



Data Patterns (India) Limited

Investor Presentation

Q2FY24

November 2023

Dependable
Innovative
Building
a self reliant
India
Reliable
Accurate

Disclaimer



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CMD's Comment on Q2FY24 Performance



**Mr. Srinivasagopalan
Rangarajan**
*Promoter, Chairman &
Managing Director*

“We are happy to announce strong revenues and order inflow for Q2 and H1FY24. Revenues in Q2 were in-line with our expectations and grew 23% YoY to Rs 1,083 mn . The order book also saw growth, reaching Rs. 10bn while order inflows stood at Rs 1,445mn during Q2. We are committed to continued investments in product development to capitalize on the larger opportunities coming in through Defence programme run by GOI.”

Q2FY24 Highlights

Strong order book as on 30th Sep 2023 at Rs 10bn

**Revenue grew 23%YoY to Rs 1,083 mn
EBITDA showed 35% growth at Rs 408 mn**

Gross Margins at 69% and EBITDA Margins at 38%

Strong Balance Sheet; Net Debt Free Company

**Return Ratios - RoE and RoCE at 14.4% and 30.6% TTM respectively
without considering QIP funds**

**Started using QIP funds for new product developments in Radar, EW,
Communication and satellite**

Order inflow in Q2FY24 of Rs 1,445 mn

PAT at Rs 338 mn, 61% increase YoY

Revenue CAGR: 28%; EBITDA CAGR: 46% over FY19-FY23

Cash, Bank and Investments- Rs 6,033 mn

**Export Revenue at Rs 16 mn and Export Order Inflow at Rs
393 mn**

Growth Drivers:

- Created additional world class infrastructure to deliver complete systems
- Government policies for Make in India
- Investment in complete products through QIP Proceeds

What We Look to Achieve in Next Two Years

- Targeting larger opportunities in Radar, EW, Communication Systems and Satellite business
- Expects to be a major participant for Rs20-30 bn worth of contracts in the next 3-4 years
- Efficient execution to promote operating leverage; Should drive strong EBITDA and PAT margins
- Exploring further opportunities in export market; Working in collaboration with domestic players

**Strong Topline Growth:
25%+ CAGR**

**Sustainable High
Margins: ~ 35-40%**

**Maintain Net Debt Free
Status**

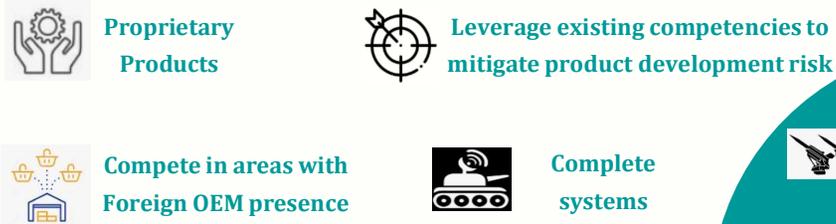
**Maintain Strong Order
Pipeline**

High Returns to Shareholders: ROE and RoCE - 20%+

Strategy for next phase of growth

Model to Proprietary Product Development

MOD Business



1

Larger TAM for Data Patterns

MOD tenders open to industry
GOI committed to buy from Indian companies
Increasing Indigenization

2

Revenue Scalability and Sustainability

Potential to bid for larger full systems contracts
Re-use developed products for global expansion/ multiple programmes

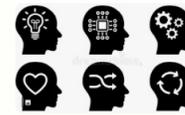
3

Better Margins

Cost advantage given products developed in India

Key Differentiators for Data Patterns

Capabilities



- #### Leveraging existing competencies
- Leveraging existing competencies across target product categories with significant lead and vendor credentials
 - Building Blocks in place for reuse across products and to crunch timelines and costs
 - Focus on Key product categories with significant presence i.e Nano/Micro Satellites Radars, ESM and Communication systems

Alternative to foreign OEM products

- Cost advantage compared to players who may have to collaborate with foreign OEMs
- Better pricing can lead to better win rates
- Products developed in India - better PWIN

Make in India Advantage



Focus on Key Product verticals

1

Product	Demonstrated Capabilities	Potential Opportunity
<p>Satellite</p>	<ul style="list-style-type: none"> Designed and launched complete satellite in India Capabilities to design payloads like ESM, Imaging (RF and ESM), other remote sensing, others Comprehensive exposure to Ground stations including Radars and Command control, high speed communication links, etc Implemented capabilities for large satellites 	<ul style="list-style-type: none"> Large market for Defence and LEO satellites (Domestic as well as International) Focus on Micro Satellites Being Made in India – its cost effective

Existing Successful development



Nano Satellite



Antenna Tower



Satellite Integrated Testing



Satellite Internal View



Thapsat Satellite

2

<p>Radars</p>	<ul style="list-style-type: none"> Designed building blocks to complete radars systems in India Re-use already developed building blocks to meet timelines Building Blocks in Signal Processing, Antenna, Transmit/Receive modules, etc. VHF, S, C and X Band, Gimbal, algorithms, Radar display, consoles, etc 	<ul style="list-style-type: none"> Focus on Fire Control Radars, X-Band Radars and smaller Radars for UAVs Cost competitive with in-house IP Export Potential
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Existing Successful development



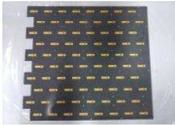
Single Board Computer-Next Gen



Wide Band Digital Receiver



DTRM



Antenna PCB



Antenna Assembly fixture

Focus on Key Product verticals

3

Electronic Surveillance & Monitoring

Product

Demonstrated Capabilities

Potential Opportunity

- Developed state of the art ESM Receivers from 1MHz to 40GHz
- Both COMINT and ELINT including DF can be used in
 - Truck Mounted Systems / UAV Based ESM Systems
 - POD based jammers / Comm Jammers / Stand Off Jammers

- Potential large market with future tenders
- Requirement across Army, Air Force and Navy

Existing Successful development



Radar Warning Receiver



ELINT DF System



V/U/SHF Monitoring Receiver



VHF/UHF/SHF Receiver Processor Exciter



5 Channel Search Receiver

4

Communication Systems

- Developed SDR Platform for
 - Fighter Aircrafts
 - Radio Relay for Airborne Platforms/UAVs
 - Radio Relays

- Military Radars, Radio Relays, etc. are being procured under emergency Fast Track procurement
- Large volume requirements
- Requirement across Army, Navy and Air Force

Existing Successful development



Communication / Data Link



Programmable Radio Hardware Platform Type I & II



Radio Relay

Order Book Buildup in Q2FY24

Order book as on date is Rs 10,032mn



Current order book Rs. 10,820 mn including the orders negotiated converted

We are participating in large value tenders with MoD under Make 1 and 2 categories.

Q2FY24: Financial Performance

Particulars (Rs. Mn)	Q2FY24	Q2FY23	YoY(%)	Q1FY24	QoQ (%)	H1FY24	H1FY23	YoY (%)
Revenue from Operations	1083	882	22.8	897	20.7	1,980	1,565	26.5
Gross Profit	747	572	30.7	575	30.1	1,322	1,014	30.4
Gross Profit Margin (%)	69.0	64.9	413bps	64.1	494bps	66.8	64.8	40bps
EBITDA	408	300	35.7	279	46.8	686	514	33.5
EBITDA Margin (%)	37.6	34.1	350bps	31.0	670bps	34.6	32.8	180bps
Depreciation / Amortization	30	21	42.9	28	7.1	60	41	41.5
EBIT	377	279	34.6	250	50.8	627	473	32.6
EBIT Margin (%)	34.8	31.8	300bps	27.9	690bps	31.7	30.2	150bps
Other Income	108	19		116	-6.9	224	36	
Finance Cost	23	12	91.7	17	35.3	40	28	42.9
PBT	463	287	61.4	349	33bps	812	481	68.9
Tax expense	125	76	64.5	90	38.9	215	128	68.0
Profit(Loss)for the period	338	211	60.2	258	30.5	596	353	69.1
PAT Margin (%)	31.2	23.9	737bps	28.8	235bps	30.1	22.5	770bps
EPS (Rs)	6.0	4.1		4.6		10.6	6.8	

