



Investor Presentation

August, 2024



Disclaimer

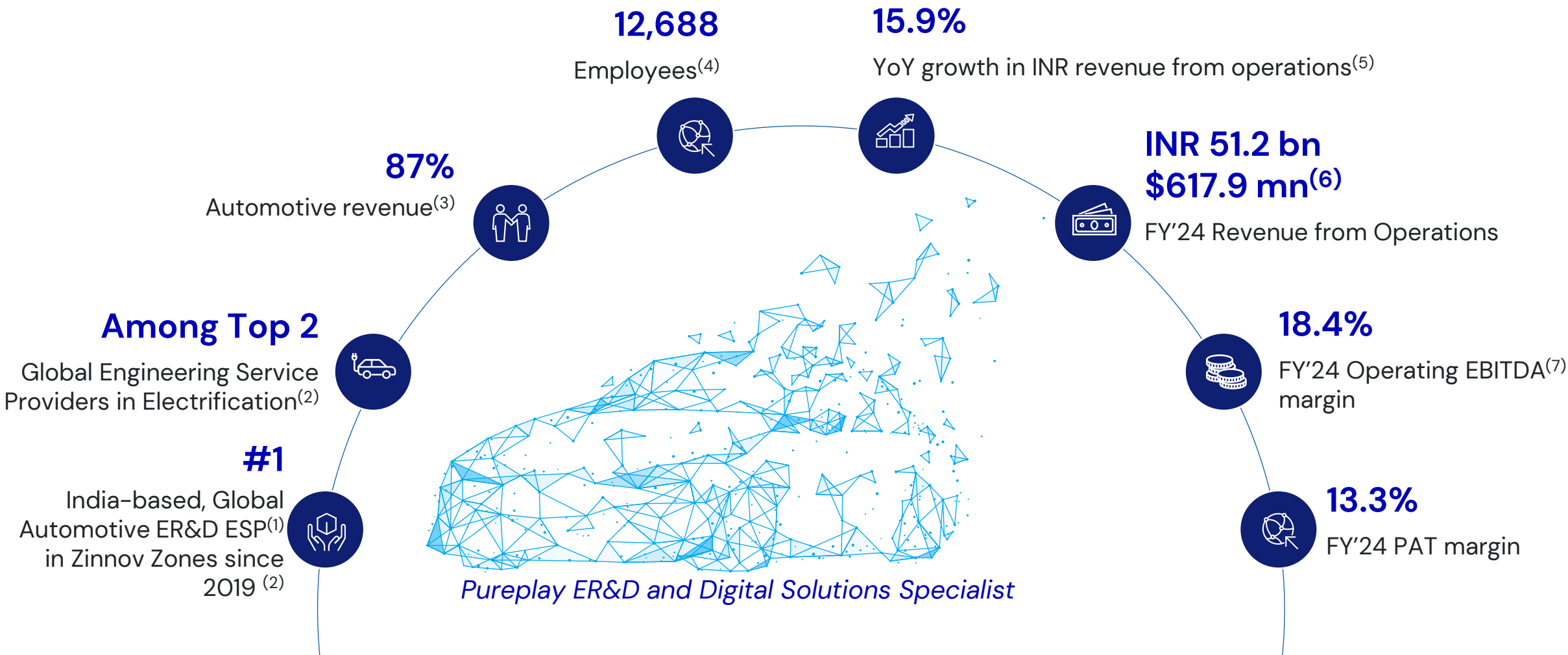
This release may include opinions and assumptions about future performance which could be considered forward-looking statements. Forward-looking statements intrinsically cover several risks and uncertainties, which may lead to a material difference between actual results and the statements themselves. Such statements comprise the company's current visibility on market movements, client discussions, and related factors. Tata Technologies Limited does not assume an obligation to update or revise any forward-looking statements.

This is Tata Technologies

/// Engineering a better world



Leading global engineering services company



Note: (1) ER&D Service Provider; (2) Source: Zinnov; (3) % of automotive revenue attributable to the Services segment for FY24 period; (4) FTE and contracted employees as of Mar 31, 2024
(5) FY24 over FY23; (6) Revenue from operations where the revenue from operations is accounted for on a monthly basis and converted using the average of the \$ conversion rates during each month for the relevant currencies; (7) Operating EBITDA is calculated as EBITDA less other income.

