



TATA TECHNOLOGIES LIMITED

IPO NOTE

November 2023

Issue highlights

- Tata Technologies Limited ("Tata Technologies")** was incorporated on August 22, 1994. Promoted by Tata Motors Ltd ("TML"), Tata Technologies is a leading global engineering services company offering product development and digital solutions including turnkey solutions to global OEMs and their Tier-1 suppliers. The company has deep domain expertise in the automotive industry and leverage this expertise to serve their clients in adjacent industries, such as in aerospace and transportation and construction heavy machinery ("TCHM").
- Tata Technologies is a pure-play manufacturing focused Engineering Research & Development ("ER&D") company**, primarily focused on the automotive industry and they are currently engaged with 7 out of the Top-10 automotive ER&D spenders and 5 out of the 10 prominent new energy ER&D spenders in 2022.
- They leverage their deep manufacturing domain knowledge to deliver value-added services to their clients in support of their digital transformation initiatives including product development, manufacturing, and customer experience management.
- Company's primary business line is services ("Services"), which includes providing outsourced engineering services and digital transformation services to global manufacturing clients helping them conceive, design, develop and deliver better products.
- Tata Technologies complements their service offerings with their Products and Education businesses (collectively, "Technology Solutions"). Through their Products business they resell third-party software applications, primarily product lifecycle management ("PLM") software and solutions and provide value added services such as consulting, implementation, systems integration and support.
- Tata Technologies has a diversified global client base and as of September 30, 2023, they have 19 global delivery centres spread across North America, Europe and Asia Pacific.
- They have established strong partnerships and alliances, such as with **Dassault, Logility, Siemens Industry Software Inc., Codincity** and **Fantasy** and by availing **Microsoft AZURE** products/services that augment their efforts and enable them to expand their client reach across verticals and geographies. They have also recently been empanelled by **Airbus** which is expected to become a strong avenue of growth.

Brief Financial Details*

(₹ In Cr)

| | As at Sep' 30, | | As at Mar' 31, | | |
|---------------------------|---------------------|---------------------|----------------|----------|----------|
| | 2023(06) | 2022(06) | 2023(12) | 2022(12) | 2021(12) |
| Share Capital | 81.13 | 40.57 | 81.13 | 41.81 | 41.81 |
| Reserves | 2,771.99 | 2,441.32 | 2,908.34 | 2,238.36 | 2,100.35 |
| Net worth as stated | 2,853.13 | 2,481.88 | 2,989.47 | 2,280.16 | 2,142.15 |
| Revenue from Operations | 2,526.70 | 1,887.91 | 4,414.18 | 3,529.58 | 2,380.91 |
| Revenue Growth (%) | 33.84% | - | 25.06% | 48.24% | - |
| Adj EBITDA | 464.75 | 372.52 | 820.93 | 645.66 | 385.71 |
| Adj EBITDA Margin (%) | 18.39% | 19.73% | 18.60% | 18.29% | 16.20% |
| Profit before Tax | 466.25 | 341.30 | 796.15 | 586.86 | 315.27 |
| Profit for the period | 351.90 | 259.06 | 624.04 | 436.99 | 239.17 |
| Net Profit Margin (%) | 13.93% | 13.72% | 14.14% | 12.38% | 10.05% |
| EPS – Basic & Diluted (₹) | 8.67 [^] | 6.39 [^] | 15.38 | 10.77 | 5.89 |
| RONW (%) as stated | 12.33% [^] | 10.44% [^] | 20.87 | 19.16% | 11.17% |
| Net Asset Value (₹) | 70.27 | 61.18 | 73.65 | 56.19 | 52.79 |

Source: RHP, *Restated Consolidated, ^ not annualised

Issue Details

Offer for sale of 60,850,278 Equity Shares

Issue size: ₹ 2,890 – 3,043 Cr

No. of shares: 60,850,280 Equity Shares

Face value: ₹ 2/-

Employee Reservation: 2,028,342 Shares

TML Shareholder Reservation: 6,085,027 Shares

TML= Tata Motors Ltd

Price band: ₹ 475 – 500

Bid Lot: 30 Shares and in multiple thereof

Post Issue Implied Market Cap =

₹ 19,269 – 20,283 Cr

BRLMs: JM Financial, Citigroup Global, BofA Securities

Registrar: Link Intime India Pvt. Ltd.

Issue opens on: Wednesday, 22nd Nov'2023

Issue closes on: Friday, 24th Nov'2023

Indicative Timetable

| Activity | On or about |
|------------------------------------|-------------|
| Finalisation of Basis of Allotment | 30-11-2023 |
| Refunds/Unblocking ASBA Fund | 01-12-2023 |
| Credit of equity shares to DP A/c | 04-12-2023 |
| Trading commences | 05-12-2023 |

Issue break-up

| | No. of Shares | ₹ In Cr | | % of Issue |
|--------------|-------------------|-----------------|-----------------|-------------|
| | | @Lower | @Upper | |
| QIB | 26,368,453 | 1,252.50 | 1,318.42 | 50% |
| NIB | 7,910,537 | 375.75 | 395.53 | 15% |
| -NIB2 | 5,273,691 | 250.50 | 263.68 | - |
| -NIB1 | 2,636,846 | 125.25 | 131.84 | - |
| RET | 18,457,919 | 876.75 | 922.90 | 35% |
| EMP | 2,028,342 | 96.35 | 101.42 | |
| S/H* | 6,085,027 | 289.04 | 304.25 | |
| Total | 60,850,278 | 2,890.39 | 3,042.51 | 100% |

NIB-1=NII Bid between ₹ 2 to 10 Lakhs

NIB-2 =NII Bid Above ₹ 10 Lakhs

S/H = Shareholders of Tata Motors Ltd

| Category | Retail Category | NII-Bid between ₹ 2 - 10 Lakhs | NII - Bid Above ₹ 10 Lakhs |
|----------------------------|-----------------------|--------------------------------|----------------------------|
| Minimum Bid Lot (Shares) | 30 Shares | 420 Shares | 2,010 Shares |
| Minimum Bid Lot Amount (₹) | ₹ 15,000 [^] | ₹ 2,10,000 [^] | ₹ 10,05,000 [^] |
| No. of Applications for 1x | 615,264 Applications | 6,278 Applications | 12,556 Applications |

Listing: BSE & NSE

Shareholding (No. of Shares)

| Pre-Offer and Post-Offer Equity Shares | |
|--|-------------|
| No of shares | 405,668,530 |

Shareholding (%)

| | Pre-Issue | Post-Issue |
|--------------------------------|----------------|----------------|
| Promoters – Tata Motors Ltd | 64.79% | 53.39% |
| Promoter Group | 2.00% | 2.00% |
| Public - Investors Selling S/h | 10.89% | 7.29% |
| Public - Others | 22.32% | 37.32% |
| Total | 100.00% | 100.00% |

BACKGROUND

Company and Directors

The Company was incorporated as 'Core Software Systems Private Limited' at New Delhi, on August 22, 1994. Tata Motors Ltd is the Promoter of the company. Currently, the Promoter holds 262,844,816 Equity Shares, comprising 64.79% of the pre-Offer issued, subscribed and paid-up Equity Share capital of the company.

Brief History and Corporate Structure

The company was incorporated as 'Core Software Systems Private Limited' on August 22, 1994 and, subsequently, their name changed to 'Tata Technologies Limited' in 2001. In 2005, they expanded through the acquisition of INCAT International plc, a global product solutions and services provider serving the automotive and aerospace industries worldwide. Post-merger integration, they began their capabilities incubation phase, building strategic partnerships with Anchor Clients and expanding to non-Anchor Client accounts. In 2013, they acquired Cambric Corporation, adding Romanian delivery centres to their portfolio and expanding their industrial machinery engineering capabilities. In 2017, they acquired Escenda Engineering AB in Sweden, further expanding their global footprint. During the diversification phase, they have expanded their client base, building processes for acquiring and engaging with new clients and showcasing their capabilities as a global engineering services provider. Currently, they have 1 direct subsidiary and 10 indirect subsidiaries.

