

Date: May 26, 2026

To,

National Stock Exchange of India Limited,
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400 051.
NSE Scrip Symbol: **AEQUS**

BSE Limited,
20th Floor, P.J. Towers,
Dalal Street,
Mumbai - 400001.
BSE Scrip Code: **544634**

Subject: Investor Presentation

Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”)

Dear Sir/ Ma’am,

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”), we are herewith enclosing a copy of Investor Presentation on the audited financial results of the Company for the quarter and year ended March 31, 2026.

This intimation will also be made available on the website of the Company and can be accessed at: <https://www.aequs.com/investor/>.

Kindly take the same on record.

Thanking You,

For Aequs Limited

Ravi Mallikarjun Hugar
Company Secretary and Compliance Officer
Membership Number: A20823

Encl.: as above

Aequs Limited (formerly known as Aequs Private Limited)

Corporate Identity Number: L80302KA2000PLC026760

Registered Office: Aequs Tower, No. 55, Whitefield Main Road, Mahadevapura Post, Bengaluru - 560048, Karnataka, India

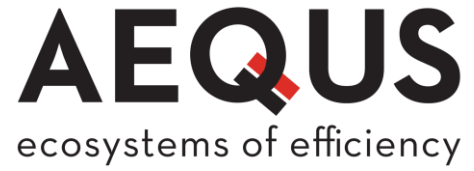
T: + 91 080 61348000

Corporate Office: Aequs SEZ, No. 437/A, Hattargi Village, Hukkeri Taluk, Belagavi – 591243, Karnataka, India

T: +91 0831 4222500

www.aequs.com





Investor Presentation

Q4 & FY26



This presentation by Aequus Limited (“Company”) may contain statements related to the future business prospects, financial performance, strategies, and have been prepared solely for information purposes and nothing in it shall be construed as an invitation, offer, solicitation, recommendation or advertisement in respect of the purchase or sale of any securities of the Company. These statements, which may include projections of future financial performance, business prospects, strategies, objectives, and plans, are based on the current expectations, beliefs, and assumptions of the management of Company regarding the industry, market conditions, and other factors affecting the Company. Forward-looking statements are subject to known and unknown risks, uncertainties, and other factors some of which are beyond the Company’s control that could cause actual results, performance, or achievements to differ materially from those expressed or implied in such statements. These risks and uncertainties include, but are not limited to, changes in industry dynamics, economic conditions, regulatory requirements, competition, the Company’s ability to execute its strategy, technological changes, cyber-attacks or security breaches, pandemics, natural disasters, litigations, labor strikes, and other factors.

These statements should not be considered as guarantees of future performance and should not be regarded as a representation or assurance by the Company regarding future results or achievements. Actual outcomes may vary significantly from those expressed or implied in these statements, and investors are cautioned not to place undue reliance on such forward-looking statements.

In addition to Financial information presented in accordance with Ind AS, we believe certain Non-GAAP measures are useful in evaluating our operating performance. We use these Non-GAAP financial information to evaluate our ongoing operations and for internal planning and forecasting purposes. We believe that Non-GAAP financial information, when taken collectively with financial measures prepared in accordance with Ind AS, provides an additional tool for investors to use in assessment of our ongoing operating results and trends because it provides consistency and comparability with past financial performance.

These forward-looking statements represent only the Company’s current intentions, beliefs or expectations, and any forward-looking statement speaks only as of the date on which it was made. Company assumes no obligation to revise or update any forward-looking statements.

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01. Aequs Limited – A snapshot

We are the only engineering led, vertically integrated precision manufacturer within a single SEZ

Business Operations



2

Business segments
(Aerospace & Consumer)

5,654

One of the largest portfolios
of Aerospace products

2.22 Mn

sq. ft. area across
manufacturing plants

Manufacturing Capabilities



100%

In-country value addition for
select products

4.70 Mn

Annual installed capacity (FY26)⁽¹⁾
(machining/molding hours)

434/179

CNC machines⁽²⁾
/molding machines

What sets us apart?



15 years

Avg. Relationship with
top 3 customers

6 times

Detailed Parts Award (D2P)
from Airbus (2016-2023)

3,153

Workforce⁽³⁾

Robust Financials



₹12,304 Mn

Revenue (FY26)

₹3,671 Mn

Revenue (Q4 FY26)

₹1,545 Mn

EBITDA (FY26)

₹321 Mn

EBITDA (Q4 FY26)

13%

EBITDA
Margin (FY26)

9%

EBITDA
Margin (Q4 FY26)

1. Annualised figure based on Q4 FY26 installed capacity. FY26 figure is 3.62 Mn

2. CNC machines: 216 for Aerospace and 218 Consumer (FY26)

3. Includes full-time employees, fixed term employees, apprentices and trainees as of Mar 2026



02

Q4 & FY26

Financial Highlights

Performance Highlights

FY26 has been a landmark year for Aequus - defined by strong execution, meaningful business expansion, and our IPO, a transformational milestone that marks a new chapter in our journey as a company.

We delivered revenue growth of 33% YoY to ₹12,304 Mn, with EBITDA growing 43% YoY, reflecting the operating leverage in our platform as our programs mature and scale. Our Aerospace segment, backed by a strong orderbook of USD 889Mn continued its steady growth, while our Consumer segment posted 84% YoY growth as programs scale up, move into full production and revenue recognition.

This year, we made significant strides in laying the foundation for our next phase of growth by signing MoUs with the Government of Tamil Nadu and Karnataka, committing to large-scale investments in both aerospace and consumer segments - anchoring our long-term manufacturing ambitions in India.

With this we are deepening our manufacturing presence across key geographies, strengthening our capabilities, and advancing our Aerospace portfolio toward higher-margin, more complex programs.

Our quality standards and delivery reliability continue to underpin long-term OEM relationships, and we enter FY27 with confidence in sustaining this growth momentum.



Aravind Melligeri
Executive Chairman and CEO

Shows the EBITDA and PAT margin figures

1. Revenue & EBITDA includes 100% share of Aequus, 50% of JV share (API, Squad & ACPL), 33% of Ajna.

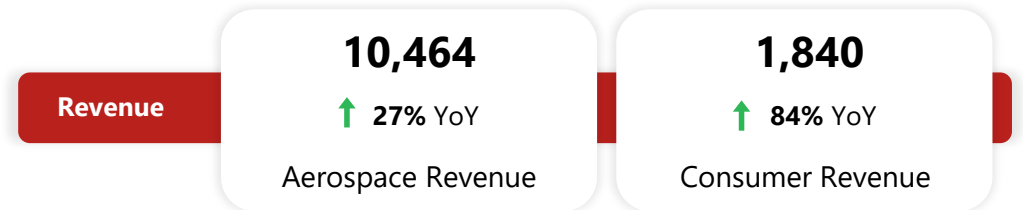
FY26 Highlights

(₹ Mn.)



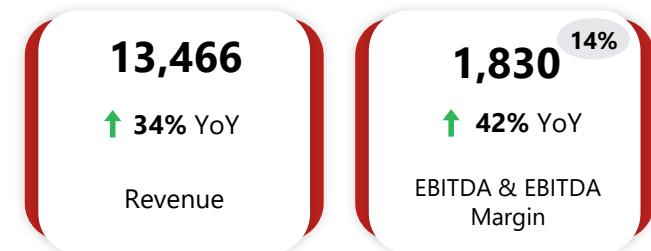
FY26 Segment Update

(₹ Mn.)



FY26 Adjusted including JV share⁽¹⁾

(₹ Mn.)



Key updates

Manufacturing footprint expansion: Announced MoUs with Govt of Tamil Nadu and Karnataka, including ₹1,900 Cr investment in Hosur for an integrated Aerospace ecosystem and ₹2,856 Cr investment in Karnataka to expand aerospace and consumer electronics manufacturing across Belagavi & Hubballi.

Consumer Electronics capacity expansion: Significant capacity expansion in Consumer Electronics during Q4 & FY26, with additional investments planned in FY27, including the ongoing construction of a new facility to support production scale-up and meet rising customer demand.

Key Leadership update: Ravi Kumar Assudani joins us to lead the Consumer segment, bringing rich experience in advanced manufacturing technologies as we scale capacity and deepen customer engagement.

Order book growth: Aerospace order book grew to USD 889 Mn, indicating strong customer traction, improving revenue visibility and continued pipeline momentum heading into FY27.

R&D and innovation: Partnership with IIT Dharwad to build an advanced materials R&D ecosystem focused on applied research, failure analysis, process simulation and manufacturing innovation.

