

**Powering enterprise
intelligence**

Powering enterprise intelligence

In a world shaped by unprecedented complexity, rapid change and evolving business priorities, Fractal is helping enterprises turn intelligence into impact. What began as a vision to transform decision-making has evolved into a global leader in artificial intelligence, enabling AI-led transformation for Fortune 500 companies.

We believe enterprise transformation is not simply about adopting technology. It is about using intelligence to make better decisions, unlock new opportunities and build sustainable competitive advantage. Combining deep expertise in AI,

engineering and design, Fractal helps organizations address complex business challenges and translate data into actionable insights.

Our solutions embed intelligence across products, processes and decision ecosystems, enabling enterprises to operate with greater agility, precision and foresight. As AI reshapes industries and business models, Fractal remains focused on moving beyond experimentation to delivering measurable, enterprise-scale outcomes and creating lasting, billion-dollar impact for clients.



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FY26 highlights

Financial

₹ 32,997 m

Revenue from operations
(19% - Y-o-Y growth)

₹ 4,899 m

EBITDA
(23% - Y-o-Y growth)

₹ 2,868 m

Profit After Tax (PAT)
(30% - Y-o-Y growth)

Non-financial

78.06

Average training hour
per Fractalite

₹ 17 m

CSR spend

'B'

CDP rating for 3 years
in a row

78

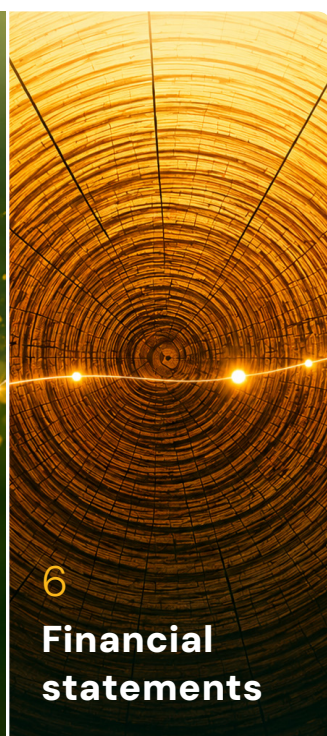
Net Promoter Score

59

Clients with \$1m+ annual
revenue

68

Patents (granted and
applied for)



58 Environment

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Fractal at a glance

Transforming decision-making through enterprise AI

We are a globally recognized, pure-play enterprise AI company trusted by 100+ Fortune 500®-sized enterprises to enable decision-making through AI services, solutions, and products, anchored by Cogentiq, our flagship agentic AI platform. Cogentiq helps organizations accelerate AI use cases through its repository of collaborative agents that leverage pre-built tools and components that connect with diverse enterprise data sources.

With over 26 years of operating experience, we combine deep technical, domain, and functional expertise to power enterprise AI transformations. We believe AI alone is not sufficient to solve complex enterprise challenges. Successful deployment requires a strong understanding of domain context, enterprise decision-making, and data complexity, along with the ability to operate at the frontier of AI innovation and apply insights from design and behavioral science.

Our client base spans Consumer Packaged Goods and Retail (CPGR), Technology, Media and Telecom (TMT), Healthcare and Lifesciences (HLS), Banking, Financial Services and Insurance (BFSI), and other industries, where we bring domain-led expertise to high-impact business decisions. This is reflected in strong client relationships and advocacy, with a FY26 NPS¹ of 78.

We deliver AI transformation across three dimensions: process, technology, and people—all powered by Cogentiq.

Key facts —

26

Years of experience

104

MWC clients served²

10+

Industries

5,800+

Employees³

AI-led transformation (process) —

Reimagines business workflows using AI to deliver measurable, outcome-driven business impact, by leveraging domain expertise as well as functional expertise.

AI foundations (technology) —

Strengthens enterprise data and model performance through agentic AI-enabled ontological knowledge layers, governance frameworks, responsible AI practices – improving the accuracy and reliability of enterprise AI infrastructure.

AI work & workforce (people) —

Builds enterprise-wide AI fluency by turning upskilling into deployable AI projects - moving people from tool adoption to AI-native ways of working, with progress measured through a proprietary AI Maturity Index rather than certificates.

We invest 6–8% of revenue in R&D to develop proprietary platforms, models, and reusable assets. In FY26, R&D investment stood at 6.4% of revenue. These investments power Cogentiq-based solutions, along with products such as Vaidya.ai, PiEvolve, and Fractal Alpha's portfolio of independent AI businesses, including Asper.ai and Analytics Vidhya. Our broader AI ecosystem also includes Qure.ai, our associate company in healthcare AI.

¹Net Promoter Score (NPS) is used in Fractal.ai segment to gauge client satisfaction and advocacy. Clients rate us on a 10-point scale on their willingness to recommend Fractal. Promoters are clients who score us at 9 or above. Detractors are clients who score us 6 or below. NPS = Promoters% - Detractors%. NPS is presented as a score

²We define MWCs as enterprises that meet one of the three criteria: (i) over US\$10 billion in revenue, (ii) over US\$20 billion in market capitalization, or (iii) over 30 million end-customers)

³As of 31st March, 2026

Vision

To power every human decision in the enterprise so the human mind can be free to imagine audacious possibilities that can transform human life across the planet.

Mission

To reshape business through AI and behavioral science and uncomplicate decision making, so human intelligence can be freed from the drudgery of monotonous work and committed to the pursuit of imagination and creative rewards.

Values

Client first

Always do what's best for the client

Learn and grow

Nurture and grow exceptional professionals

Think big, act fast

Challenge the status quo and execute with speed

Extend extreme trust and be accountable

Assume positive intent of others and hold each other accountable



Products and solutions

Driving enterprise transformation through AI

As an AI solutions provider, we continue to develop innovative strategies and solutions that help enterprises gain not just competitive advantage but transformation.

At Fractal, we think ahead of time, pioneering innovations that shape the future of business. Today, our capabilities extend beyond individual products to a comprehensive ecosystem of AI-powered platforms and solutions designed to drive enterprise-wide transformation.

Our offerings are built on a differentiated three-pillar approach that combines process transformation (AIT), technology foundations (AIF), and workforce enablement (AIW)-helping enterprises adopt AI at scale and drive measurable business outcomes.

At the core of this ecosystem is Cogentiq, our enterprise agentic AI platform. Cogentiq powers solutions across all three pillars by bringing together data, intelligence, and automation to enable AI-driven decision-making and execution at scale.

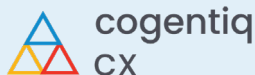
This integrated approach enables us to move beyond isolated use cases and deliver end-to-end transformation- from reimagining business processes and building robust AI foundations to accelerating workforce adoption. As a result, Fortune 500 enterprises can embed AI at the heart of decision-making, accelerate value realization, and drive long-term growth.

Product portfolio



1 Cogentiq platform —

An enterprise-grade agentic AI platform that drives faster, smarter enterprise decisions and measurable business outcomes by embedding intelligent assistance and workflow automation into day-to-day operations. It unifies multi-agent orchestration, enterprise connectivity, data integration, and governance in a single environment, enabling enterprises to move beyond dashboards to action.



Cogentiq CX

Brings Agentic AI to contact centers to enhance customer experience operations by improving speed, efficiency, and scalability through intelligent self-service, real-time agent assistance, and automated insights.



Cogentiq eCommerce

Empowers CPG enterprises to accelerate profit growth by orchestrating real-time, cross-functional actions across customer, media, and supply teams; reducing stockouts, optimizing spend, and capturing demand before revenue is lost.



Cogentiq Invoice to Cash

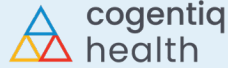
Streamlines invoice-to-cash processes through AI-driven automation, insights, and workflow optimization, helping enterprises reduce DSO¹, improve cash flow, minimize revenue leakage, and enhance customer experience.

¹DSO – Days Sales Outstanding



Cogentiq Underwriting

Transforms underwriting operations by driving faster approvals, reducing risk exposures and boosting underwriter productivity through AI-driven, explainable risk assessment.



Cogentiq Health (Vaidya.ai)

Accelerates clinical decision-making by leveraging AI-driven medical reasoning to enable faster diagnoses, reduce diagnostic uncertainties, and improve patient outcomes through explainable, evidence-based multimodal health intelligence.



2 Asper.ai

A purpose-built AI platform for consumer goods, manufacturing, and retail enterprises. Asper.ai connects decisions across revenue growth, demand optimization, and operations to improve business performance, automate workflows, and reduce working capital losses.

3 Analytics Vidhya

Delivers structured learning programs, certifications, and training across generative AI, machine learning, and data engineering to build AI-ready talent pipelines, accelerate digital transformation, and bridge the growing skills gap in artificial intelligence.



4 Qure.ai (Our associate company)

An FDA-cleared AI-powered medical imaging platform that supports faster and more accurate clinical decision-making. Its solutions improve the detection and management of conditions such as tuberculosis, lung cancer, and stroke, expanding access to timely healthcare.

Industries served

Domain expertise driving business impact

Our deep industry expertise, built over decades of experience, enables us to deliver differentiated AI solutions and measurable business outcomes. By combining domain knowledge with AI, engineering and design capabilities, we help clients address complex challenges and unlock value across a wide range of industries.



Consumer Packaged Goods (CPG)

We help leading CPG enterprises accelerate growth through AI-powered demand forecasting, revenue growth management, supply effectiveness, and consumer insights. Our solutions enable enterprises to make faster, data-driven decisions in an increasingly dynamic marketplace.



Healthcare & Life Sciences (HLS)

We enable healthcare and life sciences enterprises to improve patient outcomes, accelerate research and development, optimize commercial operations, and enhance care delivery. Our AI-driven solutions support decision-making across the healthcare value chain while maintaining regulatory compliance.



Retail

We support retailers in enhancing customer experiences, optimizing merchandising and pricing strategies, improving inventory management, and driving omnichannel growth. By leveraging AI and advanced analytics, we help retailers increase operational efficiency and customer loyalty.



Financial Services (FS)

We help banks, fintechs, and other financial institutions strengthen risk management, improve customer engagement, combat financial crime, and drive operational efficiency. Our AI and analytics capabilities enable smarter decisions, enhanced customer experiences, and sustainable growth.



Technology, Media & Telecommunications (TMT)

We partner with technology, media, and telecom enterprises to improve customer acquisition and retention, optimize network and service operations, accelerate product innovation, and unlock value from data. Our AI solutions help enterprises stay competitive in rapidly evolving digital ecosystems.



Insurance

We support insurers in transforming underwriting, claims management, pricing, fraud detection, and customer service through AI-led solutions. By improving decision accuracy and operational effectiveness, we help insurers deliver superior customer outcomes while managing risk more effectively.



9 of 20

Top global CPG companies



6 of 20

Top global TMT companies



8 of 20

Top global HLS companies



3 of 20

Top global BFSI companies



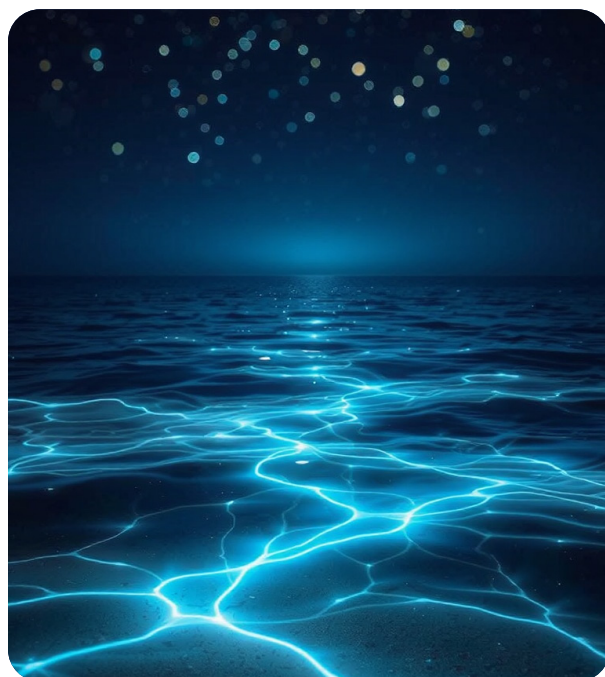
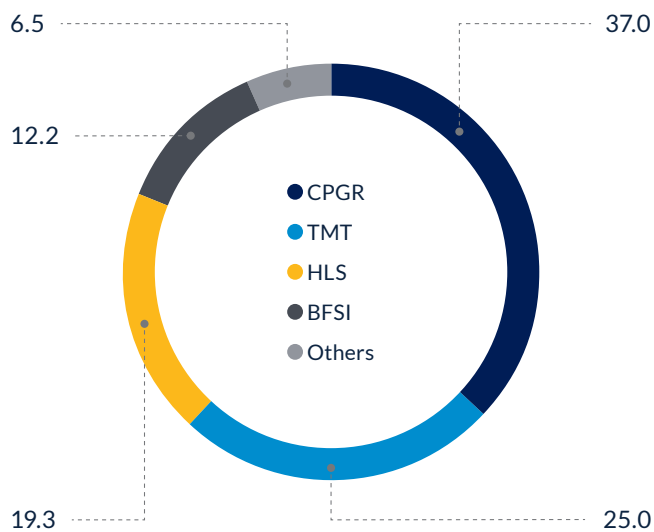
5 of 20

Top global retailers

FY26 revenue by industry

(Fractal.ai segment)

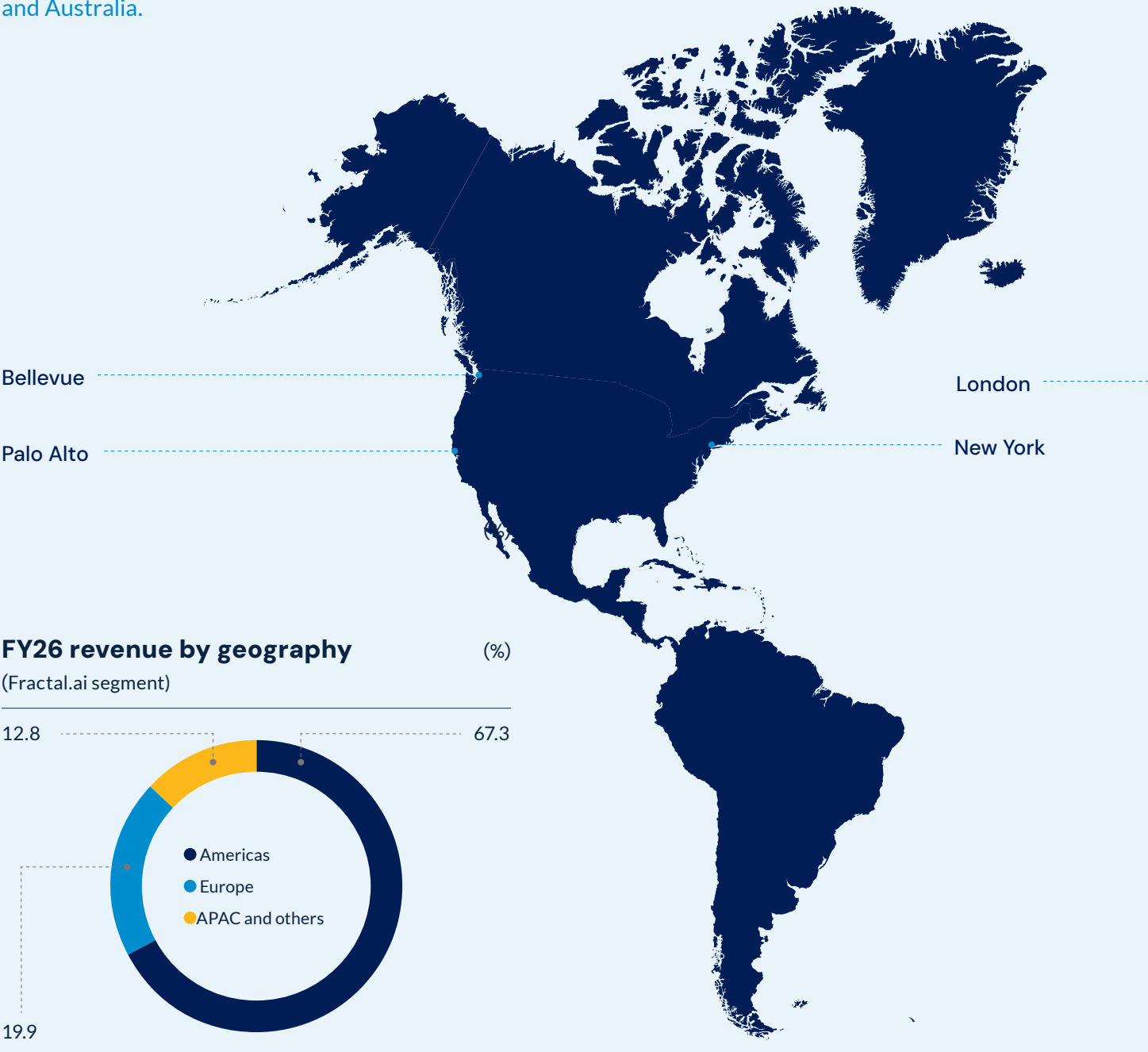
(%)



Presence

Serving clients across the globe

We serve clients worldwide and are present in 19 global locations including India, the United States, the UK, Ukraine, Singapore, the Middle East, the Netherlands and Australia.



