

June 18, 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") and further to our prior intimation dated April 30, 2026 and June 15, 2026 regarding First-ever Investor Day Event, we are herewith enclosing a copy of Investor Presentation which would also be presented during the said Investor Day event scheduled today i.e. June 18, 2026 at Mumbai.

Please note that discussion will be based on publicly available information and no Unpublished Price Sensitive Information (UPSI) will be shared during the meeting/event.

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

Website: www.aequs.com

Email: investor.relations@aequs.com



Engineering **Growth.** Delivering **Value.**

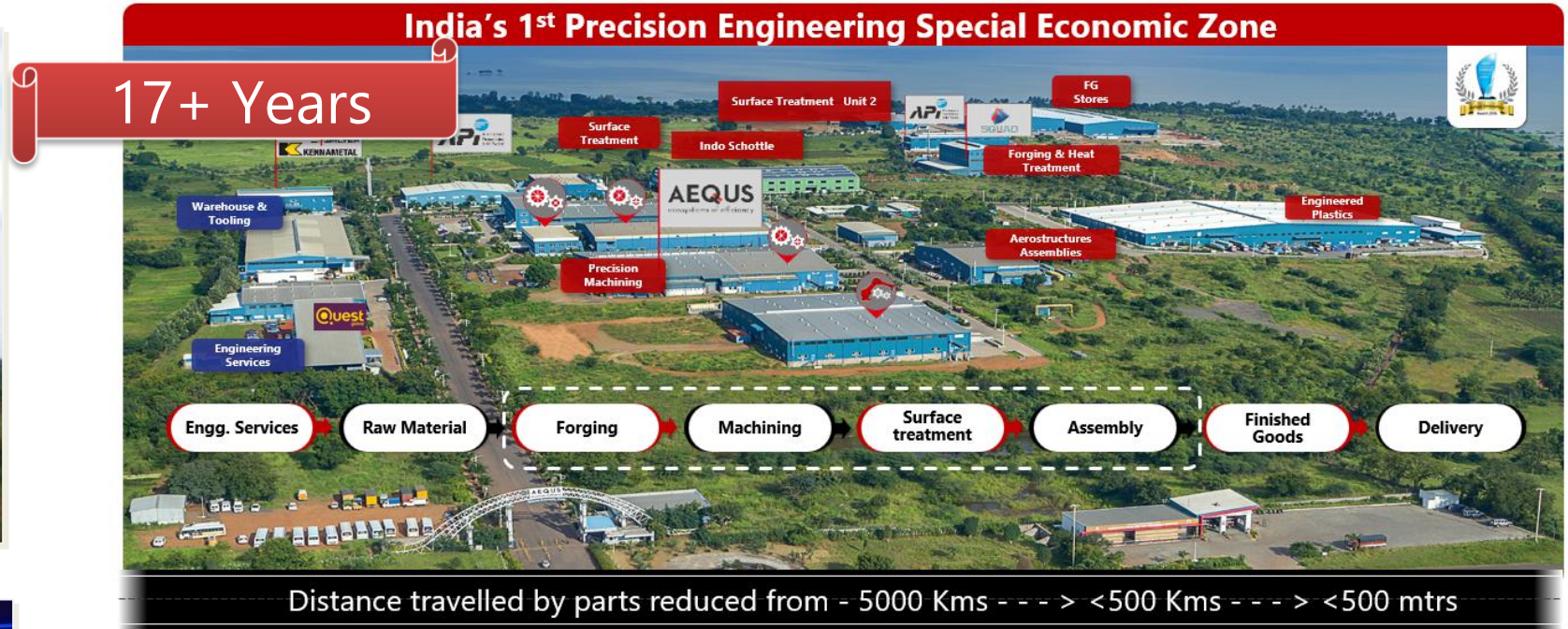
**Aravind Melligeri, Executive Chairman & CEO,
Aequs Limited**

18 June 2026

Foundation in place for an enduring legacy



Airbus Ramp up Award 2024



Vertically integrated aerospace manufacturing with lowest carbon footprint per part



Aequs is well-entrenched in Precision Manufacturing.



Our ecosystems deliver increased customer value.



Established a differentiated value proposition that resonates with customers.



Impeccable credentials as a diversified mfg. platform.

From a team to an institution

15 Years of Talent & Leadership Evolution

2011



14 Leaders

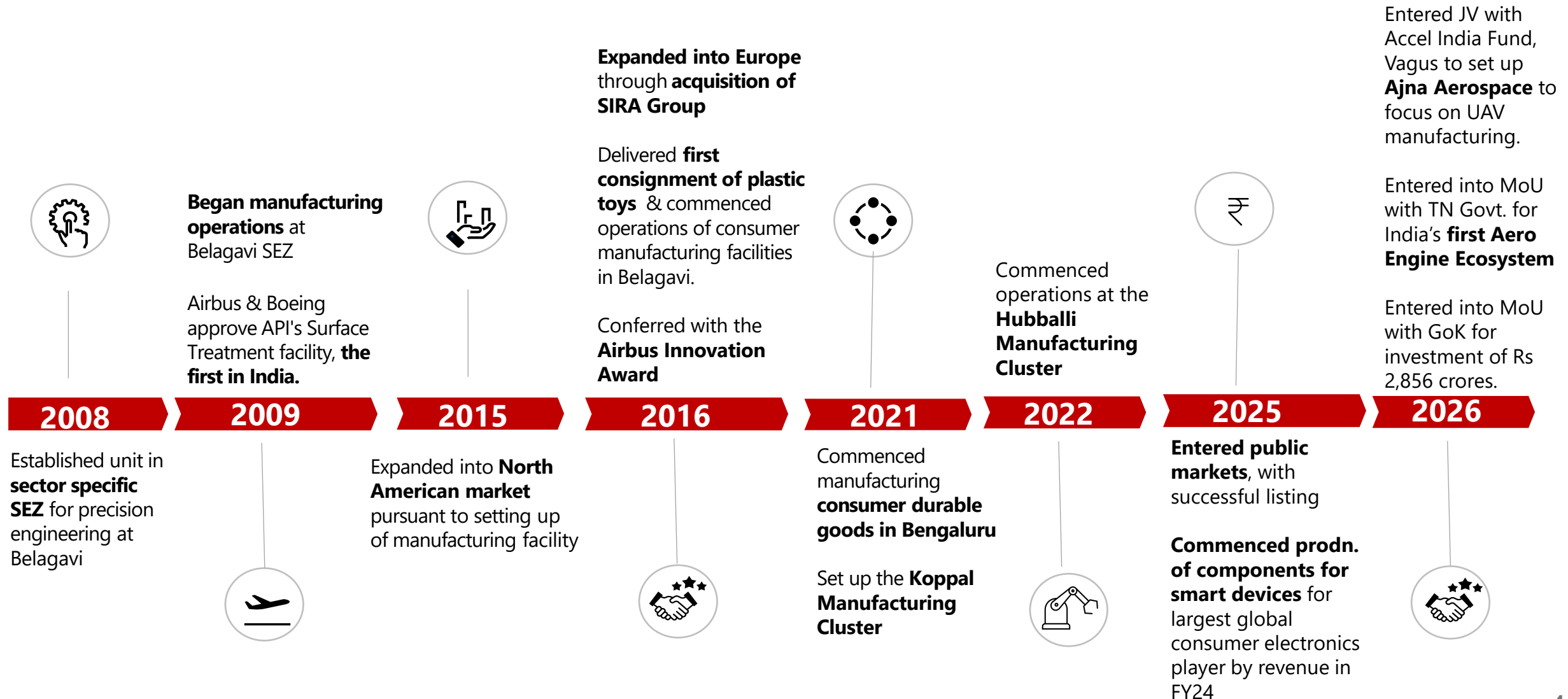
2026



45+ Leaders

15 Years Later

Built on path-breaking achievements and milestones.



