



July 31, 2026

**To,
Listing Department,
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai – 400001
Scrip Code: 534733**

Dear Sir/Madam,

Sub: Business Update – Intimation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

We are enclosing herewith the Business Update for July, 2026.

The above information can be accessed on the website of the Company at www.aerpace.com.

This is for your information and records.

Thanking You,
For Aerpace Industries Limited

**Anand Manoj Shah
Managing Director & Chief Financial Officer
DIN: 11709310**

Encl: As above

ISSUE 15 — JULY '26



BUILDING AN ECOSYSTEM REQUIRES MORE THAN TECHNOLOGY



The world's most enduring organisations are built on the strength of their people. Vision gives direction, technology drives innovation, but it is accomplished leadership that transforms ambition into lasting institutions.

As aerospace advances its vision of creating an integrated ecosystem across autonomous aviation, intelligent energy,

advanced software, manufacturing, and future mobility, strengthening leadership remains as important as advancing innovation. The addition of accomplished leaders from government, finance, banking, technology, and enterprise brings decades of expertise that will help shape the Company's strategic direction, governance, and long-term growth.

This month, we are proud to introduce the distinguished leaders whose experience, insight, and leadership further strengthen the foundation of the aerospace ecosystem.

A New Chapter in Leadership

EXPERIENCE

30
YEARS



ROLES

**CORPORATE
FINANCE**

**BANKING
RELATIONSHIPS**

**FINANCIAL
GOVERNANCE**

COMPLIANCE

**BUSINESS
OPERATIONS**

**STRATEGIC
PLANNING**

Mr. Anand M. Shah

MANAGING DIRECTOR

aerpace is pleased to announce the appointment of Mr. Anand M. Shah as Managing Director, following his successful tenure as the Company's Chief Financial Officer.

With over 30 years of leadership in corporate finance, strategic planning, banking relationships, financial

governance, compliance, and business operations, Mr. Shah has held key leadership positions with **Sky Build Group** and **Joister Group**, where he played an instrumental role in strengthening financial systems, driving operational excellence, and supporting sustainable business growth.

His elevation to Managing Director reflects the Company's confidence in

his leadership, strategic vision, and execution capabilities as aerospace enters its next phase of growth. His deep understanding of the organisation, combined with decades of financial and operational expertise, will play a pivotal role in advancing the Company's long-term vision and strengthening its journey towards large-scale execution and global expansion.

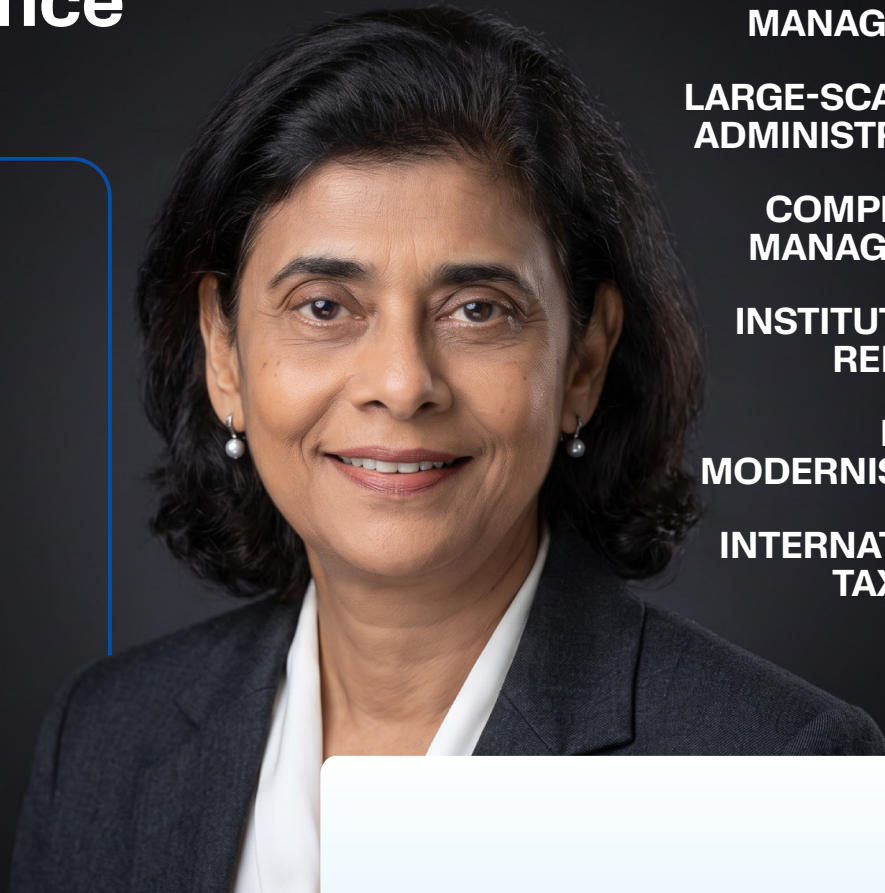
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**LARGE SCALE
EXECUTION AND
GLOBAL EXPANSION**

