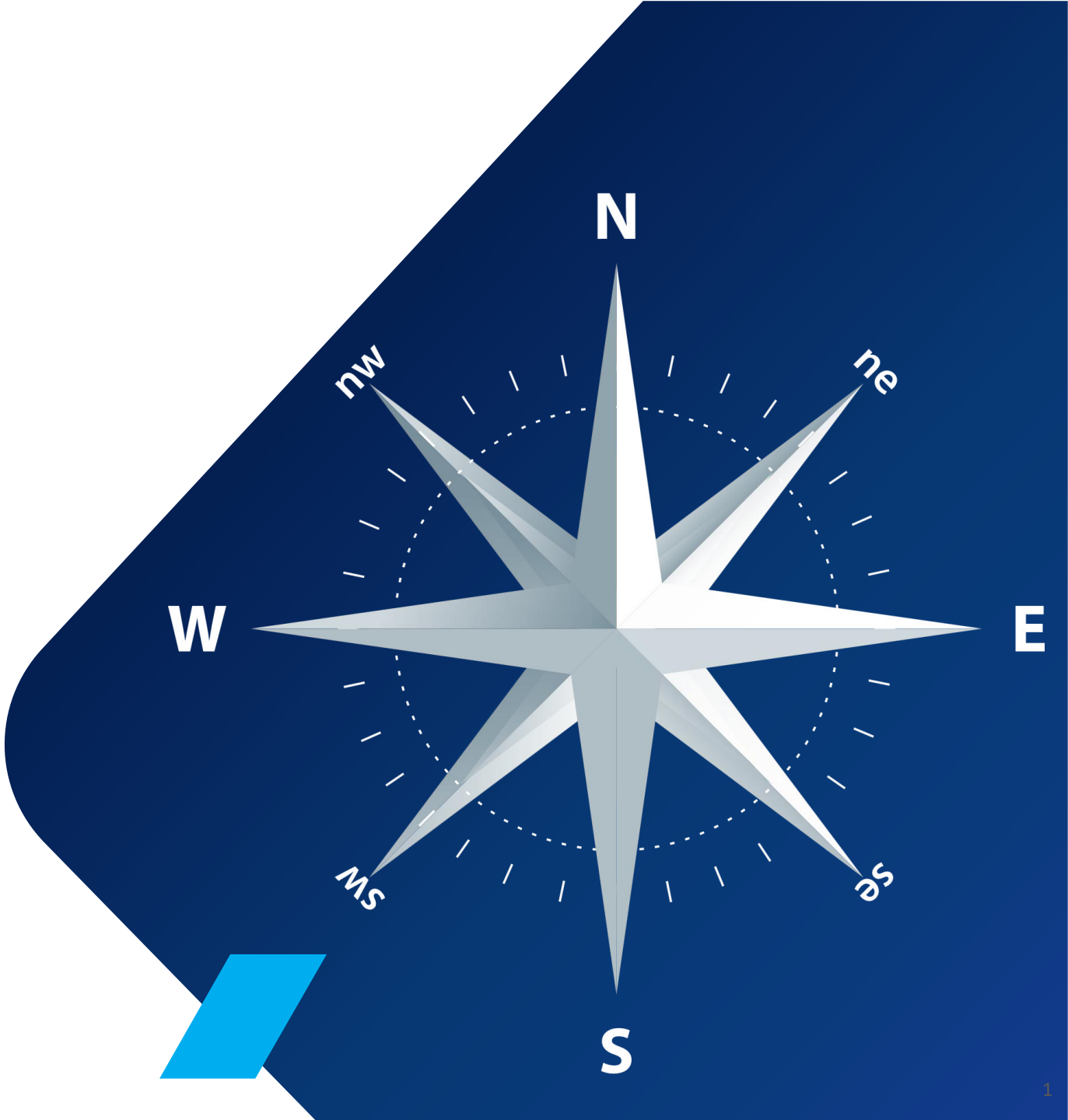
Investor Presentation

Delivering Profitable Growth Through a Differentiated GCC Platform

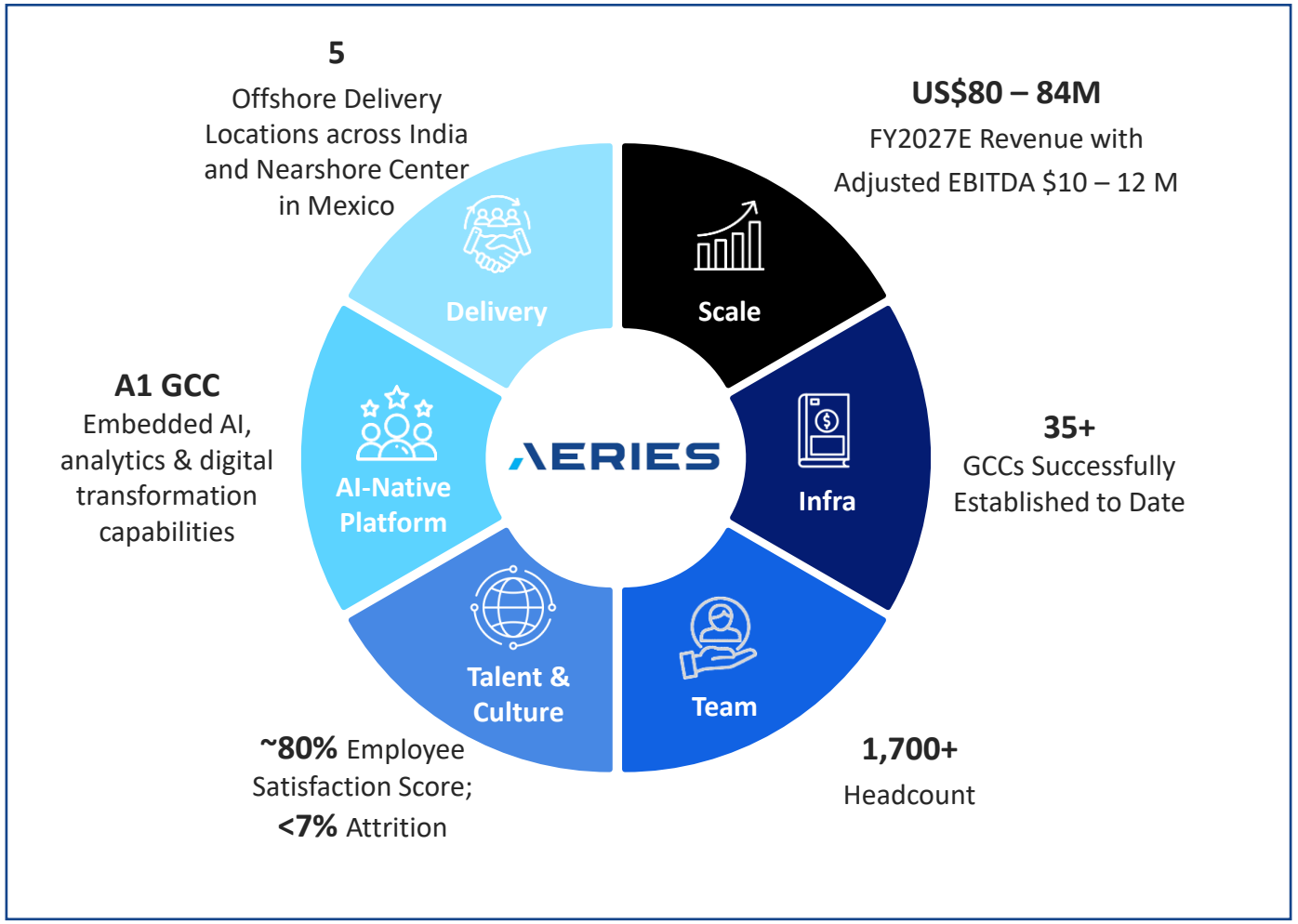


Introducing Aeries Technology

Leading GCC enablement and value creation partner for global mid-market companies

Overview

- Leading independent Global Capability Centre (GCC) enablement and value creation partner for technology companies
- Full-lifecycle engagement model, from initial assessment through ongoing operations, creating multi-year client relationships across technology and business functions
- A1 GCC, Aeries's proprietary AI-native platform, built in-house to run every stage of GCC delivery
- Deep private equity alignment, serving portfolio companies of leading PE firms
- 14-year operating track record; US-headquartered with global delivery footprint



Aeries' Evolution to a Scaled, Full-Lifecycle GCC Platform

From foundational build-out to disciplined, margin-driven growth



FOUNDATION

Single PE relationship

- Established repeatable GCC build-and-operate model
- Delivered offshore execution for a single PE-backed portfolio
- Built a foundational delivery and governance framework

NETWORK EXPANSION

Expansion Across PE Portfolios

- Expanded relationships across multiple PE firms
- Broadened functional and sector capabilities
- Strengthened governance and reporting standards

INSTITUTIONALIZATION & SCALE

Public Market Readiness and Global Footprint

- Public listing on NASDAQ
- Expanded global delivery footprint, including nearshore capabilities
- Scaled delivery platform across a diversified client base

STRATEGIC RESET

Cost Rationalization and Delivery Discipline

- Leadership alignment to strengthen operational focus
- Portfolio rationalization and exit from non-core activities
- Structural cost-based optimization
- Embedded delivery discipline and utilization focus

FY26 AND BEYOND (2026+)

Disciplined Execution and Sustainable Profitability

- Three consecutive quarters of positive Adjusted EBITDA
- Positive operating cash flow
- Automation is embedded across delivery operations
- Improved utilization and cost discipline
- Positioned for sustainable, profitable growth

Strong Financial Performance with Sustained Margin Expansion

Profitable growth supported by recurring revenue, operating discipline, and improving cash flow

FY26 – Sustained Profitability and Margin Discipline

Revenue	Gross Margin	Operating Cash Flow
$70 M	24.7%	$6.8 M
Adjusted EBITDA	**Adjusted EBITDA Margin**	**Net Income**
