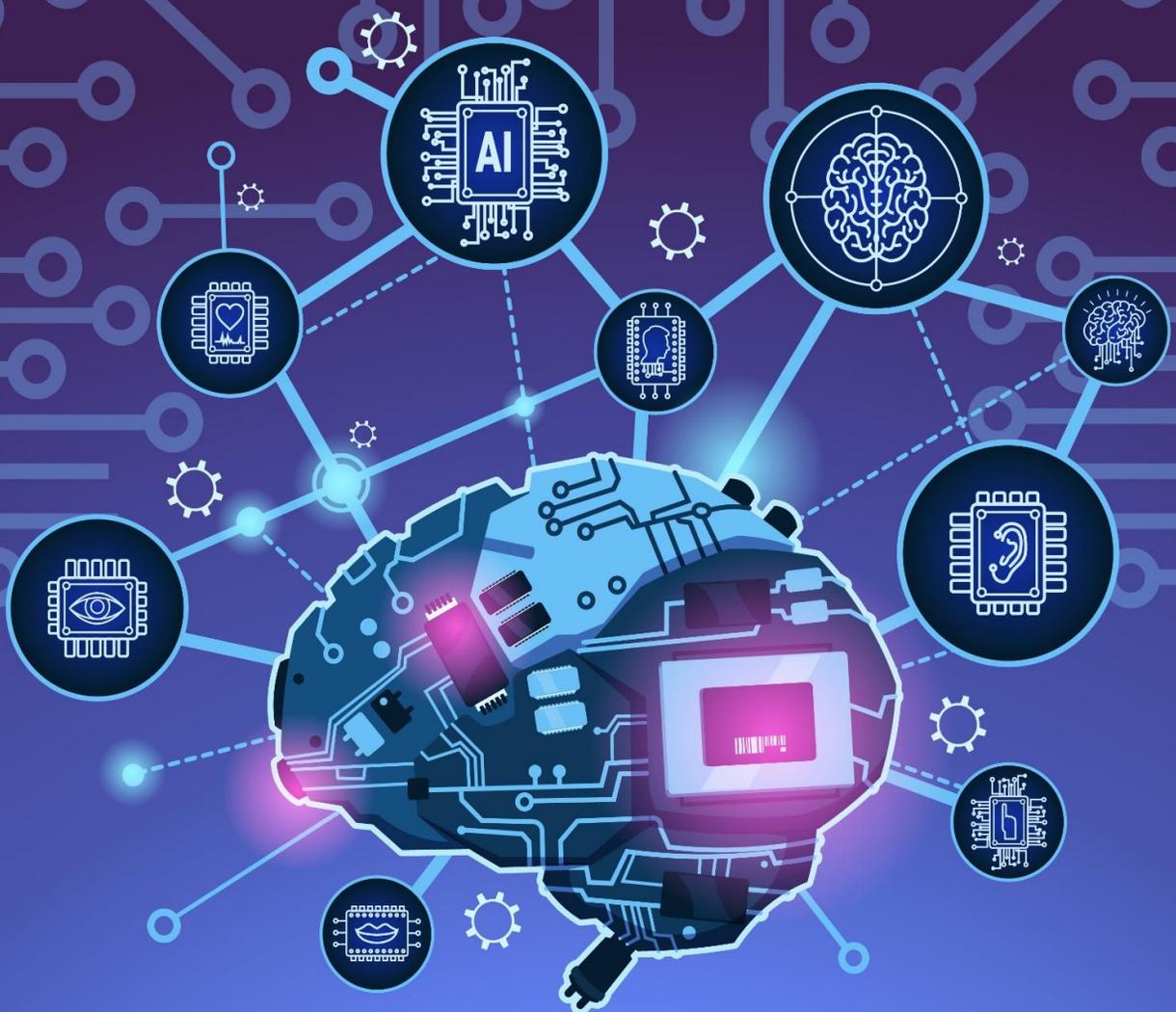


Initiating Coverage

Choice
Institutional Equities

Fractal Analytics Ltd.

DAAI Tailwinds and AI Monetisation Ignite Scalable Growth



March 24, 2026

institutional.equities@choiceindia.com

Initiating Coverage | Sector: Technology Fractal Analytics Limited

March 24, 2026 | CMP: INR 801 | Target Price: INR 980

Expected Share Price Return: 22.3% | Dividend Yield: 0.0% | Expected Total Return: 22.3%

Choice
Institutional Equities

Sector View: Neutral

BUY



Fractal Analytics is a global provider of AI and advanced analytics solutions, enabling enterprises to drive data-led decision-making through a combination of consulting, technology services, AI software, and products. Established in 2000, FRACTAL operates through two segments—Fractal.ai, which offers core AI consulting services, and Fractal Alpha, for new and emerging ventures. It serves large global firms and maintains strategic partnerships with leading hyperscalers and data platform providers.

Company Information

BB Code	FRACTAL.IN EQUITY
ISIN	INE212S01015
Face Value (INR)	1.0
52 Week High (INR)	920.7
52 Week Low (INR)	734.0
Mkt Cap (INR Bn)	139
Mkt Cap (USD Bn)	1.5
Shares Outstanding (Mn)	172
FY29E EPS (INR)	44.4

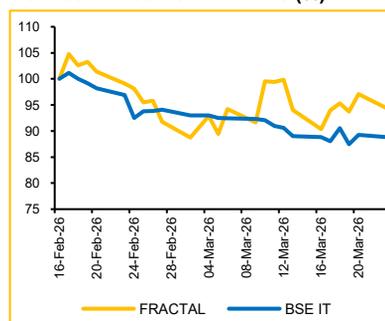
Shareholding Pattern (%)

Investors	Dec '25
Promoters	16.97
FIIIs	40.62
DIIIs:	12.84
- SBI Small Cap Fund	2.68
- Sundaram MF	1.32
- Relatively Resilience Fund	1.01
Public	29.57

Relative Performance (%)

YTD	3Y	2Y	1Y
BSE IT	1.1	(21.6)	(22.3)
FRACTAL	NA	NA	NA

Rebased Price Performance (%)



Key Insights from Management Meet

Bull / Bear Case

Dhanshree Jadhav

Email: dhanshree.jadhav@choiceindia.com
Ph.: +91 22 6707 9535

Shreya Mehra

Email: Shreya.mehra@choiceindia.com
Ph.: +91 22 6707 9535

Growing Enterprise AI Adoption to Create Structural Growth Opportunity

FRACTAL is a pure-play enterprise DAAI company delivering end-to-end consulting, implementation, and AI-led software solutions through an integrated model combining data science, design, behavioral science, and cloud engineering. **FRACTAL addresses a ~USD 143 Bn DAAI services TAM as of FY25, expected to expand at 16.7% CAGR FY25-30E.** The company is also a key player in the Global AI Software market, which is anticipated to witness 22.9% CAGR FY25-30E.

Product and Platform Strategy Expands Long-Term Monetization

FRACTAL has built a differentiated AI-led IP ecosystem supported by a growing patent portfolio, anchored by Fractal.ai segment including platforms such as Cogentiq, MarshallGoldsmith.ai, Kalaido.ai, Vaidya.ai, and Trial Run. Additionally, through its incubation arm Fractal Alpha segment it is creating growth optionality by scaling high-potential ventures like Asper.ai and Analytics Vidhya. **As of Jan 2026, FRACTAL holds a strong patent portfolio (66 filed, 24 granted), including 18 patents filed under Asper.ai, of which 6 have been granted.** Disciplined M&A investment (INR 5,581/USD 74 Mn in FY22–FY25) has accelerated Fractal's shift to IP-led growth, scaling up high-margin AI platforms and strengthening talent moats.

Premium Enterprise Client Base Driving Strong Land-and-Expand Growth

FRACTAL focuses on Must Win Clients (MWCs) which contribute 83% to the revenues which have grown double-digit consistently on a higher base, (19% YoY growth in 9MFY26) supported by long-standing relationships with global blue-chip enterprises such as Citi Bank, Costco, Franklin Templeton, Mars, Mondelez, Philips, and Nestlé, and also served "Magnificent Seven" companies. High client stickiness is reflected in strong NRR (114%) and 8+ year average top-client tenure.

FRACTAL is uniquely positioned at the enterprise AI application layer, leveraging models from OpenAI and Anthropic to deliver domain-specific solutions, supported by its pure-play AI focus and strong proprietary IP across the DAAI value chain. Unlike diversified IT services and product-centric peers, the company follows a hybrid model combining proprietary GenAI platforms with high-value services, enabling scalable, enterprise-grade AI deployments.

Valuation & View

FRACTAL's strong positioning in DAAI Value chain provides significant growth headroom as enterprise AI adoption expands. Moreover, increase in high gross-margin (~70%+) subscription-led revenues (currently contributes ~3%) versus the company average gross margin of 46%, supports improved qualitative growth with further margin expansion. **We expect Revenue/EBIT/PAT to grow at a CAGR of 22.8%/40.6%/46.2% over FY26E–FY29E. Factoring in strong structural long-term tailwinds driven by accelerating AI adoption, we initiate coverage with a BUY rating deriving a DCF-based target price of INR 980, implying a P/E multiple of 30x on FY28E EPS of INR 32.4 (22.3% upside from CMP).** Stronger MWC growth led by growth in NRR and faster subscription adoption present upside potential, while slower execution poses downside risk.

Optionality: Qure.ai has filed for 61 patents, of which 40 have been granted. We expect Qure.ai's associate losses to moderate over FY26E–FY29E, supported by growth in other healthcare segments; any potential upside from a recovery in US healthcare spending remains an unaccounted positive optionality to our valuation.

Key Risks:

Open-source developer dependency, possibly services revenue erosion from productisation, rise in in-sourcing, revenue concentration from top clients.

Key Financials

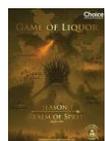
Mn	FY25	FY26E	FY27E	FY28E	FY29E
Revenue (USD)	327	373	443	527	628
Revenue (INR)	27,654	33,077	41,031	50,386	61,263
Growth %	25.9	19.6	24.0	22.8	21.6
EBIT	2,476	3,428	5,166	7,188	9,544
EBITM%	9.0	10.4	12.6	14.3	15.6
PAT	2,206	2,444	3,881	5,578	7,643
FDEPS	13.4	14.2	22.6	32.4	44.4
ROE%	12.5	8.0	11.3	14.0	16.1
ROCE%	10.8	10.5	14.1	17.1	19.2
PE (x)	NA	56.4	35.5	24.7	18.0
Debt / Equity	0.2	0.1	0.0	-	-

Source: Choice Institutional Equities

Report Structure

Sr. No.	Particulars	Page No.
1 Data-Driven Insights	1.1 Mapping FRACTAL with DAAI & AI Software Industry Growth Opportunities 1.2 FRACTAL's Strong Operating Metrics Supporting Growth Prospects	4-5
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Our recent 'Initiating Coverage' reports



Game of Liquor_Indian
AlcoBev_Spirits
Industry_Thematic



App Store Moment
for Core Banking
System_Thematic



Senores
Pharmaceuticals Ltd
Initiating Coverage



Meesho Ltd_Initiating
Coverage



Prisoner's Dilemma at
Play in West Asia
Conflict_Caution Advised
until the Trap is Broken

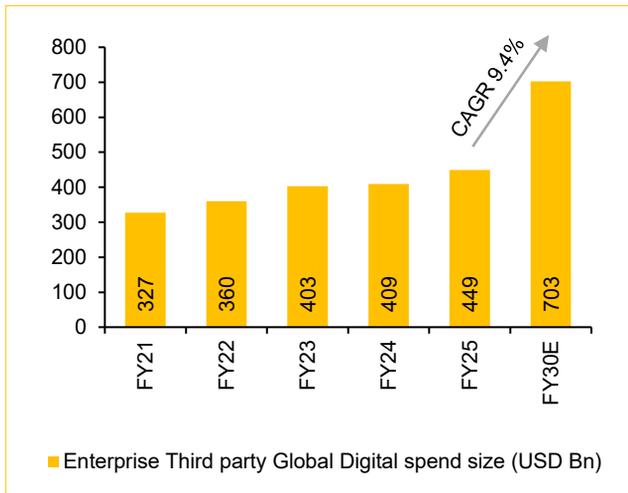


Convex Choices_Market
View_Investment
Ideas_Q3FY26

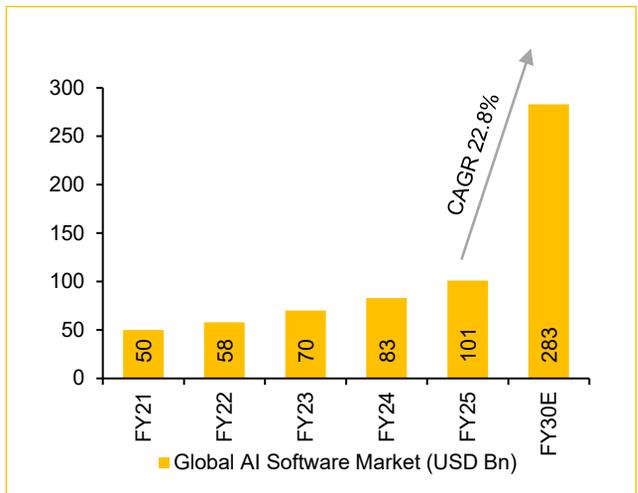
If you are unable to access, please mail institutional.equities@choiceindia.com

1.1 Mapping FRACTAL with DAAI & AI Software Industry Growth Opportunities

Enterprise Third-party Global Digital spends and Global AI Software Market - Scaling Adoption

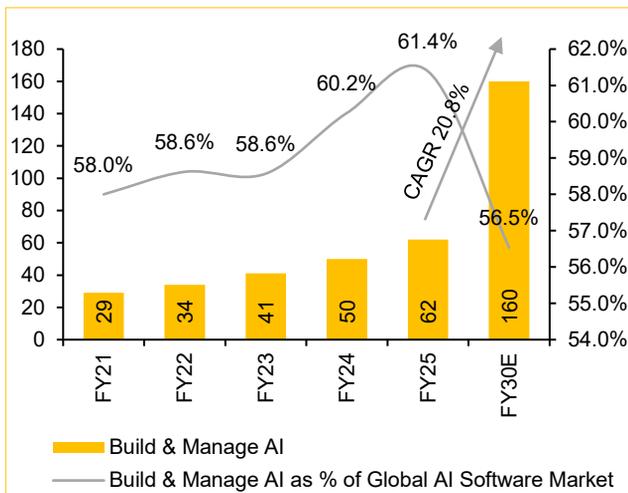


Source: FRACTAL RHP, Choice Institutional Equities

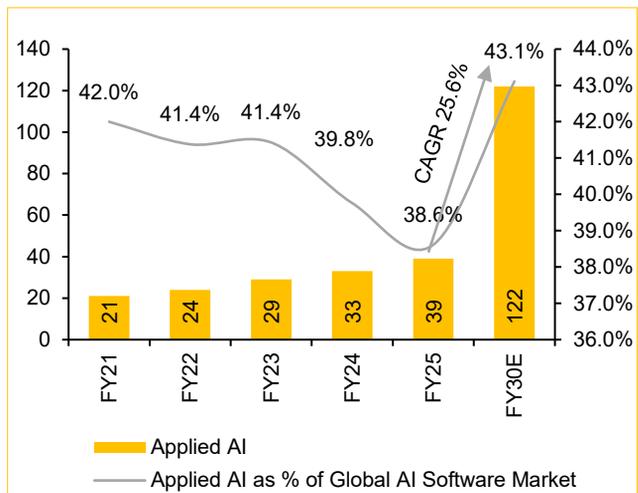


Source: FRACTAL RHP, Choice Institutional Equities

Global AI Software Market Yet Untapped – Build & Manage AI and Applied AI to Witness 20%+ CAGR FY25-30E (USD Bn)

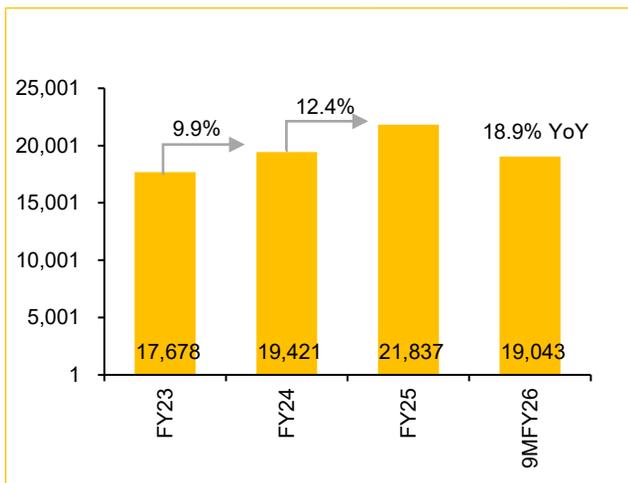


Source: FRACTAL RHP, Choice Institutional Equities



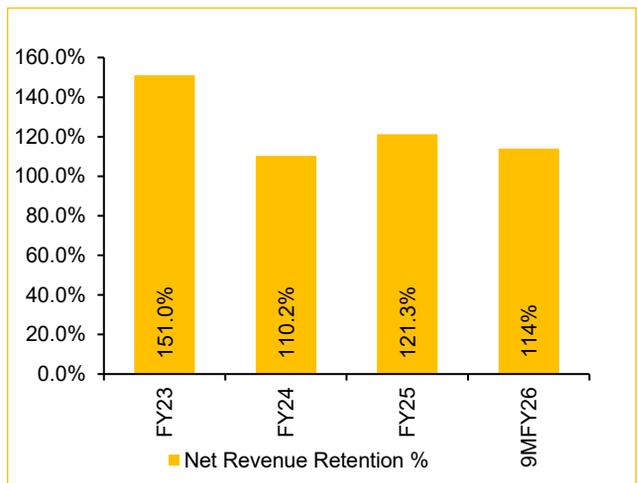
Source: FRACTAL RHP, Choice Institutional Equities