62%

Aerospace Capacity
Utilisation (**India – 70%**)
FY26

↑ 3% YoY

23%

Consumer Capacity
Utilisation
FY26

↑ 6% YoY

AEQUS
ecosystems of efficiency

USD 889 Mn

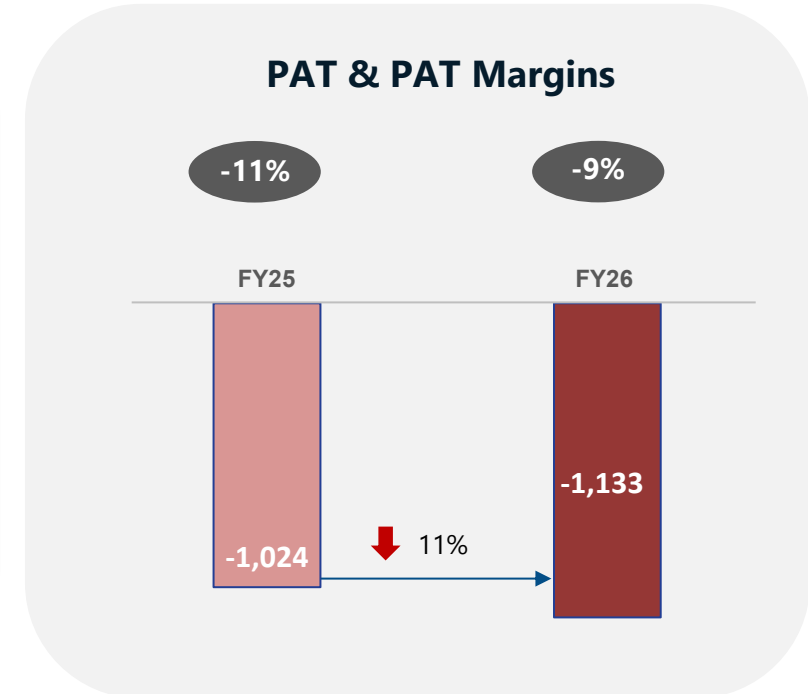
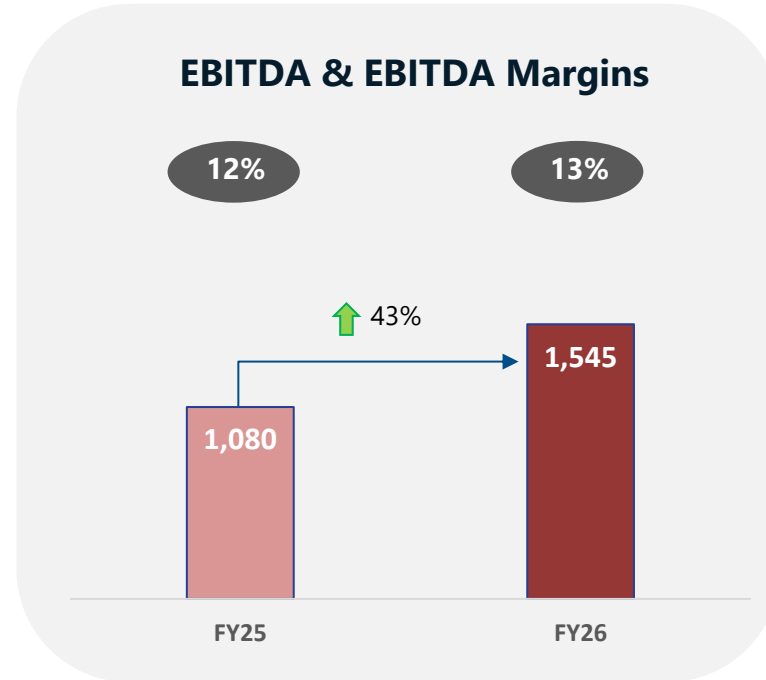
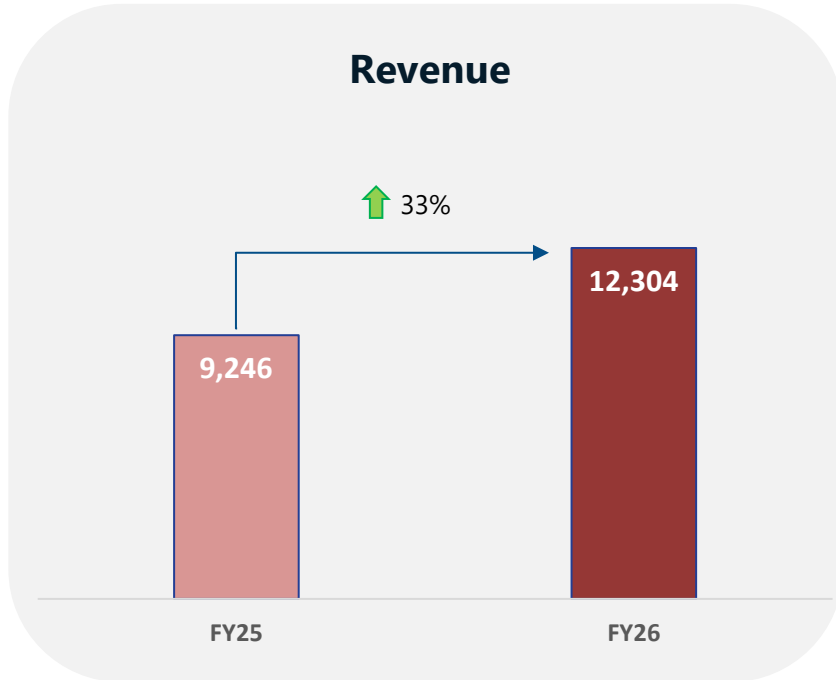
Aerospace Order Book

↑ 9% QoQ

1,154

Aerospace Parts Added
FY26

↑ 26% YoY



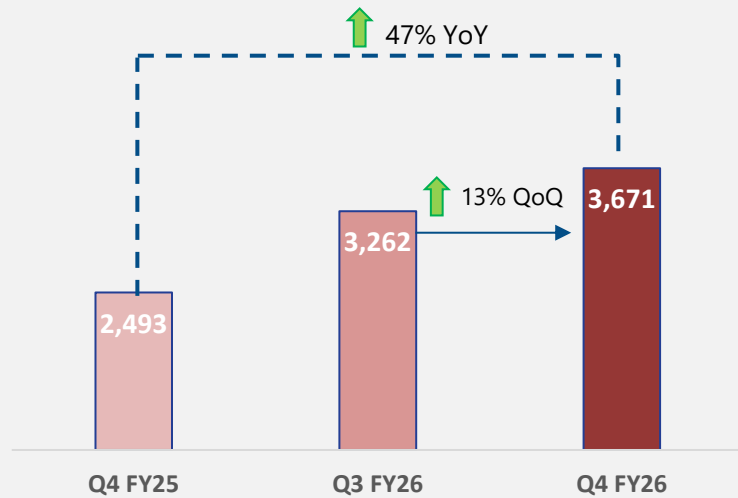
Highlights

- Revenue grew 33% YoY to ₹12,304 Mn, reflecting strong business traction across key segments and continued scaling of operations.
- EBITDA grew 43% YoY to ₹1,545 Mn, with margins improving to 13%, driven by strong operating leverage and improving capacity utilization.
- PAT margin narrowed to -9%, reflecting an improving bottom-line trajectory. Net loss stood at ₹1,133 Mn, primarily due to higher depreciation, taxation and ₹76 Mn in one-time share issue and labour code expenses.

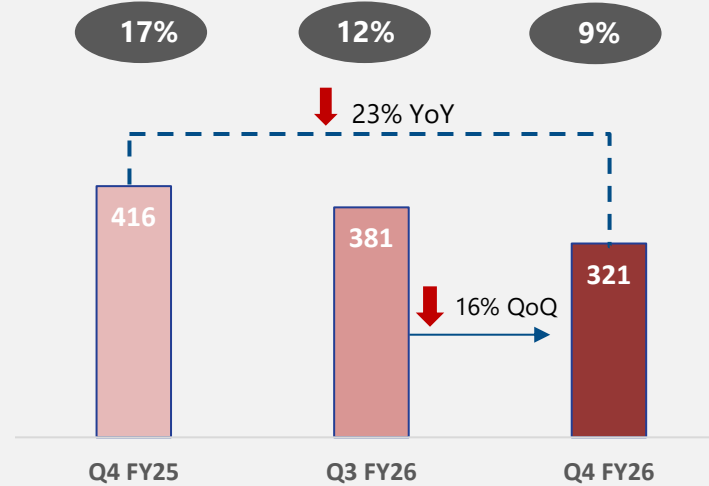
Result Snapshot (Q4 FY26)

(₹ Mn.)