$8.3 M Exceeded Increased Guidance Range	11.9%	$3.5 M

Sustained double-digit Adjusted EBITDA margin and positive operating cash flow; Reiterated FY27 Outlook

FY2027 Outlook	
Revenue	$ 80 - 84M
Adjusted EBITDA	$ 10 - 12M

HIGHLIGHTS

- Positive operating cash flow for the fourth consecutive quarter
- Exceeded Increased FY 26 Adjusted EBITDA Guidance Range
- Operating cost base structurally optimized
- Multi-year client contracts support revenue visibility.
- Expanded multi-year GCC engagements and strong execution in India and Mexico
- Disciplined financial execution

Structural Drivers of GCC Adoption and Aeries' Positioning

Global Shift Toward Owned Capability Models

Enterprises are increasingly transitioning from third-party outsourcing to owned Global Capability Centers to embed strategic functions within their operating model.

Key structural shifts:

- Insourcing of technology, data, and digital capabilities
- Greater governance and IP ownership requirements
- Long-term cost optimization through controlled global delivery
- Increasing adoption among private equity-backed portfolio companies

Core Drivers of GCC Adoption

Talent Access

Global digital and engineering talent pools are increasingly concentrated outside North America.

Cost and Efficiency

Structurally owned centers improve the cost profile while maintaining governance and operational control.

Strategic Control

Direct ownership enables alignment of culture, cadence, and intellectual property with enterprise priorities.

Why Aeries for GCCs - Positioned to Capture GCC Adoption



Pioneers of GCC Operating Model

Proven playbook ensures rapid access to innovative resources



Operational Efficiency Framework

Cost efficiency achieved through optimal talent process & location execution



Multi-location Delivery Platform

Global centers to align to client's requirements



Governance & Reporting Discipline

Joint governance, milestone-based reporting



Cross-Functional Domain Alignment

Cross-functional alignment with client industries

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Industry Leading Unified Platform – Core to the GCC Ecosystem

A flexible, end-to-end GCC platform purpose-built for mid-market technology and software companies combining full-stack execution with the agility to scale from small teams to enterprise operations

Differentiated Experience for Clients…

Flexible, Expanding Model

- Adaptive structures aligned to evolving client objectives
- India + Mexico footprint; ~40–60% cost savings

