

May 03, 2026

To
Listing Department
National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex,
Bandra (E), Mumbai – 400 051

To
Dept. of Corp. Services
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai- 400001

Symbol: ZENTEC

Scrip Code: 533339

Dear Sir/Madam,

Sub: Investor Presentation

Please find attached Investor Presentation on the Financial Results of the Company for the quarter and year ended March 31, 2026.

The above information is also available on the website of the Company:
<https://www.zentechnologies.com/calls-and-conferences>

This is for your kind information and records.

Thanking you

Yours faithfully,

For Zen Technologies Limited

Sourav Dhar
Company Secretary & Compliance Officer

Encl: As above

Investor Presentation



2026

Commentary

“FY26 financial performance was muted relative to FY25, a trajectory we have communicated earlier to our investors and stakeholders. What the headline numbers do not capture is the structural transformation that took place over the last 2 years: Zen ended FY26 as a defence company with five capabilities that are ready to be offered to the Armed Forces — training simulation and systems, counter drone solutions, automated weapons stations, combat robotics and drones. The recent expansion of our product portfolio dovetails to the actual war needs as amplified recent wars including the Iran war.

Another positive for the year was the contribution from our subsidiaries to the consolidated revenue and earnings, validating the capital allocation decisions we have made over years. These investments collectively position Zen to compete across a wider set of opportunities going forward.

FY26 was a year where order conversion timing was delayed beyond what we expected, but now FY27 execution is clearly visible. We closed the year with a consolidated order book of ₹1,336 crore, including new order inflows of ₹431 crore secured during Q4 FY26 alone. The pipeline of opportunities remains robust and the majority of our current order book is scheduled for execution in FY27.

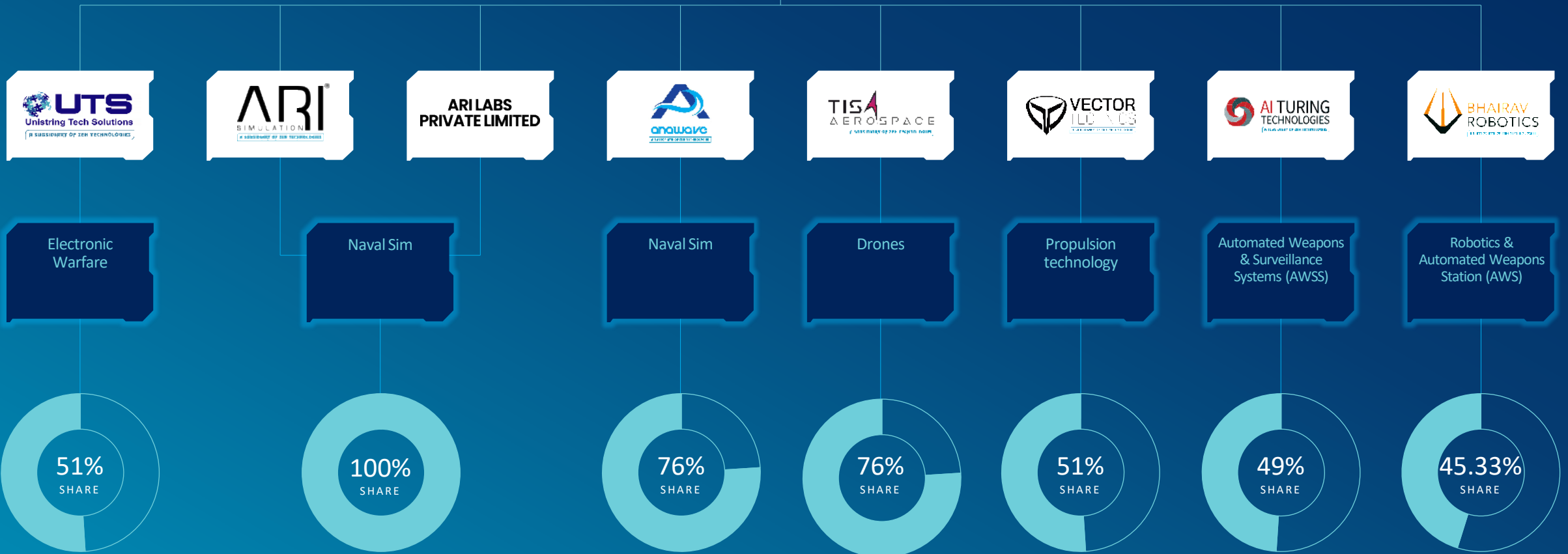
Domestically, the draft Defence Acquisition Procedure 2026 and the broader

policy push towards Buy Indian IDDM continue to intensify the tailwinds initiated by late Mr Manohar Parikkar. Globally, recent events have underlined the strategic importance of layered counter-UAS systems and trained, combat-ready forces, both areas where Zen has built deep capability over three decades.

Zen's three-decade focus on R&D has produced products, often much ahead of other indigenous offerings, that have been validated in the real battlefield. We expect to add several new products to our portfolio in the coming quarters, each addressing capability gaps that current operational realities have brought into focus.

