

July 29, 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 (“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 Un-audited financial results of the Company for the quarter ended June 30, 2026.

Also, this information will be uploaded on the website of the Company and can be accessed using the link:
<https://www.aequs.com/investor/>

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

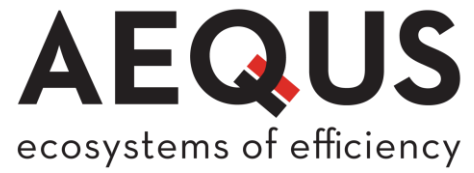
T: + 91 080 61348000

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





Investor Presentation

Q1 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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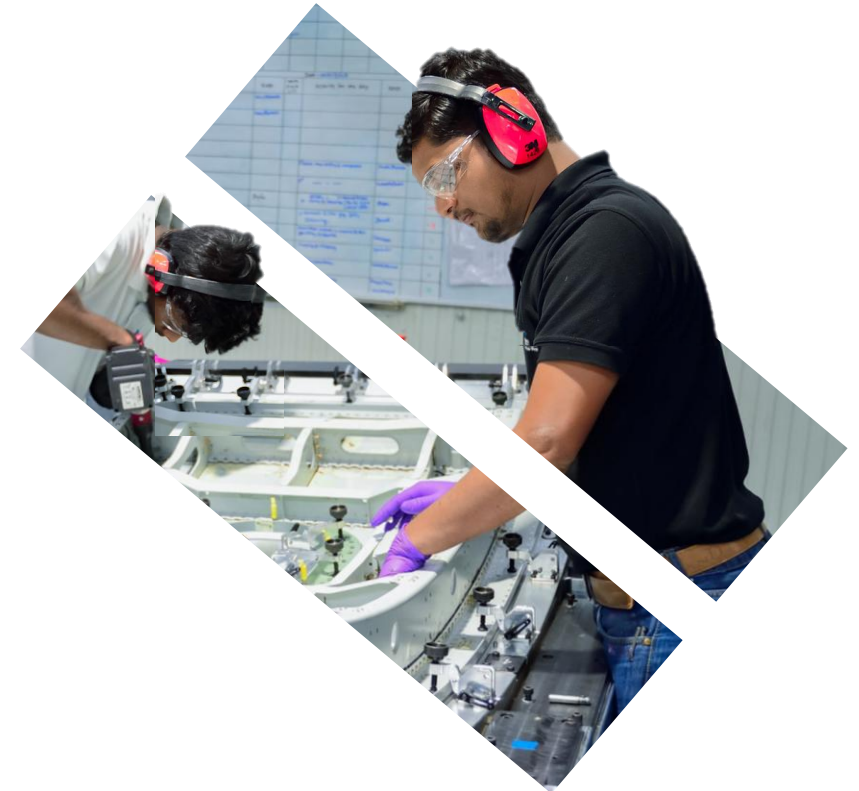


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4) **Why Aequs**



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)

5,740

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

4.78 Mn

Annual installed capacity (Q1 FY27)⁽¹⁾
(machining/molding hours)

438/179

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)

3,315

Workforce⁽³⁾

Robust Financials



₹3,955 Mn

Revenue (Q1 FY27)

₹215 Mn

EBITDA (Q1 FY27)

5%

EBITDA
Margin (Q1 FY27)

1. Annualised figure based on Q1 FY27

2. CNC machines: 220 for Aerospace and 218 Consumer (Q1 FY27)

3. Includes full-time employees, fixed term employees, apprentices and trainees as of Q1 FY27



02

Q1 FY27

Financial Highlights

Performance Highlights

Q1 marks a strong start to FY27 - the year we committed to translating expanded capacity into financial returns. Revenue grew 55% YoY to ₹3,955 Mn, led by Aerospace with higher build rates and an expanding portfolio, and customer confidence in our execution is reflected in our order book crossing USD 1 billion, up 13% sequentially. Consumer revenue nearly tripled YoY as our new facilities moved up the production curve.

The operating leverage we described at our Investor Day is now visible: operational EBITDA improved 3.5x sequentially to ₹148 Mn as Consumer segment losses narrowed 24%, with volumes and cost absorption building each month. During the quarter we invested ₹830 Mn in capex to support future growth.

Our milestones stand - Consumer EBITDA breakeven by Q4 FY27 and consolidated PAT breakeven by H1 FY28 - and this quarter is the first proof point on that path, reinforcing our Vision 2031 roadmap of 4-6x revenue growth, 18-22% EBITDA margin and 20% steady-state RoCE.



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.

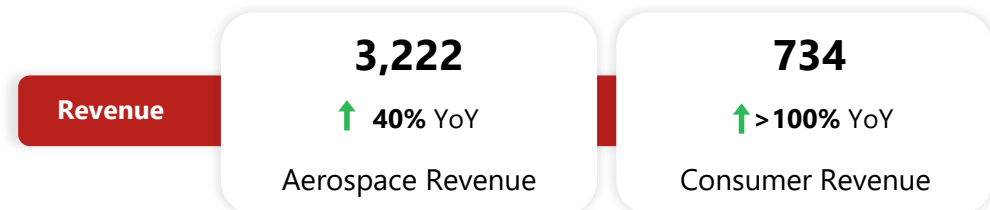
Q1 FY27 Highlights

(₹ Mn.)



