



INVESTOR PRESENTATION

Q3 FY25



SASKEN

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.

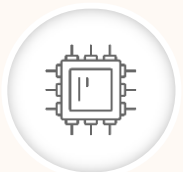
Sasken Group at a glance

Product Engineering

Digital Transformation

ASIC Design Services

Cyber Security



Semiconductor



Communication
& Devices



Automotive &
Off-Highway



SatCom



Enterprise
Grade Devices



Industrials



Transportation

35+ Years
leadership in Engineering R&D

90+ clients including
Fortune 500 Companies.

CSAT of avg : 4.5 on 5.0

70+ patents

200+ unique
products are shipped
with Sasken IP and services

Listed on BSE/NSE
Cash Positive
Debt Free
Profitable

Global Footprint
Coverage in 5 Continents

1800+
Engineers Globally

Delivery & Sales Centres
North America, Asia, and Europe

**Innovation
Centre Finland**
Anechoic chamber
Acoustic Lab, RF/Antenna Labs



Customer Proximity
Centers/Sales Offices

Development
Center

Hardware
Capabilities

Serving Clients across 5 Continents (23 Countries)

Sasken Management Systems Compliance



Privacy
regulations
EU-GDPR |
CCPA
India Data
Privacy Act



Automotive
Functional Safety
ISO 26262



Automotive
SPICE
ASPICE L3.0
TISAX
ENX ASSOCIATION



Quality
ISO 9001:2015



Environment
ISO 14001:2015



Information
Security
ISO/IEC 27001:2013



Software Engineering &
Project Management
CMMi-L3



Privacy
ISO/SEC
27701:2019

Global Certifications



60x4x3: Our strategy to accelerate growth

60

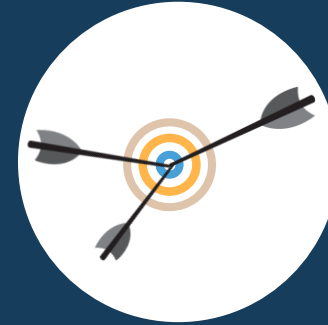
60
Marquee Accounts

x4

at least
\$4M
per account

x3

in 3
Years



Anchor culture of execution, accountability & empowerment

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

Empower regional teams for culture sensitive local decision-making

Unwavering commitment towards talent development

Drive innovation and deliver exceptional value to customers

Our Commitment To Society (ESG)



ENVIRONMENTAL GOVERNANCE

- Environmental Goals
- Water Impact
- Energy Management
- GHG Management
- Sustainable Sourcing
- Environmental Stewardship



SOCIAL GOVERNANCE

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



CORPORATE 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 FY25 YTD ESG achievements



ENVIRONMENT

69%

reduction in GHG emissions versus 2018/19 (YoY 7% improvement from 23 to 24)

100%

power replenished by sustainable energy

100%

of all light fittings in LED

3860

kilo litres of waste-water recycled

81%

of water requirements met from ground/rain

15.5

kgs/per person/annum waste



SOCIAL

0

wage disputes, child labour, discrimination, forced labour



9000

students benefitting from morning nutrition program

1016

students' scholarships with 52% for girls



GOVERNANCE

0%

breach on data privacy

0%

breach on cyber security

0

disaster Incidents

99%

antivirus and security patch compliance

Q3 FY25

PERFORMANCE HIGHLIGHTS



SASKEN



MESSAGE FROM THE MANAGEMENT

“ I am delighted to share that Sasken continues to deliver consistent growth, with Q3 FY25 consolidated revenues rising by 7.0% . This performance reflects the strength of our 60x4x3 strategy and our unwavering commitment to operational excellence and customer-centric innovation. We continue to take bold strides to ensure sustainable growth by investing in cutting-edge technologies and deepening our industry partnerships and nurturing talent pool. Our efforts towards talent development and employee engagement have led to an all-time low LTM attrition rate of 6.7%, reinforcing our commitment to building a supportive, inclusive, and thriving workplace. ”

