

# Investor Presentation

Q4 & FY26



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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.

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# Table of *Contents*

- 1) **Aequs** – A Snapshot
- 2) **Q4 & FY26 Highlights**
- 3) **About Us**
- 4) **Why Aequs**
- 5) **Growth Strategies**



# 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)<sup>(1)</sup>  
(machining/molding hours)

**434/179**

CNC machines<sup>(2)</sup>  
/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<sup>(3)</sup>

## 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 Aequs - 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 Aequs, 50% of JV share (API, Squad & ACPL), 33% of Ajna.

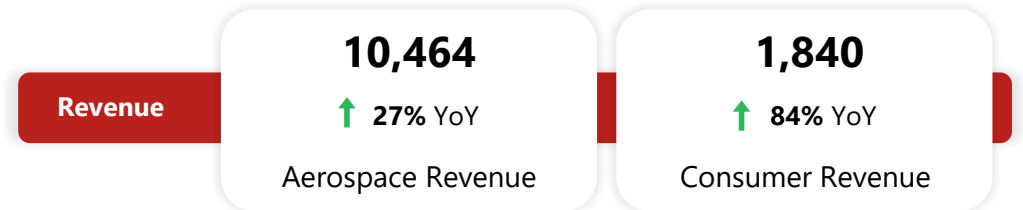
## FY26 Highlights

(₹ Mn.)



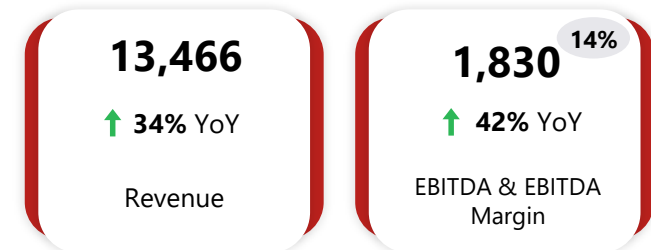
## FY26 Segment Update

(₹ Mn.)



## FY26 Adjusted including JV share<sup>(1)</sup>

(₹ 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**

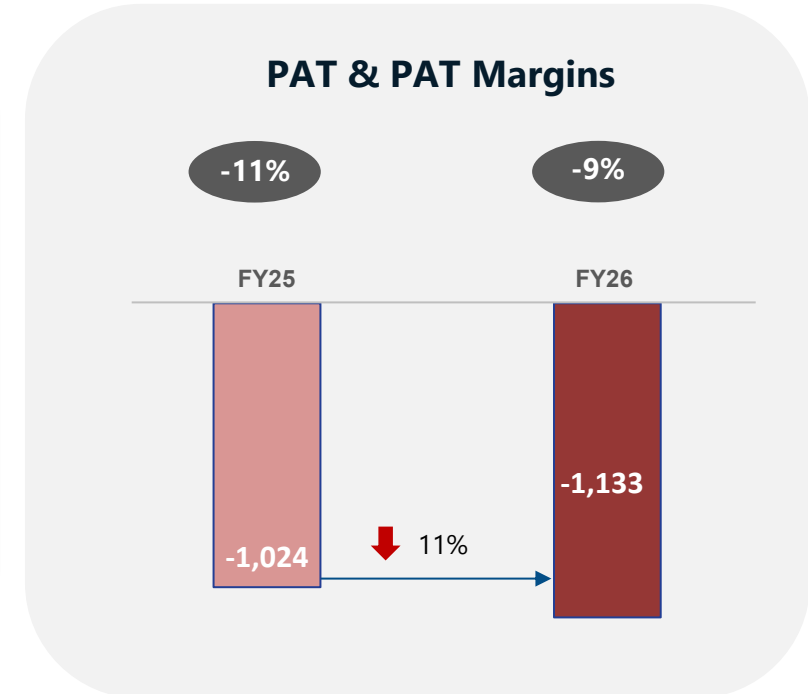
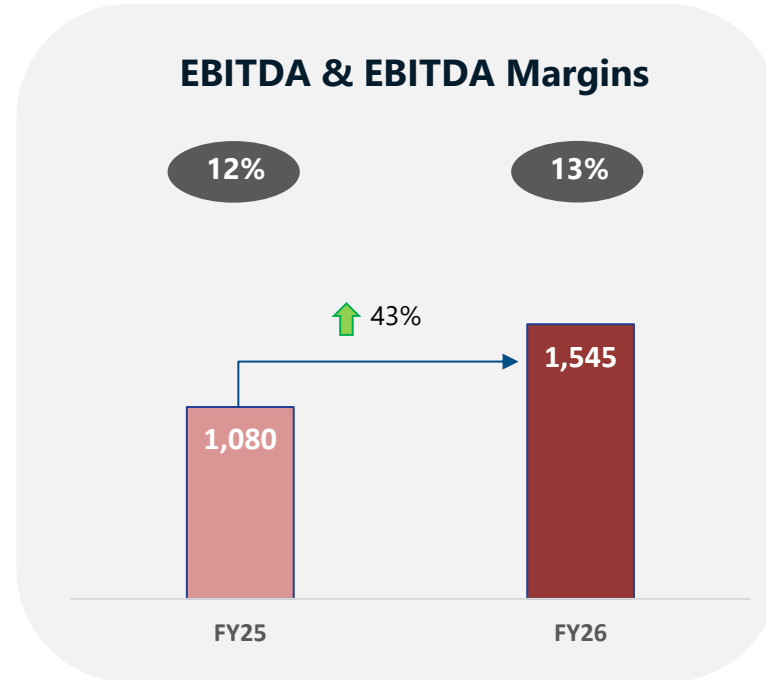
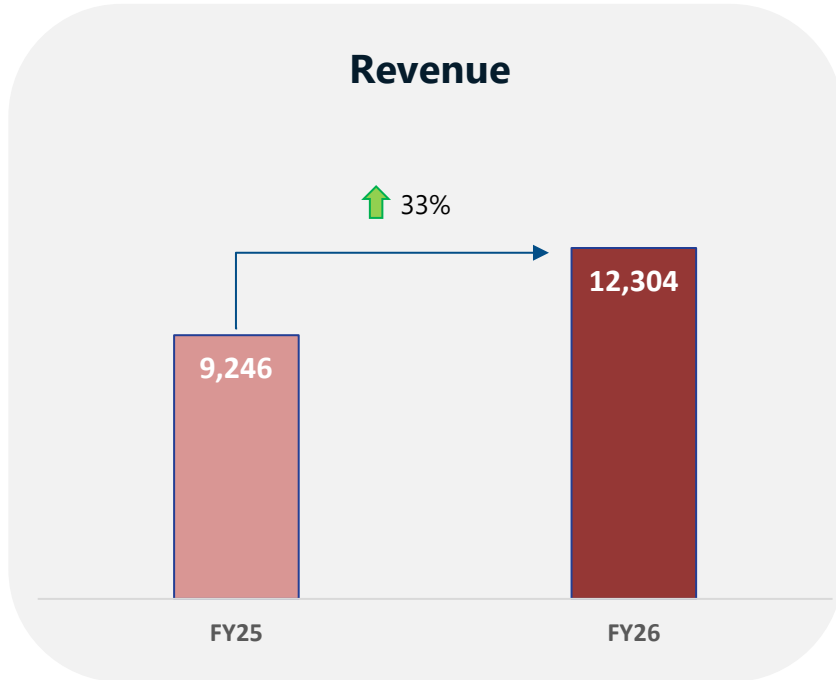
Aerospace Order Book

