

**To**

BSE Limited  
Corporate Relationship Department  
PJ towers,  
Dalal Street,  
Mumbai -400001  
**BSE SCRIP CODE: 543896**

**To**

The Manager  
Listing Department  
The National Stock Exchange of India Limited  
“Exchange Plaza”, Bandra – Kurla Complex,  
Bandra (EAST), Mumbai – 400051  
**NSE Symbol: AVALON**

**Sir(s)/Madam,****Sub: Investor Presentation on the Unaudited Standalone and Consolidated Financial Results for the Quarter Ended December 31, 2025**

This is in continuation to our letter dated January 27, 2026, regarding the Board Meeting scheduled to be held on February 04, 2026, wherein the Board approved the Unaudited Standalone and Consolidated Financial Results for the Quarter Ended December 31, 2025.

In this regard, we have provided the following:

1. Investor Presentation on the Unaudited Standalone and Consolidated Financial Results for the Quarter Ended December 31, 2025.

**For Avalon Technologies Limited****Name of the Person:** Mr. Ajay Shukla**Designation:** Company Secretary & Compliance Officer**M. No:** A36992**Date:** February 04, 2026**Avalon Technologies Limited**

(Formerly Avalon Technologies Private Limited)

Corporate Identification Number: L30007TN1999PLC043479

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February 2026

# Earnings Presentation

## Q3 FY26

[www.avalontec.com](http://www.avalontec.com)



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# AVALON – AT A GLANCE

One of the India's Leading Fully Integrated EMS Company with a Global Delivery Footprint



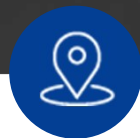
**15** Manufacturing units across US / India



Hybrid Manufacturing Operations



**575k+** sq.ft. Design & Manufacturing Facilities



Located in SEZ and DTA



Long-standing presence in the US with industry leading Box Build contribution percentage

**One stop shop** for all EMS services



Avalon Technologies & Services Pvt Ltd, India



Sienna ECAD Technologies Pvt Ltd, India



Sienna Corporation  
Local Solutions - Global Reach  
ABV Electronics Inc., USA

One of the leading EMS players in India

Q3 FY26 metrics

**34.2%**

Gross Margin

**11.5%**

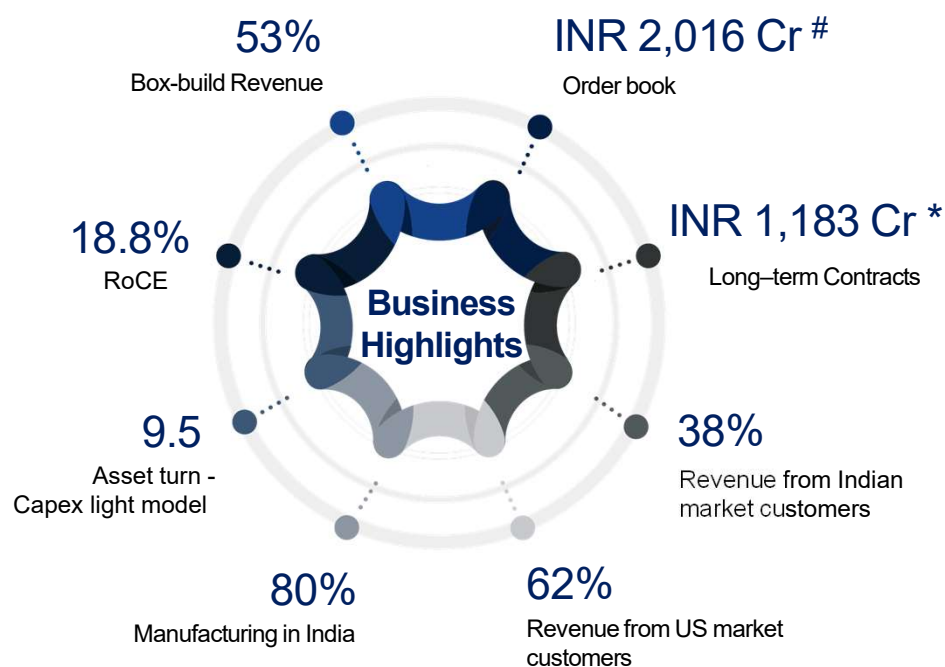
EBITDA Margin

**18.8%**

ROCE

Source: F&S report. Percentages have been rounded of to the nearest whole number.

# Business Highlights



# Order Book executable over an avg. period of 14 Months

\* Long - term contracts executable over 14 Months to 3 years

## Key events

Q3 FY26 delivers our sixth consecutive quarter of sequential improvement in performance

India manufacturing delivered 14.8% EBITDA & 10.7% PAT in 9M FY26; and 16.7% EBITDA & 11.9% PAT in Q3 FY26

US tariffs reduction from 50% to 18% structurally strengthens India's positioning amongst global peers

ISM 2.0 aligns with our recent wins in semiconductor equipment manufacturing for Industry 4.0 compliant complex systems

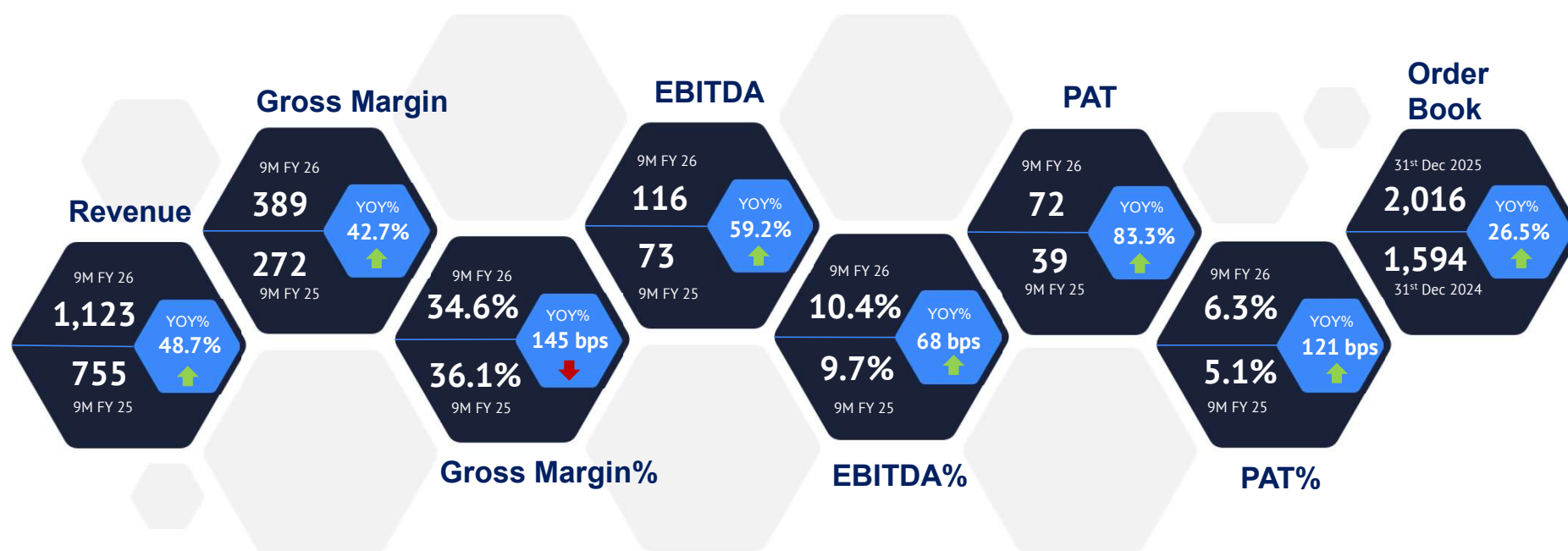
Net Working Capital days improved by 13 days from 131 days in Sep'25 to 118 days in Dec'25

Revenue from Industrial, Clean energy, Rail & Aero verticals in 9M FY26 exceeded FY25 revenue (well-diversified growth)



