

October 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 – 400 001
BSE Scrip Code: **544634**

Subject: Investor Presentation

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

Dear Sir/ Madam,

Pursuant to Regulation 30 read with Schedule III of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("**SEBI Listing Regulations**"), we are herewith enclosing a copy of Investor Presentation on the Un-audited financial results of the Company for the quarter and half year ended September 30, 2026.

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

Thanking You,

For Aequs Limited

RAVI

MALLIKARJUN

HUGAR

Digitally signed by RAVI
MALLIKARJUN HUGAR
Date: 2026.10.26
16:17:31 +05'30'

Ravi Mallikarjun Hugar

Company Secretary & Compliance Officer

Membership Number: A20823

Encl.: as above

Aequs Limited (formerly known as Aequs Private Limited)

Corporate Identity Number: L30305KA2000PLC026760

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

T: + 91 080 61348000

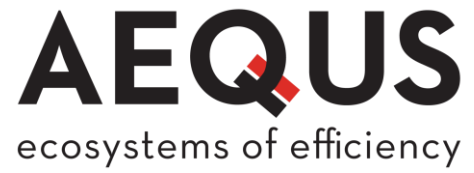
Corporate Office: Aequs SEZ, No. 437/A, Hattargi Village, Hukkeri Taluk, Belagavi – 591243, Karnataka, India

T: +91 0831 4222500

Website: www.aequs.com

Email: investor.relations@aequs.com





Investor Presentation

Q2 & H1 FY27



Safe Harbor Statement

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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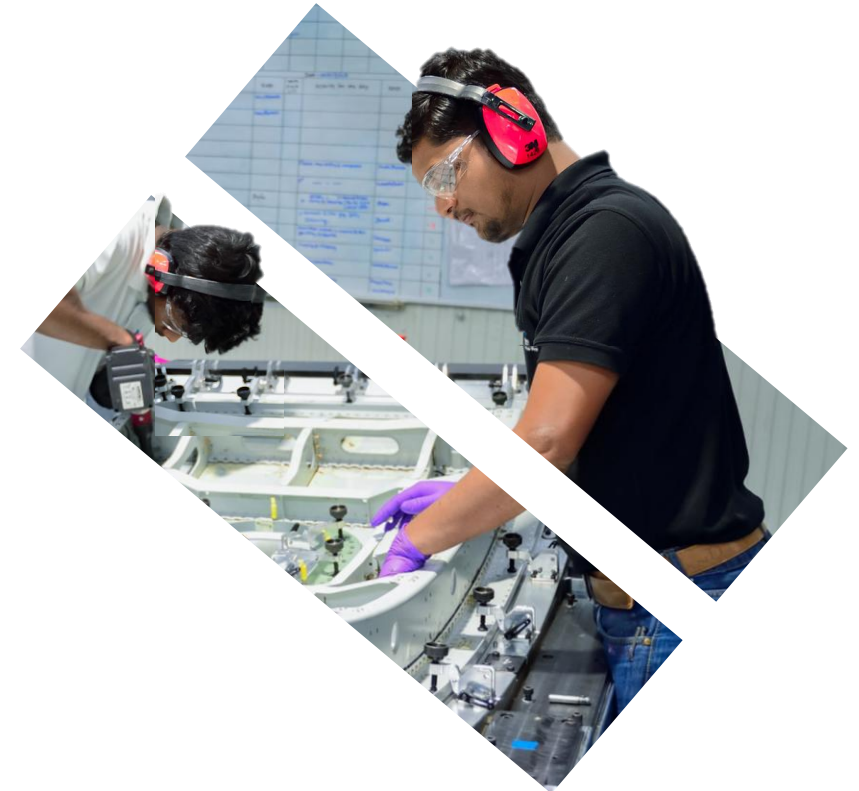


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We are the only engineering-led, vertically integrated precision manufacturer within a single SEZ

Business Operations



2

Business segments
(Aerospace & Consumer)

5,978

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

4.93 Mn

Annual installed capacity (Q2 FY27)⁽¹⁾
(machining/molding hours)

447/182

CNC machines⁽²⁾
/molding machines

What sets us apart?



15 years

Avg. Relationship with
top 3 customers

6

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

3,589

Workforce⁽³⁾

Robust Financials



₹8,046 Mn

Revenue
(H1 FY27)

₹4,091 Mn

Revenue
(Q2 FY27)

₹460 Mn

EBITDA
(H1 FY27)

₹245 Mn

EBITDA
(Q2 FY27)

6%

EBITDA Margin
(H1 FY27)

6%

EBITDA Margin
(Q2 FY27)

1. Annualised figure based on Q2 FY27, includes subsidiaries and JVs

2. CNC machines: 229 for Aerospace and 218 Consumer (Q2 FY27)

3. Includes full-time employees, fixed term employees, apprentices and trainees as of Q2 FY27, includes subsidiaries and JVs



02

Q2 & H1 FY27

Financial Highlights

Performance Highlights

The first half of FY27 marked continued progress in expanding our business and strengthening our long-term growth opportunities. Revenue grew 50% YoY to ₹8,046 Mn, driven by 42% growth in Aerospace and more than doubling of Consumer revenue on a YoY basis. Our Aerospace order book stood at USD 1,096 Mn, providing long-term revenue visibility. The Safran A320 aircraft wheels agreement marks our first serial-production contract with a tenure exceeding 15 years. Together, these milestones give substance to the long-term business we are building.

Aerospace continued to deliver strong growth and profitability, supported by healthy demand and program execution. In Consumer, the Q2 volume ramp progressed slower than anticipated due to extended qualification timelines and supply chain constraints. We view this as a timing-related shift rather than a change in the underlying opportunity, with customer programs continuing to progress. Given these factors, we are recalibrating the path to Consumer EBITDA breakeven, with our near-term focus on improving utilisation and translating installed capacity into profitable growth.

To support our next phase of growth, we continue to invest in our manufacturing capabilities. H1 FY27 capital expenditure stood at ₹1,597 Mn, and the ₹6,500 Mn promoter warrant is intended to support the next phase of expansion, including Hosur. Following quarter-end, new Safran agreements expanded our relationships to six entities. As these capabilities and partnerships grow, our focus remains on disciplined execution and stronger returns.



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.

