

**Date: 29.01.2023**

To <b>National Stock Exchange of India Limited</b> Exchange Plaza, Bandra Kurla Complex, Bandra(E), Mumbai -400051 NSE Symbol- DATAPATTNS	To <b>BSE Limited</b> 25 <sup>th</sup> Floor, P.J. Towers, Dalal Street, Mumbai- 400 001 Company Code: 543428
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**Sub: Investor's Presentation**

Dear Sir/Madam,

In pursuance to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith investor presentation for Earnings Conference Call for quarter ended 31st December, 2022, scheduled on 30<sup>th</sup> January, 2023.

A copy of the said presentation is also being uploaded on the Company's website.

Thanking You

For **Data Patterns (India) Limited**

Manvi Bhasin  
Company Secretary and Compliance Officer

Encl as above

# Data Patterns ( India ) Limited

Investor Presentation

Q3 and 9MFY23

January, 2023



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**Chairman's Statement**

**Overview of Nine Months**

**Q3 and 9M Financial Performance**

**Opportunities in Pipeline**

**Corporate Overview**



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

*“We exceeded our own internal goals by achieving revenue growth of 2x times in 9MFY23, the best ever in our company's history. With the expectation of new orders in Q4, we are focused on improving execution effectiveness to promote operating leverage and maintaining a diversified order book. With the new manufacturing facility anticipated to commence in Q4FY23, we are well positioned to benefit from the strong sectoral tailwinds given our R&D prowess and our manufacturing capabilities.”*

# Our Achievements

## Record Profitability in 9MFY23

Strong order book as on 31<sup>st</sup> Dec at Rs 888cr

Record Revenue: grew 91% YoY to Rs 268cr  
EBITDA 2x at Rs 99cr

Healthy Gross Margins at 65% and EBITDA Margins at 37%

Strong Balance Sheet; Net Debt Free Company

High Return Ratios - RoE and RoCE at 22% and 29% respectively

New Manufacturing facility is expected to be commenced from Q4FY23

Order inflow in Q3 of  
Rs 163cr, **grew 3x  
YoY**

Revenue CAGR of  
33% and EBITDA  
CAGR of 73% over  
FY19-FY22

Rs 18cr Dividend  
Paid ; DPS was Rs  
3.5

Cash in hand at Rs  
61cr

Export revenue and  
order inflow accounts  
to Rs 14cr and Rs  
11cr respectively

PAT at Rs 69cr;  
doubled

## Order Intake of Rs 163cr- Meeting Expectations

**Radar**

**Rs 7cr**

Development and  
Production orders from  
DRDO and BEL



**Electronic Warfare**

**Rs 24cr**

Development order from  
DRDO



**Avionics and Navy**

**Rs 75cr**

Production order from  
HAL and AAI



**Others**

**Rs 57cr**

Production order from  
BrahMos

Other Production orders



# Order Book Buildup in Q3FY23

*Order Book as on date is Rs 1,014cr including orders received in Jan'23 and those finalised and yet to be received*

Orders as on  
30<sup>th</sup> Sep,  
2022  
Rs 8,366 mn



New Orders  
in Q3FY23  
Rs 1,633mn



Orders  
Executed  
Rs 1,118mn



Order Back  
log as on  
31<sup>st</sup> Dec  
2022  
Rs 8,881mn

*We are participating in large tender values with MOD under Make 1 and Make 2 categories*





**Mr. Venkat Subramanian**  
**Chief Financial Officer**

*“In Q3, we achieved our best performance ever in the history of the company. We achieved a healthy gross margin of 66% and a revenue growth of 2.5x during Q3FY23. With our EBITDA doubled, our EBITDA and net profit margins stood strong at 42% and 30% respectively. We had a strong order intake in Q3 giving us excellent revenue visibility. We are always striving to improve our working capital management. Having a net debt-free status and a robust balance sheet, we are fully prepared for the next phase of expansion.”*

# Q3 and 9MFY23: Financial Performance

Particulars (Rs. Mn)	Q3FY23	Q3FY22	Q2FY23	9MFY23	9MFY22
<b>Revenue from Operations</b>	<b>1,118</b>	<b>438</b>	<b>882</b>	<b>2,684</b>	<b>1,403</b>
<b>Gross Profit</b>	<b>742</b>	<b>385</b>	<b>572</b>	<b>1,756</b>	<b>1139</b>
<b>Gross Profit Margin (%)</b>	<b>66.3</b>	<b>87.8</b>	<b>64.9</b>	<b>65.4</b>	<b>81.2</b>
<b>EBITDA</b>	<b>470</b>	<b>156</b>	<b>302</b>	<b>985</b>	<b>535</b>
<b>EBITDA Margin (%)</b>	<b>42.1</b>	<b>35.6</b>	<b>34.2</b>	<b>36.7</b>	<b>38.1</b>
Depreciation / Amortization	21	17	21	62	48
<b>EBIT</b>	<b>449</b>	<b>139</b>	<b>280</b>	<b>922</b>	<b>487</b>
<b>EBIT Margin (%)</b>	<b>40.2</b>	<b>31.6</b>	<b>31.8</b>	<b>34.4</b>	<b>34.7</b>
Other Income	19	7	19	54	14
Finance Cost	21	27	12	49	75
<b>PBT</b>	<b>446</b>	<b>119</b>	<b>287</b>	<b>927</b>	<b>426</b>
Tax expense	113	30	76	241	105
<b>Profit(Loss)for the period</b>	<b>333</b>	<b>90</b>	<b>211</b>	<b>687</b>	<b>322</b>
<b>PAT Margin (%)</b>	<b>29.8</b>	<b>20.4</b>	<b>23.9</b>	<b>25.6</b>	<b>22.9</b>
EPS (Rs)	6.4	1.9	4.1	13.2	6.9

# Record Revenue: 2x in 9M

## Revenue - Q3FY23 and 9MFY23



### Q3 Highlights

- Revenue grew 2.5x to Rs 1,118mn
- Production revenue was Rs 727mn
- Gross Margin at 66%; EBITDA up 3x
- Q3 PAT at Rs 333mn; up 4x

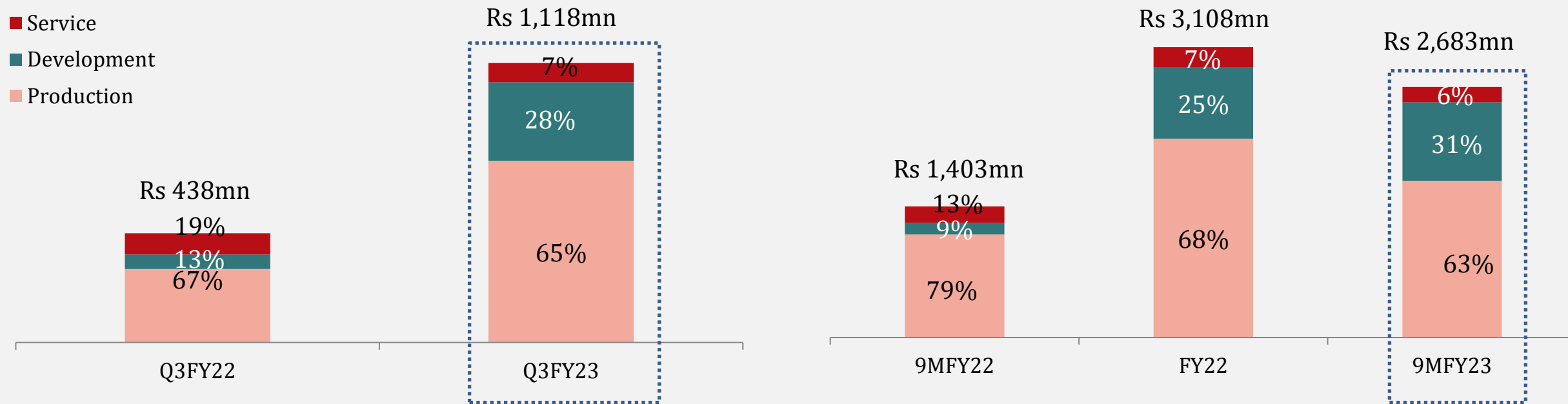
### 9M Highlights

- Revenue doubled at Rs 2,684mn
- Production revenue was Rs 1,678mn
- Gross Margin at 65%; EBITDA growth of 84% YoY
- 9M PAT at Rs 684mn; up 2x

