

May 14, 2026

To
BSE Limited
Listing Department
Phiroze Jeejeebhoy Towers, Dalal
Street Fort, Mumbai -400001
Scrip Code: 544614

To,
National Stock Exchange of India Limited
Listing Department
Exchange Plaza , Bandra Kurla Complex
Bandra (East), Mumbai -4000051
Symbol: CAPILLARY

Dear Sir/Madam,

Subject: Investor Presentation under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015.

In continuation of our intimation dated May 7, 2026 regarding Analyst/Institutional meeting scheduled on May 14, 2026 at Mumbai. We are enclosing herewith Investor Presentation for the same.

This intimation is also being placed on the website of the Company at <https://www.capillarytech.com/investors/shareholder-information/corporate-announcements/>

We request you to take the above information on records.

Yours faithfully,

For Capillary Technologies India Limited

Gireddy Bhargavi Reddy
Company Secretary and Compliance Officer
Membership No. A17091
Place: Bengaluru

A large, stylized version of the Capillary logo, consisting of interlocking loops in blue, green, and orange.

Capillary Technologies India Limited

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capillary

Analyst & Investor Day Presentation

14th May, 2026

Today's Presenters



**Aneesh Reddy
Boddu**

*Founder, Managing Director
and CEO*



**Anant
Choubey**

*Whole-time Director,
CFO and COO*



**Siddhant
Jain**

Chief Customer Officer



**Rohan
Mahadar**

Chief Product Officer



**Piyush
Kumar**

Chief Technology Officer

Agenda

- **Capillary At a Glance**
- **Transitioning to AI Native Company**
 - AI-Native Product
 - Adoption and AI-Native Pricing
 - AI-Native Org structure
- **Q&A and Break**
- **Growth: Revenue and Profits**
 - Organic Growth Playbook
 - Inorganic Growth Playbook
- **Business & Financial Performance**
- **Long-term Value Creation & FY 30 Outlook**
- **Q&A and Closing Remarks**



Capillary At A Glance

Global Market Leader in Loyalty and Engagement Management



Global reach tapping into the unique needs and preferences across regions



415+
Brands



20
Fortune 500
Customers



1.9 Billion+
Consumers
on the Platform



49
Countries



16
Global Offices



~700
Employees Worldwide



99.999%
Product Uptime

Offering AI-powered
Cloud-native Products and Solutions to
Large Enterprise Customers Globally
monetized through long term
subscription contracts

Awards & Recognitions



1. Capillary was named a leader in the Forrester Wave (TM): Loyalty Platforms, Q4 2025

Client & Industries We Work Across The World

Healthcare



Global Brands & Conglomerates



KANMO GROUP



Bluebird Group

JASPAL

CPG/B2B

POLYCAB

Retail



ARVIND FASHIONS



EasyBüy



GO COLORS!



JAYPORE



Lifestyle



max

metro BRANDS

PANTALOONS



PUMA

TASVA

THE COLLECTIVE



UNITED COLORS OF BENETTON



VAN HEUSEN

WISHFUL



Food & Beverages



Supermarkets & Departmental Stores



Luxury & Jewelry



Travel & Hospitality



Others

FRONTIER

METRO digital

dompet aman

Independent Recognition – Forrester Wave™

The Forrester wave (™): Loyalty Platforms, Q4 2025



Capillary Technologies named a Leader in Loyalty Platforms.

— The Forrester Wave(™): Loyalty Platforms, Q4 2025

- * Highest among all vendors in both Current Offering and Strategy
- * 5/5 Score in 22 out of 27 Criteria

What We Think Got Us Here:



AI-First Platform Approach

Capillary has extensive genAI capabilities, including its aiRA (AI assistant) and Nudge Framework, to help marketers build and optimize promotions conversationally



Supports Complex Program

Capillary excels across most capabilities including program flexibility, UX, and AI-driven insights. Its platform supports complex programs, including coalition, subscription, and gamified formats.



Customer Feedback

Customers praise Capillary's usability, AI enablement, and promotion flexibility. While some customers aren't ready to take on full genAI features today, they appreciate Capillary's forward-leaning approach to innovation.

Target Addressable Market - Loyalty Management

Global Loyalty Management Target Addressable Market (US\$bn)



1. As CACs are steadily increasing, businesses are shifting focus from pure acquisition strategies to customer-centric metrics like NPS¹, Retention, LTV²

5x Higher³

Cost of acquiring a new customer than retaining an existing customer

15%-40% Higher

Customer LTV² by loyalty enrolled customers than non-members

2. Nearly every Fortune 500 company has some form of loyalty marketing program

~60%⁵

U.S. client-side marketers⁶ indicated that loyalty marketing would be more important in 2025

~90%⁴

Loyalty program owners report a positive ROI

4.8x

Avg. ROI in loyalty programs by 90% of loyalty program owners

3. Loyalty programs have proven to be a key driver of customer engagement and brand preference

72%

Consumers are likely to join the loyalty program, before making their first purchase

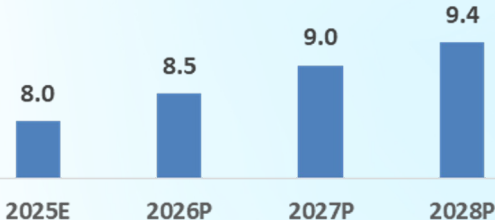
Increased AOV & Upselling

Loyalty programs that offer immediate rewards or tiered benefits can significantly boost customer spending

Deep Dive on Regional Markets

North America

Loyalty Management TAM (US\$bn)



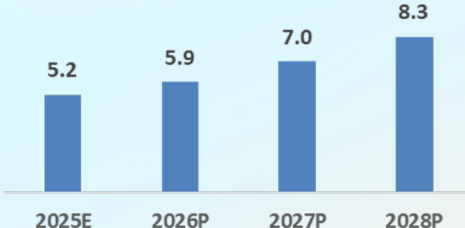
Market Share - 44%



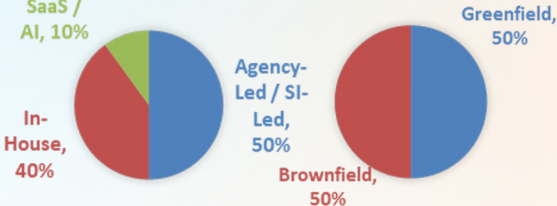
Mature Market, largely agency-driven with limited greenfield opportunities

APAC

Loyalty Management TAM (US\$bn)



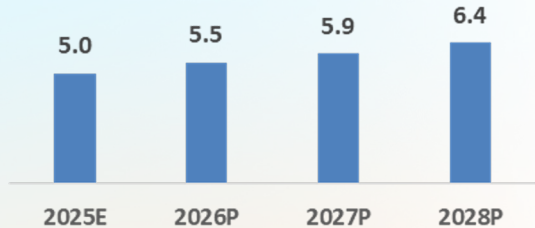
Market Share - 29%



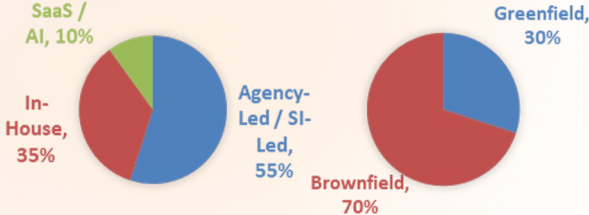
Fastest Growing Market with highest greenfield opportunities

EMEA

Loyalty Management TAM (US\$bn)



Market Share - 27%

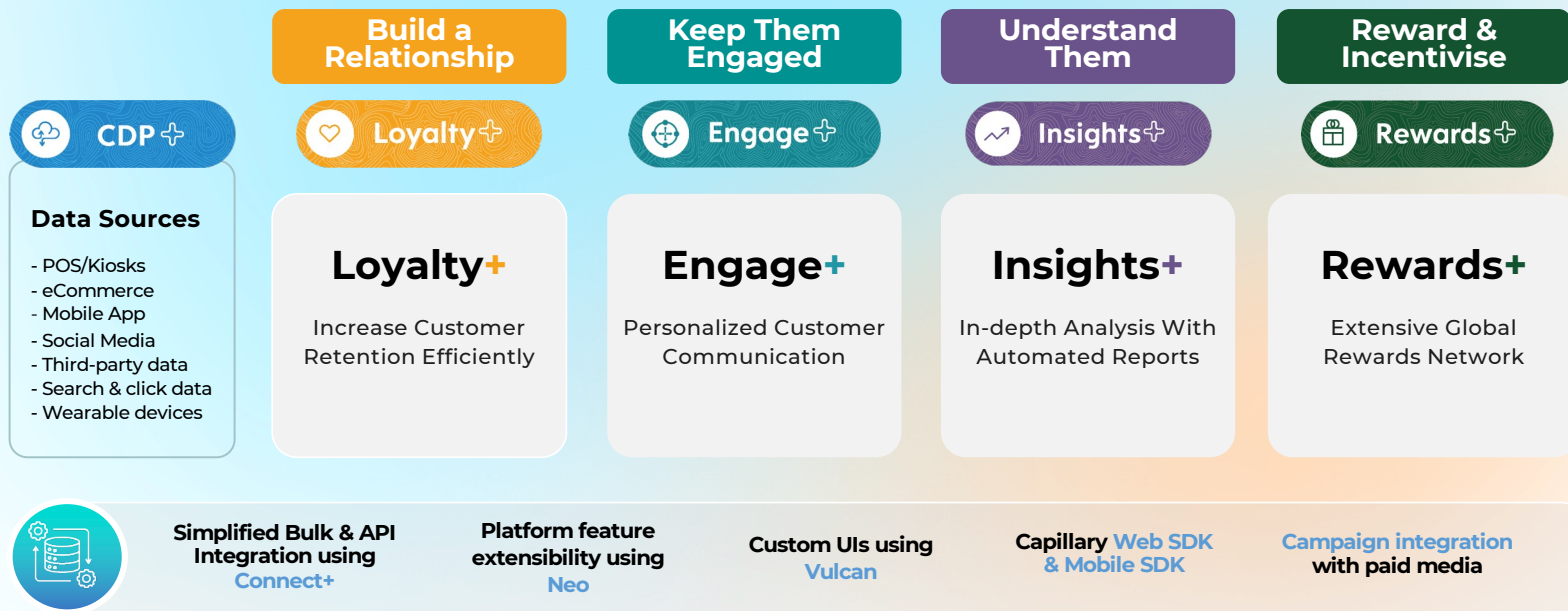


Markets as large as APAC with moderate growth and greenfield opportunities

Our Product Suite that helps Brands Stay Consumer Ready!