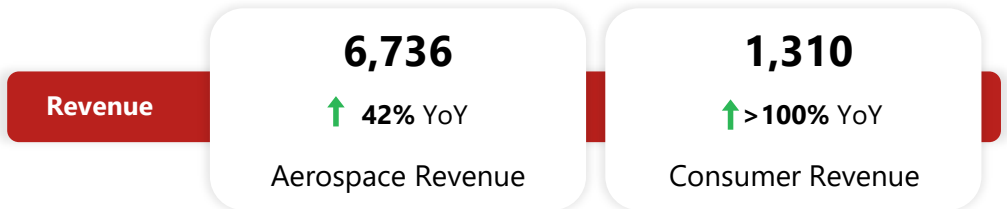
H1 FY27 Highlights

(₹ Mn)



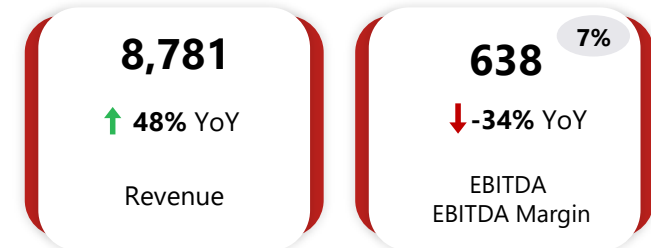
H1 FY27 Segment Update

(₹ Mn.)



H1 FY27 Adjusted including JV share⁽¹⁾

(₹ Mn.)



Key updates

Strengthening the capital foundation for long-term growth: ₹6,500 Mn promoter-group investment through preferential warrants reinforces promoter commitment and supports the Company's next phase of capacity expansion, strategic JV investments and working capital requirements.

Aerospace order book reaches USD 1.1 billion : Order book grew 9% QoQ. The Safran A320 wheels agreement marks Aequs' first serial-production contract exceeding 15 years.

Strengthening Long-Term Partnership with Safran: Signed new long-term supply agreements, expanding Aequs' relationships to six Safran entities and broadening its manufacturing scope across critical aerospace components, leveraging Belagavi and upcoming Hosur manufacturing ecosystems.

Leadership strengthened with new CFO appointment: Reenah Joseph joins as CFO, bringing nearly two decades of experience across corporate finance, capital markets, M&A and investor relations.

69%

Aerospace Capacity
Utilisation (**India – 76%**)
Q2 FY27

↑ 800 bps YoY

17%

Consumer Capacity
Utilisation
Q2 FY27

↓ 900 bps YoY

AEQUS
ecosystems of efficiency

USD 1,096 Mn

Aerospace Order Book
Q2 FY27

↑ 9% QoQ

238

Aerospace Parts Added
in Q2 FY27

↑ 4% QoQ

From Belagavi to Hosur – Replicating the Ecosystem

Proven aerostructures ecosystem at Belagavi is the blueprint for a new aero-engine & landing gear ecosystem at Hosur

BELAGAVI AEROSPACE CLUSTER OPERATIONAL



Focus: Aerostructures & Actuators

2.12 Mn annual machining hours*

229 CNC machines (Q2 FY27)

5,000 km → <500 m component travel optimisation

CAPABILITIES IN THE ECOSYSTEM

Engineering Services
TP

Raw Material & Warehouse
TP

Tooling

Forging & Heat Treatment
JV

Precision Machining

Surface Treatment
JV

Aero Assemblies

FG Stores & Customs

Co-located Partners
TP

JV Forging – SQuAD (Aubert & Duval); Surface Treatment – Magellan Aerospace



Replicate
& extend

HOSUR AEROSPACE CLUSTER UNDER DEVELOPMENT



Focus: Aero-engine & landing gear

250 acres SEZ/DTA – SIPCOT, Hosur, TN

MoU with Govt. of TN (Feb 2026)

Safran landing gear contract won

CAPABILITIES IN THE ECOSYSTEM

Engineering Support

Ingot-to-Billet & Cutting
NEW

Open & Closed Die Forging
NEW

Ring Rolling
NEW

Heat Treatment
NEW

Surface Treatment & NDT
NEW

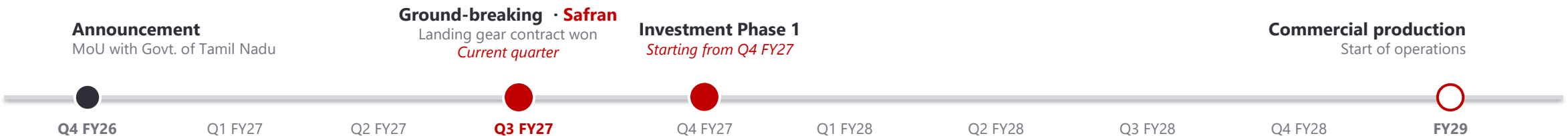
Testing & Lab
NEW

Machining

Warehousing & Customs

NEW vs Belagavi · capabilities to be added by Aequs and/or JV partners

HOSUR INDICATIVE ROADMAP



End objective: a second vertically integrated aerospace ecosystem – ingot to Aero engine & landing gear components in a single SEZ, built by Aequs and JV partners

Consumer: ramp delayed, underlying opportunity intact

Start-up and customer-transition factors slowed the Q2 FY27 ramp; we are recalibrating the path to Consumer EBITDA breakeven

WHAT HAPPENED IN Q2

- Volume ramp **slower than anticipated**
- Driven by **qualification timelines and supply chain constraints**
- A **timing shift**, not a change in the underlying opportunity

Strong customer alignment and engagement in both businesses



Advanced Technology Products

Facility started less than a year ago

Learning curve

Product cycle time

Extended customer qualification

Supply chain constraints



Toys

Key customer transitioned

Customer Change

New key customer

Adapting to new specs & processes

Raw material shortages on select products

Way forward



Recalibrating the path to Consumer EBITDA breakeven & Capex deployment

Earlier guidance: Q4 FY27

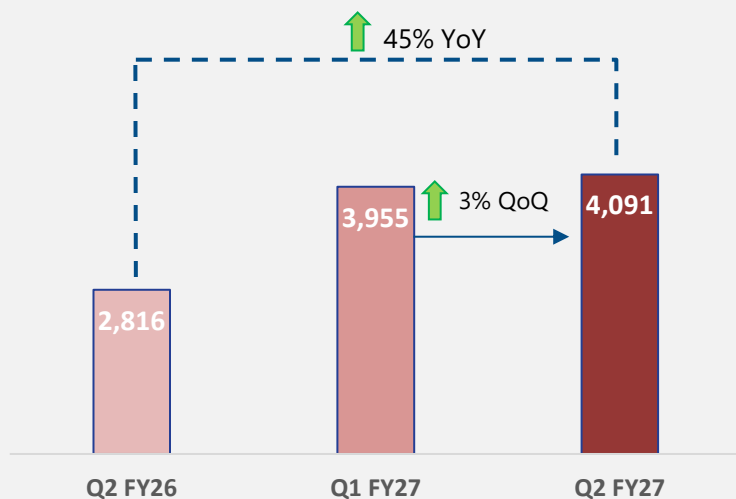
NEAR-TERM FOCUS

- 1. Improve utilisation**
- 2. Convert installed capacity into profitable growth**

Result Snapshot (Q2 FY27)

(₹ Mn.)