Brief Biographies of Directors

Ajoyendra Mukherjee is the Chairman and Independent Director of the company. He was previously associated with Tata Consultancy Services Ltd for almost 4 decades.

Warren Kevin Harris is the Chief Executive Officer and Managing Director of the company. He has been associated with the company since October 1, 2005. He is currently a director of certain of company's Subsidiaries, namely, Cambric Ltd, Bahamas, INCAT International Plc., Tata Manufacturing Technologies (Shanghai) Co., Ltd, Tata Technologies de Mexico S.A. de C.V. (under liquidation), Tata Technologies Europe Ltd, Tata Technologies, Inc., Tata Technologies Nordics AB (previously known as Escenda Engineering AB), Tata Technologies Pte Ltd and Tata Technologies S.R.L.

Usha Sangwan is an Independent Director of the company. Prior to joining the company, she was associated with the Life Insurance Corporation of India as the managing director.

Aarthi Sivanandh is an Independent Director of the company. She is a senior partner with AZB & Partners.

Nagaraj Ijari is an Independent Director of the company. Prior to joining the company, he was associated with Gherzi Eastern Ltd, Mafatlal Consultancy Services (India) Ltd and Tata Consultancy Services.

Pathamadai Balachandran Balaji is a Non-Executive Director of the company. He is currently the president and chief financial officer of Tata Motors group. Prior to joining the company, he was associated with Hindustan Unilever Ltd.

Shailesh Chandra is a Non-Executive Director of the company. Prior to joining the company, he was associated with the Promoter, Tata Motors Ltd. Currently, he is the managing director of subsidiaries of company's Promoter, namely, Tata Motors Passenger Vehicle Ltd and Tata Passenger Electric Mobility Ltd.

Key Managerial Personnel

Savitha Balachandran is the Chief Financial Officer of the company. She joined the company on July 1, 2020. She is responsible for global finance and procurement in the company. Prior to joining the company, she was associated with the company promoter, Tata Motors Ltd.

Vikrant Gandhe is the Company Secretary and Compliance Officer of the company. He joined the company on July 16, 2018. He is responsible for global company secretarial function in the company. Prior to joining the company, he was associated with Synechron Technologies Pvt Ltd. and Tech Mahindra Ltd

Pawan Kumar Bhageria is the President (Global HR, IT, Admin and Education) of the company. He joined the company on September 18, 2012. He is responsible for delivery leadership, sales, client leadership for services and education and global human resources leadership in the company. Prior to joining the company, he was associated with General Motors Technical Centre India Pvt Ltd.

Nachiket Paranjpe is the President – Automotive Sales of the company. He joined Tata Technologies Europe Ltd, one of the Subsidiaries of the company on August 1, 2019. He is responsible for sales and client engagement at JLR. Prior to joining the company, he was associated with KPIT Technologies GmbH.

Sriram Lakshminarayanan is the President and Chief Technical Officer of the company. He joined the company on September 3, 2021. He is responsible for leading the practice organization, strategic monetization of intellectual property and assets as well as the products business. Prior to joining the company, he was associated with Complete Business Solutions (India) Ltd and IBM India Pvt Ltd.

Aloke Palsikar is the Executive Vice President and Head - Aerospace and Industrial Heavy Machinery Sales of the company. He joined the company on August 16, 2021. He is responsible for global sales for non-automotive industry verticals. Prior to joining the company, he was associated with Siemens Ltd, Larson & Toubro Infotech Ltd, Tech Mahindra Ltd and Satyam Computer Services Ltd.

Shailesh Pramod Saraph is the Executive Vice President and Global Head – Engineering, Research and Development of the company. He joined the company on April 1, 1997. He is responsible for the global delivery for engineering services across the company. Prior to joining the company, he was associated with the Promoter, Tata Motors Ltd.

Geena Binoy is the Executive Vice President and Global Head (Digital Enterprise Solutions) of the company. She joined the company on November 1, 2000. She is responsible for global delivery for digital enterprise solutions. Prior to joining the company, she was associated with the Promoter, Tata Motors Ltd.

Anjali Balagopal is the Executive Vice President and General Counsel of the company. She joined the company on July 6, 2020. She leads the legal and compliance functions of the company globally and is also responsible for intellectual property and data protection. Prior to joining the company, she was associated with Infosys Ltd and with Juris Corp.

OFFER DETAILS

| Offer for Sale | Upto 65,850,278 Equity Shares | Weighted Average Cost of Acquisition per Equity Share (₹) |
|--|--------------------------------------|---|
| The Promoter Selling Shareholder: | | |
| <i>Tata Motors Ltd</i> | <i>Upto 46,275,000 Equity Shares</i> | 7.40 |
| The Investor Selling Shareholder: | | |
| <i>Alpha TC Holdings Pte Ltd</i> | <i>Upto 9,716,853 Equity Shares</i> | 25.10 |
| <i>Tata Capital Growth Fund-I</i> | <i>Upto 4,858,425 Equity Shares</i> | 25.10 |

SHAREHOLDING PATTERN

| Shareholders | Pre-offer | | No. of Shares offered | Post-offer | |
|---|-------------------------|---------------------------------|-----------------------|-------------------------|---------------------------------|
| | Number of Equity Shares | % of Total Equity Share Capital | | Number of Equity Shares | % of Total Equity Share Capital |
| Promoter and Promoters Group | | | | | |
| <i>Promoter</i> | 262,844,816 | 64.79% | 46,275,000 | 216,569,816 | 53.39% |
| <i>Promoters Group</i> | 8,119,920 | 2.00% | | 8,119,920 | 2.00% |
| Total for Promoter and Promoter Group | 270,964,736 | 66.79% | 46,275,000 | 224,689,736 | 55.39% |
| <i>Public – Investor Selling Shareholders</i> | 44,167,510 | 10.89% | 14,575,278 | 29,592,232 | 7.29% |
| <i>Public - Others</i> | 90,536,284 | 22.32% | | 151,386,562 | 37.32% |
| Total for Public Shareholder | 134,703,794 | 33.21% | 14,575,278 | 180,978,794 | 44.61% |
| Total Equity Share Capital | 405,668,530 | 100.00% | 60,850,278 | 405,668,530 | 100.00% |

Details of Secondary Transactions:

| Date of transfer | Name of transferor | Name of transferee | No. of Equity Shares transferred | Price per Equity Shares (in ₹) | Total Consideration (in ₹ Cr) |
|---|---|---|----------------------------------|--------------------------------|-------------------------------|
| 25-10-2023 | Tata Motors Ltd | TPG Rise Climate SF Pte. Ltd. | 36,509,794 | 401.81 | 1,467.00 |
| | | Ratan Tata Endowment Foundation | 3,651,390 | 401.81 | 146.72 |
| 26-10-2023 | TMF Business Services Ltd (previously known as Tata Motors Finance Ltd) | Tata Motors Finance Ltd (previously known as Tata Motors Finance Solutions Ltd) | 8,119,920 | Na | Na |
| Total Purchase Value (in ₹ Cr) | | | | | 1,613.72 |
| Total number of equity shares transacted[^] | | | | | 40,161,184 |
| Weighted Average Cost of Acquisition (in ₹) | | | | | 401.81 |

[^]The acquisition of Equity Shares by Tata Motors Finance Ltd (previously known as Tata Motors Finance Solutions Ltd) from TMF Business Services Ltd (previously known as Tata Motors Finance Ltd) has not been considered in the computation of the weighted average cost of acquisition as these Equity Shares were acquired pursuant to a scheme of arrangement between erstwhile Tata Motors Finance Ltd (now TMF business Services Ltd) and erstwhile Tata Motors Finance Solutions Ltd (now Tata Motors Finance Ltd) and their respective shareholders, sanctioned by the NCLT, Mumbai by an order dated May 12, 2023, for which no consideration was applicable.