# Diversified Revenue Profile

*Developmental contracts/order book translates to strong production revenues*

Revenue in INR mn



## Q3 Highlights

- Revenue from Development contracts showed strong growth; grew 5x
- Revenues from Production contracts grew 2.5x

## 9M Highlights

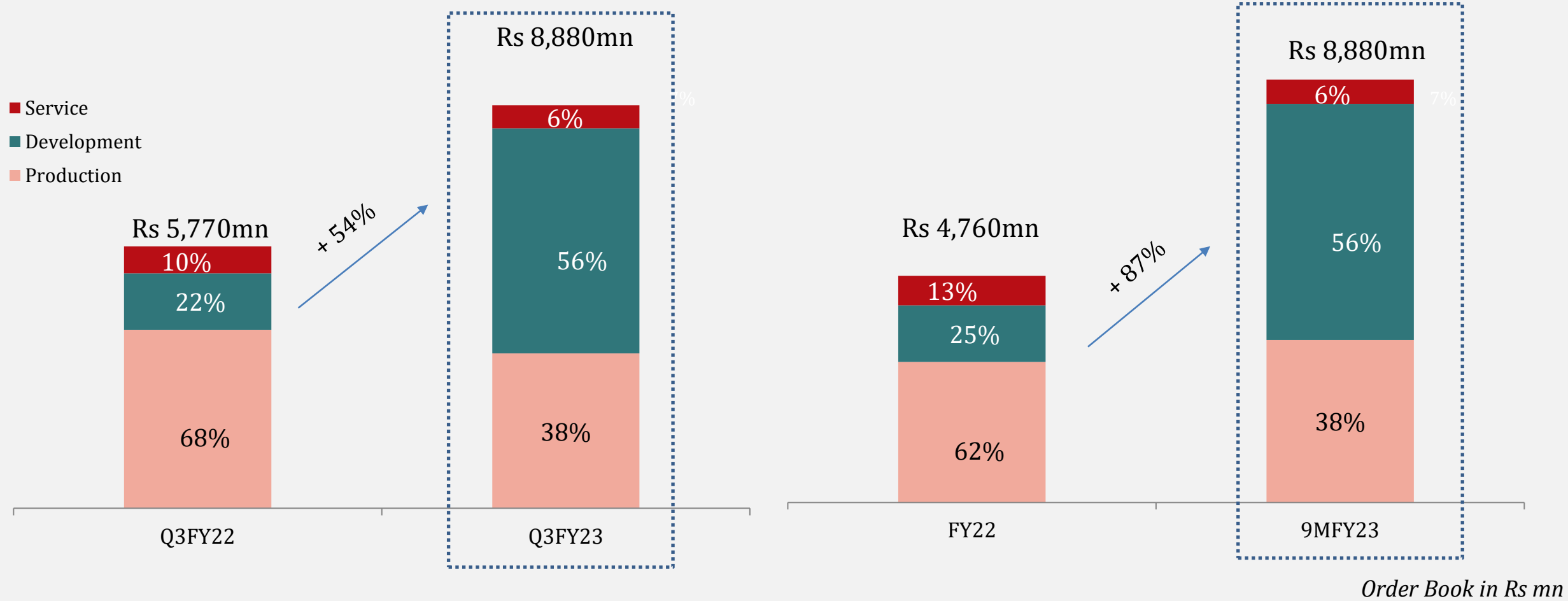
- Revenue from Development contracts showed strong growth from negligible amount in 9MFY22; grew 7x
- Revenues from Production contracts grew 52% YoY; order inflow in 9M majorly driven by Development contracts

# Q3FY23: Revenue Breakup

Product	Rs mn
ATE	138
AVIONICS	202
Communication	157
EW	193
Radar	334
Radar Processor	16
AMC/Service	78
<b>Total</b>	<b>1,118</b>

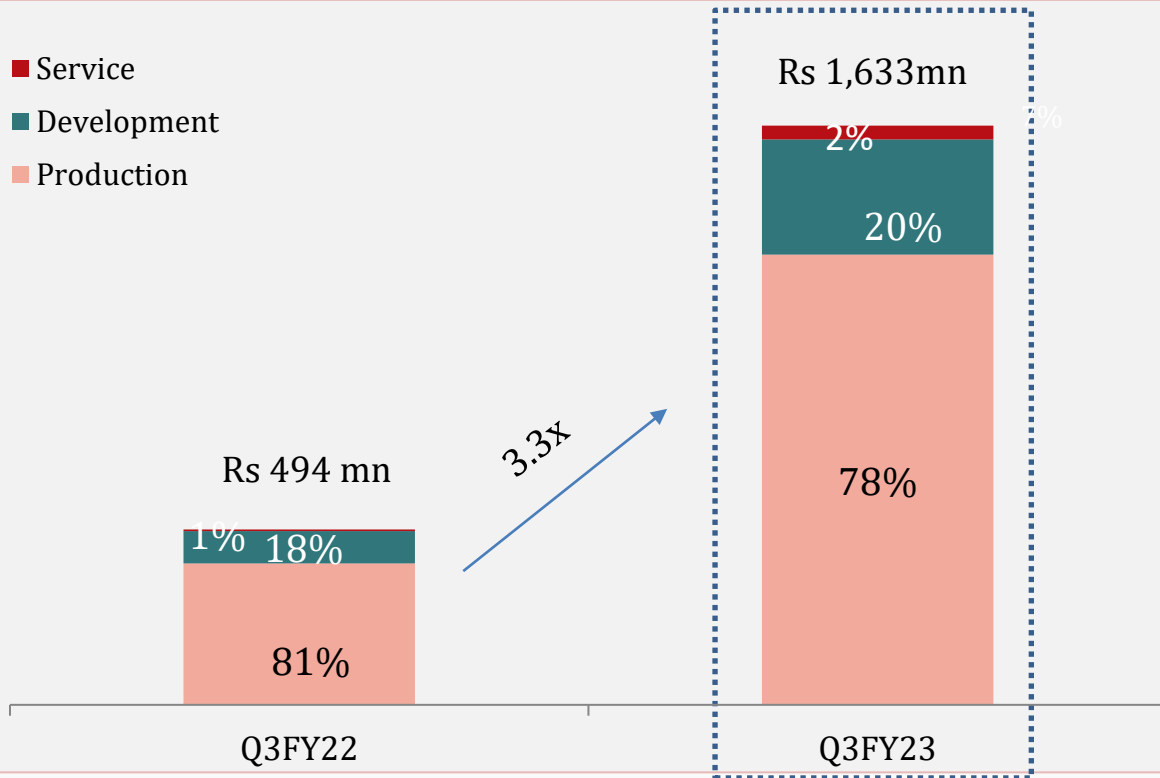
Customer	Rs mn
BEL	2
Brahmos	60
DoS	39
DRDO	403
Export	140
HAL	188
Indian Navy	4
MoD	282
<b>Total</b>	<b>1,118</b>