Revenue

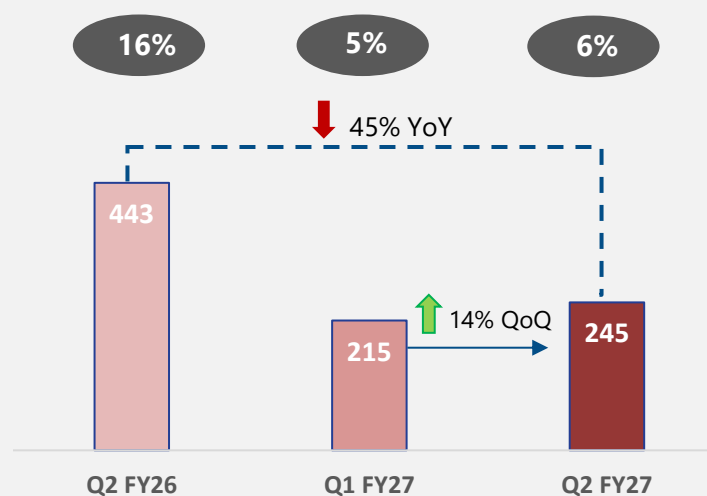


INCLUDING JV SHARE ↑ 44% YoY

3,111 **4,301** **4,480**

Up 45% YoY and 3% QoQ on sustained Aerospace growth. Including JV share, ₹4,480 Mn (+44% YoY, +4% QoQ). JV Revenue grew 32% YoY.

EBITDA & EBITDA Margins

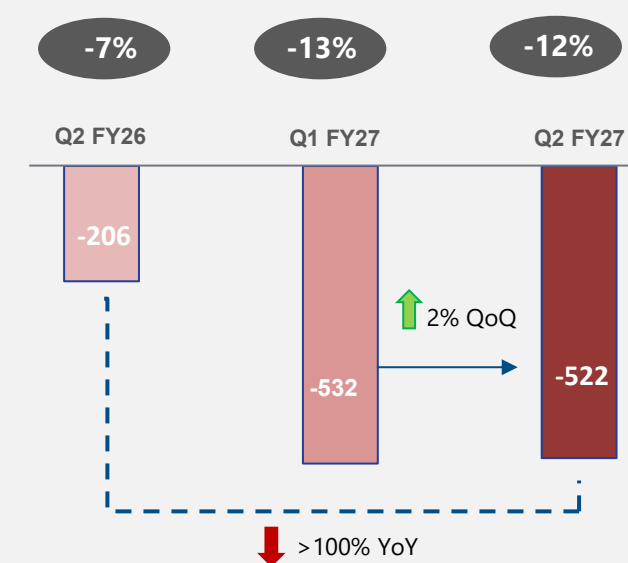


INCLUDING JV SHARE ↓ 35% YoY

513 **307** **331**
17% margin 7% margin 7% margin

Up 14% QoQ to ₹245 Mn, margin 6% vs 5% in Q1 FY27. JV EBITDA grew 20% YoY, continued to support overall growth.

PAT & PAT Margins



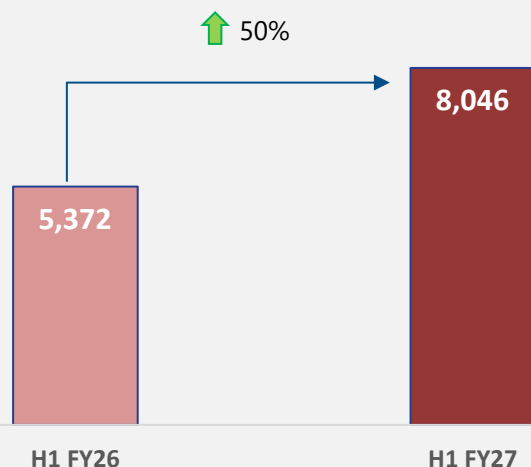
PAT and PAT margin include share of profit/(loss) from JVs.

Broadly stable QoQ at ₹(522) Mn as EBITDA growth offset higher depreciation and finance costs. Same on both bases.

Result Snapshot (H1 FY27)

(₹ Mn.)

Revenue



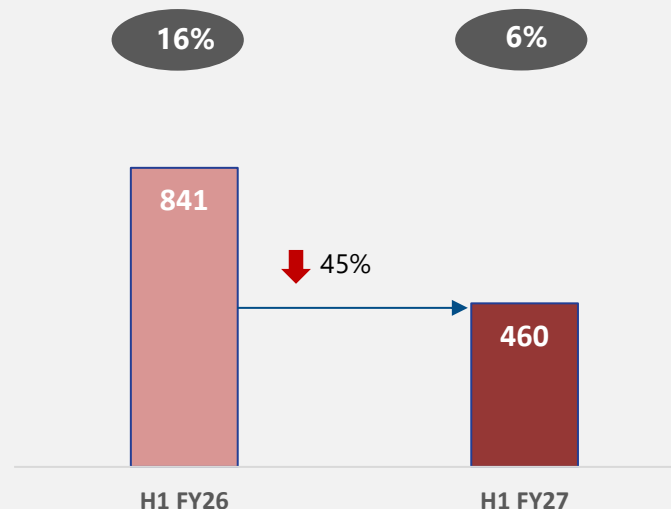
INCLUDING JV SHARE ↑ 48% YoY

5,928

8,781

Up 50% YoY to ₹8,046 Mn on Aerospace momentum and a larger Consumer base. Including JV share, ₹8,781 Mn (+48% YoY). JV revenue grew 32% YoY.

EBITDA & EBITDA Margins



INCLUDING JV SHARE ↓ 34% YoY

963

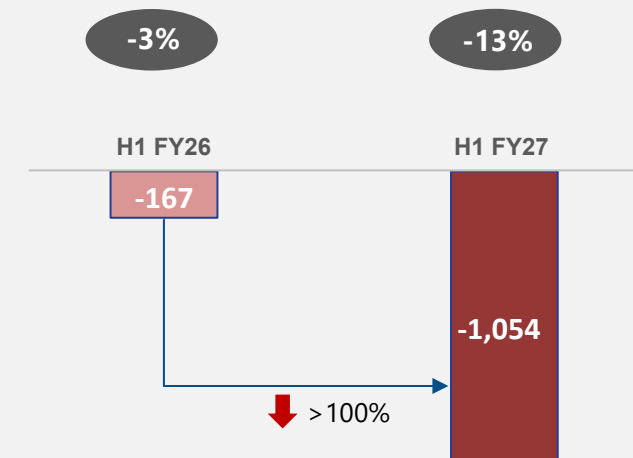
16% margin

638

7% margin

Down 45% YoY to ₹460 Mn, margin 6% vs 16%, mainly from Consumer Electronics costs now being expensed, compared with the pre-operative phase in H1 FY26. JV EBITDA grew 47% YoY, continued to support overall growth.

