Ref: CE/NSEBSE/IP/18112026 18th November, 2026

To,

Listing Department, National Stock Exchange of India Limited, Exchange Plaza, Bandra Kurla Complex, Bandra (East), Mumbai – 400 051	Department of Corporate Services – Listing, BSE Limited, P. J. Towers, Dalal Street, Mumbai – 400 001

Re: Scrip Symbol: CENTUM/ Scrip Code: 517544

Dear Sir/ Madam,

Sub: Investor Presentation

This is to inform you that pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"), read with Part A of Schedule III of the Listing Regulations, we hereby enclose the Investor Presentation.

Kindly take the same on your records.

Yours faithfully,
For **Centum Electronics Limited**

INDU H S
Digitally signed by INDU H S
Date: 2026.11.18 14:20:49 +05'30'

Indu H S
Company Secretary & Compliance Officer
Encl: as above

Centum Electronics Limited
44, KHB Industrial Area, Yelahanka New Town, Bangalore - 560 064, Karnataka, India
Tel +91-(0)80-4143-6000 **Fax** +91-(0)80-4143-6005 **Website** www.centumelectronics.com
E-mail info@centumelectronics.com CIN - L85110KA1993PLC013869



CENTUM

TEAM WORK | TECHNOLOGY | TRUST

INVESTOR PRESENTATION

November 2026

Company At A Glance

Centum is a Trusted Partner for Defence & Strategic Electronics and High Reliability Electronics Manufacturing, Serving Domestic and Global OEMs Across Defence, Aerospace, Industrial, Transportation, and Medical Sectors

33
Years in Electronics Solutions since 1993

2
Business Segments BTS & EMS

350,000 Sq Ft
Manufacturing Footprint

~1,800
Employees

17
Patents Granted

145+
Publications

~INR 20 Bn
Order book**

54%
Exports Revenue

600+
Suppliers Worldwide

25%
3 Year Revenue CAGR#

21%
H127 ROCE*

Key Certifications

SAMAR L5
Highest level certification for DRDO tenders

ECOVADIS
Business Sustainability Ratings

MEDICAL
ISO13485

AUTOMOTIVE
IATF 16949

INFORMATION SECURITY
ISO 27001

** As on 30th Sep '26
* Adjusted ROCE
# Standalone basis

CENTUM

COMPANY OVERVIEW





Company Overview

India's Leading Electronics Systems Design and Manufacturing Company



DEFFENCE, SPACE AND AEROSPACE



INDUSTRIAL AND ENERGY



TRANSPORTATION AND AUTOMOTIVE



HEALTHCARE

Deep Design & Engineering DNA

Strong design engineering and end-to-end product realization capabilities spanning concept, design, validation, testing, and lifecycle support, enabling Centum to serve as a strategic development partner to global OEMs and national programs.

High-Reliability Electronics Manufacturing

MIL/Space-grade manufacturing capabilities from PCBA to full system integration for complex electronics.

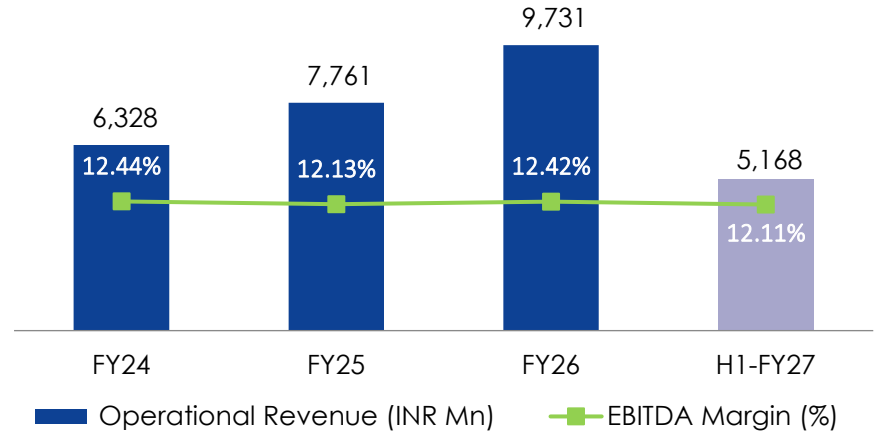
Leadership in Strategic Electronics

Strong presence in Defence, Aerospace & Space, supporting mission-critical national programs indigenizing critical technologies, as well as global programs.

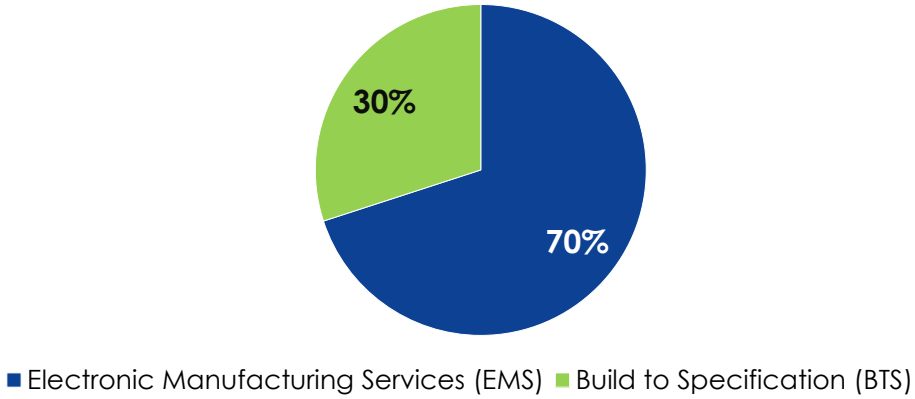
Global OEM Partner Across Complex Electronics Value Chains

Long-standing trusted partner to marquee global OEMs and Tier-1 customers built on quality, reliability, and engineering excellence.

Standalone Revenue (INR Mn), EBITDA Margin (%)



Revenue across Business Verticals (H1-FY27)



Well-Established Presence Across High-Growth Sectors: Defence, Aerospace & Space and EMS

Board Governance & Strategic Stewardship



Apparao V Mallavarapu
Chairman and Managing Director

Mr. Apparao (Rao) V Mallavarapu founded Centum Electronics in 1993 and has led its growth into a leading Indian electronics company. He has successfully established JVs with several MNCs. Rao holds a Bachelor's in Mechanical Engineering from Bangalore University and a Master's from Dalhousie University, Canada. He has received France's Chevalier de l'Ordre national du Mérite and Brazil's Order of Rio Branco. He currently serves as Chairman of the CII National Committee on Space and Convenor of the CII Karnataka Panel on Technology. He is the Honorary Consul of the Federative Republic of Brazil in Bengaluru.



Nikhil Mallavarapu
Joint Managing Director

Mr. Nikhil joined Centum in 2012 and currently serves as Joint Managing Director. He has held several leadership roles across new projects, corporate development and the EMS business. Prior to Centum, he worked with Analog Devices in its MEMS sensors division. He holds Bachelor's and Master's degrees in Electrical & Computer Engineering from Carnegie Mellon University and an MBA from INSEAD. He serves as Co-Chair of International and Export Committee in SIDM, and he is also the Convenor of the CII Karnataka Emerging Technologies Panel for the year 2026-27.

Board of Directors

Tanya Mallavarapu – Non-Executive Director
Ms. Tanya is the Founder of TMR Design Co. LLP, an interdisciplinary design firm focused on innovation and functionality. She holds a Master's in Economics from Duke University and a Bachelor's in Business Administration from the University of Southern California.

