



# INVESTOR PRESENTATION

March 2026

**1**

**Company Overview**

**2**

**Solution Portfolio**

**3**

**Key Opportunities and Growth Strategy**

**4**

**Financials – 9M FY26**

# India's leading provider of end-to-end Electronics System Design and Manufacturing solutions

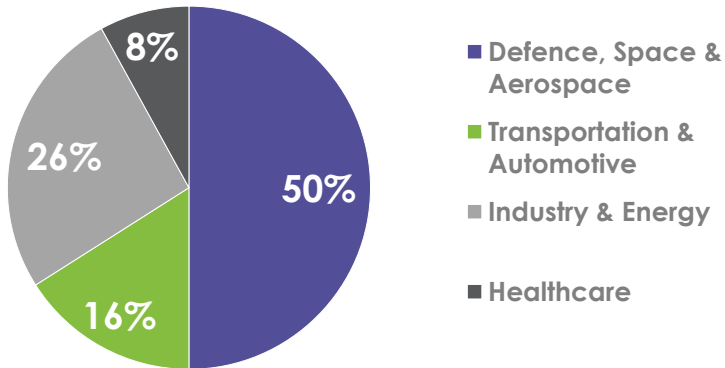


## Key highlights

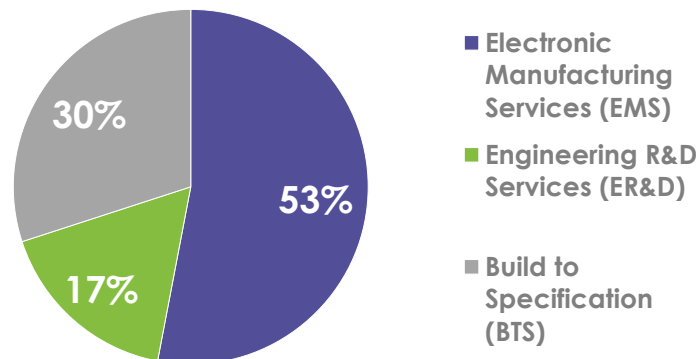
Well-Established Presence Across High-Growth Sectors: Defense, Aerospace & Space, EMS, and ER&D

<p><b>1</b> <b>Strong Experience and Capabilities</b></p>	<ul style="list-style-type: none"> <li>Over 30 Years of Expertise in Providing <b>End-to-End Solutions</b> for the Electronics Sector</li> <li>~1,900 Employees, including ~ 600 Design Engineers</li> </ul>	<p><b>2</b> <b>Global Market Presence</b></p>	<ul style="list-style-type: none"> <li>65-70% Revenues from overseas customers in advanced economies</li> </ul>
<p><b>3</b> <b>Innovation &amp; Execution Excellence</b></p>	<ul style="list-style-type: none"> <li>Powered by Innovation: <b>17 Patents, 125+ Publications</b></li> <li>End-to-End Product Realization Capabilities, from Concept to Commissioning</li> <li>Strong Supply Chain Network with 600+ Suppliers</li> </ul>	<p><b>4</b> <b>Leadership &amp; Governance</b></p>	<ul style="list-style-type: none"> <li>Robust leadership structure, with visionary promoters and seasoned professionals</li> <li>Strong corporate governance framework, anchored in transparency, accountability, and ethical leadership</li> </ul>

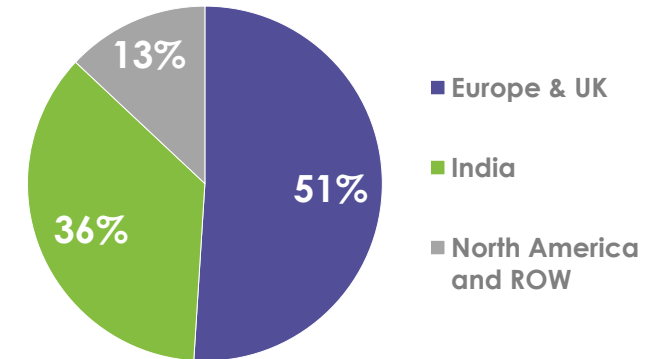
Consolidated revenue across Industry Verticals



Consolidated revenue across Business Verticals



Consolidated revenue across Geographies



As per 9M-FY26

# Competitive advantage: innovation-led and customer-focused; uniquely positioned in sectors with high entry barriers



## Diversified Portfolio in High Growth Sectors

- Diversified Growth Engines – Electronics Manufacturing Services (EMS), Engineering R&D (ER&D), Build-to-Specification (BTS) with a strategic focus on both Indigenization and Export Orientation
- Robust demand across sectors and enabled by favorable regulatory & policy environment in India

## Deep Expertise and Track Record in Hi-Tech Sectors with High Entry Barriers

- Well established presence and certifications in high-tech sectors like Aerospace, Defense, and Space with high entry barriers; Long-standing partnerships with Global Hi-Tech OEMs with significant headroom for growth
- Recipient of several prestigious awards, including DRDO's Defense Technology Absorption Award, for pioneering work in indigenizing critical defense space technologies.

## Long Standing Relationships with Marquee Customers

- Average 10-15 year relationships with our Top Customer groups | Single-source supplier, for ~80% of its manufactured products
- Strong relationships with Marquee Global Customers across Aerospace & Defense, Transportation, Automotive, Industrial & Energy, and Healthcare segments.

## Global Presence & End-To-End Solution

- Multiple design centers strategically located world-wide and manufacturing facilities equipped with advanced infrastructure. Well-positioned to effectively support our global customer base
- End-to-End capabilities across Design-Manufacturing-Testing value chain, and niche Micro-electronics capabilities enable Centum to provide integrated solutions for complex requirements
- Innovation Led businesses, with 16 Patents and 125+ publications. Multidisciplinary capabilities across RF, Digital, Power, and Software

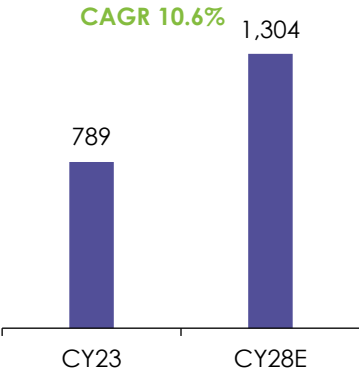
<b>Advancing the Shift to Systems &amp; Platforms</b>	<ul style="list-style-type: none"><li>• <b>Strategic partnership</b> with GRSE for <b>Air Navigation Program</b> - marking entry into mission-critical air navigation systems<ul style="list-style-type: none"><li>• Strong alignment with strategy of <b>moving up the value chain</b> to <b>integrated systems</b></li><li>• First order received, additional orders expected</li></ul></li><li>• Received a major development and production order from <b>HAL</b> for Active Electronically Scanned Array (<b>AESA</b>) <b>Radar Systems</b> for the <b>Utility Helicopter-Maritime</b> (UH-M) platform<ul style="list-style-type: none"><li>• Phase 1: <b>INR 66 crore</b> over 2 year period; Phase 2: <b>INR 500 crore</b> over a five-year period</li></ul></li></ul>
<b>Capacity &amp; Capability Expansion</b>	<ul style="list-style-type: none"><li>• <b>Groundbreaking</b> at KIADB Aerospace Park, Bengaluru<ul style="list-style-type: none"><li>• Dedicated facility for systems integration</li><li>• Augmentation of capabilities in critical defence &amp; space technologies</li></ul></li></ul>
<b>EMS &amp; Industrial Growth Momentum</b>	<ul style="list-style-type: none"><li>• Successful <b>ramp-up and deliveries</b> for a major semiconductor equipment customer</li><li>• Favorable policy tailwinds including <b>Indian Semiconductor Mission 2.0</b>, positioning the business to benefit from global semiconductor capex cycle</li><li>• <b>New order wins</b> in Energy &amp; Industrials<ul style="list-style-type: none"><li>• Strategic partnership with leading OEM</li><li>• Added grid automation &amp; power distribution product lines</li></ul></li></ul>
<b>Portfolio Optimization</b>	<ul style="list-style-type: none"><li>• Consolidated performance impacted by subsidiary due to weak macro environment in Europe and subdued ER&amp;D demand</li><li>• Decisive strategic actions initiated regarding overseas subsidiary to <b>sharpen focus on core high-growth businesses</b></li></ul>