Note: Map not to scale



Milestones

26 years of empowering better decisions

Since our inception in 2000, over 26 years ago, our mission has been to empower enterprises with AI and advanced analytics to make better decisions. Along the way, we have tackled challenges, embraced opportunities, and grown continuously. Guided by our core values - Client First, Learn and Grow, Think Big, Act Fast, and Extend Extreme Trust and Accountability - we remain committed to powering every human decision with AI for Fortune 500 enterprises globally.



● Foundation (Pre-2010)

The origin of empowering data-driven decisions through AI and technology services

- Initially worked with BFSI and CPG industries; the first client was an Indian financial institution for whom we built predictive models for loan approvals within 30 minutes
- Focused on large, global enterprises and expanded into the US through an office in New Jersey
- Developed intellectual property (IP) for business problems, including Pincer for pricing optimization and Eavesdrop for sentiment analysis



● Early growth (2010-15)

Geographic and industry vertical expansion in building AI software

- Expanded in CPG and BFSI industries, entered retail and UK markets
- Expanded operations by opening new offices, engaging new clients, and hiring employees
- Formed "Fractal Sciences" in 2012
- Incubated AI products like Concordia, Customer Genomics, and Trial Run to address common business problems, offering easy integration and quick deployment
- Raised external financing from TA FVCI Investors Limited



Acceleration phase (2022 onwards)

New agentic product launches and innovations

- Launched new B2C agentic products to make expertise more accessible, including MarshallGoldsmith.ai, Vaidya.ai and Flyfish.ai
- Launched own proprietary foundation models - Vaidya.ai and Fathom
- Completed the full acquisition of Analytics Vidhya, making it a wholly owned subsidiary
- Launched Cogentiq platform and products
- Introduced single client proposition organized around three pillars - i) AI-led transformation ii) AI foundations iii) AI for work & workforce transformation, and one platform - Cogentiq
- Listed on BSE and NSE in India



Growth phase (2020-22)

Client base expansion and strengthened partnerships

- Expanded to Australia, UAE, and opened new offices in Canada, Pune, and Chennai
- Acquired a 100% stake in Neal Analytics, Asper.ai, and Senseforth.ai to complement organic capabilities
- Made a majority equity investment in Analytics Vidhya, our education technology ("EdTech") platform
- Established Responsible AI practice to help clients globally leverage AI ethically and responsibly
- Secured investments of \$200 million in FY 2019 from Quinag Bidco Limited and \$360 million from TPG Fett Holdings Pte. Ltd. Turned Unicorn



Expansion phase (2015-20)

Strategic investments

- Integrated engineering and design with AI capabilities, resulting in AI products like Qure.ai (2016), AIDE, Eugenie.ai, Theremin.ai (2018), and image/video analytics (2019)
- Expanded into new industry verticals such as HLS and TMT
- Expanded globally by opening offices in Canada, Germany, Netherlands, and Ukraine (via 4i acquisition)
- Acquired 4i in FY 2017 to expand AI technology, and consulting capabilities, and deepen presence in the CPG industry
- Acquired Final Mile in FY 2018 to integrate behavioral science and data science, enhancing problem-solving capabilities

Board of directors

The people behind the progress



Rohan Haldea | Chairman & Non - Executive Director

Rohan is a Partner in the Tech team and his responsibilities also include the Apax Foundation and overseeing Apax India.

He has both led and participated in a number of key deals including Tenarai, iD Fresh Food, Cyderes, Coalfire Systems, Fractal Analytics, ThoughtWorks, Grupo Engineering, EVRY, GlobalLogic, iGATE, Tivit S.A., NXP and Orange Switzerland.

Prior to joining Apax, Rohan was an Associate at Bain Capital in their North American private equity division. Prior to that, Rohan was a consultant at McKinsey and Co.

Rohan holds a Bachelor of Technology in Manufacturing Sciences and Engineering from the Indian Institute of Technology, New Delhi and an MBA from Harvard Business School.

Area of expertise and skills

- Leadership
- Portfolio Management
- Global business
- Finance and Accounts
- Risk Management and Internal Controls
- Sales & Marketing



Vivek Mohan | Non-Executive Director

Vivek is a Business Unit Partner at TPG Capital India based in Mumbai. He has created and been involved in over 10 investments totalling over \$2bn including Fractal Analytics, Altimetrik, Tessolve Semiconductor, TCS Hypervault and Jio Platforms at TPG.

Prior to joining TPG in 2019, Vivek was a Vice President at TA Associates, where he headed technology coverage in South Asia. He was earlier part of investment banking teams at Morgan Stanley in Asia and Goldman Sachs in London.

Vivek was born and raised in India and has an MBA from the Indian Institute of Management (IIM), Calcutta where

he was an Aditya Birla Scholar, and B.E. (Honors) in electrical engineering from the Birla Institute of Technology & Sciences, Pilani.

Area of expertise and skills

- Portfolio Management
- Global business
- Finance and Accounts
- Information Technology
- Risk management & Internal Controls
- AI, GenAI & Emerging Technologies



Sasha Gulu Mirchandani | Non-Executive Director

Sasha is Founder & Managing Partner at Kae Capital. Previously, he was at BlueRun Ventures as Managing Director for India. Before joining BlueRun Ventures he was CEO and Founder of Imercius Technologies.

Sasha sits on the Boards of Nazara Technologies Limited, Bright Lifecare Private Limited, Proparent Solutions Private Limited, Kae Capital Management Private Limited among others. Previously he served on the Boards of Zee Entertainment, Myntra, Tata 1Mg, Ador Welding Limited, Hathway Cable and Datacom Limited, among others.

He was inducted into TiE Mumbai's 2019 Hall of Fame as an Outstanding Angel Investor. His investments include Zetwerk, Porter, InMobi, Myntra,

Tata 1Mg etc. He completed his Business Administration from Strayer University and did his MMDP at IIM Ahmedabad and is a graduate of the PPL Program from Harvard Business School.

Area of expertise and skills

- Portfolio Management
- Finance and Accounts
- ESG, Sustainability & CSR
- Information Technology
- Leadership
- Corporate Governance
- Global Business
- Risk Management & Internal Controls
- AI, GenAI & Emerging Technologies



Gavin Echlin Patterson | Non-Executive Director

Gavin is the Non - Executive Director of our Company. He holds a bachelor's degree in arts from Emmanuel College, University of Cambridge, United Kingdom, master's degree in arts from Emmanuel College, University of Cambridge, United Kingdom and a master's degree in engineering from Emmanuel College, University of Cambridge, United Kingdom. He serves as director on the board of Elixirr International PLC, WIX.Com Ltd, Ocado Group PLC, Reckitt Benckiser Group PLC and is also the chair on the board of Alzheimer's Research UK.

Prior to joining our Company, he was the Group President and Chief Revenue Officer of Salesforce. He also served as Chief Executive of BT Group from 2013-19. He was also a member on the board of BT Group PLC, British Airways PLC,

British American Business Inc. of New York and London. Further, he has also served on the board of trustees of the British Museum. He was also associated with the Business in the Community (BITC) as its chairman and trustee in 2022. He is also an Independent Member of the Council of London School of Economics and Political Science.

Area of expertise and skills

- Corporate Governance
- Finance and Accounts
- Risk management & Internal Controls
- Sales & Marketing
- Cybersecurity
- AI, GenAI & Emerging Technologies
- Global business

Board of directors



Janaki Akella | Independent Director

Janaki currently serves as an Independent Director (Operations Environment & Safety and Audit Committee) on the Board of Directors of Southern Company, a public Gas and Electric Utility company, as an Independent Director (Operational Risk Compliance and Audit Committee) on the Board of Directors of Sallie Mae, a company, offering private education loans & Education Services, as Independent Director (Finance Committee and Audit Committee) on the Board of Akamai Technologies Inc., a cybersecurity and cloud computing company that powers and protects business online and as Independent Director on the Board of AverQ Inc., a company engaged in the business of Data automation for Risk, Audit and Compliance Management.

She previously held key executive roles at Google, McKinsey & Company, and Hewlett Packard. Her background includes digital transformation,

strategy and operations, cloud and AI/ML based solutions and business security and sustainability. She has also been recognized as one of the Top 100 AAPI Board Members Making a Difference (Board Prospects). Her appointment underscores Fractal's commitment to leveraging top-tier talent to drive innovation and growth. Janaki holds a Ph.D. in Electrical and Computer Engineering from Carnegie Mellon University, an M.S. from Boston University, and a B.E. (Honors) from the College of Engineering, Guindy (India).

Area of expertise and skills

- Risk management & Internal Controls
- Information Technology
- Cybersecurity
- Leadership
- AI, GenAI & Emerging Technologies
- Corporate Governance




Neelam Dhawan | Independent Director

Neelam is currently a Non-Executive Director at Hindustan Unilever Limited, Tech Mahindra Limited, Capita PLC, Capillary Technologies India Limited, Ather Energy Limited, Delhivery Limited, Data Security Council of India (DSCI) and Nudge Lifeskills Foundation. She is also the Chairperson of Capillary Technologies, Ather, Delhivery and DSCI. She also advises and mentors various organizations on business transformation.

Over several years, leading business journals such as Fortune, Forbes and Business Today have recognized her as one of the Most Powerful Women in Business.

She holds a Bachelor of Arts (Honors course) degree in economics from University of Delhi, New Delhi and a

Master of Business Administration degree from University of Delhi, New Delhi. Her main area of expertise is managing complex technology businesses in highly matrixed organizations. She has experience of IT transformation across multiple industries, banking and finance, telecommunications, manufacturing, health care and government.

Area of expertise and skills

- Finance and Accounts
- Corporate Governance
- Information Technology
- Leadership
- ESG, Sustainability & CSR
- Sales & Marketing
- Cybersecurity


Karen Ann Terrell | Independent Director

Karen is the former Chief Digital and Technology Officer for GlaxoSmithKline, overseeing IT, data, analytics, and digital transformation. Before GSK, she was CIO at Walmart (2010-2017), Baxter International, and Daimler Chrysler, and began her career at General Motors as an electrical engineer. Currently, she is member of Deloitte CIO Advisory Council and a board member for public and private companies. She has received numerous accolades, including "CIO of the Year" and is leading advocate of Women in Technology. She holds an Electrical Engineering degree from General Motors Institute and Masters from Purdue University.

Area of expertise and skills

- Information Technology
- AI, GenAI & Emerging Technologies
- Cybersecurity
- Corporate Governance
- Leadership
- Finance and Accounts

Board of directors



Srikanth Velamakanni | Whole-Time Director and Group Chief Executive and Executive Vice-Chairman

Srikanth is the Whole-time Director and Group Chief Executive and Executive Vice-Chairman of Fractal. He leads the Fractal Group of companies which includes Fractal.ai & Fractal alpha.

He serves as the Chairperson of NASSCOM and as an Independent Director at Ideaforge, NIIT and Dr. Reddy's Laboratories and as Nominee Director of NASSCOM on the Board of Data Security Council of India (DSCI).

He is Co-founder and Trustee of Plaksha University. Prior to Fractal, Srikanth worked with ICICI Bank & ANZ Investment Bank.

Srikanth received an honorary doctorate from NIIT University, the Distinguished Alumnus Award from IIT Delhi, and the Young Alumni Achiever Award from IIM Ahmedabad. He has been recognised

as Dataquest's 'Path-breaker of the Year' (2024), The Economic Times' 'ET Choice of Tech Leaders' (2023), and Entrepreneur India Magazine's 'Entrepreneur of the Year' for Large Business (2023).

He holds a B.Tech from IIT Delhi and an MBA from IIM Ahmedabad.

Area of expertise and skills

- AI, GenAI & Emerging Technologies
- Risk management & Internal Controls
- Leadership
- Global business
- Corporate Governance
- Finance and Accounts
- Information Technology
- Sales & Marketing



Pranay Agrawal | Non-Executive Director and Chief Executive Officer, Fractal Analytics Inc.

Pranay is the Chief Executive Officer of our Material Subsidiary, Fractal Analytics Inc.

He is a certified Financial Risk Manager from the Global Association of Risk Professionals and recognized as one of Analytics India Magazine's Top 20 CEOs of Data Science Service Providers 2023.

Prior to Fractal, Pranay has also worked with financial institutions – ICICI Bank & ANZ Grindlays Bank.

Pranay was awarded Young Alumni Achiever's 2018-19 by IIM Ahmedabad.

He holds B. Com degree from Bangalore University and a post-graduate diploma in management from IIM Ahmedabad.

Area of expertise and skills

- Global business
- Corporate Governance
- Leadership
- Sales & Marketing
- AI, GenAI & Emerging Technologies
- ESG, Sustainability & CSR
- Information Technology
- Risk management & Internal Controls



