

Chairman: Thank you Sonal. Dear Shareholders, I trust today finds you well. I speak to you from Mumbai, where we are talking with analysts and future investors in the Company. The pandemic that we have had to endure has been a devastating effect for the whole world. And I really do hope that this is coming to a close and before long we can have the AGMs in person. Unfortunately, as one crisis ends others emerge, whether that be in Ukraine, or whatever is happening in China today. However, these events bring challenges, both to the business and individuals and how we respond is key. I'm impressed with the flexibility and the imagination shown by your teams and your Company during this time, where we found new ways of working. This resilience has not only been in capability retention for the future, but also in new ways of working and addressing emerging markets and emerging technologies in the electronics and digital space. The figures, I believe, speak for themselves, where we have excellent growth and improved profitability, during these difficult times to achieve that, has been a great success. The Management and all of the team should be proud of what they have achieved, and I thank them from myself and on behalf of all shareholders. Looking forward, I'm sure that the verticals we have chosen are the good ones and give us all the potential for excellent growth and profitable development. In Aerospace, I believe the rebound is with us already. It's shown that the travel industry is resilient, and the human nature is a desire to travel around the globe. However, the aircraft manufacturers need to continue to invest in their products to meet the exact environmental standards we all believe are needed. With the recovery in Aerospace, I believe we are approaching our pre pandemic levels already, which is a super achievement. During the pandemic, we had to resort to remote working and new ways of delivering our services. These have taught us a lot. Necessities, as I say is from time to time is the mother of invention. And the team has been imaginative, and we can learn from these new ways of working when we go forward. And we need new growth, whether that be continued remote working for those who require that flexibility and balance between work and life or when we are opening new satellite offices to access new skills. Turning to Automotive and Heavy Industry. These verticals give us everything we need for our growth. They are the largest markets in the world, giving a scale but also giving us innovation in the services that we provide. Whether this be the digitization of the production processes, or the electrification of the vehicles themselves. EV is going to be the future. The world has seen the environmental impacts as well during the last few months. So this is how the world is going to change and we are still at the starting point of the adoption of these technologies.

Power Generation. Again, Ukraine has shown us that the world is looking for energy independence. So we're seeing a resurgence in both renewables but also in the oil and gas business. And thanks for our new endeavors to broach these markets. Again, we're in a powerful vertical for the future. And finally, when we look at Defence, I don't need to explain to anybody why we're seeing the boom in defence across many, many countries. But with the combined capabilities that we have in our relatively newly acquired Mistral and those that we've had for many years in aircraft. We have the ability to have a focused presence in the defence market, whether it's in the spectrum of drones, or whether in radar technology, and many, many other sectors within the Defence sector. These are profitable and highly growth orientated sectors. So it gives us a really good potential for the future. So, I'm confident that the markets that we have focused on recently, or where we need to be and now with the combined capabilities in our traditional services, mechanical activities and the relatively newly acquired skills in the digital space, we are well positioned for future growth. So, in conclusion, these markets give us the dynamics we want. We have seen good growth during the difficult years, so as the markets come back to a degree of normality, we are there. A key thing that's needed, however, is the leadership team. And I am delighted to say that we have managed to secure

both a new CEO and CFO to lead this new endeavor. They have also been instrumental in delivering, helping to deliver the conclusion of the results we present to you today. But more importantly, they are repositioning the Company for the future strategy that we need. So I go to sleep at night, knowing this company is in great hands. I will however, continue to strive to make sure this is a united company and a single group. We with the support of the Board, are going to ensure that we have a united approach under a single management team, under a strategy defined by our new CEO, Arun and endorsed by the Board. The leadership team will be the one running this company and I'm confident they have the means to do that. So before handing over to Arun, our new CEO, I'd like to thank all our shareholders, all our customers, and as importantly, all of our staff for the support that they've given to the Company during these most difficult times. Thank you very much for your attention. And I'll hand back to Sonal or Arun. Thank you.

