CENTUM

**Ref: CE/NSEBSE/21092026** **September 21, 2026**

To,

| | |
|---|---|
| Listing Department,<br>National Stock Exchange of India Limited,<br>Exchange Plaza,<br>Bandra Kurla Complex,<br>Bandra (East), Mumbai – 400 051 | Department of Corporate Services – Listing,<br>BSE Limited,<br>P. J. Towers,<br>Dalal Street,<br>Mumbai – 400 001 |

**Re: Scrip Symbol: CENTUM/ Scrip Code: 517544**

**Subject: Intimation of Non-Deal Roadshow in Singapore on September 24-25, 2026**

Pursuant to Regulation 30(6) read with Schedule III of the SEBI Listing Regulations, we wish to inform you the Investor Meetings scheduled as part of Non-Deal Roadshow('NDR') which will be attended by the Officials of the Company. Details of the Meetings scheduled are as under:

| Date | Name of the Event | Type of Meeting / Event | Venue |
|---|---|---|---|
| September 24 - 25, 2026 | Non-Deal Roadshow (NDR) | In person interaction | Singapore |

**NOTE: Dates/Time are subject to changes. Changes may happen due to exigencies on the part of investors/Company.*

The presentation to be discussed at the aforesaid NDR is as enclosed.

Please note that no Unpublished Price Sensitive Information is proposed to be shared by the Company during the aforesaid NDR.

Yours faithfully,
For **Centum Electronics Limited**

INDU H S Digitally signed by INDU H S
Date: 2026.09.21
19:04:21 +05'30'

**Indu H S**
**Company Secretary & Compliance Officer**
Encl: as above

CENTUM

TEAM WORK | TECHNOLOGY | TRUST

# INVESTOR PRESENTATION

September 2026

# Company At A Glance

*Centum is a Trusted Partner for Defence & Strategic Electronics and High Reliability Electronics Manufacturing, Serving Domestic and Global OEMs Across Defence, Aerospace, Industrial, Transportation, and Medical Sectors*

**33**
Years in Electronics Solutions Since 1993

**2**
Business Segments BTS & EMS

**350,000 Sq Ft**
Manufacturing Footprint

**~1,650**
Employees

**17**
Patents Granted

**125+**
Publications

**INR 18 Bn**
Order book**

**54%**
Exports Revenue

**600+**
Suppliers Worldwide

**25%**
3 Year Revenue CAGR#

**21%**
FY26 ROCE*

## Key Certifications

**SAMAR L5**
DRDO Highest level certification

**ECOVADIS**
Business Sustainability Ratings

**MEDICAL**
ISO13485

**AUTOMOTIVE**
IATF 16949

**INFORMATION SECURITY**
ISO 27001

**As on 30th Jun '26
* Adjusted ROCE
# Standalone basis

CENTUM

# COMPANY OVERVIEW

# Company Overview

*One of India's Leading Electronics Manufacturing Services And Build To Specification Companies Serving Mission-critical Industries.*


DEFFENCE, SPACE AND AEROSPACE

**Deep Design & Engineering DNA**

Strong design engineering and end-to-end product realization capabilities spanning concept, design, validation, testing, and lifecycle support, enabling Centum to serve as a strategic development partner to global OEMs and national programs.

INDUSTRIAL AND ENERGY

**High-Reliability Electronics Manufacturing**

MIL/Space-grade manufacturing capabilities from PCBA to full system integration for complex electronics.

TRANSPORTATION AND AUTOMOTIVE

**Leadership in Strategic Electronics**

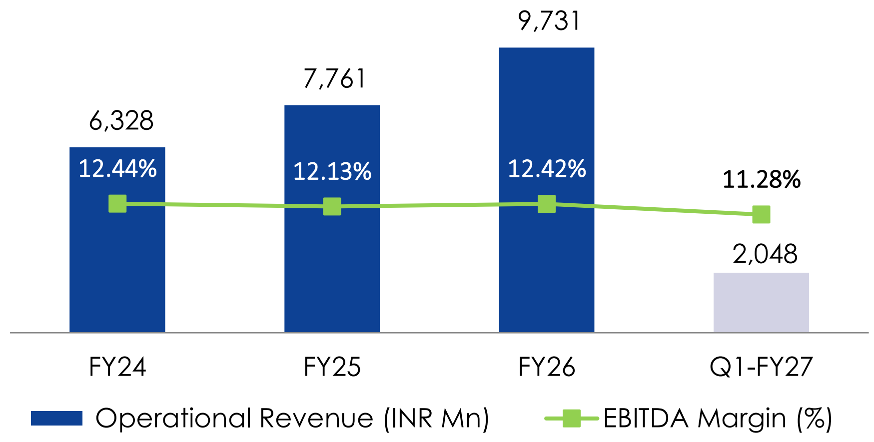
Strong presence in Defence, Aerospace & Space, supporting mission-critical national programs indigenizing critical technologies, as well as global programs.

HEALTHCARE

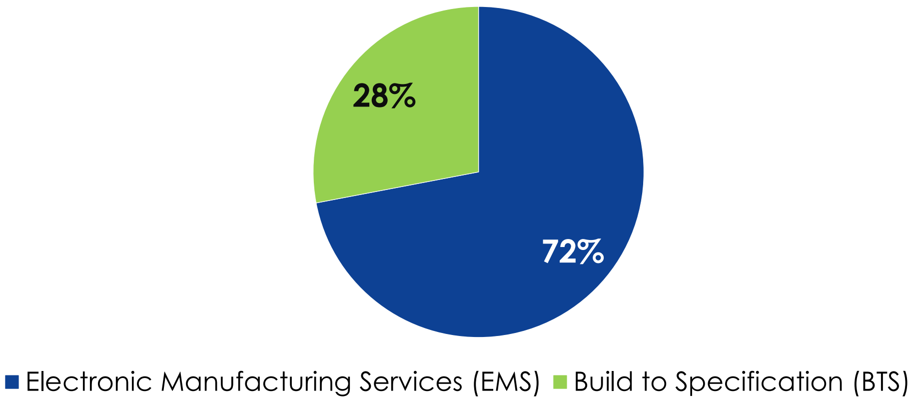
**Global OEM Partner Across Complex Electronics Value Chains**

Long-standing trusted partner to marquee global OEMs and Tier-1 customers built on quality, reliability, and engineering excellence.

## Standalone Revenue (INR Mn), EBITDA Margin (%)




## Revenue across Business Verticals (Q1-FY27)




**Well-Established Presence Across High-Growth Sectors: Defence, Aerospace & Space and EMS**

# Board Governance & Strategic Stewardship

## Apparao V Mallavarapu

*Chairman and Managing Director*

Mr. Apparao (Rao) V Mallavarapu founded Centum Electronics in 1993 and has led its growth into a leading Indian electronics company. He has successfully established JVs with several MNCs. Rao holds a Bachelor's in Mechanical Engineering from Bangalore University and a Master's from Dalhousie University, Canada. He has received France's Chevalier de l'Ordre national du Mérite and Brazil's Order of Rio Branco. He currently serves as Chairman of the CII National Committee on Space and Convenor of the CII Karnataka Panel on Technology. He is the Honorary Consul of the Federative Republic of Brazil in Bengaluru.

## Mr. Nikhil Mallavarapu

*Joint Managing Director*

Mr. Nikhil joined Centum in 2012 and currently serves as Joint Managing Director. He has held several leadership roles across new projects, corporate development and the EMS business. Prior to Centum, he worked with Analog Devices in its MEMS sensors division. He holds Bachelor's and Master's degrees in Electrical & Computer Engineering from Carnegie Mellon University and an MBA from INSEAD. He serves as Co-Chair of International and Export Committee in SIDM, and he is also the Convenor of the CII Karnataka Emerging Technologies Panel for the year 2026-27.

## Board of Directors

**Tanya Mallavarapu – Non-Executive Director**

Ms. Tanya is the Founder of TMR Design Co. LLP, an interdisciplinary design firm focused on innovation and functionality. She holds a Master's in Economics from Duke University and a Bachelor's in Business Administration from the University of Southern California.

**Apurva Chandra– Independent Director**

Mr. Apurva Chandra is a former IAS officer with 36+ years of experience in public administration and policy. He has served as Secretary across key ministries, including Health, Information & Broadcasting, and Labour & Employment. He is an alumnus of IIT Delhi and the London School of Economics and serves on the boards of several companies.

**Dr. Udayant Malhoutra – Independent Director**

Dr. Udayant is the CEO & Managing Director of Dynamatic Technologies Ltd., specialising in engineering and manufacturing solutions across hydraulics, automotive, aerospace and security. He is a member of the CII National Council and chairs the CII National Committee on Design. He has also served on the Board of Governors of IIT Kanpur.