Value Proposition: Full Spectrum of Engineering and Digital Solutions

Services



Service

Outsourced engineering and digital transformation services to global manufacturing clients—conceive, design, develop and deliver better products

Technology Solutions



Products

Resells 3rd party software⁽¹⁾ and provides value added services



Education

“Phygital” education solutions in manufacturing skills with iGetIT platform

Our offerings across the manufacturing value chain



25+ Years of Building Capabilities and Processes

Incorporation

- Incorporated in 1994 as Core Software Systems Pvt. Ltd.
- Acquired by Tata Group in 1996

Post-Merger Integration

- Acquired INCAT International Plc in 2005
(Incorporated in 1989)



Capabilities Incubation Phase

- Strategic partnership with anchor clients⁽¹⁾
- Launched eMO⁽²⁾ at NAIAS⁽³⁾ in 2012
- Acquired Cambric Holdings in 2013
- Started expansion to non-anchor accounts



Diversification Phase

- Expanded client base
- Built processes for onboarding new clients
- Acquired Escenda Holdings in 2017



Consistent Leadership Validated by Reputed Industry Experts

Overall ER&D Leadership

Ranked in the
Established-Expansive
zone for
overall ER&D services ratings

ER&D Leadership across Verticals

1st India-based,
Global Automotive
ER&D ESP since 2019

Among Top 2 Globally and
#1 India-based
ESP for electrification services

**Engineered-in-India
Product of the year**
Engineering & innovation excellence
award 2021

**Recognized in Leadership Zone for
Aerospace and Transportation & Construction Heavy Machinery⁽²⁾**

Digital Leadership

Leadership Zone
for Digital Thread
2021⁽³⁾

Established-Expansive
zone for industry 4.0
2023

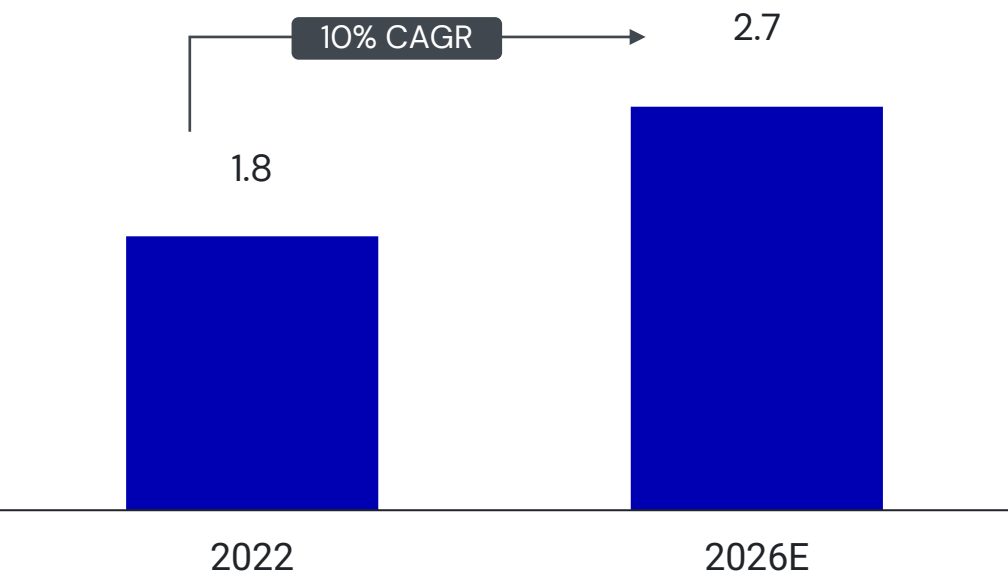
Company of the Year
for Global Digital Solutions in
Enterprise Modernization
Industry in 2020