Must Win Clients revenue (INR Mn) growth at double-digit



Source: FRACTAL RHP, Choice Institutional Equities

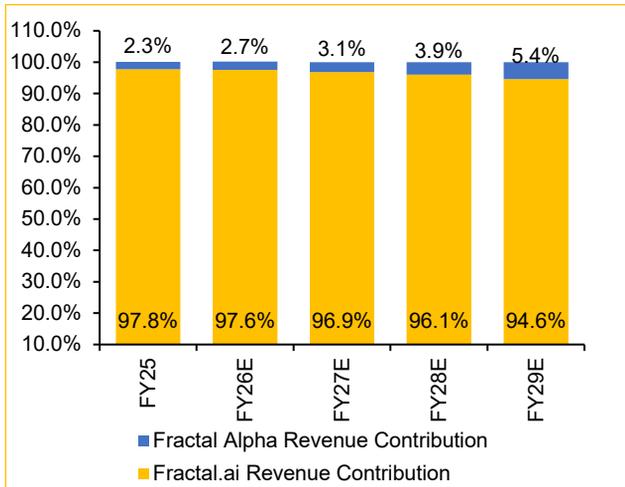
Higher NRR reflects increased scope in existing accounts



Source: FRACTAL RHP, Choice Institutional Equities

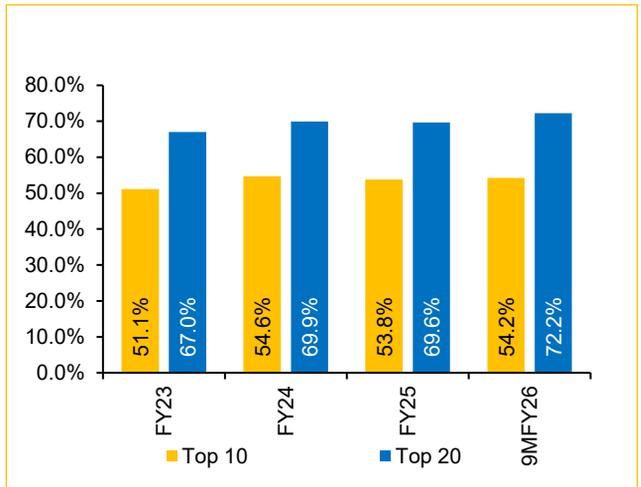
1.2 FRACTAL's Strong Operating Metrics Supporting Growth Prospects

Fractal Alpha revenue expected to increase



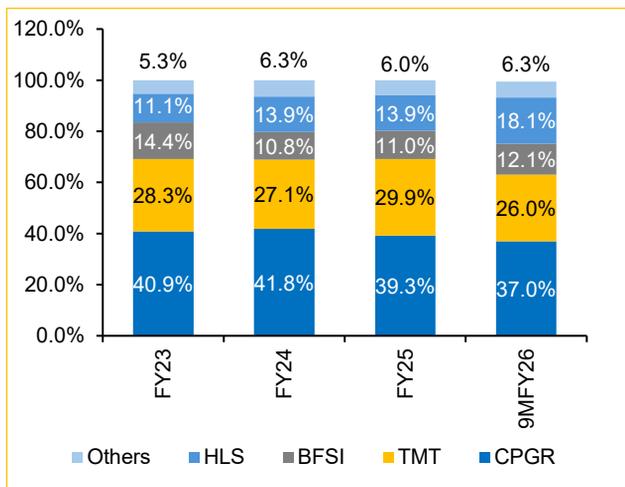
Source: FRACTAL, Choice Institutional Equities

Top clients reflects strength in client relationship



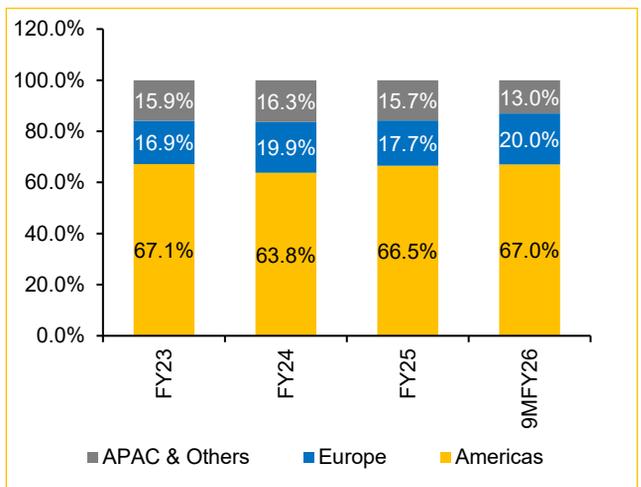
Source: FRACTAL, Choice Institutional Equities

Diversified Industry Verticals provide ample opportunities



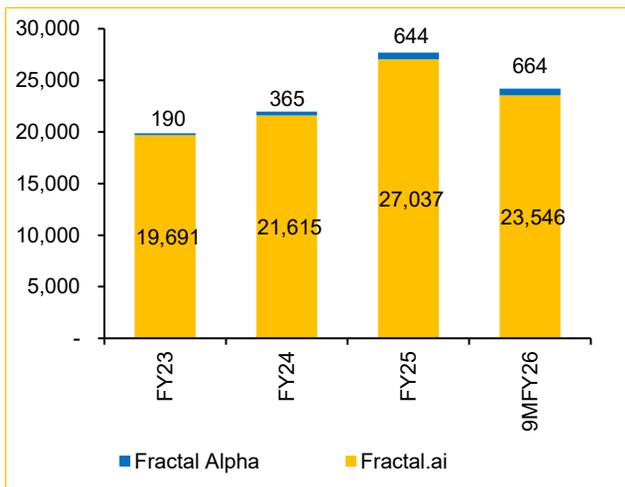
Source: FRACTAL, Choice Institutional Equities

US remained top geography for FRACTAL



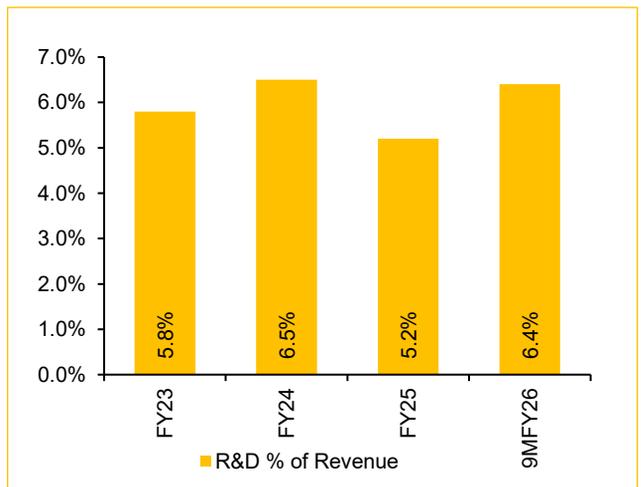
Source: FRACTAL, Choice Institutional Equities

Fractal.ai remains largest business segment by Revenue (INR Mn)



Source: FRACTAL, Choice Institutional Equities

R&D Investments remain key focus



Source: FRACTAL, Choice Institutional Equities

2.1 Growing Enterprise AI Adoption to Create Structural Growth Opportunity

Significant expansion of TAM anticipated at ~17% CAGR in next five years

FRACTAL is a pure-play enterprise DAAI company delivering end-to-end consulting, implementation, and AI-led software solutions through an integrated model combining data science, design, behavioral science, and cloud engineering. **FRACTAL addresses a ~USD 143 Bn DAAI services TAM as of FY25, expected to grow at 16.7% CAGR FY25-30E. The company is also a key player within the Global AI Software market, which is expected to witness 22.9% CAGR FY25-30E.** Falling AI cost, advances in data and compute, democratised tools, and open-source ecosystems are accelerating adoption of DAAI, while GenAI, Agentic AI, and vertical models enable autonomous, end-to-end workflows and shift talent toward higher-value roles.

2.1.1 Strong Market Tailwinds Supporting Sustained Growth

- Large and Fast-growing DAAI TAM:**
Given Fractal's end-to-end DAAI capabilities, the third-party DAAI services market represents its TAM, estimated at USD143 Bn in FY25 and projected to grow at a 16.7% CAGR to USD 310 Bn by FY30E.
- Attractive and Expanding SAM Aligned with Fractal's Focus:**
Fractal's SAM defined by focus geographies (North America, Europe, MEA, ANZ) and core verticals (BFSI, retail, manufacturing, CPG, HLS, TMT) was estimated at USD 76 Bn in FY24 and **USD 85 Bn (INR 7 Tn) in FY25.**
- Sustained Double-digit SAM Growth Visibility:**
Driven by continued enterprise adoption of data, AI and cloud, Fractal's SAM is expected to grow at a **15.1% CAGR to USD 171 Bn (INR 14 Tn) by FY30,** supporting long-term growth visibility.

Source: FRACTAL, Choice Institutional Equities

2.1.2 Reasons for Growing Share of Third-party Spend on Digital Services

- Strategic Partnerships**
Enables customised solutions and early-mover advantage
- Niche Talent Shortage**
Likely to widen as demand for specialised AI talent outpaces in-house capabilities
- Ecosystem Orchestration**
Rising AI complexity drives reliance on service providers' partnerships over in-house builds
- Access to Pre-built Solutions**
Pre-built tools enable faster, cost-efficient adoption vs in-house development
- Scale & Global Presence**
Enterprises seek scalable, global delivery via third-party providers

Source: FRACTAL, Choice Institutional Equities

2.2 Product and Platform Strategy Expands Long-term Monetization

2.2.1 IP-led AI Platform Strategy Enabling Sustainable Long-term Growth

- FRACTAL has built a differentiated AI-led IP ecosystem supported by a growing patent portfolio, anchored by Fractal.ai segment including platforms such as Cogentiq, MarshallGoldsmith.ai, Kalaido.ai, Vaidya.ai, Trial Run and newly launched PiEvolve.
- Additionally, through its incubation arm Fractal Alpha segment it is creating growth optionality by scaling high-potential ventures like Asper.ai and Analytics Vidhya. **As of Jan 2026, FRACTAL holds a strong patent portfolio (66 filed, 24 granted), including 18 patents filed under Asper.ai, of which 6 have been granted.**
- Disciplined M&A investment (INR 5,581/ USD 74 Mn in FY22–FY25) has accelerated FRACTAL's shift to IP-led growth, scaling up high-margin AI platforms and strengthening talent moats.

Fractal.ai – The Core Growth Engine

<p>Dominant Revenue Contribution and Market Leadership: As the primary business segment, Fractal.ai contributed approximately ~97% to total revenue as of 9MFY26. It leverages AI, engineering, and design (AED) to deliver end-to-end DAAI solutions.</p>	<p>High-Value ‘Must Win Clients’ Strategy: This segment focuses on MWC – enterprises with over USD 10 Bn in revenue or massive user base – including long-standing relationships with leaders, such as Citi, Mars and Nestle. Client stickiness is evidenced by a NRR of 114.8%.</p>	<p>Platformisation via Cogentiq: Cogentiq hosts AI products, enabling autonomous agent development. Unified platform integration such as Business Insights & Campaign Assist drives faster client value and scalable revenues.</p>	<p>Deep Industry Contextualisation: Revenue is well-diversified across high-growth sectors, CPGR and TMT contributing 36% and 25% of segment revenue, respectively. Domain expertise enables decision-led solutions, driving higher adoption.</p>
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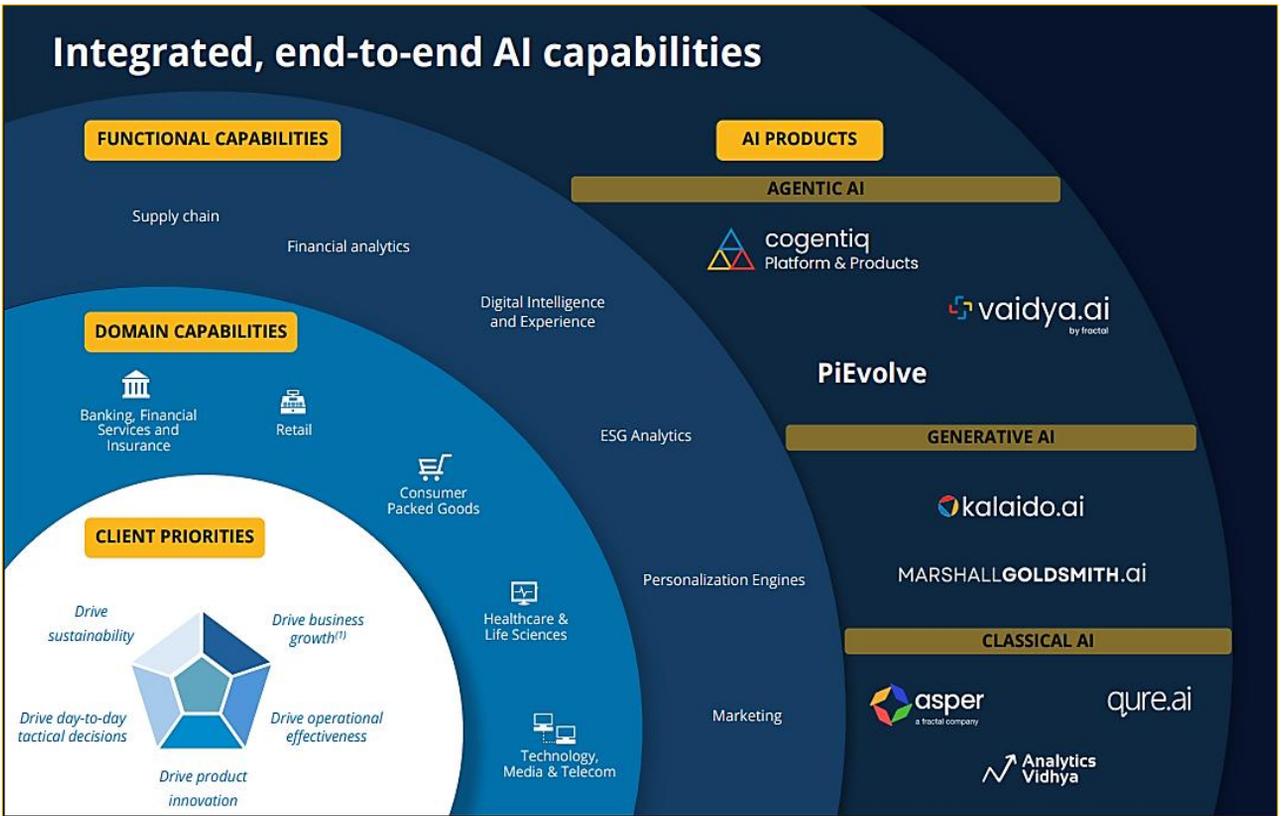
Source: FRACTAL, Choice Institutional Equities

Fractal Alpha – The High-growth Incubation Engine (AI Business)

	<p>Portfolio of Specialised Leaders: The segment houses high-potential assets, such as Asper.ai – which provides AI-first SaaS services for Revenue Growth Management (RGM) in the CPG sector; and Analytics Vidhya – the largest data science community originating in India with over 4.9 Mn users.</p>		<p>Strategic Minority Stakes: FRACTAL maintains a minority stake (31.5%) in Qure.ai – a healthcare AI startup which interprets radiology reports in areas like Lung cancer, Tuberculosis and stroke. It has received multiple US FDA clearances and it allows FRACTAL to participate in high-growth healthcare technology market without full operational consolidation.</p>
<p>Spinoff and Scalability Potential: Fractal Alpha serves as a dedicated ecosystem for incubating and developing independent AI businesses which target broader market and new geographies beyond the core MWC base. This segment allows the company to capitalise on market-validated ideas by providing specialized focus.</p> 	<p>Rapid Expansion with Upside Potential: The segment is still at a scaling phase, reporting a segment loss of INR 283 Mn in FY25 due to heavy R&D and marketing, achieving a revenue growth rate of 76.4% during the same period. This Indicates strong operating leverage as ventures scale and commercialise.</p> 		

Source: FRACTAL, Choice Institutional Equities

2.2 Product and Platform Strategy Expands Long-term Monetization



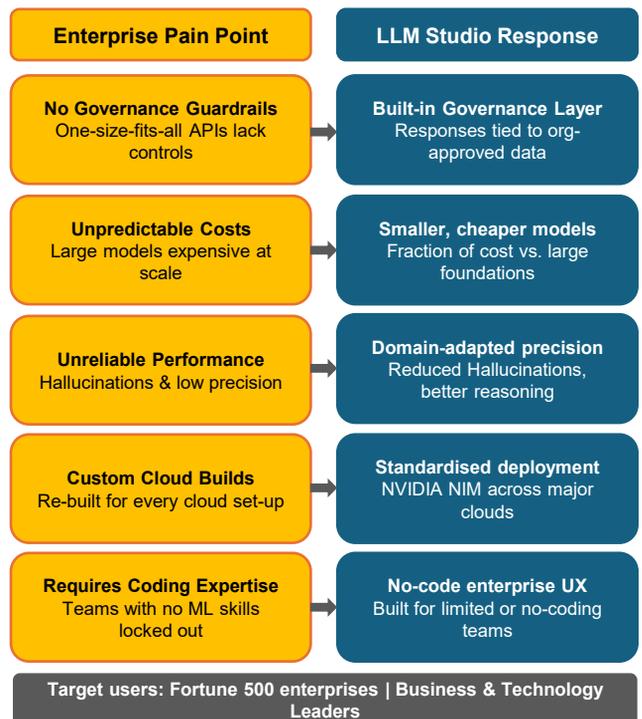
Source: FRACTAL, Choice Institutional Equities

2.2.2 FRACTAL's LLM Studio: A Game-changer towards Enterprise AI Platform transition

What is FRACTAL's LLM Studio?