Apurva Chandra– Independent Director
Mr. Apurva Chandra is a former IAS officer with 36+ years of experience in public administration and policy. He has served as Secretary across key ministries, including Health, Information & Broadcasting, and Labour & Employment. He is an alumnus of IIT Delhi and the London School of Economics and serves on the boards of several companies.

Dr. Udayant Malhoutra – Independent Director
Dr. Udayant is the CEO & Managing Director of Dynamatic Technologies Ltd., specialising in engineering and manufacturing solutions across hydraulics, automotive, aerospace and security. He is a member of the CII National Council and chairs the CII National Committee on Design. He has also served on the Board of Governors of IIT Kanpur.

V Kavitha Dutt – Independent Director
Ms. V Kavitha Dutt is Joint Managing Director of KCP Ltd., with businesses spanning Cement, Heavy Industrial Machinery, and high-tech Defence, Space & Nuclear equipment. She has served as Chairperson of FICCI Tamil Nadu State Council and holds a Business Management degree from Cedar Crest College, USA.

Tarun Sawhney – Independent Director
Mr. Tarun is Vice Chairman & Managing Director of Triveni Engineering & Industries Ltd., a leading player in sugar, bioenergy, ethanol, industrial gearboxes and defence solutions. He holds an MBA from The Wharton School and a Master's degree from the University of Cambridge.

Ramesh Ramadurai – Independent Director
Mr. Ramesh Ramadurai has served as Managing Director of 3M India, with over 30 years of global leadership experience at 3M across the US, Philippines and China. He holds a Bachelor's in Chemical Engineering from IIT Kanpur and an MBA from IIM Calcutta. He has also held leadership roles in CII and the US–India Business Council.

Experienced leadership team with deep domain expertise



Dr. Vinod Chippalkatti, PhD – *Chief Technology Officer*

Dr. Vinod Chippalkatti leads Centum's Build-to-Spec India business, serving strategic platforms across satellites, radars, missiles and launch vehicles. With 25+ years at Centum and prior experience at ISRO, he brings deep expertise in design and engineering. He holds degrees from NITK Suratkal, IISc Bangalore and NLSIU Bangalore and is a member of ISPA's Executive Committee.



Jagadish Singh – *President, EMS Business Unit*

Mr. Jagadish brings 30+ years of experience in electronics manufacturing, with expertise across operations, supply chain, sourcing, customer management and business development. Prior to Centum, he held leadership roles at Orion Electronics, Hungary and Rangsons, driving operational excellence and growth.



Vishwanath Mudegowdara – *President, Engineering and DLM Solutions*

Mr. Vishwanath brings 30+ years of experience in end-to-end hardware and firmware product development, with expertise in technology alliances, IP strategy and global delivery models. Prior to Centum, he held leadership roles at L&T Technology Services and Tata Consultancy Services. He holds a Master's in Biomedical Instrumentation and a Bachelor's in Instrumentation Technology.



Sundararajan Parthasarathy – *Chief Financial Officer*

Mr. Sundar is a finance and operations leader with 25+ years of experience in strategic finance and business turnaround across manufacturing and infrastructure. Prior to Centum, he held leadership roles at TATA Agratas, Adecco, Xylem, GE, Novartis and TVS Group – in India, Munich and UAE. He is a Chartered Accountant.



Indu H S – *Company Secretary, Chief Compliance Officer*

Ms. Indu H S is a Fellow Member of the Institute of Company Secretaries of India (ICSI) with over 12 years of experience in corporate governance, secretarial affairs, regulatory compliance, board processes and legal matters.

Our Evolution

Three decades of innovation-led growth, building capabilities that matter

1993
Incorporation



Centum Electronics established with a vision to deliver high reliability electronics solutions.

2000s
EMS Expansion & Entry Into Space (2002)



Scaled EMS operations while entering the space electronics business in 2002, building modules and systems for satellites and launch vehicles.

2010s
Entry Into Defence & Aerospace



Began delivering mission-critical solutions for Defence starting 2010, and grew its footprint across Aerospace and strategic programs.

Mid 2010s
Scaled Defence, Space & Aerospace



Grew Defence, Space and Aerospace into major contributors to overall revenue, deepening capabilities across all three segments.

2020s
Global Expansion & Acquisitions



Strengthened global footprint through acquisitions, partnerships and new market entry.

Today & Beyond
From Supplier to System Integrator



Evolving as a complete solutions provider and system integrator for mission-critical programs.

Foundation
1993

Scale & Build
2000 - 2009

Diversify & Enter
2010 - 2014

Expand & Strengthen
2020 - 2024

Lead & Transform
2025 & Beyond

Built on a strong foundation. Driven by innovation. Focused on the future. Enabling a safer, smarter and more connected world.

Awards & Accolades



National Award for excellence in Energy Management from CII



Received Platinum Award in Sustainability
for Corporate Business Houses Industries from SEEM



BTS - Received Platinum Award for Energy Management from SEEM



EMS - Received Platinum Award for Energy Management from SEEM

State of The Art Manufacturing Facilities



Electronics Manufacturing Services (EMS) Facility, KIADB Aerospace Park, Devanahalli, Bengaluru.



Build-to-Specification (BTS) Facility, Yelahanka, Bengaluru.

COMPETITIVE ADVANTAGE

A Diversified Portfolio, Enabled by Execution

Centum is positioned in segments where partner selection is driven by reliability, qualification pedigree and platform trust, not only by cost.

Mission-Critical Electronics

Reliability and performance where failure is not an option

- Defence, space and aerospace use-cases across radar, EW, avionics and satellite subsystems
- High-reliability electronics spanning RF, digital, power, software and microelectronics
- Integrated design, manufacturing and testing capabilities for complex requirements

High Entry Barriers

Capabilities created through certification, qualification and process depth

- Well-established presence and certifications in aerospace, defence and space domains
- MIL/space-grade compliance, IPC Class 3, traceability and rigorous quality systems
- Specialized infrastructure and know-how across PCBA, box-build, LRUs and systems integration

Long-Term Customer Relationships

Embedded partner status built over platform life cycles

- Average 10–15-year relationships with top customer groups
- Single-source supplier for approximately 80% of manufactured products
- Trusted partner to global OEMs and Tier-1 customers across strategic sectors

CENTUM

BUSINESS OVERVIEW





Business Verticals

In-house design and engineering capabilities are deeply embedded within Centum's EMS and BTS businesses, providing product development, certification, and qualification support across both segments.

70%

EMS (Revenue Contribution)

Electronic Manufacturing Services — scale production, diversified customers, 6–9-month conversion cycle

30%

BTS (Revenue Contribution)

Build-to-Specification — mission-critical defence, radar and space systems, multi-year program cycles



EMS

BTS

Build-To-Specification (BTS)

How Centum Delivers BTS Solutions?

Centum partners with customers to transform product concepts and specifications into fully engineered, qualified and production-ready electronic systems from system architecture and design to prototyping, qualification, manufacturing and lifecycle support.

Our BTS Capabilities

Engineering-Led Development
Deep engineering expertise to translate complex customer requirements into innovative electronic solutions.