Market Opportunity & Our Strength

\$1.8Tn Global ER&D Spend with Increasing Propensity to Outsource

Overall ER&D Spend Expected to Grow at 10% CAGR

All figures in \$ Tn

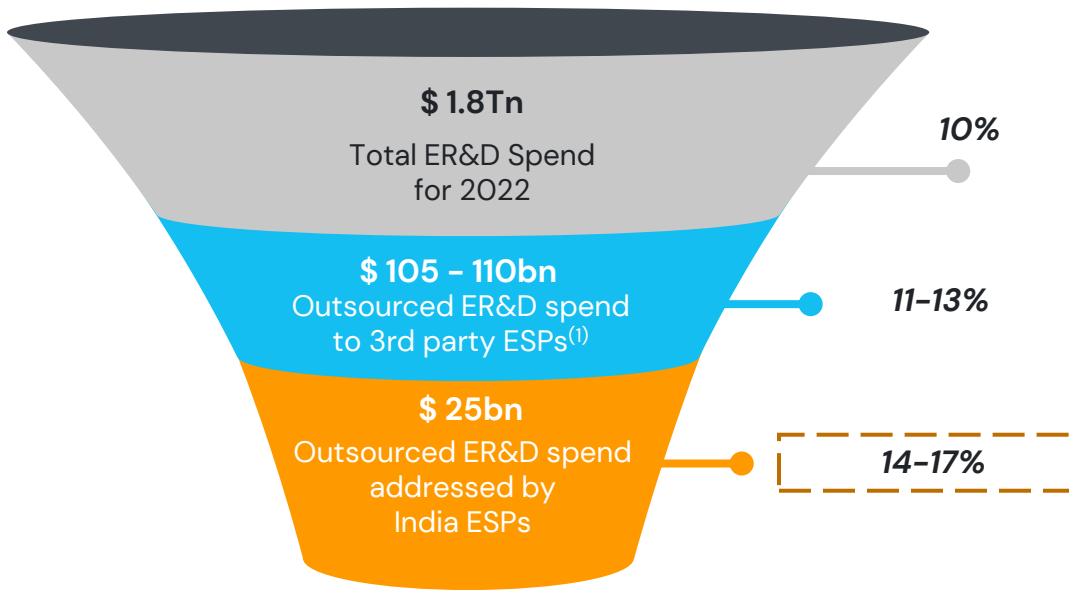


- Digital Thread
- Focus on Sustainability
- Growing Product Complexity
- Shrinking Innovation Cycles

Outsourced ER&D Spend Opportunity

Market Size in 2022

2022-26 Growth Rate



- Faster Innovation
- Need for Skilled Talent
- Faster Time to Market
- Cost Savings

TATA TECHNOLOGIES: Right to Win in a Large Market Opportunity



Large Automotive
ER&D market with Rapid Disruption

Capabilities | Experience | Alliances



Deep expertise in
automotive vertical

Differentiated capabilities in
new-age automotive trends⁽¹⁾

Strong digital capabilities with
proprietary accelerators



Large Opportunity in
Adjacent Verticals

Capabilities | Experience | Alliances



Leveraged automotive expertise
to expand into adjacent verticals
of Aerospace & TCHM



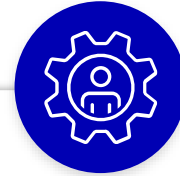
Increasing
Outsourcing

Global Model | Client Relationships



Marquee clients across anchor,
traditional and new-energy
vehicle cos

Global delivery model enabling
client engagement and scalability



Large Upskilling
Opportunity

Domain Expertise | Experience



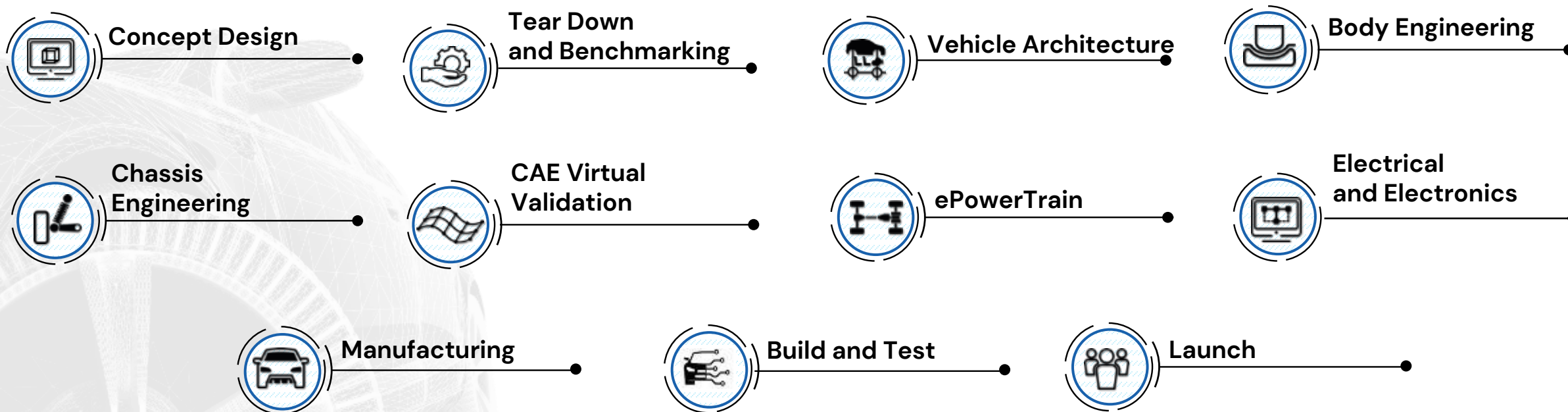
Domain expertise & proprietary
e-learning platform to tap into
upskilling opportunity