Rajiv C Mody

Chairperson, Managing Director & CEO

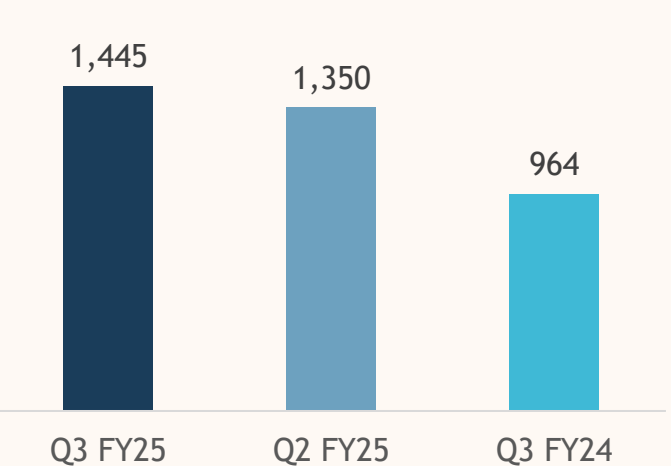
Financial and operational summary

Our 60x4x3 strategy yielded results in this quarter with improvements in both financial and operational metrics

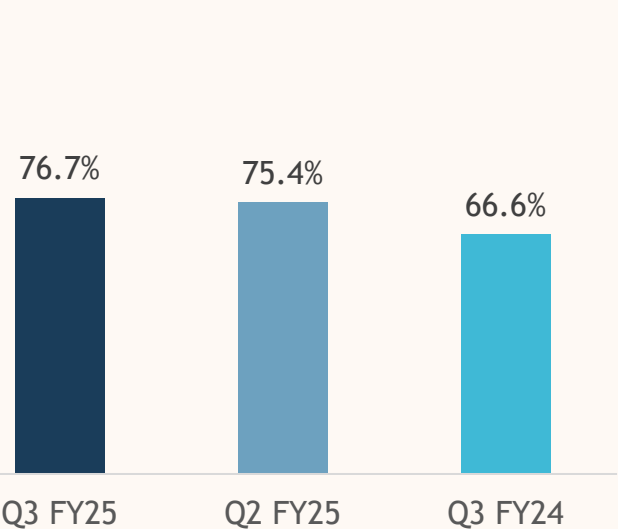
₹1,445 M Revenue (↑7.0% QoQ)	4.2% EBITDA	1.6% EBIT	6.2% PAT	₹6.00 EPS (↓24.8% QoQ)
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Increasing sales momentum

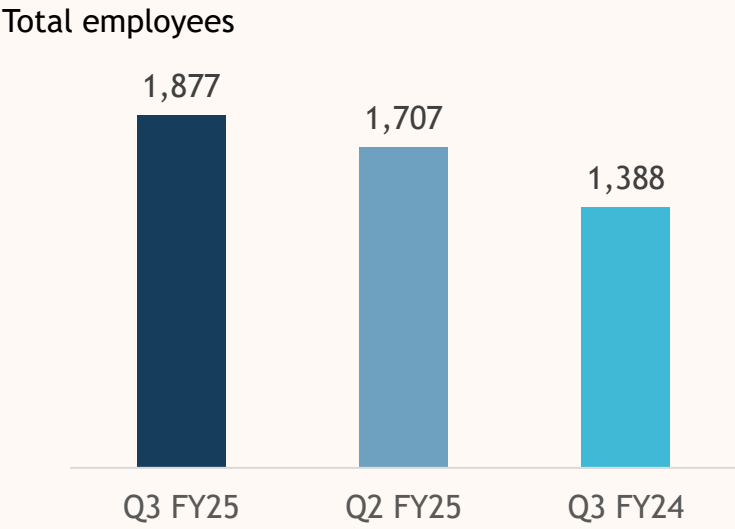
Consolidated revenues (₹ M)



Growing utilization



Improving employee metrics



All data unless specified is on a consolidated basis

Key Business Updates

MAJOR ORDER WINS



- **Velocity based porting**, application integration and test fixture improvement for a leading provider of satellite-based communication
- Partners with a leading automotive components and system manufacturer to develop **next-gen automotive solutions**
- Chosen as an **IoTization partner** by an American premium food service equipment manufacturer
- Offering design solutions spanning **data centers, AI, 5G and SSD** for a leader in high-speed connectivity

TECHNOLOGY GROWTH LEVERS



- Investment in **product security** to navigate newer security challenges (SDV, AI, IOT) and regulations (EU-CRA, UK-PSTI)
- **R&D focus** on developing assets leveraging **Generative-AI** (Agentic application, workflow automation and developer productivity tools)
- Opportunities in **Cybersecurity** with the addition of **Non-Terrestrial networks** offering
- Secured **membership in COVESA**, enhancing our credentials in the connected vehicle systems space

