

SASKEN TECHNOLOGIES LTD.

INVESTOR
PRESENTATION
Q3 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

Q3 FY 2025-26



MESSAGE FROM THE MANAGEMENT

Q3 reflects Sasken's ability to scale with discipline. Strong year-on-year revenue growth, expanding EBITDA margins, and consistent services momentum demonstrate the resilience of our strategy. With execution stabilized across the portfolio and investments continuing in priority areas, we remain focused on building sustainable, long-term value for our stakeholders.

RAJIV C MODY

Chairperson, Managing Director & CEO



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

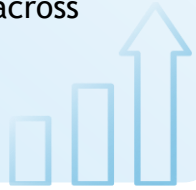


BUSINESS HIGHLIGHTS

Scaling with Strategic Bets & Engineering Excellence

STRONG REVENUE MOMENTUM WITH SIGNIFICANT GROWTH

Sequential revenue growth delivered with a robust 73% YoY increase underscoring healthy underlying business demand and scale-up across key accounts.



STRONG PROFITABILITY IMPROVEMENT

- EBITDA improved substantially with an increase of 71% QoQ and 320% YoY, reflecting effective cost discipline, improved gross margins, and stronger execution across service lines.



RECORD ORDER BOOK EXPANSION

Order bookings increased to \$57.1M, more than doubling QoQ, driven by multi-year strategic wins in semiconductors, automotive, connectivity, and advanced device engineering.



OPERATIONAL AND PEOPLE STRENGTH

- With 83% utilization, attrition at 9.4%, and headcount rising to 2,343, the organization remains well-positioned to deliver on its multi-year 60x4x3 strategy and deepen relationships with marquee clients.



PROMISING SECTORS SHOWING STRONG TRACTION

Accelerated engagement in semiconductors, automotive, AI/GenAI, and next-generation connectivity, with customers onboarding Sasken into flagship programs and long-horizon mandates.



QUARTER AT A GLANCE

Q3 FY26

₹2,501 M

Revenue

₹256 M

EBITDA

₹154 M

EBIT

₹154 M

PAT*

\$57.1 M

Orders booked

10.2%

EBITDA margin

9.4%

Attrition rate

83.0%

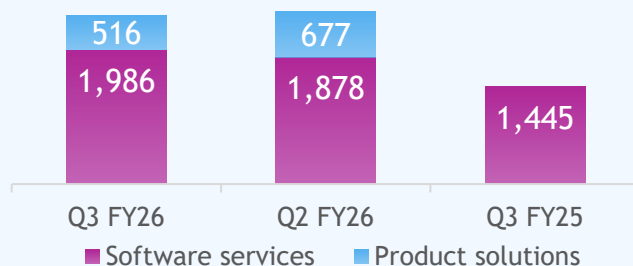
Utilization

*PAT excludes one-time exceptional item resulting from of new labor code
All data unless specified is on a consolidated basis

FINANCIAL PERFORMANCE SNAPSHOT - Q3 FY26

CONSOLIDATED REVENUES (₹M)

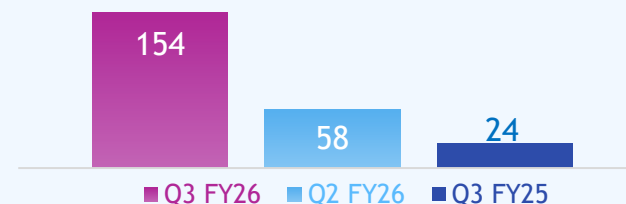
₹2,502 M ₹2,555 M ₹1,445 M



QoQ Growth: (2.1)%
YoY Growth: 73.1%

CONSOLIDATED EBIT (₹M)

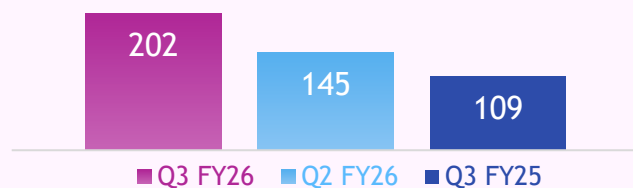
6.1% 2.3% 1.7%



QoQ Growth: 166.2%
YoY Growth: 542.3%

CONSOLIDATED PBT* (₹M)

8.1% 5.7% 7.6%

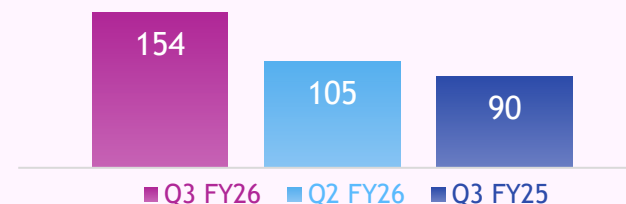


QoQ Growth: 39.9%
YoY Growth: 85.2%

* Q3FY26 PBT excludes one-time exceptional item due to new labor code

CONSOLIDATED PAT* (₹M)