Revenue: Increased 23% in Q2FY24

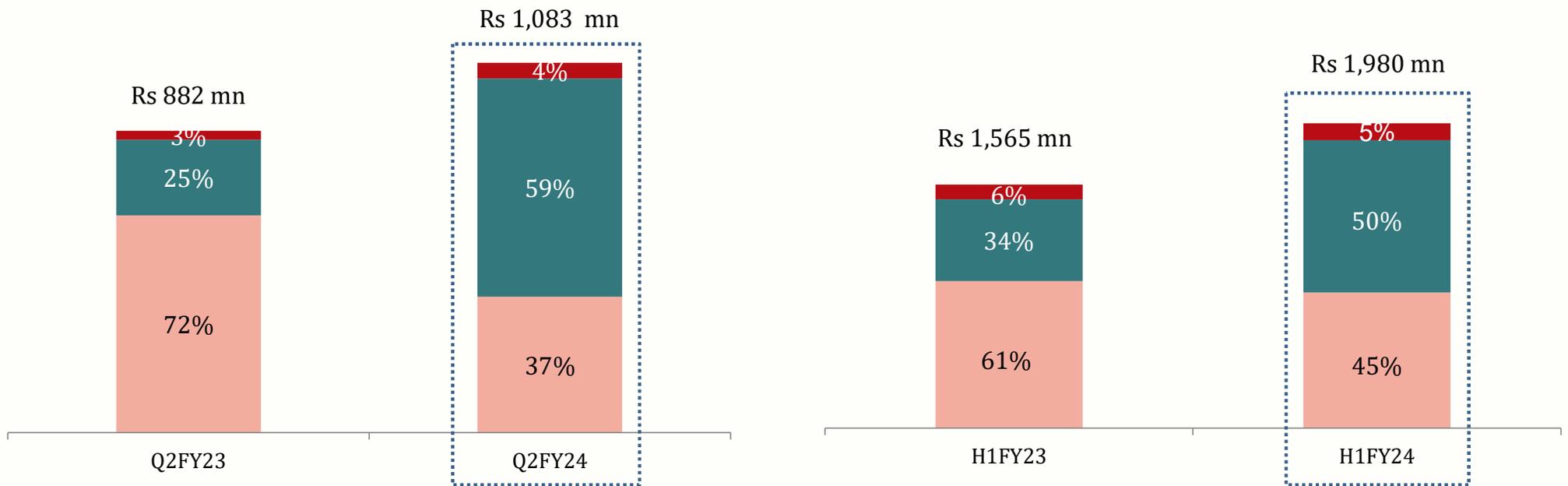
Revenue - Q2FY24 and H1FY24



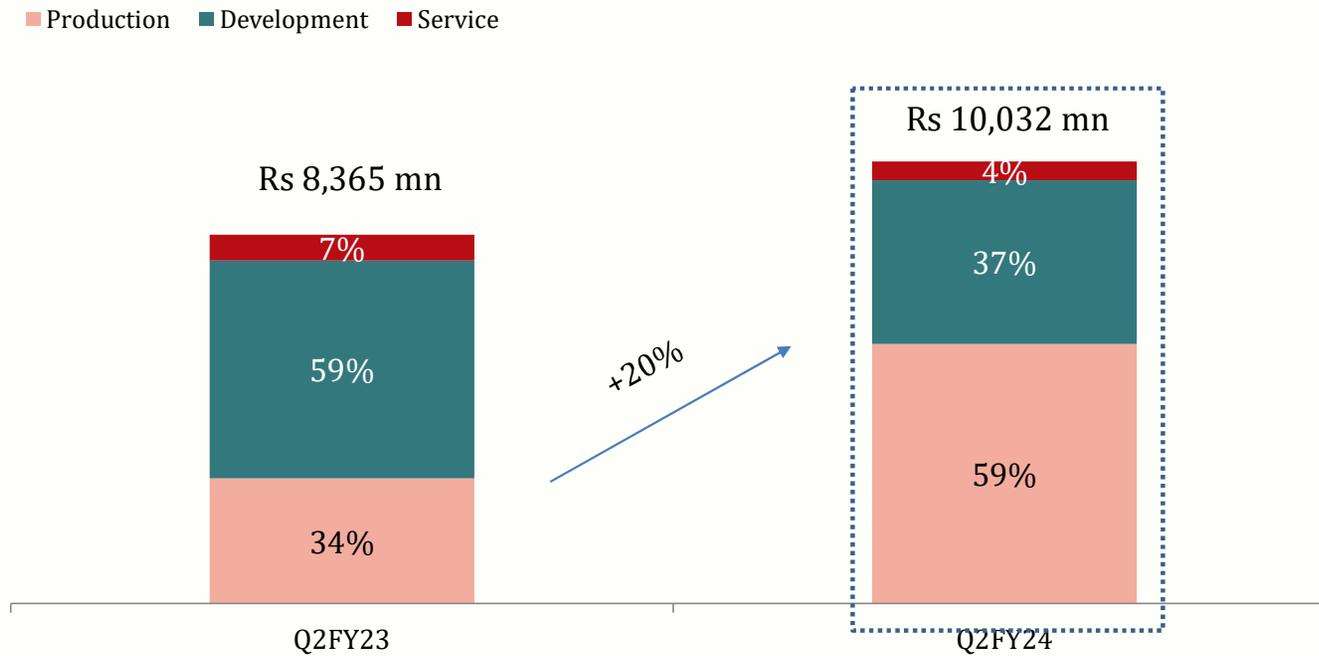
Diversified Revenue Profile

Revenue growth across all the three categories

■ Service ■ Development ■ Production



Consistent Order Book Growth



- Developmental contracts/order book translates to strong production revenues
- Company is focussing on growth driver for medium and long term by taking several development contracts.

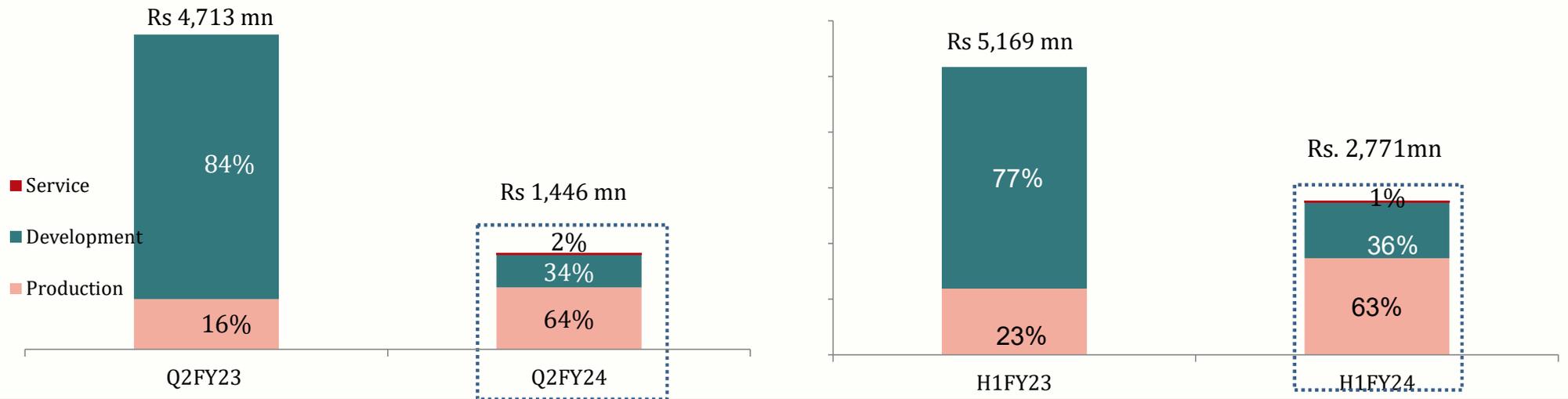
Q2FY24: Revenue Breakup

Product	Rs mn
Radar	745
EW	187
Avionics	84
AMC	47
ATE	18
Naval	3
Total	1,083

Customer	Rs mn
DRDO	615
MoD	291
DoS	77
HAL	57
Export	16
BrahMos	14
BEL	10
Others	2
Total	1,083

Strong Order Inflow

Order Inflows - Q2FY24 and H1FY24



Major order received in Q2FY24

Product	Customer	Order Type	Value (Rs mn)
Avionics	HAL	Production	447
Radar	Export	Development	389
Radar	BEL	Production	321
Avionics	ADA	Production	64