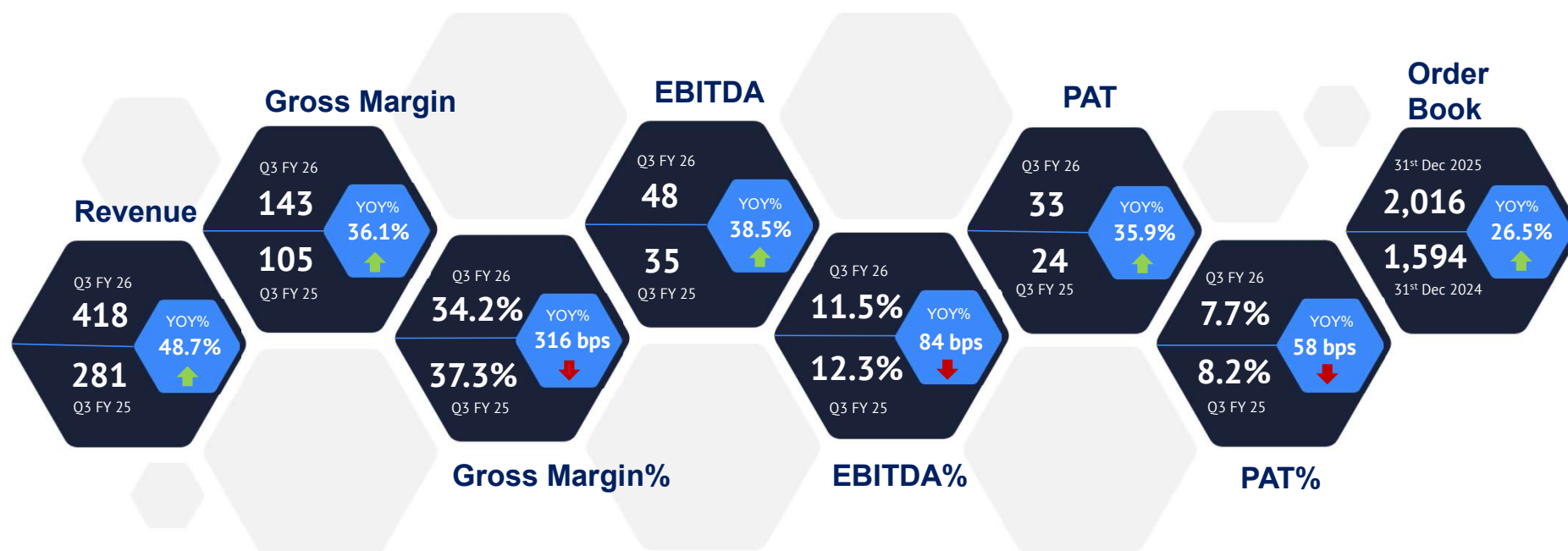
# Financial Highlights – 9M FY 26

(INR Cr.)



# Financial Highlights – Q3 FY 26

(INR Cr.)

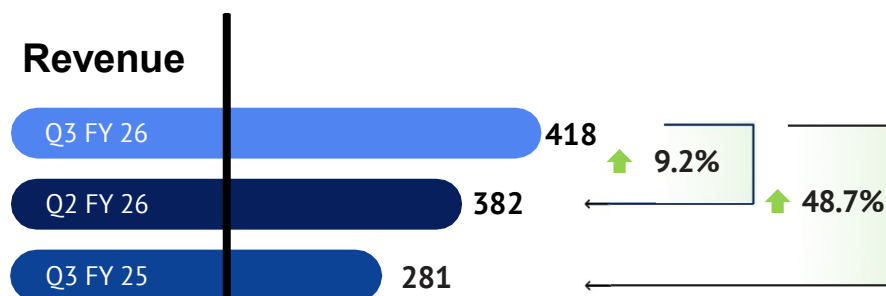




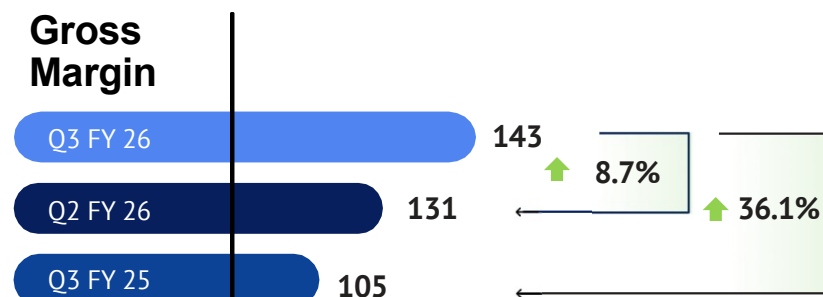
# Financial Highlights – Q3 FY 26

(INR Cr.)

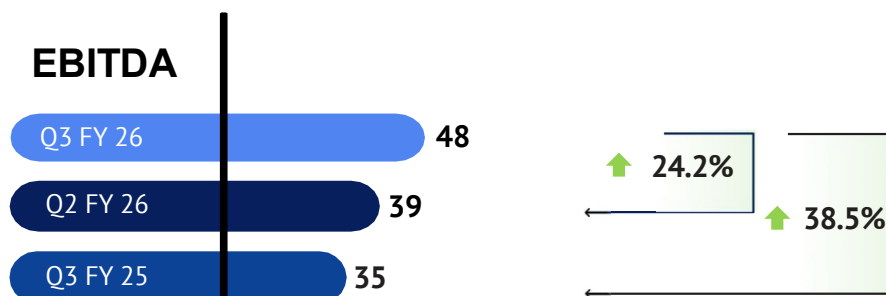
## Revenue



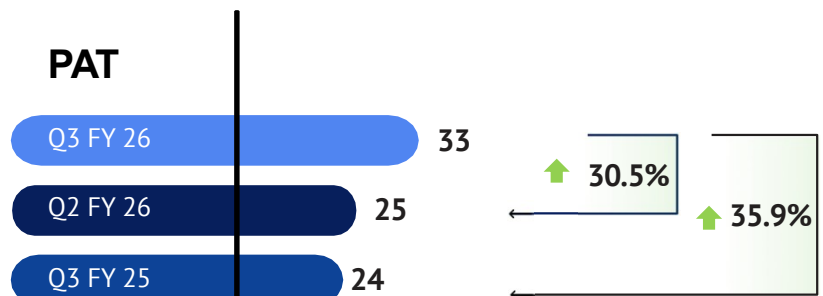
## Gross Margin



## EBITDA



## PAT



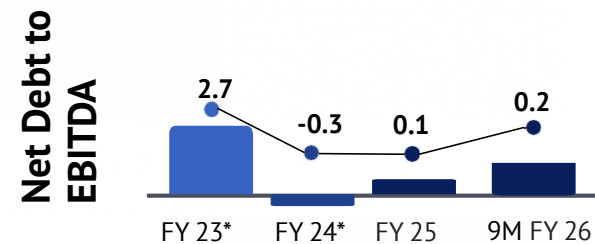
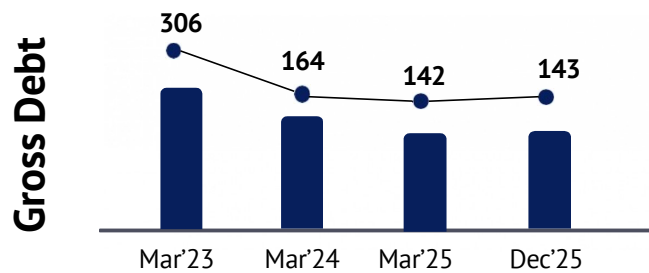
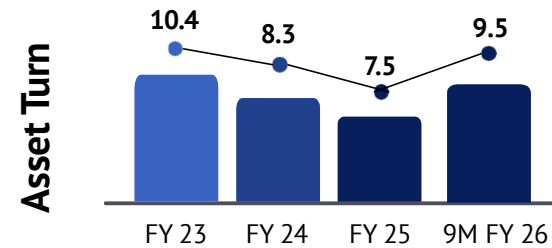
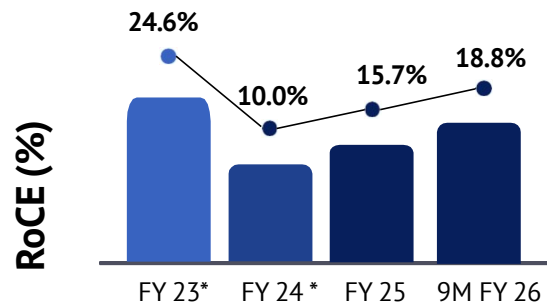
# Income Statement

(INR Cr.)