↑ 9% QoQ

**1,154**

Aerospace Parts Added  
FY26

↑ 26% YoY

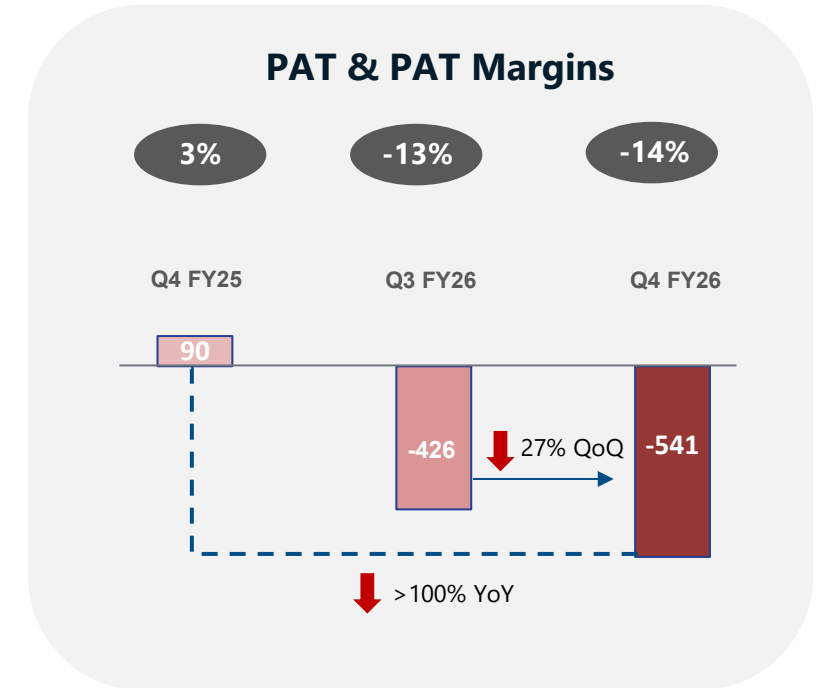
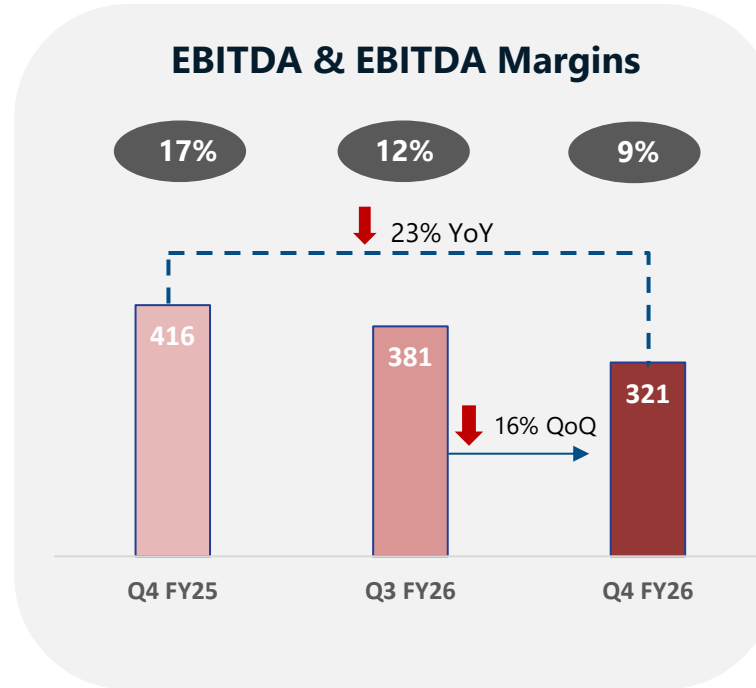
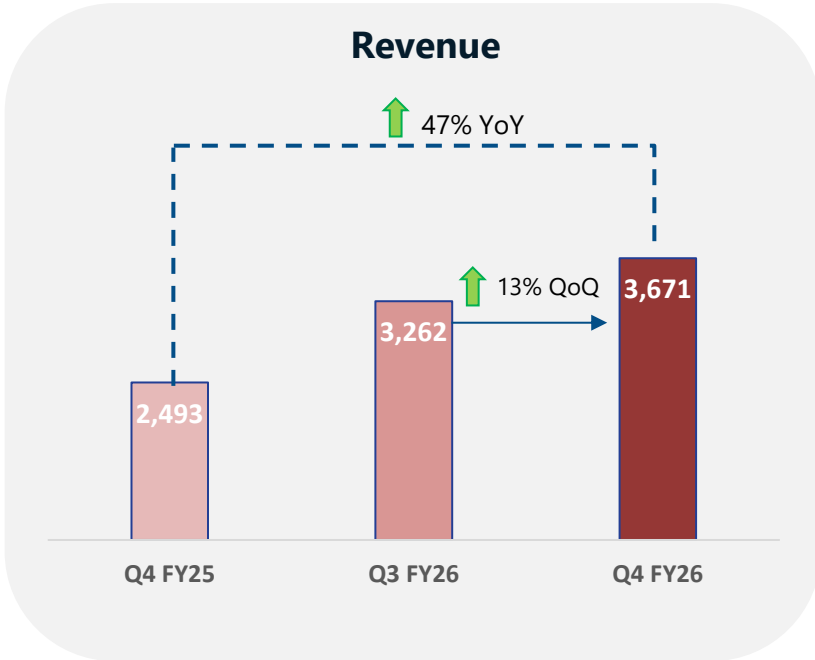


## Highlights

- 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.)