**V Kavitha Dutt – Independent Director**

Ms. V Kavitha Dutt is Joint Managing Director of KCP Ltd., with businesses spanning Cement, Heavy Industrial Machinery, and high-tech Defence, Space & Nuclear equipment. She has served as Chairperson of FICCI Tamil Nadu State Council and holds a Business Management degree from Cedar Crest College, USA.

**Tarun Sawhney – Independent Director**

Mr. Tarun is Vice Chairman & Managing Director of Triveni Engineering & Industries Ltd., a leading player in sugar, bioenergy, ethanol, industrial gearboxes and defence solutions. He holds an MBA from The Wharton School and a Master's degree from the University of Cambridge.

**Ramesh Ramadurai – Independent Director**

Mr. Ramesh Ramadurai has served as Managing Director of 3M India, with over 30 years of global leadership experience at 3M across the US, Philippines and China. He holds a Bachelor's in Chemical Engineering from IIT Kanpur and an MBA from IIM Calcutta. He has also held leadership roles in CII and the US–India Business Council.

# Experienced leadership team with deep domain expertise

**Dr. Vinod Chippalkatti, PhD – *Chief Technology Officer***

Dr. Vinod Chippalkatti leads Centum's Build-to-Spec India business, serving strategic platforms across satellites, radars, missiles and launch vehicles. With 25+ years at Centum and prior experience at ISRO, he brings deep expertise in design and engineering. He holds degrees from NITK Suratkal, IISc Bangalore and NLSIU Bangalore and is a member of ISPA's Executive Committee.

**Jagadish Singh – *President, EMS Business Unit***

Mr. Jagadish brings 30+ years of experience in electronics manufacturing, with expertise across operations, supply chain, sourcing, customer management and business development. Prior to Centum, he held leadership roles at Orion Electronics, Hungary and Rangsons, driving operational excellence and growth.

**Vishwanath Mudegowdara – *President, Engineering and DLM Solutions***

Mr. Vishwanath brings 30+ years of experience in end-to-end hardware and firmware product development, with expertise in technology alliances, IP strategy and global delivery models. Prior to Centum, he held leadership roles at L&T Technology Services and Tata Consultancy Services. He holds a Master's in Biomedical Instrumentation and a Bachelor's in Instrumentation Technology.

**Sundararajan Parthasarathy – *Chief Financial Officer***

Mr. Sundar is a finance and operations leader with 25+ years of experience in financial transformation and turnaround strategies across manufacturing and infrastructure. Prior to Centum, he held leadership roles at Adecco, GE, Xylem, TATA and TVS Group. He is a Chartered Accountant.

**Indu H S – *Company Secretary, Chief Compliance Officer***

Ms. Indu H S is a Fellow Member of the Institute of Company Secretaries of India (ICSI) with over 12 years of experience in corporate governance, secretarial affairs, regulatory compliance, board processes and legal matters.

# Our **Evolution**

CENTUM

**Three decades of innovation-led growth, building capabilities that matter**

### 1993
**Incorporation**

Centum Electronics established with a vision to deliver high reliability electronics solutions.

### 2000s
**EMS Expansion & Entry Into Space (2002)**

Scaled EMS operations while entering the space electronics business in 2002, building modules and systems for satellites and launch vehicles.

### 2010s
**Entry Into Defence & Aerospace**

Began delivering mission-critical solutions for Defence starting 2010, and grew its footprint across Aerospace and strategic programs.

### Mid 2010s
**Scaled Defence, Space & Aerospace**

Grew Defence, Space and Aerospace into major contributors to overall revenue, deepening capabilities across all three segments.

### 2020s
**Global Expansion & Acquisitions**

Strengthened global footprint through acquisitions, partnerships and new market entry.

### Today & Beyond
**From Supplier to System Integrator**

Evolving as a complete solutions provider and system integrator for mission-critical programs.

**Foundation**
1993

**Scale & Build**
2000 - 2009

**Diversify & Enter**
2010 - 2014

**Expand & Strengthen**
2020 - 2024

**Lead & Transform**
2025 & Beyond

**Built on a strong foundation. Driven by innovation. Focused on the future. Enabling a safer, smarter and more connected world.**

# Awards & Accolades



National Award for excellence in Energy Management from CII

Received Platinum Award in Sustainability
for Corporate Business Houses Industries from SEEM


BTS - Received Platinum Award for Energy Management from SEEM


EMS - Received Platinum Award for Energy Management from SEEM

# State of The Art Manufacturing Facilities


Electronics Manufacturing Services (EMS) Facility, KIADB Aerospace Park, Devanahalli, Bengaluru.


Build-to-Specification (BTS) Facility, Yelahanka, Bengaluru.

# A Diversified Portfolio, Enabled by Execution

*Centum is positioned in segments where partner selection is driven by reliability, qualification pedigree and platform trust, not only by cost.*

### Mission-Critical Electronics

Reliability and performance where failure is not an option

- Defence, space and aerospace use-cases across radar, EW, avionics and satellite subsystems
- High-reliability electronics spanning RF, digital, power, software and microelectronics
- Integrated design, manufacturing and testing capabilities for complex requirements

### High Entry Barriers

Capabilities created through certification, qualification and process depth

- Well-established presence and certifications in aerospace, defence and space domains
- MIL/space-grade compliance, IPC Class 3, traceability and rigorous quality systems
- Specialized infrastructure and know-how across PCBA, box-build, LRUs and systems integration

### Long-Term Customer Relationships

Embedded partner status built over platform life cycles

- Average 10-15 year relationships with top customer groups
- Single-source supplier for approximately 80% of manufactured products
- Trusted partner to global OEMs and Tier-1 customers across strategic sectors

# BUSINESS OVERVIEW

# Business Verticals

*In-house design and engineering capabilities are deeply embedded within Centum's EMS and BTS businesses, providing product development, certification, and qualification support across both segments.*

## 72%

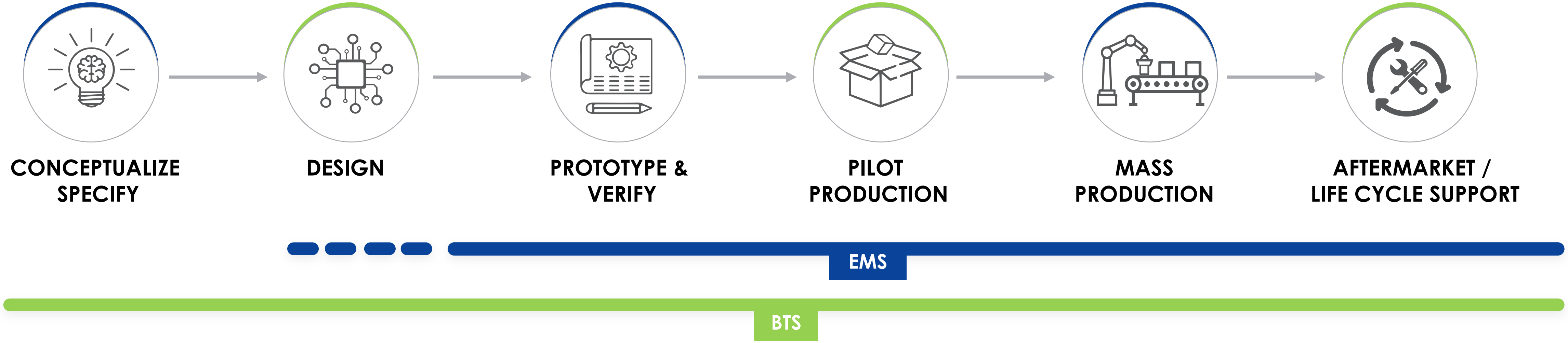
### EMS (Revenue Contribution)

Electronic Manufacturing Services — scale production, diversified customers, 6–9-month conversion cycle

## 28%

### BTS (Revenue Contribution)

Build-to-Specification — mission-critical defence, radar and space systems, multi-year program cycles



# Electronics Manufacturing Services (EMS)

## How Centum Delivers EMS Solutions?

Centum provides end-to-end Electronics Manufacturing Services (EMS), converting customer's product designs and specifications into production-ready electronic products and sub-systems.