Leadership team

Leading with intelligence and purpose



Srikanth Velamakanni

Whole-Time Director and
Group Chief Executive and
Executive Vice-Chairman



Pranay Agrawal

Non-Executive Director and
Chief Executive Officer,
Fractal USA



Ajoy Singh

Chief AI Officer



Biju Joseph Dominic

Chief Evangelist Officer



Chetana Kumar

Chief Sustainability Officer



Dylan Dias

Chief Alliances Officer



Kunal Jain

Head AI Workforce Transformation



Leandro DalleMule

Chief Practice Officer - FSI


Manish Tiwari

Chief Information Officer


Matthew Jason Gennone

Chief Commercial Officer &
CEO – Cogentiq

Natwar Mall

Chief Transformation Officer


Rasesh Dharendra Shah

Chief Practice Officer – EdTech & FAA


Rohini Aditya Singh

Chief People Officer


Sandeep Dutta

Chief Practice Officer – APAC &
Middle East

**Sankaranarayanan
Balasubramanian**

Chief Practice Officer – TMT


**Satish Avadhanam
Raman**

Chief Strategy Officer


**Shashidhar
Ramakrishnaiah**

Chief Technology Officer


**Shubhendra
Rameshchandra Kanade**

Head – Marketing


Somya Agarwal

Company Secretary and
Compliance Officer

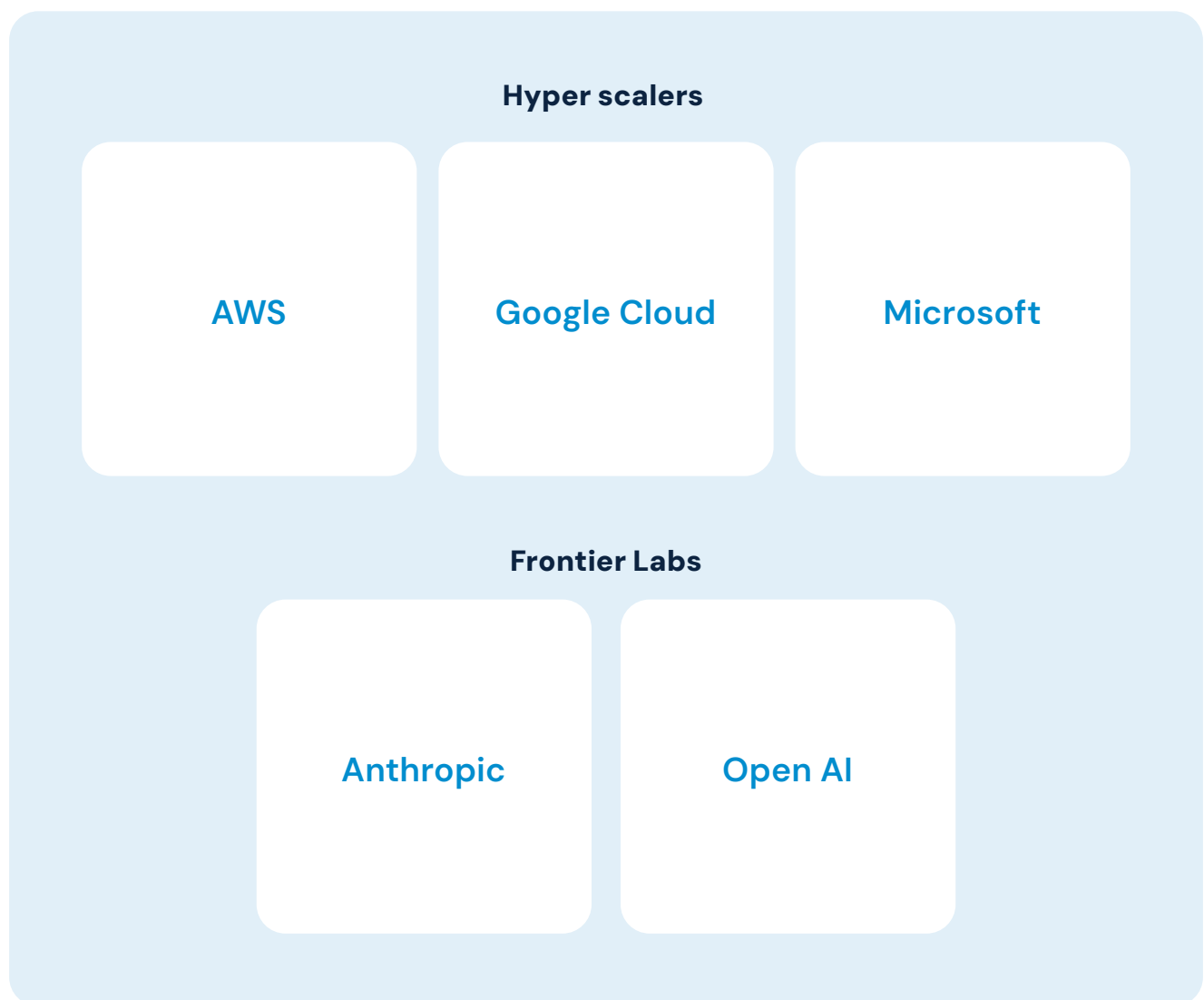
Suraj Amonkar

Chief AI Research Officer

Partnership and alliances

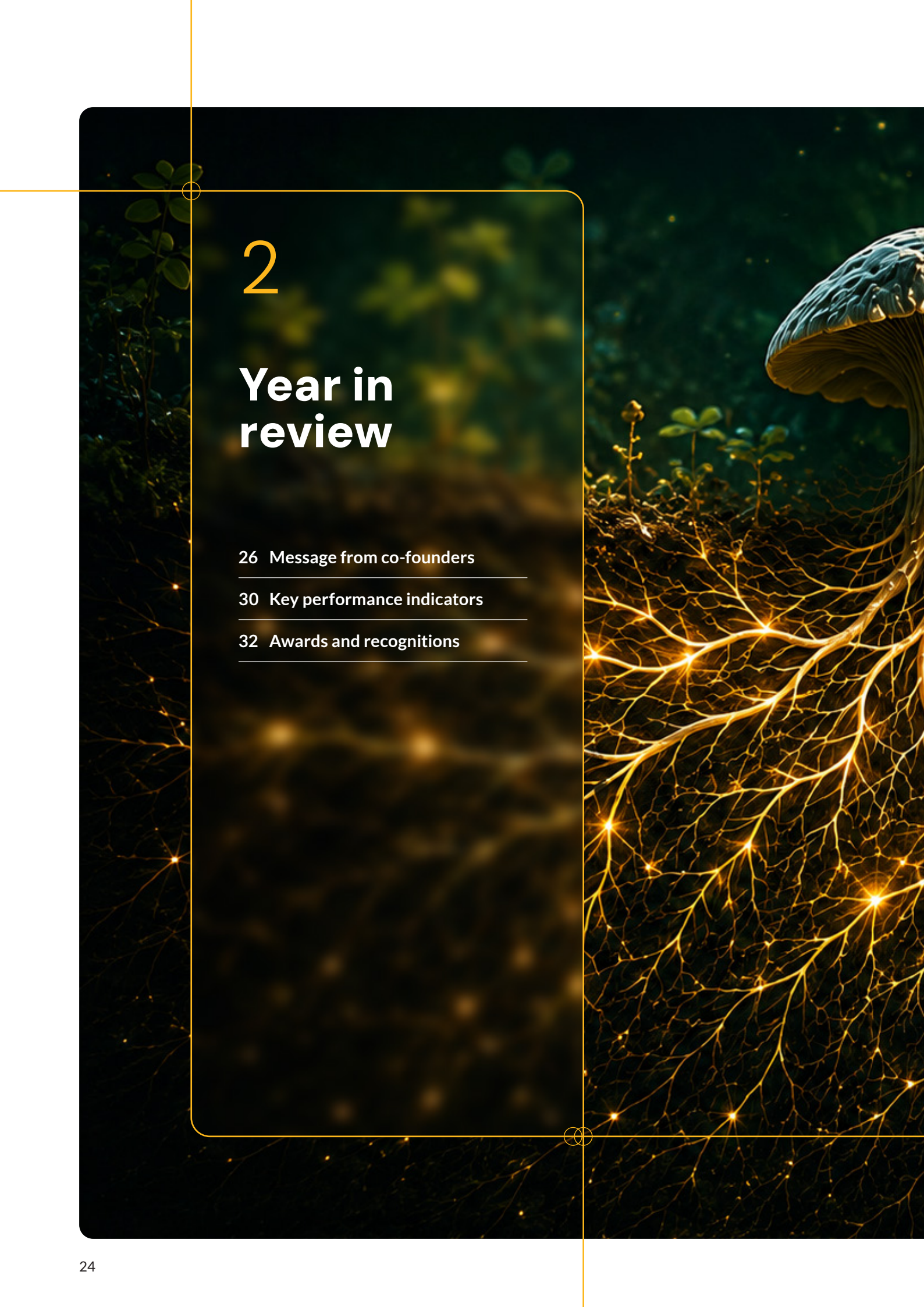
Driving impact through collaboration

At Fractal, we partner with leading data and technology companies, including hyperscalers, data & AI, application platforms and Frontier Labs, to elevate our technology and AI offerings for our clients. These strategic alliances enable us to expand our capabilities, uncover new revenue opportunities, enhance our client acquisition and lead generation and drive business growth. Together, we are shaping the future of technology and innovation.



Partner list mentioned above is indicative, and not exhaustive





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Year in review

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Message from co-founders

Dear Stakeholders,

For the last few years, most of the attention has been on the models. How intelligent are they? How much do they cost? Which model is ahead?

Those questions still matter. But the bigger shift is where value is moving.

AI systems can now work on complex tasks for hours. The cost of running the most capable AI models has fallen dramatically. Open models are rapidly closing the gap with the best closed models. Enterprises have access to more intelligence, from more providers, at lower cost than ever before.

As intelligence becomes abundant, the scarce things change.

The scarce things are context, trust and the ability to put AI to work.

A model does not know how a company's supply chain works. It does not know why a particular pricing decision was made, where critical knowledge sits inside an enterprise, which rules can be changed, or when human intervention is needed. Much of this knowledge lives across databases, documents, software systems and often in people's heads.

This is now the hard problem in enterprise AI.

Srikanth

Pranay



What has changed is the technology. For much of our history we powered those decisions with data, analytics and machine learning. As AI grew from narrow statistical models into the systems we have today, so did we. We are a pure-play AI company. We did not adopt AI as a trend. We have worked on it for our entire existence.

Companies have spent the last few years experimenting with AI. They are now asking a much bigger question: how do we redesign the way the enterprise works?

A bank can rethink the entire fraud process, from monitoring and investigation to dispute resolution. A consumer goods company can connect pricing, promotions and supply instead of optimizing each independently. A pharmaceutical company can answer a doctor's question in seconds, work that used to take days.

The opportunity has moved from individual tasks to entire workflows.

For Fractal, this is a natural extension of what we have always set out to do.

When we started Fractal in 2000, our belief was simple: better decisions create better companies. That became our vision, to power every human decision in the enterprise, and it has not changed since.

What has changed is the technology. For much of our history we powered those decisions with data, analytics and machine learning. As AI grew from narrow statistical models into the systems we have today, so did we. We are a pure-play AI company. We did not adopt AI as a trend. We have worked on it for our entire existence.

We have also developed a deep understanding of how large enterprises make decisions and how those decisions translate into outcomes. We understand the domains in which they operate, the data and systems underneath them, and the human behavior that ultimately determines whether technology gets adopted.

Along the way, we have built deep expertise in consumer goods and retail, financial services, healthcare and life sciences, technology, media and telecommunications, and other industries. We have invested consistently in AI research and built our own AI platforms and products. We have earned the trust of some of the world's largest to deploy AI in parts of their businesses where accuracy matters.

Trust becomes even more important as AI takes on more responsibility.

Enterprise AI has to understand the context of the enterprise, work securely with proprietary data and knowledge, and operate with clear controls and accountability. It also has to be designed around people, with a clear understanding of where human judgment adds value, where AI performs better, and how the two work together.

FY26 (April 2025 to March 2026) was a landmark year for us. We became a public company. Our clients expanded their work with us. We increased our investment in AI research and continued to build products for the future.

We believe the ability to solve these problems will distinguish the companies that create real value from AI. The last year gave us greater confidence in our ability to do exactly that.

FY26 (April 2025 to March 2026) was a landmark year for us. We became a public company. Our clients expanded their work with us. We increased our investment in AI research and continued to build products for the future.

Our results reflected this progress. Revenue grew 19% to ₹32,997 million, entirely organically. EBITDA grew 23% to ₹4,899 million, and profit after tax grew 30% to ₹2,868 million. Our Net Promoter Score was 78 for the year and reached 81 in the fourth quarter, one of the highest we have recorded. We increased our investment in R&D to 6.4% of revenue.

Message from co-founders

These numbers are important. The trust behind them matters even more.

More than 100 of the world's largest enterprises work with Fractal. Our ambition is to become increasingly central to how they use AI to run and transform their businesses.

Our R&D is producing AI with increasingly advanced capabilities. Vaidya.ai (Cogentiq Health), our healthcare AI, can reason through complex medical questions and has demonstrated world-leading performance on difficult medical reasoning. Fathom Deep Research can investigate complex questions, reason across large amounts of information and produce evidence-backed answers. PiEvolve, our AI for data science and machine learning, can autonomously test and improve solutions to difficult machine-learning problems.

We are also turning these capabilities into products that solve real business problems. Asper.ai is helping consumer goods companies bring pricing, promotions and demand planning together. Flyfish.ai uses a team of AI agents to perform sales work.

Underlying much of what we are building is a simple principle: advances across frontier and open models should make our products and solutions better as well. Our role is to make these models useful inside an enterprise by connecting them with the company's knowledge and data, giving them the tools and controls to act, and making them reliable enough to run real business processes.

The stronger the models become, the more we can build on top of them.

There is another change underway that we believe will shape the next decade.

For several years, the economics of AI have been discussed largely in terms of cost, particularly the cost of running AI models. That cost has been falling rapidly. As it falls, the more interesting question is the value AI can create. The conversation is shifting from cost per token to value per token.

The first wave of enterprise AI has focused heavily on efficiency: using AI to perform existing work faster and at lower cost. There is enormous value in that.

The larger opportunity comes from being able to do things that were previously too expensive, too slow or simply impractical. As the cost of intelligence falls, companies can apply it to many more decisions, more often and at far greater scale.

We have organized ourselves around this opportunity, with three priorities: AI-led Transformation, AI Foundations and AI for Work & Workforce.

This is why we believe AI can reduce the effort required for existing work while dramatically expanding the amount of work worth doing.

Some tasks will take a fraction of the effort they take today. Some existing work will disappear. At the same time, thousands of new applications of intelligence will become economically viable.

We are already seeing this in our conversations with clients.

AI has moved into core enterprise budgets. Programs are getting broader. Clients increasingly want to redesign complete business processes. They want greater control over their AI and their proprietary knowledge. They want the flexibility to use different models. They increasingly want partners who will stand behind business outcomes.

We have organized ourselves around this opportunity, with three priorities: AI-led Transformation, AI Foundations and AI for Work & Workforce.

AI-led Transformation helps enterprises redesign complete business processes with AI, moving from individual AI use cases to workflows that can reason, decide and act.

AI Foundations builds the underlying data, knowledge and technology that allow AI to work reliably inside a large enterprise. This includes bringing together knowledge scattered across the organization so that AI understands the company's context and can act on it securely.

AI for Work & Workforce helps enterprises rethink how people work alongside AI, including how they hire, learn, make decisions and get work done when every employee can have AI as a co-worker.

Cogentiq is the technology platform underneath all three. It brings together AI agents and tools, connects them securely to enterprise data and systems, and enables them to work together to run business workflows.

AI is progressing faster than enterprises can absorb it. The gap between what technology can do and what companies have deployed is widening. Closing that gap is the work ahead of us.

The direction is clear: more research, more intellectual property, more products and platforms and deeper responsibility for outcomes.

AI is progressing faster than enterprises can absorb it. The gap between what the technology can do and what companies have deployed is widening. Closing that gap is the work ahead of us.

Becoming a public company has given us a new responsibility: earning the trust of our shareholders every day. When someone puts their hard-earned savings into Fractal, we take that responsibility seriously. We will invest for the long term, maintain financial discipline and build Fractal as an institution that can endure.

There will be periods when the technology moves faster than we do. There will be ideas we get wrong and have to change. The standard we hold ourselves to is whether we learn quickly enough, stay close enough to our clients and continue building things of consequence.

The opportunity in front of us is extraordinary. Intelligence is becoming abundant. Every enterprise will have to decide what to do with it. We want Fractal to be the company they trust to turn that intelligence into better decisions, better actions and better businesses.

Thank you for your trust.

Srikanth & Pranay

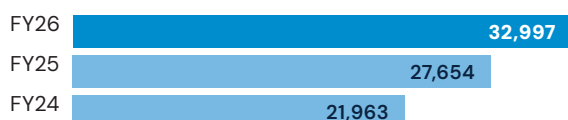


Key performance indicators

Delivering strong results

Our performance across key business indicators reflects the strength of our strategy, execution, and innovation-led approach. Even as we invested in R&D and future capabilities, we delivered strong results and remain well-positioned to drive sustained, industry-leading growth.

Revenue (₹ in million)



EBITDA (₹ in million)



EBITDA Margin (%)



PAT (₹ in million)



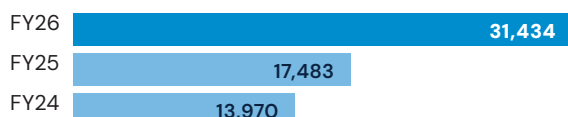
PAT Margin (%)



EPS⁴ (₹)



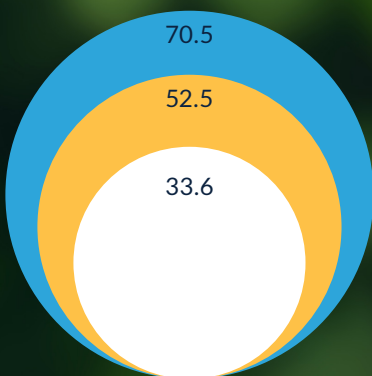
Net worth (₹ in million)



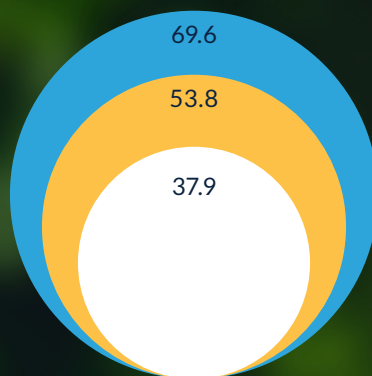
⁴ Basic EPS

Client concentration for Fractal.ai
(%)

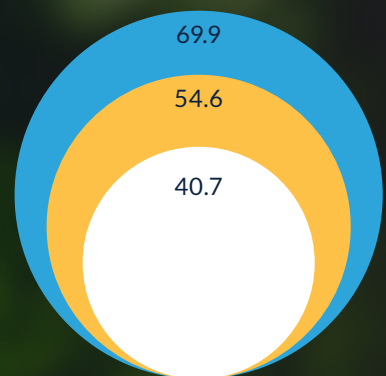
■ Top 20 ■ Top 10 ■ Top 5



FY 2026



FY 2025



FY 2024

Awards and recognitions

Honoring innovation and excellence

Our performance has been validated by leading industry analysts and research organizations across multiple dimensions including enterprise AI capabilities, technical capabilities, product innovation, leadership, and workplace culture, as detailed below.



Business & innovation

- Our AI Research team won Best LLM for Fathom at The Economic Times Making AI Work Awards 2025.
- Our AI Research team won Best AI Application of Tech for Good for Vaidya.ai at the Financial Express FuTech Summit & Awards 2025.
- Named Microsoft's 2025 Retail & Consumer Goods Partner of the year.

Industry recognition

- Leader in the Forrester Wave™: Customer Analytics Services, Q2 2025.
- Leader in the Everest Group Data & AI Services Specialists - North America PEAK Matrix® Assessment 2025.
- Leader in ISG Provider Lens™ Generative AI Services 2025 - Global.
- Leader in ISG Provider Lens™ Advanced Analytics & AI Services 2025 - Europe & Global.
- Leader in ISG Provider Lens™ Specialty Analytics Services for Retail & CPG, Supply Chain, and Lifesciences & Healthcare (2025).
- Niche Player in the Gartner® Magic Quadrant™ for Marketing Mix Modeling Solutions 2025.
- Major Contender in Everest Group Global Capability Center (GCC) Transformation Capabilities in India - PEAK Matrix® Assessment 2025.
- Major Contender in Everest Group Life Sciences AI and Analytics Services for Commercial PEAK Matrix® Assessment 2025.



Engineering excellence

Leader in Data Engineering PeMa Quadrant 2025 by Analytics India Magazine.



Awards and recognitions

Corporate & leadership recognition

- Best Tech Startup at the Entrepreneur India IDEA Awards 2025.
- Best Workplace of the Year 2025 by Entrepreneur India Magazine.
- Best AI for Supply Chain Optimization at the Entrepreneur India AI Awards 2025.
- Srikanth Velamakanni recognized among Forbes India Top 30 Minds in AI 2025.
- Srikanth Velamakanni named Entrepreneur of the Year 2025 at The Economic Times Entrepreneur Awards.
- Srikanth Velamakanni received the Distinguished Alumnus Award 2025 from IIT Delhi.
- Srikanth Velamakanni awarded an Honorary Doctorate (Ph.D. Honoris Causa) by NIIT University.
- Srikanth Velamakanni won AI Business Leader of the Year at the Economic Times AI Awards 2026.