Advantage: Strong parentage with access to wide business network and increased collaboration among group companies

1 Deep Automotive Expertise with Multiple Differentiated ER&D Capabilities

Comprehensive portfolio of services for product development for traditional OEMs & new-energy vehicle company



Aerospace

Increased focus on digitization, sustainability and improving manufacturing throughput

LEVERAGING
AUTOMOTIVE
EXPERTISE

Transportation & Construction Heavy Machinery (TCHM)

Lags behind the Automotive Sector in innovation



1

Leveraging Long-standing and Strategic Relationship with Marquee Anchor Clients

Incubation Opportunities with Anchor Clients...



25+
Years
relationship



12+
Years
Relationship



Forefront of
Innovation

...Helping us Cultivate Skills and Refine our Value Proposition for the Automotive Sector



Full Vehicle Proposition



Light Weight Structures



Industry 4.0



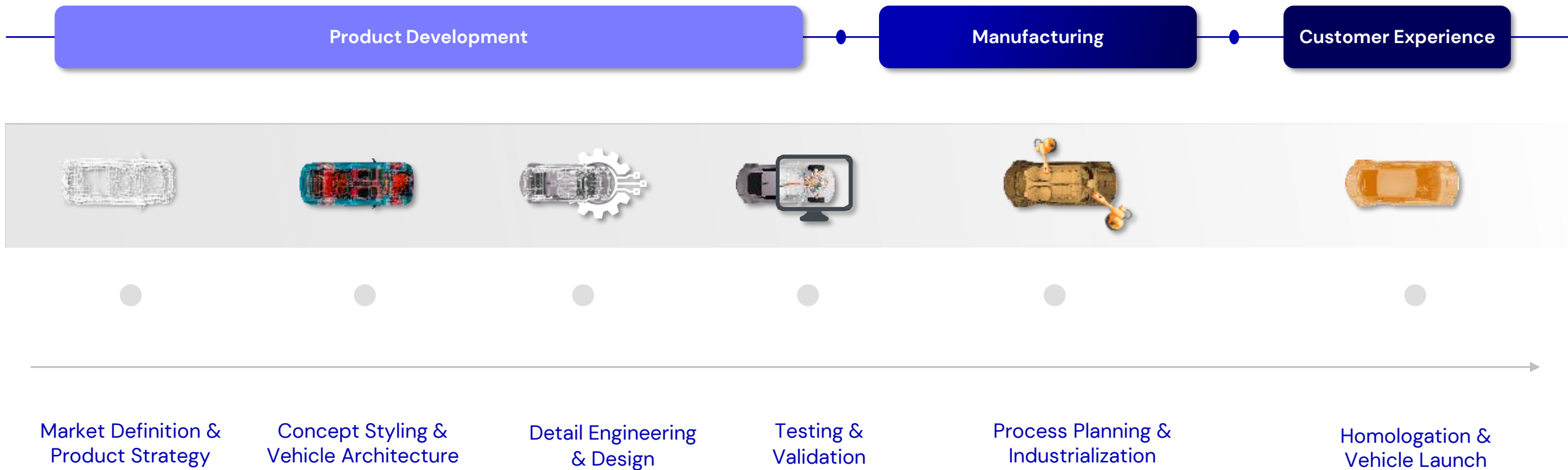
Power of 8



Amp.IOT

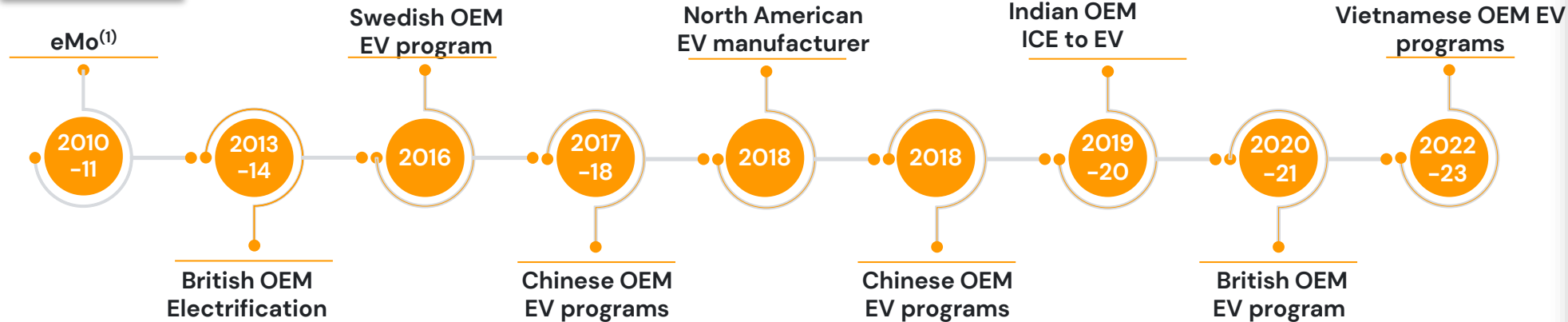
1 Full Vehicle Turnkey Program for Complete Spectrum of Solutions

Specialization in complete and ready to use solutions from concept to launch



2 Differentiated Capabilities in Electric Vehicles Developed over the Years...

Long-standing history of developing EV capabilities since as early as 2010



Differentiated Capabilities for EV Projects

eVMP⁽²⁾

Scalable and flexible vehicle platform for OEMs⁽³⁾

OTA

Over-the-air connected services

ADAS

Level 2 & level 3 autonomous driver assistance system

CAE

Computer aided engineering & EV system design

3

Leveraged Deep Manufacturing Domain Knowledge to Offer End-to-End Solutions across Value Chain

Management of entire digital product life cycle and engaging clients throughout the product journey

PLM

Product Lifecycle Management

**ERP**

Enterprise Resource Planning

**MES**

Manufacturing Execution System

**Product Data Management****Smart Manufacturing****Enterprise Resource Planning****Data Intelligence****Customer Experience Management****Process Automation****Application Management**