6.1% 4.1% 6.2%

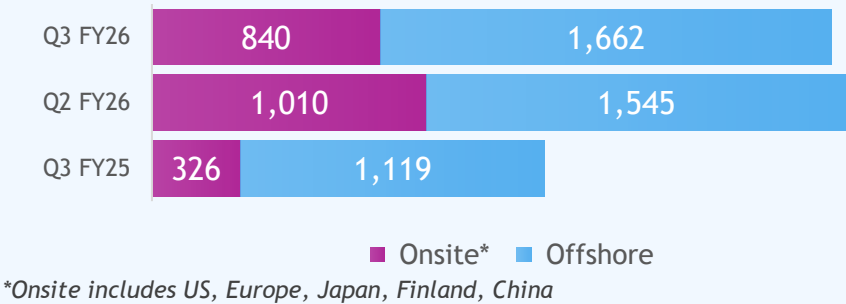


QoQ Growth: 46.3%
YoY Growth: 70.0%

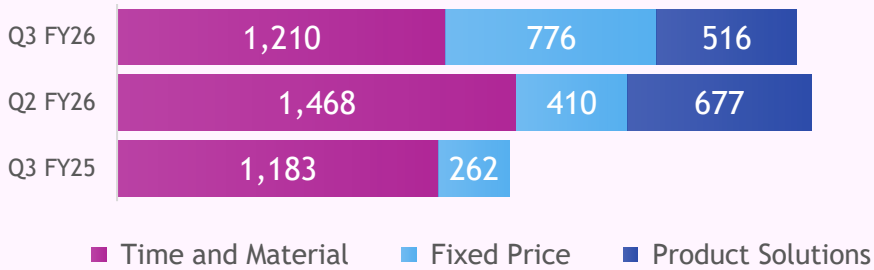
* Q3FY26 PAT excludes one-time exceptional item due to new labor code

KEY REVENUE BREAKDOWNS

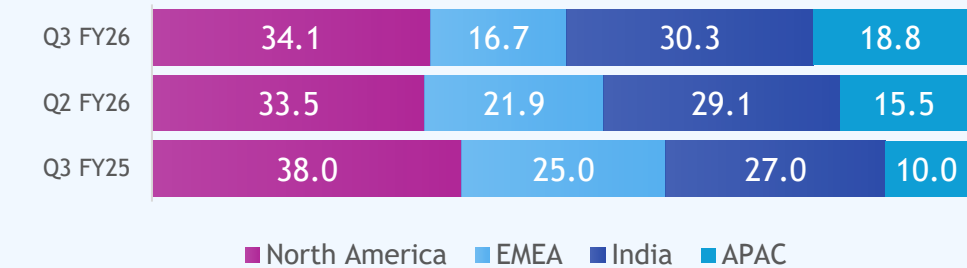
REVENUE MIX BY DELIVERY (₹ Mn)



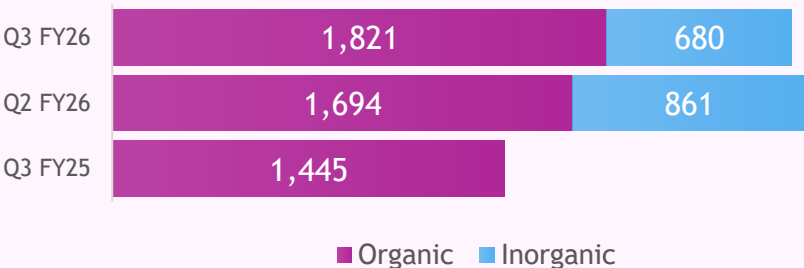
REVENUE MIX BY PROJECT TYPE (₹ Mn)



REVENUE MIX BY GEOGRAPHY (%)

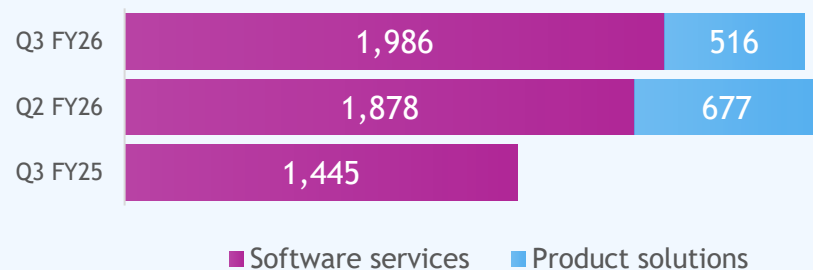


REVENUE - ORGANIC VS INORGANIC (₹ Mn)