Particulars	Q3 FY26	Q3 FY25	YoY Change	Q3 FY26	Q2 FY26	QoQ Change
Revenue from Operations	418	281	48.7%	418	382	9.2%
Cost of Goods Sold	275	176	56.2%	275	251	9.4%
Gross Margin	143	105	36.1%	143	131	8.7%
<b>Gross Margin (%)</b>	34.2%	37.3%	-316 bps	34.2%	34.3%	-16 bps
Personnel Cost	70	49	41.8%	70	70	0.2%
Other Operating Expenses	25	21	18.4%	25	23	8.3%
EBITDA	48	35	38.5%	48	39	24.2%
<b>EBITDA (%)</b>	11.5%	12.3%	-84 bps	11.5%	10.1%	139 bps
Depreciation	8	7	8.0%	8	9	-10.4%
Finance Cost	3	5	-34.5%	3	4	-27.3%
Profit Before Tax (PBT)	44	33	36.0%	44	34	32.5%
Tax	12	9	36.2%	12	9	38.2%
<b>Profit After Tax (PAT)</b>	33	24	35.9%	33	25	30.5%
<b>PAT (%)</b>	7.7%	8.2%	-58 bps	7.7%	6.4%	127 bps

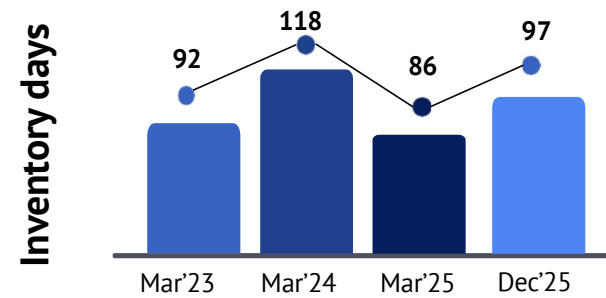
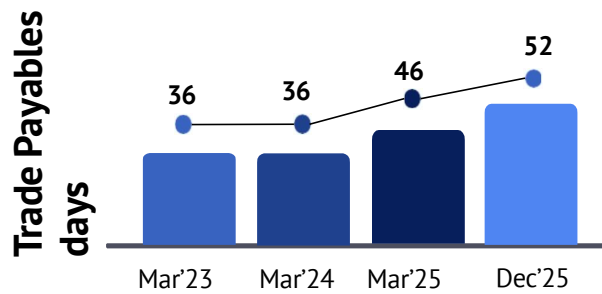
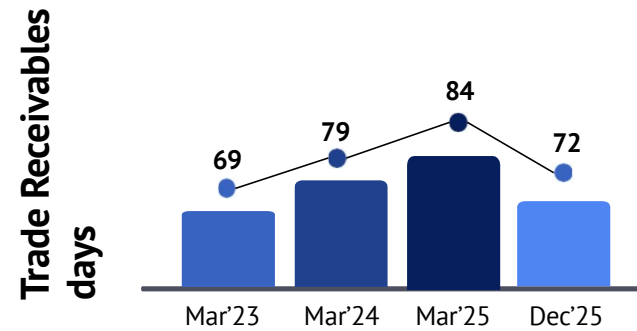
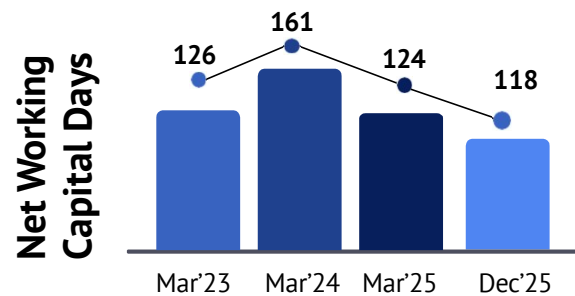
# Financial Metrics - I

(INR Cr.)



\* Calculated excluding IPO cash proceeds

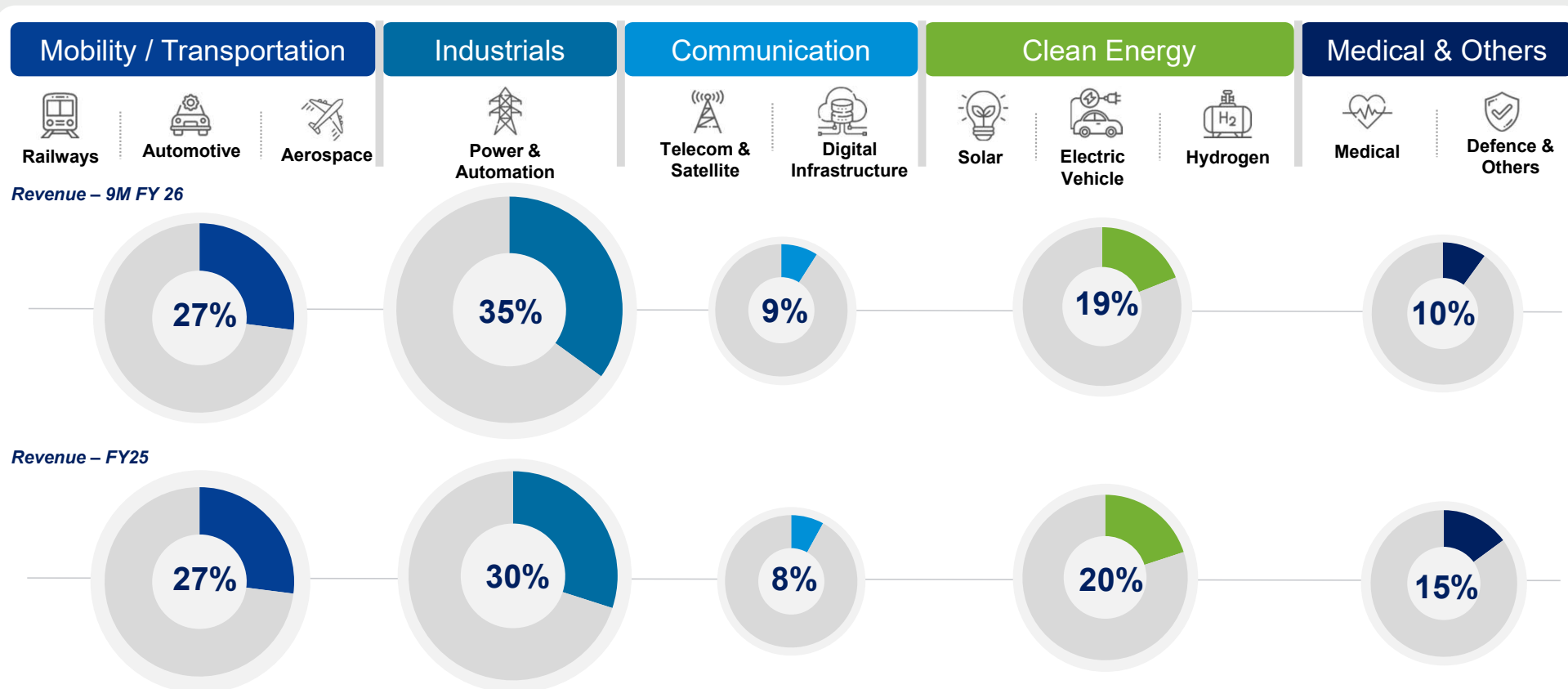
## Financial Metrics - II



*NWC days are calculated on revenue annualized based on Trailing Three-Month revenue, with adjustments for advances to vendors and advances from customers*

# Global Customer Relationships

Presence across Multiple Industries with a Diversified Customer Base





# Global Customer Relationships

Revenue split based on Customer geography

## 9M FY 2026

**INDIA – 38%**

**US – 62%**

## FY 2025

**INDIA – 43%**

**US – 57%**

# Industry Outlook

## Key Drivers

### Increased Electronification

- Adoption of Industry 4.0, IoT, Robotics & AI

### Rising share of EMS manufacturing

- EMS Industry CAGR<sup>1</sup>: 27%

## Industry Tailwinds

### Supply chain diversification

- Manufacturing moving to India & US

### Growing Indian EMS market

- Larger domestic demand, skilled talent
- Acceptance of India as a manufacturing destination

Source: 1. Macquarie, MEITY, Frost & Sullivan, September 2025



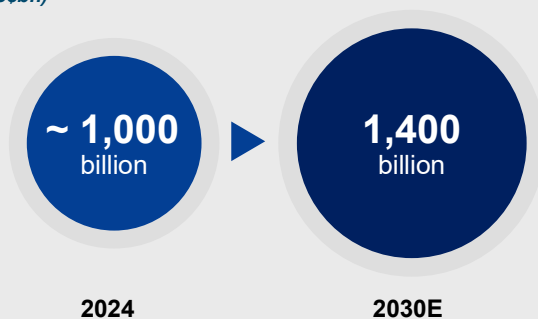
# Industry Outlook

Sizeable and Growing Global EMS Market Opportunity

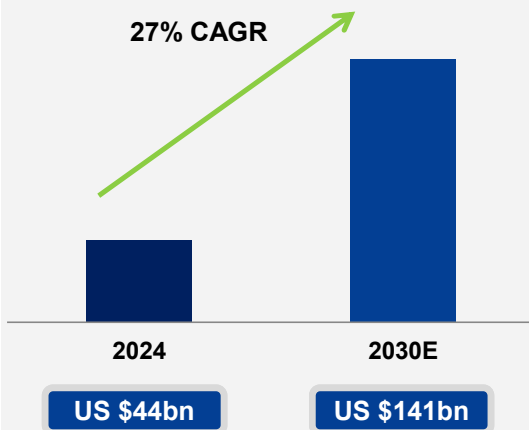
ESDM market is poised for a robust growth across industries.