Strengthening Governance

EXPERIENCE

31
YEARS



ROLES

**COMPLIANCE RISK
MANAGEMENT**

**LARGE-SCALE TAX
ADMINISTRATION**

**COMPLIANCE
MANAGEMENT**

**INSTITUTIONAL
REFORMS**

**POLICY
MODERNISATION**

**INTERNATIONAL
TAXATION**

Mrs. Anshu Shukla Pandey

**NON-EXECUTIVE
INDEPENDENT DIRECTOR**

aerpace is pleased to
welcome Mrs. Anshu
Shukla Pandey as
Non-Executive
Independent Director.

Mrs. Anshu Shukla Pandey
brings more than 31 years
of distinguished public
service as a senior officer

of the **Indian Revenue
Service**, culminating in
leadership roles including
**Principal Commissioner
of Income Tax.**

Throughout her career, she has led large-scale tax administration, compliance management, institutional reforms, transfer pricing, international taxation, compliance risk management, and policy modernisation.

Her expertise has also earned global recognition. In recent years, she has worked with the **International Monetary Fund (IMF)** as a **Tax Administration Expert**, supporting governments across multiple countries

in strengthening audit systems, compliance frameworks, payment management, and institutional capacity building. She is also a certified **TADAT Assessor**, an internationally recognised accreditation in tax administration.

Her appointment significantly strengthens aerospace's governance, compliance, and institutional framework, bringing international best practices to support the Company's long-term growth.

GOVERNANCE, COMPLIANCE, AND INSTITUTIONAL FRAMEWORK

Banking Leader Joins the Journey

ROLES

CORPORATE
BANKING

INFRASTRUCTURE
FINANCE

PROJECT FINANCE

DIGITAL
TRANSFORMATION

GOVERNANCE

STRATEGIC
INSTITUTIONAL
MANAGEMENT

EXPERIENCE

40
YEARS



Mr. Rajnish Kumar

ADVISORY BOARD

aerpace is honoured to welcome Mr. Rajnish Kumar, former Chairman of the State Bank of India, to its Advisory Board.

With nearly **four decades of leadership at India's**

largest bank, Mr. Rajnish Kumar has extensive expertise in corporate banking, infrastructure finance, project finance,

digital transformation, governance, and strategic institutional management. During his tenure as Chairman, he successfully guided SBI through one of its most significant transformation phases, including the **development of YONO**, now recognised as one of the **world's leading digital banking platforms**.

His experience in **building institutions, managing large-scale financial ecosystems**, and **advising leading national and global organisations** will provide valuable strategic guidance as aerospace expands its technology and infrastructure ambitions.

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**STRATEGIC
GUIDANCE ON
TECHNOLOGY AND
INFRASTRUCTURE**

Leadership for the Next Generation

ROLES

TELE
COMMUNICATIONS

CYBERSECURITY

AUTOMOTIVE
TECHNOLOGY

GENERAL
ROBOTICS

AEROSPACE
SYSTEMS

RENEWABLE
ENERGY

EXPERIENCE

25
YEARS



Mr. Nikunj Kampani

ADVISORY BOARD

Technology ecosystems require leaders who understand not only innovation, but also the infrastructure needed to scale it.

Mr. Nikunj Kampani brings

over 25 years of leadership across **telecommunications, cybersecurity, automotive technology,**

general robotics, aerospace systems and renewable energy, strengthening aerospace with deep expertise in emerging technologies, strategic innovation, and technology-led business transformation.

As an Advisory Board Member, he will provide strategic guidance across aerospace's technology roadmap, engineering

infrastructure, advanced manufacturing, international technology collaborations, and commercialisation strategies. His multidisciplinary expertise will further strengthen the Company's integrated ecosystem spanning **aerShield, aerWing, aerOS, aerVolt, aerDock,** and **future mobility platforms.**

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**STRENGTHEN
THE COMPANY'S
INTEGRATED
ECOSYSTEM**

The Strongest Foundations Are Built by Great Minds

Every great institution is shaped long before its greatest achievements are realised.

It is shaped by the people who believe in its vision, contribute their experience, and commit themselves to building something larger than themselves.

The addition of accomplished leaders

across finance, governance, public administration, technology, and enterprise marks another significant milestone in aerospace's journey. Their collective expertise strengthens our ability to innovate with discipline, execute with conviction, and grow with purpose.

As the aerVerse continues to evolve, so does the team behind it—bringing together experience, vision, and leadership to build an organisation designed to create lasting impact for generations to come.

**THE FUTURE
IS NOT BUILT BY
TECHNOLOGY
ALONE.**

**IT IS BUILT BY
THE PEOPLE
WHO DARE TO
SHAPE IT.**

Thank you for your
continued trust and belief
in the future we are
building.

aerpace