4 Globally Distributed Execution Model



12,500+

innovators form
our global, diverse
workforce



20

global delivery
centers



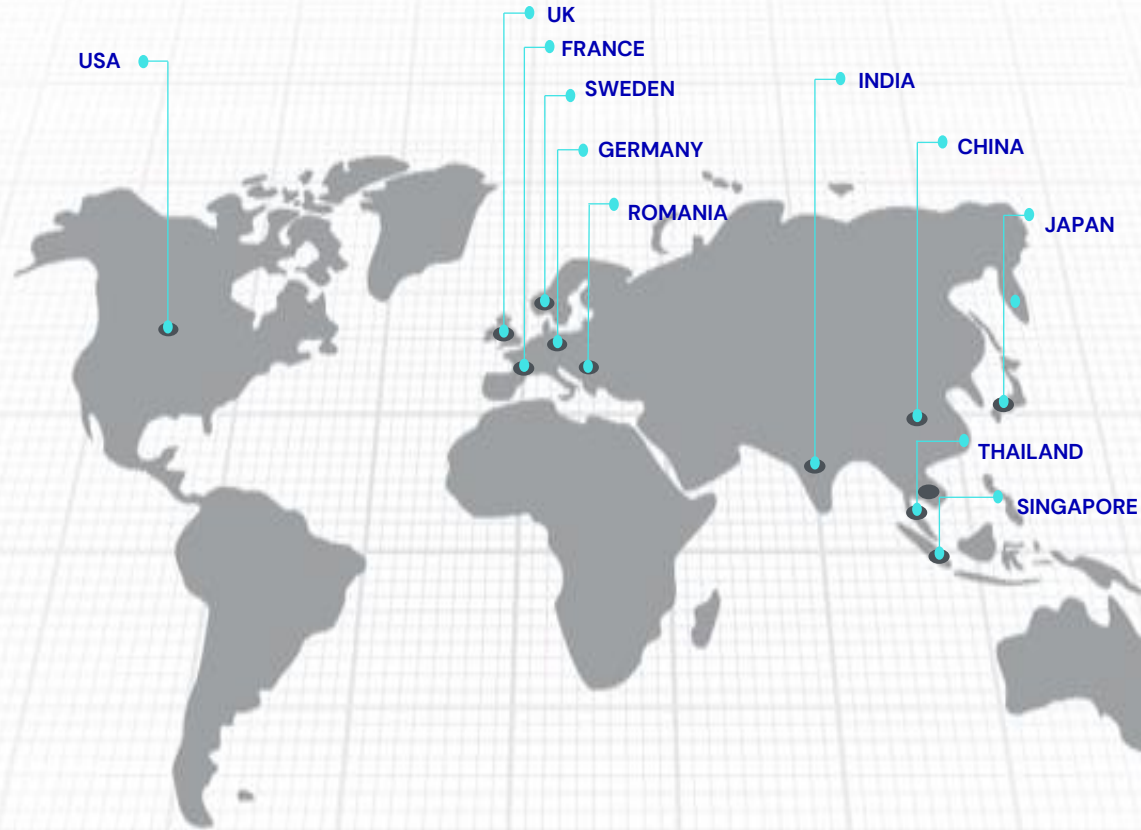
3

continents. Our global
delivery model spans
Asia-Pacific, Europe, and
North America



27

countries... and counting.
We work with clients
across the world



5

Led by a Highly Experienced and Professional Leadership Team



Tata Technologies empowers customers to make their product development dreams a reality. Our position is to complement the customer with services differentiated by our ability to deliver uniquely well.