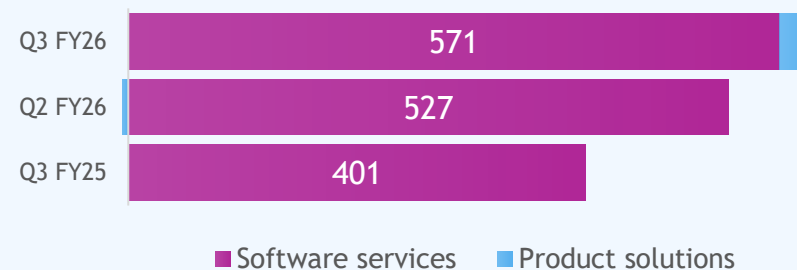


SEGMENTAL RESULTS

REVENUE SPLIT BY SEGMENT (₹ Mn)



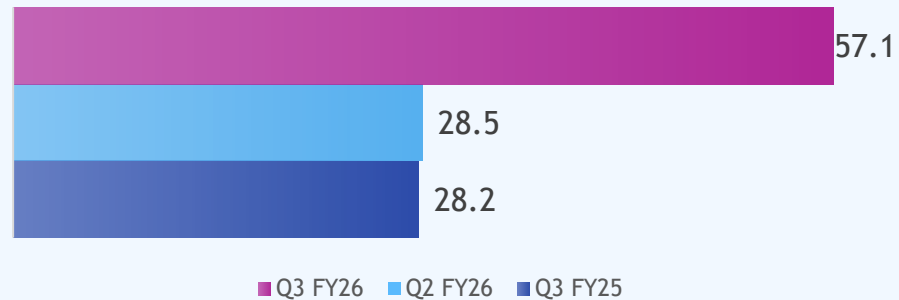
GROSS PROFIT BY SEGMENT (₹ Mn)



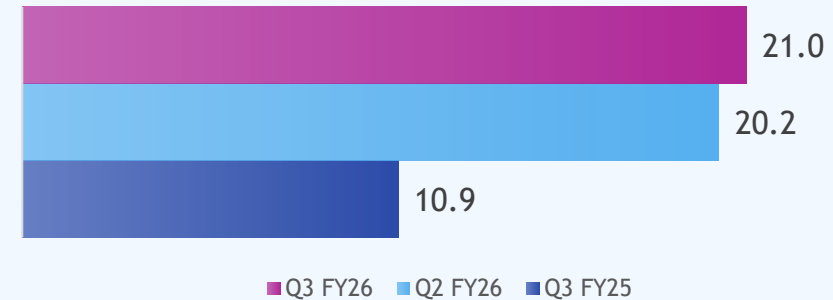
Revenue growth by segment	QoQ Growth	YoY Growth
Software Services	5.7%	37.4%
Product Solutions	(23.8)%	n.a.

ORDER BOOK SUMMARY

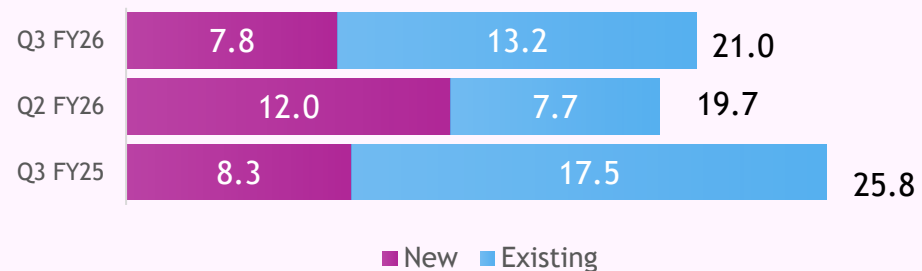
TOTAL CONTRACT VALUE¹ (\$M)



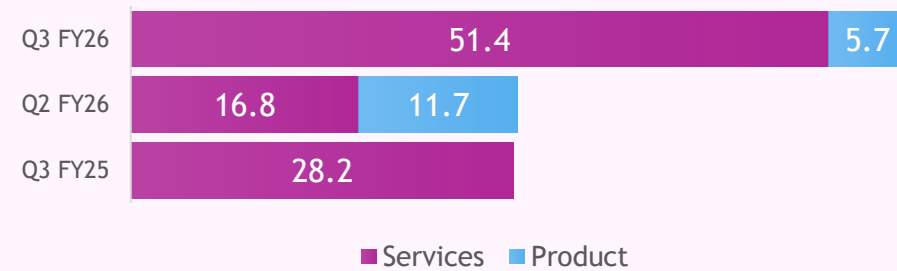
TOTAL CONTRACT VALUE - NEW (\$M)



ANNUAL CONTRACT VALUE (\$M)



ORDER BOOK MIX (\$M)



¹ Includes new and renewal bookings

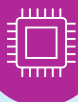
MAJOR ORDER WINS



Multi-year large deal with an American multinational technology hyperscaler to own key software and system areas critical to smart glasses development and scale across System Health, Core OS, multimedia & connectivity.