PAT & PAT Margins

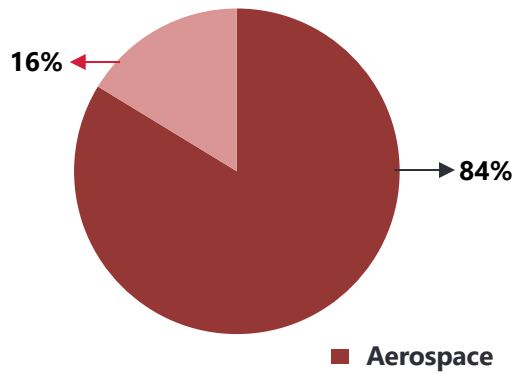


PAT and PAT margin include share of profit/(loss) from JVs.

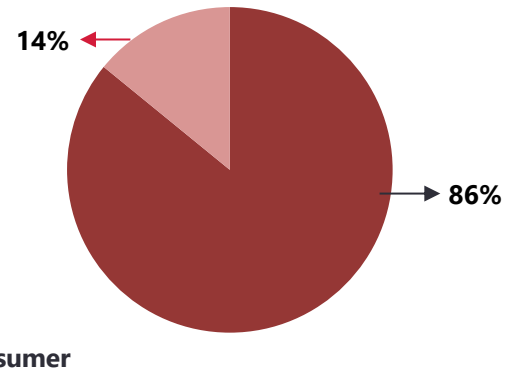
Net loss of ₹(1,054) Mn reflecting consumer electronics operating costs now being expensed following commencement of commercial operations, compared with pre-operative phase in H1 FY26.

Business Segments Revenue (%)

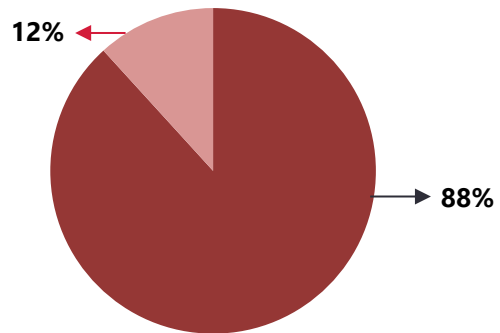
H1 FY27



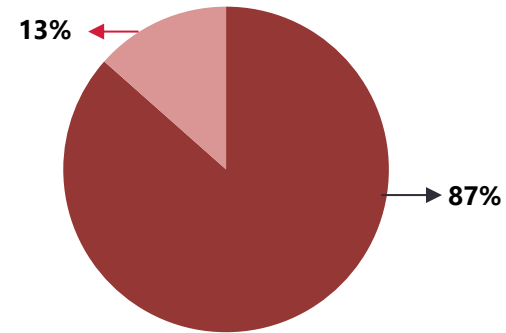
Q2 FY27



H1 FY26

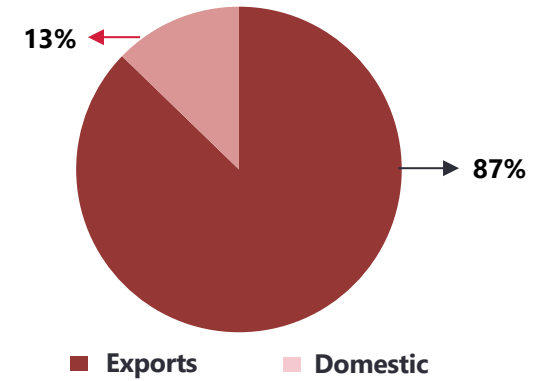


Q2 FY26

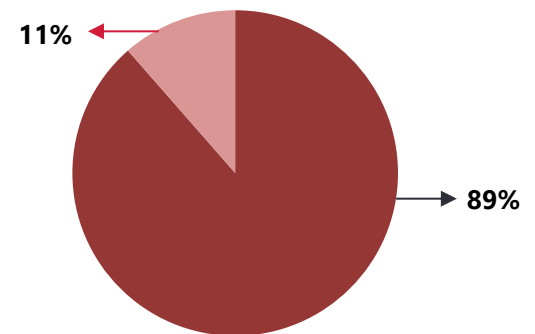


Exports Profile (%)

H1 FY27



H1 FY26

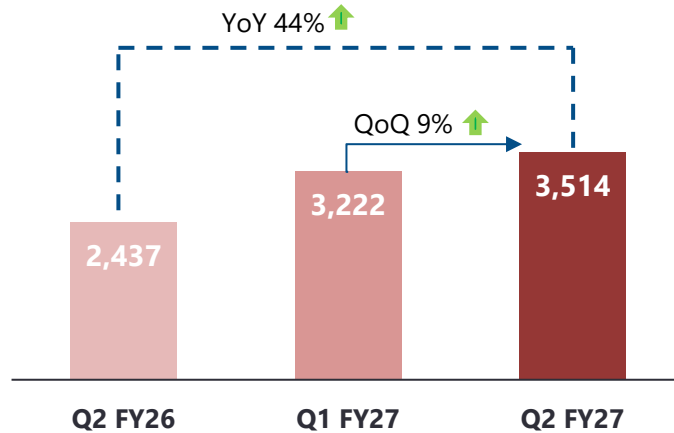


Segment Update: (Q2 FY27)

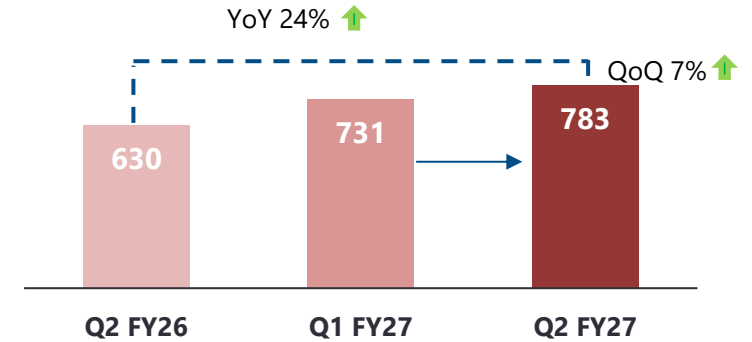
(₹ Mn)