CEO: Thank you very much, Sonal. And thank you very much David, for the opening address. Dear shareholders, I hope you're well. Firstly, I want to say how privileged and delighted I am to be appointed as the CEO and Managing Director of AXISCADES. I'm really impressed with the asset that we have, and I'm really delighted and very optimistic about the future performance that this Company can have. If we just go to the next slide, I will brief you on the business highlights as well as the strategy. Thank you. If you look at the financial highlights, for the last year, our operating revenue grew by 17.6% in Indian Rupee terms and 17.5% in Dollar terms. EBITDA was at INR 797 million at 12.9%. PAT was at INR 227 million compared to a loss of INR 212 in the previous year. Cash and Cash equivalents stand at INR 1054 million compared to 848 million in FY 21. And the order book of 70 million as on 31st March 22. It's a growth of 49.4% over the previous year. So overall, a really good set of results and a good platform for us to build on. In terms of business highlights, very pleased to say that we started an engagement with a tier one automotive services company in the areas of embedded, mechanical and hardware. And this plays out to our strategy as mentioned by David, where we are looking at automotive as a key vertical for us to grow our business. We established an offshore development centre for a large global energy tier one services provider. This was done at Hyderabad. Again, this plays out to our strategy of developing energy as a key vertical for us to grow in addition to the existing verticals that we have. For one of our strategic aerospace clients, we've opened a new office in France in the city of Montour de Bretagne, where they have a big manufacturing plant. And this was done to enhance our presence at the plant, as well as to provide nearshore relationship project support to the customer. We also commenced the engagement with one of the other large aerospace companies globally. This strengthens the portfolio and the heritage that we have in Aerospace. In terms of the business verticals Heavy Engineering grew by 28.2% year on year. This was mainly due to new client additions, as well as expanding relations with the very strategic customer that we have in North America. Aerospace again had a very robust growth 32.6% year on year. This is again, a flagship customer that we have and the business with them continues to grow from strength to strength. As far as strategic technology solutions are concerned, that remained flat year on year. And this is mainly due to supply chain issues. This is due to the manufacturing nature of that business. Next slide, please. So here, I'm attempting to give you a strategic roadmap. And this is our strategy, which I'm confident is the right strategy for us. And like David mentioned, the world is at an inflection point, technology, and digital is the growth areas. And we have sort of focused on these to take us forward. So if I just look at the three pillars, let me start with Digital Transformation. Digital Transformation is important because we want to position ourselves as a thought leader for our customers. So, we have really good

relationships with strategic customers. We want to enhance that through digital and innovation. And for us, it's a key pillar for us to focus on digital transformation.

There are a lot of use cases that we can do for the industry in each of the verticals we are present in. But internally as well, Digital is a big driver for us to improve on our automation and productivity improvements. And clearly this goes straight to the bottom line and this will have an impact on the efficiency and the profitability of the Company. Now how are we going to do it, there are three areas that we have picked on. Clearly embedded electronics and embedded software is gaining ground in the verticals of Automotive, Energy, Aerospace, Heavy Engineering, as well as in Defence. And this is something that will be a focus area for us. We have very strong capabilities now, especially with the acquisition of Mistral. And we have a great capability and a very good platform to take it across to our existing customers, as well as to our new customers in the verticals that we service.

Avionics in the area of Aerospace is again a key growth area. And we are looking at that as a specific focus area. Again, we have very good capabilities from the Defence business that we have within AXISCADES, as well as the acquisition of Mistral. And digital is a big focus area for us. We have hired few people in digital. We are developing industry use cases. We are confident that we will be able to make a difference as far as thought leadership is concerned on the digital front. And like I said, this is also very important for us from our internal Company transformation perspective, in order to reposition ourselves as a leader in the Engineering services space, and this will go directly in the areas of automation and productivity. So just as an example, for a heavy engineering client, we are working on autonomous vehicle technology. And this is a combination of embedded electronics software as well as digital. And this is applicable as a use case across Heavy Engineering as well as Automotive.

