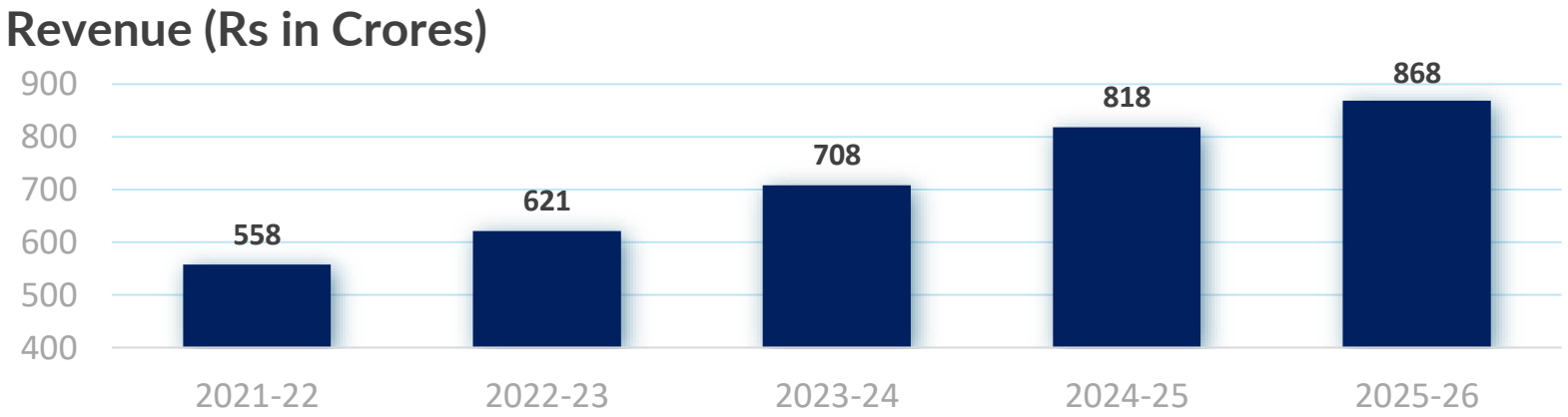
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Specialty Chemicals