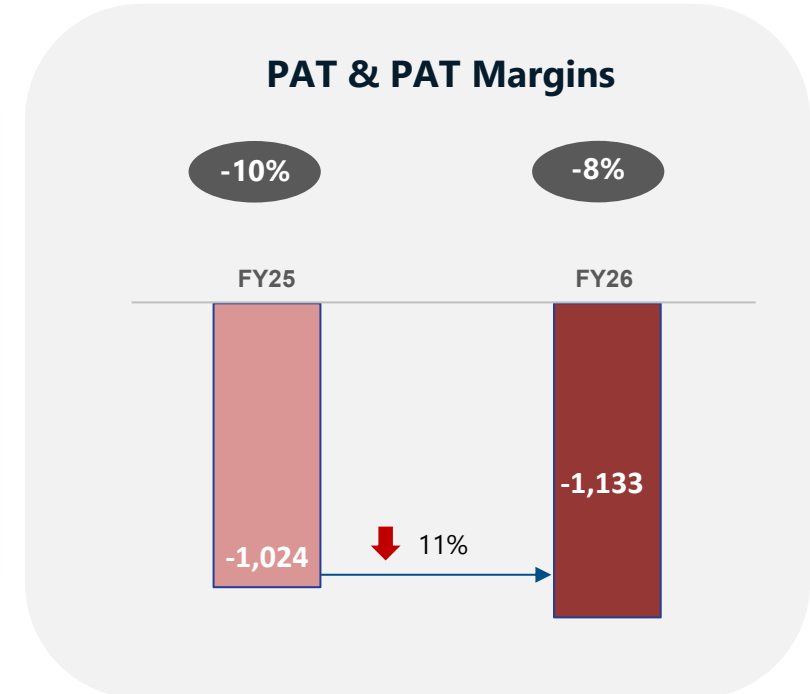
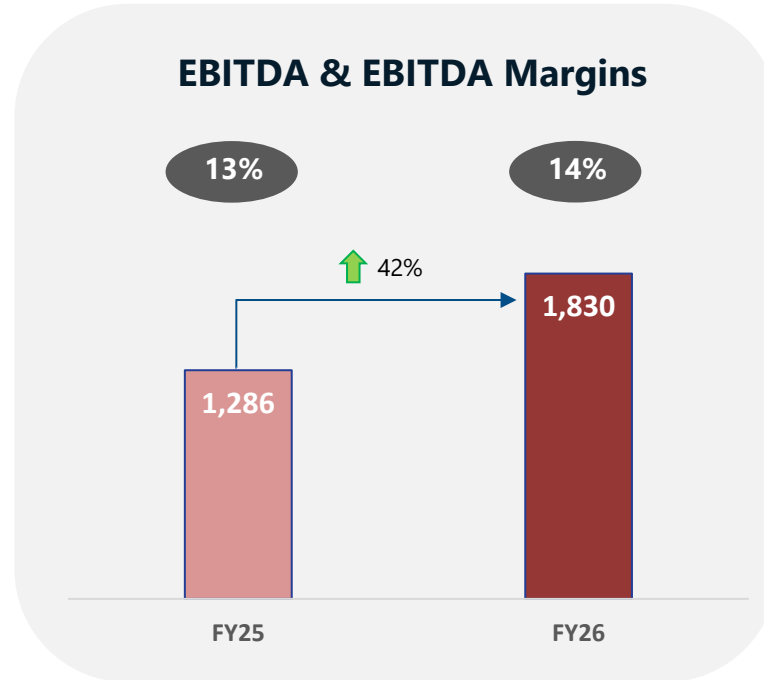
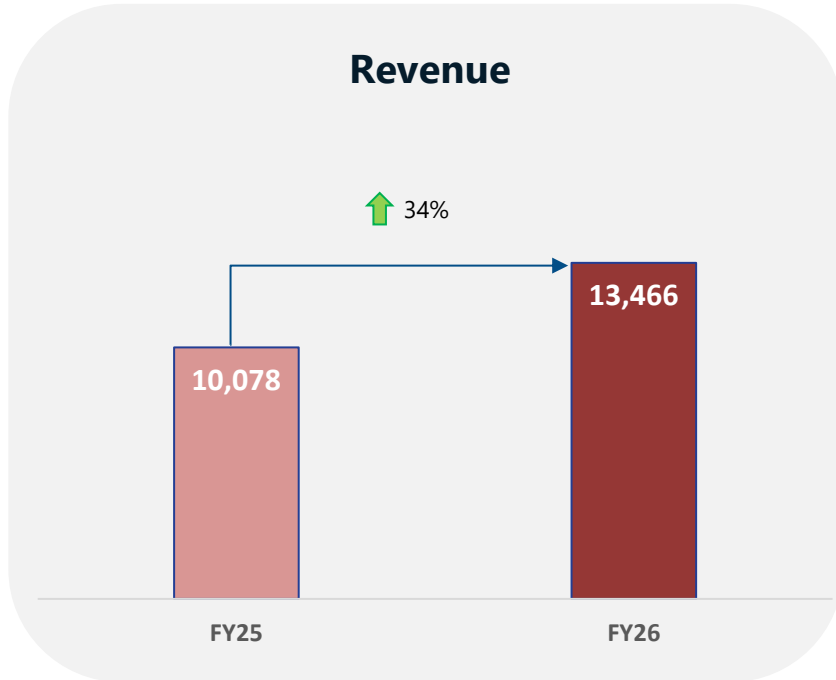


## Highlights

- 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

(₹ Mn.)