## Our EMS Capabilities

**Advanced Manufacturing**
State-of-the-art facilities and processes ensuring high quality, precision and efficiency

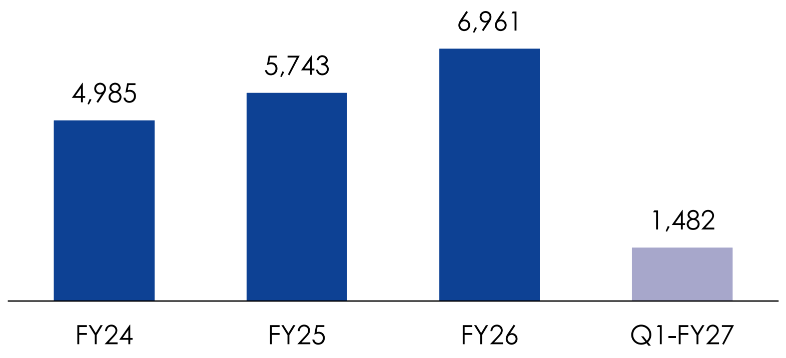
**High Reliability**
Designed and manufactured to meet stringent quality, safety and reliability standards

**End-to-End Solutions**
From component sourcing to mass manufacturing with test, validation and lifecycle support

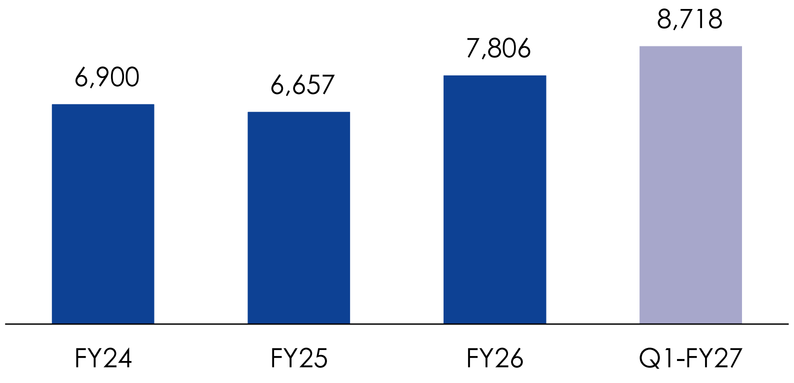
**Semiconductor Expertise**
Specialized capabilities for complex semiconductor equipment, supporting customer qualification, ramp-up and scalable production.

**Customer Partnership**
Agile, collaborative approach ensuring customized solutions and long-term relationships

## EMS Revenue (INR Mn)




## EMS Order Book (INR Mn)



# Electronics Manufacturing Services (EMS)

CENTUM

Manufacturing → Release Management → Product Analysis → Test Tools Handling → Aftermarket / Lifecycle Support

| | |
|---|---|
| **30%** | Revenue from 20+ Year Customer Relationships |
| **40%** | Revenue from 10 to 20 Years Customer Relationships |
| **70%** | Centum Products are single sourced |
| **53%** | Exports Contribution to Revenue (FY26) |

**What This Means**

- Deep, long-term partnerships
- High Customer Stickiness
- Mission Critical Solutions
- Trusted by global leaders
- Repeat business

*PCBA = Printed Circuit Board Assembly*

## Industrial & Medical


**Industrial Measurement & Control**


**Control Boards**

**Digital X-ray (Healthcare)**

**Communication Equipment (Power Grid)**


**Fertility Kit (Consumer Health)**

## Electric Mobility

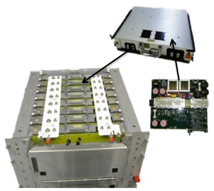
**Battery Management System (Electric 3-wheeler)**

**MK2 Encoder (Electric Commercial Vehicles)**

**HV Inverters PCBA (Electric Buses)**

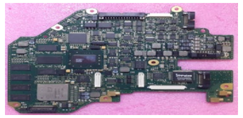
## Defence & Aerospace

**Air traffic Management Systems**



**Sonar Sub systems**

**Infrared Cameras for Defence vehicles**



**Electronics for Optronic Equipment**

Trusted by Leading global OEMs across Defence, Aerospace, Industrial, Energy, Automotive, Transportation & Space sectors delivering mission critical solutions for a safer and smarter world.

# Build-To-Specification (BTS)

## How Centum Delivers BTS Solutions?

Centum partners with customers to transform product concepts and specifications into fully engineered, qualified and production-ready electronic systems from system architecture and design to prototyping, qualification, manufacturing and lifecycle support.

## Our BTS Capabilities

**Engineering-Led Development**
Deep engineering expertise to translate complex customer requirements into innovative electronic solutions.

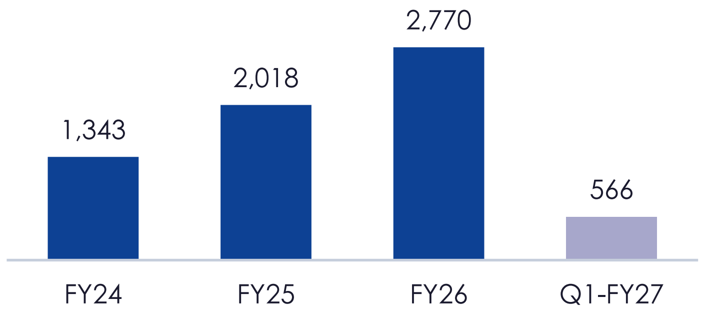
**System-Level Design**
Integrated hardware, software, FPGA and system architecture capabilities for complex applications.

**Mission-Critical Solutions**
Development of high-performance electronic systems for demanding aerospace, defence, space and industrial applications.

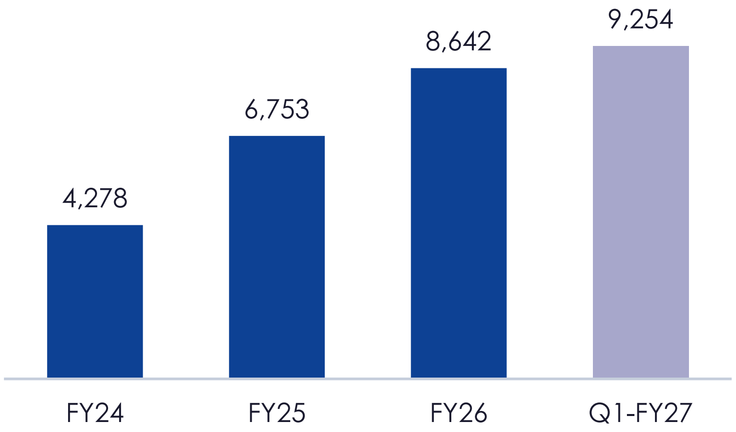
**Qualification & Certification**
Supports rigorous product qualification and compliance requirements for specialised industry applications.

**Accelerated Innovation**
Enables faster product development, enhanced performance and sustainable growth through innovative electronic solutions.

## BTS Revenue (INR Mn)



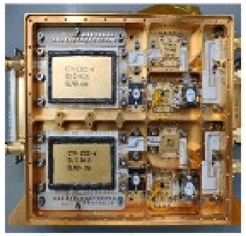

## BTS Order Book (INR Mn)



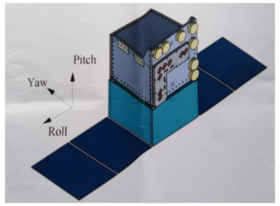
# Build-To-Specification (BTS)

## Space

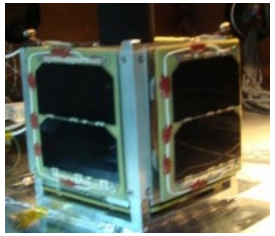
### Earth Observation Satellite Subsystems



### Electronic Warfare Payloads




### Small Sat & Payload Integration



## Defence

### Missile Control & Guidance

### Radar Subsystems

### Tank Electronics

Power Unit

Relay Regulator

## Railway

### Public Address & Intercom

### Passenger Information Systems

# Industry Overview and Opportunities – EMS

## Key Growth Drivers

**China+1 diversification** – Global OEMs shifting supply chains to India amid rising costs and geopolitical risk in China.

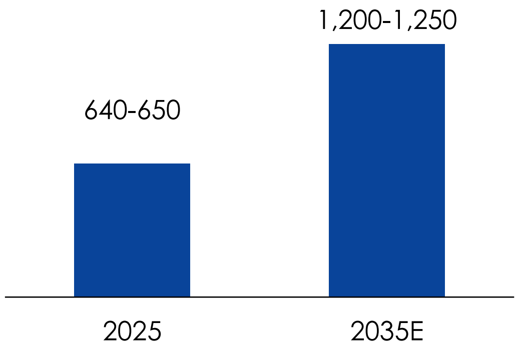
**Government incentives (PLI, EMC 2.0, ISM 2.0)** – Strong policy push driving semiconductor equipment and electronics localization.

**Semiconductor Expansion** – Growing investments in fabs, OSAT facilities and semiconductor equipment in India are driving demand for complex electronic assemblies.