BUSINESS OVERVIEW

Tata Technologies Limited (“**Tata Technologies**”) is a leading global engineering services company offering product development and digital solutions, including turnkey solutions, to global original equipment manufacturers (“**OEMs**”) and their Tier-1 suppliers. They endeavour to create value for their clients by helping them develop products that are safer, cleaner and improve the quality of life for their end-customers. The company has deep domain expertise in the automotive industry and leverage this expertise to serve their clients in adjacent industries, such as in aerospace and transportation and construction heavy machinery (“**TCHM**”). As a global organization, they bring together diverse teams from different parts of the world with multiple skill sets to collaborate in real time and solve complex engineering problems for their clients.

The Company’s globally distributed onshore-offshore service delivery capability helps them to suitably address clients’ requirements. They leverage their deep manufacturing domain knowledge to deliver value-added services to their clients in support of their digital transformation initiatives including product development, manufacturing, and customer experience management.

Zinnov has estimated the global engineering, research and development (“**ER&D**”) spend to be approximately \$1.81 trillion as of 2022 and expects it to grow to approximately \$2.67 trillion by 2026. The ER&D spend outsourced to third party service providers reached \$105 billion to \$110 billion in 2022 and is anticipated to grow at a 11-13% CAGR between 2022 and 2026. Key drivers for growth within the ER&D market, particularly the automotive market, include an increasing propensity to outsource services (following the COVID-19 pandemic), increased regulatory interventions for safer and cleaner products, shrinking product innovation cycles and next-generation product technologies that underpin autonomous, connected, electrification and shared (“**ACES**”) technologies.

Additional growth drivers include a heightened focus on smart manufacturing, reducing product development time and cost, connecting the digital thread and enhancing customer experience. Typically, the TCHM industry lags behind the automotive industry by 3 to 5 years, but the demand for outsourced engineering services is driven by similar regulatory and technological challenges. While the aerospace industry has been disproportionately impacted by COVID-19, the sector has recently shown signs of recovery, largely driven by an increased focus on digitalization, sustainability and improving manufacturing throughput to meet increased demand. They intend to continue leveraging their strengths to address the opportunities in the ER&D industry generally and more specifically in the automotive, TCHM and aerospace industries.

Tata Technologies is a pure-play manufacturing focused ER&D company, primarily focused on the automotive industry and they are currently engaged with 7 out of the Top-10 automotive ER&D spenders and 5 out of the 10 prominent new energy ER&D spenders in 2022. Their automotive revenue attributable to the Services segment for Fiscal 2023 and the 6 months period ended September 30, 2023 was ₹3,131.47 crore and ₹1,745.76 crore, respectively, comprising 88.68% and 87.89% of their revenue attributable to the Services segment for the respective periods. Additionally, their revenue attributable to the Services segment from verticals other than automotive for Fiscal 2023 and the 6-months period ended September 30, 2023 was ₹399.69 crore and ₹240.63 crore, respectively, comprising 11.32% and 12.11% of their revenue attributable to the Services segment for the respective periods.

Company’s domain expertise has also been recognized by industry bodies and external analysts. They are positioned in the “*leadership zone*” by Zinnov Zones for ER&D services ratings in 2023 for the 7th consecutive year. They are also ranked 1st among all India-based ER&D service providers and are among the Top-2 globally, in electrification. For automotive ER&D services, they are ranked 1st among India service providers and 3rd globally among rated service providers by Zinnov. In addition, they are also ranked in the “*leadership zone*” in the aerospace ER&D ratings in 2023 by Zinnov Zones and were ranked in the “*leadership zone*” for digital thread by Zinnov Zones in 2021. They are also ranked in the “*established-expansive*” zone in the 2023 rankings for Industry 4.0 by Zinnov Zones. Additionally, Frost & Sullivan recognized them as the ‘*Company of the Year*’ in 2020 for global digital solutions in the enterprise modernization industry.

Tata Technologies has a diversified global client base and in the 6-months period ended September 30, 2023, they derived 35.14%, 26.90%, 19.26% and 18.71% of their revenue from operations from clients in India, Europe, North America, and the rest of the world, respectively. The strength of their client relationships is also evidenced by their improving net promoter score (“**NPS**”) where they are positioned among the Top-20 percentile of technology services players and their 98.38% repeat rate (based on the percentage of revenue attributable to the Services segment in a period generated from existing clients) for Fiscal 2023 as well as their 97.72% repeat rate for the 6-months period ended September 30, 2023.

Their global delivery model leverages the skills and capabilities of their employees from their various regional centres, delivering value to their clients. As of September 30, 2023, they have 19 global delivery centres spread across North America, Europe and Asia Pacific, with each centre staffed by a majority of local nationals enabling them to provide uninterrupted service to their clients and tap into specialist skill sets in different geographies. As of September 30, 2023, they had 12,451 employees, comprising 11,608 full-time employees (“**FTEs**”) and 843 contracted employees.

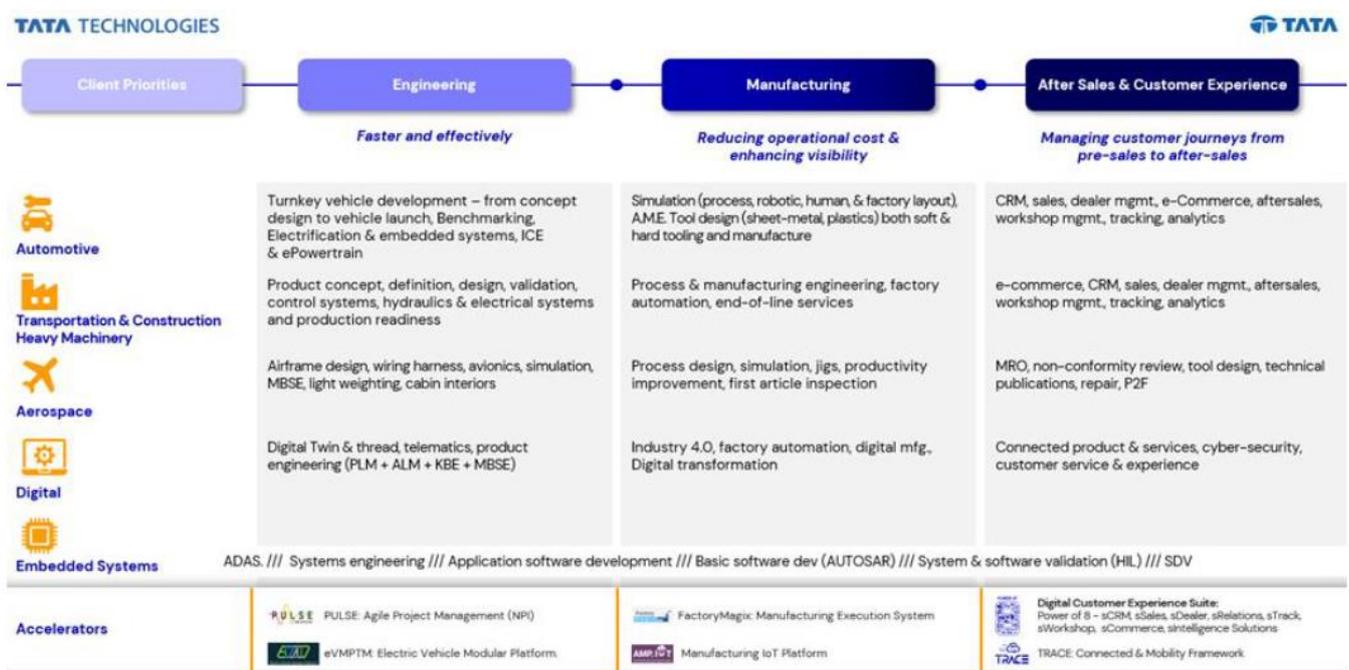
Tata Technologies is part of the Tata Group, which has been recognized as the most valuable brand in India by Brand Finance, a leading international brand valuation agency. As a subsidiary of Tata Motors Ltd (“TML”), they benefit from long-term relationships with both **TML and JLR**. The long-standing engagements with TML and JLR (collectively, their “**Anchor Clients**”) have enabled the incubation of skills and capabilities that has assisted them in pursuing opportunities outside of the Tata Group.