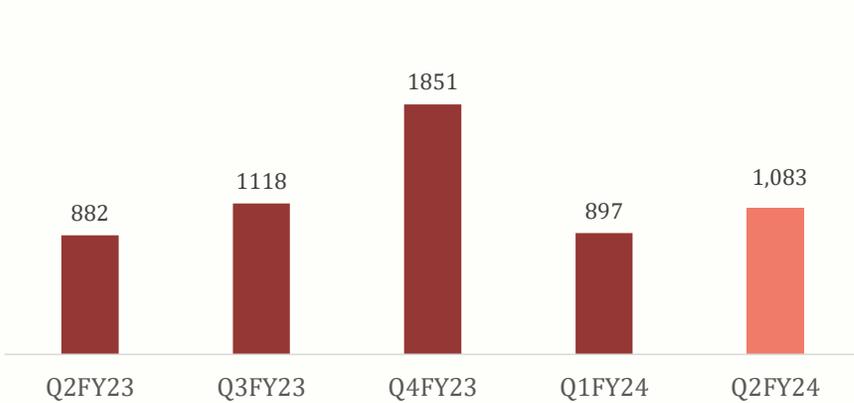
Major order received in H1FY24

Product	Customer	Order Type	Value (Rs mn)
Avionics	HAL	Production	447
EW	DRDO	Development	362
Radar	Private	Production	357
Radar	Export	Production	327
Radar	BEL	Production	321
Radar	Export	Development	389
EW	DRDO	Development	137

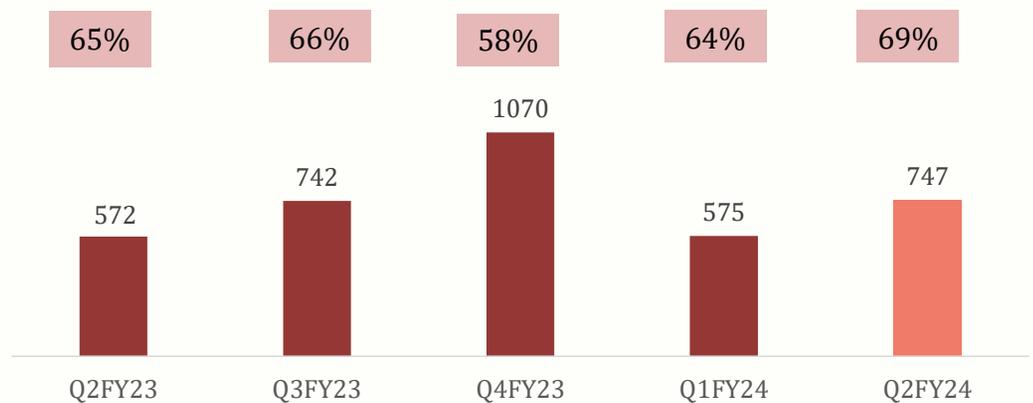
Robust Performance : Supported by Strong Financials

DATA PATTERNS

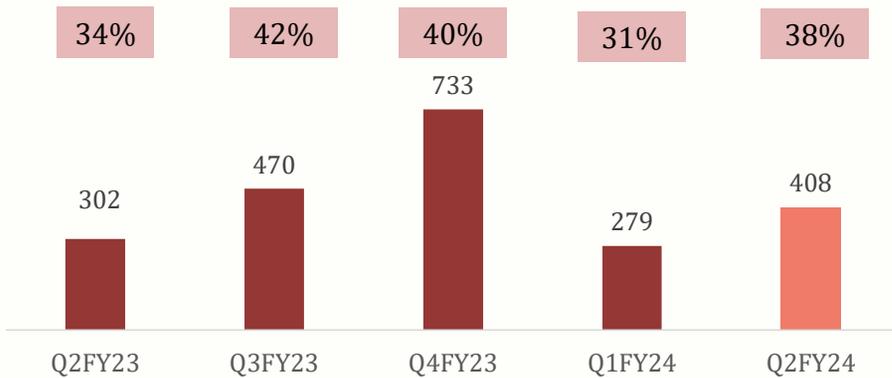
Revenue (INR Mn)



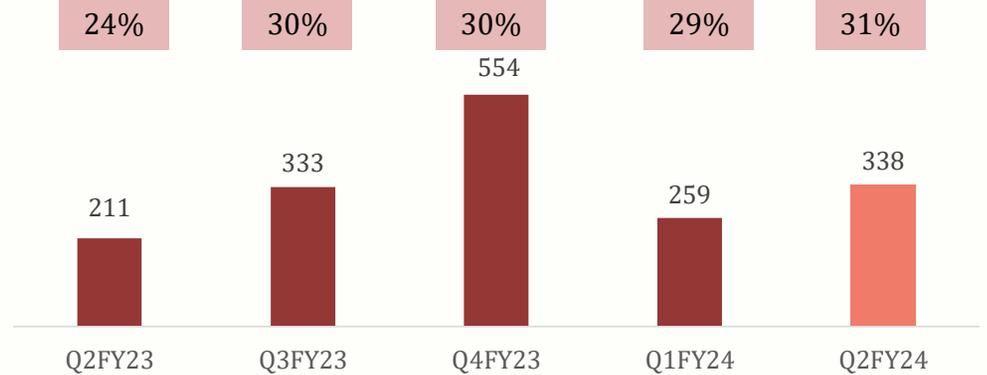
Gross Profits (INR Mn) and Margins (%)



EBITDA (INR Mn) and Margins (%)



Net Profit (INR Mn) and Margins (%)



Data Patterns – One of the fastest growing companies in the Defence and Aerospace Electronics sector in India...

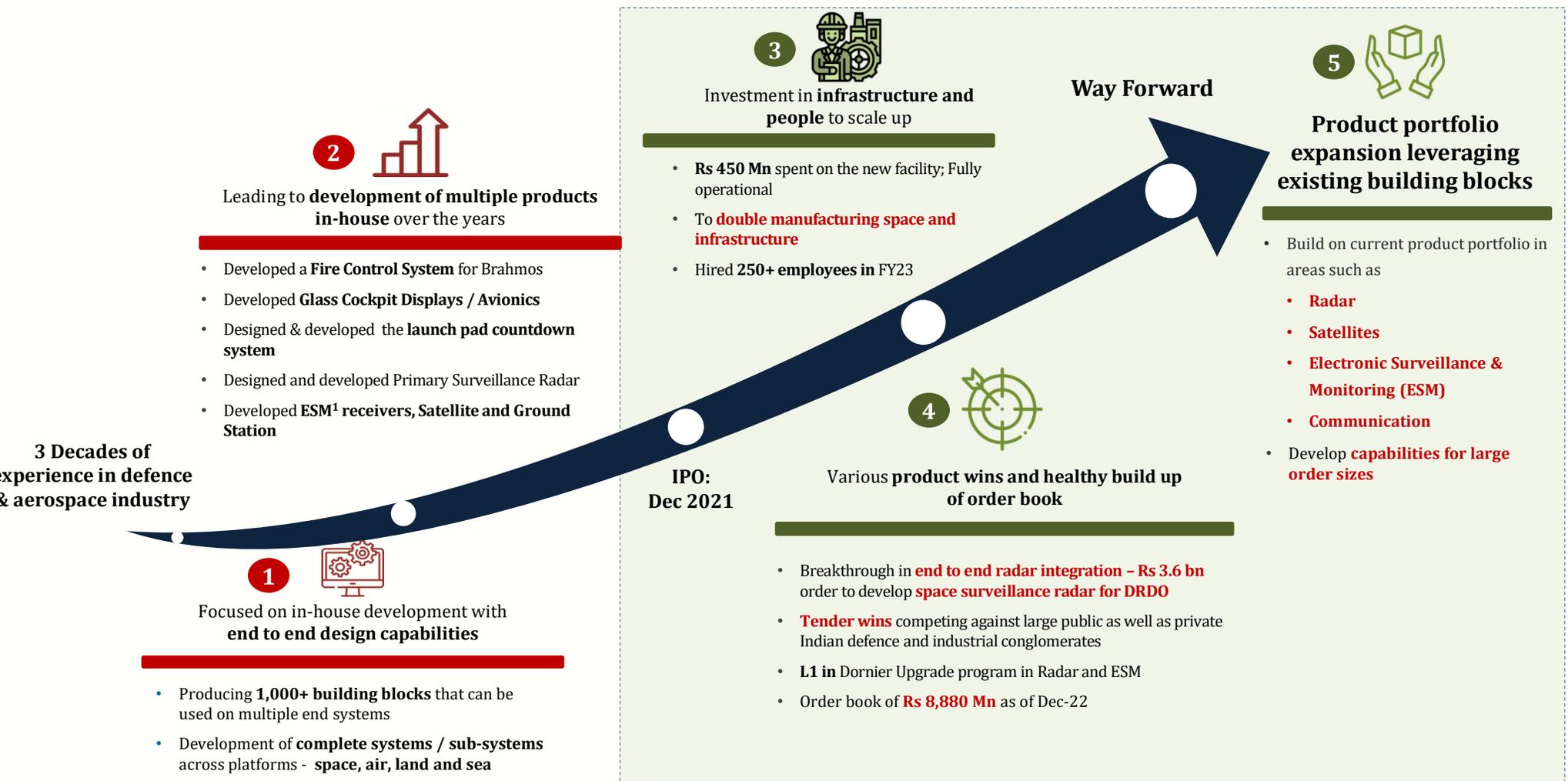
Among the few vertically integrated defence and aerospace electronics solutions providers catering to the indigenously developed defence products industry