Aerospace

Revenue

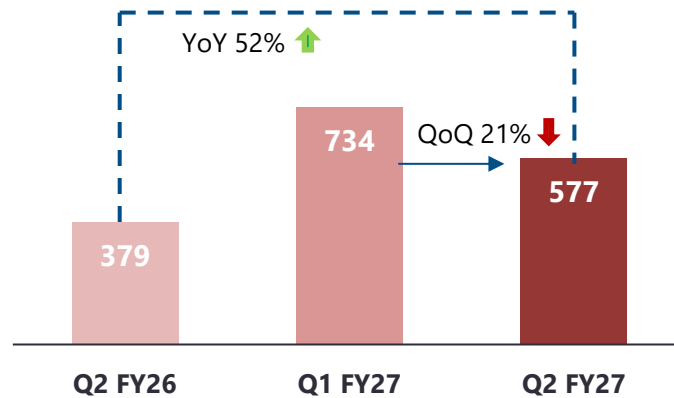


EBITDA

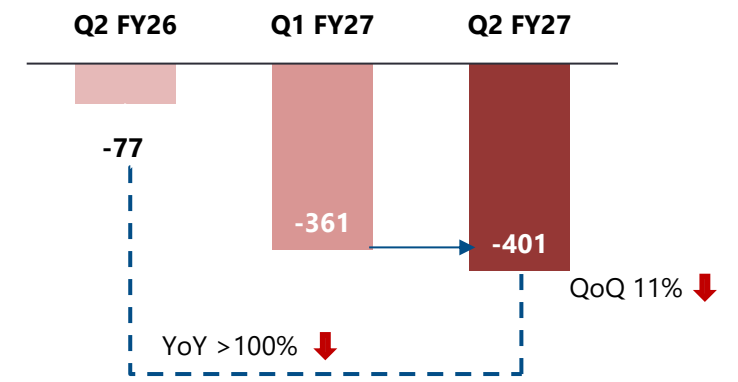


Consumer

Revenue



EBITDA

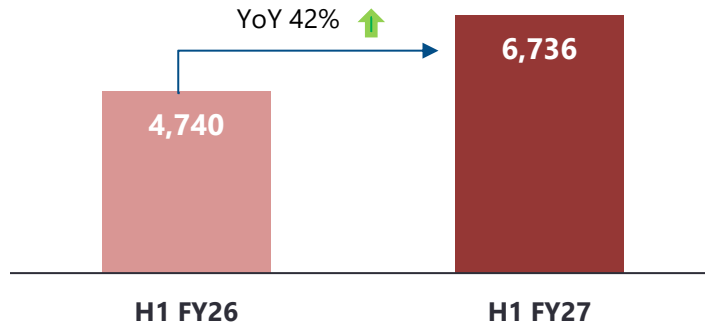


Segment Update: (H1 FY27)

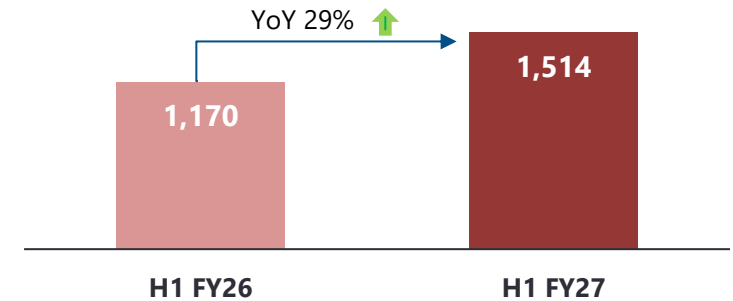
(₹ Mn)

Aerospace

Revenue

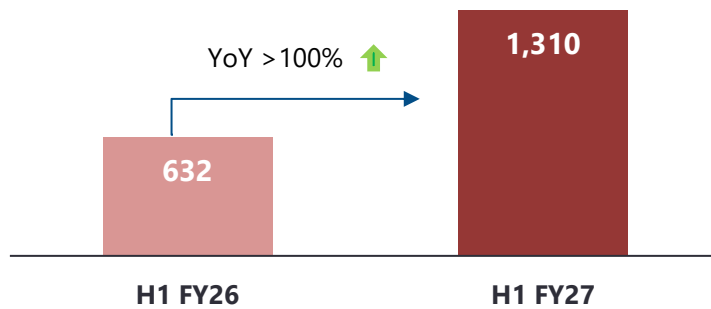


EBITDA

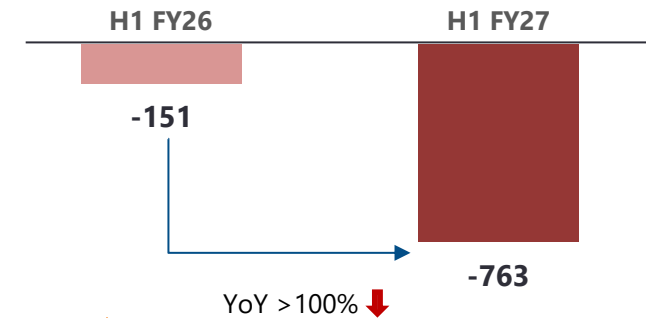


Consumer

Revenue



EBITDA



Consolidated P/L Statement

(₹ Mn)

Particulars	Q2 FY27	Q2 FY26	YoY Change	Q1 FY27	H1 FY27	H1 FY26	YoY Change
Revenue from operations	4,091	2,816	45%	3,955	8,046	5,372	50%
Other income	106	157		67	173	284	
Total income	4,197	2,973	41%	4,023	8,220	5,655	45%
Consumption	1,621	1,110		1,685	3,306	2,175	
Employee benefit expense	758	493		690	1,448	928	
Other expenses	1,573	928		1,433	3,006	1,712	
Total cost	3,952	2,531		3,808	7,760	4,814	
EBITDA	245	443	(45%)	215	460	841	(45%)
EBITDA Margin (%)	6%	16%	(> 100 bps)	5%	6%	16%	(> 100 bps)
Depreciation and amortisation	465	326		453	919	572	
Finance costs	206	257		189	394	358	
Profit/(Loss) before share of JVs & tax	(427)	(140)		(427)	(854)	(88)	
Share of net profit of associates & JVs	18	21		29	47	34	
Profit/(Loss) before tax	(409)	(120)	(> 100%)	(398)	(807)	(54)	(> 100%)
Profit/(Loss) before tax Margin (%)	(10%)	(4%)		(10%)	(10%)	(1%)	
Total tax expense	113	86		134	248	113	
Profit/(Loss) after tax	(522)	(206)	(> 100%)	(532)	(1,054)	(167)	(> 100%)
Profit/(Loss) after tax Margin (%)	(12%)	(7%)	(> 100 bps)	(13%)	(13%)	(3%)	(> 100 bps)

Note : Q2 and H1 FY27 figures are not directly comparable with the corresponding periods of FY26, as consumer electronics costs are now being expensed following the commencement of commercial operations, compared with the pre-operative phase in FY26.