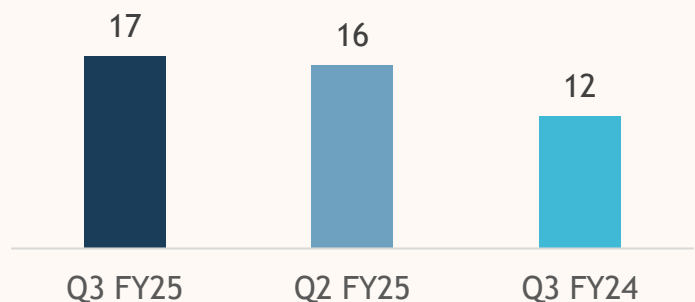
PEOPLE AND PROCESSES



- Sasken has been certified for **“Capability Level and Maturity Level 3 on ASPICE v3.1”**
- Successful Transition of Sasken’s Information Security Management System to **ISO 27001:2022**
- Hiring run rate up with **237 gross employee additions (including campus recruits)** in Q3 FY25
- Q3 FY25 witnessed an **all-time low LTM attrition** level of 6.7%
- **Investments** to strengthen our Japanese presence, technology practice and growth pool

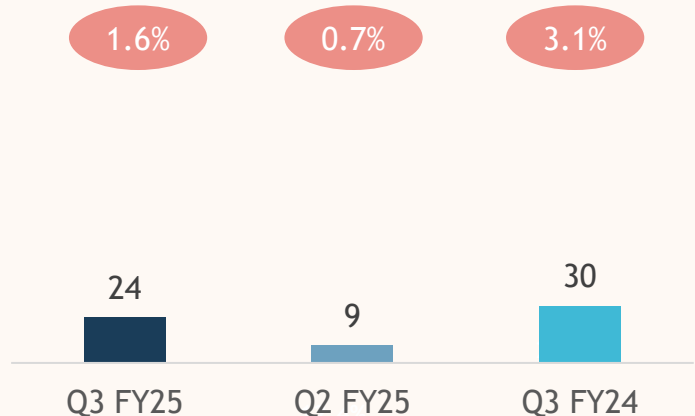
Financial performance snapshot (quarterly)

Consolidated Revenues (\$ M)



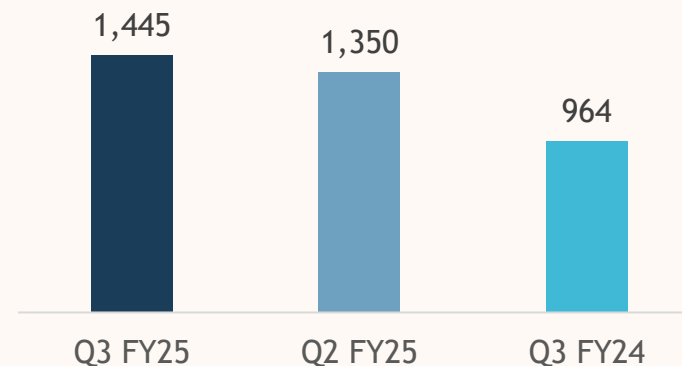
QoQ Growth: 5.0% ; YoY Growth: 45.7%

Consolidated EBIT (₹ M)



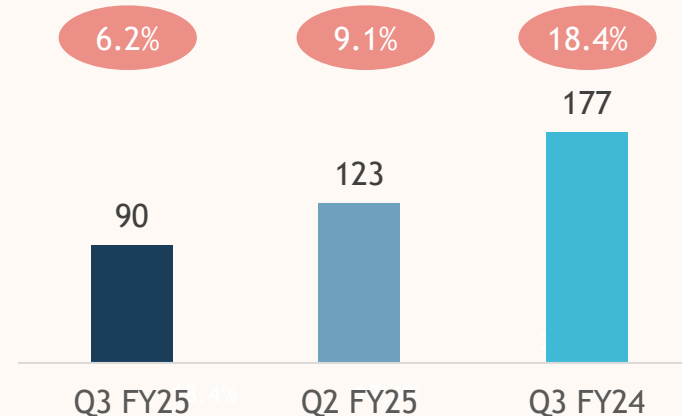
QoQ Growth: 163.9%; YoY Growth: -20.1%

Consolidated Revenues (₹ M)



QoQ Growth: 7.0% ; YoY Growth: 49.9%

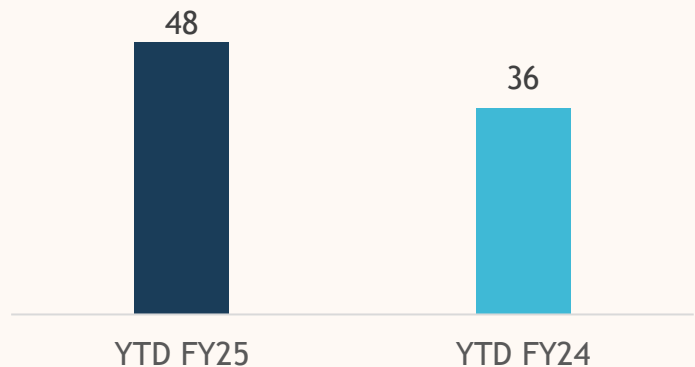
Consolidated PAT (₹ M)