Consolidated figures

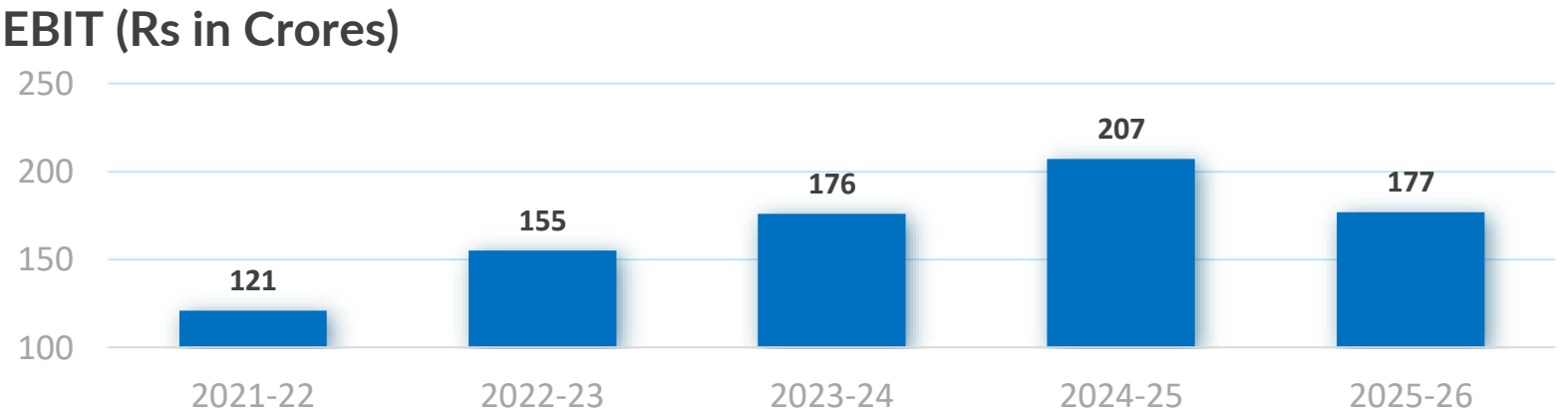


Specialty Chemicals Segment
Revenue - CAGR



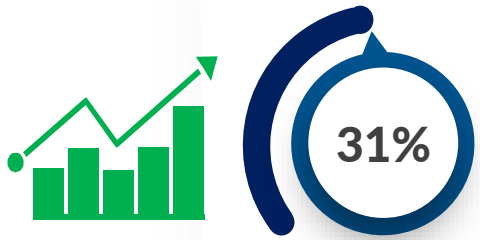


Specialty Chemicals Segment
EBIT - CAGR

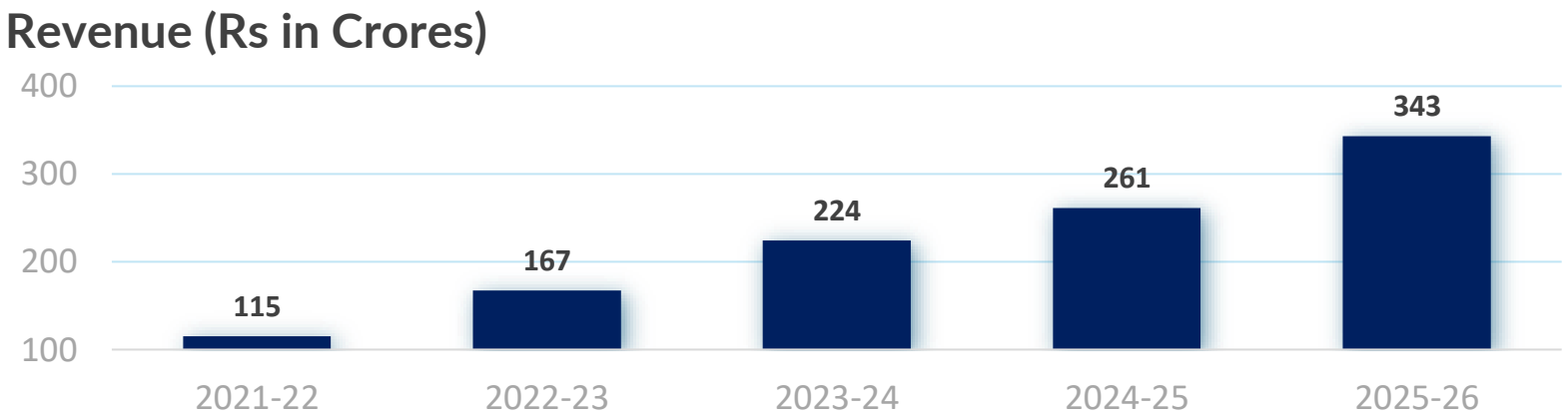


Consumer Products

Consolidated figures

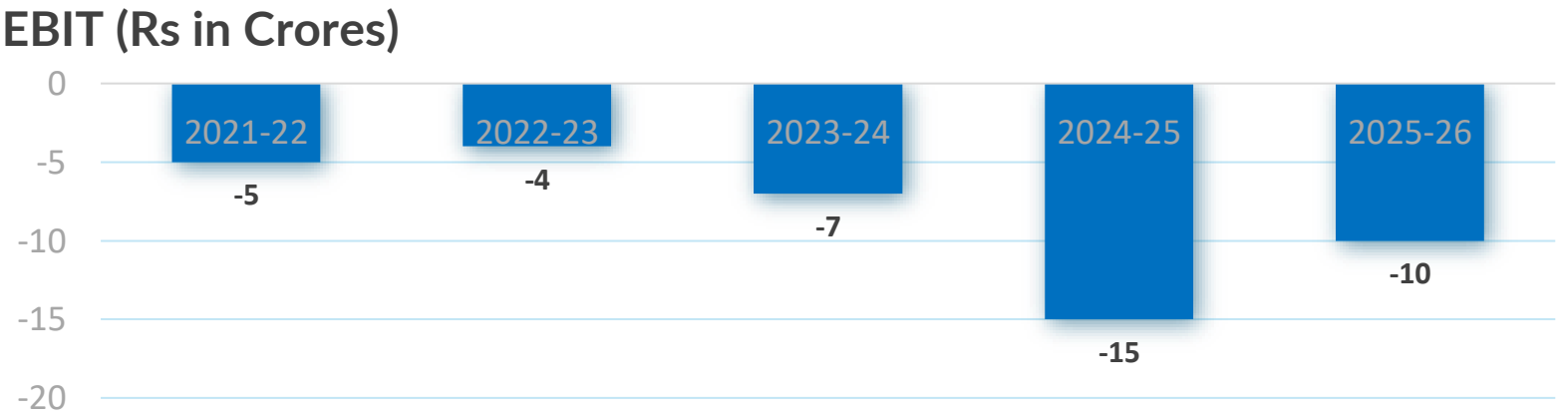


Consumer Products Segment
Revenue - CAGR





Consumer Products Segment
EBIT - CAGR



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60 Years of Trust

ION EXCHANGE

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