



9 December 2023

BSE Limited
PJ Towers, 25th Floor,
Dalal Street
Mumbai 400001.
Scrip Code: 532175

National Stock Exchange of India Ltd
Exchange Plaza,
Bandra-Kurla Complex, Bandra (E)
Mumbai-400 051.
Scrip Code: CYIENT

Dear Sir/ Madam,

Sub: Investor Day

The company conducted its 10th Investor day with wide participation from investors and analysts. The senior Management presented insights into the business and further outlook and plans. The related presentations are attached to this letter.

This is for your information and records.

Thanking you,
For Cyient Limited

Ravi Kumar Nukala
Dy. Company Secretary

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Units Layout, Madhapur
Hyderabad -500 081
India

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CYIENT

BUILDING THE FUTURE:
Engineering an Intelligent Tomorrow



Krishna Bodanapu
Executive Vice Chairman & Managing Director

INVESTOR DAY 2023
ENGINEERING INTELLIGENT TOMORROW

8th December 2023,
Hyderabad



AGENDA



Intelligent Engineering:
Our Position and Purpose



Intelligent Engineering:
Our Culture, Strategy and People



Intelligent Engineering:
Our right to win



INTELLIGENT ENGINEERING EVOLUTION: CAR FUEL INDICATOR

INTELLIGENT ENGINEERING EVOLUTION: CAR FUEL INDICATOR



MECHANICAL



ELECTRICAL



ELECTRONIC



DIGITAL



INTELLIGENT

**POSITIONED TO DELIVER
INTELLIGENT ENGINEERING &
TECHNOLOGY SOLUTIONS**

DELIVERING INTELLIGENT ENGINEERING & TECHNOLOGY SOLUTIONS

core
to
CYIENT

products, process,
plant, network

including, services,
products, platforms

For



Digital



Autonomous



Sustainable

FUTURE

INTELLIGENT ENGINEERING FOR **DIGITAL FUTURE**



Implemented **GenAI** solution for Honeywell to reduce technical queries by 40% and to provide real-time insights in the near term.

Honeywell

INTELLIGENT ENGINEERING FOR **AUTONOMOUS FUTURE**



Engineered perception system
for CNHI's existing off-highway
vehicle for **safe and reliable**
Autonomous operations

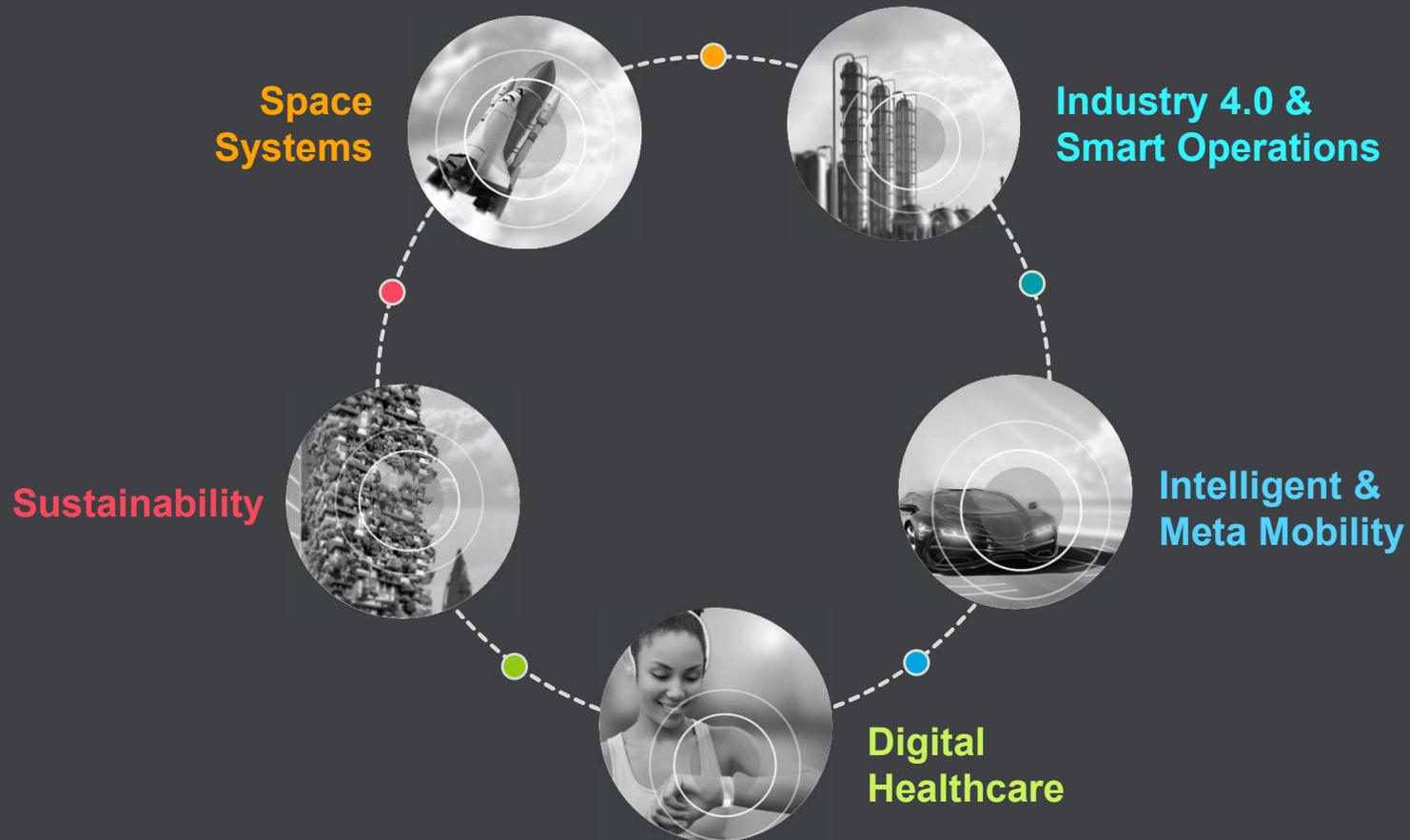
INTELLIGENT ENGINEERING FOR **SUSTAINABLE FUTURE**



