

SASKEN TECHNOLOGIES LTD.

INVESTOR
PRESENTATION
Q2 FY 2025-26



SAFE HARBOR CLAUSE

Certain statements in this release concerning our future growth prospects are forward-looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward-looking statements due to risks or uncertainties associated with our expectations with respect to, but not limited to, our ability to successfully implement our strategy and our growth and expansion plans, technological changes, our exposure to market risks, general economic and political conditions which have an impact on our business activities or investments, changes in the laws and regulations that apply to the services industry, including with respect to tax incentives and export benefits, adverse changes in foreign laws, including those relating to outsourcing and immigration, increasing competition in and the conditions of the Indian and global IT services industry, the prices we are able to obtain for our services, wage levels in for IT professionals, the loss of significant customers, the monetary policies in India and globally, inflation, deflation, unanticipated turbulence in interest rates, foreign exchange rates, equity prices or other rates or prices, the performance of the financial markets in India and globally. The Company may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Stock Exchanges and our reports to shareholders. The company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the Company.

QUARTERLY PERFORMANCE

Q2 FY 2025-26



MESSAGE FROM THE MANAGEMENT

Our Q2 performance reflects the continued resilience of Sasken's business model and our commitment to building long-term value. Despite a soft quarter sequentially, we delivered strong year-on-year growth, improved operating margins, and healthy profitability. This reflects the trust our customers place in us and the dedication of our teams across all functions. As we move into the second half of the year, we remain focused on executing our strategic priorities, enhancing operational efficiency, and investing in emerging technology areas that will drive sustainable growth.

RAJIV C MODY

Chairperson, Managing Director & CEO



MESSAGE FROM THE MANAGEMENT

Our financial performance this quarter reflects steady progress toward building a sustained growth trajectory. While some pursuits may take longer to translate into outcomes, we continue to proactively address margin softness through effective cost and delivery management. Scaling efficiently remains a key focus, and we will judiciously deploy our cash reserves to reinvest in growth and capability building, ensuring long-term value creation.

PRIYARANJAN

Chief Financial Officer



MESSAGE FROM THE MANAGEMENT

Our ODM business continues to be a key pillar of Sasken's growth strategy. With new design programs underway and a sharper focus on innovation and execution excellence, we see strong potential for renewed growth and value creation in the coming quarters.

Hareesh Ramanna

Chief Experience Officer (Sasken)
& President Borqs Technologies



BUSINESS HIGHLIGHTS

Scaling with Strategic Bets & Engineering Excellence

STRONG MOMENTUM CONTINUES UNDER 60×4×3

Sequential growth sustained for seven quarters; sharper focus on marquee accounts driving higher-value, multi-year engagements.



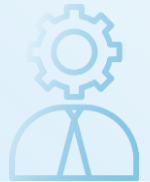
STRATEGIC INVESTMENTS EXPANDING MARKET RELEVANCE

- Borqs acquisition enhances embedded product and connected-device capabilities.
- Investments in GenAI, SDV, and cybersecurity accelerating differentiation and speed-to-market.



RISING ORDER BOOK AND DIVERSIFIED CLIENT BASE

Strong pipeline across automotive, industrial automation, satellite, and telecom; multiple new logos added.



OPERATIONAL AND PEOPLE STRENGTH

- 3.6% QoQ headcount growth and enhanced local delivery (Japan expansion, new Shin-Yokohama office).
- Recognized among Best Companies for Women and Best Employer Brands 2025.



POSITIVE BUSINESS OUTLOOK

Positioned to capitalize on global megatrends in AI, 6G, semiconductors, and digital engineering for sustainable innovation.



QUARTER AT A GLANCE

Q2 FY26

₹2,555 M

Revenue

₹150 M

EBITDA

₹58 M

EBIT

₹105 M

PAT

\$28.5 M

Orders booked

5.9%

EBITDA margin

9.8%

Attrition rate

81.8%

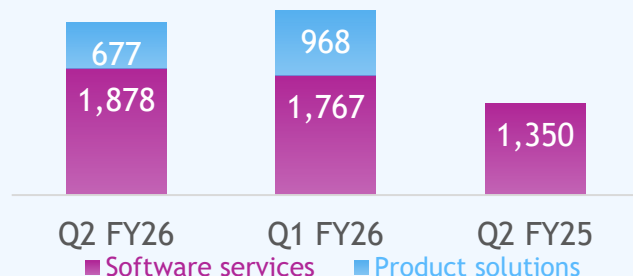
Utilization

All data unless specified is on a consolidated basis

FINANCIAL PERFORMANCE SNAPSHOT - Q2 FY26

CONSOLIDATED REVENUES (₹M)