Capillary Platform with aiRA [AI-powered Research Assistant]

Capillary's AI/ML-powered platform captures data and creates a customer single view — from loyal & other customers — for information, insights, engagement and personalised experiences





Transitioning to AI-Native Company

Three pillars of Capillary's AI evolution

1

AI-Native Products

- Outcome delivering products and services
- aiRA suite
- aiRA extending into Engage+ & Experience+

2

AI-Native Pricing

- Loyalty pricing will continue to be System of Record based on members or transactions
- Usage or outcome based pricing for aiRA
- Low entry price, which scales with usage

3

AI-Native Org Design

- Re-organizing key processes in the company for an AI native org: Large Ship to Smaller Speedboats
- AI-Native M&A - Radical reduction in time to upgrade M&A acquired customers to Capillary Platform



AI-Native Products

OPPORTUNITY 1

AI-Led Analytics

- aiRA analytics agent: No hallucination, brand and vertical context-rich platform purpose-built for marketers
- Actionable insights, deeper reasoning, descriptive, prescriptive and predictive analytics
- Significantly better accuracy compared to conventional analytics in fraction of time and effort

OPPORTUNITY 2

True 1:1 personalisation is finally possible

- Gen AI + predictive analytics collapse the cost of per-individual audience, offer, creative and journey
- Step-change lift on response, conversion, retention, CLV. Favours the platform with the richest first-party behavioural data

OPPORTUNITY 3

Agentic commerce empowers brands

- Loyalty repositions from retention tactic to the commercial interface with every agent transacting on a customer's behalf
- Agents will be a lot more rational and efficient in their shopping decisions
- Shopping agents — Rufus, Gemini, Operator — are shipping now. Brands need a machine-readable layer to recognise agents and preserve pricing power.

OPPORTUNITY 4

Vertical Depth is a Differentiator

- Capillary has shipped loyalty into retail, fuel, travel, airlines, healthcare and BFSI — each with its own customer economics, regulatory regime and lifecycle logic
- The platform encodes that depth; vertical agents inherit it on day one
- Context layer is rich with brand > vertical > geo understanding

Three Layers, One Platform — SOR → SOI → SOA

01

The Foundation

System of Record · Loyalty platform

- Leading loyalty program management platform
- A trusted SOR with reporting and deep configuration and setup capabilities



02

The Intelligence

System of Intelligence · aiRA Analytics Agent

- The flip from data-first (hunting for trends in dashboards) to intent-first (state a goal, get a hierarchical, action-ready answer)
- White space in loyalty marketing



03

The Action

System of Actions · aiRA Action Agents

- Insights become campaigns on the same Capillary platform
- Deliver personalised digital experiences- games, content, notifications, offers at scale without app releases or coding

SOR - The Deepest First-Party Customer Graph In The Industry



01

Breadth & Depth

Spans every major retail-adjacent vertical — fashion, F&B, fuel, beauty, electronics, grocery. Decade-long longitudinal transactions tied to consented consumer profiles.

415+

Brands

49

Countries

10B+

Txns/yr

1.9B+

Consumers

02

Data Across Verticals and Geographies

Multi-domain coverage means the model is not learning one industry's patterns. Loyalty mechanics, promotion economics, channel preferences, lifecycle behaviour — observed across categories that rarely share data with each other.

03

Compounding

Every transaction adds signal.

Every brand onboarding widens coverage.

The SessionM + Capillary integration extended the graph further with the existing global footprint.

04

Trust & Data Protection

Enterprise-grade security and compliance baked into the platform — SOC 2 Type II, ISO 27001, GDPR, CCPA, regional data-residency controls, role-based access, audit logging end-to-end.

Brand data stays within tenant boundaries; PII is masked before any model call.

The system with the strongest data gravity becomes the default system of record *and* intelligence. *Loyalty is that system inside the marketing stack.*

From data-first to intent-first — what changes when intelligence sits on top of the record

BEFORE · WITHOUT AIRA

The marketer searches the data

- Opens the dashboard.
- Picks a metric that looks off.
- Slices by segment, channel, time.
- Builds a hypothesis. Pulls a second report to validate.
- Hands off to analytics for confirmation.

Iterates manually until something defensible emerges.

Cycle time: **days to weeks** · most questions never get asked because the search cost is too high.

AFTER · WITH

aiRA searches for the answer

Marketer states the objective:
"Why did Tier 2 churn rise last quarter?"

aiRA decomposes the question, queries the right data, reasons through the hierarchy.
Returns a **ranked set of causes**, each with a recommended action and expected impact.

Marketer makes the decision; the work is shown.

Cycle time: **minutes** · questions get asked because asking is seamless and effortless

The flip is not faster analytics. It is a different division of labour — the marketer brings the question and the judgment; aiRA brings the search and the reasoning. Decisions that used to take a quarterly review now happen inside a single conversation.

Analytics Agent



The marketer states an objective. aiRA decomposes it, queries the data, and returns a hierarchical insight with ranked next actions.

- **Natural-language analytics** — ask a business question; get an answer with the work shown
- **Proactive anomaly detection** — aiRA flags what the marketer should be asking about
- **Next-action suggestions** — every insight comes with a ranked list of recommended interventions



POLYCAB

IDEAS. CONNECTED.

Polycab India Ltd.

India's largest wires & cables manufacturer

Ritesh Arora

Chief Digital Officer

He is the Chief Digital Officer at Polycab India, one of India's largest electrical companies. He leads Polycab's digital transformation agenda, driving AI, data, and connected customer experiences.



aiRA in Action

Polycab India - Marketing Campaign Automation



THE CHALLENGE

Polycab's influencer management programme covers a large, 100% KYC-validated base of retailers and electricians. Yet, the process of identifying high-potential segments and executing personalised campaigns was heavily manual limiting speed, scalability, and monetization

THE APPROACH

- Generating campaign strategy for the month
- Cohort creation for personalized campaigns for retailers / electricians
- Differentiated points rewards, upsell, cross-sell etc
- Automation of journey building

THE IMPACT

2-3 Days
traditional execution

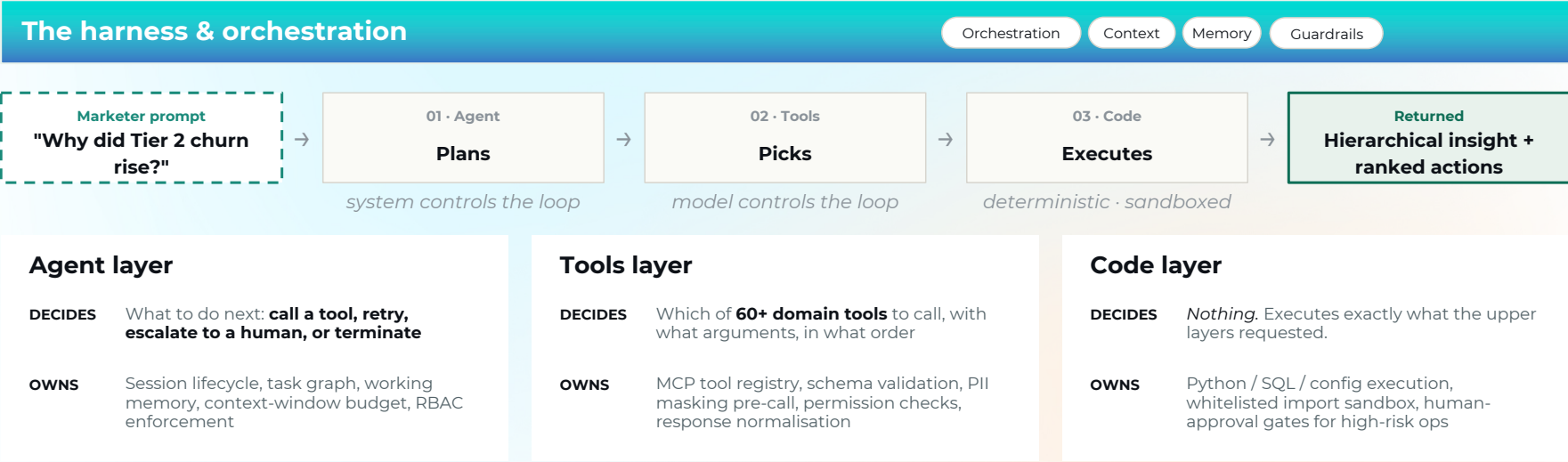
Minutes with



Campaign setup,
segmentation, and execution
— fully automated.