# Strong and Growing Order Book

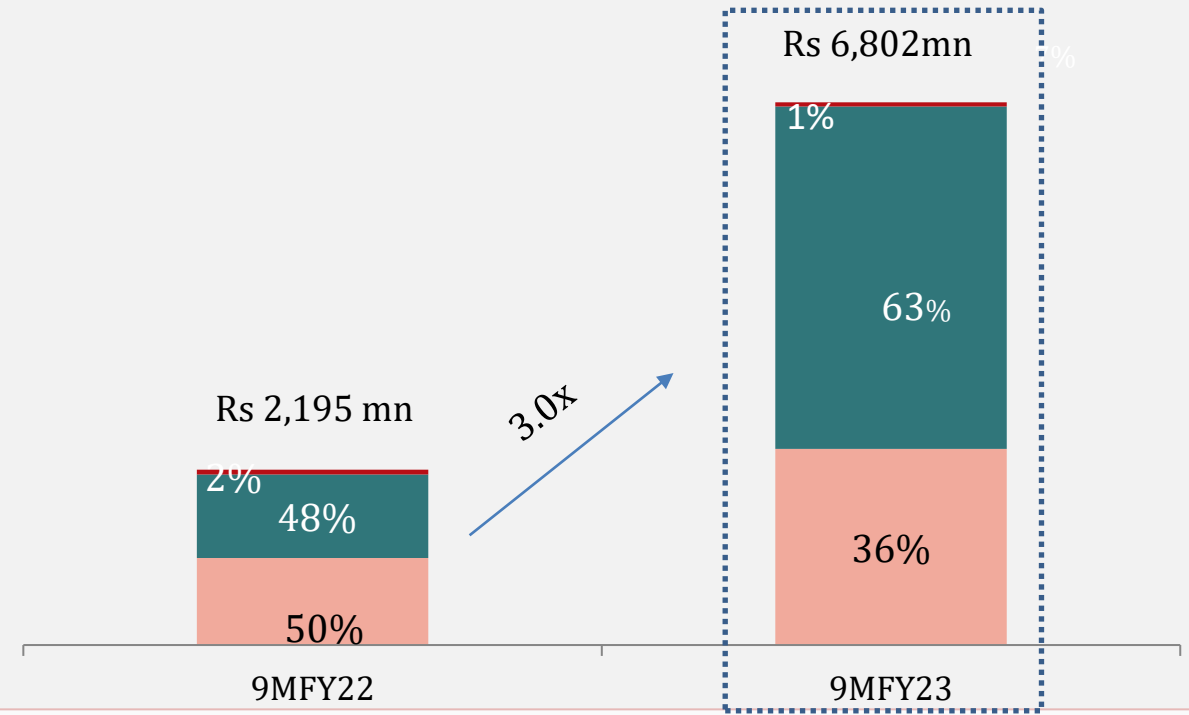


**Expects Further Order Inflow of around Rs 150+cr in Q4FY23**

- Service
- Development
- Production



Order Inflows - Q3FY23 and 9MFY23



## Major order received in Q3FY23

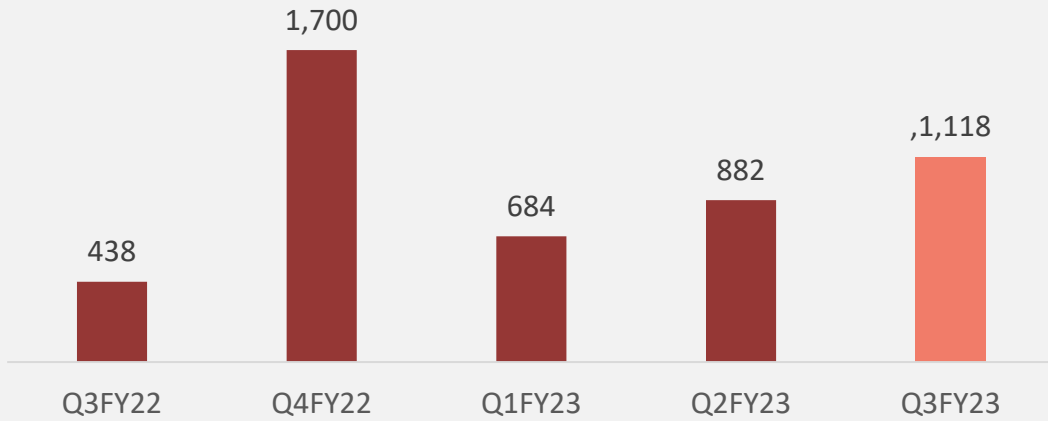
Product	Customer	Order Type	Value (Rs mn)
FCS	BrahMOS	Production	400
EW	DRDO	Development	242
Radar	DRDO, DOS	Dev and Production	70
ATE	DOS	Production	13
Avionics	HAL and AAI	Dev and Production	751

## Major order received in 9MFY23

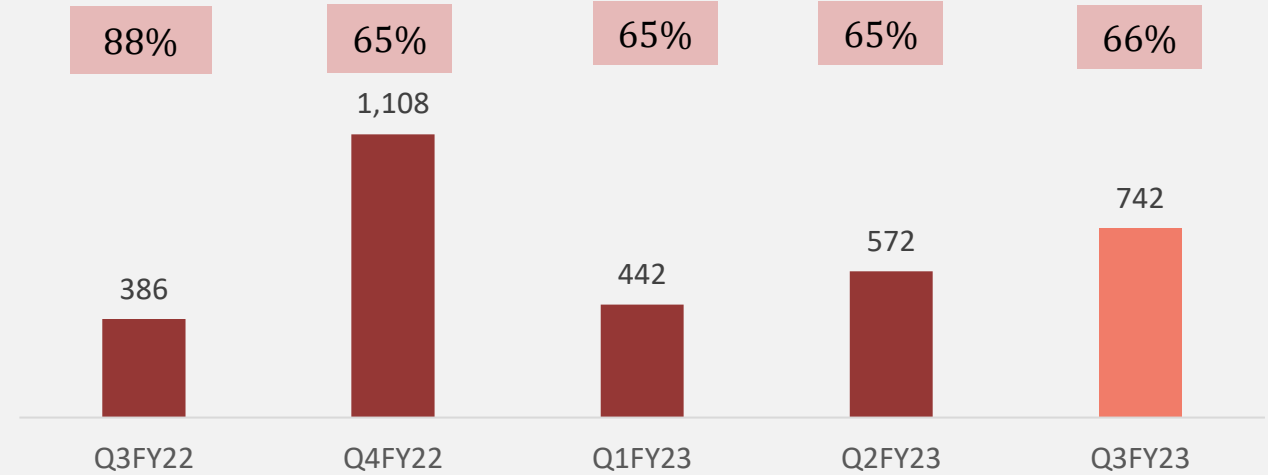
Product	Customer	Order Type	Value (Rs mn)
Radar	DRDO	Development	3,624
FCS	BrahMOS	Production	400
Avionics	HAL	Production	174
Communication	DRDO	Development	157
EW	DRDO	Dev and Production	432

# Robust Performance : Supported by Strong Financials

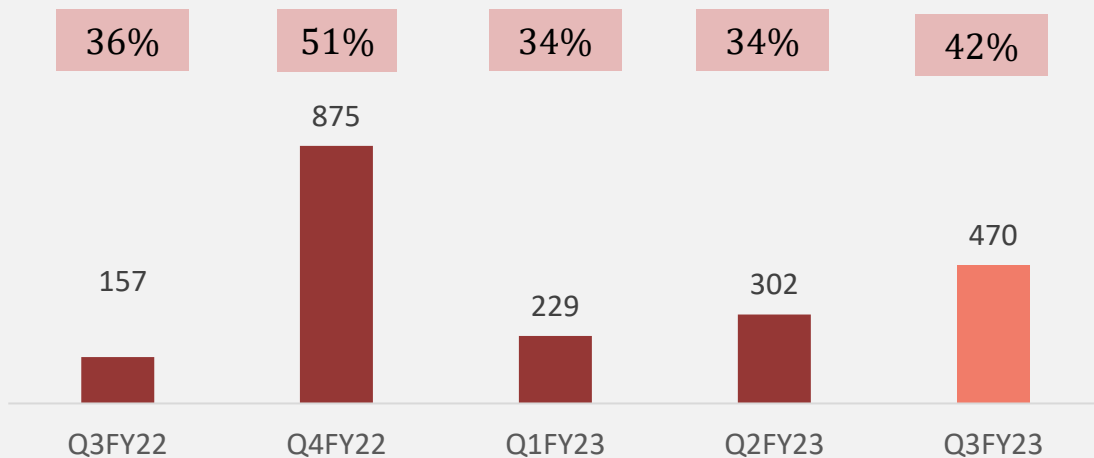
### Revenue (INR Mn)