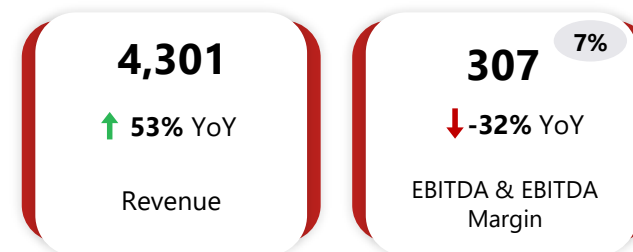
Q1 FY27 Segment Update

(₹ Mn.)



Q1 FY27 Adjusted including JV share⁽¹⁾

(₹ Mn.)



Key updates

Aerospace order book crosses USD 1 billion: A 13% sequential increase to USD 1,004 Mn expands the scale of committed programmes and reinforces the segment's long-term growth trajectory.

Deepening the Aerospace customer base: During the quarter we signed long-term agreements with two new Aerostructures Tier-1 customers, expanding our global base.

Scaling India's role in flight-critical Aerospace manufacturing: We also signed our first contract for fully assembled Airbus A320 wheels with Safran Landing Systems. Each wheel will be manufactured end-to-end in India within the Belagavi Aerospace Cluster's vertically integrated ecosystem

Expanding the Consumer value proposition: Building towards a broader role with customers - from component supply today to integrated kit supplies and new-product co-development through FY31.

70%

Aerospace Capacity
Utilisation (**India – 78%**)
Q1 FY27

↑ 16% YoY

22%

Consumer Capacity
Utilisation
Q1 FY27

↑ 4% YoY

AEQUS
ecosystems of efficiency

USD 1,004 Mn

Aerospace Order Book
Q1 FY27

↑ 13% QoQ

86

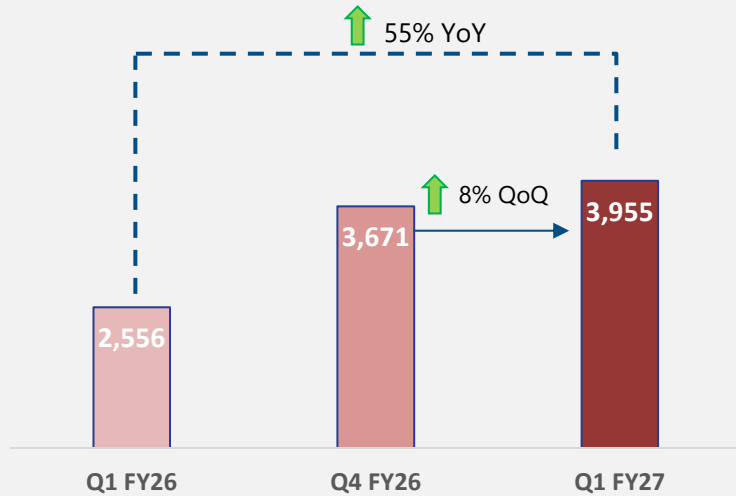
Aerospace Parts Added
in Q1 FY27

↑ 7% YoY

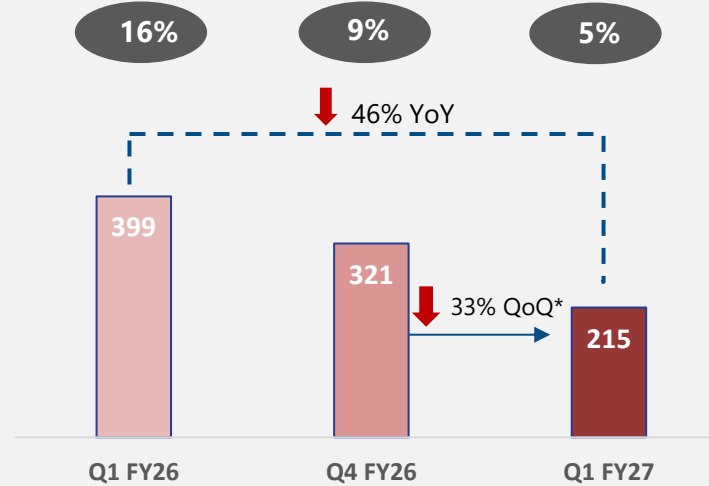
Result Snapshot (Q1 FY27)

(₹ Mn.)