LINE OF BUSINESS

Company’s value proposition has 2 primary components. The first being the **Services offerings** which include providing outsourced engineering services for manufacturing clients and leveraging digital technology to optimize the way in which a manufacturing company conceives, develops, manufactures and services new products.

The second component of their value proposition concerns the **Technology Solutions offering** which includes their Products business comprising of the reselling of specific software that manufacturing companies deploy to conceive, develop, build and service new products and their Education business to equip the next generation of engineers and technicians with relevant skills that are required by the global manufacturing industry.

Services:



Company’s primary business line is services (“**Services**”), which includes providing outsourced engineering services and digital transformation services to global manufacturing clients helping them conceive, design, develop and deliver better products. They provide global outsourced engineering services to assist their global manufacturing clients in conceiving, designing, developing, and realizing competitive products. They also partner with their clients to synchronize their people and processes across the company, allowing for optimal product lifecycle realization. They service their clients using their global sales network comprising 19 global delivery centers in North America, Europe and Asia Pacific, leveraging their balanced on-shore/offshore global delivery model. They also specialize in ‘digital thread’ which enables solutions across processes and enterprises.

The company provides engineering services to clients primarily in the automotive vertical, as well as aerospace, TCHM and their other adjacent verticals. They have participated in new trends in the automotive vertical, especially with electrification and connected vehicles requiring capabilities in domains such as embedded systems and software defined vehicles. In 2012, they launched eMo - the first full-vehicle EV concept developed by an Indian engineering services firm. Over the years, they have worked with both traditional and new energy vehicle companies on their EV programs successfully completing multiple smaller projects as well as turnkey vehicle development.

The key areas of competence in the automotive sector span Concept Design, Tear Down and Benchmarking, Vehicle Architecture, Body Engineering, Chassis Engineering, CAE Virtual Validation, ePowertrain, Electrical and Electronics, Embedded Solutions and SDV, Manufacturing, Build and Test and Launch.

The other service offerings include Product Data Management, Smart Manufacturing, Enterprise Resource Planning, Customer Experience Management, Application Management, Data Intelligence and Process Automation.

Technology Solutions

One of the 2 key components of the value proposition is to assist the clients to identify and deploy technologies and solutions that are used to manufacture, service and realize better products, as well as train people who need to enable the development of these competitive products. Their Products business helps them facilitate this through their partnership with manufacturing software providers including PLM and MES software.

Tata Technologies complements their service offerings with their Products and Education businesses (collectively, “**Technology Solutions**”). Through their Products business they resell third-party software applications, primarily product lifecycle management (“**PLM**”) software and solutions and provide value added services such as consulting, implementation, systems integration and support.

Education

The Education business provides “**phygital**” (physical and digital) education solutions in manufacturing skills including upskilling and reskilling in relation to the latest engineering and manufacturing technologies to public sector institutions and private institutions and enterprises through curriculum development and competency centre offerings through their proprietary iGetIT platform.

The Education business, and more specifically the competency centers, leverage their iGetIT platform. iGetIT is based on the blended learning methodology that offers self-paced courses on more than 2,000 mechanical computer aided design (“**MCAD**”), PLM and niche skill sets. The platform is widely used by a large number of members worldwide to meet their learning goals across 60 countries.

Revenue disaggregation by Business Vertical Units

| Segment | 6 months ended September 30, | | | | For the Year ended March 31, | | | | | |
|-----------------------------|------------------------------|----------------|-----------------|----------------|------------------------------|----------------|-----------------|----------------|-----------------|----------------|
| | 2023 | | 2022 | | 2023 | | 2022 | | 2021 | |
| | Revenue ₹ Cr | % to Total | Revenue ₹ Cr | % to Total | Revenue ₹ Cr | % to Total | Revenue ₹ Cr | % to Total | Revenue ₹ Cr | % to Total |
| Service | 1,986.39 | 78.62% | 1,640.88 | 86.92% | 3,531.16 | 80.00% | 2,651.35 | 75.12% | 1,914.37 | 80.40% |
| - Automotive | 1,745.76 | | 1,445.29 | | 3,131.47 | | 2,276.87 | | 1,573.42 | |
| - Others | 240.63 | | 195.59 | | 399.69 | | 374.48 | | 340.95 | |
| Technology Solutions | 540.31 | 21.38% | 247.03 | 13.08% | 883.02 | 20.00% | 878.23 | 24.88% | 466.54 | 19.60% |
| - Technology Solutions | 538.29 | | 245.00 | | 878.96 | | 874.74 | | 463.17 | |
| - Product Business Services | 2.02 | | 2.03 | | 4.06 | | 3.49 | | 3.37 | |
| Total | 2,526.70 | 100.00% | 1,887.91 | 100.00% | 4,414.18 | 100.00% | 3,529.58 | 100.00% | 2,380.91 | 100.00% |

Revenue disaggregation by geography:

| Anchor Client | For the half year ended Sep'30, | | For the Year ended March 31, | | |
|----------------|---------------------------------|-----------------|------------------------------|-----------------|-----------------|
| | 2023 | 2022 | 2023 | 2022 | 2021 |
| | Revenue ₹ Cr | Revenue ₹ Cr | Revenue ₹ Cr | Revenue ₹ Cr | Revenue ₹ Cr |
| India | 887.78 | 462.37 | 1313.83 | 1,143.54 | 690.02 |
| UK | 572.57 | 394.85 | 868.74 | 711.96 | 582.82 |
| North Korea | 486.66 | 423.18 | 946.54 | 792.16 | 758.59 |
| Rest of Europe | 107.00 | 67.95 | 138.88 | 147.06 | 154.32 |
| Rest of World | 472.68 | 539.56 | 1,146.19 | 734.86 | 195.16 |
| - Vietnam | 381.97 | 443.19 | 958.29 | 491.22 | 79.51 |
| - Others | 90.71 | 96.37 | 187.90 | 243.64 | 115.65 |
| Total | 2,526.70 | 1,887.91 | 4,414.18 | 3,529.58 | 2,380.91 |

The segmental revenue and Revenue from Operations generated from the Anchor Clients, who are related parties:

(₹ in Cr, except for percentages)

| Segment | 6 months ended Sep'30, | | Fiscal | | |
|---|------------------------|-----------------|-----------------|-----------------|-----------------|
| | 2023 | 2022 | 2023 | 2022 | 2021 |
| Revenue from Anchor Clients attributable to the Services segment | 913.04 | 641.86 | 1,421.04 | 1,069.65 | 983.95 |
| % of revenue from Anchor Clients attributable to the Services segment | 45.96% | 39.07% | 40.24% | 40.34% | 51.40% |
| Revenue attributable to Services Segment | 1,986.39 | 1,640.88 | 3,531.16 | 2,651.35 | 1,914.37 |
| Revenue from Anchor Clients attributable to the Technology Solutions segment | 40.27 | 21.47 | 84.33 | 42.69 | 37.16 |
| % of revenue from Anchor Clients attributable to the Technology Solutions segment | 7.45% | 8.69% | 9.55% | 4.86% | 7.97% |
| Revenue attributable to Technology Solutions segment | 540.31 | 247.03 | 883.02 | 878.23 | 466.54 |
| Revenue from Anchor Clients attributable to Revenue from Operations | 953.31 | 663.33 | 1,505.38 | 1,112.34 | 1,021.11 |
| % of revenue from Anchor Clients attributable to Revenue from Operations | 37.73% | 35.14% | 34.10% | 31.51% | 42.89% |
| Revenue from Operations | 2,526.70 | 1,887.91 | 4,414.18 | 3,529.58 | 2,380.91 |

