HEXAWARE

Analyst Meet 2017

R Srikrishna, CEO

Safe Harbor Statement

Certain statements on this presentation concerning our future growth prospects are forward-looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Hexaware has made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry

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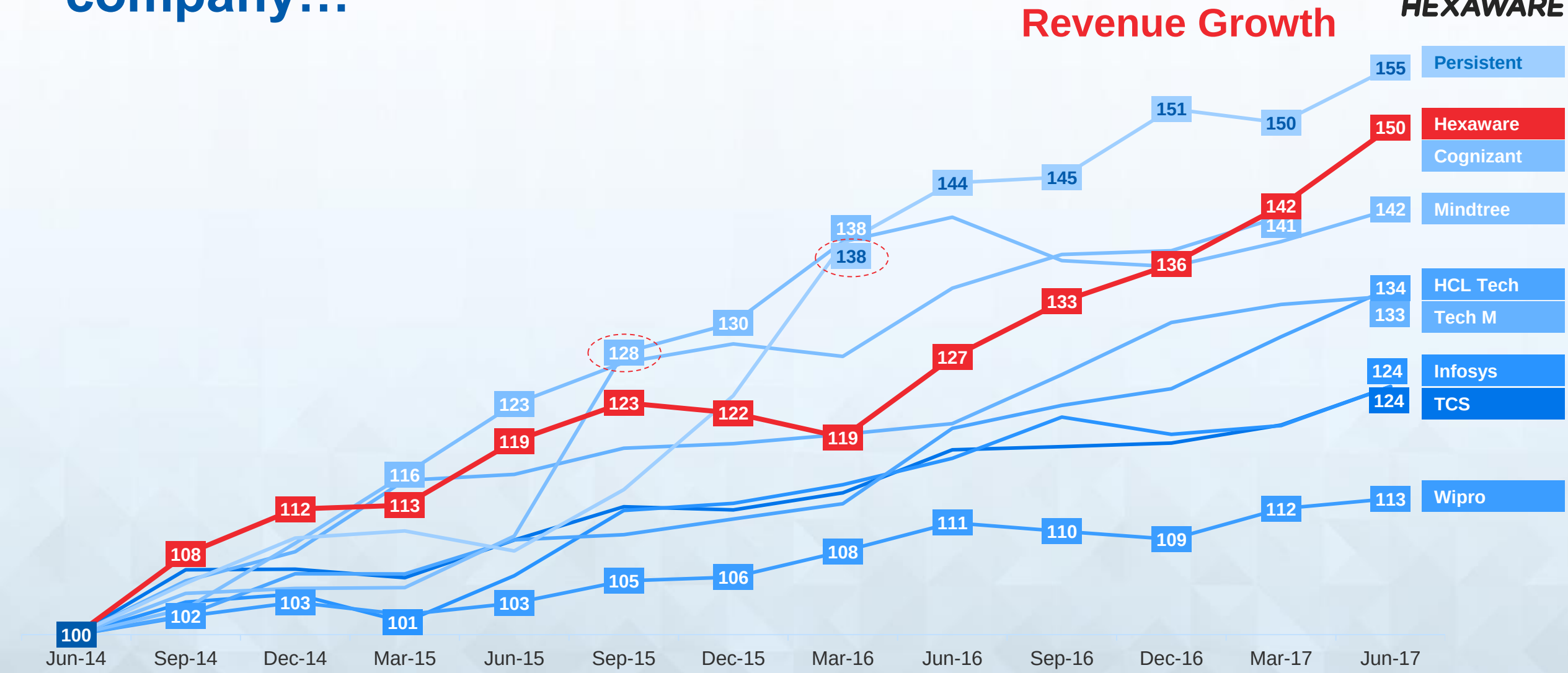
Our 3 Year Journey