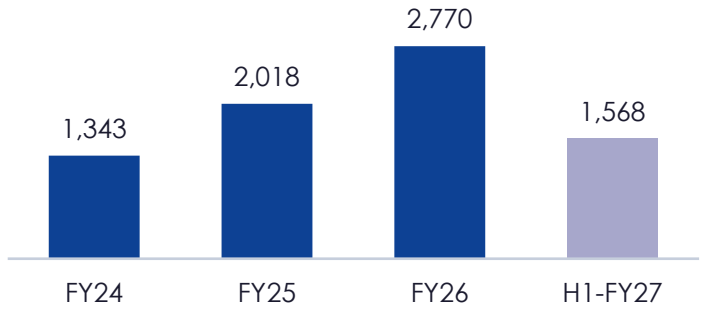
System-Level Design
Integrated hardware, software, FPGA and system architecture capabilities for complex applications.

Mission-Critical Solutions
Development of high-performance electronic systems for demanding aerospace, defence, space and industrial applications.

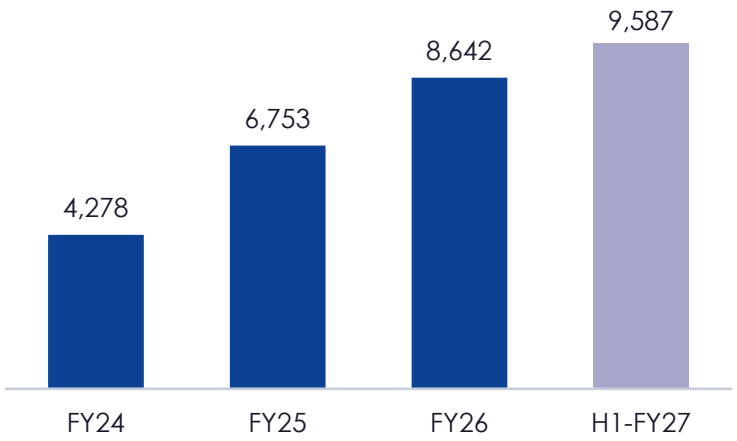
Qualification & Certification
Supports rigorous product qualification and compliance requirements for specialised industry applications.

Accelerated Innovation
Enables faster product development, enhanced performance and sustainable growth through innovative electronic solutions.

BTS Revenue (INR Mn)



BTS Order Book (INR Mn)



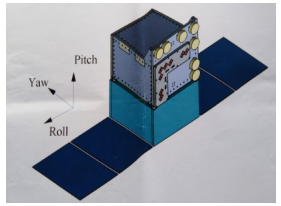
Build-To-Specification (BTS)

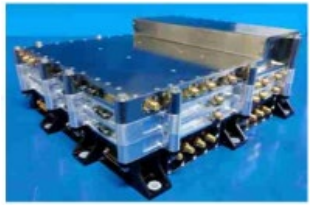
Space

Earth Observation Satellite Subsystems

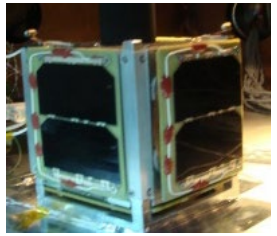



Electronic Warfare Payloads





Small Sat & Payload Integration

Defence

Missile Control & Guidance




Radar Subsystems




Tank Electronics





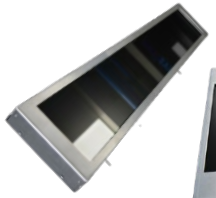

Railway

Public Address & Intercom






Passenger Information Systems






Electronics Manufacturing Services (EMS)

How Centum Delivers EMS Solutions?

Centum provides end-to-end Electronics Manufacturing Services (EMS), converting customer's product designs and specifications into production-ready electronic products and sub-systems.

Our EMS Capabilities

Advanced Manufacturing
State-of-the-art facilities and processes ensuring high quality, precision and efficiency

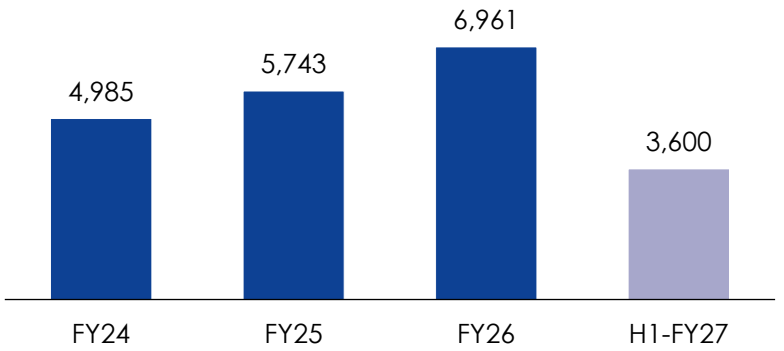
High Reliability
Designed and manufactured to meet stringent quality, safety and reliability standards

End-to-End Solutions
From component sourcing to mass manufacturing with test, validation and lifecycle support

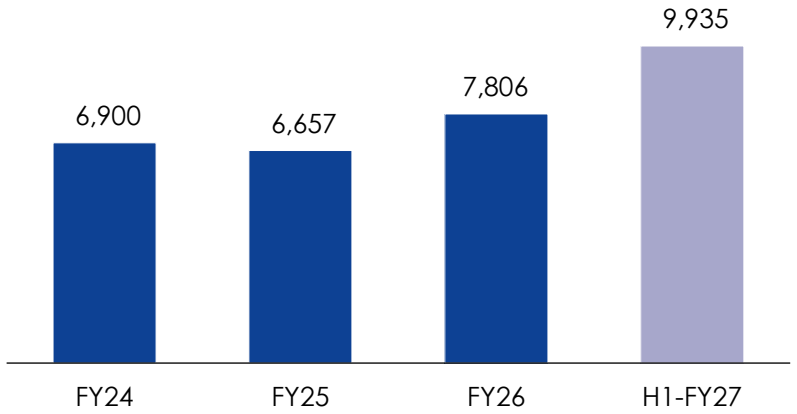
Semiconductor Expertise
Specialized capabilities for complex semiconductor equipment, supporting customer qualification, ramp-up and scalable production.

Customer Partnership
Agile, collaborative approach ensuring customized solutions and long-term relationships

EMS Revenue (INR Mn)



EMS Order Book (INR Mn)



Electronics Manufacturing Services (EMS)

CENTUM

Manufacturing → **Release Management** → **Product Analysis** → **Test Tools Handling** → **Aftermarket / Lifecycle Support**

30% Revenue from 20+ Year Customer Relationships

40% Revenue from 10 to 20 Years Customer Relationships

70% Centum Products are single sourced

53% Exports Contribution to Revenue (FY26)

What This Means

- Deep, long-term partnerships
- High Customer Stickiness
- Mission Critical Solutions
- Trusted by global leaders
- Repeat business

PCBA = Printed Circuit Board Assembly

Industrial & Medical



Industrial Measurement & Control



Control Boards



Digital X-ray (Healthcare)



Communication Equipment (Power Grid)



Fertility Kit (Consumer Health)

Electric Mobility



Battery Management System (Electric 3-wheeler)



MK2 Encoder (Electric Commercial Vehicles)

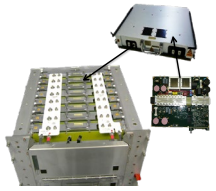


HV Inverters PCBA (Electric Buses)

Defence & Aerospace



Air traffic Management Systems



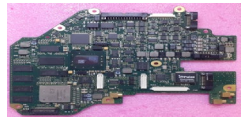
Sonar Sub systems



Defence Aircraft Electronic Warfare Suite



Infrared Cameras for Defence vehicles



Electronics for Optronic Equipment

Trusted by Leading global OEMs across Defence, Aerospace, Industrial, Energy, Automotive, Transportation & Space sectors delivering mission critical solutions for a safer and smarter world.

