



Data Patterns (India) Limited

Investor Presentation

Q3FY24

February 2024



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CMD's Comment on Q3FY24 Performance



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

“We are pleased to announce another successful quarter in-line with our expectations. Revenue grew by 25% YoY to Rs 1,395 mn. We have consistently maintained robust margins, with Gross Margins at 68% and EBITDA Margins at 43%. This achievement reflects our unwavering dedication to excellence, innovation, and operational efficiency. Looking ahead, we are committed to ongoing investments in product development to seize the broader opportunities presented by the Government of India's Defense program.”

Q3FY24 Highlights

Strong order book as on 31st Dec 2023 at Rs 9,628 mn

**Revenue grew 25%YoY to Rs 1,395 mn
EBITDA showed 28% YoY growth at Rs 600 mn**

Gross Margins at 68% and EBITDA Margins at 43%

Strong Balance Sheet; Net Debt Free Company

***Return Ratios - RoE and RoCE at 14% and 31% respectively without QIP funds**

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

Order inflow in Q3FY24 of Rs 991 mn

PAT at Rs 509 mn, 53% increase YoY

Revenue CAGR: 36%; EBITDA CAGR: 61% over FY19-FY23

Cash, Bank and Investments- Rs 6,194 mn as on 31st Dec

Growth Drivers:

- 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: ~40%**

**Maintain Net Debt Free
Status**

**Maintain Strong Order
Pipeline**

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

Order Book Buildup in Q3FY24

Order book as on date is 9,754 mn

Orders as on
30th Sep,
2023Rs
10,032 mn



New Orders
in Q3FY24
Rs 991 mn



Orders
Executed
Rs 1,395 mn



Order Book
as on 31st
Dec 2023
Rs 9,628 mn

Current order book Rs. 10,090 mn including the orders negotiated

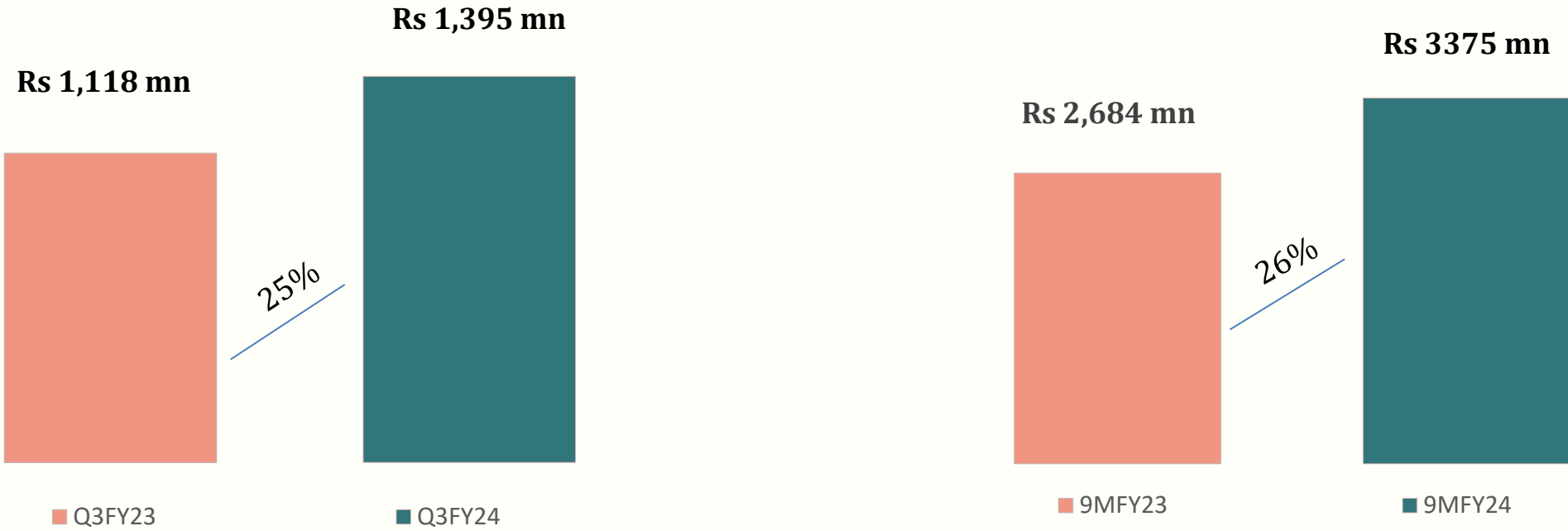
We are participating in large value tenders with MoD under Make 1 and 2 categories.

Q3FY24: Financial Performance

Particulars (Rs. Mn)	Q3FY24	Q3FY23	YoY(%)	Q2FY24	QoQ (%)	9MFY24	9MFY23	YoY (%)
Revenue from Operations	1,395	1,118	24.8	1,083	28.8	3,375	2,684	25.8
Gross Profit	944	742	27.2	733	28.8	2,236	1,756	27.3
Gross Profit Margin (%)	67.7	66.3	140bps	67.7	0	66.2	65.4	80bps
EBITDA	600	470	27.7	407	47.4	1,286	985	30.6
EBITDA Margin (%)	43.0	42.1	95bps	37.6	542bps	38.1	36.7	142bps
Depreciation / Amortization	33	21	56.9	30	8.9	92	62	47.4
EBIT	567	449	26.3	377	50.4	1,194	922	29.5
EBIT Margin (%)	40.7	40.2	47bps	34.8	585bps	35.4	34.4	101bps
Other Income	113	19	511.0	108	4.2	338	54	525.0
Finance Cost	23	21	9.5	23	0.0	63	49	28.3
PBT	657	446	47.2	463	42.0	1,469	927	58.4
Tax expense	148	113	30.3	125	18.2	363	241	50.7
Profit(Loss)for the period	509	333	52.9	338	50.8	1,106	686	61.1
PAT Margin (%)	36.5	29.8	672bps	31.2	532bps	32.8	25.6	718bps