Aerospace Ecosystem @Belagavi, Karnataka, India

India's 1st Precision Engineering Special Economic Zone



Distance travelled by parts reduced from - 5000 Kms - - - > <500 Kms - - - > <500 mtrs

Vertically integrated aerospace manufacturing with lowest carbon footprint per part

Organically developed and scaled verticals to tap global customer needs



AEROSPACE

- **India's First Notified Precision Engineering SEZ** – Belagavi (2009)
- India's 1st Aerospace FTWZ & Material Processing Center
- Largest Aerospace Machining Facility in India – 1.83M machining hours/year
- First in India to assemble Plug Doors & Over-Wing Exit Doors for global OEMs
- First 10,000-ton Hydraulic Press for Aerospace components (largest in India)
- First Surface Treatment Unit approved by both **Airbus & Boeing**

CUSTOMERS

**Airbus | Boeing | Safran
Collins Aerospace | SAAB**



CONSUMER

- **India's 1st Toys Cluster at Koppal** - Operationalized 2021
- **India's First Consumer Durables Manufacturing Cluster** – Hubballi – Operational 2022
- 800K + sq. ft. Combined manufacturing space
- First company to be qualified and ship two mechanical enclosure for two product lines to global consumer electronics company

CUSTOMERS

**Large Electronics Brand | Mattel
| Tramontina**



GLOBAL RECOGNITION

- **First Airbus Innovation Award (2016)**
- Airbus D2P Award (2016–2019)
- Airbus SQIP Award (2018–2019)
- Boeing Premier Bidder Program Award (2022)
- Airbus Ramp-up Champion Award (2024)
- Collins Aerospace Best Supplier Award (India Region, 2019)
- Safran Casing Industrialization Award
- Shared with Airbus: First Wings India Ecosystem Accelerator Award (MoCA-FICCI, 2024)

AWARDS



Partnerships to develop capabilities, expand markets, and drive shared growth.



API

50:50 JV between Magellan Aerospace & Aequs operating since 2008

- 1st Integrated Treatment facility approved by Airbus & Boeing
- NDT – MPI & FPI, **Tartaric / Boric / Sulphuric Anodizing, CAD Plating / Phosphating, Passivation**
- Robotic Shot-Peening, Conversion coating, Spray and Robotic painting, Dry film lubricant, Part marking
- ISO17025 lab for testing
- **4 meter long** (4L x 0.9W x 1.2H) parts



SQuAD

50:50 JV between Aubert & Duval and Aequs operating since 2011

- Closed-die forged parts
- India's largest Hydraulic Press: **10KT** for Ti/St/Al. Screw Forge: **1200T**
- Heat treatment approved by Safran
- NADCAP qualified Heat Treat
- Finishing & Inspection Shops & Metallurgy Lab



ACPL

50:50 Joint Venture between Tramontina and Aequs operating since 2024

- Tramontina - a Brazilian high-end manufacturer of houseware products - has setup its 1st joint venture out of Brazil
- Leveraging Aequs' local presence and regulatory expertise
- Current structure enables smoother and faster industrialization

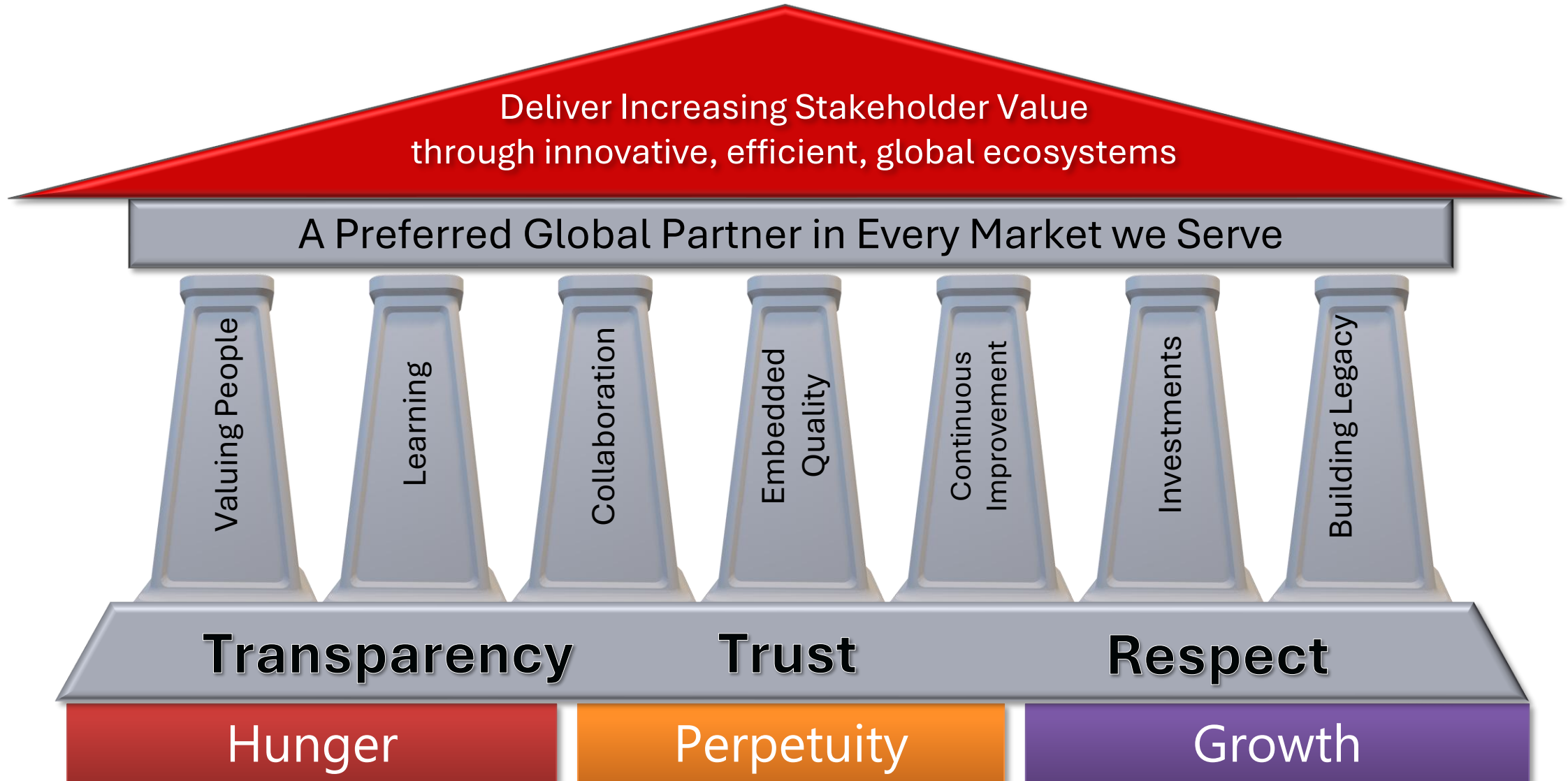


Ajna Aerospace & Defence

Equal JV between Aequs, Accel India & Vagus Defence

- JV in January 2026
- End-to-end UAV play – IP sourcing, licensing, integration
- Full-stack execution – Build, test, & commercialize for India & global markets
- Leverages Aequs' proven & industry-leading precision engineering and assembly capabilities