Industry Overview and Opportunities – BTS

Key Growth Drivers

Rising defence budgets & indigenisation mandates – Higher military spend and "Make in India" push are shifting sourcing to qualified domestic BTS players.

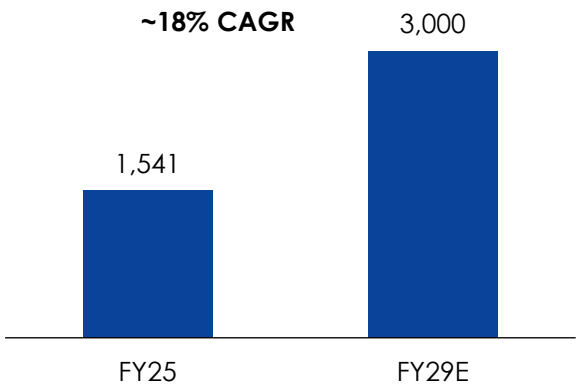
Global OEMs seeking Indian defence partners – China+1 dynamics extend into strategic electronics, with global primes seeking reliable, long-term Indian manufacturing partners.

Modernisation across radar, EW & missile platforms – Legacy systems upgrade cycles are creating multi-year, high-value program pipelines.

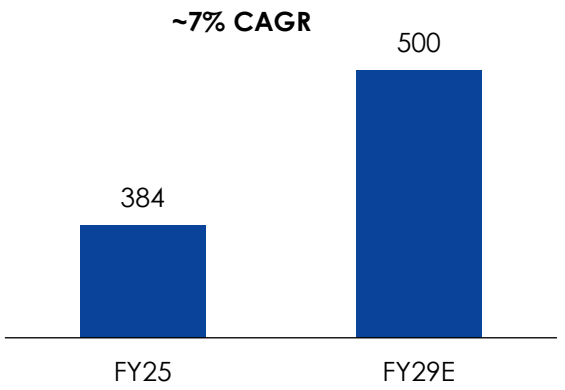
Space sector expansion – Growing ISRO and private space activity is driving demand for satellite payloads and mission electronics.

High entry barriers favour incumbents – Stringent qualification, reliability, and long life-cycle requirements limit competition to a handful of capable suppliers.

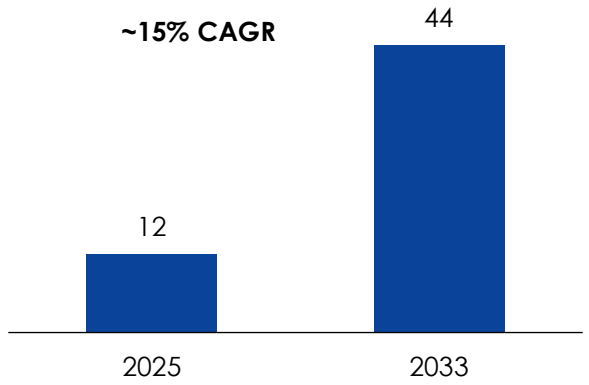
India's Defence Production (INR Bn)



India's Defence Exports (INR Bn)



India's Space Market Size (USD Bn)



Source: Deloitte, FICCI-EY

Industry Overview and Opportunities – EMS

Key Growth Drivers

China+1 diversification – Global OEMs shifting supply chains to India amid rising costs and geopolitical risk in China.

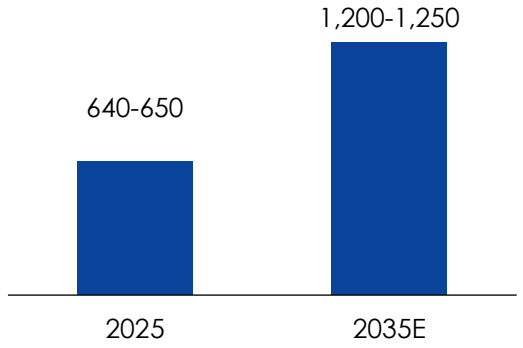
Government incentives (PLI, EMC 2.0, ISM 2.0) – Strong policy push driving semiconductor equipment and electronics localization.

Semiconductor Expansion – Growing investments in fabs, OSAT facilities and semiconductor equipment in India are driving demand for complex electronic assemblies.

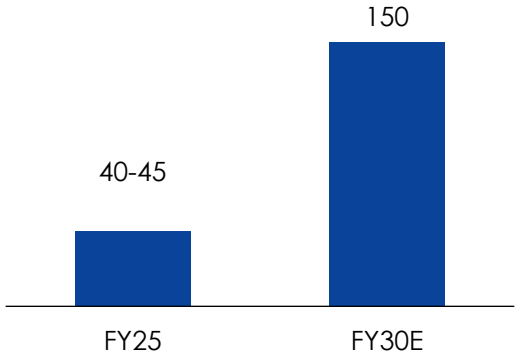
High-value vertical expansion – Industrial, medical, aerospace, and EV electronics growing at 32%+ CAGR, outpacing consumer segments.

Value-chain upgrade – Shift from low-margin assembly to design-led (ODM) manufacturing, boosting margins and stickiness.

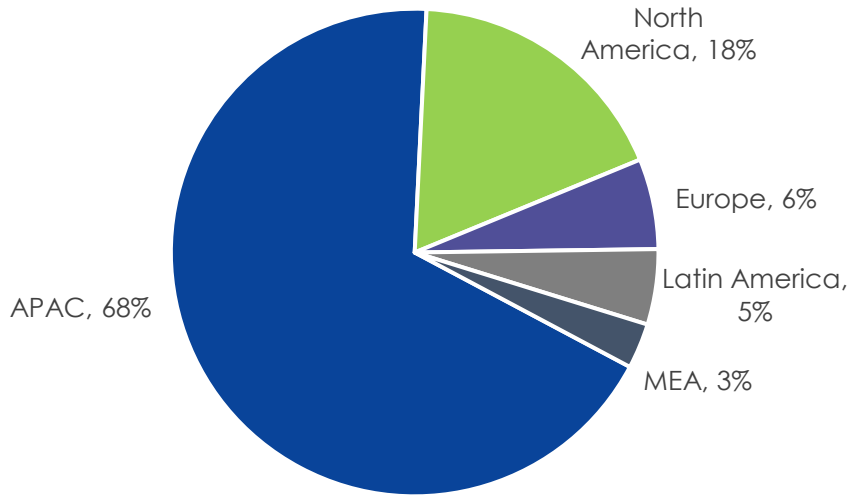
Global EMS Market (USD Bn)



Indian EMS Market (USD Bn)



Global EMS Market – Geographical Share (2025)



Source: KPMG

Complete Mission-Critical Solutions

From Sub-systems
Supplying Modules & Electronics

- Radar Sub-systems
- Electronic Modules
- Communication Units
- EW Payloads

To Systems
End-to-End Solutions for Complex Missions

- System Design
- Integration & Development
- Testing & Validation
- Lifecycle Support

Full System Solution Provider

Design | Develop | Integrate | Deliver Mission-Critical Systems

Strategic Orders & MoUs – Proof of Our System Capabilities

Order from Hindustan Aeronautics Limited (HAL)

Designing and developing a INR 660 Mn Phase 1 order for the indigenous AESA Radar System for HAL's Utility Helicopter–Maritime platform, with a potential INR 5,000 Mn Phase 2 production opportunity.

MoU with Bharat Electronics Limited (BEL)

Partnering with BEL to jointly develop and manufacture Electronic Warfare, Radar and Secure Military Communication systems for the Indian Armed Forces under a strategic collaboration.