Sasken was chosen by a leading European automotive technology player as a potential partner for the commercialization of a strategic telematics platform.



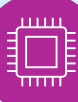
Won a strategic deal with a leading global anti-drone solutions provider to accelerate development of their 5GHz Radio Frequency Power Amplifier.



A multi-year engagement to engineer an enterprise-grade rugged 5G tablet, designed for extreme operating conditions, integrated productivity applications with RFI feature built in, and vehicle-mounted use, for leading global networking solutions provider.



Won a long-term platform sustenance engagement with a leading global technology company, supporting the stability, scalability, and lifecycle management of a widely deployed operating system



Won a large new engagement with a leading global semiconductor platform provider to support the transition of next-generation in-vehicle infotainment as well as work on new Semiconductor chipsets for IOT and Mobile

PEOPLE AND PROCESS UPDATES



At the end of the quarter (Q3 FY26), Sasken group's headcount was 2,343 (8.9% growth QoQ) and Last Twelve Month (LTM) attrition stood at a healthy 8.4%



- Sustainable Organization Award 2025 and 1st Runner-Up Award in the Sustainability Leader of the Year Category
- Eco Vadis 2025 - Bronze Medal for the 2nd consecutive
- From '**Aspirants**' to '**Major Contenders**' Quadrant in EVEREST SDV Engineering Services PEAK Matrix® Assessment 2025
- Avasant Digital Engineering Services 2025-2026 Radar View™ report



- ICSI National Awards for excellence in corporate governance
- Manish Agarwal - Tax Leader of the Year at the 13th Tax Strategy & Planning Awards 25



KenXperience Employee Satisfaction Survey closed at 67% response, Engagement Score is 4/5, 8.1/10 Net promoter Score



New Applicant Tracking (ATS) tool HireWand for Onboarding & Recruitment was rolled out in the quarter
VPP calculation & pay out tool has been automated with enhanced features
Initiated Sales Force 360 feedback process for leaders



168 unique learners across 8 high impact programs with 4.3 average feedback,
Introduced Learning Star Recognition

60x4x3 STRATEGY & THE ROADMAP

Q3 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



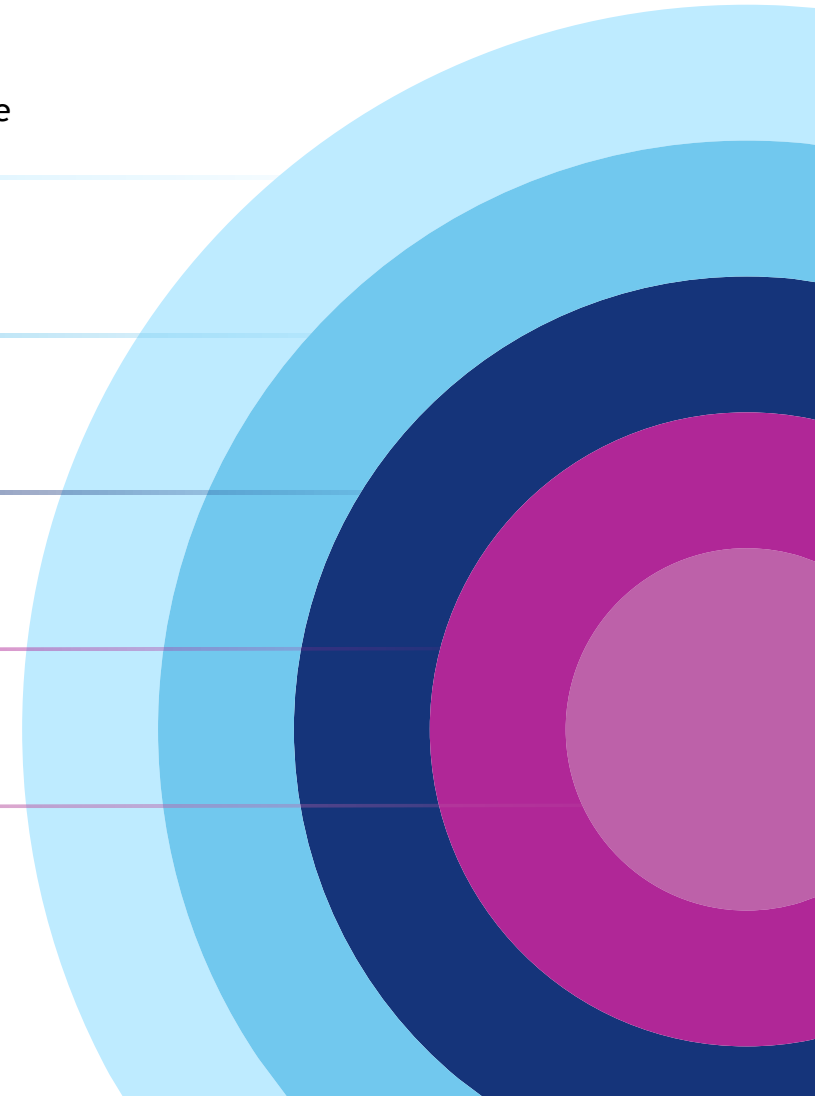
Drive innovation and deliver exceptional value to customers