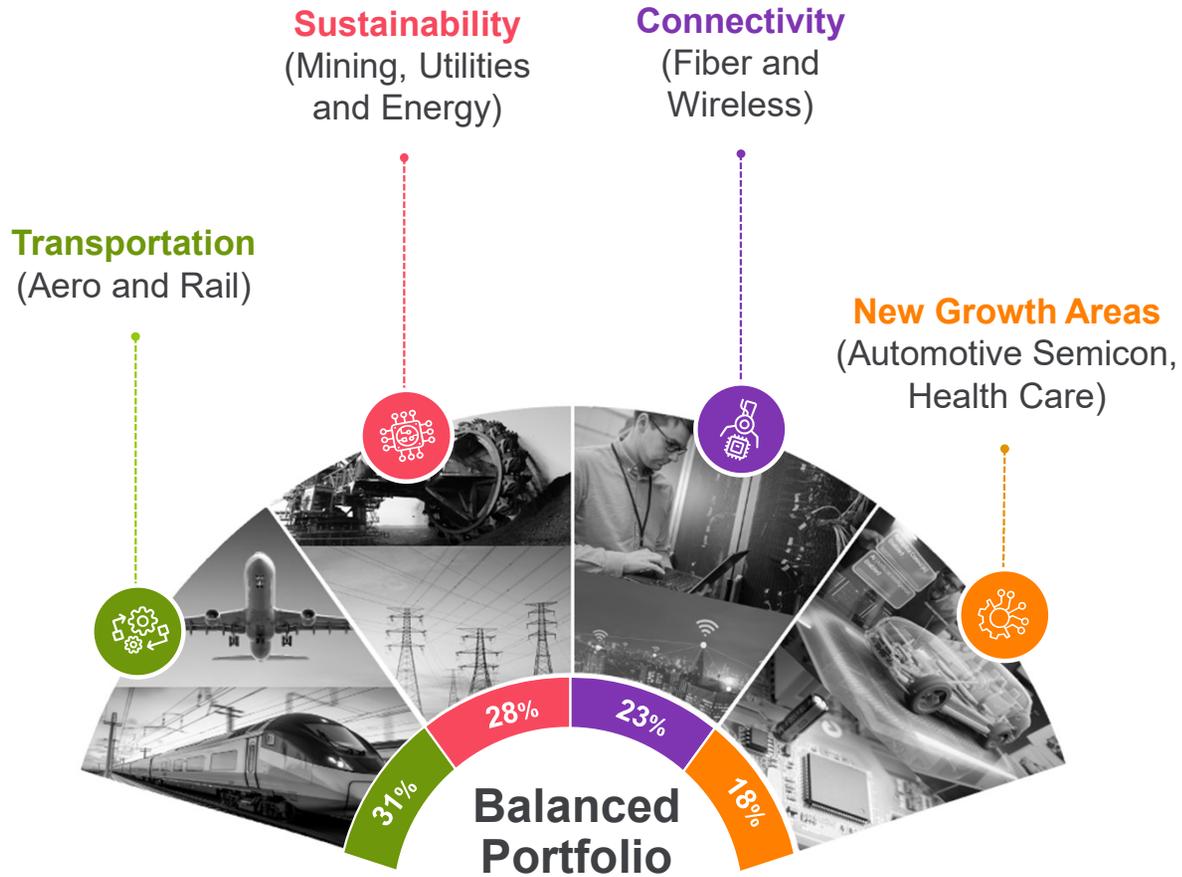
Cyient partnered with Fortum Oslo Varme (FOV) to evaluate and integrate carbon capture technology suppliers with their existing plant, as part of Oslo's **Net Zero 2030 mission**.