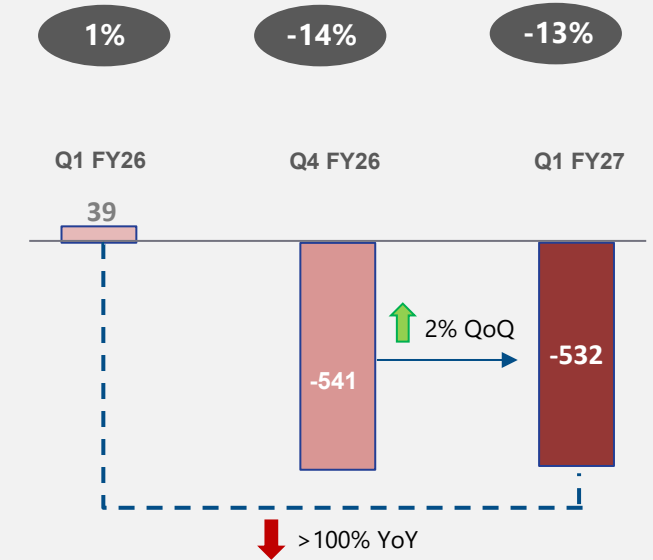
Revenue



EBITDA & EBITDA Margins



PAT & PAT Margins



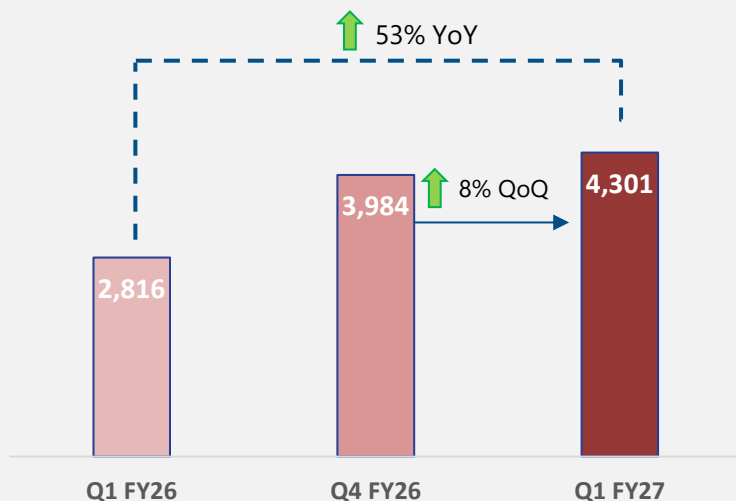
Highlights

- Q1FY27 Revenue grew 55% YoY and 8% QoQ to ₹3,955 Mn, supported by continued Aerospace growth and improving utilisation in the Consumer business.
- Reported EBITDA (incl. other income) stood at ₹215 Mn with a margin of 5%. ***Operational EBITDA (ex. other income) increased from ₹42 Mn in Q4FY26 (1% margin) to ₹148 Mn in Q1FY27 (4% margin), implying a growth of 252% & margin improvement of 300bps.**
- Operational EBITDA for Q1FY26 was ₹272 Mn. The decline in the EBITDA YoY can be attributed to Consumer Electronics operating costs being expensed in Q1FY27, compared with their capitalisation during Q1FY26
- PAT loss stood at ₹532 Mn, **improving from an adjusted Q4 FY26 loss of ₹631 Mn after excluding the ₹90 Mn exceptional gain.**

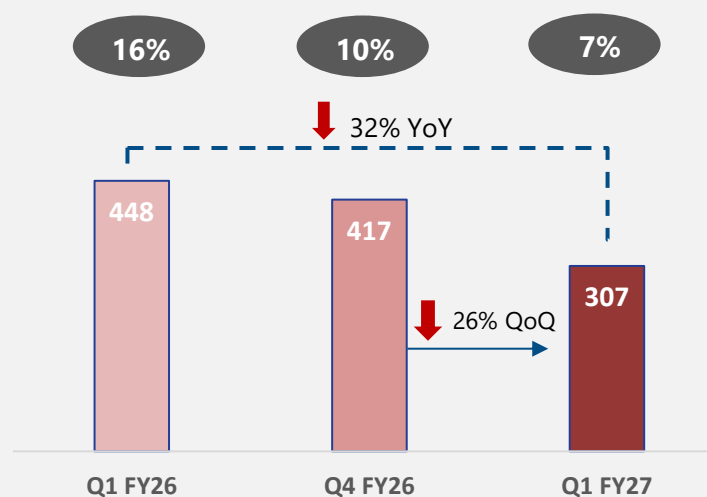
Result Snapshot (Q1 FY27) Including JV share

(₹ Mn.)