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

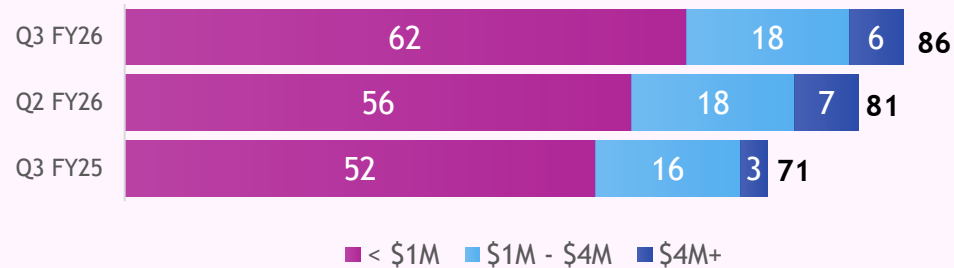


Unwavering commitment towards talent development

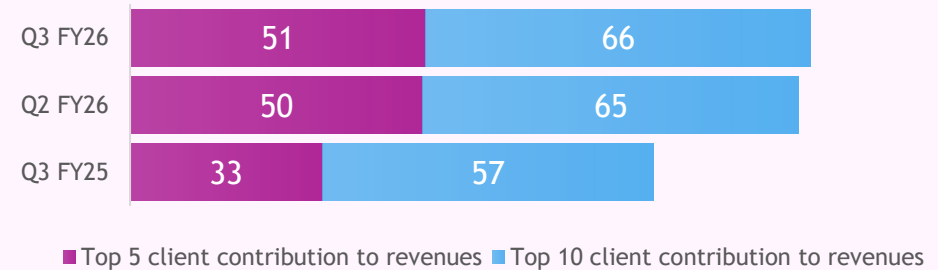


TRACKING 60×4×3 PROGRESS

CUSTOMER BREAK-UP BY LTM SALES



CLIENT CONCENTRATION (%)



- Sasken's 60×4×3 strategy continues to gain traction, strengthening focus on deepening strategic client relationships over adding new logos.
- The program is driving a more predictable, annuity-like revenue model and reinforcing Sasken's positioning as a long-term engineering partner.
- In Q3 FY26, 6 customers contributed over \$4M+ reflecting continued scale-up within large accounts and the strengthening of multi-year strategic relationships

LOOKING AHEAD

Strategic Focus and Priorities

This quarter, our performance reflects a solid foundation of profitable growth, driven by strong momentum across semiconductors, automotive, AI, and next-generation connectivity.

As we progress along our chip-to-cognition journey, we remain focused on the disciplined execution of our 60x4x3 strategy.

We continue to deepen relationships with marquee customers and leverage our embedded software and systems engineering capabilities to support the ongoing silicon-to-software transformation. We are partnering with leading customers on flagship programs across high-growth sectors. Early traction across these sectors is encouraging, and we are building momentum through multi-year engagements supported by stronger regional ownership.

We continue to invest in GenAI and automation, deploying agent-led solutions in production environments and strengthening our DevSecOps and secure-by-design frameworks, particularly for safety-critical domains.

As we look ahead, we remain confident that the combination of deep domain expertise, a robust capability stack, and disciplined execution of our 60x4x3 strategy positions us strongly to capture long-term growth in these high-opportunity sectors.