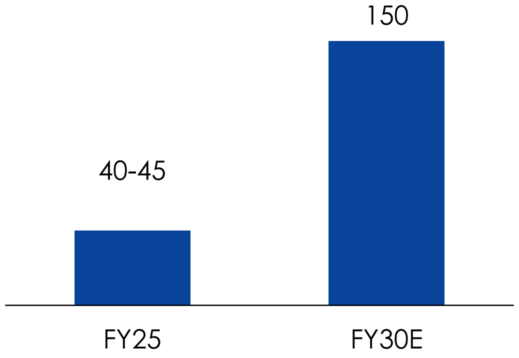
**High-value vertical expansion** – Industrial, medical, aerospace, and EV electronics growing at 32%+ CAGR, outpacing consumer segments.

**Value-chain upgrade** – Shift from low-margin assembly to design-led (ODM) manufacturing, boosting margins and stickiness.

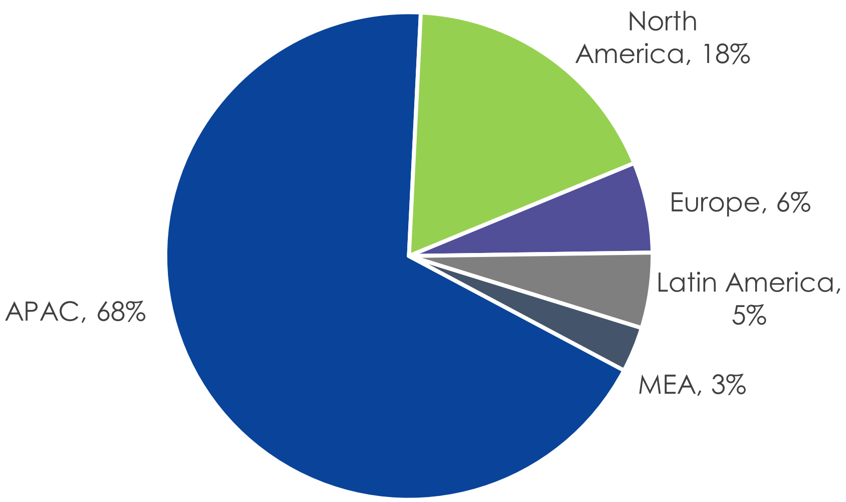
## Global EMS Market (USD Bn)




## Indian EMS Market (USD Bn)




## Global EMS Market – Geographical Share (2025)




**Source:** KPMG

# Industry Overview and Opportunities – BTS

## Key Growth Drivers

**Rising defence budgets & indigenisation mandates –** Higher military spend and "Make in India" push are shifting sourcing to qualified domestic BTS players.

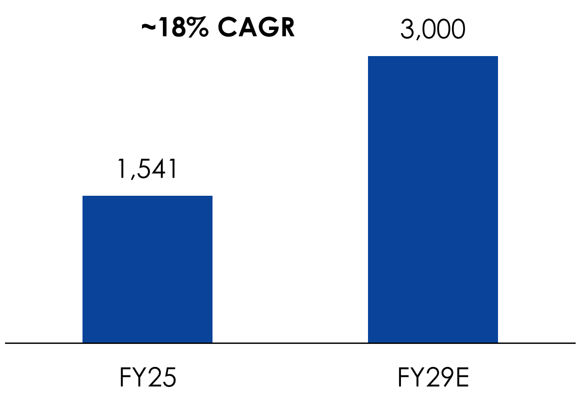
**Global OEMs seeking Indian defence partners –** China+1 dynamics extend into strategic electronics, with global primes seeking reliable, long-term Indian manufacturing partners.

**Modernisation across radar, EW & missile platforms –** Legacy systems upgrade cycles are creating multi-year, high-value program pipelines.

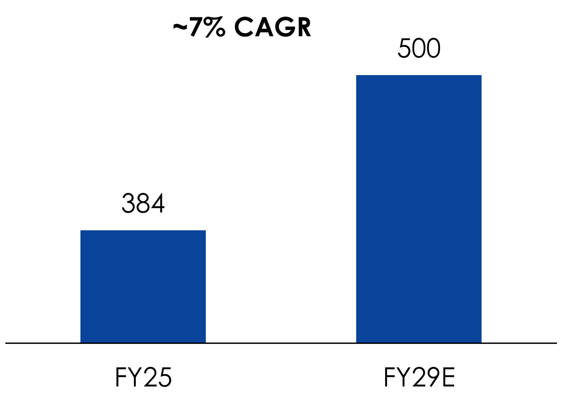
**Space sector expansion –** Growing ISRO and private space activity is driving demand for satellite payloads and mission electronics.

**High entry barriers favour incumbents –** Stringent qualification, reliability, and long life-cycle requirements limit competition to a handful of capable suppliers.

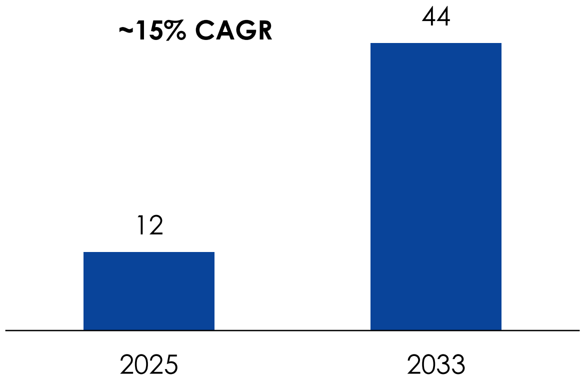
## India's Defence Production (INR Bn)




## India's Defence Exports (INR Bn)




## India's Space Market Size (USD Bn)




**Source:** Deloitte, FICCI-EY

# Complete Mission-Critical Solutions

CENTUM

**From Sub-systems**
Supplying Modules & Electronics

- Radar Sub-systems
- Electronic Modules
- Communication Units
- EW Payloads

**To Systems**
End-to-End Solutions for Complex Missions

- System Design
- Integration & Development
- Testing & Validation
- Lifecycle Support

**Full System Solution Provider**

Design | Develop | Integrate | Deliver
Mission-Critical Systems

## Strategic Orders & MoUs – Proof of Our System Capabilities

### Order from Hindustan Aeronautics Limited (HAL)

Designing and developing a INR 660 Mn Phase 1 order for the indigenous AESA Radar System for HAL's Utility Helicopter–Maritime platform, with a potential INR 5,000 Mn Phase 2 production opportunity.

### MoU with Bharat Electronics Limited (BEL)

Partnering with BEL to jointly develop and manufacture Electronic Warfare, Radar and Secure Military Communication systems for the Indian Armed Forces under a strategic collaboration.

### Order from Garden Reach Shipbuilders & Engineers Limited (GRSE)

Supplying INR 294 Mn worth of Advanced Naval Navigation Systems for frontline warships, expanding our presence in the maritime defence electronics segment.

### Customer Indications for Constellation of 3 Satellites

Delivering a ~INR 3,500 Mn three-satellite constellation order as part of the Space Based Surveillance Program, with potential follow-on constellation opportunities.

**Strong Order Wins & Strategic Partnerships Validate Our Evolution from Sub-systems Supplier to Full System Solution Provider**

# Dual Growth Engines Across the Value Chain

*A complementary portfolio balancing profitability, working capital and long-term value creation*

## BTS (Build-to-Specification)

| | |
|---|---|
| Benchmark Margin | **18–20%+** |
| Project Lifecycle | **2–2.5 Years** |
| Working Capital Days | **225-350 Days** |

## EMS (Electronic Manufacturing Services)

| | |
|---|---|
| Benchmark Margin | **9–10%** |
| Project Lifecycle | **6–9 Months** |
| Working Capital Days | **85-110 Days** |

**BTS – VALUE ENGINE**

18–20%+ margins in strategic defence, aerospace & space programmes.

**DUAL MODEL CREATES VALUE**

**EMS – CASH ENGINE**

Majority of revenue; stable, predictable cash flows funding longer project and working capital cycles of the BTS segment.