# Diversified portfolio in high growth sectors: driving indigenization with a strong export orientation

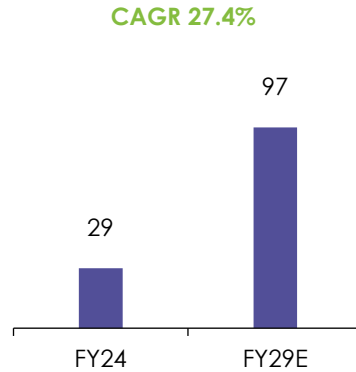


## EMS Market

### Global EMS Market (USD Bn)



### Indian EMS Market (USD Bn)



The Global EMS Market is expected to grow from USD 789 Bn in CY23 to reach USD 1,304 Bn by CY28

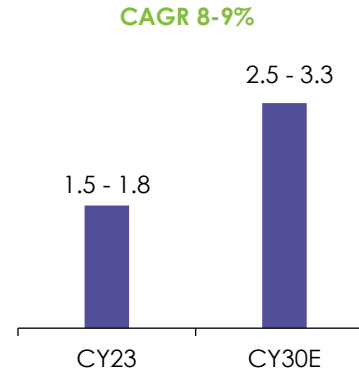
India contributes to 3.8% of Global EMS market (CY23), expected to go up to 7.7% by CY28

### Growth Drivers

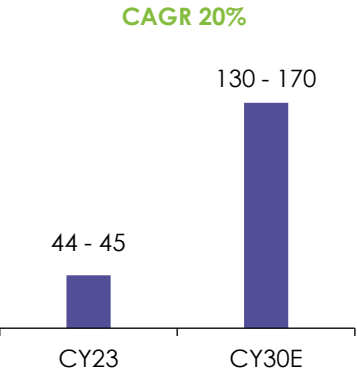
- ✓ Make In India
- ✓ Rapid expansion of Mobile Phone and Consumer Electronics segments driving overall market growth
- ✓ Govt schemes to incentivise domestic mfg. and investments. (like PLI\*, DLI\*, etc.)
- ✓ Cost-competitive workforce
- ✓ Favorable geopolitical positioning

## ER&D Market

### Global ER&D Spend (USD Tn)



### Indian ER&D exports (USD Bn)



India's Engineering Research and Development (ER&D) sector is expected to contribute 22% to the Global ER&D sourcing market by 2030

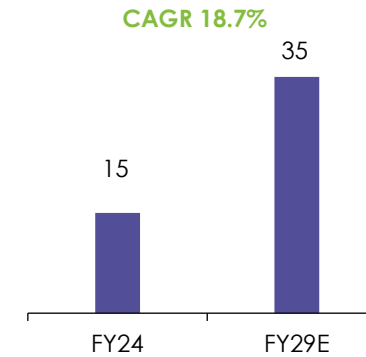
India's ER&D export market is expected to increase from \$44-45 billion in CY23 to \$130-170 billion by CY30

### Growth Drivers

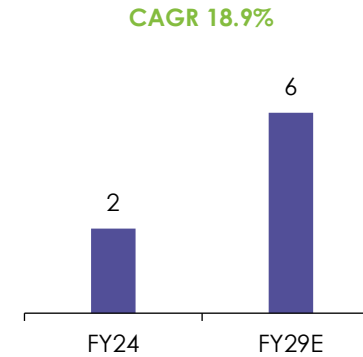
- ✓ Evolving consumer demands leading to short product lifespans, shrinking innovation cycles
- ✓ Demand for Intelligent and Sustainable products
- ✓ Digital Transformation – AI, IoT, Industry 4.0
- ✓ India's cost advantage and growing skilled talent pool

## India Built to Spec (Defence & Space)

### India's Defence Production (USD Bn)



### India's Defence Exports (USD Bn)



### Growth Drivers

#### Defence:

- ✓ Make in India – indigenization in defence manufacturing
- ✓ Demand for advanced technology systems and next-generation capabilities
- ✓ Prioritization of Domestic Procurement in DAP\* & fostering defence exports to make India a global defence supplier.
- ✓ Modernization of armed forces

#### Space:

- ✓ Rapid advancements in space technology are fueling growth in commercial, military, scientific exploration.
- ✓ India's share in the global space economy is projected to increase from 2% in FY24 to 8% by FY33

# End-to-End solutions: optimized for high-complexity and high-reliability applications



## ER&D

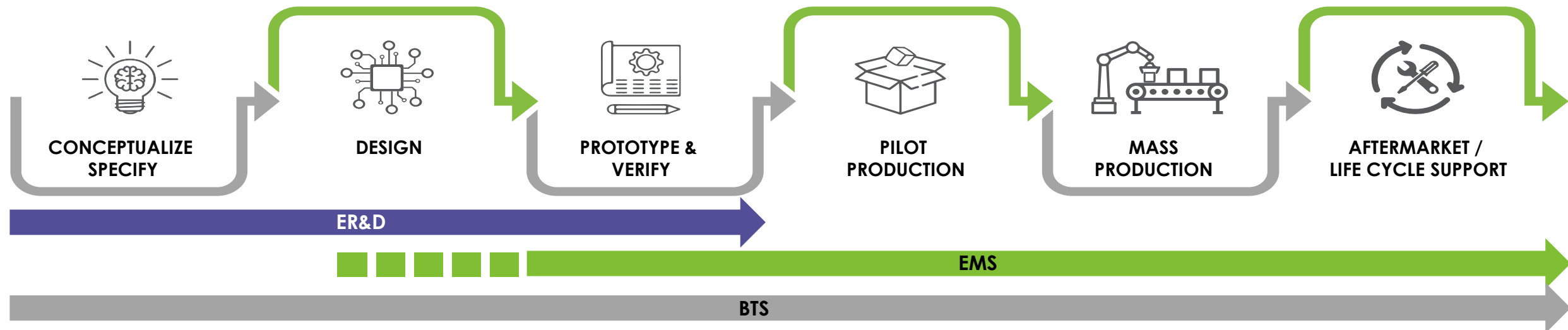
- ✓ Engineering Services involve conceptualizing, designing and certification of various products.
- ✓ Design strength of ~ **600+ design engineers**
- ✓ **Design centers located in Europe and India**, enabling Centum to work closely with international customers
- ✓ **Flexible engagement models** depending on the specific project requirements. Customers can choose between Consulting and Fixed Price Engagements

## EMS

- ✓ EMS services include manufacturing high reliability, high complexity products in the high technology vertical ranging from printed circuit board assemblies to complex box builds, Line Replaceable Units (LRU) and full system integration
- ✓ **Client centric approach** to meet every requirement and help customers achieve their goals of lower TCO\* and reduced time-to-market