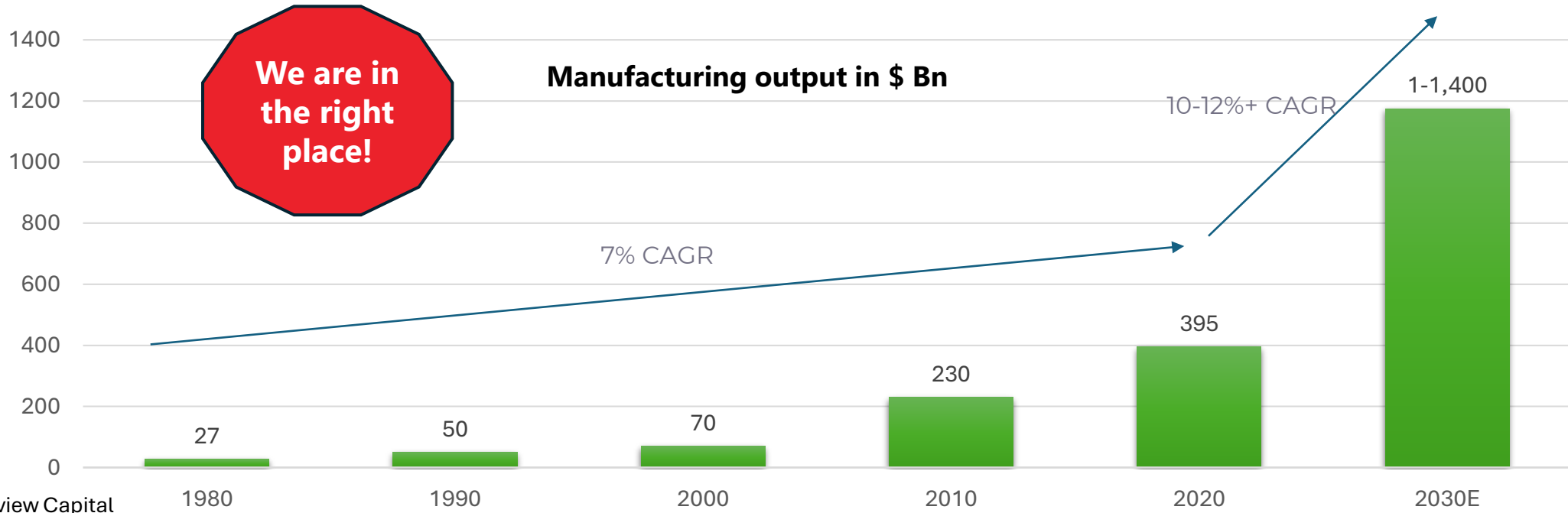
The Aequs DNA is what makes us tick!



By 2030 manufacturing output will increase ~3x of 2020 output

India is the emerging manufacturing powerhouse

- India stands to gain from geopolitical and economic trends that are steering the diversification of Asia's manufacturing supply chain.
- Increasing local demand and improving competitiveness for export, are added advantages.



Source: Steadview Capital

The Aequs Playbook: Approach to long-term sustenance and value creation

PATIENCE

Capital Discipline

1. Long qualification cycles
2. Initial ROCE : Low to -ve
3. Plan upfront for ecosystem buildout
4. Delayed operating leverage

PROCESS

Institutional Repeatability

1. SOP-driven operations
2. Repeatable output
3. Auditable quality
4. Documented Institutional knowledge as an asset

PREDICTABILITY

Risk Compression at Scale

1. From individuals to systems
2. Variability elimination
3. Statistical process control
4. Zero Defect, On Time Delv.
5. Reduced customer risk

PARTNERSHIPS

Ecosystem Multiplier

1. Co-located value add
2. Shared infrastructure
3. Audit efficiency
4. Trust flywheel
5. Replicable campus model

Aequs Vision 2031

Diversified precision manufacturing company leveraging ecosystems to deliver industry leading performance

Revenue*	EBITDA	ROCE **
4x to 6x	18% to 22%	20%

PLATFORM COMPOUNDING MOAT

> 50%+ Cluster Value Add (CVA)