With a strong forward order book, a structurally more diversified earnings base, an expanded product portfolio and a supportive policy environment, we believe Zen is entering FY27 better positioned than at any point in our recent history.”



ZEN TECHNOLOGIES
being there... TECHNOLOGIES



Advanced Product Suite





Drone & Counter-Drone Solutions

-  Anti Drone System
-  Loitering Munition



Operational Equipment

-  Force Multipliers
-  ISR systems

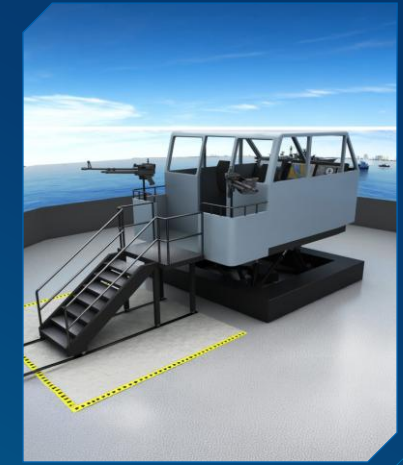
Training Solutions

-  Live Ranges
-  Virtual Simulation
-  Live Simulation
-  Combat Training Centre



Naval Simulation

-  Marine Solutions
-  Naval Solutions

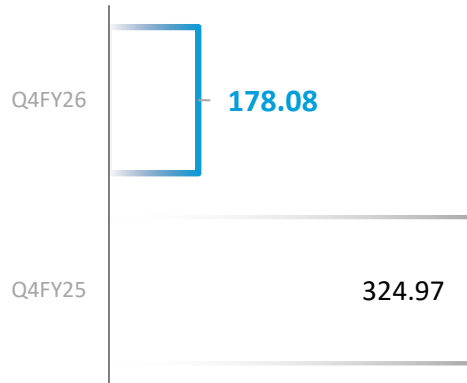


Quarterly Consolidated Highlights

Revenue from Operations (YoY)

(ALL VALUES ₹ IN CRORE)

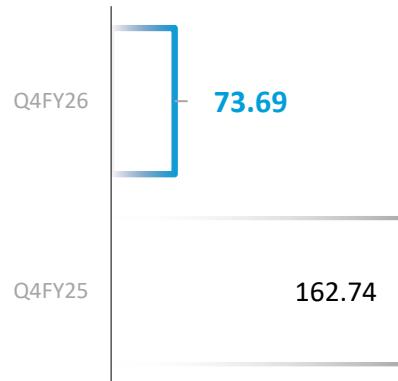
₹178.08 Cr



EBITDA (YoY)

(ALL VALUES ₹ IN CRORE)

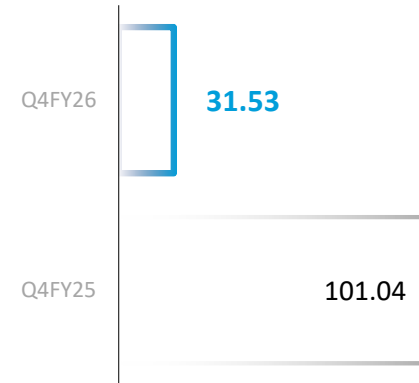
₹73.69 Cr



Profit After Tax (YoY)

(ALL VALUES ₹ IN CRORE)

₹31.53 Cr



*PAT Adjusted for Non-Controlling Interests

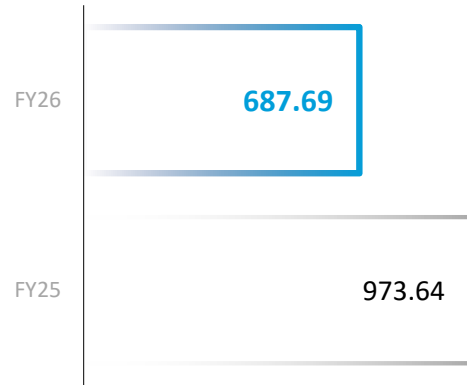


FY26 Consolidated Highlights

Revenue from Operations (YoY)

(ALL VALUES ₹ IN CRORE)

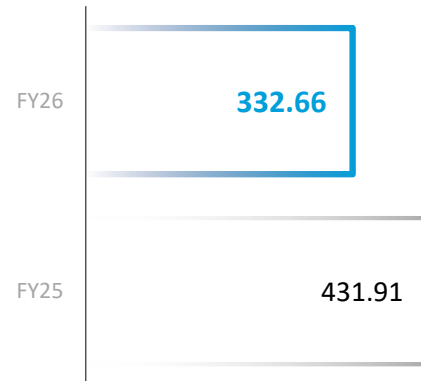
₹687.69 Cr



EBITDA (YoY)

(ALL VALUES ₹ IN CRORE)