Order from Garden Reach Shipbuilders & Engineers Limited (GRSE)

Supplying INR 294 Mn worth of Advanced Naval Navigation Systems for frontline warships, expanding our presence in the maritime defence electronics segment.

Customer Indications for Constellation of 3 Satellites

Delivering a ~INR 3,500 Mn three-satellite constellation order as part of the Space Based Surveillance Program, with potential follow-on constellation opportunities.

Strong Order Wins & Strategic Partnerships Validate Our Evolution from Sub-systems Supplier to Full System Solution Provider

Dual Growth Engines Across the Value Chain

A complementary portfolio balancing profitability, working capital and long-term value creation

BTS (Build-to-Specification)

Benchmark Margin	**20%+**
Project Lifecycle	**2–2.5 Years**
Working Capital Days	**225-350 Days**

EMS (Electronic Manufacturing Services)

Benchmark Margin	**9–10%**
Project Lifecycle	**6–9 Months**
Working Capital Days	**85-110 Days**

BTS – VALUE ENGINE

18–20%+ margins in strategic defence, aerospace & space programmes.

DUAL MODEL CREATES VALUE

EMS – CASH ENGINE

Majority of revenue; stable, predictable cash flows funding longer project and working capital cycles of the BTS segment.

Future Growth Outlook

Well-positioned for profitable growth, supported by a richer business mix, exit from loss-making subsidiaries and industry tailwinds.

	BTS (India)	EMS
Strategic Edge	At the forefront of **developing and localizing critical technologies** addressing domestic capability gaps. Moving up the value chain by delivering **complete systems** for Defence and Strategic sectors	Proven expertise in delivering high-reliability and high-complexity products through agile, scalable, and integrated manufacturing solutions
Focus Areas	• Multi-function Radar and Radar subsystems • Satellite Constellations for ISR applications • Avionics, Radar, and EW system for fighter aircraft and helicopters • T-90 Tank • Payloads and electronics for communication and ISR for Drones	Make in India, China +1 New Technology areas – Semiconductor Equipment, Security Systems Energy & Industrial – Smart Energy, Automation Automotive – EV / Battery Management Systems Medical Devices – Point of Care diagnostics
Key Actions	• Strategic collaborations • **System-level expertise** • Partnerships with global OEMs in Aerospace & Defence • Partnerships with premier academic institutions (IITs, NITs, IISc) • Collaborating with a dynamic network of startups	Focus on Make in India – increase presence in the domestic market AI -led solutions for Manufacturing, Industry 4.0 Supply Chain excellence and Fulfilment

CENTUM

HISTORICAL FINANCIAL OVERVIEW

Historical Standalone Income Statement

Particulars (INR Mn)	FY24	FY25	FY26	H1-FY27
Operational Revenue	**6,328**	**7,761**	**9,731**	**5,168**
Total Expenses	5,541	6,820	8,522	4,542
EBITDA	**787**	**941**	**1,209**	**626**
EBITDA Margins (%)	***12.44%***	***12.12%***	***12.42%***	***12.11%***
Other Income	67	66	158	46
Depreciation	184	195	195	112
Finance Cost	180	195	168	98
Profit/ (loss) before exceptional items and tax expense	**490**	**617**	**1,004**	**462**
Exceptional items	-	-	(2,033)	28
PBT	**490**	**617**	**(1,029)**	**490**
Tax	127	161	142	127
PAT	**363**	**456**	**(1,171)**	**363**
PAT Margins (%)	***5.74%***	***5.88%***	***(12.04)%***	***7.02%***
Other Comprehensive Income	3	2	6	3
Total Comprehensive Income	**366**	**458**	**(1,165)**	**366**
Diluted EPS (INR)	27.82	34.84	(79.32)	24.62

Standalone Balance Sheet

Particulars (INR Mn)	FY25	FY26	H1-FY27
ASSETS			
Non-Current Assets	**3,215**	**1,801**	**1,897**
(a) Property, Plant & Equipment	1,046	1,337	1,334
(b) Capital Work in progress	76	-	7
(c) Goodwill	36	36	36
(d) Other Intangible Assets	8	4	33
(e) Right of use asset	25	21	16
(f) Intangible assets under development	-	-	
(g) Financial Assets			
(i) Investments	1,538	-	-
(ii) Other financial assets	232	148	192
(h) Deferred tax assets (net)	189	194	240
(i) Non-current tax assets (net)	37	12	-
(j) Other non-current assets	28	49	39
Current Assets	**7,990**	**9,258**	**10,170**
(a)Inventories	3,274	4,568	5,381
(b) Financial Assets			
(i)Investments	-	-	529
(ii)Trade Receivables	3,171	3,073	3,177
(iii)Cash and Cash Equivalents	510	378	245
(iv)Bank balances other than above	619	822	324
(iv) Others current financial assets	3	37	14
(c) Other Current Assets	413	380	500
TOTAL ASSETS	**11,205**	**11,059**	**12,067**

Particulars (INR Mn)	FY25	FY26	H1-FY27
EQUITY AND LIABILITIES			
Equity	**5,585**	**4,315**	**4,602**
(a) Share Capital	147	147	148
(b) Other Equity	5,438	4,168	4,454
Non Current Liabilities	**131**	**69**	**324**
(a) Financial Liabilities			
(i)Borrowings	78	22	263
(ii)Other Financial Liabilities	-	-	-
(iii) Lease Liabilities	2	9	8
(b) Government Grants	11	13	10
(c) Net non-current employee defined benefit liabilities	40	25	43
(d) Other Non-Current Liabilities	-	-	
Current Liabilities	**5,489**	**6,675**	**7,141**
(a) Financial Liabilities			
(i) Borrowings	883	1,198	1,072
(ii)Trade Payables	1,701	2,549	2,597
(iii)Other Financial Liabilities	302	298	253
(iv) Lease Liabilities	11	6	4
(b) Government Grants	6	7	7
(c) Other current Liabilities	2,285	2,411	2,978
(d) Net current employee defined benefit liabilities	8	11	11
(e) Provisions	158	131	96
(f) Liabilities for current tax (net)	135	64	123
TOTAL EQUITY AND LIABILITIES	**11,205**	**11,059**	**12,067**

Historical Consolidated Income Statement

Particulars (INR Mn)	FY24	FY25	FY26	H1-FY27
Operational Revenue	**10,908**	**7,403**	**9,527**	**5,162**
Total Expenses	10,049	6,413	8,173	4,530
EBITDA	**859**	**990**	**1,354**	**632**
EBITDA Margins (%)	***7.87%***	***13.37%***	***14.22%***	***12.24%***
Other Income	68	65	158	47
Depreciation	453	195	195	112
Finance Cost	346	195	169	99
Profit/ (loss) before exceptional items and tax expense from continuing operations	**128**	**665**	**1,148**	**468**
Exceptional Item	(49)	-	-	-
Profit/ (loss) before tax from continuing operations	**79**	**665**	**1,148**	**468**
Tax	107	161	141	127
Profit/ (loss) after tax from continuing operations	**(28)**	**504**	**1,007**	**341**
Profit/ (loss) after tax from discontinued operations	**-**	**(523)**	**(1,525)**	**943**
PAT	**(28)**	**(19)**	**(518)**	**1,284**
PAT Margins (%)	***(0.26)%***	***(0.26)%***	***(5.43)%***	***24.87%***
Other Comprehensive Income	23	9	(69)	9
Total Comprehensive Income	**(5)**	**(10)**	**(587)**	**1,293**
Diluted EPS from continuing operations (INR)	1.36	38.49	68.19	23.14