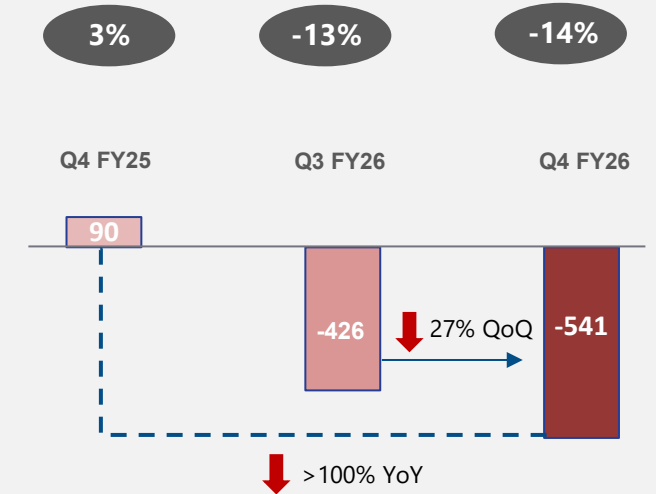
Revenue



EBITDA & EBITDA Margins



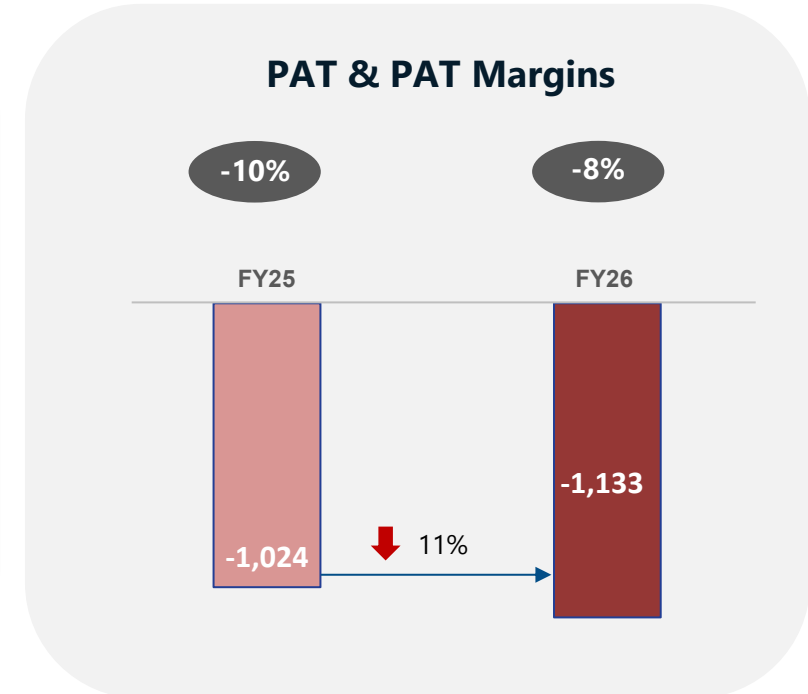
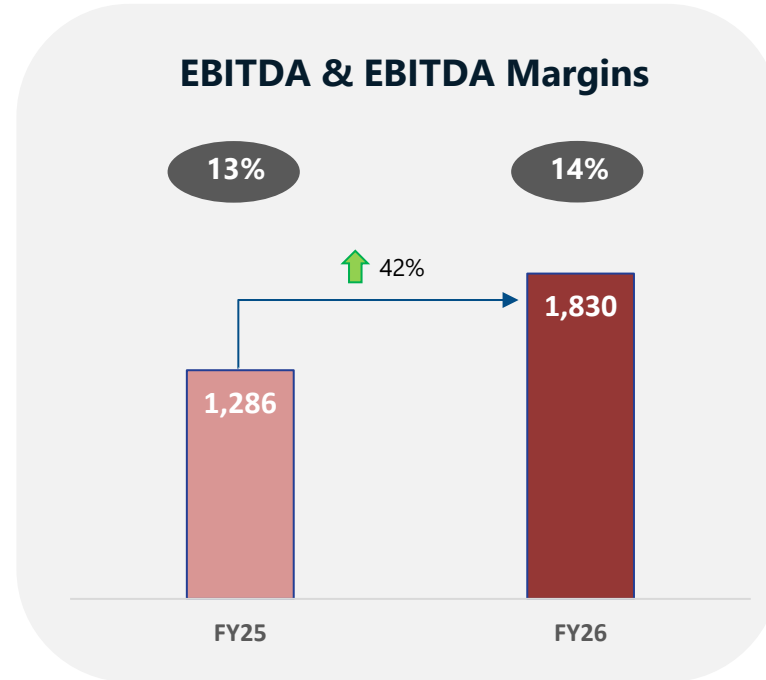
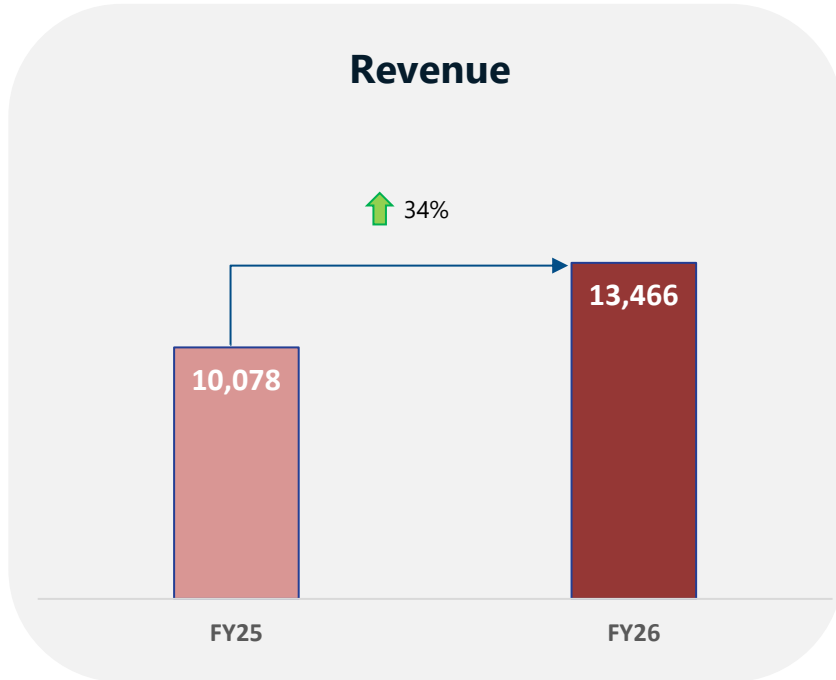
PAT & PAT Margins



Highlights

- Q4 delivered the highest quarterly revenue for us with 47% growth YoY, driven by continued growth in the Aerospace and Consumer segment.
- EBITDA of ₹321 Mn (9% EBITDA margin) declined primarily due to cessation of capitalization following commencement of commercial operations in Consumer Electronics in Q3, resulting in full operating costs being charged to the P&L while utilisation remained low.
- Reported PAT loss widened to ₹541 Mn, reflecting below-EBITDA impacts from higher depreciation & increased taxation.

Result Snapshot (FY26) Including JV share

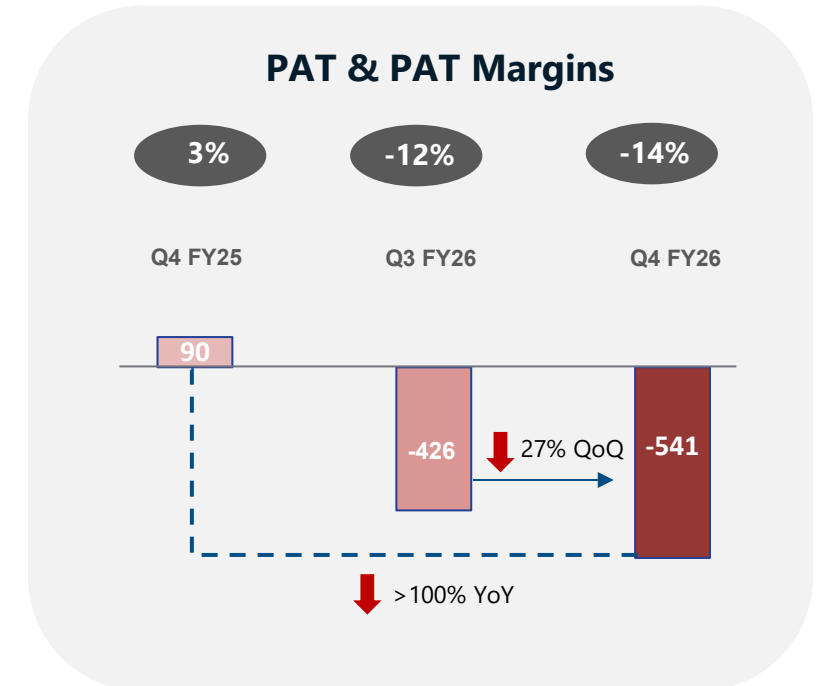
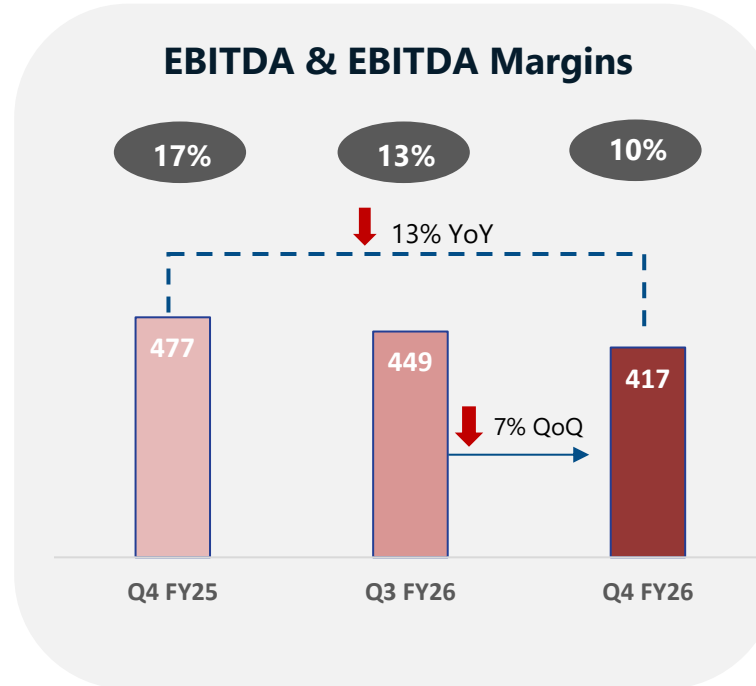
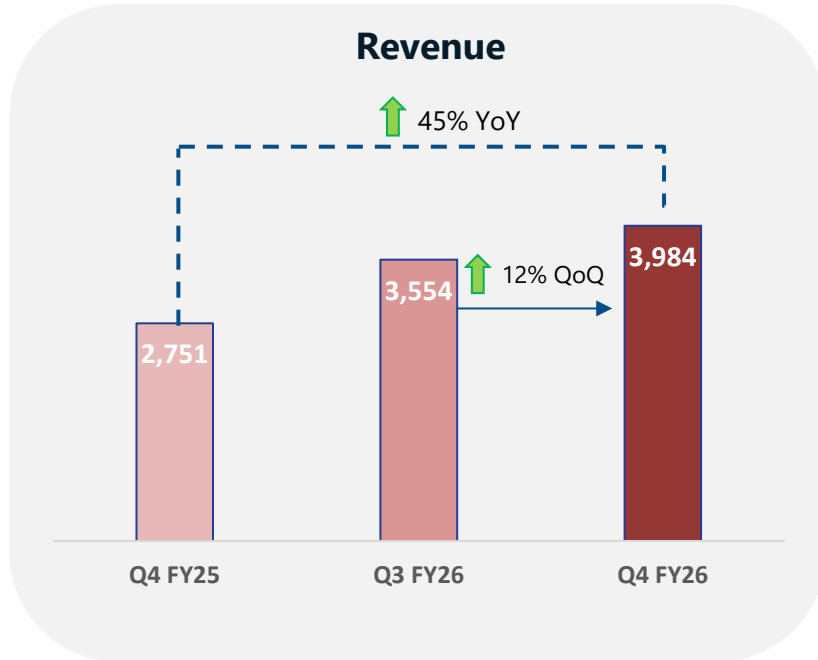


