



Ref. No.: TTL/COSEC/SE/2026-27/10

May 4, 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: Investor/analyst presentation on audited financial results for the quarter and financial year ended March 31, 2026

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, enclosed herewith is the investor/analyst presentation with respect to audited financial results for the quarter and financial year ended March 31, 2026.

The same is also being made available on the Company's website www.tatatechnologies.com.

This is for your information and records.

For **Tata Technologies Limited**

Raghav Mulay

Company Secretary and Compliance Officer

Encl: As above

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Website: www.tatatechnologies.com



Investor presentation Q4' FY26

4th May 2026

Scrip: BSE 544028, NSE: TATATECH

#EngineeringASoftwareDefinedFuture



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.

Other Details

- **Reported EBITDA** is defined to exclude other income.
- **Reported EBIT** is defined as reported EBITDA plus share of profit from the equity accounted investee, plus deferred income, less depreciation & amortization

Q4 FY26 Financial highlights



Revenue

- Total Operating Revenue at ₹15,722 million, up 15.1% QoQ
- Services Segment Revenue at ₹12,196 million, up 15.0% QoQ
- In USD, Total Operating Revenue came in at \$170.8 million, up 12.4% QoQ in constant currency
- In USD, Services Segment Revenues came in at \$132.6 million, up 11.9% QoQ in constant currency



Profitability

- Operating EBITDA at ₹2,521 million; up 30.7% QoQ
EBITDA Margin at 16.0%; up 190bps QoQ
- EBIT stood at ₹2,204 million for the quarter; up 27.8% QoQ
EBIT Margin at 14.0%; up 140bps QoQ
- Net Income* at ₹1,625 million; up 20.3% QoQ
- Net Income Margin* at 10.3%; up 45 bps QoQ

*Q3'26 margins exclude one-time exceptional item due to new labor code and one-off acquisition related cost

*Q4'26 margins exclude one-time exceptional reversal in provision due to new labor code

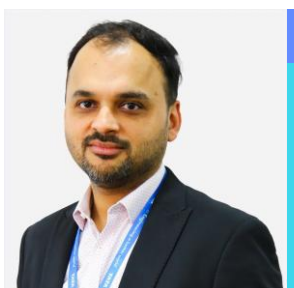
Message from the CEO & MD and the CFO



Warren Harris
CEO and MD

“

I am pleased that the momentum built in Q3 carried through to Q4, delivering 12% revenue growth in cc and a 190 bps margin expansion. This marks a clear inflection for the business, with growth broad-based rather than concentrated in any single customer or program. Strong execution against guidance, improving order book visibility, and rising wins in full-vehicle programs – which serve as a strategic wedge to deepen lifecycle engagement and enable systematic expansion across adjacent services – reinforce our confidence in FY27, where we continue to expect double-digit organic growth with sustainable margin expansion.



Uttam Gujrati
CFO

“

We delivered an outstanding quarter, marked by strong revenue growth, meaningful margin expansion, and robust free cash flow generation, underscoring excellent execution across the organization. Margins expanded on the back of operating leverage and sustained focus on efficiency. As we enter the new fiscal year, we do so with strong momentum and remain firmly focused on operational rigor to drive durable growth and profitability.

Strategic wins and new developments



Tata Technologies secured a multi-year, multi-million-dollar full vehicle engineering program with a leading Japanese automotive OEM, marking a scaled entry into the Japanese market and strengthening its Asia footprint.



A European luxury automotive OEM selected Tata Technologies to own their enterprise PLM Service Transformation and operations across all their product domains which includes engineering, manufacturing, supply chain, purchasing and IDT.



Tata Technologies has entered into a multi-year engagement with a Tier 1 automotive supplier for a superscale Global Engineering Centre (GEC) mandate. The engagement reinforces our position as a long-term strategic partner and creates opportunities to scale across complementary engineering, digital, and lifecycle offerings.



A North American commercial vehicle OEM has partnered with Tata Technologies to provide end-to-end services across PLM, Testing & QA, MES, and program management. This engagement supports the OEM's key strategic initiatives by enabling digital transformation and driving operational efficiency across its existing systems.



Tata Technologies has been engaged by a European automotive OEM to deliver supplier quality and coordination services, aimed at improving supplier governance and driving robust quality execution across the value chain.



