Ref. No.: TTL/COSEC/SE/2025-26/91

February 25, 2026

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai- 400001, India
Scrip Code: 544028

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (E),
Mumbai – 400 051, India
Trading symbol: TATATECH

Dear Sir / Madam,

Subject: Analyst / Institutional Investor Meetings - Presentation

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and in continuation of our letters dated February 20, 2026 informing the exchange regarding the schedule of Analyst/Institutional Investor Meetings/Conference with the management of the Company to be held on February 26 and February 27, 2026, please find enclosed the copy of the presentation to be made to the investor(s) / analyst(s) during the meetings.

This is for your information and records.

For **Tata Technologies Limited**

WARREN KEVIN HARRIS
Digitally signed by WARREN KEVIN HARRIS
Date: 2026.02.25 18:52:15 +05'30'

Warren Harris
CEO and Managing Director
DIN: 02098548

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TATA TECHNOLOGIES

Tata Technologies Investor Presentation

Feb 2026

Scrip: BSE 544028, NSE: TATATECH

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Disclaimer

This release may include opinions and assumptions about future performance which could be considered forward-looking statements. Forward-looking statements intrinsically cover several risks and uncertainties, which may lead to a material difference between actual results and the statements themselves. Such statements comprise the company's current visibility on market movements, client discussions, and related factors. Tata Technologies Limited does not assume an obligation to update or revise any forward-looking statements.

Certain analysis undertaken and represented in this document may constitute an estimate from the Company and may differ from the actual underlying results.

TATA TECHNOLOGIES

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THE MARKET IS TURNING AGAIN

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Last 12 – 18 months: A pause in decisions, not in demand

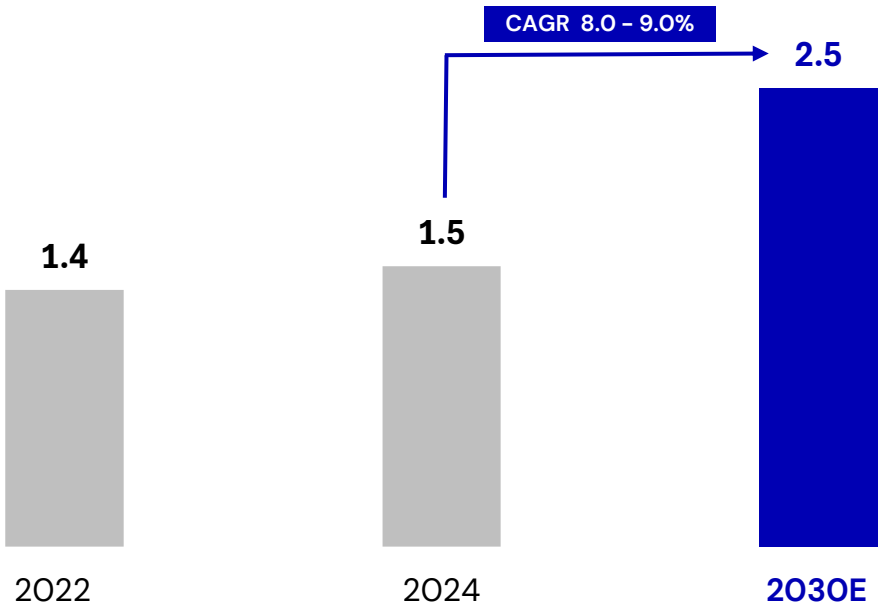
Manufacturing Paused Decisions – Not Ambition

The automotive ER&D market has experienced delays rather than cancellations of key projects.

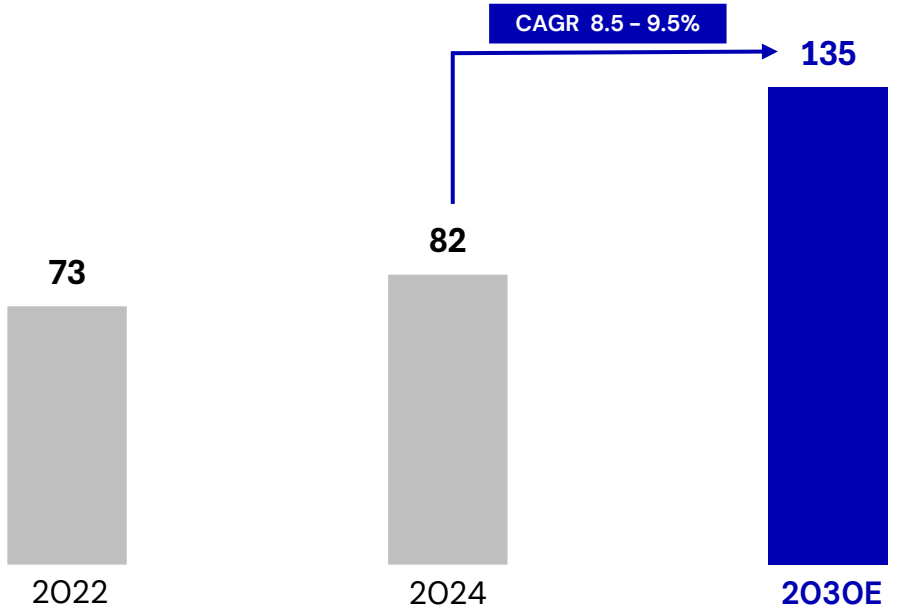
Factors Driving Delays

Geopolitical uncertainty, tariff fluctuations, and changing propulsion strategies have caused program delays.

Global enterprise ER&D spending (US$ Tn)



Global enterprise ER&D outsourcing (US$ Bn)



Despite recent slowdowns from macro headwinds, Global ER&D outsourcing and spending is set for strong long-term growth

Source: NASSCOM

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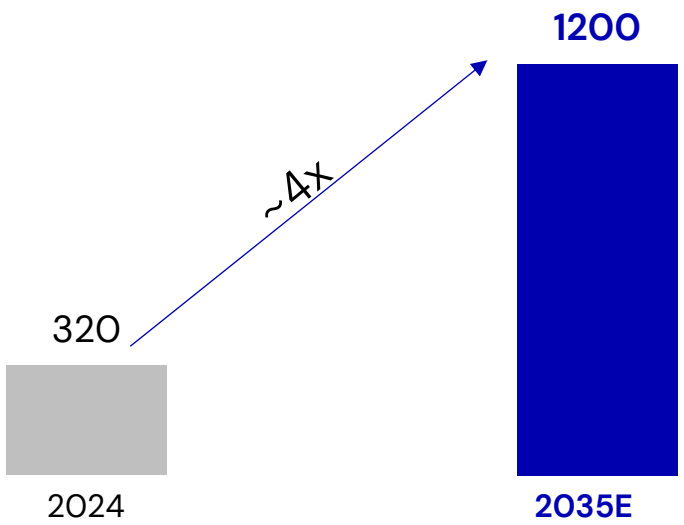
Why manufacturing rebounds differently

- Global ER&D spend shows that manufacturing investment follows new product, platform, and propulsion decisions - not sales cycles.
- To stay competitive and gain market share, both traditional and new players must boost R&D, launch products, and cut prices.
- **When platform and propulsion decisions restart, engineering spend follows. This creates step-ups, not gradual recoveries.**

Automotive Software and Electronics Market (US$Bn)



	Automotive (13-14%)	Aerospace & Defense (5-6%)
Growth Drivers	/ SDVs and ADAS / AI-driven cost optimization and services / Shift towards hybrid and fuel cell / Powertrains	/ Fleet expansion and space investment / Sustainable aviation technologies / MRO modernization and workforce digitization
Engineering priorities	/ Electrification and battery R&D / SDVs, SDV middleware and connectivity / Manufacturing automation and EV BMS / AI integration in design and autonomy / Supply chain localization / AUTOSAR safety, ADAS validation	/ AI-driven maintenance and operations / Supply chain visibility and resilience / Workforce upskilling (digital and AI) and talent pipeline