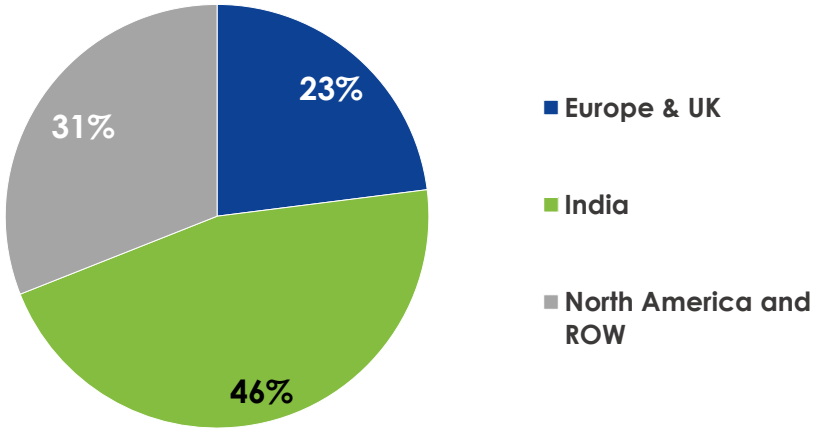
Consolidated Balance Sheet

Particulars (INR Mn)	FY25	FY26	H1-FY27
ASSETS			
(1) Non-current assets	**3,025**	**1,801**	**1,897**
(a) Property, Plant and Equipment	1,096	1,337	1,334
(b) Capital work-in-progress	76	-	7
(c) Goodwill	413	36	36
(d) Other Intangible assets	238	4	33
(e) Right of use asset	428	-	16
(f) Intangible assets under development	74	21	-
(g) Financial assets			
(i) Investment in joint ventures and associates	-	-	
(ii) Other Investments	1	-	
(iii) Other non current financial assets	343	148	192
(h) Deferred tax assets (net)	189	194	240
(i) Non-current tax assets (net)	37	12	-
(j) Other non-current assets	130	49	39
(2) Current assets	**9,369**	**9,142**	**10,170**
(a) Inventories	3,474	4,562	5,381
(b) Financial assets			
(i) Trade receivables	3,065	2,997	3,177
(ii) Cash and cash equivalents	678	379	245
(iii) Bank balances other than cash and cash equivalents	619	822	324
(iv) Investments			529
(v) Other current financial assets	463	37	13
(c) Other current assets	1,070	345	501
(3) Asset held for Sale	**-**	2,084	-
Total assets (1+2+3)	**12,394**	**13,027**	**12,067**

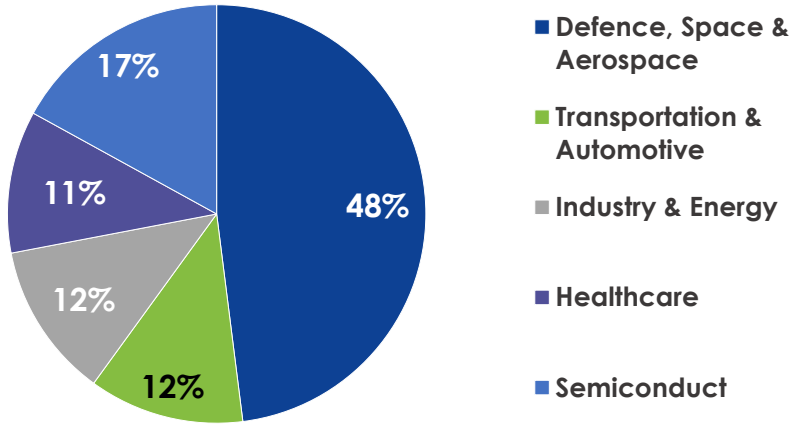
Particulars (INR Mn)	FY25	FY26	H1-FY27
EQUITY AND LIABILITIES			
(1) Equity	**3,942**	**3,251**	**4,601**
(a) Equity share capital	147	147	148
(b) Other equity	3,905	3,285	4,453
Equity attributable to equity holders of the parent (a+b)	4,052	3,432	4,601
(c) Non-controlling interests	(110)	(181)	-
(2) Non-current liabilities	**600**	**69**	**324**
(a) Financial liabilities			
(i) Borrowings	213	22	263
(iii) Lease Liabilities	318	9	8
(b) Deferred tax liabilities (net)	-	-	-
(c) Net non-current employee defined benefit liabilities	40	25	43
(d) Other non-current liabilities	8	-	-
(e) Provisions	10	-	-
(f) Government Grants	11	13	10
(3) Current liabilities	**7,852**	**6,655**	**7,142**
(a) Financial liabilities			
(i)Borrowings	1,235	1,198	1,072
(ii) Trade payables	2,200	2,530	2,598
(iii) Other current financial liabilities	436	298	253
(iv) Lease Liabilities	107	6	4
(b) Other current liabilities	3,353	2,410	2,978
(c) Government Grants	6	7	7
(d) Net employee defined benefit liabilities	8	11	11
(e) Provisions	372	131	96
(f) Liabilities for current tax (net)	135	64	123
(4) Liability directly associated with assets held for sale	**-**	3,052	-
Total equity and liabilities (1+2+3+4)	**12,394**	**13,027**	**12,067**