A European automotive OEM has selected Tata Technologies for a long-term Comfort Electronics development and integration engagement spanning multiple vehicle platforms.



Financial & operational data



Income statement – consolidated

IND AS

INR Mn	Q4 FY25	Q3 FY26	Q4 FY26	QoQ	YoY	FY25	FY26	YoY
Revenue from operations	12,857	13,657	15,722	15.1%	22.3%	51,685	55,056	6.5%
Services Segment	10,241	10,602	12,196	15.0%	19.1%	40,274	42,563	5.7%
Technology Solutions segment	2,616	3,055	3,526	15.4%	34.8%	11,411	12,493	9.5%
Gross Profit	3,987	3,570	4,277	19.8%	7.3%	15,119	14,637	-3.2%
Services Segment	3,475	3,042	3,572	17.5%	2.8%	13,039	12,318	-5.5%
Technology Solutions segment	512	528	705	33.5%	37.8%	2,080	2,319	11.5%
Operating EBITDA	2,334	1,929	2,521	30.7%	8.0%	9,341	8,530	-8.7%
EBIT*	2,141	1,724	2,204	27.8%	2.9%	8,335	7,653	-8.2%
PBT**	2,581	1,868	2,272	21.6%	-12.0%	9,214	8,725	-5.3%
Net Income**	1,889	1,350	1,625	20.3%	-14.0%	6,770	6,332	-6.5%
EPS (diluted)**	4.65	3.32	4.00	20.4%	-13.9%	16.66	15.60	-6.4%
Margins (%)								
Gross Margin	31.0%	26.1%	27.2%			29.3%	26.6%	
<i>Service Segment</i>	33.9%	28.7%	29.3%			32.4%	28.9%	
<i>Technology Solutions segment</i>	19.6%	17.3%	20.0%			18.2%	18.6%	
Operating EBITDA Margin	18.2%	14.1%	16.0%			18.1%	15.5%	
EBIT Margin	16.7%	12.6%	14.0%			16.1%	13.9%	
Net Income Margin	14.7%	9.9%	10.3%			13.1%	11.5%	

*EBIT includes "share of profit from equity accounted investees" and "other deferral income"

**Q3'26 margins exclude one-time exceptional item due to new labor code and one-off acquisition related cost

**Q4'26 margins exclude one-time exceptional reversal of provision due to new labor code

Operational Performance

USD Mn	Q4' FY25	Q3' FY26	Q4' FY26	QoQ	YoY	In Constant Currency	
						QoQ	YoY
Revenue from operations	148.3	152.7	170.8	11.9%	15.2%	12.4%	14.3%
Service Segment	118.1	118.6	132.6	11.8%	12.3%	11.9%	9.9%

USD Mn	FY25	FY26	YoY	In Constant Currency	
				YoY	
Revenue from operations	610.8	619.8	1.5%	1.3%	
Service Segment	475.9	479.4	0.7%	-0.4%	

Q4 FY26 Key metrics

Services: Customer pyramid (LTM)

	Q4 FY25	Q3 FY26	Q4 FY26
> 50 Mn	2	2	3
10-50 Mn	3	4	5
5-10 Mn	10	8	6
1-5 Mn	29	32	33

Employee metrics

	Q4 FY25	Q3 FY26	Q4 FY26
Headcount	12,644	12,580	12,646
Voluntary attrition, LTM	13.2%	15.8%	16.2%