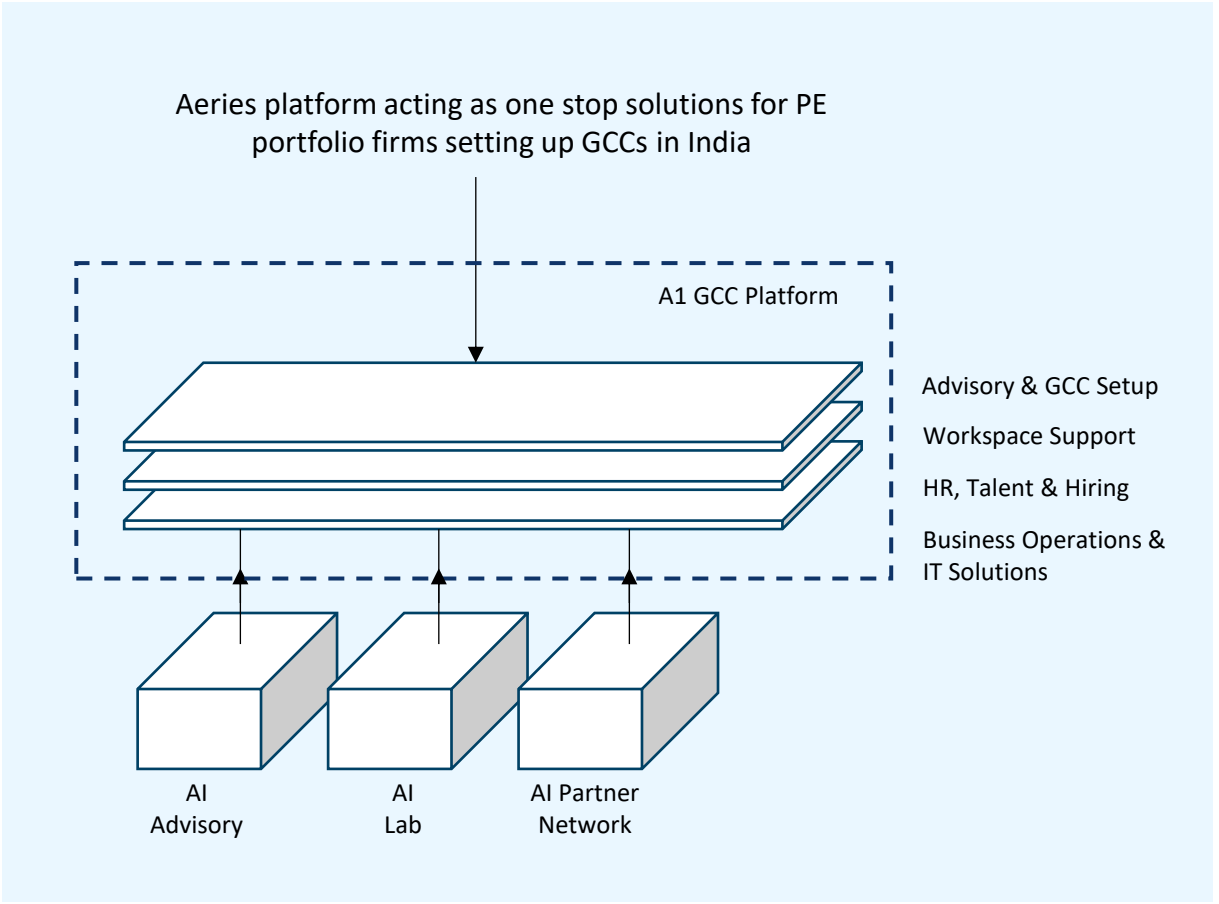
PE-Native Expertise

- Deep PE network enabling fund- and portfolio-specific GCC solutions
- High repeat engagement driven by innovation-led delivery

Aligned Teams and Talent Advantage

- Right-fit teams with lower attrition vs. benchmarks, driving superior delivery quality
- Unified one-stop model that streamlines and shortens regulatory approvals

…Enabled by Proprietary Platform to Deliver Business Outcomes



Global Delivery Footprint Enabling Scalable Growth

Integrated offshore and nearshore hubs providing cost efficiency, talent access, and operational agility



Total # of Headcount(1)

1,744

Asia – 1,482

Americas – 262

INDIA

Offshore Scale & Capability Depth

- Structural cost advantage of 50–60% across core enterprise functions
- Deep, specialized talent across IT, BPM, and AI
- Mature delivery ecosystem supporting 24/7 operations and long-term continuity

MEXICO

Nearshore Proximity & Execution Alignment

- US time-zone alignment enabling real-time collaboration
- Strong English proficiency and cultural compatibility
- 40–50% cost advantage with operational agility
- Strength in customer operations and real-time, client-facing workflows

Note: (1) Headcount data as of 31st March 2026

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Experienced Leadership and Independent Governance

Non-Executive Director



V. Raman Kumar
Chairman & Founder

Former Chairman and CEO of NASDAQ-listed M*Modal, brings extensive public company and technology leadership experience.

Executive Director



Ajay Khare
Chief Executive Officer

Leads corporate strategy, operations, and value creation initiatives across the platform.

Independent Directors



Alok Kochhar

Chair, Compensation Committee
Member, Audit and Nominating & Corporate Governance Committees

Former Bank of America executive; senior advisor, Boston Consulting Group.



Biswajit Dasgupta

Chair, Nominating & Corporate Governance Committee Member, Audit Committee

Senior advisor with deep treasury, investment banking, and capital markets experience.



Nina B. Shapiro

Chair, Audit Committee
Member, Compensation Committee

Former World Bank executive; 30+ years in finance and corporate governance.

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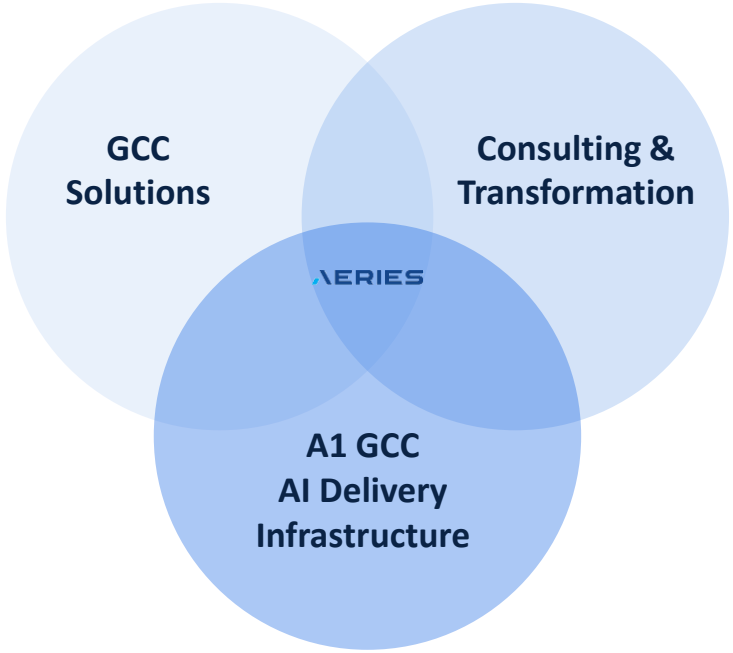
Aeries Capability and Offerings

Integrated Offerings Supporting End-to-End Business Transformation...