Source: BCG , *NASSCOM report; Industry (% share in ER&D spend in 2024)*

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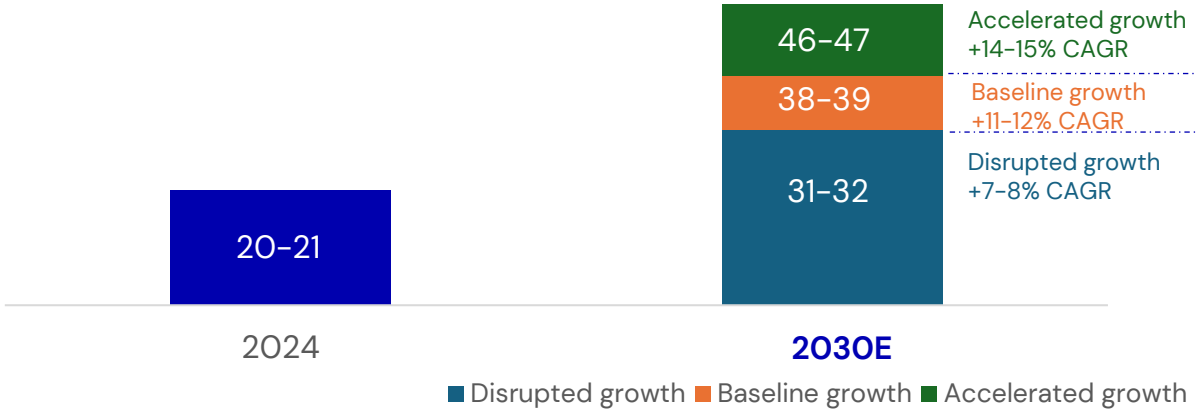
Why this inflection matters for Tata Technologies

Global ER&D services market addressed by Indian service providers (US$ Bn)

Source: NASSCOM



The evolving landscape favors partners equipped with **differentiated, end-to-end capabilities –** not just task execution. OEMs are raising the bar on what they expect from strategic partners.

System-Level Ownership

At Tata Technologies, we take full accountability for entire vehicle systems and outcomes - not just discrete deliverables.

Scale & Program Execution

We possess the ability to resource and run large, complex, multi-year programs with consistency, governance & measurable results.

Engineering–Manufacturing Continuity

We carry work seamlessly across the product digital thread - from engineering design through to manufacturing execution.

Beyond Modular Delivery

We shifted from fragmented, task-based models toward integrated, outcome-driven engagements that drive real competitive advantage.

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USING THE SLOWDOWN TO BUILD A MORE RESILIENT CORE

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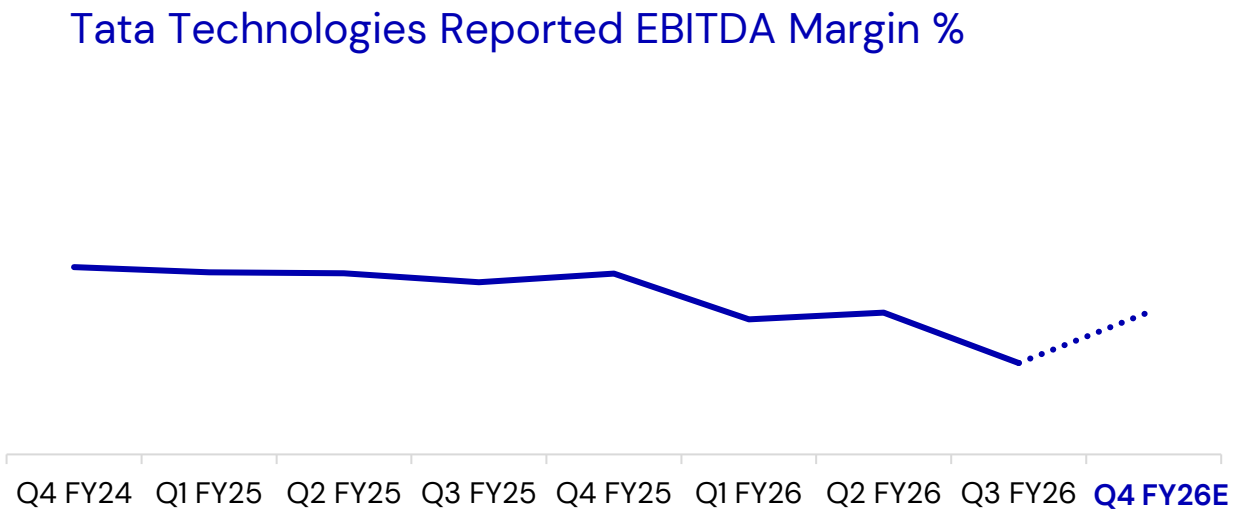
The model was stress-tested…

Margins Compressed



Note: Numerical values redacted; charts remain representative of actual data

Anchor Softness Surfaced

/ We observed softer anchor sentiment during the period, stemming from temporary operational challenges after a cybersecurity event.

/ While the event created near-term hesitancy, our underlying engagement model and long-term partnerships remain robust.

But Customer Relevance Held, Particularly Anchors

/ Increased strategic conversations spanning SDV, connected experiences, ADAS, digital twins, and end-to-end digital engineering.

/ Deep operational embeddedness continues to amplify with key customers.

/ Expanding OEM footprint that complements anchors (de-risks concentration without diluting relevance).

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...Yet it sustained and scaled

Diversification Advanced

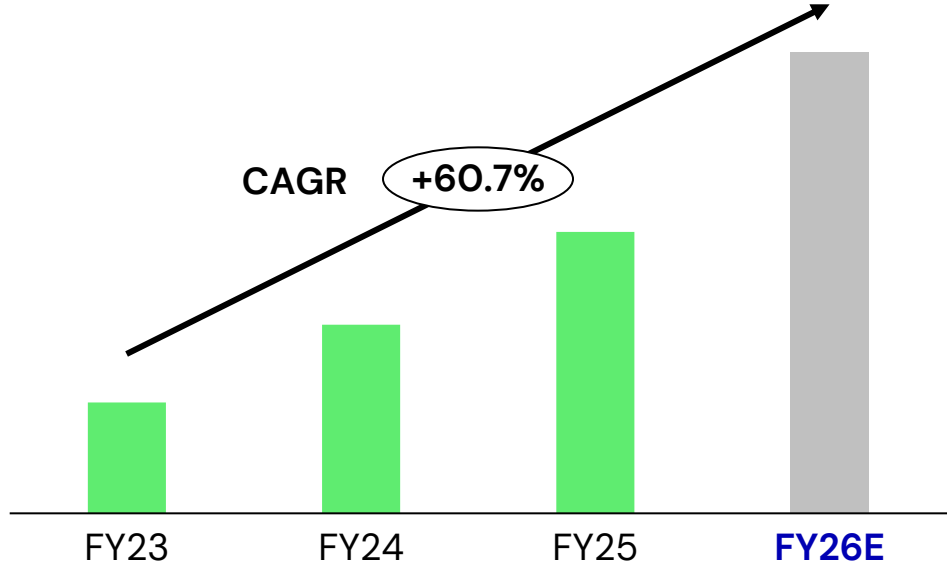
Diversification continues to advance, supported by the addition of marquee global OEMs such as BMW and Volkswagen, further strengthening our customer portfolio and expanding our presence across key mobility segments.

Engagement with BMW spans across Germany and in India through BMW TechWorks India (BTI)

We enabled growth in new-age areas within VW through the acquisition of ES-Tec Group, Germany

Portfolio Mix Improved

Our focus on Embedded Software and Services has improved our Portfolio mix and we are now uniquely positioned to address the Mechanical, Digital and Embedded requirements of our customers.



Embedded Revenue

Note: Numerical values redacted; charts remain representative of actual data

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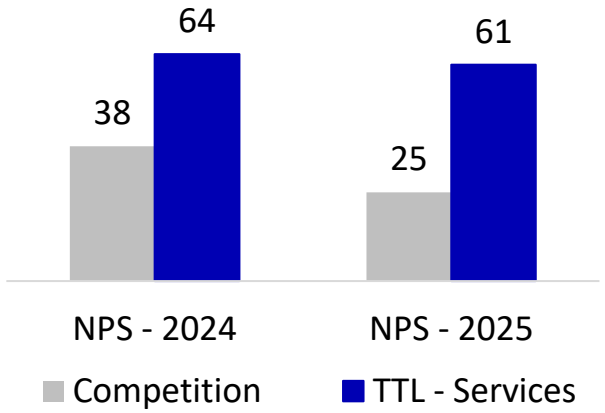
Our solutions continued to deliver excellent customer experience

Complete vehicle engineering including CAE and CFD Virtual Validation, and System Engg.