BALANCED PORTFOLIO BASED STRATEGY BUILT ON MEGATRENDS

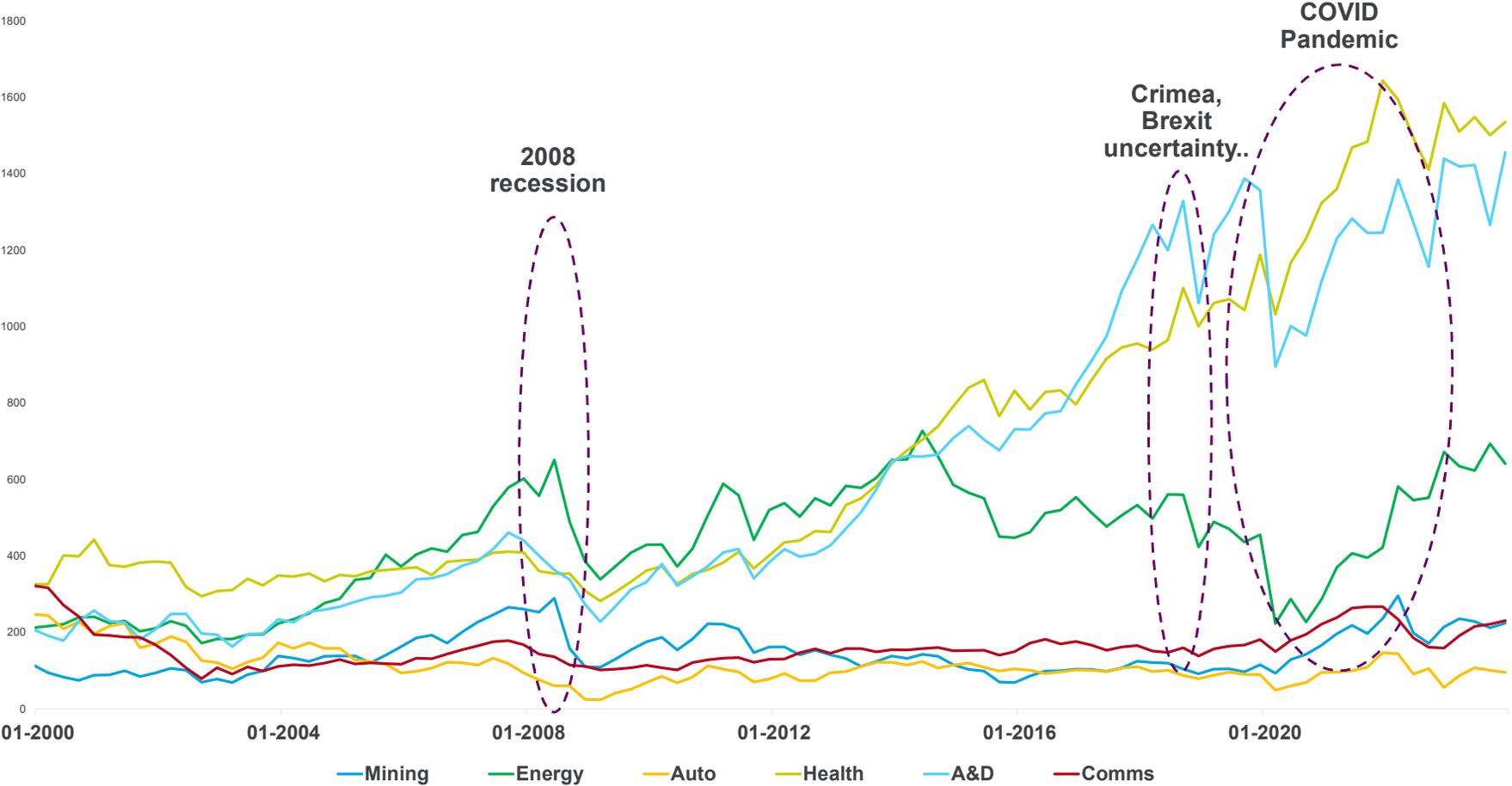
THE MEGATRENDS ALIGNED TO OUR STRATEGY



BALANCED PORTFOLIO



S&P 500 INDEX PERFORMANCE ACROSS OUR OPERATING INDUSTRIES – PAST 20+ YEARS



OUR DIFFERENTIATION



**GROWING A
BALANCED
PORTFOLIO OF
INDUSTRIES BUILT
ON MEGATRENDS**



**STRONG PLAY AT
THE CONVERGENCE
OF ENGINEERING,
TECHNOLOGY,
AND AI**



**STRATEGIC FOCUS
ON SUSTAINABILITY
AS AN INDUSTRY/
OFFERING/ WAY OF
DOING BUSINESS**



**MAXIMIZING
SHAREHOLDER
VALUE CREATION
THROUGH NON-
LINEAR GROWTH/
EXPANSION &
PORTFOLIO
OPTIMIZATION**



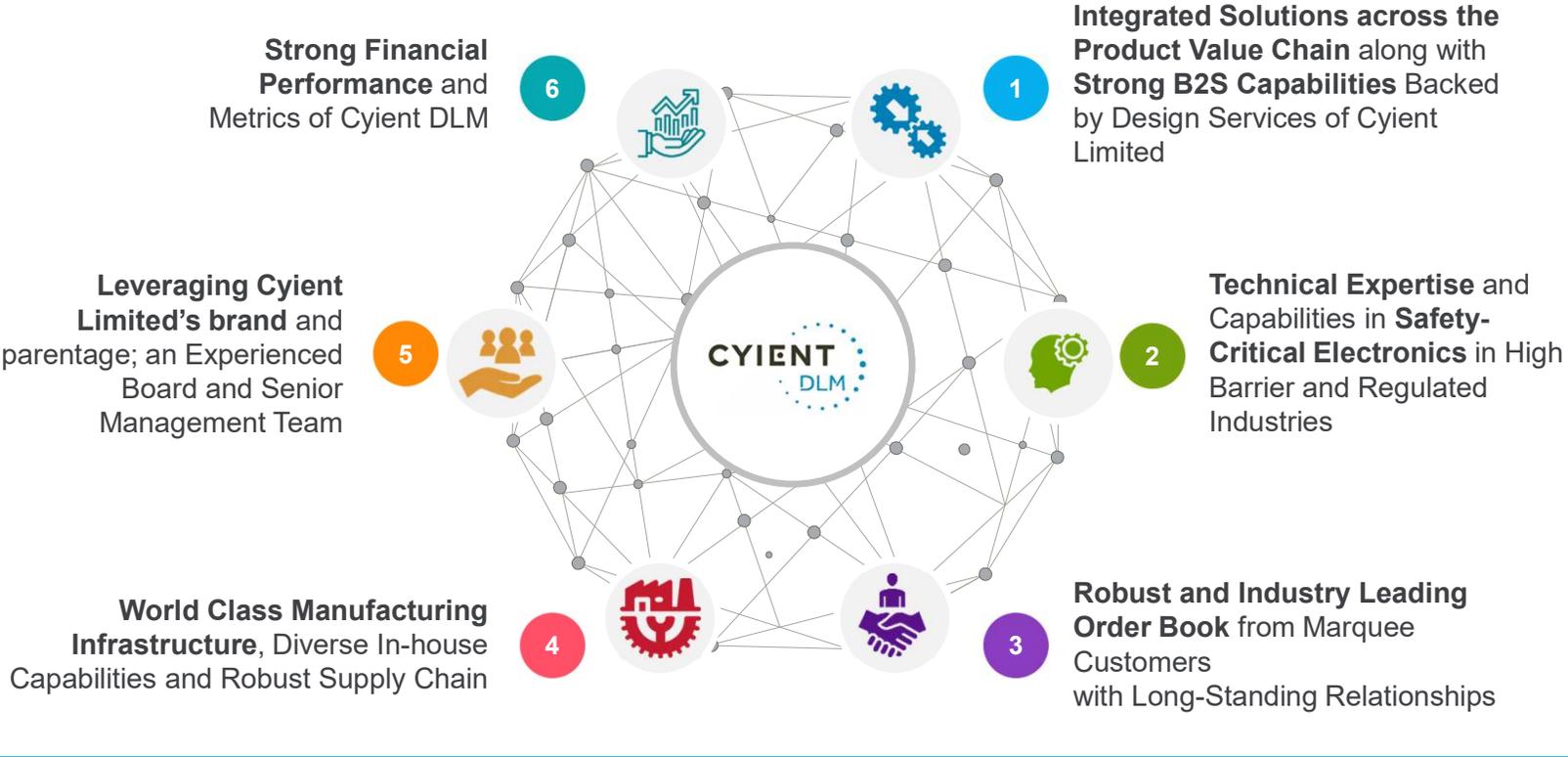
**LEVERAGING OUR
WORLD-CLASS
MANUFACTURING
CAPABILITIES**

THE DIVESTMENT OF CYIENT DLM



THE DIVESTMENT OF CYIENT DLM PROVIDES EXCITING OPPORTUNITY FOR GROWTH

Over 22 Years of Experience in Developing High Mix, Low-to-Medium Volume Highly Complex Systems



MULTIPLE TRENDS ARE SHAPING THE GLOBAL EMS MARKET OUTLOOK

01

Emerging technologies like IoT, 5G, Industry 4.0, AI, etc. are leading to increased **electronification** of products across industries

02

China Plus 1 Strategy and increasing focus on de-risking supply chain leading to the development of alternate locations for manufacturing outside of China

03

Indian governmental push on manufacturing through the **Production Linked Incentive (PLI) policy** is creating opportunity of Indian EMS players to capture Global and Indian markets

04

Global chip shortage is leading to **demand for redesigning products to rapidly and effectively mitigate supply chain shocks**, creating opportunity for re-engineering with focus on **Design for Resilience and Design for Availability**

05

Disruption in the semicon value chain and geopolitical situation leading to new opportunities like Outsourced Semiconductor Assembly and Test (OSAT)

Global EMS market expected to grow **5.4% CAGR** – from **\$880B** to **\$1.15T** by 2026

India EMS market expected to grow **29.3% CAGR** i.e., from **\$16B** to **\$58B** by 2026

Unique opportunity for players like Cyient to carve out a niche in high mix-low volume segment

**ENABLING THE NEXT GENERATION:
OUR CULTURE, OUR COMMUNITY,
OUR WORLD.**

AGILE FRAMEWORK REMAINS TO DEFINE THE STRATEGY & OPERATING LEVERS TO ACHIEVE OUR GROWTH OBJECTIVES



OUR **AGILE CULTURE** ENABLES US TO APPLY IMAGINATION TO PROBLEMS THAT MATTER

AGILE
C U L T U R E

Our Culture, Your Journey.



