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| Highlights | Financial Update | Business Update |
|--|--|---|
| Financial HighlightsBusiness HighlightsAwards and RecognitionCSR Activities | Revenue Cost optimization Hedge and other income Income statement update Cash generation | Strategic initiativesM&A updateIndustry outlook |

Highlights Financial Highlights Business Highlights Awards and Recognition CSR Activities

Highlights for the Quarter

Revenue

-2.9% QoQ (₹ terms) -3.8% QoQ (\$ terms)

Quarterly revenue at \$149.2 Mn/₹10,736 Mn

Normalized EBIT Margin @ 8.4%

Normalized Services Margin @ 9.6% DLM Margin @ -0.5%

PAT

Normalised PAT[^] for the quarter at ₹754 Mn

Financial Highlights for Quarter

- Consolidated revenue at \$149.2 Mn; degrowth of 3.8% QoQ and de-growth of 9.7%
 YoY
- Services revenue at \$132.3 Mn; de-growth of 5.6% QoQ (5.4% in CC) and de-growth 10.0% YoY
- DLM revenue at \$17 Mn; growth of 12.4% QoQ; de-growth of 7.1% YoY
- Cash flow to EBITDA conversion at 74.0%
- Normalized EBIT excluding one-offs at ₹905
 Mn
 - Normalized EBIT margin excluding one-offs 8.4%; lower by 118 bps QoQ
 - Normalized EBIT margin for services excluding one-offs at 9.6%, lower by 100 bps QoQ

Highlights for the Year

Revenue

-4.1% YoY (₹ terms) -5.3% YoY (\$ terms)

Yearly revenue at \$625.2 Mn/₹44,274 Mn

EBIT

Normalised EBIT at ₹4,084 Mn

Normalized EBIT Margin @ 9.2%

Normalized Services Margin @ 10.5% DLM Margin @ -0.2%

PAT

Normalised PAT[^] for the year at ₹3,727 Mn

Financial Highlights for Year

- Group revenue at \$625.2 Mn; de-growth of 5.3% (4.0% in CC terms)
- Services revenue at \$550.7 Mn; de-growth of 5.1% (3.7% in CC terms)
- DLM revenue at \$74.6 Mn; de-growth of 6.6%
- Normalized EBIT excluding one-offs at ₹4,084 Mn; de-growth of 23.4%
- Normalized EBIT margins excluding one-offs at 9.2%; lower by 232 bps
 - Normalized EBIT margin for services excluding one-offs at 10.5%, lower by 228 bps
- Free Cash flow at ₹4,102 Mn (highest ever)
- Free Cash Flow conversion at 56.9%
- Normalized PAT at ₹3,727 Mn; de-growth of 23.9%
- Total dividend for the year stood at Rs 15/per share

^{*}Refer slide 7 & 8 for details on normalized EBIT and normalized PAT

PAT and EBIT Walk – Reported to Normalised

| Normalised PAT ₹ Mn | Note [^] | Q4 FY20 [^] | Q3 FY20 | Q4 FY19 | FY20 [^] | FY19 |
|---|-------------------|----------------------|---------|----------|-------------------|----------|
| Reported PAT | | 452 | 1,083 | 1,768 | 3,425 | 4,785 |
| Exceptional Items | | | | | | |
| Impairment of GSEA intangible asset | 1 | 109 | | | 109 | |
| Impairment of intangible asset under development | 2 | 222 | | | 222 | |
| Impairment of Certsafe IP | 3 | 73 | | | 73 | |
| Reversal of earnouts (Certon and AnSem) | 4 | -333 | | | -333 | |
| IHAL receivable writeoff | 5 | 37 | | | 37 | |
| One off tax provision | 6 | 194 | | | 194 | |
| One off employees cost | 7 | | | 77 | | 77 |
| Insights LLC dissolution | 8 | | | 35 | | 35 |
| Normalised PAT | | 754 | 1,083 | 1,881 | 3,727 | 4,898 |
| Reported EPS (₹) | | 4.1 | 9.8 | 15.7 | 31.1 | 42.4 |
| Normalised EPS (₹) | | 6.9 | 9.8 | 16.6 | 33.9 | 43.4 |
| Normalised EBIT ₹ Mn | Note [^] | Q4 FY20 [^] | Q3 FY20 | Q4 FY19 | FY20 [^] | FY19 |
| Reported EBIT | | 464 | 1,063 | 1,378 | 3,643 | 5,217 |
| Exceptional Items | | | | | | |
| Impairment of GSEA intangible asset | | | | | | |
| • | 1 | 109 | | | 109 | |
| Impairment of intangible asset under | | | | | | |
| | 2 | 109 222 | | | 109 222 | |
| Impairment of intangible asset under | | | | | | |
| Impairment of intangible asset under development | 2 | 222 | | | 222 | |
| Impairment of intangible asset under development Impairment of Certsafe IP | 2 | 222 73 | | 77 | 222 73 | 77 |
| Impairment of intangible asset under development Impairment of Certsafe IP IHAL receivable writeoff | 2 3 5 | 222 73 | | 77 35 | 222 73 | 77 35 |