Fastest organically growing IT services company…



Acquisition-led growth

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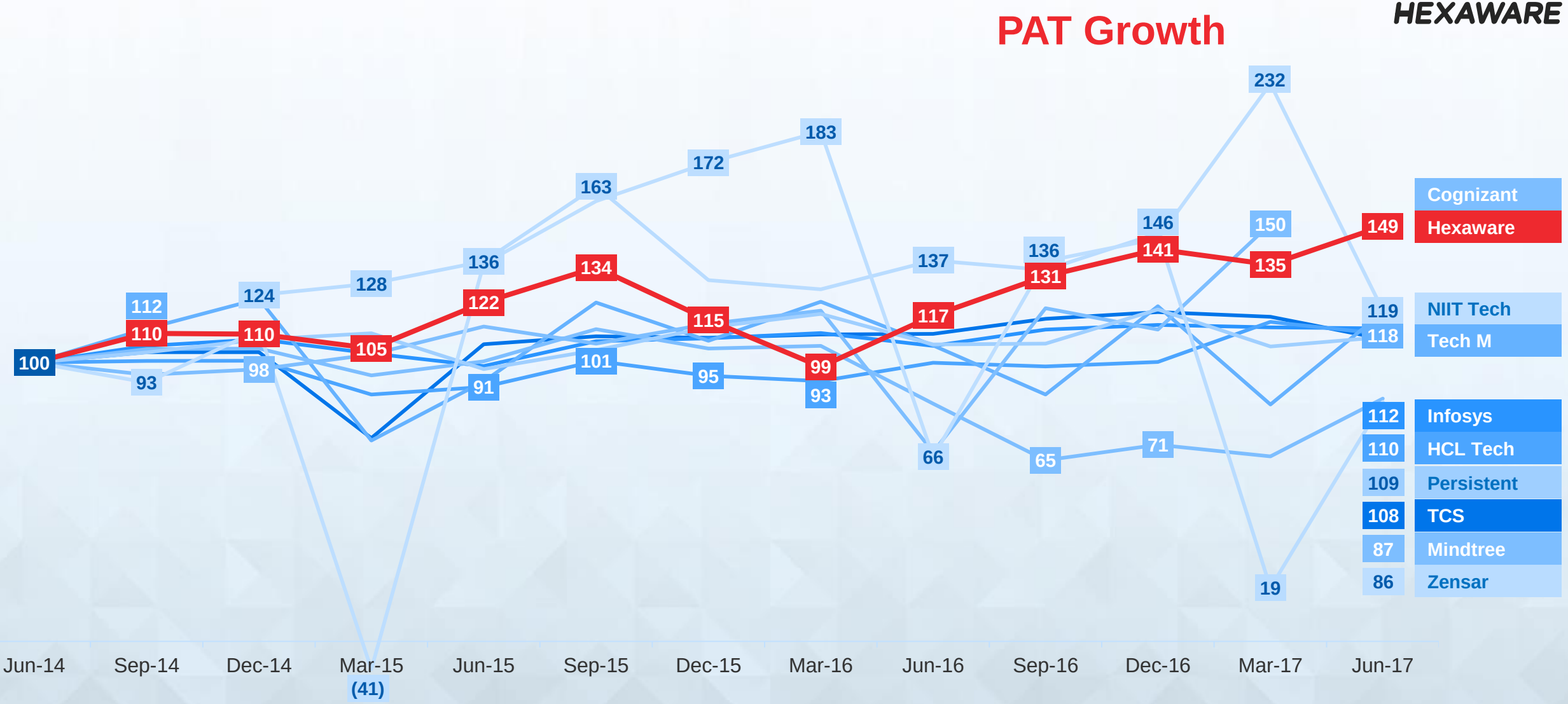
… While maintaining profitability



