September 21, 2026

To,
Listing/Compliance Department
BSE LTD.
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400 001.

BSE CODE : 524208

To,
Listing/Compliance Department
National Stock Exchange of India Limited
"Exchange Plaza", Plot No. C/1,
G Block Bandra-Kurla Complex,
Bandra (E), Mumbai – 400 051.
NSE Symbol : AARTIIND

Dear Sir/Madam,

Sub: Proceedings of 43rd Annual General Meeting
Ref: Regulation 30 of the SEBI (LODR) Regulations, 2015

We are submitting herewith details of the proceedings of 43rd Annual General Meeting of the Company held today, **Monday, September 21, 2026 at 11:00 a.m. IST** through Video Conferencing.

Kindly take the same on record.

Thanking You,

Yours faithfully,
FOR AARTI INDUSTRIES LIMITED

RAJ KUMAR SARRAF
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Date: 2026.09.21 18:38:25 +05'30'

RAJ SARRAF
COMPANY SECRETARY
ICSI M. NO. A15526
Encl.: as above.

PROCEEDINGS OF THE 43rd ANNUAL GENERAL MEETING OF AARTI INDUSTRIES LIMITED ('AIL')

The 43rd Annual General Meeting (AGM) held today, Monday, September 21, 2026, commenced at 11:00 a.m. IST through Video Conferencing (VC) and Other Audio Visual Means (OAVM) in compliance with the circulars issued by the Ministry of Corporate Affairs and the Securities and Exchange Board of India.

Welcoming the Shareholders, Board Members and the Invitees, the Company Secretary stated about the presence of:

a) All the Board Members, including the Chairperson of all the Committees of the Board.
b) All the Auditors, including Representatives from the Statutory Auditors, Secretarial Auditors, Cost Auditors and the Internal Auditors. AND
c) A requisite quorum, to begin with the proceedings of the meeting.

He also stated that the requisite records and registers were made available for inspection by the Shareholders electronically.

Shri Rajendra V. Gogri, Chairman and Managing Director of the Company, then welcomed all the Shareholders, Directors, Auditors and representatives present for the meeting and called the meeting to order.

The Chairman stated that:

- Notice of the AGM dated July 30, 2026 and the copy of Integrated Annual Report for the financial year ended March 31, 2026 had already been circulated to the Shareholders. With the permission of all, it was taken as read.
- The Chairpersons of the Audit Committee, Nomination and Remuneration Committee, Corporate Social Responsibility Committee, Stakeholders' Relationship Committee, Risk Management & ESG Committee - all were present at the meeting.

After a formal introduction of the Board Members, the Chairman stated:

- FY2025-26 was a year of resilience, stronger partnerships, and collaborative growth, reflected in AIL's second Integrated Annual Report theme: "Chemistry of Collaboration."
- AIL's future will be shaped by the chemistry between science and scale, customers and capabilities, innovation and execution, people and Technology, entrepreneurship and professional management.
- Global manufacturing networks are being redrawn. Customers are moving beyond cost to reliability, sustainability, technology, and supply chain resilience. India is gaining importance as a trusted manufacturing partner, especially in complex and speciality chemistries - creating a significant opportunity for Aarti Industries.

- With over four decades of expertise, global scale and integrated capabilities, AIL serves customers across 60+ countries; however, scale is not the Company's sole ambition, and its objective is to be the "Global Partner of Choice", trusted for development, manufacturing, innovation and long-term value creation.
- As part of the Company's natural progression of a strong institution and its long-term succession and governance framework, Shri. Rashesh C. Gogri, Shri. Renil R. Gogri, and he himself will transition from executive responsibilities to Non-Executive roles on the Board w.e.f. October 01, 2026.
- He will continue to serve as Chairman of Aarti Industries in a Non-Executive capacity & Shri Suyog Kotecha will assume the role of Managing Director and CEO with effect from October 1, 2026.
- Day-to-day leadership and execution will transition to professional executive leadership under Shri Suyog Kotecha, promoter stewardship will remain, while the Board will continue to provide strategic oversight, institutional experience and long term perspective. He reaffirmed the Company's commitment to its core values of Care, Integrity and Excellence, along with its entrepreneurial spirit, and expressed Board's full confidence in Shri Suyog Kotecha's leadership, strategic clarity and execution capabilities to lead the organisation forward.

Then he invited Shri. Suyog Kotecha, Chief Executive Officer and Executive Director, to take through the highlights of FY26 and the path forward. Shri Suyog K. Kotecha made a presentation encompassing the following key areas:

a) Key Updates : Sustainability, Partnerships, Volume Growth, Cost Savings, Capacities and utilization trend, Revenue by End Use, JV Updates, New Contracts etc.
b) Financial Snapshots for FY26;
c) Growth, Opportunity and Strategy ;
d) Awards & Corporate Social Responsibility.

