Chairperson's 20th AGM Speech – 31st July 2026

Good afternoon, everyone. On behalf of the Board, welcome, and thank you for joining us.

This is the year of a cherished milestone. It has been twenty years since we founded LatentView Analytics. And our core belief remains unchanged: delivering actionable insights that drive accurate decisions for our clients.

Over the years, we have often been asked one question. How do you sustain growth, not just in fair weather, but in turbulent times too?

The answer lies in how we have shown up through each cycle. The global financial crisis. COVID. And now AI. Our approach has stayed the same throughout. Get close enough to the client's problem to understand it, bring the right technology to solve it, and deliver real business impact.

Today, as you all know, AI is front and center of every boardroom discussion. This technology is moving faster than any shift we have seen. We took a view early that we would not watch this one from the sidelines. Our own capital, our own people and our own delivery model have gone into it, and we are learning in the middle of it rather than waiting for the picture to settle. Twenty years in, we are working like a company in its first year.

What anchors us through all of it are the priorities that matter most. Happy clients. Empowered teams. Capital managed wisely. Everything else comes back to those three.

It starts with our clients. Crossing a thousand crore in revenue this year is a significant milestone for us. More than the number, it reflects the trust clients place in us, and the fact that they keep coming back as their problems get harder. More of those problems now involve AI. Last year, twenty-eight percent of our revenue came from AI-led work.

None of it happens without the people who do the work. We are building real AI fluency across our teams, and the people who have already built with these tools are teaching the ones who are learning. That exchange is how we prepare for the long game.

Investing in our people is one half of disciplined growth. Deploying capital wisely is the other. We are making deliberate bets to widen the ground we can cover. The acquisition of Decision Point strengthened our position in consumer goods and retail. Our investment of three million dollars in Healtheon AI, an agentic AI platform for healthcare revenue cycle management, takes us into a new sector.

That discipline is not new to us. Long before we went public in 2021, we had begun practicing what we call enterprise fitness, operating with the same regulatory rigor as a listed company.

Like a marathoner who trains months before the race, we invested early in the discipline that long-term growth demands.

Being a listed company is a privilege and a responsibility. We honor it by earning the trust of those who have backed us.

That responsibility sits first with your Board. This year, two of our Independent Directors have completed their terms with us, and I would like to thank them properly.

Dipali Sheth stepped down in June after five years with us, including time on our Audit Committee. She joined around the time of our listing, and her counsel helped us find our feet as a public company. Thank you, Dipali.

Mukesh Butani has completed his five years with us this month. He chaired our Audit Committee through that entire period and held us to the standard of rigor a newly listed company needs. How this company governs itself today owes a great deal to him. Mukesh, thank you.

We are glad to welcome Sudha Sankaran to the Board as an Independent Director. Sudha brings twenty-five years in finance and leads Alstom's Global Finance Centres. Her appointment is before you today, and the Board commends it for your approval.

This year also brings a transition in leadership. Sonal Ramrakhiani joined us as Chief Executive Officer this month, after two decades in global technology and consulting, most recently at Wipro. She will be based in the United States, close to our largest markets. We are delighted to have her.

Sonal takes over from Rajan Sethuraman, who has been with us for a decade and led the company for the past seven years. Rajan took us through our IPO and the acquisition of Decision Point. He leaves the business stronger than he found it, and a team ready for what comes next. He continues as Strategic Advisor to the CEO for the next six months. Rajan, thank you.

My thanks also to our auditors, to our clients who bring us their hardest problems, to our people across all our offices, and to you, our shareholders, whose trust and patience have allowed us to build for the long term.

We are proud of the culture of excellence, integrity and curiosity we have built. We enter our third decade richer for it.

The best is yet to come.