- Fractal Analytics's launch of LLM Studio marks a strategic shift towards platform-led AI monetisation, empowering enterprises to build, deploy, and govern domain-specific language models using open-source architectures and NVIDIA's AI infrastructure.
- This positions FRACTAL at the enterprise AI orchestration layer, moving beyond services to a higher-value, scalable platform model.
- Leveraging **NVIDIA NeMo** and **NVIDIA NIM**, the solution benefits from best-in-class AI infrastructure while remaining cloud-agnostic, improving scalability and standardisation across deployments.
- LLM Studio aligns with the shift towards domain-specific AI models by enabling cost-efficient, governed, and reliable model deployment through end-to-end capabilities.
- This strengthens Fractal Analytics' competitive positioning via deeper client integration, enhanced stickiness, and scalable, platform-led growth supported by NVIDIA's AI infrastructure.

Why enterprises are moving beyond API-only LLMs



Source: FRACTAL, Choice Institutional Equities

2.2 Product and Platform Strategy Expands Long-term Monetisation

Fractal's entity	Fractal's IP	Description	AI software market segment mapping	Market Size (FY25)	Market Size (FY30)
Fractal Alpha	Asper.ai	AI-driven dynamic demand planning and enterprise Revenue Growth Management	Applied AI: Industry-specific AI (CPG)	INR 1,436 Bn (USD 17 Bn)	INR 4,767 Bn (USD 57 Bn) (CAGR 27.1% from FY25-30)
	Qure.ai	AI-based application software for radiology image diagnosis	Applied AI: Business Function specific AI (HLS)		
Fractal .ai	Cogentiq	A No/Low code agentic AI platform	Build and Manage AI: AI Platforms	INR 4,755 Bn (USD 57 Bn)	INR 12,474 Bn (USD 149 Bn) (CAGR 21.3% from FY25-30)
	Cogentiq Data Foundation	An IT business specific hybrid data platform	Build and Manage AI: AI Platforms		
	Cogentiq CX	GenAI driven business specific CRM for smart search, knowledge management, and conversational analytics	Build and Manage AI: AI Platforms. Applied AI: Business function specific AI (customer experience)		
	Cogentiq Business Insights	GenAI enabled decision intelligence through chatbots and copilots	Applied AI: Business function specific AI (Sales and Marketing)		
	Cogentiq SDLC	GenAI based productivity enhancement tool for SDLC	Applied AI: Business function specific AI (IT and Software Engineering)		
	Cogentiq Migration	AI-based accelerator for workload migration and rationalisation	Applied AI: Business function specific AI (IT and Software Engineering)		
	MarshallGoldsmith.ai	GenAI based voice and video assistance for coaching	Applied AI: Business function specific AI (HR)		
	Kalaído.ai	Image generation application driven by Fractal's proprietary diffusion model.	Applied AI: Business function specific AI (Sales and Marketing). Built and Manage AI: Foundation Models		
	Vaidya.ai	Multi-modal medical assist model. GenAI-based healthcare chatbot	Built and Manage AI: Foundation Models. Applied AI: Industry Specific (HLS)		
	Trail Run	ML-enabled experimentation platform that enables ROI optimisation and identification of key attributes for different use cases.	Applied AI: Industry Specific (Retail and Distribution and CPG)		

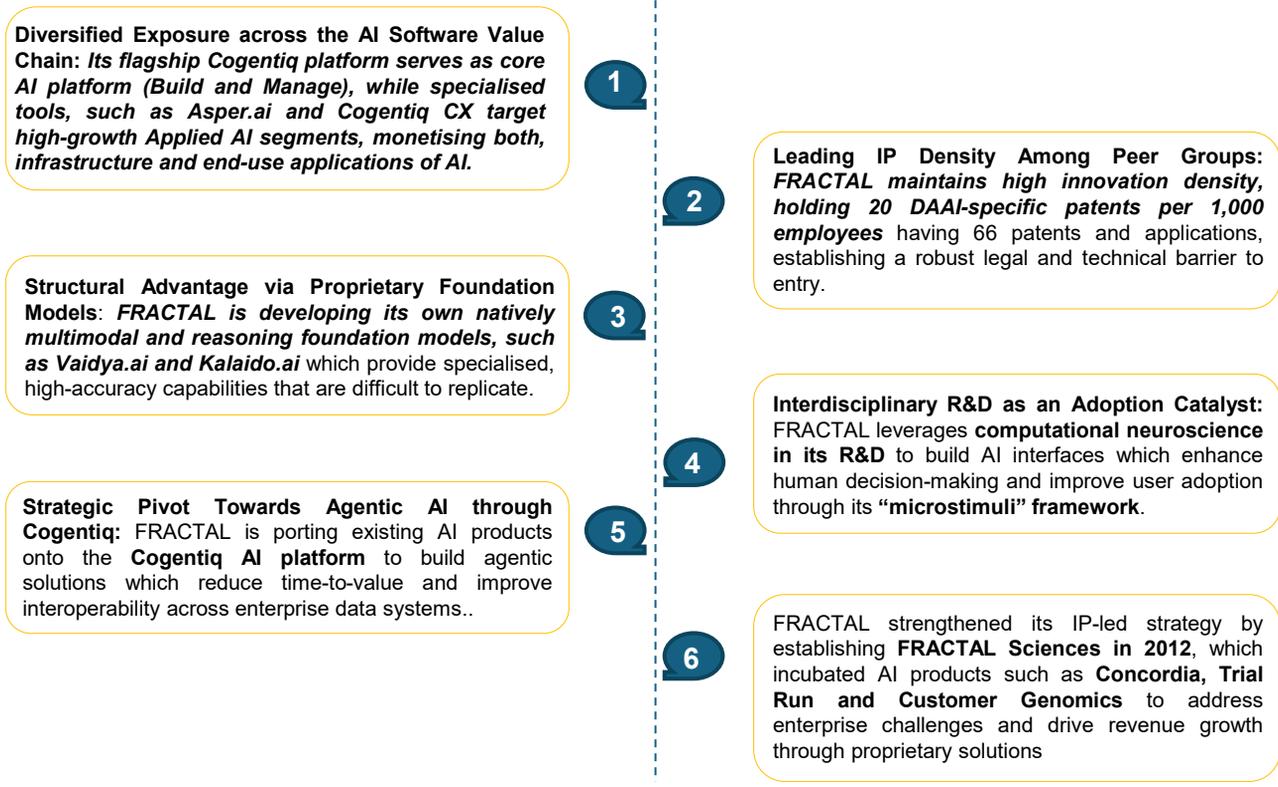
Source: Everest Group, Choice Institutional Equities

2.2.3 Synergistic AI, Engineering & Design (AED) Capabilities across both segments:

- FRACTAL operates through two segments: 1. **Fractal.ai, contributing ~97.8% of Q3FY26 revenue and covering DAAI services** in form of Build & Manage AI Platforms (Building Core AI platforms) and select licensable software in form of Applied AI (Using AI capabilities to drive business outcomes), 2. **Fractal Alpha (2.5% of Q3FY26 Revenue)**, focuses on incubated and acquired IP-led offerings in Applied AI form.
- **Intellectual Property and Innovation Moat:** The R&D pipeline supports both segments, backed by a strong IP base of **66 filed, 24 granted patents**, with recent launches like Kalaído.ai and Vaidya.ai demonstrating effective commercialisation.
- **Investment in LRMs:** Management emphasises a capital-light approach by building LRMs on existing LLMs. FRACTAL also develops reusable AI and analytics platforms, such as Cogentiq, which can be adapted across industries. For instance, while **Qure.ai targets pharma and healthcare, its underlying platform is extensible to adjacent sectors, enabling FRACTAL to upsell to existing clients and expand its wallet share.**
- **Inorganic Acceleration and R&D-led Growth:** FRACTAL accelerates capability building through targeted acqui-hires and IP-led acquisitions, while maintaining disciplined R&D investments (6.8% of revenues in Q3FY26) with scope to scale up to 10% alongside margin expansion.

2.2 Product and Platform Strategy Expands Long-term Monetisation

2.2.4 IP-led Innovation and AI Software Market Penetration



Source: FRACTAL, Choice Institutional Equities

Case Studies Showing Its Capabilities in Different Industry Verticals

Sr. No	Client Description	Use Case	Industry Domain	Solution by FRACTAL	Business Function
1	Mars	Support digital transformation across various business pillars	CPG	User-centric design to identify areas in need of digital transformation, followed by agile experimentation	Data & AI
2	Leading Media & Entertainment player	Personalisation of customer interactions with contact center agents	TMT	An AI-driven engine providing real-time, personalised product recommendations to call center agents based on customer preferences.	Sales & Marketing
3	Global CPG Player	Manage Excessive Inventory	CPG	An AI-based inventory optimisation solution that monitors inventory, classifies slow-moving SKUs, identifies root causes, and issues early warning alerts on stock build-up.	Supply Chain
4	US Health Insurance Provider	Drive member satisfaction and conversions through customised outreach	HLS	An AI-driven engine automating precise targeting, message selection, optimal outreach timing, and delivery.	Customer Engagement
5	Leading Confectionary Manufacturer	Enhance efficiency for collection team	CPG	An AI-driven collections module that predicts late payments and prioritises proactive follow-ups.	Finance & Accounting

Source: FRACTAL RHP, Choice Institutional Equities

2.2 Product and Platform Strategy Expands Long-term Monetisation

2.2.5 Disciplined M&A-led Transition to an IP-first, High-margin AI Growth Platform



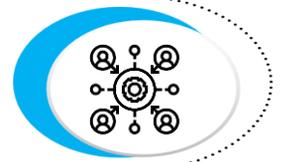
Proven Track Record of Strategic Integration: FRACTAL has institutionalised a structured M&A strategy to acquire complementary technical and domain capabilities, investing INR 5,581 Mn (USD 74 Mn) between FY22–FY25, aiding transition from a services-focused firm to an IP-led AI and analytics platform player.

Strategic Shift to IP-first SaaS via Acquisitions: FRACTAL's acquisitions of Samya.ai (now Asper.ai) and Senseforth.ai strengthened its entry into high-margin AI SaaS segments and conversational AI, enhancing capabilities in revenue growth management for CPG and contributing to the development of the Cogentiq agentic AI platform.



Institutionalisation of "Acqui-Hiring" and Talent Moats: A key element of FRACTAL's inorganic strategy is strengthening its talent pipeline by retaining specialised talent. The acquisition of Analytics Vidhya, one of India's largest data science communities, provides a strong platform for AI talent recruitment, upskilling and brand-building at scale.

Strategic Rationale Focused on Client Centrality: FRACTAL evaluates future acquisitions based on their ability to enhance client centricity and deepen domain expertise across key sectors, such as HLS, TMT, and BFSI ensuring deals are targeted at solving complex, industry-specific problems rather than merely expanding scale..



Source: FRACTAL, Choice Institutional Equities

List of Acquisitions by FRACTAL and its Capabilities

Sr. No.	Date of Acquisition	Company Name	Current Name	Shareholding Percentage	Consideration (INR Mn)	Core Focus	Capabilities Added	Strategic Impact
1	2021	Samya.ai	Asper.ai	88.30%	418	Demand Forecasting and Decision Analytics	AI-led forecasting growth intelligence, decision automation	Enhanced client growth planning and demand forecasting solutions
2	2021	Senseforth.ai	Cogentiq CX	100%	478	Conversational AI & Automation	NLP, GenAI, Enterprise AI Agents, Cogentiq Platform development	Strengthened GenAI and CX automation capabilities across clients
3	2021	Analytics Vidhya	Analytics Vidhya	100%	947	Data Science Training and Talent Ecosystem	AI/ML talent pipeline, capability building	Improved client service delivery through enriched talent pool
4	2021	Neal Analytics	Now merged into FRACTAL USA	100%	2,984	Data Engineering and Cloud Analytics	Cloud-first data engineering on hyperscaler multi-cloud ecosystem	Expanded Partnerships, alliances and cloud-native analytics offering
5	2018	Final Mile	Final Mile	100%	259	Data Science and Behavioural Science	Data Science & Behavioral Science together to drive better decision making and outcomes for our clients	Applies behavioural science and design thinking to explore the nuances of human behavior and decision-making across industries and sectors.
6	2017	4i Consulting	Merged into Fractal USA	100%	234	-	Forecasting, and commercial capabilities in the consumer packaged goods industry	-

Source: FRACTAL RHP, Choice Institutional Equities

2.3 Premium Enterprise Client Base Driving Strong Land-and-expand Growth

- **FRACTAL focuses on MWCs (Citi Bank, Costco, Franklin Templeton, Mars, Mondelez, Philips, and Nestlé, among others)** and supported by long-standing relationships with global blue-chip enterprises.
- High client stickiness is reflected in strong **NRR (114%)** and 8+ years average top-client tenure, while a program-led model with **~66% revenues under perpetual Master Service Agreements (MSAs) ensures revenue continuity.**
- Unlike diversified IT services and product-centric peers, the company follows a **hybrid model, combining proprietary GenAI platforms with high-value services,** enabling scalable, enterprise-grade AI deployments.

2.3.1 Elite Global Clients Portfolio and Deep Institutional Moats

Focus on Must Win Clients (MWCs):

FRACTAL has strategically prioritised a high-value client base comprised of **127 MWCs as of Q3FY26**, representing a steady increase from 107 in FY23.

These are enterprises that meet one of the three criteria – **1. over USD 10 Bn in revenue, 2. over USD 20 Bn in market capitalization, and 3. over 30 Mn end-customers.**

FRACTAL works with more than 100 clients out of 1,000 MWCs.

...

High Quality Marquee Clientele and "Magnificent Seven" Penetration:

FRACTAL's portfolio includes global leaders such as **Citibank, Mars, Nestle, Mondelez and Philips.**

Critically, as of March 31, 2025, **FRACTAL serves a majority of the "Magnificent Seven" technology conglomerates defined as Microsoft, Apple, Nvidia, Alphabet, Amazon, Meta, and Tesla,** positioning it at the epi-centre of the global AI transformation.

This high concentration of industry-leading clients serves as a significant barrier to entry for competitors.

...

Top Client Stickiness:

The stability of FRACTAL's revenue is supported by deep-rooted relationships of top 10 clients, maintaining an **average relationship of over 8+ years.**

These clients contributed around 53.8% of the Fractal.ai segment revenue in FY25.

This longevity reduces Client Acquisition Cost (CAC) over the account lifecycle and provides predictable, recurring revenue streams.

...

Strategic Positioning with Market Leaders across Verticals:

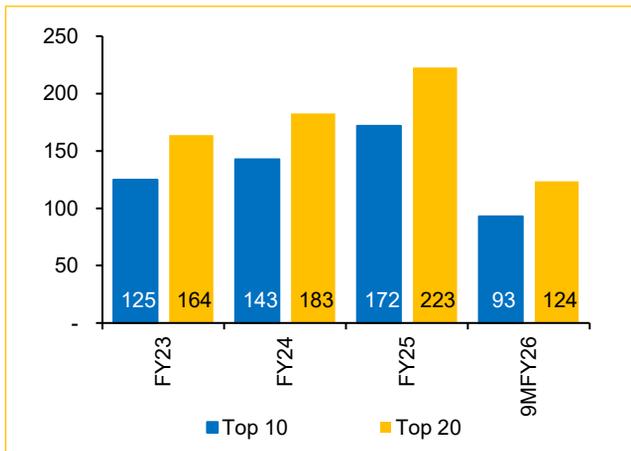
FRACTAL has achieved significant market capture among vertical leaders, working with **10 of the top 20 global CPG companies, 10 of the top 20 HLS companies and 8 of the top 20 TMT companies** based on fiscal 2025 revenue.

This wide-reaching influence across data-intensive sectors allows FRACTAL to leverage cross-industry expertise, providing a competitive advantage in solving complex, multi-functional business problems.

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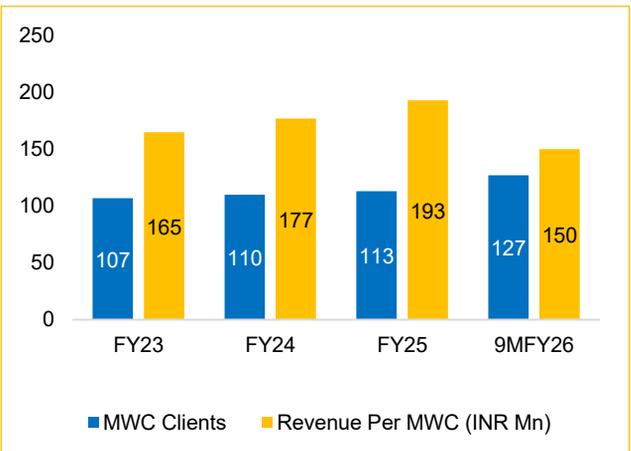
Source: FRACTAL, Choice Institutional Equities

Healthy Revenue (USD Mn) Reflects Deep Strategic Client Relationships



Source: FRACTAL, Choice Institutional Equities

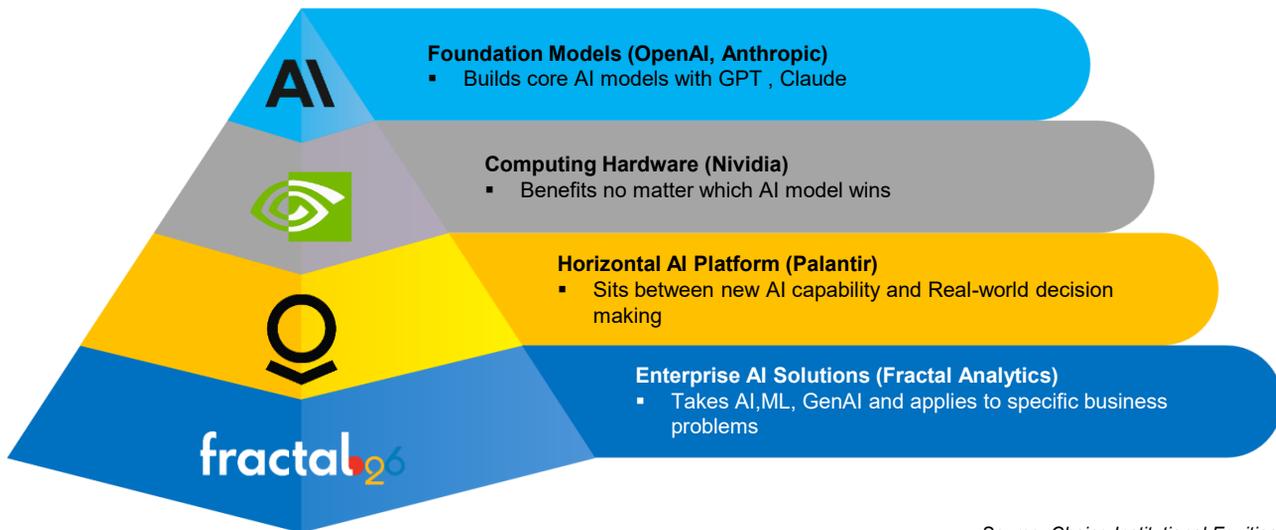
MWC Clients Growth – Key Revenue Driver



Source: FRACTAL, Choice Institutional Equities

2.3 Premium Enterprise Client Base Driving Strong Land-and-expand Growth

2.3.2 Peer Benchmarking Highlights FRACTAL’s Unique AI Positioning



Source: Choice Institutional Equities

FRACTAL is a globally recognised pure-play enterprise DAAI company with end-to-end capabilities and strong AI and GenAI R&D investments.