FINANCIALS

Q3 FY 2025-26



INCOME STATEMENT SUMMARY CONSOLIDATED (QUARTERLY)

(₹M)

Particulars	Q3 FY26	%	Q2 FY26	%	Q3 FY25	%	Growth over	
							Q2 FY26	Q3 FY25
Revenue from Operations	2,501.25	100.0%	2,554.88	100.0%	1,445.16	100.0%	-2.1%	73.1%
Cost of Revenue	1,897.42	75.9%	2,033.44	79.6%	1,043.84	72.2%	-6.7%	81.8%
Gross Profit	603.83	24.1%	521.44	20.4%	401.32	27.8%	15.8%	50.5%
SG&A	347.56	13.9%	371.43	14.5%	340.42	23.6%	-6.4%	2.1%
EBITDA	256.27	10.2%	150.01	5.9%	60.90	4.2%	70.8%	320.8%
Depreciation and amortization expense	102.81	4.1%	92.36	3.6%	37.01	2.6%	11.3%	177.8%
EBIT	153.46	6.1%	57.65	2.3%	23.89	1.7%	166.2%	542.3%
Other Income	60.54	2.4%	97.13	3.8%	92.78	6.4%	-37.7%	-34.7%
Interest Expense	11.72	0.4%	10.14	0.4%	7.47	0.5%	15.6%	56.9%
Profit before exceptional item and tax	202.28	8.1%	144.64	5.7%	109.20	7.6%	39.9%	85.2%
Exceptional Item	83.08	3.3%	-	0.0%	-	0.0%	n.a.	n.a.
Profit Before Tax	119.20	4.8%	144.64	5.7%	109.20	7.6%	-17.6%	9.2%
Tax Expenses	27.80	1.1%	39.64	1.6%	18.90	1.3%	-29.9%	47.1%
Profit After Tax	91.40	3.7%	105.00	4.1%	90.30	6.2%	-13.0%	1.2%
Profit After Tax before exceptional items*	153.57	6.1%	105.00	4.1%	90.30	6.2%	46.3%	70.1%
Attributable to owners of the Company	77.51	84.8%	97.52	92.9%	90.57	100.3%	-20.5%	-14.4%
Attributable to non-controlling interests	13.89	15.2%	7.48	7.1%	-0.27	-0.3%	85.8%	-5246.0%

* Q3FY26 PAT excludes one-time exceptional item due to new labor code

INCOME STATEMENT SUMMARY CONSOLIDATED (YTD)

(₹M)

Particulars	FY26 YTD	%	FY25 YTD	%	Growth over FY25 YTD
Revenue from Operations	7,791.44	100.0%	4,029.03	100.0%	93.4%
Cost of Revenue	6,164.78	79.1%	2,839.45	70.5%	117.1%
Gross Profit	1,626.66	20.9%	1,189.58	29.5%	36.7%
SG&A	1,073.97	13.8%	1,031.28	25.6%	4.1%
EBITDA	552.69	7.1%	158.30	3.9%	249.1%
Depreciation and amortization expense	286.84	3.7%	103.46	2.6%	177.2%
EBIT	265.85	3.4%	54.84	1.4%	384.8%
Other Income	233.72	3.0%	459.33	11.4%	-49.1%
Interest Expense	32.53	0.4%	20.60	0.5%	57.9%
Profit before exceptional item and tax	467.04	6.0%	493.57	12.3%	-5.4%
Exceptional Item	83.08	1.1%	0.00	0.0%	n.a.
Profit Before Tax	383.96	4.9%	493.57	12.3%	-22.2%
Tax Expenses	87.51	1.1%	103.54	2.6%	-15.5%
Profit After Tax	296.45	3.8%	390.03	9.7%	-24.0%
Profit After Tax before exceptional items*	358.62	4.6%	390.03	9.7%	-8.1%
Attributable to owners of the Company	269.42	90.9%	392.56	100.6%	-31.4%
Attributable to non-controlling interests	27.03	9.1%	-2.53	-0.6%	-1168.4%

* FY26 PAT excludes one-time exceptional item due to new labor code

INCOME STATEMENT SUMMARY

CONSOLIDATED NATURE WISE (QUARTERLY)

(₹M)