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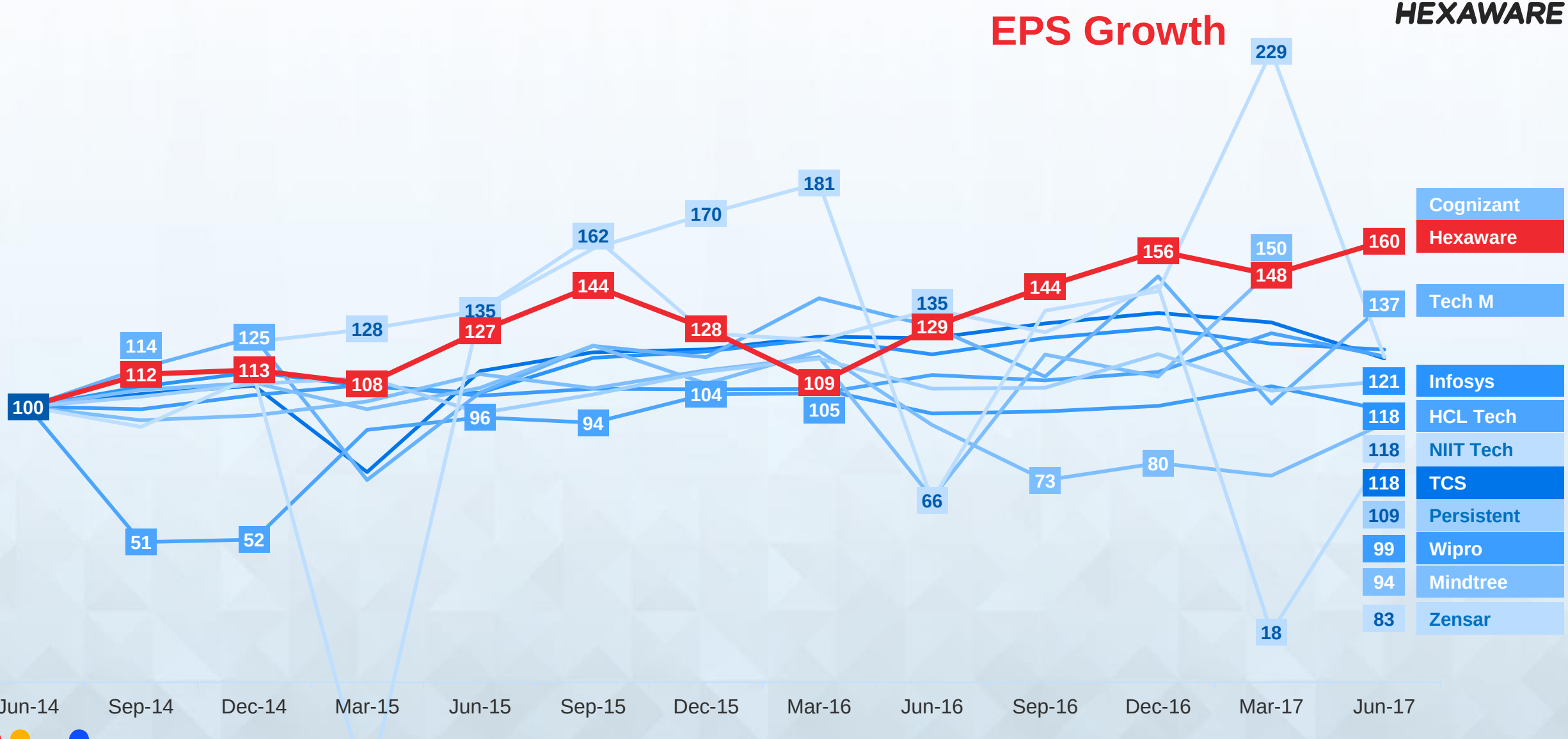
Industry leading shareholder returns