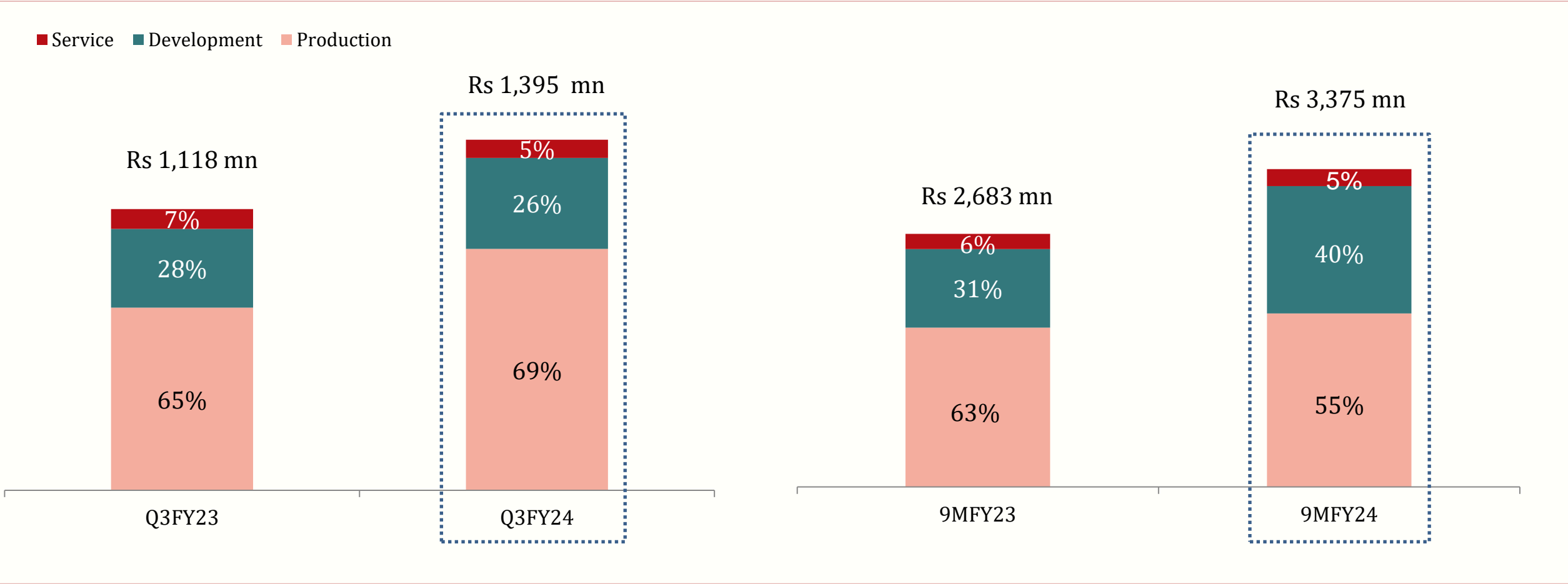
Revenue: Increased 25% in Q3FY24

Revenue – Q3FY24 and 9MFY24

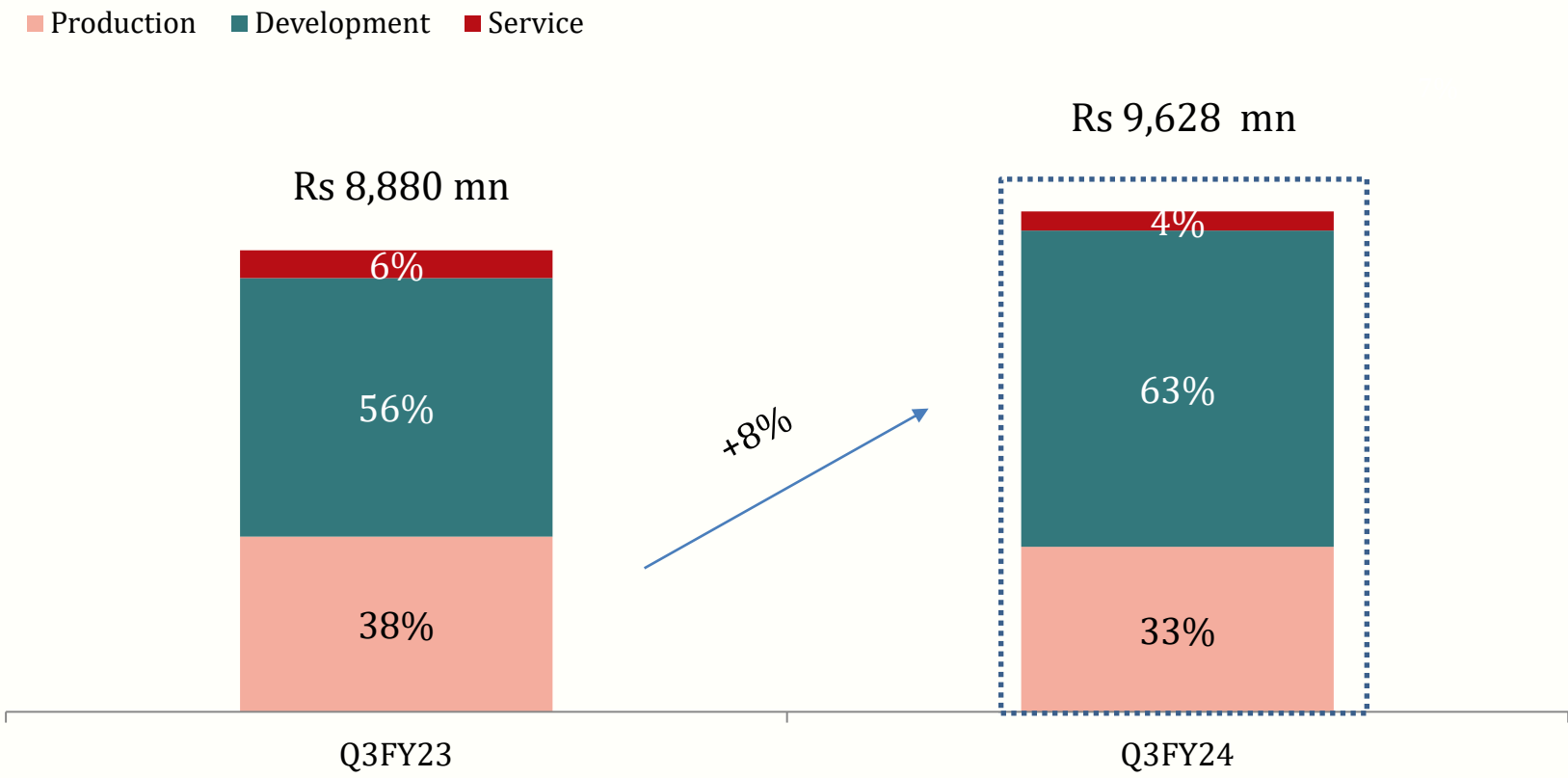


Diversified Revenue Profile

Revenue growth across all the three categories



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.

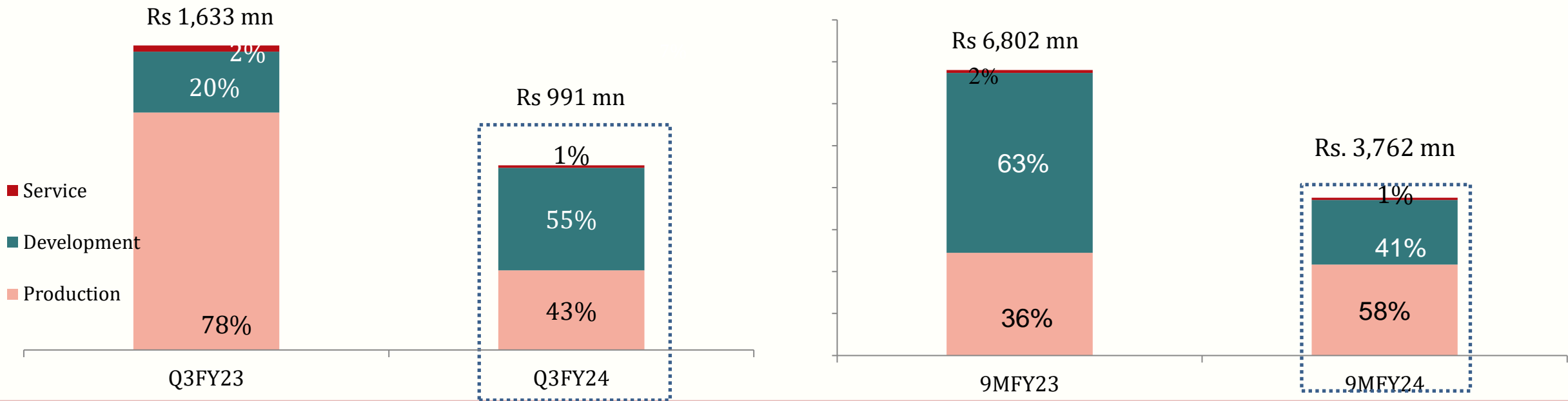
Q3FY24: Revenue Breakup

Product	Rs mn
Radar	287
EW	363
Avionics	306
FCS	240
ATE	67
AMC	66
Others	67
Total	1,395

Customer	Rs mn
MOD	458
HAL	249
DRDO	238
BrahMos	361
BEL	44
DOS	13
Export	13
Others	20
Total	1395