Particulars	Q3 FY26	%	Q2 FY26	%	Q3 FY25	%	Growth over	
							Q2 FY26	Q3 FY25
Revenue from Operations	2,501.25	100.0%	2,554.88	100.0%	1,445.16	100.0%	-2.1%	73.1%
Other Income	60.55	2.4%	97.13	3.8%	92.78	6.4%	-37.7%	-34.7%
Total Revenue	2,561.80	102.4%	2,652.01	103.8%	1,537.95	106.4%	-3.4%	66.6%
Cost of material consumed	289.98	11.6%	478.43	18.7%	0.00	0.0%	-39.4%	n.a.
(Increase)/decrease in work-in-progress	-21.90	-0.9%	43.84	1.7%	0.00	0.0%	-150.0%	n.a.
Employee benefit expense	1,577.92	63.1%	1,542.03	60.4%	1,137.24	78.7%	2.3%	38.8%
Other expenses	398.99	16.0%	340.57	13.3%	247.02	17.1%	17.2%	61.5%
Depreciation and amortization expense	102.81	4.1%	92.36	3.6%	37.01	2.6%	11.3%	177.8%
Finance cost	11.72	0.4%	10.14	0.4%	7.47	0.5%	15.6%	56.9%
Total Expenses	2,359.52	94.3%	2,507.37	98.1%	1,428.73	98.9%	-5.9%	65.1%
Profit before exceptional item and tax	202.28	8.1%	144.64	5.7%	109.22	7.6%	39.9%	85.2%
Exceptional item	83.08	3.3%	0.00	0.0%	0.00	0.0%	n.a.	n.a.
Profit Before Tax	119.20	4.8%	144.64	5.7%	109.22	7.6%	-17.6%	9.1%
Tax Expenses	27.80	1.1%	39.64	1.6%	18.90	1.3%	-29.9%	47.1%
Profit After Tax	91.40	3.7%	105.00	4.1%	90.31	6.2%	-13.0%	1.2%
Profit After Tax before exceptional items*	153.57	6.1%	105.00	4.1%	90.31	6.2%	46.3%	70.0%
Attributable to owners of the Company	77.49	84.8%	97.52	92.9%	90.57	100.3%	-20.5%	-14.4%
Attributable to non-controlling interests	13.89	15.2%	7.48	7.1%	-0.27	-0.3%	85.8%	-5323.4%

* Q3FY26 PAT excludes one-time exceptional item due to new labor code

INCOME STATEMENT SUMMARY CONSOLIDATED NATURE WISE (YTD)

(₹M)

Particulars	FY26 YTD	%	FY25 YTD	%	Growth over
					FY25 YTD
Revenue from Operations	7,791.44	100.0%	4,029.03	100.0%	93.4%
Other Income	233.72	3.0%	459.33	11.4%	-49.1%
Total Revenue	8,025.17	103.0%	4,488.36	111.4%	78.8%
Cost of material consumed	1,524.12	19.6%	0.00	0.0%	n.a.
(Increase)/decrease in work-in-progress	-29.62	-0.4%	0.00	0.0%	n.a.
Employee benefit expense	4,607.84	59.1%	3,142.07	78.0%	46.6%
Other expenses	1,136.42	14.6%	728.66	18.1%	56.0%
Depreciation and amortization expense	286.84	3.7%	103.46	2.6%	177.3%
Finance cost	32.53	0.4%	20.60	0.5%	57.9%
Total Expenses	7,558.13	97.0%	3,994.78	99.2%	89.2%
Profit before exceptional item and tax	467.03	6.0%	493.57	12.3%	-5.4%
Exceptional item	83.08	1.1%	0.00	0.0%	n.a.
Profit Before Tax	383.95	4.9%	493.57	12.3%	-22.2%
Tax Expenses	87.52	1.1%	103.54	2.6%	-15.5%
Profit After Tax	296.44	3.8%	390.03	9.7%	-24.0%
Profit After Tax before exceptional items*	358.61	4.6%	390.03	9.7%	-8.1%
Attributable to owners of the Company	269.42	90.9%	392.56	100.6%	-31.4%
Attributable to non-controlling interests	27.03	9.1%	-2.53	-0.6%	-1168.4%

* FY 26 PAT excludes one-time exceptional item due to new labor code

BALANCE SHEET SUMMARY CONSOLIDATED

(₹M)

Particulars	Dec 31, 2025	Sept 30, 2025	June 30, 2025
Assets			
Property and Equipment	449.29	489.39	423.72
Intangible assets (including ROU, Goodwill)	3,047.40	3,003.68	2,963.97
Investments	2,563.52	3,054.01	3,161.71
Inventories	269.82	189.74	238.86
Trade receivables	2,034.75	1,845.12	1,815.78
Unbilled revenue and contract assets	680.06	616.67	599.46
Other current assets	1,308.17	1,248.08	1,477.64
Other non-current assets	940.20	922.47	894.30
Total Assets	11,293.21	11,369.15	11,575.44
Liabilities and Shareholders' Equity			
Shareholders' Funds	8,044.84	8,011.04	7,963.61
Current Liabilities	2,530.32	2,789.74	3,023.55
Non-current Liabilities	534.04	398.36	425.85
Non-controlling interests	184.01	170.04	162.43
Total Liabilities	11,293.21	11,369.18	11,575.44

KEY METRICS

Employee Metrics	Q3 FY26	Q2 FY26	Q3 FY25
Total Employees (Consolidated)	2,343	2,274	1,877
Engineering	2,070	1,994	1,628
Corporate	273	280	249
Hiring Metrics			
Gross Adds	182	199	237
Net Adds	69	78	170
Attrition			
Attrition % Annualized (Based on Voluntary attrition only)	9.4%	9.8%	6.7%
Attrition % LTM (Based on Voluntary attrition only)	8.4%	7.7%	9.3%
Utilization			
Utilization, including trainees (In %)	83.0%	81.8%	76.7%