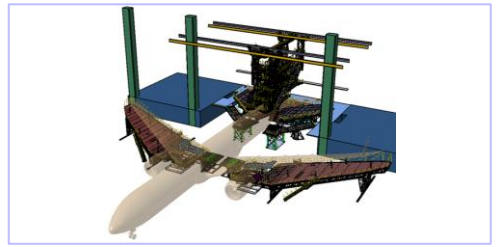
TTL overall NPS seen to be in the Top 10%ile among global technology services players



Gen AI Powered Sales Assistant for enhanced customer experience

Implemented Integrated Digital Ecosystem for JLR Chennai Plant

Full vehicle HIL lab for testing and validation at our European UK headquarter



Designing, manufacturing, and commissioning of advanced Docking Systems for a leading APAC airline

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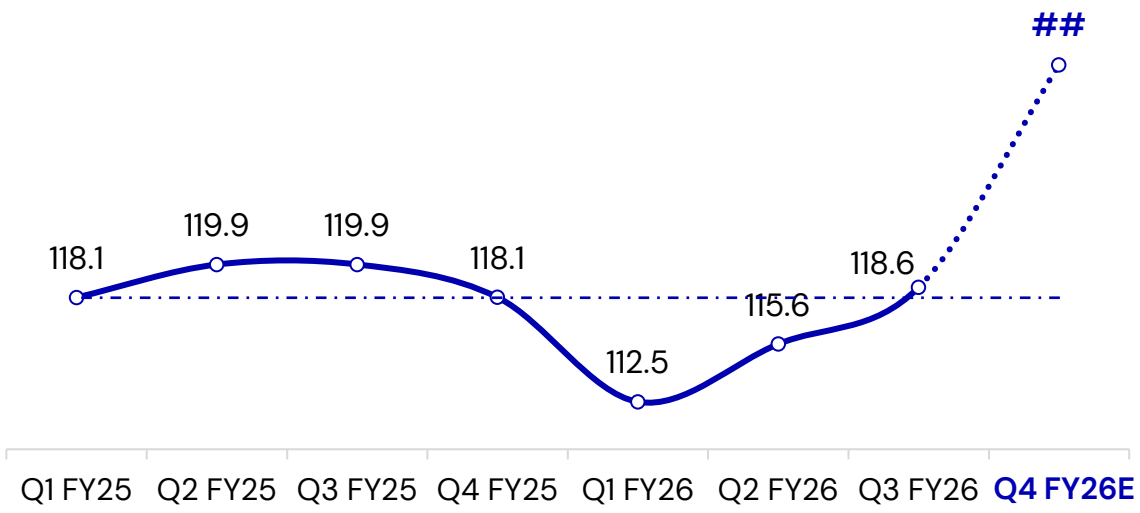
What held up through the downturn?

Our resilience has been demonstrated through recovery in services and portfolio diversification

Services Momentum Stabilized

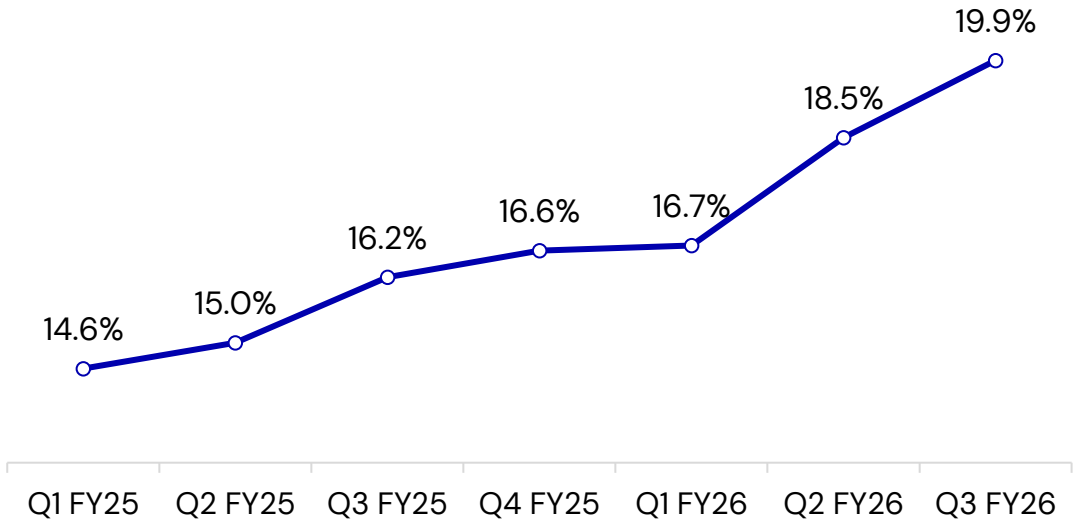
Tata Tech Services Revenue (USD mn)



##: Targeting c.10% QoQ sequential growth in Q4FY26

Revenue Contribution From Non-Auto Increased

Non-Auto Revenue as a % of Overall Services



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Enhancements we drove while the market slowed (1 of 3)

Tata Technologies acquired Germany-based ES-Tec Group for up to €75 million in late 2025, strengthening its presence in the German automotive market.

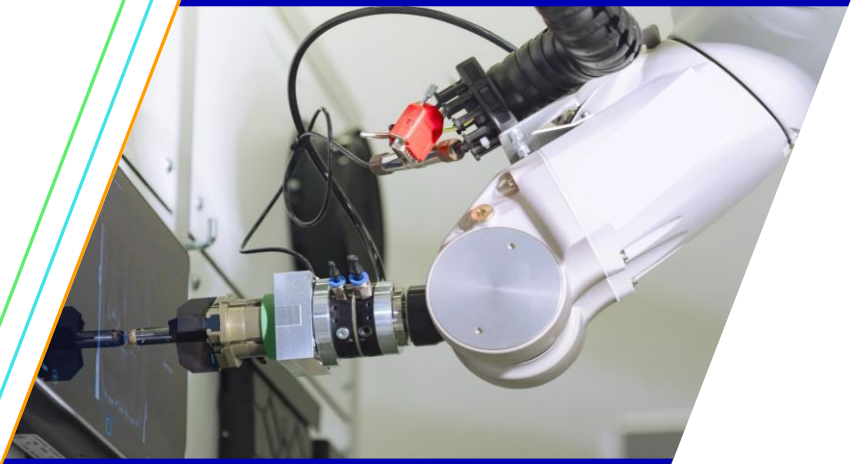
/ The deal expands capabilities in ADAS, connected mobility, digital engineering, and Software-Defined Vehicles (SDV).

/ Over 300 skilled engineers join Tata Technologies, enhancing its talent pool and supporting key clients like Volkswagen.

/ ES-Tec's established presence in Germany-one of the world's most advanced automotive innovation hubs.

/ It provides us with a strategic platform to scale ER&D operations, access top-tier engineering talent, and deepen our engagement with marquee OEMs.