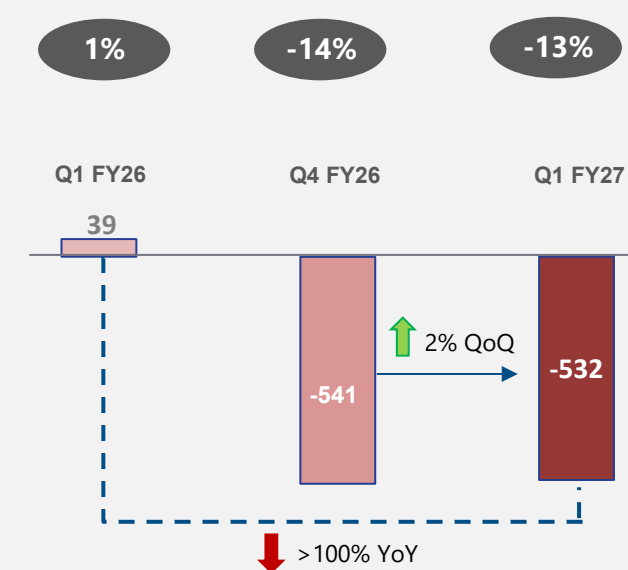
Revenue



EBITDA & EBITDA Margins



PAT & PAT Margins

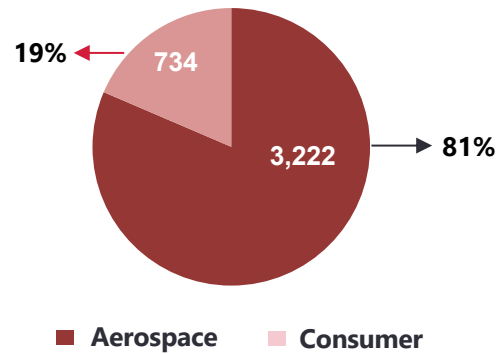


Highlights

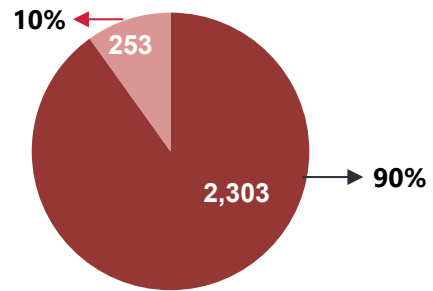
- Revenue including proportionate JV share grew 53% YoY and 8% QoQ to ₹4,301 Mn, supported by continued growth across the manufacturing platform.
- EBITDA stood at ₹307 Mn with a 7% margin. Consumer segment performance improved QoQ but remained impacted by low utilisation, while the YoY decline reflects the capitalisation of Consumer Electronics costs in Q1FY26.
- PAT loss stood at ₹532 Mn, reflecting the EBITDA movement and higher depreciation on the expanded Consumer Electronics asset base. Q4 FY26 PAT includes an exceptional gain of ₹90 Mn. **On a comparable basis, the adjusted Q4FY26 PAT loss was ₹631 Mn (excluding the ₹90 Mn exceptional gain), which has sequentially improved to a ₹532 Mn loss in Q1FY27.**

Business Segments Revenue (INR Mn)

Q1 FY27

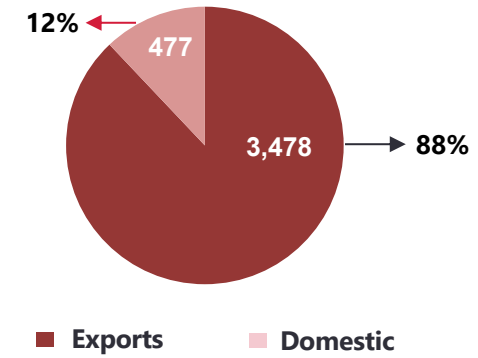


Q1 FY26

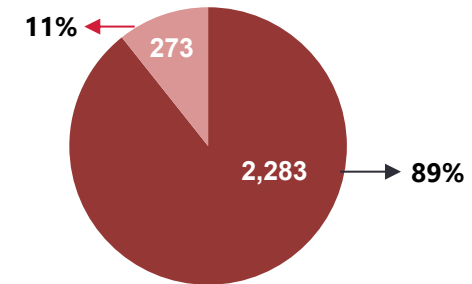


Exports Profile (%)

Q1 FY27



Q1 FY26

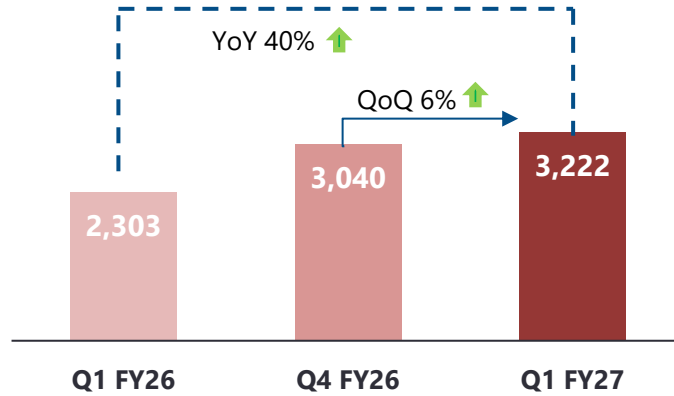


Segment Update: (Q1 FY27)

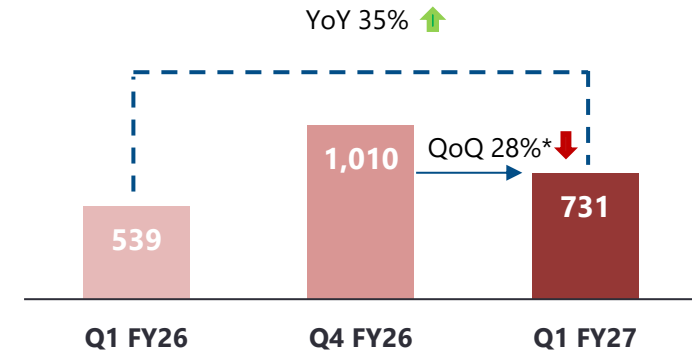
(₹ Mn.)