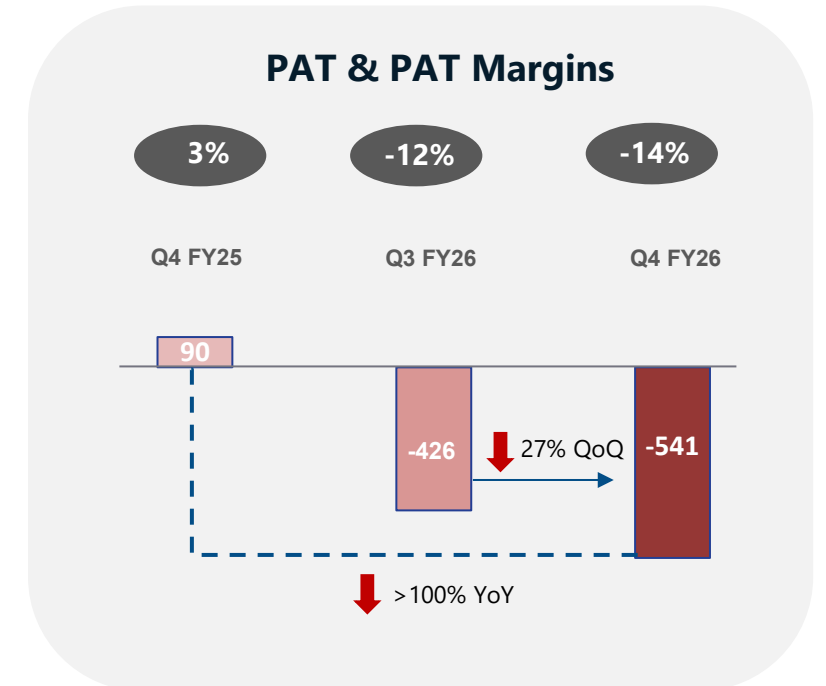
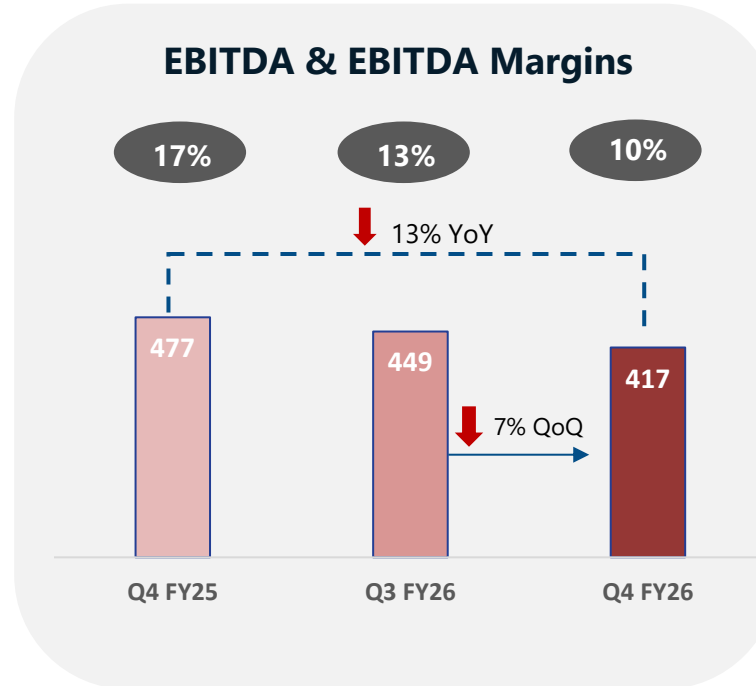
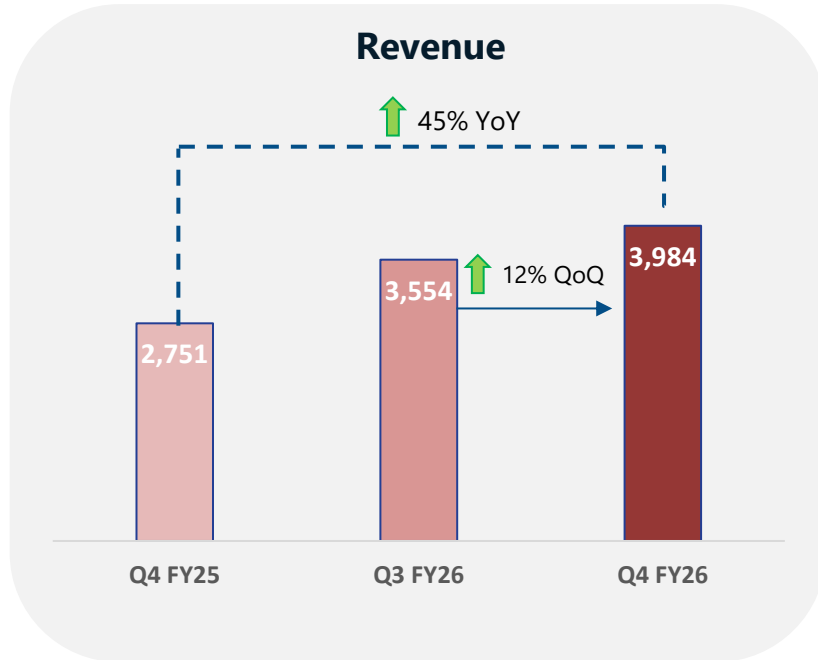


## Highlights

- 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.)

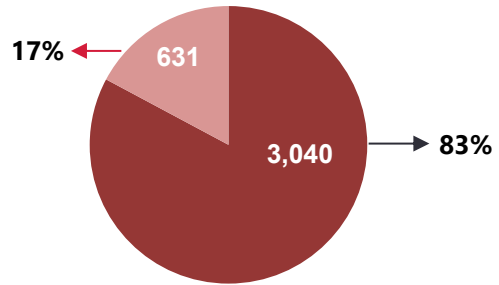


## Highlights

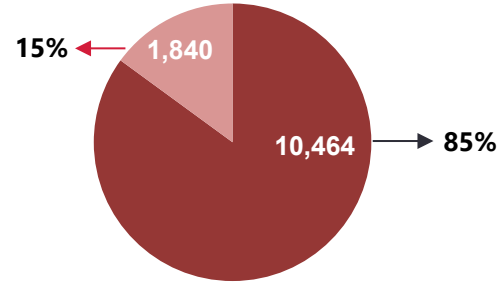
- Consolidated Q4 revenue reached an all-time high of ₹3,984 Mn, up 45% YoY and 12% QoQ, highlighting robust top-line acceleration in the business.
- EBITDA stood at ₹417 Mn with a resilient 10% margin, which declined primarily due to cessation of capitalization following commencement of commercial operations 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

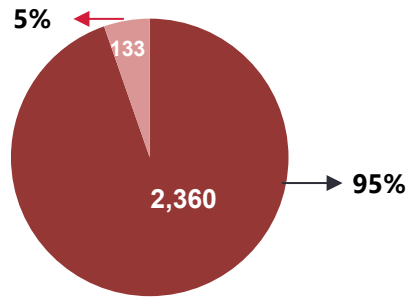


FY26

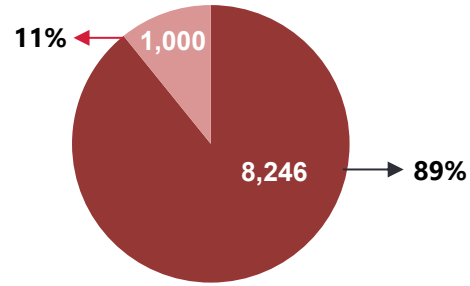


■ Aerospace ■ Consumer

Q4 FY25

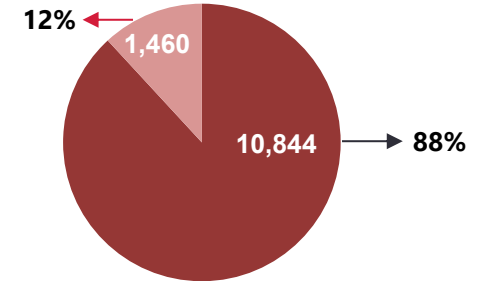


FY25



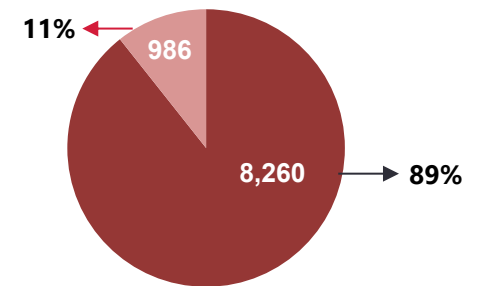
## Exports Profile (%)