Test Track in Morocco



Robot HIL Testing

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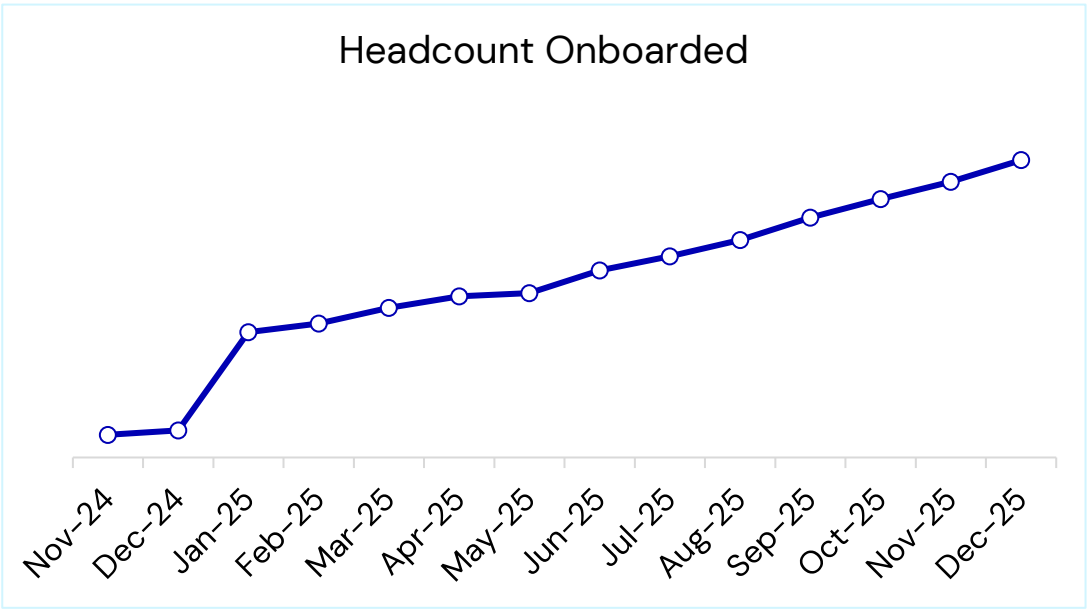
Enhancements we drove while the market slowed (2 of 3)

BMW TechWorks India | A TATA TECHNOLOGIES Joint Venture

Ramp-up

- Ramped up significantly with over 1,500+ team members onboarded by December 2025
- BTI will likely exceed the budgeted HC for FY26
- Intense FG transition exercise successfully concluded



Note: Numerical values redacted; charts remain representative of actual data

Delivery Excellence

- While managing the complexity team delivered 90%+ Delivery Reliability, 95%+ performance in Delivery Operations, and strong CSAT scores

TISAX

- Achieved TISAX AL2 certification: underscoring commitment to security and compliance

TISAX

People and Culture

- Diversity ratio of 25%
- High employee advocacy reflecting high engagement and satisfaction
- Referrals is a major source of Recruitment confirming higher employee satisfaction

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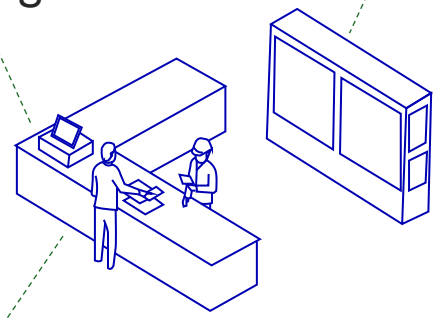
Enhancements we drove while the market slowed (3 of 3)

We integrated AI to optimize processes, enhance user experience, and drive competitiveness

Product engineering

AI for product design

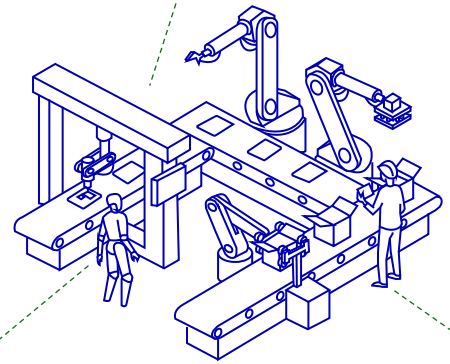
Automated BOM generation



Automating tech manuals with generative AI

Manufacturing engineering

AI-driven inventory management



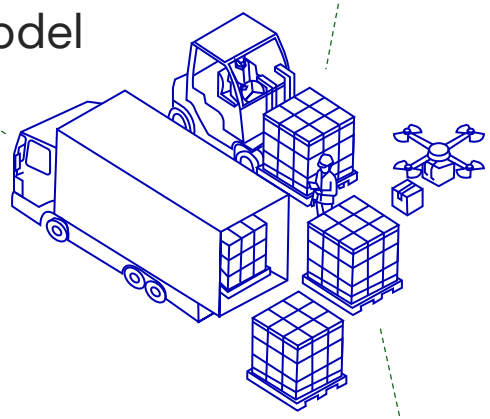
Visual quality inspection system

Factory co-pilot

After market

Gen AI virtual assistant for productivity

Customer retention model



ML-based warranty processing

CHROMOSOME | Framework for rapid domain-based AI/ML application deployment

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WHY WE ARE STRUCTURALLY DIFFERENT

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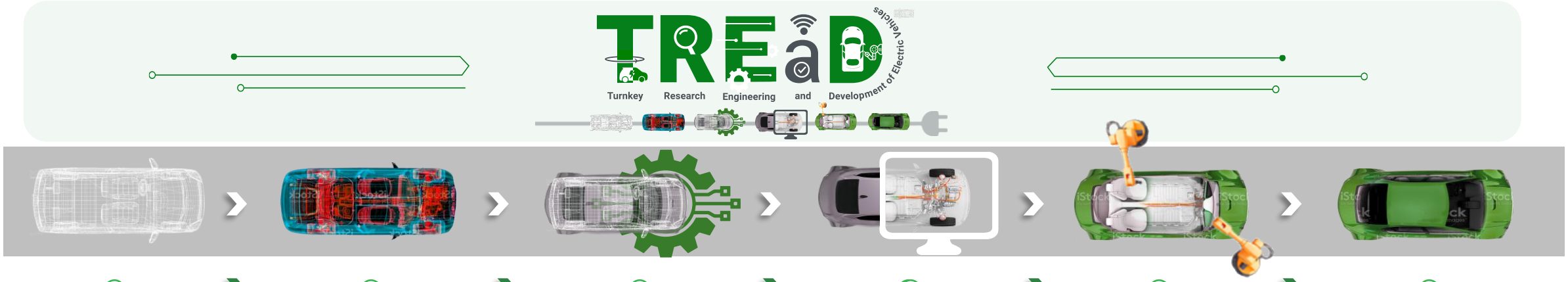
Turnkey Research, Engineering, and Development (TREaD)

Our program covers the complete spectrum of solutions around full vehicle program with improved time-to-market.

Turnkey Vehicle Development Capabilities: From Concept to Launch

Over the years, we have successfully developed all types of vehicles, right from high volume to luxury & xEV to performance cars. Our deep engineering expertise in turnkey vehicle development programs makes us the preferred one-stop engineering service provider for our clients.



Digital thread enablement across processes & enterprise applications

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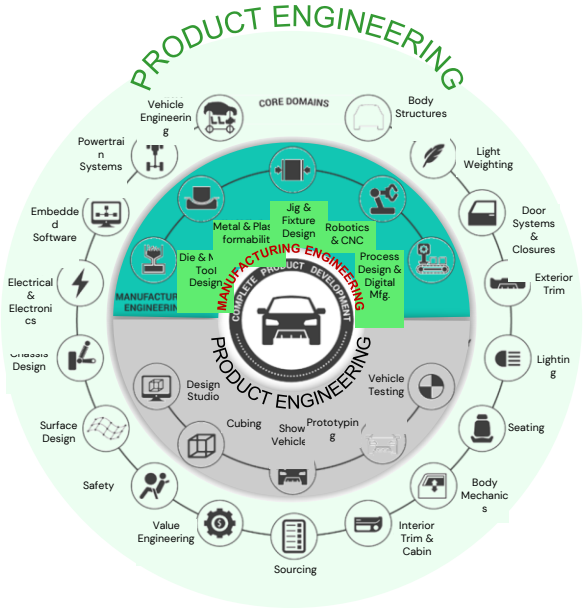
Full Vehicle Program (FVP) Delivery Capability

Amongst the 1st

- / ESPs from India to deliver full turnkey vehicle program for global automotive OEM.
- / ESPs to build body assembly line for an Indian OEM.
- / ESPs to manufacture tooling for an Indian OEM.