Strong Order Inflow

Order Inflows – Q3FY24 and 9MFY24



Major order received in Q3FY24

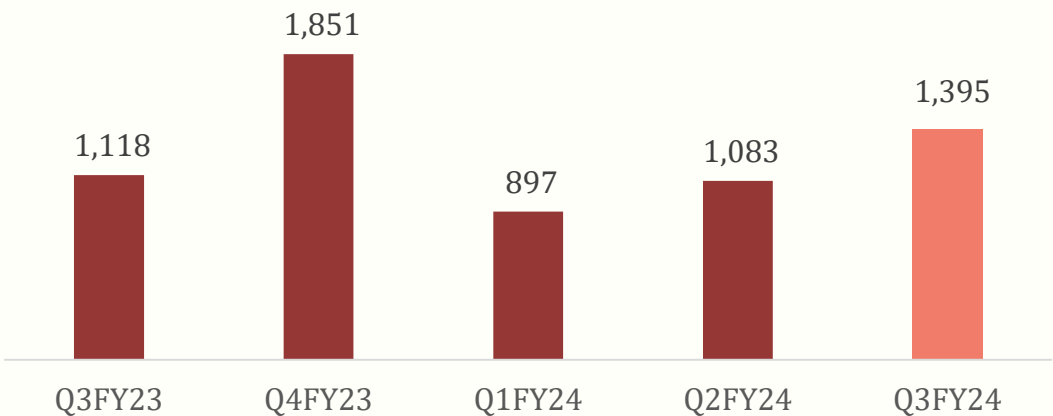
Product	Customer	Order Type	Value (Rs mn)
Avionics	DRDO	Development	439
Avionics	DoS	Development	101
Avionics	DRDO	Production	167
EW	BEL	Production	42
EW	DRDO	Production	43
Naval System	BEL	Production	40
ATE	BDL	Production	22

Major order received in 9MFY24

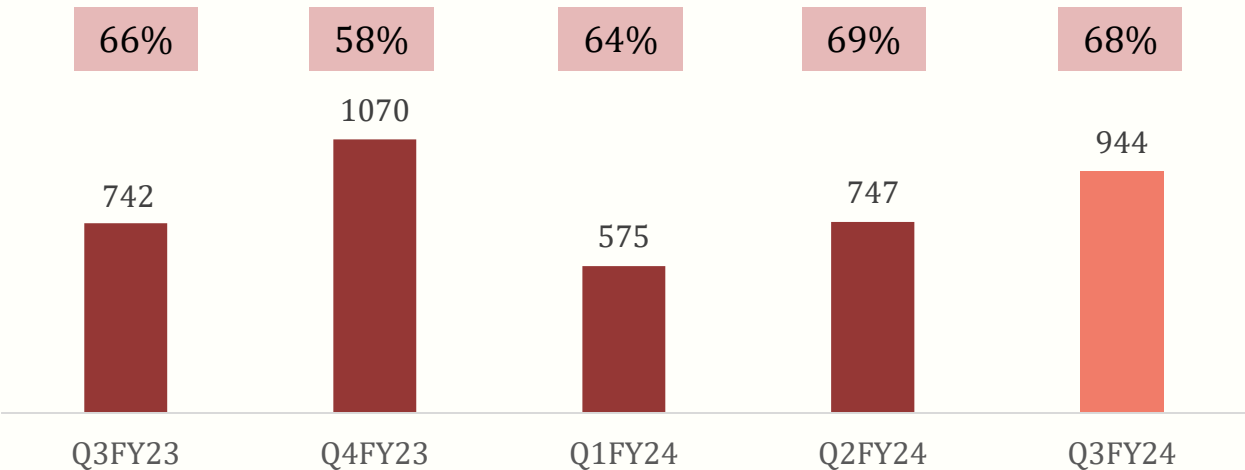
Product	Customer	Order Type	Value (Rs mn)
Avionics	HAL	Production	447
Avionics	DRDO	Development	439
EW	DRDO	Development	362
Radar	Private	Production	357
Radar	Export	Production	326
Radar	BEL	Production	321
Radar	Export	Development	235

Robust Performance : Supported by Strong Financials

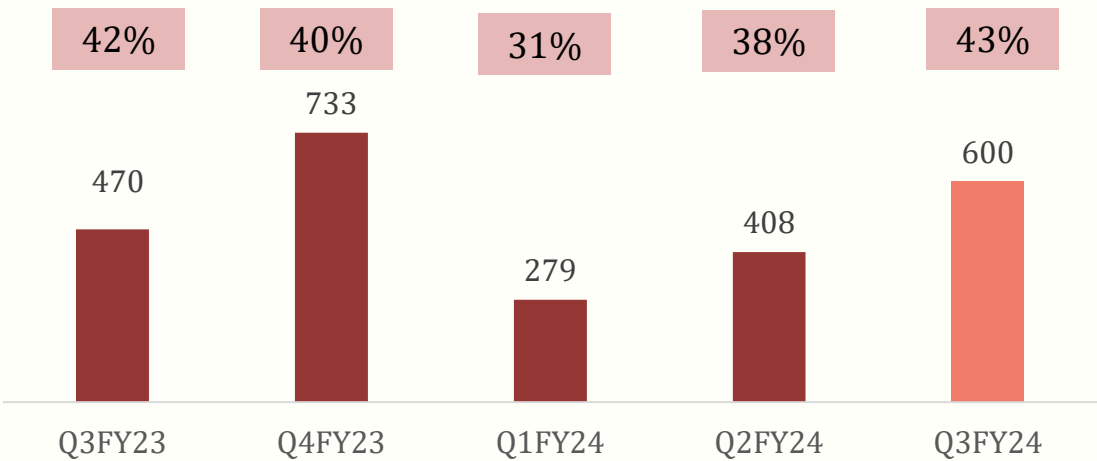
Revenue (INR Mn)



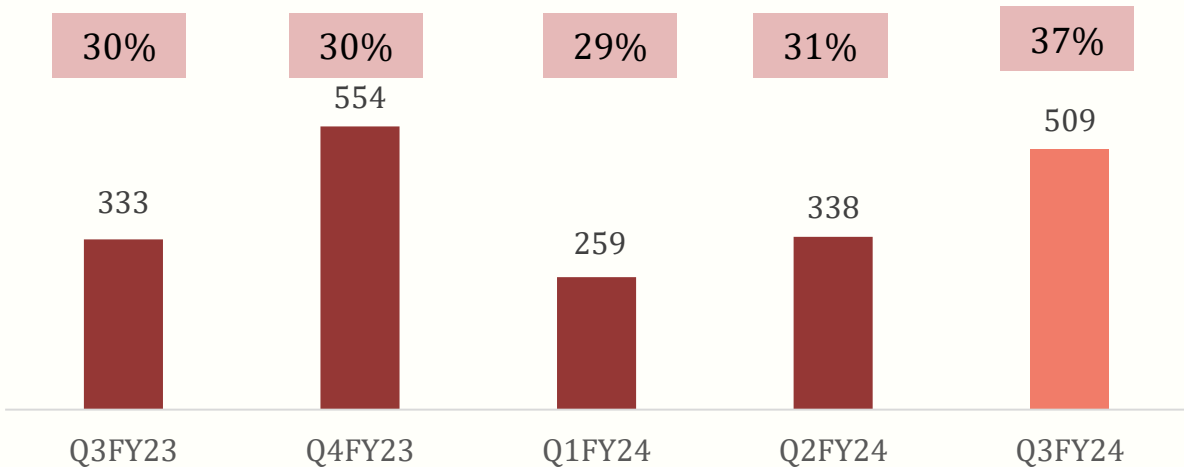
Gross Profits (INR Mn) and Margins (%)



EBITDA (INR Mn) and Margins (%)



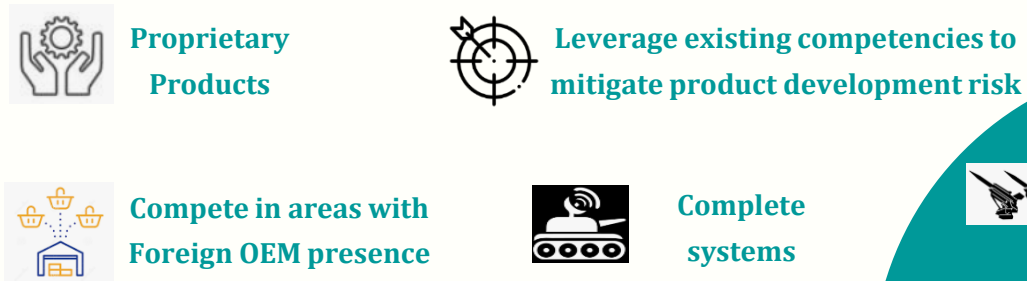
Net Profit (INR Mn) and Margins (%)