People & workplace

- Certified as a Great Place to Work® (GPTW) for the tenth consecutive year across India, USA, UK, and UAE.
- Ranked amongst India's 100 'Best Companies to Work' by GPTW.
- India's Top 100 Best Workplaces™ for Women by GPTW for the sixth consecutive year.
- #22 on Glassdoor's Best-Led Companies List 2025.
- Gold Award for Excellence in HR Data Analytics at the ET Human Capital Awards 2026.
- Silver Award for Excellence in the Use of Generative AI for HRM at the ET Human Capital Awards 2026.
- Bronze Award for Excellence in Organizational Development at the ET Human Capital Awards 2026.
- Brandon Hall Group Silver Award for Leadership Development in recognition of our Mentoring Program.



3

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Our pillars

The foundation of our AI ecosystem

For over two decades, Fractal has combined AI, engineering, design, and domain expertise through the Fractal Approach. Coming into FY27, we sharpened this into three pillars, one platform, one go-to-market: AI-led Transformation (AIT), AI Foundations (AIF), and AI Work & Workforce (AIW) - addressing the three dimensions every enterprise must get right to scale AI: reimagining business processes, modernizing technology foundations, and enabling workforce transformation.

Each pillar is delivered through integrated teams of AI, engineering, design, and domain specialists, with Cogentiq, our flagship agentic AI platform, powering solutions across all three. One go-to-market through a common commercial office brings them to clients as a single, integrated capability — rather than three separate practices — enabling enterprises to scale AI adoption, accelerate value creation, and drive sustainable business transformation.



Pillar 1 – AI-led Transformation (AIT)

The process dimension: helping clients reimagine business workflows with AI to drive measurable outcomes.

AI-led Transformation (AIT) is the process pillar of Fractal's AI proposition, helping enterprises reimagine how work gets done. Within AIT, two complementary engines translate deep functional and client-facing expertise into reusable, Cogentiq-native software: AIT-Functional, focused on internal operations, and AIT-Customer, focused on revenue-facing functions.

AIT – Functional (Supply chain & finance)

AIT-Functional is Fractal's central engine for converting deep operational and financial expertise into reusable, Cogentiq-native software. It comprises two offerings that share a common operating model: software led development and deployment across clients and industries, with Fractal owning deployment and value realization.

Supply chain

AI-native decision systems spanning planning, sourcing, manufacturing, inventory, and distribution - addressing problems such as contract and commercial risk, demand and inventory volatility, and logistics disruption. The offering will help unlock measurable operating outcomes, such as service levels, working capital, and cost to serve for the clients.

Finance

AI-native software for core finance operations, beginning with order-to-cash and expanding into procure-to-pay and record-to-report, replacing manual, people-intensive finance work with governed, agentic workflows. Helping clients unlock value across cash conversion, margin, productivity, and close speed.

AIT – Customer (Sales and marketing and customer experience)

AIT-Customer replaces the fragmented point solutions common across enterprise marketing, sales, and customer experience functions with a single, integrated, agentic operating model built on Cogentiq and governed for accountability from the outset. It is structured as three connected offerings, each building on the one before it:

Sales

Converts that context into revenue through AI-powered pipeline generation, account intelligence, and seller productivity. Consists of Flyfish.ai, Cogentiq Campaign Assist.

Marketing

Builds the underlying data and context layer needed to understand customers and campaigns.

Customer experience

Closes the loop through AI-led customer support, retention, and service resolution. Consists of Cogentiq CX.

As with AIT-Functional, the goal is to move enterprises from managing dozens of disconnected marketing, sales, and service tools toward a single, governed, AI-native layer - with a small set of Cogentiq-based products serving as initial, provable entry points into each client relationship.



Our pillars



Pillar 2 – AI Foundations (AIF)

The technology dimension: driving higher performance of AI models with enterprise data, including governance, responsible AI, and technology modernization.

AI Foundations (AIF) builds data, governance, and technology layer enterprises need to move AI from pilots to production at scale. We focus on enterprise context, domain semantics, and decision intelligence - turning infrastructure into something that understands your business.

Most enterprises have invested in AI but still lack systems that run reliably in production. Our approach closes that gap by providing unified governance, enterprise context, and responsible AI practices embedded from the start.

At the core of AIF is our enterprise context layer - an ontology and knowledge graph foundation that binds structured and unstructured data to real business meaning, so AI systems reason with genuine understanding of a client's operations rather than simply

querying tables. This is layered with an agent platform that gives enterprises reusable, production-grade agent capabilities across the engineering and delivery lifecycle, and a governance layer that manages models from every provider under a single, auditable control plane - covering routing, cost, performance, and compliance. Complementing these is our migration and modernization capability, which uses ontology-guided, AI-driven methods to modernize legacy data and code estates in a fraction of the time manual approaches require.

Responsible AI and governance are embedded throughout this foundation rather than bolted on afterward - spanning identity and access control, data protection, model risk management, and regulatory compliance - so that as AI agents take on more autonomous, higher-stakes work, enterprises retain the assurance and auditability that regulators and boards require.

By combining AI, engineering, governance, and data management into a single accountable foundation, AIF gives organizations the intelligence layer they need to adopt AI safely, reliably, and at enterprise scale — converting platform investment into durable, compounding advantage.

Pillar 3 – AI Work & Workforce (AIW)

The people dimension building enterprise-wide AI fluency and proving its business value.

AI Work & Workforce (AIW) addresses the people dimension of AI transformation. Across the industry, AI investment remains heavily skewed toward tools and infrastructure, while the people capability needed to actually use AI - training, workflow change, leadership alignment - remains the most under-invested and most consistently cited driver of AI ROI. AIW closes this gap by making every role in enterprise AI fluent, moving people from basic tool adoption to AI-native ways of working.

What differentiates our approach is that it is built and delivered by practitioners who deploy AI for Fortune 500 clients at scale, not by training or content vendors. Learning is customized to each role, domain, and AI-maturity level, and turned into deployable AI projects rather than passive coursework. Progress is proven through a proprietary AI maturity index that measures real adoption, and not course completions or certificates.

Our current AIW capabilities focus on AI Upskilling, and AI Adoption.

AI Upskilling focuses on building AI literacy and applied AI capabilities across the workforce. Through platforms such as Analytics Vidhya, one of the world's largest data science communities, alongside Fractal Analytics Academy (FAA), Iqigai and MarshallGoldsmith.ai, we provide scalable learning pathways that help employees, leaders, and executives develop the knowledge and skills needed to participate effectively in AI-led transformation.

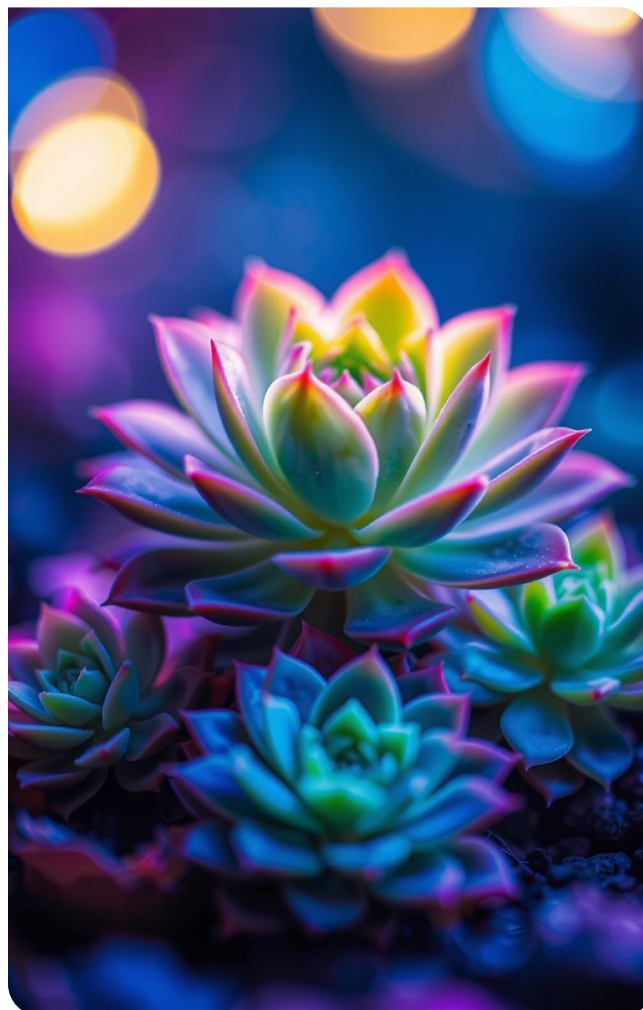
AI Adoption ensures that AI solutions become embedded in day-to-day operations and decision-making. By combining change management, user experience design, behavioral science, and adoption measurement, we help organizations drive sustained behavioral change and maximize the value of AI investments.

These capabilities are not theoretical - they are expressed in a portfolio of products and solutions that Fractal has built, deployed, and continues to deepen on behalf of clients.

How the pillars come together for clients – Integrated Business Units

AIT-Functional, AIT-Customer, AIF and AIW are Fractal's solution factories: they own and build reusable, Cogentiq-native software intellectual property. Delivering that software to clients is the responsibility of integrated teams - combining AI, engineering, design, and domain expertise - that sit within Fractal's client-facing business units: Consumer Products and Retail (CPGR), Financial Services and Insurance (FSI), Healthcare and Life Sciences (HLS), and Technology, Media and Telecom (TMT), alongside our APAC and Europe geographies. These units are organized around industry and geography rather than functional or skill-based silos.

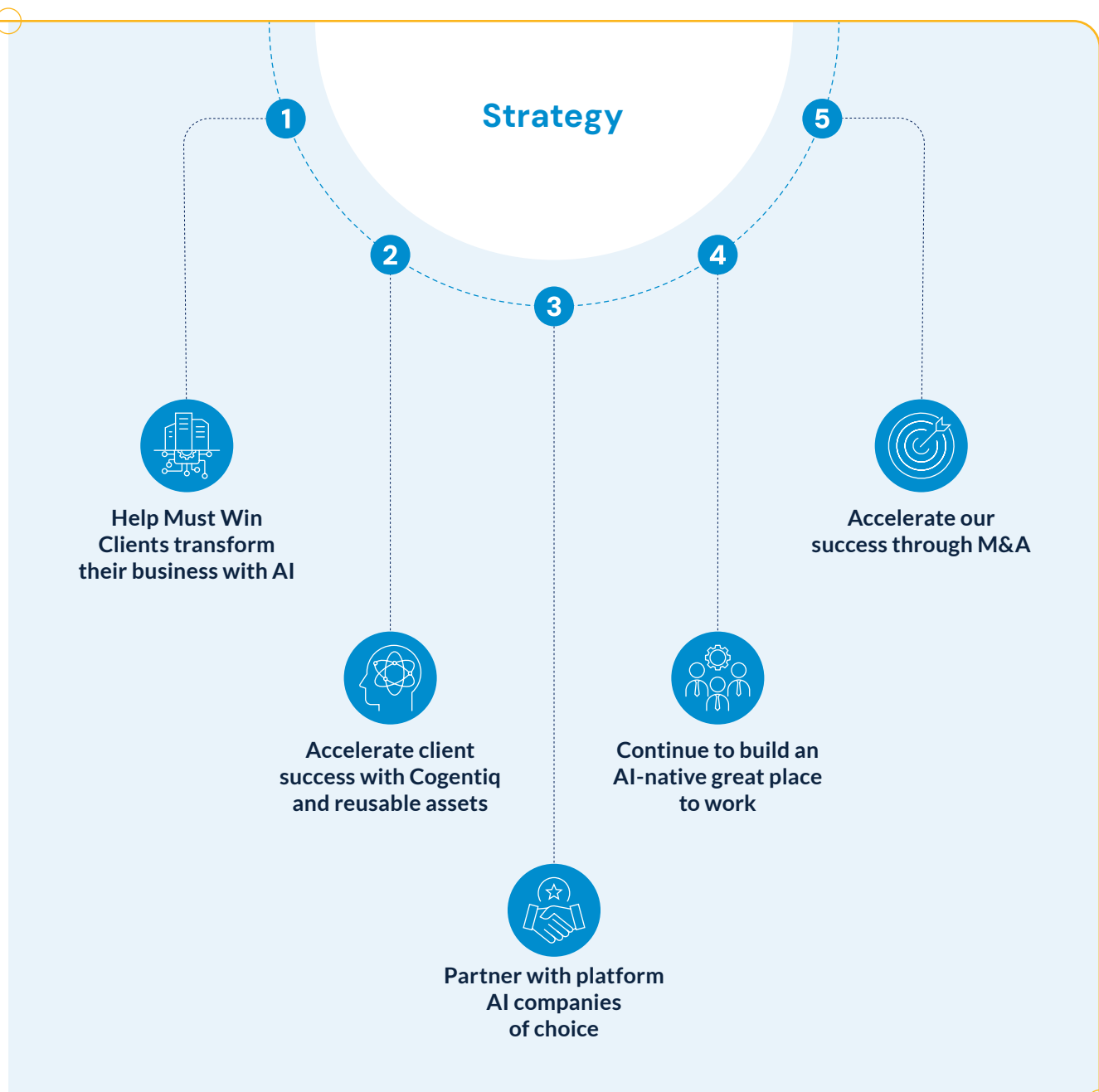
Each business unit is accountable for client impact and orchestrates the AIT-Functional, AIT-Customer, AIF and AIW teams behind the scenes to deliver software driven, industry contextualized solutions to the clients.



Strategy

Positioned for the next phase of growth

Our long-term growth strategy is centered on five strategic priorities: helping Must Win Clients (MWCs) unlock business transformation through artificial intelligence (AI); accelerating client success through Cogentiq and reusable assets; deepening partnerships with leading AI platform providers; continuing to build an AI-native great place to work; and pursuing disciplined mergers and acquisitions (M&A) to strengthen our capabilities and expand our market presence.





Help Must Win Clients transform their business with AI

Our strategic objective is clear- to create measurable value for clients through enterprise-wide AI transformation. We remain focused on serving Must Win Clients (MWCs) across our target markets-the United States, the United Kingdom, Europe, Australia, and the Middle East-by deepening relationships with existing clients while expanding our footprint with new strategic accounts through our sales, account management, partnerships, and alliances teams.

We support clients throughout the AI transformation journey, from ideation and development to deployment and adoption. Our engagement model is anchored at the CXO level, helping business leaders reimagine workflows and operating models, technology leaders modernize data and AI foundations, and workforce leaders drive enterprise readiness and upskilling for an AI-enabled future.

To strengthen our ability to deliver impact, we continue to deepen our understanding of clients' business, data ecosystems, and technology landscapes, while investing in the technical, domain, and functional capabilities of our teams. We are increasingly building AI foundations and agentic systems as the default architecture for enterprise transformation, enabling platform-led, outcome-driven execution at scale.

Our client-centric approach is enabled through integrated account teams led by dedicated client business partners who work closely with stakeholders to identify priorities, orchestrate the right capabilities, and deploy relevant AI products, platforms, and reusable assets. This model helps ensure consistent delivery, stronger outcomes, and deeper client relationships. We monitor client satisfaction through Net Promoter Score (NPS), a globally recognized measure of customer advocacy and loyalty.



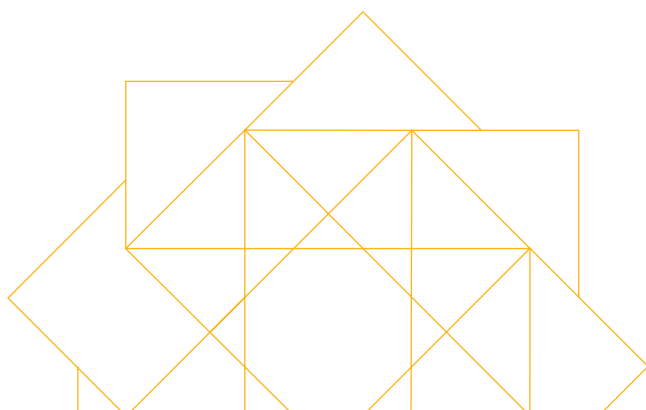
Accelerate client success with Cogentiq and reusable assets

We continue to invest in AI platforms, reusable assets, and advanced research capabilities to accelerate client success and enhance the speed, consistency, and scalability of enterprise AI transformation. By combining Cogentiq, PiEvolve, and other productized capabilities with our expertise in AI, engineering, design, and domain consulting, we help clients move more efficiently from solution ideation and development to implementation and enterprise-wide adoption.

At the center of this approach is Cogentiq, our enterprise agentic AI platform. We are leveraging Cogentiq to reimagine service delivery by standardizing repeatable components, improving productivity, and enabling more consistent execution across engagements. The platform empowers enterprises to build, deploy, and enhance AI solutions through a comprehensive ecosystem of agents, tools, and connectors, supported by low-code development, governance, security, auditability, and interoperability capabilities. We are also progressively migrating selected AI products onto Cogentiq to make them more agentic, scalable, and enterprise ready.

In addition, we are expanding the commercialization of functional and industry-specific AI solutions built on Cogentiq, including offerings such as Cogentiq Invoice to Cash and Cogentiq Underwriting. Alongside this, we continue to advance multi-agent systems such as PiEvolve, which enhance software development productivity and support increasingly autonomous data science and AI problem-solving.