# Future Growth **Outlook**

*Well positioned for profitable growth, supported by a richer business mix, exit from loss-making subsidiaries and industry tailwinds.*

| | BTS (India) | EMS |
|---|---|---|
| Strategic Edge | At the forefront of **developing and localizing critical technologies** addressing domestic capability gaps.<br>Moving up the value chain by delivering **complete systems** for Defence and Strategic sectors | Proven expertise in delivering high-reliability and high-complexity products through agile, scalable, and integrated manufacturing solutions |
| Focus Areas | • Multi-function Radar and Radar subsystems<br>• Satellite Constellations for ISR applications<br>• Avionics, Radar, and EW system for fighter aircraft and helicopters<br>• T-90 Tank<br>• Payloads and electronics for communication and ISR for Drones | Make in India, China +1<br>New Technology areas – Semiconductor Equipment, Security Systems<br>Energy & Industrial – Smart Energy, Automation<br>Automotive – EV / Battery Management Systems<br>Medical Devices – Point of Care diagnostics |
| Key Actions | • Strategic collaborations<br>• **System-level expertise**<br>• Partnerships with global OEMs in Aerospace & Defence<br>• Partnerships with premier academic institutions (IITs, NITs, IISc)<br>• Collaborating with a dynamic network of startups | Focus on Make in India – increase presence in the domestic market<br>AI -led solutions for Manufacturing, Industry 4.0<br>Supply Chain excellence and Fulfilment |

CENTUM

# HISTORICAL FINANCIAL OVERVIEW

# Historical Standalone Income Statement

| Particulars (INR Mn) | FY24 | FY25 | FY26 | Q1-FY27 |
|---|---|---|---|---|
| **Operational Revenue** | **6,328** | **7,761** | **9,731** | **2,048** |
| Total Expenses | 5,541 | 6,820 | 8,522 | 1,817 |
| **EBITDA** | **787** | **941** | **1,209** | **231** |
| ***EBITDA Margins (%)*** | ***12.44%*** | ***12.12%*** | ***12.42%*** | ***11.28%*** |
| Other Income | 67 | 66 | 158 | 23 |
| Depreciation | 184 | 195 | 195 | 55 |
| Finance Cost | 180 | 195 | 168 | 44 |
| **Profit/ (loss) before exceptional items and tax expense** | **490** | **617** | **1,004** | **155** |
| Exceptional items | - | - | (2,033) | 28 |
| **PBT** | **490** | **617** | **(1,029)** | **183** |
| Tax | 127 | 161 | 142 | 48 |
| **PAT** | **363** | **456** | **(1,171)** | **135** |
| ***PAT Margins (%)*** | ***5.74%*** | ***5.88%*** | ***(12.04)%*** | ***6.59%*** |
| Other Comprehensive Income | 3 | 2 | 6 | 2 |
| **Total Comprehensive Income** | **366** | **458** | **(1,165)** | **137** |
| Diluted EPS (INR) | 27.82 | 34.84 | (79.32) | 9.17 |

# Standalone Balance Sheet

| Particulars (INR Mn) | FY24 | FY25 | FY26 |
|---|---|---|---|
| **ASSETS** | | | |
| **Non-Current Assets** | **2,480** | **3,215** | **1,801** |
| (a) Property, Plant & Equipment | 1,053 | 1,046 | 1,337 |
| (b) Capital Work in progress | 3 | 76 | - |
| (c) Goodwill | 36 | 36 | 36 |
| (d) Other Intangible Assets | 18 | 8 | 4 |
| (e) Right of use asset | 23 | 25 | 21 |
| (f) Intangible assets under development | - | - | - |
| (g) Financial Assets | | | |
| (i) Investments | 1,081 | 1,538 | - |
| (ii) Other financial assets | 158 | 232 | 148 |
| (h) Deferred tax assets (net) | 89 | 189 | 194 |
| (i) Non-current tax assets (net) | 9 | 37 | 12 |
| (j) Other non-current assets | 10 | 28 | 49 |
| **Current Assets** | **5,748** | **7,990** | **9,258** |
| (a)Inventories | 2,874 | 3,274 | 4,568 |
| (b) Financial Assets | | | |
| (i)Investments | - | - | - |
| (ii)Trade Receivables | 2,203 | 3,171 | 3,073 |
| (iii)Cash and Cash Equivalents | 130 | 510 | 378 |
| (iv)Bank balances other than above | 235 | 619 | 822 |
| (iv) Others current financial assets | 29 | 3 | 37 |
| (c) Other Current Assets | 277 | 413 | 380 |
| **TOTAL ASSETS** | **8,228** | **11,205** | **11,059** |

| Particulars (INR Mn) | FY24 | FY25 | FY26 |
|---|---|---|---|
| **EQUITY AND LIABILITIES** | | | |
| **Equity** | **3,124** | **5,585** | **4,315** |
| (a) Share Capital | 129 | 147 | 147 |
| (b) Other Equity | 2,995 | 5,438 | 4,168 |
| **Non Current Liabilities** | **735** | **131** | **69** |
| (a) Financial Liabilities | | | |
| (i)Borrowings | 103 | 78 | 22 |
| (ii)Other Financial Liabilities | - | - | - |
| (iii) Lease Liabilities | 3 | 2 | 9 |
| (b) Government Grants | 16 | 11 | 13 |
| (c) Net non-current employee defined benefit liabilities | 50 | 40 | 25 |
| (d) Other Non-Current Liabilities | 563 | - | - |
| **Current Liabilities** | **4,369** | **5,489** | **6,675** |
| (a) Financial Liabilities | | | |
| (i) Borrowings | 1,068 | 883 | 1,198 |
| (ii)Trade Payables | 1,494 | 1,701 | 2,549 |
| (iii)Other Financial Liabilities | 159 | 302 | 298 |
| (iv) Lease Liabilities | 2 | 11 | 6 |
| (b) Government Grants | 8 | 6 | 7 |
| (c) Other current Liabilities | 1,501 | 2,285 | 2,411 |
| (d) Net current employee defined benefit liabilities | 8 | 8 | 11 |
| (e) Provisions | 81 | 158 | 131 |
| (f) Liabilities for current tax (net) | 48 | 135 | 64 |
| **TOTAL EQUITY AND LIABILITIES** | **8,228** | **11,205** | **11,059** |

# Historical Consolidated Income Statement

| Particulars (INR Mn) | FY24 | FY25 | FY26 | Q1-FY27 |
|---|---|---|---|---|
| **Operational Revenue** | **10,908** | **7,403** | **9,527** | **2,041** |
| Total Expenses | 10,049 | 6,413 | 8,173 | 1,805 |
| **EBITDA** | **859** | **990** | **1,354** | **236** |
| ***EBITDA Margins (%)*** | ***7.87%*** | ***13.37%*** | ***14.22%*** | ***11.56%*** |
| Other Income | 68 | 65 | 158 | 23 |
| Depreciation | 453 | 195 | 195 | 55 |
| Finance Cost | 346 | 195 | 169 | 44 |
| **Profit/ (loss) before exceptional items and tax expense from continuing operations** | **128** | **665** | **1,148** | **160** |
| Exceptional Item | (49) | - | - | - |
| **Profit/ (loss) before tax from continuing operations** | **79** | **665** | **1,148** | **160** |
| Tax | 107 | 161 | 141 | 48 |
| **Profit/ (loss) after tax from continuing operations** | **(28)** | **504** | **1,007** | **112** |
| **Profit/ (loss) after tax from discontinued operations** | **-** | **(523)** | **(1,525)** | **943** |
| **PAT** | **(28)** | **(19)** | **(518)** | **1,055** |
| ***PAT Margins (%)*** | ***(0.26)%*** | ***(0.26)%*** | ***(5.43)%*** | ***51.69%*** |
| Other Comprehensive Income | 23 | 9 | (69) | 8 |
| **Total Comprehensive Income** | **(5)** | **(10)** | **(587)** | **1,063** |
| Diluted EPS from continuing operations (INR) | 1.36 | 38.49 | 68.19 | 7.61 |

# Consolidated Balance Sheet

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| Particulars (INR Mn) | FY24 | FY25 | FY26 |
|---|---|---|---|
| **ASSETS** | | | |
| **(1) Non-current assets** | **3,038** | **3,025** | **1,801** |
| (a) Property, Plant and Equipment | 1,126 | 1,096 | 1,337 |
| (b) Capital work-in-progress | 3 | 76 | - |
| (c) Goodwill | 413 | 413 | 36 |
| (d) Other Intangible assets | 314 | 238 | 4 |
| (e) Right of use asset | 530 | 428 | - |
| (f) Intangible assets under development | 101 | 74 | 21 |
| (g) Financial assets | | | |
| (i) Investment in joint ventures and associates | 84 | - | - |
| (ii) Other Investments | 1 | 1 | - |
| (iii) Other non current financial assets | 276 | 343 | 148 |
| (h) Deferred tax assets (net) | 102 | 189 | 194 |
| (i) Non-current tax assets (net) | 13 | 37 | 12 |
| (j) Other non-current assets | 75 | 130 | 49 |
| **(2) Current assets** | **7,600** | **9,369** | **9,142** |
| (a) Inventories | 3,174 | 3,474 | 4,562 |
| (b) Financial assets | | | |
| (i) Trade receivables | 2,280 | 3,065 | 2,997 |
| (ii) Cash and cash equivalents | 481 | 678 | 379 |
| (iii) Bank balances other than cash and cash equivalents | 235 | 619 | 822 |
| (iv) Other current financial assets | 441 | 463 | 37 |
| (c) Other current assets | 989 | 1,070 | 345 |
| **(3) Asset held for Sale** | **-** | **-** | 2,084 |
| **Total assets (1+2+3)** | **10,638** | **12,394** | **13,027** |