The second pillar is sector diversification. Clearly from the perspective of avoiding seasonalities in any specific sector, our strategy is to be present across a diverse set of sectors. And the sectors that we will be present in, so we have traditionally been present in Aerospace, in Heavy Engineering and in Defence. The new sectors that we will add on and focus on is Automotive, Energy, and Semiconductor. So semiconductor, again, is a key focus area. And this again, we have very good capabilities coming in from the acquisition of Mistral. We also believe that some of these sectors are ripe for innovation. Sectors like Automotive, Semiconductor, Energy, present immense growth opportunities. And we are confident that by focusing on these sectors, we will be able to add a lot of value to customers in that space, as well as obviously focus on the growth agenda that's important to all of us. Now, how are we going to do this? We will focus on product lifecycle management, which we do for the sectors that we are present in. Now this is a common feature across all sectors, and we will be exploiting the adjacencies and taking it across to the new sectors that we want to penetrate. We also have a few key focus areas and I've just given a few examples. There's obviously many more but if you look at automotive and David spoke about this, the world is clearly moving towards ADAS, ADAS is Advanced Driver Assistance Systems and this is ripe for innovation from embedded electronics, embedded software as well as digital perspective. And we are making very good traction with some of our clients in offering these services and talking to them about potential solutions.

If you look at Aerospace, Avionics is the area of growth. There is also a lot of scope for smart automation because our customers are looking at how they can be smarter and how they can meet the needs of New Age customers. So, this is something that we'll focus on. Clearly with Energy, we have seen that energy security is a key agenda for most countries and we have seen through the

Ukraine crisis and a lot of countries are looking at how they can secure their energy needs. This will spur investment and capital investment in smart grids, in renewables because the climate agenda is here and real, as well as for oil and gas Companies where they will need to look at more exploration and offshore rigs. So, this is an area that we'll focus on.

Also medical devices where we have seen through the Covid pandemic, that healthcare is a prime agenda and, medical devices are central to the whole health care issue, because we are looking at more devices coming in. There's more engineering here. There are many more smarter devices, there's a big plate for IIOT, Internet of Technologies. We feel that automation is something that will be very welcome in this sector and just to give some examples, we have on boarded Automotive as a key sector. Like I said, we have leveraged some of the capabilities that we have gained from Heavy Engineering because if you look at heavy engineering, that's also in the area of transportation. So again, there's a lot of adjacencies

I talked about the autonomous vehicle technology that we used at heavy engineering. That is something that we will take to automotive as well as other skills from an embedded and digital perspective. We have also on-boarded one of the world's largest energy tiers one services Company. I talked about this on the previous slide where we said we opened an ODC for them at Hyderabad. This is a very promising engagement, and this is really cutting-edge work that we do for them and this will give us focus in the Energy sector that we are very interested in

The third pillar of our strategy is client diversification. So, we have identified the digital and embedded our key areas. We have identified that we are going to add these sectors of Automotive, Energy and Semiconductor to the existing sectors of Aerospace, Heavy Engineering and Defence. Now within each sector that we are present in, we want to diversify our client base. So, we want to make sure that we work with more marquee logos in each industry verticals that we are present in.

You will be proud to know that your Company works with the best brands in the industry. We are going to ensure that we add some more marquee logos to this. That will also help us in increasing our geographical presence and coverage as we want to, through this, increase the number of strategic clients that we have because clearly the direction for our business is to work with more strategic clients and be key & central to their strategy, such that we can become a partner whom they can rely on. And, you know, we can also develop services for them. Now how are we going to do this? We are going to provide products and platforms to customer in similar verticals. So clearly, we already worked with some flagship customers in the verticals that we talked about. We will look at how we can abstract some of the knowledge, look at capabilities that we can take to other customers in the same vertical. We will also look at industry best practices that can be localized to a specific client requirement. Because whilst the industry might be similar and the vertical might be similar, each client has a different need, either because of the fact that they're in a different geography or maybe because of the sector or the consumer space that they service. So, we will look at how we can take our industry best practices and customize it to a specific client requirement so that it's fit for their needs. In terms of traction and some examples, we have utilized our design authority credentials to make inroads into an existing European client and are in the process of onboarding a new client in defence sector. So defence clearly is really important to us, like I mentioned and we believe that with everything happening in defence, with the Ukraine crisis,