AMBITION



GROWTH MINDSET



INCLUSIVE



LEADERSHIP

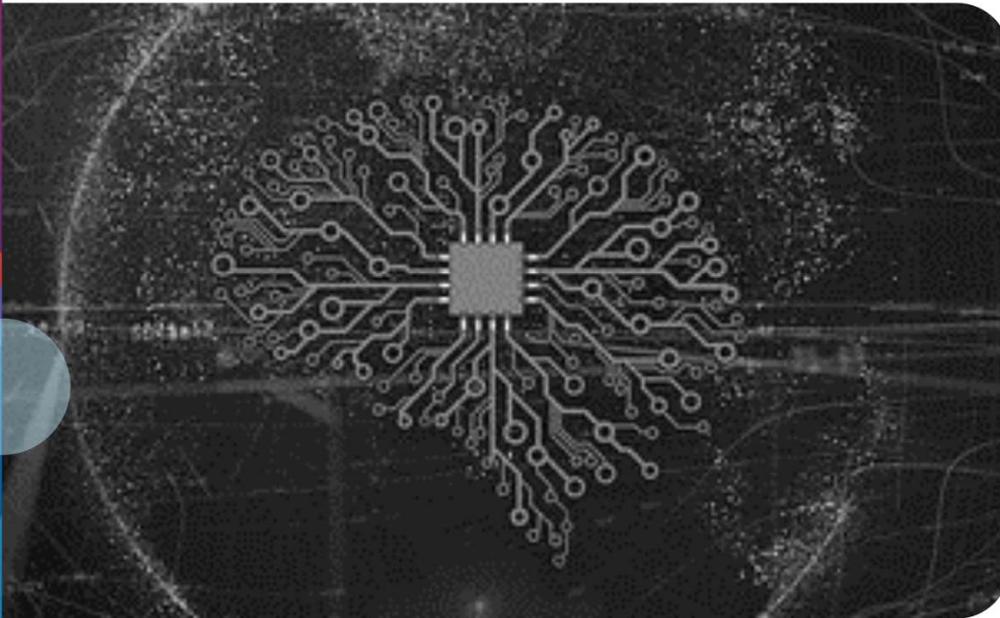


EMPOWERMENT

WE ARE A
GREAT PLACE TO WORK
#ProudToBeACyientist



BUILDING OUR NEXT GEN WORKFORCE



- Completed **1.5Mn+** hours in learning and development in past 12 months.
- Dedicated programs focused on reskilling our associates in next generation tech and emerging capabilities.
- Building future ready leadership through world class training and mentoring programs.

IN TODAY'S RAPIDLY CHANGING GLOBAL LANDSCAPE, SUSTAINABILITY IS NO LONGER A CHOICE BUT A NECESSITY



- Our sustainability framework ensures that we are accountable, equitable and responsible.
- We have increased the share of renewable energy across our India-based facilities – incl. EV charging stations.
- Delivered global diversity development and mentoring programs for our future female leaders.

WE REMAIN COMMITTED TO OUR CORPORATE SOCIAL RESPONSIBILITY

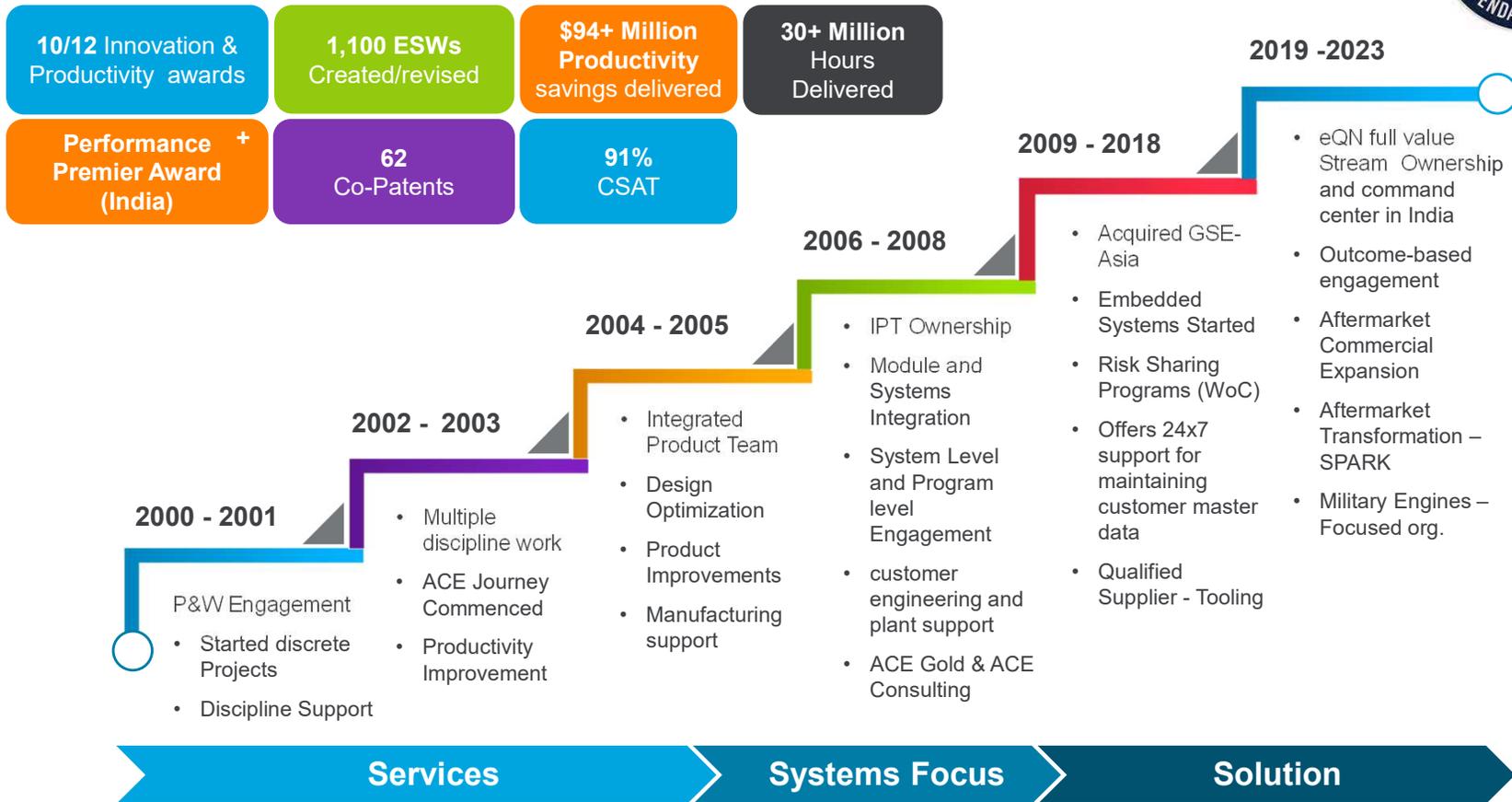


- Provided quality education to 20,000+ underprivileged children through our 30 adopted schools in India.
- Trained 4,000+ unemployed women through our urban & rural micro skills centers
- Launched the School of Innovation and Entrepreneurship (BVR SCIENT) on the IIT-Hyderabad campus.