Aerospace

Revenue
Growth

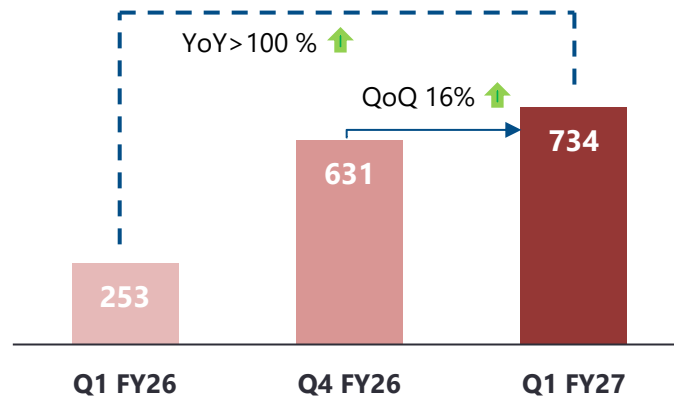


EBITDA
Movement

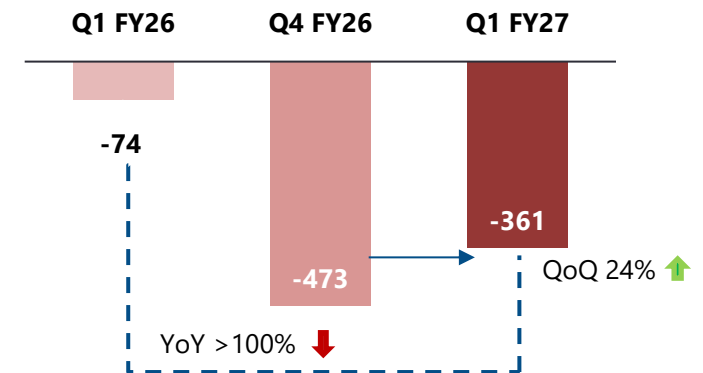


Consumer

Revenue
Growth



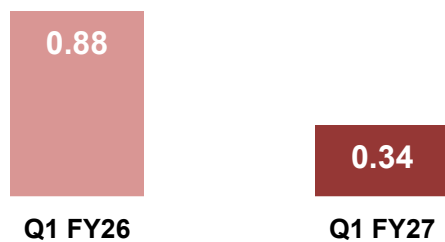
EBITDA
Movement



Aerospace: *Q4 FY26 reflects higher other income reflecting higher segment EBITDA

Key Metrics

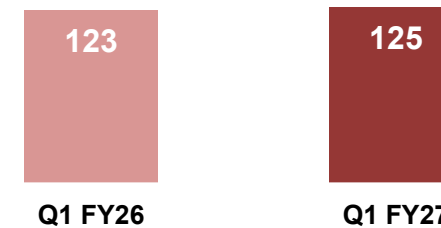
Net Debt/Equity (x)



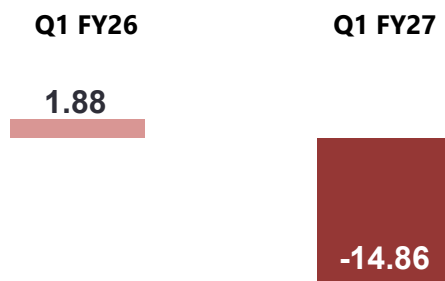
Fixed Asset Turnover (x)



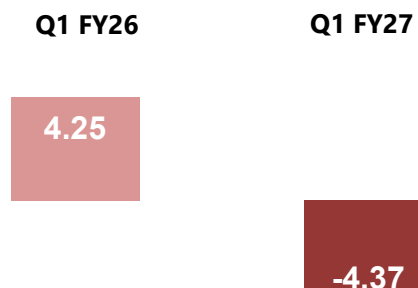
Net Working Capital Days⁽¹⁾



ROE (%)



ROCE (%) ⁽²⁾



Segment ROCE (%)

Period	Q1 FY26	Q1 FY27
Aerospace	21.96%	21.69%
Consumer	-7.45%	-24.77%

(1) Calculated on annualised quarterly revenue; FY26 annual disclosure used full-year revenue.

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

Consolidated P/L Statement

(₹ Mn.)

Particulars	Q1 FY27	Q1 FY26	YoY Change	Q4 FY26	QoQ Change
Revenue from operations	3,955	2,556	55%	3,671	8%
Other income	67	126		279	
Total income	4,023	2,682	50%	3,950	2%
Consumption	1,685	1,065		1,501	
Employee benefit expense	690	435		634	
Other expenses	1,433	784		1,494	
Total direct cost	3,808	2,284		3,629	
EBITDA	215	399	(46)%	321	(33)%
EBITDA (Margin)	5%	16%	> (100) bps	9%	> (100) bps
Depreciation and amortisation expense	453	246		455	
Finance costs	189	101		358	
Depreciation & Finance Costs	642	346		813	
Profit/(Loss) before exceptional items & tax	(427)	53		(492)	
Share of net profit/(loss) of associates & JVs	29	13		69	
Other (exceptional items)	0	0		90	
Profit / (Loss) before tax	(398)	65	> (100)%	(333)	(20)%
Profit / (Loss) before tax (Margin)	(10)%	2%	> (100) bps	(8)%	> (100) bps
Total tax expense	134	26		208	
Profit/ (Loss) after tax	(532)	39	> (100)%	(541)	2%
Profit/ (Loss) after tax (Margin)	(13)%	1%	> (100) bps	(14)%	-

Consolidated Balance Sheet

(₹ Mn.)