Three interconnected capability pillars - unified under the Aeries delivery model

End-to-end assessment, design, set-up and operations

- Comprehensive operating model and governance design
- Location strategy and site selection
- Infrastructure and workspace setup
- Talent acquisition, employee policy alignment and branding
- Ramp-up and operations management
- Legal, compliance and risk controls



Advisory-driven business transformation with domain-specific consulting, GCC advisory and AI transformation

- Technology and operations assessments, with design and implementation support for due diligence, 100-day planning and execution
- AI readiness assessments, solution design and implementation across key functions
- GCC assessments with alternative design options and transformational implementation support
- Change management advisory and execution support
- Organizational design and performance improvement

Enterprise transformation with AI-centric solutions

- A1 GCC, the Aeries GCC Platform, enabling GCC operations
- GCC function agents for seamless GCC management and optimization.
- AI Delivery Infrastructure spanning AI Advisory, AI Lab, and AI Partner Network.
- Custom development and product solutions for enterprise transformation.

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…Underpinned By the Breadth of Capabilities and Depth of Experience

Technology

Product Engineering	Customer Journeys, Product Roadmaps, Design & Development and Lifecycle Management
AI Development	AI Engineering, Intelligent Integrations, AI-led QA, Platform APIs and Model Ops
Enterprise Applications	ERP and CRM Implementation, Maintenance, Audit and Upgrades & Migrations
Infosec & Cybersecurity	Unified Threat Management, Identity & Access Management, IT Security and SOC
Cloud & IT Infrastructure	NOC/TOC, DevOps, Remote Automation, Data-Denter and Tech Help-Desk & Support

Business Operations

Finance & Accounting	Global Taxation & Audit, Compliance, FP&A, P2P, R2R , O2C, Payroll and Treasury Ops
CX Management	Call Center – Inbound & Outbound, Omni Channel and Help-Desk for Product Support
G&A Operations	Legal Contracts & Compliances, Procurement Mgmt, Admin Support and Legal Entity Setup
Human Resources	Talent Acquisition & Mgmt, L&D, Employee Engagement and HR Ops
Sales & Marketing	Sales Operations, Renewals, Inside Sales, Digital Marketing and Lead Generation

Transformation

Artificial Intelligence	AI Strategy, Agentic AI, GenAI Implementation, AI-led Process Transformation, AI Governance
Consulting & Advisory	Operational Excellence, Process Optimization, Revenue Expansion and Carveout & Rebadging
Business Intelligence Solutions	Custom BI Solution Architecture, BI Transformation and Data Modeling
Process Automation	RPA, Virtual Help Desks, Chatbots and Intelligent Process Automation
Data Science & Analytics	Big Data, Advanced Analytics, Data Modeling, NLP & Computer Vision

Vertical Offerings

Horizontal Offerings

Value Creation Engagement Model Focused on Private Equity Investment Lifecycle

Partnering with Private Equity clients across diligence, value creation, execution, and exit.

DEAL CYCLE	DUE DILIGENCE	VALUE CREATION PLANNING	EXECUTION	EXIT PREPARATION
KEY OBJECTIVES	**Identify hidden value and mitigate risk**	**Accelerate Portfolio Performance**	**Drive revenue growth, operating efficiency & cost optimization**	**Prepare for sale and maximize enterprise value**
AERIES SERVICES	• Cost optimization modeling and operational analysis • Technology, digital, and AI maturity assessment • Business case validation, carve-outs, and TSAs • Location strategy, entity setup, and operating model design	• Value creation advisory and 100-day plan execution • Operational efficiency through automation & digitization • Talent acquisition, upskilling, & organization design • Change management and governance frameworks	• GCC setup & delivery • AI and analytics initiatives • Managed services and centralized functions • Risk, compliance, and performance transparency	• Exit playbook & execution support • Sell-side positioning & buyer-ready deliverables • Transition continuity, including carve-outs and TSAs • LP reporting, fund administration, VDR support
VALUE TO CUSTOMERS	Informed investment thesis, faster close, risk visibility	Accelerated value capture and predictable execution	Revenue growth, margin expansion, scalability, and operational maturity	Stronger exit narrative, cleaner diligence, and smoother transition

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With Disciplined Operating Playbook Across Core Enterprise Functions

SENIOR LEADERSHIP OVERSIGHT

Talent Acquisition

Talent Sourcing via internal & 3rd party vendors | Offer to onboarding engagement | Hiring analytics

HR

HR best practices alignment | Payroll & benefits | Employee engagement | L&D | Onboarding & exit

IT

Hardware/Software licenses | IT security, BCP & DR | Internet/VPN | Troubleshooting | Identity access mgmt.

Admin

Facility management | Asset management | Remote work facilitation | Travel – ticketing, hotel, FX, visa

Finance & Compliance

Billings & procurement | Cash mgmt. | Statutory reporting, budgets & MIS | Compliance – tax, regulatory

Branding & Marketing

Co-branding focus | Employee value proposition | Align office workspace with client's branding