<p>1 Vertically integrated defence and aerospace electronics solutions with end to end capabilities and a large addressable market</p>	<p>Defence & Aerospace</p>	<p>35+ Years of experience</p>			
<p>2 Focused on in-house development and manufacturing facilities led by innovation and design and development efforts</p>	<p>Design to Delivery</p>	<p>Products supplied for programmes LCA-Tejas, Light Utility Helicopter, BrahMos missile</p>			
<p>3 Beneficiary of shifting procurement trends in Defence – Aatma Nirbhar Bharat , Make in India, new defence acquisition policies among others</p>	<p>TAM of USD 4.65 bn by 2030 growing at CAGR – 9% from 2020*</p>	<p>Increasing indigenization, Domestic defence procurement, Higher share of electronics in warfare</p>			
<p>4 Diversified order book with marquee customers along with state of the art manufacturing facilities</p>	<p>Rs. 1,787 mn Order book as of Apr'18 ➔ Rs. 10,032 mn Order book as on Sep'23 CAGR – 39+%</p>				
<p>5 Experienced management team and skilled workforce</p>	<p>Many senior personnel associated with Company for more than 2 decades</p>	<p>1,277 employees with more than 825 qualified engineers</p>			
<p>6 Excellent Revenue growth in FY23 with margins at normal expected level, EBIDTA margin, ROCE and ROE (FY23) amongst key Indian defence and aerospace companies</p>	<p>28% Revenue CAGR (FY19-FY23)</p>	<p>62% Gross Margin% (FY23)</p>	<p>38% EBITDA% (FY23)</p>	<p>22%** RoCE (FY23)</p>	<p>17%** RoE (FY23)</p>

One of the fastest growing companies in the Defence and Aerospace Electronics sector in India

*addition of market size of specific industries from the DRHP
 ** Without considering QIP funds raised in March, 2023

Evolving as a product company with a strong lineage



3 Decades of experience in defence & aerospace industry

2 
 Leading to **development of multiple products in-house** over the years

- Developed a **Fire Control System** for Brahmos
- Developed **Glass Cockpit Displays / Avionics**
- Designed & developed the **launch pad countdown system**
- Designed and developed Primary Surveillance Radar
- Developed **ESM¹ receivers, Satellite and Ground Station**

1 
 Focused on in-house development with **end to end design capabilities**

- Producing **1,000+ building blocks** that can be used on multiple end systems
- Development of **complete systems / sub-systems** across platforms - **space, air, land and sea**

3 
 Investment in **infrastructure and people** to scale up

- **Rs 450 Mn** spent on the new facility; Fully operational
- To **double manufacturing space and infrastructure**
- Hired **250+ employees** in FY23

IPO: Dec 2021

Various **product wins** and healthy build up of order book

- Breakthrough in **end to end radar integration** - **Rs 3.6 bn** order to develop **space surveillance radar for DRDO**
- **Tender wins** competing against large public as well as private Indian defence and industrial conglomerates
- **L1** in Dornier Upgrade program in Radar and ESM
- Order book of **Rs 8,880 Mn** as of Dec-22

Way Forward

5 
Product portfolio expansion leveraging existing building blocks

- Build on current product portfolio in areas such as
 - **Radar**
 - **Satellites**
 - **Electronic Surveillance & Monitoring (ESM)**
 - **Communication**
- Develop **capabilities for large order sizes**

1. Electronic Surveillance & Monitoring

Competencies built over the past 30+ years

Reusable building blocks

Produces 1,000+ building blocks that can be used on multiple end systems in defence and aerospace



Building blocks have laid the foundation of own products



Setup the complete system from building blocks, designed in-house with IP



Spreading out the development costs over multiple programmes



COTS Components are fast becoming the building blocks of defence equipment

End-to-end capabilities

Among the few Indian company having design capabilities across the entire spectrum of strategic aerospace and defence electronics solutions¹



In-house Design to Delivery

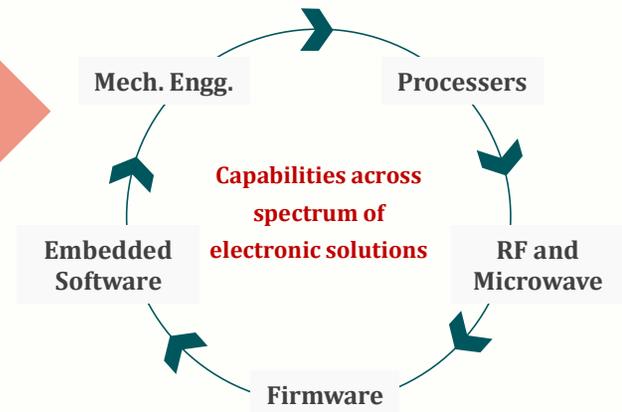


Complete systems / sub-systems



Across platforms – space, air, land and sea

Capabilities built over 3 decades

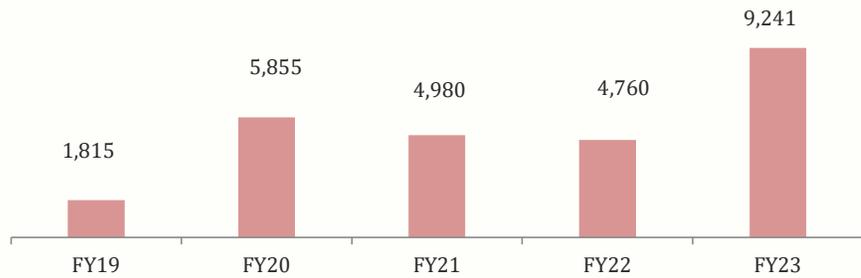


1.. Basis F&S report on "Defence and Space Market" dated 29 November 2021 as included in the RHP