with the transformation of warfare towards more electronic drone-based systems, our presence in defence both through access status, as well as the acquisition of Mistral will position us as a very premium defence player. We also are seeing in India specifically that there's more focus on Make in India, as well as the fact that we are looking at more investments in defence. So, we feel that these

capabilities that we have are present in the right time and we are very optimistic that we will be able to be a good partner to our customers. So, with this, I just wanted to sort of bring this to a close. So, like I said, just to summarize three pillars of our strategy, digital transformation, sector diversification and plan diversification. Thank you very much.

CEO: Sir. Thank you very much, David. So yeah, very good questions. And I must compliment the shareholders for being so involved in our business. And thank you for all the good wishes that you know, you've given us, and you know, your support and guidance is obviously very much appreciated. So Mr. Ramaswamy, your question was de-risking of sectors and plan. So obviously, the need for de-risking and sector diversification is clear. You know, we want to avoid seasonalities in one specific sector. And we have chosen high growth sectors to focus on. So when we talk of automotive, when we talk of semiconductor, and when we talk of energy as new sectors that we will focus on in addition to the existing ones, the reason we do that is because there's a tremendous R&D and engineering spend that's happening on that. The second point is that there is a big technology disruption that's happening specifically in automotive, as well as energy. And semiconductor, as you know, is growing rapidly because you know, every single device now has sensors and everything is chip based. So these are sectors that we are focusing on. The plan is that clearly for automotive, we will focus on the new edge technologies. So our focus will not be so much on the body engineering, powertrain and the mechanical aspects. Of course, if those projects come along, we will be involved in them. But our focus is going to be on the embedded electronics, embedded software and digital. And clearly things like ADAS, which is advanced driver assistance system, ACES, which is connectivity, mobility, you know, electrification. These are areas that we're going to focus on because clearly the industry has a number of legacy OEMs. There are a lot of new age EV manufacturers like Tesla, etc. and then there's a plethora of tier one service providers, the likes of Bosch, Continental, Visteon. So, this is an industry which has a lot of players and there is a huge uptake in terms of embedded software, electronics and digital. With the acquisition of Mistral, we are now even better placed to service those industries. And that's the reason we want to sort of focus on that. Energy, clearly the Ukraine crisis has shown the need for energy security, I talked about it. A lot of the oil and gas firms are flush with funds, given the hike in the oil price. There are lot of capital investments that are going to happen, so this is a sector we want to focus on and of course, the renewable sector is important because of the climate change agenda, reduction of carbon emissions, COP 26, etc. So we will focus on renewables specifically and clean energy and if you will also notice, energy and automotive have adjacencies. As we move towards electrification and automotive, you will need to build in more charging points, you will need to have the role of utilities. So we see a big convergence between utilities and automotive going forward. And that's the reason we feel that it's a good sector to focus on.

Mr. Ramaswamy, the second question was global ERD is growing at 9%. What is our plan to achieve accelerated growth? Clearly last year we grew at 17.6%. The strategy that we have put in place, the team that we have in the Company, as well as some of the new hires that we have brought in, and also the acquisition of Mistral, I believe I'm very confident and optimistic that we are on the right growth path and we will obviously look for industry leading growth in this area. In terms of IOT, I would say that, you know, you're absolutely right, there is a big role for IOT. There's trillions of sensors now in every single device. As part of our digital agenda, this is a big area of focus for us. I just move on to Mr. Bothra's questions and Shashi I'll probably leave the financial questions for you but I thought I'll just finish in one go. So, Mr. Bothra, your question was medium term plan on aerospace and defence in the next three to five years. Clearly, aerospace has come back in a massive