Consolidated Balance Sheet

(₹ Mn)

Particulars	As at 30 th Sep 2026	As at 31 st Mar 2026
EQUITY AND LIABILITIES		
EQUITY		
Equity share capital	6,707	6,707
Reserves and surplus	7,215	8,149
Total equity	13,921	14,855
LIABILITIES		
Non-current liabilities		
Borrowings	2,809	1,002
Lease liabilities	2,032	2,447
Other non-current liabilities	407	374
Total non-current liabilities	5,248	3,823
Current liabilities		
Borrowings	2,803	3,034
Lease liabilities	720	526
Trade payables	3,826	3,223
Other current liabilities	1,220	1,443
Total current liabilities	8,570	8,227
Total liabilities	13,818	12,049
Total equity and liabilities	27,739	26,905

Particulars	As at 30 th Sep 2026	As at 31 st Mar 2026
ASSETS		
Non-current assets		
Property, plant and equipment	9,442	8,755
Right-of-use assets	2,414	2,733
Investments	1,174	1,055
Other non-current assets	1,747	1,331
Total non-current assets	14,777	13,874
Current assets		
Inventories	6,832	5,674
Trade receivables	2,987	2,646
Cash and cash equivalents	1,710	3,015
Bank balances other than above	289	552
Other current assets	1,145	1,143
Total current assets	12,963	13,030
Total assets	27,739	26,905

Cash Flow Statement

(₹ Mn)

Particulars	H1 FY27	H1 FY26
Profit/(loss) before tax	(807)	(54)
Depreciation	919	572
Finance cost	381	351
Change in working capital	(1,302)	(390)
Cash flow from operations (A)	(808)	479
Capital expenditures	(1,597)	(1,993)
Other	101	(44)
Investing activities (B)	(1,496)	(2,037)
Proceeds from borrowings	2,373	1,245
Repayment of borrowings (including NCDs)	(707)	(240)
Lease liabilities	(260)	(333)
Interest payment	(403)	(335)
Proceeds from issue of equity shares (net of treasury shares)	—	1,282
Share issue expense (net)	(30)	—
Proceeds from exercise of share options	16	41
Financing activities (C)	989	1,660
Net cash movement (A+B+C)	(1,316)	102
Opening cash	3,015	609
FCTL	11	(140)
Closing cash	1,710	572

Note: Change in working capital includes other operating cash flow adjustments.

Net Debt/Equity (x)



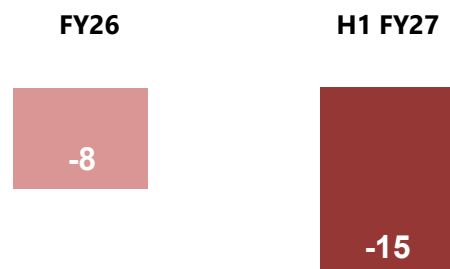
Fixed Asset Turnover (x) ⁽¹⁾



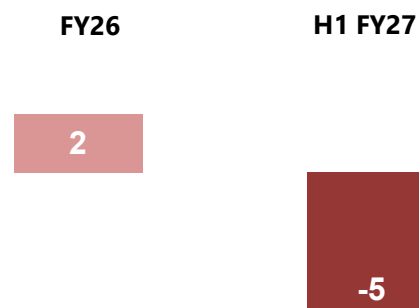
Net Working Capital Days



ROE (%)



ROCE (%) ⁽²⁾



Segment ROCE (%)

Period	FY26	H1 FY27
Aerospace	20	22
Consumer	-15	-25

(1) Fixed Asset Turnover – Revenue from operations/Fixed Assets.

(2) ROCE = EBIT/Net capital employed (excluding cash and bank)

Note: FY26 Ratios are based on actuals, H1FY27 ratios are annualised



03 About Us

History and evolution of the company



2008

- Began manufacturing operations at Belagavi SEZ
- Airbus & Boeing approve API's Surface Treatment facility, **the first in India.**

2009



2015

- Expansion into **North American market** pursuant to setting up of manufacturing facility

- **Expansion into Europe** through **acquisition of SIRA Group**
- Delivered **first consignment of plastic toys** and commenced operations of consumer manufacturing facilities in Belagavi

2016



2021

- Commencement of manufacturing of **consumer durable goods in Bengaluru**
- Setting up the **Koppal Manufacturing Cluster**

- Commencement of operations at **Hubballi Manufacturing Cluster**

2022



2025

- **Entered the public markets** with a successful listing
- Commenced production of components for smart devices, for one of the largest global consumer electronics players

- Entered JV with Accel India Fund, Vagus to set up **Ajna Aerospace** to focus on **UAV manufacturing.**
- Entered into MoU with TN Govt. for **India's first Aero Engine Ecosystem**
- Entered into MoU with GoK for investment of ₹28,560 Mn.

2026



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

Key business segments - *Aerospace*

Aerospace Segment

84% Revenue Contribution (H1 FY27)