DESIGNING TOMORROW TOGETHER: CUSTOMER STORIES



OUR JOURNEY WITH PRATT & WHITNEY

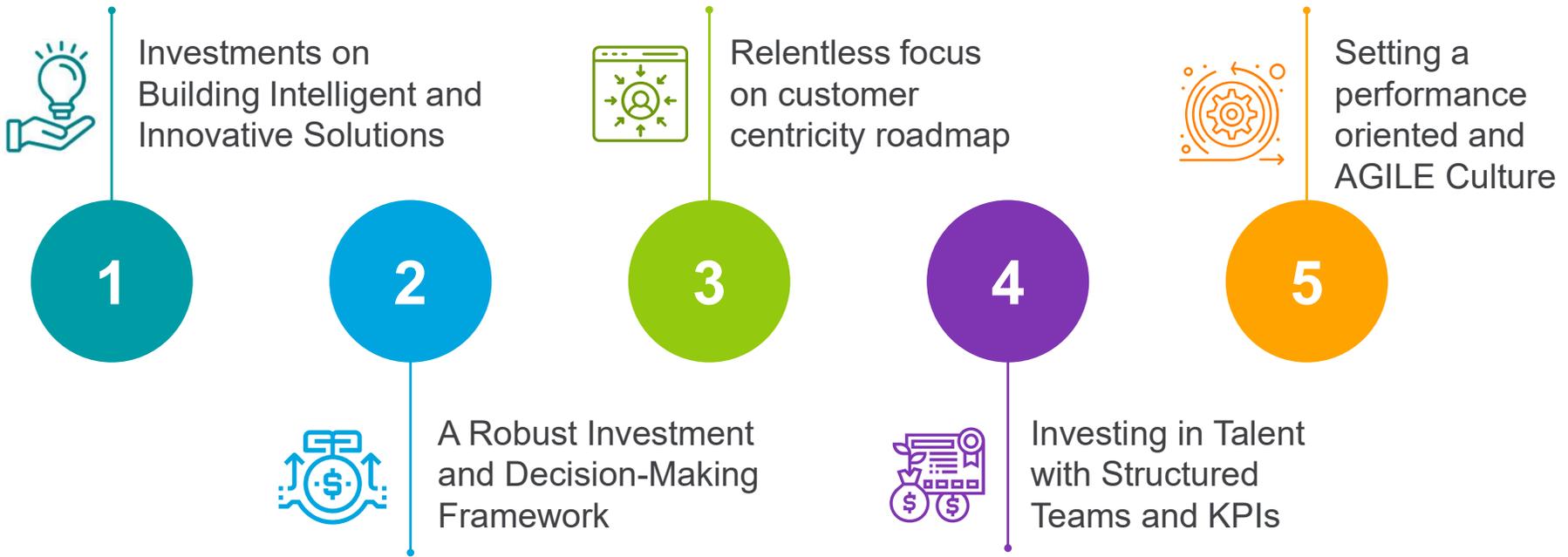




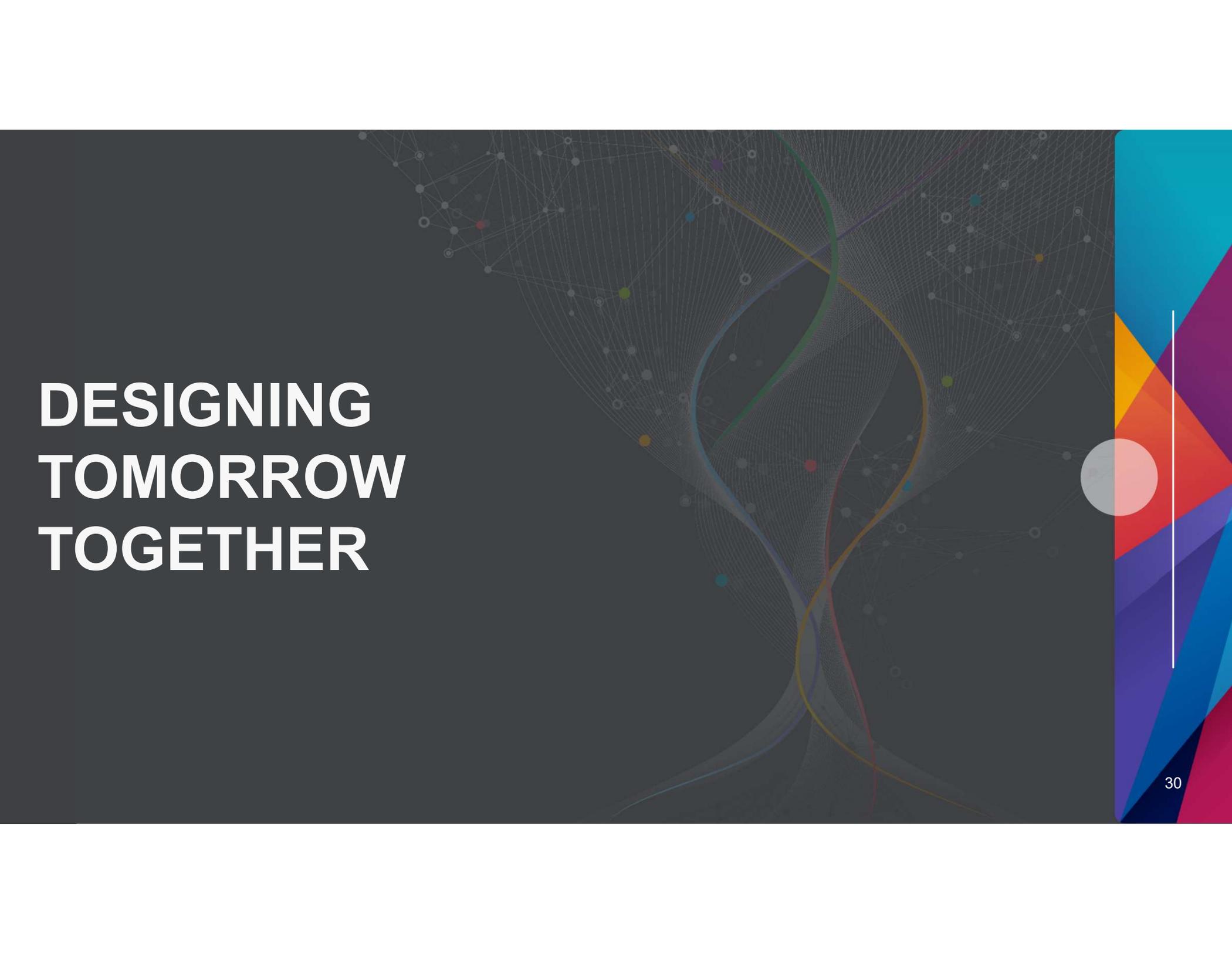
Dairy for life

**CYIENT INTELLIGENT ENGINEERING:
OUR RIGHT TO WIN.**

OUR CONFIDENCE TO EXECUTE IS WHAT DRIVES US



DESIGNING TOMORROW TOGETHER



CYIENT

DET OUTLOOK AND APPROACH



Karthikeyan Natarajan
Executive Director &
Chief Executive Officer

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Thank You

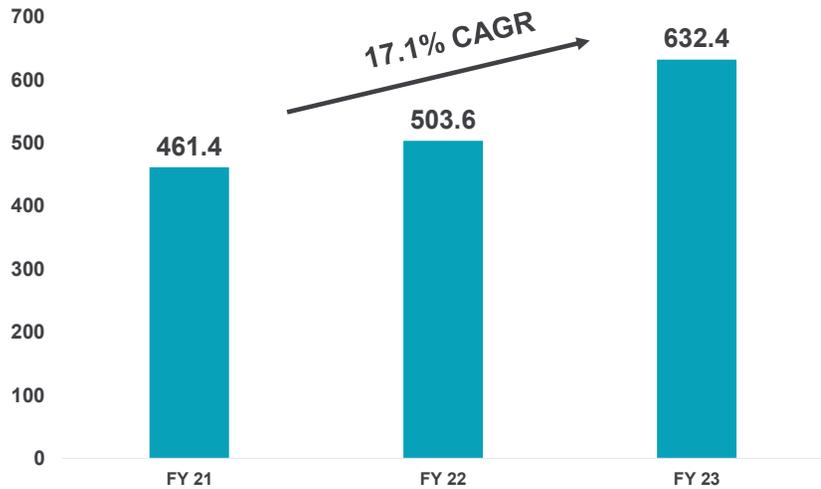
Top Quartile in CSAT Score
(For last 3 Years)