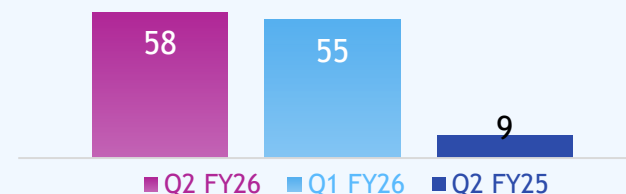
₹2,555 M ₹2,735 M ₹1,350 M



QoQ Growth: (6.6)%
YoY Growth: 89.2%

CONSOLIDATED EBIT (₹M)

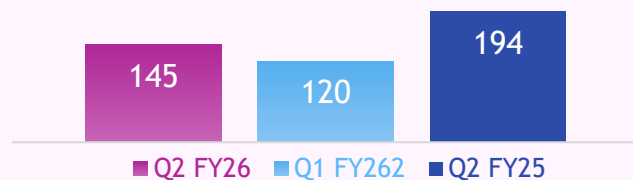
2.3% 2.0% 0.7%



QoQ Growth: 5.3%
YoY Growth: 537.0%

CONSOLIDATED PBT (₹M)

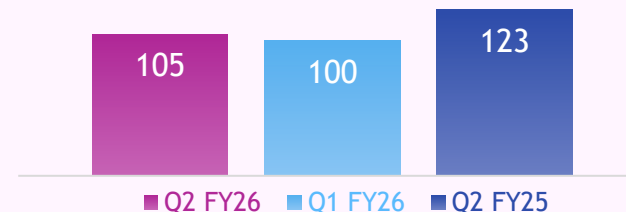
5.7% 4.3% 14.3%



QoQ Growth: 20.4%
YoY Growth: (25.3)%

CONSOLIDATED PAT (₹M)

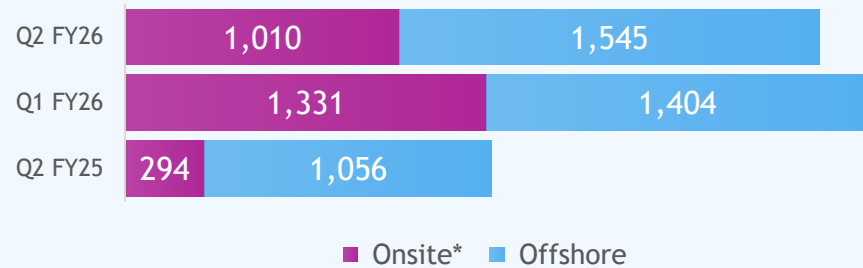
4.1% 3.7% 9.1%



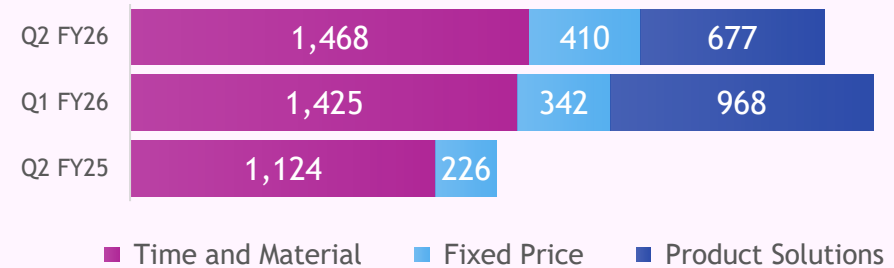
QoQ Growth: 4.9%
YoY Growth: (14.6)%

KEY REVENUE BREAKDOWNS

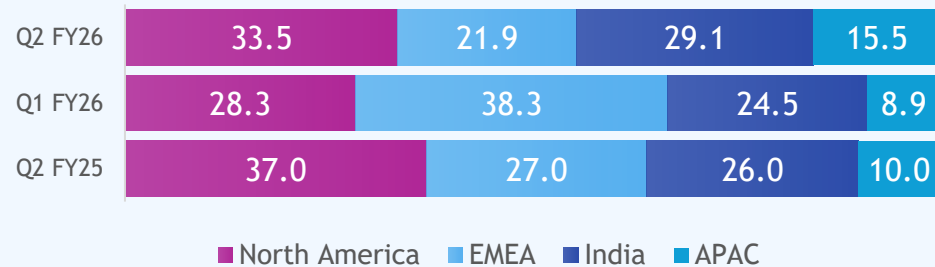
REVENUE MIX BY DELIVERY (₹ Mn)