Highlights

- Revenue grew 34% YoY, reflecting strong business momentum and continued scale-up across key segments.
- EBITDA grew 42% YoY, with margins improving from 13% to 14%, supported by operating leverage and improved cost efficiency.
- Reported PAT stood at a net loss of ₹1,133 Mn, impacted by ₹76 Mn in one-time share issue and labour code expenses. However, the PAT margin improved to -8% reflecting an improving underlying trajectory as the broader business scales.

Result Snapshot (Q4 FY26) Including JV share

(₹ Mn.)

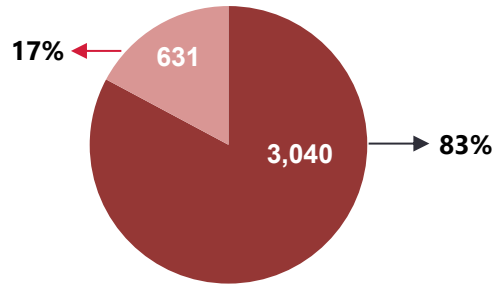


Highlights

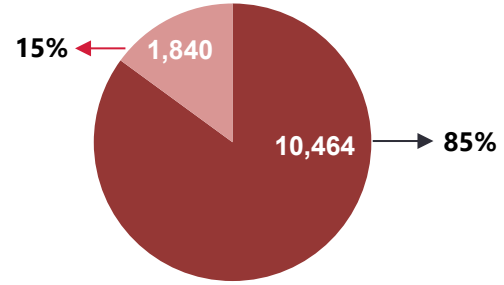
- Consolidated Q4 revenue reached an all-time high of ₹3,984 Mn, up 45% YoY and 12% QoQ, highlighting robust top-line acceleration in the business.
- EBITDA stood at ₹417 Mn with a resilient 10% margin, which declined primarily due to cessation of capitalization following commencement of commercial operations in Consumer Electronics in Q3, resulting in full operating costs being charged to the P&L while utilisation remained low.
- Reported PAT is negative, with losses due to continued impact of low utilisation in consumer and growth investments.

Business Segments Revenue (INR Mn)

Q4 FY26

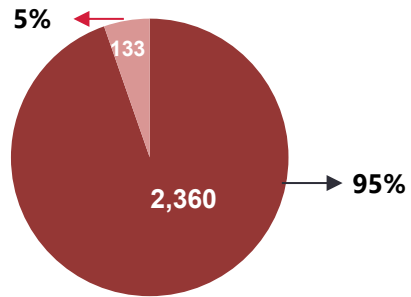


FY26

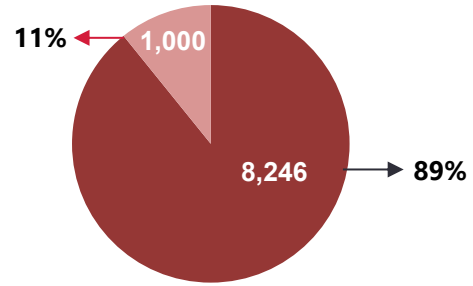


■ Aerospace ■ Consumer

Q4 FY25

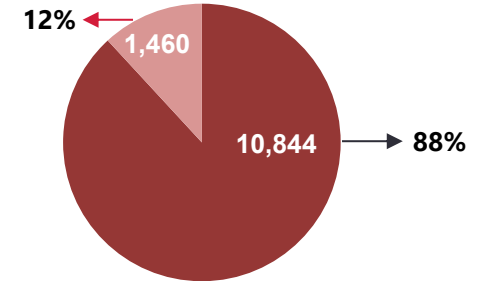


FY25



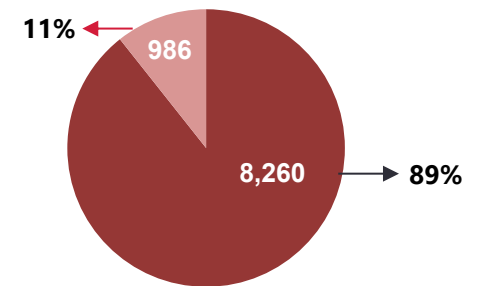
Exports Profile (%)

FY26



■ Exports ■ Domestic

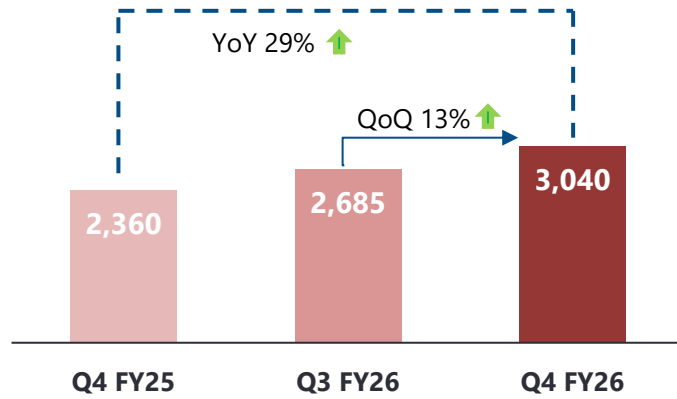
FY25



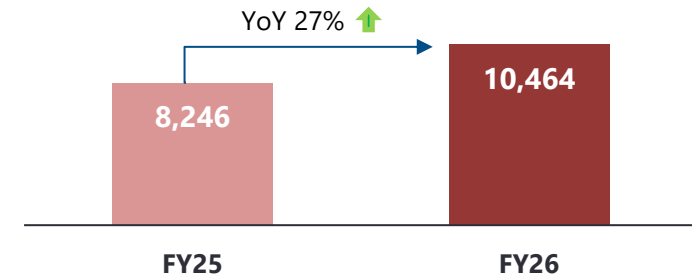
Segment Update: Aerospace

(₹ Mn.)

