

INVESTOR DAY



# Financial, Operations and M&A update

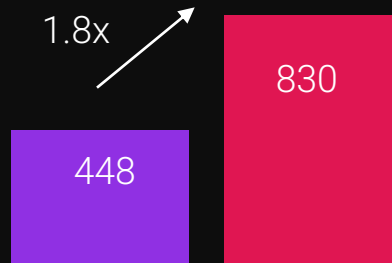
Rohit Anand

# FY23 Recap: In line with communicated strategy

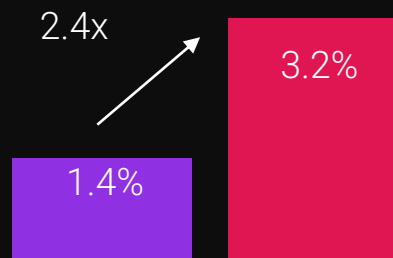
	What we communicated	What we Achieved
Large Deals	\$0.7 to \$1 bn/qtr	✓
Revenue Growth	Double Digits	✓
EBIT%	Improve	✗
M&As	Focus on integration	✓
Capital Return	FCF net of M&A	✓

# Step up in Long Term Performance

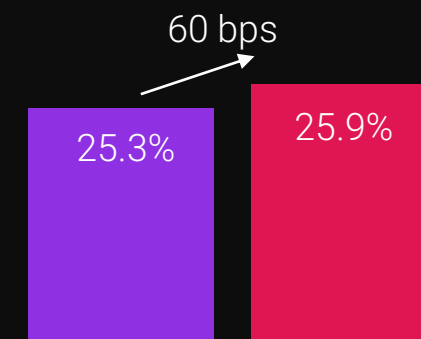
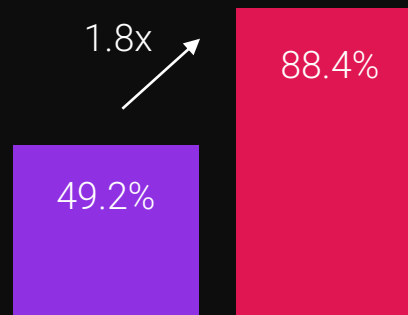
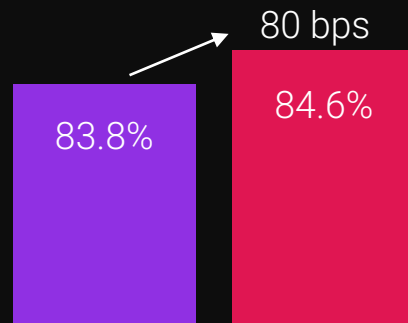
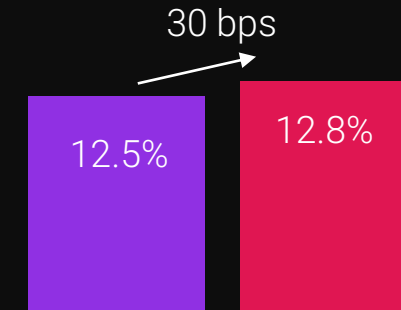
Quarterly large deal TCV  
(\$M)