QoQ Growth: -26.5%; YoY Growth: -49.1%

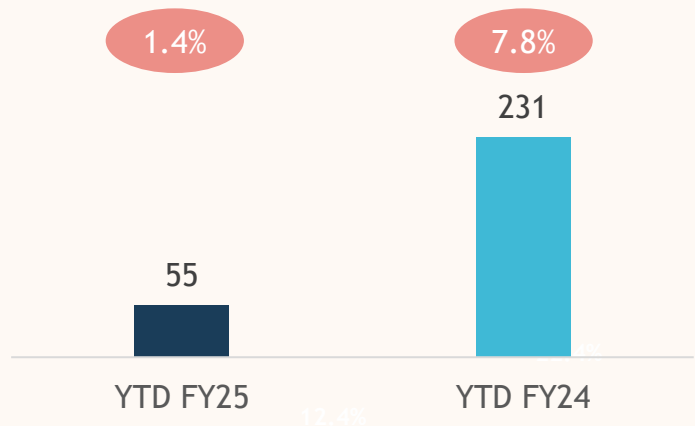
Financial performance snapshot (YTD FY25)

Consolidated Revenues (\$ M)



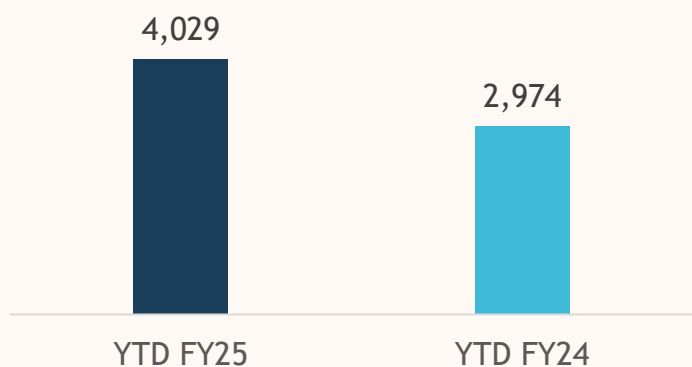
YoY Growth: 32.1%

Consolidated EBIT (₹ M)



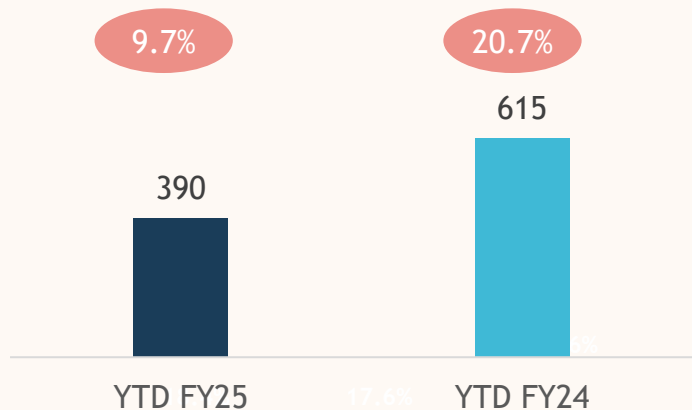
YoY Growth: -76.3%

Consolidated Revenues (₹ M)



YoY Growth: 35.5%

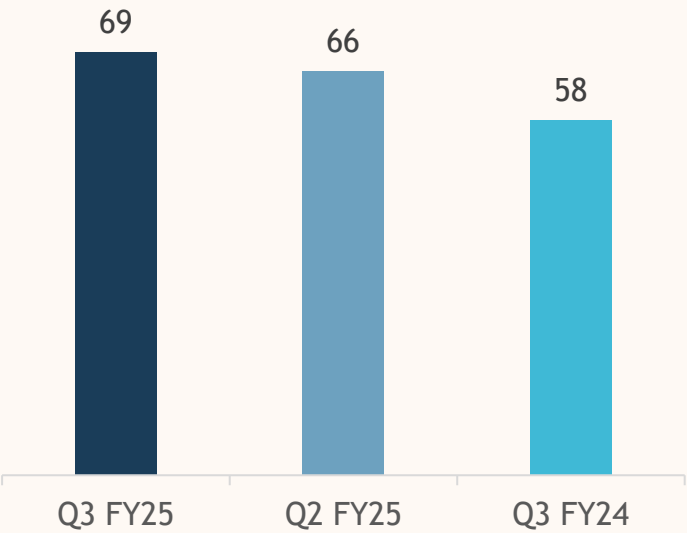
Consolidated PAT (₹ M)