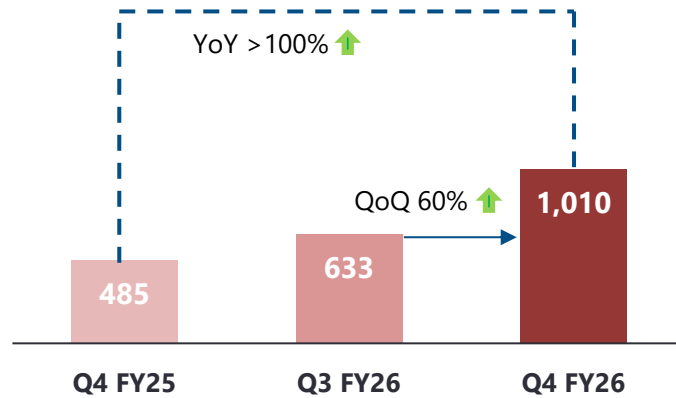
Q4 Revenue Growth



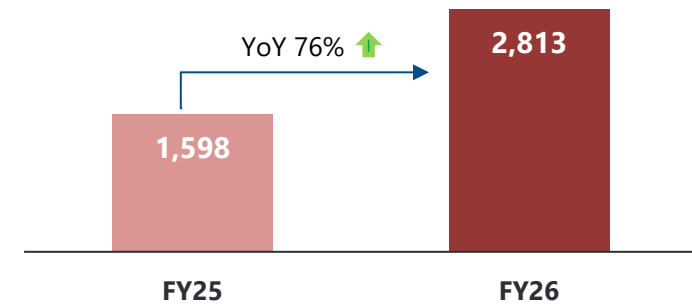
FY26 Revenue Growth



Q4 EBITDA Growth



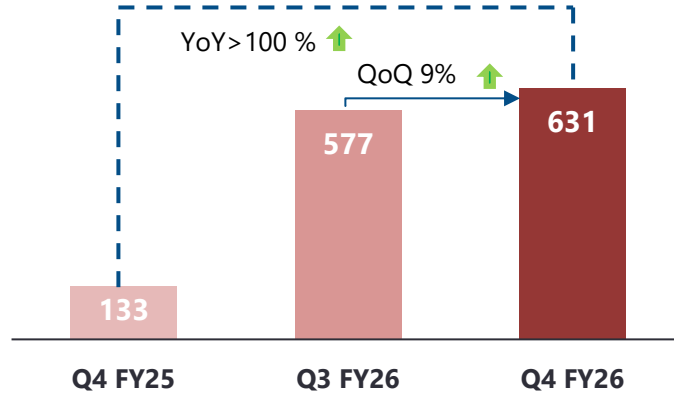
FY26 EBITDA Growth



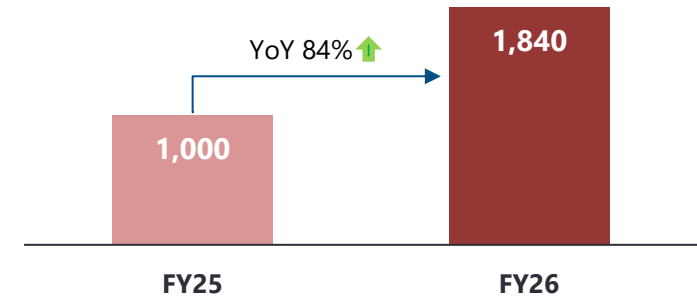
Segment Update: Consumer

(₹ Mn.)

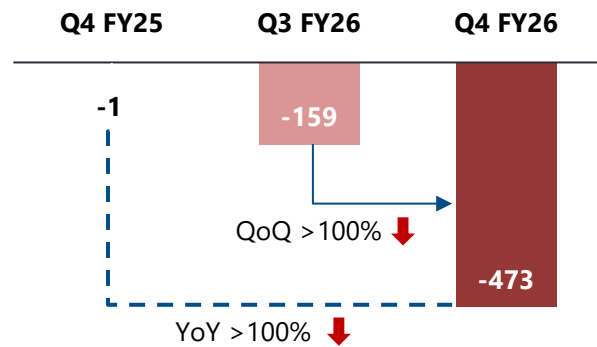
Q4 Revenue Growth



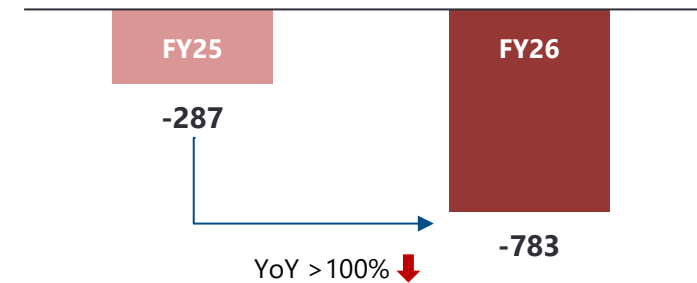
FY26 Revenue Growth



Q4 EBITDA Growth

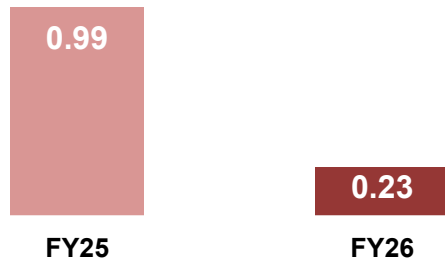


FY26 EBITDA Growth

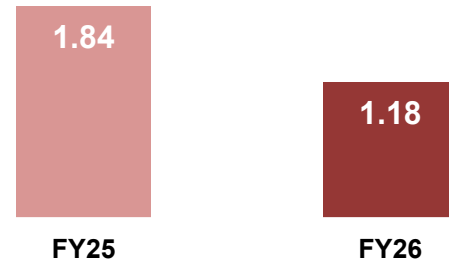


Key Metrics FY26

Net Debt/Equity (x)



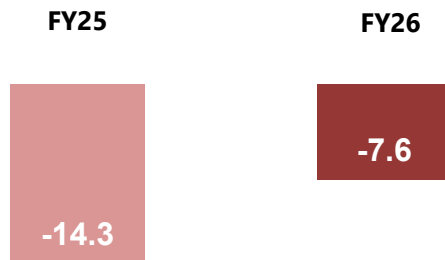
Fixed Asset Turnover (x)



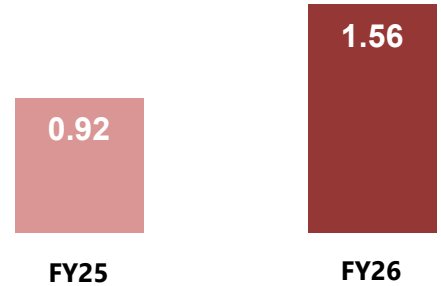
Net Working Capital Days⁽¹⁾



ROE (%)



ROCE (%) ⁽²⁾



Segment ROCE (%)

Period	FY25	FY26
Aerospace	14%	20%
Consumer	-9%	-15%

(1) Net working capital days is calculated on Revenue
 (2) ROCE = EBIT/Net capital employed (excluding cash and bank)

Consolidated P/L Statement

(₹ Mn.)

Particulars	Q4 FY26	Q4 FY25	YoY Change	FY26	FY25	YoY Change
Revenue from operations	3,671	2,493	47%	12,304	9,246	33%
Other income	279	171		654	346	
Total income	3,950	2,664	48%	12,958	9,592	35%
Consumption	1,501	1,085		4,948	3,922	
Employee benefit expense	634	382		2,122	1,587	
Other expenses	1,494	781		4,344	3,003	
Total direct cost	3,629	2,247		11,414	8,512	
EBITDA	321	416	-23%	1,545	1,080	43%
EBITDA (Margin)	9%	17%	>(100) bps	13%	12%	100 bps
Depreciation and amortisation expense	455	242		1,377	1,034	
Finance costs	358	133		924	589	
Total expenses	813	375		2,300	1,623	
Profit/(Loss) before exceptional items & tax	(492)	41		(756)	(543)	
Share of net profit/ (Loss) of associates & joint ventures	69	17		118	85	
Other	90	0		-77	-483	
Profit / (Loss) before tax	(333)	58	>(100)%	(715)	(941)	24%
Profit / (Loss) before tax Margin	-8%	2%	>(100) bps	-6%	-10%	>100 bps
Total tax expense	208	-31		418	83	
Profit/ (Loss) after tax	(541)	90	>(100)%	(1,133)	(1,024)	-10.6%
Profit/ (Loss) after tax	-14%	3%	>(100) bps	-9%	-11%	>100 bps

Consolidated Balance Sheet

(₹ Mn.)

Particulars	As at 31 st March '26	As at 31 st March '25
EQUITY AND LIABILITIES		
EQUITY		
Equity share capital	6,707	5,818
Reserves and surplus	8,149	1,341
Total equity	14,855	7,160
LIABILITIES		
Non-current liabilities		
Borrowings	1,002	1,424
Lease liabilities	2,447	2,786
Other non-current liabilities	374	464
Total non-current liabilities	3,823	4,674
Current liabilities		
Borrowings	3,034	2,946
Lease liabilities	526	694
Trade payables	3,223	2,309
Other current liabilities	1,443	815
Total current liabilities	8,227	6,764
Total liabilities	12,049	11,439
Total equity and liabilities	26,905	18,598

Particulars	As at 31 st March '26	As at 31 st March '25
ASSETS		
Non-current assets		
Property, plant and equipment	8,755	5,854
Right-of-use assets	2,733	3,349
Investments	1,055	768
Other non-current assets	1,331	1,191
Total non-current assets	13,874	11,162
Current assets		
Inventories	5,674	4,083
Trade receivables	2,646	1,566
Cash and cash equivalents	3,015	609
Bank balances other than above	552	188
Other current assets	1,143	990
Total current assets	13,030	7,437
Total assets	26,905	18,598

Cash Flow Statement

(₹ Mn.)