Revenue CQGR



EBIT %



FCF/PAT %

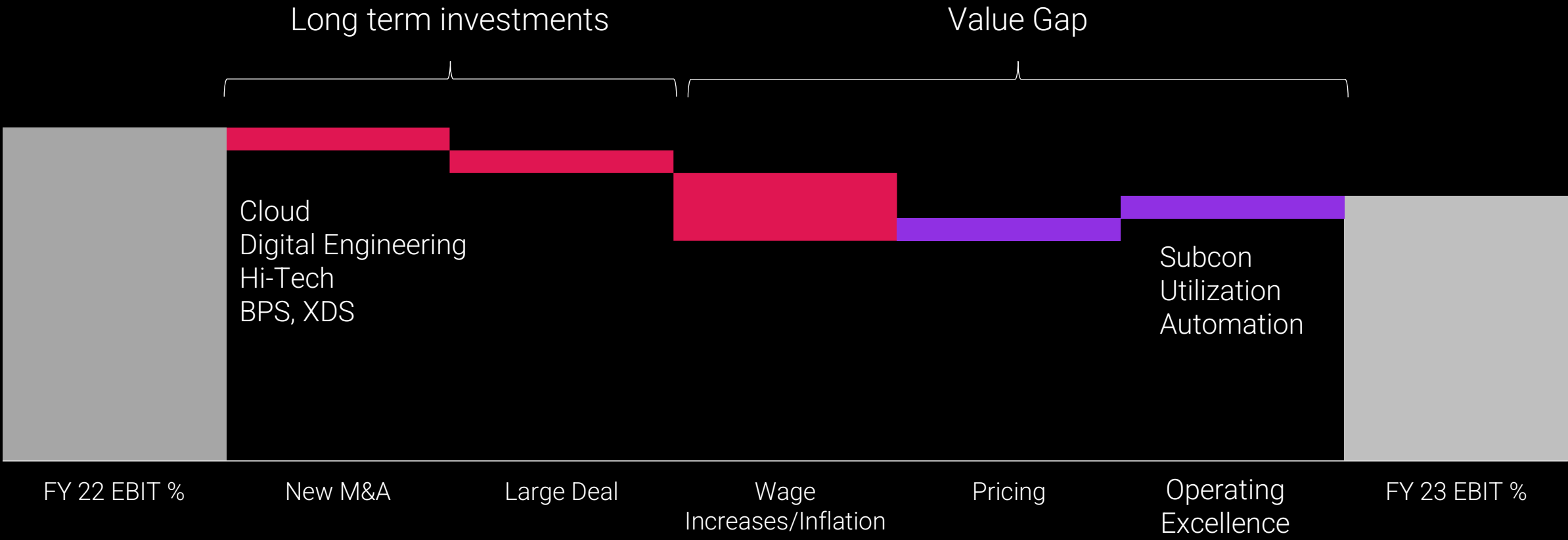
Payout Ratio

ROCE

Historical: Average of **FY2016** to **FY2020**

Recent: Average of **8 quarters up to Q3FY23** (except for ROCE, where average of last 2 fiscal years is considered)

# Investments for long-term impacting margins

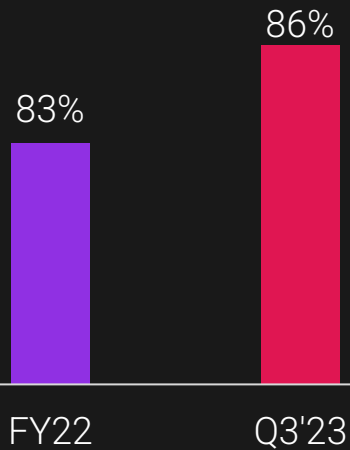


# Sustained Operational Performance

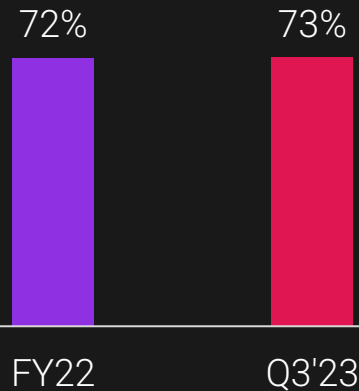


Significant contribution from **Pricing** improvement coupled with **Delivery Led Growth**

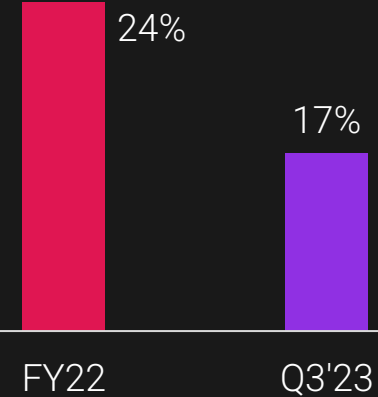
Improved **Utilization** through optimal bench levels and swift fresher absorption



