



VA TECH WABAG LIMITED
28th ANNUAL GENERAL MEETING
Chairman's Speech

Dear Shareholders, Good Afternoon,

It gives me immense pleasure to extend a warm welcome to all of you at the 28th AGM of VA TECH WABAG LIMITED. On behalf of my colleagues on the Board, I thank you for attending this AGM.

Over the past year, we have navigated through a dynamic and ever-evolving business landscape, and overcoming all these challenges, I am proud to announce that your Company has achieved significant milestones and maintained its position as a global leader in the water treatment sector. Our unwavering commitment to excellence, innovation, sustainability and customer satisfaction has been the cornerstones of our success. Through the collective efforts of our dedicated human capital, our value chain partners, bankers and all other stakeholders, we have successfully progressed on our strategic initiatives and delivered exceptional results.

Marching towards a Century of Water Leadership

I'm extremely elated to also share with you all that our beloved brand "WABAG" is reaching its 100th anniversary in 2024. It is with great pride and gratitude that I address you on this historic milestone, reflecting on a century of achievements, resilience, and unwavering commitment to excellence.

From humble beginnings to a global leader, our brand has journeyed through decades of challenges and successes, leaving a permanent mark on the societies and industries we serve and the lives we touch. Our enduring success is a testament to the vision and values upon which this company is built – “sustainable solutions, for a better life”. Our brand is synonymous with innovation, reliability and cutting-edge solutions. Through breakthrough technologies, constant research, and a passionate team of experts, we have consistently set new standards in the water sector. As we embark on the next century, we do so with a renewed sense of purpose and excitement. We are committed to building upon our legacy, leveraging our expertise to tackle emerging challenges, and embracing opportunities that lie ahead. Our focus remains on delivering exceptional value, driving innovation, and making a positive impact on the world around us.

True testament of Global Water Leadership

This year has been a landmark in the history of WABAG, with global recognitions being bestowed on us.

- 💧 We are extremely proud that WABAG has been ranked 3rd Globally, by Global Water Intelligence (GWI), London, for ensuring safe and clean drinking water and Sanitation to millions of people across the globe, validating our commitment to United Nations SDG-6, which aims to ensure clean water and sanitation for all by 2030.
- 💧 We are extremely elated that WABAG has ascended to global acclaim, securing a prestigious 6th position among Global Desalination players in the illustrious annual survey conducted by GWI for the fiscal year 2021-22.

- 💧 In line with our commitment to have a healthy human capital, I'm also extremely pleased to inform that WABAG has been recognized as the winner of the Arogya World Healthy Workplace Award 2023 by Arogya World India Trust.

Fantastic year of Profitable Cash Backed Growth

I am delighted to announce WABAG's remarkable performance for FY 2022-23. We achieved a historic milestone by securing the highest-ever order book of over INR 132 Billion, providing us a robust and reliable revenue visibility. This vibrant order pipeline provides a strong outlook for the years to come to continue delivering Profitable Growth. We continued our Profitable Growth journey delivering historic high profits and positive operational cash flow. We continued our turnaround from Net Debt to Net Cash of INR 1,007 Million, third consecutive year of Net Cash positive position.

Aligned with our strategic vision, we actively pursue projects funded by Central/Federal Government schemes and Multi-lateral agencies. Notably, our most substantial orders, such as DBO order to build South East Asia's largest Sea Water Desalination for CMWSSB at Chennai funded by JICA and also DBO order for Reconstruction, Expansion and Operation of Pagla STP at Dhaka, Bangladesh for Dhaka WASA funded by World Bank & AIIB, exemplify the global collaboration and growth we are experiencing. The robust quality of orders is a testimony to the trust that our clients globally, have placed in us to deliver technologically advanced, large, and complex projects.

Looking and Leaping ahead

I would like to take a few minutes to re-emphasise our Business Strategy for the future - Wriddhi (वृद्धि). Wriddhi (वृद्धि) denotes and focuses towards Profitable Growth, Success & advancement, Global Market Leadership, Free Cash generation, Quantum Leap. Improved Valuation

The following are the corner stones of Wriddhi (वृद्धि):

- 💧 Agile Go to Market Teams developing Technology Jobs
- 💧 Focus on EP, Industrial and International Jobs to improve diversification, cash-flow and time control
- 💧 Improved O&M Business focus for better cash-flow, margin and predictability
- 💧 Remain Asset Light thru Partnerships with Financial, Construction and Technology partners
- 💧 Global Delivery Centers for a Competence based structure as against Hierarchy based Hub & spoke model to Achieve Execution Excellence

We are confident that this strategy which is now being imbibed by the Group will take us forward strongly on the path of Global Water Leadership and Profitable Cash backed Growth.

Continued Focus on Sustainability

WABAG leads the way in transforming the sector towards a more environmentally conscious future by reducing greenhouse gas emissions and resource recovery through our innovative and sustainable solutions. We promote the efficient utilization of recycled water, harness green energy to power our plants, extract NPK rich fertilizers from sludge, and thereby actively contribute to the circular economy.

At the heart of our endeavours lies our commitment to ESG and Sustainability principles, propelling us to excel across every facet of our operations and surmount challenges with resilience. Our dedication to innovation, as demonstrated by our pioneering advancements in wastewater conversion into valuable water resources while embracing sustainability and circular economy principles, positions us for a formidable foundation of sustained success.

We are committed to remain a Water Positive Company to achieve long-term objectives aligning with the United Nations Sustainability Goals.

This is also the theme of our Annual Report – “Protecting Environment, Powering Economy” where we emphasize our focus on Manufactured Water, Circular Economy, Waste to Wealth and ensuring overall Economic Prosperity.

Vasudhaiva Kutumbakam, inspired from Maha Upanishad, translates to "One Earth, One Family, One Future," - the theme of India's G20 presidency, which fundamentally highlights the importance of all life as well as their interdependence on Earth and across the universe.

The theme also exemplifies LiFE (Lifestyle for Environment), which highlights the importance of environmentally sustainable and responsible lifestyle choices, both at the individual and national level, in creating a cleaner, greener, and bluer future. WABAG through its responsible and sustainable practices remains a front-runner in the mission to ensure global water security and ensuring a green and water-positive world. Promoting circular economy, clean water from desalination, green energy from bio-gas, safe drinking water and responsible wastewater treatment for nearly 10 decades remains the hallmark of brand WABAG, as we accelerate our contributions in line with India's G20 commitment towards a Cleaner, Greener, and Bluer future for the entire planet.

I extend my sincere appreciation to the esteemed members of our Board for their continued guidance and support which has helped us traverse this far. We the WABAGites, have together overcome challenges, celebrated victories, and forged a path towards success. I would also like to express my heartfelt gratitude to all our valued stakeholders for their support and cooperation, which has been instrumental in propelling us towards our shared goals. THANK YOU. JAI HIND.