** Normalized for share splits*

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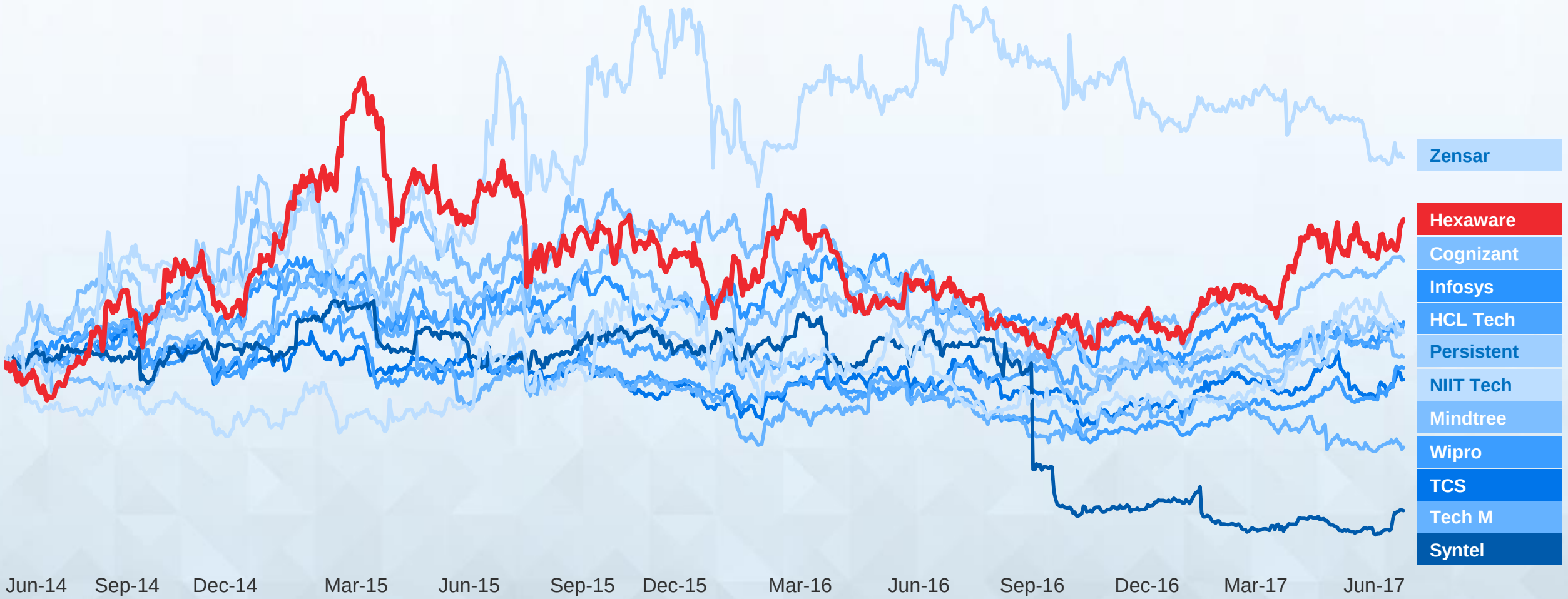
Reflected in the market performance

Market Cap



** Normalized for share splits*

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Winning an Unfair Share of Deals …

by Committing to Fearless Cannibalization

British Auction House

RAISE IT led end-to-end Infrastructure Management

Won from top IOPs

Global GRC Software Company

Second Gen Application Modernization, Support and Product Engineering

Won from top IOPs

Specialized Payment Products Provider

Next-Gen Application Modernization & Support

Won from top IOPs

Top Ten Global Steel Company

Automation-led Service Integration and Service Management

Won against top IOPs

Global Warranty Provider

Back and Front Office Operations Transformation through Automation

Won against top IOPs

Publisher, Distributor of Children's books

Automation-led Application Management Transformation

Won against top IOPs

Large Global Logistics Player

Automation-led Procurement, Finance and HR Shared Services

Won against top IOPs

Professional Employer Organization

Human Resources Operation optimization through Automation

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… Winning an Unfair Share of Deals
by Embracing Digital Innovation

Global Rating and Analytics Advisory
Strategic Product Engineering Partner

Won from top IOPs

Leading eCommerce Firm
Managing Customer Experience in the Digital Channel

Won against top IOPs

Facilities Management & Maintenance
Migration of application landscape to hybrid cloud

Won from top IOPs

Top Ten Pharmacy Benefit Manager
Digital Transformation to improve their Customer Experience

Won against top IOPs

Large Fashion e-commerce Company
Transforming Customer Experience

Won against top IOPs

Investment Firm in Education
Digital Transformation with content management & app development

Won against top IOPs

Largest Serviced Apartments Operator
Building an enterprise wide digital platform in the agile model

Won against top IOPs

Top Skincare Lines
Business Transformation to initiate, integrate e-commerce with Order to Cash Process

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As a result of Outstanding Customer Service

Constantly Delighting Customers

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Rated Best IT Outsourcing Service Provider, two years in a row!