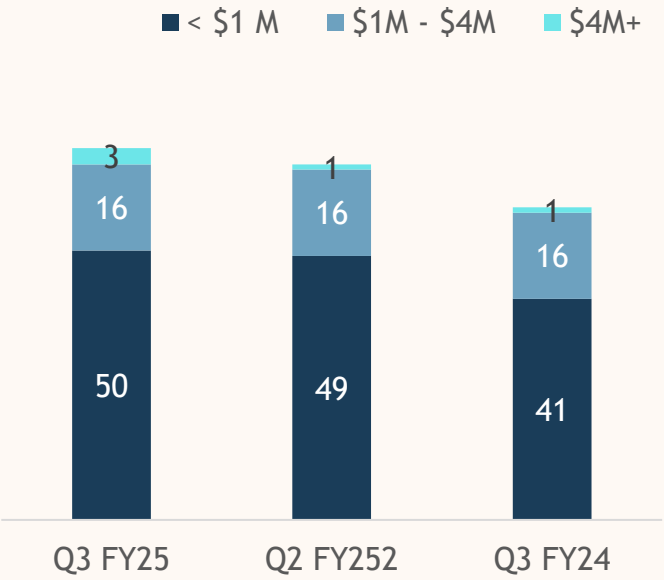
YoY Growth: -36.6%

Customer profile

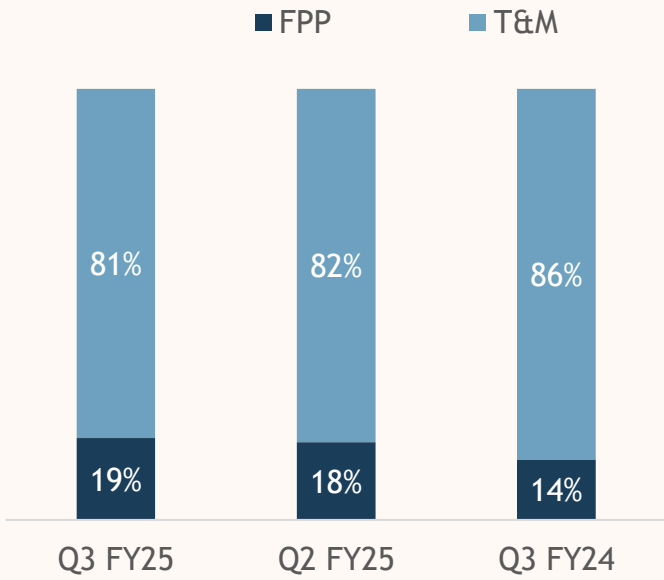
Number of active customers



Customer break-up by LTM sales



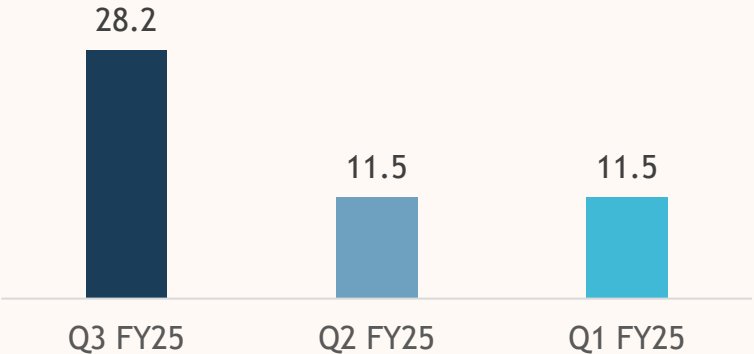
Revenue mix by project type



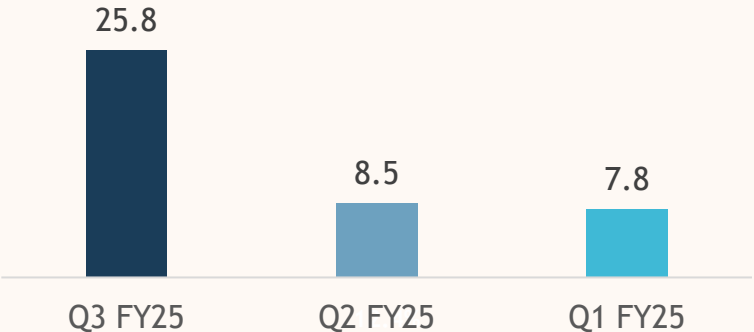
- Number of active customers has been increasing over the last twelve months
- Customers with \$4M+ LTM sales increased to 3 in Q3 FY25
- The contribution from FPP projects towards total sales has been increasing over the last twelve months