With a Consistent Track Record of Profitable Growth

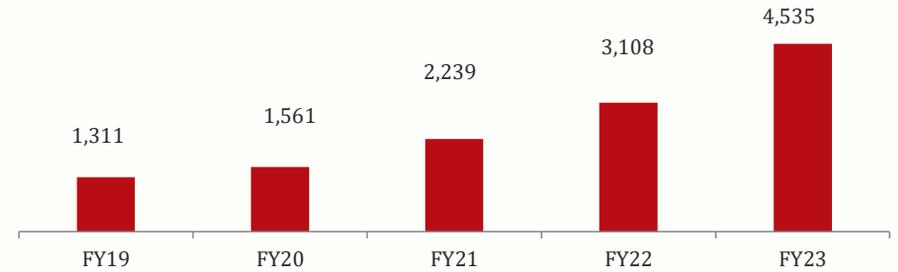
39%+~ % growth CAGR FY19-FY23

Order Book



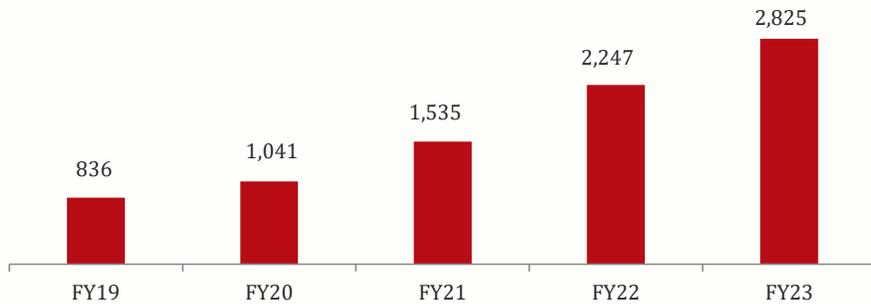
~ 28% Revenue CAGR from FY19-FY23

Revenue from operations



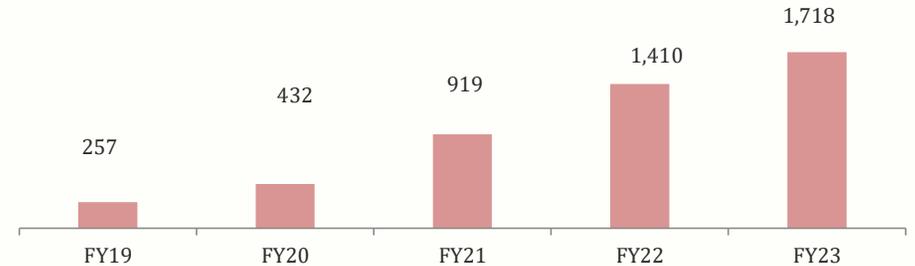
High Profitability

Gross Profit



~ 46% EBITDA CAGR from FY19-FY22

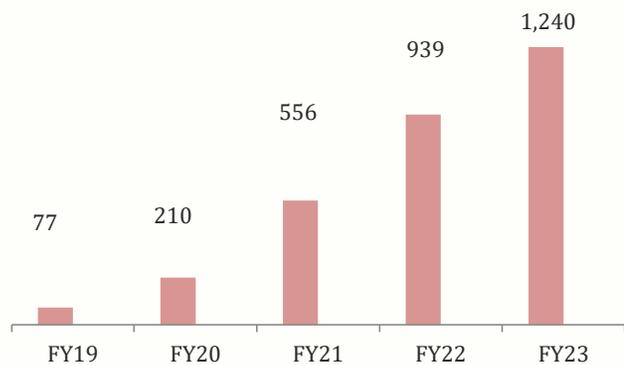
EBITDA



Growing Profitability

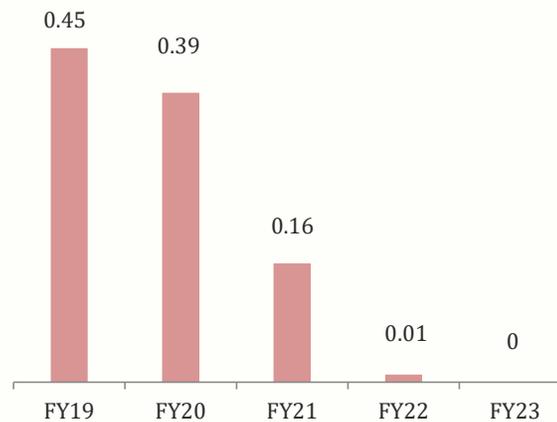
Improving PAT

Rs mn

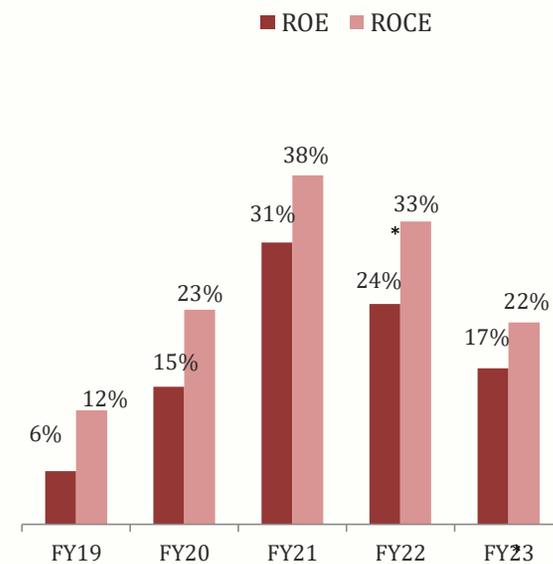


Lower debt levels/ leverage

Debt-Equity ratio



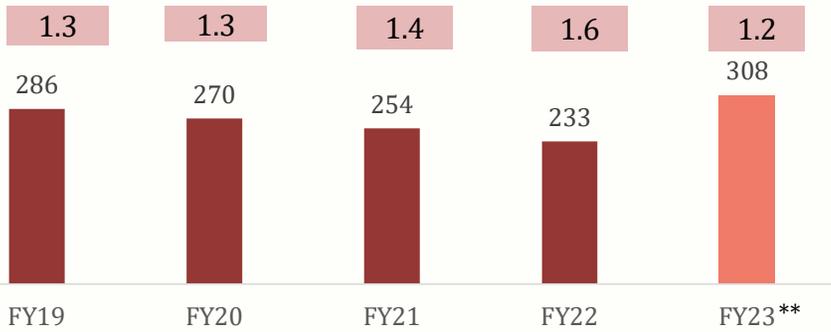
Improving ROE and ROCE



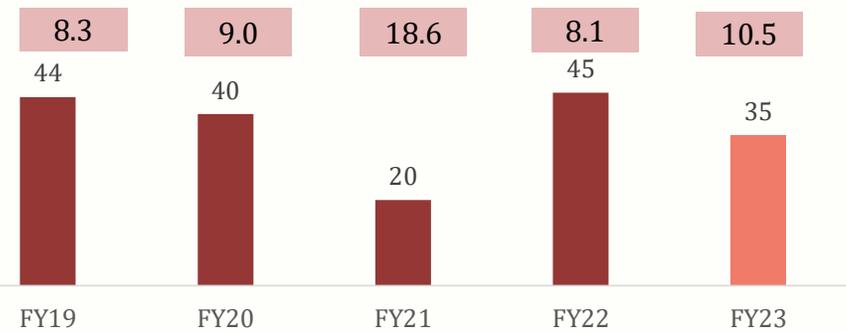
*Without considering QIP funds raised in March, 2023

Well Managed Working Capital

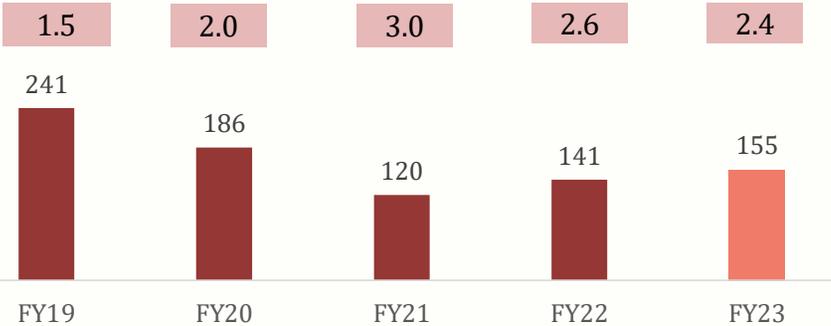
Debtor Days and T/O Ratio



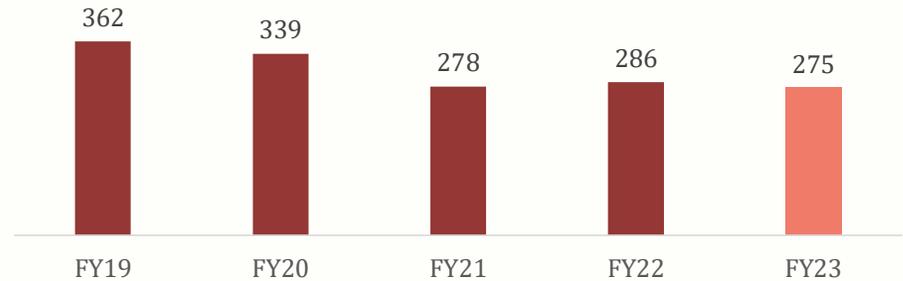
Creditor Days and T/O Ratio



Inventory Days and T/O Ratio



Cash Conversion Cycle*



*Cash conversion days are after adjusting advance received from customers

**Company has realized Rs. 1,126 Mn in Q1FY24 out of March receivables

Through Well-Invested and State of the Art Manufacturing Facilities

~ 8.56 Acres

Of land including the new land acquired in Aug 22 in Chennai, SIPCOT area

~ 200,000 sq. ft

Aggregate of built up area of manufacturing facility

~1.72 acres

Land for proposed expansion



Environmental Certification

- JSS55555

- MIL-STD-461

- MIL-STD-810 including for Highly Accelerated Life Test / Highly accelerated stress screening.