way. I think even the OEMs and the tier one providers in aerospace are surprised. They did not expect this kind of a recovery after covid and some of the OEMs we work with have a massive order book. If you were to order an airplane now, the order would get registered in the books five years from now. So there is a huge order book out there. Our focus is going to be on strengthening the offerings that we have, which is in the aero structures in airframes space and like I said, we will also focus on avionics, which is a big growth area to sort of propel the offerings that we have. Obviously this is the civil side but on the defence side as well, we have really good capabilities within the defence business of AXISCADES and through the acquisition of Mistral where they do a lot of work on the radars as well. As far as defence is concerned, I again talked about it. The defence sector is very vibrant. Every country is looking at bolstering their defence supplies. The spend is at an all time high. There is a transformation, a tipping point. Ukraine assured that the move towards electronic warfare, drone warfare is real. And that's the shift that everybody's making, which obviously means that embedded electronics, digital software will play a bigger role when it comes to warfare. So these are areas that we can be a disruptor in.

Moving on to Mr. Yashpal Chopra, you complimented us for our office in France. Thank you very much. I just wanted to mention that this is not our first office in France. We already have an office in Toulouse. So we added this office in Montoir de Bretagne. In addition to this, we have offices in Hamburg, we have offices in Leicester, in the UK, and we have an office in Denmark. We have offices in the US, multiple offices in Peoria in Illinois, in South Carolina, as well as in California and then we have offices in Montreal and Canada. So you'd be really proud to know that your company is truly global. We are looking at how we can increase our geographical footprint and wherever required, you know, wherever it's a win-win for the client and for us, we will look at opening new offices. Mr. Vinayak, thank you for your question on the Mistral acquisition, the financial performance in the short term. So, this is a Company which is very interesting. It comprises of two services. One is the defence portfolio that we talked about, which is very vibrant and that is something which we will look at accelerating. The second one is the semiconductor presence that they have and they work with leading customers like Texas Instruments, Nvidia, Qualcomm, etc. also they're working on some really cutting edge technology. As you know, semiconductors is the ingredient that goes into every single consumer device or industrial device, or a lot of products that we use, whether it's in aerospace or automotive, or energy. So we feel that this is a really critical area for us and we feel this huge potential. We will look at building on these capabilities and providing support to the Mistral team and taking this further to greater heights. Mr. Basavanna, your question was on any plans for a new acquisition? We always are on the lookout for new acquisitions as part of our sector diversification and client diversification, if it makes sense, and if it helps us to grow our business, and if it's win-win and if it's a complementary skill, which is something we don't have, whether in terms of portfolio offerings or a geographical presence or a key client offering, we will be open to looking at acquisitions. Of course, our first short term priority is in making sure that the integration of Mistral is successful and that the combination of AXISCADES and Mistral is a force multiplier. Your other question was on manufacturing. We do manufacturing both within the AXISCADES defence portfolio, as well as in Mistral. But what we do is more in the nature of prototype manufacturing. We do not have any plans to get into large scale manufacturing because that's a volumes game and in order to have economies of scale, you need to have much, much more volumes, which is not the kind of business we are in. Our focus is on engineering services as well as critical prototype development, such that we can do proof of concepts and design products which are suitable for our customers. Mr. Arun Kumar, your question was on Mistral leadership strategy. I think I talked about that. So you know, the plan very much is to integrate quickly and look at how we can take Mistral

embedded capabilities into the verticals that we are present in, into the clients that were present in and also grow the semiconductor business and the defence business that they are in.