PEOPLE, ESG & AWARDS

Q3 FY 2025-26



PARTICIPATION IN GLOBAL EVENTS



AWARDS Q4

ICSI Certificate
of Appreciation for
Excellence in CSR



EcoVadis
Bronze
Medal



Sustainable
Organization
Award 2025



1st Runner-Up Award in
the Sustainability Leader
of the Year Category



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 are benefited from morning nutrition program

1000

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)

31+ Million Devices

shipped in
15+ countries

2343

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



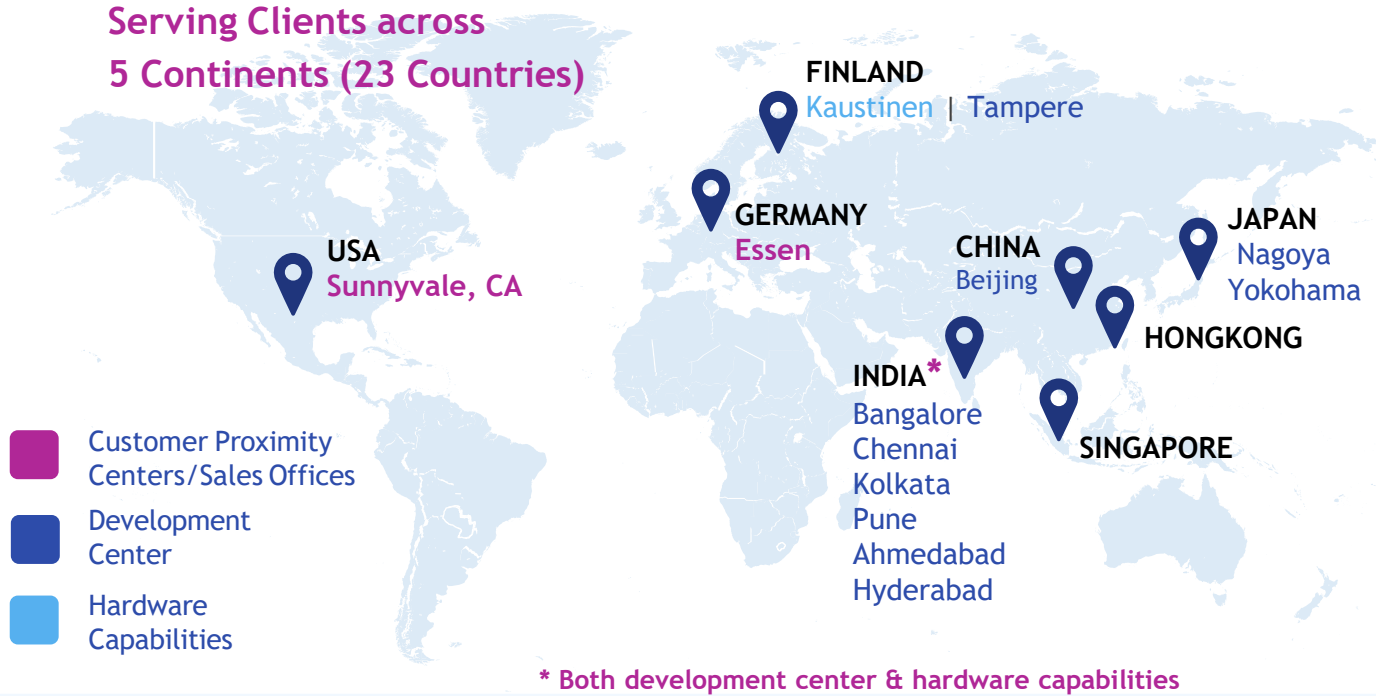
Enterprise Grade Devices




Transportation




OUR GLOBAL PRESENCE & COMPLIANCE




Centres of Excellence




INDIA



FINLAND



JAPAN



CHINA



DIGITAL ENGINEERING AND ER&D SERVICES

LEADERSHIP ZONE OVERALL ER&D



ASPIRANT DIGITAL SERVICES

Certifications @ Sasken

 <p>Quality</p>	 <p>Environment</p>	 <p>Information Security</p>	 <p>Software Engineering & Project Management</p>	 <p>Privacy</p>	 <p>Automotive Information Security</p>	 <p>Automotive SPICE</p>
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

 <p>Privacy Regulations</p>	 <p>Automotive Functional Safety</p>
EU-GDPR CCPA India Data Privacy Act	ISO 26262

THANK YOU