The Harness Architecture

How aiRA decomposes one marketer prompt into a *verifiable sequence* of agent decisions, tool calls and deterministic code



Memory & retrieval — the harder problem

- Storage is lossless: every interaction, decision and tool call is logged
- Retrieval is **domain-structured** rather than vector-only — knowledge organised by work domain (analytics, promotions, journey) and filtered by health scores (freshness, usage, confidence)
- **Domain-first retrieval beats pure-similarity retrieval in long-running enterprise sessions** — this is where the platform team's most concentrated investment goes

What Is Shipped, and Where Are We Going?

aiRA: from an analytics assistant to the marketer's action engine

01 LAUNCHED	02 LAUNCHED	03 IN PROGRESS	04 UPCOMING
<p>Live today</p> <p>Analytics & Insights Agent</p> <p>Natural-language analytics. Proactive anomaly detection. Next-action suggestions. Live across brand programs.</p>	<p>Live today</p> <p>Marketer's Decision Engine</p> <p>Intent-based campaign execution. Marketer states the goal; aiRA configures audience, channel, incentive, creative.</p>	<p>FY26-27</p> <p>Autonomous Action Engine</p> <p>Always ON self-optimising journeys and campaigns. BYO-ML for brand-specific models.</p>	<p>FY26-27</p> <p>Vertical Agentic Solutions (AASv)</p> <p>Stylist, program-design, clienteling and support agents.</p>



Adoption & AI-Native Pricing



System of Record

Loyalty platform

- Leading loyalty program management platform
- The current running structure
- Per transaction or per member based pricing with thresholds aligned with business metrics



System of Intelligence

aiRA Analytics Agent

- The flip from data-first to intent-first approach
- White space in loyalty marketing
- Pricing depends on the complexity of the data queries. Starts with a low base slab and increases as linked to activity/outcome



System of Action

aiRA Config Agents

- Insights become campaigns on the same Capillary platform
- Personalised experiences & content, at scale
- Usage based pricing, allowing a marketer to optimize as per seasonal trends

aiRA Adoption — One Brand, and the Market

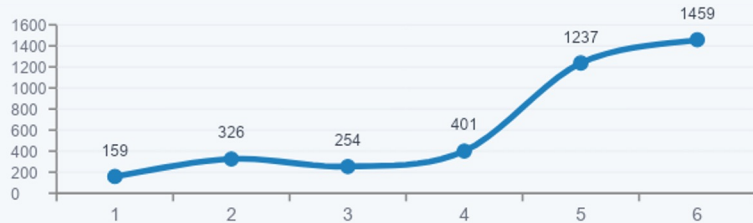
A flagship brand example alongside the broader market signal — Adoption inside one customer, and total brand-user activity across the platform.

aiRA USAGE in 1 early adopter brand

3,836

CUMULATIVE ACTIVITIES · NOV '25 → APR '26

9.2× monthly growth vs Nov '25



ACTUAL BRAND-USER USAGE

11,089

CUMULATIVE ACTIVITIES · NOV '25 → APR '26

45.3× monthly growth vs Nov '25





AI-Native Org design

Economics of Expertise

Just as **Cloud Native** changed the economics of **Compute**, **AI Native** is fundamentally changing the economics of **Expertise**.

Beyond the Chatbot

Just as **Cloud Native** was not about **moving servers to cloud**, **AI Native** is not about **deploying interfaces**

Deterministic vs Probabilistic System

Cloud Systems were **deterministic**, **AI systems** are **probabilistic** demanding new governance layers, human supervision and constant evaluation loops integrated into the org design fabric

7 Pillars Of AI-Native Design



Flatter Organizations: AI reduces coordination overhead, enabling a significantly broader span of effective leadership.



Outcome-Based Pods: Reorganizing functional silos into outcome-driven units as AI fills traditional coordination gaps.



Shared Knowledge Assets: Institutional knowledge becomes a fluid asset instead of being trapped in localized expertise.



Reduced Latency: Drastic reduction in information, decision, and coordination latency across the entire enterprise.



Small High-Leverage Teams: Moving from bulky ships to nimble "speedboats" with expertise made available via API.



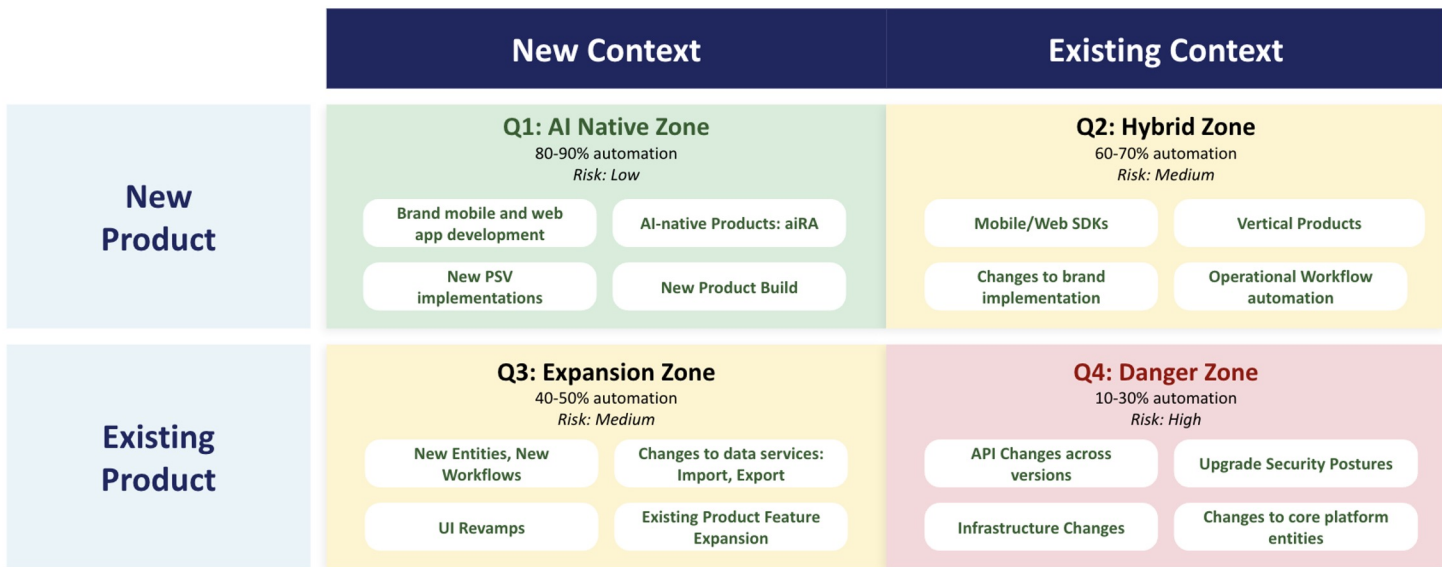
Moving Up the Stack: Humans shift from status reporting to judgment, innovation, creativity, and exception handling.



AI as a New Organizational Layer: AI sits alongside humans as copilots, advisors, and autonomous workflow coordinators.

The 4-Quadrant Framework

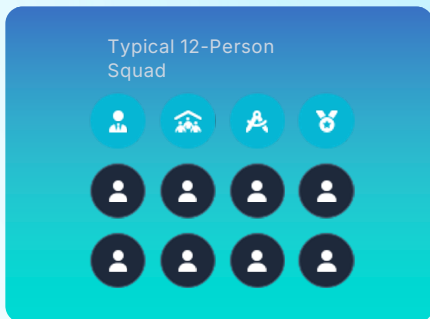
AI productivity potential varies dramatically based on work type



LEGACY LARGE-TEAM MODEL

15 Teams

Standardized functional squads with high coordination overhead.



AI-NATIVE OUTCOME PODS

30-35 Teams

Small, high-leverage units enabled by AI to focus purely on rapid outcome delivery.

80% Shift
Of Organization



HIGH-RISK EXCEPTION

3-4 Teams are retained in the traditional model to safeguard **Security**, **Core Infrastructure**, and **Critical Entity Logic** where centralized governance is paramount.

The "Previous World" Friction

- **Manual Discovery ("What"):** Human-led efforts to uncover tech stacks, workloads, and environment metrics.
- **Knowledge Silos:** Information remains trapped in historical documents and inconsistent human memory.
- **Configuration Blindness:** Crucial logic is often buried deep in production configs and actual usage patterns.
- **Trade-off Crisis:** Teams struggle to balance **speed** (duration) with **thoroughness** (comprehensiveness).



Shared Knowledge Base

AI automatically ingests historical docs, codebases, and metrics to solve the **"What"** phase instantly, eliminating discovery latency.



AI Organizational Layer

AI acts as a continuous layer identifying patterns across platforms, discovering workflows, executing upgrades and running evaluations.



Humans Move Up-the-Stack

Humans shift from data extraction to high-level roles: **Problem Definers**, **Governors**, and **Decision Makers**.




Outcome-Based Pods

Small, agile speedboats focused entirely on integration outcomes. AI executes complex migration patterns while teams manage the "How".


"Transforming integration from a duration problem into a deterministic execution loop."

AI-Led Transformation in Professional Services

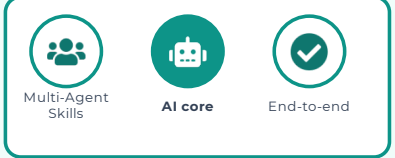
How team, process, and delivery are changing — at a glance


TEAM EVOLUTION
Smaller speed boats


BEFORE *5+ hand-offs, sequential*




NOW *Speed-boat pod · AI-augmented*




Efficiency Gain



PROCESS
AI-first pipeline

BEFORE *manual, sequential, context lost*



NOW *each step auto-feeds the next, grounded in Capillary docs + MCP + context*




DELIVERY SPEED

Project Concurrency per team

BEFORE


1-2 projects

One-at-a-time customer roll-outs. Long QA tails, late-stage defects, slow go-lives.

NOW

3-4 projects

Faster go-lives, more deals delivered concurrently with the same bench.