Singular Focus vs. Diversified IT Service Providers:

- FRACTAL is a pure-play enterprise AI company, unlike diversified IT services peers, such as Accenture, Coforge, & Persistent.
- Deep specialisation enables end-to-end integration across the DAAI value chain.
- Large peers typically treat AI as a horizontal offering with lower IP intensity, while FRACTAL maintains a stronger AI-led intellectual property base, including proprietary GenAI models.

01

Full Value Chain Integration vs. Pure-play DAAI Players:

- FRACTAL offers end-to-end DAAI capabilities versus service-led peer models, such as Latent View and Tiger Analytics.
- Pure-play peers focus on bespoke consulting engagements which limit their GenAI depth for software and platforms.
- FRACTAL differentiates with early investments in high-complexity foundational models unlike peers.

02

Hybrid Model Moat vs. Product-focussed Players:

- Product-focused peers, such as C3.ai and Palantir rely mainly on licensed AI software revenues.
- Services are secondary and largely limited to product implementation.
- FRACTAL follows a hybrid model combining AI products with high-value DAAI services.
- FRACTAL differentiates with four proprietary GenAI foundation models (Kalaido.ai, Vaidya.ai, Cogentiq, Fathom-R1-14B and Project Ramanujan).

03

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Superior Market Capture and Financial Performance:

- Achieved 18% revenue CAGR (FY23–25), outperforming DAAI market growth of 11%.
- Demonstrates consistent market share gains.
- Hybrid AED (AI, Engineering, Design) model resonates with large enterprises.
- FRACTAL holds 20 DAAI specific patents per 1,000 employees, significantly outpacing diversified IT providers.

Source: FRACTAL, Choice Institutional Equities

2.3 Premium Enterprise Client Base Driving Strong Land-and-expand Growth

2.3.3 Peer Comparison Across Industry Verticals – FRACTAL Demonstrates Diversified Exposure

Comparison of FRACTAL with Industry players across segments on revenue breakdown by Industry as per their respective latest reporting cycles

Fractal Analytics		Coforge		Happiest Minds		Persistent Systems		Latent View	
Focus Industries	% of Concentration	Focus Industries	% of Concentration	Focus Industries	% of Concentration	Focus Industries	% of Concentration	Focus Industries	% of Concentration
Retail & CPG	37%	Hi-Tech	28%	BFSI	26%	Software, Hi-tech & Others	40%	Technology	61%
TMT	26%	BFSI	24%	Healthcare	19%	BFSI	35%	Consumer & Retail	17%
HLS	18%	HLS	13%	Edutech	15%	HLS	25%	FS	16%
BFSI	12%	TTH	12%	Hi-Tech	12%			Industrial	6%
Others	6%	Retail	7%	Travel, Media & Entertainment	9%				
		Automotive	5%	Retail/CPG	9%				
		Others	12%	Industrial	7%				
				Manufacturing	2%				
				Others	1%				

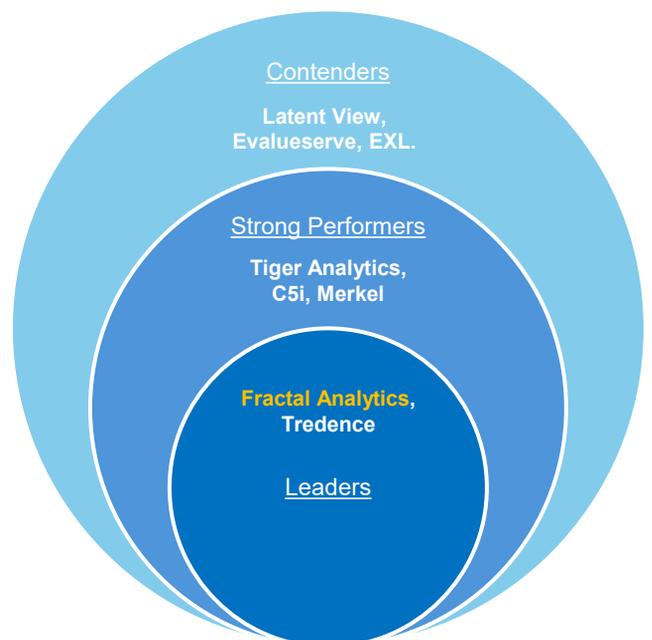
Source: Fractal RHP, Choice Institutional Equities

Data & AI Services Specialist – North America (Based on Market Impact and Vision & Capability) – FRACTAL amongst Leaders

Customer Analytics Services Providers (based on strength of offering & strength of strategy) – FRACTAL amongst Leaders



Source: Everest Group, FRACTAL, Choice Institutional Equities



Source: Everest Group, FRACTAL, Choice Institutional Equities

3.1 Peer Analysis

Comparison of FRACTAL with Industry Players across three segments on DAAI capabilities and Financial Markets

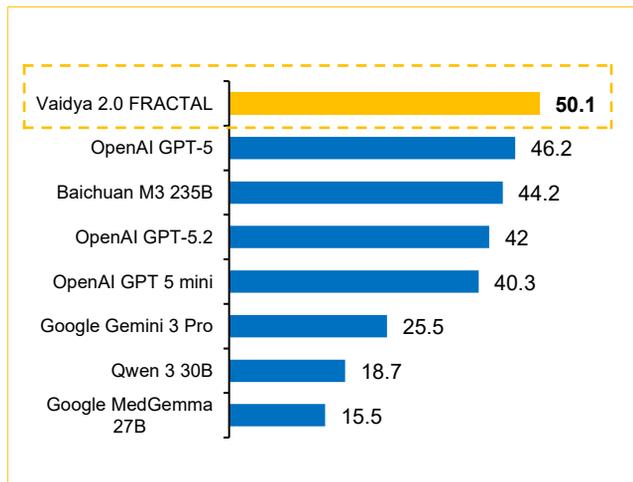
Companies	Type of Company	DAAI as Core offering	AI Services & Solutions	AI Software	Gen AI Software	Gen AI Foundation Model	DAAI Patents per 1000 employees	NPS	R&D as % of Revenue
Accenture	Diversified IT service Provider	-	High Coverage Capability	12	4	0	2	NA	1.80%
Coforge		-	High Coverage Capability	3	1	0	<0.1	NA	NA
Globant		-	Medium Coverage Capability	9	4	0	<0.3	84	NA
Happiest Minds		-	Low Coverage Capability	7	4	0	NA	63	NA
Persistent Systems		-	High Coverage Capability	5	3	0	<0.5	59	NA
Artefact	Pure-play DAAI service Providers	Yes	Medium Coverage Capability	1	0	0	NA	NA	NA
Latent View		Yes	Medium Coverage Capability	10	3	0	0	41	NA
Quantiphi		Yes	High Coverage Capability	4	3	0	6	NA	NA
Quantum		Yes	Medium Coverage Capability	10	0	0	NA	NA	NA
Tiger Analytics		Yes	Medium Coverage Capability	3	1	0	0	NA	NA
Tredence		Yes	Medium Coverage Capability	6	0	0	NA	NA	NA
C3.ai	Product - focused Companies	Yes	Low Coverage Capability	23	6	0	91	NA	58.20%
Palantir		Yes	Low Coverage Capability	4	0	0	85	NA	17.70%
Fractal Analytics		Yes	High Coverage Capability	11	7	4	20	77	6.10%

Source: FRACTAL RHP, Choice Institutional Equities

Notes:

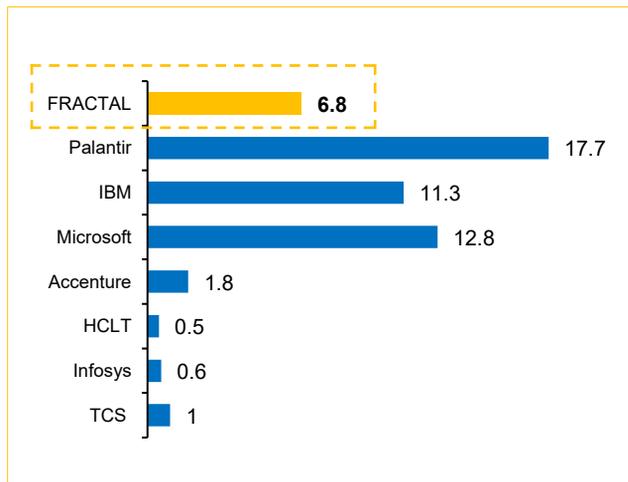
- **AI Software & GenAI Software** describes the number of standalone AI/GenAI software within the AI software value chain that can be licensed and used independently by clients.
- **GenAI Foundation Model** describes number of proprietary GenAI foundation models developed by the company that are either offered as APIs to clients or are embedded within the provider's solutions/applications.
- **DAAI Patents per 1000 employees** describes the number of patents filed as of May 30, 2025 per 1000 employees.
- **NPS** is Net Promoter Score

FRACTAL's Vaidya 2.0 outperforms leading frontier models on OpenAI HealthBench Hard



Source: FRACTAL, Choice Institutional Equities

R&D Spend Comparison as % of Revenue



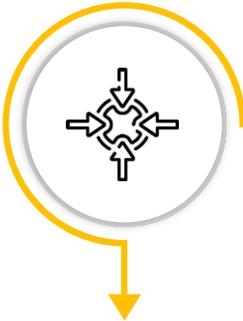
Source: FRACTAL, Choice Institutional Equities

3.2 Key Investor Questions Answered



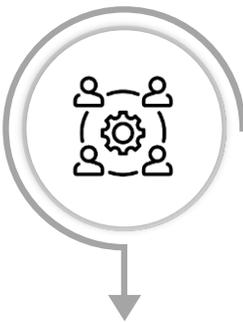
1. How is Fractal Analytics different from other IT services players?

FRACTAL's edge comes from its analytics-first DNA, product-led AI solutions, deep data science talent and outcome-centric engagements, making it uniquely positioned to capture AI-led business transformation demand in ways that traditional IT service players with a broader but less specialised footprint may find harder to match. **FRACTAL's talent base is more science-led, enabling deeper analytics work which many generalist IT firms struggle to level up. Hence cost structure remains elevated as compared to other players. However, as and when subscription-led model gains increased traction, the margins is expected to improve, going forward.**



2. How does Launch of Claude by Anthropic impact FRACTAL?

Claude's enterprise adoption and strong funding signal it as a leading LLM contender against OpenAI and others, raising the bar for model performance and reliability in enterprise use cases. This intensifies competition for Fractal's own foundation models. Large systems integrators (e.g., Accenture) are embedding Claude into AI transformation practices, potentially reducing opportunities for independent adopters to lead deployments, forcing FRACTAL to strengthen its unique value proposition in customisation and integration. Claude's rapid enterprise uptake and integration with major IT services validate broader demand for scalable generative AI. This supports the overall market opportunity which FRACTAL is targeting with its DAAI and GenAI solutions. **The launch of Claude intensifies model-level competition and shifts how system integrators deliver AI at scale. It also validates enterprise demand for advanced AI. FRACTAL's success will increasingly hinge on differentiation through domain-specific solutions, integration depth, and customisable deployments.**



3. The Promoter Holding is less than 20% post – offer which requisite shareholding required for complying with minimum promoter's contribution, is the company fundamentally strong?

The company's promoters own less than 20% of the company. Regulations require a minimum promoter contribution, and their holding will fall short of that requirement. To meet this rule, **GLM Family Trust, which will own at least 5% of the company after the offer, has agreed (through a consent letter dated August 12, 2025) to contribute additional shares so as to ensure compliance.**



4. How does FRACTAL plan to stay profitable in spite of many subsidiaries incurring losses?

The subsidiaries incurred losses largely due to continued investments in R&D and product support. **Over the past two years, losses have narrowed down and the businesses have turned profitable, providing added comfort.** The management indicated that it **intends to increase the R&D spend from current level of 6.8%, provided there are incremental investments contingent upon margin expansion.**

3.3 Key Insights from Management Meet

We met with FRACTAL's Management and following are the key takeaways:

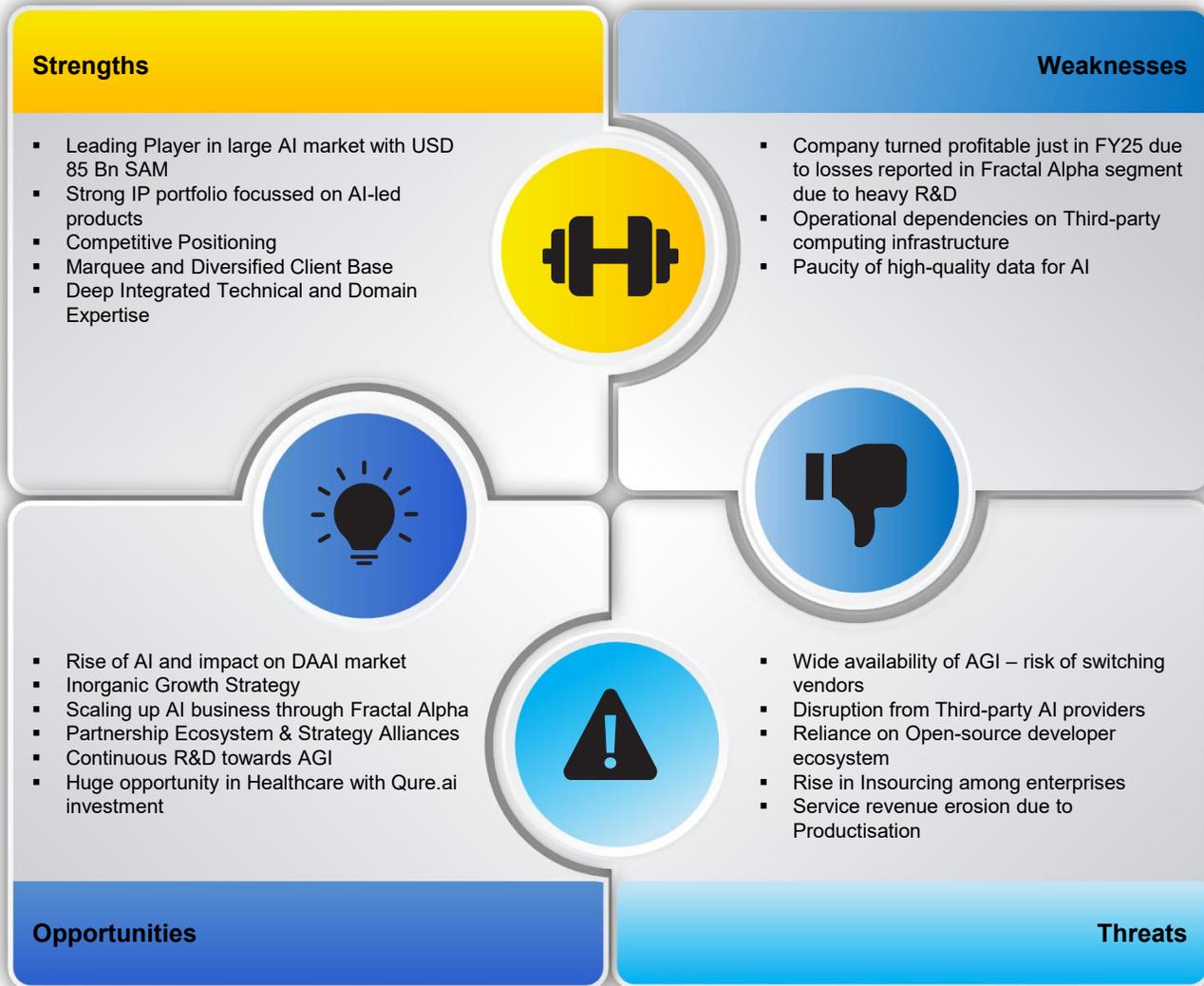
At present, the major commercial models are input-based and output-based with subscription revenue forming a small proportion. The company aims to transition towards a higher share of output-/outcome-based and subscription-led revenue.

Gross margins have expanded from 45.2% to 46.3% from 9MFY25 to 9MFY26 and are expected to improve further over the medium term, supported by a higher contribution from the Alpha segment, which operates at structurally higher margins of ~70% as of 9MFY26.