## Global ESDM Market

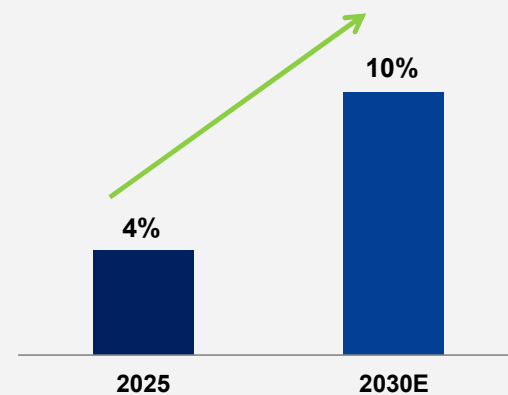
(US\$bn)



## India ESDM Market



## India ESDM as a % of global ESDM

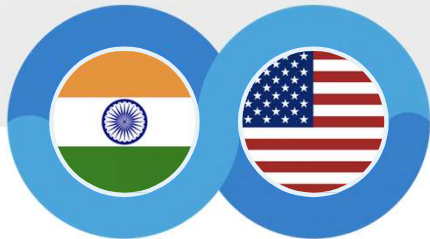


Source: Macquarie, MEITY, Frost & Sullivan, September 2025

# Our Growth Strategy

## Optimal

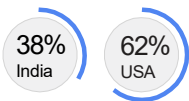
Blend of



### Geography

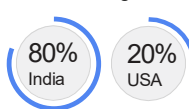
- Cater to world's fastest growing EMS markets – India & US

Customer Presence



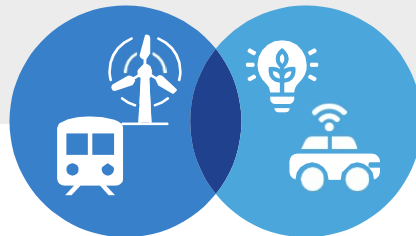
- Capitalize on India manufacturing and US onboarding

Manufacturing Presence



- Capitalize on hybrid manufacturing model

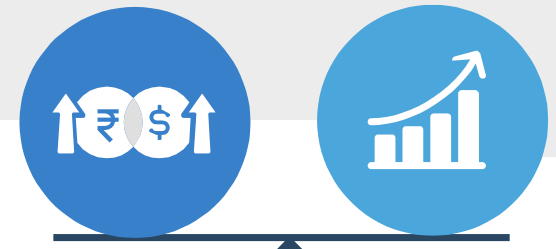
Combination of



### Today's & Tomorrow's Technology

- Established businesses – Collaborate, Grow wallet share via up-selling & cross-selling
- Sunrise sector - Partner with emerging pioneers. Eg: Clean energy technology companies

Balance of




### Profitability & Growth


- Focus on profitable growth
- Cater to
  - profitable segments. Eg: Aerospace
  - complex & mission critical product. Eg: Big box builds
- Win using integrated capabilities. For eg: Start with design services and reach box build