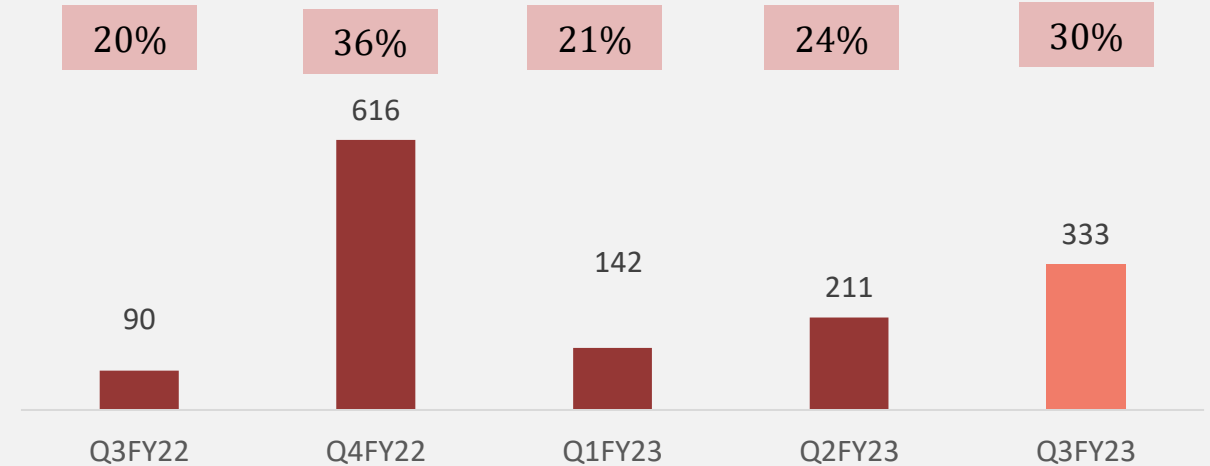
### Gross Profits (INR Mn) and Margins (%)



### EBITDA (INR Mn) and Margins (%)



### Net Profit (INR Mn) and Margins (%)





## Investment in Our People



- ✓ We hired 400+ employees in 9M of this year
- ✓ Plans to hire 100 more in the remaining part of year

## Investment in Facility



- ✓ Spent Rs 36cr till now for expansion of the new facility
- ✓ By the end of Q4 it will get fully operational

## Investment in Technology



- ✓ Successfully completed site acceptance test of two Precision Approach Radar
- ✓ Nominated as Development cum Production Partner (DCPP) for Dornier upgrade



# Corporate Overview

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

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

<p><b>1</b> Vertically integrated defence and aerospace electronics solutions with end to end capabilities and a large addressable market</p>	<p><b>Defence Aerospace</b></p>	<p><b>30+</b> Years of experience</p>			
<p><b>2</b> Focused on in-house development and manufacturing facilities led by innovation and design and development efforts</p>	<p><b>Design to Delivery</b></p>	<p>Products supplied for programmes <b>LCA-Tejas, Light Utility Helicopter, BrahMos missile</b></p>			
<p><b>3</b> Beneficiary of shifting procurement trends in Defence – Aatma Nirbhar Bharat , Make in India, new defence acquisition policies among others</p>	<p><b>TAM of USD 4.65 bn by 2030</b> growing at CAGR – 9% from 2020*</p>	<p>Increasing indigenization, Domestic defence procurement, Higher share of electronics in warfare</p>			
<p><b>4</b> Diversified order book with marquee customers along with state of the art manufacturing facilities</p>	<p><b>Rs. 1,787 mn</b> Order book as of Apr'18 <span style="font-size: 2em; color: red;">➔</span> <b>CAGR – 38+%</b> <span style="font-size: 2em; color: red;">➔</span> <b>Rs. 8,880 mn</b> Order book as on Dec '22</p>				
<p><b>5</b> Experienced management team and skilled workforce</p>	<p><b>Many senior personnel associated with Company</b> for more than <b>2 decades</b></p>	<p><b>1036</b> employees with more than <b>500</b> qualified engineers</p>			
<p><b>6</b> Highest Revenue growth, EBIDTA margin, ROCE and ROE (for FY21 &amp; FY22) amongst key Indian defence and aerospace companies</p>	<p><b>33%</b> Revenue CAGR (FY19-FY22)</p>	<p><b>72%</b> Gross Margin% (FY22)</p>	<p><b>45%</b> EBITDA% (FY22)</p>	<p><b>24%</b> RoCE (FY22)</p>	<p><b>33%</b> RoE (FY22)</p>

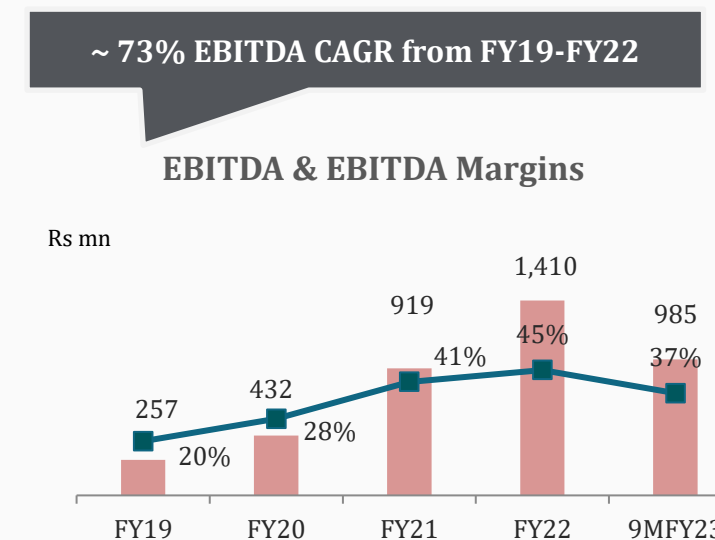
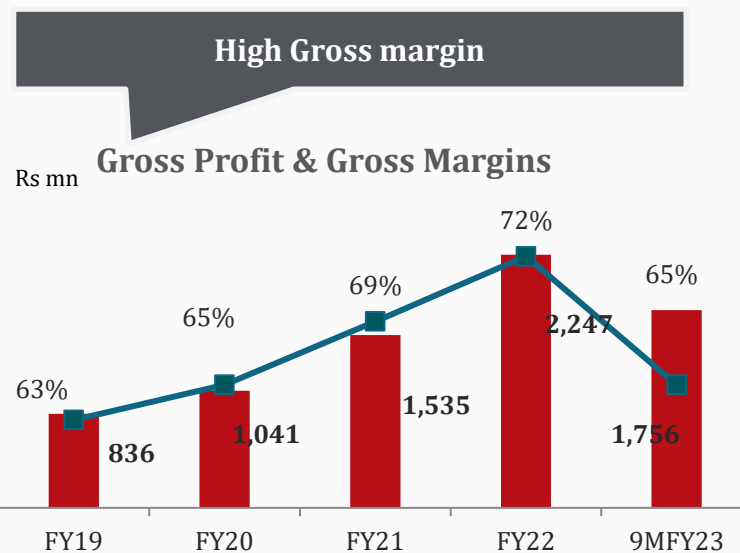
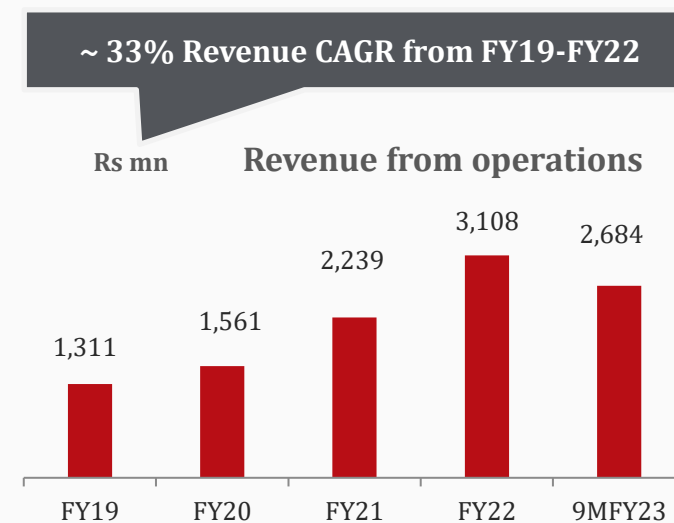
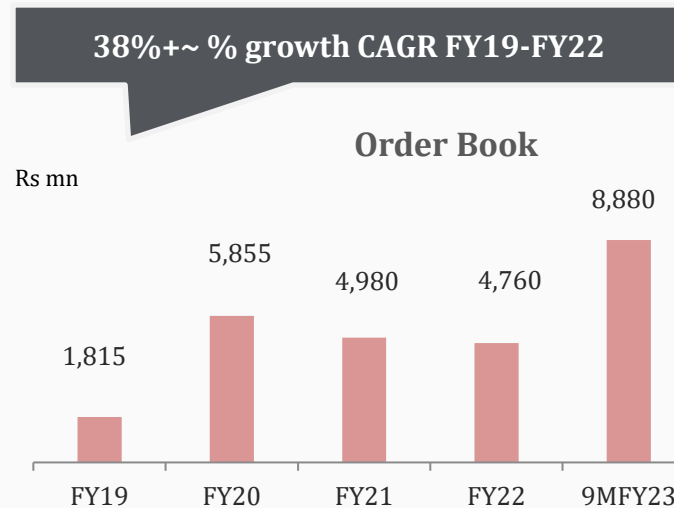
**One of the fastest growing companies in the Defence and Aerospace Electronics sector in India**