Strategy for Next Phase of Growth

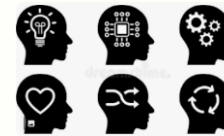
Model to Proprietary Product Development

MOD Business



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



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

Focus on Key Product Verticals

1

Product	Demonstrated Capabilities	Potential Opportunity
Satellite	<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

Radars	<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

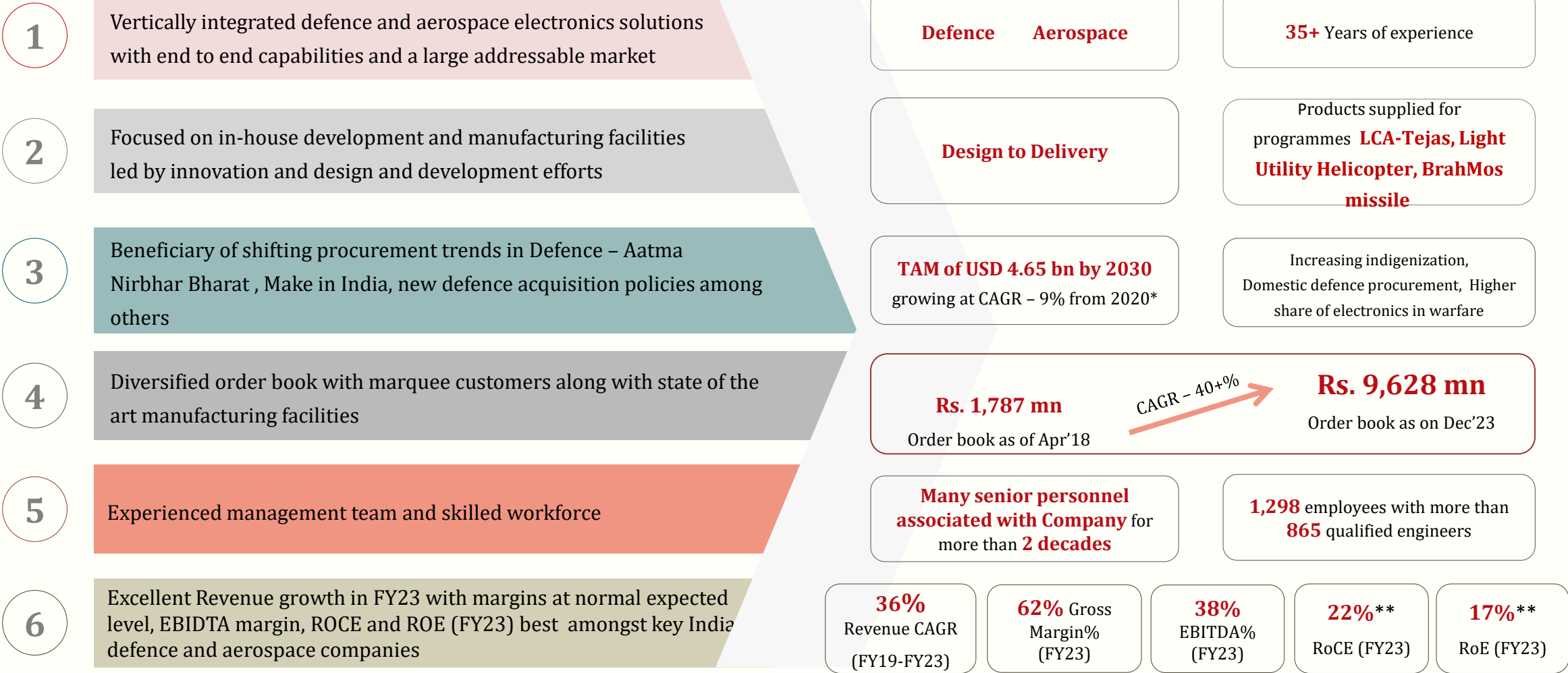


Radio Relay

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



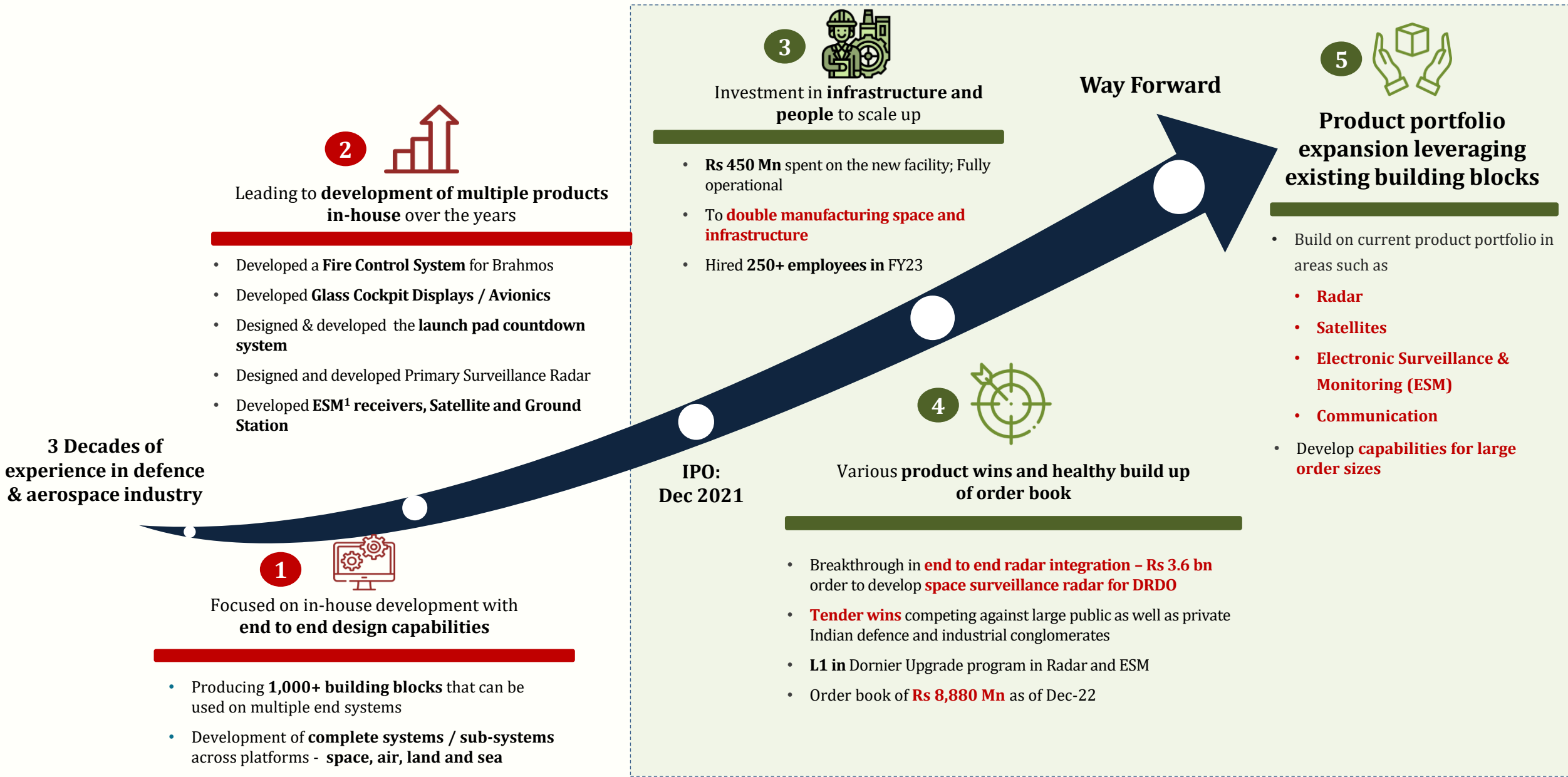
Among the few vertically integrated defence and aerospace electronics solutions providers catering to the indigenously developed defence products industry