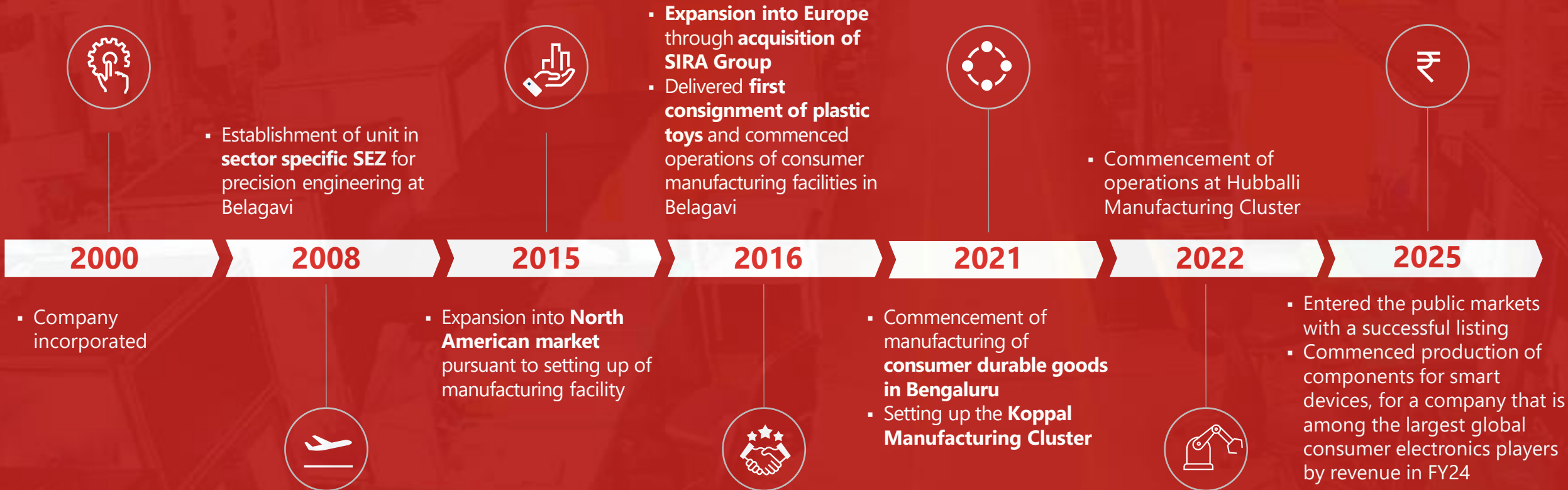
Particulars	Q4 FY26	Q4 FY25
Net Income	-328	60
Depreciation	455	242
Finance Cost	315	127
Change in Working Capital	-1,866	-175
Cash flow from operations (A)	-1,424	255
Capital expenditures	-319	-735
Other	-20	841
Investing Activities (B)	-339	107
Term Loans Received	750	281
Repayment of loan	-2,527	-155
Lease liability	-266	-129
Short Term Borrowings (Net)/WC	-789	206
Interest payment	-264	-256
Proceeds from issue of non-convertible debentures	-10	-
Proceeds from issue of equity shares (net of treasury shares and expenses)	-	-
Exercise of share options	3	23
Financing Activities (C)	-3,103	-31
Net cash movement (A+B+C)	-4,866	331
Opening Cash	7,543	239
FCTL	338	39
Closing Cash	3,015	609

FY26	FY25
-715	-941
1,377	1,034
870	574
-2,519	-407
-988	261
-3,411	-2,652
-296	1,913
-3,707	-738
2,761	1,108
-3,032	-345
-801	-562
-498	642
-786	-612
350	-
9,000	-
44	23
7,040	254
2,345	-223
609	793
60	39
3,015	609



03 About Us

History and evolution of the company



We operate in 3 unique, engineering-led vertically integrated precision manufacturing “ECOSYSTEMS” in India

Key business segments - *Aerospace*

Aerospace Segment

85% Revenue Contribution (FY26)

We have deep exposure to long-cycle, recurring aerospace programs

Key Highlights



Ability to offer “**one-stop-shop**” capabilities to support complex manufacturing and integration needs



Extensive testing and validation
To fulfill product specific requirements by aerospace OEM customers

Key Customers

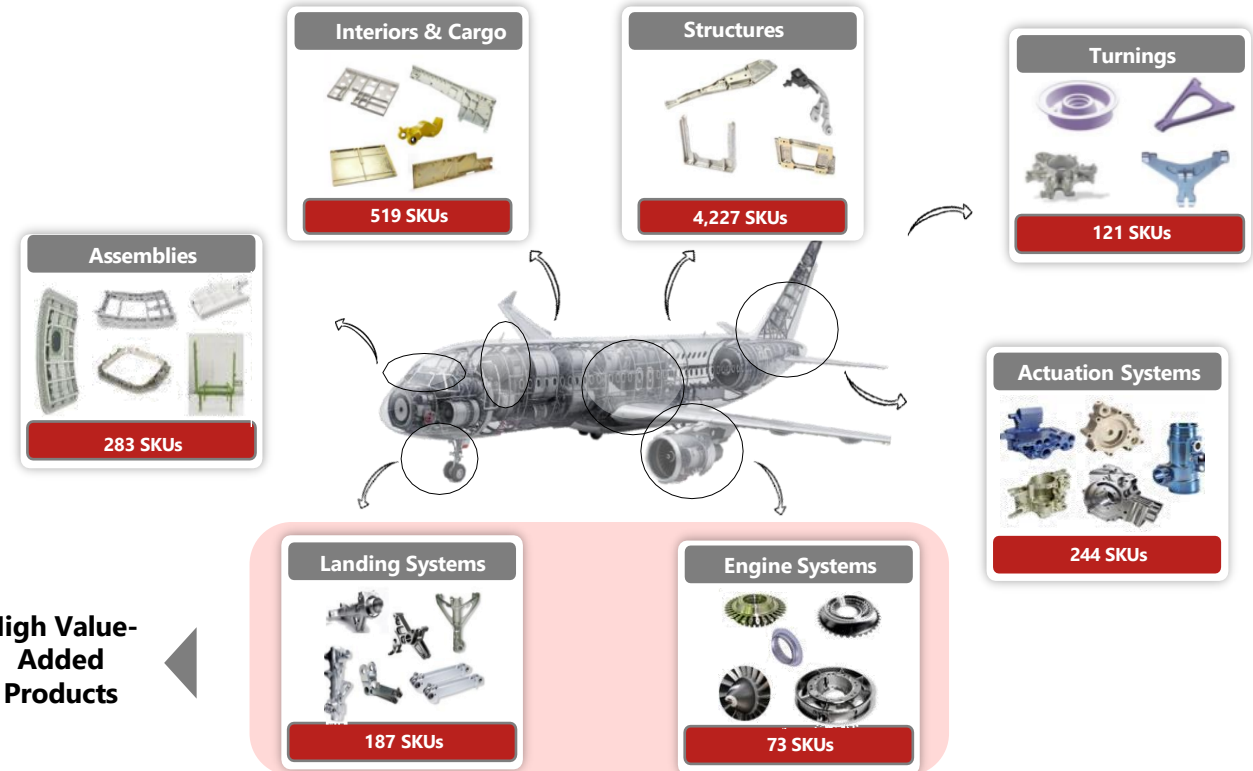
Airbus

Boeing

Safran

Collins Aerospace SAAB

One of the largest portfolios of aerospace products in India



High Value-Added Products

5,654
Products in aerospace segment

100%
In-country value addition for select products

Single aisle –
A220, A320, B737

Long range–
A330, A350, B767, B777, B787

Our Manufacturing Excellence – *Aerospace*

Only company within a single SEZ with end-to-end manufacturing capabilities for the Aerospace Segment in India

Ability to manufacture components from start-to-finish

Forging



10,000 Ton Hydraulic press
1200 Ton Screw press forging

Precision Machining



Multi-spindle and Multitasking machines
High Torque & high speed 3/4/5-Axis CNC
Machines

Surface Treatment



Non-destructive testing
Surface Enhancement – Robotic shot peening

Aero Assemblies



Riveting, Bush press & Shrink fit



- We machine & assemble non-operable door panels and structural components including over wing emergency exit doors, aerostructures for wing & fuselage, assemble tools for fixtures and jigs



- Surface Treatment facility approved by **Airbus and Boeing**
- Operated by the JV which we entered with **Magellan Aerospace Limited**



- **SQuAD JV Partner (Aubert & Duval):** Operates a 10,000 Ton Hydraulic closed-die press which we utilize for forging



- Machining capabilities
 - **1.83 Mn** annual machining hours (FY26) as compared to 1.72 Mn in (FY25)
 - **216** CNC machines (FY26)



Our Certifications



- ISO 45001:14001
- ISO 9001 EN9100

- AS 9100
- ISO 14001

- GRAMS
- OHSAS 18001 and others

Consumer Segment

15% Revenue Contribution (FY26)

Scaling a diversified consumer portfolio leveraging our manufacturing expertise & infrastructure



Key Highlights



Leveraged core capabilities within the Aerospace Segment, to manufacture consumer products