KEY PERFORMANCE INDICATORS

(₹ in Cr, unless otherwise indicated)

| | 6 Months ended Sep'30, | | Fiscal | | |
|---|------------------------|----------|----------|----------|----------|
| | 2023 | 2022 | 2023 | 2021 | 2020 |
| Revenue from Operations | 2,526.70 | 1,887.91 | 4,414.18 | 3,529.58 | 2,380.91 |
| Revenue attributable to the Services segment | 1,986.39 | 1,640.88 | 3,531.16 | 2,651.35 | 1,914.37 |
| Revenue attributable to the Services segment (% of Revenue from operations) | 78.62% | 86.92% | 80.00% | 75.12% | 80.40% |
| YoY growth in Revenue from Operations (%) | 33.84% | Na | 25.06% | 48.24% | (16.52)% |
| YoY constant currency growth in Revenue from Operations (%) | 28.59% | Na | 24.02% | 45.18% | (19.74)% |
| Profit for the period/year | 351.90 | 259.06 | 624.04 | 436.99 | 239.17 |
| Profit Margin for the period/year (%) | 13.93% | 13.72% | 14.14% | 12.38% | 10.05% |
| EBITDA | 525.47 | 395.00 | 908.69 | 694.46 | 430.54 |
| Adjusted EBITDA | 464.75 | 372.52 | 820.93 | 645.66 | 385.71 |
| Adjusted EBITDA Margin (%) | 18.39% | 19.73% | 18.60% | 18.29% | 16.20% |

COMPETITIVE STRENGTH

- Deep expertise in the automotive industry**

Company's automotive ER&D services span the entire automotive value-chain and includes concept design and styling, tear down and benchmarking ("TDBM"), vehicle architecture, body engineering, chassis engineering, virtual validation, ePowertrain, electrical and electronics, connected, manufacturing engineering, test and validation and vehicle launch. In addition to the spectrum of discrete service offerings, they also offer turnkey full vehicle development solutions for traditional internal combustion engine ("ICE") powered vehicles, plug-in hybrids ("PHEV") and battery electric vehicles ("BEV") which have been developed over a period of 10 years.

Their automotive domain expertise and deep understanding of client requirements underpins the approach they take to helping their clients leverage digital technologies to optimize the manner in which they conceive, develop, manufacture, sell and service new products. Additionally, their long-standing partnership with their Anchor Clients, including the relationship with JLR since 2010, provides them with opportunities to cultivate skills and refine their value proposition for the automotive sector. Their turnkey machine development capabilities for TCHM have been derived from their full vehicle proposition and their expertise in automotive tooling design has underpinned their proposition for the aerospace maintenance, repair and operations ("MRO") sector.

- Differentiated capabilities in new age automotive trends – electric vehicles ("EVs"), connected and autonomous**

The first step in creating EVs is a compelling vehicle concept and engineering design. Company's end-to-end solutions for EV development, manufacturing and after-sales services are designed to help OEMs develop competitive EVs while maintaining a balance between cost, quality and timelines. Their suite of product engineering solutions including outsourced turnkey EV development, product benchmarking, electric vehicle modular platform ("eVMP") for accelerating product development timelines and their light-weighting framework can help OEMs develop products within competitive timelines. Further, their suite of omnichannel after-sales solutions powered by the Power of 8 platforms can help OEMs engage with their EV customers early and manage the entire customer journey effectively. They have a long-standing history of developing EV capabilities since as early as 2010. In 2012, they unveiled an electric vehicle technology demonstrator ("eMO") at the North American International Automotive Show in Detroit.

Global automotive companies are increasing their research and development ("R&D") investments across the broader theme of 'ACES' technologies – autonomous, connected, electrification and shared. The shift to alternative propulsion systems and specifically electric vehicles has enabled this transformation. **Tata Technologies offers a one stop platform for automotive OEMs to meet new engineering needs across the value chain.**

Their growing reputation in the lightweight body structure domain has strengthened their client relationships with established OEMs and has led to new client acquisitions with new energy vehicle companies across the world. They have developed a wide range of differentiated capabilities and offerings for EV projects, including EV architectures, over-the-air ("OTA") connected services, level 2 and level 3 autonomous driver assistance systems ("ADAS"), embedded electronics, EV system design, embedded solutions, computer aided engineering ("CAE"), vehicle engineering and integration, prototype build and test and program management.

Through eVMP they help reduce vehicle development timelines by offering a scalable and flexible option for both traditional OEMs and new energy vehicle companies without a BEV platform. Their eVMP platform helps in faster compatibility checks to support multiple system selections, achieves a higher degree of uniformity, scalability and de-risking through virtual validation

and allows for rapid configuration changes to client dimensions. Their eVMP platform helped accelerate the development timeline for VinFast, a Southeast Asian electric vehicle OEM. They also developed a proprietary connected vehicle cloud platform ‘TRACE’ to provide solutions across the automotive valuechain.

Tata Technologies ranked 1st among all India based global engineering service providers and among the Top-2 globally for electrification of vehicles by Zinnov Zones in its 2022 ER&D report. Some of their notable projects includes:

- eMo (2010-11),
- JLR electrification (mild hybrids) (2013-2014),
- Polestar 1 (2016),
- Chinese OEM EV programs (2017-18),
- a project for a North American EV manufacturer (2018),
- a Chinese OEM EV program (2018),
- TML Tigor (ICE to EV) (2019-20),
- a British OEM EV program (2020-21) and
- VinFast VF 8 and VF 9 (2022-23) for which their clients received numerous awards and recognitions.

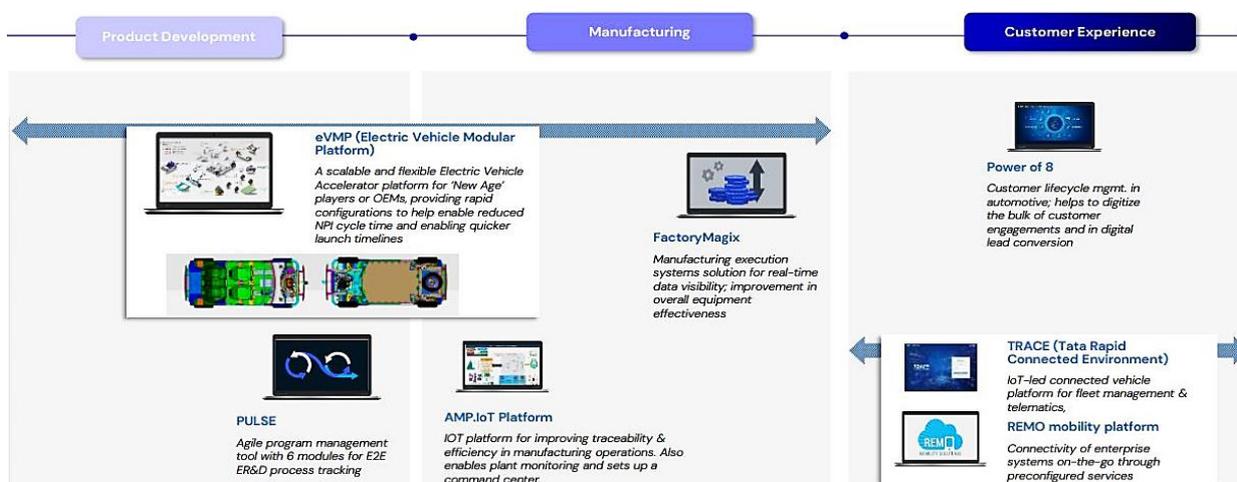
• **Strong digital capabilities bolstered by proprietary accelerators**

Company’s suite of digital services and accelerators are designed to help OEMs and Tier-1 suppliers manage the entire digital product life cycle and engage the customer throughout the product journey. The solutions leverage their deep manufacturing domain knowledge and intimate understanding of clients. Their solutions and accelerators across new product introduction (“NPI”) increase the efficiency of automotive, TCHM and aerospace clients in introducing new products to the market. Their range of offerings span across digital product development solutions.