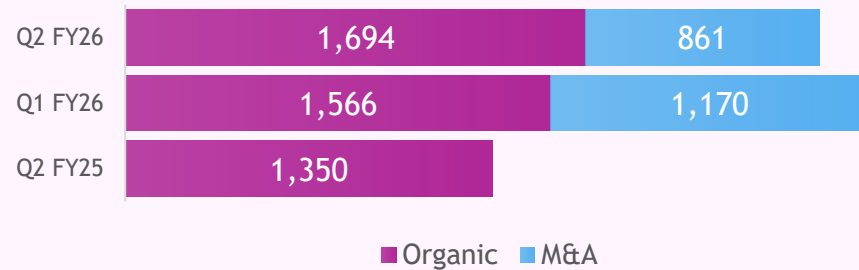
REVENUE MIX BY PROJECT TYPE (₹ Mn)



REVENUE MIX BY GEOGRAPHY (%)



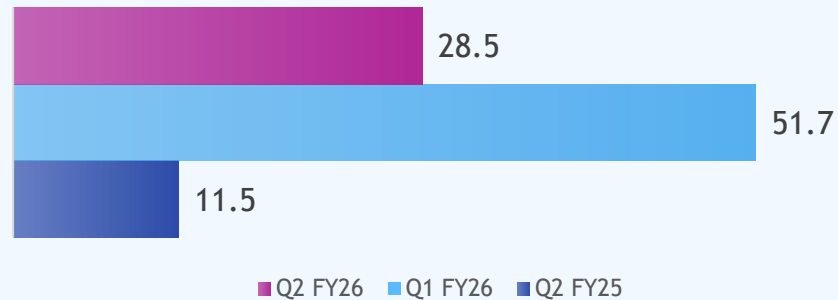
REVENUE - ORGANIC VS M&A (₹ Mn)



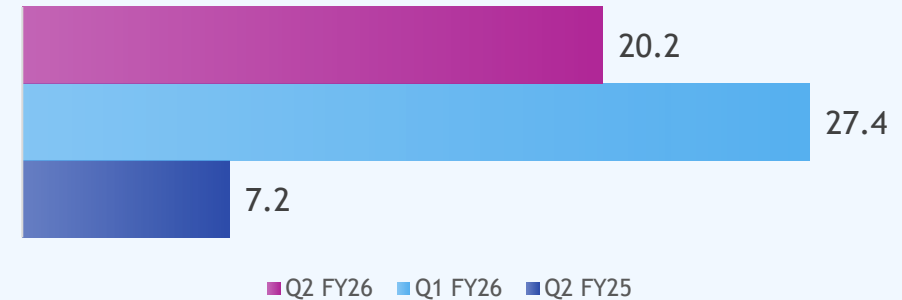
*Onsite includes US, Europe, Japan, Finland

ORDER BOOK SUMMARY

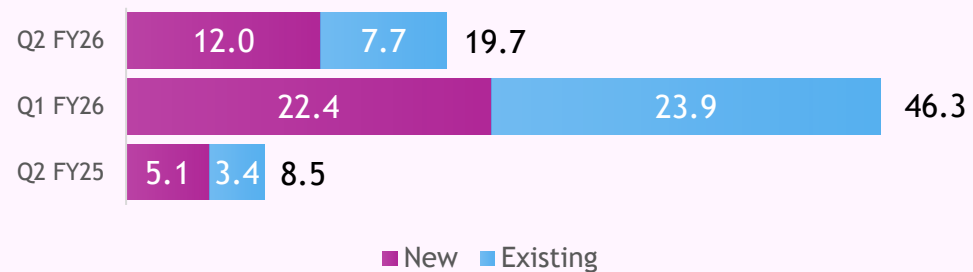
TOTAL CONTRACT VALUE¹ (\$M)



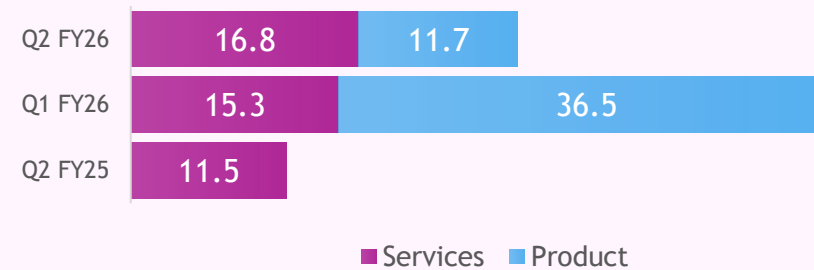
TOTAL CONTRACT VALUE - NEW (\$M)



ANNUAL CONTRACT VALUE (\$M)



ORDER BOOK MIX (\$M)



¹ Includes new and renewal bookings

MAJOR ORDER WINS



Secured a strategic engagement with a leading Tier-1 automotive supplier to develop a next-gen QNX-based cockpit platform for enhanced safety and performance, moving beyond traditional Android OS capabilities.



Strategic engagement with a leading autonomous mobility company to develop a test automation framework for its next-generation robotaxi platform, enabling real-time monitoring and end-to-end ride quality validation.