# Avalon Group - Overview



Aircraft cabin & engine parts




Telecom, satellite systems and digital infrastructure




Industrial equipment



Products for semiconductor equipment



Clean energy - solar, energy storage and electric vehicles

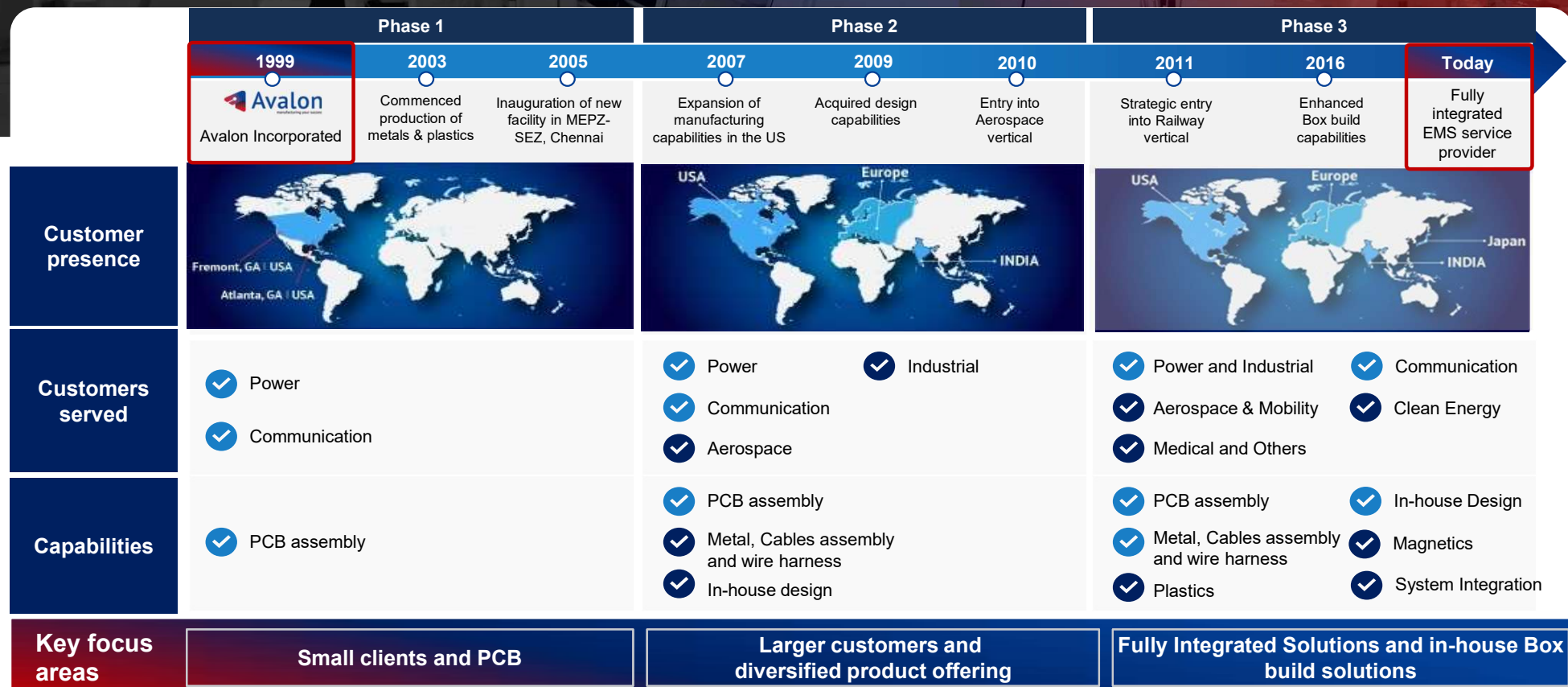


Signaling, Braking and Kavach systems for railways

**Avalon's** varied  
product applications  
across many end use  
industries

# Our Journey So Far

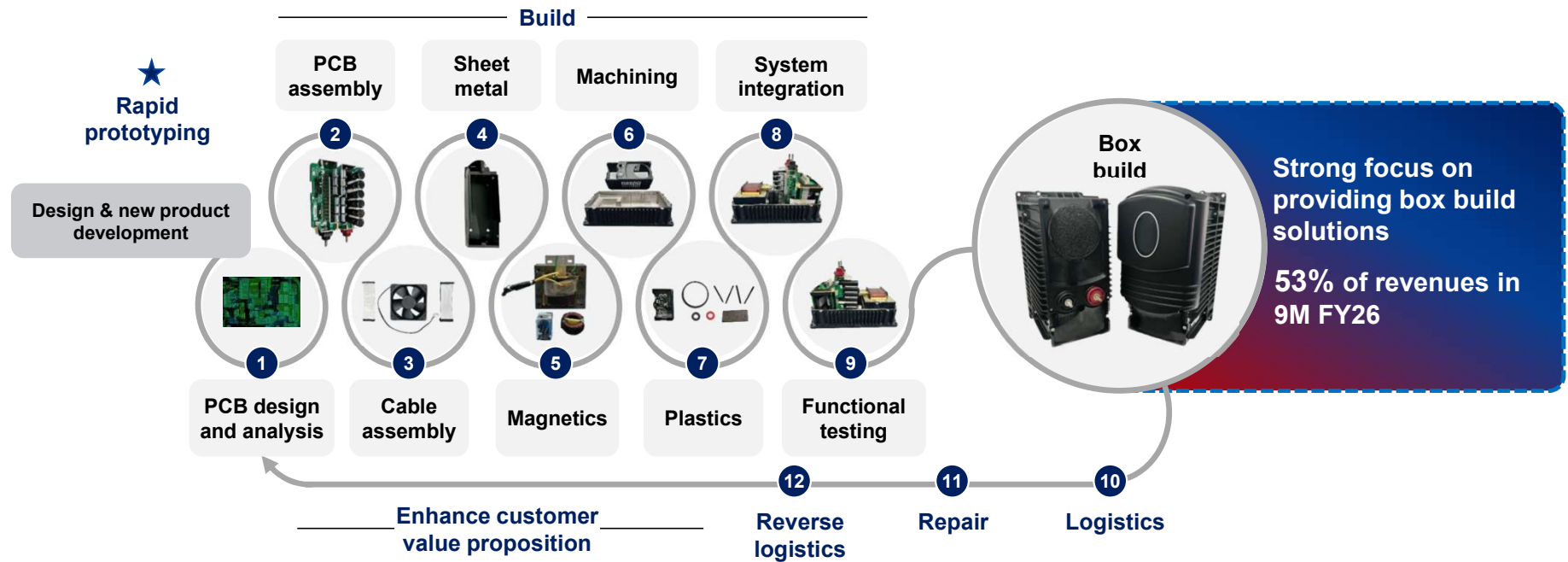
Diversified Business and Strong Growth Avenues





# Today

End-to-end Product Offering with Vertically Integrated Solutions – “One Stop Shop”

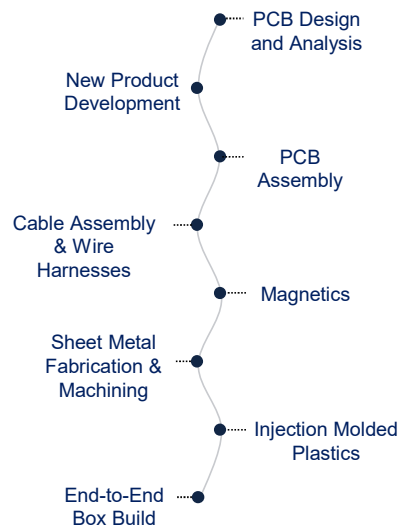


Each of the capabilities have contributed to Avalon becoming one of the leading EMS companies in India

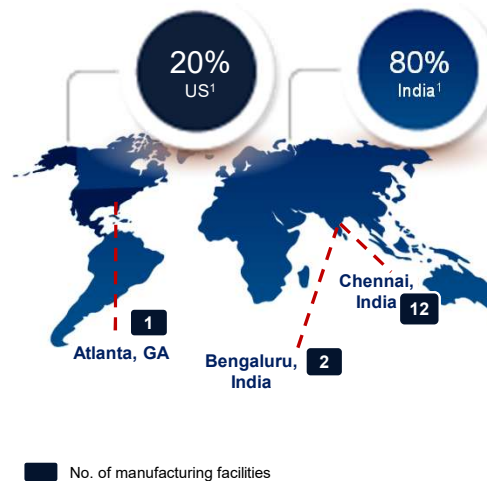
# Why Avalon

## Our Key Differentiators

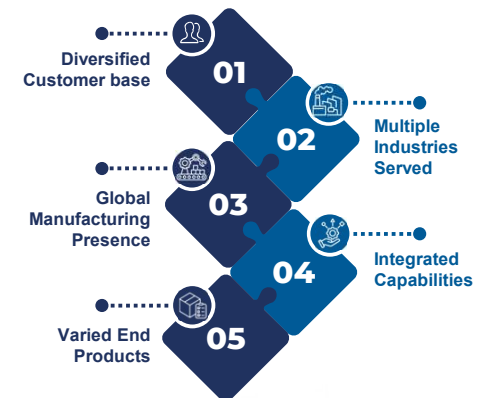
### Vertical Integration



### Global Mfg. & Delivery



### Strategic Diversification



Source: Note: 1. Revenue Contribution based on Geography.



1

# Our Positioning

Avalon is Uniquely Positioned & Well Placed to Capture Growth in the EMS Industry

**Diversified product portfolio**

**Diversified across multiple end use industries**

**Presence in high precision & long product lifecycle industries**

**Leaders in high mix flexible volume products**

**Only Indian EMS company with manufacturing facilities in the US**

*Unique competitive advantage*

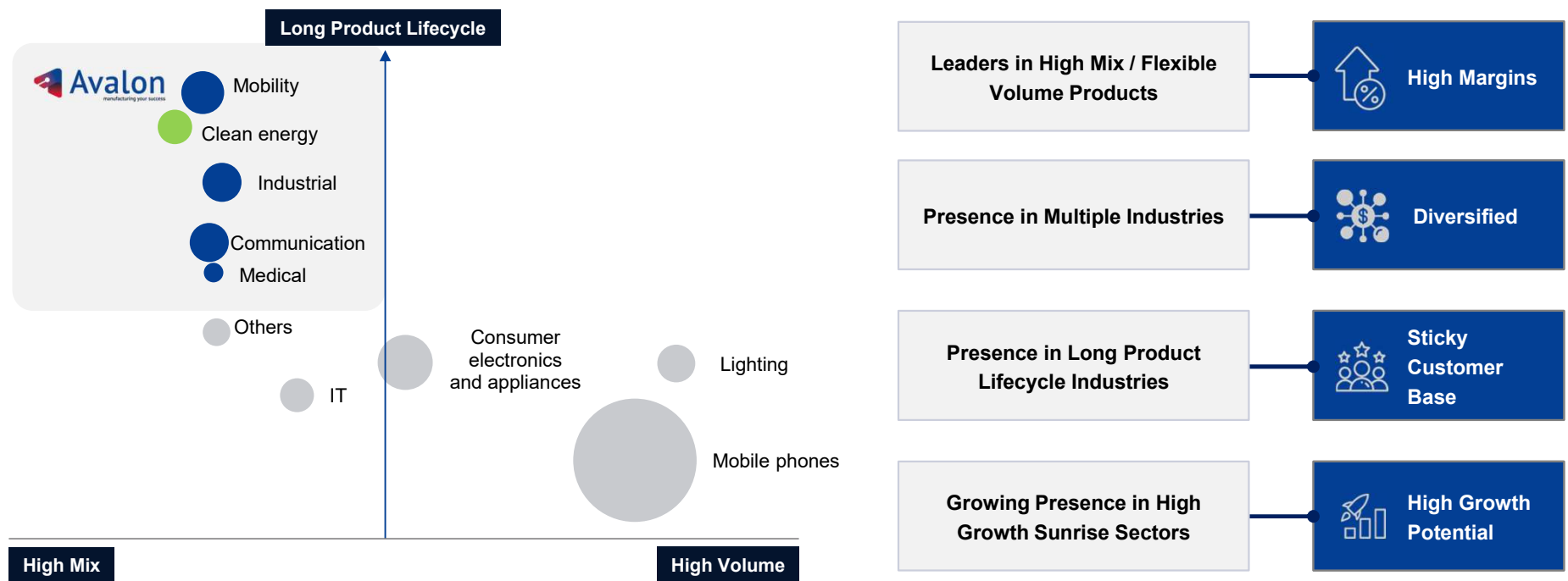
	Year	Service offering		Industry presence											
		Design, Testing and PCBA <sup>2</sup>	Box Build	Clean Energy	Auto	Railways	Aerospace & Defense	Industrials	Telecom (Commun-ication)	Medical	CEA	Vertical Integration	Global mfg.	Aftermarket services	Company focus
<b>Avalon</b>	1999	✓	✓	✓	✓	✓	✓	✓	✓	✓	○	✓	✓	✓	B2B
Dixon Technologies India Ltd.	1993	✓	✓	○	○	○	○	○	○	✓	✓	○	○	✓	B2C
Amber Enterprises India Ltd	1990	✓	✓	○	✓	✓	○	○	○	○	✓	○	○	✓	B2B B2C
Elin Electronics Ltd	1969	✓	✓	○	✓	○	○	○	○	✓	✓	○	○	○	B2C
Syrma SGS Technology Ltd	1978	✓	○	✓	✓	○	○	✓	✓	✓	✓	○	○	✓	B2B
Kaynes Technology India Ltd	--	✓	✓	○	✓	✓	✓	✓	○	✓	✓	✓	○	✓	B2B B2C
Bharat FIH Ltd	--	✓	✓	✓	✓	○	○	○	○	○	✓	✓	○	✓	B2C
SFO Technologies Pvt Limited	1990	✓	✓	○	✓	○	✓	✓	✓	✓	○	✓	○	✓	B2B
VVDN Technologies Pvt Ltd	--	✓	○	○	○	○	○	✓	✓	○	○	○	○	○	B2B

Source: F&S Report, 2022. Notes: CEA = Consumer Electronics and Appliances. 1. Others include Mobile phones, IT Hardware, Lighting, Energy, Power, etc.; 2. Design includes product / PCB Design.