Order booking status

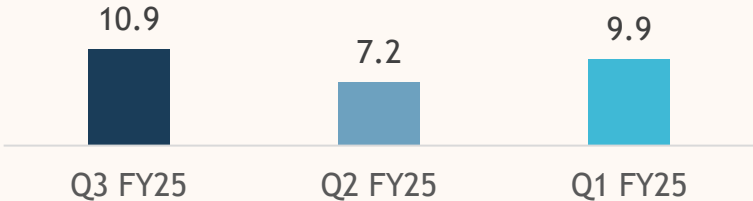
Total contract value* (\$M)



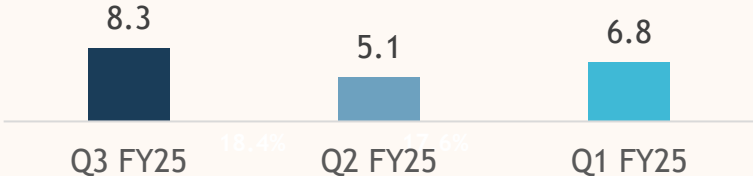
Annual contract value* (\$M)



Total contract value - New (\$M)



Annual contract value - New (\$M)



* Includes new and renewal bookings

Q3 FY25
NEWS AND
ACHIEVEMENTS



SASKEN

Participation in global events



Sasken demonstrated its end-to-end automotive and Hardware design and development capabilities at this year's event and had productive conversations with many leading OEMs & Tier1s.



Sasken Finland team exhibited its cutting-edge hardware and software capabilities at the event held in Nov 2024. The event offered great brand exposure and fruitful conversations with business prospects

Strategic investment in BORQS

- Sasken to acquire ODM and software services business of Borqs Technologies, Inc.
- This strategic move is aligned with Sasken's 60x4x3 strategy to drive growth, innovation, and competitiveness
- Enables to create a range of connected devices, including mobile phones, tablets, smartwatches, and IoT products
- Expands offerings across ideation, IP development, software and product realization, and hardware supply chain management



Welcoming Borqs Technologies to Sasken!



This strategic partnership will **strengthen our portfolio, improve our competitiveness, and drive future growth** in high-demand markets.

Certified for Capability Level and Maturity Level 3 on ASPICE v3.1

The ASPICE certification strengthens our credibility in the automotive software space as many customers mandate this for awarding new projects



Share price performance



Q3 FY25

FINANCIAL DETAILS AND KEY METRICS



SASKEN

Income statement summary - consolidated (quarterly)

(₹ M)

Particulars	Q3 FY25	%	Q2 FY25	%	Q3 FY24	%	Growth over	
							Q2 FY25	Q3 FY24
Revenue from Operations	1,445.16	100.0%	1,350.29	100.0%	964.36	100.0%	7.0%	49.9%
Cost of Revenue	1,043.84	72.2%	939.21	69.5%	659.36	68.4%	-11.1%	-58.3%
Gross Profit	401.32	27.8%	411.08	30.5%	305.00	31.6%	-2.4%	31.6%
SG&A	340.42	23.6%	365.65	27.1%	257.03	26.6%	6.9%	-32.4%
EBITDA	60.90	4.2%	45.43	3.4%	47.97	5.0%	34.1%	27.0%
Depreciation and amortisation expense	37.01	2.6%	36.38	2.7%	18.09	1.9%	-1.7%	-104.6%
EBIT	23.89	1.6%	9.05	0.7%	29.88	3.1%	164.0%	-20.0%
Other Income	92.78	6.4%	192.10	14.2%	181.24	18.8%	-51.7%	-48.8%
Interest Expense	7.47	0.5%	7.47	0.6%	0.75	0.1%	0.0%	-896.0%
Profit Before Tax	109.20	7.5%	193.68	14.3%	210.37	21.8%	-43.6%	-48.1%
Tax Expenses	18.90	1.3%	70.80	5.2%	32.87	3.4%	73.3%	42.5%
Profit After Tax	90.30	6.2%	122.88	9.1%	177.50	18.4%	-26.5%	-49.1%
Attributable to owners of the Company	90.57	100.3%	120.54	98.1%	177.50	100.0%	-24.9%	-49.0%
Attributable to non-controlling interests	(0.27)	-0.3%	2.34	1.9%	-	-	-111.5%	-

