

Ref: CEL/NSEBSE/IP/11092025

11th September, 2025

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
Company Secretary & Compliance Officer

Encl: as above



INVESTOR PRESENTATION

September 2025

Contents



- 1 Company Overview
- 2 Solution Portfolio
- 3 Key Opportunities and Growth Strategy
- 4 Financials Q1 FY26

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



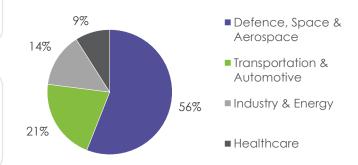
Key highlights

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

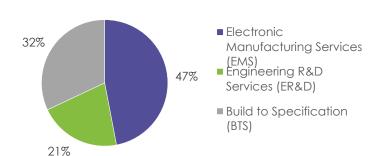
- 1 Legacy
- Over 30 Years of Expertise in Providing End-to-End Solutions for the Electronics Sector
- 1,900+ Employees, including 600+ Design Engineers
- 2 Innovation & Execution Excellence
- Powered by Innovation: 16 Patents, 125+
 Publications
- End-to-End Product Realization Capabilities, from Concept to Commissioning
- Strong Supply Chain Network with 600+ Suppliers
- Global Reach & Market Presence
- Global Operations with presence in Asia, Europe, and North America
- 65-70% Revenues from Overseas Customers in Advanced Economies

- 4 Leadership & Governance
- Robust leadership structure, with visionary promoters and seasoned professionals
- Strong corporate governance framework, anchored in transparency, accountability, and ethical leadership

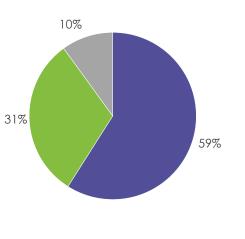
Consolidated revenue across Industry Verticals



Consolidated revenue across Business Verticals



Consolidated revenue across Geographies



March 2025 financials

■ North America and ROW

■ Europe & UK

■ India

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



Diversified Portfolio in High Growth Sectors

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

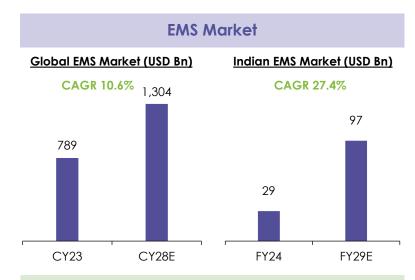
Long Standing
Relationships with
Marquee Customers

Global Presence & End-To-End Solutions

- 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.
- 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.
- Average 10-15year relationships with our Top Customer groups
- Strong relationships with Marquee Global Customers across Aerospace & Defense, Transportation, Automotive, Industrial & Energy, and Healthcare segments.
- Single-source supplier for ~80% of its manufactured products.
- Multiple design centers strategically located across the globe and manufacturing facilities equipped with advanced infrastructure, Centum is well-positioned to effectively support its global customer base.
- End-to-End capabilities across **Design-Manufacturing-Testing** value chain, and niche **Microelectronics** capabilities enables Centum provide integrated solutions for complex requirements.
- Innovation Led businesses, with 16 Patents and 125+ publications. Multidisciplinary capabilities across RF, Digital, Power, and Software

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



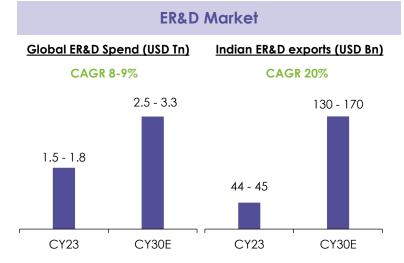


The Global EMS Market is expected to grow from USD 789 Bn in CY23 to reach USD 1,304 Bn by CY28

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



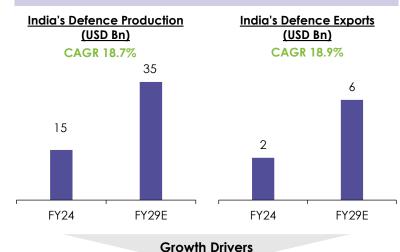
India's Engineering Research and Development (ER&D) sector is expected to contribute 22% to the Global ER&D sourcing market by 2030