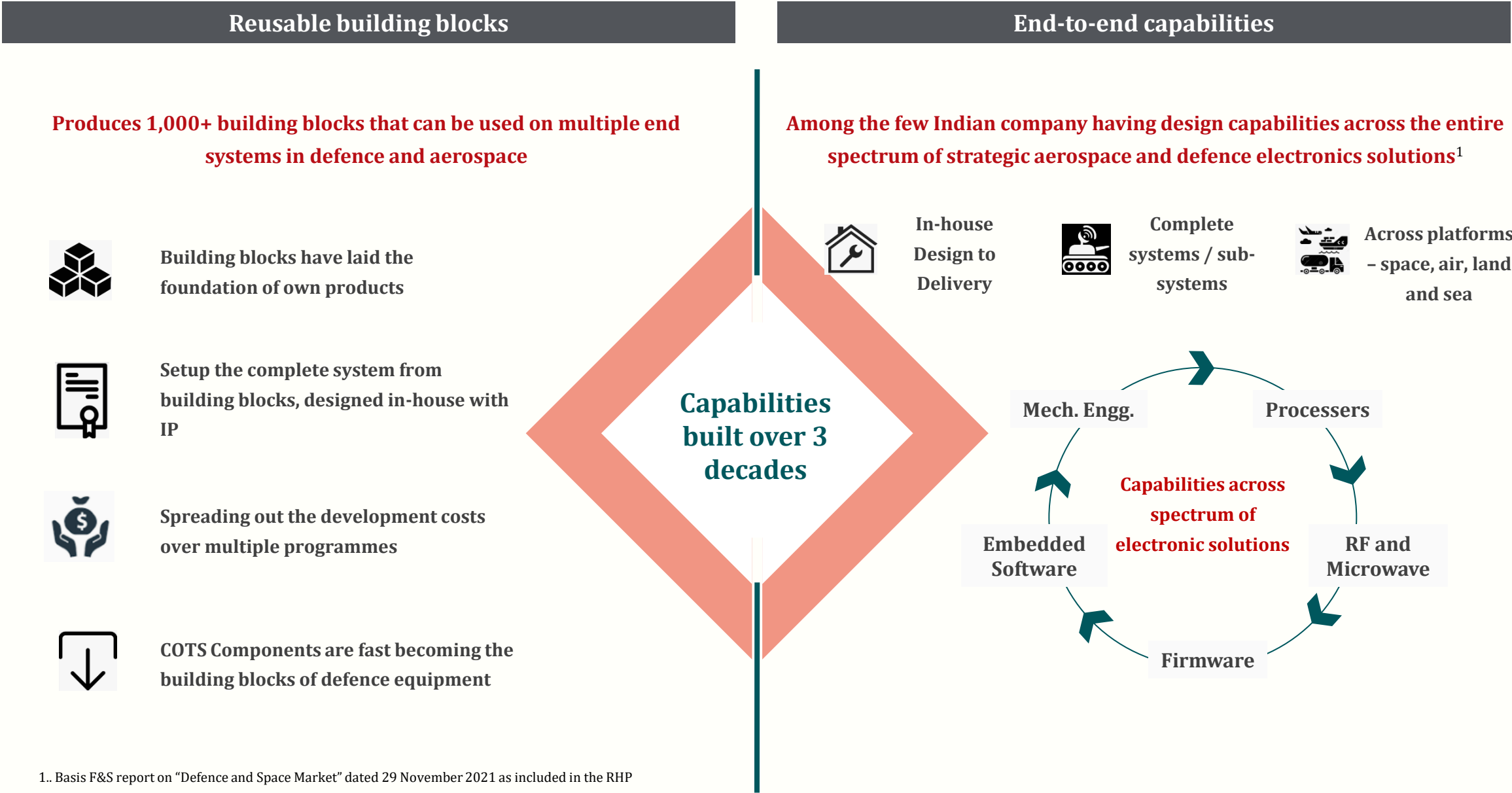
One of the fastest growing companies in the Defence and Aerospace Electronics sector in India

*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



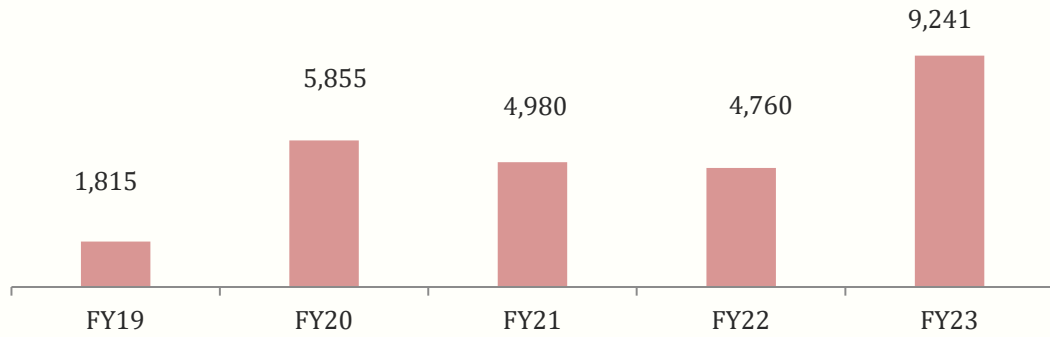
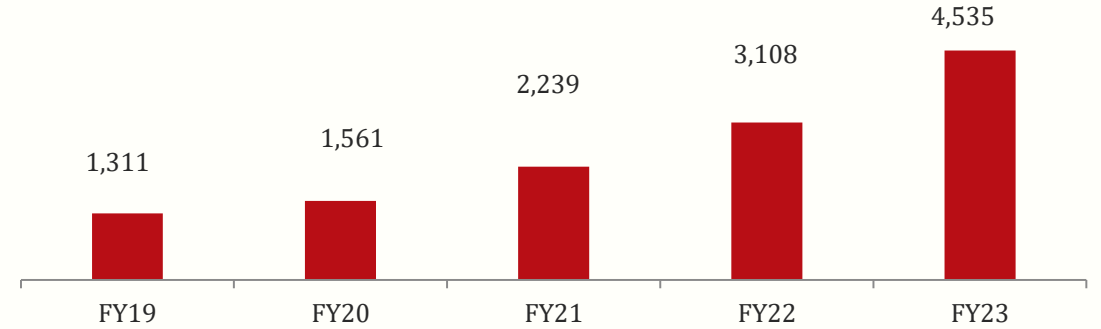
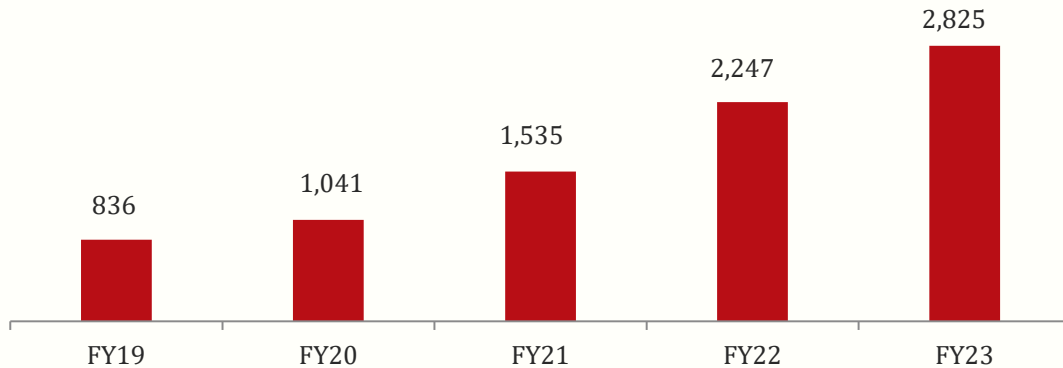
Competencies built over the past 30+ years