AEROSPACE – PROVEN ENGINE

4X – 5X Revenue* Growth at
20% RoCE
18% to 22% EBITDA

CONSUMER – OPERATING LEVERAGE

10x – 18x Revenue* Growth
18% to 20% RoCE
18% to 20% EBITDA

CAPITAL EXPENDITURE

\$350-\$450 Mn

Q4FY27

H1FY28

FY29

FY 30

FY31

Consumer EBITDA
Breakeven

Consolidated PAT
Breakeven

Aerospace – Hosur –
Revenue kick off

Consumer PAT
Breakeven

Target RoCE at
Consolidated **

* Over FY26 Base

** Steady state



Aequs **Strategy**, Value Creation **Framework**

Rajeev Kaul

Co-founder & MD, Aequs Limited

Vision for exponential growth needs scale & capabilities across industries

AEROSPACE



Sustain & Expand to Adjacencies

CONSUMER

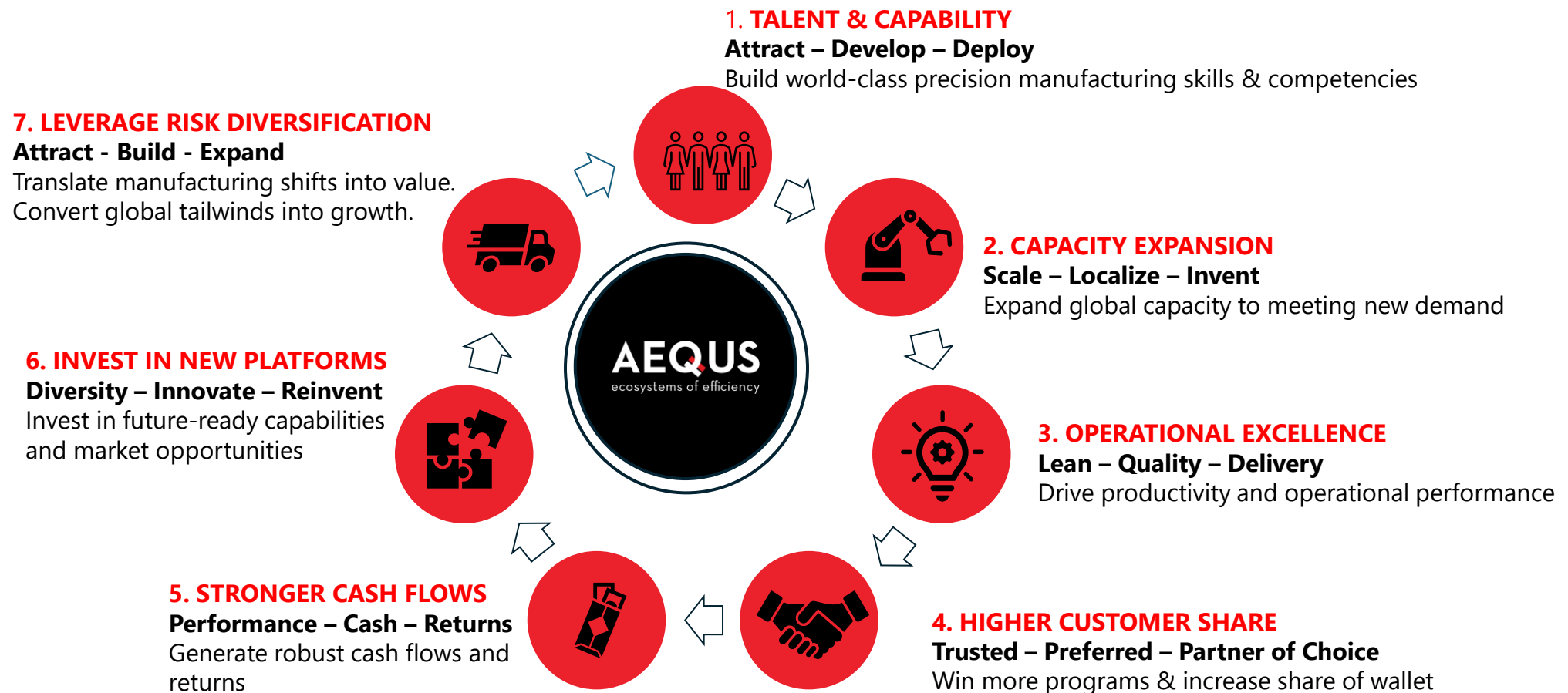


Leverage Cross-vertical Capabilities & Capacities

One Platform. Infinite Possibilities!

Harness high-entry-barrier manufacturing platform to extend capabilities across industries, accelerate technology adoption and unlock new avenues of value creation.

Deepening Engagement for Exponential Growth



DRIVING SUPERIOR SHAREHOLDER VALUE

REVENUE GROWTH | MARGIN EXPANSION | CASH GENERATION | ROCE EXPANSION

The Talent Factory: Aequs' Engine for Precision Mastery

Attract → **Develop** → **Culture** → **Impact**. An integrated People & Culture Operating System that creates a scalable pipeline of precision talent and leadership across the Aequs ecosystem.

01

ATTRACT

Talent from every horizon

- **Multi-entity sourcing engine**
PGETs & MTs synced across Aerospace and Consumers business
- **GET + Mobility doctrine**
Graduate Engineers for Technical density and future-ready
- **Rural talent engine**
Belagavi & N. Karnataka, hire local, train local, rewrite the fabric.

→ *Raw potential* → *world-class skill*

02

DEVELOP

Skill at the speed of technology

- **Shop-floor enablement**
Structured upskilling, every operator a problem-solver. Enablement through Aequs Knowledge Center – In-house skilling center
- **Aequs Alx Academy**
3-phase AI fluency on AI and Digital adoption
- **Leadership pipelines**
Competency-based leadership programs curated with premier academic institutions for developing Techno-Commercial leaders across levels

→ *Skill that culture compounds*

03

CULTURE

Belonging, hard-wired

VALUES BOOTCAMP + COC

100% certified annually · zero-tolerance ethics + governance into every decision

AEQUS LEADERSHIP PRACTICES

- 01 Empowers & Develops**
- 02 Empathy**
- 03 Entrepreneurial Mindset**
- 04 Customer Centricity**
- 05 Execution Excellence**

→ *Mastery* → *leadership depth*

04

IMPACT

Talent density into leadership

- **Multi-skilled operators**
Career lattices, not ladders - value compounds at every station. Deeper technical skill enablement through continuous learning
- **OEM-benchmarked skilling**
Co-created with the customer, the certification process and guidelines
- **Succession pipelines**
Deep supervisor & line-leader benches, no scale-up bottleneck. Identified Potential Leaders are receiving coaching from Senior Leadership to nurture their Career Progression.

→ *A self-replicating talent factory*



Aerospace: Deepening the Engagement

Mohamed BOUZIDI
President,
Aequs Aerospace AAF

Edwin Meyer
Vice President,
Business Development

Rachit Parekh
Partner,
Accel

Long-term commercial aerospace growth to lead manufacturing

Travel bug sustains



IATA projects pax traffic to **cross 5 bn in 2026**. Long-term demand growth to continue **at 3-4% CAGR**. Traffic to double by 2045-50.



Airline industry set to cross the trillion-dollar mark for the first time in 2026.



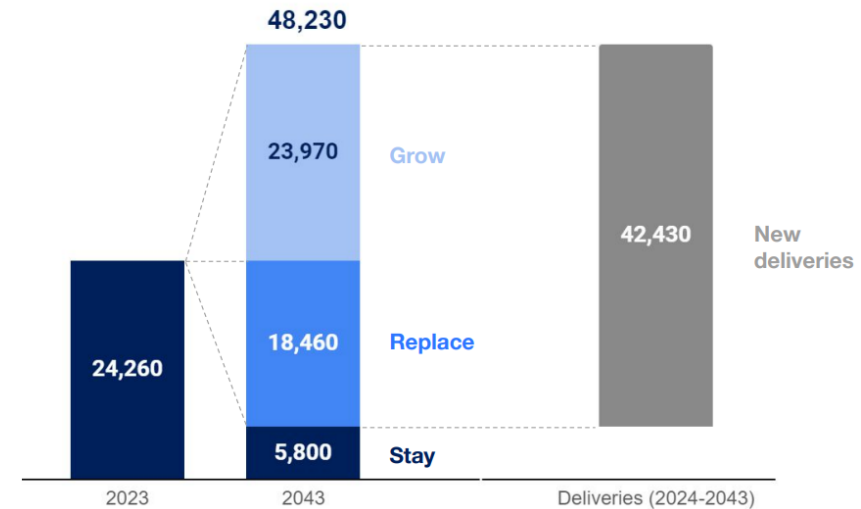
By mid-2030s over **200,000 daily flights** will take off and land globally.

OEMs are enthusiastic on new demand!

Demand for 42,430 new aircraft between 2024 and 2043

Number of aircraft

Source Airbus GMF, Cirium Jan 24
Notes: Passenger aircraft (≥ 100 seats) & Freighters (≥ 10 tons payload) | Figures rounded to nearest 10



Both Airbus & Boeing forecast demand for nearly 43,000 new aircraft over the next 20 years

Source: Airbus GMF - Boeing CMO 2025-2044

Why Aequs for Aerospace?