\*addition of market size of specific industries from the DRHP

# With a Consistent Track Record of Profitable Growth

Robust revenue and order book growth

Consistently higher gross margins and improving EBITDA margin%

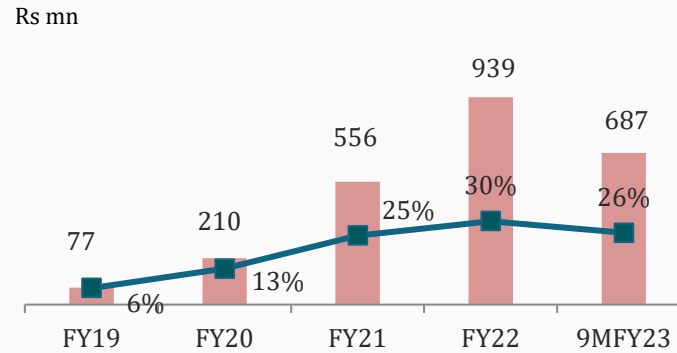


# Growing Profitability

Improving PAT margins and high ROCE

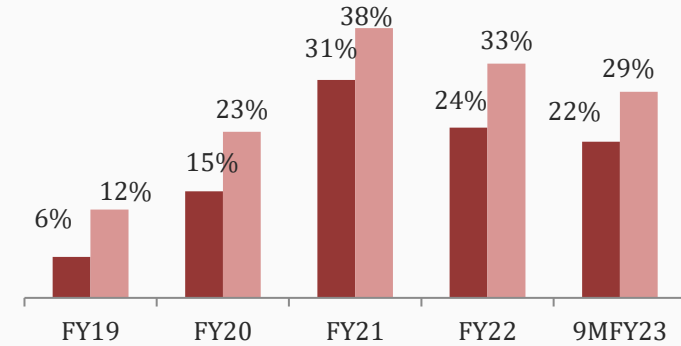
## Improving PAT Margins

PAT and PAT margins



## Improving ROE and ROCE

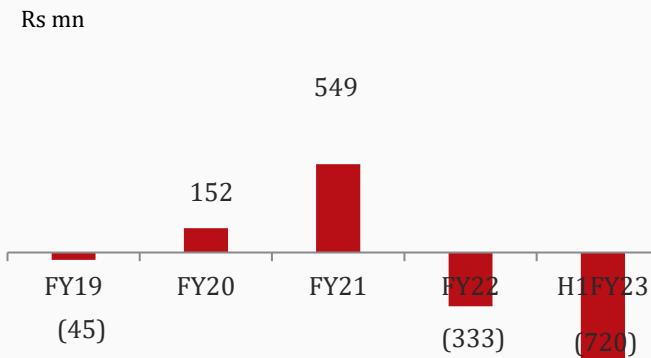
ROE ROCE



Strong cash flow generation and low leverage

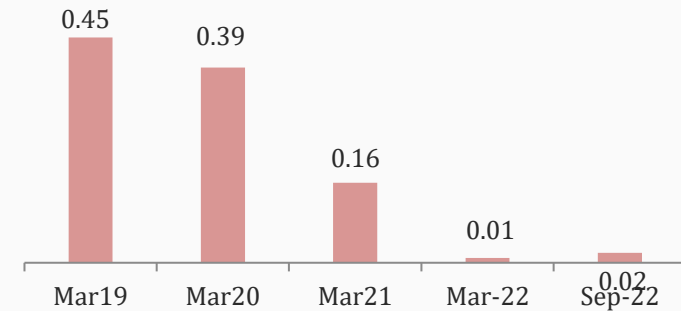
## Strong operating cash flow generation