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

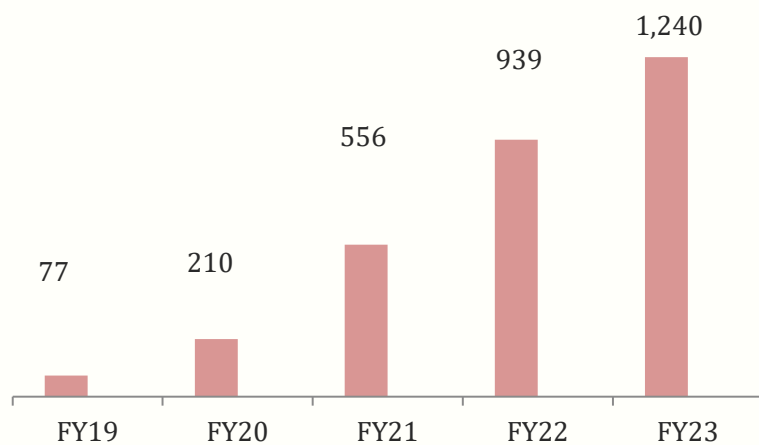
Rs mn

40%+~ % growth CAGR FY19-FY23**Order Book****~ 36% Revenue CAGR from FY19-FY23****Revenue from operations****High Profitability****Gross Profit****~ 61% EBITDA CAGR from FY19-FY22****EBITDA**

Growing Profitability

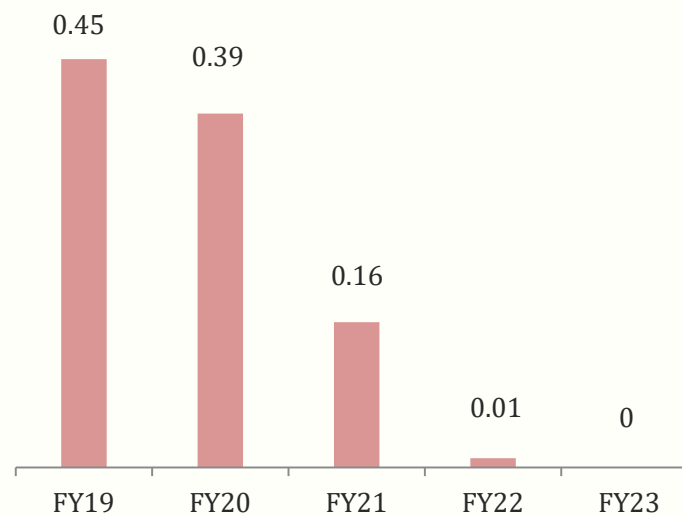
Improving PAT

Rs mn



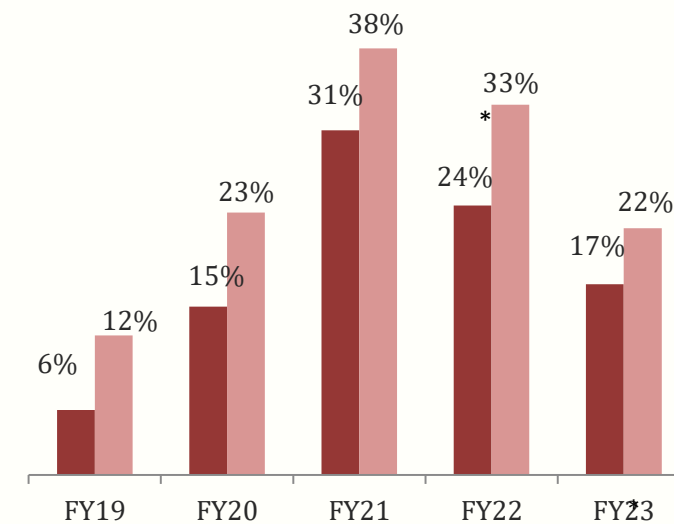
Lower debt levels/ leverage

Debt-Equity ratio



Improving ROE and ROCE

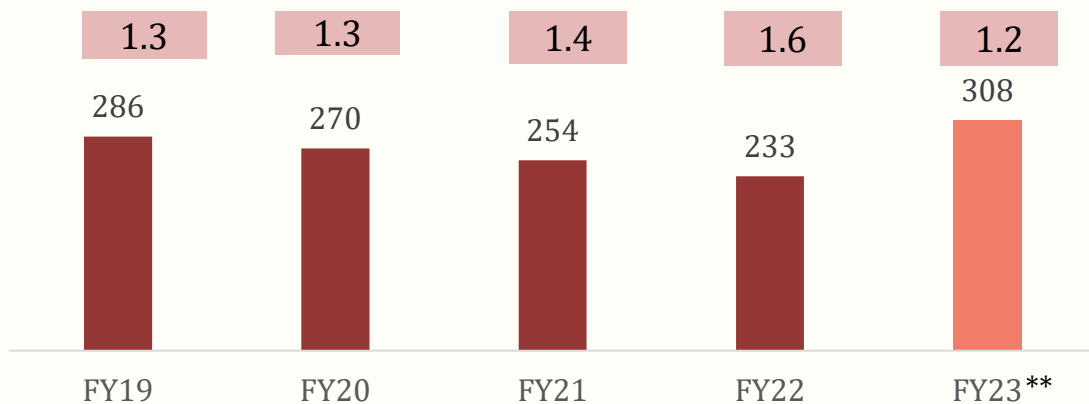
■ ROE ■ ROCE



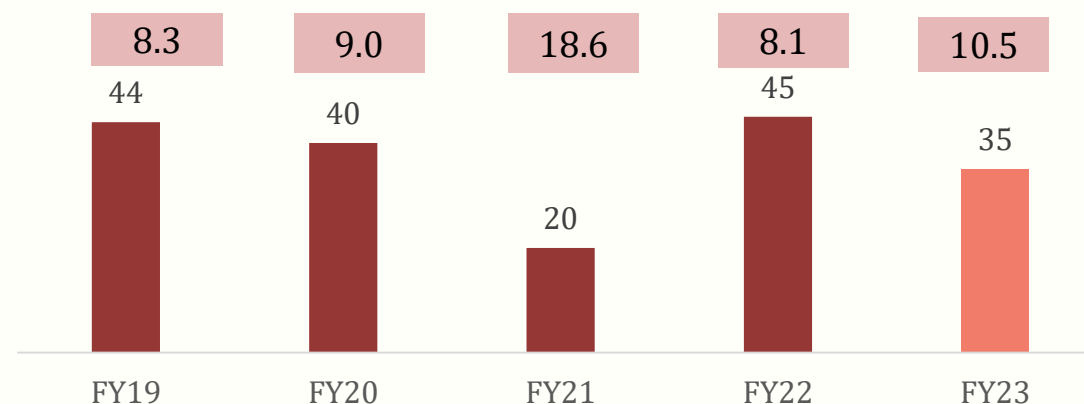
*Without considering QIP funds raised in March, 2023