Research & Innovation

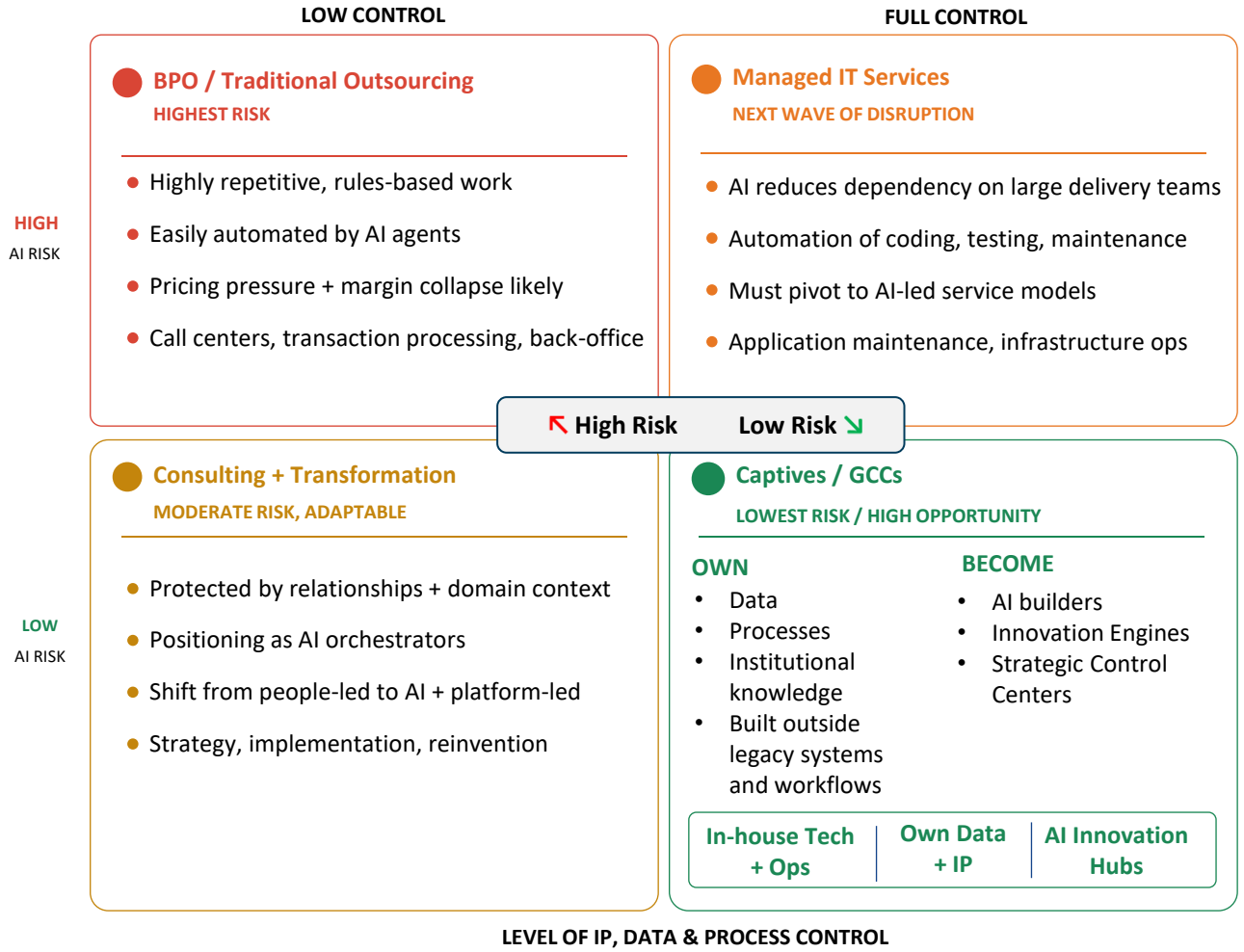
Focus on digital transformation | Automation | Incubate products | Cost benefit/ROI based

PMO + SME — Central coordination team driving setup, transition, project and process governance

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AI : The next big opportunity in Value Creation

Risk decreases as control over data, IP, and processes increases



Key Takeaway

> **"AI is shifting value from labor arbitrage to IP ownership and control."**

- **Outsourcing = cost play → commoditized**
- **GCCs = capability + control → strategic advantage**
- **Service providers must evolve into:**

AI platform builders | **Outcome-based partners** | **IP creators**

Why GCCs Win the AI Race

Replace Enterprise SaaS with Custom Agentic Solutions

Companies deploying AI teams to build proprietary agentic platforms, displacing off-the-shelf enterprise SaaS

▸ **Deeper customization** ▸ **IP ownership** ▸ **Competitive moat**

Automate Processes End-to-End with AI Agents

Call centres, reconciliation, and back-office workflows replaced by intelligent agent-driven operations

▸ **Lower cost** ▸ **Higher accuracy** ▸ **24/7 availability**

India GCCs: Talent Depth + Greenfield Advantage

India-based GCCs offer access to deep AI/ML talent pools at scale which is critical for building agentic capabilities

AI-driven processes are best built outside legacy systems and workflows

— GCCs provide the organizational separation to innovate

GCCs are emerging as the control layer for AI-driven enterprise operations

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AI-Embedded GCC Platform Enabling Productivity and Scalable Transformation

AI FIRST GCCs

Monetized through embedded automation within multi-year GCC engagements

- Productivity Gains
- Workflow Automation
- Decision Intelligence
- Margin Expansion

A1 GCC

AI Workforce Layer — Human + Agent Collaboration

Agents work alongside human, scaling capacity without increasing headcount

GCC Function Agents	FINANCE AGENTS	ENGINEERING AGENTS	TALENT AGENTS	IT AGENTS	OPERATIONS AGENTS	ANALYTICS AGENTS

AI DELIVERY INFRASTRUCTURE

AI Advisory

Assess organizational maturity, identify strategic opportunities and define an executable AI transformation roadmap

AI Lab

AI-powered software development services that are rapid, scalable and cost-effective, to accelerate AI implementation journey.

AI Partner Network

Best-in-class AI solutions and expertise that integrate leading product technologies accessed via our AI Partner Network

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Our Growth Potential

Large and Growing GCC Market with Significant Mid-Market Opportunity

Large and growing GCC market with low mid-market penetration and strong structural tailwinds

IT Outsourcing Market · Context For US PE Investors

Global IT Outsourcing Market

US$588bn – 2025E
growing at ~8% CAGR to
US$806bn – 2030

- AI and cloud adoption are increasing IT complexity, requiring specialized external delivery
- Talent scarcity in developed markets is driving offshore outsourcing demand
- Cost pressure on enterprise IT budgets is accelerating managed services adoption
- 42% of enterprises now shifting spend from outsourcing to captive GCCs

US Companies' Share Of Global ITO

US$218bn – 2025E
growing at ~6% CAGR to
US$295bn – 2030

- US is the largest national ITO market globally. It generates 37% of global ITO revenue

- Enterprises are increasingly expanding captive GCC models alongside traditional outsourcing. Provider-supported GCCs are the fastest-growing GCC delivery model at ~25% CAGR (Everest Group, 2026)

Aeries Market Opportunity · Everest Group GCC Market Outlook 2026

Total GCC Services Market

US$115bn – 2025E
growing at ~15% CAGR to
US$155bn – 2030

- This represents the enterprise spend on offshore-nearshore GCCs globally in 2025

Provider-Supported GCC Market

US$40bn – 2025E
growing at ~25% CAGR

- Of the US$115bn GCC market, US$40bn is what providers earn. This is driven by enterprises moving from managed service providers to captive GCCs