Cash generated from operations



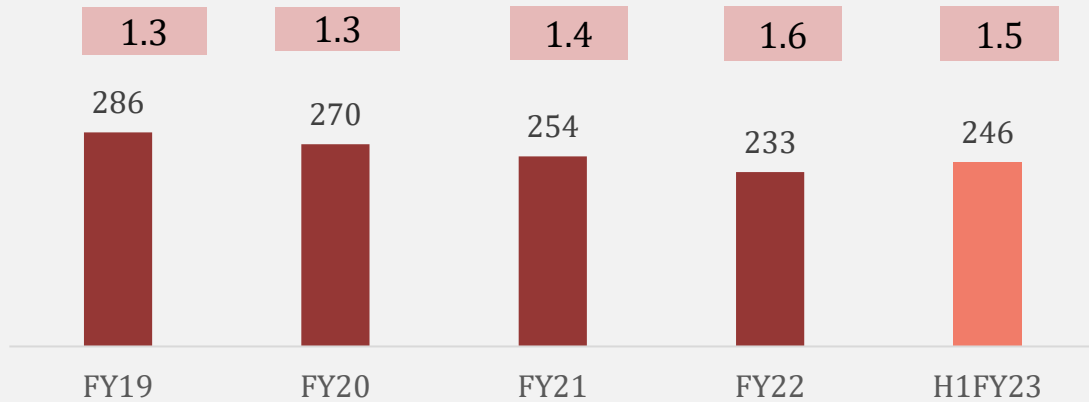
## Lower debt levels/ leverage

Debt-Equity ratio

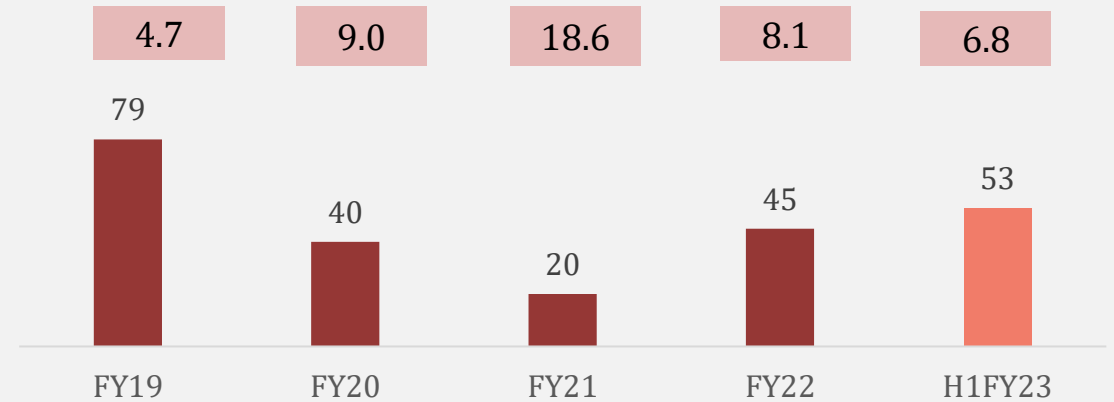


# Well Managed Working Capital

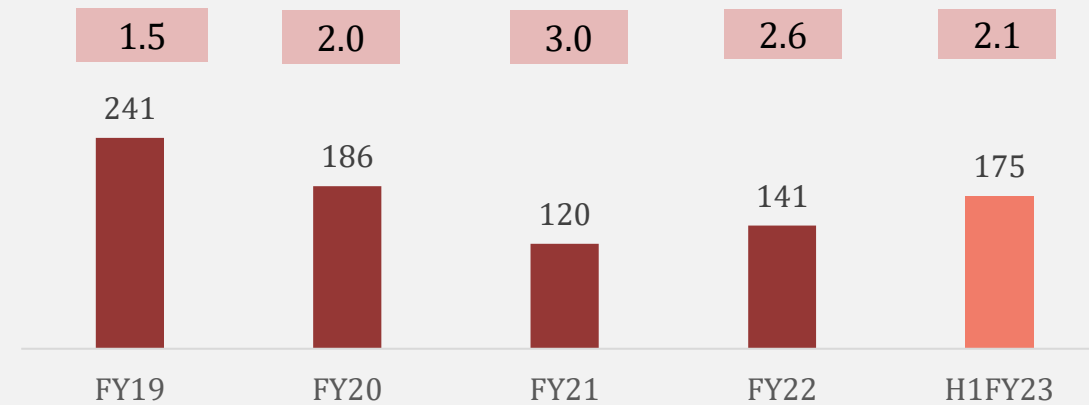
### Debtor Days and T/O Ratio



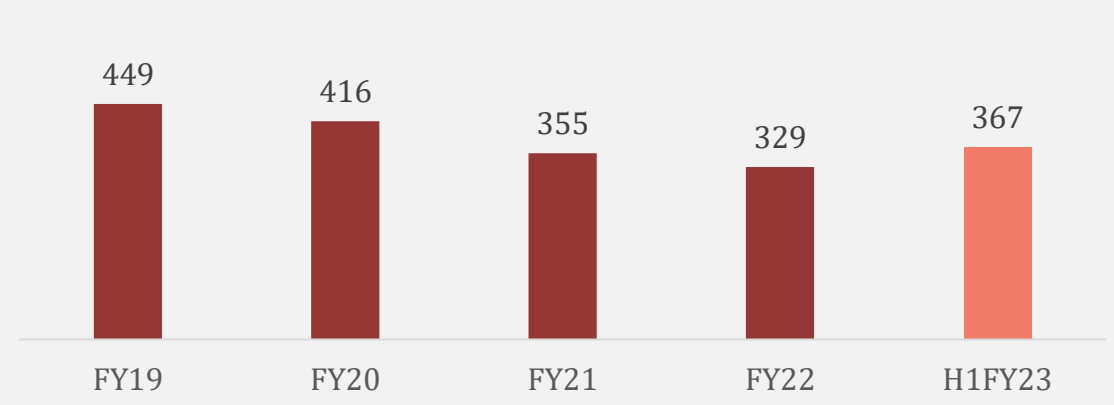
### Creditor Days and T/O Ratio



### Inventory Days and T/O Ratio



### Cash Conversion Cycle



\*All Days are calculated on revenue on TTM basis

# Through Well-Invested and State of the Art Manufacturing Facilities

~ 5.75 Acres

Of land in Chennai, SIPCOT area

~ 100,000 sq. ft

Aggregate of built up area of manufacturing facility

~2.81 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

## Proposed expansion

- ✓ Spend Rs 300mn towards upgrading and expanding existing facilities
- ✓ Proposed doubling of floor area and manufacturing capacity
- ✓ Addition of large & heavy equipment, integration of large radars & mobile electronic warfare systems.