Well Managed Working Capital

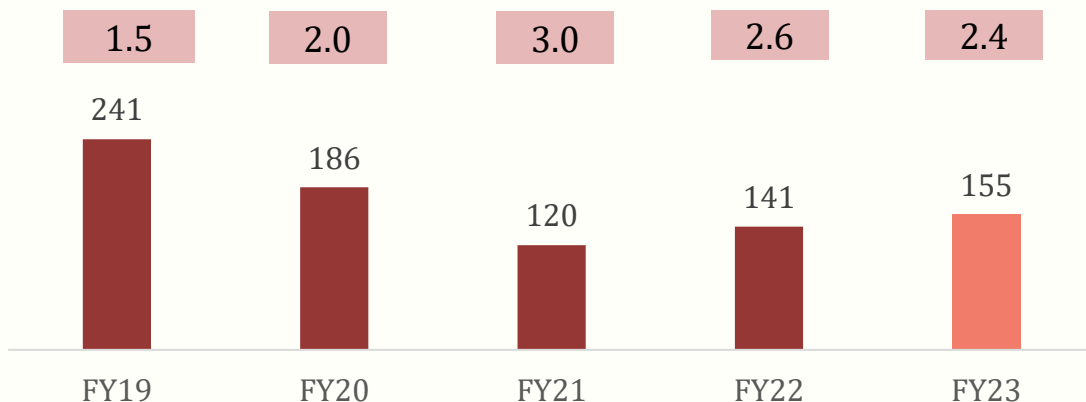
Debtor Days and T/O Ratio



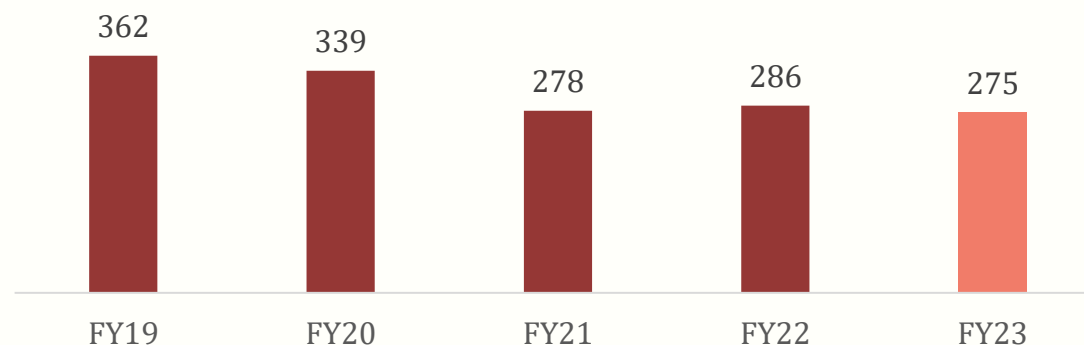
Creditor Days and T/O Ratio



Inventory Days and T/O Ratio



Cash Conversion Cycle*



*Cash conversion days is 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

~ 5.75 Acres

Of land in Chennai, SIPCOT area

~ 200,000 sq. ft

Aggregate of built up area of manufacturing facility

~4.53 acres

Land for proposed expansion



Environmental Certification

- JSS55555

- MIL-STD-461

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

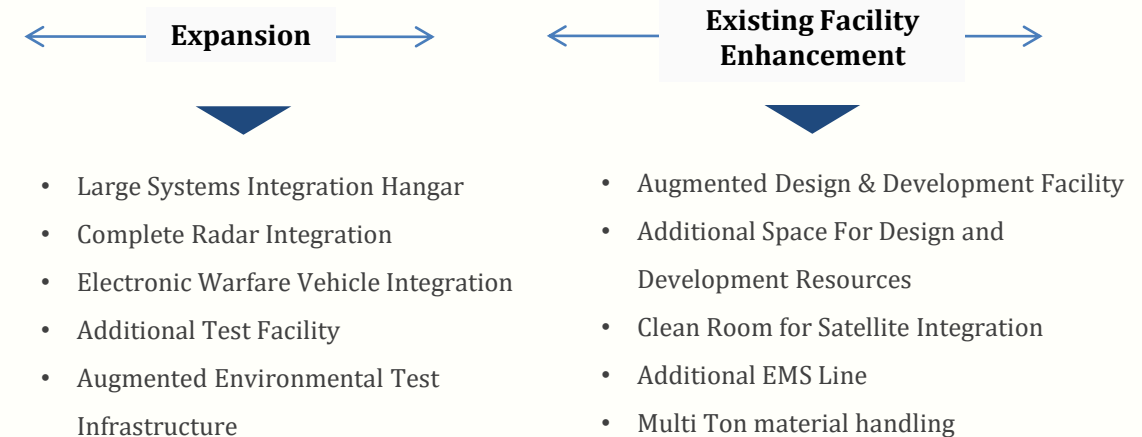
Key features of manufacturing facility

- ✓ 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 and various others...

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



EMS Line

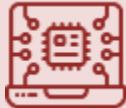













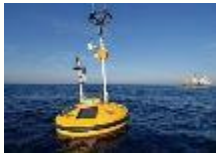

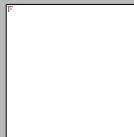






Multizone Reflow Oven



X ray inspection system

Diverse Product Offering

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

Over Last Three Decades

2001

- Developed a **Fire Control System** for Brahmos
- Designed & developed the **launch pad countdown system**



Fire control system for the BrahMos

Developed **Glass Cockpit Displays / Avionics**



Fixed Wing Cockpit Displays



RF & Microwave Products

- Upgradation of **Tracking Radars**
- Developed **RF and Microwave capabilities** allow entry to building complete systems



TERLS Tracking Radar



C-Band Tracking Radar



Coastal Surveillance Radar (Dept. of Space)

Designed and developed complete Radar Capability



Wind Profile Radar



Micro Satellite Designed wide open **RWR and ELINT** for airborne platforms



Wideband Fast Scan receiver



V/UHF Monitoring Receiver



Real Time Monitoring Receiver



V/UHF Search Receiver



Precision Approach Radar

2021

- Initiated expansion of manufacturing facility with **doubling of available floor area**
- Building of capacity to handle **large and heavy equipment and integration** of large radars and mobile EW systems, satellite integration facility



Expanding capacity

A De-Risked Business Model

1 Developmental Contracts

DRDO



Defence PSU

Projects leads to Production / Repeat requirements
Programs leads to Annuity requirements

5 Exports / Offsets

Available
Products /
Systems



Radars, Electronic Warfare, Fire
control systems, Avionics,
Missile Seekers,
Communications, Small satellites

4 Civilian Requirements

Satellites and
Wind profile
radars



- Ability to build nano satellites
- Wind profile radar similar to the radar developed by our company is now required by government meteorological department in the civilian space

2 MoD Tenders

Available Products /
Systems
Partnership with
OEM



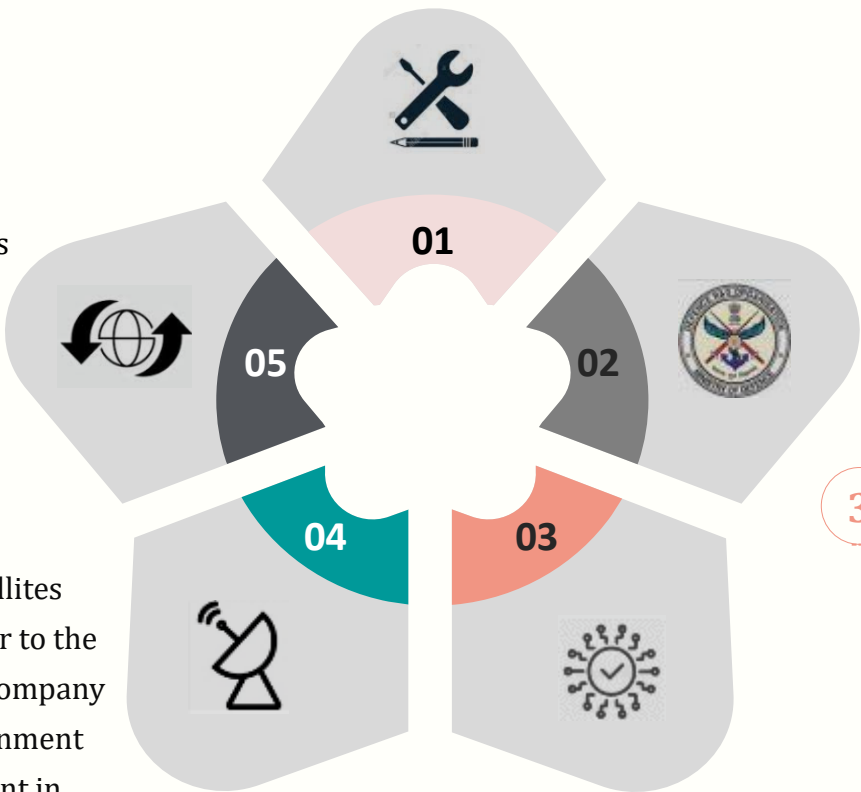
Requirements is
for large
numbers and
longer timeframe

3 Indian Defence Eco-system

Platform /
Weapon System
Development



- Develop Sensors, Electronics, Avionics
 - In-house
 - In partnership with OEM



Progress around Defence modernization programmes



Dharashakti programme

- Received single vendor orders from DLRL for development and supply of all of the COMINT / ELINT search receivers, Direction Finder & Monitoring / Search receivers.
- In a position to be an OEM for the entire receiver systems



Radar Warning Receivers / ESM

- Part of the Radar Warning Receivers / ESM 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")



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



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 LCA MK IA on order as well as the Sukhoi 30 upgrades, attack helicopters, etc.