[^]Refer next slide for explanation on exceptional items

Note on exceptional items in Q4FY20 and Q4FY19

| Note | Exceptional Items | ₹Mn | Description | | |
|------|--|------|--|--|---|
| 1 | Impairment of Global Services Engineering Asia intangible asset | 109 | Carrying value of the asset has been impaired during the quarter, based on forecast of underlying business contracts. However, business in total will continue | | |
| 2 | Impairment of intangible asset under development 222 | | Impairment of intangible asset 222 customized UAV sys | | One-time charge of Rs. 222 Mn relating to costs incurred on development of customized UAV systems in a subsidiary in view of the potential delays in materialization of orders. |
| 3 | Impairment of Certsafe IP | 73 | Carrying value of the asset has been impaired during the quarter, based on forecast of underlying business contracts | | |
| 4 | Reversal of earn-outs (Certon and AnSem) | -333 | Reversal on contingent consideration payable on past acquisitions which are not contractually payable due to one off lower performance for the year | | |
| 5 | IHAL receivable write-off | 37 | Carrying value of the asset has been written off during the quarter, based on recoverability assessment. | | |
| 6 | One off tax provision | 194 | | | |
| | i. Impact of Tax Ordinance 2019 | 56 | Switchover of effective tax rate from current regime to Ordinance and related deferred tax impact. | | |
| | ii. Provision for tax under Vivad Se Vishwas (VSV) scheme | 44 | Availment of VSV scheme and related provisions | | |
| | iii. Other tax provisions | 94 | One time impact of settled assessments and other provisions | | |
| 7 | One off employee cost | 77 | Provision towards dues on PF allowances for FY11 to FY13 and interest component till FY19 | | |
| 8 | Insights LLC dissolution | 35 | | | |

Highlights for the Quarter

In India, 92% employees are enabled to WFH 96% of employees are either WFH or from customer locations in other geographies

WFH approvals from ~94% of our clients across top 65 accounts Employee health and safety is our priority

As on 30th April 2020

Business Highlights for the Quarter

- Signed an agreement with Hitachi Rail to deliver a series of project engineering services to support and accelerate the evolution of its signaling technology and enhance its project execution capacity in April 2020
- Mysore facility to support manufacturing of Covid-19 diagnosis units and X-ray system assemblies
- Providing Telangana State Police with dronebased surveillance technology to help implement the COVID-19 related lockdown in Hyderabad
- Contributed ₹ 20 Mn to the Telangana Chief Minister's Relief Fund to support the government's efforts in fighting the Covid-19 pandemic in April 2020

Highlights for the Quarter

Awards & Recognition

- Won the Supplier Innovation Award for the seventh consecutive year and the Supplier Highest Productivity Award for the fourth year in a row at the Annual Pratt and Whitney Supplier Summit 2019
- Won the 2019 Harithaharam Award at the CII Telangana State Annual Meeting 2019-20 for sustainable efforts in improving tree cover in the state

CSR Activities

- Continue to support 28 Government Schools – providing education to 18500+ underprivileged children
- Continue to support 70 Cyient Digital Centers (CDCs) in around Telangana and Andhra Pradesh
- Provided training to the 3rd pilot batch of 300 unemployed women on tailoring, bakery and beauty courses through the Cyient Urban Micro Sill Center(CUMSC) for urban poor
- Organized a blood donation drive to commemorate 100 years of the Indian Red Cross Society. Witnessed participation by more than 500 volunteers
- Took up the cause of girl child welfare by organizing activities geared to help underprivileged adolescent girls

Highlights

- Financial Highlights
- Business Highlights
- CSR Activities

Financial Update

- Revenue
- Cost optimization
- Hedge and other income
- Income statement update
- Cash generation