Our commitment to innovation is further reinforced through ongoing investments in frontier AI research and development. Through platforms such as PiEvolve and Vaidya.ai, as well as initiatives including the India AI Mission, we continue to push the boundaries of AI capabilities. Our research efforts span agentic, knowledge, reasoning, and action systems, supported by proprietary foundational models and AI assets such as Kalaido.ai, Vaidya.ai, Fathom-R1-14B, and Fathom Deep Research, strengthening our ability to deliver next-generation AI solutions for clients.



Strategy



Partner with platform AI companies of choice

We have established strategic relationships with leading AI and technology platform providers, including hyperscalers such as Microsoft Azure, AWS, Google Cloud, data platform companies and frontier AI enterprises such as OpenAI and Anthropic. By cultivating a diversified ecosystem of partnerships, we aim to strengthen our relevance within our clients' evolving technology, data, and AI landscapes while expanding our ability to deliver best-in-class solutions.

Our partnership model is built on creating mutual value. We work closely with partner account teams across shared client relationships, supporting their strategic objectives while leveraging their technology capabilities, resources, and innovation ecosystems to enhance client acquisition, lead generation, and solution delivery. This collaborative approach enables us to create greater value for clients while deepening strategic alignment with our partners.

We continue to engage in joint planning initiatives with our partners to identify go-to-market opportunities, co-investment programs, funding avenues, and growth initiatives. Where available, we leverage partner-sponsored funding programs to accelerate deal momentum, improve client conversion rates, and expand the reach of our AI-led offerings.

A key focus area is developing a deep understanding of our clients' technology roadmaps, particularly their cloud, data, and AI platform strategies. This enables us to align our solutions with their evolving priorities and identify opportunities for business expansion. We also continue to invest in training and certifications to strengthen our teams' expertise across partner ecosystems, while integrating partner technologies into our services, platforms, and solutions. This approach allows us to deliver transformation programs and accelerate time-to-value for clients.



Continue to build an AI-native great place to work

We believe our culture is a key long-term differentiator and a critical enabler of sustainable growth. As we continue to build Fractal for the future, we remain committed to fostering a workplace defined by trust, transparency, freedom, and continuous learning, guided by our values and people principles. Our ability to attract, develop, and retain exceptional talent remains fundamental to delivering value for clients and achieving our strategic objectives.

Our hiring philosophy is anchored in a set of core principles that shape how we build our workforce. We hire for Fractal first and then for specific roles, seek individuals who continually raise performance standards, embody our values in every interaction, demonstrate strong learning agility and potential, and contribute diverse perspectives that strengthen innovation and inclusion across the enterprise.

To attract top talent at scale, we leverage multiple recruitment channels, including Iqigai.ai, our AI-powered hiring assessment platform, the Imagineer Program for campus hiring, the Crossover Program for career transitions, lateral hiring initiatives, and programs supporting professionals returning from career breaks. During the year, we processed nearly 200,000 applications while maintaining a highly selective hiring ratio of 0.8%, reflecting our focus on quality and excellence.

Aligned with our core value of Learn and Grow, we continue to invest in continuous learning, capability development, and specialization across all levels of the enterprise. Our learning ecosystem includes the Fractal Analytics Academy (FAA), Analytics Vidhya, and a range of leadership development programs designed to help employees deepen technical expertise and strengthen leadership capabilities. We also encourage a culture of knowledge sharing through dedicated internal platforms such as LIMEN for behavioral science and Delta for Generative AI (GenAI) practices and techniques.

Leadership development remains a strategic priority. Through targeted leadership programs and mentoring initiatives, we are building a strong pipeline of future leaders. During the year, Mentoring@Fractal evolved into a structured, multi-format program involving more than 200 participants and was recognized with a Brandon Hall Silver Award 2025 in the category of Best Coaching and Mentoring Program.

We are also embedding AI across our internal operations to improve productivity and employee experience. Our AI-powered hiring platform, Iqigai.ai, and Dexter, our virtual AI assistant for employee support, help streamline processes across talent acquisition, IT services, human resources, and payroll. In addition, we continue to deploy AI-enabled talent allocation systems, coding productivity tools, and proprietary AI coding agents to improve operational efficiency and accelerate the development of AI solutions.

Through leadership engagement, employee experience initiatives, internal mobility, collaborative learning, and ongoing investments in talent development, we aim to create an environment where Fractalites can thrive, innovate, and deliver exceptional outcomes for our clients.



Accelerate our success through M&A

Our mergers and acquisitions (M&A) strategy is designed to strengthen our client-centric approach while enhancing our capabilities, market reach, and long-term growth prospects. We continue to selectively pursue acquisitions and strategic investments that complement our existing technical, functional, and domain expertise, enabling us to deliver greater value to clients across industries and geographies.

We evaluate potential opportunities through a disciplined framework that considers strategic alignment, complementary capabilities, client relevance, talent synergies, geographic expansion potential, and long-term value creation. This approach enables us to identify businesses that can strengthen our competitive position while supporting our broader growth objectives.

Over the years, we have developed a comprehensive and proven M&A process, refined through multiple successful transactions. This framework is designed to optimize capital allocation, mitigate execution risks, and maximize the strategic and financial benefits of each acquisition. Our long-standing focus on M&A as a growth lever has strengthened our ability to identify attractive opportunities, evaluate targets, integrate intellectual property, and retain acquired talent, ensuring sustained value creation over time.

Our acquisition history demonstrates the role of M&A in accelerating innovation and expanding capabilities. The acquisition of Samya.ai, which evolved into Asper.ai, enhanced our capabilities in demand forecasting, revenue growth management, and decision intelligence. The acquisition of Senseforth.ai, now powering Cogentiq

CX, strengthened our expertise in natural language processing, Generative AI (GenAI), and conversational AI while contributing to the evolution of the Cogentiq platform. The acquisition of Analytics Vidhya expanded our workforce capability-building, AI learning, and talent development ecosystem, while Neal Analytics enhanced our data engineering capabilities, strengthened our cloud-first offerings, and broadened our partnerships within leading hyperscaler ecosystems.

Drawing on the lessons from past transactions, we have established a robust integration framework to support future acquisitions. Our integration teams work closely with founders and leadership teams to prepare enterprises for integration, align operating models, and accelerate the realization of strategic synergies. With a strong track record of identifying, acquiring, and successfully integrating complementary businesses, we will continue to pursue selective acquisitions and strategic investments that enhance our capabilities and accelerate the execution of our long-term growth strategy.



Governance, security, and sustainability

Strong governance, robust security practices, and responsible sustainability initiatives form the foundation of our long-term growth strategy. We maintain the highest standards of security, compliance, and ethical business conduct.

We continue to invest in advanced security technologies, skilled talent, resilient processes, and infrastructure to safeguard our operations and client data. Our cybersecurity and compliance teams proactively assess risks, monitor emerging threats, and continuously enhance our security controls and frameworks. With the growing adoption of Generative AI (GenAI), we have implemented comprehensive usage policies and governance mechanisms to mitigate data privacy, security, and compliance risks while enabling responsible AI adoption across the enterprise.

Client-first approach

Client-centric partnerships for enterprise transformation

We strive to be a strategic partner to our clients by delivering a wide range of end-to-end AI solutions across business functions and teams, helping enterprises power decisions and drive meaningful outcomes.

Our strategic focus is to take client centricity to the next level through integrated engagement models. We operate with dedicated client teams led by business partners who work closely with key stakeholders to understand priorities, co-create solutions, and deliver measurable value. These teams collaborate seamlessly with our internal capabilities to ensure that the right solutions are deployed to address evolving business needs.

As part of this approach, we have identified Must Win Clients based on our 10-20-30 principle (company having annual revenue of \$10 billion, or market capitalization of \$20 billion, or customer base of 30 million), serving large global enterprises end-to-end and investing deeply in long-term partnerships. We work with clients across the entire AI solution lifecycle - from ideation to adoption helping them navigate complexity and embed AI into enterprise, decision-making.

We seek to continuously expand our relationships by solving additional business problems within departments, scaling successful solutions across geographies, and building partnerships with new teams within the same enterprise. This enables us to evolve from a vendor to a comprehensive AI partner, driving sustained value across our clients' enterprises.

Our ability to address industry-specific challenges through client-specific solutions is underpinned by our deep technical, domain, and functional expertise. This allows us to contextualize technology within each client's business environment, ensuring that every solution is tailored, scalable, and aligned to business outcomes.



Decision-backward approach

Our mission is to power every decision in client enterprises, believing that better decisions lead to better outcomes. Our "decision-backwards" approach starts with understanding the critical decisions needed for desired business impact. Unlike the typical "data and technology-forward" method, we begin by defining the business problems and decisions to be made, then work backward to determine the necessary data, algorithms, and systems. This user-centric method ensures we build the optimal data architecture, create the most relevant AI algorithms, and design and implement the final AI solution tailored to address specific business challenges.



Investing in R&D

Being client-centric also entails investing and innovating on behalf of our clients. It enables us to expedite results for our clients while demonstrating our AI expertise - we spent 6.4% of our revenues on R&D in FY 2025-26. Our dedicated research team conducts extensive fundamental research in emerging areas like GenAI, Quantum computing, and Computational Neuroscience with a focus on developing capabilities that align with our client's future needs. This research has yielded tangible outcomes, including publicly accessible AI products such as MarshallGoldsmith.ai and Vaidya.ai. Moreover, we have developed a range of AI courses available on Coursera, catering to a broader audience and fostering widespread knowledge dissemination.

6.4%

R&D spend % of revenue

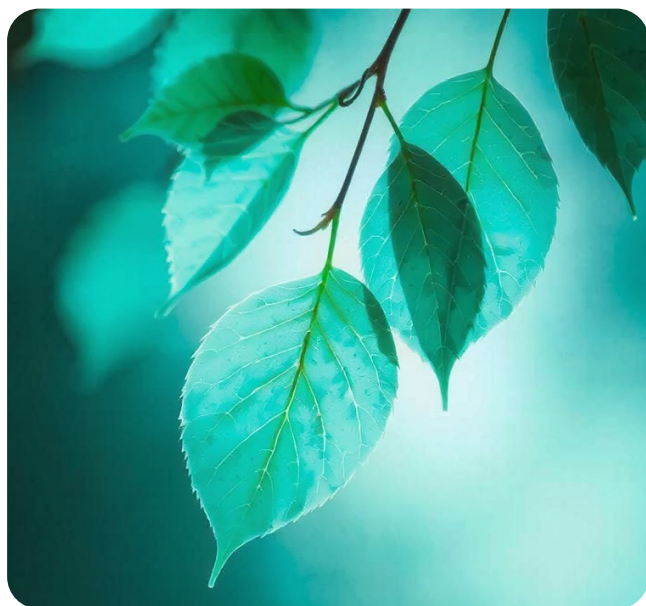


Industry engagement

As part of our client-centric approach, we host exclusive events like Client Advisory Boards, Executive Summits, and Roundtables, and actively engage in leading third-party conferences. The platforms bring together senior executives from Fortune 500 enterprises to share cutting-edge insights, foster peer connections, and drive client growth. This direct engagement helps us align our strategies with evolving client needs.

We hosted six Executive Summits in New York, San Francisco Bay Area, London, Amsterdam, and Bengaluru, as well as nine roundtables globally, with attendance from more than 250 clients. Agendas centered on exploring the evolution of intelligence; applying agentic and autonomous AI in the enterprise; realizing ROI from GenAI and machine learning; scaling enterprise AI from pilots to performance; building an AI ready enterprise and driving enterprise transformation; and advancing AI infrastructure and enterprise grade deployments.

Additionally, our annual flagship magazine, ai:sight focuses on elevating value creation, driving growth, and thriving in a dynamic economic environment. We feature voices from transformational individuals who are redefining organizational operations and interactions. As agents of change, they offer unique insights and experiences.



Executive Summits – US & UK-EU

Executive Summit events combine keynotes, fireside chats from industry experts, and peer-to-peer executive knowledge-sharing sessions.



ET AI Awards 2026 & India Today Conclave 2025

Srikanth Velamakanni, co-founder and group CEO, Fractal talked about India's AI ecosystem and the AI revolution in high-impact panel discussions



Executive Summit – India

Over 50 AI, analytics, and GCC leaders came together at the Bengaluru Executive Summit for an evening of ideas exchange, reflection, and leadership dialogue.

Client-first approach



Amsterdam

(June 2025)

London

(June 2025)



NY

(March 2025)

SF Bay Area

(September 2025)



Bengaluru

(December 2025)

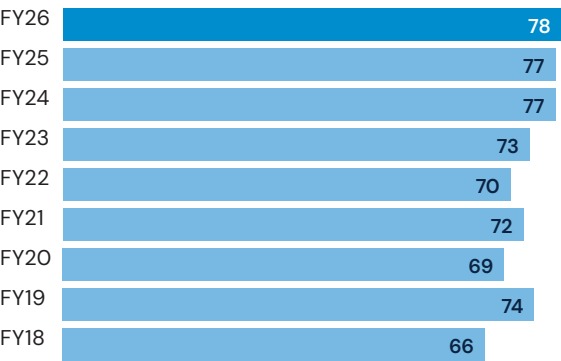
ET AI Summit & Awards



Net Promoter Score – 78

Over the past few years, our Net Promoter Score (NPS) has consistently remained at 70 or higher, reflecting our remarkable growth and progress. Clients consistently rate us highly for our responsiveness, business understanding, and communication. Clients expect us to deliver fresh ideas and perspectives.

Net Promoter Score over the years



Recognitions

The recognition we receive from respected industry leaders validates our commitment to delivering consistent value to our clients.

FORRESTER®

Recognized as a Leader in The Forrester Wave™: Customer Analytics Services Providers across five consecutive evaluations - 2017, 2019, 2021, 2023, and 2025.

Everest Group®

Named a Leader in the Everest Group Data and AI Services Specialists PEAK Matrix® Assessment 2025 and its predecessor Analytics and AI Services Specialists PEAK Matrix® Assessments in 2021, 2022, and 2024.

Gartner®

Featured as an Honorable Mention in Gartner's Pure-Play Data and Analytics Providers category for four consecutive years from 2019 to 2022.

AIM RESEARCH

Categorized as a Leader by AIM Research in its 2025 PeMa Reports for Data Engineering, Data Science Services, Generative AI Services, and Agentic AI Services, and as a Seasoned Vendor in the 2026 Agentic AI Platform Providers PeMa Report.

*ISG

Recognized as a Leader in ISG Provider Lens™ 2025 across Specialty Analytics for Supply Chain, Consumer Products & Retail, and Healthcare & Life Sciences.

Recognized as a Leader in ISG Provider Lens™ 2025 for 'Generative AI' and 'AI & Advanced Analytics Services'.

Case studies

All our client engagements begin with a deep understanding of client's business challenges, decision-making context, and organizational readiness. The following case studies illustrate this client-centric approach and how it translates into measurable value across diverse business scenarios.



Sales representatives of a pharma major were taking 3–4 days to respond to queries from healthcare professionals (HCPs)

The client is a major pharmaceutical company with a large field sales force engaging healthcare professionals (HCPs) across multiple therapeutic areas and markets.

Challenge

Every interaction between a sales representative and a healthcare professional is a high-stakes knowledge moment. Doctors ask specific, detailed questions on efficacy, safety, patient selection, treatment pathways, clinical guidelines, and competitor positioning -and they expect fast, precise answers.

However, the client's existing process for responding to these queries took 3-4 days, requiring representatives to route questions through medical and compliance teams before a verified response could be shared. This created friction in HCP engagement, slowed brand conversations, and limited the ability of field teams to respond with confidence in real time. The challenge was not just speed, responses also needed to remain accurate, compliant, and fully evidence-backed.

Solution

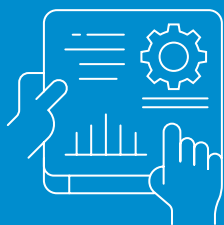
We built an agentic platform that enabled sales representatives to access cited, confidence-scored answers to clinical queries in seconds. The platform drew from approved medical and scientific content to generate responses that were accurate, compliant, and traceable to source evidence. Automated retrieval, citation, confidence scoring, and response-quality checks helped improve reliability.

By bringing real-time clinical intelligence directly into the hands of field teams, the solution standardized and accelerated HCP engagement quality across the enterprise, ensuring that every response is grounded in evidence, regardless of the individual representative's experience or therapeutic knowledge.

Impact

Response times to HCP queries were reduced from 3-4 days to seconds, fundamentally transforming the speed and quality of field engagement. The platform has enabled real-time HCP interactions, faster brand preparation, and consistent, evidence-backed responses across both commercial and medical teams, elevating the client's credibility and responsiveness in every clinical conversation. The platform is live in production across initial brands, with additional brands and markets in the onboarding pipeline.

HCP query response time reduced from 3–4 days to seconds



Marketers at a Fortune 50 consumer technology major were losing days to manual analysis of fragmented data

The client is a Fortune 50 global consumer technology company whose marketing function manages high-volume product and services content across a major global website and multiple campaign channels.

Challenge

The client's marketing team required fast, reliable insights into customer behavior and campaign performance, drawing from multiple data sources including high-volume clickstream signals, campaign tracking systems, and enterprise knowledge repositories. However, these sources were fragmented across systems, and the existing process relied on manual analysis of large datasets—slowing decision-making and limiting the team's ability to respond to performance signals with agility. Despite having access to rich data, the lack of a unified system meant that actionable insights were difficult to surface at the speed the business demanded.