HEXAWARE

By a survey of 800 end customers in Europe and UK

General Satisfaction & Price Level

Service Delivery, Account Management, Proactivity, Business Value Understanding & Contract Flexibility

Innovation & Transformation Quality

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<Shrink IT> Grow Digital>>

Shrink IT

Labor Arbitrage

Focus on Automation & Technology

Rethinking the traditional labour arbitrage model

Automation Arbitrage

Technology Arbitrage

Grow Digital

Employees

Focus on Reimagining Customer Journeys

Rethinking the User Experience

Customers

Suppliers

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Culture Eats Strategy for Breakfast

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Automation First

Culture of automation first; no fear of cannibalization

Focussed Growth Aspirations

Keep ability to focus on customers: only 2-3 new customers per quarter, globally

Cross Skilling

Focus on cross-skilling: e.g. SDETs

Anti Pyramid

Automation of low skilled activities; Slow Rotation of Senior Consultants, non-FTE based scale

Bottom-up Innovation

Culture of bottom-up, client-centric innovation

Fostering Culture of David vs. Goliath

Chip on the shoulder attitude

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40% of employees participated in Bottom-Up Innovation

Ideas Posted

2205

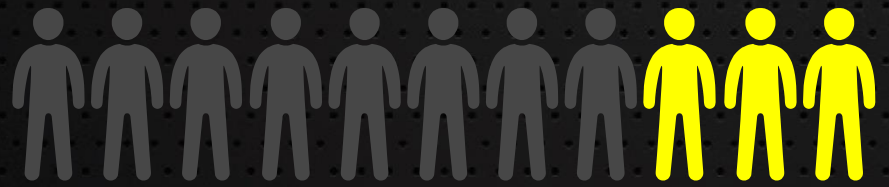
Ideas Implemented

1385

Total Cost Saved

35.29 M

Total Efforts Saved



800,287 hrs/ year

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Hackathons for Cutting Edge Bottom-Up Innovation

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InnoWIZZ

Quest for the Future FinTech Wizards

Top team become part of Hexaware's core FinTech Innovation Team

326
Participants

64
Teams

3
Groups Awarded

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Backed by Industry's Best Leadership Team

Built a World-Class Team …

Vijay Iyer
Chief Sales Officer - North America & Global Head - Travel & Transportation
Over 25 years in the industry, was CEO of Cignex and spent 14 years at HCL Technologies

Prasan Prabhakaran
Senior Vice President & Global Head - Enterprise Solutions
Joined from Cognizant Technologies with over 23 years of experience, also held positions at US Technology & Satyam

Aravind Kashyap
Senior Vice President & Global Head - Manufacturing & Consumer
Instrumental in Wipro's Consumer Unit growth, over 25 years of experience, held diverse roles at HCL, Capgemini, Satyam

Arun Ramchandran
Executive Vice President & Global Head - Professional Services
Member of Applications Services Executive Board at Capgemini Group, spent 11 years at Infosys

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… With 10x Execution Experience

Krishna Kumar
Chief Technology Officer
Over 25 years of experience, including several startup companies in the networking, search and big data space, and in IT-services and web companies

Milan Bhatt
Senior Vice President & Global Head - Healthcare & Insurance
Led healthcare vertical at Symphony Teleca, spent over 10 years at HCL Technologies

Ravi Srinivasan
Senior Vice President & Global Delivery Head - Banking & Financial Services
Over 26 years of experience, large part spent in banking & financial services, incl. brief stint with a product company

Sastry PKV
Global Delivery Head - Manufacturing & Consumer, Travel & Transportation
29 years of experience, was COO at Cignex, also held positions at TCS and HCL

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Accelerating Growth

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Sustain High Growth Performance