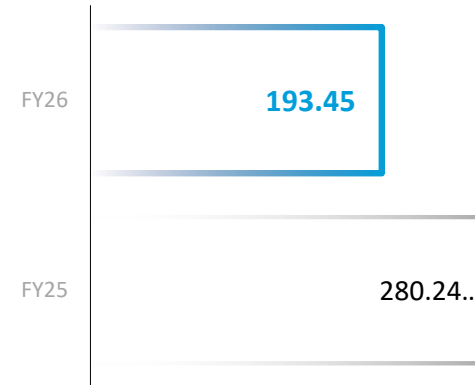
₹332.66 Cr



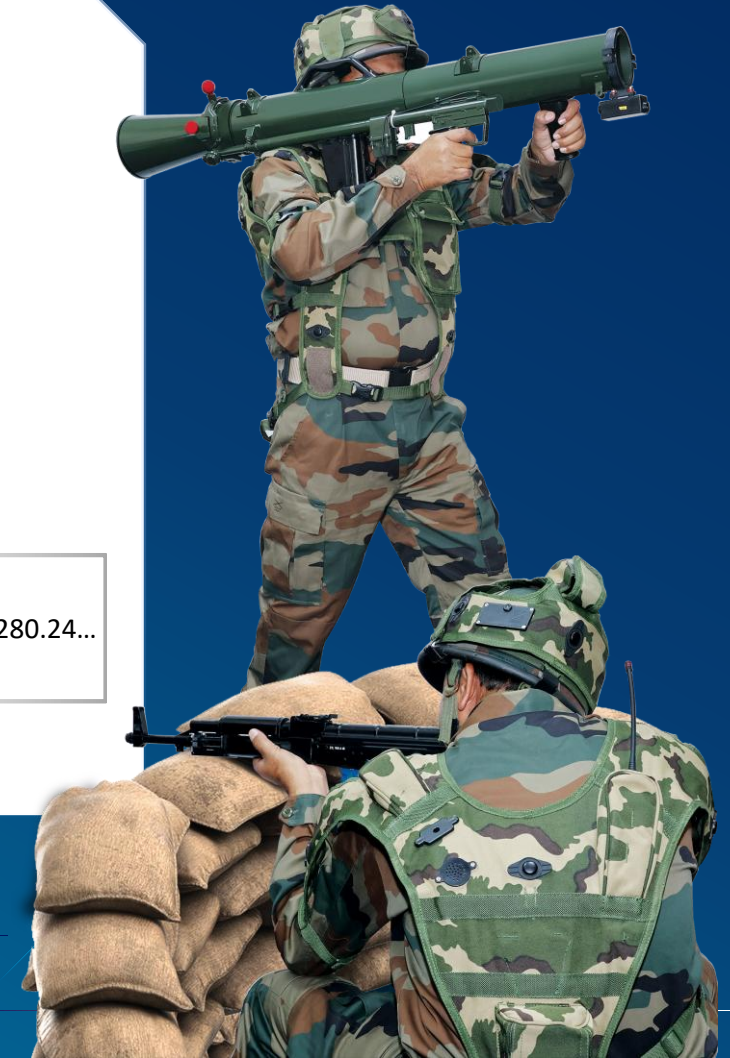
Profit After Tax (YoY)

(ALL VALUES ₹ IN CRORE)

₹193.45 Cr



*PAT Adjusted for Non-Controlling Interests



Financial Statement Summary

SUMMARY OF CONSOLIDATED PROFIT & LOSS STATEMENT

| PARTICULARS (₹ IN CRORE) | Q4FY26 (AUDITED) | Q3FY26 (UNAUDITED) | Q4FY25 (AUDITED) | FY26 (AUDITED) | FY25 (AUDITED) |
|--|---------------------|-----------------------|---------------------|-------------------|-------------------|
| KEY PERFORMANCE INDICATORS | | | | | |
| Sales | 178.08 | 177.82 | 324.97 | 687.69 | 973.64 |
| Other Operating Revenue | 22.70 | 15.62 | 24.77 | 85.42 | 58.39 |
| Total Revenue | 200.78 | 193.45 | 349.74 | 773.11 | 1032.03 |
| Total Operating Expenses | 127.09 | 111.03 | 187.00 | 440.45 | 600.12 |
| EBITDA | 73.69 | 82.42 | 162.74 | 332.66 | 431.91 |
| EBITDA Margins | 41.38% | 46.35% | 50.08% | 48.37% | 44.36% |
| Operational EBITDA | 50.99 | 66.80 | 137.97 | 247.24 | 373.52 |
| Operational EBITDA Margins | 28.63% | 37.57% | 42.46% | 35.95% | 38.36% |
| Interest Cost | 2.02 | 2.75 | 3.95 | 10.27 | 10.38 |
| Depreciation | 5.84 | 6.49 | 4.75 | 24.39 | 15.41 |
| Profit before associates, exceptional items and tax | 65.83 | 73.18 | 154.04 | 298.01 | 406.12 |
| Profit After Tax (Adjusted for Non-Controlling Interest) | 31.53 | 54.76 | 101.04 | 193.45 | 280.24 |

Consolidated Order Book Status as of 31 March 2026



**Note: Order book as at 31st March 2026 includes ₹121.81Cr relating to subsidiaries companies.*

Consolidated Order Book.



Thank You

Let's connect

Hari Haran Chalot

investors@zentechnologies.com
Chief Financial Officer
Zen Technologies Limited



Disclaimer

Certain Statements in this presentation concerning our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, intense competition, political instability and general economic conditions affecting our industry. The company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the Company.

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