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)



<u>Defence:</u>

- Make in India indigenization in defence manufacturing
- Demand for advanced technology systems and nextgeneration 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

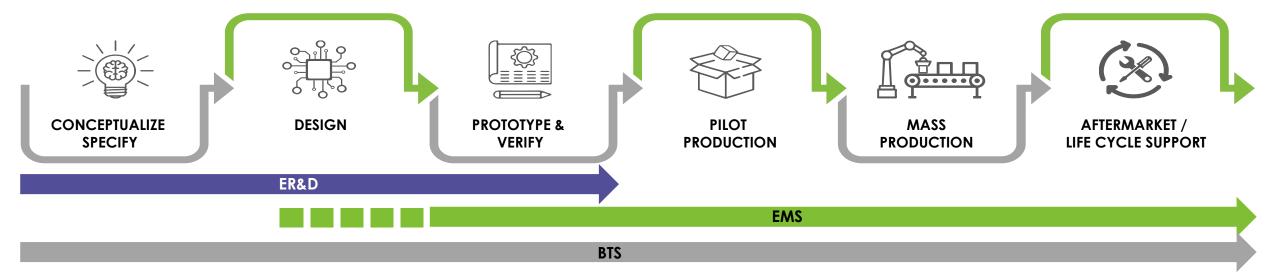
- Engineering Services involve conceptualizing, designing and certification of various products.
- ✓ Design strength of 600+ design engineers
- Design centers located in Europe, North America and India, enabling Centum to work closely with international customers
- ✓ Flexible engagement models depending 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

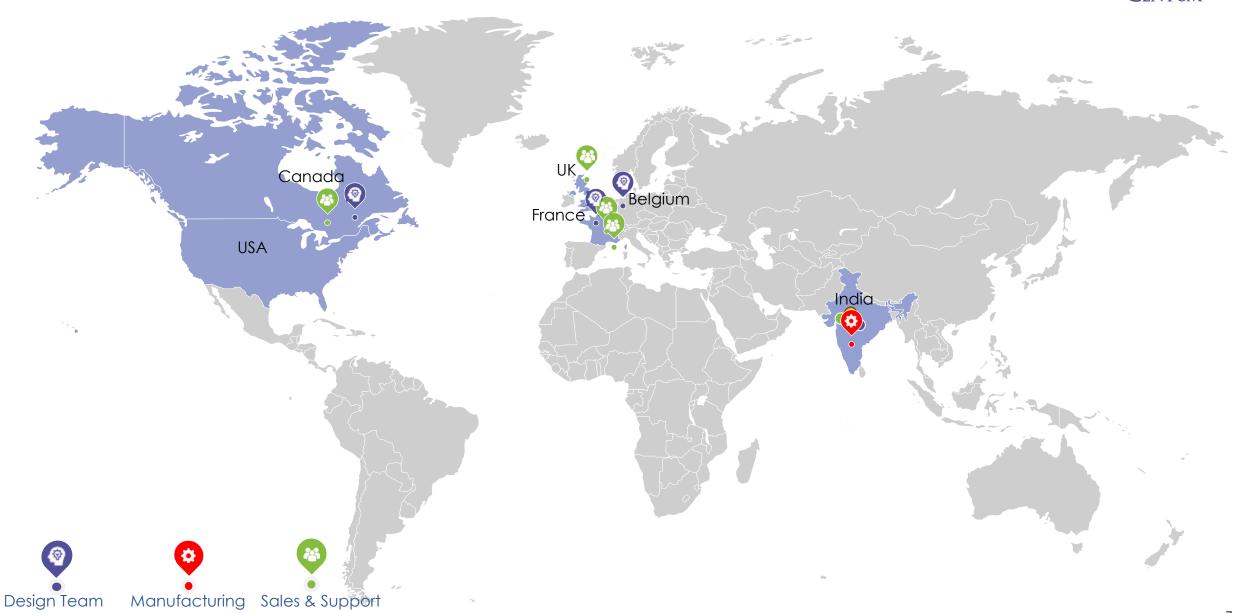
BTS

- 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



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





Strategic oversight: Board of Directors & Governance





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.