Fix Problem Pockets

Create New Engines for Growth

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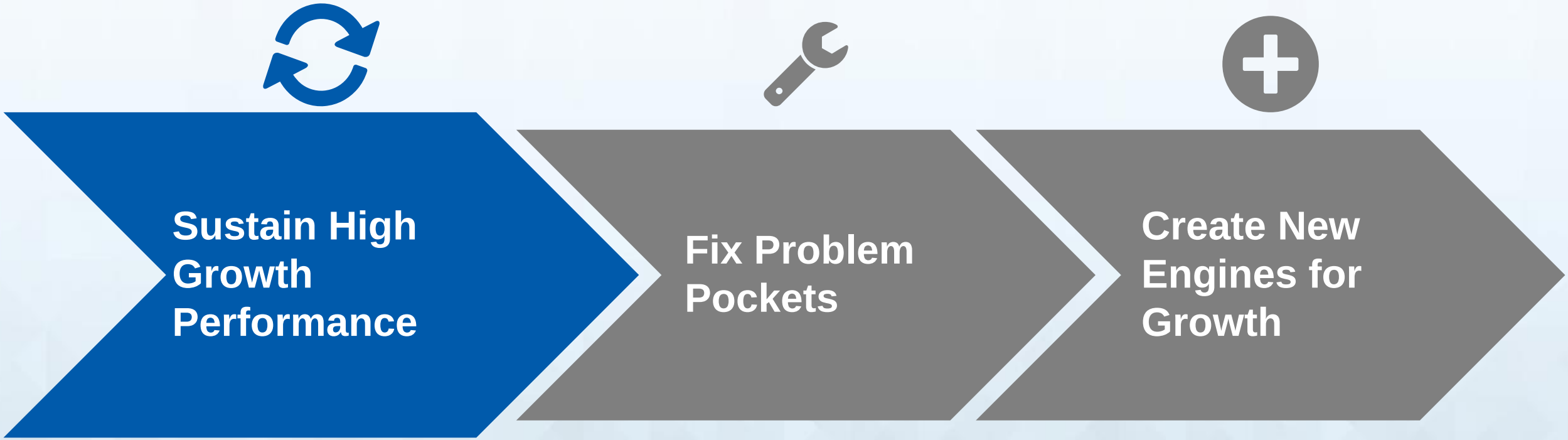
Accelerating Growth



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Accelerating Growth

HEXAWARE

Sustain High Growth Performance

Fix Problem Pockets

Create New Engines for Growth

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Correcting the course for ES

ES: 100 → 94

New Leadership:
Best Of The Outside World

Move to High
Growth Trajectory

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Revamping the service line

Align product services strategy with current market

Diversify product lines such as SAP, BPM, Creation of 3 distinct product category

Creation of 4 strategic service offerings

Additionally create 3 product specific service offerings; refresh offerings in existing lines

Restructured GTM Initiatives

Across customer/ prospect base - playbooks

Nimble Organization Structure

Organization structure overhauled to become nimble and meet customer needs

New Talent

Induction of new talent

Product Partnerships

Revamp product partnerships; re-energize them

Thought Leadership

Create thought leadership with key analyst community

Workforce Motivation & Enthusiasm

Re-enginerize and re-orient workforce

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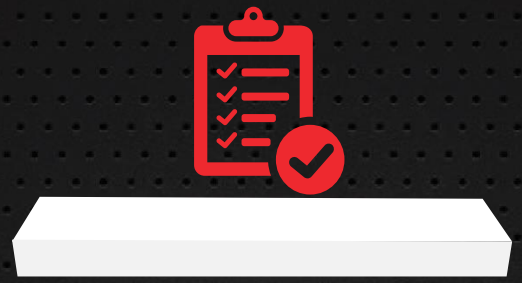
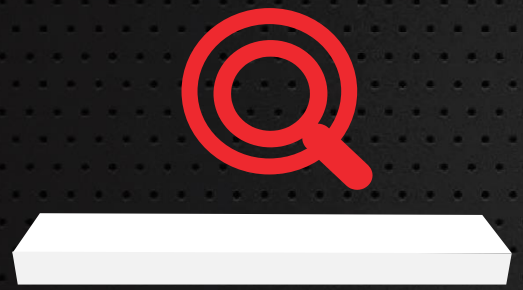
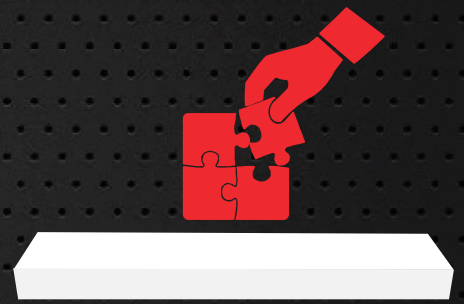
Building business solutions for Professional Services firms