Precision & Pedigree

- 30+ years aerospace-grade manufacturing
- AS9100D / NADCAP certified across machining, forging & surface treatment
- Qualified on Airbus and Boeing & engine programs (CFM, LEAP)
- Zero-defect culture embedded through Aequs Production System (APS)



Integrated Ecosystem

- Single campus: Forging → Machining → Surface Treatment → Assembly
- 10KT closed-die press - India's only comparable facility
- Co-located Tier-1 partners reduce supply chain risk and logistics cost
- Scale with deep engineering talent pool



OEM & Regulatory Trust

- Direct Airbus & Boeing supplier relationships
- Proven complex and shared assembly capabilities with Tier-1s like SAAB
- Consistent on-time deliveries across multi-year OEM programs
- Infrastructure compliant with global regulatory standards structured to absorb accelerated program ramp



Scale & Cost Advantage

- Best-cost country manufacturing with no quality compromise
- Belagavi SEZ campus offering rapid capacity ramp
- Planned scale across aerostructures, forging & engines over next decade
- Supportive government policy framework & structured incentive environment

India's Only Vertically Integrated Aerospace Manufacturer

From Capability-led Entry to OEM-trusted Scale

Aerospace & Defence – New Initiatives

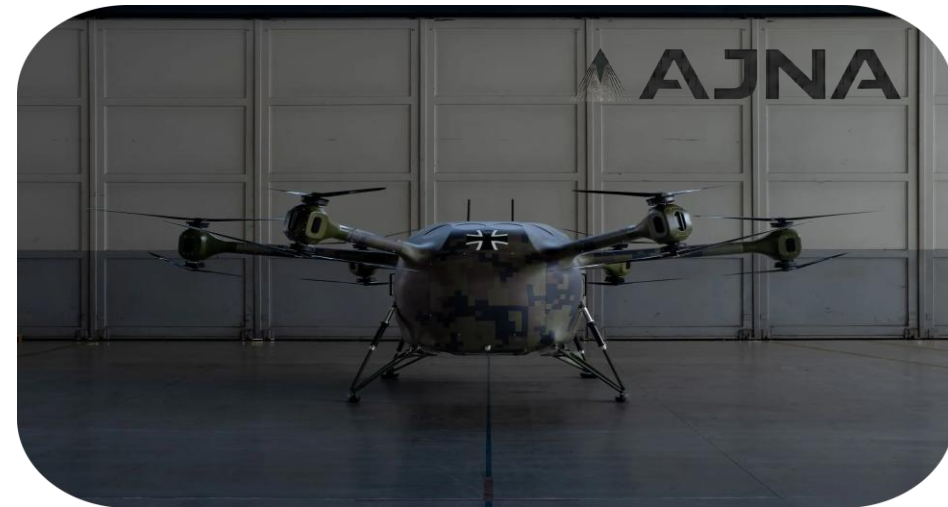
Aero-Engine Component Ecosystem (AECE)



SIPCOT, Shoolagiri Industrial Park, Hosur, TN

Aequus Limited and the Government of Tamil Nadu signed an MoU in February 2026, wherein Aequus will set up an Ecosystem for aero-engine components, landing gear systems, ultra-precision machining, and advanced aerospace systems and sub-assemblies.

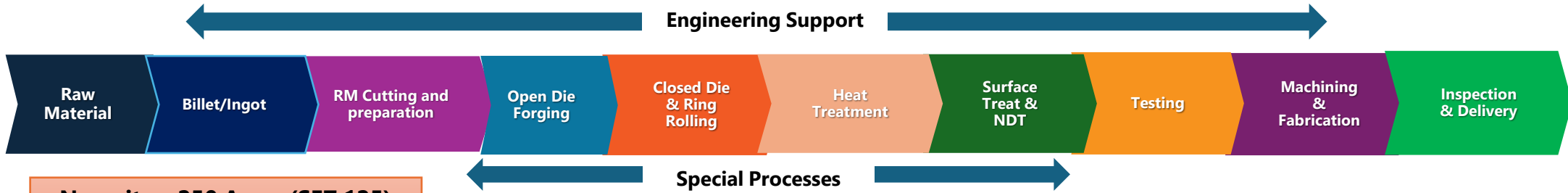
Ajna Aerospace & Defence



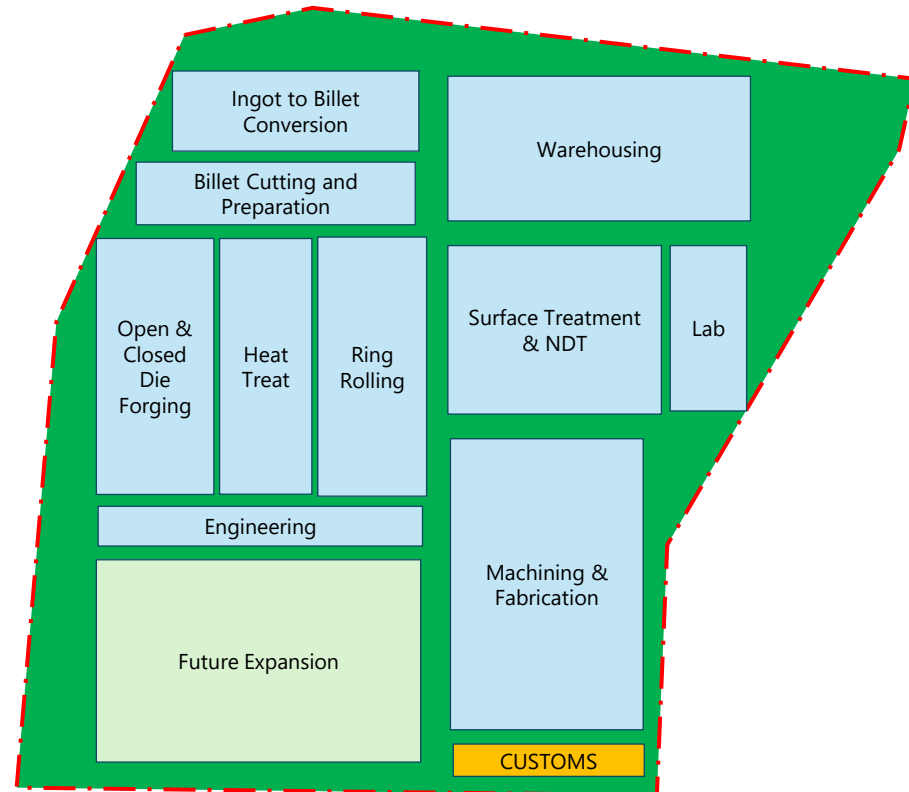
JV for UAVs with Accel India & Vagus Defence Tech & Aerospace

Aequus Limited ("Aequus") executed a Joint Venture Agreement with Accel India, and Vagus Defence Tech in January 2026 to manufacture, assemble, and sell unmanned aerial vehicles ("UAVs") and related products in India and internationally.