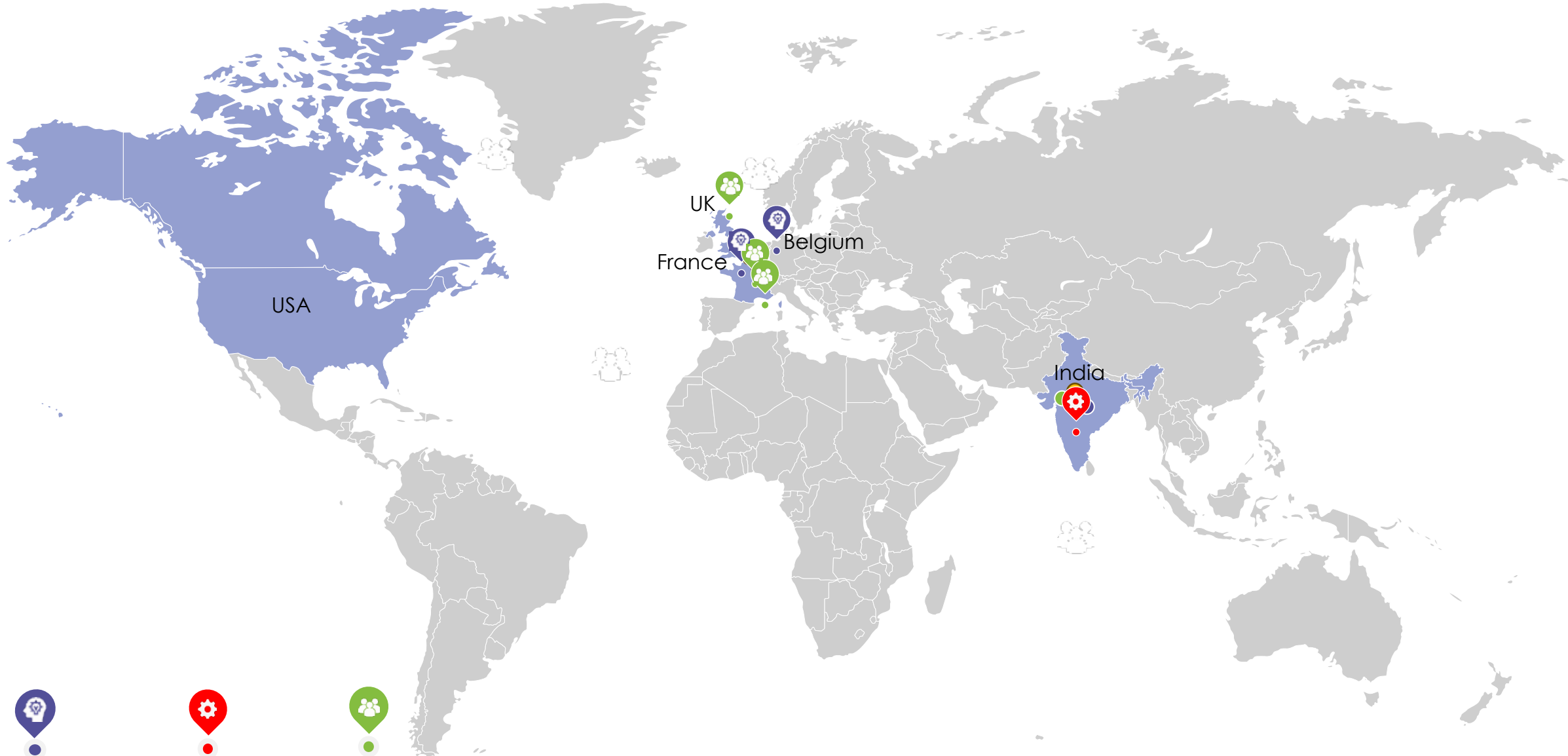
## BTS

- ✓ The Built to Specification services include taking a project **from conceptualization to mass production**
- ✓ Convenience of a **single point of contact** reducing time-to-market, minimize TCO and streamline project interfaces
- ✓ Maximize **IP value** to deliver innovative solutions fostering long-term partnerships, enhancing customer value and generating sustainable business growth



TCO = Total Cost of Ownership

# Global presence: designed to support high-tech development with customer proximity



-  Design Team
-  Manufacturing
-  Sales & Support

**APPARAO V MALLAVARAPU** – *Chairman and Managing Director*

Mr. Apparao (Rao) V Mallavarapu founded Centum Electronics in the year 1993. Under his able leadership Centum has grown to become one of the largest electronics companies in India. He has initiated and successfully managed joint ventures with several MNCs. Rao received his Bachelor's degree in Mechanical Engineering from Bangalore University and a Master's Degree from Daltech University in Canada. Rao has been honored with the prestigious Chevalier de l'Ordre national du Mérite from France and the honorific 'Order of Rio Branco' by the Brazilian Government. Rao is currently the Chairman of CII National Committee on Space and is also on the Board of Advisors of New Zealand Trade and Enterprise.



**NIKHIL MALLAVARAPU** – *Joint Managing Director*

Mr. Nikhil has been associated with the Centum Company since August 2012. He is currently serving as Joint Managing Director. Prior to this he has served in various leadership positions including Manager- New Projects at SEBU, Vice President – Corporate Development at Centum Adetel and most recently as President- EMS BU. Prior to joining Centum, Nikhil worked at the multinational semiconductor company- Analog Devices, as product engineer in the MEMS sensors division. Nikhil completed his Masters and Bachelor's Degrees in Electrical and Computer Engineering from Carnegie Mellon University, USA. He also holds an MBA from the INSEAD Business School in France.



**APURVA CHANDRA** – *Independent Director*

Mr. Apurva Chandra is a former Indian Administrative Service (IAS) officer of the 1988 Maharashtra cadre with over 36 years of experience in public administration and policy formulation. He has served as Secretary in the Ministries of Health & Family Welfare, Information & Broadcasting, and Labour & Employment, and has held key positions in the Ministry of Defence and the Government of Maharashtra. He currently serves on the Boards of several reputed companies and is an alumnus of IIT Delhi and the London School of Economics.

**KAVITHA DUTT CHITTURI** – *Independent Director*

Mrs. Kavitha Dutt Chitturi is the Joint Managing Director at KCP Ltd., a diversified company involved in the manufacture of Cement, Heavy Industrial Machinery for Sugar plants, steel and sophisticated high-tech equipment for Defence, Space & Nuclear Projects. Kavitha was Chairperson FICCI, Tamil Nadu State Council. Kavitha is a Business Management Graduate from Cedar Crest College, Pennsylvania, USA





**TANYA MALLAVARAPU** – *Non-Executive Director*

Ms. Tanya is the founder of TMR Design Co. LLP, an interdisciplinary design firm that emphasizes innovation, creativity, and functionality in a wide array of industries from healthcare, residential, commercial, and hospitality. Tanya completed her Master's Degree in Economics from Duke University, in the U.S. She graduated from the University of Southern California with a Bachelor's Degree in Business Administration and was on the Dean's List.



**DR. UDAYANT MALHOUTRA** – *Independent Director*

Dr. Udayant is the CEO & Managing Director of Dynamatic Technologies Limited, a world-class design, engineering and manufacturing company which designs and builds highly engineered products for Hydraulic, Automotive, Aeronautic and Security applications. He is a member of CII National Council and Chairs the CII National Committee on Design. He has also served on the Board of Governors, IIT Kanpur



**TARUN SAWHNEY** – *Independent Director*

Mr. Tarun is the Vice Chairman & Managing Director of Triveni Engineering & Industries Ltd (TEIL). TEIL is one of the largest fully integrated sugar, bioenergy, and ethanol manufacturers in India. The Company is also a leader in industrial gearboxes, naval defence solutions, and water treatment projects. Tarun is an MBA from The Wharton School of the University of Pennsylvania (USA) and holds a Master's degree from Emmanuel College, University of Cambridge (UK)



**RAMESH RAMADURAI** – *Independent Director*

Mr. Ramesh Ramadurai is a seasoned business leader with over 30 years of experience at 3M, bringing strong global and cross-cultural leadership expertise. He has lived and worked in the US, the Philippines, and China, and led 3M's Industrial Business across Asia Pacific during his assignment in China (2014–2019). He has been serving as Managing Director of 3M India since June 2019. He holds a Bachelor's degree in Chemical Engineering from IIT Kanpur and an MBA from IIM Calcutta, and has held leadership roles within 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, delivering mission-critical solutions for satellites, launch vehicles, radars, missiles, and other strategic platforms. With over 25 years at Centum, he has held multiple leadership roles, including heading the design and engineering function. Prior to Centum, Dr. Chippalkatti spent a decade at ISRO, contributing to India's first series of communication satellites. He holds a BE (EEE) from NITK Suratkal, a Master's in Engineering from IISc Bangalore, a PhD, and a PG Diploma in IP Law from NLSIU, Bangalore. Dr. Chippalkatti is also a member of Executive Committee of Indian Space Association (ISPA)



**JAGADISH SINGH** – *President, EMS Business Unit*  
Mr. Jagadish brings over 30 years of experience in the electronics manufacturing industry, with deep expertise in customer management, operations, sourcing, purchasing, and logistics. He has a strong track record of building efficient supply chains and supplier networks, alongside proven leadership in business development, sales, program management, and team building. Prior to joining Centum, he held key leadership roles at Orion Electronics (Hungary) and Rangsons, where he played a pivotal role in driving operational excellence and strategic growth.



**VISHWANATH MUDEGOWDARA** – *CEO, Centum T&S*  
Mr. Vishwanath brings over 30 years of experience in end-to-end product development across hardware and firmware, with a strong focus on leveraging global delivery models, open innovation, technology alliances, and IP strategy to drive investor value and business growth. Prior to Centum, Vishwanath has held leadership positions in L&T Technology Services and Tata Consultancy Services. Vishwanath holds a Master's in Biomedical Instrumentation and a Bachelor's in Instrumentation Technology.