Leaner pods + AI-first pipeline = efficient and better quality production-grade delivery — ready to scale across every customer



Growth: Revenue & Profits

Growth & Profitability Levers: Organic and Inorganic View



Organic Growth and Profitability Levers

Organic Growth

NRR Expansion

Growth from expansion of existing customers

New Customer Wins

Growth from addition of new logos

Organic Profitability

NRR linked margin expansion

Expansion of margins from existing customer growth

Leverage on non-CoS Cost

Efficiencies on costs below Gross Margin



Inorganic Growth and Profitability Levers

M&A

Growth through acquisitions

Upgrade of Customers from M&A

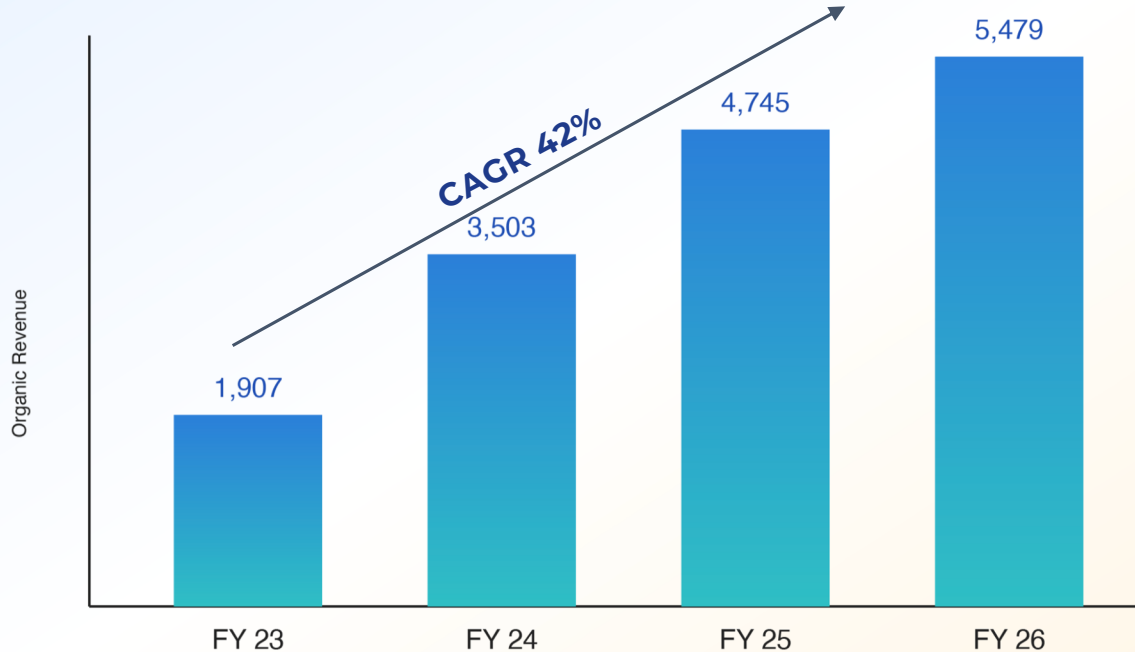
Profitability growth through upgrade of M&A customers to our platform



Organic Growth Playbook

Organic Growth: Revenue Trend

Organic Revenue growth ₹ in Mn.



Through our **NRR expansion** and **new customer acquisition strategies**, organic revenue has nearly tripled from ₹1,907 Mn in FY23 to **₹5,479 Mn** in FY26, delivering a robust **42% CAGR**.

The subsequent slides highlight each of the organic growth levers and their historical performance.

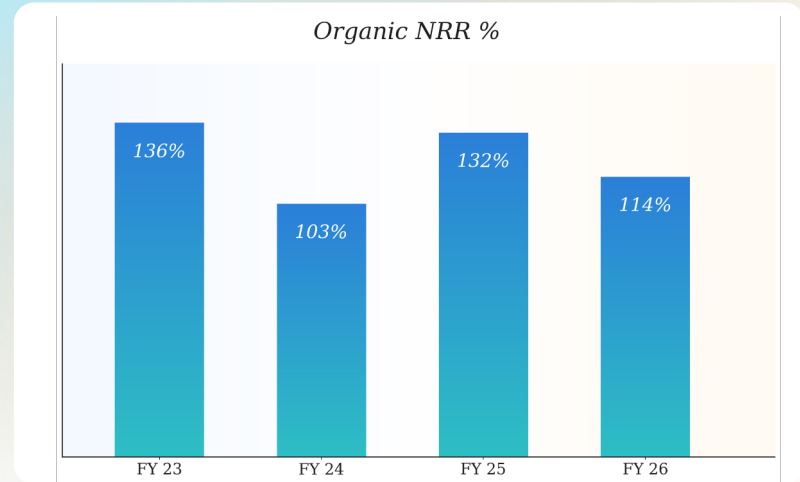
Organic NRR:

Enterprise Customers Focused 'Land and Expand' Approach

Improving NRR from existing customers

Focus on **landing Enterprise Customer Accounts and expanding further** through providing upgrades to existing solutions, immersive loyalty experience, cross-selling and upselling opportunities – **Farming as a % of New ACV was 44% in FY26**

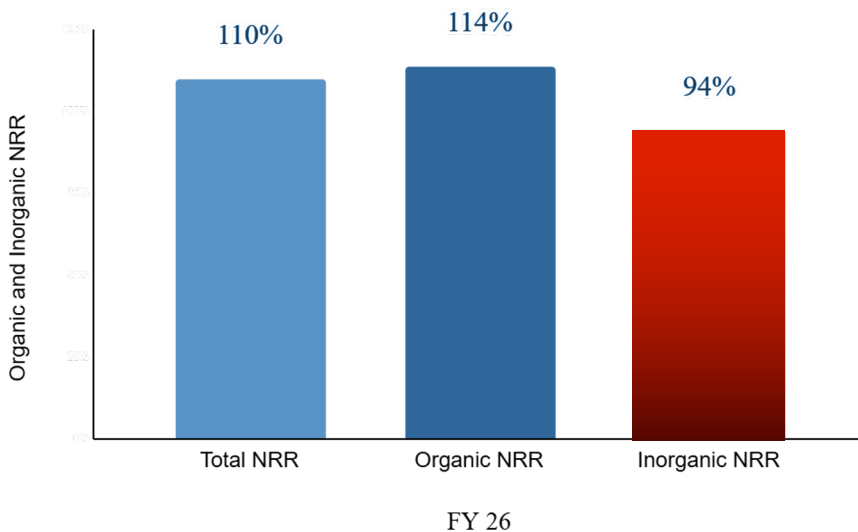
Strategy to increase NRR growth across categories:



NRR for FY26: *Composition of Overall NRR*

NRR Breakdown: FY 26 Actuals

Trailing 12 Months Ending Mar 31, 2026



i Business Composition

- 75% of our business is from organic revenue.

📈 Performance Divergence

Organic NRR (114%) remains strong, confirming healthy core platform expansion and deep adoption of core Capillary offerings.

Inorganic NRR (94%) reflects expected platform upgrade dynamics from acquired customers (Brierley/Kognitiv), with churn contained within projections.

Total NRR (Blended)

📊 110%

Organic

✅ 114%

Inorganic

🔄 94%

**Definitions: Organic = All revenue from customers on Capillary platform; Inorganic = Acquired assets not yet upgraded to Capillary platform or in the process of migration; TTM = Trailing Twelve Months.*

New Customer Acquisition

Maintain focus on acquiring **new Enterprise Customers particularly in North America and Europe**

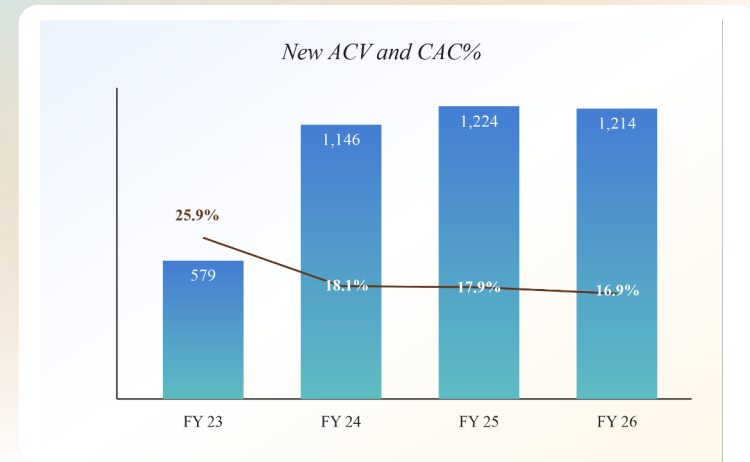
About 40% of new customers (FY26) were referred to us by large System Integrators / Consulting Partners – reflecting structural strength through seamless integration, scalability and interoperability.

Maintain focus on **delivering new ACV numbers at efficient CAC metrics**

FY25 new ACV of ₹ 1,224 Mn. includes the first year of expansion of the healthcare vertical. Our YoY growth rate without the same is 35% from new annual contract values.

₹ in Mn.

Particulars	FY25 ₹ Mn	FY26 ₹ Mn	YoY %
New ACV excluding healthcare entry	617	834	35%
1 large healthcare customer	607	380	(-) 37%
Total new ACV	1,224	1,214	(-) 1%
Number of deals (excluding 1 large healthcare customer)	34	38	
Average deal size (excluding 1 large healthcare customer)	18	22	22%

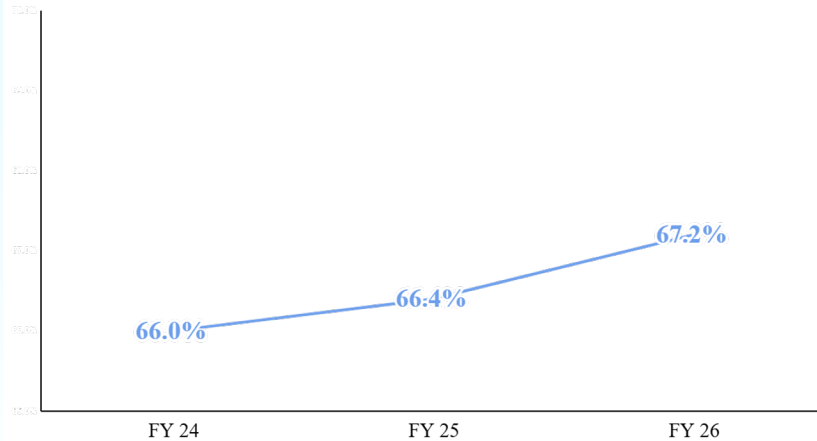


Profitability: NRR linked margin expansion

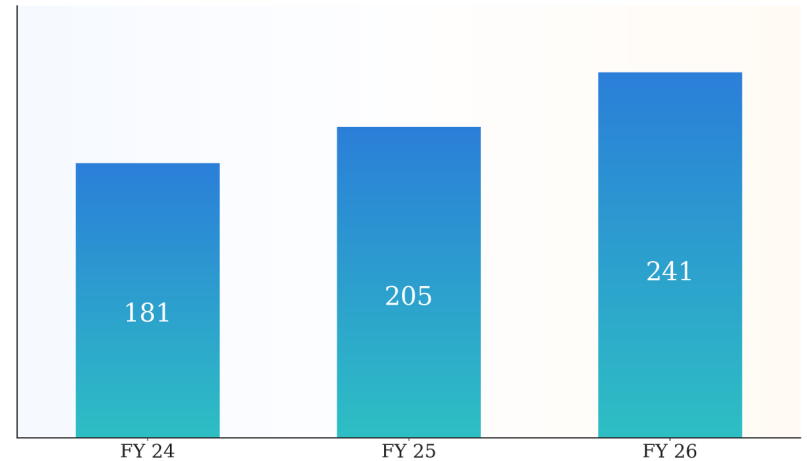
As NRR expands, **incremental revenue from existing customers come at higher gross margins** and help in consistently improving subscription GMs over the years