P THIRUVENGADAM – Independent Director

Mr. Thiruvengadam was a National Director at Deloitte Touche Tohmatsu India Pvt. Ltd (DTTIPL) providing leadership to the HR transformation practice. He has over 40 years of global experience in management consulting with expertise in HR Strategy & Talent Management, Business Process Improvement and Strategic Planning among other advisory services. He is a Cost Accountant from The Institute of Cost Accountants of India and a graduate from the Indian Institute of Technology, Madras



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.



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



TARUN SAWHNEY - Independent Director

Mr. Tarun is the Vice Chairman & Manding 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)



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

Experienced leadership team with deep domain expertise





DR. VINOD CHIPPALKATTI, **PhD** – President, Strategic Electronics Business Unit

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 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 Charted Accountant



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



Solution portfolio

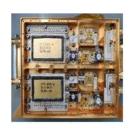
Build-To-Specification (BTS)



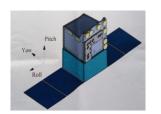
Space

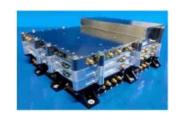
Earth Observation Satellite Subsystems





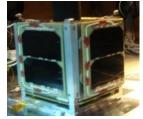
Electronic Warfare Payloads





Small Sat & Payload Integration





Defence

Missile Control & Guidance





Radar Subsystems





Tank Electronics







Railway

Public Address & Intercom







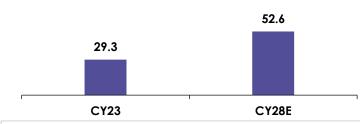


Passenger Information Systems



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.

Manufacturing

Release Management

Product Analysis

Test Tools Handling

Aftermarket / Lifecycle Support

Industrial & Medical



Industrial Measurement & Control



Digital X-ray (Healthcare)



Control Boards



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

Engineering Research & Development (ER&D)





Software solutions



Creating efficient





A320 Neo ARINC615 data loading computers



A350 Alternate Extension Control Module



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



600+ Design **Engineers**







Global 7000 Electrical door actuator



Electrical Control Jnit controlling the X4 - H160 helicopter landing gear



eTHSA Electrical Trimmable Horizontal Stabilizer Actuator



Mechanical **Design Services**



Signal and wire handling, Thermal management



Medical





A350 Li-Ion Battery Management System



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



FPGA



Consulting

Centers



Implantable cardiac output management system



Safety drug fluids multi-injection system



Medical System acquisition board, video signals from radioscopy and fluoroscopy





Global Delivery



Tire Wear Management



ECU* Vehicle oil pump iniection



EMCC Efficient Modular Costeffective 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

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

BTS (India)

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

- 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
- 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

EMS

Proven expertise in delivering **high-reliability** and **high-complexity** products through agile, scalable, and integrated manufacturing solutions

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
- Focus on Make in India increase presence in the domestic market
- Al -led solutions for Manufacturing, Industry 4.0
- Supply Chain excellence and Fulfillment

ER&D

Proven expertise in **designing and building complex systems** through end-to-end engineering services, and advanced test benches