Geographical distribution. So our focus is on Europe, our focus is on North America, we also work with some leading providers in India. So, you know, one could spread ourselves really thin, but our focus will be on growth markets. So, the growth markets, you know, clearly are in Europe, North America, in some cases for semiconductors, it will be in the far east as well and in India. India is a very vibrant market with the disruption that's happening, with the situation that China is in, we are a firm believer that India will have a much bigger role to play when it comes to engineering services and, you know, supply chain disruption. So India is a focus market and we believe it will offer us a lot of opportunities since we're based in India, obviously, we have a good position, as far as that is concerned. I think your other question was on the geopolitical situation. We believe that the situation we are in will actually help engineering. If you look at what's happening with the Ukraine crisis, energy security is an issue. It is going to spur automotive and heavy engineering companies to look at new products. It's going to accelerate the move towards electrification, towards connectivity, towards cleaner fuels. So if anything, this is going to increase the investment when it comes to new product development in these sectors. So we believe that engineering is going to be very robust in these. Semiconductor, needless to say, it is a market which is very, very vibrant and that's going to continue, defence of course, again, you know, with the situation that we are in, defence spending will go up and lastly, aerospace. We believe that the OEMs that we work with are extremely well positioned. They have market leadership. We see very positive noises from them in terms of the business outlook. So we are again, very, very bullish in terms of their presence out there. So I would say that, I see an opportunity, I think every cloud has a silver lining and we are looking at the glass half full. We believe that we will look at all the opportunities that we have. Hopefully, I've answered all the questions, if there is any clarification, glad to chip in again. Shashi, I think you can probably pick up the point on borrowings, on dividend distribution and I think there was one more question on margins. Yeah.

CFO: Yeah. Thank you Arun and I also want to thank the shareholders, for their participation in the AGM and also their support to the Company. With respect to the resolution as what is there on the borrowings, this is only an enabling resolution. Currently the Company's net debt is around INR 100 crores and it is only 0.3 of the total net worth of the Company in terms of where we stand. So, we have sufficient legroom even if you have to borrow as far as you know, any growth, I would say borrowing is concerned, growth capital is concerned. And with respect to the dividend policy, we do not have to define and articulate a dividend policy because we are not yet the top 1000, companies with respect to market capitalization. So, obviously, we hope to get there soon and we will define the dividend policy with respect to the Company. As our Chairman said at the appropriate time the Board will decide in terms of generating the surplus and how that needs to be deployed, in terms of whether it is to be returned to the shareholders partially in terms of dividend and of course, the growth capital and the last question with respect to you know, margins. Our EBITDA margins in FY 22 was at, 12.6% and we do understand that we need to bridge a gap of around 500-600 basis points. Our objective in terms of bridging that is that we consistently want to increase these EBITDA margins. Obviously, the Mistral acquisition is going to help us and as what Arun articulated, the sector diversification, the customer diversification and the kind of sectors we are getting into, will obviously help the enhancement of the margins. We wish to be, get to a benchmark EBITDA, in the next three years in terms of bridging this gap as what is there. Thank you.

Chairman: Okay. Thank you. So I think we've addressed most of the questions and I'd like to just build on the point with regards, Mistral. You know, Mistral was conceived four years ago and I'm not going to apportion blame in any direction. Though we've not been able to really start to yield the benefit of that acquisition, that is starting now and what I've seen even in recent days during my visits to Bangalore, the traction is starting. I think with the new faces, with the CFO and CEO, the spirits are really starting to rise and I feel great things will come from that in the future. So I wouldn't undo anything we did four years ago. But the momentum is really starting now and I'm more than hopeful for the future. With regards to geopolitical events, we can't forecast what we're going to do on events that we don't know anything about. But the one thing I got strong resolve in, that the world has to adapt to changing environmental conditions. I think we've seen that recently. So a lot of the initiatives in e-mobility are going to continue. The world needs to adopt even more than it has today. Digitization and human nature will demand even if there are short term disruptions to travel and to move around the globe as the world gets smaller and smaller. So the sectors we're in have got strong fundamentals that will resist these, any of these geopolitical events. We might have day to day disruptions but in the medium term, I think we're in an extremely good place. So I hope we really have answered all the questions. I want to reiterate yet again, thanks to all of the speakers and the continuing support that we have from our shareholders. I think we will deliver on your trust in the short and the medium term and I thank you for your participation. So Sonal, I think the floor is yours.