| Particulars (INR Mn) | FY24 | FY25 | FY26 |
|---|---|---|---|
| **EQUITY AND LIABILITIES** | | | |
| **(1) Equity** | **1,967** | **3,942** | **3,251** |
| (a) Equity share capital | 129 | 147 | 147 |
| (b) Other equity | 1,904 | 3,905 | 3,285 |
| Equity attributable to equity holders of the parent (a+b) | 2,033 | 4,052 | 3,432 |
| (c) Non-controlling interests | (66) | (110) | (181) |
| **(2) Non-current liabilities** | **1,616** | **600** | **69** |
| (a) Financial liabilities | | | |
| (i) Borrowings | 447 | 213 | 22 |
| (iii) Lease Liabilities | 408 | 318 | 9 |
| (b) Deferred tax liabilities (net) | 5 | - | - |
| (c) Net non-current employee defined benefit liabilities | 53 | 40 | 25 |
| (d) Other non-current liabilities | 672 | 8 | - |
| (e) Provisions | 15 | 10 | - |
| (f) Government Grants | 16 | 11 | 13 |
| **(3) Current liabilities** | **7,055** | **7,852** | **6,655** |
| (a) Financial liabilities | | | |
| (i)Borrowings | 1,446 | 1,235 | 1,198 |
| (ii) Trade payables | 2,222 | 2,200 | 2,530 |
| (iii) Other current financial liabilities | 372 | 436 | 298 |
| (iv) Lease Liabilities | 118 | 107 | 6 |
| (b) Other current liabilities | 2,517 | 3,353 | 2,410 |
| (c) Government Grants | 8 | 6 | 7 |
| (d) Net employee defined benefit liabilities | 8 | 8 | 11 |
| (e) Provisions | 313 | 372 | 131 |
| (f) Liabilities for current tax (net) | 51 | 135 | 64 |
| **(4) Liability directly associated with assets held for sale** | **-** | **-** | 3,052 |
| **Total equity and liabilities (1+2+3)** | **10,638** | **12,394** | **13,027** |

# Standalone Revenue Breakup & Order Book Split

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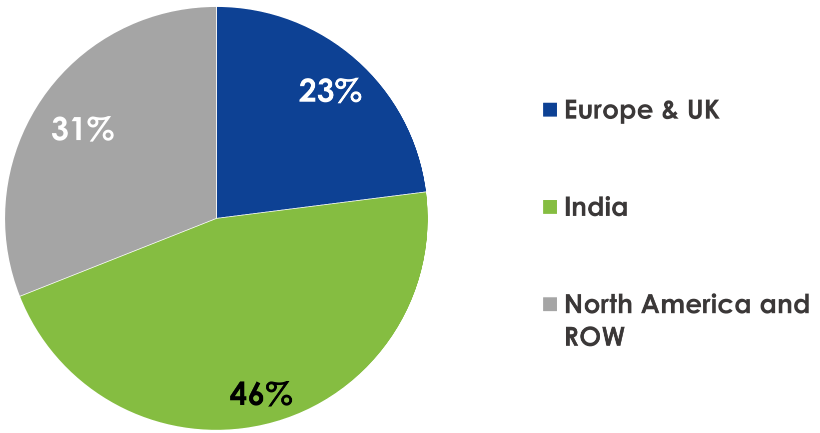
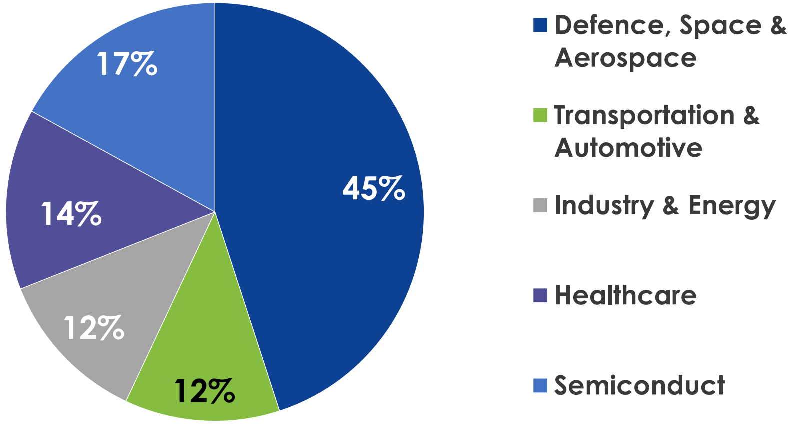
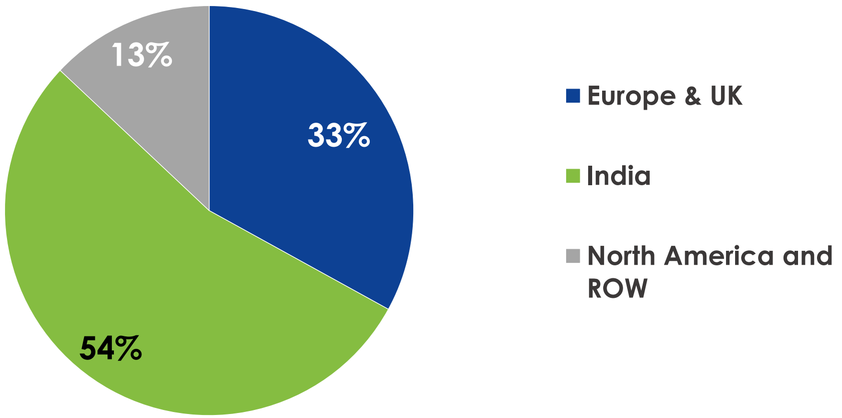
## Revenue across Geographies