35+
Full Vehicle Programs (FVPs)

12+
Mid Cycle Facelift (MCF) programs

15+
Green Energy Programs (BEVs)

250+
Vehicle Programs delivered over 30 years

5+
New energy vehicle (NEV) platform engineering

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We operate with Vehicle-level accountability

While most global ER&D players typically focus on discrete domains, subsystems, or component-level engineering …

We integrate across the vehicle

OEM captive centers are often constrained by their internal structures, legacy processes & program-specific silos …

We function with flexibility, scale & Cross-Program Learning

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WHY AI REINFORCES, NOT REPLACES, THIS ADVANTAGE

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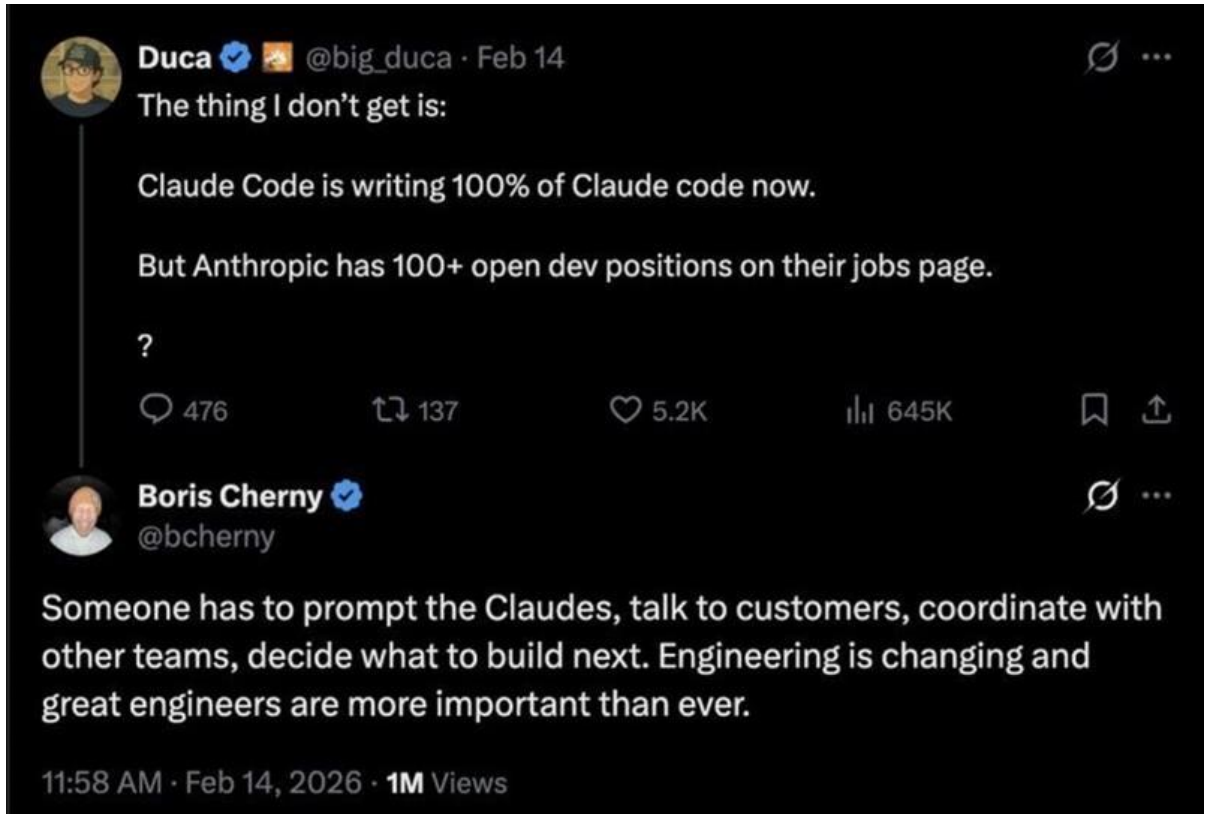
AI : Unbearable disruption for some, unprecedented opportunity for others



Software Development is having its existential crisis moment. Engineering is not.

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We are taking an integrated approach across Digital Thread, Agentic AI, and MBSE to accelerate product lifecycles: applicable to Auto, IHM, Aero ++

Objective: To transform product lifecycles by integrating Agentic AI with MBSE, enabling faster concept-to-production cycles, right-first-time engineering, and scalable cost structures-while preserving safety, quality, and human accountability.

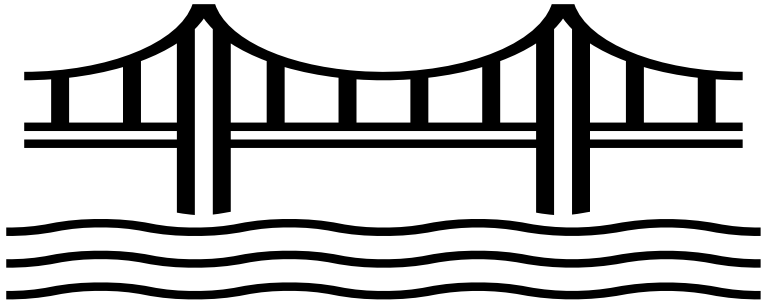
The Problem

- x OEMs face increasing complexity due to SDV, regulatory pressures, and volatile supply chains.
- x Traditional document-centric engineering workflows are slow, fragmented, and prone to late-stage rework.
- x Supply chains remain reactive, and manufacturing quality issues often surface too late, leading to cost overruns and delayed launches.

The Solution – **Establish continuous digital thread across engineering, supply chain, manufacturing and quality operations.**

- ✓ Generative Engineering with MBSE validation
- ✓ Agentic orchestration and simulation
- ✓ Predictive analytics and optimization
- ✓ AI assistants for traceability and compliance

AI proposes designs and decisions, MBSE validates them, and humans retain final approval authority.



From Systems of Record (Traditional PLM) → a System of Intelligence

The End State

- ➢ Faster time-to-market for new vehicle programs
- ➢ Reduced engineering and validation costs
- ➢ Improved quality and compliance confidence
- ➢ Enhanced resilience to supply chain disruptions
- ➢ Scalable, AI-augmented engineering capacity

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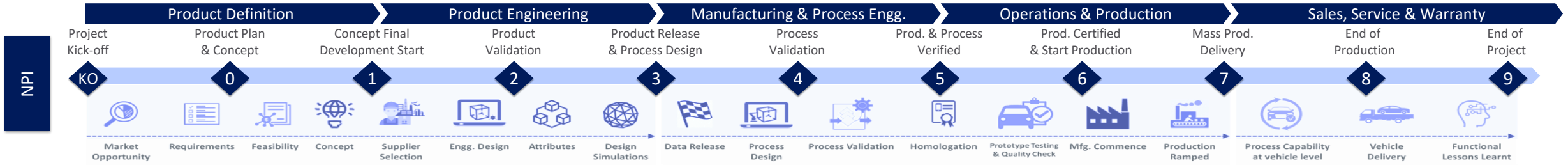
We have established clarity around focus areas to incorporate AI into the Automotive New Product Introduction (NPI) value chain



ENGINEERING

- AI for Product Design
- AI in Software Engineering
- Technical Component Manual Automation with Gen AI (G)
- Gen AI styling solutions for design studio (G)

MANUFACTURING & SUPPLY CHAIN

- Factory Co-Pilot (G)
- Enabling higher production through Predictive Maintenance
- AI driven Visual Quality Inspection system to improve the product Quality
- Gen AI Powered Warranty vehicle analysis (G)
- AI driven Intelligent Inventory Management

AFTER MARKET

- Identification of upselling opportunities with the help of AI
- Reduction in customer churn by enabling Customer Retention model
- Virtual sales Assistant powered by Gen AI for Productivity improvement (G)
- Virtual Assistant for Field Service Engineer (G)

G *Use of Generative AI*

A STRUCTURALLY STRONGER COMPANY ENTERING THE UPCYCLE

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Automotive remains the core, and the opportunity is expanding

The engineering required to bring a modern vehicle to market has skyrocketed – and we are built to capture every layer of that complexity.

Our Moat

- **End-to-end vehicle engineering DNA**
- **Turnkey capability** = strategic partner, not vendor
- **Deep OEM Relationships:** Trusted partner to leading global automakers.
- **Proven EV & Digital Capabilities:** Strong track record in electrification, connected vehicles, and digital twins.
- **Scalable Global Talent:** Engineering hubs aligned with automotive innovation clusters.
- **Resilient Delivery Model:** Ability to manage cost, quality, and speed across programs.