Standalone Revenue Breakup & Order Book Split

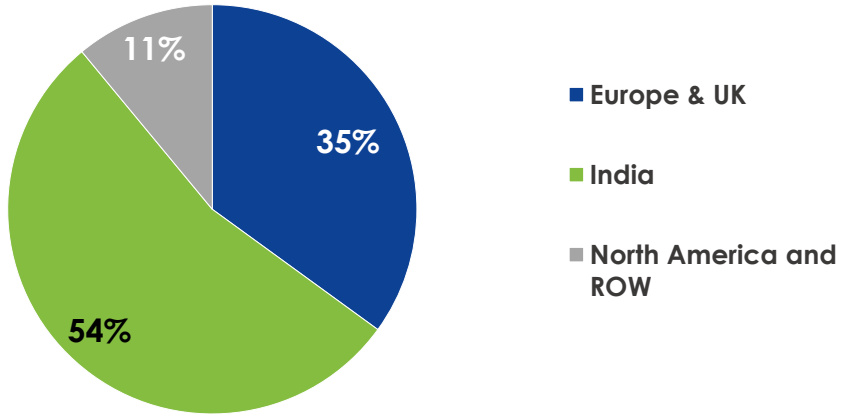
Revenue across Geographies



Revenue across Industry Verticals



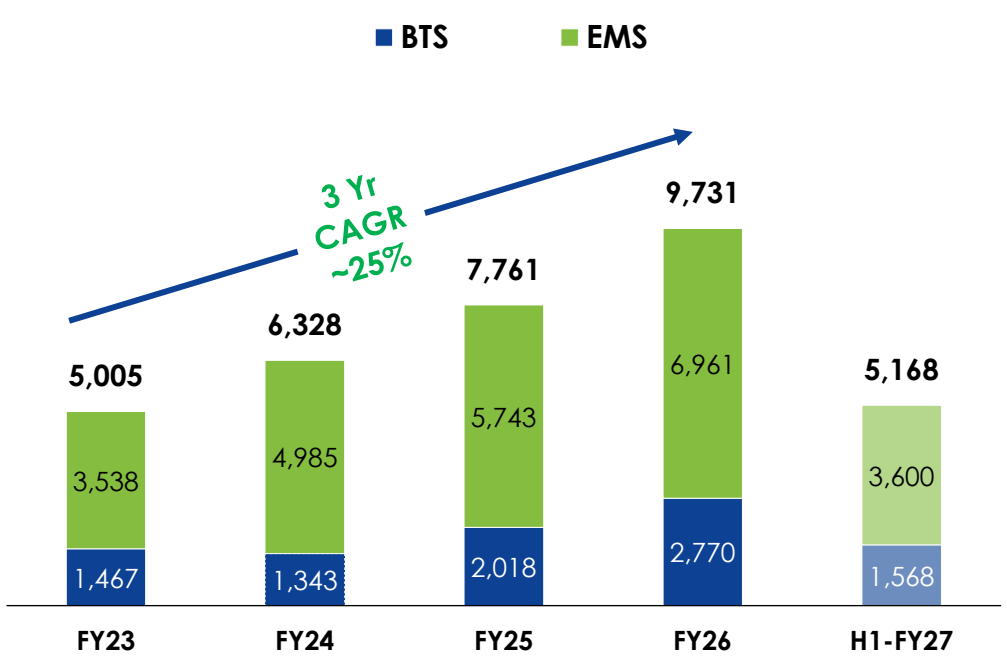
Order book across Geographies



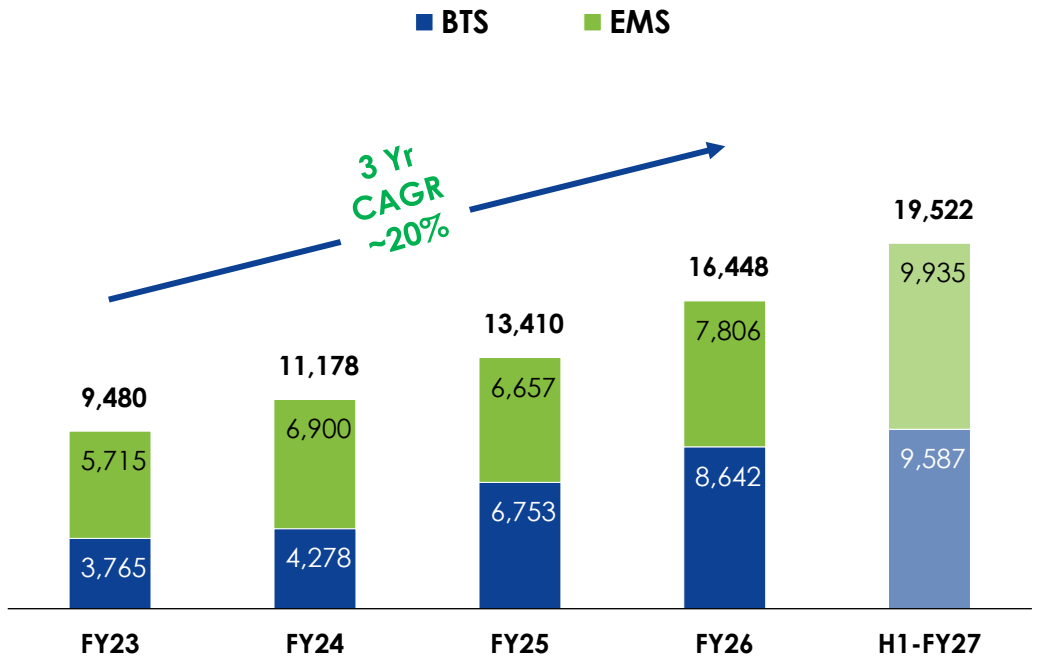
As on H1-FY27

Standalone Revenue & Order Book Trend

Standalone Revenue (INR Mn)



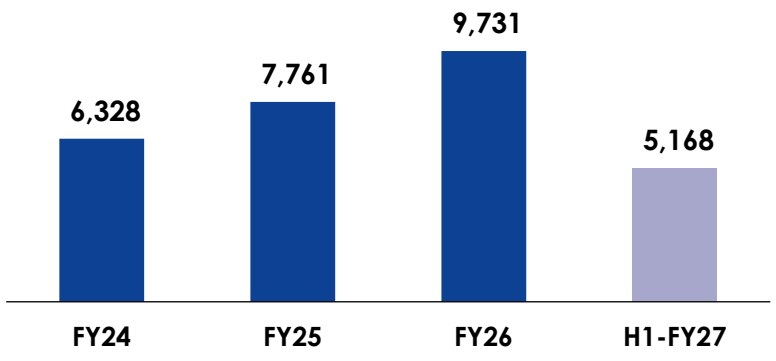
Standalone Order Book (INR Mn)



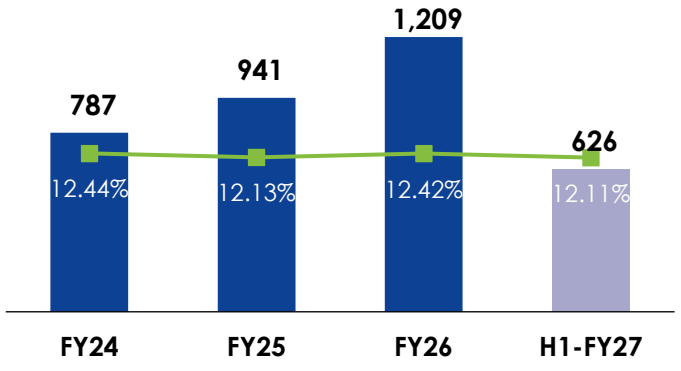
- BTS – typical order book is executed over 25-30 months
- EMS – does not include customer forecast. Execution period is over 9-12 months

Standalone Financial Highlights

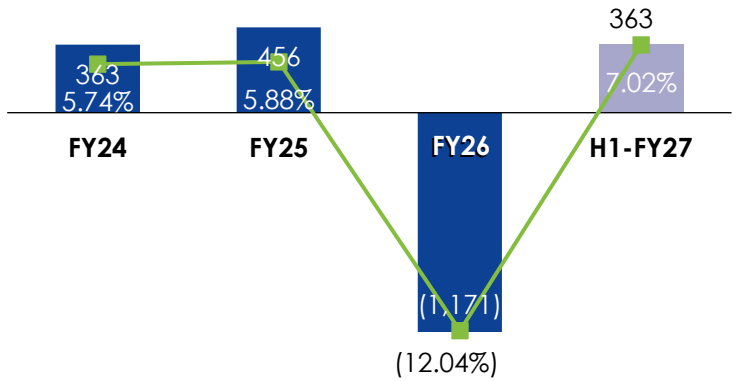
Operational Revenue (INR Mn)



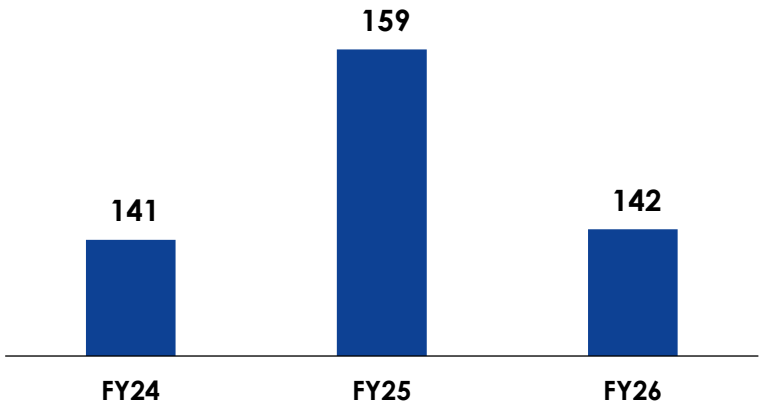
Adjusted EBITDA (INR Mn) & EBITDA Margins (%)