Particulars	As at Q1 FY27	As at Q4 FY26
EQUITY AND LIABILITIES		
EQUITY		
Equity share capital	6,707	6,707
Reserves and surplus	7,625	8,149
Total equity	14,332	14,855
LIABILITIES		
Non-current liabilities		
Borrowings	1,818	1,002
Lease liabilities	2,234	2,447
Other non-current liabilities	352	374
Total non-current liabilities	4,404	3,823
Current liabilities		
Borrowings	3,040	3,034
Lease liabilities	640	526
Trade payables	3,495	3,223
Other current liabilities	1,267	1,443
Total current liabilities	8,442	8,227
Total liabilities	12,846	12,049
Total equity and liabilities	27,178	26,905

Particulars	As at Q1 FY27	As at Q4 FY26
ASSETS		
Non-current assets		
Property, plant and equipment	8,781	8,755
Right-of-use assets	2,561	2,733
Investments	1,117	1,055
Other non-current assets	1,708	1,331
Total non-current assets	14,167	13,874
Current assets		
Inventories	6,187	5,674
Trade receivables	2,751	2,646
Cash and cash equivalents	2,340	3,015
Bank balances other than above	537	552
Other current assets	1,196	1,143
Total current assets	13,011	13,030
Total assets	27,178	26,905

Cash Flow Statement

(₹ Mn.)

Particulars	Q1 FY27	Q1 FY26
Profit /(loss) before tax	(398)	65
Depreciation	453	249
Finance Cost	183	91
Change in Working Capital	(653)	(131)
Cash flow from operations (A)	(414)	274
Capital expenditures	(830)	(1,655)
Other	27	(32)
Investing Activities (B)	(803)	(1,687)
Term Loans Received	1,100	682
Repayment of loan	(171)	(122)
Lease liability	(127)	(120)
Short Term Borrowings (Net)/WC	253	93
Interest payment	(159)	(76)
Redemption of non-convertible debentures	(350)	0
Proceeds from issue of equity shares (net of treasury shares)	0	1,297
Share issue expenses (net)	(30)	0
Financing Activities (C)	516	1,754
Net cash movement (A+B+C)	(702)	341
Opening Cash	3,015	625
FCTL	27	(144)
Closing Cash	2,340	822



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 Rs 2,856 crores.

2026



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

Key business segments - *Aerospace*

Aerospace Segment

81% Revenue Contribution (Q1 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

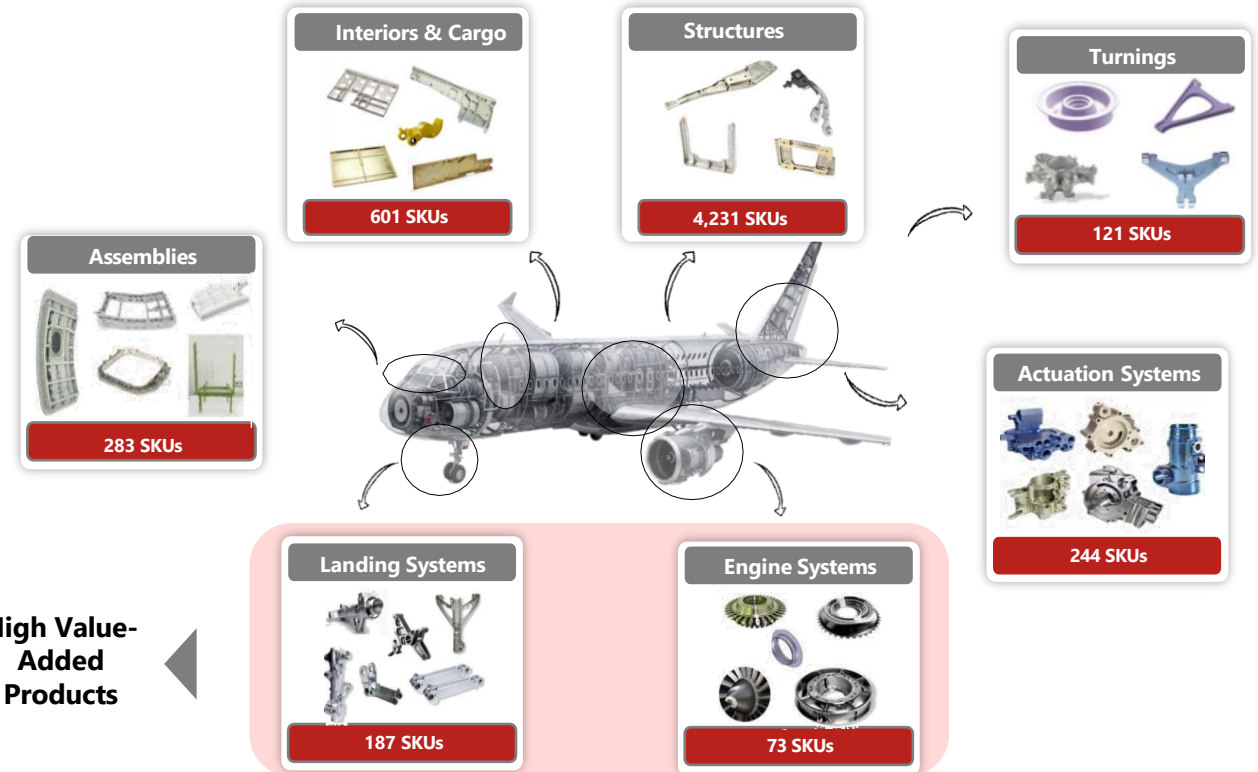
Airbus

Boeing

Safran

Collins Aerospace SAAB

One of the largest portfolios of aerospace products in India



High Value-Added Products

5,740
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

- **2.02 Mn** annual machining hours (Annualized Q1 FY27)
- **220** CNC machines (Q1 FY27)