Key features of manufacturing facility

- ✓ 100,000 class clean room
- ✓ Electronic assembly facility
- ✓ BGA repair work station with display
- ✓ Manual soldering certified to Space grade standards
- ✓ EMS assembly capacity of 600 boards per day
- ✓ Capability to handle complex boards with 22 layer, 6k components and 21k solder points
- ✓ Dedicated 70 work stations for testing modules and small systems
- ✓ Harness preparation of 2k points per day
- ✓ 20 Dedicated Mechanical assembly stations to assemble small and large systems

Our systems and processes are subject to periodic audit by customer such as

- ✓ Indian Government Space Organization
- ✓ Hindustan Aeronautics Limited (HAL)
- ✓ Other Government departments

Manufacturing facility at Chennai, India



- Large Systems Integration Hangar
- Complete Radar Integration
- Electronic Warfare Vehicle Integration
- Additional Test Facility
- Augmented Environmental Test Infrastructure

- Augmented Design & Development Facility
- Additional Space For Design and Development Resources
- Clean Room for Satellite Integration
- Additional EMS Line
- Multi Ton material handling



EMS Line



Multizone Reflow Oven

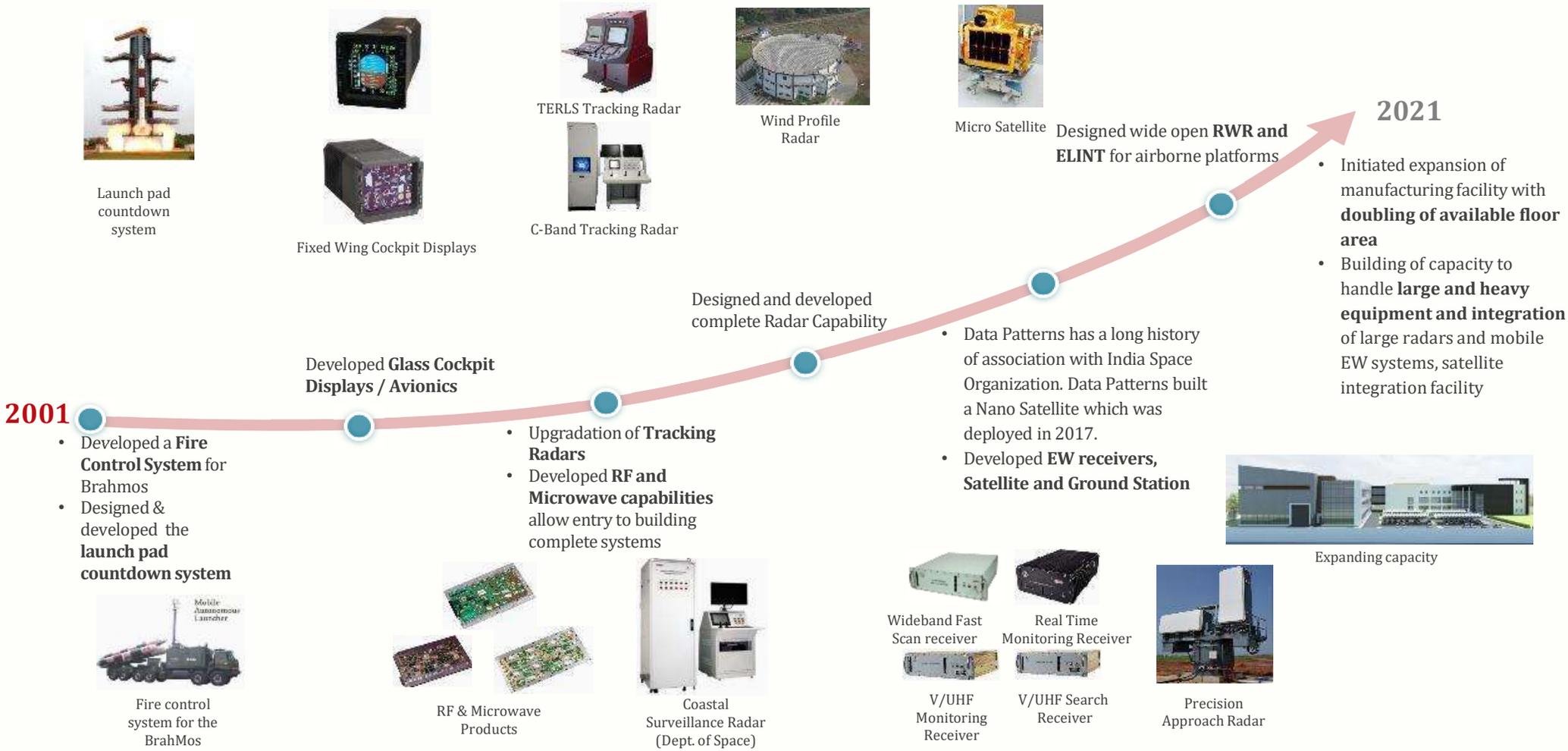


X ray inspection system

Diverse Product Offering

Category	Select Product offerings	Category	Select Product offerings
<p>Commercial off the shelf (COTS)</p> 	<p>COTS modules designed in context of reusable building blocks for building Military Electronics systems with a quick turnaround time</p>  <p><i>VPX Multi core SBC</i></p>  <p><i>VPX Zynq MPSoC based Quad Core</i></p>  <p><i>High Density DIU</i></p>	<p>BrahMos Programme</p> 	<ul style="list-style-type: none"> • Fire control systems • Mobile autonomous launcher • Airborne launcher and • Other electronic systems  <p><i>Air Version Launcher for Brahmos Sukhoi-30</i></p>  <p><i>Missile Checkout System</i></p>
<p>Avionics</p> 	<p>Avionics displays used on :</p> <ul style="list-style-type: none"> • Light Combat Aircraft ("LCA"), • Intermediate Jet Trainers • Light Utility Helicopters ("LUH") <p><i>Light Utility Helicopter Cockpit display</i></p> 	<p>Electronic Warfare</p> 	<ul style="list-style-type: none"> • Surveillance and intelligence gathering ("SIGINT") • Further divided into COMINT and ELINT <p><i>Digital Direction Finder</i></p>  <p><i>Radar Warning Receiver</i></p>  <p><i>Airborne Radar Warning Receiver</i></p> 
<p>Communications, ATEs and Satellites</p> 	<ul style="list-style-type: none"> • Underwater electronics / Communications / Other Systems • Automated Test Equipment (ATE) • Small and Nano Satellites  <p><i>Oceanography Product</i></p>  <p><i>Automated Test equipment for INS Shikra</i></p>	<p>Radars</p> 	<p>Surveillance radars Weather radars Coastal Surveillance Radar</p>    

Over Last Three Decades



A De-Risked Business Model



Driven by Innovation Focused Business Model

Focused on in-house development led by innovation and design and development efforts



Building complete systems from the building blocks and sub-systems already developed



Partner with customers through the life cycle of a product, from conception till deployment and thereafter



450+ engineers, most of whom have served in design and development departments

Track record of utilizing pre-developed building blocks and sub-systems in the development of complete systems

Present programmes with building blocks Designed & Developed by Data Patterns...

... along with "Future Ready" products already designed and developed by the company

- Military grade processor modules,
- Cockpit displays,
- Actuator controllers for missiles and torpedoes,
- Flight control computers,
- Digital receivers and
- Up/Down converters for
- Airborne phased array radar
- Frequency hopping radio relays
- Next generation EW products
- Integrated EW solution for national security



Key Products manufactured and delivered by Data Patterns

S.No	Product(s)	Details
1	Monopulse RF Seeker	Delivered prototypes to DRDO
2	X-Band Doppler Weather Radar	Prototype installed in Chennai for meteorology department
3	205MHz Wind Profile Radar for CUSAT	Installed at Cochin for a government owned university
4	Radar for Naval Utility Helicopter	Prototype delivered to LRDE
5	A Next-Generation Software Defined Radio for fighter aircrafts	Prototype developed for DEAL
6	A Next-Generation Radar Warning Receiver for fighter aircrafts	Prototype developed for DLRL
7	A Next-Generation COMINT	Prototype developed for DLRL
8	Precision Approach Radar	Delivered to AF
9	Nano Satellite	Being delivered to industry
10	Power PC Card	190 nos delivered to HAL
11	WBLRU	Delivered to DRDO

Servicing Marquee Clients

DATA PATTERNS

Marquee customers in the Indian defence & aerospace ecosystem

Government Departments

Ministry of Defence



Indian government space organisation

Indian DPSU



Others



History of business continuity & reliable product service for marquee customers



History of reliable product service for several customers

Supplying products to Indian govt. space org. for 20+ years; which continue to be under AMC
Products supplied to BrahMos operational from 2006