**SUNDARARAJAN PARTHASARATHY** – *Chief Financial Officer*  
Mr. Sundar is a Strategic Finance & Operations leader with over 25 years of experience and proven track record in driving Financial Transformation, and turnaround strategies in large manufacturing and infrastructure corporates across multiple regions within and outside India. Prior to Centum, Sundar has held leadership positions in global organizations such as Adecco, GE, and Xylem, in addition to experience in Indian companies like TATAs, GE-Triveni, TVS group. Sundar is a Chartered Accountant

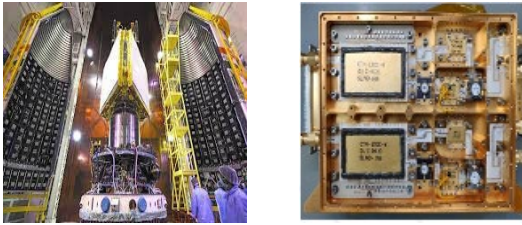
**INDU H S** – *Company Secretary, Chief Compliance Officer*  
11+ years experience



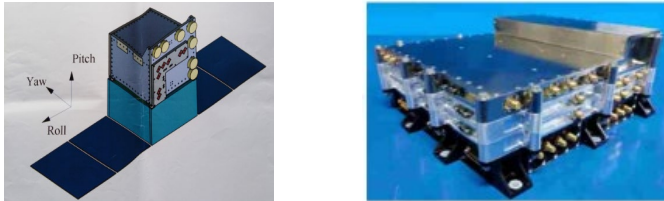
# Solution portfolio

## Space

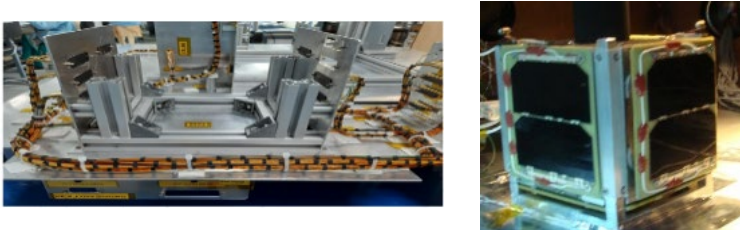
### Earth Observation Satellite Subsystems



### Electronic Warfare Payloads

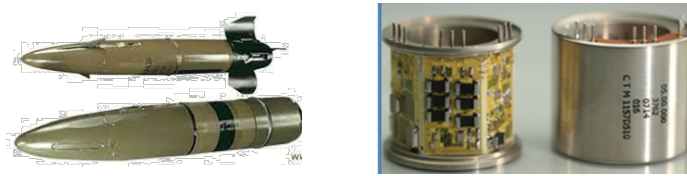


### Small Sat & Payload Integration



## Defence

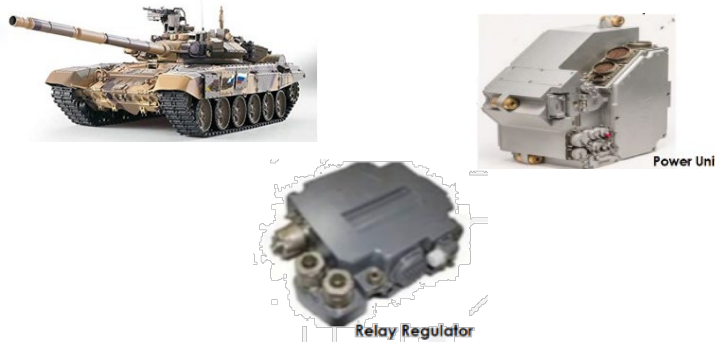
### Missile Control & Guidance



### Radar Subsystems



### Tank Electronics



## Railway

### Public Address & Intercom

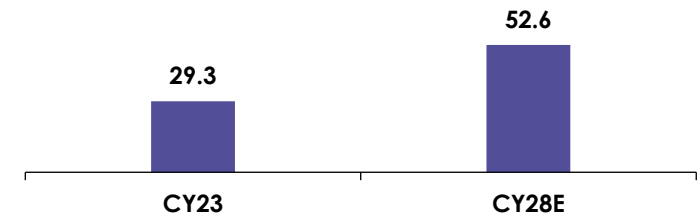


### Passenger Information Systems



Global Passenger Information System Market (USD Bn)

CAGR 12.4%



- Passenger Information Systems will play a key role in enhancing operational efficiency and improving passenger experiences.

# Electronics Manufacturing Services (EMS)



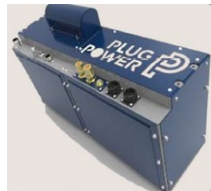
Manufacturing high reliability, high complexity products in the high technology vertical ranging from printed circuit board assemblies to complex box builds, Line Replaceable Units (LRU) and full system integration.



## 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)

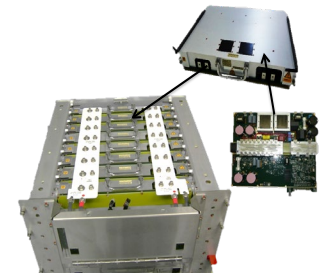


HV Inverters PCBA (Electric Buses)

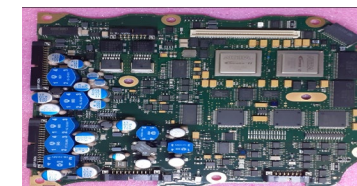
## Defence & Aerospace



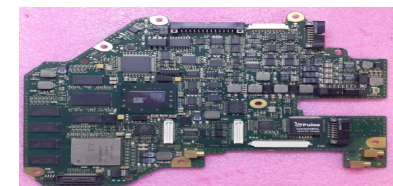
Air traffic Management Systems



Sonar Sub systems



Infrared Cameras for Defence vehicles



Electronics for Optronic Equipment

PCBA = Printed Circuit Board Assembly

# Engineering Research & Development (ER&D)



 **Develop Embedded Software solutions**


 **Creating efficient electronic hardware**

 **600+ Design Engineers**

 **Develop System Architecture**

 **Mechanical Design Services**

 **Signal and wire handling, Thermal management**

 **FPGA**

 **Consulting**

 **Test Tools Acceptance**

 **Global Delivery Centers**

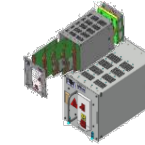
## Embedded Computing



**A320 Neo**  
ARINC615 data loading computers



**A350**  
Alternate Extension Control Module



**Remote Braking Control Unit**  
Remote data concentrator of the braking control system

## Flight Control & Actuation



**Global 7000**  
Electrical door actuator

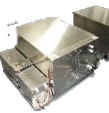


Electrical Control Unit controlling the **X4 - H160** helicopter landing gear



**eTHSA**  
Electrical Trimmable Horizontal Stabilizer Actuator

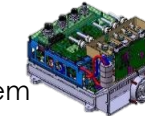
## Energy Conversion



Smart Operation on Ground Power Electric with Energy Recycling System



**A350**  
Li-Ion Battery Management System



**Electrical motor controller**  
160kVA full SIC for Helicopter in case of engine failure

## Medical



Implantable cardiac output management system



Safety drug fluids multi-injection system



Medical System acquisition board, video signals from radioscopy and fluoroscopy

## Automotive



Tire Wear Management



**ECU\***  
Vehicle oil pump injection

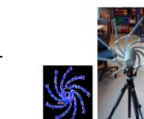


**EMCC**  
Efficient Modular Cost-effective Charging system

## Energy / Industry



Diagnosis device for industrial circuit breaker maintenance



Super synchronized radio acquisition acoustic antenna



Solar power plants integrating energy storage capabilities: 50 kVA to 2.5 kVA

FPGA = Field-Programmable Gate Array, ECU: Electronic Chip Unit;

# Key Opportunities and Growth Strategy

Well established presence among **Global OEMs**, and **Strategic Customers** in domestic market with **significant headroom for growth**