New Ecosystem for Aircraft Engines, Landing Gear & Systems Components



**New site – 250 Acres (SEZ 125)
at Hosur in Tamil Nadu**



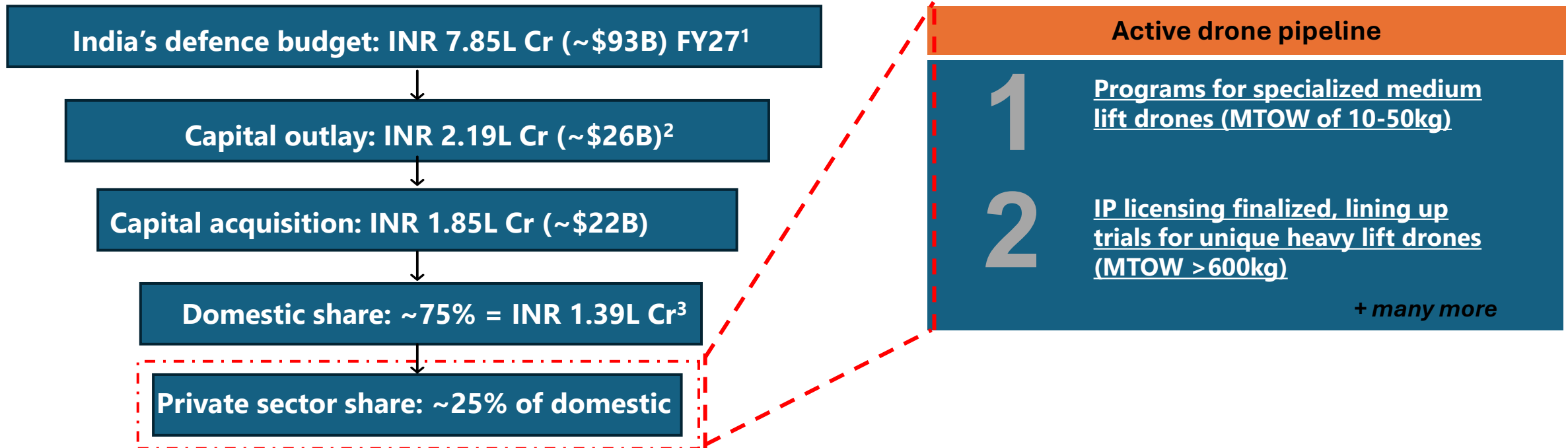
AECE Layout

Ajna Aerospace & Defence Systems JV

AJNA

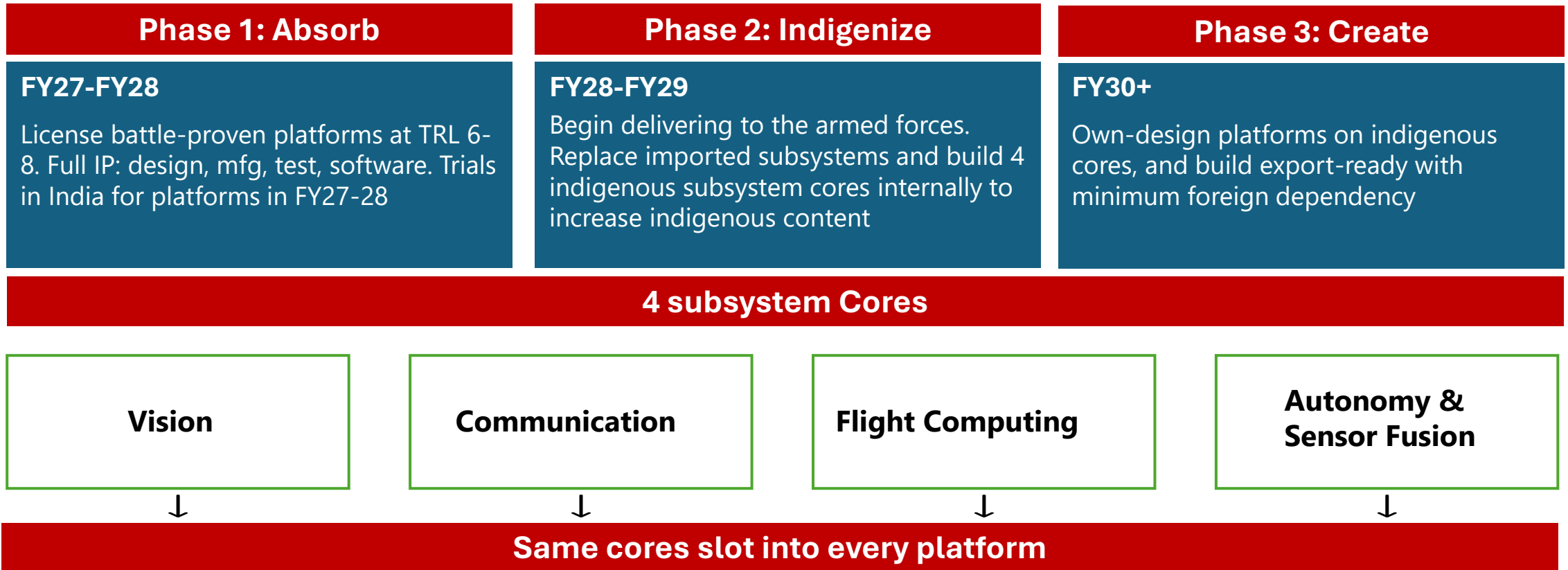
Playing in a US\$22B capital acquisition pool. US \$16.5B (~75%) reserved for domestic players. Growing 20-30% y-o-y. Additional opportunity from revenue budget for smaller drones

Focused on multiple programs to build a pipeline in FY26



Fast-track 5-10 year development, world-class platforms for battle-tested products

License. Indigenize. Create.