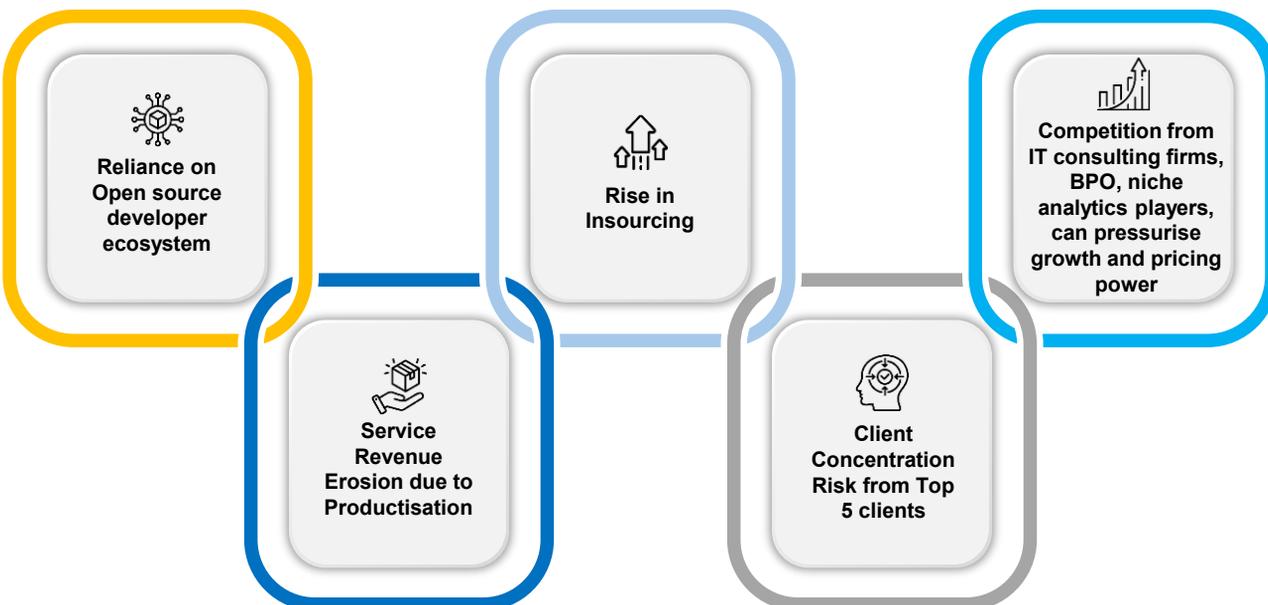
Revenue per billable FTEs stands at USD 85k as of 9MFY26, contributing to their industry leading Gross margin profile.

- FRACTAL positions itself as India's first and leading 'pure-play' enterprise artificial intelligence (AI) company, that provides large global enterprises with AI solutions.
- FRACTAL operates through two business segments: Fractal.ai (comprising of AI services and products hosted on Cogentiq) and Fractal Alpha (comprising AI business). FRACTAL's core focus is on powering every human decision in the enterprise through AI solutions by using a decision-backwards approach, differentiating it from traditional IT services centred on application development and maintenance.
- FRACTAL reported a consistently high Net Promoter Score (NPS) of 77 for Q3 FY26 and NRR of 114.8% for 9M FY26. These metrics reflect the strength and depth of their client relationships, sustained engagement, and continued expansion driven by the measurable impact delivered. They remain focused on generating at least USD 1 Bn of impact for each client, reinforcing their long-term, value-creation approach.
- The company believes it can drive industry leading growth by expansion within existing "Must Win Clients" (127 clients as of 9MFY26) and acquisition of new clients. Their clients with USD 1 Mn revenue annually expanded from 53 to 58. Fractal works with many of the world's largest enterprises across industries, and its recent preferred supplier designation with two of the "Magnificent Seven" reinforces its credentials as a trusted partner to global industry leaders.
- Asper.ai has been growing strongly and is expected to accelerate further. Cogentiq is currently at a nascent stage but is targeted to scale substantially FRACTAL's revenue.
- Qure.ai's revenue mix comprises three segments: (1) Pharma, (2) US healthcare providers, and (3) Global health. The past year has seen headwinds in US government healthcare spending due to macroeconomic volatility; however, growth in other segments is expected to support revenue expansion and reduce current losses.
- **At present, the major commercial models are input-based and output-based with subscription revenue forming a small proportion. The company aims to transition towards a higher share of output-/outcome-based and subscription-led revenue.**
- **Gross margins have expanded from 45.2% to 46.3% from 9MFY25 to 9MFY26 and are expected to improve further over the medium term, supported by a higher contribution from the Alpha segment, which operates at structurally higher margins of ~70% as of 9MFY26.**
- FRACTAL tracks client growth through Net Revenue Retention (NRR), which stood at 114.8% as of 9MFY26, indicating strong client retention and expansion.
- **Revenue per billable FTEs stands at USD 85k as of 9MFY26, contributing to their industry leading Gross margin profile.**
- FRACTAL differentiates itself through sustained investments in AI and GenAI software and R&D, supported by a strong innovation pipeline with 24 granted patents and 42 pending applications as of February 2026. R&D spend stood at 6.8% of revenue in Q3FY26, with a target to scale to ~10% over the medium to long term, supported by margin expansion.

3.4 SWOT Analysis



Key Risks



3.5 View and Valuation

Company	CMP (INR)	Mcap (INR Bn)	Revenue CAGR (FY26-29E)	EPS CAGR (FY26-29E)	EBIT Margin (%)					PE (x)					PEG (x)
					FY25	FY26E	FY27E	FY28E	FY29E	FY25	FY26E	FY27E	FY28E	FY29E	
FRACTAL	801	142	22.8	46.2	9.0	10.4	12.6	14.3	15.6	NA	56.4x	35.5x	24.7x	18.0x	0.8x
PERSISTRENT	4,725	745	25.1	33.5	14.7	16.3	17.1	18.5	19.3	52.4x	40.6x	29.6x	22.7x	17.1x	0.9x
COFORGE	1,100	370	25.2	26.0	13.0	13.7	14.0	14.6	15.2	45.1x	26.5x	24.7x	16.3x	13.2x	1.0x
INTELLECT	637	89	17.5	31.2	14.7	15.1	18.3	20.3	23.2	26.2x	20.6x	14.9x	12.1x	9.1x	0.5x
LATENTVIEW*	250	52	21.1	23.2	19.6	18.8	19.9	20.7	21.0	29.6x	26.4x	21.0x	16.9x	14.1x	0.9x
HAPPSTMNDS	393	59	16.8	29.3	12.9	14.0	14.9	15.8	16.9	32.0x	27.0x	20.2x	16.4x	12.5x	0.7x

*Not covered, BBG estimates

We initiate coverage with a BUY rating deriving a DCF-based target price of INR 980, implying a P/E multiple of 30x on FY28E EPS of INR 32.4 (22.3% upside from CMP).

- As a focussed pure-play DAAI player, the company is strategically well-positioned to benefit from accelerating AI-led demand, which we see as a key driver of top-line growth and profitability. This positions FRACTAL ahead of traditional Indian IT services peers that are still evolving their service models to capture this opportunity.
- FRACTAL's strong positioning in DAAI Value chain provides significant growth headroom as enterprise AI adoption expands.
- The outlook is further supported by an increasing share of subscription-led revenues of Alpha segment, which deliver structurally higher gross margins (~70%) versus the company average (~45%).
- We expect Revenue/EBIT/PAT to grow at a CAGR of 22.8%/40.6%/46.2% over FY26E–FY29E. Factoring in strong structural long-term tailwinds driven by accelerating AI adoption, we initiate coverage with a BUY rating deriving a DCF-based target price of INR 980, implying a P/E multiple of 30x on FY28E EPS of INR 32.4 (22.3% upside from CMP).**
- Stronger MWC growth led by growth in NRR and faster subscription adoption present upside potential, while slower execution poses downside risk.
- DCF assumptions: Revenue Growth of CAGR 20.5% and EBIT growth of CAGR 27.3% considered from FY26-35E.
- We expect Qure.ai's associate losses to moderate over FY26E–FY29E, supported by growth in other healthcare segments; any potential upside from a recovery in US healthcare spending remains an unaccounted positive optionality to our valuation.

Scenario Analysis based on WACC and Terminal Growth Rate

WACC	Terminal Growth rates				
	2.0%	3.0%	4.0%	5.0%	6.0%
981.7					
9.8%	1,044	1,145	1,282	1,475	1,768
10.8%	970	1,050	1,153	1,290	1,485
11.8%	912	976	1,056	1,160	1,299
12.8%	865	917	982	1,063	1,167
13.8%	825	869	922	987	1,069
14.8%	792	829	874	927	993
15.8%	763	796	834	878	932

DCF Valuation Method Assumptions

Long Term Market Return (Rm)	12.3%
Risk Free Rate (Rf)	6.7%
Adjusted Beta (Median)*	1.1
WACC	12.8%
Terminal Growth Rate	4.0%
Fair Value	982
FY28E EPS	32.4
Implied PE	30.2

Source: Fractal, Choice Institutional Equities

3.5 Optionality – Qure.ai

- Founded in 2016, Qure.ai focuses on improving healthcare access through AI-driven workflows across tuberculosis, lung cancer, and stroke care.
- **FRACTAL incubated Qure.ai in 2017 and established it as a standalone AI business in 2018. Qure.ai has filed for 61 patents, of which 40 have been granted. Qure.ai has raised multiple rounds of late-stage funding, with the latest being a Series D round in 2024 (Valuation of ~USD 265Mn).**
- **Since April 2022, FRACTAL owns a minority stake of 31.5% in Qure.ai and hence it is an associate company and is not consolidated in FRACTAL's Restated Consolidated Financial Information.**
- **Qure.ai's revenue mix comprises three segments: (1) Pharma, (2) US healthcare providers, and (3) Global health. US government healthcare spending cuts (incl. USAID) have driven higher associate losses for FRACTAL in H1FY26 (refer Exhibit 1).**
- **Below Exhibit 3 shows FRACTAL's value in the EV of total Qure.ai at 11.8x done in last round of funding in Nov'24.**
- **Growth in Pharma and Global Health is expected to drive revenue and reduce Fractal's share of associate losses, as reflected in the projections below (refer Exhibit 2). We expect Qure.ai's associate losses to moderate over FY26E–FY29E, supported by growth in other healthcare segments; any potential upside from a recovery in US healthcare spending remains an unaccounted positive optionality in our valuation.**

Exhibit 1: Qure.ai Financials

INR Mn	FY23	FY24	FY25	H1FY25	H1FY26
Revenues & Other Income	913	1,540	1,904	721	244
Growth %	-	68.7%	23.6%	-	(66.2%)
Net Loss After Tax	(778)	(479)	(904)	(564)	(1,412)
FRACTAL's Minority Share of Profit/Loss in Qure.ai	(290)	(163)	(297)	(215)	(438)

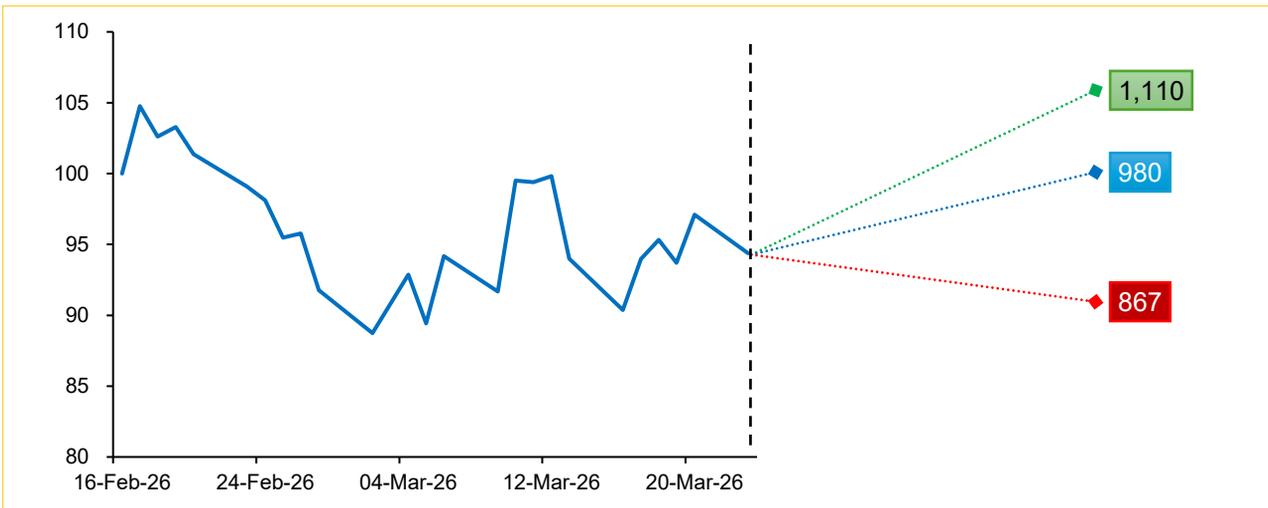
Exhibit 2: FRACTAL's share of Associate within Qure.ai

INR Mn	FY23	FY24	FY25	FY26E	FY27E	FY28E	FY29E
FRACTAL's Minority Share of Profit/Loss in Qure.ai	(290)	(163)	(297)	(781)	(440)	(320)	(112)

Exhibit 3: Qure.ai valuation based on last round funding

INR Mn	FY25
Last funding EV for Qure.ai in Nov'24 (USD Mn)	265
EV – Qure.ai (INR Mn)	22,420
EV/Sales	11.8
FRACTAL's 31.5% share in Qure.ai (INR Mn)	7,062

3.6 Bull / Bear Case



INR 1,110
38.5% Upside

BULL Assumptions

- Fractal.ai INR Revenue growth from **FY26-FY29E** assumed at **23.4% CAGR**.
- Fractal.ai Avg. Billable FTE Calculated at **14.0% CAGR** in the forecast period.
- Fractal.ai blended billing growth assumed at **6.4%** in the forecast period.
- EBIT CAGR for **FY26-FY28E** assumed **42.3%**.

INR 980,
22.3% Upside

BASE Assumptions

- Fractal.ai INR Revenue growth from **FY26-FY29E** assumed at **22.8% CAGR**.
- Fractal.ai Avg. Billable FTE Calculated at **14.0% CAGR** in the forecast period.
- Fractal.ai blended billing growth assumed at **5.9%** in the forecast period.
- EBIT CAGR for **FY26-FY29E** assumed **40.7%**.

INR 867
8.2% Upside

BEAR Assumptions

- Fractal.ai INR Revenue growth from **FY26-FY29E** assumed at **21.6% CAGR**.
- Fractal.ai Avg. Billable FTE Calculated at **14.0% CAGR** in the forecast period.
- Fractal.ai blended billing growth assumed at **4.8%** in the forecast period.
- EBIT CAGR for **FY26-FY29E** assumed **39.2%**.

4.1 Financials and Ratio Analysis

Income Statement (INR Mn)

Particulars	FY25	FY26E	FY27E	FY28E	FY29E
Revenue	27,654	33,077	41,031	50,386	61,263
Gross profit	12,693	15,342	19,243	23,883	29,345
EBITDA	3,499	4,780	6,848	9,254	12,056
Depreciation	1,023	1,352	1,682	2,066	2,512
EBIT	2,476	3,428	5,166	7,188	9,544
Other Income	508	470	600	710	900
Interest Expenses	(577)	(455)	(152)	(141)	(141)
PAT	2,206	2,444	3,881	5,578	7,643
EPS	13.4	14.2	22.6	32.4	44.4

Ratio Analysis	FY25	FY26E	FY27E	FY28E	FY29E
Growth Ratios (%)					
Revenue	25.9	19.6	24.0	22.8	21.6
EBITDA	376.7	36.6	43.3	35.1	30.3
EBIT	(2,626.5)	38.4	50.7	39.1	32.8
PAT	(503.3)	10.8	58.8	43.7	37.0
Margins (%)					
EBITDA	12.7	14.5	16.7	18.4	19.7
EBIT	9.0	10.4	12.6	14.3	15.6
PAT	8.0	7.4	9.5	11.1	12.5
Profitability (%)					
ROE	12.5	8.0	11.3	14.0	16.1
ROIC	19.4	22.2	24.5	29.8	36.0
ROCE	10.8	10.5	14.1	17.1	19.2
Valuation					
OCF/EBITDA %	113.5	53.1	64.7	67.5	70.8
EV/EBITDA (x)	NA	26.3	18.0	12.9	9.4
BVPS	569.5	176.9	199.4	231.9	276.3
Free Cash Flow Yield %	NA	0.9	1.8	2.4	4.3

Balance Sheet (INR Mn)

Balance Sheet (INR Mn.)	FY25	FY26E	FY27E	FY28E	FY29E
Tangible fixed assets	316	775	1,047	1,840	1,782
Goodwill & Intangible assets	5,089	5,840	6,275	6,796	7,264
Short-term Investments	5,614	7,429	7,929	8,929	9,929
Cash & Cash Equivalents	2,883	11,292	10,664	12,829	17,683
Other non-current assets	6,925	6,636	6,000	5,451	5,075
Other current assets	7,749	9,685	11,250	13,060	15,127
Total assets	28,576	41,656	43,166	48,905	56,860
Shareholder's funds	17,532	30,406	34,287	39,864	47,508
Minority interest	122	6	6	6	6
Borrowings	2,662	2,759	110	-	-
Other non-current liabilities	2,598	2,266	2,266	2,266	2,266
Other current liabilities	5,662	6,219	6,498	6,769	7,080
Total equity & liabilities	28,576	41,656	43,166	48,905	56,860

Cash Flows (INR Mn.)	FY25	FY26E	FY27E	FY28E	FY29E
Cash flows from Operations	3,970	2,540	4,428	6,246	8,540
Cash flows from Investing	(1,810)	(4,088)	(2,255)	(3,830)	(3,546)
Cash flows from Financing	(224)	9,956	(2,801)	(251)	(141)

DuPont Analysis	FY25	FY26E	FY27E	FY28E	FY29E
Tax Burden	92.7%	93.5%	75.0%	75.0%	75.0%
Interest Burden	96.1%	76.3%	100.2%	103.5%	106.8%
EBITM	9.0%	10.4%	12.6%	14.3%	15.6%
Asset turnover	1.0	0.8	1.0	1.0	1.2
Equity multiplier	1.6	1.4	1.3	1.2	1.1
ROE (as per DuPont)	12.5%	8.0%	11.3%	14.0%	16.1%

4.2 Key Operating Metrics

Key Operating Metrics	FY23	FY24	FY25	Q9MFY26
Revenue Segments				
Fractal.ai (USD Mn)	244.4	261.1	319.7	256.2
% of Total Revenue	99.2	98.4	97.8	97.5
Fractal Alpha (USD Mn)	2.4	4.4	7.6	7.2
% of Total Revenue	1.0	1.7	2.3	2.5
Industry Verticals (% of Revenue)				
CPGR	40.9	41.8	39.3	36.1
TMT	28.3	27.1	29.9	25.1
HLS	11.1	13.9	13.9	20.2
BFSI	14.4	10.8	11.0	11.8
Others	5.3	6.3	6.0	6.8
Total	100.0	100.0	100.0	100.0
Geographical Contribution (% of Revenue)				
Americas	67.1	63.8	66.5	68.9
Europe	16.9	19.9	17.7	19.1
APAC & Others	15.9	16.3	15.7	12.0
Total	100.0	100.0	100.0	100.0
Employee Metrics				
Headcount	4,221	4,639	5,254	5,919
Third-Party Contractors	109	138	154	-
Attrition %	23.7	15.8	16.3	15.0
Employee Breakup as per region				
India	3,669	4,121	4,688	-
US	325	314	378	-
Others*	227	204	188	-
Client Metrics				
Net Revenue Retention (NRR) %	151	110.2	121.3	114.8
Top 10 Client Contribution	51.1	54.6	53.8	53.1
Top 20 Client Contribution	67.0	69.9	69.6	71.3
MWC (No. of Clients)	107	110	113	127

4.3 Financial Analysis - Scaled Growth and Operating Leverage

01



- **Moderate and Sustainable Revenue Growth Trajectory:** FRACTAL delivered strong growth, with revenues rising at **18% CAGR over FY23–25**, materially outperforming the global third-party DAAI market. **FY25 revenue increased 25.9% YoY**, driven by the core Fractal.ai segment (97.8%), while Fractal Alpha (2.2%) recorded hyper-growth (up by 76.4%), underscoring scalable and diversified growth drivers.

