

Aeries Technology, Inc.

# Annual FY 25 Earnings Call

July 3, 2025

## CORPORATE PARTICIPANTS

- **Ajay Khare**, Chief Executive Officer and Board Member
- **Daniel Webb**, Chief Financial Officer and Chief Investment Officer

## PRESENTATION

### Operator

Good morning, and welcome to Aeries Technology's Fiscal Year 2025 Earnings and Business Update Call. Joining us today are Aeries Chief Executive Officer, Ajay Khare, and Chief Financial Officer, Daniel Webb. The call will review the results for the year ended March 31, 2025, and discuss strategic priorities moving forward.

Before we begin, please note that today's discussion contains forward-looking statements, including Aeries' expectations regarding future performance and market opportunities. Actual results may differ materially. Please refer to SEC filings and the earnings press release for a full discussion of risks and uncertainties. Additionally, this call will include certain non-GAAP financial measures. Reconciliations of these measures to the most directly comparable GAAP measures are available in our earnings release and on our website.

With that, I'll now turn the call over to Ajay.

### Ajay Khare – Chief Executive Officer

Thank you, Operator. Good morning everyone and thank you for joining us. I'm Ajay Khare, CEO of Aeries Technology. Today, we'll review our performance for fiscal year 2025 and walk through the initiatives that are shaping the next phase of Aeries' growth. After that, I'll hand it over to Daniel to take you through the detailed financials and forward outlook.

For FY2025, we guided to \$6–7 million in Core Adjusted EBITDA. I'm pleased to report that we ended the year having achieved \$7.4 million—beating our guidance. The outperformance underscores the strength of our focused execution and the results of our realignment efforts.

FY2025 was a pivotal year for Aeries. We made intentional decisions to sharpen our strategy and focus. That meant doubling down on our core business—helping Private Equity-backed companies with a presence in North America build and scale Global Capability Centers (GCCs)—and stepping away from

lower-value, non-core geographies. We exited the Middle East consulting markets, completed all associated write-offs, and significantly tightened our cost structure. Those legacy issues are now fully behind us.

Our focus on private equity firms and portfolio companies with a presence in North America has created a resilient and focused business. We've built deep relationships with leading private equity firms, and our value proposition—transformation through innovation, speed, efficiency, and flexibility—resonates strongly. We continued to see high client retention, long-tenure engagements, and increased adoption of large-scale digital transformation missions.

North America now represents over 93.3% of our revenue base, and we see continued momentum through both new logos and deeper engagements with existing clients. We expect our momentum to accelerate now that we have hired a chief growth officer and chief strategy officer. We will continue to make key hires with relationships in private equity to expand our pipeline and network.

Excluding the discontinued Middle East operations, our North America revenue grew 15% year-over-year—from \$57 million to \$65.5 million—highlighting the strength of our core markets.

At the heart of our delivery is our GCC model. GCCs are no longer optional—they've become the preferred way for companies to gain scalable capabilities in tech, operations, and transformation, which they can then leverage throughout their business. With over 13 years of GCC expertise, we are now seeing that experience convert into competitive advantage and real deal momentum.

Recently, we began partnering with a leading global cybersecurity software and services provider to establish and scale Global Capability Centers in both India and Mexico to enhance their existing India-based workforce while adding a nearshore hub to support core business functions. We are delivering purpose-built solutions that are allowing them to innovate efficiently and to pursue their digital transformation objectives. Consistent with our capabilities, we are working in partnership with this customer from set-up to scale-up, reflecting the full range of technology and operational capabilities that our teams possess. We look forward to a long partnership with this customer.

We also signed a recent Letter of Intent with a leading global SaaS company in the sustainability and compliance space to establish AI-driven GCCs in India and Mexico. These centers will initially support core business functions, with a roadmap to expand as the client scales. This engagement further demonstrates how our GCC model can align with long-term innovation and global growth strategies from day one.

Building on our momentum, FY2025 marked the launch of our new AI-Centered Global Capability Center framework—an approach that integrates intelligent automation, generative AI agents, and data-driven decision systems into the GCCs that we build and operate. We are excited to bring this next generation of capabilities to our customers, as they look to increase the speed and breadth of their value creation initiatives, which in turn helps them to successfully innovate, serve their customers and to do it in the most cost-effective and technically advanced way possible. We've already deployed this framework within a

flagship healthcare portfolio company, where we scaled a 300+ member GCC within 15 months, which is starting to see meaningful business results.

Our AI-Centered GCC framework will serve as the operating system for next-generation enterprise transformations, and we will continue to build on early success by enhancing it further with more domain-specific AI tools, predictive benchmarking, and enterprise-grade LLM integration.

With that, I'll hand it over to Daniel to continue the discussion and walk you through the broader strategy and outlook.

## Daniel Webb – Chief Financial and Investment Officer

Thanks, Ajay.

Let me start with the consolidated financials. For FY2025, we reported \$70.2 million in total revenue, compared to \$72.5 million in FY2024. This slight decline was anticipated and driven by our exit from the Middle East business. Excluding that impact, our North America revenue grew 15% year-over-year—from \$57 million to \$65.5 million—demonstrating strong momentum in our core market.

As Ajay mentioned, we had originally guided to \$6–7 million in Core Adjusted EBITDA. We closed the year at \$7.4 million, exceeding our guidance and reaffirming the strength of our realigned business model.

Our financials in fiscal 2025 reflect one-time items that we don't expect to happen in 2026. The majority of our SG&A in 2025 was from one-time items. The Middle East business has now been fully written off. Our restructuring is complete. Stock-based compensation is expected to be significantly lower. We believe 2026 is on track to be our best year yet.

Let me now walk you through our full-year financial performance.

### Full Year FY2025

- Total Revenue: \$70.2 million
- Gross Profit: \$16.7 million (margin of 23.8%)
- Operating Loss: \$(28.8) million
- Adjusted EBITDA: \$(4.7) million
- Core Adjusted EBITDA: \$7.4 million
- Net Loss: \$(21.6) million

**These full-year results reflect the structural transition we've made—away from non-core and toward a more focused, scalable operating model.** The Core Adjusted EBITDA reached \$7.4 million, an increase of 365% over the \$1.6 million reported in the previous year, and above the guidance we had provided. This outperformance marks a clear validation of that strategic shift.

We ended the year with \$2.8 million in cash and \$1.1 million in long-term debt—providing ample flexibility to support our ongoing initiatives.

As a final note, we previously shared that FY2025 would be the last year we report Core Adjusted EBITDA as a separate metric. Going forward, we will rely on Adjusted EBITDA and GAAP measures as more representative of our performance. Core Adjusted EBITDA was useful during our transition period, but with the non-core business behind us, it is no longer needed to explain underlying trends.

### **FY2026 Outlook**

We are reaffirming our guidance:

- Revenue: \$74 million to \$80 million
- Adjusted EBITDA: \$6 million to \$8 million

These projections are based on our strengthened focus on the North American market, the maturation of our Global Capability Center (GCC) model, and the growing demand for digital transformation services among Private Equity-backed companies.

### **We are confident in this outlook, and here's why:**

- We're seeing strong traction with new clients.
- Existing clients are deepening their partnerships.
- Our PE network is expanding—boosted by the addition of our Chief Growth Officer.
- Our cost structure is now lean and proven.
- AI-led transformation is gaining pace, and our modular agents are already active in client environments.

With strong relationships, a validated delivery model, and growing interest from PE portfolio companies, we are excited to be entering FY2026 with clarity, confidence, and momentum. Thank you for your continued support, and we look forward to delivering sustained value in the coming fiscal year.