First mover advantage

Both in terms of unique precision manufacturing, engineering capabilities and long-standing relationships



Key Customers

Among the **largest** global consumer electronics player and

Tramontina

**Mattel
Spin Master**

Wonder Chef

Our Diverse Consumer Portfolio

Application

Product Portfolio

Consumer Electronics

Electronic Components

Components for portable computers and smart devices

Outdoor Toys



Plastics

Vehicle Toys



Figurines/ Others



Basic Dolls



Toysets

STEM Toys

Consumer Durables

Non-stick Cookware



Non-Stick
Pans

Frying Pans

Our Manufacturing Excellence – *Consumer*

Molding



Injection Molding
Blow Molding

Stamping



Mechanical Press – 200T
Hydraulic Press – 400T

Machining



Vertical and Horizontal
machining
3 Axis and 4.5 Axis

Secondary Process



10 Processes

Chemical Surface Treatment



Anodizing

Assembly



Ultrasonic Welding
Pneumatic Press



- **Product portfolio** spans across components for portable computers and smart devices, outdoor toys, figurines, toy vehicles, non-stick cookware



- **Plastic Molding** - Our integrated molding facility has
 - 172 Molding Machines with capacity between 80T to 450T (FY26)
 - 7 Blow molding machines with capacity between 1L to 15L (FY26)
 - 1.17 Mn annual machining hours (FY26) for Molding Machines
 - 46 assembly lines (FY26)



- Machining capabilities
 - 218 CNC machines Consumer Electronics (FY26)



Our Certifications



ISO 9001:2015

**Certified for Quality, Information Security,
Employee Safety and Environment**



04 Why *Aequs?*



A Scaled Cluster Ecosystem Built for Speed, Cost & Throughput

Three India clusters + France & US sites, delivering rapid ramp-up, logistics efficiency, and deep supply-chain integration



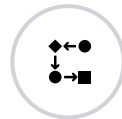
One of the Deepest Qualified Aerospace Portfolios

5,000+ SKUs across engine, structures, actuation & assemblies - breadth that enables multi-platform, recurring, design-frozen programs



True End-to-End Aerospace Manufacturing Platform

Co-located machining → forging → surface treatment → assembly inside a single SEZ, enabling unmatched lead times, cost, and quality control



Long-Standing Relationships Anchored in Execution Reliability

Tier-1 to Airbus, Boeing, Safran, Collins; 15+ year average tenure of top 3 customers; multiple D2P/Ramp awards validating execution reliability



A Diversified Manufacturing Engine With Capacity to Scale

Our advanced manufacturing capabilities have enabled entry into new business segments by leveraging existing strengths, supported by large installed capacity and utilisation headroom



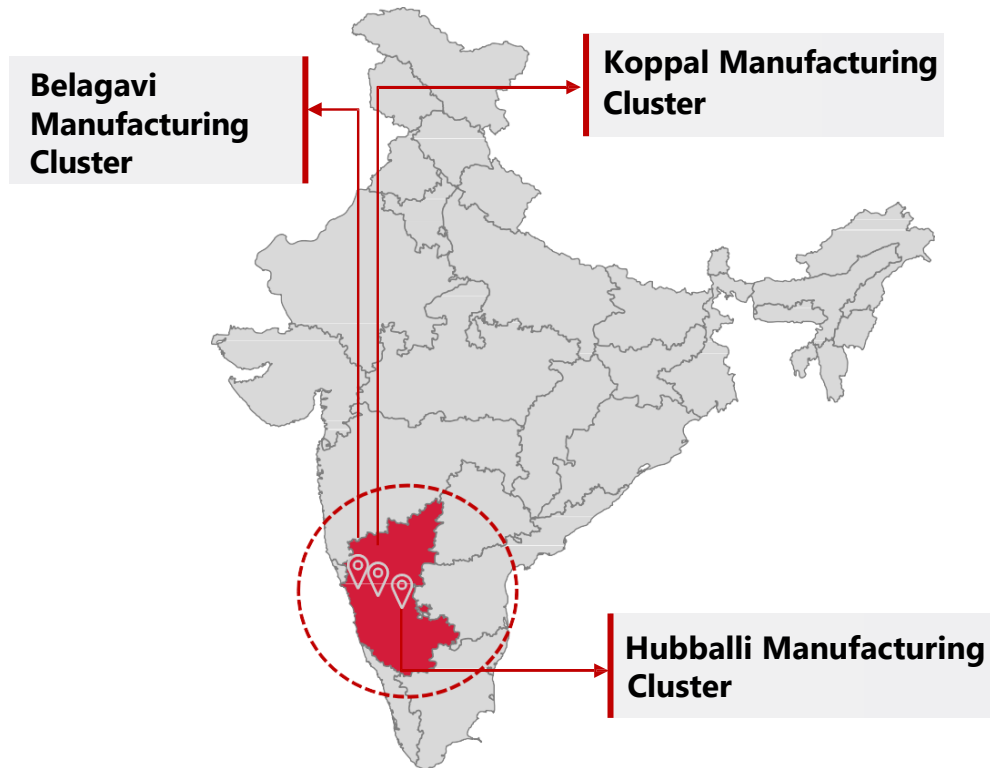
High-Complexity Materials & Special Processes

NADCAP surface treatments, multi-metal forging (Aluminium, steel, titanium, nickel) and hard-to-machine alloy competence for complex, high-specification components

Mfg. presence across 3 continents with strategic proximity customers

India Operations

All Indian facilities are **ISO-certified** for quality, information security, employee safety and environment



Global Operations



Paris, Texas



Cholet, France

Background	2015 Acquisition of T&K Machine Renamed Aequs Aero Machine Inc	2016 Acquisition of SIRA Group
Capabilities	Produces machined parts and assemblies for the aerospace industry	Provided us with machining, assembly, fabrication and testing (for example, for engines and landing gear) capabilities
Shared Benefits	Closer to US based clients Boeing and Spirit	Closer to our Europe based clients Safran and Collins Aerospace