02



- **Exceptional Client Stickiness and Unit Economics:** FRACTAL's growth is supported by strong land-and-expand dynamics, **reflected in a 144.8% NRR in Q3FY26**. It is program-based where two-thirds of the MSAs are perpetual and rest are tenure-based. A predominantly perpetuity-based contract structure ensures revenue continuity, while long-standing **client relationships (8+ years for top clients)** enhance stickiness, lower acquisition cost and deliver high revenue predictability.

03



- **Demonstrated Margin Resilience and Adjusted Profitability:** FRACTAL sustained stable **gross margin of 45.9% in FY25**, while **adjusted EBITDA margin expanded meaningfully, from 6.8% in FY23 to 17.4% in FY25 accounting for one-time acquisition bonuses and non-cash employee stock expenses**, reflecting strong operating leverage. Despite wage hikes and seasonality, H1FY26 margin improved 254 bps, supported by annual contractual price increase of 2–4%. **We expect EBITDA/EBIT margin to sustain at 19.7% and 15.6% by FY29E, respectively.**

04



- **Normalisation of Earnings Following Exceptional Events:** FY23 profitability was supported by a one-time exceptional gain from the fair valuation of Qure.ai, while FY24 reported a net loss, driven by margin pressure and elevated R&D investments. The company rebounded strongly in FY25, delivering a PAT of INR 2,206 Mn and a 12.6% adjusted PAT margin, reflecting normalised operating performance.

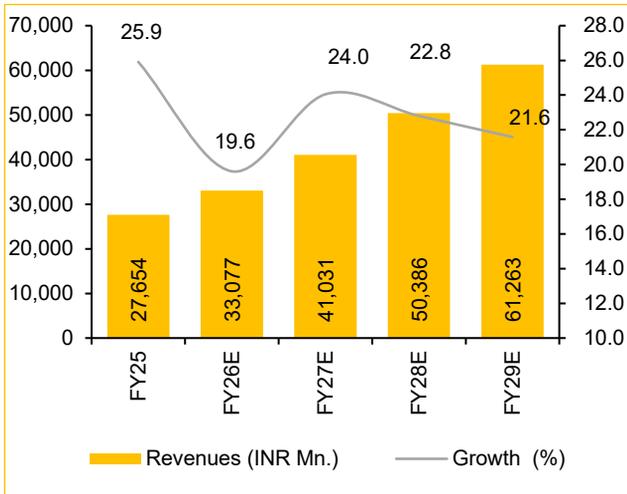
05



- **Consistent Operational Cash Flow Generation:** The company's ability to convert earnings into liquidity is evident in its cash flow from operations, which rose to INR 3,970 Mn in FY25 from INR 1,595 Mn in FY24. This cash generation capability allows FRACTAL to self-fund a significant portion of its capital expenditure and research needs. Going forward, **we expect cash flow from operations at INR 8,540 Mn for FY29E.**

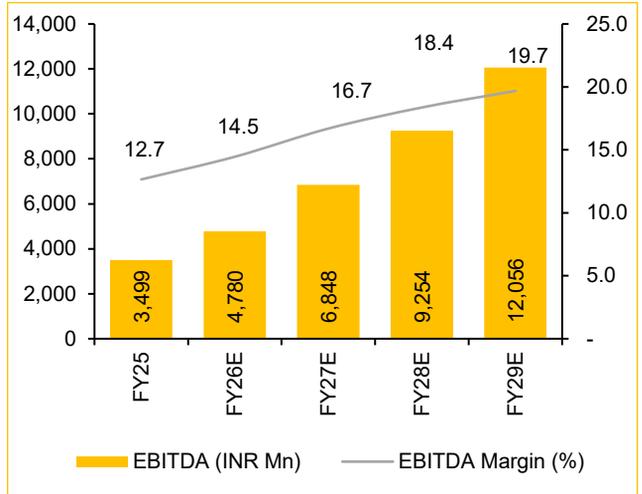
4.4 Graphs and Trends

Revenue Growth to sustain at 20%+ from FY26-29E



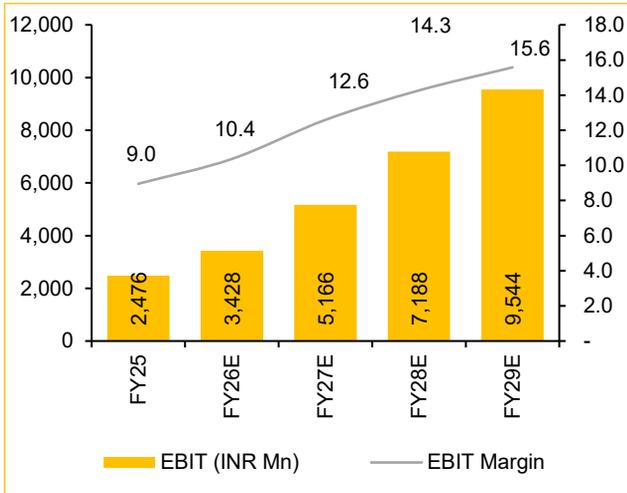
Source: FRACTAL, Choice Institutional Equities

EBITDA & Margin Growth estimated to expand



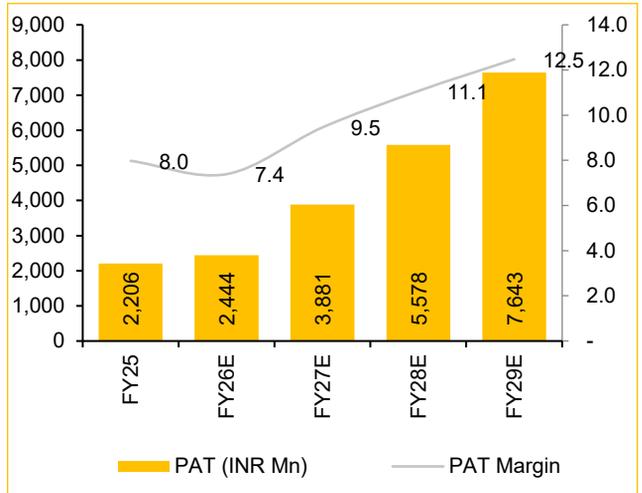
Source: FRACTAL, Choice Institutional Equities

EBIT & Margins to witness healthy growth



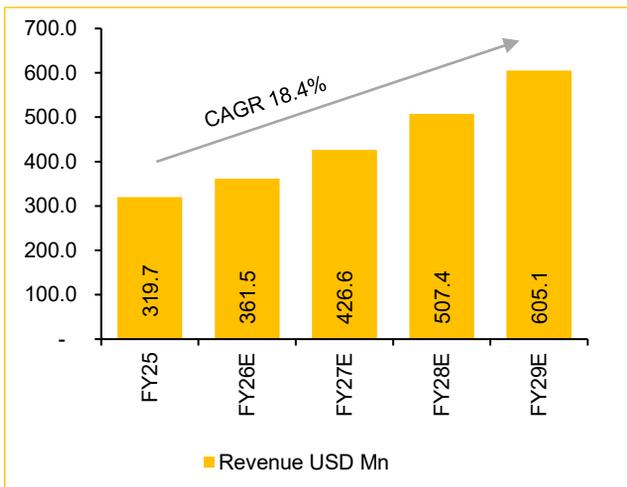
Source: FRACTAL, Choice Institutional Equities

Profitability expected to expand at healthy levels



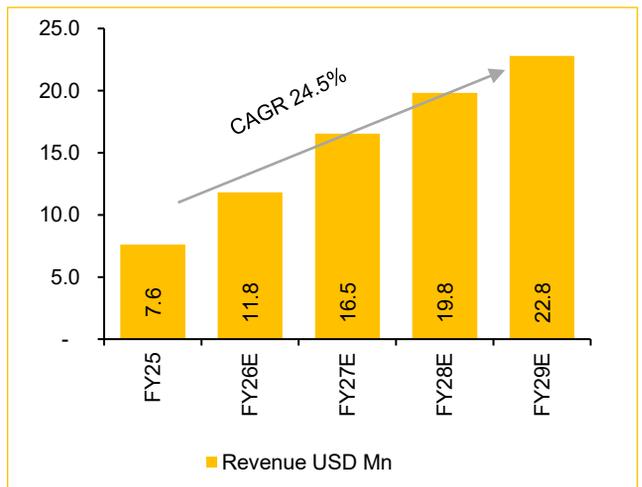
Source: FRACTAL, Choice Institutional Equities

Fractal.ai Revenue expected to see 18.4% CAGR growth



Source: FRACTAL, Choice Institutional Equities

Fractal Alpha Revenue to grow at a higher CAGR of 24.5%



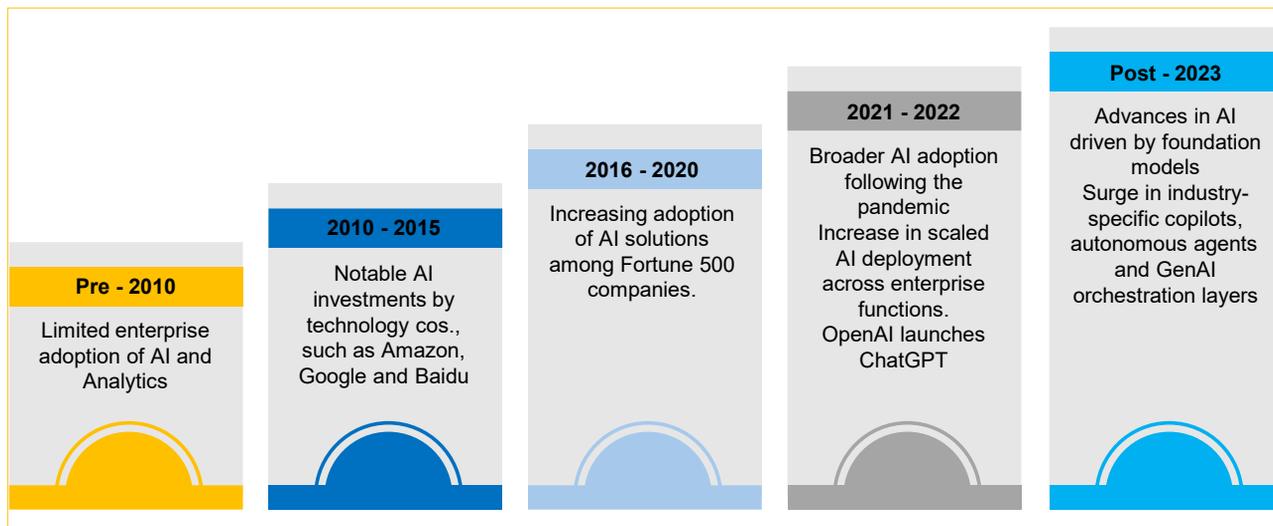
Source: FRACTAL, Choice Institutional Equities

5.1 DAAI Spend Within Global Digital Services Spend Is Gaining Momentum

Phased Evolution Toward Scalable, Broad-based Adoption

- Since its conceptualisation in 1956, AI has helped reshape industries, optimise processes, and redefine human-machine interactions. In the last two decades, there have been significant advances in:
 - Data (big data and non-relational database management systems),
 - Compute (public cloud offering and hardware), and
 - AI and Machine Learning (ML) techniques

Moreover, as per 2024 benchmark, performance of AI systems has significantly improved on various benchmark (viz. Reasoning & Knowledge (MMLU), Scientific Reasoning & Knowledge (GPQA), Quantitative Reasoning (MATH), Coding (HumanEval), Communication (LMSys Chatbot Arena ELO Score), Maths (MGSM))



Source: RHP, Choice Institutional Equities

Gartner Global Digital AI spends Implies 37%+ CAGR CY25-27E

- The worldwide AI spending in the global market in January 2025 stood at USD 1,757 Bn which is estimated to substantially increase by 37.8% CAGR from CY25-27E to USD 3,337 Bn.
- Enterprises are falling behind IT services firms in terms of attracting key talent, creating a greater need for investment in consulting spend.
- However, IT services spend is at USD 1,867 Bn growing by high single digits at 8.7% from CY25-26E as per the latest estimates provided by Gartner**

Jan 2026: Worldwide AI Spending, by Market, 2025 - 2027 (USD Bn)			
Market	2025	2026	2027
AI Services	439	589	761
AI Cybersecurity	26	51	86
AI Software	283	452	636
AI Models (incl. Gen AI)	14	26	43
AI Platforms for Data Science and Machine Learning	22	31	44
AI Application Development Platforms	7	8	11
AI Data & Infrastructure	966	1,369	1,755
Total AI Spending	1,757	2,528	3,337

Source: Gartner, Choice Institutional Equities

5.1 DAAI Spend Within Global Digital Services Spend Is Gaining Momentum

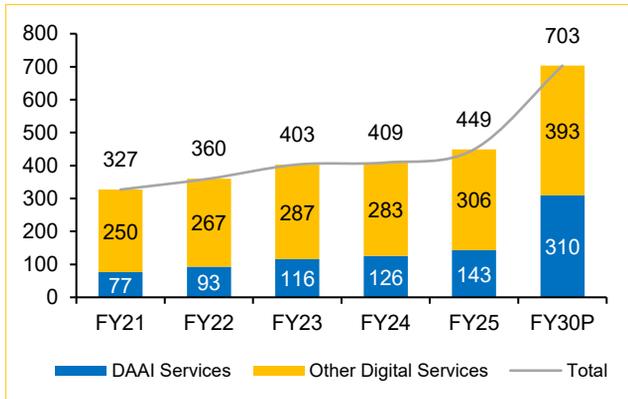
Industry on the Cusp of Expansion

The global Data, Analytics and AI (DAAI) market is undergoing a structural expansion, valued at an estimated USD 143 Bn in FY25 driven by secular AI adoption this market is projected to reach USD 310 Bn by FY30, representing a robust 16.7% CAGR.

Third-party DAAI spend is expected to grow at a 16.7% CAGR from FY25-30E.