## Revenue across Industry Verticals

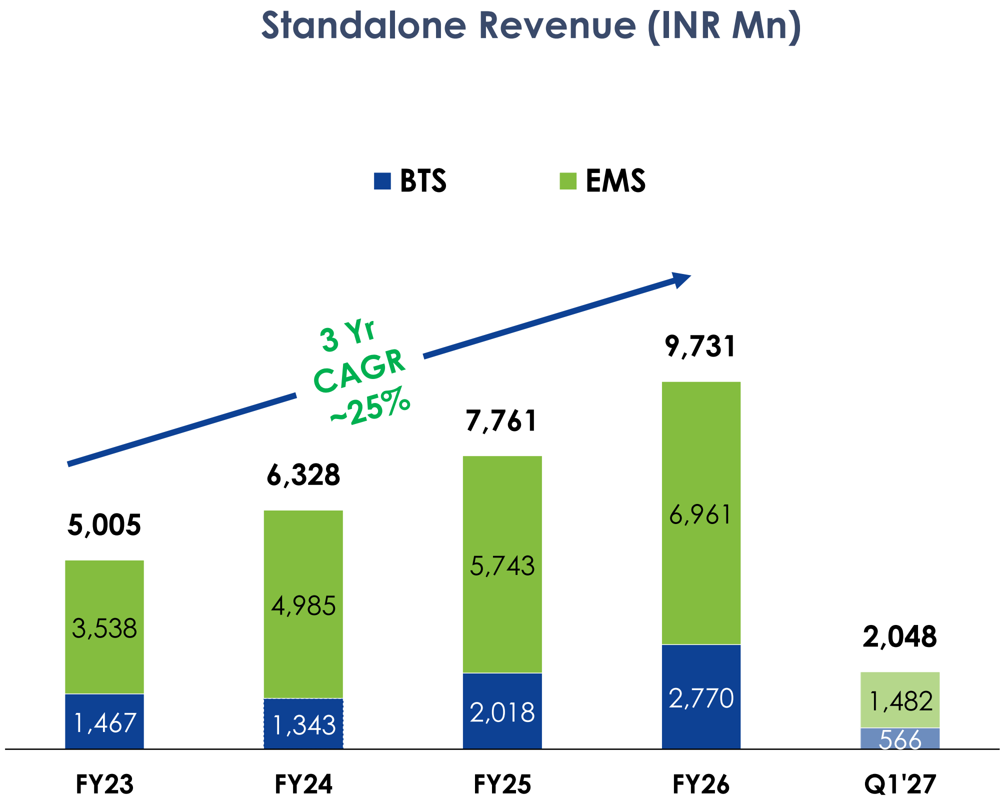


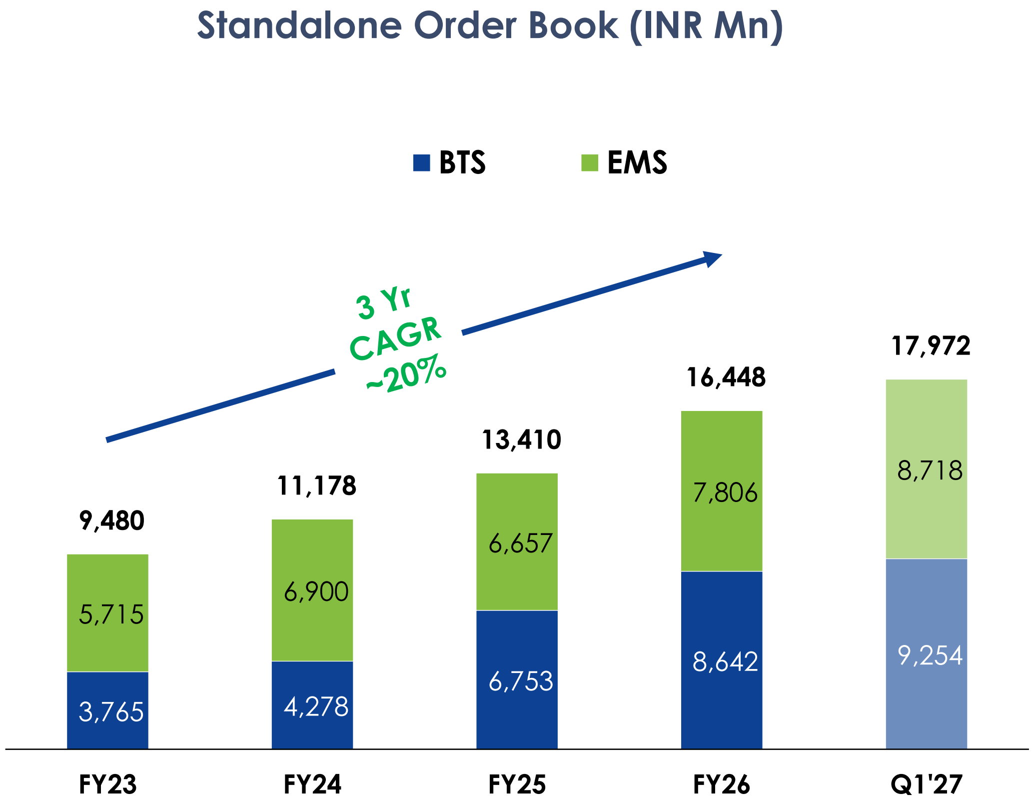

## Order book across Geographies




*Note: All Figures as on Q1-FY27*

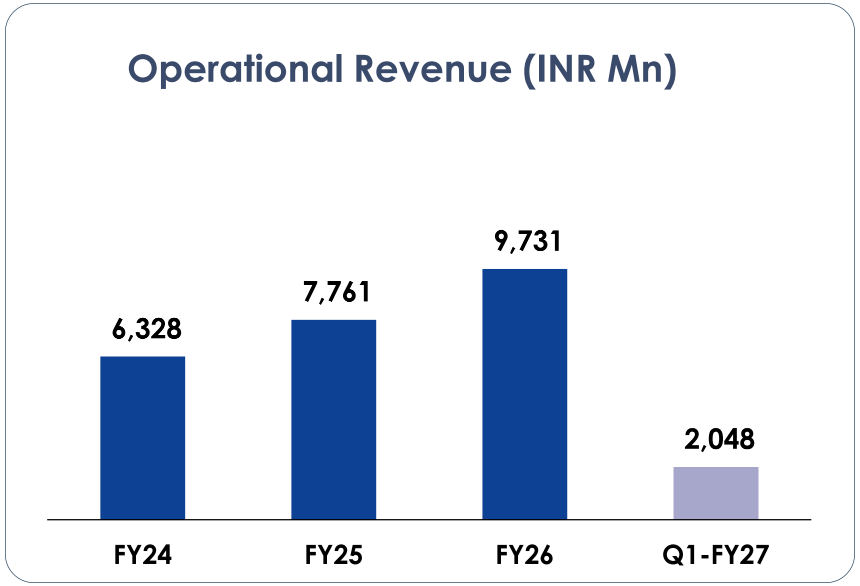
# Standalone Revenue & Order Book Trend

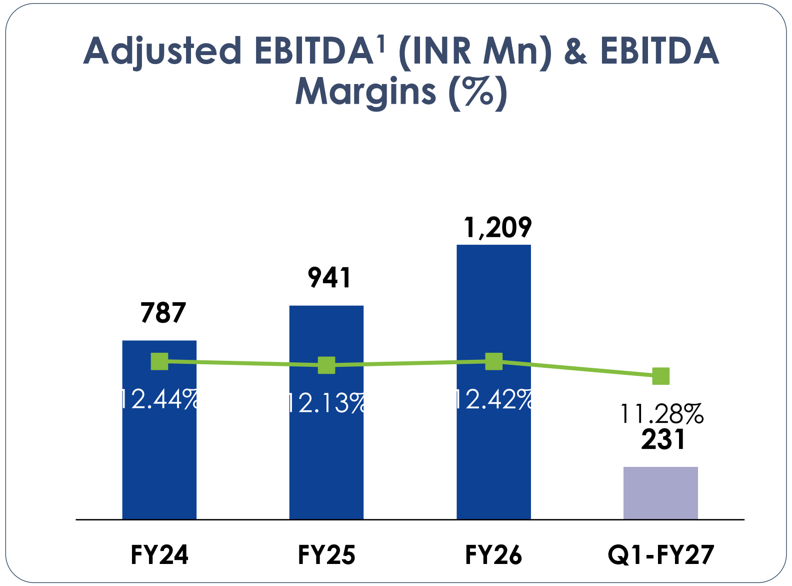


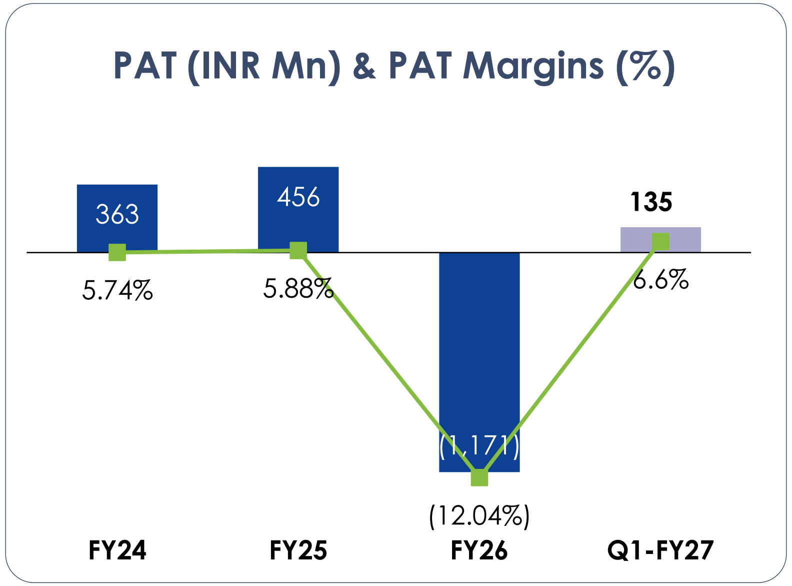



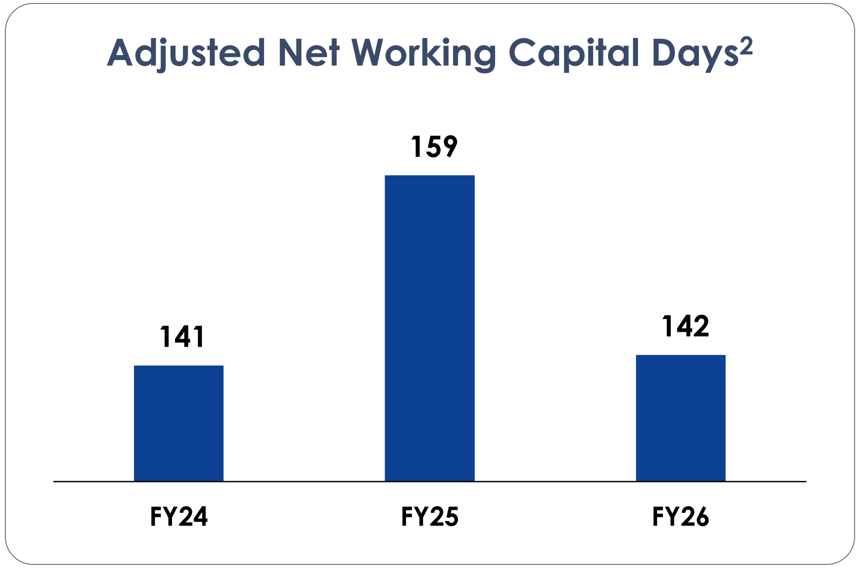

- BTS – typical order book is executed over 2-2.5 Years
- EMS – does not include customer forecast. Execution period is over 6-9 months