Invest in product development ensuring continuity of business

Developed cockpit displays for LUH, which has potential to generate additional annuity revenues from the new units



Products form critical components

Launch systems for ground based BrahMos missile launcher, "take me home" displays for the Tejas



Supply of products to prestigious defence projects in India

Like LCA, the HAL Dhruv, LUH and the BrahMos missile programme

Led by a Highly Reputed and an Experienced Management Team



Mr. Srinivasagopalan Rangarajan
Promoter, Chairman & Managing Director

- Over 3 decades of experience in business development, corporate affairs, finance and marketing
- B.Tech in Chemical Engineering from University of Madras, M.S from IIT, Madras



Ms. Rekha Murthy Rangarajan
Promoter, Whole Time Director

- Over 2 decades of experience in administration, facility maintenance, HRD, process engineering and special projects
- B.A from Bangalore University, M.A in applied Psychology from Madras University



Mr. Vijay Ananth K
Whole Time Director, COO and Chief Information Security Officer

- Over 2 decades of experience in software engineering and product management
- BCS from Manomanian Sundaranar University and Masters degree in computer applications from the University of Madras
- *Associated with Data Patterns – 20+ years*



Mr. Venkata Subramanian Venkatachalam
Chief Financial Officer

- Over 2 decades of experience in finance sector
- B.Com from Madurai Kamaraj University, Member of ICAI
- *Associated with Data Patterns – 20+ years*



Mr. Desinguraja Parthasarathy
Chief Technology Officer

- 32 years experience in product development
- B.E from University of Madras
- *Associated with Data Patterns – 30+ years*



Mr. Thomas Mathuram Susikaran
SVP – Business Development

- 21 years of experience in Business Development and marketing
- B.E from Madurai Kamaraj University and a Masters' degree of tech in electrical engineering, IIT – Madras
- *Associated with Data Patterns – 20+ years*



Mr. Prakash R
Company Secretary and Compliance Officer

- >10 years of secretarial and legal expertise in listed entities
- Post Graduate Law Professional and Member of ICSI
- *Joined Data Patterns in 2023*

Well Rounded and Diverse Board



Mr. Prasad Raghava Menon

Non-executive, Independent Director

- Served as Managing Director of Tata Chemicals Ltd and Ex-Tata Power Company Ltd.
- Bachelor's degree from IIT, Kharagpur



Mr. Sowmyan Ramakrishnan

Non-executive, Independent Director

- Ex-Executive Director and CFO of Tata Power.
- Bachelor's degree in technology (mechanical engineering) from IIT-M and a PG Diploma in Business Administration from IIM-A and M.A from Department of Oriental Studies and Research



Mr. Vadlamani Venkata Rama Sastry

Non-executive, Independent Director

- Retired Chairman and M.D of Bharat Electronics Limited and ex-Executive Director of Centre for Development of Telematics
- B.Sc and B.E in electronics and communication from Andhra University



Ms. Anuradha Sharma

Non-executive, Independent Director

- Founder of H.R. Practice Private Limited.
- Directorship in Gokaldas Exports Limited and Peopable Advisory Services Private Limited
- Graduate from Xavier School of Management



Mr. Mathew Cyriac

Nominee Director

- 23 years of experience in investment banking and private equity.
- Previously associated with Blackstone Advisors, Bank of America, DLJ Merchant Banking Partners and Credit Suisse
- Bachelor's degree in technology (mechanical engineering) from Anna University and Post graduate diploma in management from IIM-B (gold medalist)



Appendix

Historical Statement of Profit and Loss

DATA PATTERNS

Particulars (Rs. Mn)	FY21	FY22	FY 23	H1FY24
Revenue from Contract with Customers	2,239.5	3,108.5	4,534.5	1980.0
Other Income	26	39.6	92.2	224.5
Total Revenue	2,265.5	3,148.1	4,626.7	2204.5
Expenses:				
a) Cost of materials consumed	629.78	915.9	1,941.4	886.0
b) Changes in inventories of FG, WIP and SIT	74.25	-55.2	-232.3	-228.0
c) Employee benefits expenses	484.21	623.5	794.9	486.5
d) Finance cost	145.02	109.9	77.4	39.8
e) Depreciation / Amortization	55.52	66.3	84.5	59.5
f) Other expenses	131.38	213.9	312.4	149.2
Total Expenses	1,520.2	1,874.3	2,978.3	1393.0
Profit before tax	745.34	1,273.8	1,648.4	811.5
Tax expense	189.63	334.1	408.4	215.3
Profit(Loss)for the period	555.71	939.7	1,240.0	596.2
Other Comprehensive Income	-9.56	-11.5	-10.2	1.6
Total Comprehensive Income for the year	546.15	928.2	1,229.8	597.8
PAT Margin %	24.53%	30.23%	27.35%	30.20%
EBITDA	919.4	1,409.9	1,718.1	686.0
EBITDA margin%	41.10%	45.33%	37.89%	34.60%
Return on Net Worth	30.70%	24.01%	14.24%	14.4%
Total Debt	332.21	67.7	7	0
Debt to Equity	0.16	0.01	0.00	0

Historical Balance Sheet



Particulars (Rs. Mn)	Mar-21	Mar-22	Mar-23	Sep-24	Particulars (Rs. Mn)	Mar-21	Mar-22	Mar-23	Sep-24
ASSETS					EQUITY AND LIABILITIES				
Non-current assets					Equity				
(a) Property, Plant and Equipment	292.1	441.6	912.5	996.3	(a) Share capital	17.0	103.8	112.0	112.0
(b) Capital Work in Progress		173.0	13.5		(b) Other Equity	2,060.7	5,641.3	11,558.8	11,904.5
(c) Intangible Assets	5.6	13.5	20.0	19.2	Total equity and liabilities	2,077.7	5,745.1	11,670.8	12,016.5
(d) Right of Use Assets	34.4	19.7	187.9	197.4	Liabilities				
(e) Other Financial Assets	340.7	1,220.4	838.7	771.9	Non-current liabilities				
Total non-current assets	672.8	1,868.2	1,997.7	1,984.8	(a) Financial Liabilities				
Current assets					(i) Borrowings	97.7	7.3	2.6	
(a) Inventories	737.5	1,197.7	1,929.5	2,560.6	(ii) Lease Liabilities	24.4	11.1	4.3	16.2
(b) Financial Assets					(b) Provisions	85.2	111.6	102.5	105.8
(i) Investment			556.8	2,460.4	(c) Deferred Tax Liability (Net)	8.1	-		9.7
(ii) Trade receivables	1,559.4	1,983.1	3,824.8	3,450.9	(d) Other Non Current liabilities	273.7	157.0	1,306.8	95.9
(iii) Cash and cash equivalents	88.1	1,770.8	2,147.8	639.4	Total non-current liabilities	489.0	287.0	1,416.2	227.6
(iv) Other Bank Balances			3,297.5	2,933.5	Current liabilities				
(iv) Other Financial Assets	51.0	88.6	211.5	189.9	(a) Financial Liabilities				
(c) Other current assets	177.3	158.3	379.7	526.5	(i) Borrowings	234.5	60.4	4.6	
Total current assets	2,613.2	5,198.5	12,351.7	12,761.2	(ii) Trade payables	120.0	381.5	430.6	402.8
TOTAL ASSETS	3,283.7	7,066.7	14,349.4	14,746.0	(iii) Other Financial Liabilities	40.1	220.7	118.0	73.4
					(iv) Lease Liabilities	15.2	13.2	13.4	10.8
					(b) Other current liabilities	246.4	226.8	664.4	1,983.9
					(c) Provisions	9.6	7.2	31.4	31.0
					(d) Current tax Liabilities	51.3	124.8	-	-
					Total current liabilities	717.0	1,034.6	1,262.4	2501.9
					TOTAL EQUITY AND LIABILITIES	3,283.7	7,066.7	14,349.4	14,746.0