Business Update

- M&A update
- Industry Outlook

Annexures

Revenue for Q4 FY20

| Revenue | Q4 FY19 | Q1 FY20 | Q2 FY20 | Q3 FY20 | Q4 FY20 | QoQ | YoY |
|---------|---------|---------|---------|---------|---------|-------|-------|
| \$ Mn | 165.2 | 156.6 | 164.2 | 155.2 | 149.2 | -3.8% | -9.7% |
| ₹Mn | 11,629 | 10,890 | 11,589 | 11,060 | 10,736 | -2.9% | -7.7% |

| Business Units | Services | | | | Group | | | ography |
|----------------|----------|-------------------|--------|-------|--------|--------|--------|------------|
| business Units | \$Mn | QoQ | YoY | \$Mn | QoQ | YoY | | \$83.1 Mn |
| A&D | 45.3 | 0.5% | -9.0% | 56.4 | 4.7% | -6.9% | NAM | -5.7% QoQ |
| Comms | 33.7 | -0.7% cc -1.4% | 2.7% | 33.7 | -2.0% | 1.1% | | -6.9% YoY |
| E&U | 15.3 | -24.7% | -20.3% | 17.9 | -20.5% | -18.3% | | \$38.4 Mn |
| Transportation | 15.0 | -3.4% | -16.6% | 15.2 | -3.5% | -15.9% | EMEA | -1.3% QoQ |
| Portfolio | 14.2 | -3.0% | -10.1% | 14.2 | -3.0% | -10.6% | | -5.9% YoY |
| SIA | 5.4 | -22.3% | -35.1% | 5.4 | -22.3% | -35.1% | APAC | \$27.7 Mn |
| MT&H | 3.3 | -1.6% | 11.8% | 6.3 | -10.9% | 12.7% | (incl. | -1.4% QoQ |
| Total | 132.3 | -5.6% | -10.0% | 149.2 | -3.8% | -9.7% | India) | -21.1% YoY |
| CC Growth | | -5.4% | -8.8% | | -3.7% | -8.6% | | |

- Services de-growth of 5.6% QoQ, 5.4% in constant currency
- Standalone DLM growth is 12.7% QoQ, -5.2% YoY
- Overall DLM is higher by 12.4% QoQ (\$1.9 Mn) primarily due to increase in Standalone DLM revenue of \$1.5 Mn

Factors impacting revenue growth in Q4FY20

| Factors | Impact \$ Mn | Description |
|--|--------------|---|
| Offshore & Onsite Covid-19 Impact | 4.0 | ~3Mn offshore and ~1Mn onsite |
| DLM (Covid-19) | 1.2 | Supply chain issues |
| Semiconductor Supply Chain (Covid-19) | 1.5 | Delay in component shipments from China |
| E&U licence revenue | 2.0 | License fee to be recognized over implementation schedule |
| E&U Execution Challenges | 3.0 | Field work challenges in NAM utilities |
| Total | 11.7 | |

Revenue for FY20

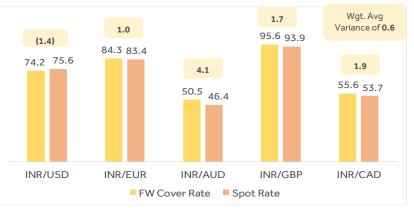
| Revenue | FY16 | FY17 | FY18 | FY19 | FY20 | YoY |
|-----------------|--------|--------------------------|--------|--------|---------------|------------|
| \$Mn | 472.1 | 537.9 | 607.4 | 660.0 | 625.2 | -5.3% |
| ₹Mn | 30,956 | 36,065 | 39,175 | 46,175 | 44,274 | -4.1% |
| Duning on Huite | Serv | vices | Gro | Group | | graphy |
| Business Units | \$Mn | YoY | \$ Mn | YoY | | \$348.8 Mn |
| A&D | 186.5 | -4.8% cc -5.6% | 236.5 | -4.7% | NAM | -0.5% YoY |
| Comms | 128.1 | -3.4% cc -5.6% | 128.6 | -8.1% | EMEA | \$164.8 Mn |
| E&U | 71.2 | 2.7% cc 1.1% | 82.3 | -0.6% | LMLA | 5% YoY |
| Transportation | 66.5 | <i>-2.5% cc</i> -4.7% | 66.9 | -4.2% | APAC | \$111.5 Mn |
| Portfolio | 58.4 | <i>-7.2% cc</i> -9.2% | 58.6 | -9.7% | (incl. India) | -26.8% YoY |
| SIA | 26.7 | -14.3% | 26.7 | -14.3% | | |
| MT&H | 13.2 | 18.0% | 25.5 | 18.5% | | |
| Total | 550.7 | -5.1% | 625.2 | -5.3% | | |
| CC Growth | | -3.7% | | -4.0% | | |