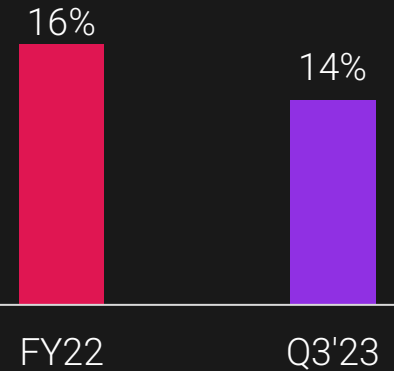
Maintained **Offshoring** levels even with new deal ramp ups in onsite



Reduced **Attrition** through right sourcing



Reduced **Subcontractors** through efficient resource mobilisation



# Way forward: Strategy & Execution



Organic Growth



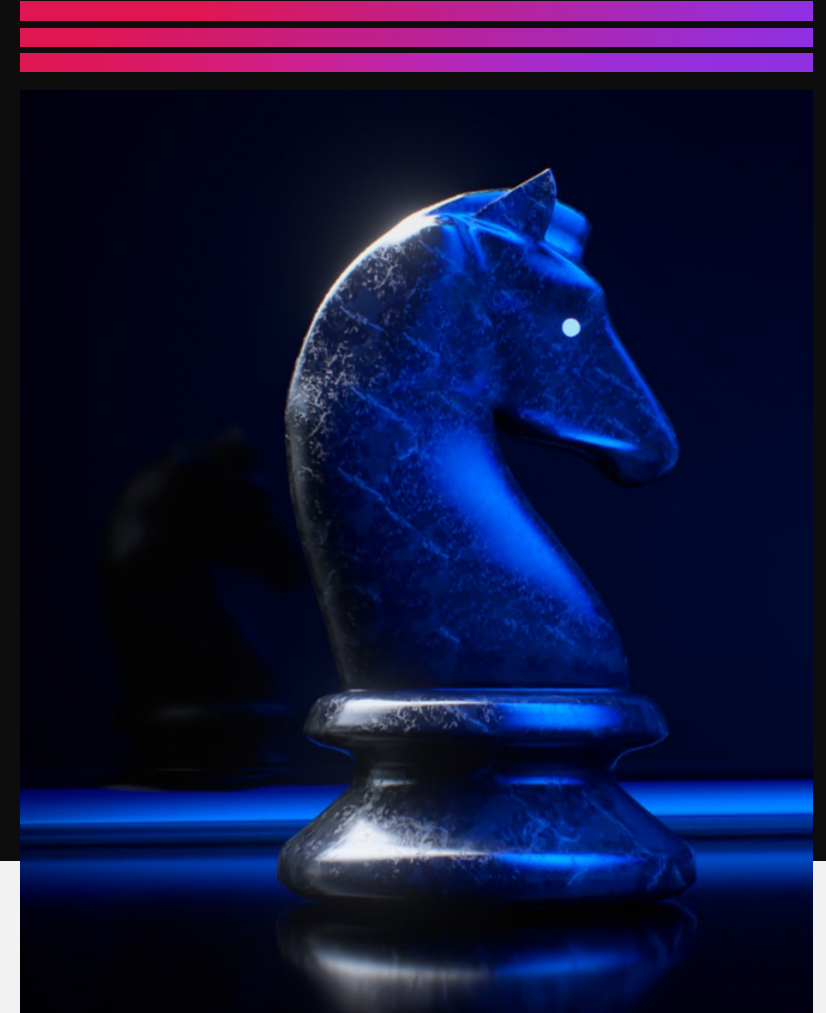
Margin expansion



Portfolio synergy