Partnership with a leading global semiconductor company to provide advanced design support for its next-generation ADPLL IP



Commissioned by leading hunting & outdoor technology company to design a next-generation multi-communication device that serves as an outdoor wireless coverage extender and IoT receiver



Closed a comprehensive hardware and software implementation deal with a leading asset management software provider, focused on restoration businesses. This engagement spans platform development through to production rollout.



Multi-year strategic engagement with a leading global semiconductor company to provide engineering support across its flagship SoC platforms across mobile, IoT and automotive

PEOPLE AND PROCESS UPDATES



At the end of the quarter (Q2-FY26), Sasken group's headcount was 2274 (c.3.6% growth QoQ).



Sasken was recognized by Avtar & Seramount as one of the Best Companies for Women for the third consecutive year, reaffirming its commitment to gender equity and inclusive workplace policies.



The company achieved a dual win at the iNFHRA Awards, earning the Diamond in ESG Excellence and Platinum in Sustainability Leadership, underscoring its focus on responsible and sustainable business practices.



Sasken received the Karnataka Best Employer Brand Award 2025, highlighting its dedication to building a vibrant, engaged, and high-performing workforce.



Rekha Sahay Ghosh was named among Karnataka's Most Admired Marketing Leaders by CMO Asia at the World Leadership Congress & Awards.



Manish Agarwal was honored as the Rising Finance Star of the Year at the Future of Finance Summit & Awards 2025.



Moumita Kurup was recognized among the Most Influential Women HR Leaders 2025 at the Global HR Excellence Awards and received the HR Leadership Award at the HR Leadership Conclave 2025.

60x4x3 STRATEGY & THE ROADMAP

Q2 FY 2025-26



OUR STRATEGY TO ACCELERATE GROWTH

60 Marquee
Accounts

60

at least \$4 M
per account

x4

in 3 Years

x3



Empower regional teams for culture sensitive local decision-making



Anchor culture of execution, accountability and empowerment



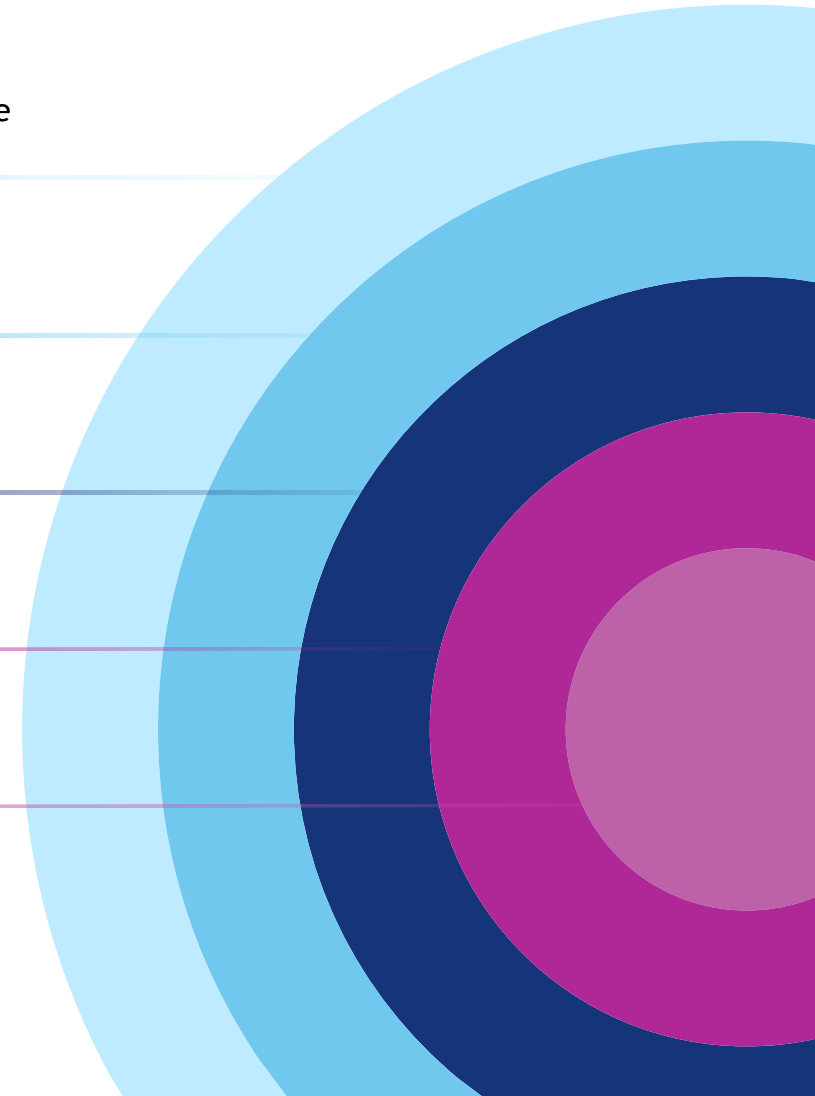
Drive innovation and deliver exceptional value to customers