Airborne surveillance radar

- Has delivered an airborne surveillance radar (all of the hardware) to LRDE (Testing completed) and will be likely inducted in Navy's Dornier upgrade and new helicopter programmes



Arudhra Radar

- Expected to supply multiple units of AGRU/ Arudhra radar
- Likely to generate revenues in the next few 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 in the next few years.



Light weight ESM requirements

- ESM capability will help in supplying products for Light weight ESM products which have a heavy requirement in mountainous borders as they are not adequately covered

Well-Positioned to benefit from Make in India Opportunity

Focused on designing & developing indigenized products making it a beneficiary of India's "AtmaNirbhar" defence structural reforms



Focused on designing and building own products across the manufacturing value chain to developing products and sub-systems



Well positioned to rapidly commercialise or **scale-up a number of existing products or building blocks to end systems** or complete solutions



Concentrate on building complete systems from the building blocks and sub-systems already developed, provides a **higher value addition while distributing development costs**

Examples:



Wind profile radar built for Cochin University of Science and Technology is the world's first 205MHz radar – complete in house development



Using the experience of working with DRDO and development of wind profile radar, the company successfully bid and won a contract of Rs 380Cr from **Ministry of Defence for nine precision approach radars** for Navy and Airforce which are currently at delivery stage



Developed and deployed our first Nano Satellite in 2017



Subsequently received contracts to build 2 more Nano Satellites



Developed and supplied Military COTS type processor for DRDO



Subsequently redeployed for other projects by various DRDO laboratories including in naval applications in ships & helicopters

Defence Modernization Program



Arudhra Radar



Light weight ESM requirements



Ashwini LLTR



Airborne surveillance radar



Dharashakti programme



Radar Warning Receivers

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

- Military grade processor modules,
- Cockpit displays,
- Actuator controllers for missiles and torpedoes,
- Flight control computers,
- Digital receivers and
- Up/Down converters for

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

- Airborne phased array radar
- Frequency hopping radio relays
- Next generation EW products
- Integrated EW solution for national security



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

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

Marquee customers in the Indian defence & aerospace ecosystem

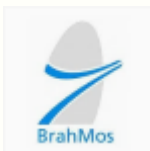
Government Departments

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

Particulars (Rs. Mn)	FY21	FY22	FY 23	9MFY24
Revenue from Contract with Customers	2,239.5	3,108.5	4,534.5	3375.1
Other Income	26	39.6	92.2	337.5
Total Revenue	2,265.5	3,148.1	4,626.7	3,712.6
Expenses:				
a) Cost of materials consumed	629.78	915.9	1,941.4	1,301.1
b) Changes in inventories of FG, WIP and SIT	74.25	-55.2	-232.3	-161.6
c) Employee benefits expenses	484.21	623.5	794.9	724.8
d) Finance cost	145.02	109.9	77.4	63.0
e) Depreciation / Amortization	55.52	66.3	84.5	91.8
f) Other expenses	131.38	213.9	312.4	224.8
Total Expenses	1,520.2	1,874.3	2,978.3	2249.9
Profit before tax	745.34	1,273.8	1,648.4	1468.7
Tax expense	189.63	334.1	408.4	362.7
Profit(Loss)for the period	555.71	939.7	1,240.0	1105.9
Other Comprehensive Income	-9.56	-11.5	-10.2	1.9
Total Comprehensive Income for the year	546.15	928.2	1,229.8	1107.8
PAT Margin %	24.53%	30.23%	27.35%	32.80%
EBITDA	919.4	1,409.9	1,718.1	1,286.0
EBITDA margin%	41.10%	45.33%	37.89%	38.10%
Return on Net Worth	30.70%	24.01%	14.24%	-
Total Debt	332.21	67.7	7	-
Debt to Equity	0.16	0.01	0.00	-

Historical Balance Sheet

DATA PATTERNS

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	11904.5
(c) Intangible Assets	5.6	13.5	20.0	19.2	Total equity and liabilities	2,077.7	5,745.1	11,670.8	12016.5
(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	1984.8	(a) Financial Liabilities				
Current assets					(i) Borrowings	97.7	7.3	2.6	
(a) Inventories	737.5	1,197.7	1,929.5	2560.6	(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	2460.4	(c) Deferred Tax Liability (Net)	8.1	-		9.7
(ii) Trade receivables	1,559.4	1,983.1	3,824.8	3450.9	(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	2933.5	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	1983.9
					(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	2,501.9
					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
Net Profit before tax	284.7	745.2	1,273.8	1,648.4
Adjustments for :				
Add : Depreciation	54.6	55.7	66.3	84.5
Add : Interest And Finance Charges	133.4	145.0	109.9	77.4
Add : Liquidated Damages (LD) Written Off	-	-	12.8	44.6
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
Less: Interest Income	-25.6	-22.2	-39.8	-84.2
Others				
Operating Profit Before Working Capital Changes	445.3	922.5	1,426.9	1,774.0
Adjustments For Working Capital Movements :	-282.4	-183.7	-621.4	-1,412.2
Cash Generated From Operations	162.9	738.8	805.5	361.8
Direct Taxes (Paid) /adjusted	-28.4	-189.8	-283.6	-534.2
Net Cash flow From Operating Activities (A)	134.5	549.0	521.9	-172.4
Cash Flow From Investing Activities (B)	14.0	-27.5	-1,197.7	-3,831.6
Cash Flow From Financing Activities (C)	-136.5	-448.6	2,358.6	4,381.0
Net Increase in Cash & Cash Equivalents (A+B+C)	12.0	72.9	1,682.8	377.0
Cash & Cash Equivalent At The Beginning Of The Year	3.1	15.1	88.0	1,770.8
Cash & Cash Equivalent At The End Of The Year	15.1	88.0	1,770.8	2,147.8

Core groups or departments for design and development of products

Total Employee Strength



Department	# of Employees
Design & Engineering (D&E)	697
Manufacturing	410
Support	122
Marketing & Customer support	69
Total In Q3FY24	1,298

865+ qualified Engineers out of 1298
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

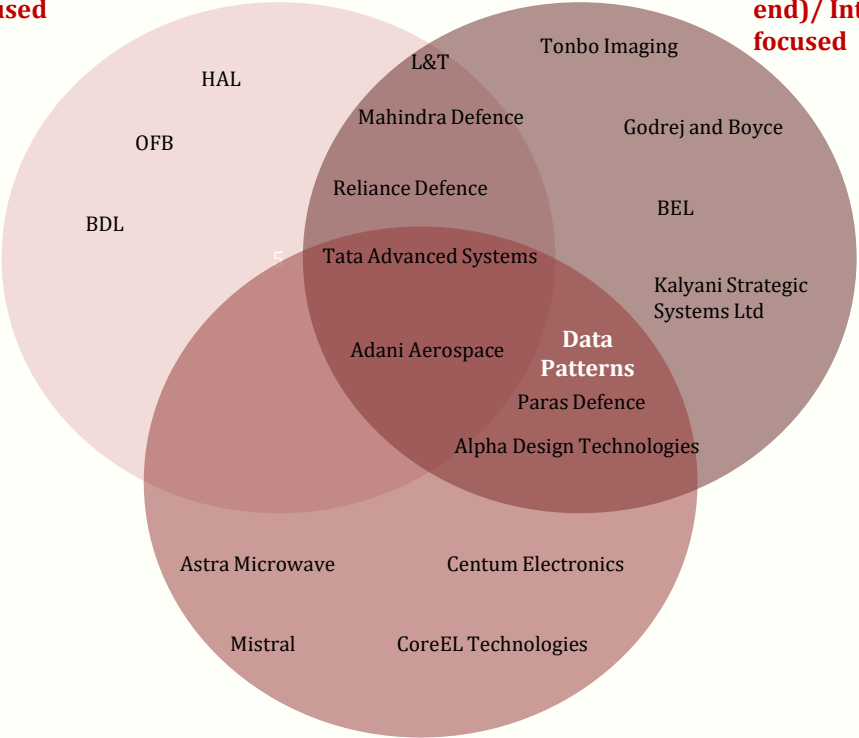
Competition at two levels for Data Patterns

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

Platform/ Solution Focused



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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**Made in India
with Pride**