As M&A customers migrate to our platform, the organic growth levers come into play and the **organic business continues delivering stable margins**

Subscription Margins %



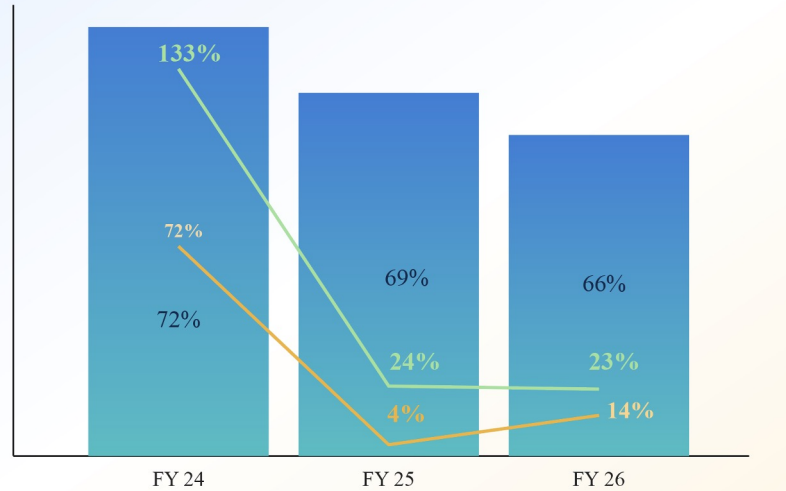
Contribution Margin - Organic ₹ cr.



Profitability: Leverage on non-Cost of sales costs

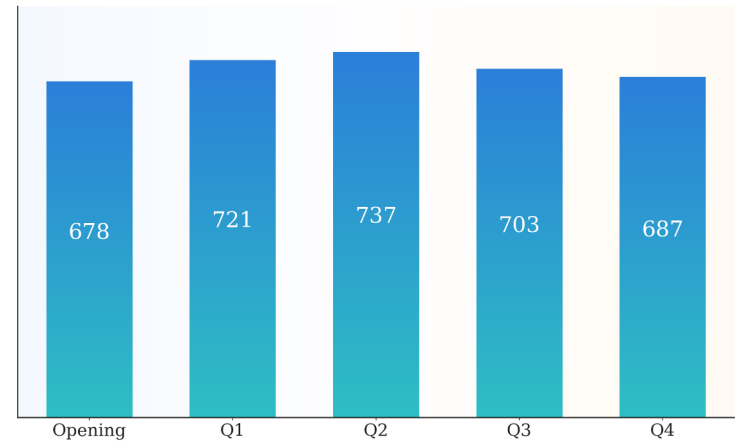
More than 60% of our expenses are linked to technology, sales and marketing and corporate functions which do not grow linearly with revenues

In FY26, this non-COS bucket increased YoY by only 14% compared to the 23% increase in revenue from operations.



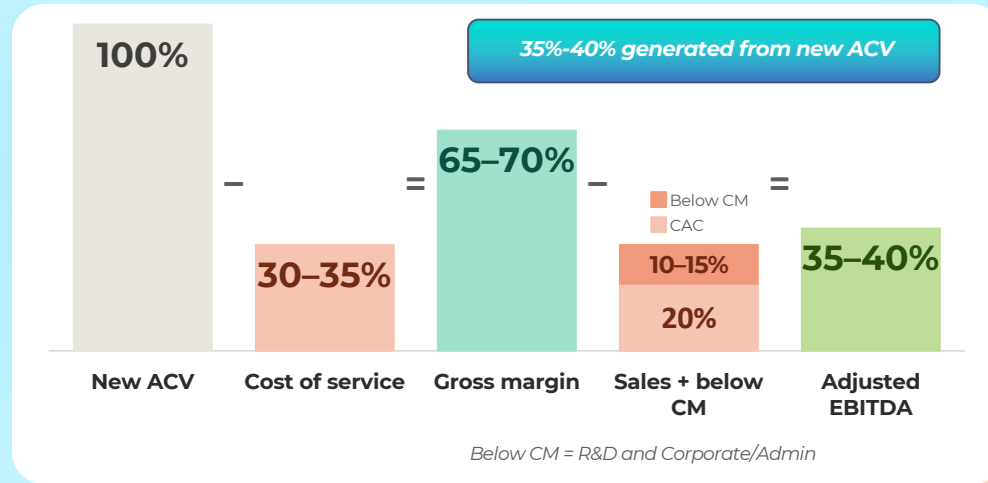
■ Non-COS cost share of total expenses — Revenue growth — Non-COS cost growth

Q1 uptick is driven by the Kognitiv acquisition. In line with our M&A integration approach, central function absorption over the course of the year unwinds, leaving the headcount leaner and well-positioned going into the next fiscal.



■ Consolidated headcount

Organic Profitability: Margin generation from NRR, new ACV



FY27 Organic Revenue
₹ 673 cr

15% 3-year CAGR

+ **350 cr.** Organic Revenue at 35% EBITDA

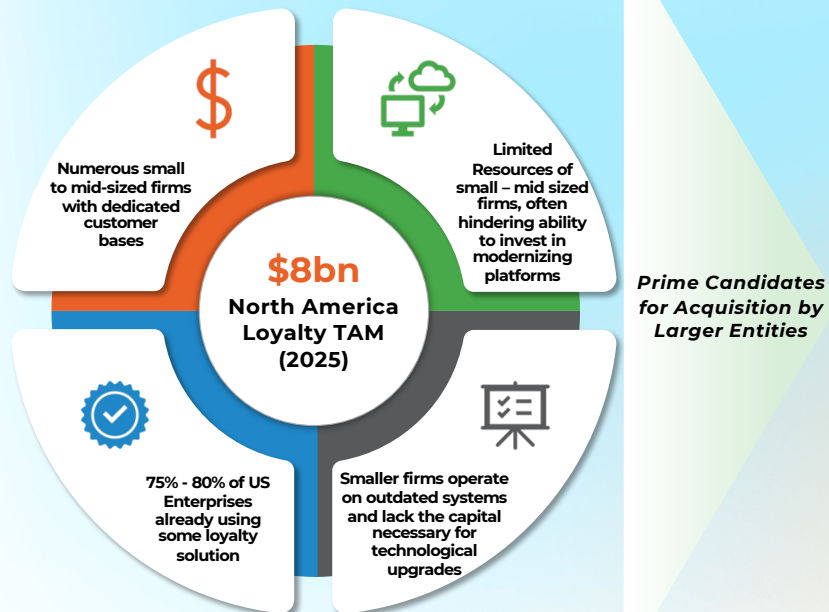
Incremental Organic Adjusted EBITDA at 35% margins
₹ 100-120 cr



Inorganic Growth Playbook

Inorganic Growth Strategy: Disciplined Acquisitions of Loyalty companies in a Fragmented Market

Fragmented North America Loyalty Market



Disciplined Approach To Acquisitions

Targeting Small-Mid Sized Businesses

Target companies with enterprise customers and significant presence in US

CAC Substitution – Upgrading Customers to Capillary’s Platform

Upgrading acquired customers to platform, with aim to boost EBITDA & Gross Margins and generate additional free cash flows

Complementing Existing Capabilities

Ensuring seamless integration and synergy by selecting acquisitions that complement our existing capabilities

Continue exploring inorganic growth opportunities in North America and selectively expand into evolved markets such as Europe

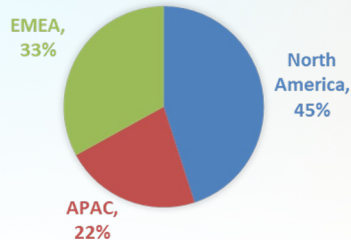
M&A - Focus Segment and Opportunity

Out of overall Global Loyalty Management TAM of \$18.2B, ~30% is estimated to be purely Agency-led (Services-heavy model), which translates to ~\$5.6B.