Warren Harris
Chief Executive Officer & Managing Director



SUKANYA SADASIVAN
Chief Operating Officer



PAWAN BHAGERIA
President – Global HR, Admin and Education



SAVITHA BALACHANDRAN
Chief Financial Officer



NACHIKET PARANJAPE
President – Automotive Sales



ALOKE PALSIKAR
EVP and Head – Aerospace and Industrial Heavy Machinery Sales



PRAHALADA RAO
President and Client Partner – Tata Motors



SRIRAM LAKSHMINARAYANAN
President and Chief Technical Officer



SANTOSH SINGH
EVP and Global Head – Marketing and Business Excellence



ANJALI BALAGOPAL
General Counsel



SHAILESH SARAPH
EVP and Global Head ER&D Delivery



GEENA BINOY
EVP and Global Head DES Delivery



KAMAL SHAH
Chief Digital Information Officer

7

High Corporate Governance Standards with Access to Global Business Opportunities

One Tata Philosophy

Simplify

Corporate Governance



High standards of
corporate governance
and **brand value**

Synergy

Business Opportunities



**Access to senior
decision makers**
at potential end clients

Scale

Business Priorities



Well positioned
to benefit from Tata
Group's priorities in
EVs and Aerospace

Recognitions



Emerging Industry Leader

Tata Business Excellence Model
("TBEM") assessment in 2020



Most Innovative Tata Company in 2/5 Categories

Tata Innovista Awards 2021

Our founder