Certified as **Great**
Place to Work in India



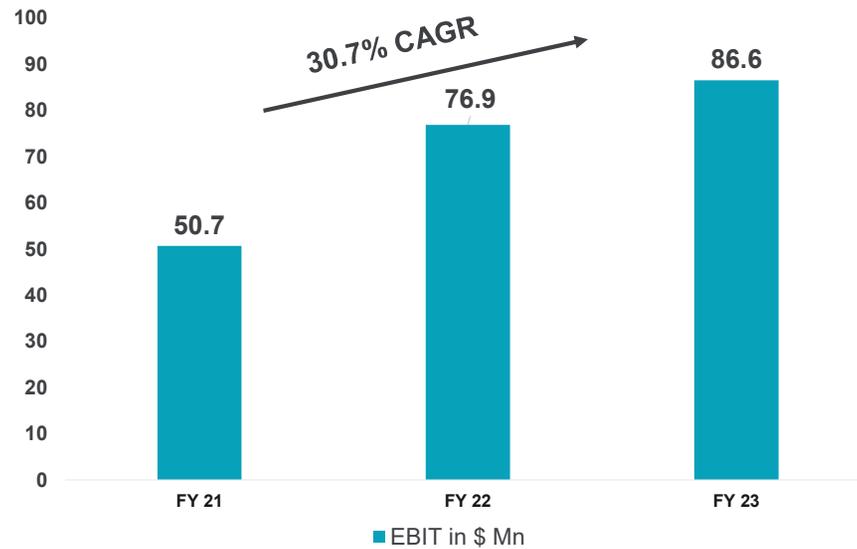
DET PERFORMANCE- DELIVERING TOP QUARTILE PERFORMANCE

Revenue Performance



- 17.1% CAGR growth for last 3 Years for DET
- Revenue mix became more balanced with 4 BU's
- Acquisitions are well integrated

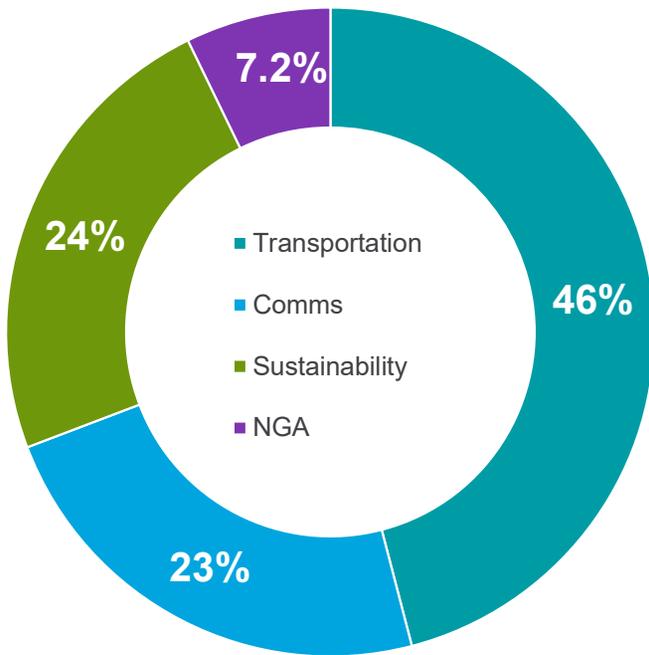
EBIT Performance



- EBIT grew 30.7% CAGR and stands in the range of ~16%
- Strong Operational Performance, 570 bps improvement in gross margin since last 14 quarters

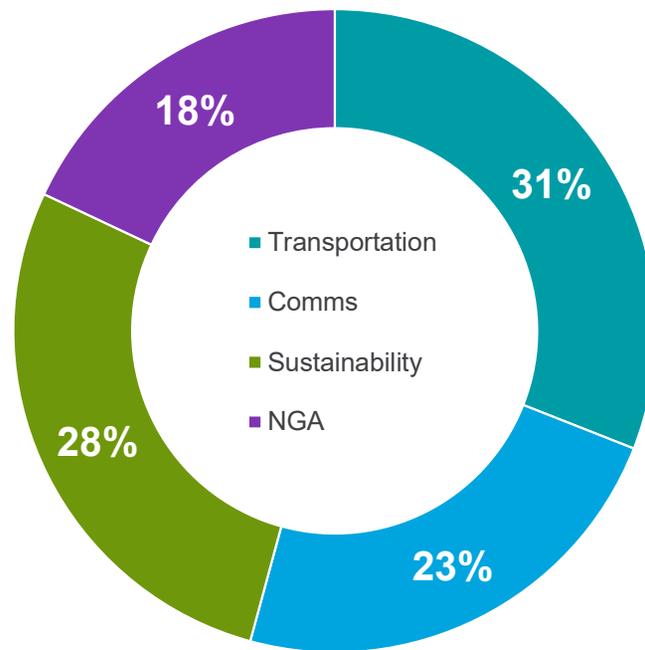
BALANCED PORTFOLIO

FY20 Revenue Mix



Aero dominant Revenue Mix

Current Revenue Mix



Balanced Portfolio

Consistent & predictable performance in progress...

Customer centric/obsessive management team

- Power list of CXO connects
- Strategic partner in their technology transformation through DTAG

Sales Rigor and focus

- Large Deals Factory
- Key Account Plans
- Digital /Technology solutions
- Sales Training/coaching , tools and SIP plans for incremental revenue growth