Digital technologies are changing the way the manufacturing sector is developing, building, and servicing products around the globe. These technologies create value by connecting machines through a ‘digital thread’ across the value chain—making it possible to generate, securely organize, and draw insights from disparate sources of data. Product lifecycle management (“PLM”), manufacturing execution systems (“MES”), and enterprise resource planning (“ERP”) solutions are the fundamental aspects of product realization. The cornerstone of any ‘Digital Thread’ is strong digital integration across the digital foundation of any manufacturing enterprise, which includes PLM, ERP, and MES.

Tata Technologies has built expertise in integration across PLM, ERP and MES solutions by developing proprietary integration accelerators. They also have experience deploying Industry 4.0 at scale with the ability to identify and deploy emerging technologies, tools, and solutions to transform the manufacturing operations of their clients.

Their proprietary platforms and accelerators across the value chain are listed below:



The company resell PLM application software through long-standing partnerships with Siemens Industry Software Inc., Dassault Systems, and Autodesk. Strategic benefits from these partnerships include visibility of future product roadmaps, better client solutions and reduced client acquisition costs. PLM software is also an integral component of their education offering.

• **Marquee set of clients across anchor accounts, traditional OEMs and new energy vehicle companies**

The company has a diversified global presence across Asia Pacific, Europe and North America and partner with many of the largest manufacturing enterprises in the world. As of September 30, 2023, their clients are comprised of more than 35 traditional automotive OEMs and tier 1 suppliers and more than 12 new energy vehicle companies. Their client portfolio

includes their Anchor Clients, TML and JLR, leading traditional OEMs like Airbus, McLaren, Honda, Ford, and Cooper Standard and tier 1 suppliers as well as new energy vehicle companies such as VinFast among others such as Cabin Interiors and Engineering Solutions, ST Engineering Aerospace. Their key accounts are comprised of 7 out of the Top-10 and 12 of the Top-20 global automotive ER&D spenders and 5 out of the 10 prominent new energy ER&D spenders globally.

They actively engage on multiple projects with clients and have a high repeat rate of over 97.72%, 98.38%, 97.24% and 95.71% and across their Services business for the 6-months period ended September 30, 2023, Fiscal 2023, Fiscal 2022 and Fiscal 2021, respectively. They have developed a strong client NPS globally, achieving a NPS of 58 for the 12 months ended September 2023, 64 for the 12 months ended September 2021 and 63 for the 12 months ended September 2021.

While their deep strategic relationships with their Anchor Clients accounted for ₹ 1,421.04 crore of revenue in Fiscal 2023, (40.24% of revenue attributable to the Services segment), the revenue from non-Anchor Clients, as a percentage of revenue attributable to the Services segment, has increased from 48.60% to 59.66% to 59.76% between Fiscal 2021, Fiscal 2022 and Fiscal 2023, respectively. They have also increased the scale of their key accounts through the cross-selling of their services offerings which has increased their client and project level profitability. In addition, between Fiscal 2021 and Fiscal 2023, their new energy vehicle company clients such as VinFast, have increased their spend with them.

• **Global delivery model enabling intimate client engagement and scalability**



Tata Technologies has a global workforce of over 12,451 employees serving multiple global clients from 19 global delivery centres in Asia Pacific, Europe and North America, as of September 30, 2023. Their globally distributed execution model ensures balance between onshore client proximity and offshore efficiency.

They had approximately 1,717 employees based out of their strategic onshore locations, enabling greater proximity to their clients. In addition, their onshore delivery centres are made up of a majority, as of September 30, 2023 of local national talent and they have local presence in all the key automotive ER&D markets globally. They also have a delivery headcount of 11,534 employees.

• **Proprietary e-learning platform leveraging the manufacturing domain knowledge to tap into the large upskilling and reskilling market**

Company’s digital and technology capabilities and long-standing manufacturing expertise coupled with their many years of experience of providing skills training, initially through teacher led classroom training and subsequently through their proprietary iGetIT platform, has positioned them to help address the growing Global engineering upskilling needs.

They leveraged their manufacturing expertise and their iGetIT platform to impart industry-oriented, job-specific skills for reskilling engineers and technicians. The platform has over 25,000 hands-on exercises and over 2,000 courses across various skill sets, including design thinking and multiple computer aided design (“CAD”) software. Their iGetIT platform is used by enterprise clients as well as public sector institutions in India to train engineering, polytechnic and industrial training institute (“ITI”) students. They have partnered with 4 state universities and 6 private universities along with over 150 private enterprises that use their iGetIT platform, as of September 30, 2023. Their library of digital engineering and manufacturing training programs and competency centre labs enable organizations to onboard employees through personalized programs and upskill and reskill employees based on skills gaps.

Their partnerships in India have recently extended beyond their iGetIT offering to the development of an entire “phygital” proposition. They have recently signed a Memorandum of Agreement (“MoA”) with a State Government for a period of 10 years to upgrade and modernize 150 ITIs across such state and signed a memorandum of agreement with a State Government for a period of 10 years to upgrade 36 ITIs to meet Industry 4.0 demands. They have also collaborated with another State

Government to establish a center for invention, innovation, incubation and training (“CIIT”) to facilitate upskilling in areas related to advanced technologies. In addition, they have upgraded 221 government ITIs and are in process of upgrading 417 more in over the next 2 years across states in India. As of September 30, 2023, they have entered into engagements with 6 State Governments to transform their ITIs into centers of excellence (“CoEs”) as part of their initiatives to improve employability of youth.

- **Well-recognized brand with experienced Promoter, board of directors and management team**

The company benefits from the strong track record, reputation, and experience of their Promoter, TML, which is part of the Tata Group. The Tata Group is one of the leading business conglomerates in India, with a heritage of over 100 years, comprising of more than 28 equity listed companies across multiple verticals such as technology, steel and automobiles. The Tata Group was recognized as the most valuable Indian brand in 2022 in the Brand Finance India-100, 2022 report.

Their promoter is one of the leading global automobile manufacturers in the world, providing integrated and smart e-mobility solutions to customers in over 125 countries. With an employee base of over 81,800 as of March 31, 2023, their promoter’s manufacturing facilities are located across India, the United Kingdom, and South Korea. Their promoter is the only OEM in India that offers an extensive range of mobility solutions, covering cars, utility vehicles, trucks, and buses. Their Promoter has a strong global network of 90 subsidiaries, equity-accounted associates, and joint ventures, including JLR in the United Kingdom and Tata Daewoo in South Korea. A broad portfolio of automotive products is offered by the promoter, ranging from sub-1 ton to 55-ton gross vehicle weight trucks (including pickup trucks) to small, medium, and large buses and coaches to passenger cars, premium luxury cars and SUVs.

The company is well positioned to benefit from the Tata group’s business priorities to increase investment in EVs, aerospace and defense. The ‘One Tata’ philosophy further benefits group companies with focus on utilizing scale, simplification, and synergies between Tata group companies. In addition to benefiting from the high standards of corporate governance and brand value associated with the Tata Group, they also have the opportunity to leverage and benefit from the Tata Groups’ global network for exploring potential business opportunities and acquiring direct access to senior decision makers at potential end clients.