FY26



■ Exports ■ Domestic

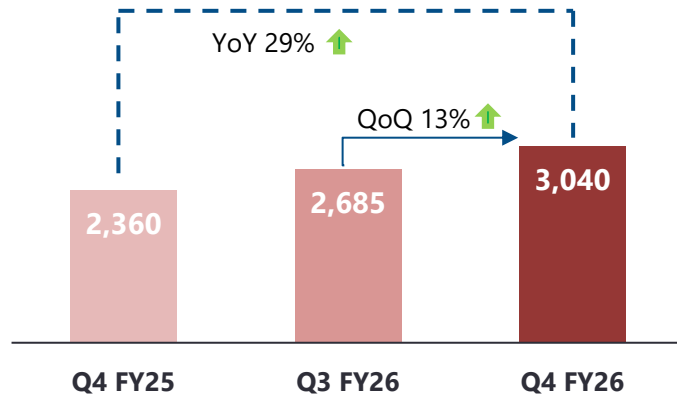
FY25



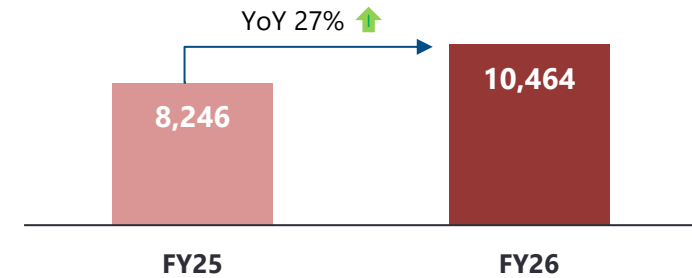
# Segment Update: Aerospace

(₹ Mn.)

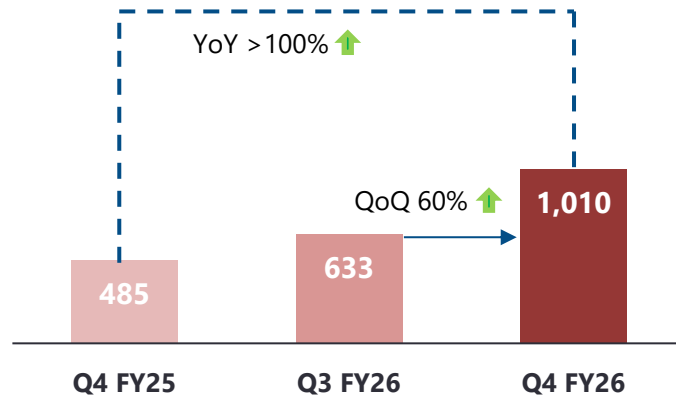
### Q4 Revenue Growth



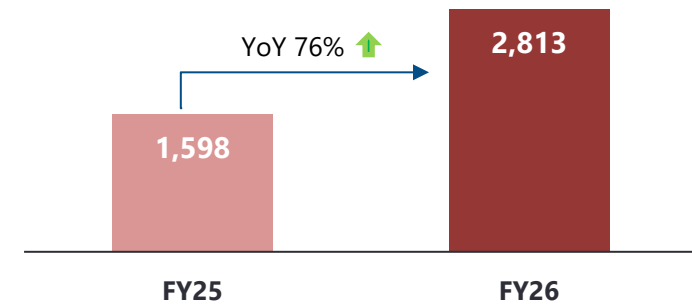
### FY26 Revenue Growth



### Q4 EBITDA Growth



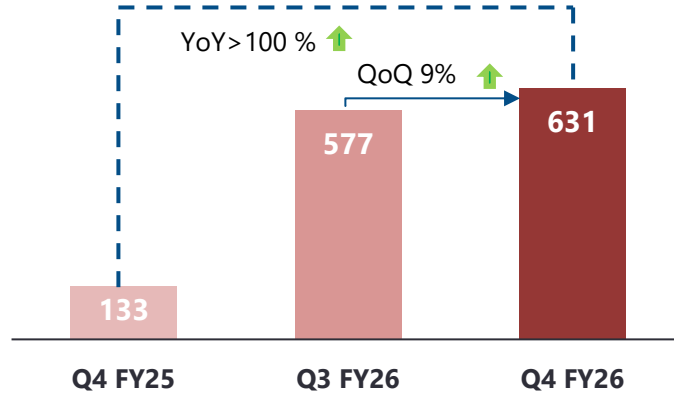
### FY26 EBITDA Growth



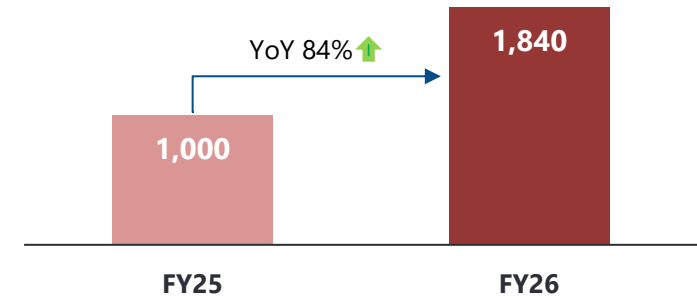
# Segment Update: Consumer

(₹ Mn.)