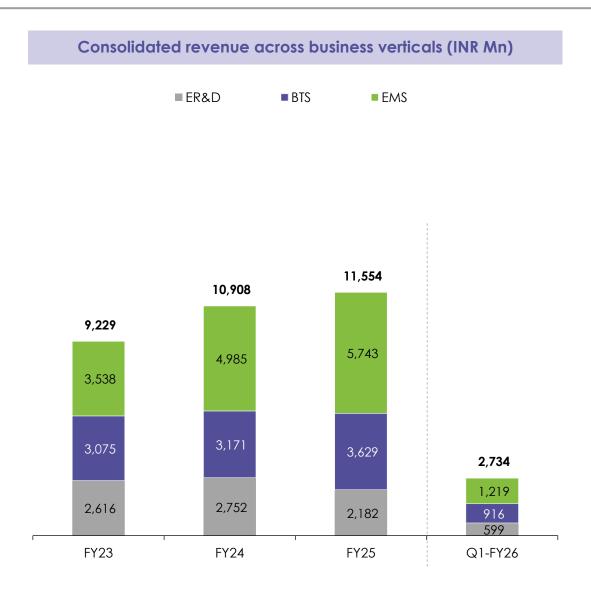
- Strategic focus on Aerospace, Defence, Space, Healthcare, Energy
- Defense & Space sector in European markets – addressing opportunities arising out of the Geo-political situation in Europe and increasing defense spending in the region.
- Targeting Build-To-Spec, Fixed Price opportunities
- India market opportunities for PAPIS in Transportation segment
- Strategic actions to stop operating losses from Canada Subsidiary