Income statement summary - consolidated nature wise (quarterly)

(₹ M)

Particulars	Q3 FY25	%	Q2 FY25	%	Q3 FY24	%	Growth over	
							Q2 FY25	Q3 FY24
Revenue from Operations	1,445.16	100.0%	1,350.29	100.0%	964.36	100.0%	7.0%	49.9%
Other Income	92.78	6.4%	192.10	14.2%	181.24	18.8%	-51.7%	-48.8%
Total Revenue	1,537.94	106.4%	1,542.39	114.2%	1,145.60	118.8%	-0.3%	34.2%
Employee benefit expense	1,137.24	78.7%	1,056.23	78.2%	754.34	78.2%	-7.7%	-50.8%
Other expenses	247.02	17.1%	248.63	18.4%	162.05	16.8%	0.6%	-52.4%
Depreciation and amortization expense	37.01	2.6%	36.38	2.7%	18.09	1.9%	-1.7%	-104.6%
Finance cost	7.47	0.5%	7.47	0.6%	0.75	0.1%	0.0%	-896.0%
Total Expenses	1,428.74	98.9%	1,348.71	99.9%	935.23	97.0%	-5.9%	-52.8%
Profit Before Tax	109.20	7.5%	193.68	14.3%	210.37	21.8%	-43.6%	-48.1%
Tax Expenses	18.90	1.3%	70.80	5.2%	32.87	3.4%	73.3%	42.5%
Profit After Tax	90.30	6.2%	122.88	9.1%	177.50	18.4%	-26.5%	-49.1%
Attributable to owners of the Company	90.57	100.3%	120.54	98.1%	177.50	100.0%	-24.9%	-49.0%
Attributable to non-controlling interests	(0.27)	-0.3%	2.34	1.9%	-	-	-111.5%	-

Income statement summary - YTD FY25 consolidated

(₹ M)

Particulars	FY 25 YTD	%	FY 24 YTD	%	Growth over FY 24 YTD
Revenue from Operations	4,029.03	100.0%	2,974.37	100.0%	35.5%
Cost of Revenue	2,839.45	70.4%	1,927.24	64.7%	-47.3%
Gross Profit	1,189.58	29.6%	1,047.13	35.3%	13.6%
SG&A	1,031.28	25.6%	760.46	25.6%	-35.6%
EBITDA	158.30	4.0%	286.67	9.7%	-44.8%
Depreciation and amortisation expense	103.46	2.6%	55.31	1.9%	-87.1%
EBIT	54.84	1.4%	231.36	7.9%	-76.3%
Other Income	459.33	11.4%	499.62	16.8%	-8.1%
Interest Expenses	20.60	0.5%	2.42	0.1%	751.2%
Profit Before Tax	493.57	12.3%	728.56	24.5%	-32.3%
Tax Expenses	103.54	2.6%	113.31	3.8%	8.6%
Profit After Tax	390.03	9.7%	615.25	20.7%	-36.6%
Attributable to owners of the Company	392.56	100.6%	615.25	100.0%	-36.2%
Attributable to non-controlling interests	(2.53)	-0.6%	-	-	-

Income statement summary - YTD FY25 consolidated nature wise

(₹ M)

Particulars	FY 25 YTD	%	FY 24 YTD	%	Growth over FY 24 YTD
Revenue from Operations	4,029.03	100.0%	2,974.37	100.0%	35.5%
Other Income	459.33	11.4%	499.62	16.8%	-8.1%
Total Revenue	4,488.36	111.4%	3,473.99	116.8%	29.2%
Employee benefit expense	3,142.07	77.9%	2,240.00	75.2%	-40.3%
Other expenses	728.66	18.1%	447.70	15.1%	-62.8%
Depreciation and amortization expense	103.46	2.6%	55.31	1.9%	-86.9%
Finance cost	20.60	0.5%	2.42	0.1%	-751.2%
Total Expenses	3,994.79	99.1%	2,745.43	92.2%	-45.5%
Profit Before Tax	493.57	12.3%	728.56	24.5%	-32.3%
Tax Expenses	103.54	2.6%	113.31	3.8%	8.6%
Profit After Tax	390.03	9.7%	615.25	20.7%	-36.6%
Attributable to owners of the Company	392.56	100.6%	615.25	100.0%	-36.2%
Attributable to non-controlling interests	(2.53)	-0.6%	-	-	-

Balance sheet summary - consolidated (1 of 2)

(₹ M)