Consistent capital return



# Drive organic growth aided by large deal wins and alliances



## Large deal wins

Standardized playbook  
Increased win rates  
Healthy pipeline



## Account Expansion

Alliances with Hyperscalers  
Pillar penetration



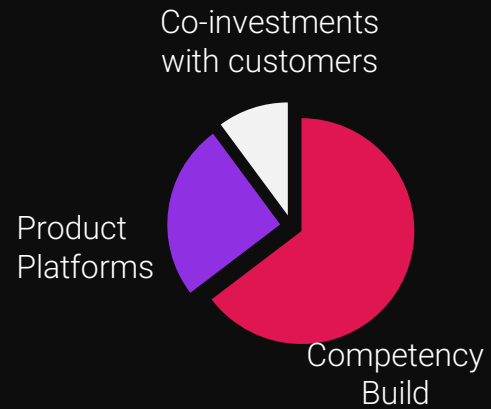
## New growth areas

Product & platforms  
Co-create with customers

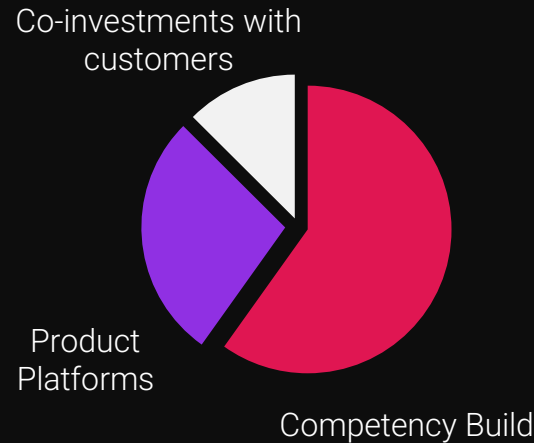