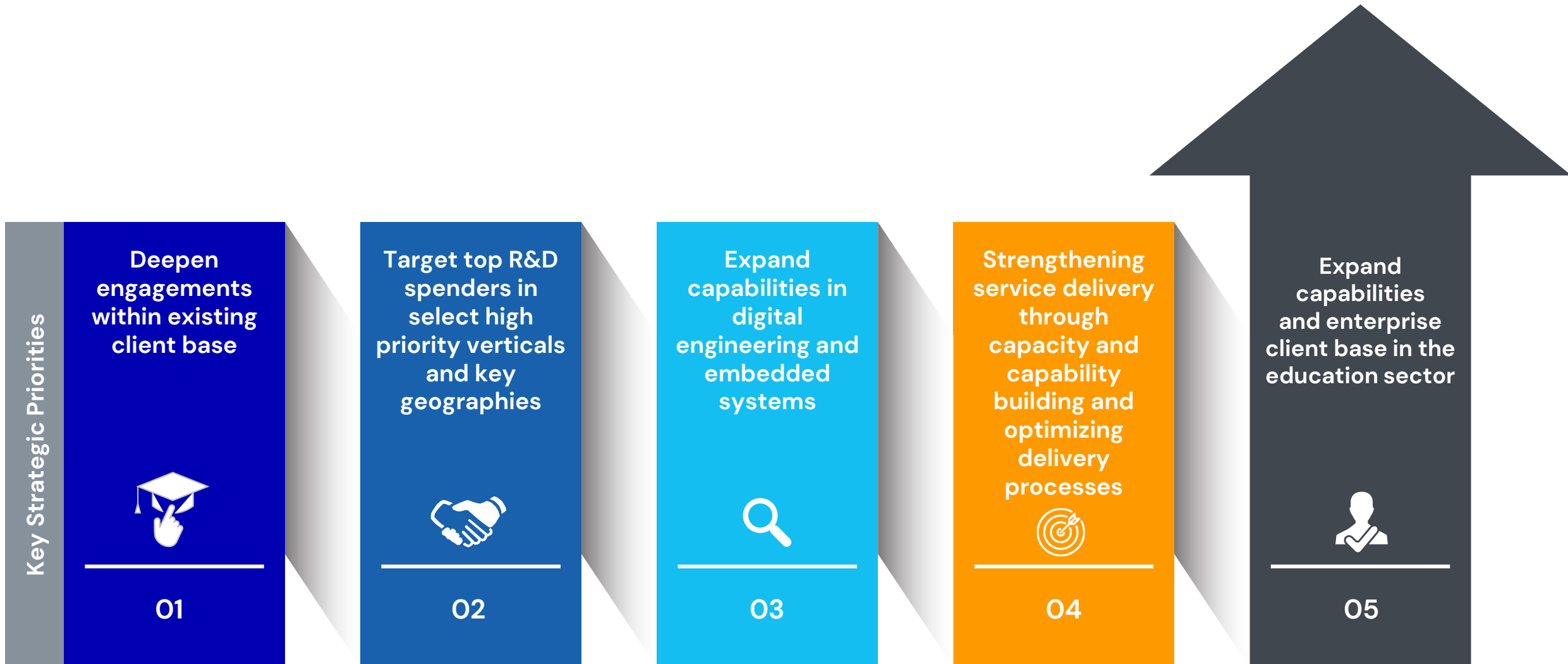


Tata Technologies is a young company in a very exciting line of business. A line of business that not only has its place in India, but all over the world. We decided that this company would not be all things to all people but would focus itself in the niche area of providing solutions to manufacturing companies. I would like to see Tata Technologies being acclaimed as one of the most innovative and successful design companies in the world. Your participation will be seen in the world over as a leader in the field we start.

Mr. Ratan Naval Tata
Chairman Emeritus of the Tata Group



Tata Technologies Will Drive Future Growth Through:



Strong Combination of Growth and Profitability

Robust Growth
in Revenues



INR 51.2bn
(\$ 617mn⁽¹⁾)
Revenue FY24

15.9%
YoY Revenue Growth⁽²⁾
(FY24/23)

12.8%
YoY Services Growth⁽²⁾
(FY24/23)

High and
Improving Margin
Profile



18.4%
Adj. EBITDA⁽³⁾ Margin
FY24

13.3%
PAT Margin
FY24

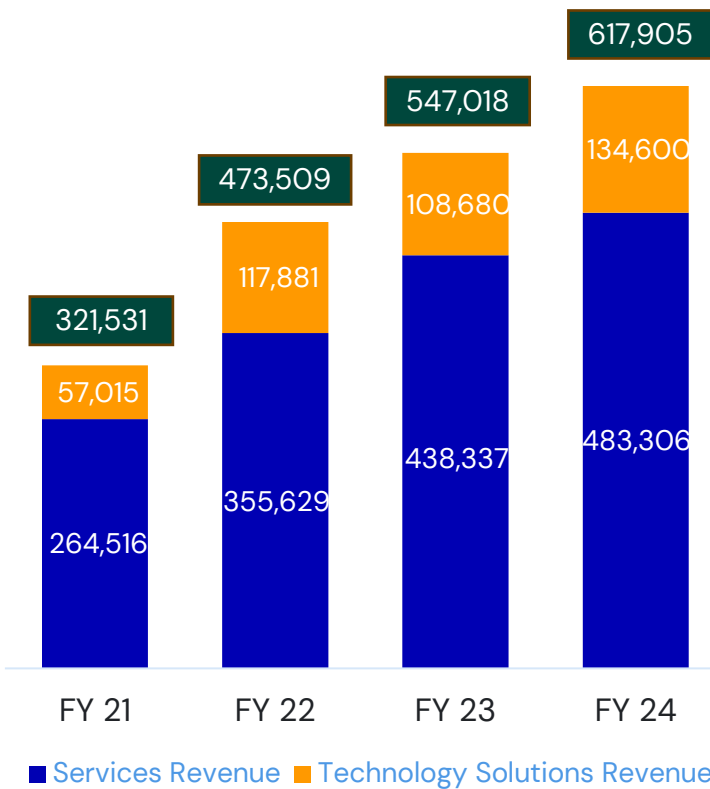
330bps
PAT Margin Expansion
since FY21

(1) Revenue from operations where the revenue from operations is accounted for on a monthly basis and converted using the average of the \$ conversion rates during each month for the relevant currencies; (2) Growth in INR terms (3) Adj. EBITDA excludes other income