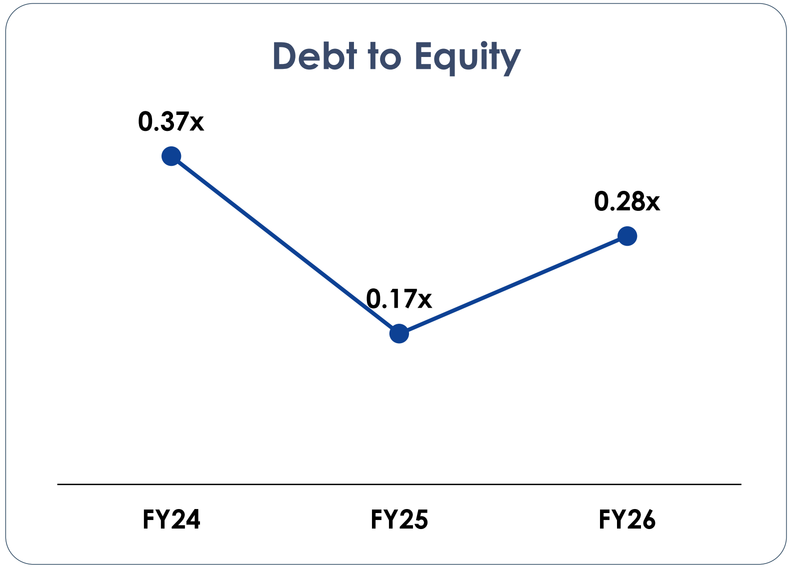
# Standalone Financial Highlights

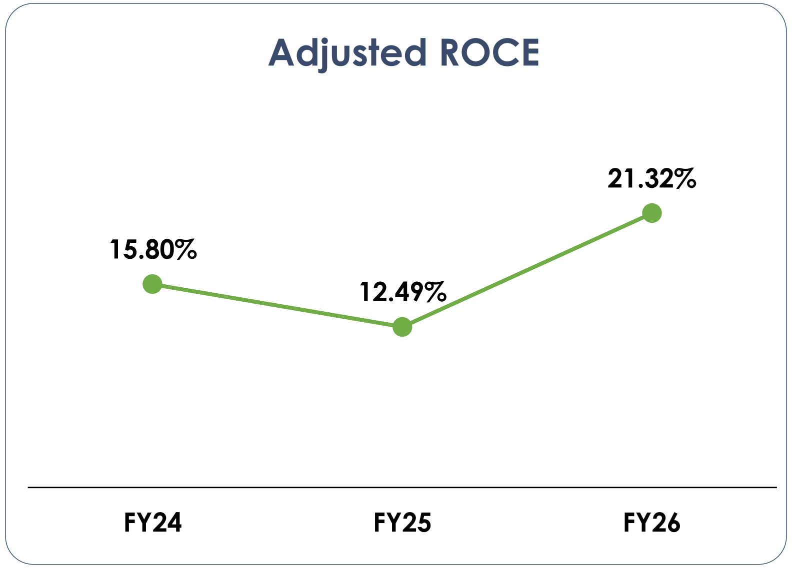


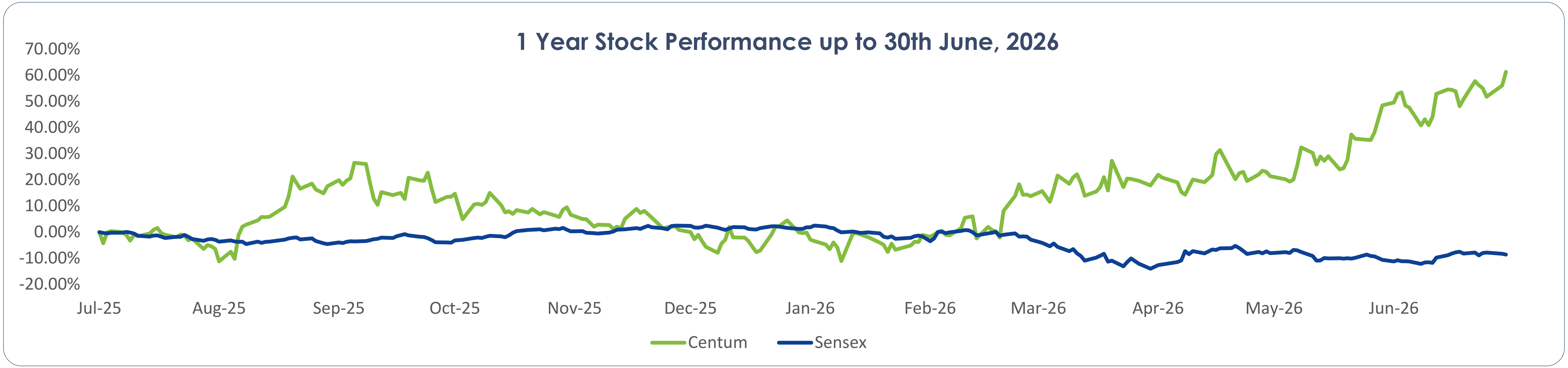



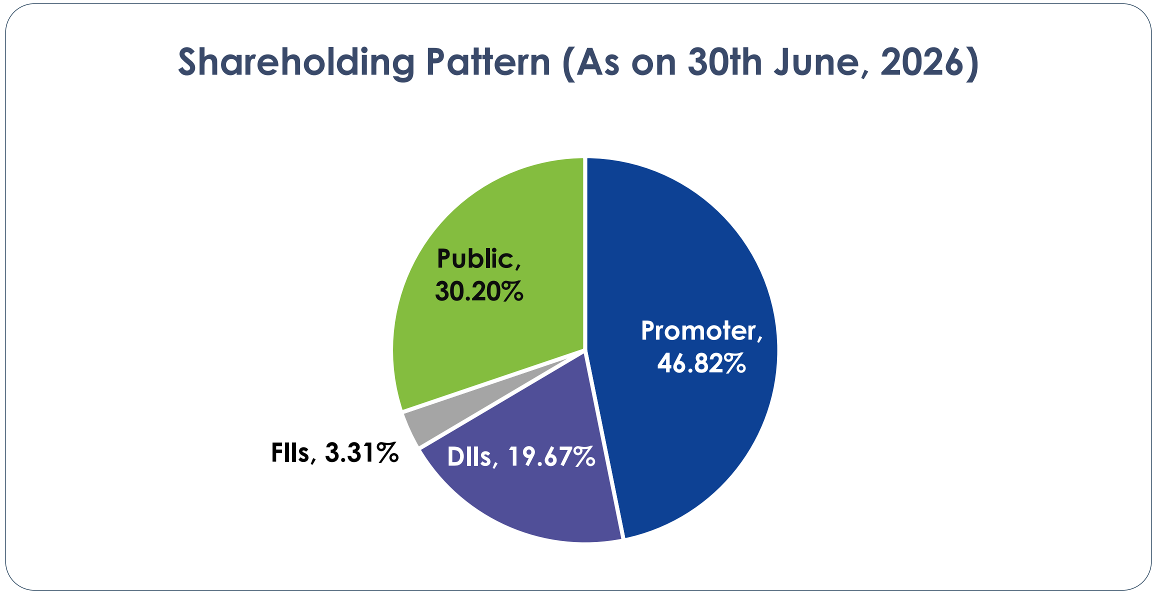

[1] *Adjusted EBITDA is the sum of Profit/ (loss) after tax plus Total tax expenses plus Depreciation and amortisation expenses plus Finance costs minus Other income minus Finance income minus Share of profit / (loss) of associates (net) plus or minus Exceptional items (net)*

[2] *Adjusted Working Capital Days is calculated as (Total current assets minus Total current liabilities excluding short term Borrowings) multiplied by number of days divided by Revenue from operations*

# Capital Market Data




| Price Data (As on 30th June, 2026) | |
|---|---|
| CMP | 3,785.25 |
| 52 Week H/L | 3,910.00/2,051.55 |
| Avg. Vol. ('000) | 65.89 |
| Avg. turnover (Mn) | 180.45 |
| Market Capital (INR Mn) | 55,798.31 |
| Total outstanding shares (Mn) | 14.74 |



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