Headcount includes FTEs and contractors

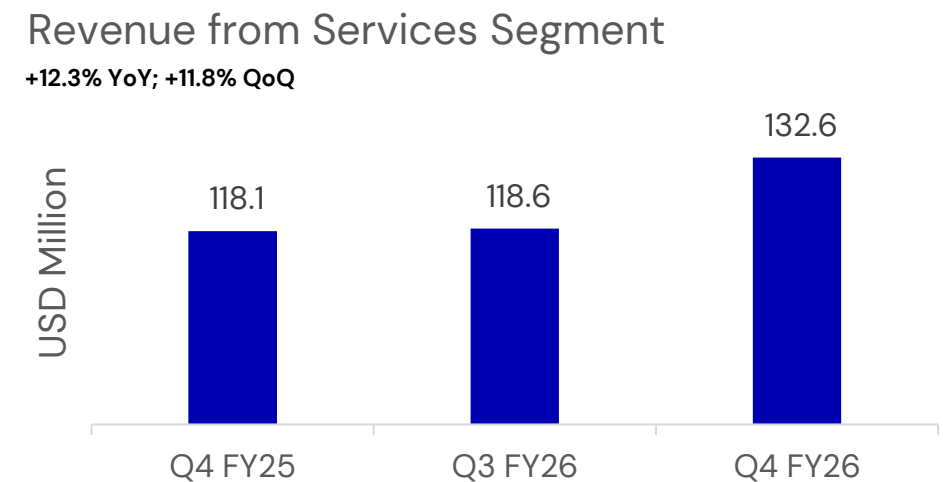
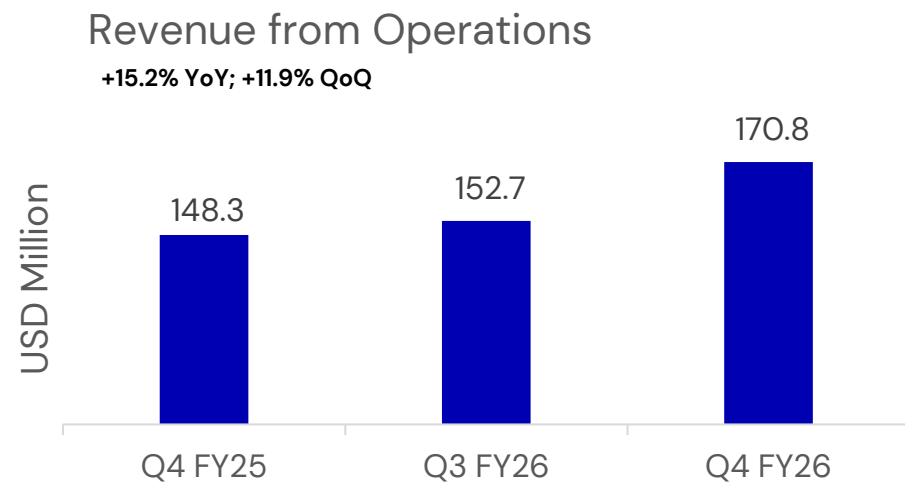
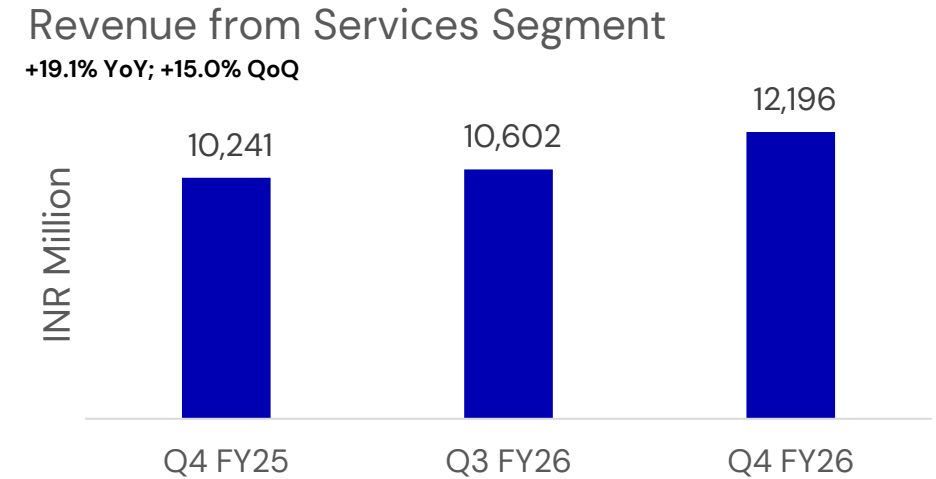
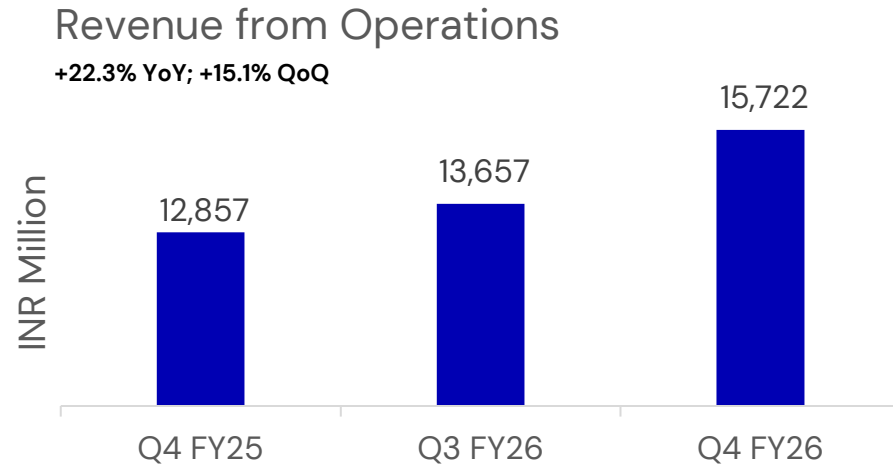
Liquidity metrics