# 2 High Mix Products (1/2)

Leaders in High Mix Flexible Volume Products across Multiple Industries

High precision product offering across industries with long product development cycle & significant growth potential



Source: F&S report.

## 2 High Mix Products (2/2)

Examples of Presence in High Mix & Long Product Development Cycle Products



Combustion liner  
*Aerospace*

- Assembled with 32 sheet metal child parts
- Combined with high temperature alloys
- Specialized welding processes
- Brazing and heat treatment



Piston assembly for  
fueling system  
*Industrials*

- Intricate injection insert molding
- Ultrasonically welding seals
- Ensuring leak proof between fuel and non-fuel side plastics



Anti-collision signaling system  
*Railways*

- Conducted joint product development and prototyping for over 6 years (early 2009 to 2015)
- Highly critical and reliable product
- Significant barriers to entry for Railway Projects

# 3 Awards & Recognition

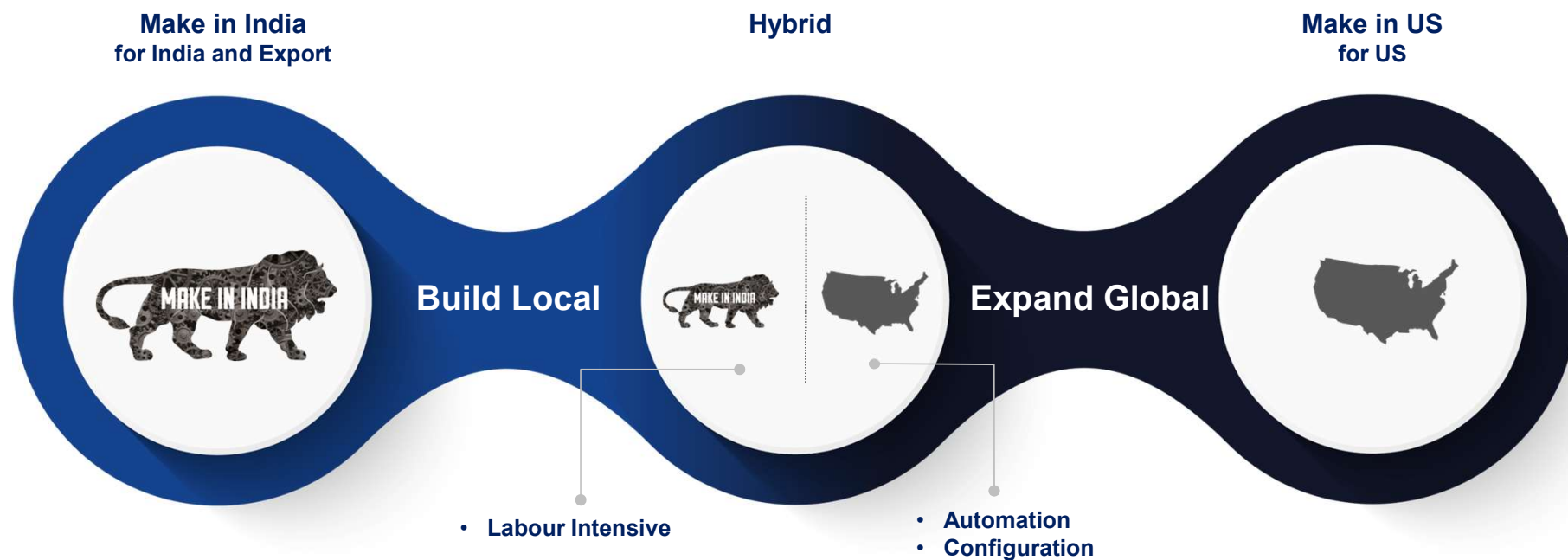
Numerous Awards Stand Testimony of Performance



Select customer awards for quality and customer satisfaction

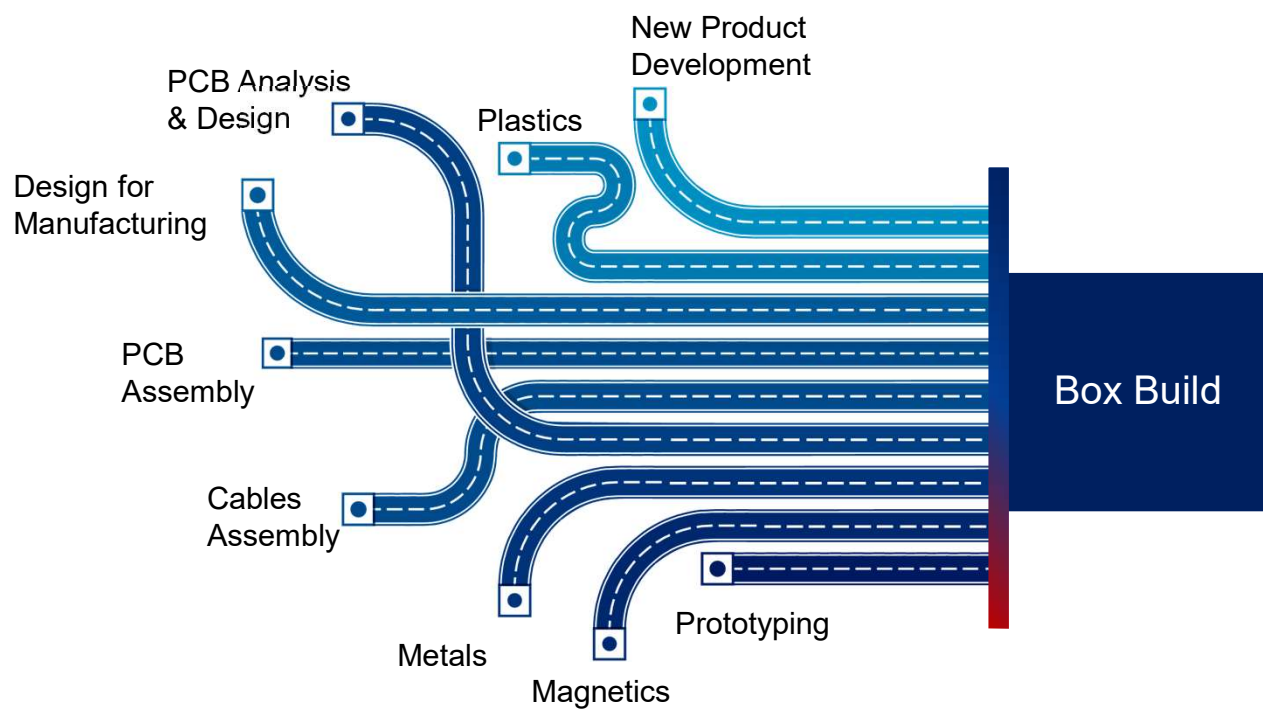
# 4 Client Delivery Model (1/2)

Flexibility in manufacturing and leveraging Hybrid Model



## 4 Client Delivery Model (2/2)

Strong Focus on Up-selling and Cross-selling





# 5 Global Manufacturing Footprint

Serve Customers Locally and Leverage Hybrid Model of Delivery

Global manufacturing presence with state-of-the-art manufacturing facilities



Accredited with Global Quality Standards and Certifications



>575 k sq. ft. design & mfg. facilities | 65 Production lines Operating 2 shifts | Buffer capacity to ramp up production

Notes: Numbers have been rounded-off. SMT = Surface Mount Technology; THT = Through Hole Technology. 1. PPM (customer parts per million) is defined as the number of parts which are defective out of a million; 2. Setting up a new assembly line; 3. Standard Minute Value is the time taken by a qualified worker to perform a given task; 4. One of the facilities is located in Kanchipuram; 5. DTA = Domestic Tariff Area.