## Manufacturing facility at Chennai, India



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

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



EMS Line


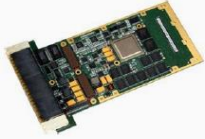





















Multizone Reflow Oven



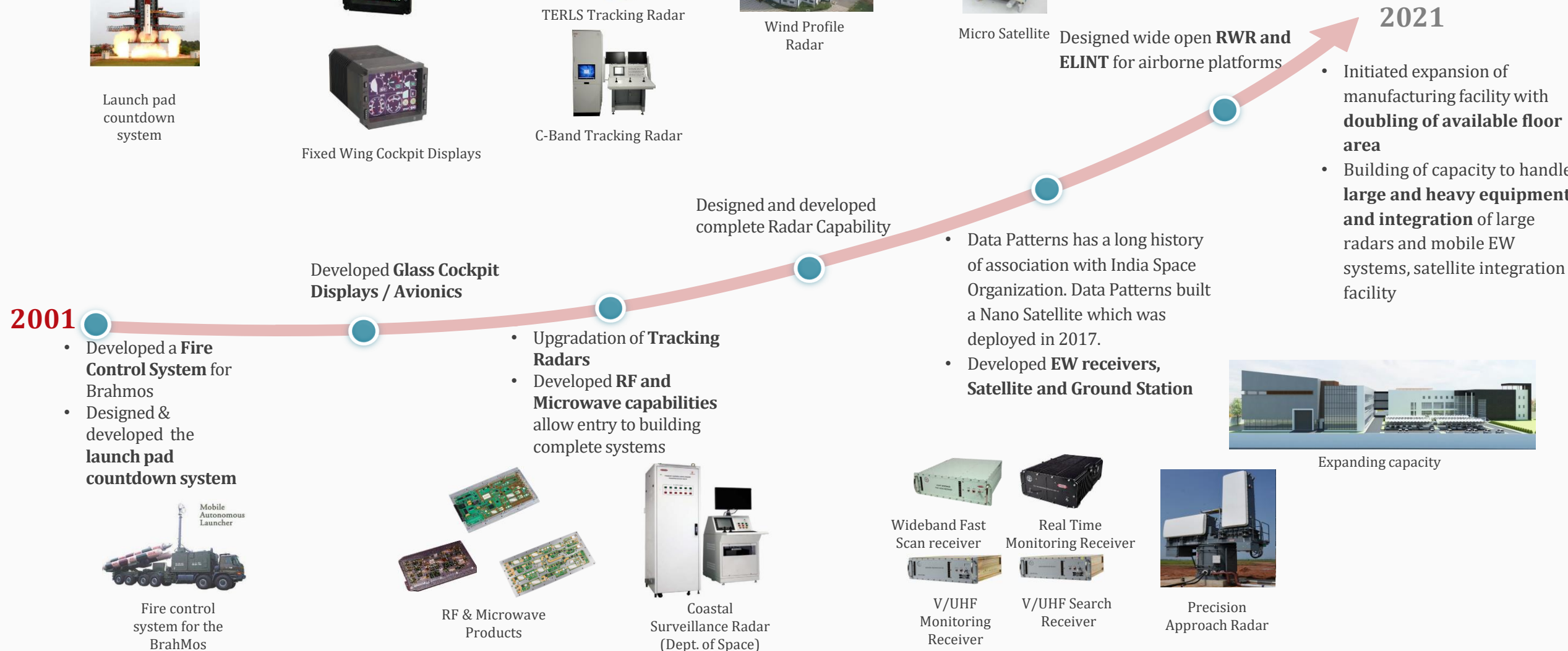
X ray inspection system

# Diverse Product Offering

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



# Over Last Three Decades



## 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

## 2 MoD Tenders

Available Products / Systems Partnership with OEM



Requirements is for large numbers and longer timeframe

## 4 Civilian Requirements

Satellites and Wind profile radars



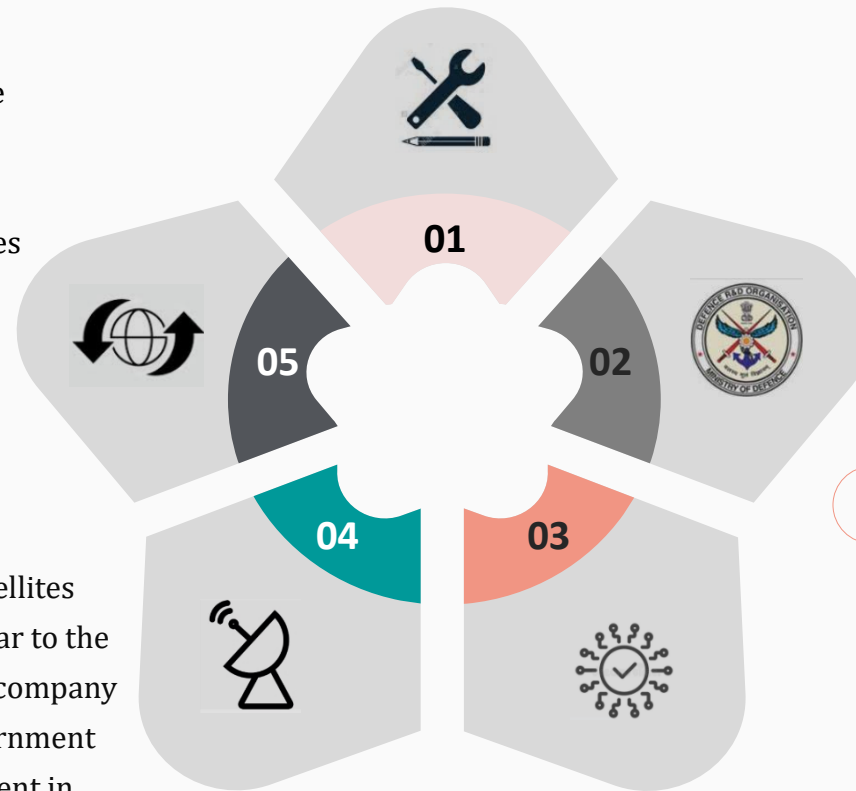
- Ability to build nano satellites
- Wind profile radar similar to the radar developed by our company is now required by government meteorological department in the civilian space

## 3 Indian Defence Eco-system

Platform / Weapon System Development



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



# 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 EW 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

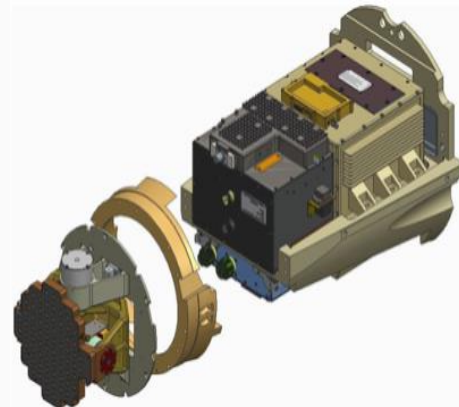
Track record of utilizing pre-developed building blocks and sub-systems in the development of complete systems

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

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

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

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



## Key Products manufactured and delivered by Data Patterns

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

## 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*



**Ms. Manvi Bhasin**

*Company Secretary and Compliance Officer*

- 3 years of experience in legal and secretarial matters
- PGDM from Lal Bahadur Shastri Institute,, Associate of the ICSI
- *Joined Data Patterns in 2021*

# 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



**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)	FY20	FY21	FY22
Revenue from Contract with Customers	1560.98	2239.50	3108.55
Other Income	40.94	26.00	39.70
<b>Total Revenue</b>	<b>1601.92</b>	<b>2265.50</b>	<b>3148.11</b>
Expenses:			
a) Cost of materials consumed	532.13	629.78	915.90
b) Changes in inventories of FG, WIP and SIT	28.76	74.25	-55.20
c) Employee benefits expenses	422.71	484.21	623.50
d) Finance cost	133.43	145.02	109.90
e) Depreciation / Amortization	54.78	55.52	66.30
f) Other expenses	145.82	131.38	213.90
<b>Total Expenses</b>	<b>1317.63</b>	<b>1520.16</b>	<b>1874.30</b>
<b>Profit before tax</b>	<b>284.29</b>	<b>745.34</b>	<b>1273.80</b>
Tax expense	73.81	189.63	334.20
<b>Profit(Loss)for the period</b>	<b>210.48</b>	<b>555.71</b>	<b>939.70</b>
Other Comprehensive Income	(0.37)	(9.56)	-(11.50)
<b>Total Comprehensive Income for the year</b>	<b>210.11</b>	<b>546.15</b>	<b>928.2</b>
PAT%	13.14%	24.53%	30.20%
<b>EBITDA</b>	<b>432.50</b>	<b>919.40</b>	<b>1409.90</b>
EBITDA margin%	27.7%	41.10%	45.36%
Return on Net Worth	14.71%	30.70%	24.01%
Total Debt	605.66	332.21	67.70
Debt to Equity	0.39	0.16	0.01

# Historical Balance Sheet

Particulars (Rs. Mn)	Mar20	Mar21	Mar22	Sep22
<b>ASSETS</b>				
Non-current assets				
(a) Property, Plant and Equipment	278.21	292.08	441.60	476.10
(b) Capital Work in Progress	-	-	173.00	247.70
(c) Intangible Assets	1.59	5.60	13.50	17.40
(d) Right of Use Assets	53.68	34.40	19.70	192.00
(e) Other Financial Assets	464.75	340.71	1220.40	1091.50
<b>Total non-current assets</b>	<b>798.23</b>	<b>672.80</b>	<b>1868.20</b>	<b>2068.20</b>
Current assets				
(a) Inventories	794.14	737.45	1197.70	1777.90
(b) Financial Assets				
(i) Trade receivables	1,156.34	1,559.35	1983.10	2496.50
(ii) Cash and cash equivalents	15.11	88.06	1770.80	684.90
(iii) Other Financial Assets	37.24	50.96	90.00	672.80
(c) Other current assets	152.57	177.34	158.30	138.50
<b>Total current assets</b>	<b>2,155.40</b>	<b>2,613.16</b>	<b>5199.80</b>	<b>5190.60</b>
<b>TOTAL ASSETS</b>	<b>2,953.63</b>	<b>3,283.71</b>	<b>7068.00</b>	<b>7258.80</b>