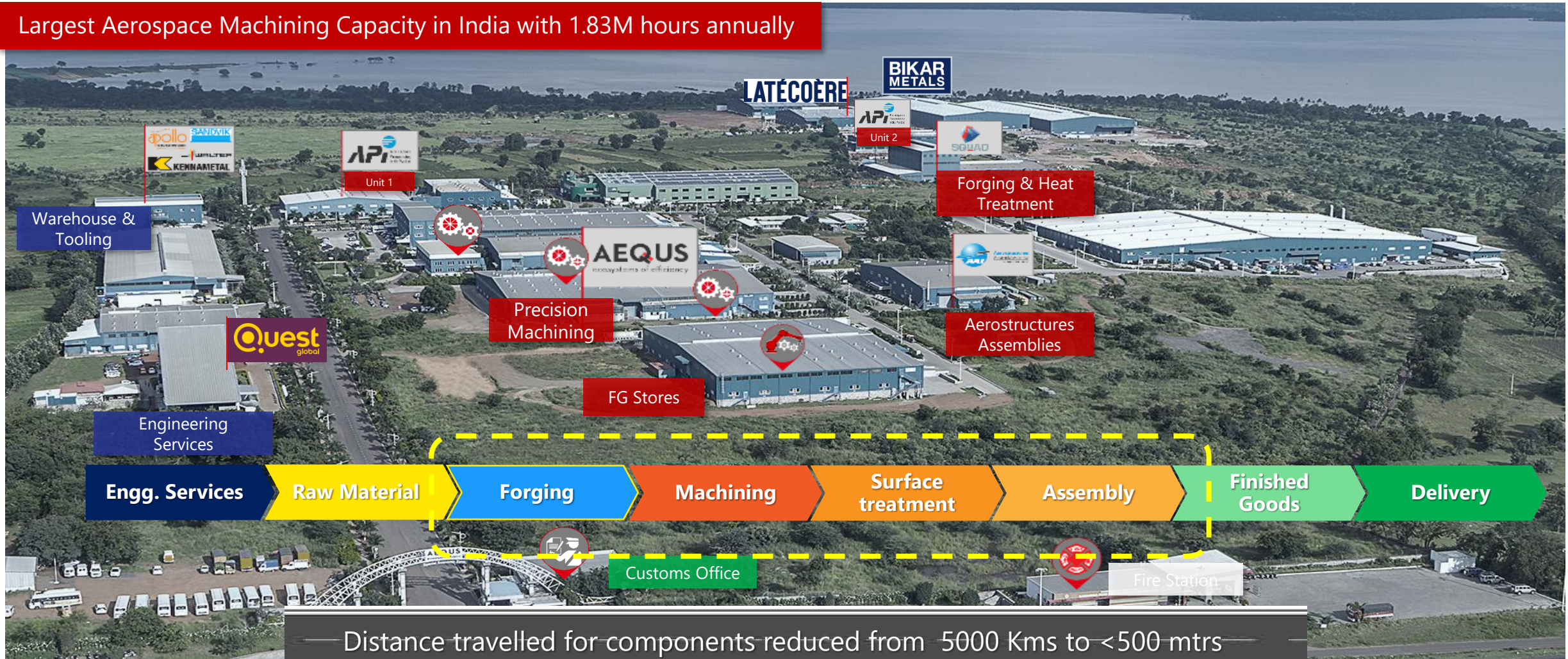
Expanded footprint

Competitive global manufacturing platform

Near shoring of business processes

Ecosystem benchmark - Belagavi Aerospace Cluster built Grounds up

Largest Aerospace Machining Capacity in India with 1.83M hours annually



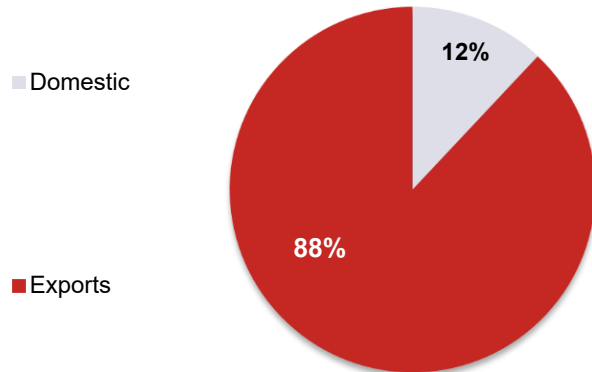
India's first vertically-integrated aerospace manufacturing ecosystem with end-to-end manufacturing value stream eliminating component movement from thousands of kilometres between cities to a few hundred metres

Long-standing relationships with high entry barrier global customers

15 Total OEMs customer groups globally	15 YRS Average tenure of 3 largest customer groups	66% Top 5 customer group contribution (FY26)	BOEING Tier 1 supplier status since 2017	AIRBUS 6-times D2P award from 2016 to 2023, association since 2010	22 Export Markets Global presence across North America, Europe & Asia
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Our Strong Global Reach

Revenue Mix (FY26)



Our Blue Chip Customer Base

Aerospace	Airbus 15 Years	Boeing 8 Years	Safran 9 Years	Collins >10 Years
	GKN Aero	Honeywell	Eaton	Mubea Bombardier
Consumer	Among the largest global consumer electronics player		Tramontina	
	Spin Master 7 Years	Wonderchef 5 Years		

Awards



D2P Award by Airbus for 6 years

Ramp-up Champion Award

SQIP Award

Special Award for procurement ops

We have been able to maintain high client stickiness and retention due to the collaborative nature of the manufacturing that we undertake along with our OEM customers

Founder-led business supported by an experienced management team

Aravind Melligeri

Executive Chairman and Chief Executive Officer

Over 25 years of experience in the aerospace sector and has been associated with our Company since its incorporation in 2000



Rajeev Kaul

Co-founder & Managing Director

Responsible for the overall operations and performance of different verticals in the Company, including aerospace and consumer durable goods



Ravi Guttal

CTO & SVP-Engineering & Quality

Responsible for process & system optimization new product development, R&D (simulation process)



Dinesh Venkatachalam Iyer

Chief Financial Officer

Associated with our Company since 2022. He is responsible for end-to-end management of the finance function.



Kapil Mahajan

Chief Human Resource Officer

Associated with the Company since 2025. He is responsible for providing strategic leadership in relation to people and culture



Ravi Mallikarjun Hugar

Company Secretary and Compliance Officer

Associated with Company since 2007. He is responsible for secretarial and regulatory functions.



Mohamed Bouzidi

President – Aerospace of AAF

Associated with AAF since 2020. He is responsible for the overall operations and performance of different business verticals in the aerospace division



Ravi Kumar Assudani

Head of Engineering – Consumer Segment

Associated with our company since 2026. Brings rich experience in advanced manufacturing technologies and is the Head of Engineering - Consumer Segment



Aravind Melligeri

Executive Chairman and Chief Executive Officer

Over 25 years of experience in the aerospace sector and has been associated with our Company since its incorporation in 2000



Rajeev Kaul

Co-founder & Managing Director

Responsible for the overall operations and performance of different verticals in the Company, including aerospace and consumer durable goods



Ajay Aravind Prabhu

Non-Executive Director

He has over 23 years of experience in operations and technology sectors. He is currently associated with QuEST Global



Anup Wadhawan

Independent Director

Former Indian Administrative Services officer from the batch of 1985. He has held several important positions incl. Secretary, Department of Commerce, GoI, Joint secretary in the Ministry of Finance, GoI



Eberhard Klaus Richter

Independent Director

He has over 29 years of experience in the field of procurement, materials management and business management



Vidya Sarathy

Independent Director

She has over 23 years of experience in various sectors such as, finance and secretarial compliance



05 Growth *Strategies*

1

Continue to increase wallet share with existing customers and diversify customer base in the Aerospace Segment



Moving up the value chain and increasing the manufacturing of more **critical and complex parts** in Aerospace segment – existing & new products such as landing gear and engine components



Leveraging credibility with existing customers to **increase amount of value addition across customers' platform**



D2P partner for Airbus – access to pool of contracts with competitive advantage over non-D2P partners



Long-term MSAs setting broad terms governing relationship & obtaining work orders for each subsequent service, setting out commercial terms



Leveraging existing Aerospace Manufacturing capabilities to **diversify customer base** by pursuing opportunities to develop new relationships

2

Grow our portfolio of consumer products

Expanding our portfolio of consumer electronics products



Working with a customer that is among the largest global consumer electronics players, with production underway.

₹6,824 Mn

Investment towards development of consumer electronics business*

1.57 Mn

Machining hours of capacity in units of Hubballi#

299,957

Sq. ft. of mfg. space available to support this growth*

Strong momentum in consumer portfolio



Scale up mass production shipments of components for PC & smart devices



Secured a new partnership with a leading global toy major and started shipments

Increasing volumes in product programs with Hasbro

TRAMONTINA

Entered into a JV with Tramontina to supply non-stick pans & we expect to become key supplier to them going forward

*As of Mar 2026

Annualised figure based on Q4 FY26 installed capacity. FY26 figure is 0.6 Mn hours

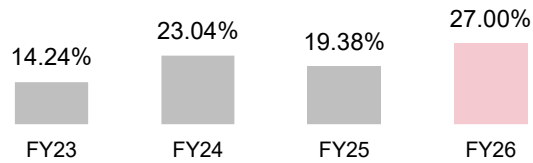
3

Improve our margins through higher value manufacturing and measures for operational efficiencies



AEROSPACE SEGMENT

Enhance profitability & margins by diversifying into **higher value added products & highly complex structural components**



EBITDA Margin - Aerospace Segment



CONSUMER SEGMENT



Enter **high-precision consumer products space**, which require aluminium & titanium-based machining capabilities which can command a price premium



Leverage PLI scheme & scheme for promotion of electronic components & semiconductors



Increase revenue while maintaining stable cost base



Increasing RM procurement from **domestic supplier**



Increasing higher **margin consumer electronics portfolio**



Improving asset and capacity utilization across all our segments



Evaluation of potential targets for unidentified acquisitions & partnerships

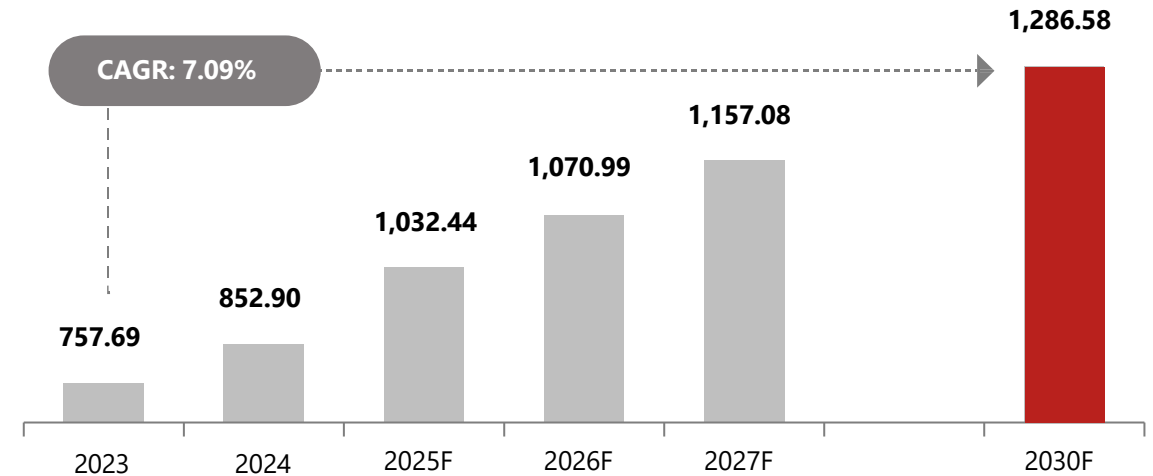


Business restructuring for business synergies & operational efficiencies

4

Leverage existing capabilities to increase our market share in current operating segments and sector adjacencies

Global PEC Market (USD Bn)



Advanced engineering & machining capabilities to be replicated across related precision-driven sectors
Increase market share with OEMs as strong growth is expected in both Global and Indian PEC markets



THANK *YOU*