Historical Cash Flow

Particulars (Rs. Mn)	FY20	FY21	FY22	FY23	H1FY24
Net Profit before tax	284.7	745.2	1,273.8	1,648.4	811.5
Adjustments for :					
Add : Depreciation	54.6	55.7	66.3	84.5	59.5
Add : Interest And Finance Charges	133.4	145.0	109.9	77.4	39.8
Add : Liquidated Damages (LD) Written Off	-	-	12.8	44.6	2.3
Add : Unrealised Forex Gain/Loss	-	-	3.9	11.3	
Less: Profit on sale of assets	-1.8	-1.2	-	-	
Less: Profit/Loss on sale of Mutual Funds	-	-	-	-8.0	-6.24
Less: Interest Income	-25.6	-22.2	-39.8	-84.2	-161.0
Others					8.0
Operating Profit Before Working Capital Changes	445.3	922.5	1,426.9	1,774.0	697.7
Adjustments For Working Capital Movements :	-282.4	-183.7	-621.4	-1,412.2	-213
Cash Generated From Operations	162.9	738.8	805.5	361.8	484.7
Direct Taxes (Paid) /adjusted	-28.4	-189.8	-283.6	-534.2	-274.4
Net Cash flow From Operating Activities (A)	134.5	549.0	521.9	-172.4	210.0
Cash Flow From Investing Activities (B)	14.0	-27.5	-1,197.7	-3,831.6	-1,413.8
Cash Flow From Financing Activities (C)	-136.5	-448.6	2,358.6	4,381.0	-304.6
Net Increase in Cash & Cash Equivalents (A+B+C)	12.0	72.9	1,682.8	377.0	-1,508.4
Cash & Cash Equivalent At The Beginning Of The Year	3.1	15.1	88.0	1,770.8	2,147.8
Cash & Cash Equivalent At The End Of The Year	15.1	88.0	1,770.8	2,147.8	639.4

Core groups or departments for design and development of products

Total Employee Strength



Department	# of Employees
Design & Engineering (D&E)	662
Manufacturing	421
Support	126
Marketing & Customer support	68
Total In Q2FY24	1,277

825+ qualified Engineers out of 1277
 Our senior members in hardware, design and development have been with us for more than 15 years

Group/Department	Responsibility / Scope
Hardware Development Department	Design and development of all types of high-end and complex electronics modules and building blocks. Includes Single board computers, Field Interface modules, Communication Modules, Custom I/O Modules, Mezzanine modules, Signal conditioning modules etc.
Software Development Department	Design and development all types of embedded, real-time and application software. Includes devices drivers, Operating system porting, real-time data transfer, GUI application for various Operating systems and hardware.
Mechanical Engineering Department	Design and development of all types of mechanical packaging, big structure systems and jigs and fixtures. Incudes standard ATR chassis, heat spreaders, structural and thermal analysis etc.
CAD / CAM Group	PCB schematics, Artwork, signal analysis, power analysis, electrical wiring, all modules/systems performance, and maintenance statistics like MTBF etc. Includes up to 26 Layer PCB design, hybrid electrical interface design etc
Algorithm Development Group	Design and development of various domain algorithms for RADAR, Electronic Warfare, Communication waveform etc. Uses all types of algorithm development including mathematical modelling, statistical modelling, feedback modelling etc.
Radio Frequency Modules Group	Design and development of all types of RF modules and sub-systems. Includes simple RF receiver/exciter, filters, upconverters/downconverters, synthesizers etc.

Group/Department	Responsibility / Scope
DOMAIN Systems Groups	Design and Development of product verticals as a system. Including RADAR, EW, Communication, ATEs, Fire-control systems, Satellite, Avionics etc.
Production Department	All the products are functionally and environmentally tested by this department. Includes testing of modules and sub-systems, wiring, mechanical assembly, and integration etc.
Electronics Manufacturing Services (EMS)	Fabrication of all electronics modules. Including automated pick-n-place, manual soldering, conformal coating etc.
Harnessing Group	Fabrication of all types of cable harness including internal wiring, external interface wiring, testing of cables for continuity, impedance etc.
Mechanical Integration Group	Assembly and integration of all types of mechanical parts. Including various types like LRU assembly, board assembly, system assembly, system integration etc.
Project Management Group	Responsible for Delivering all the orders both internal and external. Vertical integration of groups and product development responsibilities. Includes all types of projects from simple module delivery to full system delivery. Utilizes, project plan, metrics, GANNT charts, budgeting and control, optimal execution methods etc

Defence modernization programmes



Arudhra Radar

- Expected to supply ~55 units of AGRU/ Arudhra radar
- Likely to generate revenues in the next 3-4 years based on the requirement projection of IAF



Ashwini LLTR

- Partner in development of these radars as a single vendor incl. TR modules, AGRU, signal processor, etc
- Expected to realise revenue between \$10-30 million in the next few years.



Dharashakti programme

- Has received single vendor orders from DLRL for development and supply of all of the COMINT search receivers, Direction Finder & Monitoring receivers.
- In a position to be an OEM for the entire receiver systems with likely revenues of \$ 50 million on complete execution



MI 17 Upgrades, Dornier Upgrades, Aerostat upgrades,

- Expertise gained in the Dharashakti project would also position to cater for airborne COMINT and ELINT equipment for various upgrades of any new rotary wing programmes



Light weight EW requirements

- EW capability will help in supplying products for Light weight EW products which have a heavy requirement in mountainous borders as they are not adequately covered, and the same has been prioritised due to the increased geo-political tension



Airborne surveillance radar

- Has delivered an airborne surveillance radar (all of the hardware) to LRDE which is expected to be flight tested in the next few months and will be likely inducted in Navy's Dornier upgrade and new helicopter programmes



Radar Warning Receivers

- Also a part of the Radar Warning Receivers for the Airborne Early Warning System ("AEW &C") to DLRL which has been fitted on the Embraer early warning radar developed by Centre for Air Borne System ("CABS")



Next Gen completely wide open for LCA Mk IA and Sukhoi 30 platforms

- Likely to deliver Next Gen completely wide open for LCA Mk IA and Sukhoi 30 platforms subject to flight testing.
- After flight testing, these can be fitted on the 83 LCA MK IA on order as well as the Sukhoi 30 upgrades (approximately 270 numbers), attack helicopters, etc.

Indian defence and aerospace industry is rapidly evolving into a self-sustaining one



Competition at two levels for Data Patterns

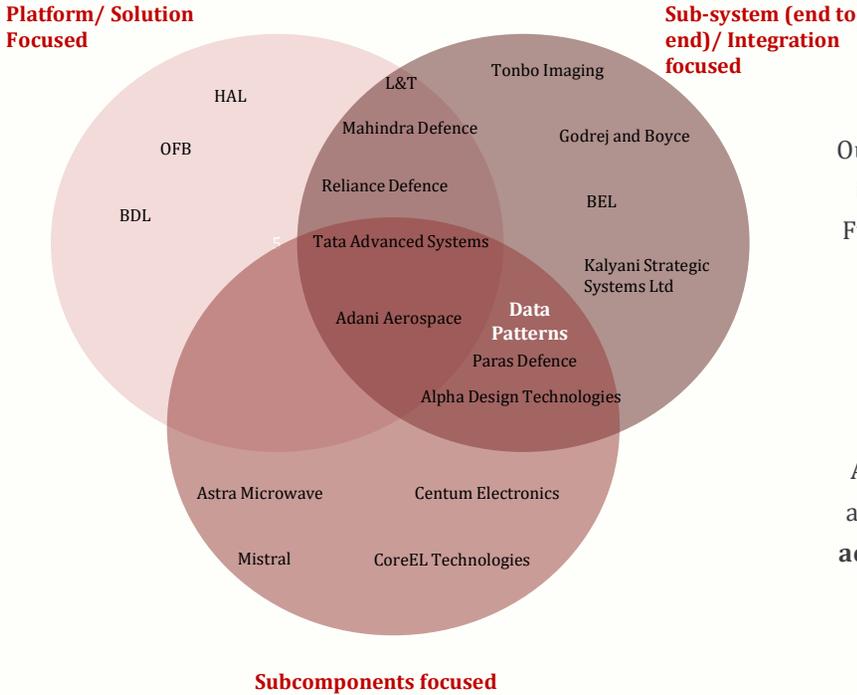


During **development stage** in DRDO requirements **from small and medium size companies** building custom solutions and/or integrating solutions around imported COTS products



From **large corporates** offering complete systems, often under a **partnership with International OEMs**, for products and programmes directly procured by the Indian government space organization

Indian defence suppliers – Anticipated Future Positioning



We are poised to take up emerging opportunities



Our products are **developed to compete with international and domestic equivalents**. Further, we offer **end to end solutions** to the customer



Ability to offer **wide range of products**. We also have **strong and balanced capabilities across 12 defence and aerospace segments**

Thank You

For further information, please get in touch with:

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with Pride