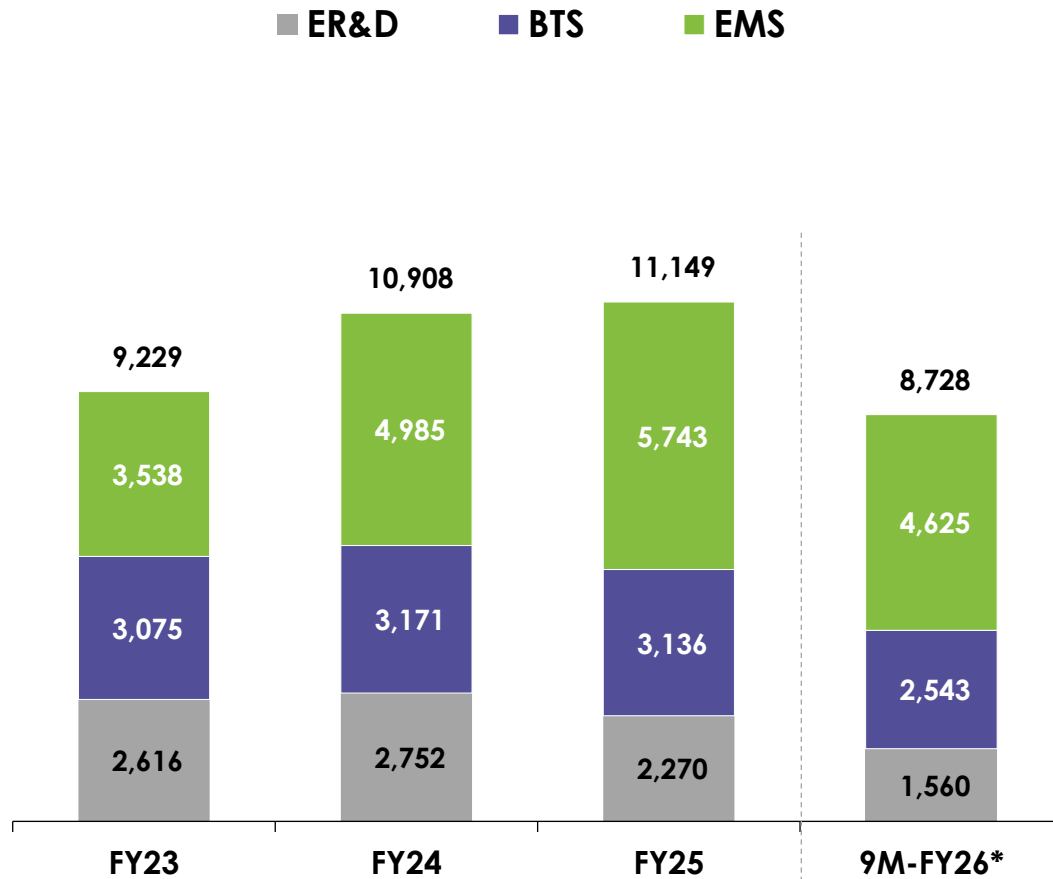
	BTS (India)	EMS	ER&D
Strategic Edge	At the forefront of <b>developing and localizing critical technologies</b> addressing domestic capability gaps. Moving up the value chain by delivering <b>complete systems</b> for Defence and Strategic sectors	Proven expertise in delivering <b>high-reliability</b> and <b>high-complexity</b> products through agile, scalable, and integrated manufacturing solutions	Proven expertise in <b>designing and building complex systems</b> through end-to-end engineering services, and advanced test benches
Focus Areas	<ul style="list-style-type: none"> <li>Multi-function Radar and Radar subsystems</li> <li>Satellite Constellations for ISR applications</li> <li>Avionics, Radar, and EW system for fighter aircraft and helicopters</li> <li>T-90 Tank</li> <li>Payloads and electronics for communication and ISR for Drones</li> </ul>	Make in India, China +1 <ul style="list-style-type: none"> <li>New Technology areas – Semiconductor Equipment, Security Systems</li> <li>Energy &amp; Industrial – Smart Energy, Automation</li> <li>Automotive – EV / Battery Management Systems</li> <li>Medical Devices – Point of Care diagnostics</li> </ul>	<ul style="list-style-type: none"> <li>Driving profitable growth in priority segments including Transportation, Aerospace &amp; Defence, Industrial, and Healthcare, across both domestic and export markets.</li> </ul>
Key Actions	<ul style="list-style-type: none"> <li>Strategic collaborations</li> <li><b>System-level expertise</b></li> <li>Partnerships with global OEMs in Aerospace &amp; Defence</li> <li>Partnerships with premier academic institutions (IITs, NITs, IISc)</li> <li>Collaborating with a dynamic network of startups</li> </ul>	<ul style="list-style-type: none"> <li>Focus on Make in India – increase presence in the domestic market</li> <li>AI -led solutions for Manufacturing, Industry 4.0</li> <li>Supply Chain excellence and Fulfillment</li> </ul>	<ul style="list-style-type: none"> <li>Discontinued Operations in Canada</li> <li>Plans underway for restructuring the entities France – through a judicial reorganization process</li> </ul>

# Financials

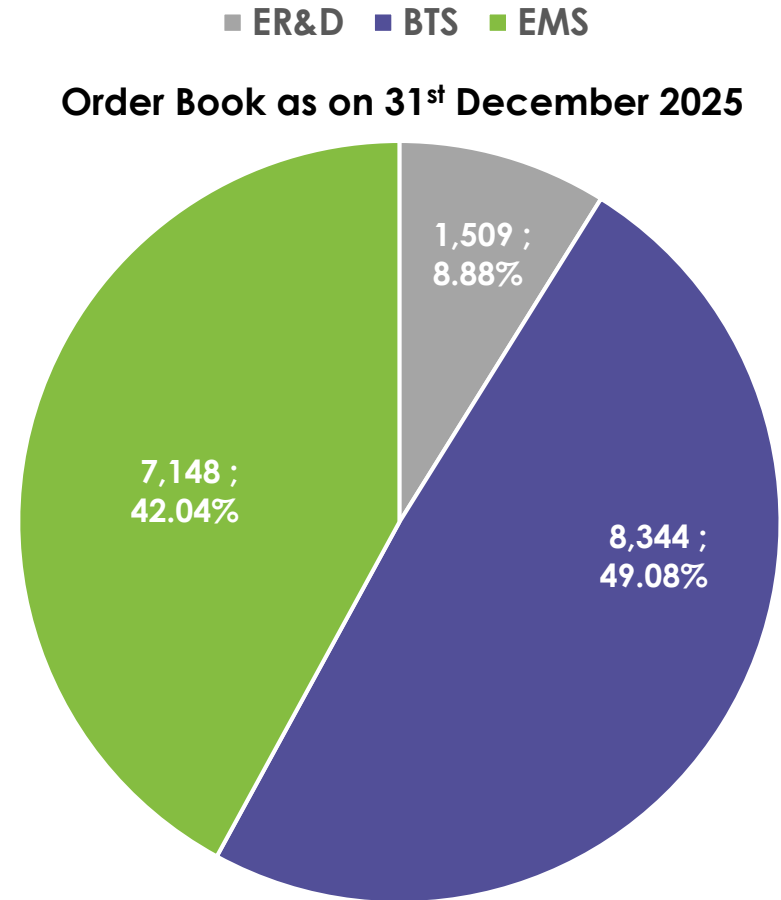
# Consolidated Revenue & Order Book across Business Verticals



Consolidated revenue across business verticals (INR Mn)



Consolidated Order Book across business verticals (INR Mn; %)



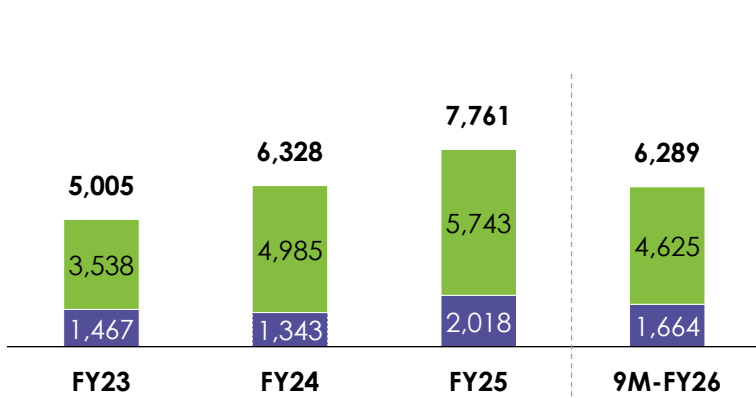
\*Excluding discontinued operations

# Strong outlook across segments



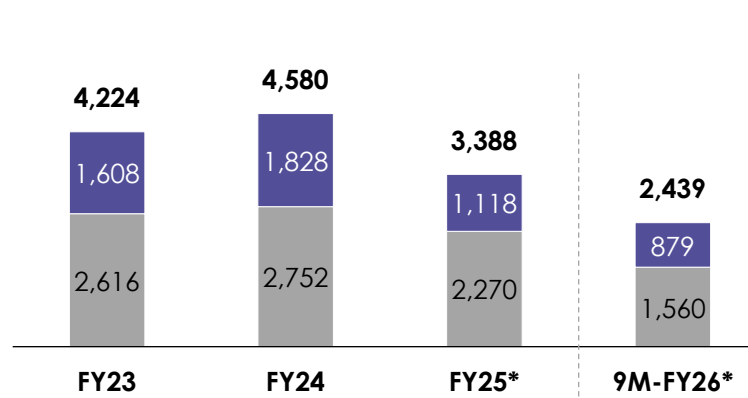
## Standalone Revenue (INR Mn)

