

01 June 2026

BSE Limited
PJ Towers, 25th Floor
Dalal Street
Mumbai 400 001.
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 conference call – Presentation

Further to our letter dated 30 May 2026, please find attached the investor presentation.

The presentation can also be accessed via the below link for viewing during the conference call:

PARTICIPANT LINK	
URL	https://www.c-meeting.com/web3/join/MV7QRWB9EARQWK
Credentials	Full Name and Company

Please note the link is only a viewing link. To listen to the audio, you will need to log into the numbers shared in the conference call Invite.

Thanking you
For Cyient Limited

Ravi Kumar Nukala
Dy. Company Secretary

ACQUISITION OF TAO DIGITAL

Investor Presentation



01 Jun, 2026

Discussion Structure

01 | Acquisition Purpose & Rationale

02 | Cyient + Tao Digital

03 | Transaction structure

Tao deal: Helps position Cyient for larger markets & larger deals

01

Aligns with Cyient's **pivot towards lifecycle engineering**

- Ability to service the entire value chain of products; Engineering & Product Data, Process & s/w platform for same
- Drives the shift from \$ 100 B TAM (ER&D Outsourcing) to an estimated \$ 2 Tr TAM
- Aligns with our customers next 3 – 5 year growth plans around Services revenues & scale, especially Aerospace, Energy, MedTech etc.

02

Delivers annuity deals, more **predictable growth**

- Enables participation in large, annuity-led tech/data programs with structurally higher spend and stickiness
- Large multi-year, multi-tower deals; which has outcome based commercial models
- Enables a shift away from higher dependency on project based revenues

Tao deal: positions Cyient for higher growth areas

03 Tao helps shift **service line mix towards higher growth areas**

- Technology (Digital / Data & AI), has a 10 bps+ increase in revenue share [Q4 FY26 baseline]

04 **Closes critical capability gaps in an AI-led market shift**

- Need to be more relevant with Technology capabilities in ~33% of our revenues
- For 2 years in a row, customers have been asking for plans for Digital & AI. [~70% of Executives polled in recent CSAT]

05 **Creates data engineering & software engineering depth for platforms**

- Creating a critical mass in data engineering & platform level software engineering skills
- Increases our credibility in the market & with critical talent hiring

Tao Digital: A fast growing, customer-centric company rooted in data engineering

Digital engineering platform with global presence delivering AI- native solutions

2022 Founded
HQ: Santa Clara, CA

\$80M
2025 Revenue

~3500
Headcount
(major presence in India)

08
Delivery centres





- 1 Rapid and balanced growth (organic & inorganic) at healthy EBITDA%
- 2 80+% Revenues from data engineering & software product engineering
- 3 Diversified revenue base with major focus on Americas (70%)
- 4 Automotive, Hi-tech and Healthcare verticals contribute to 90+% of revenues
- 5 Full-Stack Data Engineering and Data Platform capabilities; industrial grade data ingestion capabilities
- 6 Service Lines include Product Engineering, Data Engineering & AI/ML, Managed Services and Data Digitization

● **Cyient & TAO Digital: Right mix of “domain + data” expertise to help customers address data readiness for AI led advantages...**

Low-Cost Operator → Strategic Partner; Small SOW/Projects → Large Annuity Deals, Pure-Play Engineering → Ops + Engineering + Tech + Domain

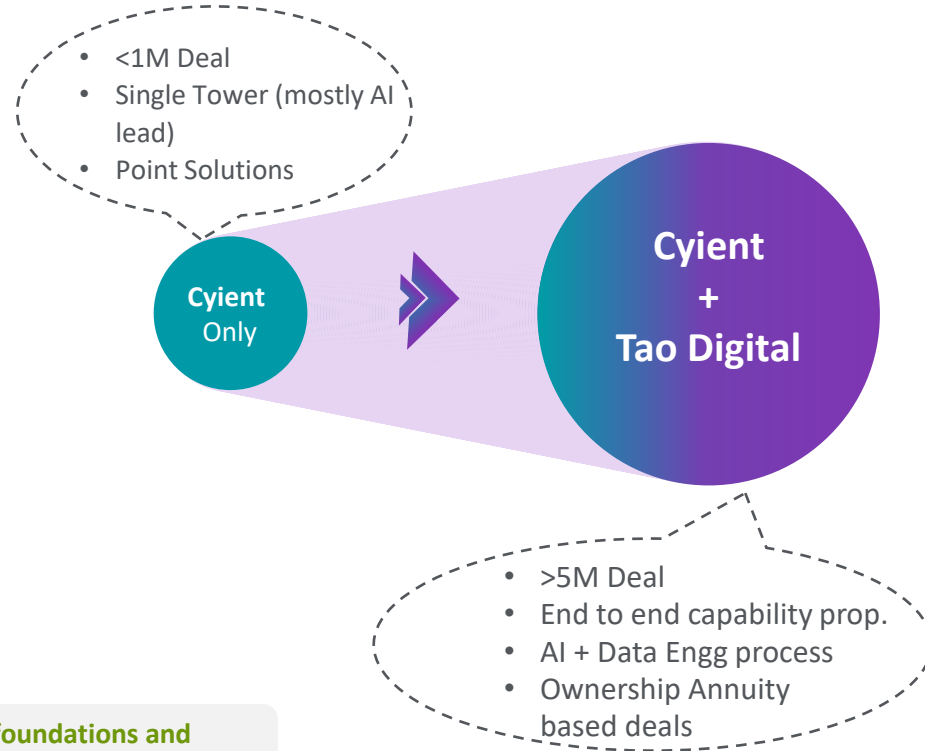
Tao Digital will fill our capability gap on Data Engineering and AI Apps

CYIENT  **TAO DIGITAL**

	CYIENT	TAO DIGITAL
 AI Application	●	●
 AI Agentic Layer	●	●
 Data + SW Engineering	●	●
 Domain Layer	●	●

● Industrial grade capability exists ● Industrial grade capability in progress

Tao Digital will allow us to scale for Large Deal Construct



Tao Digital strengthens Cyient across both upstream engineering foundations and downstream AI application delivery, enabling end-to-end AI solutions at scale

Deal valued at \$218 Mn at 100% of Earnout payments which are linked to performance

Total consideration structured to reward standalone and synergy-driven performance

- 01** | Upfront (\$ 130M, ~60% and ~ 7.9X of CY25 EBITDA) to be paid at closing with 100% transfer of shares; 2 Earnout tranches across 2 years post-closing; EBITDA growth as performance criteria for the earnouts
- 02** | All cash deal that is EPS accretive; asset to be wholly owned subsidiary of Cyient Ltd.
- 03** | Acquisition will be funded primarily by debt; large part of the debt serviced by asset's FCF
- 04** | Synergy EBITDA delivery unlocks accelerators on Earnout
Management incentives and retention schemes are additional to support accelerated integration

CYIENT

THANK YOU