Solution

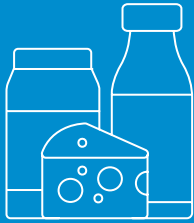
We designed and deployed an AI-powered intelligence platform that brings together the client's structured and unstructured data sources into a single, governed experience. The platform enables marketing teams to query data conversationally and access both real-time descriptive insights and prescriptive recommendations, reducing dependence on manual reporting and enabling faster, more informed decisions. Built for enterprise scale, the solution provides a foundation that extends beyond marketing intelligence into broader decision-support capabilities across the organization.

Impact

Time-to-insight improved by over 75%, compressing analysis cycles from days to hours and enabling the marketing function to act on performance signals significantly faster. The platform established a scalable foundation for enterprise-wide intelligence, with a clear path to expand into additional business functions and use cases.

75%+ reduction in time-to-insight
(days → hours)

Case studies



Data engineers at a global CPG major were spending a day to build each data pipeline

The client is a global consumer goods company operating at scale across markets, with extensive data engineering requirements to support analytics, reporting, and data science initiatives.

Challenge

The client faced high costs and long cycle times in data engineering, particularly in translating business requirements into production-ready data pipelines. A disproportionate share of engineering spends, including work delivered through major vendor partners was concentrated in repetitive, low-value tasks such as ingestion, testing, and deployment. This left limited capacity for critical data science work

Solution

We designed and deployed an AI-powered data engineering platform that accelerates the full data pipeline lifecycle across design, development, deployment, and documentation. The platform was tailored to the client's environment and mandated for use across internal teams and all major vendor partners, establishing a single standard for how data pipelines are built and maintained across the enterprise.

By shifting data engineering surplus bandwidth from data pipeline work toward more outcome-oriented data science activities, the platform enables teams to deliver faster while maintaining consistent quality and governance at scale.

Impact

The platform has enabled 4x faster pipeline development, significantly accelerating data and AI delivery. Adopted by hundreds of active users, it is helping shift engineering capacity toward higher-value data science and advanced analytics initiatives. By streamlining data operations and improving productivity, the solution provides a scalable, high-throughput foundation for delivering AI-driven business outcomes at scale.

**Pipeline build became
~4x faster**



A top US healthcare payer had a large software team and a very small central AI team

The client is a large global healthcare enterprise managing a significant portfolio of AI initiatives, supported by a central AI team and a large, distributed engineering workforce.

Challenge

The client had an ambitious roadmap of hundreds of AI projects planned over the next 2-3 years, but its central AI team consisted of only few hundred professionals. While the client had a pool of over tens of thousands of software developers with strong coding capabilities, these teams lacked the AI expertise required to contribute to AI delivery.

This created a critical capability bottleneck. Generic training programs and tool-based approaches were insufficient-the objective was not course completion, but building real, deployable AI expertise aligned to the client's project pipeline and healthcare context.

Solution

We designed an AI powered structured workforce transformation program to upskill software developers into deployable AI professionals. The program mapped the specific skills required for AI project delivery, created a mandatory learning journey linked directly to real project deployment, and built a scalable community of AI builders to augment the central AI team. The program lifecycle was completely AI powered with AI powered skill assessment, AI generated course content and finally AI powered grading.

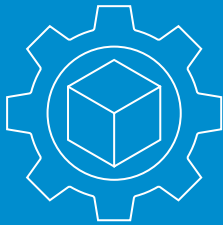
The focus was on applied capability, not passive learning - enabling developers to transition into active contributors on live AI initiatives across the enterprise. This model integrated skill development, domain alignment, and deployment readiness creating a repeatable framework for enterprise-scale AI capability building.

Impact

The program enabled the client to mobilize over tens of thousands developers against a portfolio of hundreds of planned AI initiatives, transforming a capability constraint into a scalable execution model. Early adoption was strong, and the program expanded further following initial success-demonstrating enterprise-wide relevance and positioning the client to sustain AI delivery at scale across business units.

Central AI capacity expanded from few hundred to over tens of thousands to sustain AI delivery at scale

Case studies



Supply chain planners at a global industrial manufacturer were losing millions to last-minute ocean-to-air freight conversions

The client is a global industrial manufacturer operating multiple business units across a complex, worldwide distribution network, moving finished goods from plants to internal distribution centers and onward to customer locations across markets.

Challenge

In a global supply chain, every last-minute shipment change carries a direct cost. Long lead-times and limited visibility into product availability and shipment readiness meant that shipments originally planned for ocean freight were frequently switched to expedited air close to the ship date. With annual air freight spend running into the tens of millions of dollars, these conversions represented a significant and recurring drain on logistics budgets.

Solution

We designed and deployed a phased solution combining predictive machine learning with prescriptive decision support. The first capability predicts, about a week in advance, whether a shipment is at high risk of converting from ocean to air, flagging it early enough for planners to intervene. The second layer moves from insight to action, recommending alternative fulfillment options using an optimization approach. By closing the loop between predicting risk and prescribing the next-best action, the platform gives planners genuine operational actionability.

Impact

The solution demonstrated value with a savings run-rate of several hundred thousand dollars per month post go-live. Structured around outcome-based commercials, the engagement aligns client's and our success. The AI solution establishes a replicable, high-ROI blueprint for global manufacturers with a meaningful ocean/air mix, targeting millions in annual hard savings through reduced air conversions and improved proactive planning.

Millions in annual air freight savings targeted via reduced ocean-to-air conversions





4

ESG focus

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Environment

Embedding sustainability into strategy and governance

As the urgency of climate action grows, Fractal recognizes that responsible growth and environmental stewardship are fundamental to long-term value creation. As an AI and analytics partner to leading global enterprises, with over 5,000 employees across 19 locations worldwide, we are committed to integrating sustainability into the way we operate, innovate, and grow.

Over the years, our sustainability journey has evolved from foundational carbon accounting efforts into a structured, enterprise-wide program with regular Board oversight. We continue to strengthen measurement, enhance disclosures, and align with leading national and global frameworks to drive transparent, measurable, and credible progress towards our sustainability ambitions.

Sustainability is embedded within Fractal’s broader ESG framework, enabling a disciplined approach to managing risks, enhancing accountability, and creating long-term value for stakeholders. Our ambition is to advance towards net-zero emissions while promoting responsible business practices that benefit our clients, employees, communities, and the environment.



Key 2025–26 milestones —

Climate disclosure

- Continued reporting through the CDP Climate Change Questionnaire and the EcoVadis assessment platform.

CDP score

- Achieved a B Rating on the CDP Climate Change Questionnaire.

Materiality assessment

- Conducted a Double Materiality Assessment, building on the Company's previous materiality exercise.
- Assessment aligned with the European Sustainability Reporting Standards (ESRS).
- Evaluated both impact materiality and financial materiality to identify and prioritize ESG issues most relevant to Fractal and its stakeholders, including its value chain.

ESG governance

Governance of ESG matters is anchored at the highest level through the Board-level CSR and ESG Committee, which meets quarterly to provide strategic oversight and guidance. Regular updates from the CEO and Chief Sustainability Officer (CSO) ensure alignment between sustainability priorities and business execution.

Implementation is driven by the cross-functional ESG Steering Committee, known internally as the ESG Taskforce (ESTA), established in 2022 and chaired by the CSO. Comprising senior leaders from across the organization, ESTA integrates ESG considerations into key business decisions and drives coordinated action across functions.

The Chief Sustainability Officer, along with ESTA, is responsible for assessing and managing environmental dependencies, impacts, risks, and opportunities, while also reviewing future trends to ensure preparedness. Responsibilities include setting and monitoring corporate environmental policies and commitments, as well as measuring progress toward both corporate and science based targets. The role also involves developing climate transition plans and overseeing environmental reporting, audits, and verification processes to maintain accountability and transparency.

The Corporate Social Responsibility (CSR) Program, also integrates with the broader corporate vision and by way of its CSR Policy, works to create impact and equitable outcomes. It is worth mentioning that having a senior level cross-functional task force and steering committee (the ESTA) enables integration of net-zero goals into facilities design, sustainable procurement, and inclusion.

The Fractal Sustainability Project (FSP) team serves as the core group to execute and implement these initiatives, ensuring strategies are effectively translated into action across the organization. Progress is reported quarterly to the Board level CSR and ESG Committee, strengthening governance and oversight.

Our ambition is to advance towards net-zero emissions while promoting responsible business practices that benefit our clients, employees, communities, and the environment.

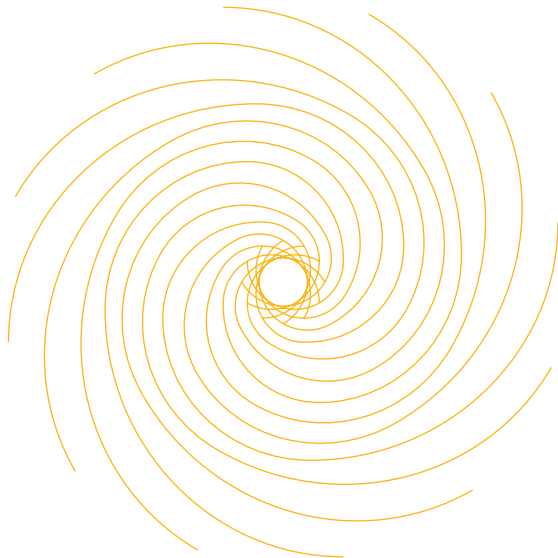
ESG governance framework



Our climate vision

We are committed to advancing a low-carbon future by establishing near- and long-term emissions reduction targets and working towards alignment with the Science Based Targets initiative (SBTi). Guided by an ambition to achieve Net Zero emissions by or before 2040, we are embedding sustainability into our business strategy, operations, and decision-making processes.

Through a structured roadmap, we are implementing climate-focused initiatives across the organization and investing in sustainable technologies, processes, and partnerships that support long-term environmental resilience and responsible growth.



Environment



Responsible infrastructure and sustainable operations

We continue to embed sustainability into our infrastructure and workplace operations by aligning our facilities with globally recognized environmental and wellness standards. Until FY 2024-25, our key offices in Mumbai, Gurugram, and Bengaluru represented approximately 86% of our operationally controlled real estate footprint and around 70% of our global real estate footprint (in terms of span). In FY 2025-26, our key offices in Mumbai, Gurugram, and Bengaluru (including the two new facilities) represent 89% of our operationally controlled real estate footprint, and around 82% of our global real estate footprint. Fractal Mumbai and the Bengaluru facilities are powered by renewable energy, and are both LEED Gold certified, with the newer Bengaluru facilities currently undergoing LEED and WELL Certification post their launch in May 2025. Beyond environmental performance, our Mumbai office — our largest facility — is certified WELL Platinum, reflecting an equal focus on occupant health, comfort, and well-being. With the addition of two new facilities, in Bengaluru, Fractal continued its commitment to decarbonization by procuring green power for these two locations as well in FY 2025-26.

In parallel, we continue to strengthen operational excellence through internationally recognized management systems. Our offices in Mumbai, Gurugram, and one Bengaluru location are already ISO 27001 (Information security, cybersecurity and privacy protection — Information security management systems), ISO 14001 (Environmental management systems), ISO 45001 (Occupational health and safety

management systems) certified (two years in a row), while two new facilities are progressing toward certification. Together, these initiatives reinforce our commitment to building safe, sustainable, efficient, and future-ready workplaces that support both environmental stewardship and employee well-being.

Driving emissions transparency and performance

Fractal has been practicing carbon accounting and maintaining a GHG inventory since its baseline year of FY 2019-20 and has obtained independent third-party assurance of its emissions inventory. For every fiscal since — FY 2019-20 to FY 2025-26, seven consecutive years — in line with the AA1000AS Standard (Moderate Assurance), applying an operational control approach. We continue to strengthen our measurement and reporting practices and to seek independent assurance of our GHG emissions. This independent assurance covers all years of Fractal's carbon accounting/GHG inventory for its facilities, including Fractal's three largest facilities in India, which account for approximately 82% of the global leased real estate and around 89% of the leased real estate (in India) under an operational control approach.

While FY 2019-20 has been considered as the baseline year for emissions tracking, currently, the evolving scope and boundary of operations (including the addition of new facilities and expanded coverage of value chain categories such as Purchased Goods and Services and Capital Goods) have influenced overall comparability of emissions data over time.

In FY 2025-26, Fractal expanded its real estate footprint with the addition of two new facilities in Bengaluru, which became operational during the year. This expansion has contributed to an overall increase in emissions impacting Scope 3 categories due to broader operational and value chain activities. Fractal also listed on the National Stock Exchange, and the Bombay Stock Exchange in February 2026. Along with business growth, the expenses incurred due to IPO-related activities have contributed to a one-time increase in Fractal Scope 3 (Category 1) emissions. Additionally, Fractal deepened its Scope 3 Category 1 and Category 2 reporting, covering additional materially relevant items.

Since the methodology currently follows a spend-based approach, emissions will reflect higher values. In successive years, Fractal may change its methodology and that will also further refine the emissions portrait. It is important to note that Fractal increased its share of renewable energy across its facilities and continued to increase the usage of electric vehicles for business needs.

Fractal's two new facilities, inaugurated in May 2025, are also on green energy and have prevented an increase in Scope 2 emissions due to this green initiative.

Because the current assessment reflects this expanded boundary, year-on-year figures are not directly comparable with earlier periods and should be read as representing Fractal's present expanded operational footprint rather than like-for-like change. Reporting on the updated boundary nonetheless provides a clearer and more complete view of emission trends and of the effectiveness of ongoing reduction initiatives. Without the impact of the expanded boundary and added categories, Fractal has continued to do well on the Scope 1 and Scope 2 vectors. It also reported reductions in certain Scope 3 categories due to targets and initiatives aimed at decarbonization of these categories.

GHG emission performance and reduction strategy

Measurement and monitoring

Fractal has obtained independent third-party assurance of its emissions according to the AA1000AS Standard (Moderate), for the below mentioned fiscals.

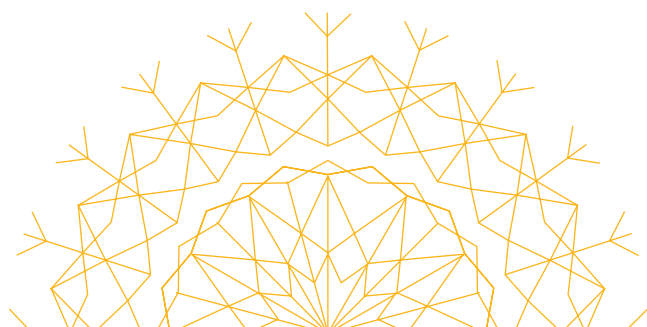
The table below shows Fractal's emissions from FY 2019-20 to FY 2025-26, across its operationally controlled boundary.

(MT CO₂e)

Scope	FY 2025-26	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22	FY 2020-21	FY 2019-20
Scope 1	45	97	136	178	174	174	194
Scope 2	65	64	70	305	590	686	1,012
Scope 3	18,127	5,510	1,236	1,536	970	736	2,176
Total	18,237*	5,671	1,443	2,018	1,735	1,595	3,382

*Note

- Until FY 2024-25, the above GHG inventory comprised Fractal's three largest facilities in India, which accounted for 70% of the global leased real estate, or 86% of the operationally controlled leased real estate. In FY 2025-26, this boundary was broadened to include Fractal's two new facilities in Bengaluru — leading to an expansion in operational boundary.
 - The two new facilities are powered by a mix of green energy to support Fractal's GHG Emission reduction goals.
- FY 2025-26 also saw a deepening of Scope 3 reporting in Category 1 (Purchased Goods and Services), and Category 2 (Capital Goods) using a spend-based approach, best suited to identify emissions concentrations/hotspots.
 - A spend-based EEIO approach (specifically, the USEEIO database 2022 factors) was used, for finer spend categories.
 - Fractal will continue to engage with its value chain, to get activity-based data for its Scope 3 emission Categories.
- The FY 2025-26 period witnessed the launch and completion of Fractal's Initial Public Offering (IPO), on the Bombay Stock Exchange (BSE), and the National Stock Exchange (NSE). This event expectedly contributed to Scope 3, and hence overall emissions.



We continue to embed sustainability into our infrastructure and workplace operations by aligning our facilities with globally recognized environmental and wellness standards.

Environment

Scope 1 emissions —

Our Scope 1 emissions, which comprise direct emissions from company-controlled sources such as fuel consumption and refrigerants, declined during FY 2025–26 compared to the previous year. This reduction reflects our continued focus on improving operational efficiency and adopting lower-emission technologies across our facilities. Through targeted investments and infrastructure upgrades, we are working to systematically reduce direct emissions while supporting our broader decarbonization goals.

Key initiatives

- Continued transitioning to energy-efficient HVAC systems to optimize energy consumption and improve operational efficiency.
- Progressively replacing air-conditioning and water-cooling units that use high global warming potential (GWP) refrigerants with more sustainable alternatives.
- Procuring low-GWP refrigerators for newly established office locations.
- Installing water dispensers without refrigeration systems, thereby eliminating refrigerant-related emissions.
- Ensuring the responsible disposal of end-of-life cooling equipment in accordance with applicable Pollution Control Board guidelines.
- Continued replacing retired equipment with low-GWP and non-refrigerant alternatives to further reduce direct emissions.