	Q4 FY25	Q3 FY26	Q4 FY26
DSO : Billed + Unbilled (days)	81	111	95
Cash and Cash Equivalent (\$ Mn) ⁽¹⁾	174.7	129.2	195.5
FCF (INR Mn) ⁽²⁾	2,208	1,908	2,349

1) As on last day of the respective reporting period. Excludes restricted cash, if any

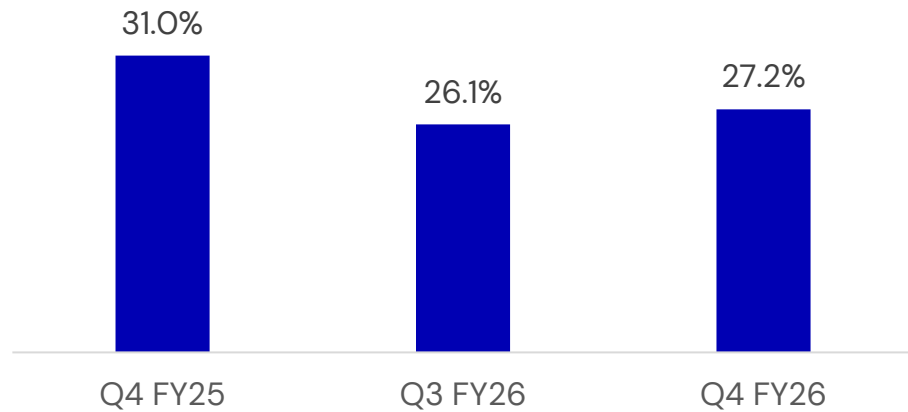
2) FCF computed as Adj. EBITDA (-) Net Capital Expenditure