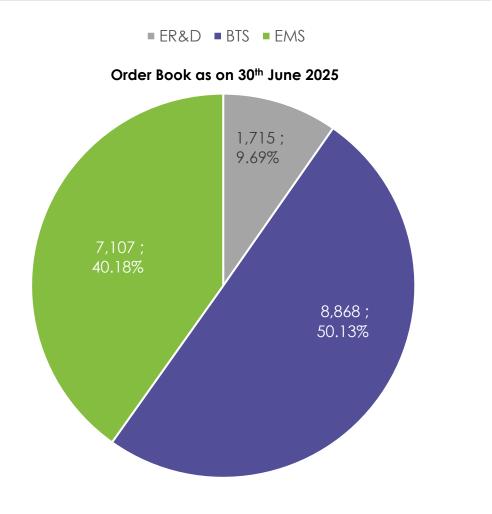
Financials

Consolidated Revenue & Order Book across Business Verticals





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



Strong Outlook Across Segments

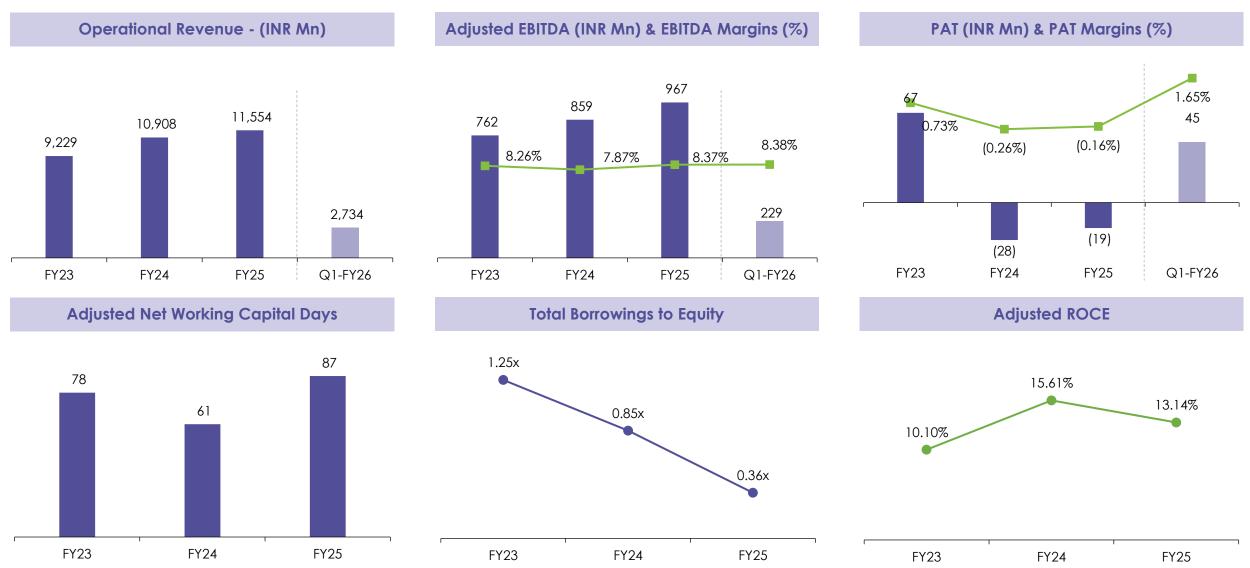




FY26* As on 30 June 2025

Consolidated Financial Highlights





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

Historical Standalone Income Statement



Particulars (INR Mn)	FY23	FY24	FY25	Q1-FY26
Operational Revenue	5,006	6,328	7,498	1,796
Total Expenses	4,470	5,541	6,478	1,528
EBITDA	536	787	1,020	268
EBITDA Margins (%)	10.71%	12.44%	13.60%	14.92%
Other Income	47	67	70	31
Depreciation	162	184	186	41
Finance Cost	157	180	192	32
PBT	264	490	712	226
Tax	70	127	184	61
PAT	194	363	528	165
PAT Margins (%)	3.89%	5.74%	7.04%	9.19%
Other Comprehensive Income	6	3	2	1
Total Comprehensive Income	200	366	530	166
Diluted EPS (INR)	14.91	27.82	40.31	11.17

Standalone Balance Sheet



Particulars (INR Mn)	FY23	FY24	FY25
ASSETS			
Non-Current Assets	2,219	2,480	3,117
(a) Property, Plant & Equipment	993	1,053	1,034
(b) Capital Work in progress	54	3	76
(c) Goodwill	36	36	36
(d) Other Intangible Assets	29	18	8
(e) Right of use asset	35	23	17
(f) Intangible assets under development	-	-	-
(g) Financial Assets			
(i) Investments	763	1,081	1,539
(ii) Other financial assets	215	158	219
(h) Deferred tax assets (net)	62	89	152
(i) Non-current tax assets (net)	10	9	9
(j) Other non-current assets	21	10	27
Current Assets	4,835	5,748	8,034
(a)Inventories	2,316	2,874	3,268
(b) Financial Assets			
(i)Investments	-	-	-
(ii)Trade Receivables	2,095	2,203	3,139
(iii)Cash and Cash Equivalents	137	130	478
(iv)Bank balances other than above	69	235	612
(iv) Others current financial assets	16	29	63
(c) Other Current Assets	202	277	474
TOTAL ASSETS	7,054	8,228	11,151

Particulars (INR Mn)	FY23	FY24	FY25
EQUITY AND LIABILITIES			
Equity	2,826	3,124	5,639
(a) Share Capital	129	129	147
(b) Other Equity	2,697	2,995	5,492
Non Current Liabilities	259	735	126
(a) Financial Liabilities			
(i)Borrowings	-	103	78
(ii)Other Financial Liabilities	-	-	-
(iii) Lease Liabilities	8	3	-
(b) Government Grants	24	16	11
(c) Net non-current employee defined benefit liabilities	60	50	37
(d) Other Non-Current Liabilities	167	563	-
Current Liabilities	3,969	4,369	5,386
(a) Financial Liabilities			
(i) Borrowings	1,059	1,068	883
(ii)Trade Payables	1,525	1,494	1,656
(iii)Other Financial Liabilities	167	159	284
(iv) Lease Liabilities	6	2	3
(b) Government Grants	8	8	6
(c) Other current Liabilities	1,025	1,501	2,271
(d) Net current employee defined benefit liabilities	7	8	8
(e) Provisions	62	81	140
(f) Liabilities for current tax (net)	110	48	135
TOTAL EQUITY AND LIABILITIES	7,054	8,228	11,151