Our Certifications



- ISO 45001:14001
- ISO 9001 EN9100

- AS 9100
- ISO 14001

- GRAMS
- OHSAS 18001 and others

Key business segments - *Consumer*

Consumer Segment

19% Revenue Contribution (Q1 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 player and

Tramontina

Mattel

Wonder Chef

Spin Master

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



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 (Q1 FY27)
 - 7 Blow molding machines with capacity between 1L to 15L (Q1 FY27)
 - 1.17 Mn annual machining hours (Annualized Q1 FY27) for Molding Machines
 - 46 assembly lines (Q1 FY27)



- Machining capabilities
 - 218 CNC machines Consumer Electronics (Q1 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



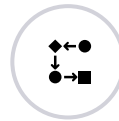
One of the Deepest Qualified Aerospace Portfolios

5,700+ 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



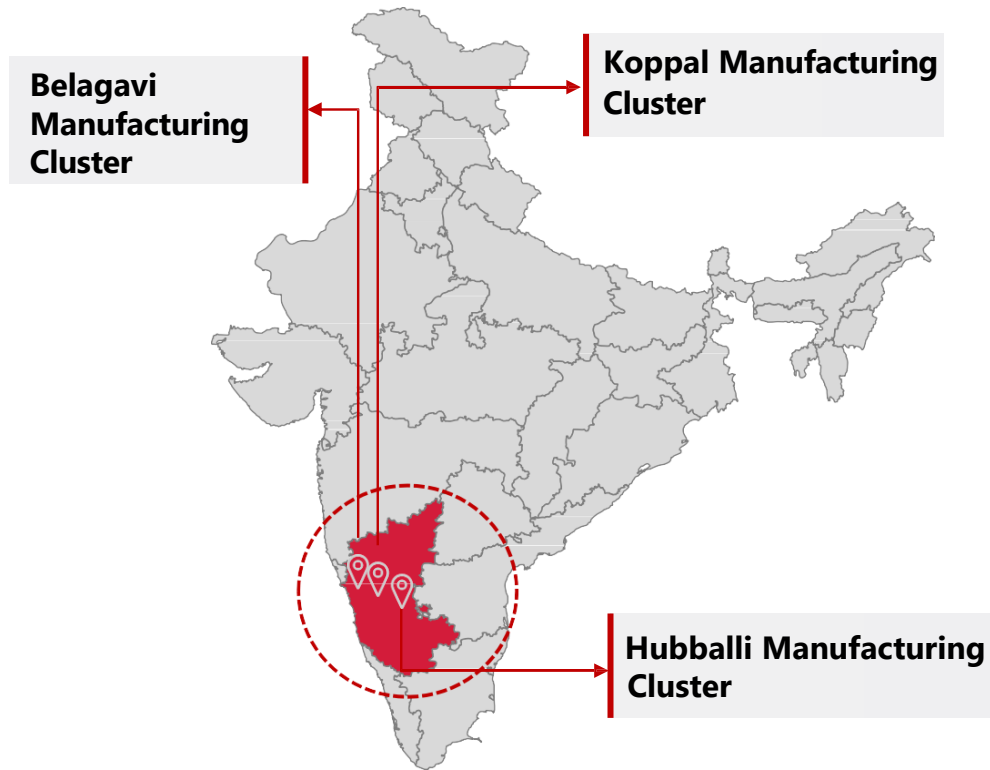
High-Complexity Materials & Special Processes