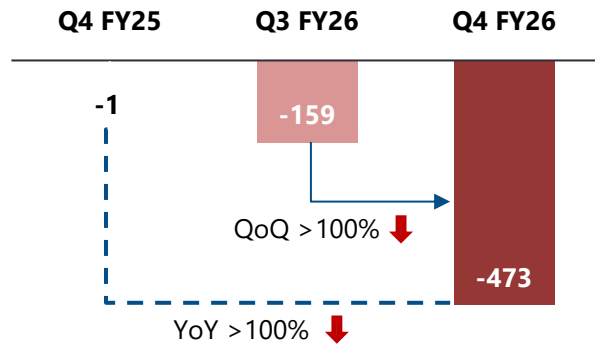
### Q4 Revenue Growth



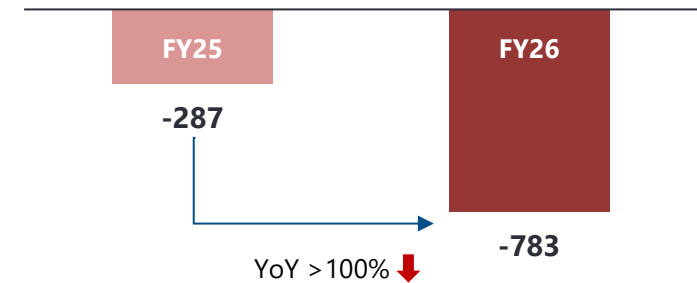
### FY26 Revenue Growth



### Q4 EBITDA Growth

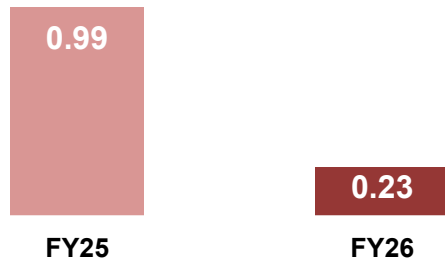


### FY26 EBITDA Growth

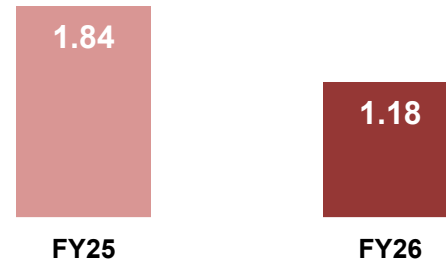


# Key Metrics FY26

## Net Debt/Equity (x)



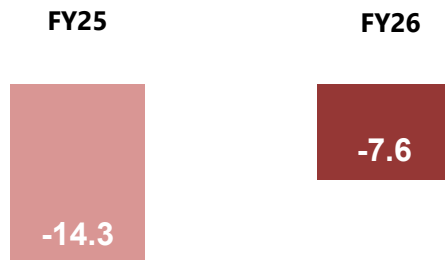
## Fixed Asset Turnover (x)



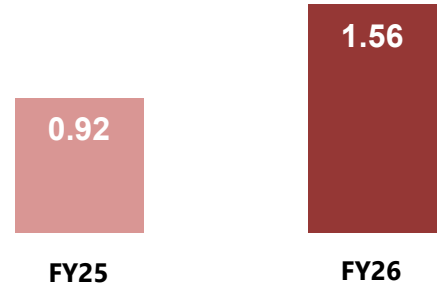
## Net Working Capital Days<sup>(1)</sup>



## ROE (%)



## ROCE (%) <sup>(2)</sup>



## Segment ROCE (%)

Period	FY25	FY26
<b>Aerospace</b>	14%	20%
<b>Consumer</b>	-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	
<b>Total income</b>	<b>3,950</b>	<b>2,664</b>	<b>48%</b>	<b>12,958</b>	<b>9,592</b>	<b>35%</b>
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	
<b>EBITDA</b>	<b>321</b>	<b>416</b>	<b>-23%</b>	<b>1,545</b>	<b>1,080</b>	<b>43%</b>
<b>EBITDA (Margin)</b>	<b>9%</b>	<b>17%</b>	<b>&gt;(100) bps</b>	<b>13%</b>	<b>12%</b>	<b>100 bps</b>
Depreciation and amortisation expense	455	242		1,377	1,034	
Finance costs	358	133		924	589	
<b>Total expenses</b>	<b>813</b>	<b>375</b>		<b>2,300</b>	<b>1,623</b>	
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	
<b>Profit / (Loss) before tax</b>	<b>(333)</b>	<b>58</b>	<b>&gt;(100)%</b>	<b>(715)</b>	<b>(941)</b>	<b>24%</b>
<b>Profit / (Loss) before tax Margin</b>	<b>-8%</b>	<b>2%</b>	<b>&gt;(100) bps</b>	<b>-6%</b>	<b>-10%</b>	<b>&gt;100 bps</b>
Total tax expense	208	-31		418	83	
<b>Profit/ (Loss) after tax</b>	<b>(541)</b>	<b>90</b>	<b>&gt;(100)%</b>	<b>(1,133)</b>	<b>(1,024)</b>	<b>-10.6%</b>
<b>Profit/ (Loss) after tax</b>	<b>-14%</b>	<b>3%</b>	<b>&gt;(100) bps</b>	<b>-9%</b>	<b>-11%</b>	<b>&gt;100 bps</b>

# Consolidated Balance Sheet

(₹ Mn.)

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

Particulars	As at 31 <sup>st</sup> March '26	As at 31 <sup>st</sup> March '25
<b>ASSETS</b>		
<b>Non-current assets</b>		
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
<b>Total non-current assets</b>	<b>13,874</b>	<b>11,162</b>
<b>Current assets</b>		
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
<b>Total current assets</b>	<b>13,030</b>	<b>7,437</b>
<b>Total assets</b>	<b>26,905</b>	<b>18,598</b>

# Cash Flow Statement

(₹ Mn.)

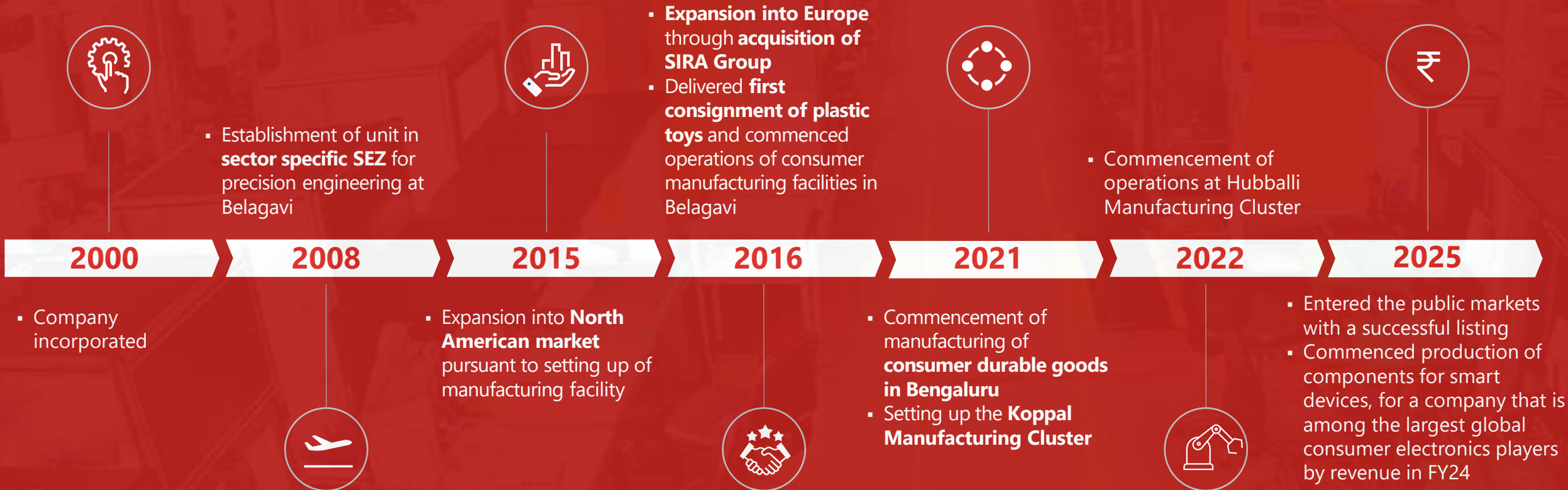
Particulars	Q4 FY26	Q4 FY25
Net Income	-328	60
Depreciation	455	242
Finance Cost	315	127
Change in Working Capital	-1,866	-175
<b>Cash flow from operations (A)</b>	<b>-1,424</b>	<b>255</b>
Capital expenditures	-319	-735
Other	-20	841
<b>Investing Activities (B)</b>	<b>-339</b>	<b>107</b>
Term Loans Received	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
<b>Financing Activities (C)</b>	<b>-3,103</b>	<b>-31</b>
<b>Net cash movement (A+B+C)</b>	<b>-4,866</b>	<b>331</b>
Opening Cash	7,543	239
FCTL	338	39
<b>Closing Cash</b>	<b>3,015</b>	<b>609</b>