# Changing Investment Patterns

Investment towards new-age technologies and platforms

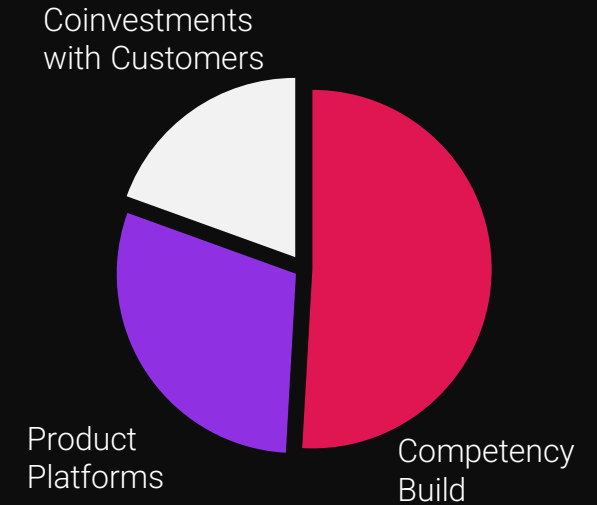
FY22



FY23

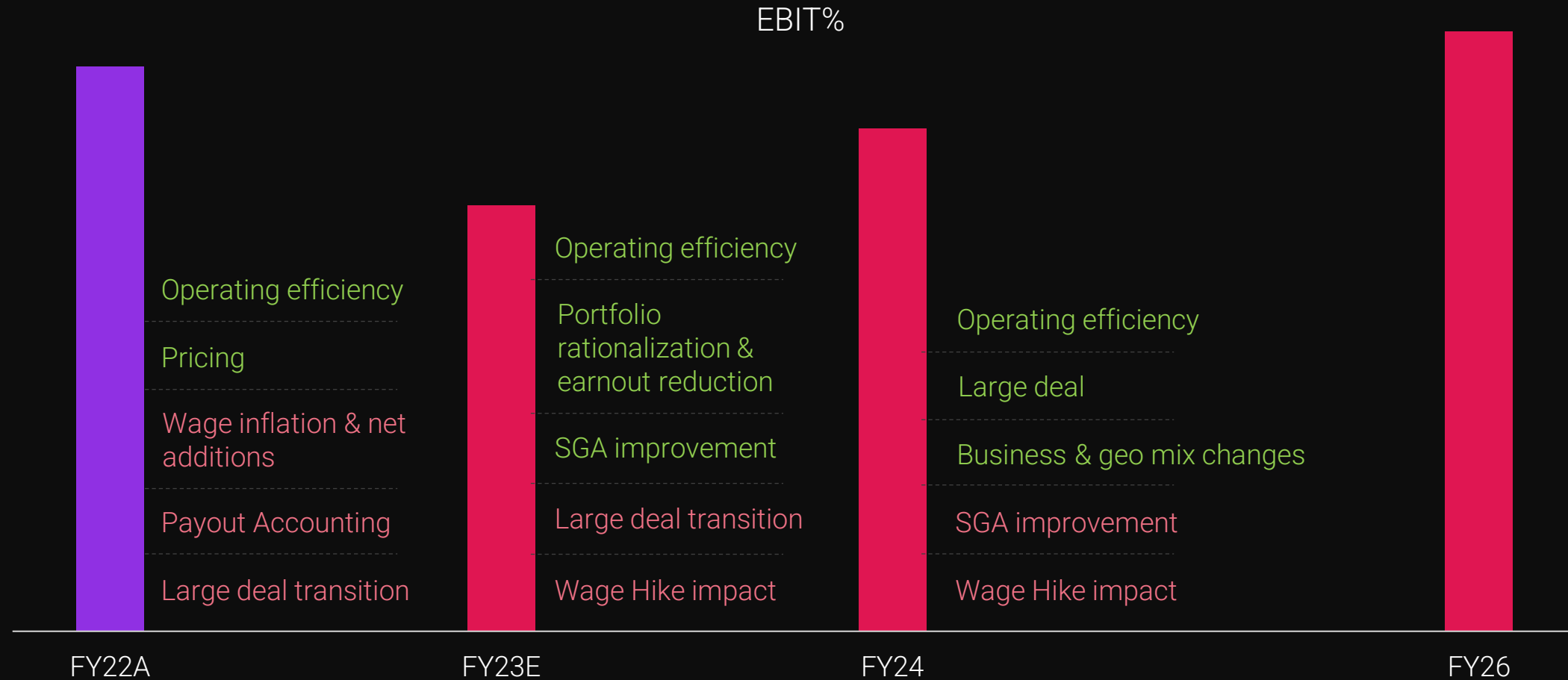


FY24



- FY23 increased spend towards new age technologies and transformation initiatives
- FY24 expanding spend in Products & Platforms and co-investments with customers