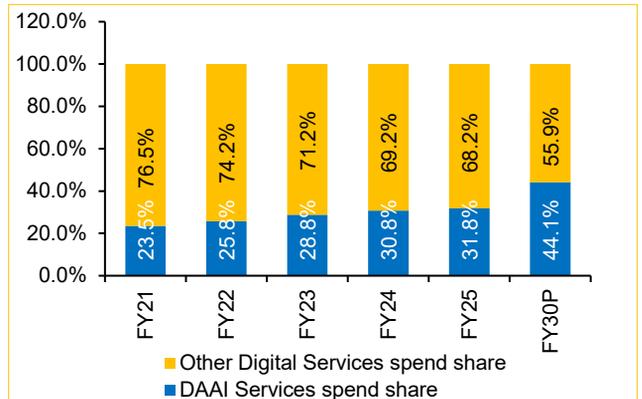
- **Unprecedented Total Addressable Market (TAM) Expansion:** The global Data, Analytics, and AI (DAAI) market is undergoing a structural expansion, valued at an estimated USD 143 Bn in FY25 driven by secular AI adoption this market is projected to reach USD 310 Bn by FY30, representing a robust 16.7% CAGR. Within this, core AI-led services are expected to increase their market share from 32.1% to 55.4% over the same period.
- **The Emergence of Agentic AI and Autonomous Systems:** The frontier of AI impact is shifting towards Agentic AI autonomous systems capable of self-directed planning, decision-making and execution with minimal human oversight. This evolution is redefining traditional DAAI services by automating complex real-time data ingestion, transformation and model monitoring, which historically required intensive human intervention.
- **Generative AI as a Growth Multiplier:** Gen AI spend is moving rapidly from experimental pilots to production-grade implementation. **The Gen AI-led services segment is estimated to grow at a staggering 53.0% CAGR through fiscal 2030.** High demand is driven by the need for specialized technical experts to handle the engineering complexity and high compute cost associated with foundation models.
- **AI-led Services & Outsourcing Boom:** Spending is moving towards core AI services and Generative AI, with production-grade adoption growing rapidly, while enterprises increasingly rely on third-party providers to access talent and IP, creating strong outsourcing demand. **Third-party DAAI spend is expected to grow at a 16.7% CAGR from FY25-30E.**

Global Digital Services DAAI Spends – CAGR 16.7% growth expected in next 5 years (USD Bn)



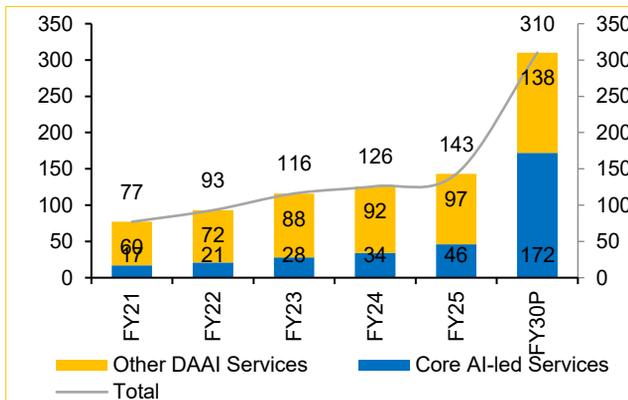
Source: Fractal RHP, Choice Institutional Equities

Share of DAAI Spend continue to see increased traction



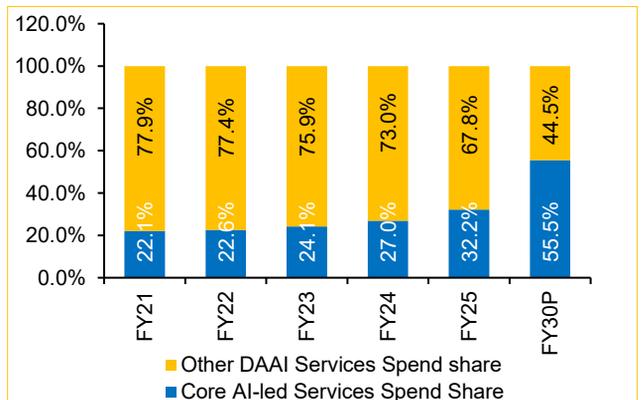
Source: Fractal RHP, Choice Institutional Equities

Core AI-led Services – CAGR 30.2% growth expected in next 5 years (USD Bn)



Source: Fractal RHP, Choice Institutional Equities

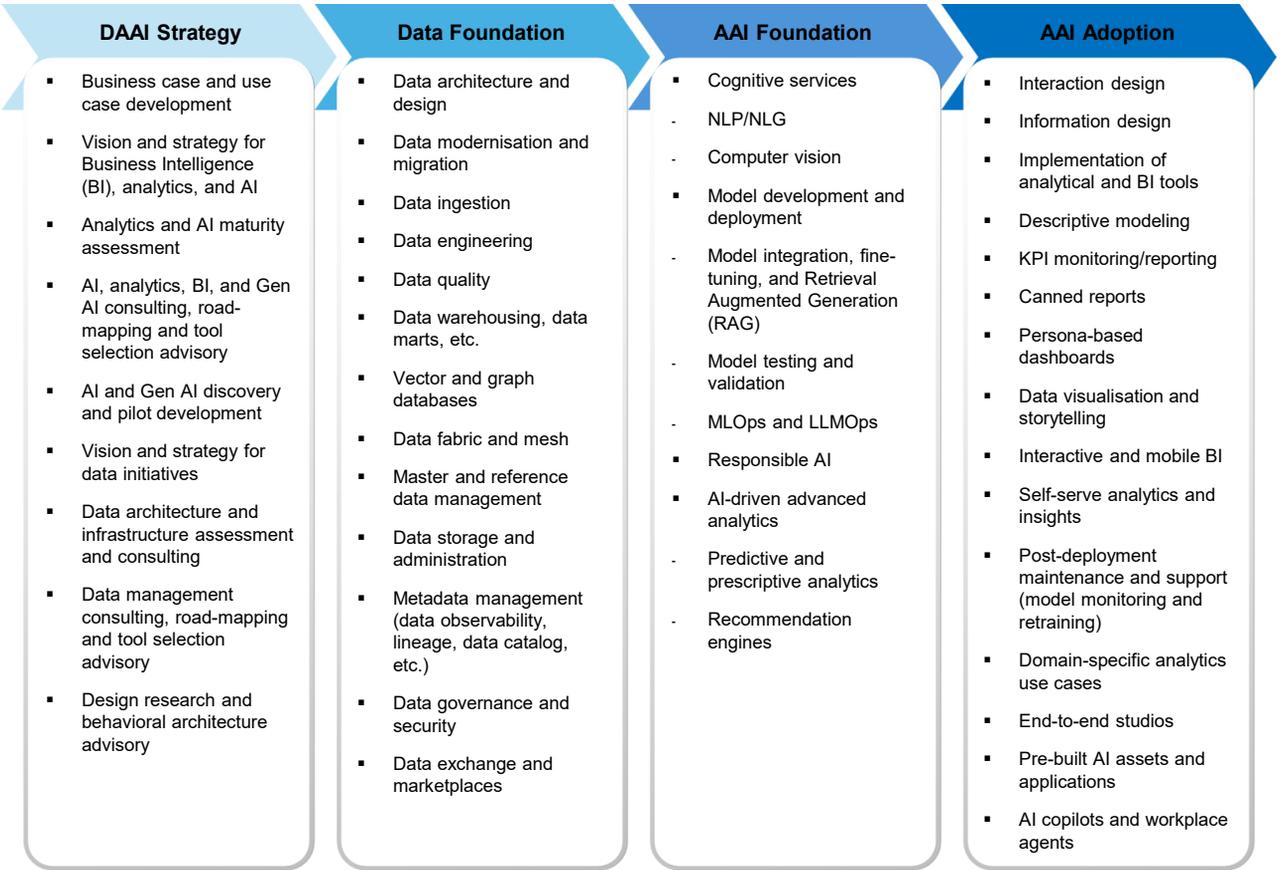
Share of Core AI-led Services expected to increase



Source: Fractal RHP, Choice Institutional Equities

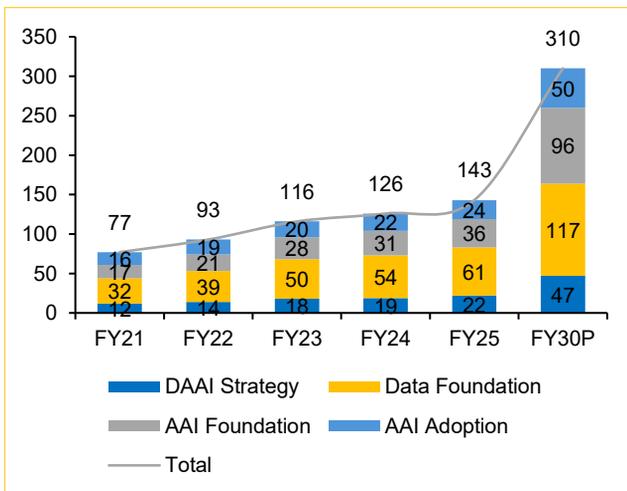
5.2 DAAI Value Chain Helps Unlock Full Potential of Data-driven Decision-making

Major investments made in DAAI services include end-to-end capabilities such as strategy formulation, data management, AI & GenAI development and monitoring which helps unlocking full potential of data-driven decision-making.



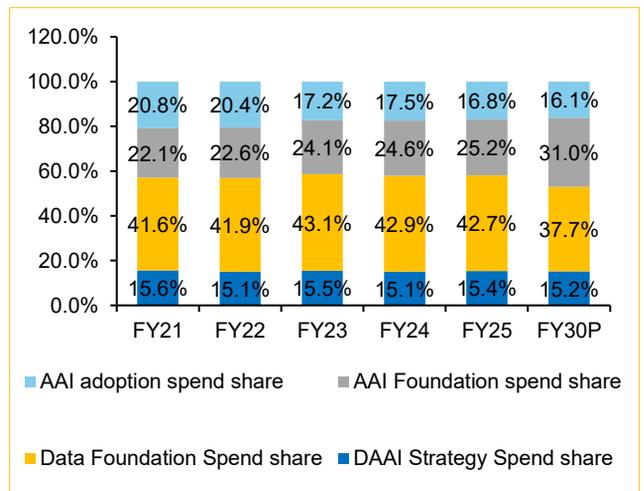
Source: FRACTAL RHP, Choice Institutional Equities

DAAI Services Market by, value chain element – CAGR 16.7% growth expected in next 5 years (USD Bn)



Source: FRACTAL RHP, Choice Institutional Equities

Share of DAAI Services Market, by value chain element



Source: FRACTAL RHP, Choice Institutional Equities

5.3 DAAI Services Revenue - Broad-based Growth across Industries & Geographies

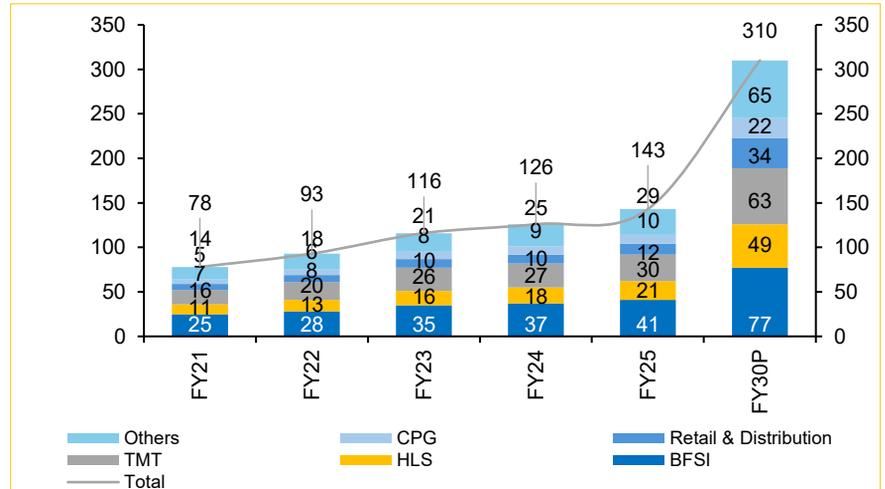
Within the industry landscape, Healthcare and Life Sciences (HLS) is projected to be the fastest-growing vertical with 18.2% CAGR through FY30, followed by BFSI at 16.7%

FRACTAL is notably aligned with these high-volume sectors (CPGR & TMT), which contributed 39.3% and 29.9% respectively to its segment revenue in FY25.

DAAI Services Revenue by Industry

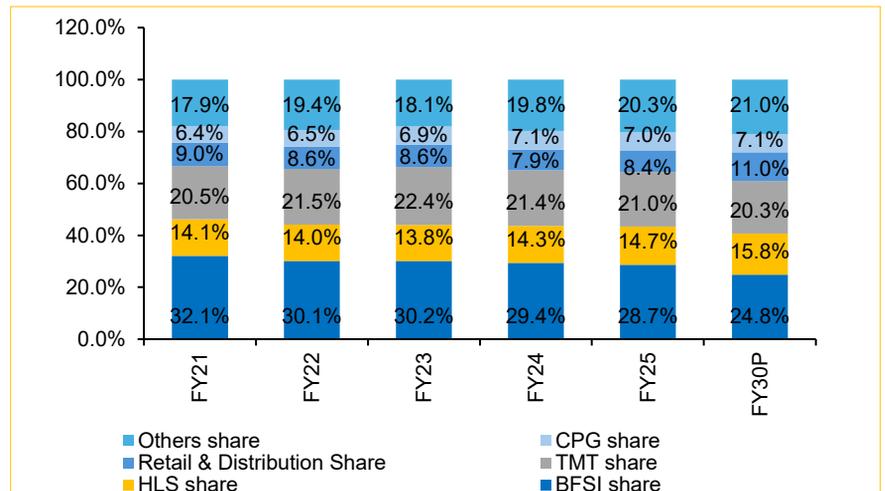
- **Dominance of High-value Vertical Clusters:** The global DAAI services market is highly concentrated, with BFSI, HLS, Retail/Distribution, CPG and TMT estimated to account for 80% of total spend in FY25. This concentration underscores the reliance on AI for business-critical decision-making in data-heavy sectors.
- **HLS and BFSI as Primary Growth Catalysts:** On the industry landscape, Healthcare and Life Sciences (HLS) is projected to be the fastest-growing vertical with an 18.2% CAGR through FY30, followed by BFSI at 16.7%. These sectors are driven by systemic needs for drug discovery, proactive healthcare and AI-enabled fraud sentinels.
- **Strategic Alignment with CPGR and TMT:** Large-scale enterprises are prioritising Consumer Packaged Goods and Retail (CPGR) and Technology, Media, and Telecom (TMT) to drive hyper-personalisation and network optimisation. FRACRAL is notably aligned with these high-volume sectors, which contributed 39.3% and 29.9%, respectively, to its segment revenue in FY25.
- **Functional Spend Concentration:** Revenue within the Analytics and AI (AAI) foundation and adoption layers is increasingly driven by Customer Experience, Sales / Marketing, HR and Supply Chain, which collectively represented over 55% of the market in FY25.

DAAI Services Revenue, by Industry (USD Bn)



Source: FRACRAL RHP, Choice Institutional Equities

Share of DAAI Services Revenue, by Industry



Source: FRACRAL RHP, Choice Institutional Equities

5.3 DAAI Services Revenue - Broad-based Growth Across Industries & Geographies

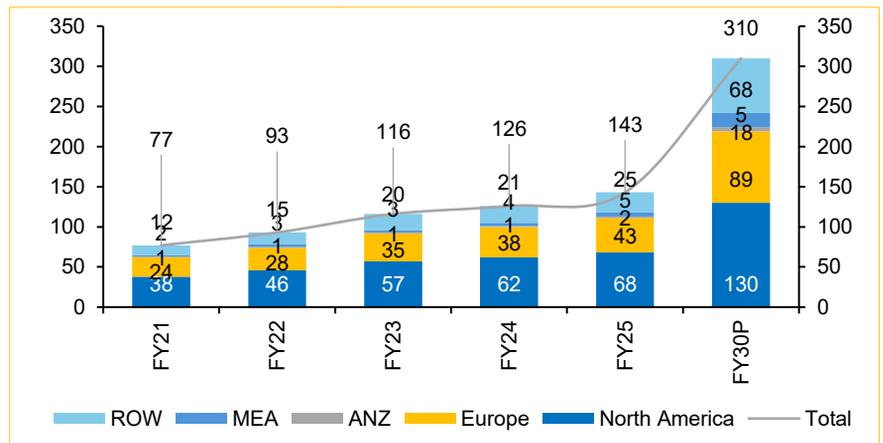
The DAAI market is anchored by North America and Europe, offering stability and scale, while MEA and ANZ drive incremental high growth.

FRACTAL's strong U.S. exposure and global delivery model, supported by India's cost-efficient talent base, position it to capture diversified demand across mature and emerging AI markets

DAAI Services Revenue, by Geography

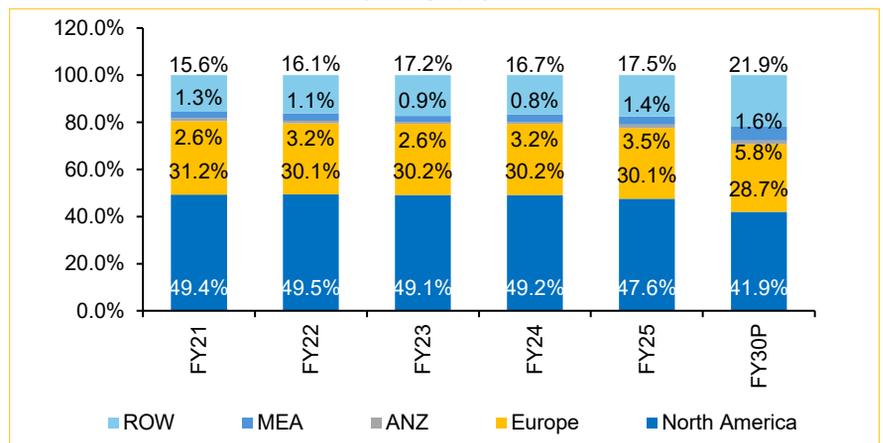
- **North America and Europe as the Market Bedrock:** North America and Europe account for ~80% of global DAAI demand in FY25, with North America leading as the most mature market, projected to grow at a 13.7% CAGR.
- **FRACTAL's Deep US Market Penetration:** FRACTAL derives 65.2% of its FY25 revenue from the U.S., providing strong exposure to the world's largest AI transformation budgets and mega-deal opportunities.
- **Hyper-Growth in Frontier Markets (MEA & ANZ):** While mature markets offer stability, MEA and ANZ present high-growth opportunities, with CAGRs of 30.3% and 27.3% through FY25, respectively. MEA growth is driven by economic diversification and strong government-led AI initiatives.
- **Global Delivery Capabilities with Low-cost advantage:** Leading providers leverage India's extensive talent pool (40% of global DAAI professionals). FRACTAL extensively utilises this dynamic, catering to a global clientele (91.6% revenue coming from outside India) while retaining a strong technical foundation domestically.
- **Resilience of European Hub:** Despite geopolitical headwinds, the European DAAI market (particularly UK, France and Germany) is emerging as a key innovation hub projected to grow at 15.8% CAGR, supported digital sovereignty initiatives and favourable regulations like EU AI Act.