Q4 FY26 Financial highlights

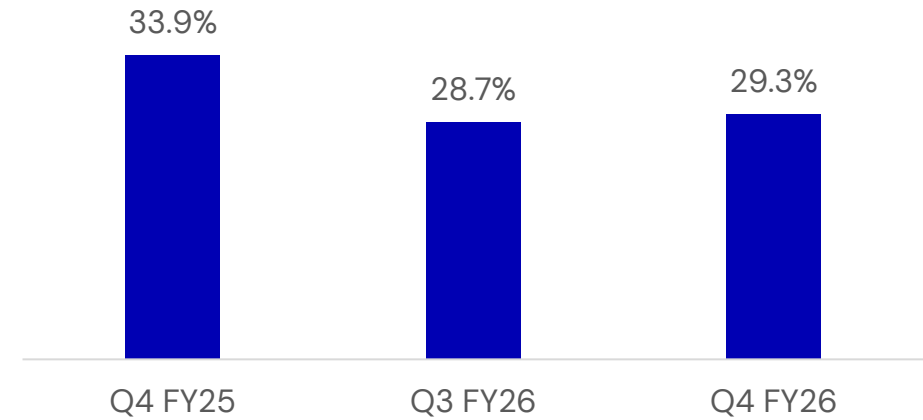


Q4 FY26 Financial highlights

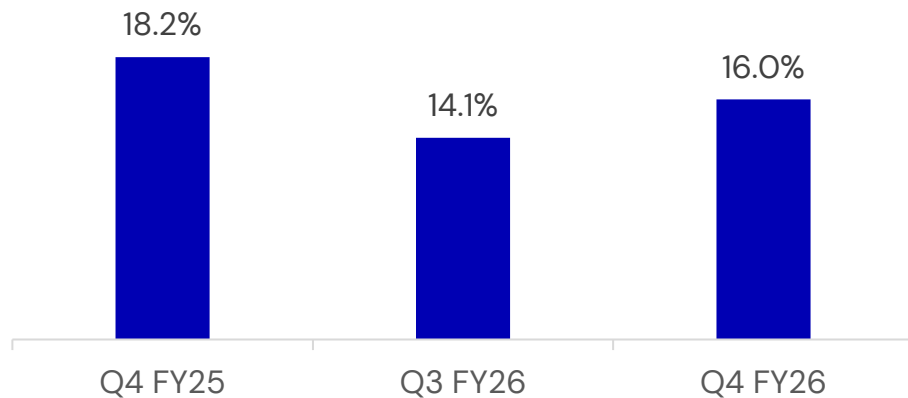
Gross Margin %



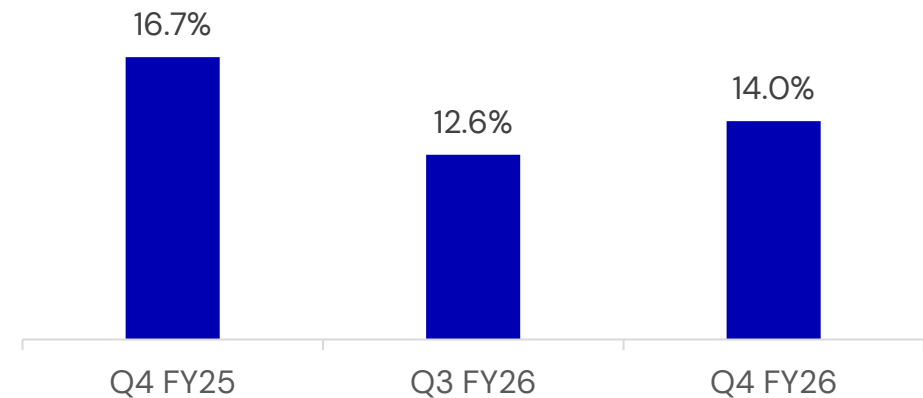
Gross Margin: Services Segment



Operating EBITDA Margin

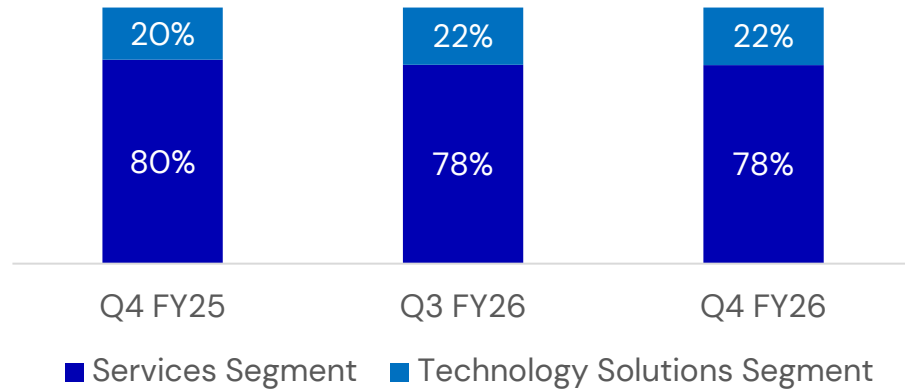


EBIT Margin

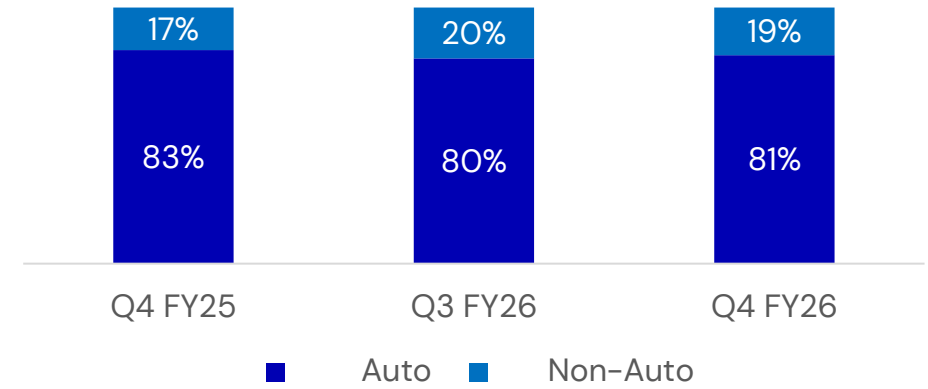


Q4 FY26 Financial highlights

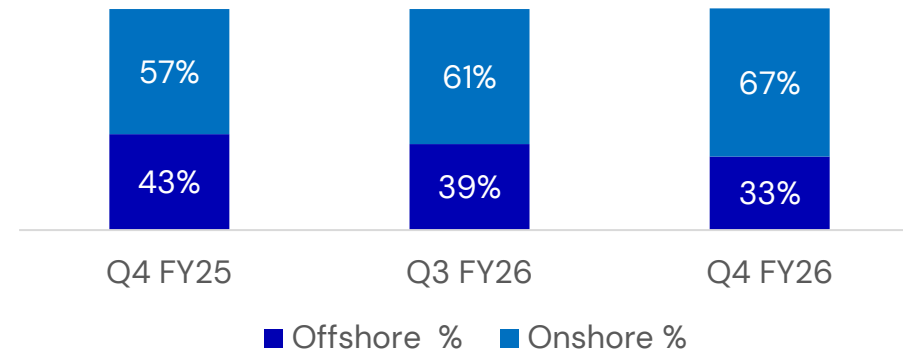
% of Operating Revenue



% of Services Segment Revenue



Revenue Mix



Offshore revenue represents Services revenue delivered from India & Romania and sourced outside India & Romania



AI – Embedded Across Our Value Chain



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.

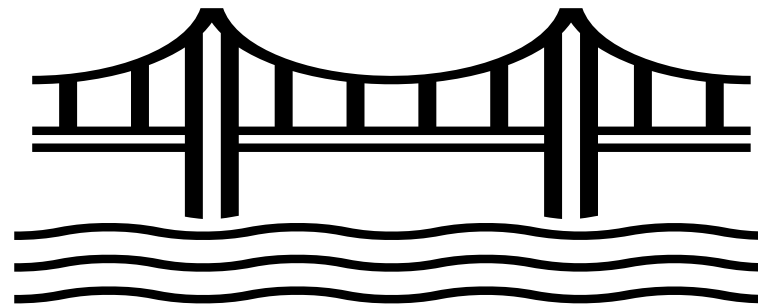
The Solution – Establish continuous digital thread across engineering, supply chain, manufacturing and quality operations.

- ✓ 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.

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.