# Focused initiatives yielding results



# M&A strategy - Acquire Capabilities. Gain Access. Scale Up.

## Programmatic and Disciplined Approach

Identified themes, defined financial metrics, strategic alignment

### Digital Engineering & Hi-tech



### Experience Design



### Cloud



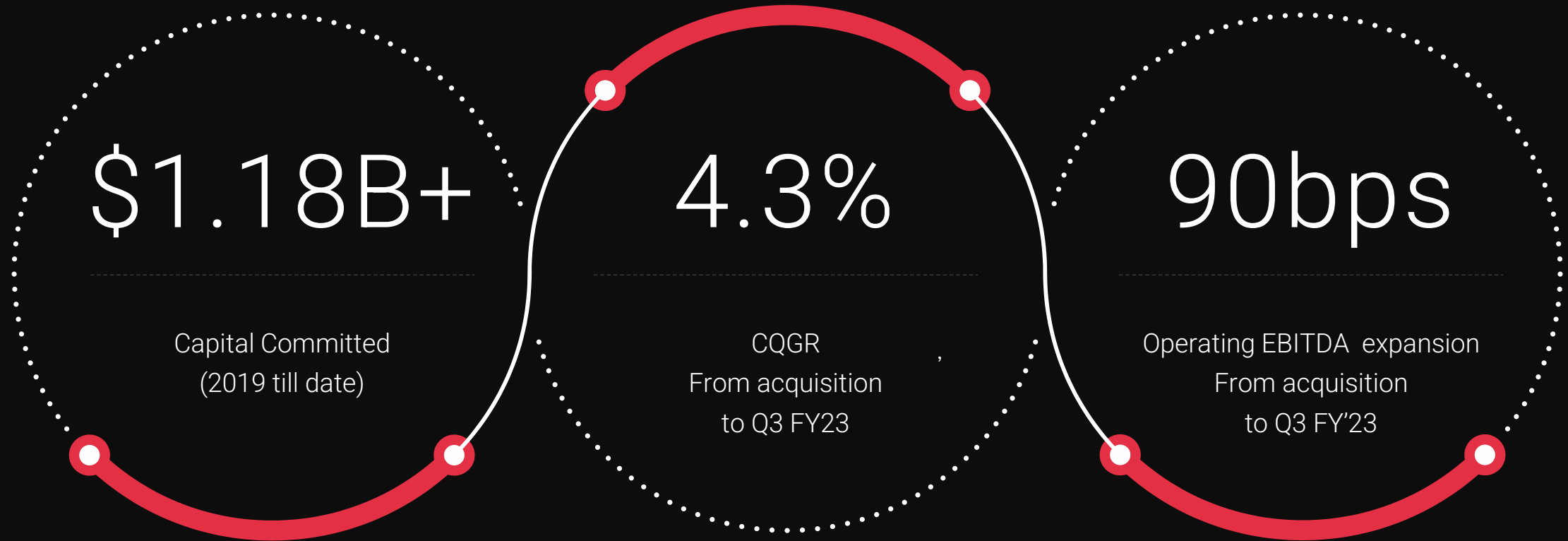
## Acquire to Integrate

Integrated org structure, acquired company leaders in integral roles in pan-org leadership

## Synergy

Revenue synergy at the core, improved back-office integration and governance

# Prudent capital allocation leading to value creation



*Capital committed: Upfront payment + yearly payouts till date + estimates for FY'23 - FY'25*