DAAI Services Revenue, by Geography (USD Bn)



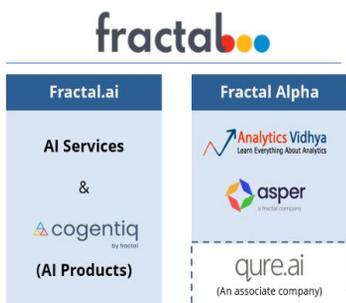
Source: FRACTAL RHP, Choice Institutional Equities

Share of DAAI Services Revenue, by Geography



Source: FRACTAL RHP, Choice Institutional Equities

6.1 Company History & Key Milestones



Fractal Analytics is a global AI and advanced analytics company which helps enterprises make data-driven decisions by combining consulting, technology services, AI software and products. Its mission is to leverage AI to solve complex business problems, improve operational efficiency and drive growth across industries. Founded in 2000, FRACTAL is a globally recognised enterprise AI company.

It has two business segments (**Fractal.ai for core AI services / products and Fractal Alpha for new ventures**). The company works with many of the world’s largest corporations, is a recognised leader in AI services and is heavily investing in next-gen AI models and platforms.

Key Milestones and Business Evolution Timeline

<ul style="list-style-type: none"> Fractal Analytics incorporated in Mumbai and Started developing IPs Worked with clients in BFSI & CPG Expanded into US 	<p style="text-align: center;">2010 To 2015</p> <ul style="list-style-type: none"> Entered HLS and TMT industries Expanded into Canada, Germany and Ukraine Acquired '4i', a foresight analytical firm and 'Final Mile' a behavioral sciences firm Set up 'Fractal Alpha' business 	<p style="text-align: center;">2021 To 2022</p> <ul style="list-style-type: none"> Developed own GenAI stack and foundation models Launched Cogentiq – own Agentic AI platform to host existing and new AI products GenAI products launched in public domain: Marshallgoldsmith.ai, kalaido.ai, Vaidya.ai 	
<p style="text-align: center;">Pre 2010</p>	<ul style="list-style-type: none"> Entered Retail Industry and expanded into UK Established 'Fractal Sciences' in 2012 AI products and software solutions 	<p style="text-align: center;">2016 to 2020</p> <ul style="list-style-type: none"> Expanded into Australia and UAE Acquisitions: Neal Analytics, Senseforth.ai, Asper Majority equity investment in Analytics Vidhya, training platform AED 	<p style="text-align: center;">2023 Onwards</p>

Strategic partnerships with leading data & AI ecosystem partners



Source: Fractal RHP, Choice Institutional Equities

6.2 Business Model

Cogentiq Flagship agentic AI platform for building and deploying autonomous AI solutions. Includes modules like Business Insights, CX (contact center optimization), Sales Assist, Campaign Assist, Digital Commerce, and Data Foundation

FRACTAL works across industries like CPG, TMT, Retail, Healthcare, Life Sciences, Financial Services, and more.

Core Offerings:

1. DAAI Consulting and Technology Services

- FRACTAL provides Data Analytics and AI (DAAI) services which help clients adopt AI across the enterprise.
- Services include AI strategy consulting, analytics, implementation and AI-driven business transformation.
- They operate across the full DAAI value chain, helping organisations identify, build and scale AI solutions.

2. AI Products and Platforms

FRACTAL has developed multiple AI platforms and products to serve specific enterprise needs:

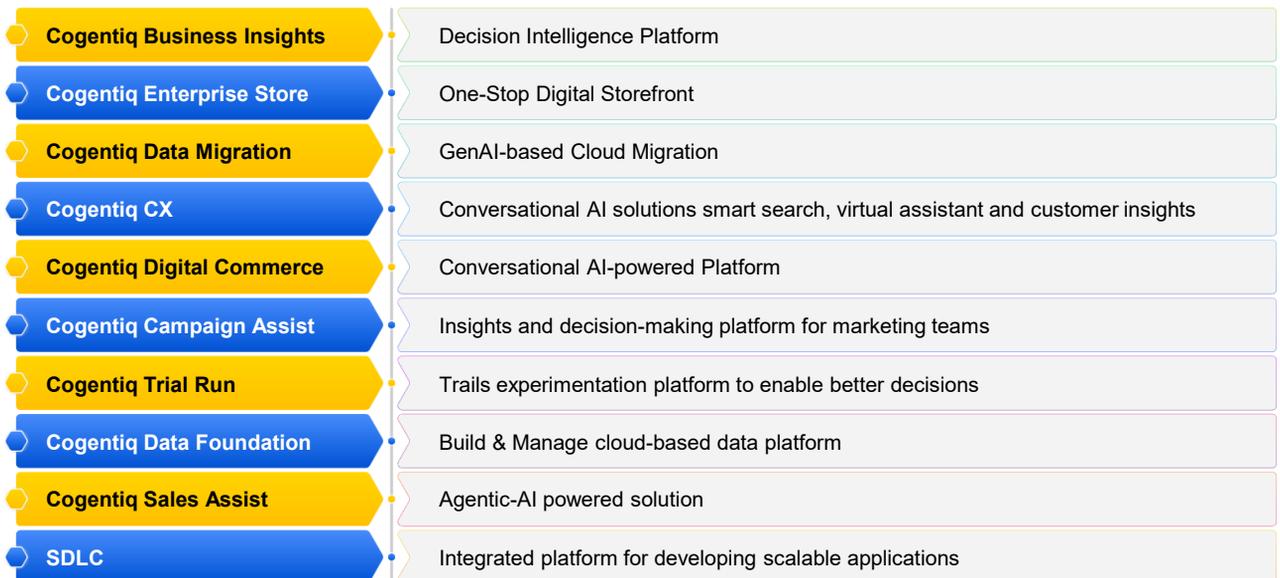
- **Cogentiq:** Flagship agentic AI platform for building and deploying autonomous AI solutions. Includes modules, such as Business Insights, CX (contact center optimisation), Sales Assist, Campaign Assist, Digital Commerce and Data Foundation.
- **Kalaído.ai:** Proprietary diffusion model for text-to-image generation, supporting multiple languages with photorealistic outputs.
- **Trial Run:** Platform for experimentation, helping enterprises test ideas across locations and markets to reduce risks and improve profitability.
- **Asper.ai:** AI-first SaaS for CPG companies, focussed on revenue growth, demand planning, pricing and inventory optimisation.

3. Domain Expertise

- FRACTAL works across industries such as CPG, TMT, Retail, Healthcare, Life Sciences, Financial Services.
- The company leverages its deep understanding of industry-specific challenges to create tailored AI solutions, such as demand forecasting for CPG, operational intelligence, revenue growth management, and e-commerce optimisation.

4. Functional Expertise: FRACTAL addresses multiple enterprise functions:

- **Sales & Marketing:** Personalisation engines like Cogentiq Sales Assist and Campaign Assist.
- **Supply Chain & Operations:** Optimisation tools, data-driven planning, and automation.
- **Finance & Accounting:** AI-enabled analytics and forecasting.
- **Data & AI Teams:** Solutions like Cogentiq Enterprise Store for centralised data management.



6.3 Subsidiaries Data

Sr. No.	Name	Country	Type of Subsidiary	Nature of Business
1	Fractal Alpha Private Limited	India	Direct	Invests in AI-driven products integrating artificial intelligence, engineering and design.
2	Final Mile Consultants Private Limited	India	Direct	Provides management and technical consulting services across management and engineering disciplines, including organisational studies and systems analysis.
3	Neal Analytics Services Private Limited	India	Direct	Operates in information technology, providing consultancy services for accounting, statistical and mathematical reporting, along with data processing and computer programming services.
4	Fractal Analytics Inc.	US	Direct	Fractal USA is engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioural sciences.
5	Fractal Private Limited	Singapore	Direct	Fractal Singapore is engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
6	Theremin AI Solutions Private Limited	India	Direct	Provides products and services related to technology platform and software development, including customisation, implementation, maintenance and testing.
7	Cuddle Artificial Intelligence Private Limited	India	Direct	Operates in data analytics for AI-based services and is involved in the development, deployment and maintenance of artificial intelligence technology platforms.
8	Eugenie Technologies Private Limited	India	Direct	Provides AI-based sustainability technology products and solutions that help manufacturers track, trace and reduce greenhouse gas (GHG) emissions.
9	Senseforth AI Research Private Limited	India	Direct	Provides conversational AI products and services that enable automated, human-like interactions between organisations and users.
10	Analytics Vidhya Educon Private Limited	India	Direct	Operates a web-based platform offering analytics education through articles, competitions and community events, along with corporate training, placement and job-related services.
11	Fractal Frontiers Inc.	US	Step-Down	Provides AI-related services, including IT-enabled solutions, business support, advisory and consultancy services, as well as shared, managerial and administrative services.
12	Fractal Analytics (Switzerland) GmbH	Switzerland	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
13	Fractal Analytics Germany GmbH	Germany	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
14	Fractal Analytics Netherland B.V.	Netherland	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
15	Limited Liability Company Symphony (Ukraine)	Ukraine	Step-Down	Symphony is engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.

6.3 Subsidiaries Data

16	Final Mile Consulting LLC	US	Step-Down	Engaged in the business of providing and acting as management and technical consultants covering all branches and disciplines of management and engineering, like organisational studies and systems analysis.
17	Fractal Analytics Australia Pty Ltd	Australia	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
18	Fractal Analytics Malaysia SDN. BHD.	Malaysia	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioural sciences..
19	Fractal Analytics (Shanghai) Limited	China	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
20	Fractal Analytics Sweden AB	Sweden	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
21	Fractal Analytics UK Ltd	UK	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioural sciences.
22	Fractal Analytics (Canada) Inc.	Canada	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
23	Asper. AI Inc.	US	Step-Down	Engaged in the business of providing artificial intelligence technology-based product and service solutions to organisations in the areas of sales and distribution, pricing and promotion, and inventory management.
24	Asper. AI Technologies Private Limited	India	Step-Down	Engaged in the business of providing artificial intelligence technology-based product and service solutions to organisations in the areas of sales and distribution, pricing and promotion, and inventory management.
25	Asper. AI Limited	UK	Step-Down	Provides sales support services for AI-driven products and solutions, covering sales and distribution, pricing and promotion, and inventory management.
26	Senseforth Inc.	US	Step-Down	Engaged in the business of providing products and/or services relating to conversational AI solutions that enable automated, human-like conversations between organisations and people.
27	Eugenie. AI Inc.	US	Step-Down	Engaged in the business of providing AI-based sustainability technology products and service solutions that enable manufacturers of all sizes to track, trace, and reduce greenhouse gas (GHG) emissions.
28	Analytics Vidhya Inc.	US	Step-Down	Engaged in the business of distributing web-based products and services, offering knowledge related to the analytics industry through online subscription courses.
29	Fractal L.L.C. – FZ	Dubai	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
30	Fractal AI Limited	Abu Dhabi	Step-Down	Engaged in the business of software development and provides various services, solutions, and products using advanced analytics, artificial intelligence, data engineering, and behavioral sciences.
31	Qure.ai Technologies Private Limited	India	Associate Company	Engaged in the business of providing AI solutions in the healthcare field through the deployment of machine-supported tools and automation. Fresh funding being done from Merck

6.4 About the Management

Name	Designation	Qualification	Experience
 Srikanth Velamakanni	Director & Chief Executive Chairman	He holds a Bachelor's of Technology degree in electrical engineering from the IIT, New Delhi and a post-graduate diploma in management from the IIM, Ahmedabad	He is one of the founders of FRACTAL and has been associated since its incorporation. He is responsible for, strengthening client partnerships, delivering overall revenue growth and increasing the visibility and scalability of FRACTAL.
 Rohan Haldea	Chairman & Non - executive Director	He holds a bachelor's of technology degree in manufacturing science and engineering from the IIT, New Delhi and a master's degree in business administration from Harvard University, USA.	He has over 17 years of experience in the investment sector. He has been associated with Apax Partners LLP since 2007 and is currently their partner.
 Pranay Agrawal	CEO – US Subsidiary	He holds a BCom degree from Bangalore University and a PGDM from the IIM, Ahmedabad.	He is one of the founders of FRACTAL and has been associated since its incorporation. He is responsible for, strengthening client partnerships, delivering overall revenue growth and increasing the visibility and scalability of FRACTAL.
 Sasha Gulu Mirchandani	Non-Executive Director	He holds a BSc degree in business administration from Strayer University, Washington, D.C., USA.	He has been associated with Kae Capital Management Pvt Ltd since 2008 as its founder and is currently its managing partner.
 Gavin Echlin Patterson	Non - executive Director	He holds a BA from University of Cambridge, UK, MA, University of Cambridge, UK and a master's degree in engineering from University of Cambridge, UK.	Prior to joining FRACTAL, he was the president, chief revenue officer of Salesforce UK Ltd. He was also a member on the board of BT Group plc, British Airways Plc, British American Business Inc. of New York and London.
 Vivek Mohan	Non-Executive Director	He holds a BE (in electrical and electronics engineering) degree from the BITS, Pilani, Rajasthan and a PGDM from the IIM, Calcutta.	He has over 12 years of experience in the investment sector. He is employed with TPG Capital-India Private Limited Asia since 2019 and is currently their business unit partner.
 Karen Ann Terrell	Independent Director	She holds a BSc in electrical engineering from General Motors Institute, United States and a MSc in electrical engineering from Purdue University, United States.	Prior to joining FRACTAL, she has been associated with Wal-mart Stores, Inc. as their CIO, with GSK plc. as their chief digital & technology officer, with Baxter International, Inc. as their CIO.
 Neelam Dhawan	Independent Director	She holds a bachelor of arts degree in economics from University of Delhi, New Delhi and a MBA degree from University of Delhi, New Delhi.	Prior to joining FRACTAL, she has been associated with Hewlett Packard Enterprise India Private Limited as their VP – solutions sales and as its MD, Hewlett-Packard Asia Pacific Pte. Ltd. as their sales VP IV, Microsoft Corporation (India) Pvt Ltd as its MD and she was on the supervisory board of Royal Philips, Netherlands.
 Janaki Akella	Independent Director	She holds a degree in doctor of philosophy in electrical and computer engineering from Carnegie Mellon University, United States.	She has over 23 years of experience in the technology sector. Prior to joining FRACTAL, she has been associated with Mckinsey & Company Inc. as their partner and with Google LLC.

Institutional Research Team			
Utsav Verma, CFA	Head of Institutional Research	utsav.verma@choiceindia.com	+91 22 6707 9440
Ashutosh Murarka	Analyst – Building Materials	ashutosh.murarka@choiceindia.com	+91 22 6707 9521
Bhavik Shah, CFA	Analyst – Metals & Mining	Bhavik.shah@choiceindia.com	+91 22 6707 9521
Deepika Murarka	Analyst – Healthcare	deepika.murarka@choiceindia.com	+91 22 6707 9513
Dhanshree Jadhav	Analyst – Technology	dhanshree.jadhav@choiceindia.com	+91 22 6707 9535
Dhaval Popat	Analyst – Energy	dhaval.popat@choiceindia.com	+91 22 6707 9949
Fenil Brahmhatt	Analyst – Realty & Building Materials	fenil.brahmhatt@choiceindia.com	+91 22 6707 9930
Ishank Gupta	Analyst – NBFCs	ishank.gupta@choiceindia.com	+91 22 6707 9867
Karan Kamdar	Analyst – Consumer Discretionary, Small and Midcaps	karan.kamdar@choiceindia.com	+91 22 6707 9451
Kunal Bajaj	Analyst – Technology	kunal.bajaj@choiceindia.com	+91 22 6707 9901
Maitri Sheth	Analyst – Pharmaceuticals	maitri.sheth@choiceindia.com	+91 22 6707 9511
Putta Ravi Kumar	Analyst – Defence	ravi.putta@choiceindia.com	+91 22 6707 9908
Preeyam Tolia	Analyst – FMCG & Retail	preeyam.tolia@choiceindia.com	+91 22 6707 9987
Aayush Saboo	Sr. Associate– Realty	aayush.saboo@choiceindia.com	+91 22 6707 9930
Avi Jhaveri	Sr. Associate – Technology	avi.jhaveri@choiceindia.com	+91 22 6707 9901
Bharat Kumar Kudikyala	Sr. Associate – Building Materials	bharat.kudikyala@choiceindia.com	+91 22 6707 9521
Samarth Goel	Sr. Associate– Small and Midcaps	samarth.goel@choiceindia.com	+91 22 6707 9451
Subhash Gate	Sr. Associate – Autos	subhash.gate@choiceindia.com	+91 22 6707 9233
Heer Gogri	Associate – Small and Midcaps	heer.gogri@choiceindia.com	+91 22 6707 9433
Heet Chheda	Associate – Autos	heet.chheda@choiceindia.com	+91 22 6707 9233
Komal Jain	Associate – Healthcare	komal.jain@choiceindia.com	+91 22 6707 9513
Rushil Katiyar	Associate – Technology	rushil.katiyar@choiceindia.com	+91 22 6707 9901
Shreya Mehra	Associate – Technology	shreya.mehra@choiceindia.com	+91 22 6707 9535
Stuti Bagadia	Associate – Pharmaceuticals	stuti.bagadia@choiceindia.com	+91 22 6707 9511
Vinay Rawal	Associate – Small and Midcaps	vinay.rawal@choiceindia.com	+91 22 6707 9433

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BUY	The security is expected to generate upside of 15% or more over the next 12 months
ADD	The security is expected to show upside returns from 5% to less than 15% over the next 12 months
REDUCE	The security is expected to show upside or downside returns by 5% to -5% over the next 12 months
SELL	The security is expected to show downside of 5% or more over the next 12 months
Mid & Small Cap*	
BUY	The security is expected to generate upside of 20% or more over the next 12 months
ADD	The security is expected to show upside returns from 5% to less than 20% over the next 12 months
REDUCE	The security is expected to show upside or downside returns by 5% to -10% over the next 12 months
SELL	The security is expected to show downside of 10% or more over the next 12 months
Other Ratings	
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Sector View	
POSITIVE (P)	Fundamentals of the sector look attractive over the next 12 months
NEUTRAL (N)	Fundamentals of the sector are expected to be in stasis over the next 12 months
CAUTIOUS (C)	Fundamentals of the sector are expected to be challenging over the next 12 months

*Large Cap: More Than INR 20,000 Cr Market Cap
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