# 6 Avalon's Manufacturing Facilities



# 7 Key Management Personnel

Strong Management Team with Proven Track Record of Performance and Sound Cross-functional Expertise

Decades of experience in the EMS industry

Instrumental in Avalon's growth



**Shriram Vijayaraghavan**  
Chief Operating Officer

- Responsible for overall operations of Avalon Technologies Ltd. & its subsidiaries
- Holds a BE (Mechanical) degree from SVCE (Anna University), an MS (Mechanical) from the University of Michigan Ann Arbor, and an MBA from the Kellogg School of Management
- Prior experience: President at Wheels India, Vice President at Hertz Corporation (USA), Engagement Manager at McKinsey & Co (USA)
- Co-contributed to research at Caterpillar Inc and the University of Michigan



**Suresh Veerappan**  
Chief Financial Officer

- Responsible for financial functions and Investor Relations of Avalon Technologies Ltd. and its subsidiaries
- He is a Chartered Accountant and holds a Global Executive MBA in Leadership and Strategy from the Indian School of Business. Additionally, he has a Master's in Business Finance from ICAI and a Diploma in IFRS from ACCA.
- Prior Experience with Bank of America, State Bank of India and Grant Thornton.



**Venky Venkatesh**  
Chief Sales Officer

- Responsible for Global Sales & Marketing functions of Avalon Technologies Ltd & its subsidiaries
- Holds a bachelor's degree in Mechanical Engineering from PSG College of Technology and a Master's in Industrial Management from Northern Illinois University
- Prior experience in Fortune 500 companies like Accenture, PwC, IBM & Infosys



**Kesavan P**  
Executive Vice President,  
Operations

- Several years of experience in operations – PCB and cables division
- Attended first year of diploma course in telecommunication from MEI Polytechnic, Bengaluru
- Prior experience: Quest Smartech Pvt. Ltd., Sun Fibre Optics Pvt. Ltd., MiniCircuits Ltd.



**Savita R Ganjigatti**  
Senior Vice President,  
Engineering<sup>3</sup>

- Head of PCB design and analysis team<sup>3</sup>
- Holds a bachelors in engineering and masters in technology from Visvesvaraya Technology University, Belgaum
- Prior experience: Karnataka Telecom Ltd., Alpha-Imager Pvt. Ltd.
- Member of TLP1 of IPC Design, US



**Arjun Balakrishnan**  
Senior Vice President,  
Corporate Strategy<sup>4</sup>

- Responsible for operations of metals, aerospace and plastics division
- Holds an MS (engineering) from University of Texas, US and an MBA from Harvard University, Boston, US
- Prior experience: Holm Industries, GE Power Controls India Ltd., Panasonic India Pvt. Ltd.



**Naveen S Pillai**  
Vice President,  
Human Resource

- Responsible for partnering with business leaders to align people strategies with organisational goals
- Holds a Masters' degree in Personnel Management and Industrial Relations from Rajagiri College of Social Sciences, Cochin. Additionally, he has completed the Senior Business Leadership Program from IIM.
- Prior experience: TAFE, Idea Cellular, Malayala Manorama & Crayon Data Pte Ltd.



**David White**  
Vice President,  
US Operations

- Responsible for manufacturing operations in the US
- Holds a bachelor's degree in Industrial and Systems Engineering from University of Florida.
- Prior experience: Axion Biosystems Inc, EnerSys Inc, Boston Whaler Boat Inc, Macon Electric Coil, Delta Electronics and ABB

Notes: BITS = Birla Institute of Technology; B.Com = Bachelors in Commerce; M.Com = Masters in Commerce; BA = Bachelors in Arts; MA = Masters in Arts; B.Tech = Bachelors in Technology; MS = Masters in Science; MBA = Masters in Business Administration; PGDM = Post Graduate Diploma in Management; IGNOU = Indira Gandhi National Open University. 1. Thought Leadership Programme. 2. of Sienna. 3. of Sienna ECAD. 4. VP, Corporate Strategy of Avalon Technologies & Services.

# 8 Experienced Board of Directors

## Promoter-led Management Team and Highly Experienced Board



**Kunhamed Bicha**  
Chairman & Managing Director

- Promoter of Avalon Technologies Ltd.
- Recipient of "CII Connect 2017 Award for Entrepreneur of the Year (Manufacturing)"<sup>1</sup>
- Bachelor's degree in mechanical engineering from PSG College and master's degree in science (industrial engineering) from Wichita State University



**Bhaskar Srinivasan**  
Non-executive Director

- Promoter of Avalon Technologies Ltd.
- MBA from Cochin University of Science & Technology; master's degree in science (industrial engineering) from Wichita State University
- Prior experience with Applied Materials, Inc.



**Luquman Veedu Ediyam**  
Non-executive Director

- Bachelor's degree in technology from University of Calicut
- Currently, the legal partner and MD at Dhafir Technologies, UAE



**Venkataramani Ananthramakrishnan**  
Independent Director

- MBA from University of Chicago
- Currently, serves as the MD of IP Rings Ltd. (a part of Amalgamations group)



**Chandar Pattabhiram**  
Independent Director

- Bachelor's degree in mechanical engineering from PSG College
- Currently, serves as the Chief Go-to Market Officer for Workato
- Prior experience with Coupa Software, Badgeville and Marketo



**Byas Unnikrishnan Nambisan**  
Independent Director

- Master's degree in science (industrial administration) from Carnegie-Mellon University
- Currently, serves as the CEO & Director on the Board of Ezetap Mobile Solutions Pvt. Ltd.



**Nandita Abraham**  
Independent Director

- Master's degree in science from Philadelphia College of Textiles and Science and a diploma in apparel marketing and merchandising from NIFT, New Delhi
- Currently serves as the Dean of BITS Design School.



**Anees Ahmed**  
Independent Director

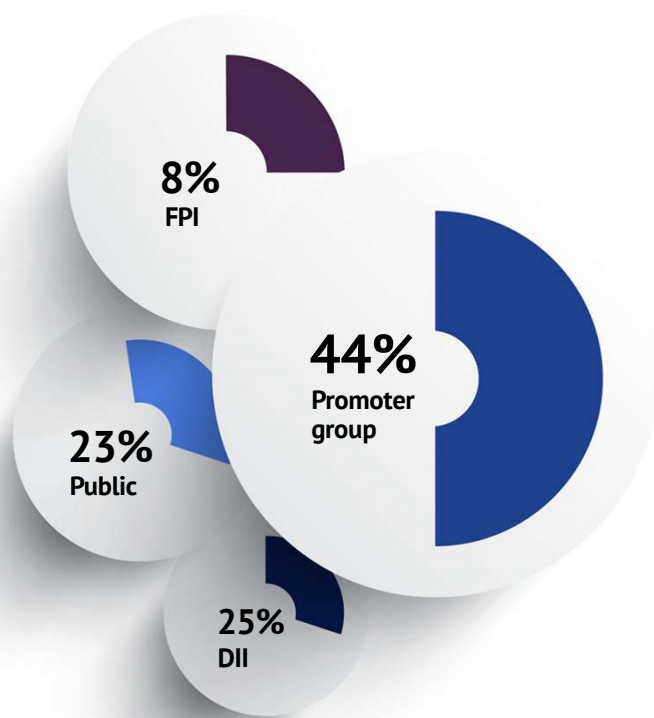
- Founder of Mistral Solutions Pvt. Ltd, a leader in Indian defence electronics. He grew it to INR 4 Billion revenue with 600+ employees.
- Raised multiple rounds of global venture capital and successfully exited Mistral Solutions in 2022.

Notes: MD = Managing Director; ISB = Indian School of Business; PGDM = Post Graduate Diploma in Management. 1. Awarded by Confederation of Indian Industry.



# Annexures

# Shareholding Pattern



Note: Numbers have been rounded-off. 1. Restated numbers.

## Share Information (As on December 31 2025)

NSE Ticker	<b>AVALON</b>
BSE Ticker	<b>543896</b>
NSE Market Cap (INR Cr)	<b>5,865</b>
% free-float	<b>100%</b>
Free-float market cap (INR Cr)	<b>5,865</b>
Shares Outstanding	<b>6,67,34,029</b>
Industry	<b>Electronic Manufacturing Services</b>



# Consolidated Profit and Loss

(INR Cr.)