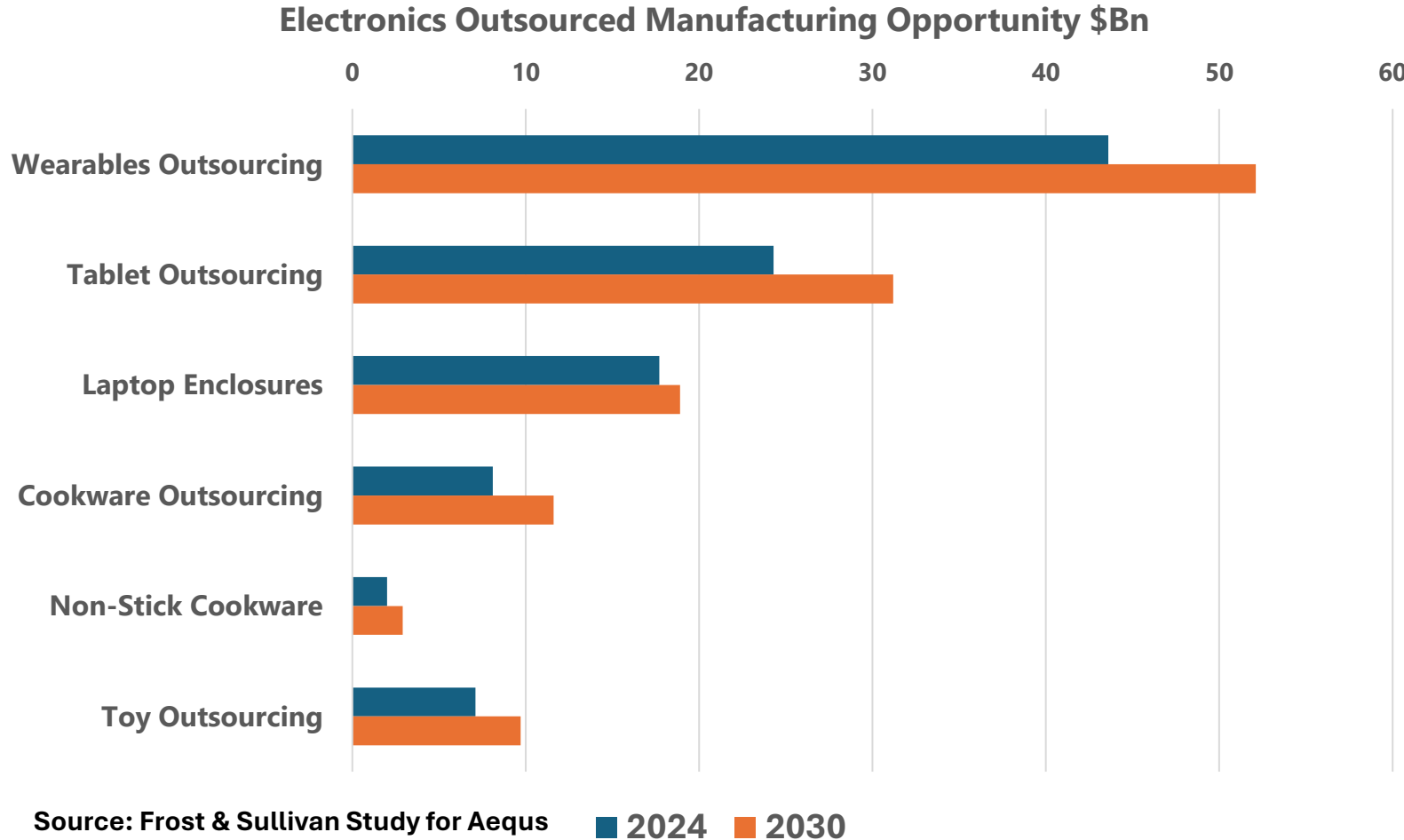
Aequs is the well positioned to assist Ajna by bringing Aerospace manufacturing DNA



Consumer: **Charging Ahead**

Rajeev Kaul
Co-founder & MD

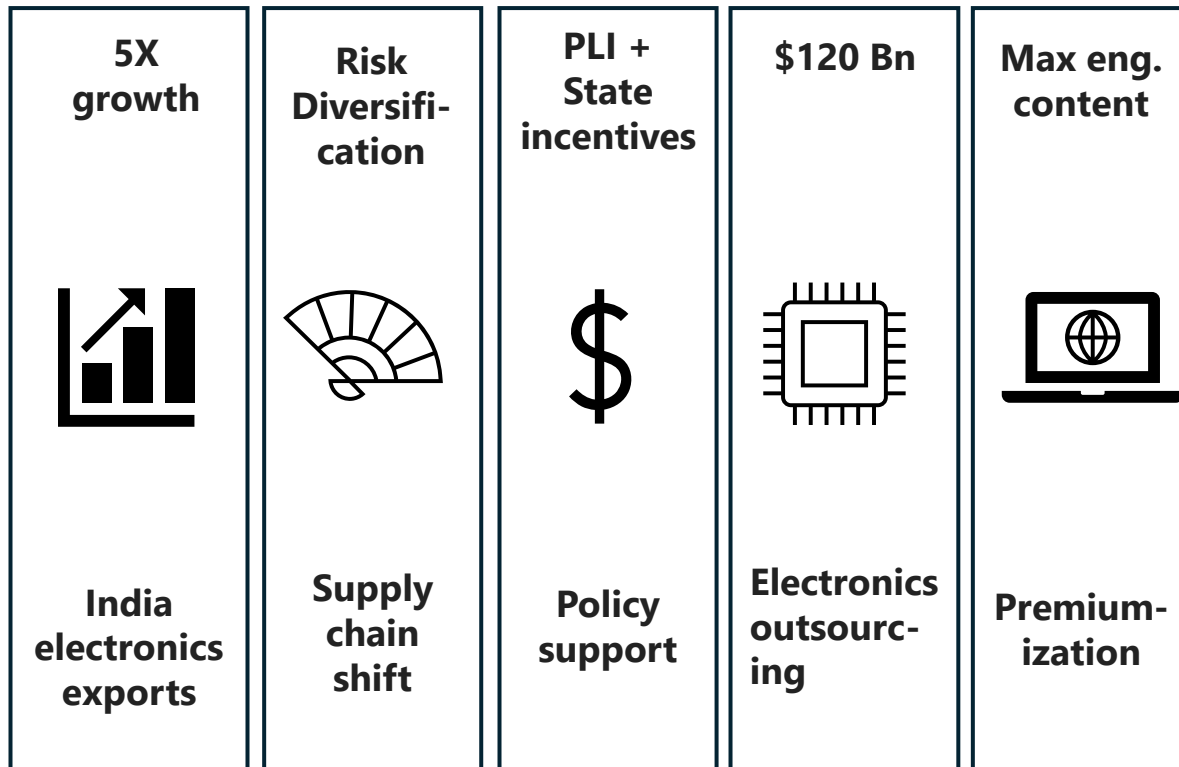
Macro Tailwinds : A Large Consumer Market with Structural Advantage



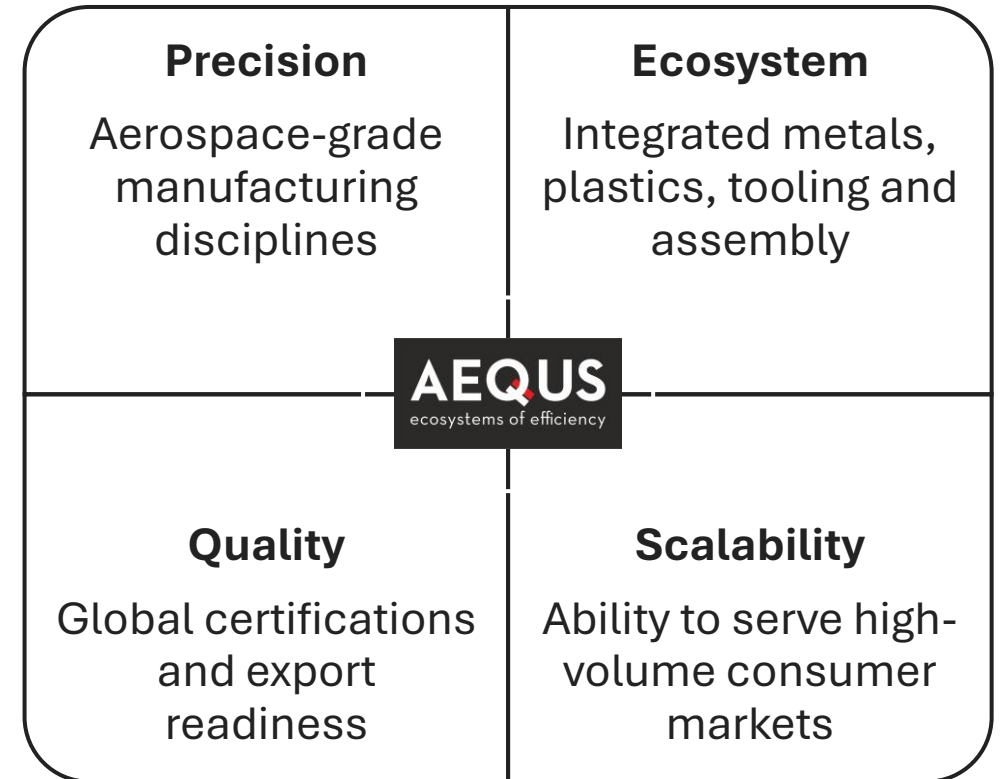
**\$126 bn +
2030 Addressable
Outsourced
Market**