The Complexity Matrix

- **Software-defined vehicles** driving embedded, cloud, and cybersecurity complexity
- **EV transition** requiring new architectures and large-scale outsourced engineering
- Shift toward highly **connected, intelligent, and safety-driven vehicle architectures**
- **Industry 4.0:** Digital twins, IT/OT convergence
- Tighter **regulations** increasing simulation & validation needs
- **Margin pressures** on OEMs increasing structural outsourcing

TTL is engineered for complexity.
Our automotive MOAT only strengthens as the industry transforms.

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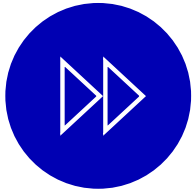
Operating at “China Speed, China Cost, Western Quality” – Enabling “China for China” and “China for the World”

China Cost

- Established delivery presence in China to support global OEMs and JVs.
- Access to competitive engineering and manufacturing ecosystems within China.
- Blended global delivery model (India–China–Europe-US) optimizing total program cost.
- On-ground teams enabling proximity-driven collaboration while maintaining IP-secure global governance.



China Speed

- Ability to execute at the pace of China’s high-velocity manufacturing environment.
- Rapid engineering change management aligned with local supply chains and production systems.
- Real-time collaboration with customers’ China operations, reducing iteration cycles and approval delays.
- Faster industrialization support from design to production ramp-up.

Western Quality

- Strong delivery footprint in NA and EU supporting our customers across verticals.
- Adherence to stringent regulatory standards.
- Deep capabilities in safety-critical systems, certification, and validation.
- Mature program governance and documentation rigor embedded across global teams.

Tata Technologies is uniquely positioned as the critical bridge – connecting the strength of China’s ecosystem with global clients and markets.

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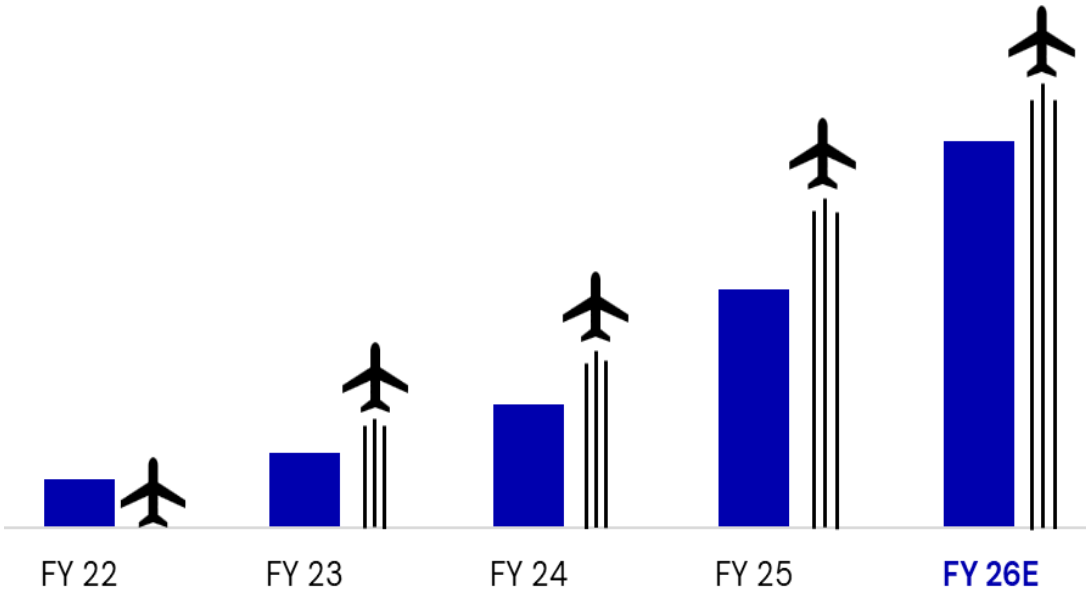
Aerospace offerings spread across Airframes, Propulsion, MRO, Industrialization & Aviation Services – Enabling End-to-End Digital Transformation

- **Designing, manufacturing, and commissioning** of **advanced Docking Systems** for a leading APAC airline.
- **Strategic partner** for EMES3 – Engineering, Manufacturing Engineering. Customer services strategic supplier.
- Delivered **end-to-end airframe design, from concept development to detailed engineering** for a European aerospace Company.
- Optimized **aircraft seating systems design** for manufacturability and production readiness in Europe.
- Enabled **engine manufacturing using digital engineering and twin technologies** for a UK-based customer.
- **Deployed Cobot** to enable smart aerospace manufacturing for a European OEM.
- Enhanced performance through resolution of **landing gear non-conformities** for a European customer.
- Enabled **part refurbishment support** to an airline company in APAC.

Aerospace revenues grew **8x** over four fiscal years



Note: Numerical values redacted; charts remain representative of actual data

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Tata Group: recent developments strongly indicate tailwinds for a multi-year, structural growth runway for our company

Illustrative; not exhaustive

1

JLR + Tata Motors BEV/SDV Shift = Multi Year Engineering & Software Demand

TTL is positioned for **BEV cost-out, MBSE, feature industrialization, OTA/DevOps, validation acceleration**, and **common EV software stacks** across JLR + TML

2

Agratas Gigafactories (UK + India) = Vehicle–Battery Integration Opportunity

TTL can scale via **pack engineering, BMS V&V, MES/MOM, ramp digital twins, FPY/OEE analytics**, and **closed-loop battery-vehicle telemetry** for TML/JLR

3

Air India Vihaan.AI Transformation = Aviation Engineering & Digital Ops Window

TTL can grow in **cabin retrofit engineering, reliability analytics, MRO digital twins**, and process optimization to support the airline's scaling

4

Tata Power's Renewable & Storage Investment Wave = Electrified Mobility & Industrial Energy Use Cases

TTL can scale through **fleet electrification (e-bus/e-CV depots), micro-grids, DER controls, plant energy optimization**, and **digital field-operations systems**

5

Tata Steel (Port Talbot) Green Steel Transition = Industrial Digital Play

TTL can expand in **industrial digital twins, PdM, energy & quality analytics**, and **automation consulting**

6

Tata Motors × IVECO: A New Global CV Platform = Massive Engineering Adjacency for TTL*

Integration requires **platform harmonization, modularization, VAVE, regulatory engineering, digital PLM/ALM**, and **connected uptime** solutions–**all core TTL capabilities**

Across Commercial Vehicles, Passenger EVs, Batteries, Green Energy, Green Steel, and Aviation, the Tata Group is executing once in a decade transformations.
Each demands product engineering, digital thread build out, software acceleration, industrial analytics, and systems integration–TTL's core strengths.

*Contingent on transaction completion

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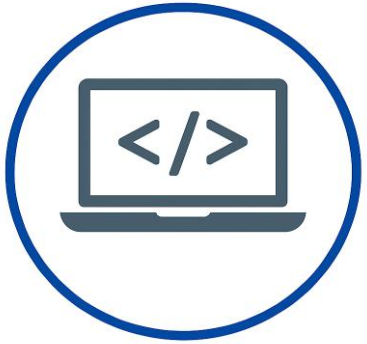
Capability diversification creates leverage

From mechanical to full-stack engineering. Same foundation, more leverage.

Tata Technologies has systematically expanded beyond its mechanical engineering roots. Embedded systems, software, and AI are now integrated across the full product lifecycle - enabling scalable delivery and margin recovery.

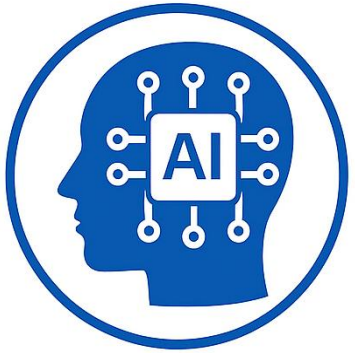
Mechanical Core

- Deep domain expertise in vehicle engineering & product development



Embedded & Software

- Electronics, ADAS & software-defined vehicle capabilities



AI Integration

- AI-driven tools deployed across design, validation & delivery workflows

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Entering the upcycle structurally stronger

Automotive Core: Intact & Expanding

Deepened relationships with marquee OEM clients. Full-vehicle programs extending the breadth of engagement across platforms.