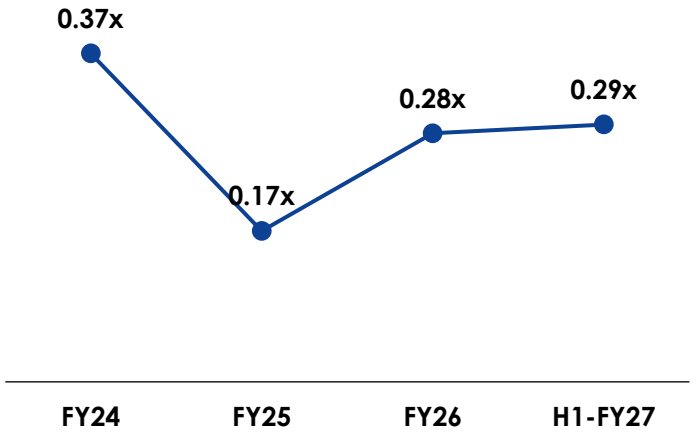
PAT* (INR Mn) & PAT Margins* (%)



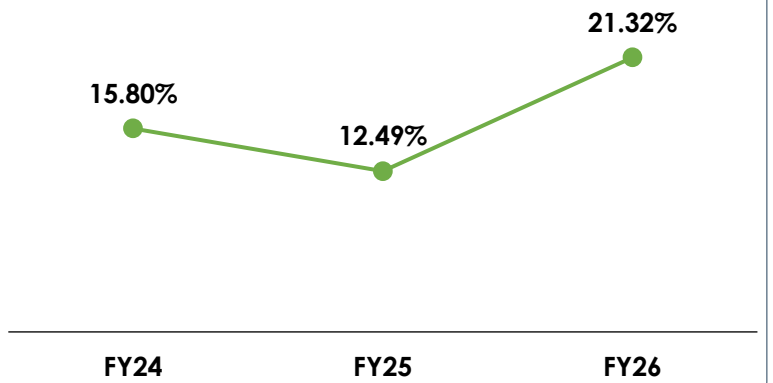
Adjusted Net Working Capital Days



Total Borrowings to Equity

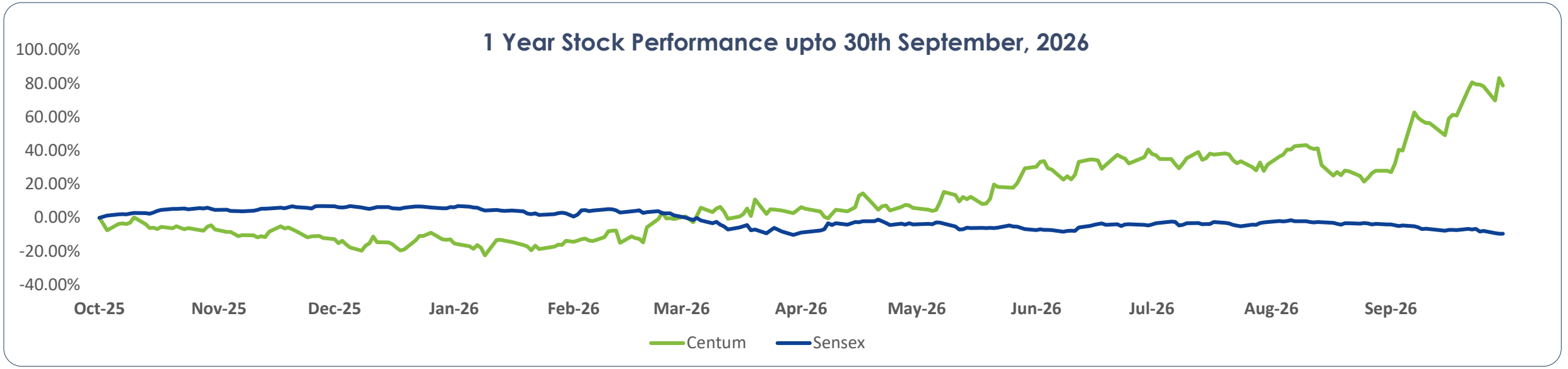


Adjusted ROCE

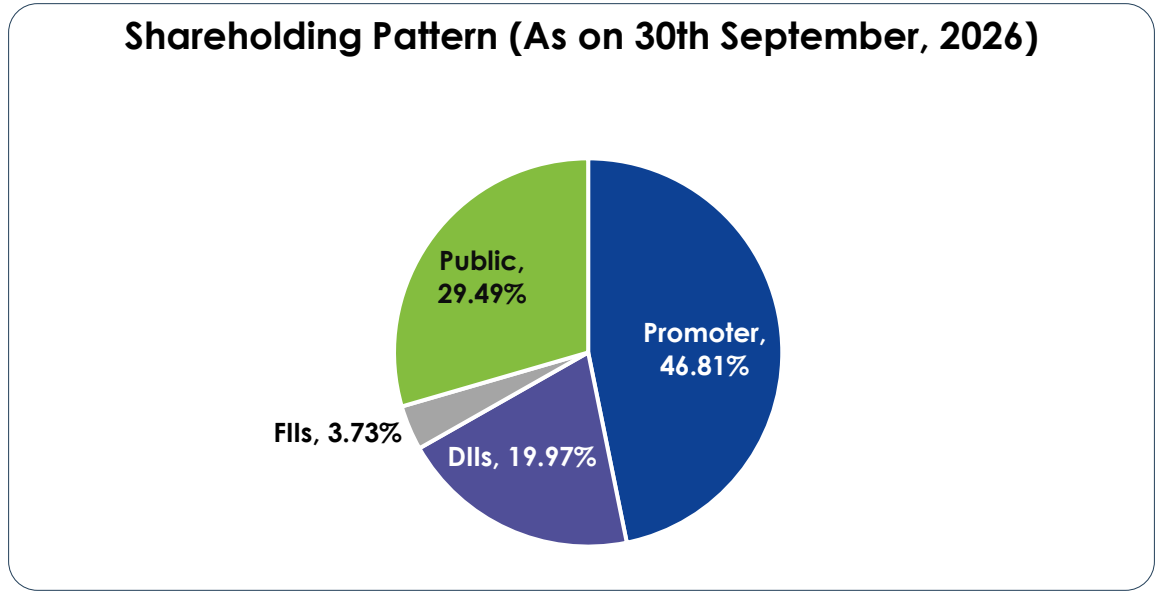


Adjusted EBITDA is the sum of Profit/ (loss) after tax plus Total tax expenses plus Depreciation and amortisation expenses plus Finance costs minus Other income minus Finance income minus Share of profit / (loss) of associates (net) plus or minus Exceptional items (net)
Adjusted Working Capital Days is calculated as (Total current assets minus Total current liabilities excluding short term Borrowings) multiplied by number of days divided by Revenue from operations

Capital Market Data



Price Data (As on 30th September, 2026)	
CMP	4,810.30
52 Week H/L	5,000.00 / 2,051.55
Avg. Vol. ('000)	74.72
Avg. turnover (Mn)	235.81
Market Capital (INR Mn)	71,009.73
Total outstanding shares (Mn)	14.76



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