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

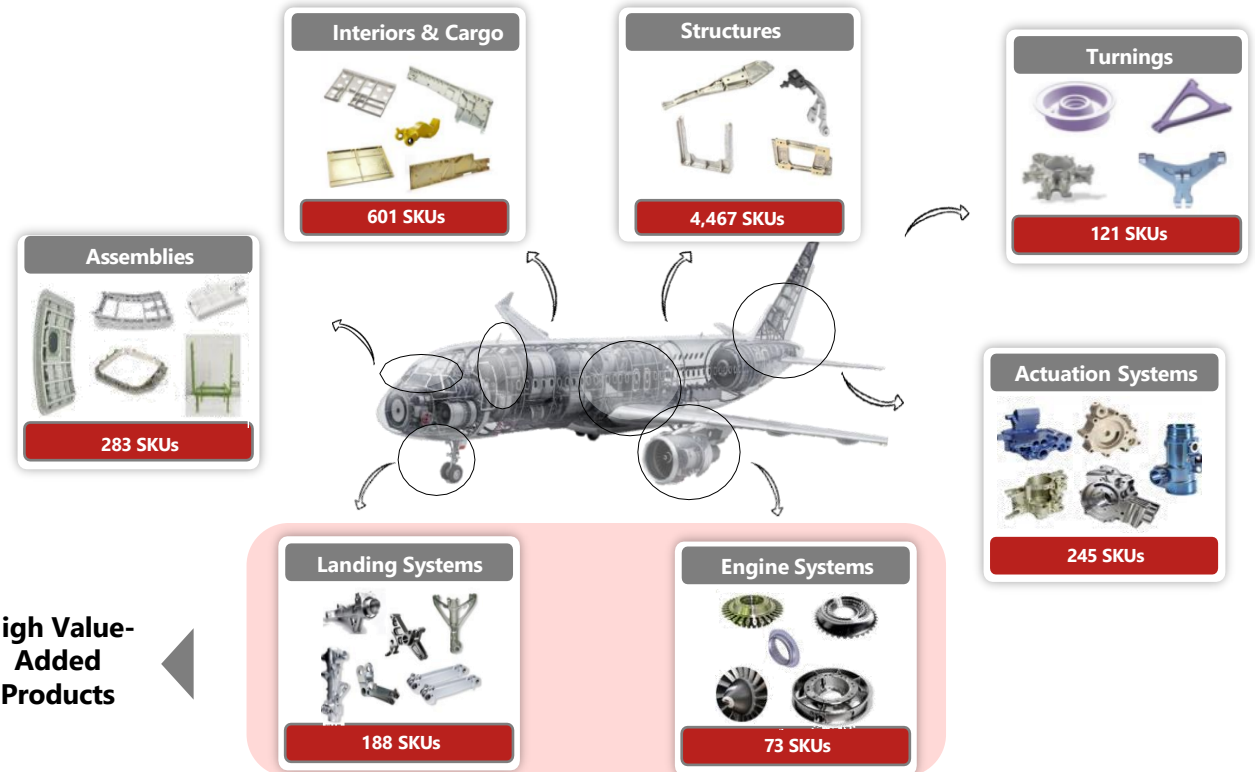
Airbus

Boeing

Safran

Collins Aerospace SAAB

One of the largest portfolios of aerospace products in India



High Value-Added Products

5,978
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
- **2.12 Mn** annual machining hours (Annualised Q2 FY27)
- **229** CNC machines (Q2 FY27)



Our Certifications



- ISO 45001:14001
- ISO 9001 EN9100

- AS 9100
- ISO 14001

- GRAMS
- OHSAS 18001 and others

Key business segments - *Consumer*

Consumer Segment

16% Revenue Contribution (H1 FY27)

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 players

Tramontina

Mattel

Wonderchef

Our Diverse Consumer Portfolio

Application

Product Portfolio

Consumer Electronics

Electronic Components

Components for portable computers and smart devices

Plastics

Vehicle Toys & Figurines



Toy Sets



Interactive & Creative Learning Toys



Consumer Durables*

Non-stick Cookware



*Consumer Durables (Non-stick cookware) business is operated through a Joint Venture

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 (Q2 FY27)
 - 10 Blow Molding machines with capacity between 1L to 15L (Q2 FY27)
 - 1.23 Mn annual machining hours (Annualised Q2 FY27) for Molding Machines
 - 46 assembly lines (Q2 FY27)



- Machining capabilities
 - 218 CNC machines Consumer Electronics (Q2 FY27)



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



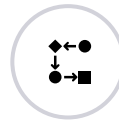
One of the Deepest Qualified Aerospace Portfolios

5,978 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



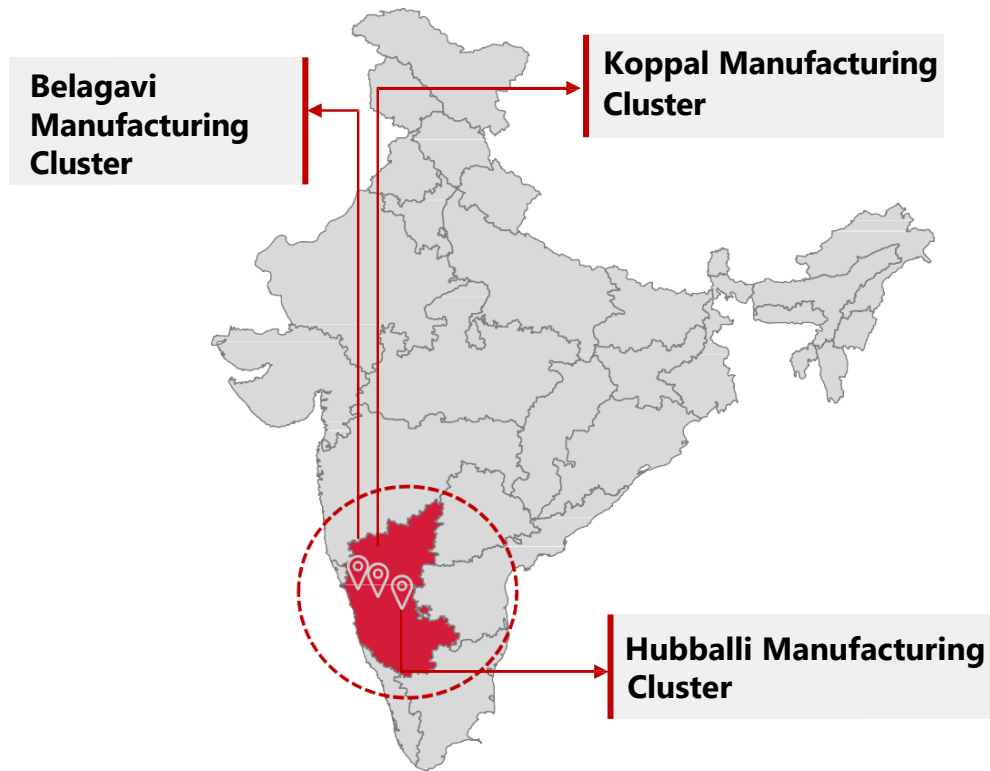
High-Complexity Materials & Special Processes