Out of \$5.6B, \$2.4B is a mid-market segment where Capillary is actively exploring M&A opportunities

Tier	Revenue Range	Estimated # of Companies	Estimated Market Size
Large	\$50M+	~ 15	\$2.5B
Mid-Market	\$10M – \$50M	~ 70–90	\$2.4B
Small /Boutique	\$2M – \$10M	~ 100–120	\$0.7B
Total		~ 190–230	\$5.6B

2025E Region mix of \$5.6B Agency-Led market



Prime Acquisition Target

Client Profile

Target companies with marquee enterprise customers with less revenue concentration

Geography Fit

Priority: North America and EMEA for Scale, APAC for growth optionality

Migration to Capillary Platform

Migrating acquired customers to platform, with aim to boost EBITDA & Gross Margins and generate additional free cash flows

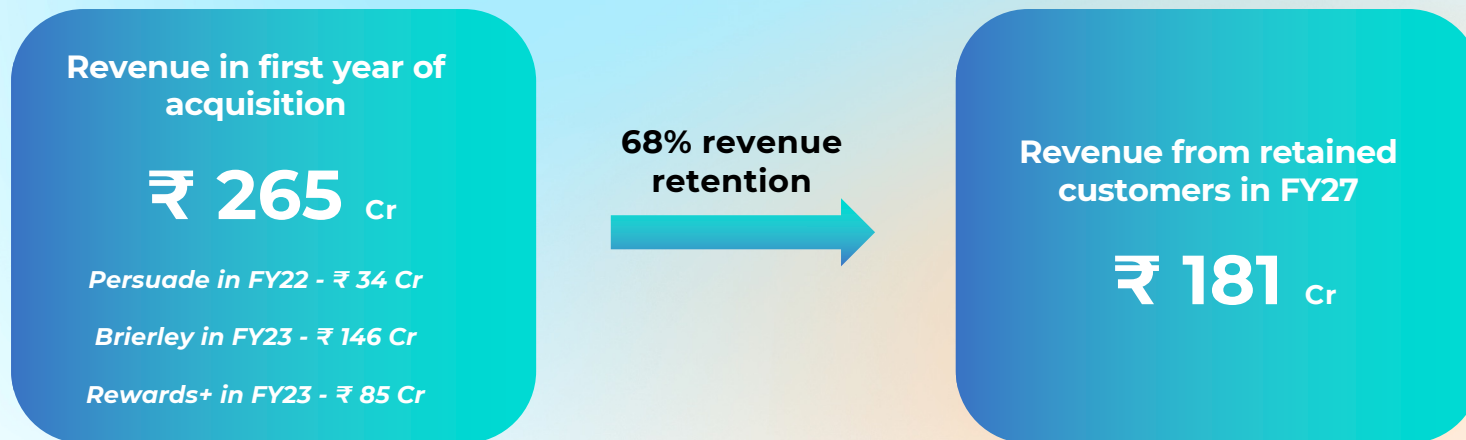
Valuation Range

Acquire companies at 0.5-1.5x of Price / Sales Multiples for reasonable payback period and ROI

Past M&As: Revenue retention

Persuade, Brierley and Rewards customer will have fully upgraded to Capillary platform in FY27

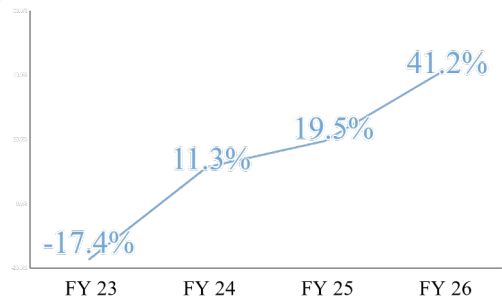
Revenue retention: **68% post upgrades (average 3 - 4 years post M&A)**



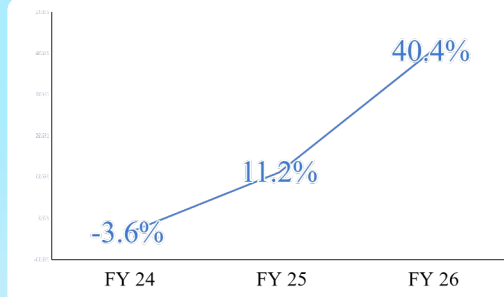
Proven M&A Playbook: *Disciplined execution of strategy*

Turnaround of Acquired Businesses

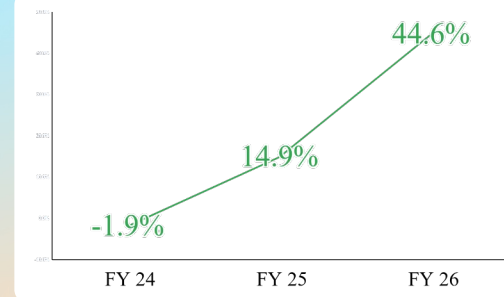
Persuade Contribution Margin (INR Mn)



B+P Contribution Margin (INR Mn)



Rewards+ Contribution Margin (INR Mn)

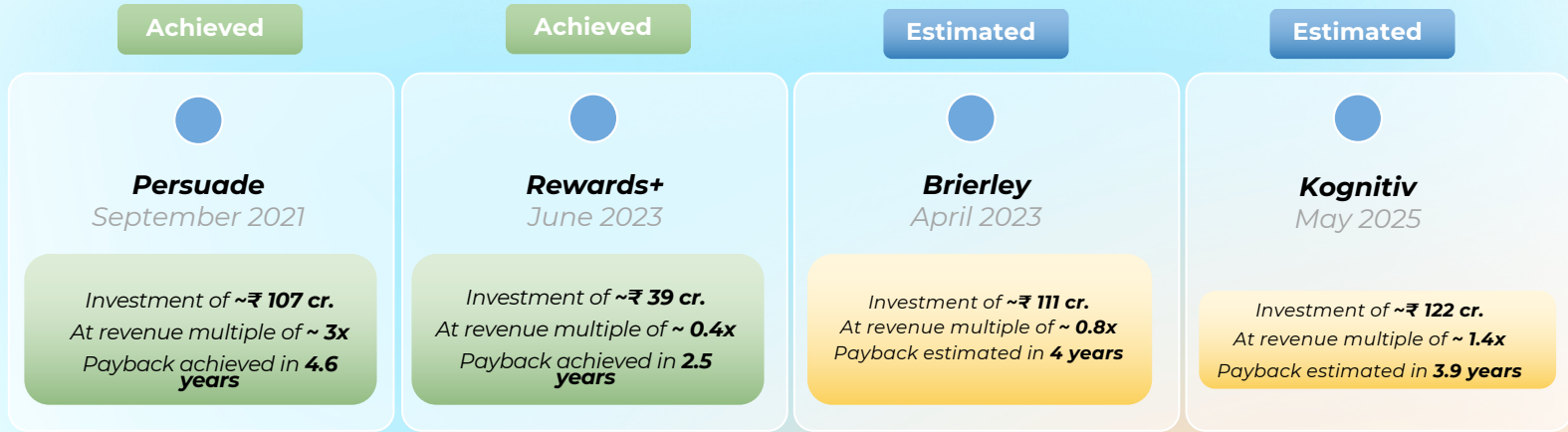


All three businesses acquired prior to FY25,, Persuade, B+P, and Rewards+, have successfully turned around to deliver healthy contribution margins within 2-3 years of integration.

Persuade scaled from a loss of (-) 17% in FY23 to 41% by FY26, while B+P swung from (-) 4% to 40% in two years post acquisition with migrations. Rewards+ turned around from (-) 2% to 45% over the same window.

The consistent margin trajectory across diverse acquisitions validates Capillary's playbook of disciplined post-merger integration, suggesting continued M&A can be a reliable lever for inorganic growth and earnings accretion.

Past M&As: Payback



~4 years cash payback on M&A

Consistent 20%+ ROIC delivered signaling Capillary's ability to turnaround businesses and achieve profitability

Inorganic Profitability: Margin turnaround from SessionM, Kognitiv

FY27 Inorganic Revenue

₹ 391 cr

75% Revenue Retention

Steady state **Inorganic Revenue** visibility post platform upgrades

₹ 290-310 cr

FY27 Inorganic Adj. EBITDA

₹ 20 cr

57% Inorganic GM

5% Inorganic CM

+ **100-120 cr. Adj. EBITDA** from inorganic

- ₹ 300 cr. (75%) inorganic retained in long-term
- ~45% margins generated - ₹ 133 cr. **steady-state Inorganic CM**

Steady state **Inorganic Adj. EBITDA** visibility post platform upgrades

₹ 120-140 cr

62% Inorganic GM

45% Inorganic CM



Business & Financial Performance

Headline Results

Q4 FY 26



Revenue from Operations

₹ 1,913.5 Mn

↑ 26% YoY

FY 26

₹ 7,346.0 Mn

↑ 23% YoY



Adjusted EBITDA

₹ 357.2 Mn

↑ 28% YoY

₹ 1,069.2 Mn

↑ 43% YoY



Profit After Tax (PAT)