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



# 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

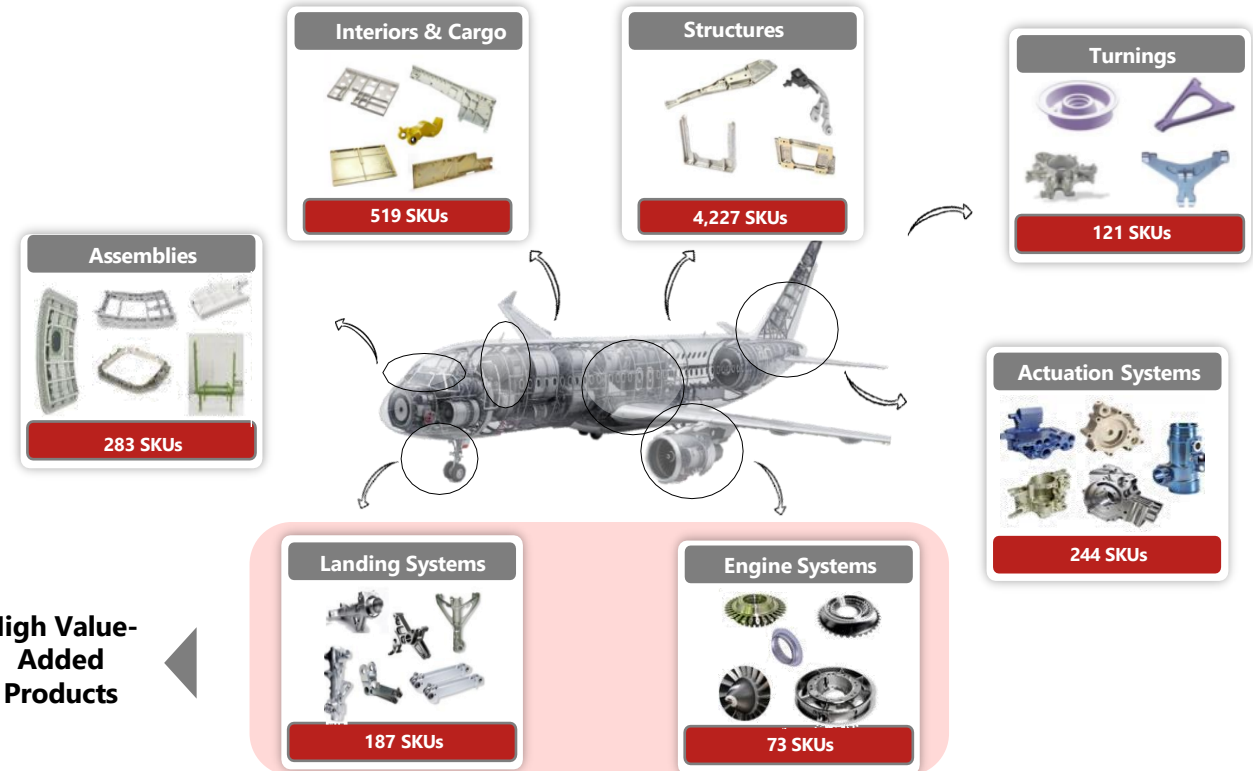
**Airbus**

**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



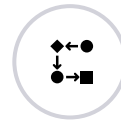
## One of the Deepest Qualified Aerospace Portfolios

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



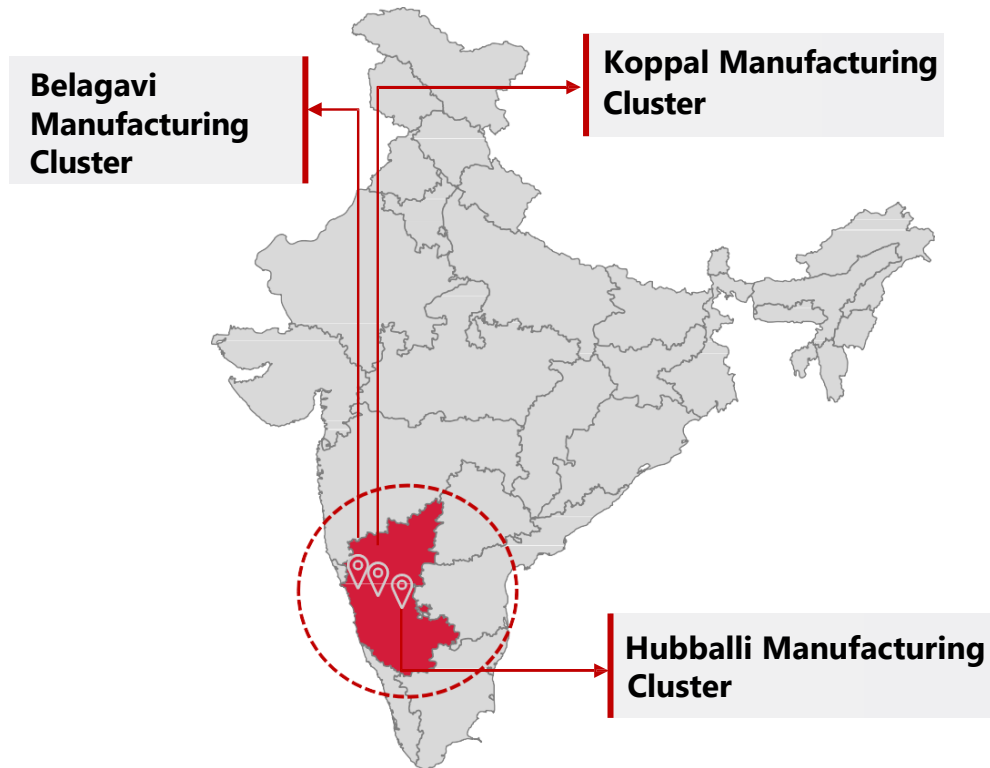
## High-Complexity Materials & Special Processes

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

<b>Background</b>	<b>2015</b> Acquisition of T&K Machine Renamed <b>Aequs Aero Machine Inc</b>	<b>2016</b> Acquisition of <b>SIRA Group</b>
<b>Capabilities</b>	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
<b>Shared Benefits</b>	Closer to US based clients <b>Boeing and Spirit</b>	Closer to our Europe based clients <b>Safran and Collins Aerospace</b>