Reinforce World-Class, Tech-First, and Intellectual Integrity

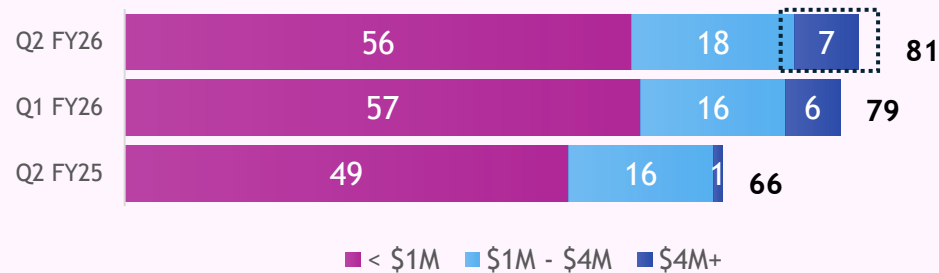


Unwavering commitment towards talent development

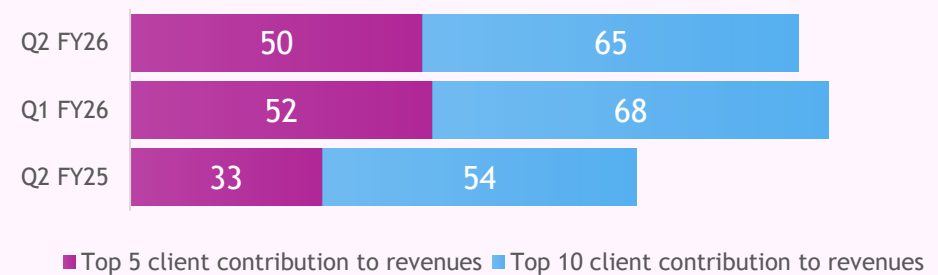


TRACKING 60×4×3 PROGRESS

CUSTOMER BREAK-UP BY LTM SALES



CLIENT CONCENTRATION (%)



- Sasken has recently embarked on its 60×4×3 strategic initiative and is beginning to show tangible traction. This framework anchors our focus on deepening client relationships rather than just expanding logos.
- **Early momentum is visible** - In Q2 FY26, the number of clients contributing over \$4M annually increased to 7, up from just 1 in Q2 FY25, reflecting strong account expansion.
- Strong engagement through multi-year deals, ODCs, and strategic partnerships positions Sasken well to achieve this goal.
- The program is designed to drive predictable, annuity-like revenue and reinforce Sasken's positioning as a long-term engineering partner.

LOOKING AHEAD

Accelerating Strategic Growth in a Tech-First World

As Sasken advances toward the chip-to-cognition future, the company remains committed to its 60×4×3 strategy, deepening relationships with marquee clients and leveraging its expertise in embedded software to power the silicon-to-software revolution. We are encouraged by the early traction and will continue building strategic relationships through multi-year engagements and regional empowerment.

We are partnering with leading clients to deliver flagship programs across semiconductors, automotive, AI, cybersecurity, 6G, and IoT; driving strong revenue growth and reinforcing Sasken's position as a trusted engineering partner.

Sasken continues to invest in GenAI, deploying agentic solutions in production, and strengthening DevSecOps and secure-by-design frameworks for safety-critical industries. Borqs acquisition further enhances embedded product engineering capabilities, which will complement Sasken's services portfolio in the coming quarters.

These initiatives, combined with a growing talent base and global delivery expansion, position Sasken to scale efficiently and create long-term value for our stakeholders.



FINANCIALS

Q2 FY 2025-26



INCOME STATEMENT SUMMARY CONSOLIDATED (QUARTERLY)

(₹M)

Particulars	Q2 FY26	%	Q1 FY26	%	Q2 FY25	%	Growth over	
							Q1 FY26	Q2 FY25
Revenue from Operations	2,554.88	100.0%	2,735.31	100.0%	1,350.29	100.0%	-6.6%	89.2%
Cost of Revenue	2,033.44	79.6%	2,233.92	81.7%	939.21	69.5%	9.0%	-116.5%
Gross Profit	521.44	20.4%	501.39	18.3%	411.08	30.5%	4.0%	26.8%
SG&A	371.43	14.5%	354.96	12.9%	365.65	27.1%	-4.6%	-1.6%
EBITDA	150.01	5.9%	146.43	5.4%	45.43	3.4%	2.4%	230.2%
Depreciation and amortization expense	92.36	3.6%	91.67	3.4%	36.38	2.7%	-0.8%	-153.9%
EBIT	57.65	2.3%	54.76	2.0%	9.05	0.7%	5.3%	537.0%
Other Income	97.13	3.8%	76.04	2.8%	192.09	14.2%	27.7%	-49.4%
Interest Expense	10.14	0.4%	10.67	0.4%	7.47	0.6%	-5.0%	-35.7%
Profit Before Tax	144.64	5.7%	120.13	4.4%	193.67	14.3%	20.4%	-25.3%
Tax Expenses	39.64	1.6%	20.07	0.7%	70.79	5.2%	-97.5%	44.0%
Profit After Tax	105.00	4.1%	100.06	3.7%	122.88	9.1%	4.9%	-14.6%
Attributable to owners of the Company	97.52	92.9%	94.40	94.3%	120.54	98.1%	3.3%	-19.1%
Attributable to non-controlling interests	7.48	7.1%	5.66	5.7%	2.34	1.9%	32.2%	219.7%