₹ 433.6* Mn

23% margin

Normalised PAT

₹ 196.6 Mn

10% margin

₹ 523.9** Mn

7% margin

Normalised PAT

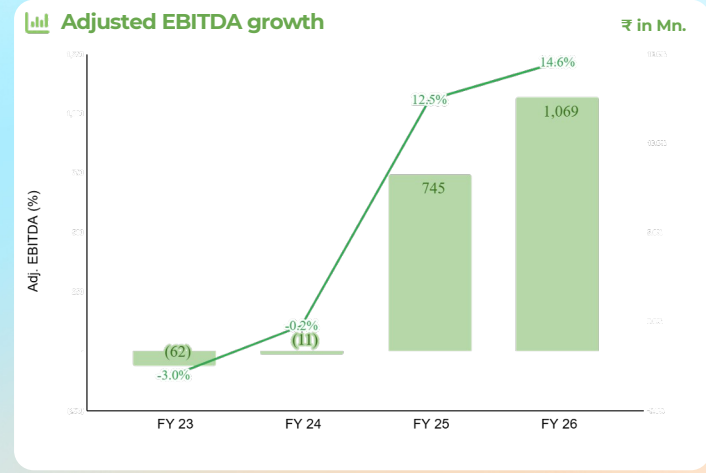
₹ 322.8 Mn

4% margin

* Includes ₹ 249.6 Mn. of exceptional income and ₹ 12.6 Mn. of one-time expenses

** Includes ₹ 249.6 Mn. of exceptional income and ₹ 48.5 Mn. of one-time expenses

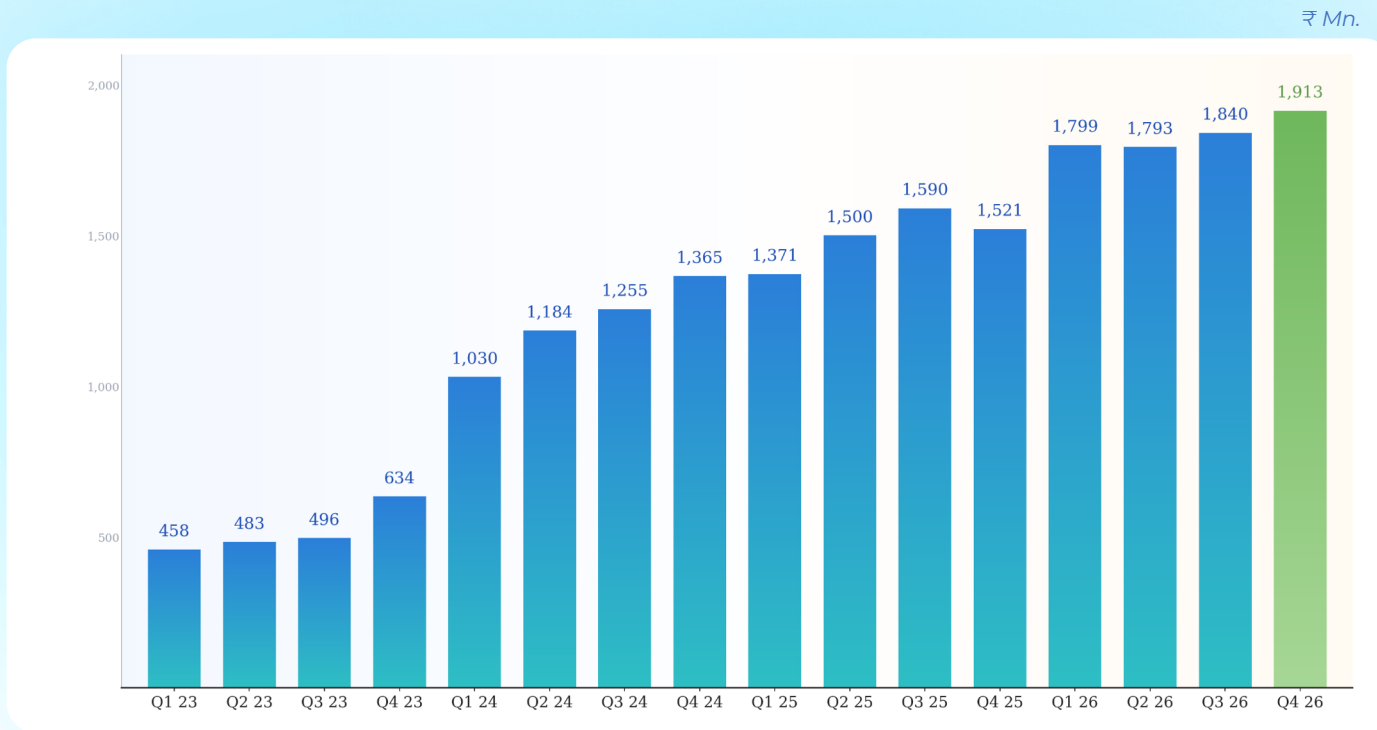
Revenue and Profitability Growth



- Delivered strong top-line growth with revenue scaling from ₹2,071 Mn. in FY23 to ₹7,346 Mn. in FY26, representing a 53% CAGR. This reflects consistent performance of our organic and inorganic growth engines.
- Adjusted EBITDA turned positive in FY25 climbing sharply at 43% YoY to ₹1,069 Mn in FY26 at a 14.6% margin, signalling improving unit economics and operating leverage at scale. This results from our improved Gross Margins through NRR expansion, operating leverages on non COGS costs and from M&A synergies.
- FCF of ₹ 1,106 Mn generated in FY26 at 15% margins on revenue. On Rule of 40, the 23% YoY growth and the FCF margin takes us to 38.

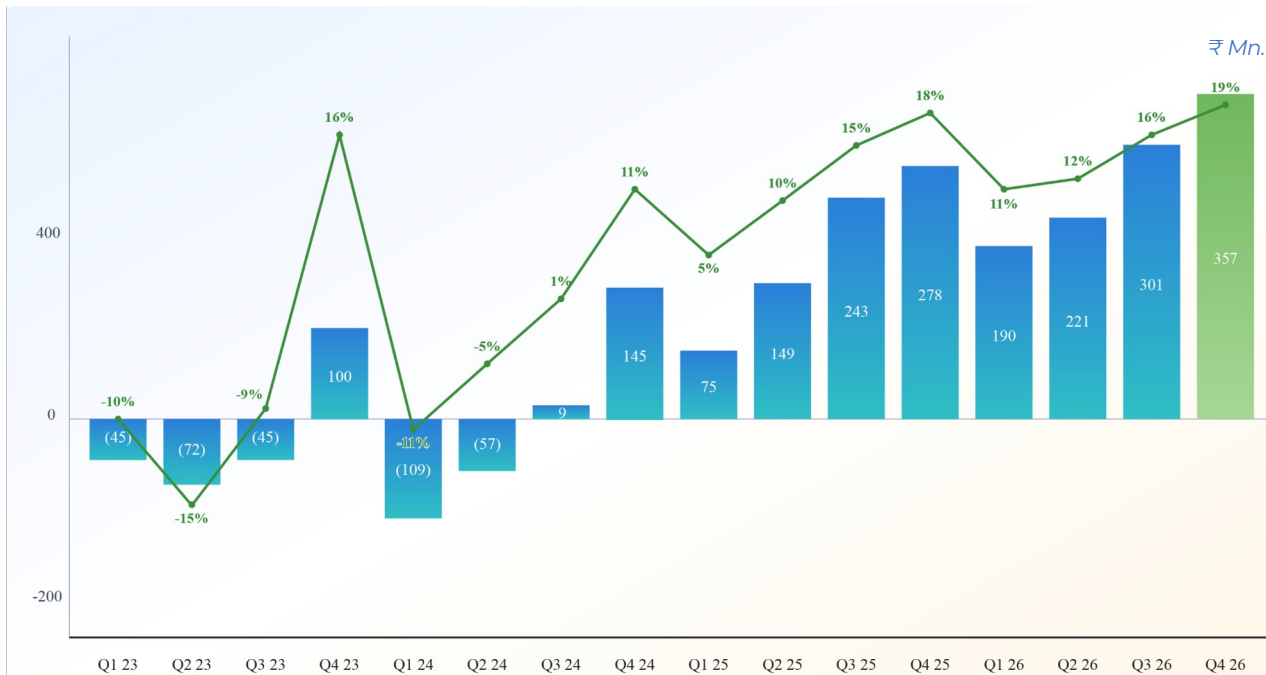
Sequential growth - Revenue

Delivered 15 consecutive quarters of growth, reaching ₹1,913 Mn. in Q4'26 — a 4.2x increase since Q1'23.

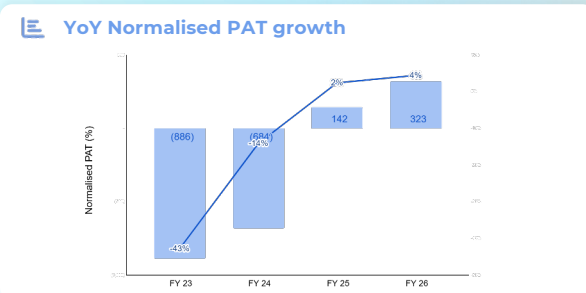
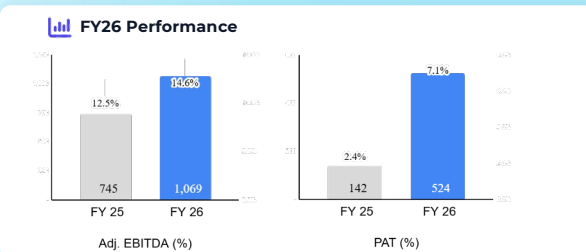
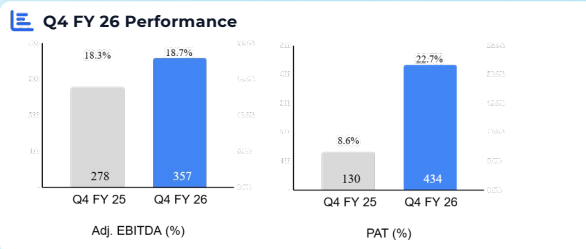


Sequential Growth - Adj. EBITDA

Adj. EBITDA scaled from a ₹(-) 45 Mn. loss in Q1 FY23 to ₹357 Mn. in Q4 FY26, with margins expanding to an all-time high of 19%.



Profitability Metrics



₹ in Mn.

Normalised Adj EBITDA / PAT	PAT Q4 FY 26	PAT FY 26
PAT (% margins)	433.6 (23%)	523.9 (7%)
One-time gratuity expenses impact due to Direct Labour Code ('DLC')	-	16.1
IPO expenses	12.6	32.4
Exceptional income	(249.6)	(249.6)
Normalised PAT (% margins)	196.6 (10%)	322.8 (4%)
PAT Q4 FY 25 and FY25 (% margins)	130.2 (9%)	141.5 (2%)
Year on year growth %	51%	128%

- Our FY26 Adj. EBITDA grew YoY at 43% to **₹1,069 Mn.**
- The 3M Adj. EBITDA at 28% YoY growth closed at **₹357 Mn.** at 19% margins.
- At normalised levels, PAT increased to **₹ 197 Mn. in Q4 FY26** at YoY growth of 51% and to **₹ 323 Mn. in FY26** at YoY growth of 128%

Cash conversion: *Our structural advantage*

Every ₹100 of Adjusted EBITDA converts to ₹103 of free cash. Every ₹100 of PAT to ₹211 of free cash.

FCF / Adj. EBITDA

103%

FY 26 | FCF ₹1,106 Mn vs EBITDA ₹1,069 Mn

For every ₹100 of reported EBITDA, ₹103 is generated as free cash.

FCF / PAT

211%

FY 26 | Free Cash Flow > 2× Net Profit

Reported profit is fully backed — and more than doubled — by real cash.

Why conversion exceeds 100%: Annual subscription contracts with upfront billing — customers pre-fund our operations. Deferred revenue structurally runs ahead of recognised revenue. This is model design, not a one-off.