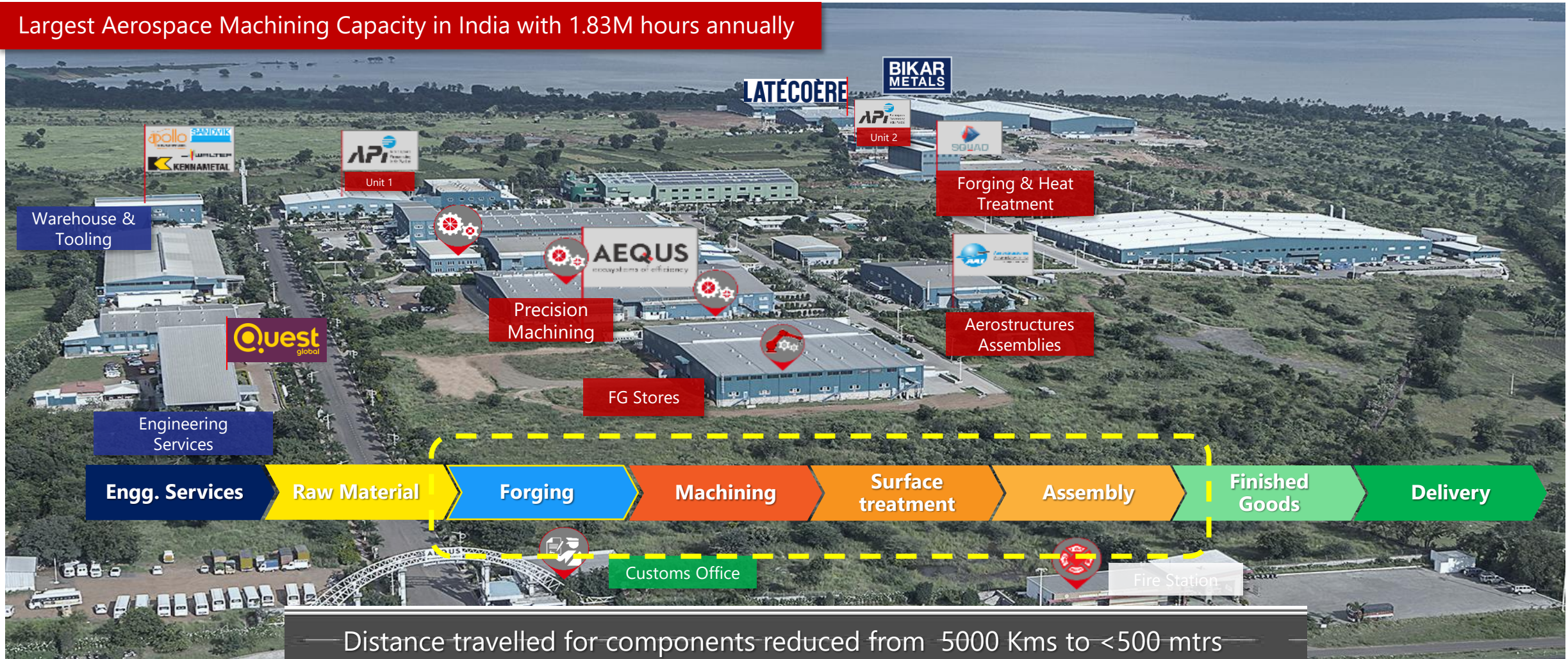
Expanded footprint

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



Distance travelled for components reduced from 5000 Kms to <500 mtrs

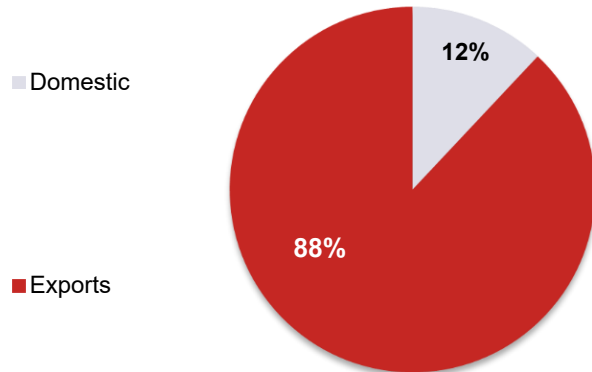
India's first vertically-integrated aerospace manufacturing ecosystem with end-to-end manufacturing value stream eliminating component movement from thousands of kilometres between cities to a few hundred metres

# Long-standing relationships with high entry barrier global customers

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

Revenue Mix (FY26)



## Our Blue Chip Customer Base

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

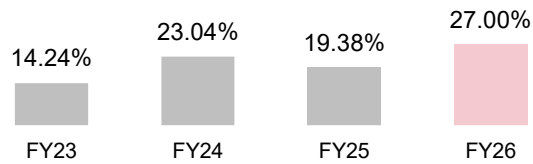
3

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

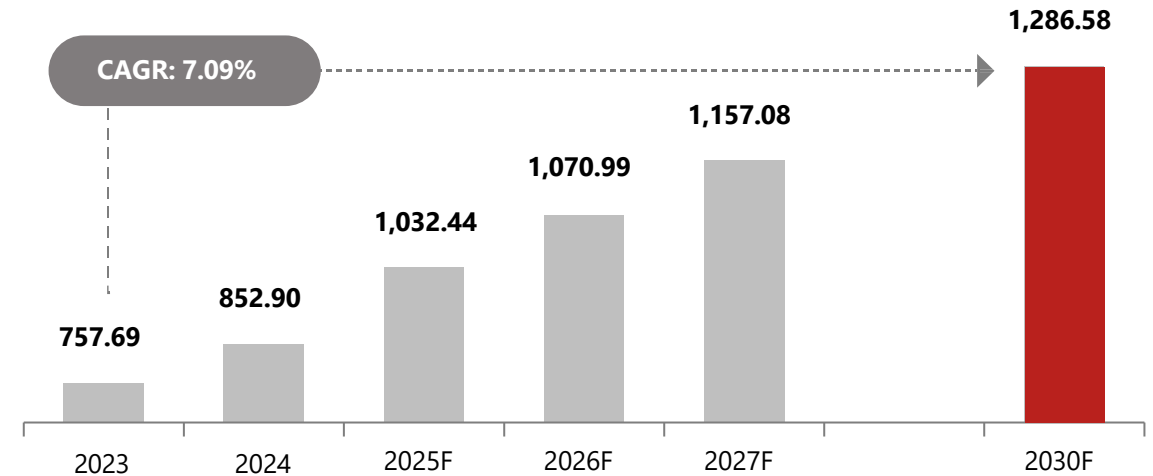


Business restructuring for business synergies & operational efficiencies

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***