# Key Acquisitions - Status



## Standalone growth

Growth in Constant currency is in line with plans

Growth has been in line with the plans, with overachievements of targets

Growth is in line with the plans

## Profitability

Impact of regional geopolitical factors in Eastern Europe

Profitability is In-line with plans including profitability of the synergy deals

Profitability is in line with the plans

## Synergy

Focus on building and enhancing the pipeline and generating synergy revenue

Achieved synergy goals and have seen significant impact in winning large deals

Impacted by the macro trend and slowdown in the High-tech industry

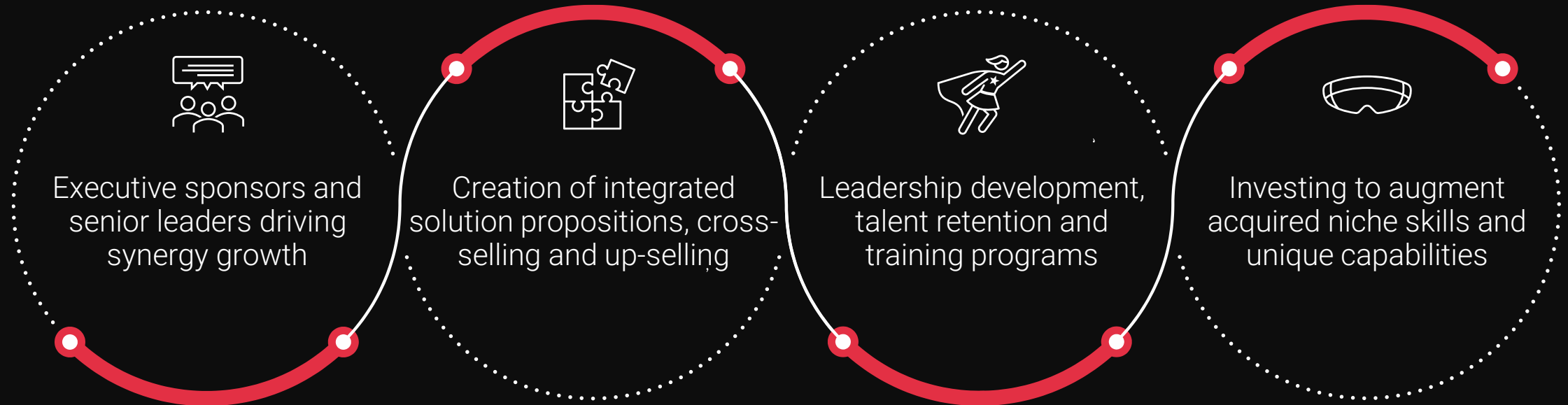
## Integration

Insurance carved out as a separate IBU

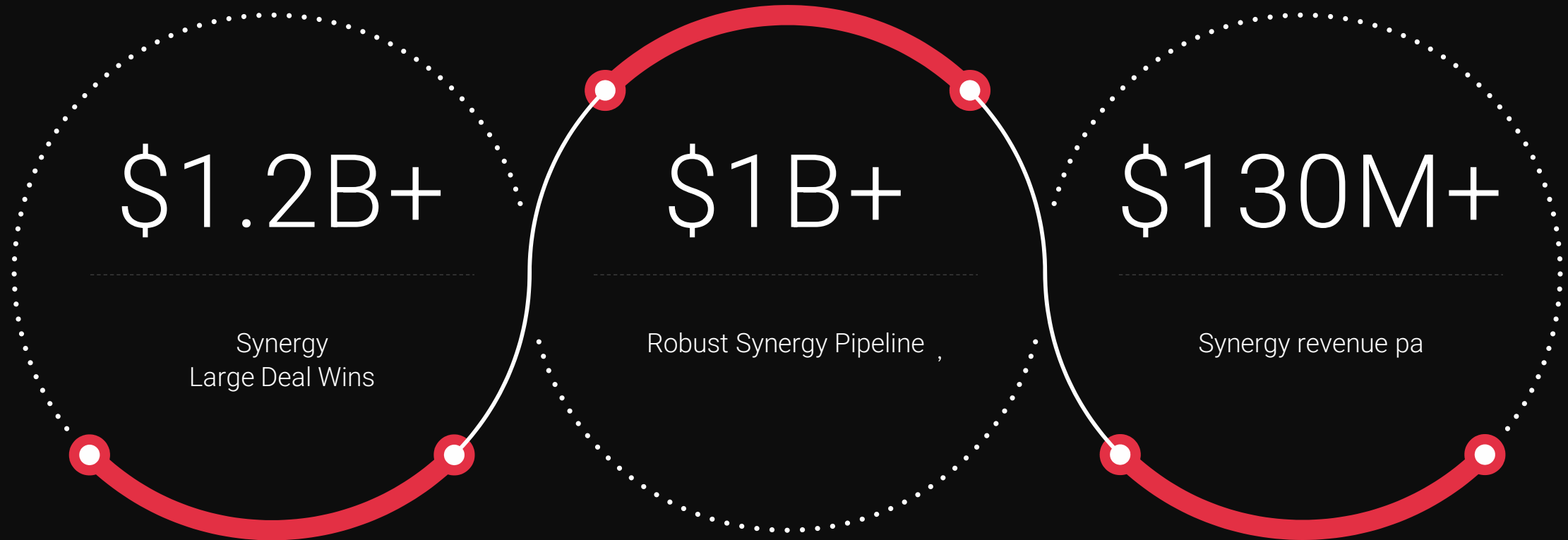
Created umbrella structure for Cloud competency with DOU leader at the helm

Leading the alliance with hyper scaler

# Holistic focus on business integration & unlocking scale



# Synergy as Growth Catalyst



Healthy large deal wins and promising pipeline

# Capital Return



Consistent **Capital Allocation** to shareholders



Significant increase in dividend payout



H1FY23 dividend per share up by 20% (Rs 18 per share, up from Rs 15 per share in H1FY22)



75% of FCF returned to shareholders in FY21 & FY22, up from average of 54% for the period FY16 to FY20