INCOME STATEMENT SUMMARY CONSOLIDATED (YTD)

(₹M)

Particulars	H1 FY26	%	H1 FY25	%	Growth over
					H1 FY25
Revenue from Operations	5,290.19	100.0%	2,583.87	100.0%	104.7%
Cost of Revenue	4,267.36	80.7%	1,795.61	69.5%	-137.7%
Gross Profit	1,022.83	19.3%	788.26	30.5%	29.8%
SG&A	726.39	13.7%	690.87	26.7%	-5.1%
EBITDA	296.44	5.6%	97.39	3.8%	204.4%
Depreciation and amortization expense	184.03	3.5%	66.45	2.6%	-176.9%
EBIT	112.41	2.1%	30.94	1.3%	263.3%
Other Income	173.18	3.3%	366.55	14.2%	-52.8%
Interest Expense	20.81	0.4%	13.13	0.5%	58.5%
Profit Before Tax	264.78	4.9%	384.36	14.9%	-31.1%
Tax Expenses	59.71	1.1%	84.63	3.3%	29.4%
Profit After Tax	205.07	3.8%	299.73	11.6%	-31.6%
Attributable to owners of the Company	191.93	93.6%	302.00	100.8%	-36.4%
Attributable to non-controlling interests	13.14	6.4%	(2.27)	-0.8%	-678.9%

INCOME STATEMENT SUMMARY

CONSOLIDATED NATURE WISE (QUARTERLY)

(₹M)

Particulars	Q2 FY26	%	Q1 FY26	%	Q2 FY25	%	Growth over	
							Q1 FY26	Q2 FY25
Revenue from Operations	2,554.88	100.0%	2,735.31	100.0%	1,350.29	100.0%	-6.6%	89.2%
Other Income	97.13	3.8%	76.04	2.8%	192.10	14.2%	27.7%	-49.4%
Total Revenue	2,652.01	103.8%	2,811.35	102.8%	1,542.39	114.2%	-5.7%	71.9%
Cost of material consumed	478.43	18.7%	755.71	27.6%	-	-	-36.7%	0.0%
(Increase)/decrease in work-in-progress	43.84	1.7%	(51.57)	-1.9%	-	-	-185.0%	0.0%
Employee benefit expense	1,542.03	60.4%	1,487.88	54.4%	1,056.23	78.2%	-3.6%	-46.0%
Other expenses	340.57	13.3%	396.86	14.5%	248.63	18.4%	14.2%	-37.0%
Depreciation and amortization expense	92.36	3.6%	91.67	3.4%	36.38	2.7%	-0.8%	-153.9%
Finance cost	10.14	0.4%	10.67	0.4%	7.47	0.6%	5.0%	-35.7%
Total Expenses	2,507.37	98.1%	2,691.21	98.4%	1,348.71	99.9%	6.8%	-85.9%
Profit Before Tax	144.64	5.7%	120.13	4.4%	193.68	14.3%	20.4%	-25.3%
Tax Expenses	39.64	1.6%	20.07	0.7%	70.80	5.2%	-97.5%	44.0%
Profit After Tax	105.00	4.1%	100.06	3.7%	122.88	9.1%	4.9%	-14.6%
Attributable to owners of the Company	97.52	92.9%	94.40	94.3%	120.54	98.1%	3.3%	-19.1%
Attributable to non-controlling interests	7.48	7.1%	5.66	5.7%	2.34	1.9%	32.2%	219.7%

INCOME STATEMENT SUMMARY

CONSOLIDATED NATURE WISE (YTD)

(₹M)