- Services de-growth of 5.1% YoY, 3.7% in constant currency
- Standalone DLM growth is 6.3% YoY
- Overall DLM is lower by 6.6% YoY (\$5.2 Mn) primarily due to decrease in Standalone
- 14 DLM revenue of \$4.3 Mn

Hedge Book for Q4 FY20



Booked Rate (in ₹) for next 12 Months



- Due to volatility in major currencies (USD, GBP, EUR, CAD and AUD), the company revised the policy to hedge 80% of net inflows for the rolling 12 months (as against previous policy of 70%)
- On the current forward contracts, the company has following position for the next 12 months at current spot rates:
 - Outstanding Forward Contract as on 31st Mar'20 in ~ \$ 141 Mn
 - If the spot rate remains at same level (as at 31st Mar'20), forex gain on current forward contracts could be **~\$ 1.2 Mn**

^{*}Outstanding forward contracts excludes Cyient DLM

Other Income for Q4 FY20 & FY20

| All Figures in ₹ Mn | Q4 FY20 | Q3 FY20 | Q4 FY19 | FY20 | FY19 |
|--|------------|------------|------------|------|-------|
| Income from Treasury | | | | | |
| Interest on Invesmtents/Deposits | 94 | 88 | 135 | 391 | 487 |
| Dividend on Mutual Funds | 8 | 8 | 13 | 29 | 52 |
| Subtotal (A) | 102 | 96 | 148 | 420 | 539 |
| Realised gains/(losses) on Fwd Contracts (B) | 81 | 151 | (6) | 514 | (180) |
| Unrealised Fx gains/losses) (C) | (48) | 184 | 126 | 61 | 107 |
| Others | | | | | |
| Interest on IT Refunds | 0 | 0 | 0 | 0 | 13 |
| Reversal of Old provisions | 25 | 23 | 30 | 80 | 61 |
| Rents received | 2 | 7 | 2 | 14 | 16 |
| Tax incentives on export of merchandise | 0 | 0 | 280 | 18 | 514 |
| Others | 44 | 37 | 209 | 143 | 269 |
| Others (D) | 71 | 67 | 521 | 255 | 873 |
| Grand total (A+B+C+D) | 206 | 498 | 789 | 1250 | 1340 |

| Currency Q4 FY20 | | Y20 | Q3 F | Y20 | Q4 FY19 | | |
|------------------|---------|------|---------|------|---------|------|--|
| Movement | Forward | Spot | Forward | Spot | Forward | Spot | |
| USD | 72.8 | 72.5 | 74.5 | 71.3 | 67.3 | 70.7 | |
| EUR | 85.4 | 80.4 | 87.4 | 79.1 | 84.5 | 80.4 | |
| GBP | 97.4 | 93.6 | 96.7 | 91.7 | 94.3 | 93.1 | |
| AUD | 52.3 | 47.3 | 53.4 | 48.7 | 52.7 | 50.6 | |
| CAD | 56.0 | 54.5 | 56.0 | 54.0 | 53.3 | 52.4 | |

 $Forward \, and \, spot \, rates \, represent \, average \, of \, monthly \, rates$

 $\textit{Earnout reversals, amounting to RS 333 Mn, excluded from other income for Q4FY20 and FY20, is part of exceptional item and the properties of the propert$

For the quarter

- Other income is lower by ₹293 Mn (- 58.7%) QoQ
- Forward contract gain has decreased QoQ due to reduced gain from USD contracts vs Q3 FY20
- Unrealised Fx loss is mainly due to restatement of cross currency loans in EUR & USD

For the year

- Other income is lower by ₹90 Mn (-7%)
 YoY
- Treasury income has reduced due to decreased cash deployment mainly from utilization of funds for final dividend of FY19 INR 1,200 Mn and total dividend of FY20 INR 2,000 Mn.
- Forward contract gain has increased due to YoY gain in USD and EUR contracts
- The export tax incentives have right shifted to Q2 FY21