■ BTS ■ EMS



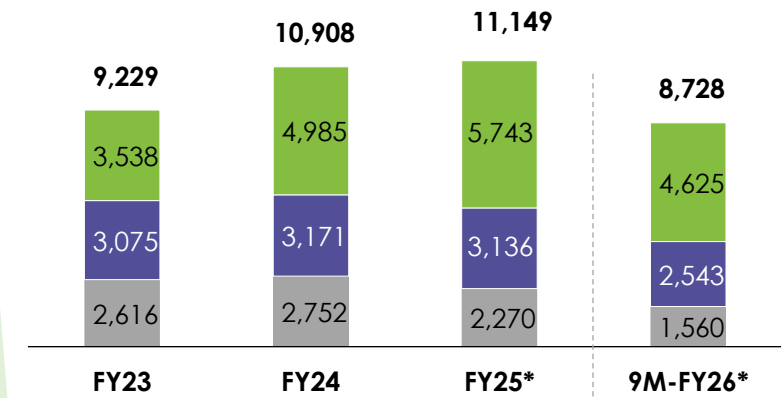
## Subsidiary Revenue (INR Mn)

■ ER&D ■ BTS



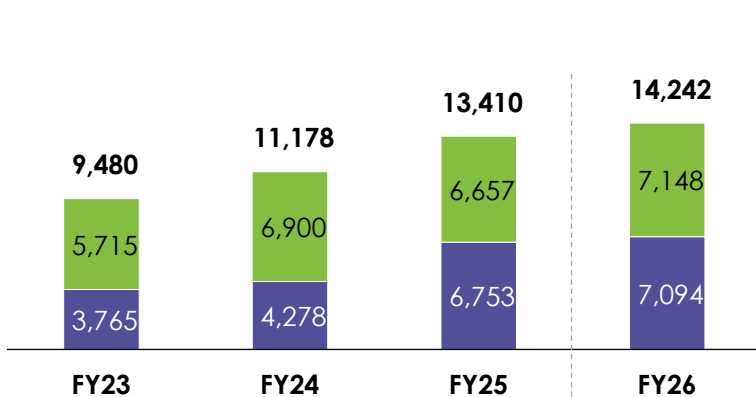
## Consolidated Revenue (INR Mn)

■ ER&D ■ BTS ■ EMS



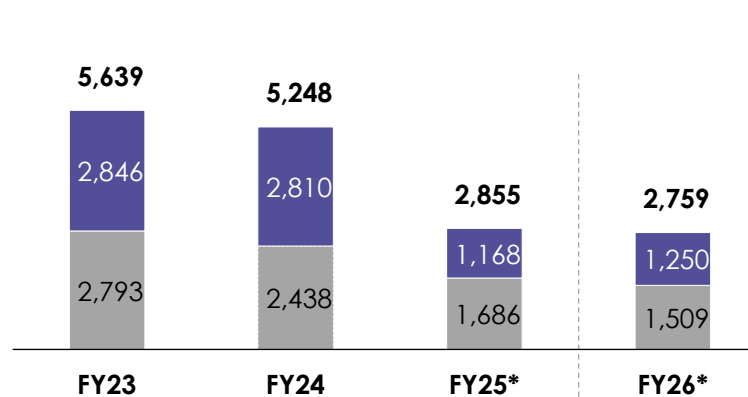
## Standalone Order Book (INR Mn)

■ BTS ■ EMS



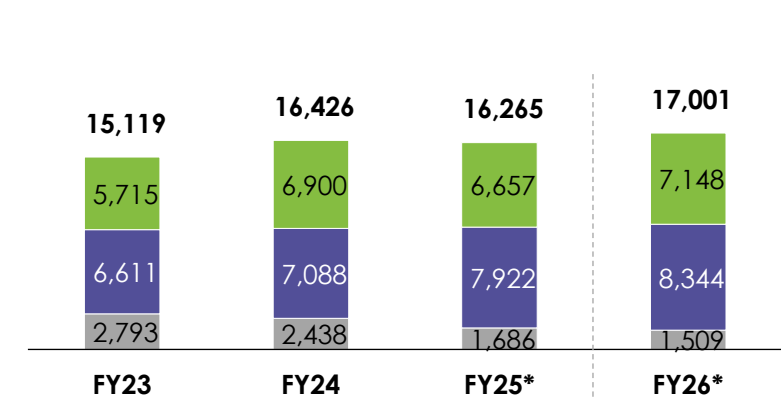
## Subsidiary Order Book (INR Mn)

■ ER&D ■ BTS



## Consolidated Order Book (INR Mn)

■ ER&D ■ BTS ■ EMS



Order book for FY26 represents value as on 31<sup>st</sup> December, 2025

\*Excluding discontinued operations

# Historical Standalone Income Statement



Particulars (INR Mn)	FY23	FY24	FY25	9M-FY26
<b>Operational Revenue</b>	<b>5,006</b>	<b>6,328</b>	<b>7,761</b>	<b>6,289</b>
Total Expenses	4,470	5,541	6,820	5,530
<b>EBITDA</b>	<b>536</b>	<b>787</b>	<b>941</b>	<b>759</b>
<b>EBITDA Margins (%)</b>	<b>10.71%</b>	<b>12.44%</b>	<b>12.12%</b>	<b>12.07%</b>
Other Income	47	67	66	84
Depreciation	162	184	195	145
Finance Cost	157	180	195	119
<b>Profit/ (loss) before exceptional items and tax expense</b>	<b>264</b>	<b>490</b>	<b>617</b>	<b>579</b>
Exceptional items	-	-	-	(2,042)
<b>PBT</b>	<b>264</b>	<b>490</b>	<b>617</b>	<b>(1,463)</b>
Tax	70	127	161	30
<b>PAT</b>	<b>194</b>	<b>363</b>	<b>456</b>	<b>(1,493)</b>
<b>PAT Margins (%)</b>	<b>3.89%</b>	<b>5.74%</b>	<b>5.88%</b>	<b>(23.74)%</b>
Other Comprehensive Income	6	3	2	-
<b>Total Comprehensive Income</b>	<b>200</b>	<b>366</b>	<b>458</b>	<b>(1,493)</b>
Diluted EPS (INR)	14.91	27.82	34.84	(101.21)

# Standalone Balance Sheet



Particulars (INR Mn)	FY24	FY25	H1-FY26
<b>ASSETS</b>			
<b>Non-Current Assets</b>	<b>2,480</b>	<b>3,215</b>	<b>3,404</b>
(a) Property, Plant & Equipment	1,053	1,046	1,237
(b) Capital Work in progress	3	76	6
(c) Goodwill	36	36	36
(d) Other Intangible Assets	18	8	6
(e) Right of use asset	23	25	18
(f) Intangible assets under development	-	-	-
(g) Financial Assets			
(i) Investments	1,081	1,538	1,538
(ii) Other financial assets	158	232	337
(h) Deferred tax assets (net)	89	189	195
(i) Non-current tax assets (net)	9	37	9
(j) Other non-current assets	10	28	22
<b>Current Assets</b>	<b>5,748</b>	<b>7,990</b>	<b>9,480</b>
(a) Inventories	2,874	3,274	4,737
(b) Financial Assets			
(i) Investments	-	-	-
(ii) Trade Receivables	2,203	3,171	2,827
(iii) Cash and Cash Equivalents	130	510	577
(iv) Bank balances other than above	235	619	787
(iv) Others current financial assets	29	3	6
(c) Other Current Assets	277	413	546
<b>TOTAL ASSETS</b>	<b>8,228</b>	<b>11,205</b>	<b>12,884</b>

Particulars (INR Mn)	FY24	FY25	H1-FY26
<b>EQUITY AND LIABILITIES</b>			
<b>Equity</b>	<b>3,124</b>	<b>5,585</b>	<b>5,764</b>
(a) Share Capital	129	147	147
(b) Other Equity	2,995	5,438	5,617
<b>Non Current Liabilities</b>	<b>735</b>	<b>131</b>	<b>110</b>
(a) Financial Liabilities			
(i) Borrowings	103	78	45
(ii) Other Financial Liabilities	-	-	-
(iii) Lease Liabilities	3	2	1
(b) Government Grants	16	11	17
(c) Net non-current employee defined benefit liabilities	50	40	47
(d) Other Non-Current Liabilities	563	-	-
<b>Current Liabilities</b>	<b>4,369</b>	<b>5,489</b>	<b>7,010</b>
(a) Financial Liabilities			
(i) Borrowings	1,068	883	1,194
(ii) Trade Payables	1,494	1,701	2,844
(iii) Other Financial Liabilities	159	302	244
(iv) Lease Liabilities	2	11	7
(b) Government Grants	8	6	7
(c) Other current Liabilities	1,501	2,285	2,399
(d) Net current employee defined benefit liabilities	8	8	8
(e) Provisions	81	158	153
(f) Liabilities for current tax (net)	48	135	154
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>8,228</b>	<b>11,205</b>	<b>12,884</b>