Particulars	H1 FY26	%	H1 FY25	%	Growth
					H1 FY25
Revenue from Operations	5,290.19	100.0%	2,583.87	100.0%	104.7%
Other Income	173.18	3.3%	366.55	14.2%	-52.8%
Total Revenue	5,463.37	103.3%	2,950.42	114.2%	85.2%
Cost of material consumed	1,234.14	23.3%	-		
(Increase)/decrease in work-in-progress	(7.72)	-0.1%	-		
Employee benefit expense	3,029.91	57.3%	2,004.84	77.6%	-51.1%
Other expenses	737.43	13.9%	481.64	18.6%	-53.1%
Depreciation and amortization expense	184.03	3.5%	66.45	2.6%	-176.9%
Finance cost	20.81	0.4%	13.13	0.5%	-58.5%
Total Expenses	5,198.60	98.3%	2,566.06	99.3%	-102.6%
Profit Before Tax	264.78	4.9%	384.36	14.9%	-31.1%
Tax Expenses	59.71	1.1%	84.63	3.3%	29.4%
Profit After Tax	205.06	3.8%	299.73	11.6%	-31.6%
Attributable to owners of the Company	191.93	93.6%	302.00	100.8%	-36.4%
Attributable to non-controlling interests	13.14	6.4%	(2.27)	-0.8%	-678.9%

BALANCE SHEET SUMMARY CONSOLIDATED

(₹M)

Particulars	Sept 30, 2025	June 30, 2025	March 31, 2025
Assets			
Property and Equipment	489.39	423.72	358.52
Intangible assets (including ROU, Goodwill)	3,003.68	2,963.97	410.74
Investments	3,054.01	3,161.71	5,914.09
Inventories	189.74	238.86	-
Trade receivables	1,845.12	1,815.78	1,064.60
Unbilled revenue and contract assets	616.67	599.46	401.21
Other current assets	1,248.08	1,477.64	604.12
Other non-current assets	922.47	894.30	830.24
Total Assets	11,369.15	11,575.44	9,583.52
Liabilities and Shareholders' Equity			
Shareholders' Funds	8,011.04	7,963.61	7,876.47
Current Liabilities	2,789.74	3,023.55	1,199.79
Non-current Liabilities	398.36	425.85	350.48
Non-controlling interests	170.00	162.43	156.78
Total Liabilities	11,369.15	11,575.44	9,583.52

KEY METRICS

Employee Metrics	Q2 FY 26	Q1 FY 26	Q2 FY 25
Total Employees (Consolidated)	2,274	2,196	1,707
Engineering	1,994	1,920	1,477
Corporate	280	276	230
Hiring Metrics			
Gross Adds	199	118	158
Net Adds	78	28	85
Attrition			
Attrition % Annualized (Based on Voluntary attrition only)	9.8%	7.7%	9.8%
Attrition % LTM (Based on Voluntary attrition only)	7.7%	7.3%	9.2%
Utilization			
Utilization, including trainees (In %)	81.8%	79.2%	75.4%

PEOPLE, ESG & AWARDS

Q2 FY 2025-26



PARTICIPATION IN GLOBAL EVENTS

KEN TechFest 2025
Chennai

July 2025




Snapdragon
FOR INDIA




Partner



AWARDS IN Q2 FY26

2025 Avtar and
Seramount
Best Companies for
Women in India (IT)



Karnataka Best
Employer Brand
Awards 2025



iNFHRA Diamond Award
for Leader of the Year -
ESG 2025-26



iNFHRA Platinum Award for
Manager of the Year -
Sustainability 2025-26



OUR COMMITMENT TO SOCIETY (ESG)

ENVIRONMENT

- Environmental Goals
- Water Impact
- Energy Management
- Greenhouse Gas Emission
- GHG Management
- Sustainable Sourcing
- Environmental Stewardship



SOCIAL

- Social Goals
- Diversity & Inclusion
- Human Rights
- Women Empowerment
- Safe and Inclusive Workplace
- Investing in Our People
- Well-being
- Inclusive Growth Equitable Development



GOVERNANCE

- Governance Goal
- Sustainability Governance
- Sustainability Governance Strategy
- Sustainability Governance Leadership Model
- Sustainability Governance Pillars
- Core Sustainability Governance Programs
- Integrity, Ethics & Transparency
- Data privacy, Cyber Security
- Value to Customers



SNAPSHOT OF OUR ESG ACHIEVEMENTS



ENVIRONMENT

86%

reduction in GHG emissions versus 2018/19

100%

power replenished by sustainable energy

100%

of all light fittings in LED

6100 KL

of waste-water recycled

1756 KL

Water positive in Corporate campus

8100 KL

of rainwater harvested



SOCIAL

0

wage disputes, child labour, discrimination, forced labour



13,089

students benefited from morning nutrition program

1055

Students' skill Development program, with 73% being girls



GOVERNANCE

0%

breach on data privacy

0%

breach on cyber security

0

disaster Incidents

99%

antivirus and security patch compliance

ABOUT SASKEN



SASKEN AT A GLANCE

36+ Years

in Product Engineering
& Digital Services

90+

Clients that include Fortune
500 Companies

200+

Patents
(Granted)