Revenue Profile and Financial Performance

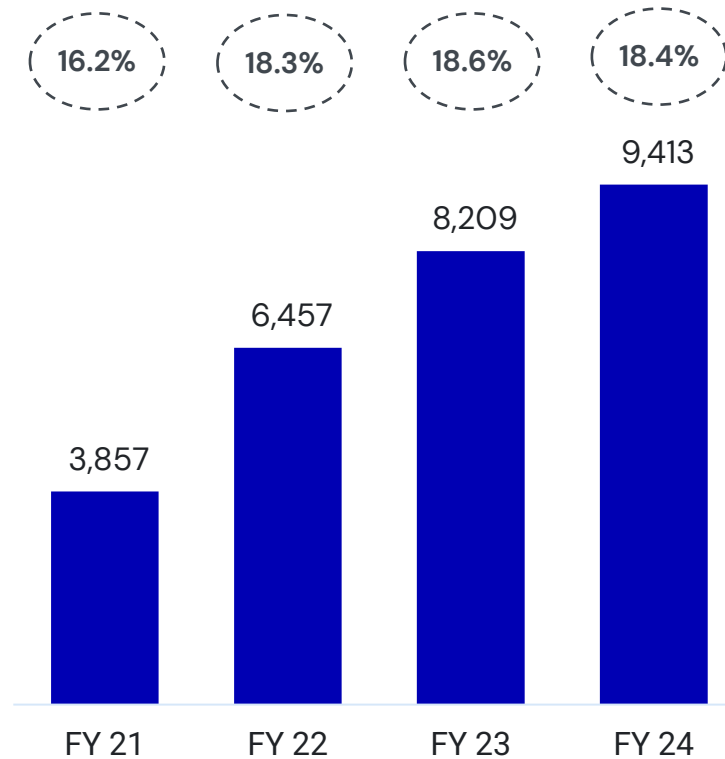
Steady Growth in Revenues led by Services Segment

Figures in INR mn



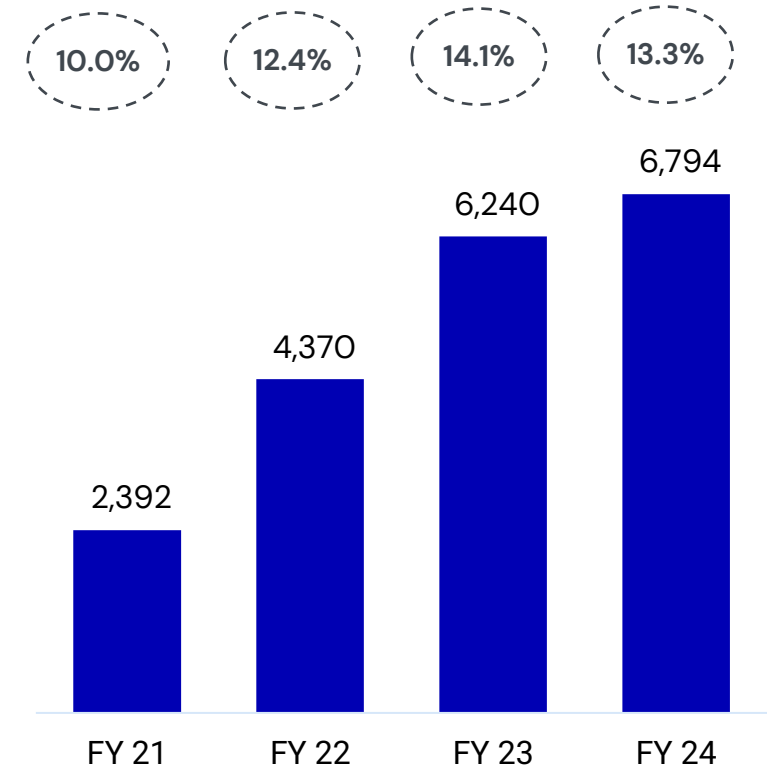
Adj. EBITDA Margin Expansion by 220 bps⁽¹⁾

Figures in INR mn; % Margin



Net Profit Margin Expansion by 330 bps⁽²⁾

Figures in INR mn; % Margin



(1) Refers to Adjusted EBITDA margin expansion from FY21 to FY24 (2) Refers to Net Profit margin expansion from FY21 to FY24
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