INTEGRATED TRANSFORMATION

Rohit Anand
Simmi Dharmija
We Promised...

- Sustainable Growth
- Large Deal Wins
- Delivery Excellence
- Margin Improvement
- Efficient Capital Allocation & Distribution
Sustainable Growth

Top 4 Verticals contributing 85%+ revenues growing at double digits consistently

Broad based growth across key verticals

Account Segmentation

Led by next-gen technologies and platforms

H1 FY22

- BFSI: 17.7%
- Technology: 19.5%
- Manufacturing: 13.1%
- CME: 14.4%

*figures are for yoy
We are a Digital Major Company

Harnessing greater than 50% of overall revenues

Products & Platforms

Cloud

Network of Future - 5G

Integrated Engineering Services

Experience Design Services
Over $3 bn Net New Deals in last 12 months

Average Deal Wins have been consistently increasing each year

<table>
<thead>
<tr>
<th>TCV Deal Wins (Quarterly Avg)</th>
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<tbody>
<tr>
<td>FY18</td>
</tr>
<tr>
<td>270</td>
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*Net New deals with >$5mn TCV

Strategic Focus
- Proactive
- Collaborative
- Dedicated Squads

Deal Win Snapshot
- Largest Deal Wins across all major verticals & key service lines in past 3 years

- BFSI
- HLS
- Communications
- BPS
Margin Improvement Journey Continues...

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<tr>
<th>FY'20</th>
<th>FY'21</th>
<th>FY'22</th>
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<tr>
<td>11.6%</td>
<td>14.2%</td>
<td>EBIT %</td>
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- **Delivery Excellence**
- **Offshoring, Subcon**
- **COVID led savings**
- **Revenue reduction, restructuring**
- **Yield management**
- **Portfolio synergy**
- **Talent investments, Attrition, SubCon**
- **Next Gen Delivery**
- **Travel, Facility, Wage Hikes**
- **Business mix**
- **Portfolio synergy**
- **Yield Management**
- **Travel, Facility, Wage Hikes**

Tailwinds: Delivery Excellence, Offshoring, Subcon, COVID led savings, Revenue reduction, restructuring, Yield management, Portfolio synergy, Talent investments, Attrition, SubCon, Next Gen Delivery, Business mix, Portfolio synergy, Yield Management, Travel, Facility, Wage Hikes

Headwinds: COVID led savings, Revenue reduction, restructuring, Yield management, Portfolio synergy, Travel, Facility, Wage Hikes

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As demonstrated by positive movement across key operational metrics

<table>
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<tr>
<th>Metric</th>
<th>Performance</th>
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<tr>
<td>Offshoring</td>
<td>&gt;400bps improvement</td>
</tr>
<tr>
<td>Utilization</td>
<td>maintained at ~87%</td>
</tr>
<tr>
<td>Freshers</td>
<td>3x fresher intake</td>
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Note: (1) Period – Q3FY21 to Q2FY22
Service delivery transformation at the core, enabling business outcomes

**NAD**

Highly adaptable and composable platform that enables End-To-End IT Service delivery in a hyper-automated manner.

- **Cloud Native**
- **Containers & Microservices**
- **Smart Planning**
- **Partner Eco System**
- **Massive Reuse**
- **Right Skilling**

- 40-50% Cap Ex Reduction
- 30% Faster Time To Market
- 15-20% Op Ex Reduction
- 25-35% Increase in ARPE
- 15-20% Time Savings & Enhanced End-Customer Experience
- 20-25% Lower Dev. Costs & New Revenue Channel Opportunities

Note:
(1) % Estimated benefits for Customers in full potential implementation
(2) ARPE: Average Revenue Per Employee
Leveraging digital capabilities to deliver success stories

~ 400 customers adopted GAiA/NAD

50+ alliance partners: Emerging and trending technologies

8K+ courses covering contemporary and digital technologies

Digital ready workforce: 80% associates certified on digital skills
Improved Cash Conversion & Efficient Capital allocation

Capital return as per the current policy to distribute cumulative excess cash (defined as free cash flow less investments for acquisitions and internal initiatives) through a combination of dividends and buyback.

- DSO reduced by 15 Days in 6 quarters
- Highest Dividend of Rs 45/share in FY21 Followed by Special Dividend of Rs 15/- in Q2’22
- Led to higher FCF generation, followed by higher payouts over the last 3.5 years
- Returned 64.1% of FCF Generated over 3.5 years cumulative

FCF generated: $2.38 Bn
Capital Return: $1.53 Bn
Continued Consistency of Performance led by

- **Sustainable Profitable Growth**
  - Large Deals
  - Multi-Pillar Penetration
  - Deal Structuring

- **Operational Rigor**
  - Process Transformation
  - Delivery Excellence
  - Risk Management

- **Prudent Investments**
  - Investing for future
  - Digital Competencies
  - Portfolio Management

- **ESG**
  - Carbon Neutral
  - Diversity & Inclusion
  - Corporate Governance
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