Particulars	December 31, 2024	%	March 31, 2024	%
ASSETS				
Non-current assets				
Property, plant and equipment (incl CWIP)	348.58	3.7%	327.53	3.5%
Right to use assets	256.41	2.7%	77.22	0.8%
Intangible assets	68.65	0.7%	78.71	0.9%
Goodwill	100.47	1.1%	100.47	1.1%
Financial assets				
(a) Investments	5,348.15	56.6%	6,102.18	65.9%
(b) Other financial assets	56.05	0.6%	32.03	0.3%
Deferred tax assets	11.11	0.1%	40.61	0.4%
Income tax assets	699.07	7.4%	567.16	6.2%
Other non-current assets	8.84	0.1%	3.45	0.0%
Total non-current assets	6,897.33	73.0%	7,329.36	79.1%
Current assets				
Financial assets				
(a) Investments	673.18	7.1%	213.76	2.3%
(b) Trade receivables	1,030.66	10.9%	657.68	7.1%
(c) Unbilled revenue and contract assets	451.74	4.8%	310.11	3.4%
(d) Cash and cash equivalents	178.48	1.9%	551.57	6.0%
(e) Derivative assets	19.24	0.2%	8.66	0.1%
(f) Other financial assets	86.88	0.9%	54.50	0.6%
Other current assets	116.45	1.2%	130.78	1.4%
Total current assets	2,556.63	27.0%	1,927.06	20.9%
Total	9,453.96	100.0%	9,256.42	100.0%

Balance sheet summary - consolidated (2 of 2)

(₹ M)

Particulars	December 31, 2024	%	March 31, 2024	%
EQUITY AND LIABILITIES				
Equity share capital	151.06	1.6%	150.78	1.6%
Other equity	7,627.37	80.7%	7,537.46	81.4%
Total Equity	7,778.43	82.3%	7,688.24	83.0%
Non-controlling interests	152.00	1.6%	154.57	1.7%
Liabilities				
Non-current liabilities				
Financial liabilities				
(a) Lease liabilities	211.91	2.2%	59.74	0.7%
(b) Other financial liabilities	62.28	0.7%	64.62	0.7%
Provisions	77.89	0.8%	58.02	0.6%
Total non-current liabilities	352.08	3.7%	182.38	2.0%
Current liabilities				
Financial liabilities				
(a) Trade payables	202.52	2.1%	162.78	1.8%
(b) Lease liabilities	57.92	0.6%	20.24	0.2%
(c) Other financial liabilities	160.52	1.8%	176.28	1.9%
(d) Derivative liabilities	24.40	0.3%	-	0.0%
Deferred revenue	88.06	0.9%	277.54	3.0%
Other current liabilities	217.19	2.3%	214.07	2.3%
Provisions	211.21	2.2%	175.94	1.9%
Income tax liabilities	209.63	2.2%	204.38	2.2%
Total current liabilities	1,171.45	12.4%	1,231.23	13.3%
Total	9,453.96	100.0%	9,256.42	100.0%

Key metrics (1 of 2)

Customer Metrics	Q3 FY 25	Q2 FY 25	Q3 FY 24
Revenue by geography - Consolidated (In %)			
North America	38%	37%	39%
EMEA	25%	27%	30%
India	27%	26%	26%
APAC	10%	10%	5%
Client Concentration (In %)			
Top 5 client contribution to revenues	33%	33%	35%
Top 10 client contribution to revenues	57%	54%	58%
Relationships with Customers (TTM)	19	17	17
\$1M - \$4M clients	16	16	16
\$4M + clients	3	1	1
Revenue Metrics	Q3 FY 25	Q2 FY 25	Q3 FY 24
Revenue Split (In ₹ M)	1,445	1,350	964
Onsite	326	294	205
Offshore	1,119	1,056	759
Revenue by Project Type (In ₹ M)	1,445	1,350	964
Time and Material	1,167	1,124	835
Fixed Price	278	226	129

Key metrics (2 of 2)

Employee Metrics	Q3 FY 25	Q2 FY 25	Q3 FY 24
Total Employees (Consolidated)	1,877	1,707	1,388
Engineering	1,628	1,477	1,187
Corporate	249	230	201
Hiring Metrics			
Gross Adds	237	158	65
Net Adds	170	85	7
Attrition			
Attrition % Annualized (Based on Voluntary attrition only)	8.3%	9.8%	10.4%
Attrition % LTM (Based on Voluntary attrition only)	6.7%	9.2%	14.0%
Utilization			
Utilization, including trainees (In %)	76.7%	75.4%	66.6%



THANK YOU



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