Particulars (Rs. Mn)	Mar20	Mar21	Mar22	Sep22
<b>EQUITY AND LIABILITIES</b>				
<b>Equity</b>				
(a) Share capital	17.00	17.00	103.80	103.80
(b) Other Equity	1,517.95	2,060.70	5641.30	5811.70
<b>Total equity and liabilities</b>	<b>1,534.95</b>	<b>2,077.70</b>	<b>5745.10</b>	<b>5915.50</b>
<b>Liabilities</b>				
Non-current liabilities				
(a) Financial Liabilities				
(i) Borrowings	5.53	97.70	7.300	5.00
(ii) Lease Liabilities	38.46	24.35	11.10	8.50
(b) Provisions	56.38	85.15	111.60	119.00
(c) Deferred Tax Liability (Net)	7.60	8.13	-	-
(d) Other Non Current liabilities	143.24	273.68	157.00	88.20
<b>Total non-current liabilities</b>	<b>251.21</b>	<b>489.01</b>	<b>287.00</b>	<b>220.70</b>
Current liabilities				
(a) Financial Liabilities				
(i) Borrowings	600.13	234.51	60.40	114.40
(ii) Trade payables	172.58	119.95	381.50	541.80
(iii) Other Financial Liabilities	79.15	40.05	220.70	125.50
(iv) Lease Liabilities	20.83	15.15	13.20	12.80
(b) Other current liabilities	224.7	246.41	226.80	313.10
(c) Provisions	14.85	9.59	7.20	7.60
(d) Current tax Liabilities	55.23	51.34	126.10	7.40
<b>Total current liabilities</b>	<b>1,167.47</b>	<b>717.00</b>	<b>1035.90</b>	<b>1122.60</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>2,953.63</b>	<b>3,283.71</b>	<b>7068.00</b>	<b>7258.80</b>

# Historical Cash Flow

Particulars (Rs. Mn)	Mar20	Mar21	Mar22	Sep22
Net Profit before tax	284.29	745.34	1273.80	480.80
<b>Adjustments for :</b>				
Add : Depreciation	54.78	55.52	66.30	41.10
Add : Interest And Finance Charges	133.43	145.02	109.90	27.70
Less: Profit on sale of assets	(1.78)	(1.24)	-	
Less: Interest Income	(25.64)	(22.21)	(39.70)	(35.00)
Less: Gain/ loss on disposal of Right of Use of Asset	-	-		
<b>Operating Profit Before Working Capital Changes</b>	<b>445.08</b>	<b>922.43</b>	<b>1410.40</b>	<b>514.600</b>
Adjustments For Working Capital Movements :	(264.29)	(189.58)	(1461.30)	(994.80)
<b>Cash Generated From Operations</b>	<b>180.79</b>	<b>732.84</b>	<b>(50.90)</b>	<b>(480.2)</b>
Direct Taxes (Paid) /adjusted	(28.41)	(189.79)	(282.30)	(240.40)
<b>Net Cash flow From Operating Activities (A)</b>	<b>152.38</b>	<b>543.05</b>	<b>(333.20)</b>	<b>(720.80)</b>
<b>Cash Flow From Investing Activities (B)</b>	<b>14.10</b>	<b>(27.40)</b>	<b>(342.20)</b>	<b>(612.20)</b>
<b>Cash Flow From Financing Activities (C)</b>	<b>(154.47)</b>	<b>(442.71)</b>	<b>2358.50</b>	<b>(332.90)</b>
<b>Net Increase in Cash &amp; Cash Equivalents (A+B+C)</b>	<b>11.99</b>	<b>72.95</b>	<b>1682.80</b>	<b>(1665.9)</b>
Cash & Cash Equivalent At The Beginning Of The Year	3.12	15.11	88.00	1770.80
<b>Cash &amp; Cash Equivalent At The End Of The Year</b>	<b>15.11</b>	<b>88.06</b>	<b>1770.80</b>	<b>104.90</b>

# 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.

# Core groups or departments for design and development of products

**Total Employee Strength**



Department	# of Employees
Design & Engineering (D&E)	537
Manufacturing	339
Support	101
Marketing & Customer support	59
<b>Total</b>	<b>1036</b>

**500+ qualified Engineers out of 1036**  
 Our senior members in hardware, design and development have been with us for more than **15 years**

Group/Department	Responsibility / Scope
<b>Hardware Development Department</b>	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.
<b>Software Development Department</b>	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.
<b>Mechanical Engineering Department</b>	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.
<b>CAD / CAM Group</b>	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
<b>Algorithm Development Group</b>	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.
<b>Radio Frequency Modules Group</b>	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
<b>DOMAIN Systems Groups</b>	Design and Development of product verticals as a system. Including RADAR, EW, Communication, ATEs, Fire-control systems, Satellite, Avionics etc.
<b>Production Department</b>	All the products are functionally and environmentally tested by this department. Includes testing of modules and sub-systems, wiring, mechanical assembly, and integration etc.
<b>Electronics Manufacturing Services (EMS)</b>	Fabrication of all electronics modules. Including automated pick-n-place, manual soldering, conformal coating etc.
<b>Harnessing Group</b>	Fabrication of all types of cable harness including internal wiring, external interface wiring, testing of cables for continuity, impedance etc.
<b>Mechanical Integration Group</b>	Assembly and integration of all types of mechanical parts. Including various types like LRU assembly, board assembly, system assembly, system integration etc.
<b>Project Management Group</b>	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

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

## Competition at two levels for Data Patterns

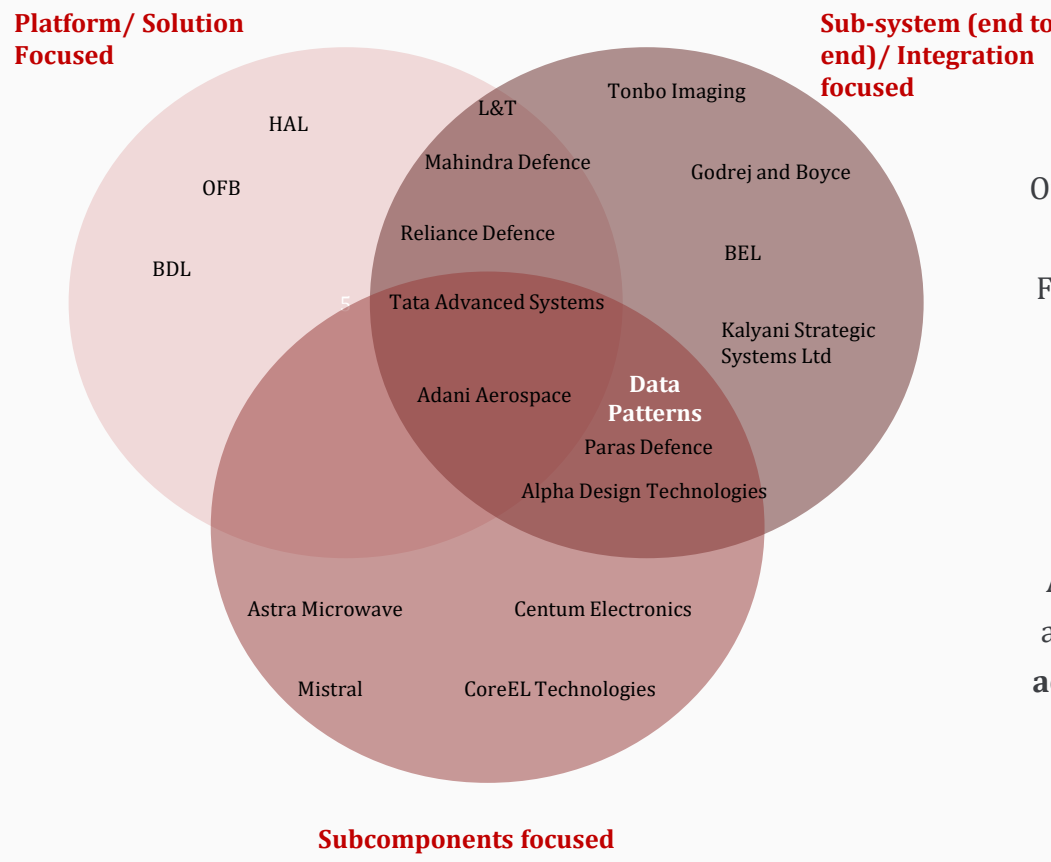


During **development stage** in DRDO requirements **from small and medium size companies** building custom solutions and/or integrating solutions around imported COTS products



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

## Indian defence suppliers - Anticipated Future Positioning



## We are poised to take up emerging opportunities



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



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

# Thank You

For further information, please get in touch with:

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