The company is led by a highly experienced and professional board of directors, from diverse backgrounds with execution track records across various industries such as automotive, electronics, legal, IT services, fast moving consumer goods and insurance. Their management team is led by their Chief Executive Officer, Warren Harris, and their Chief Financial Officer, Savitha Balachandran. The Key Managerial Personnel and Senior Managerial Personnel have deep industry experience, with each having several years of experience, which contributes to effective operational coordination and continuity of business strategies. The knowledge and experience of their board of directors and management team enables them to rapidly respond to market opportunities, adapt to changes in the business landscape and competitive environment and bring innovative solutions to their business, marketing, and strategy.

KEY BUSINESS STRATEGIES

- **Deepen engagements within existing client base**

Given the high concentration of ER&D spend among select automotive, aerospace and TCHM companies globally, Tata Technologies methodically target large spenders in their chosen industries, devoting substantial time and resources in cultivating relationships. Their fundamental approach of client centricity, long-term strategic partnering and joint engagement governance has consistently enabled them to develop and expand their long-term relationships.

Currently, their Top-20 clients by revenue attributable to the Services segment account for 88.40% of their revenue attributable to the Services segment for Fiscal 2023. They plan to drive further value by prioritizing the right high potential accounts through strategic account planning.

- **Target top ER&D spenders in select high priority verticals and key geographies**

The company endeavour to secure projects with the top ER&D spenders within their focus verticals of automotive, aerospace and TCHM. Automotive ER&D is highly concentrated among the Top-20 companies, in terms of ER&D spend for 2022, which account for 73% of the global spend. They aim to strengthen their dedicated business development strategy to focus on high potential accounts with large annual ER&D spends and new energy vehicle companies. They have also recently been empanelled by **Airbus** which is expected to become a strong avenue of growth.

Their organic approach to targeting top ER&D spenders is complemented by tuck-in acquisitions. In addition, they are committed to building a presence in all geographies that have a significant manufacturing sector. They see large growth opportunities in select geographies, including France, Germany, and China. Territory specific strategies, such as the EV proposition for China, aerospace proposition for France and embedded solutions for Germany, are being cultivated to ensure a sustainable growth trajectory.

- **Expand capabilities in digital engineering and embedded systems**

Engineering Service Providers are being leveraged for silicon design, embedded software, and integration of digital technology, thus accelerating the growth opportunities for engineering services outsourcing. Digital engineering is expected to grow at 16% CAGR from 2022 to 2026. As demand for autonomous and connected technologies grows due to increasing pressure from regulations on passenger safety and cost pressures on OEMs, OEMs will continue to focus on delivering a better and safer experience to their clients through incorporation of connected and autonomous technologies.

Tata Technologies is focused on scaling up their embedded and digital capabilities and offerings through investments and strengthening alliances as part of their diversification strategy. They have also invested in establishing strong partnerships and alliances, such as with **Dassault, Logility, Siemens Industry Software Inc., Codincity** and **Fantasy** and by availing **Microsoft AZURE** products/services that augment their efforts and enable them to expand their client reach across verticals and geographies.

- **Strengthening service delivery through capacity and capability building and optimizing delivery processes**

The company continues to work on strengthening their forecasting processes, resource management processes and automation of non-core processes in order to enhance delivery excellence and strengthen pricing models that will enable them to improve their margins while creating value for all stakeholders. They are focused on building their talent supply chain to ensure they fulfil client requirements at the right time and at the right cost.

- **Expand capabilities and enterprise client base in the education sector**

The global manufacturing sector is being disrupted by technological change. There is a large engineering upskilling requirement globally, and particularly in India, in the manufacturing sector. They train their engineers through a combination of classroom training and utilizing their proprietary iGetIT offering, an online learning system with courses related to engineering design software and skills. Their iGetIT platform is used by enterprise clients as well as public sector institutions in India to train engineering, polytechnic and ITI students. Additionally, their academic partnerships in India have extended beyond their iGetIT offering to the development of an entire “phygital” proposition and they intend to further engage with State Governments on ITI upgradation projects.

INDUSTRY OVERVIEW

Global Engineering Research & Development (“ER&D”) Services Industry – Overview:

The key characteristics of service providers across different geographies.

| | India | Eastern Europe | Western Europe | North America |
|---|---|---|---|--|
| Total Spend in Bn(2022) | USD 25, INR 2,052 | USD 8, INR 657 | USD 37, INR 3,038 | USD 16, INR 1,314 |
| Characteristics | Large IT services companies and pure play ER&D services | Focused on Software engineering for ISV clients | Large Key Vertical focused service providers | Large onshore staffing organizations |
| Focus Verticals | Diversified | Software/ Internet, Telecom, Automotive | Automotive, Aerospace, Energy | Aerospace, Automotive, Software, Telecom |
| Key Players (non-exhaustive list) | LTTs, KPIT, Tata Elxsi, Tata Technologies | DXC, EPAM, Softserve, | Alten, Bertrandt, Capgemini, Tieto | Allegis, Belcan, CDI |
| Customer Segments | North American and European end markets | Nearshore outsourcing for European Companies as well as US companies | Local Europe customers meeting on-shore needs and staffing requirements | Local R&D units of large companies |
| Advantages | Availability of Next Generation Digital Talent Pool, Annual Graduate STEM Talent Pool of ~2.3 Mn, providing an opportunity to scale; Attractive billing rates when compared to peers from other nations | Emergence as a strong nearshore presence due to presence of skilled workforce; Favourable Ecosystem and costs to build scalable teams | Onshore presence for Manufacturing heavy verticals | Vibrant Tech Start-up Ecosystem |
| Average Billing Rates (USD/ FTE/ Annum) | 35k-45k | 60k-70k | 90k-110k | 90k-110k |

Note: Currency conversion for USD to INR is calculated using the value as of 30th June 2023 i.e., 1 USD = INR 82.096

Competition Landscape:

The global ER&D spend is allocated across in-house ER&D departments of enterprises, GCCs and third-party ESPs. The third-party ESP outsourced market is currently pegged at ₹8,620 - 9,031 billion. The market is global and fragmented in nature and can be broadly classified into 4 categories:

| Large IT Service Providers | Indian heritage ER&D Specialists | Western European Specialists | High Growth Service Providers |
|--|--|---|---|
| Capgemini, Accenture, TCS, Wipro, Tech Mahindra etc | KPIT, LTTS, Tata Elxsi, Tata Technologies, etc | Alten, Akkodis, Bertrand, EDAG, Magna Steyr, etc | EPAM, Globant, Endava, etc |
| <ul style="list-style-type: none"> Historically IT and BPM focused players Increased enterprise spending on R&D even during the pandemic which is making the large SPs bet big on ER&D | <ul style="list-style-type: none"> Focused sales teams with pure play branding allows them a differentiated positioning Pointed focus on translating their niche ER&D prowess into large deals | <ul style="list-style-type: none"> Historically focused on asset heavy verticals Low potential to address Digital Engineering with limited software engineering component in their revenues | <ul style="list-style-type: none"> Engineering culture, Digital talent, Agile pods and India alternate presence (EE, LATAM) Majority of players are digital natives and largely focused on digital engineering services across industries |

The comparative view of the Top service providers:

| Engineering Services Providers | Revenue from operations for auto vertical (6M-FY24*) in Mn | Contribution of Auto vertical to revenue from operations (6M-FY24*) | Onsite/Offsite or Onshore/Offshore Mix (6M-FY24*) |
|--------------------------------|--|---|---|
| Tata Technologies | INR 17,458 (USD 213) | 88% | Onshore: 49% Offshore: 51% |
| KPIT | INR 22,090 (USD 269) | 96% | Onshore: NA Offshore: NA |
| L&T TS | INR 15,458 (USD 188) | 33% | Onshore: 40% Offshore: 60% |
| Tata Elxsi | INR 6,775 (USD 83) | 46% | Onshore: 26% Offshore: 74% |