Income statement for Q4 FY20

| All Figures in ₹ Mn | Q4 FY20 | Q3 FY20 | Q4 FY19 |
|---------------------|---------|---------|---------|
| Revenue | 10,736 | 11,060 | 11,629 |
| EBIT (Reported) | 464 | 1,063 | 1,378 |
| EBIT (Normalised) | 905 | 1,063 | 1,490 |
| PAT (Reported) | 452 | 1,083 | 1,768 |
| PAT (Normalised) | 754 | 1,083 | 1,881 |
| EPS (₹ Reported) | 4.1 | 9.8 | 15.7 |
| EPS (₹ Normalised) | 6.9 | 9.8 | 16.6 |

| All Figures in % | Q4 FY20 | Q3 FY20 | Q4 FY19 |
|--------------------------|---------|---------|---------|
| Gross Margin | 33.5% | 36.0% | 35.3% |
| EBIT Margin (Reported) | 4.3% | 9.6% | 11.8% |
| EBIT Margin (Normalised) | 8.4% | 9.6% | 12.8% |
| ETR (excl. one-offs) | 23.9% | 23.3% | 21.5% |
| PAT Margin (Reported) | 4.2% | 9.8% | 15.2% |
| PAT Margin (Normalised) | 7.0% | 9.8% | 16.2% |

Refer slide 7 & 8 for details on normalized EBIT and normalized PAT

QoQ EBIT Movement

- Consolidated normalized EBIT stood at 8.4%; down 118 bps QoQ
- Services margin at 9.6%; lower by 100 bps QoQ primarily driven by lower utilization (140 bps), adverse revenue mix (70 bps), volume impact on SGA and depreciation (120bps) offset by decrease in SGA cost (210 bps) and forex impact (20 bps). (Please refer slide 19).
- The margins were also lower by additional 100 bps from forecast due to the volume drop compared to forecast.
- DLM margins -0.5%; compared to 0.2% in Q3 FY20

Profit After Tax Movement

- Normalized PAT decreased by ~30.4% QoQ
- Significant impact on PAT from lower other income and lower EBIT
- ETR excluding one-offs has increased to 23.9% from 23.3% in Q3 FY20

Income statement for FY20

| All Figures in ₹ Mn | FY20 | FY19 |
|---------------------|--------|--------|
| Revenue | 44,274 | 46,175 |
| EBIT (Reported) | 3,643 | 5,217 |
| EBIT (Normalised) | 4,084 | 5,329 |
| PAT (Reported) | 3,425 | 4,785 |
| PAT (Normalised) | 3,727 | 4,898 |
| EPS (₹ Reported) | 31.1 | 42.4 |
| EPS (₹ Normalised) | 33.9 | 43.4 |

| All Figures in % | FY20 | FY19 |
|--------------------------|-------|-------|
| Gross Margin | 34.6% | 34.7% |
| EBIT Margin (Reported) | 8.2% | 11.3% |
| EBIT Margin (Normalised) | 9.2% | 11.5% |
| ETR (excl. one-offs) | 22.8% | 21.2% |
| PAT Margin (Reported) | 7.7% | 10.4% |
| PAT Margin (Normalised) | 8.4% | 10.6% |

Refer slide 7 & 8 for details on normalized EBIT and normalized PAT

YoY EBIT Movement

- Consolidated normalized EBIT stood at 9.2%; down 232 bps YoY
- Services margin at 10.5% was lower by 228 bps YoY primarily driven by headwinds from wage hike (170 bps), change in revenue mix (40 bps), higher investment (60 bps), volume impact on SGA (90 bps), net depreciation impact (28 bps), one time cost impact of (170 bps) offset by benefit from cost optimization (330 bps).
- Full year margins were impacted significantly by volume drop and hence despite the success of the cost optimization program we see a decline in margins. The knowledge transfer is complete and cost optimization exercise will continue to be driven internally. We are confident of margin expansion once we have stability and volumes pick up.
- DLM margins -0.2%: compared to 2.3% in FY19

Profit After Tax Movement

- Normalised PAT at ₹3,727 Mn, lower YoY by 23.9%
- Significant impact on PAT from lower other income and lower EBIT