Historical Consolidated Income Statement



Particulars (INR Mn)	FY23	FY24	FY25	Q1-FY26
Operational Revenue	9,230	10,908	11,554	2,734
Total Expenses	8,468	10,049	10,587	2,505
EBITDA	762	859	967	229
EBITDA Margins (%)	8.26%	7.87%	8.37%	8.38%
Other Income	59	68	87	29
Depreciation	438	453	441	103
Finance Cost	273	346	329	70
Share of profit / (losses) of associates and JV from continuing operation	12	-	-	-
PBT Before Exceptional Items	121	128	284	85
Exceptional Item	-	(49)	(148)	17
PBT	121	79	136	102
Tax	54	107	155	57
PAT	67	(28)	(19)	45
PAT Margins (%)	0.73%	(0.26)%	(0.16)%	1.65%
Other Comprehensive Income	7	23	9	(15)
Total Comprehensive Income	74	(5)	(10)	30
Diluted EPS from continuing operations (INR)	7.55	1.36	1.89	3.93

Consolidated Balance Sheet

CENTUM

Particulars (INR Mn)	FY23	FY24	FY25
ASSETS			
(1) Non-current assets	3,360	3,038	3,018
(a) Property, Plant and Equipment	1,071	1,126	1,096
(b) Capital work-in-progress	54	3	76
(c) Goodwill	413	413	413
(d) Other Intangible assets	249	314	238
(e) Right of use asset	465	530	428
(f) Intangible assets under development	228	101	74
(g) Financial assets			
(i) Investment in joint ventures and associates	82	84	-
(ii) Other Investments	14	1	1
(iii) Other non current financial assets	363	276	336
(h) Deferred tax assets (net)	70	102	189
(i) Non-current tax assets (net)	9	13	37
(j) Other non-current assets	342	75	130
(2) Current assets	7,367	7,600	9,376
(a) Inventories	2,611	3,174	3,474
(b) Financial assets			
(i) Trade receivables	3,310	2,280	3,065
(ii) Cash and cash equivalents	353	481	678
(iii) Bank balances other than cash and cash equivalents	69	235	612
(iv) Other current financial assets	121	441	491
(c) Other current assets	903	989	1,056
Total assets (1+2)	10,727	10,638	12,394

CENTON			OIVL
Particulars (INR Mn)	FY23	FY24	FY25
EQUITY AND LIABILITIES			
(1) Equity	2,040	1,967	3,942
(a) Equity share capital	129	129	147
(b) Other equity	1,978	1,904	3,905
Equity attributable to equity holders of the parent (a+b)	2,107	2,033	4,052
(c) Non-controlling interests	(67)	(66)	(110)
(2) Non-current liabilities	1,246	1,616	600
(a) Financial liabilities			
(i) Borrowings	580	447	213
(iii) Lease Liabilities	362	408	318
(b) Deferred tax liabilities (net)	27	5	-
(c) Net non-current employee defined benefit liabilities	62	53	40
(d) Other non-current liabilities	167	672	8
(e) Provisions	24	15	10
(f) Government Grants	24	16	11
(3) Current liabilities	7,441	7,055	7,852
(a) Financial liabilities			
(i)Borrowings	2,048	1,446	1,235
(ii) Trade payables	2,110	2,222	2,200
(iii) Other current financial liabilities	517	372	436
(iv) Lease Liabilities	92	118	107
(b) Other current liabilities	2,255	2,517	3,353
(c) Government Grants	8	8	6
(d) Net employee defined benefit liabilities	7	8	8
(e) Provisions	287	313	372
(f) Liabilities for current tax (net)	117	51	135
Total equity and liabilities (1+2+3)	10,727	10,638	12,394

Capital Market Data

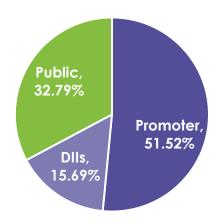


1 Year Stock Performance upto 31st August, 2025



Price Data (As on 31st August, 2025)			
СМР	2,757.75		
52 Week H/L	2,930.00/1,140.15		
Avg. Vol. ('000)	43.63		
Avg. turnover (Mn)	87.41		
Market Capital (INR Mn)	40,558.65		
Total outstanding shares (Mn)	14.71		

Shareholding Pattern (As on 30th June, 2025)



Disclaimer



Centum Electronics Limited

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