China - Faster Learning

Exposure to China's accelerated EV and software-defined vehicle cadence builds capability applicable globally.

Broader Industries & Capabilities

Aerospace, industrial & off-highway verticals provide revenue diversification and cross-pollinate engineering talent.

The downturn became a proving ground for Tata Technologies- emerging stronger, broader, and more resilient, with an expanded automotive core, accelerated learning from China, and a diversified base of clients and capabilities.

THE WAY AHEAD

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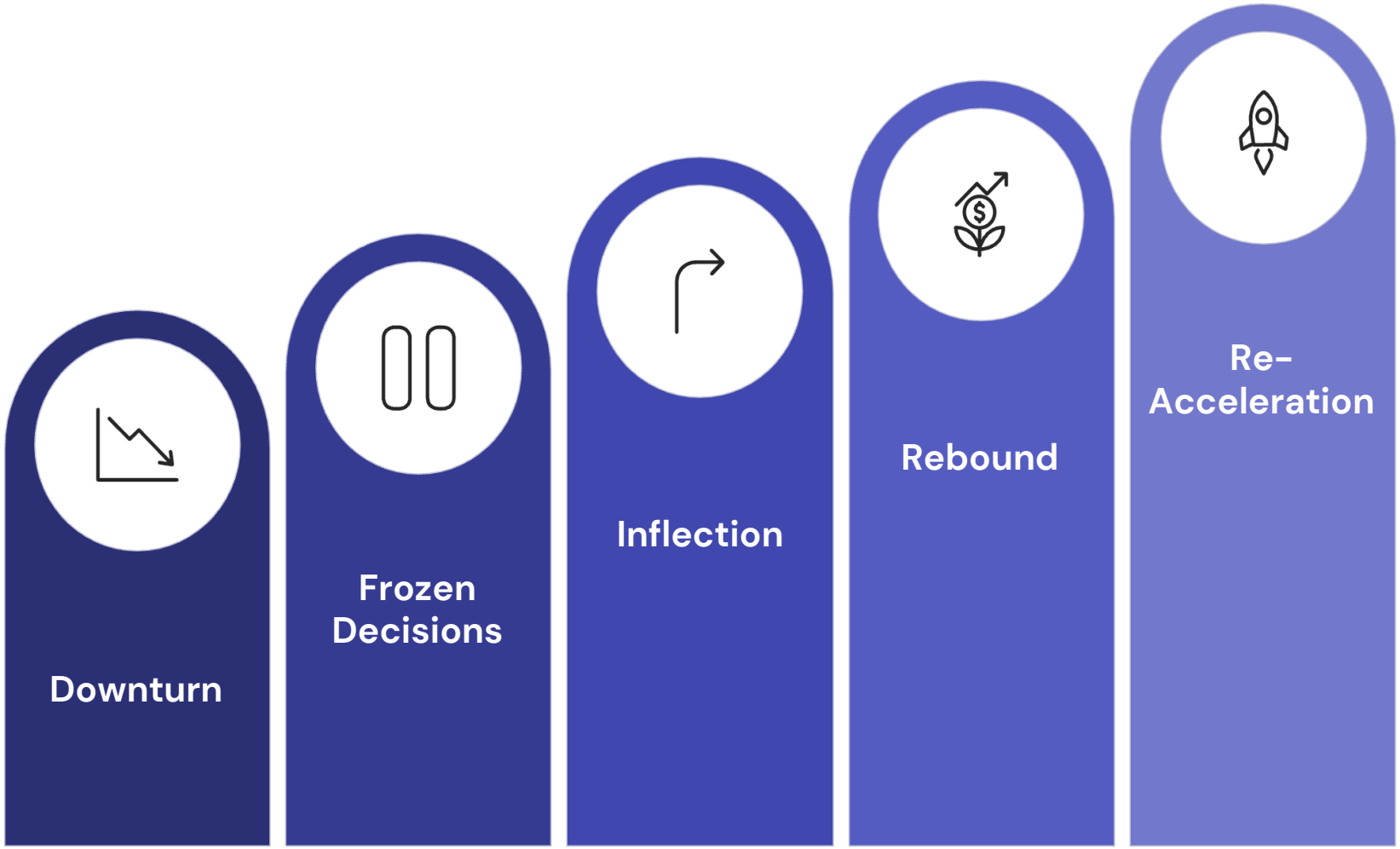
Clarity. Accountability. Confidence.



The Setup Is in Place

- Client decision-making is restarting.
- Portfolio positioned for strong rebound.
- Market conditions are reversing favorably.
- Precisely at the inflection point for opportunity.

Sustainable Growth Velocity

- Building durable, compounding momentum.
- Diversified portfolio enhances resilience.
- Structured for long-term outperformance.
- Resilient against single-point disruptions.

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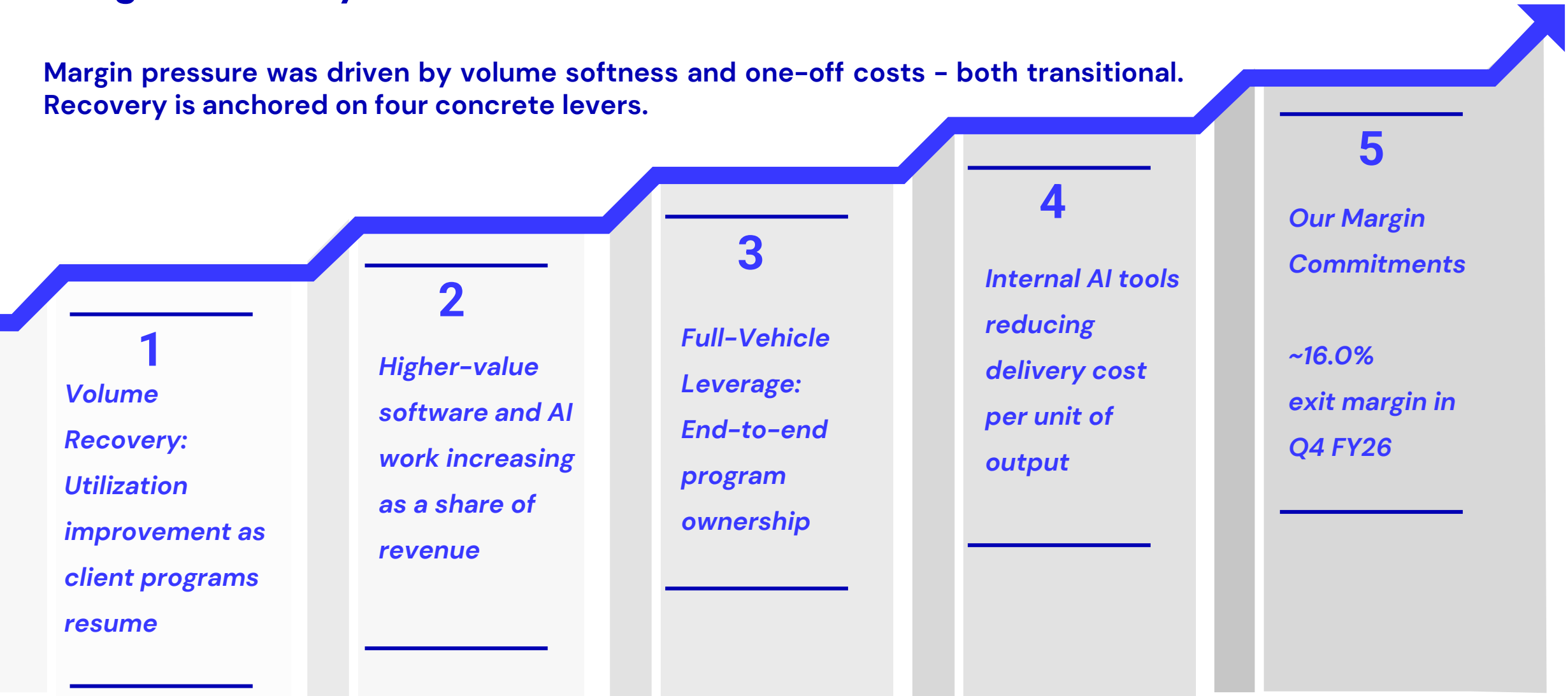
Margin recovery: clear and time-bound

Margin pressure was driven by volume softness and one-off costs - both transitional. Recovery is anchored on four concrete levers.