While emissions performance varies across scopes, we continue to implement a broad range of initiatives that support decarbonization, resource efficiency, circularity, and responsible operations across our business.

Scope 2 emissions —

Our Scope 2 emissions, which arise from purchased electricity, remained stable during FY 2025–26 despite the expansion of our operational footprint. This performance was supported by our continued investment in renewable energy, with more than 93% of the energy consumed across our operationally controlled facilities, including the two new Bengaluru offices added during the year, sourced from renewable power. As a result, we were able to significantly moderate our Scope 2 footprint and avoid an increase in emissions associated with business growth.

Key initiatives

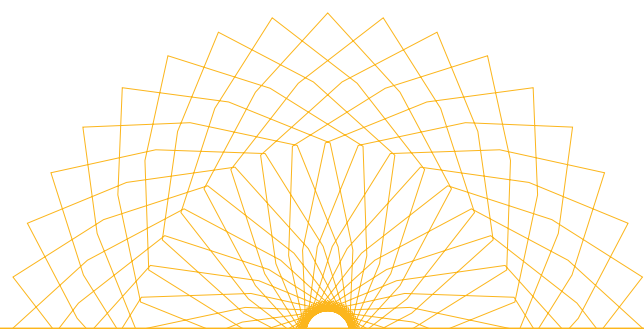
- Continued green energy sourcing, with more than 93% of total electricity consumption, (of operationally controlled facilities) from renewable sources.
- Extending green power procurement to both newly operational Bengaluru offices.
- Operating all facilities within the GHG reporting boundary (operational control) from LEED-certified buildings, supporting higher standards of energy efficiency and environmental performance.
- Designing new facilities in line with LEED and WELL certification principles, with certification processes for the new operationally controlled facilities currently underway.
- Continuing to prioritize energy efficiency and responsible energy sourcing as core elements of our operational strategy.
- Progressively expanding the adoption of renewable energy across our real estate portfolio to support long-term decarbonization goals.

Scope 3 emissions —

Our Scope 3 emissions, which comprise indirect emissions across the value chain, increased during FY 2025–26 compared to the previous year. This increase primarily reflects the expansion of our reporting boundary, enhanced disclosure practices, and one-time business activities, resulting in a more comprehensive representation of our value chain impacts.

A key factor contributing to the increase included Fractal's continued use of a spend-based methodology for Scope 3 Categories 1 and 2, which captures emissions based on expenditure data.

Despite the increase, we remain focused on reducing value chain emissions through targeted interventions, improved data quality, and strategic investments in sustainability. We continue to strengthen responsible procurement practices,



increase resource efficiency, promote circularity initiatives, and collaborate with stakeholders across our value chain to support long-term decarbonization efforts. These actions reinforce our commitment to managing Scope 3 emissions while building a more sustainable and resilient value-chain ecosystem.

Key initiatives across emission scopes

While emissions performance varies across scopes, we continue to implement a broad range of initiatives that support decarbonization, resource efficiency, circularity, and responsible operations across our business.

Electric mobility transition

- Continued the progressive transition to electric vehicles (EVs) across business travel and employee transportation.
- Continued efforts to grow our EV fleet - now covering approximately 75% of business travel distance and 36% of night transport distance, with the latter targeted to reach 50% by 2030.
- Expanded EV integration across leased surface transport while maintaining year-on-year improvements in adoption rates.

Responsible travel practices

- Implemented structured travel policies to encourage efficient travel planning.
- Promoted carpooling, shared mobility, and optimized travel practices to reduce travel-related emissions from business travel and employee commuting.

Water efficiency and smart monitoring

- Continued to operate from LEED-certified buildings equipped with water-efficient infrastructure.
- Utilized sewage treatment plants (STPs) that recycle and reuse wastewater for non-potable purposes such as flushing and landscaping.
- Invested in smart utility and water monitoring systems to improve resource efficiency and reduce wastage.
- Initiated a floor-level monitoring pilot to evaluate both invasive and non-invasive technologies for scalable water management solutions.

Responsible waste and e-waste management

- Segregated waste into recyclable (open-loop), recyclable (closed-loop), and landfill/energy recovery streams, in accordance with applicable regulatory requirements.
- Ensured ethical disposal of e-waste through authorized and certified recycling partners across relevant jurisdictions.
- Obtained disposal certificates to maintain traceability and demonstrate compliance with environmental regulations.

Improving scope 3 data and supply chain engagement

- Enhanced the tracking and reporting of Purchased Goods & Services (Category 1) and Capital Goods (Category 2) emissions.
- Increased integration of sustainability considerations into procurement processes and supplier engagement initiatives.
- Continued efforts to improve emissions traceability and data quality across the value chain.

Sustainable workplace practices

- Encouraged the use of reusable mugs to reduce paper cup consumption.
- Promoted the use of glass bottles in place of single-use plastics.
- Increased the use of recycled and environmentally preferable products, including stationery made from recycled materials.
- Adopted eco-friendly cleaning materials and responsible disposal practices across facilities.

Indoor air quality and healthy workplaces

- Implemented advanced Indoor Air Quality (IAQ) monitoring systems across key offices in Mumbai, Bengaluru, and Gurugram.
- Enabled real-time monitoring of PM2.5, PM10, CO2, VOCs, temperature, and humidity.
- Deployed MERV 13/14 filtration systems, air purification units, UVGI technology, and IoT-enabled controls to enhance workplace air quality.
- Reinforced our commitment to employee health, safety, and well-being through healthier indoor environments.



Materiality

Focusing on what matters most

Identifying and prioritizing the sustainability issues that matter most to our business and stakeholders is central to our ESG strategy. A robust materiality assessment enables us to understand the environmental, social, and governance topics that have the greatest impact on our stakeholders and long-term value creation. It also helps us focus our efforts, strengthen risk management, and integrate sustainability considerations into strategic decision-making.

ESRS–Aligned Double Materiality Assessment

To achieve long-term success as a responsible and sustainable business, it is important to understand and resolve the material issues impacting our performance and guiding the perception and decisions of our stakeholders.

Fractal conducted its initial materiality assessment for the FY 2021–22 reporting period in alignment with the GRI Standards, identifying the ESG issues most relevant to the organization and its stakeholders. Building on this foundation, Fractal has further enhanced its approach by undertaking a Double Materiality Assessment (DMA) based on FY 2024–25 data.

The objective of the DMA is to provide a comprehensive understanding of the company’s most relevant sustainability-related Impacts, Risks, and Opportunities (IROs), considering both impact materiality and financial materiality perspectives. The assessment has been conducted in alignment with the European Financial Reporting Advisory Group (EFRAG) ‘Implementation Guidance 1: Materiality Assessment Implementation Guidance’, which, where applicable, serves as a comprehensive framework for assessing and disclosing climate-related risks and opportunities alongside periodic double materiality exercises.

Our four-step assessment process

The double materiality assessment followed a structured, four-step process, summarized below.



1. Value chain identification

Understanding the value chain is fundamental to assessing how the organization creates and delivers value across its ecosystem. As part of the Double Materiality Assessment, Fractal defined the scope and boundary of its operations and systematically mapped its value chain to capture key activities, dependencies, and relationships. This exercise enabled the identification of significant ESG impacts, risks, and opportunities arising not only within internal operations but also across upstream and downstream interactions.

The assessment considered engagements with suppliers and service providers on the upstream side, and with clients on the downstream side, along with a broader set of stakeholders including employees, the Board of Directors, communities, investors, and regulatory authorities who influence and are impacted by the organization’s sustainability performance.

2. Determine ESG matters

Using a combination of internal documentation, peer benchmarking, stakeholder engagement, and sector research, we identified more than 30 potential sustainability-related impacts, risks, and opportunities relevant to our business and stakeholders.

3. Identify impacts, risks, and opportunities

Mapped each identified IRO to applicable ESRS standards (E1 - S4, G1) and established traceability across sources and affected stakeholder groups. Insights from stakeholder surveys — covering both internal and external groupings, including employees, Board of Directors, clients, investors, suppliers, communities, and regulators — were incorporated into the assessment, and thresholds were subsequently refined and finalized in alignment with internal discussions.

To ensure we fully integrated the financial and risk perspective, we considered the enterprise-wide risk register results as part of the process. Further, we reviewed several industry reports as well as academic research papers.

4. Assessment and determination

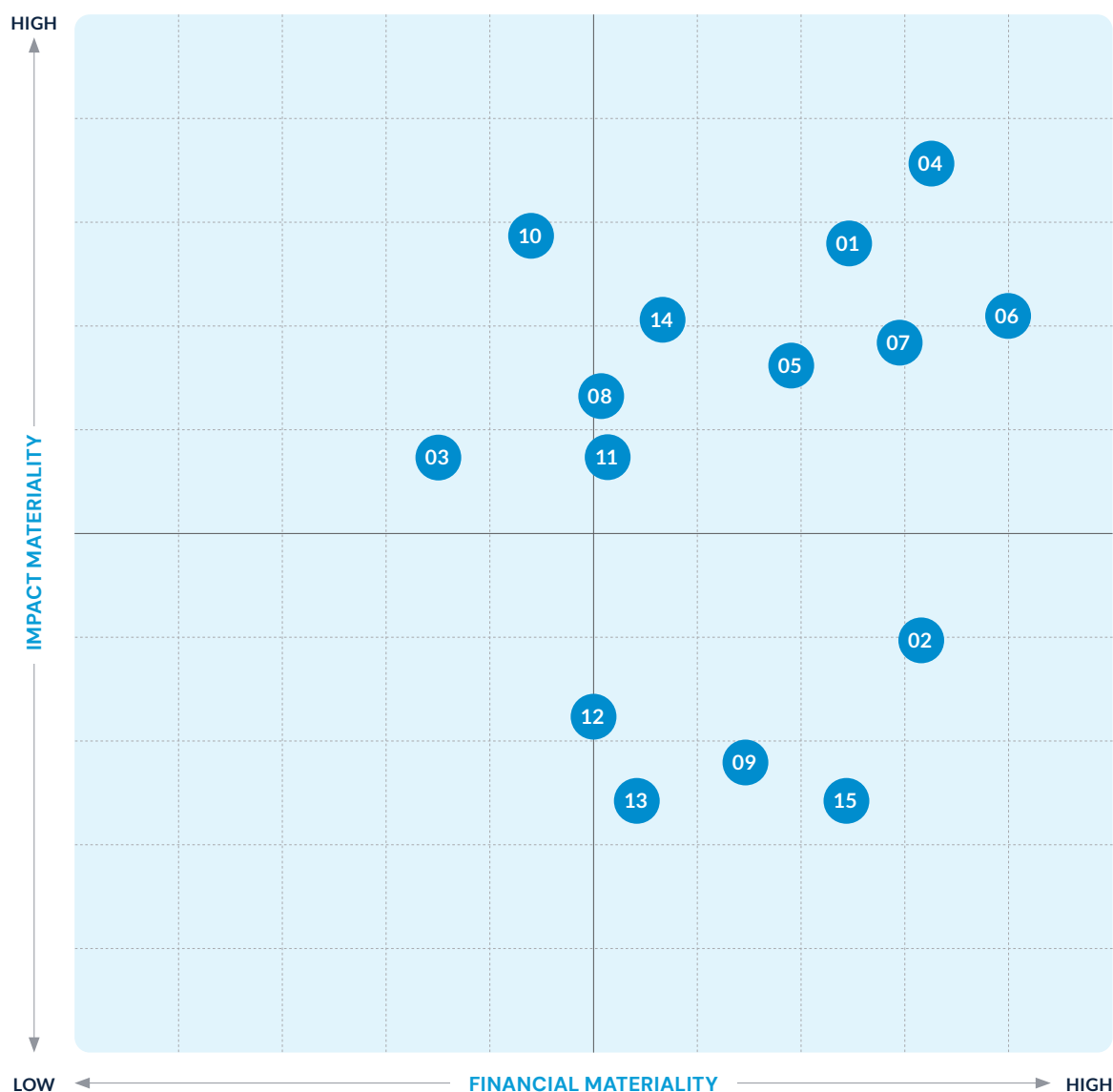
Conducted impact materiality scoring based on EFRAG's four dimensions — scale, scope, irremediability, and likelihood, using a 1-5 scoring approach supported by stakeholder input and internal validation. Financial materiality was assessed by evaluating the likelihood and magnitude of impact across key financial areas, including costs, revenues, assets, liabilities, and reputation.

Survey responses were integrated with internal scoring to calculate final average materiality scores for each IRO, ensuring balanced stakeholder representation and a robust, data-driven outcome.



Materiality

Material Topics (MTs) and Double Materiality Matrix



- 01** AI for Operational Efficiency and Workforce Transformation
- 02** AI Innovation & Market Competitiveness
- 03** Business Ethics & Corporate Governance
- 04** Client Experience
- 05** Continuous Learning, Upskilling & Leadership Development
- 06** Data Privacy and Cyber Security
- 07** Enabling Client Sustainability

- 08** Environmentally Sustainable Operations & Resource Efficiency
- 09** ESG Data Transparency, Reporting & Disclosure
- 10** Health, Well-being and Inclusive Culture
- 11** Responsible AI
- 12** Responsible Marketing and Communication
- 13** Service Delivery Continuity & Operational Resilience
- 14** Talent Attraction and Retention
- 15** Trade Restrictions and Cross Border Delivery

Results were consolidated into a final set of material ESG topics across Environmental, Social, and Governance dimensions. This was developed into a Double Materiality Matrix plotting impact and financial materiality to highlight priority areas. Survey findings and internal scoring were integrated to derive final materiality scores for each IRO.

Following completion of the DMA process, we further collaborated with the Legal function and aligned the identified IROs with our Enterprise Risk Management (ERM) framework to avoid duplication and to ensure consistency across risk management practices.

The above results of the double materiality assessment have been considered in framing Fractal's guiding and operational principles that support implementation of the ESG policy. The top 10 Material Topics, as per the results of Fractal's ESRS-aligned DMA were ...



 Client Experience	 Data Privacy and Cyber Security	 AI for Operational Efficiency and Workforce Transformation
 Enabling Client Sustainability	 Continuous Learning, Upskilling & Leadership Development	 Health, Well-being and Inclusive Culture
 Talent Attraction and Retention	 AI Innovation & Market Competitiveness	 Environmentally Sustainable Operations & Resource Efficiency
 Responsible AI		



People

Nurturing talent, Enabling growth

The fiscal was a year of meaningful progress on the people front - marked by improving retention, deeper employee engagement, strong external recognition, and continued investment in Fractalite's growth and well-being.

We believe that our people are the foundation of our success. Our ability to innovate, create value for clients, and achieve sustainable growth is driven by the talent, passion, and commitment of our people. We strive to align the aspirations of Fractalites with the needs of our business, providing meaningful opportunities, continuous learning, and a supportive work environment that enables them to thrive and achieve their full potential.

Employee engagement and culture

FY26 saw some of our most ambitious employee engagement initiatives come to life.

To celebrate our 25th anniversary, we organized the Fractal Family Day series - a multi-city, multi-country celebration of our people and culture. The series spanned 12 events across 5 countries, welcoming over 7,000 attendees and reinforcing our identity as a truly global organization with a close-knit community at its core.



Builders of Fractal, our structured internal recognition program that focuses on recognizing behaviours that go beyond the day-to-day expectations from the average Fractalite in building a Fractal for all continued to attract strong participation - 4,700+ Fractalites participated; a testament to our commitment of building a culture that endures.

We believe that communication, clarity, and transparency are not just values we aspire to - they are the foundation upon which a culture of trust is built. We continued to foster open communication channels - giving employees direct access to senior leaders and creating forums for candid dialogue, feedback, and alignment. Through our structured engagement programs of weekly town halls, department connects, and skip-level conversations, we ensure that every Fractalite, regardless of their position within the company has access to a mechanism to have their concerns heard and redressed.

Employee wealth creation

In Q2 FY26, we completed a significant ESOP allotment covering 3,491 employees who joined Fractal between February 2022 and June 2025. This allotment reflects our commitment to making Fractalites partners in Fractal's success - ensuring that the value we create as an organization is shared equitably with the people who build it.

Strengthening employee retention

Our people-centric culture, investment in talent development, and focus on employee experience have contributed to strong retention outcomes. Annualized voluntary attrition improved to 15.2% in FY26, compared with 16.3% in FY25, reflecting that a high-trust, high-growth environment is a sustainable foundation for retention.

16.3%

Attrition rate in FY25

15.2%

Attrition rate in FY26

Learning and development

At Fractal, "Learn & Grow" is a core value. We invest in diverse learning opportunities across technical, domain, and leadership skills. Fractal Analytics Academy (FAA) is our in-house technical learning academy designed to host technical training. It curates blended learning courses and certification programs across the Career Grid.

- Fractalites collectively dedicated 424,603 hours to training, averaging 78 hours per learner among 5,439 individuals. This commitment resulted in 67,429 course completions
- Launched 7 courses and 1 specialization, reaching 350,494 learners globally with 90,787 enrollments and a 4.4-star rating. The partnership with Coursera has grown, combining synergies to offer high-quality data science and AI courses.
- FAA facilitated 4,273 certifications. This includes both external and internal certifications validating industry-relevant skills
- FAA secured Bronze awards at the Brandon Hall Group HCM Excellence Awards 2025 for i) Future of Work and ii) Learning and Development. Additionally, MVP Training Magazine recognized our leadership in employee development for the fourth consecutive year.