30+ Million Devices

shipped in
15+ countries

2274

Global
headcount

**Listed on
BSE/NSE**

Cash Positive, Debt
Free, Profitable

**Delivery & Sales
Centres**

North America, Asia,
and Europe

CSAT

of avg :
4.47 on 5

**Innovation Centre
Finland**

Anechoic chamber Acoustic Lab,
RF/Antenna Labs

**Global
Footprint**

Coverage in
5 Continents

KEY OFFERINGS

Product Engineering



Digital Transformation



ASIC Design Services



Cyber Security



Semiconductor



Communication & Devices



SatCom



Automotive & Off-Highway



Industrials



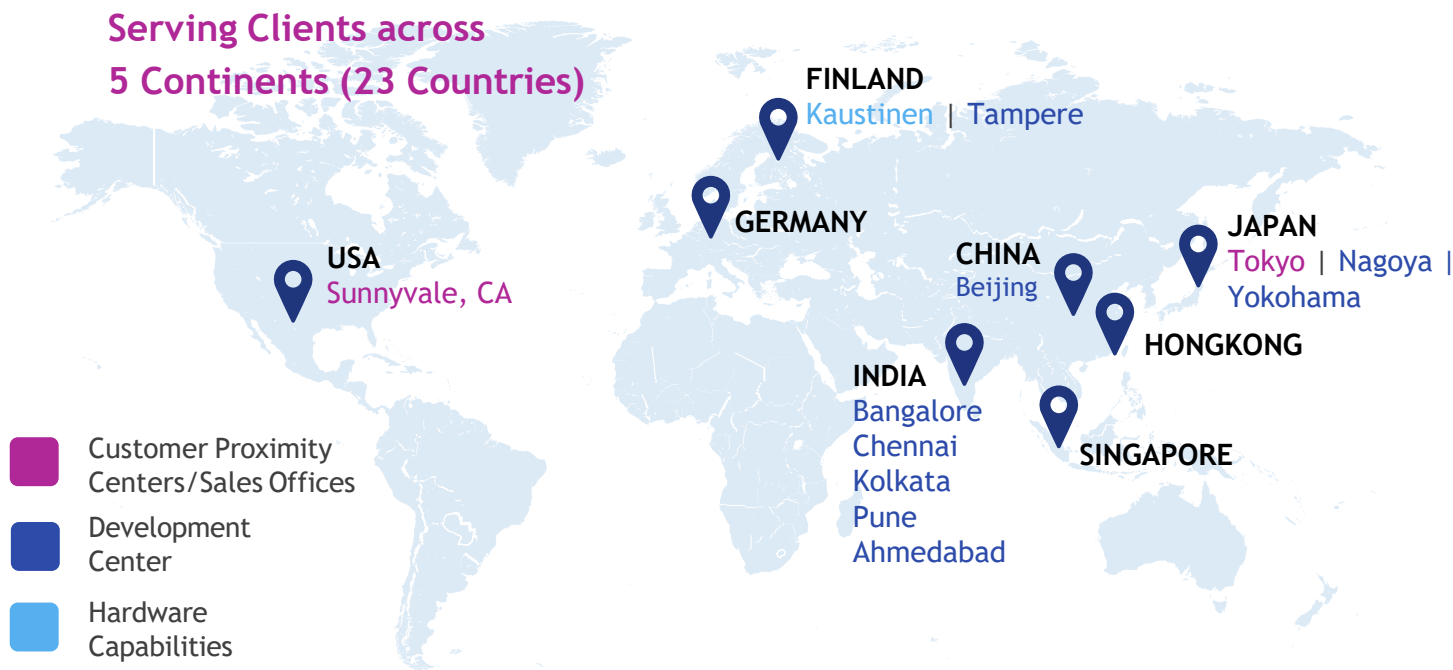
Enterprise Grade Devices



Transportation



OUR GLOBAL PRESENCE & COMPLIANCE



Centres of Excellence

INDIA

FINLAND

JAPAN

CHINA

DIGITAL ENGINEERING AND ER&D SERVICES

LEADERSHIP ZONE OVERALL ER&D

PEAK MATRIX ASPIRANT 2018 DIGITAL SERVICES

Certifications @ Sasken

Quality	Environment	Information Security	Software Engineering & Project Management	Privacy	Automotive Information Security	Automotive SPICE
ISO 9001:2015	ISO 14001:2015	ISO/IEC 27001:2022	CMMi-V2.0-ML3	ISO/IEC 27701:2019	TISAX AL-3	ASPICE Level 3

Sasken Management Systems Are Compliant To

Privacy Regulations	Automotive Functional Safety
EU-GDPR CCPA India Data Privacy Act	ISO 26262

THANK YOU