• EBIT margin bridge for Q4 FY20 & FY20

| Particulars | |
|------------------------------------|----------|
| Normalised EBIT Q3 FY20 (Group) | 9.6% |
| Add: DLM impact | 100 bps |
| Normalised EBIT Q3 FY20 (Services) | 10.6% |
| Headwinds in Q4FY20 | |
| Lower utilization | -140 bps |
| Change in mix of revenue | -70 bps |
| Volume impact on SGA | -100 bps |
| Volume impact on Depreciation | -20 bps |
| Tailwinds in Q4FY20 | |
| Decrease in SGA cost | 210 bps |
| Fx impact | 20 bps |
| Normalised EBIT Q4 FY20 (Services) | 9.6% |
| Less: DLM impact | 110 bps |
| Normalised EBIT Q4 FY20 (Group) | 8.4% |

| Particulars | |
|---------------------------------|----------|
| Normalised EBIT FY19 (Group) | 11.5% |
| Add: DLM impact | 130 bps |
| Normalised EBIT FY19 (Services) | 12.8% |
| Headwinds in FY20 | |
| Wage Hike | -170 bps |
| Change in mix of revenue | -40 bps |
| Increase in investment cost | -60 bps |
| Volume impact on SGA | -90 bps |
| Net Depreciation impact | -28 bps |
| One time cost impact | -170 bps |
| Tailwinds in FY20 | |
| Benefit from Cost optimisation | 330 bps |
| Normalised EBIT FY20 (Services) | 10.5% |
| Less: DLM impact | 130 bps |
| Normalised EBIT FY20 (Group) | 9.2% |

Refer slide 7 & 8 for details on normalized EBIT

Cash Generation for Q4 FY20 & FY20

| All Figures in ₹ Mn | Q4 FY20 | Q3 FY20 | Q4 FY19 | FY20 | FY19 |
|---|------------|------------|------------|--------|--------|
| Services | | | | | |
| Operating Profit | 1,199 | 1,462 | 1,513 | 5,590 | 5,925 |
| Other Income | 231 | 461 | 985 | 1,224 | 1,323 |
| Profit from Operations | 1,430 | 1,924 | 2,498 | 6,814 | 7,248 |
| DSO Movement (Receivables) | -73 | 581 | -474 | -22 | -1,768 |
| Other WC changes | 195 | -122 | -863 | -368 | 289 |
| Operating CF after WC changes | 1,552 | 2,383 | 1,161 | 6,424 | 5,769 |
| Less: Taxes | -421 | -228 | -366 | -1,442 | -1,406 |
| Less: Capex | -242 | -76 | -16 | -827 | -704 |
| Free Cash Flow generated (Services) - i | 889 | 2,079 | 779 | 4,155 | 3,659 |
| DLM | | | | | |
| Free Cash Flow generated (DLM) - ii | 285 | -135 | -377 | -53 | 111 |
| Group FCF (i+ii) | 1,175 | 1,944 | 402 | 4,102 | 3,770 |
| FCF to EBITDA Conversion | 74.0% | 95.7% | 15.8% | 56.9% | 48.4% |

Cash Generation

- Cash and cash equivalents at a healthy levels of ₹ 9,518 Mn
- In Q4, the cash flow conversion stood at 74.0% for group and 56.0% for Services. DLM has generated cash of ₹285 Mn in Q4 FY20
- In FY20, the cash flow conversion stood at 56.9% for the Group and 59.0% for services. DLM has consumed cash of ₹53 Mn in FY20

| | Business Update |
|--|---|
| | Strategic initiativesM&A updateIndustry outlook |

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Strategic initiatives for FY21 (From learnings of FY20)

Strategic:

- COO organization focused on EBIT achievement and sustenance.
- Structural changes in Sales teams and Delivery teams focused on revenue accuracy
- Aligning KPI's of Top 100 leaders of the organization to include forecasting accuracy
- Structuring new contracts and restructuring existing contracts with customers for better predictability

Process/Systems:

- System integrated approach towards forecasting by leveraging the revenue and cost plans in ERP
- Assessment of forecast by stream of revenue FTE Driven, Sub-Con, Revenue from sale of licenses, IP revenue etc.
- Fortnightly progress review of risks and opportunities by CXO's
- Weekly assessment of FX volatility and potential impact across Top Customers

Cost:

- Program management of Cost Optimization Program, driven by a cross functional team
- Budgetary tracking on Cost take outs / savings
- Revenue to Resource alignment to ensure demand-supply is matched and bench at sub optimal levels
- Regular Cadence to review cost optimization

Investment Pipeline & Focus Areas: Q4 FY20



^{*}Pre LOI and LOI reflect a balance position

Active Investment Pursuits – Specific focus areas*



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Industry Outlook & Business Performance (1/4)

Aerospace & Defense

The Aerospace and Defense industry is expected to be severely impacted with airlines likely to file for bankruptcy and requiring government bailout. The commercial aerospace segment is expected to see high cancellations/deferments. The defense segment continues to remain stable with firms pulling its commercial supply chain into their defense businesses. There will be increased focus on digitization, automation and optimization.