# Historical Consolidated Income Statement



Particulars (INR Mn)	FY23	FY24	FY25	9M-FY26
<b>Operational Revenue</b>	<b>9,230</b>	<b>10,908</b>	<b>11,148</b>	<b>8,728</b>
Total Expenses	8,468	10,049	10,093	7,952
<b>EBITDA</b>	<b>762</b>	<b>859</b>	<b>1,055</b>	<b>776</b>
<b>EBITDA Margins (%)</b>	<b>8.26%</b>	<b>7.87%</b>	<b>9.46%</b>	<b>8.89%</b>
Other Income	59	68	87	165
Depreciation	438	453	378	276
Finance Cost	273	346	321	220
Share of profit / (losses) of associates and JV from continuing operation	12	-	-	-
<b>Profit/ (loss) before exceptional items and tax expense from continuing operations</b>	<b>121</b>	<b>128</b>	<b>443</b>	<b>445</b>
Exceptional Item	-	(49)	(148)	(556)
<b>Profit/ (loss) before tax from continuing operations</b>	<b>121</b>	<b>79</b>	<b>295</b>	<b>(111)</b>
Tax	54	107	156	30
<b>Profit/ (loss) after tax from continuing operations</b>	<b>67</b>	<b>(28)</b>	<b>139</b>	<b>(141)</b>
<b>(Loss)/ profit before tax from discontinued operations</b>	<b>-</b>	<b>-</b>	<b>(158)</b>	<b>(389)</b>
<b>PAT</b>	<b>67</b>	<b>(28)</b>	<b>(19)</b>	<b>(530)</b>
<b>PAT Margins (%)</b>	<b>0.73%</b>	<b>(0.26)%</b>	<b>(0.17)%</b>	<b>(6.07)%</b>
Other Comprehensive Income	7	23	9	(29)
<b>Total Comprehensive Income</b>	<b>74</b>	<b>(5)</b>	<b>(10)</b>	<b>(559)</b>
Diluted EPS from continuing operations (INR)	7.55	1.36	1.88	(34.70)

# Consolidated Balance Sheet



Particulars (INR Mn)	FY24	FY25	H1-FY26
<b>ASSETS</b>			
<b>(1) Non-current assets</b>	<b>3,038</b>	<b>3,025</b>	<b>3,247</b>
(a) Property, Plant and Equipment	1,126	1,096	1,285
(b) Capital work-in-progress	3	76	6
(c) Goodwill	413	413	413
(d) Other Intangible assets	314	238	276
(e) Right of use asset	530	428	419
(f) Intangible assets under development	101	74	7
(g) Financial assets			
(i) Investment in joint ventures and associates	84	-	-
(ii) Other Investments	1	1	1
(iii) Other non current financial assets	276	343	496
(h) Deferred tax assets (net)	102	189	195
(i) Non-current tax assets (net)	13	37	9
(j) Other non-current assets	75	130	140
<b>(2) Current assets</b>	<b>7,600</b>	<b>9,369</b>	<b>10,689</b>
(a) Inventories	3,174	3,474	4,907
(b) Financial assets			
(i) Trade receivables	2,280	3,065	2,630
(ii) Cash and cash equivalents	481	678	751
(iii) Bank balances other than cash and cash equivalents	235	619	787
(iv) Other current financial assets	441	463	417
(c) Other current assets	989	1,070	1,197
<b>Total assets (1+2)</b>	<b>10,638</b>	<b>12,394</b>	<b>13,936</b>

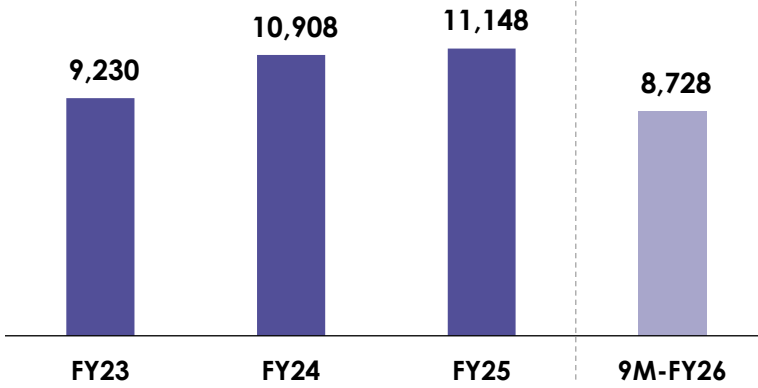
Particulars (INR Mn)	FY24	FY25	H1-FY26
<b>EQUITY AND LIABILITIES</b>			
<b>(1) Equity</b>	<b>1,967</b>	<b>3,942</b>	<b>3,907</b>
(a) Equity share capital	129	147	147
(b) Other equity	1,904	3,905	3,896
Equity attributable to equity holders of the parent (a+b)	2,033	4,052	4,043
(c) Non-controlling interests	(66)	(110)	(136)
<b>(2) Non-current liabilities</b>	<b>1,616</b>	<b>600</b>	<b>812</b>
(a) Financial liabilities			
(i) Borrowings	447	213	397
(iii) Lease Liabilities	408	318	310
(b) Deferred tax liabilities (net)	5	-	-
(c) Net non-current employee defined benefit liabilities	53	40	47
(d) Other non-current liabilities	672	8	33
(e) Provisions	15	10	8
(f) Government Grants	16	11	17
<b>(3) Current liabilities</b>	<b>7,055</b>	<b>7,852</b>	<b>9,217</b>
(a) Financial liabilities			
(i) Borrowings	1,446	1,235	1,238
(ii) Trade payables	2,222	2,200	3,350
(iii) Other current financial liabilities	372	436	358
(iv) Lease Liabilities	118	107	163
(b) Other current liabilities	2,517	3,353	3,575
(c) Government Grants	8	6	7
(d) Net employee defined benefit liabilities	8	8	8
(e) Provisions	313	372	364
(f) Liabilities for current tax (net)	51	135	154
<b>Total equity and liabilities (1+2+3)</b>	<b>10,638</b>	<b>12,394</b>	<b>13,936</b>

Above figures are as per published financials

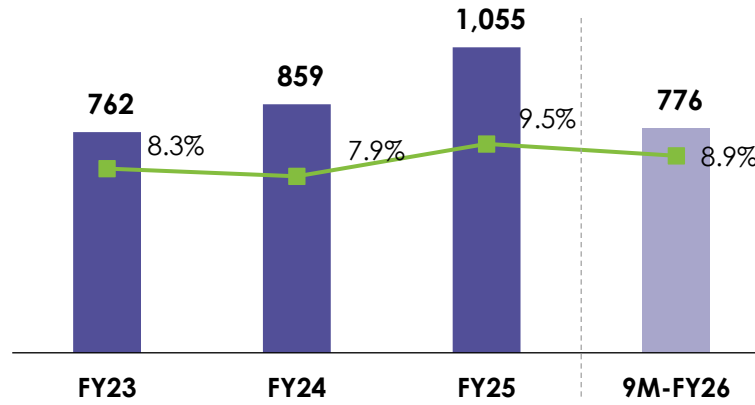
# Consolidated Financial Highlights



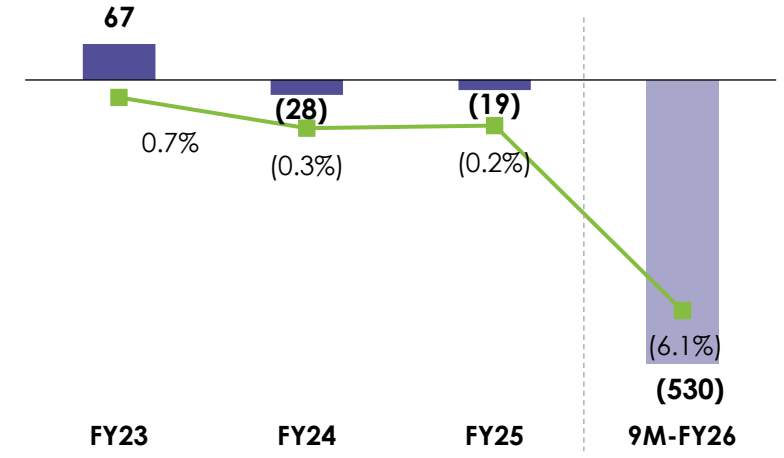
## Operational Revenue (INR Mn)