₹5,069 Mn — Two Sources of Strength, One Balance Sheet

IPO primary proceeds provide strategic capital for M&A. Operations independently generate ₹1,499 Mn cash annually. Both are visible in the bridge below.

Total cash & bank

₹5,069.9 Mn

31 March 2026 (incl. IPO proceeds)

IPO primary proceeds less IPO expenses

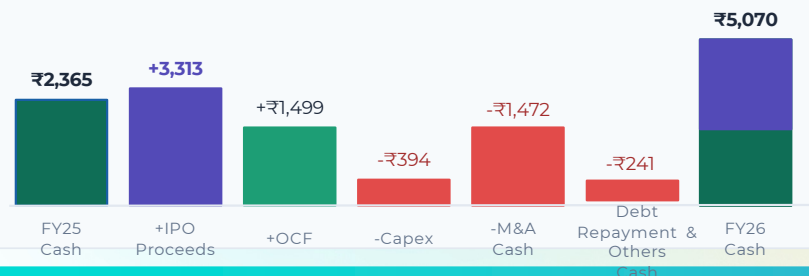
IPO Primary raised - 3,450.9 Mn
Less: IPO expenses - 137.9 Mn
Total Proceeds - 3,313.0 Mn

FY26 Operating Cash Flow

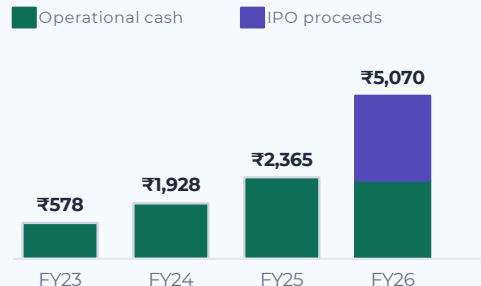
₹1,499.1 Mn

Pure operational generation — ex-IPO

Cash bridge — FY25 closing → FY26 closing



Cash balance — FY23 to FY26



The operational story stands on its own: ₹1,499 Mn OCF generated purely from the business, independent of IPO proceeds. OCF/EBITDA of 140% confirms earnings quality — every rupee of profit is backed by real cash.

22% CROIC Today — and Structurally Expanding

Cash return on invested capital is the right lens for a subscription business in an active M&A phase.

CROIC — Cash Return on Invested Capital

22%

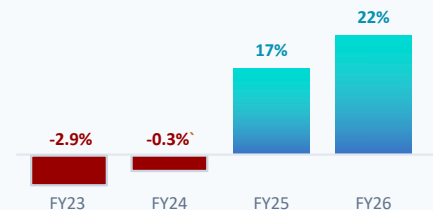
FY26 | Adj. EBITDA ÷ avg. Invested Capital

ROCE — Return on Capital Employed

3%

Why low? Capital employed includes ₹5 Bn+ of IPO cash on balance sheet + acquisition goodwill. CROIC strips these out to show true operating returns.

CROIC trend — FY23 to FY26



Why CROIC will improve further — the capital deployment lag

Most invested capital is M&A. Margin creation lags investment by 24–30 months. CROIC only grows as acquisitions mature.

PHASE 1

Capital deployed

M&A investment upfront

Kognitiv (~₹122 cr) sits in the FY26 invested capital denominator from acquisition. SessionM (closed May 1, 2026) enters the denominator only in FY27 — and at net ~\$0.6M cash paid, barely moves it.

PHASE 2

Integration window

24–30 months

Platform migration and customer onboarding happen over this window. CROIC is temporarily suppressed — the denominator is already full while the numerator (Adj. EBITDA) is still ramping toward full contribution.

PHASE 3

Full contribution

60–65% GM | 30–35% FCF margin

Same invested capital. GM moves from ~30% to 60–65% post-migration, generating 30–35% free cash flow margins. CROIC expands mechanically — no new capital required, no macro tailwinds needed.

The result: 22% CROIC (FY26) reflects Kognitiv capital already deployed but not yet fully earning. SessionM joins the denominator in FY27 at near-zero incremental cost (~\$0.6M net). As both migrate to 60–65% GM and 30–35% FCF margins, CROIC expands mechanically.



Long-Term Value Creation | FY30 Outlook

Capillary's Long-term Outlook



ORGANIC BUSINESS - Customers on Capillary platform

20%+ Organic Annual Growth Rate

2X+ Operating leverage on non-COGS cost

- *Levers of NRR expansion:*
 - *platform usage overages and inflationary increases,*
 - *product upgrades and service upsells, and*
 - *new brands, geographies and business units*

● *Acquisition of new customers*

- *Margin growth through*
 - *Gross Margin increase through NRR*
 - *Below gross margin costs grow at much slower pace than revenue*

INORGANIC GROWTH - Kognitiv, Session M, future M&A

~75% Revenue Retention through integration **45%+** Free CashFlow post Integration

● *Customer integration in 24-36 months*

● *Investment payback in 4-5 years*

● *ROIC of 20%+*

Capital Allocation Priorities



Deploying ₹5,069.9 Mn. closing cash and future internal accruals

GUIDING PRINCIPLES

20% organic growth

M&A platform integrations

20%+ ROIC on new acquisitions

Maintaining 6-month liquidity buffer

Organic Growth

Research and Development

Executing our AI roadmap and enhancing our competitive positioning

S&M Expansion driving New ACV wins

Fortune 500 enterprise wins, further expansion in North America and Europe

NRR Expansion

115% organic NRR target via 3 levers

20%+ Organic Revenue CAGR
2x Operating Leverage on Non-CoGS

Kognitiv and SessionM Integrations

Cost Synergies

Streamline operations to move to organic Gross Margins

Platform Integration

Integrate acquired customers to core Capillary platform using our AI-powered migration capabilities

Payback Horizon

4–5 year cash investment payback

75% Revenue Retention post integration
45%+ FCF post integration

Future M&A

Targets

Targeting future M&As in North America and Europe

New Geographies and Industries

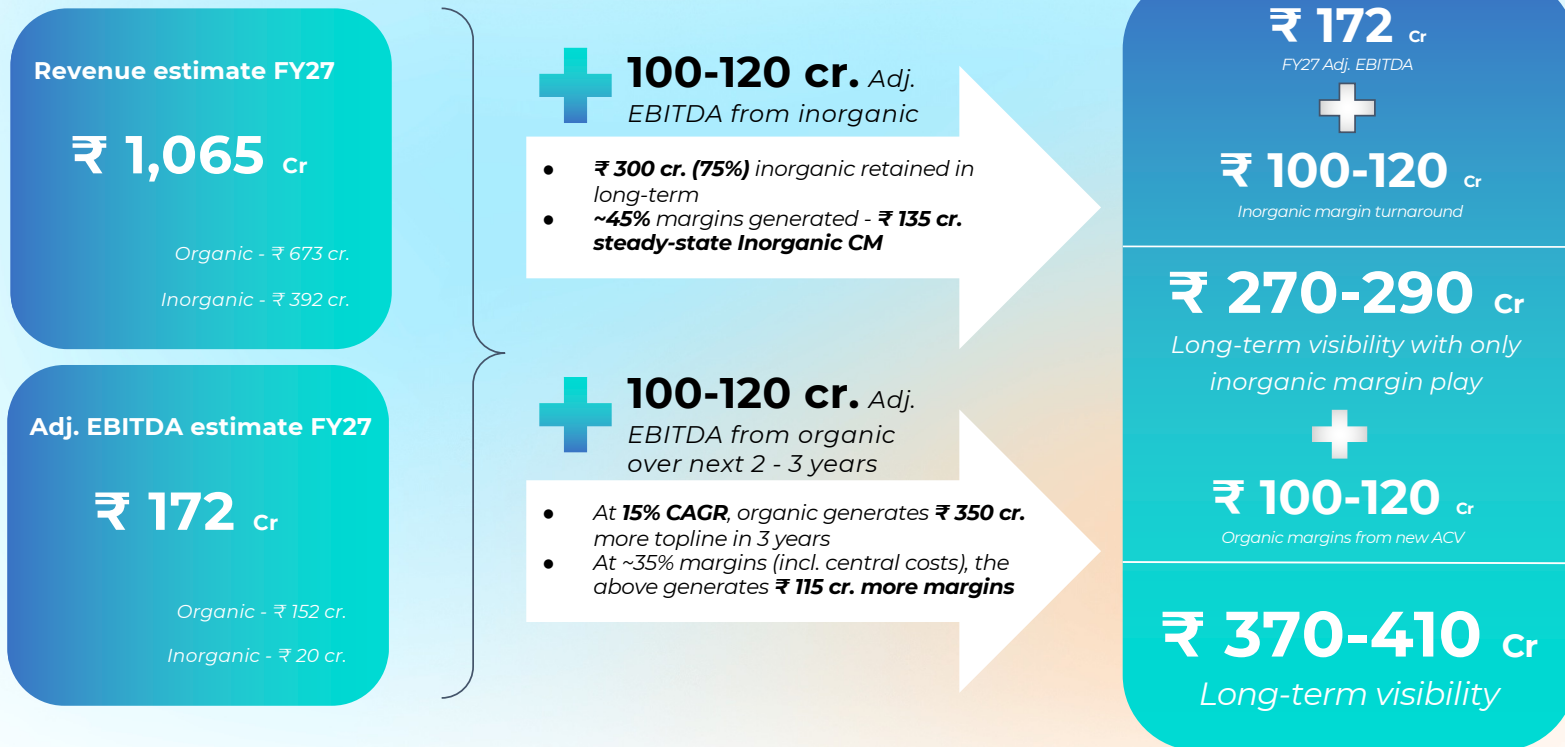
Entry into high-NRR potential markets and newer industry verticals

Return framework

ROIC 20%+, payback ≤5 years — gate criterion for capital deployment

ROIC 20%+
Integration in 24–36 Months
Payback ≤5 Years

Long term outlook: Adjusted EBITDA in steady-state





Thank You

*For any queries, please reach out to
investorrelations@capillarytech.com*