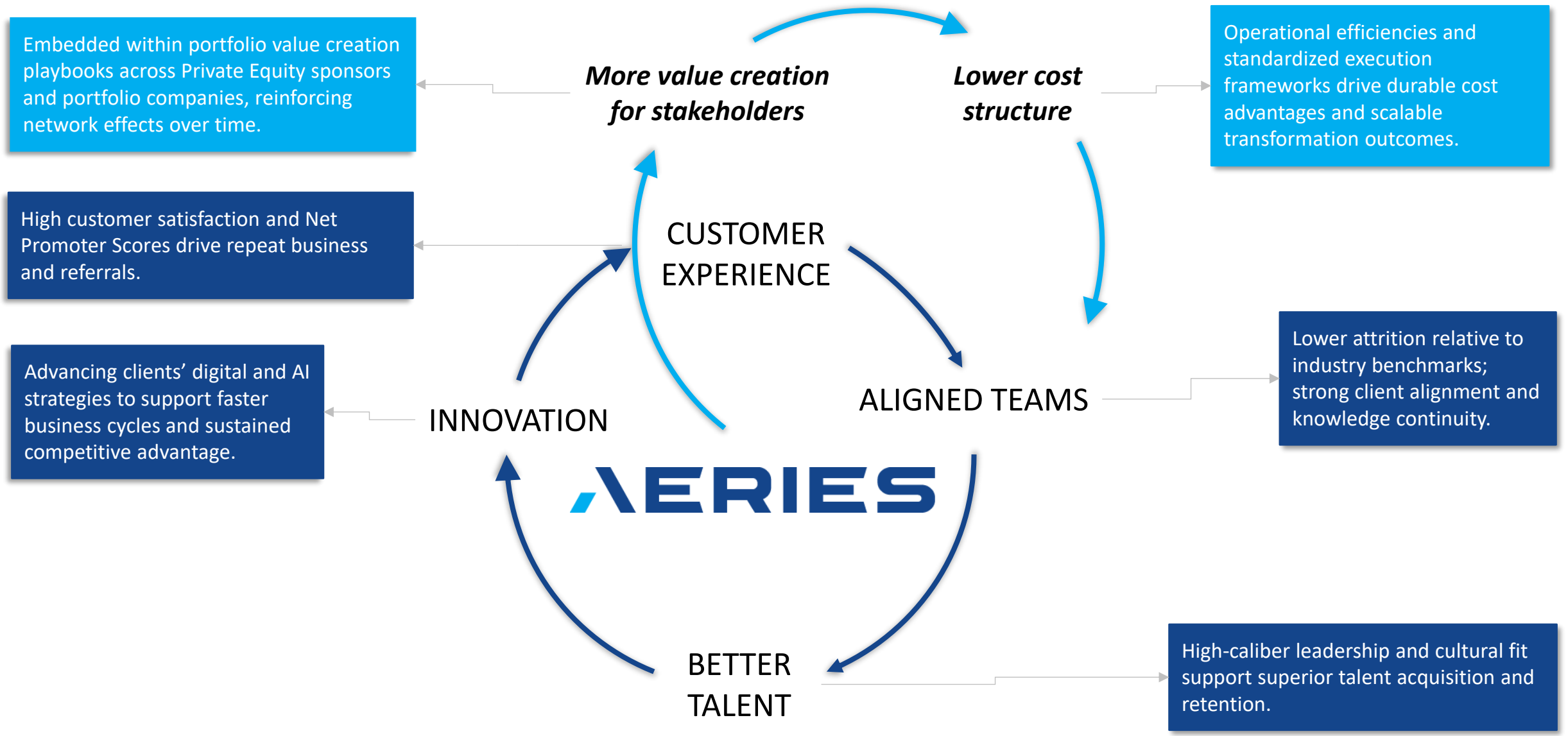
Focus Criteria: PE-Backed Mid-Market · Sub-US$1bn Revenue · US Headquartered

- There are 12,000 PE-backed sub-US$1bn companies in the US and ~1,000 are GCC-ready (Aeries est.)
- Enterprises are reducing third-party outsourcing spend as they build captive GCCs and about 42% are already making this shift
- 42% of new GCCs in 2024 are from mid-market and 1 in every 3 is PE-backed
- Penetration is under 15% which represents the largest white space in the market

Source: Statista, IT Outsourcing Worldwide 2025; Everest Group, GCC Market Outlook 2026; ANSR, Mid-Market GCC Report, Jun 2025; Zinnov 2025; EY-NASSCOM GCC research; PitchBook. Aeries estimate for '~1,000 GCC-ready' based on internal market assessment."

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Network Effects Driving Accelerated Growth



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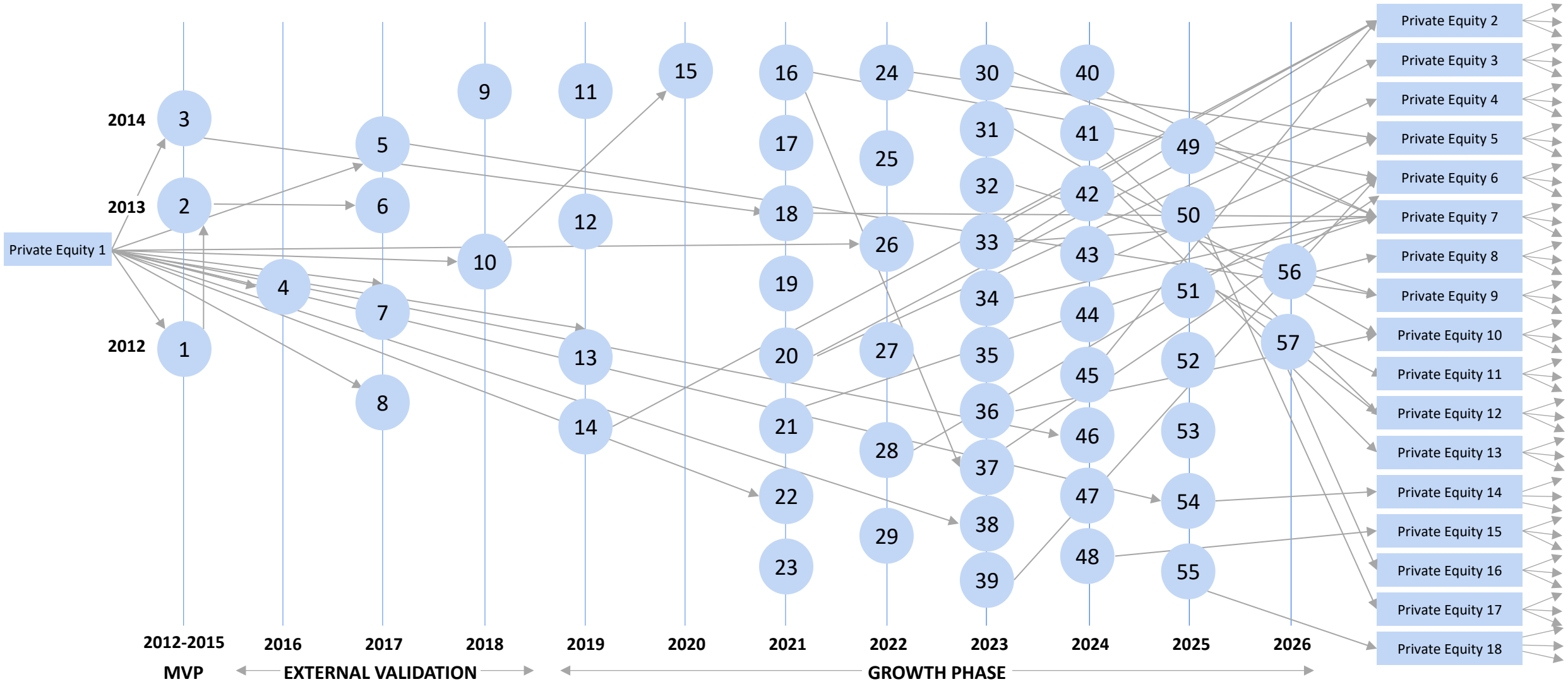
Our Growth – The Network Effect