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 to customers

India Operations

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



Global Operations



Paris, Texas

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



Cholet, France

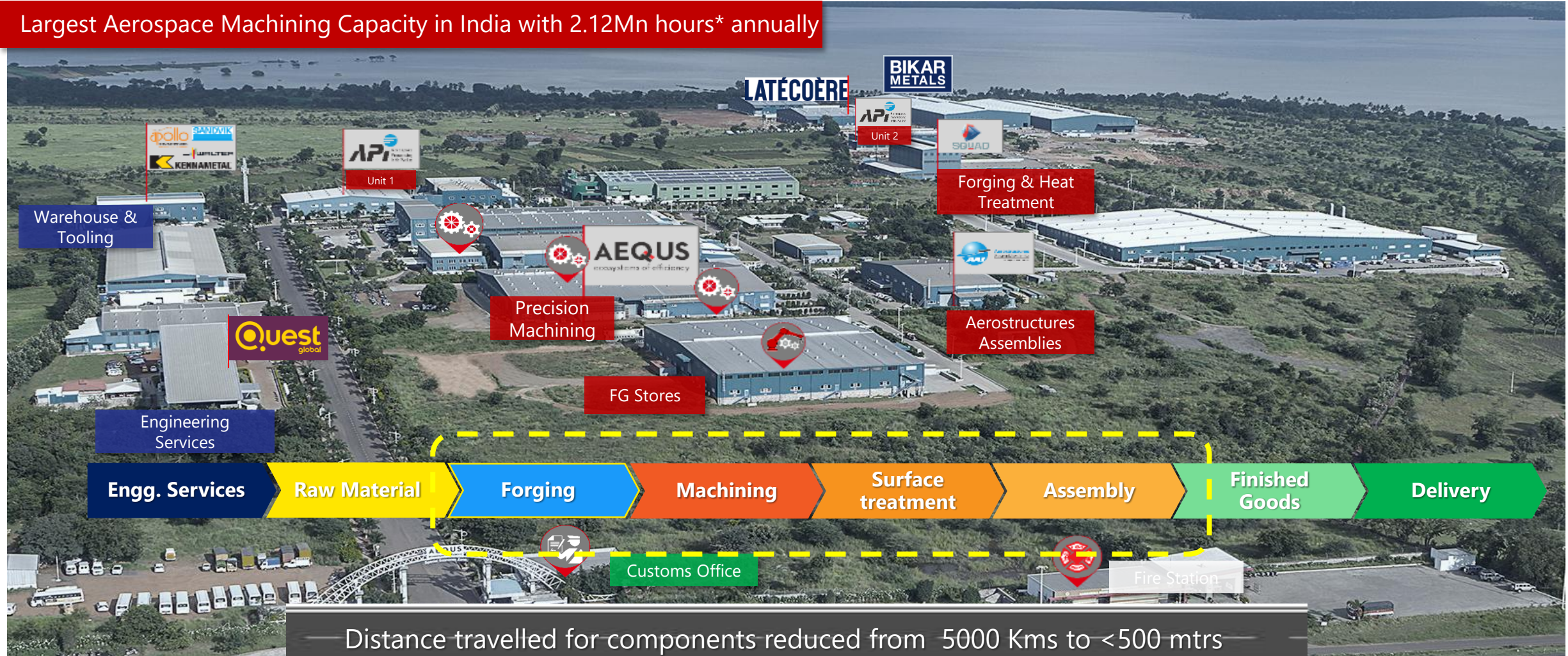
Expanded
footprint

Competitive global
manufacturing
platform

Nearshoring of
business processes

Ecosystem benchmark - Belagavi Aerospace Cluster built Grounds up

Largest Aerospace Machining Capacity in India with 2.12Mn 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

63%

Top 5 customer group contribution (H1 FY27)

BOEING

Tier 1 supplier status since 2017

AIRBUS

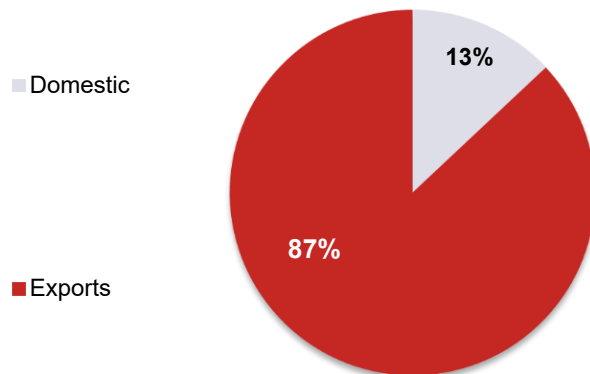
6-times D2P award from 2016 to 2023, association since 2010

22 Export Markets

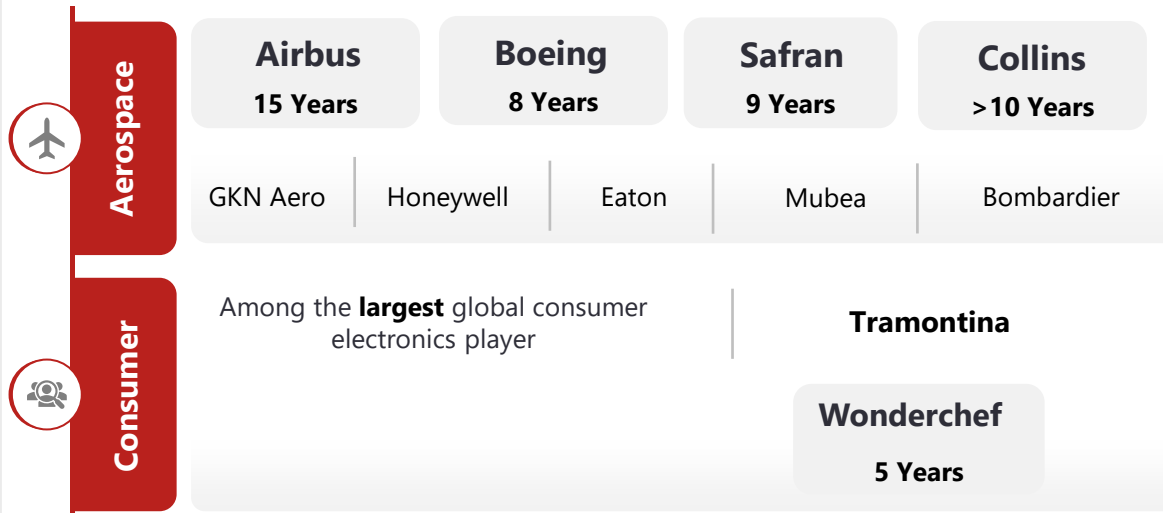
Global presence across North America, Europe & Asia

Our Strong Global Reach

Revenue Mix (H1 FY27)



Our Blue Chip Customer Base



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

Associated with the Company since its incorporation in 2000.
Over 25 years of experience in the aerospace sector.

Rajeev Kaul

Co-founder & Managing Director

Associated with the Company since 2007.
Responsible for the overall operations and performance of different verticals in the Company, including aerospace and consumer durable goods

Reenah Joseph

Chief Financial Officer

Associated with the Company since 2026.
Drives Aequs' financial strategy, governance, capital allocation, and long-term value creation.

Ravi Mallikarjun Hugar

Company Secretary and Compliance Officer

Associated with the Company since 2007.
Responsible for secretarial and regulatory functions.

Ravi Guttal

CTO & SVP-Engineering & Quality

Associated with the Company since 2022.
Responsible for process & system optimization new product development, R&D (simulation process)

Kapil Mahajan

Chief Human Resource Officer

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

Mohamed Bouzidi

President – Aerospace of AAF

Associated with the Company since 2020.
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

Aravind Melligeri

Executive Chairman and Chief Executive Officer

Associated with the Company since its incorporation in 2000.
Over 25 years of experience in the aerospace sector.



Rajeev Kaul

Co-founder & Managing Director

Associated with the Company since 2007.
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

Associated with the Company since 2003. Over 23 years of experience in operations and technology sectors, currently associated with QuEST Global



Anup Wadhawan

Independent Director

Associated with the Company since 2025. Former Indian Administrative Services officer from the batch of 1985. Held several important positions incl. Secretary, Department of Commerce, GOI, Joint secretary in the Ministry of Finance, GOI



Eberhard Klaus Richter

Independent Director

Associated with the Company since 2021. Over 29 years of experience in the field of procurement, materials management and business management



Vidya Sarathy

Independent Director

Associated with the Company since 2025. Over 23 years of experience in various sectors such as, finance and secretarial compliance



THANK *YOU*

For further information, Please connect:

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Ernst & Young LLP

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