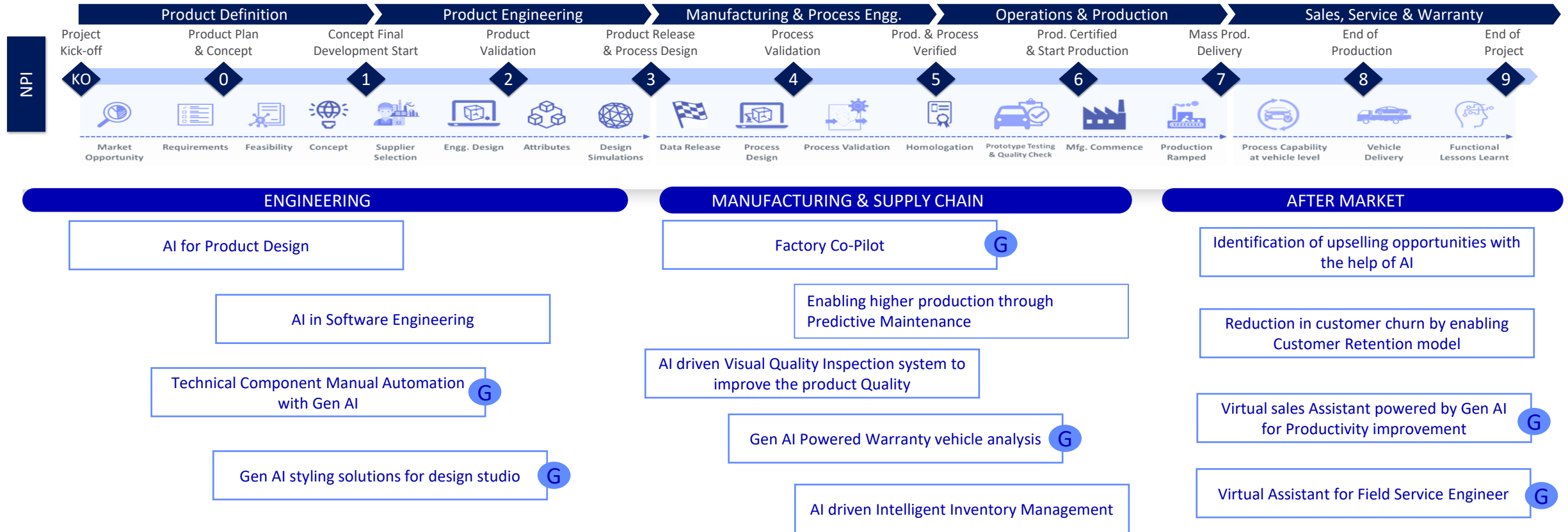


**From Systems of Record (Traditional PLM) →
a System of Intelligence**

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

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



G Use of Generative AI



Engineering a bigger,
better, and bolder
future together



Strengthening aerospace capabilities at MRO XPO 2026

Tata Technologies participated in the 7th Aerospace & Defense MRO South Asia Summit 2026 (MRO XPO India) in New Delhi, engaging with key industry stakeholders to support the evolution of India's aviation maintenance ecosystem.



In collaboration with Air India, we showcased digital transformation-led solutions focused on reducing downtime, enhancing safety, and improving maintenance efficiency across MRO operations. The engagement reinforced our role in enabling a more resilient, efficient, and sustainable aviation ecosystem through advanced digital capabilities.

Recognized for excellence in employee engagement

Tata Technologies, in partnership with Vantage Circle, was awarded Gold at the 2026 Brandon Hall Group HCM Excellence Awards in Florida for its SHINE employee recognition program. Recognized in the Best Employee Recognition Program category, SHINE reflects our commitment to fostering a culture of appreciation, engagement, and high performance.



While such a recognition is instrumental in empowering employees to contribute meaningfully across the organization, it also reinforces the impact of our people-first approach in driving engagement, strengthening workplace culture, and enabling sustained organizational performance.

Advancing partnership excellence with a global leader in PLM software

Tata Technologies achieved Gold Tier partner status with a leading PLM software provider within a year, alongside being recognized as their Partner of 2025, marking a significant milestone in our collaboration. The recognition reflects the strength of our joint capabilities in delivering digital transformation solutions.



Combining Tata Technologies' implementation and consulting expertise with the software provider's leadership in ALM, PLM, and SLM technologies, this partnership continues to enable scalable, high-impact outcomes for customers, reinforcing our position in driving engineering-led digital transformation globally.

Leadership perspectives on evolving industry trends

Drawing on 30+ years of engineering heritage, our leaders articulate how current and emerging industry trends are shaping future opportunities.

FINANCIAL EXPRESS

Read to Lead

'MRO share in aerospace revenue seen rising to 40-45% in 2-3 years': Keith Matthews



As global airlines face supply chain constraints and aircraft delivery delays, Tata Technologies is scaling its aerospace and MRO (Maintenance, Repair, and Overhaul) business to meet rising demand.

Business Standard

Domain-led growth key as AI blurs line between engineering, IT: Tata Tech



In a changing industrial environment where artificial intelligence is blurring the lines between engineering and information technology, Tata Technologies is adopting a "domain-led" strategy to drive growth, according to its CTO Sriram Lakshminarayanan.

ET HRWorld

From The Economic Times

AI in workplace: Automation, reskilling and building employee trust



Kanchan Jagtap, Director – HR Strategy and Global Programmes, Tata Technologies, said that in a genuine AI-led transformation, roles are redesigned, not simply removed. At Panasonic India, AI deployment spans consumer platforms,

ET Auto

The Most Trusted News & Knowledge Platform

When the weather turns hostile, how smart are 'smart' vehicles?



Echoing this, Abhishek Mohan, Chief Engineer, ADAS, Tata Technologies, says current Level-1 and Level-2 ADAS technologies are generally reliable in normal and moderately adverse driving conditions

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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