We have free organic growth as we get implemented into each new PE investment

PE acquisitions create openings to showcase value and gain partners.

As key employees from clients move companies, they bring us in

Strong Net Promoter Score helps us gain client referrals & testimonials



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Aeries' Growth Evolution: Scaling the GCC Platform

Building from execution-led growth toward platform monetization and strategic expansion in the Outsourcing & Value Creation space

PAST

Purpose-Built BOT

GO-TO-MARKET

Founder-led relationships in Private Equity ecosystem

Institutional GTM foundation established.

TECHNOLOGY

Tech played a supporting role, providing tailored solutions (RPA, analytics and custom-built solutions)

FINANCIAL PROFILE

Execution-led growth, funded through operating cash flow.

PRESENT

GCC with Platform Enablement

GO-TO-MARKET

Accelerated GTM hiring and vertical leadership

Increased cross-sell within installed base

TECHNOLOGY

Launch of AeriesOne (in beta) a platform for GCC management and digital transformation, enabling data-driven decisions and automated workflows.

FINANCIAL PROFILE

Higher revenue per client

Revenue mix shifting toward consulting and enablement.

FUTURE

GCC + Platform + Strategic Expansion

M&A

Strategic & synergetic acquisitions, expanding market share

Comprehensive suite of services to meet the evolving needs of PE firms, while expanding target market to include enterprise clients (>1B+ rev)

GO-TO-MARKET

Solidify Aeries' position as the leading GCC provider for PE firms as well as enterprise customers by adding resources in key markets like NYC.

TECHNOLOGY

AeriesOne will become the GCC core engine, leveraging AI and automation to drive continuous improvement, enhance efficiency, and deliver exceptional client value.

FINANCIAL PROFILE

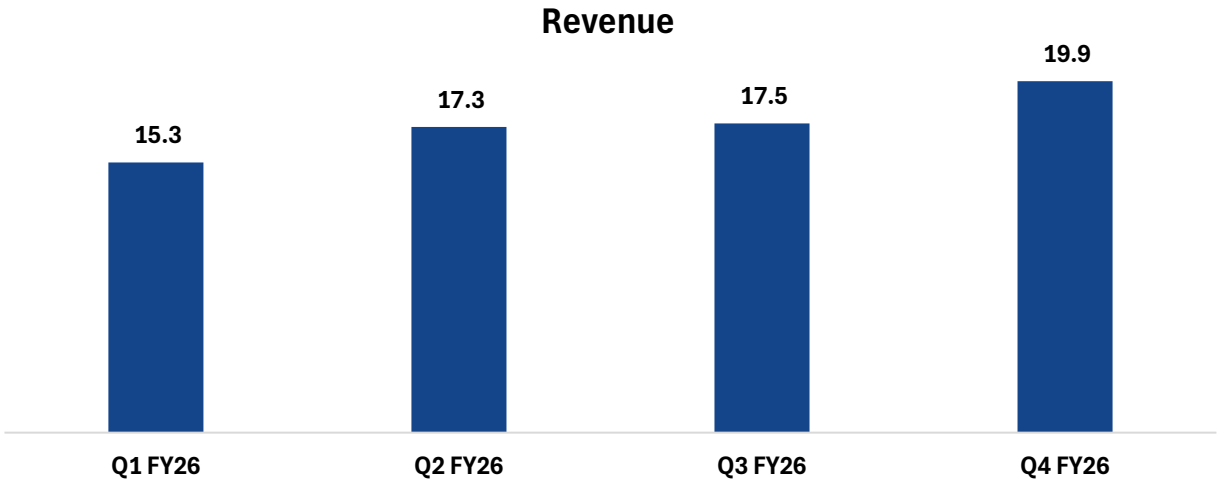
Expanded TAM through higher-value consulting services

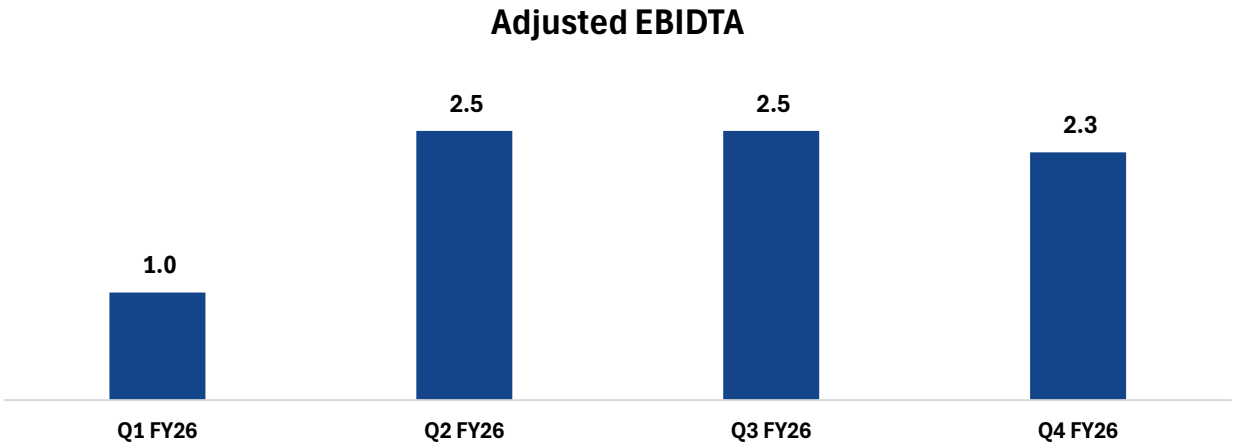
Recurring revenue from AeriesOne, and operational efficiencies gained through technology and automation.