Agile, Scalable delivery model delivering operational efficiency



11 out of 13

Quarters QoQ
Revenue Growth

**30.2% YoY
growth in OI**

TTM in CC

15-18%

Key Accounts
Growth YoY

\$100Mn

H1- Large deals
Highest Large
deals Pipeline

~ 44%*

Offshoring%

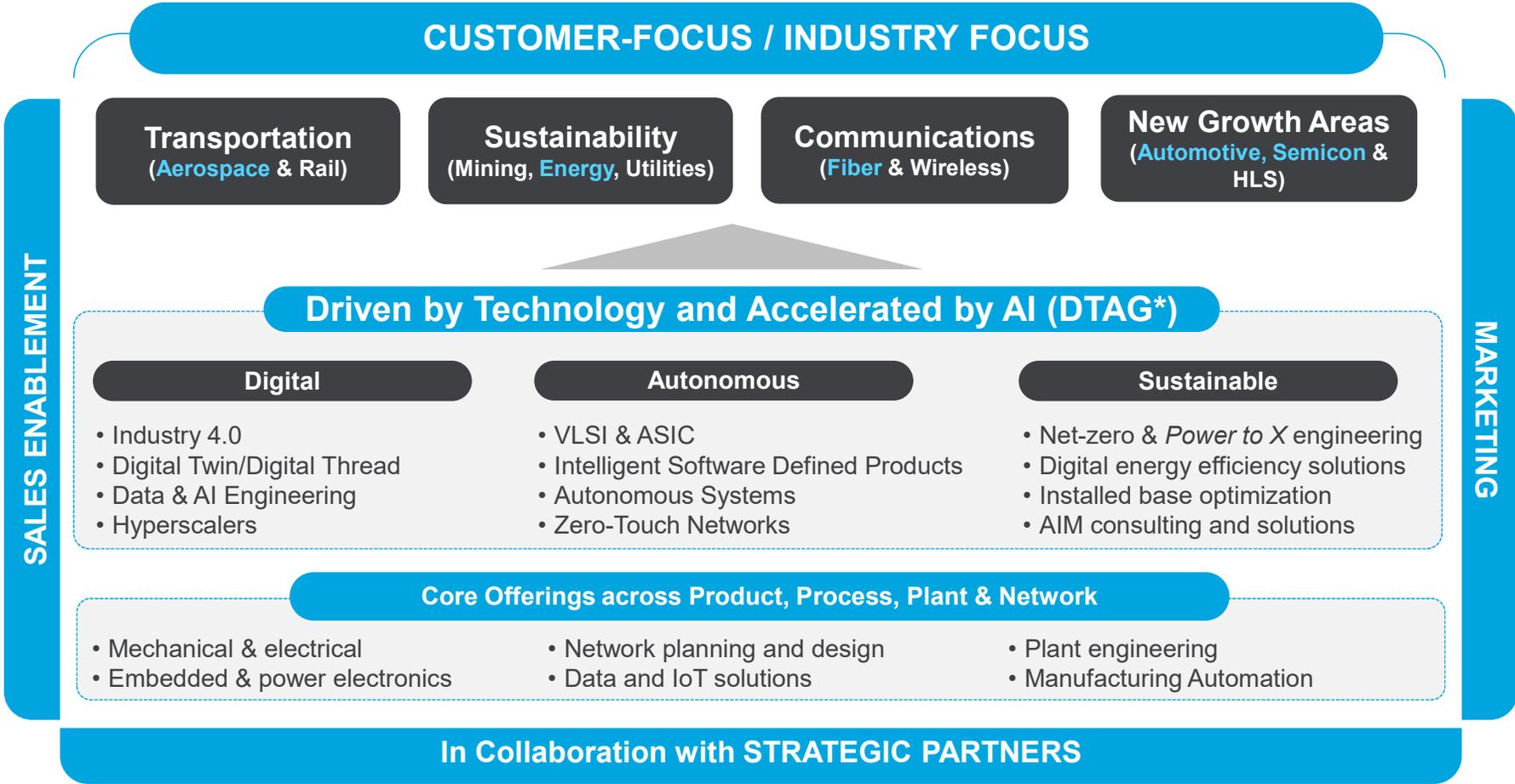
16.5%

Highest EBIT % in
last 11 Years

- Offshoring is 44% with acquisitions, 54% before acquisitions

DELIVERING
'INTELLIGENT ENGINEERING & TECHNOLOGY'
FOR DIGITAL, AUTONOMOUS & SUSTAINABLE FUTURE

WINNING CONFIGURATION FOR GROWTH



*DTAG: Digital & Technologies Advisory group



TECHNOLOGY LED ORGANIZATION

CXO CYIENCE
Thought Leadership series

- An Exclusive Forum for driving CXO dialogues. 22 sessions conducted till now
- Powerlist (~100 top CXO's) engagement

AGILE & SCALABLE DELIVERY MODEL

- **Zwayam** - AI enabled recruitment engine, HubSpot - sales intelligence engine
- Delivery excellence leading with automation through **RPA/cognitive AI and gen AI** - up to **15%** productivity across design, Engineering, software and tech documentation
- 14 R&D Labs and 20 COE's



TECHNOLOGY WORKFORCE

- **CyientifIQ Community** under CTO with about **2,000+** members
- **Customer Experience Center** - demonstrating our innovation to our clients
- **CyientifIQ Hackathon** - **5,000+** global registrations solving customer issues/industry challenges collaboratively

PARTNERSHIPS

- Partnerships with Hyperscalars/ Industries and Institutions
 - Microsoft
 - Esri
 - Service Now
 - AWS
 - PTC

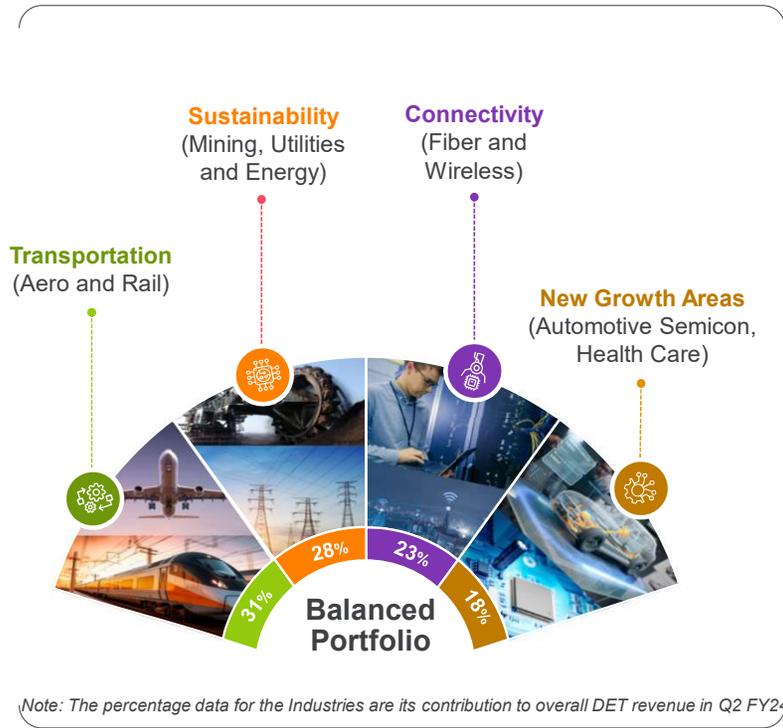
SOLUTIONS/ACCELATORS

- 50+ Accelerators/Platforms are developed to assist customers
 - CyMEDGE, CyARC, AUTONOMOUS COE, SDX, CyFAST, PLATFORM X, IDMS, IDF, CyCHAT

CyMedge SDx **FAST** PlatformX



BALANCED ENGINES OF GROWTH



GROWTH DRIVERS LEADING 10-20% CAGR IN NEXT 3-5 YEARS



Aerospace

2x Air travel

24% Increase in defense spend

\$7.5B TAM by 2030

Tech Upgrades in Civil, Overhaul and MRO, UAM and Space evolving



Energy

40% Fossil Fuels needs replacement

3x Growth in Energy needs

2x growth in Tech/Digital spend

Energy Transition, Energy rich Minerals, Grid Modernization and Asset Management, Hydrogen Ammonia, CCUS



Auto Led Semicon

20% Global total ER&D spend

2x increase in ER&D Spend

60% Digital Spend

Software defined Vehicle and EV enhanced customer experience & Quantum computing



Connectivity

50%-75% Fiber penetration

10GB moving from GB

Investments in Fiber and Private 5G, Network virtualization

A Balanced Portfolio functioning as a pivotal driver of growth with 4 accelerators

3 YEAR OUTLOOK

High



Aerospace

- Air travel doubling
- 30% up in defence spend
- Strong relation with top players



Auto and Semicon

- EV, SDV & Connected cars
- High Performance computing
- Semicon led Auto growth



Energy

- Energy transition, CCUS
- 3X energy demand by 2050
- Alternate energy
- Grid Modernisation