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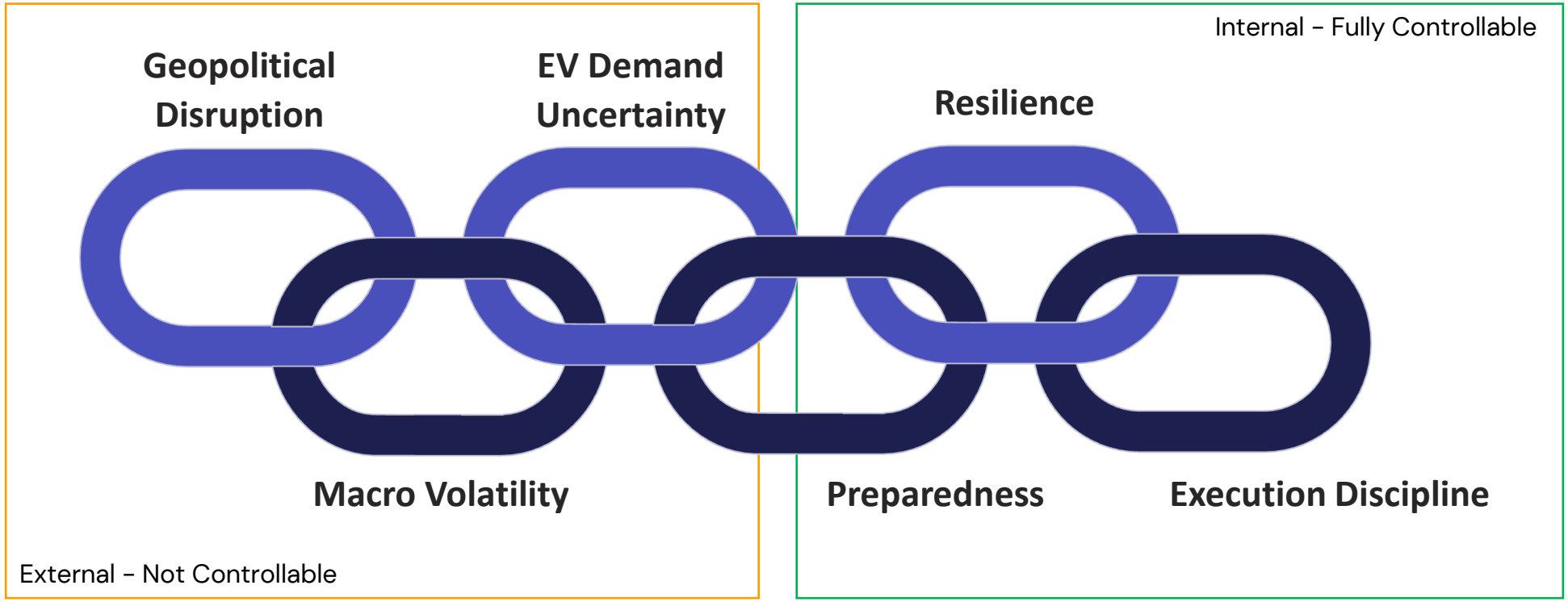
What remains a risk

We cannot eliminate macro uncertainty – but we can ensure our response to it is disciplined, deliberate, and decisive. The risks below are real. What separates us is how we are positioned to absorb and navigate each one.



We don't control the cycle - we control readiness.

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> “Tata Technologies is a diversified, global product engineering and digital engineering partner with full-vehicle development capabilities, entering the next upcycle structurally stronger, with clearer growth and margin visibility.”

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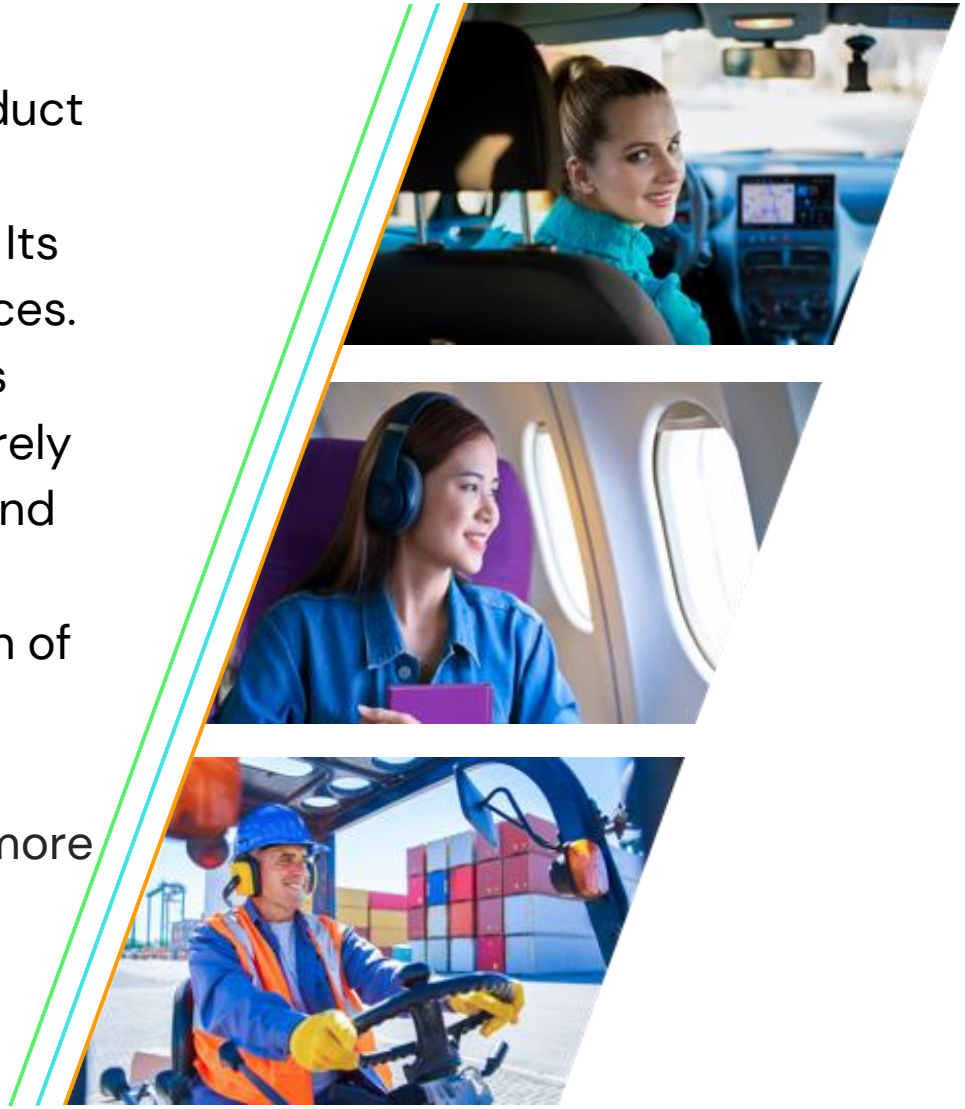
About Tata Technologies

Tata Technologies (BSE: 544028, NSE: TATATECH) is a global product engineering and digital services company focused on fulfilling Its mission of helping the world drive, fly, build, and farm by enabling Its customers to realize better products and deliver better experiences. Tata Technologies is the strategic engineering partner businesses turn to when they aspire to be better. Manufacturing companies rely on Tata Technologies to enable them to conceptualize, develop and realize better products that are safer, cleaner, and improve the quality of life for all the stakeholders, helping us achieve our vision of #EngineeringABetterWorld.

For more, visit us at https://www.tatatechnologies.com/ or learn more here. Follow us on Instagram, LinkedIn, Twitter, Facebook, and YouTube for the latest updates.



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