Diversity and inclusion

We are committed to an inclusive and diverse workplace, especially supporting women in tech. Our 'Imagineer' program continued to play a pivotal role in achieving this goal- we achieved a significant gender diversity milestone this year with 60% of the inducted batch being women. Aspiring to build Fractal for All where everyone belongs, our People Groups continue to engage and support diverse groups, and provide a platform for these individuals to connect, share experiences, and find support within Fractal.

These employee resource groups are voluntary, Fractalite-led that come together to build more inclusive organization for the employee group they represent and serve. It can be constituted by employees who share the same characteristic or can be inclusive of allies. In the current financial year, we have enabled FPGs focused on advancing the cause for Women, Parents and members of the LGBTQ+ communities at Fractal.

Further, our initiatives include referral bonuses for hiring women, lactarium rooms, and recruiting from women-only campuses, all aimed at creating a positive and supportive work environment.

33%

Gender diversity at Fractal

Safety, security, and workplace excellence

We are committed to providing a healthy, safe, inclusive, and productive work environment for all Fractalites. Through regular maintenance, workplace inspections, and health and safety assessments, we strive to ensure that our offices meet the highest standards of employee well-being and operational excellence. Our people policies, including our Diversity, Equity and Inclusion (DEI) framework, Gender-Neutral Prevention of Sexual Harassment (POSH) Policy, and Circle of Care Insurance Program, reinforce our commitment to creating a respectful, equitable, and supportive workplace.

Physical security and compliance management

Protecting our people, assets, and information remains a key priority. We maintain robust physical security measures across our facilities, including access controls, identification systems, biometric authentication, and surveillance monitoring. Our operations are supported by comprehensive compliance and risk management processes aligned with internationally recognized standards, including ISO 14001, ISO 27001, ISO 27701 and ISO 45001.

We regularly review and strengthen our emergency preparedness capabilities through updated response plans, employee training programs, and periodic drills. In parallel, we maintain stringent data protection and information security practices to safeguard sensitive information and ensure compliance with applicable regulatory requirements.

Awards and recognitions

Our commitment to building a high-trust, inclusive, and people-centric workplace continues to be recognized by leading organizations:

- Certified as a Great Place to Work® for the tenth consecutive year, with certifications across India, the United States, the United Kingdom, and the United Arab Emirates
- Recognized among India's Best Companies to Work For 2025, ranking 80th
- Named among the Top 100 Best Workplaces™ for Women for the sixth consecutive year
- Recognized among the Top 25 Best Workplaces™ for Diversity, Equity, Inclusion, and Belonging
- Ranked 22nd on Glassdoor's Best-Led Companies 2025 list

Corporate social responsibility

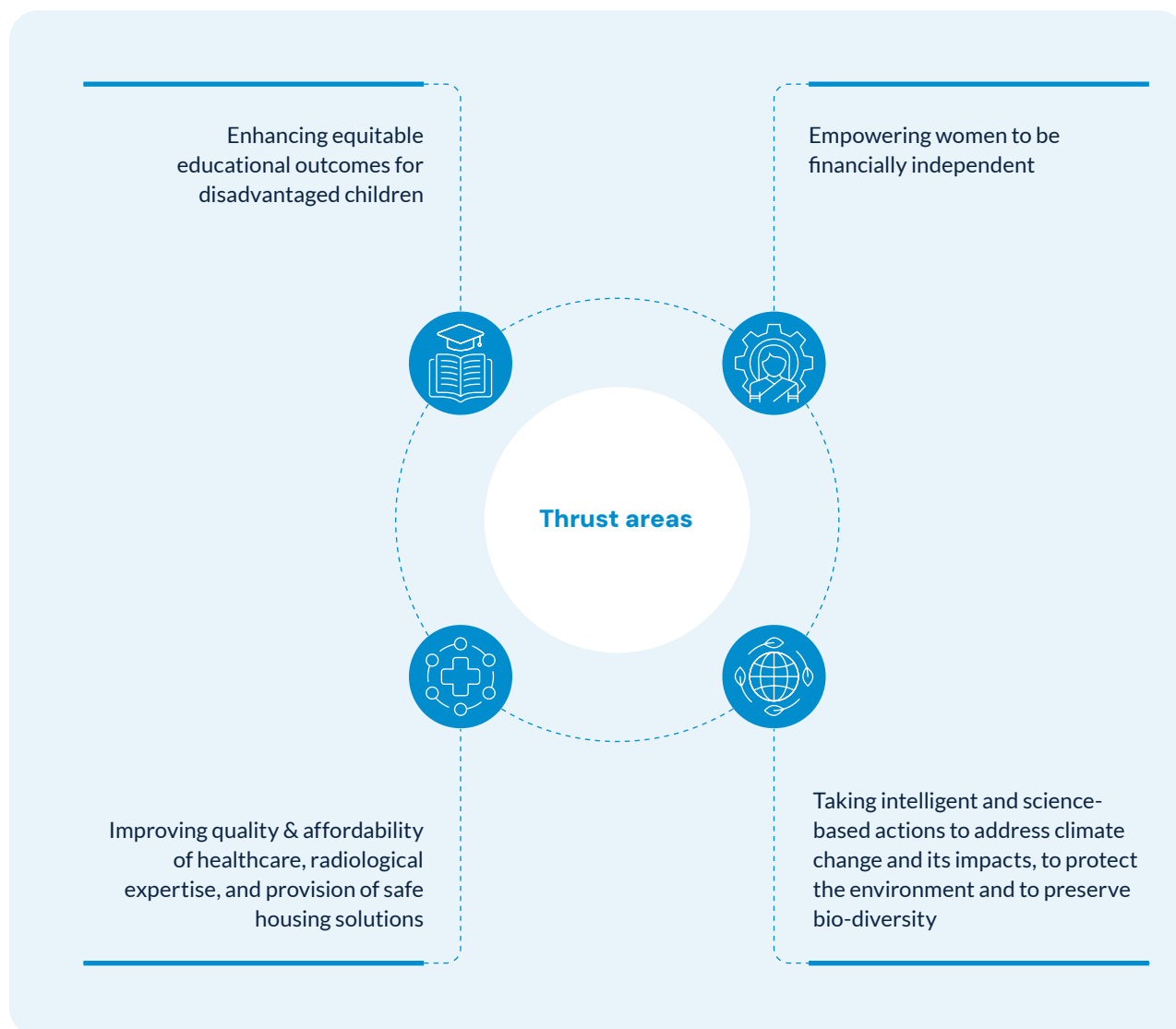
Harnessing intelligence for social good

Our CSR philosophy

At Fractal, our CSR philosophy is grounded in the belief that purposeful action, guided by empathy and insight, can help build a more inclusive and sustainable future. We believe lasting progress is achieved when innovation is applied responsibly to empower communities, protect the environment, and create shared prosperity. Corporate Social Responsibility is an integral part of our approach to creating long-term value for society, the planet, and our stakeholders.

We leverage our core strengths and expertise to address meaningful social challenges where we can drive the greatest impact. By focusing on areas where our capabilities align with community needs, we strive to create shared value and deliver lasting benefits. Through strategic partnerships and focused interventions across our priority areas, Fractal advances its commitment to sustainable development. Our climate action initiatives are aligned with and contribute to the objectives of the United Nations Sustainable Development Goal 13: Climate Action.





Our CSR programs focus on delivering measurable impact by combining grassroots implementation with broader development objectives. Through financial support, employee volunteering, and the application of Analytics

and Artificial Intelligence, Fractal works to strengthen program effectiveness and create meaningful, sustainable outcomes for communities.

Impact through imagination

Creating long-term impact through focused thrust areas

Fractal's CSR strategy is anchored in clearly defined thrust areas that align with its CSR Policy and the provisions of Section 135 and Schedule VII of the Companies Act, 2013. These focus areas address social and environmental challenges that are closely aligned with the Company's values and capabilities. Each thrust area is guided by a clear objective, with initiatives designed to deliver meaningful outcomes while adhering to statutory CSR requirements.

Aligned with Fractal's vision of "Intelligence for Imagination," our CSR approach combines empathy with evidence-based decision-making to identify, evaluate, and support high-impact programs. For more than 12 years, Fractal has worked closely with communities through targeted interventions across its core focus areas. During the year, the Company contributed around ₹17 million towards initiatives spanning health, education, livelihoods, and environmental sustainability. These efforts reflect Fractal's ongoing commitment to creating lasting social values and advancing community well-being through purposeful and responsible action.

Corporate social responsibility

CSR projects

1

Advanced healthcare and dignity for the disadvantaged



295

Artificial limbs

70

Crutches

40

Wheelchairs

40

Hand paddled tricycles

100

Behind the Ear (BTE)
hearing aids



Implementation Partner

Bhagwan Mahaveer Viklang Sahayata Samiti (BMVSS)



CSR Thrust Area

Better healthcare solutions for the disadvantaged



Objective

Improve access to affordable healthcare solutions that enhance mobility, dignity, and quality of life for underserved individuals.



Impact

Building on its partnership with BMVSS over the past three financial years, Fractal continued its support in FY 2025-26 by enabling access to mobility aids for underprivileged persons with disabilities. The initiative helps beneficiaries regain independence, improve quality of life, and participate more actively in society and the economy. The program is aligned with SDG 3: Good Health and Well-being.

2

Building climate resilience and empowering rural communities



Implementation Partner

BAIF Institute for Sustainable Livelihoods & Development



CSR Thrust Areas

Addressing Climate Change and Empowering Disadvantaged Rural Communities



Objective

Promote climate-resilient agriculture, biodiversity conservation, sustainable natural resource management, waste circularity, and community capacity building.



Impact

Fractal continued its three-year partnership with BAIF in FY 2025–26 through the Harvesting a Nature Positive Farming Model for People and the Planet initiative in Maharashtra. The program advanced climate-resilient agriculture and sustainable livelihoods by conserving agrobiodiversity, reviving traditional crops through community-managed seed systems and nutrition gardens, and promoting nature-positive farming and watershed-based interventions. It also encouraged agro- and livestock-waste circularity through biogas models and organic input production, restored pollinator habitats, and strengthened community capabilities through farmer field schools, exposure visits, and local resource training. The initiative aligns with SDGs 7, 8, 10, 12, 13, and 15, reinforcing Fractal's commitment to sustainable development and rural resilience.



Corporate social responsibility

CSR projects

3

Bridging STEM access through math and science support



Implementation Partner

Avanti Fellows



CSR Thrust Area

Enhancing Equitable Educational Outcomes for Disadvantaged Students



Objective

Reduce educational inequity by improving access to quality education, skill development, and academic preparedness for students from underserved backgrounds.



Impact

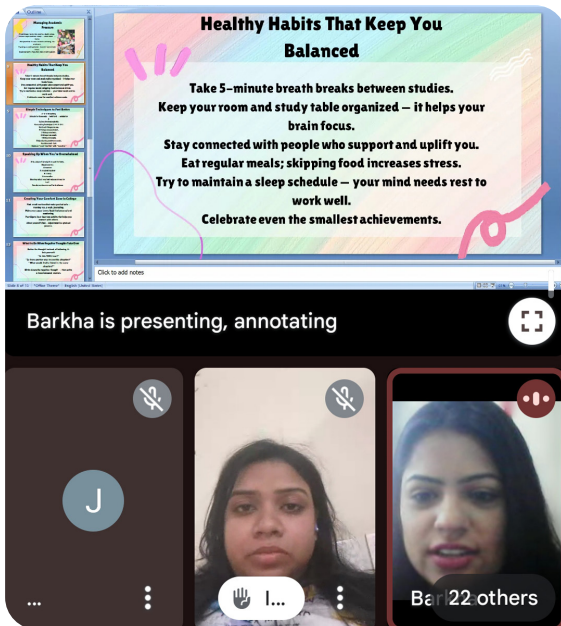
Through its support of the Math and Science Foundation program, Fractal is helping expand STEM opportunities for underserved students. The initiative strengthens advanced Mathematics and Science learning for Grade 9 and 10 students, improving academic readiness and preparing them for competitive examinations such as JEE and CET. It also builds confidence, develops critical life skills, and encourages greater participation of girls in STEM fields, including Physics, Chemistry, Mathematics, and Engineering. The program aligns with SDG 4 (Quality Education) and SDG 5 (Gender Equality).

115

Underserved students in Grade 9 and Grade 10 in Pune

4

Educational scholarship program for female students



Implementation Partner

Concern India Foundation



CSR Thrust Areas

Enhancing Equitable Educational Outcomes and Empowering Women to be Financially Independent



Objective

Enable deserving young women from underserved communities to pursue higher education by providing financial assistance, mentorship, counselling, and career guidance.



Impact

In the third year of the program, Fractal supported 16 female scholars, including 13 continuing students and 3 new high-merit entrants to reputed institutions. The cohort comprised students pursuing both STEM and non-STEM disciplines aligned with their aspirations. By easing financial barriers and providing ongoing mentoring and skill-development support, the initiative helped scholars focus on their education, build confidence, and prepare for future opportunities. The program advances Fractal's commitment to expanding access to higher education for girls and aligns with SDG 4 (Quality Education) and SDG 5 (Gender Equality).

16

Scholarships for 16 deserving lady scholars



Corporate social responsibility

CSR projects

5

Enabling financial independence through skill-based livelihood training



60

Unemployed women from economically underprivileged backgrounds trained



Implementation Partner

Concern India Foundation



CSR Thrust Area

Empowering Women to be Financially Independent



Objective

Equip underprivileged women with industry-relevant skills and workplace readiness to improve employability and access to sustainable livelihood opportunities.



Impact

Through its partnership with Concern India Foundation, Fractal supported a skill-development program focused on Customer Relationship Management, enabling women to build job-ready competencies aligned with the National Skill Qualification Framework (NSQF). All 60 participants successfully completed the training and earned Sector Skill Council certification following external assessment. More than 75% of the certified women secured formal employment across sectors including Logistics, Hospitality, Banking, Finance, Insurance and Microfinance. By strengthening employability and facilitating access to stable jobs, the initiative enhanced financial independence and livelihood security, contributing to SDG 4 (Quality Education), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth).

6

Supporting positive menstrual health interventions for young girls

**Implementation Partner**

United Way Mumbai

**CSR Thrust Areas**

Empowerment of Women and Better Healthcare Solutions

**Objective**

Improve menstrual health and hygiene management among adolescent girls by increasing access to essential hygiene products and fostering awareness in a supportive environment.

**Impact**

In FY 2025–26, Fractal partnered with United Way Mumbai to support menstrual health interventions for adolescent girls in low-income schools across Mumbai. The initiative provided sanitary products, hygiene essentials, and awareness sessions aimed at improving understanding of menstrual health and challenging common misconceptions. Teachers and community members were also engaged to create a more supportive ecosystem. Through this program, 2,300 girls across 23 schools benefited from improved access to menstrual hygiene resources and greater awareness, helping reduce barriers to education and enabling them to participate in school with increased confidence and dignity. The initiative aligns with SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), and SDG 5 (Gender Equality).

2,300

Girls across 23 schools
benefited through the program



Corporate social responsibility



Engaging fractalites for community impact

Employee participation plays a critical role in strengthening Fractal's CSR impact and reinforcing a culture of empathy and inclusion. Fractal actively encourages employees to participate in volunteering and community service through impactful programs that integrate social purpose with employee engagement.

A. Secret santa campaign

Fractal's annual Secret Santa campaign saw the participation of 363 Fractalites, who sponsored 955 learning, creativity, and hygiene kits valued at INR 4.78 lakh for students in municipal schools across Pune, Mumbai, Chennai, Bengaluru, and Gurugram. Implemented in collaboration with NGO partners and local schools, the initiative ensures support is aligned with students' needs. Employees also participated in distribution events, creating meaningful interactions and reinforcing the impact of their contributions. Over the years, Secret Santa has become one of Fractal's most engaging employee volunteering programs.



B. Sports for a cause: Marathon and dream run sponsorships

Fractal continued to promote employee-led community engagement through participation in marquee running events, including the TCS World 10K Bengaluru, Vedanta Delhi Half Marathon, and Tata Mumbai Marathon during FY 2025–26. Aligned with the Company's CSR focus on improving educational outcomes for disadvantaged children, these events serve as a platform to raise awareness and encourage collective action for the cause.



Employee participation continued to grow across locations, with over 30 Fractalites participating in the TCS World 10K Bengaluru, more than 40 employees joining the Vedanta Delhi Half Marathon, and over 50 employees taking part in the Tata Mumbai Marathon across various race categories. These initiatives reflect Fractal's commitment to fostering a culture of purpose, wellness, and community involvement.



C. Reaffirming our commitment to inclusion

Fractal's commitment to inclusion extends beyond community programs and is reflected in initiatives that empower employees and support women-led enterprises.



Financial wellness sessions

Conducted in partnership with a women-led social venture, these sessions provided practical guidance on personal finance and financial planning, promoting greater financial awareness and independence among employees.

Organized across Fractal's India offices to mark International Women's Day, these workshops were conducted in collaboration with women-led enterprises, supporting entrepreneurship while encouraging creativity and participation. More than 177 employees engaged in the workshops, celebrating inclusion, creativity, and the contributions of women entrepreneurs.