Leveraging Precision-Led Capabilities to Capture High-Growth Opportunities

Structural Tailwinds Supporting Growth

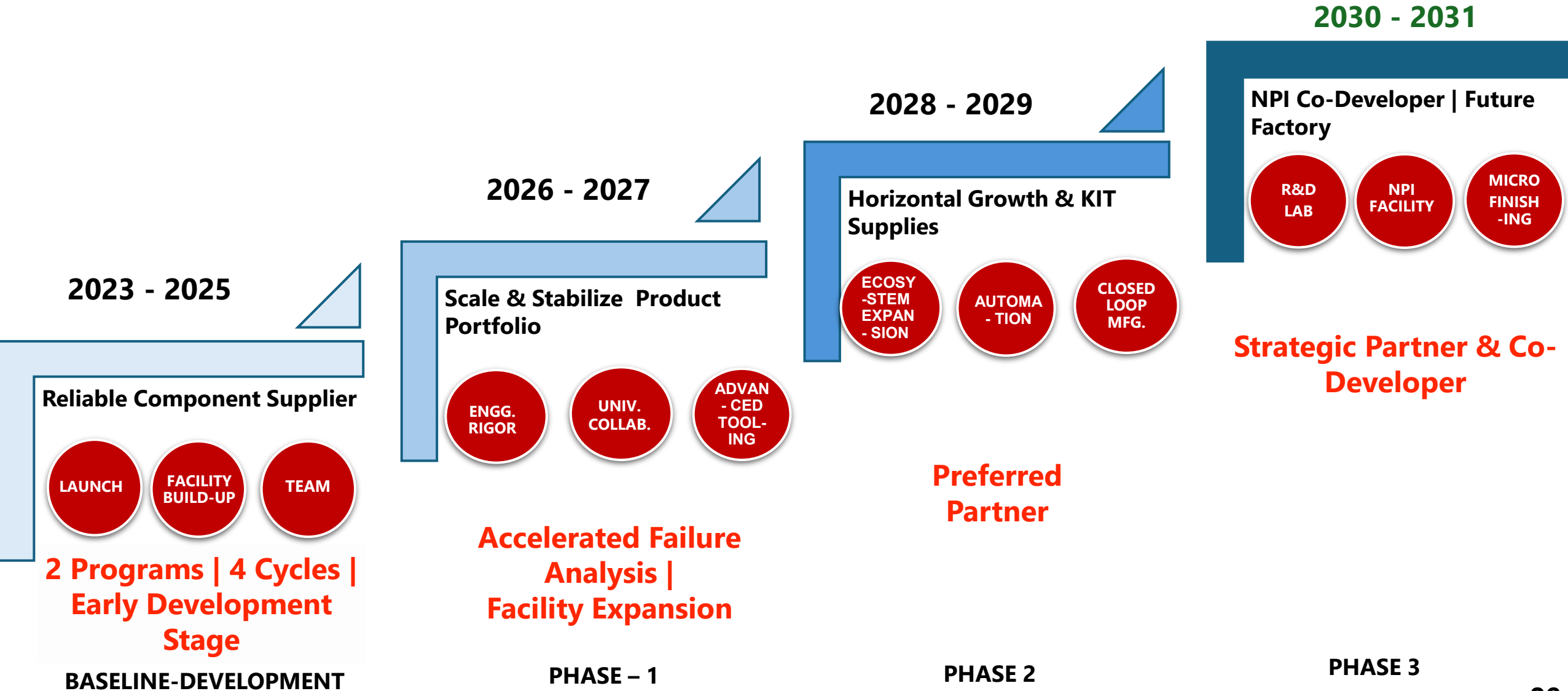


Why Aequs



Multi-Decade Opportunity for Precision Manufacturing From Capability-led Entry to Scale-led Leadership

Evolving from Reliable Component Supplier to Strategic Co-Development Partner



Aequs Vision 2031

Diversified precision manufacturing company leveraging ecosystems to deliver industry leading performance

Revenue *	EBITDA	ROCE **
4x to 6x	18% to 22%	20%

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AEROSPACE – PROVEN ENGINE

Sustained Revenue * Growth at **4X – 5X**
20% RoCE
18% to 22% EBITDA

CONSUMER – OPERATING LEVERAGE

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Aerospace – Hosur –
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Consumer PAT
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FY30

Target RoCE at
Consolidated *

* Over FY26 Base


** Steady state

Our journey...




- **QuEST Global Manufacturing** started as part of QUEST Global in Bengaluru.
- **Aerospace Processing India (API) JV** partnership set up with Magellan Aerospace.

2006-2007




- Set up **SQUAD Forging India JV** with Aubert & Duval.
- **Aerostructures Assemblies (AAI)** business established.

2011-2012




- **Acquired aerospace manufacturing operations in North America & Europe.**
- Received **Airbus Innovation Award** & Detailed Parts Partner (D2P) Status.

2015-2016




- Ground-breaking of **India's first Toy Manufacturing Cluster** at Koppal.
- Ground-breaking of **India's first Consumer Durable Goods Cluster** at Hubballi.

2020-2021



- Formed JV with **Tramontina Global for Premium Cookware.**


2024



- Formed **Ajna Aerospace & Defence** – Equal shareholding JV with Accell India, and Vagus Defence to enter UAV manufacturing.

2026

2009-2010



- **API approved by both Airbus & Boeing** - the first in India.

2013-2014




- QuEST Global Manufacturing is **rebranded as "Aequs"**.
- **India's largest Aerospace Hydraulic Press (10K ton)** becomes operational in Belagavi.

2018-2019




- **First in India** to introduce Flexible Manufacturing System (FMS).
- Achieved 1 MN hours per year installed machining capacity.

2022-2023



- Achieved **100% in-country / in-cluster value-addition** on several products.
- **1st external fundraising**
- **Entered Consumer Electronics Ecosystem.**

2025



- December 10, 2025: **Aequs Limited gets listed** marking a new milestone in the company's journey.

Thank you



Safe harbor: This document may contain forward-looking statements including statements relating to Aequus' ("Company") business prospects, plans, strategies, goals, and future performance. These forward-looking statements 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 and as such are subject to known and unknown risks, uncertainties 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 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.

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