Shri Suyog K. Kotecha outlined the focus areas for FY 2026 - 27, which included improving asset utilisation, commercialising Zone IV, scaling selected high-growth niches, expanding advanced chemistries, strengthening customer partnerships, improving capital efficiency, and generating stronger free cash flows.

Shri Suyog K. Kotecha concluded his address by expressing his sincere gratitude to Shri. Rajendra V. Gogri, Shri. Rashesh C. Gogri, Shri. Renil R. Gogri, the other members of the Promoter family, and the Board of Directors for their trust and confidence in entrusting him with the leadership of the Company as its Managing Director and CEO.

Continuing back his Speech, the Chairman Shri Rajendra V. Gogri stated that this would be his final AGM address as Chairman and Managing Director in an executive capacity. He informed the Members that, effective October 1, 2026 he would continue to serve as Non-Executive Chairman of the Company.

He reiterated that the Company's strategy would continue to be guided by its core principles of long-term thinking, financial discipline, scientific excellence, customer trust, responsible manufacturing and the values of Care, Integrity and Excellence.

The Chairman expressed his heartfelt gratitude to the employees, past and present, customers, suppliers, lenders, business and technology partners, communities, fellow Board members and shareholders for their trust, support and contribution to Aarti Industries over the years.

He acknowledged that the Company's journey has been built collectively by all its stakeholders and sought their continued trust and support as Aarti Industries enters its next chapter. He concluded by expressing his confidence in the Company's leadership and its continued growth and progress.

The Company Secretary then stated that the facility for remote e-voting on all the resolutions as set out in the Notice of the AGM had been provided to the Shareholders in proportion to their voting rights as on the cut-off date of **Monday, September 14, 2026**. The e-voting period commenced at **9:00 a.m.** on **Friday, September 18, 2026** and concluded at **5:00 p.m.** on **Sunday, September 20, 2026**. He also informed that voting by electronic means was also available during the AGM to those Shareholders who had not already voted by means of remote e-voting.

The following items as stated in the Notice of 43rd AGM were then taken up for consideration:

ORDINARY BUSINESS:

1	Adoption of Annual Financial Statements for year ended March 31, 2026
2	Declaration of Dividend for year ended March 31, 2026
3	Re-appointment Shri Ajay Kumar Gupta (DIN: 08619902), who retires by rotation and being eligible, offered himself for re-appointment
4	Re-appointment of Shri Suyog K. Kotecha (DIN: 10634964), who retires by rotation and being eligible, offered himself for re-appointment

SPECIAL BUSINESS:

5	Re-appointment of Shri Rashesh C. Gogri (DIN:00066291) as a Non-Executive Director of the Company w.e.f. October 01, 2026.
6	Appointment of Shri Suyog K. Kotecha (DIN: 10634964) as the Managing Director of the Company w.e.f. October 01, 2026 for a period of 5 Years.
7	Payment of Profit Related Commission to the Non-Executive Directors
8	To approve the remuneration of the Cost Auditors for the Financial Year 2026-27.

The Company Secretary thereafter invited the Shareholders to put forth their views/questions, if any relating to the annual financial statements, for the year ended March 31, 2026 and matters related thereto.

Some of the Shareholders, attending the meeting through Video Conferencing means, expressed their views / questions relating to the business and operations of the Company. After hearing from the speaker Shareholders as above, the Chairman , CEO and CFO replied to their queries and questions.

The Company Secretary requested to those Shareholders who had not already voted by means of remote e-voting to vote. He mentioned that e-voting to remain open for next 30 minutes after the conclusion of AGM.

The Company Secretary then informed that the Company had appointed M/s. BNP & Associates, Practicing Company Secretary as a Scrutinizer to scrutinize the remote e-voting and e-voting process in fair and transparent manner. The results of the remote e-voting and e-voting at the 43nd AGM will be declared within 2 working days of the conclusion of the AGM upon receipt of the Scrutinizer's Report. The same shall be posted on the Company's website www.aarti-industries.com and communicated to the Stock Exchanges viz. BSE Ltd. and National Stock Exchange of India Limited.

Since all the businesses mentioned in the AGM notice were transacted, the Chairman declared the meeting as concluded at 12:20 p.m.

FOR AARTI INDUSTRIES LIMITED

RAJ KUMAR SARRAF

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Date: 2026.09.21 18:39:27 +05'30'

RAJ SARRAF
COMPANY SECRETARY
ICSI M. NO. A15526