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

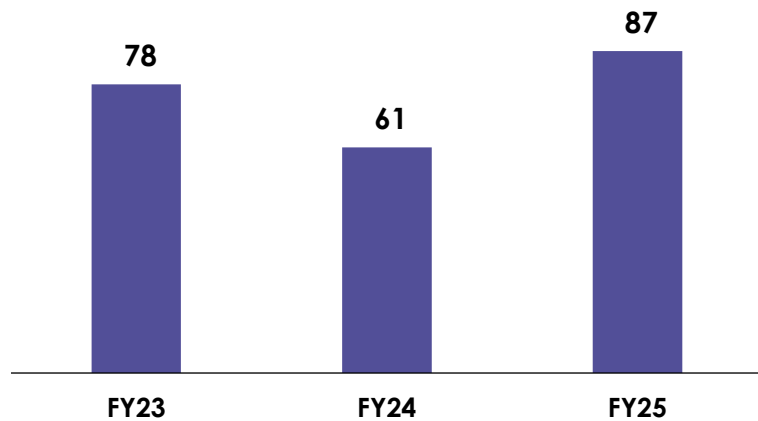


## PAT \*(INR Mn) & PAT Margins\* (%)

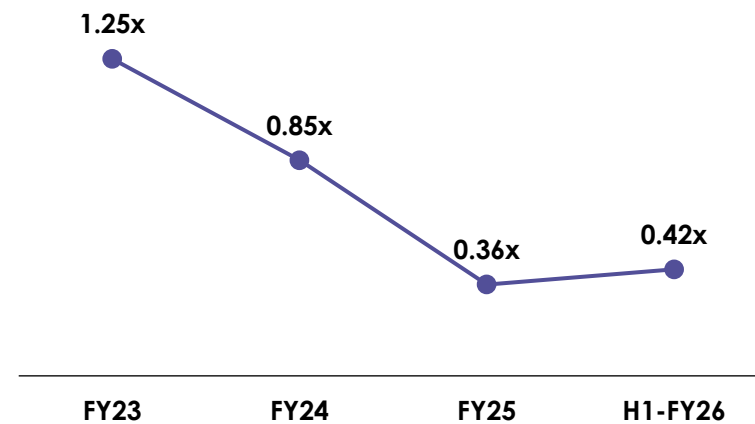


\*Continuing operations & after exceptional item

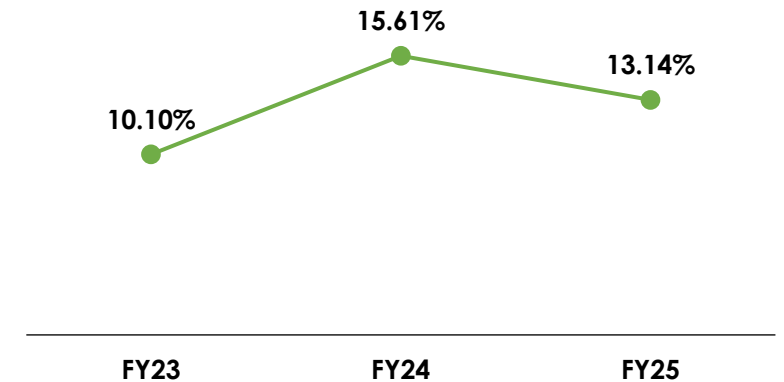
## Adjusted Net Working Capital Days



## Total Borrowings to Equity

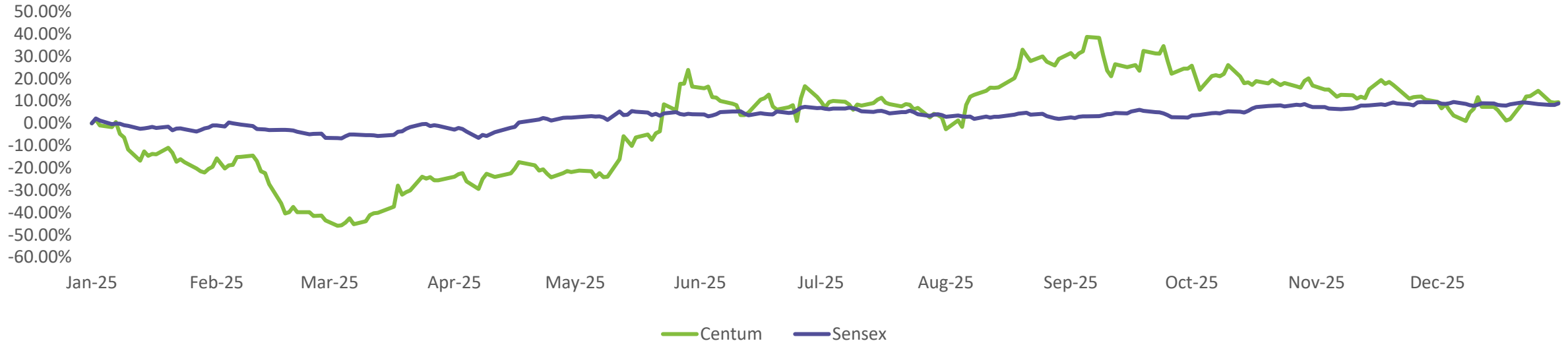


## Adjusted ROCE



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 Exceptional items (net)  
Adjusted Working Capital Days is calculated as (Total current assets minus Total current liabilities which is adjusted by plus Current Financial liabilities - Borrowings) multiplied by number of days divided by Revenue from operations

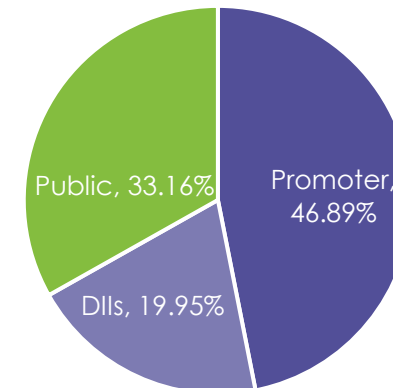
## 1 Year Stock Performance upto 31<sup>st</sup> December, 2025



### Price Data (As on 31<sup>st</sup> December, 2025)

CMP	2,343.00
52 Week H/L	3,045.95/1,140.15
Avg. Vol. ('000)	42.83
Avg. turnover (Mn)	93.65
Market Capital (INR Mn)	34,526.80
Total outstanding shares (Mn)	14.74

### Shareholding Pattern (As on 31<sup>st</sup> December, 2025)



## **Centum Electronics Limited**

No representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained in this presentation. Such information and opinions are in all events not current after the date of this presentation. Certain statements made in this presentation may not be based on historical information or facts and may be "forward looking statements" based on the currently held beliefs and assumptions of the management of Centum Electronics Limited ("Company" or "Centum"), which are expressed in good faith and in their opinion reasonable, including those relating to the Company's general business plans and strategy, its future financial condition and growth prospects and future developments in its industry and its competitive and regulatory environment.

Forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause the actual results, financial condition, performance or achievements of the Company or industry results to differ materially from the results, financial condition, performance or achievements expressed or implied by such forward-looking statements, including future changes or developments in the Company's business, its competitive environment and political, economic, legal and social conditions. Further, past performance is not necessarily indicative of future results. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward-looking statements. The Company disclaims any obligation to update these forward-looking statements to reflect future events or developments.

This presentation is for general information purposes only, without regard to any specific objectives, financial situations or informational needs of any particular person. This presentation does not constitute an offer or invitation to purchase or subscribe for any securities in any jurisdiction, including the United States. No part of it should form the basis of or be relied upon in connection with any investment decision or any contract or commitment to purchase or subscribe for any securities. None of our securities may be offered or sold in the United States, without registration under the U.S. Securities Act of 1933, as amended, or pursuant to an exemption from registration there from.

This presentation is confidential and may not be copied or disseminated, in whole or in part, and in any manner.

## **Valorem Advisors Disclaimer:**

Valorem Advisors is an Independent Investor Relations Management Service company. This Presentation has been prepared by Valorem Advisors based on information and data which the Company considers reliable, but Valorem Advisors and the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. Valorem Advisors also hereby certifies that the directors or employees of Valorem Advisors do not own any stock in personal or company capacity of the Company under review.

**For further information please contact our Investor Relations Representative:**



**Mr. Anuj Sonpal**  
**Valorem Advisors**

Tel: +91-22-4903-9500

Email: [centum@valoremadvisors.com](mailto:centum@valoremadvisors.com)

Investor Kit Link: <http://valoremadvisors.com/centum/>

VALOREM ADVISORS