Communications

The communications industry expects medium impact with delays expected in the 5G standardization and auctions. Investments are expected to increase in autonomous, software-based, cloud-led network. While device manufacturers are expected to be impacted negatively along with CSP's, the demand for OTT content is expected to increase.



Industry Outlook & Business Performance (2/4)

Energy & Utilities

Energy industry is expected to be impacted with low oil pricing leading to decline in production and margin pressures across the oil and gas value chain. A similar trend of falling demand and price reduction can be observed in the electricity sector. Europe has faced a record collapse in electricity prices. The mining industry is expected to rebound with China coming back to normal. Utilities segment continues to remain strong and unaffected by supply and demand issues. Growth in utilities will be driven by investments in grid modernization & renewable energy, transmission and distribution systems. Opportunities to boost in electrification will increase. The participation of utilities in smart city programmes will also expected to increase.



Transportation

The Transportation industry is expected to within a medium term impact with people accessing lesser public transport and delayed project execution. The Mass Transit, Commuter and High Speed segments are expected to be more impacted as compared to Freight and Signalling segments. As countries invest in infrastructure in the long run industry is expected to see an uptick.



Industry Outlook & Business Performance (3/4)

Portfolio

The industry will face strong headwinds due to decreased demand from end-industries /consumers. Uncertainties in global supply chain will lead to challenges in production planning. Expected double down on investments across Industry 4.0 and automation initiatives to insulate against future concerns.

The Geospatial industry is expected to witness potential production stoppages and decrease in demand. The focus will be on digital engineering services. The industry will see continued investments in industry 4.0 and automation.



Semiconductor

The Semiconductor industry is impacted by the demand side concern, given reduced consumer spend in industries such as consumer electronics, automotive and industrial. Increased demand for enhanced compute, automation, and connectivity will translate to a higher semiconductor consumption across areas such as data centres, 5G, IoT, and cloud.



Industry Outlook & Business Performance (4/4)

Medical Technology and Healthcare

The Medical Technology and Healthcare industry is expected to be impacted with decrease demand and focus on elective surgeries. OEMs are diverting their spend on products and areas which are mostly aligned to Covid 19. There is increased focus on building intelligent devices with capabilities around predictive diagnostics and early detection to enable remote monitoring.



Cyient (Estd: 1991, NSE: CYIENT) is a global engineering and technology solutions company. As a Design, Build, and Maintain partner for leading organizations worldwide, Cyient takes solution ownership across the value chain to help customers focus on their core, innovate, and stay ahead of the curve. The company leverages digital technologies, advanced analytics capabilities, and its domain knowledge and technical expertise, to solve complex business problems.

With over ~14,000 employees globally, Cyient partners with customers to operate as part of their extended team in ways that best suit their organization's culture and requirements. Cyient's industry focus includes aerospace and defense, healthcare, telecommunications, rail transportation, semiconductor, geospatial, industrial, and energy.

For more information, please visit www.cyient.com.Follow news about the company at @Cyient

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Disclaimer

All the references to Cyient's financial results in this update pertain to the company's consolidated operations comprising:

Wholly-owned and step down subsidiaries:

Cyient Europe Limited; Cyient Inc.; Cyient GmbH; Cyient Australia Pty Ltd; Cyient Singapore Private Limited; Cyient KK; Cyient Israel India Limited; Cyient Insights Private Limited, Cyient DLM Private Limited, Cyient Canada Inc.; Cyient Defense Services Inc.; B&F Design Inc.; Cyient Benelux BV; Cyient Schweiz GmbH; Cyient SRO; AnSem NV; AnSem B.V.; and Cyient AB.

<u>Partly owned subsidiary</u>: Cyient Solutions and Systems Private Limited.

Joint venture: Infotech HAL Ltd

The income statement and cash flow provided is in the internal MIS format. MIS format is different from the income statement and cash flow published as part of the financial results, which is as per the statutory requirement.

THANK YOU