Particulars	FY22	FY23	FY24	FY25
Revenues from operations	841	945	867	1,098
Other income	11	15	15	17
Total income	<b>852</b>	<b>959</b>	<b>882</b>	<b>1,115</b>
Cost of raw materials consumed	561	614	552	719
Changes in inventories of finished goods, work-in-progress	-7	-17	0	-13
Employee benefits expense	131	172	185	199
Finance costs	25	35	16	17
Depreciation and amortisation expenses	18	20	23	29
Other expenses	58	63	67	79
Profit before tax <sup>1</sup>	<b>66</b>	<b>73</b>	<b>38</b>	<b>87</b>
Exceptional items	20	0	0	0
Profit before tax <sup>1</sup> (after exceptional items)	<b>86</b>	<b>73</b>	<b>38</b>	<b>87</b>
Tax expense	18	20	10	23
Profit for the year <sup>1</sup>	<b>67</b>	<b>53</b>	<b>28</b>	<b>63</b>
Margin (%)	8%	5%	3%	6%
ROCE (%)	<b>27%</b>	<b>25%</b>	<b>10%</b>	<b>16%</b>

Note: Numbers have been rounded-off. 1. Restated numbers.

# Consolidated Balance Sheet

(INR Cr.)

Assets	FY22	FY23	FY24	FY25
Tangible Assets	91	106	124	158
Right-of-use / intangible assets	25	37	43	38
Financial assets	5	5	22	7
Other noncurrent assets	18	29	28	20
Total non-current assets	<b>139</b>	<b>177</b>	<b>216</b>	<b>223</b>
Inventories	233	318	316	338
Trade receivables	177	206	187	316
Cash and cash equivalents	10	422	107	102
Other financial and current assets	30	66	99	61
Total current assets	<b>450</b>	<b>1012</b>	<b>709</b>	<b>817</b>
Total assets	<b>589</b>	<b>1189</b>	<b>925</b>	<b>1040</b>

Equity and liabilities	FY22	FY23	FY24	FY25
Shareholder's equity	<b>89</b>	<b>537</b>	<b>547</b>	<b>612</b>
Borrowings	74	66	53	18
Lease and Other non-current liabilities	27	42	50	41
Total non-current liabilities	<b>102</b>	<b>107</b>	<b>103</b>	<b>60</b>
Borrowings	220	241	111	123
Trade payables	118	142	97	189
Lease and Other financial & current liabilities	61	162	66	56
Total current liabilities	<b>399</b>	<b>544</b>	<b>275</b>	<b>369</b>
Total liabilities	<b>501</b>	<b>652</b>	<b>378</b>	<b>428</b>
Total equity and liabilities	<b>589</b>	<b>1189</b>	<b>925</b>	<b>1040</b>



# Overview of Products and Capabilities

Injection Molded Plastics

## Plastics Gallery

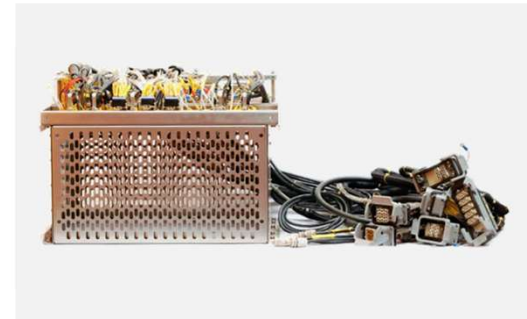
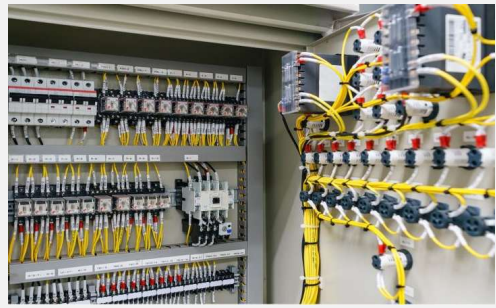


We serve our customers from the injection molding plastic business in various industries including aerospace, industrial and power

# Overview of Products and Capabilities

End-to-End Box Build

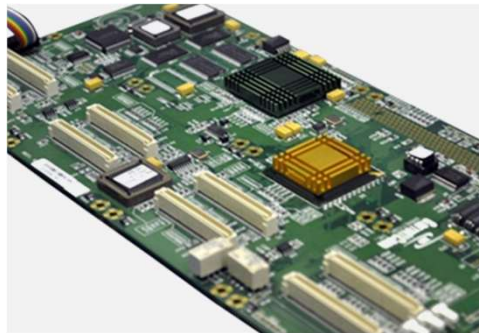
## System Integration Gallery



# Overview of Products and Capabilities

Printed Circuit Board Assembly

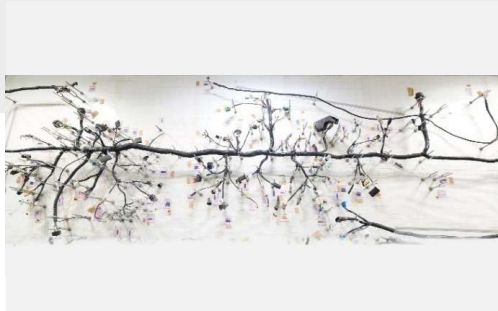
## PCB Gallery



# Overview of Products and Capabilities

Cable Assembly and Wire Harnesses

## Cables & Wire Harnesses

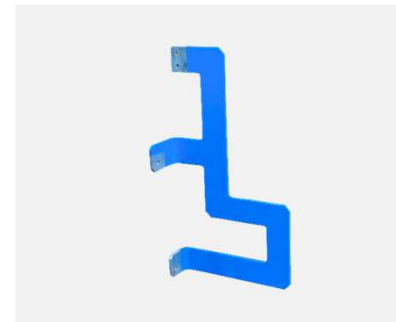
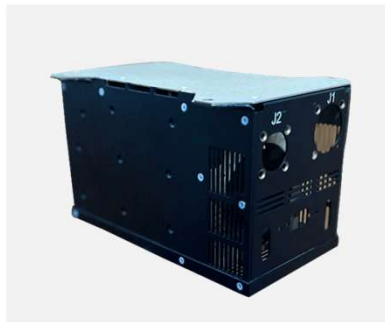




# Overview of Products and Capabilities

Sheet Metal Fabrication and Machining

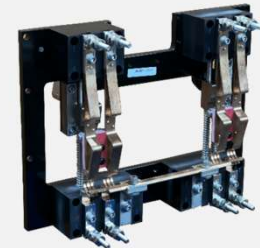
## Aerospace Sheet Metal Gallery



# Overview of Products and Capabilities

Sheet Metal Fabrication and Machining

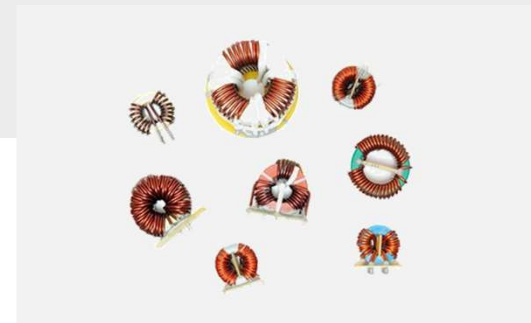
## Sheet Metal & Machining Gallery



# Overview of Products and Capabilities

## Magnetics

### Magnetics Gallery





# Glossary



# Glossary

Term	Description	Term	Description
Avalon	Avalon Technologies Ltd.	IoT	Internet of Things
ATS	Avalon Technologies and Services	M.Com	Masters in Commerce
B.Com	Bachelors in Commerce	MA	Masters in Arts
B.Tech	Bachelors in Technology	MBA	Masters in Business Administration
B2B	Business to Business	MD	Managing Director
B2C	Business to Customer	MS	Masters in Science
BA	Bachelors in Arts	N.A.	North America
BGA	Ball Grid Array	NPD	New Product Development
BITS	Birla Institute of Technology	ODM	Original Design Manufacturer
CA	California	OEM	Original Equipment Manufacturer
CAD	Computer Aided Design	OFS	Offer for Sale
CAGR	Compounded Annual Growth Rate	PAT	Profit After Taxes
CEA	Consumer Electronics and Appliances	PCB	Printed Circuit Board
CEO	Chief Executive Officer	PCBA	Printed Circuit Board Analysis
CS	Company Secretary	PGDM	Post Graduate Diploma in Management
EBITDA	Earnings Before Interest Tax Depreciation & Amortization	PLC	Product Life Cycle
EMS	Electronic Manufacturing Services	QIB	Qualified Institutional Buyer
EV	Electric Vehicle	ROCE	Return on Capital Employed
FPT	Flying Probe Testing	ROE	Return on Equity
FY	Financial Year	RoNW	Return on Net Worth
GA	Georgia	SMT	Surface Mounted Technology
HDI	High Density Interconnect	Sienna	Sienna Corporation
IGNOU	Indira Gandhi National Open University	SPI	Solder Paste Inspection
IIM	Indian Institute of Management	THT	Through Hole Technology
IND AS7	Indian Accounting Standard 7	US	United States