Note: Revenue from Operations for LTTS and Tata Elxsi is for the Transportation vertical, considering that the firms do not report revenues from Auto vertical; Tata Elxsi reports Industry wise split of revenues and Onsite/Offshore mix only for the Embedded Product Design (EPD) segment. So, all the values for Tata Elxsi have been calculated only for the EPD segment; For Tata Technologies', their revenue from services has been considered from calculations; 88% is the contribution of the auto vertical to the firm's revenue from services; Currency conversion for USD to INR is calculated using the value as of 30th June 2023 i.e., 1 USD = INR 82.096; *6M-FY24 refers to the first 2 quarters of FY 2023-2024

COMPARISON WITH LISTED INDUSTRY PEERS (AS ON 31ST MARCH 2023)

| Name of the Bank | Consolidated/ Standalone | Face Value | Revenue from Operations for FY 2023 (₹ Cr) | Market Capitalization as on Mar'31, 2023 (₹ Cr) | EPS | | NAV | P/E | RoNW (%) |
|-----------------------------|--------------------------|------------|--|---|--------|---------|--------|-------|----------|
| | | | | | Basic | Diluted | | | |
| Tata Technologies Ltd | Consolidated | 2 | 4,414.18 | NA | 15.38 | 15.37 | 73.65 | [•] | 20.87% |
| KPIT Technologies Ltd | Consolidated | 10 | 3,365.04 | 25,009.75 | 14.10 | 13.95 | 61.58 | 80.31 | 22.91% |
| L&T Technology Services Ltd | Consolidated | 2 | 8,013.60 | 35,680.24 | 110.80 | 110.48 | 470.66 | 37.47 | 23.54% |
| Tata Elxsi Ltd | Consolidated | 10 | 3,144.72 | 37,111.15 | 121.26 | 121.26 | 334.92 | 61.55 | 36.21% |

Source: RHP; P/E Ratio has been computed based on the closing market price of equity shares on NSE on October 26, 2023.

Comparison of the key performance indicators with listed industry peers:

(₹ in Cr, unless otherwise indicated)

| Particulars | L&T Technology Services | | | | | KPIT Technologies | | | | |
|--|-------------------------|----------|------------------------------|----------|----------|------------------------|----------|------------------------------|----------|----------|
| | 6 months ended Sep'30, | | For the year ended March 31, | | | 6 months ended Sep'30, | | For the year ended March 31, | | |
| | 2023 | 2022 | 2023 | 2022 | 2021 | 2023 | 2022 | 2023 | 2022 | 2021 |
| Revenue from Operations | 4,687.90 | 3,868.80 | 8,013.60 | 569.70 | 5,449.70 | 1,430.56 | 3,365.04 | 2,035.74 | 1,731.97 | 1,489.06 |
| Revenue from Operations (\$ Cr) | 56.81 | 48.66 | 99.00 | 88.00 | 73.70 | 18.41 | 41.83 | 27.48 | Na | Na |
| Revenue attributable to the Services segment | 4,687.90 | 3,868.80 | 8,013.60 | 6,569.70 | 5,449.70 | Na | 3,272.02 | 2,035.10 | 1,687.06 | 1,454.40 |

| Particulars | L&T Technology Services | | | | | KPIT Technologies | | | | |
|---|-------------------------|---------|------------------------------|----------|----------|------------------------|--------|------------------------------|--------|--------|
| | 6 months ended Sep'30, | | For the year ended March 31, | | | 6 months ended Sep'30, | | For the year ended March 31, | | |
| | 2023 | 2022 | 2023 | 2022 | 2021 | 2023 | 2022 | 2023 | 2022 | 2021 |
| Revenue attributable to the Services segment (% of Revenue from operations) | 100.00% | 100.00% | 100.00% | 100.00% | 100.00% | Na | 97.24% | 99.97% | 97.41% | 97.67% |
| YoY growth in Revenue from Operations (%) | Na | Na | 21.98% | 20.55% | (3.01)% | Na | 38.34% | (5.59)% | Na | Na |
| YoY constant currency growth in Revenue from Operations (%) | Na | Na | 15.80% | 20.00% | (6.80)% | Na | 36.70% | - | Na | Na |
| Profit for the year | 626.50 | 556.60 | 1,169.80 | 957.00 | 663.30 | 275.84 | 171.22 | 386.86 | 276.24 | 147.10 |
| Profit Margin for the year (%) | 13.36% | 14.39% | 14.60% | 14.57% | 12.17% | 12.01% | 11.97% | 11.50% | 11.36% | 7.23% |
| EBITDA | 1,017.30 | 906.80 | 1,918.70 | 1,567.30 | 1,161.10 | 477.51 | 296.54 | 675.65 | 483.36 | 325.84 |
| Adjusted EBITDA | 928.40 | 822.80 | 1,710.70 | 1,414.90 | 1,007.40 | 459.95 | 271.34 | 635.46 | 438.55 | 310.07 |
| Adjusted EBITDA Margin (%) | 19.80% | 21.27% | 21.35% | 21.54% | 18.49% | 20.03% | 18.97% | 18.88% | 18.03% | 15.23% |

(₹ in Cr, unless otherwise indicated)

| Particulars | Tata Elxsi | | | | | Tata Technologies | | | | |
|---|------------------------|----------|------------------------------|----------|----------|------------------------|----------|------------------------------|----------|----------|
| | 6 months ended Sep'30, | | For the year ended March 31, | | | 6 months ended Sep'30, | | For the year ended March 31, | | |
| | 2023 | 2022 | 2023 | 2022 | 2021 | 2023 | 2022 | 2023 | 2022 | 2021 |
| Revenue from Operations | 1,731.97 | 1,489.06 | 3,144.72 | 2,470.78 | 1,826.16 | 2,526.70 | 1,887.91 | 4,414.18 | 3,529.58 | 2,380.91 |
| Revenue from Operations (\$ Cr) | Na | Na | Na | Na | Na | 30.65 | 24.01 | 54.69 | 47.35 | 32.15 |
| Revenue attributable to the Services segment | 1,687.06 | 1,454.40 | 3,118.71 | 2,453.75 | 1,810.32 | 1,986.39 | 1,640.88 | 3,531.16 | 2,651.35 | 1,914.37 |
| Revenue attributable to the Services segment (% of Revenue from operations) | 97.41% | 97.67% | 99.17% | 99.31% | 99.13% | 78.62% | 86.92% | 80.00% | 75.12% | 80.40% |
| YoY growth in Revenue from Operations (%) | Na | Na | 27.28% | 35.30% | 13.44% | 33.84% | Na | 25.06% | 48.24% | (16.52)% |
| YoY constant currency growth in Revenue from Operations (%) | Na | Na | 24.90% | 34.30% | 8.00% | 28.59% | Na | 24.02% | 45.18% | (19.74)% |
| Profit for the year | 388.90 | 359.00 | 755.20 | 549.70 | 368.10 | 351.90 | 259.06 | 624.04 | 436.99 | 239.17 |
| Profit Margin for the year (%) | 22.45% | 24.11% | 24.01% | 22.25% | 20.16% | 13.93% | 13.72% | 14.14% | 12.38% | 10.05% |
| EBITDA | 568.44 | 493.69 | 1,034.91 | 810.23 | 562.17 | 525.47 | 395.00 | 908.69 | 694.46 | 430.54 |
| Adjusted EBITDA | 515.10 | 464.70 | 961.10 | 765.70 | 522.40 | 464.75 | 372.52 | 820.93 | 645.66 | 385.71 |
| Adjusted EBITDA Margin (%) | 29.74% | 31.21% | 30.56% | 30.99% | 28.61% | 18.39% | 19.73% | 18.60% | 18.29% | 16.20% |

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