Mining

- Energy rich minerals
- Maintenance & Asset Management
- High Interest rates

Moderate



Connectivity

- Fiber Penetration
- Software defined Networking, Autonomous Network



Health care & Life Sciences

- Connected Devices
- Patient Monitoring, Customer experience



Rail

- Signaling enhancements , Green transport
- Government investments slow to take off

SUMMARY

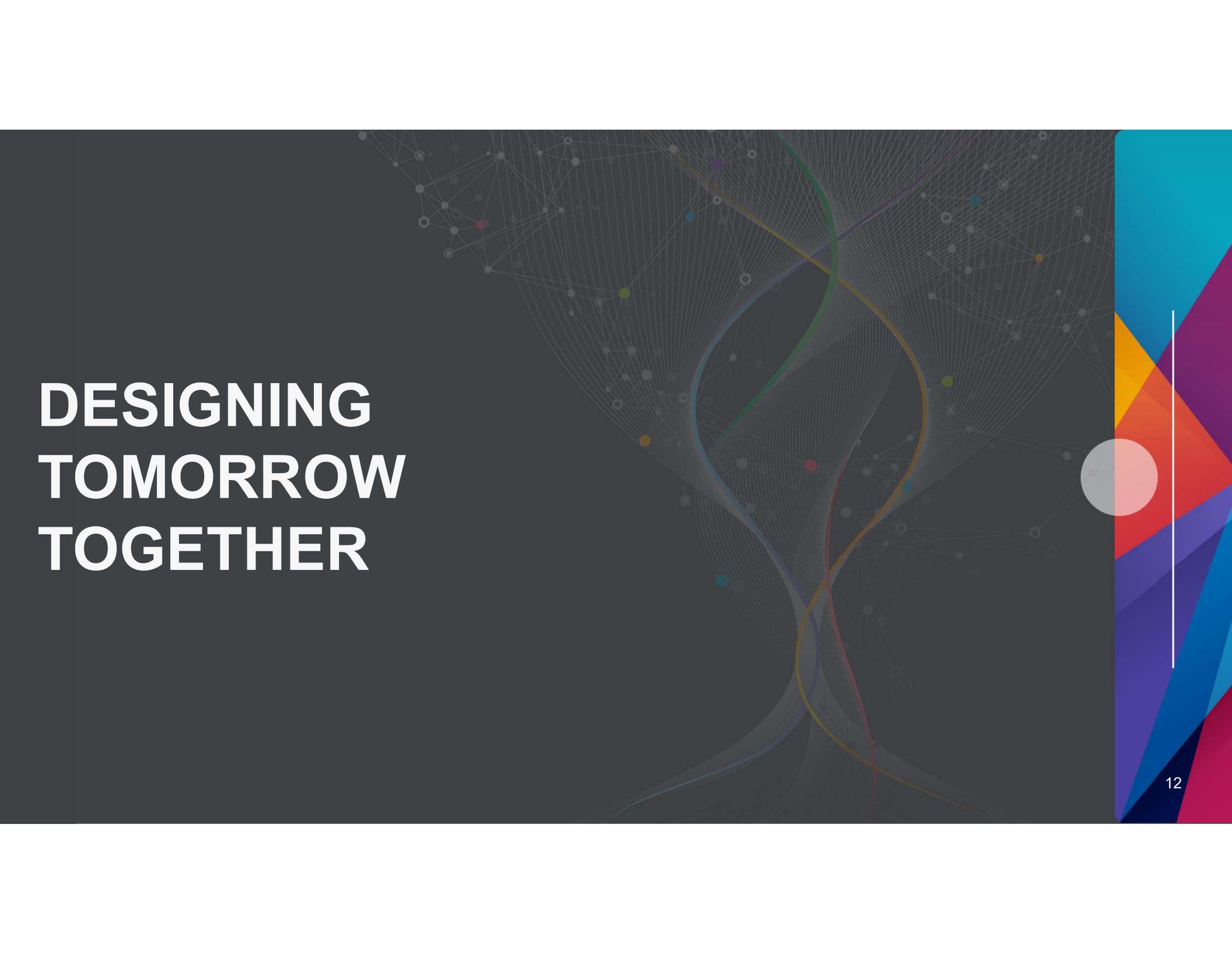
 Customer centric/obsession led journey transformation providing significant value to our customers

 Right to win & lead in these domains - Aero, Energy, Connectivity and auto (Semicon) driving digital/autonomous and sustainable future

 Technology led solutions/platforms/accelerators and DNA - DTAG partnering in client journey transformation

 Core purpose of Innovating/Imagination for better tomorrow with clients - Tech led organization transforming internally and externally, enhancing stakeholder value across the communities

DESIGNING TOMORROW TOGETHER





STRATEGIC FOCUS AREAS

Ramya Mohan

Vice President & Chief Strategy Officer



CYIENT

STRATEGIC FOCUS AREAS



Ramya Mohan
Vice President and Chief Strategy Officer

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CYIENT'S GROWTH STRATEGY IS BUILT UPON THREE KEY VECTORS

Vector 1



Grow the Core Business

Growing a balanced portfolio of industries with the right enablers

Vector 2



Deliver Intelligent Engineering and Technology

Playing at the convergence of engineering, technology, and AI

Vector 3



Drive Exponential Expansion

Maximizing shareholder value creation through non-linear growth/ expansion

VECTOR 1: GROWING A BALANCED PORTFOLIO OF INDUSTRIES

CUSTOMER-FOCUS / INDUSTRY FOCUS

31%

Transportation
(Aerospace & Rail)

28%

Sustainability
(Mining, Energy, Utilities)

23%

Connectivity
(Fiber & Wireless)

18%

New Growth Areas
(Auto, Semicon, Hi-Tech & HLS)

Technology Stack



Consulting*



Digital



Networks and Data



Embedded



VLSI – Semi-Conductor Design



Core Engineering

Playing across the tech stack

Strategic Foundations

Key Account Planning and Large Deal Focus

Structured Talent Development

Industry and Geography Expansion

Agile & Scalable Delivery Model

Strong Focus on SMEs / Advisor led Sales

Partnerships and Collaborations

* Consulting specifically focused on Sustainability vertical for now
Note: The percentage data on the Industries are its contribution to overall DET revenue in Q2 FY24

VECTOR 2: DELIVERING INTELLIGENT ENGINEERING AND TECHNOLOGY SOLUTIONS

ACCELERATING THE TRANSFORMATION TOWARDS MEGA TRENDS FOR OUR CUSTOMERS



Industry 4.0 & Smart Operations



Intelligent & Meta Mobility



Digital Healthcare



Sustainability



Space Systems

ACCELERATED BY AI, OUR FOCUS IS ON

Digital Engineering & Operations

Autonomous Products & Platforms

Sustainable Energy & Infrastructure

Core Engineering



CUSTOMER CHALLENGES DUE TO TECHNOLOGY ACCELERATION & BUSINESS MODEL INNOVATION

- Need for Improved Efficiency & higher output at faster speed
- Changing Customer Needs
- Refresh or Upgrade to Product Portfolio
- ESG Commitments
- Government Regulations

VECTOR 3: DRIVING EXPONENTIAL EXPANSION



**Strategic
Business Model**



M&A



**Venture
Investment**



**Potential New
Businesses**



DESIGNING TOMORROW TOGETHER