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Sustained Revenue Growth with Improving Profitability

Amount in US$ Mn





FY2026 Results	
Revenue	$70 Mn
Adjusted EBITDA	$8.3 Mn
Operating Cash Flow	$6.8 M

FY2027 Guidance	
Revenue	$ 80 - 84 Mn
Adjusted EBITDA	$ 10 - 12 Mn

FY = year ending March 31st

Key Investment Highlights

Aeries's Strengths

1 Scaled Leader in a White-Space Market

- Scaled independent GCC platform with 40+ GCCs established and 1,744 headcount across India, Mexico and the US
- Category leadership opportunity in provider-supported GCCs for PE-backed mid-market tech — segment has no dominant competitor today
- Addresses a US$40bn SAM growing ~25% CAGR with <15% penetration in the core PE-backed segment

2 Structural Unit Economics, Proven

- 50–60% India cost arbitrage and 40–50% Mexico nearshore advantage, delivered through an owned-delivery model
- FY26: $70m revenue, 11.9% EBITDA margin, $6.8m operating cash flow — four straight quarters of positive EBITDA
- FY27 guidance : Revenue between $80m - $84m , Adjusted EBIDTA between $10 m - $12 m

3 PE-Native Flywheel + Retention Moat

- 20+ PE sponsor relationships across 40+ GCCs, embedded in value-creation playbooks. Multi-year recurring contracts drive high revenue visibility, with portfolio-level expansion compounding wallet share
- ~80% employee satisfaction and <7% attrition underpin delivery continuity — a material differentiator vs. offshore incumbents running 20%+ attrition

4 AI-Native Moat: A1 GCC

- Three-layer proprietary platform: A1 GCC Workflow Engine → Function Agents (Finance, Engineering, Ops, IT, Analytics, Talent) → AI Delivery Infrastructure (Advisory, Lab, Partner Network)
- Embedded automation in multi-year deals drives compounding margin gains, not price competition — a built-in flywheel that defends against commoditization

Key Facts & Figures

40+ GCCs established	**1,744** Global Headcount
11.9% FY26 Adj. EBITDA Margin	**$80 - 84M** FY27E Revenue Outlook
20+ PE Sponsor Relationships	**<7%** Attrition Rate ~80% ESAT
A1 GCC Proprietary Platform	**50-60%** Cost Arbitrage

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This presentation contains "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Forward-looking statements include all statements that are not historical facts, and further include, without limitation, statements reflecting our current views with respect to, among other things, our future expectations, plans, results, or strategies, and other non-historical statements including the statements in the "Growth: Revenue & Profitability" section of this presentation. In some cases, you can identify these forward-looking statements by the use of words such as "outlook," "believes," "expects," "potential," "continues," "may," "will," "should," "could," "seeks," "predicts," "intends," "trends," "plans," "estimates," "anticipates" or the negative version of these words or other comparable words. Such forward-looking statements are subject to various risks and uncertainties. These statements are based on assumptions that we have made in light of management's experience in the industry as well as our perceptions of historical trends, current conditions, expected future developments and other factors we believe are appropriate under the circumstances. You should understand that these statements are not guarantees of performance or results. They involve known and unknown risks, uncertainties and assumptions. Those known and unknown risks, uncertainties and assumptions may relate to, among other things, global economic environment and business conditions in general or on the ability of our suppliers and business partners to meet their commitments to us, or the timing of purchases by our current and potential customers; the rapidly changing and intensely competitive nature of the IT, business management and consulting industry in which we operate; fluctuations in our operating results; our ability to realize the anticipated benefits of our growth strategies; risks inherent in operating in foreign countries, including foreign currency fluctuations; risks associated with data privacy, cyberattacks and maintaining secure and effective internal information technology and control systems; the timely and successful development, production or acquisition, availability and/or market acceptance of new and existing products, product features and services; tax rates; turnover of workforce and the ability to attract and retain skilled personnel; protecting our intellectual property; the availability and successful exploitation of new alliance and acquisition opportunities; and increased costs associated with maintaining controls and compliance obligations as a public company.

This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles in the United States ("GAAP"), including EBITDA and Adjusted EBITDA, which are used by management in making operating decisions, allocating financial resources, and internal planning and forecasting, and for business strategy purposes, have certain limitations, and should not be construed as alternatives to financial measures determined in accordance with GAAP. The non-GAAP measures as defined by us may not be comparable to similar non-GAAP measures presented by other companies. Our presentation of such measures, which may include adjustments to exclude unusual or non-recurring items, should not be construed as an inference that our future results will be unaffected by other unusual or non-recurring items nor should it be considered in isolation or as a substitute for performance measures calculated in accordance with GAAP.

This presentation includes market and industry data and forecasts that we have derived from independent consultant reports, publicly available information, various industry publications, other published industry sources and our internal data and estimates. Independent consultant reports, industry publications and other published industry sources generally indicate that the information contained therein was obtained from sources believed to be reliable. Although we believe that these third-party sources are reliable, we do not guarantee the accuracy or completeness of this information, and we have not independently verified this information. Some market data and statistical information are also based on our good faith estimates, which are derived from management's knowledge of our industry and such independent sources referred to above. Certain market, ranking and industry data included elsewhere in this presentation, including the size of certain markets and our size or position and the positions of our competitors within these markets, including our services relative to our competitors, are based on estimates of our management. These estimates have been derived from our management's knowledge and experience in the markets in which we operate, as well as information obtained from surveys, reports by market research firms, our clients, suppliers, trade and business organizations and other contacts in the markets in which we operate and have not been verified by independent sources. References herein to our being a leader in a market or product category refer to our belief that we have a leading market share position in each specified market, unless the context otherwise requires. As there are no publicly available sources supporting this belief, it is based solely on our internal analysis of our sales as compared to our estimates of sales of our competitors. In addition, the discussion herein regarding our various end markets is based on how we define the end markets for our products, which products may be either part of larger overall end markets or end markets that include other types of products and services. Our internal data and estimates are based upon information obtained from trade and business organizations and other contacts in the markets in which we operate and our management's understanding of industry conditions. Although we believe that such information is reliable, we have not had this information verified by any independent sources. All trademarks, service marks, and trade names appearing in this presentation are the property of their respective holders.

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NASDAQ: AERT

Thank You



GLOBAL LOCATIONS

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