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



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

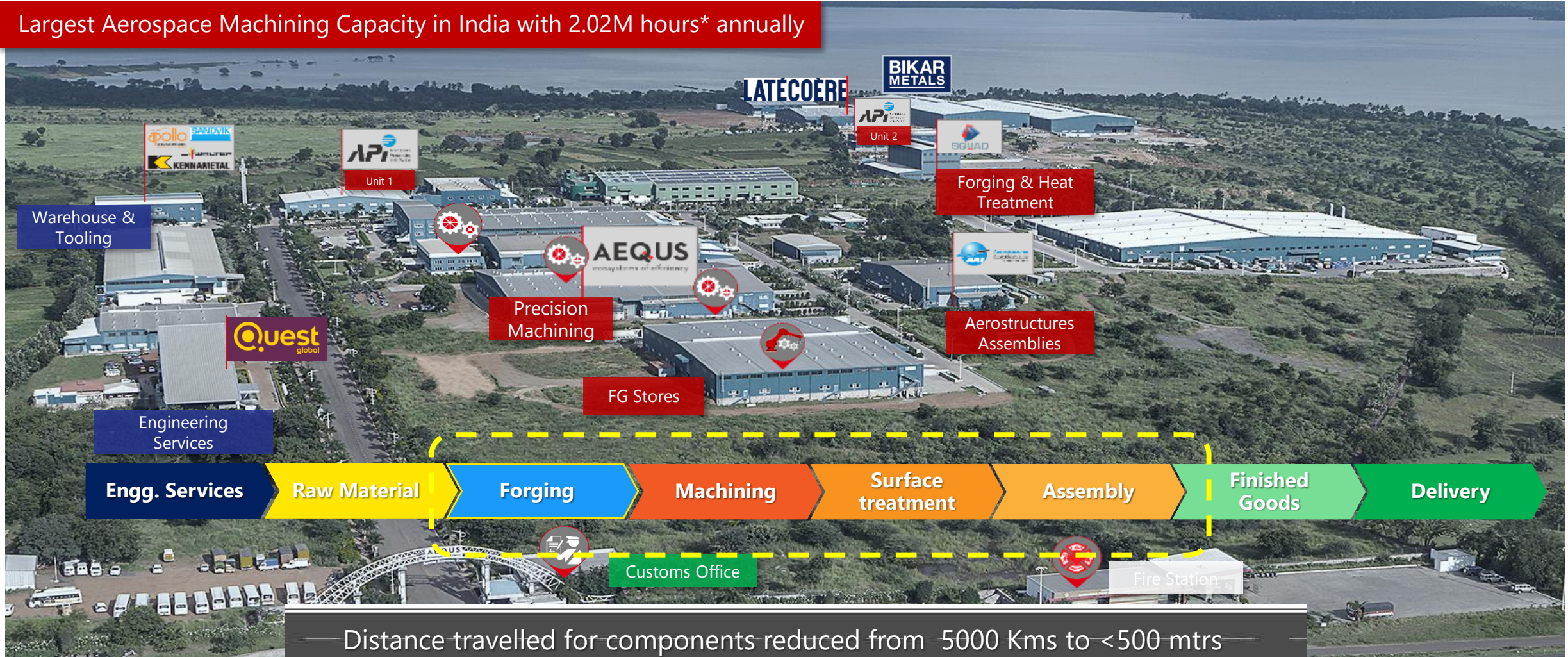
Expanded footprint

Competitive global manufacturing platform

Near shoring of business processes

Ecosystem benchmark - Belagavi Aerospace Cluster built Grounds up

Largest Aerospace Machining Capacity in India with 2.02M 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 (Q1 FY27)

BOEING

Tier 1 supplier status since 2017

AIRBUS

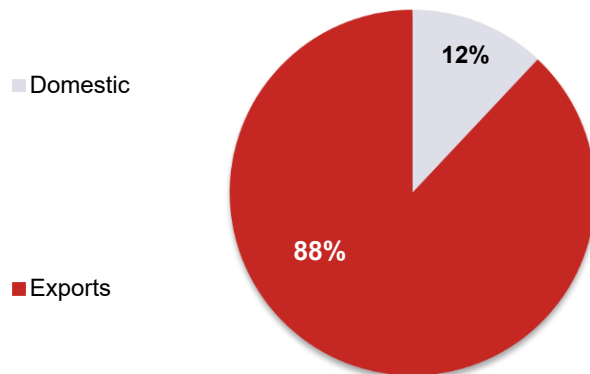
6-times D2P award from 2016 to 2023, association since 2010

22 Export Markets

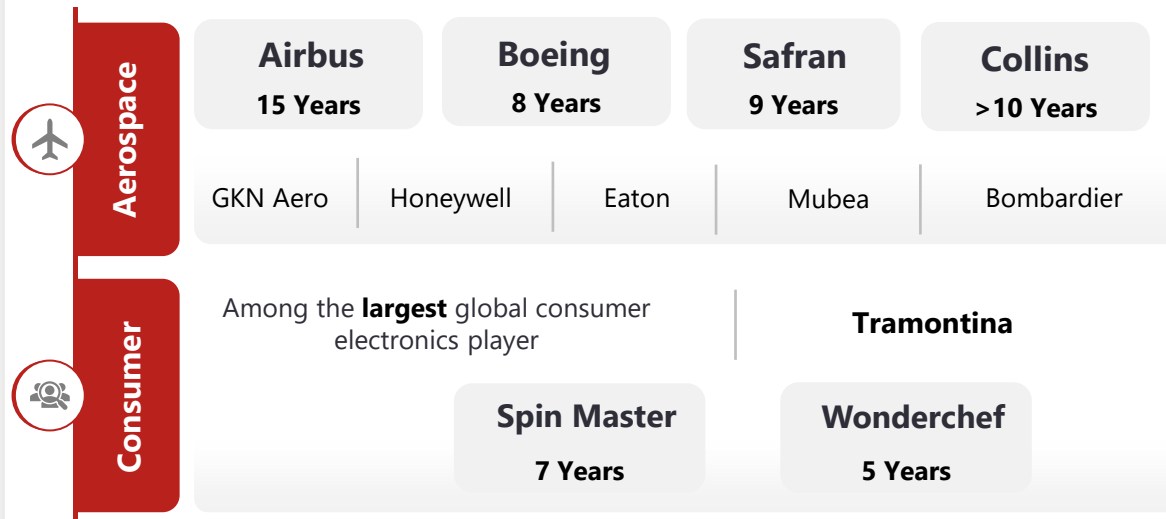
Global presence across North America, Europe & Asia

Our Strong Global Reach

Revenue Mix (Q1 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

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)



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



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.



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



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



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





THANK *YOU*