Recording of Information



Independent View



Verification

Leveraging Technology Enablers

Cognitive | Block chain | IoT | Automation | Digital

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Addressing the white space adjacency

Adding new accounts in this vertical represents a solid growth opportunity

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Transforming M&C vertical

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Consulting teams to bring upstream business and revenues

Industry segmentation to bring significant **depth and relevance** to solve Customer problems

Best of **leadership** for Managing Relationship and Delivery

Capabilities in **Next generation areas** of IT/OT Convergence, IOT, Retail Analytics, and Business Solutions

Investing in **Partnerships and Innovation** **labs** to bring new solutions and accelerators to Customers

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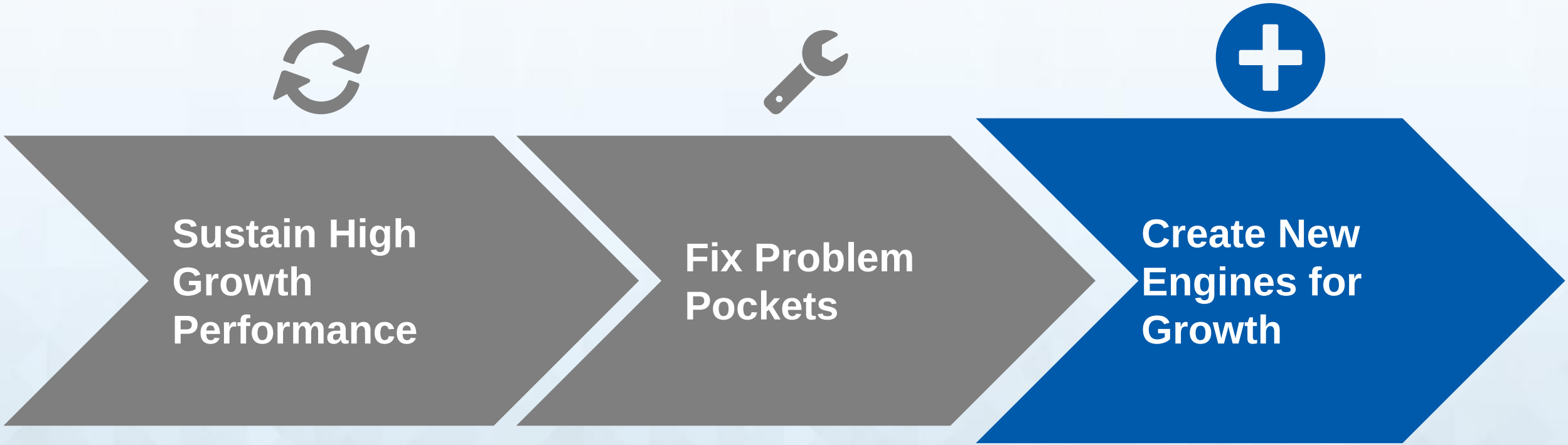
Accelerating Growth



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Setting up 2 service lines each year that grow 40% YoY

Strategic Services Lines

- CMO Offerings
- Cloud
- Analytics
- Integrated Automation
- Banking Ops Digitization
- Enterprise Integration
- Platform based Solution
- Salesforce Solutions
- Customer Experience Transformation

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Inorganic: Acquisitions

Focus on Innovative & Differentiated Opportunities

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Companies in 10-25 million size in high growth space with capabilities in Next-Gen platform, technology, solution

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Capital Allocation Strategy

Philosophy: Return excess capital to Shareholders in the most efficient form

Acquisition financing

Debt

Cash in Books

Equity

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Organic: Hyper-Growth Initiatives

Enabled with Hyper-Growth Premier League (HPL)

Leader Board			
Teams	Score	# Customers	$ Revenue
	400	1	1.00
	350	1	0.50
	300	1	0.25
	200	0	0.00
	150	0	0.00

Each team scored based on KPIs

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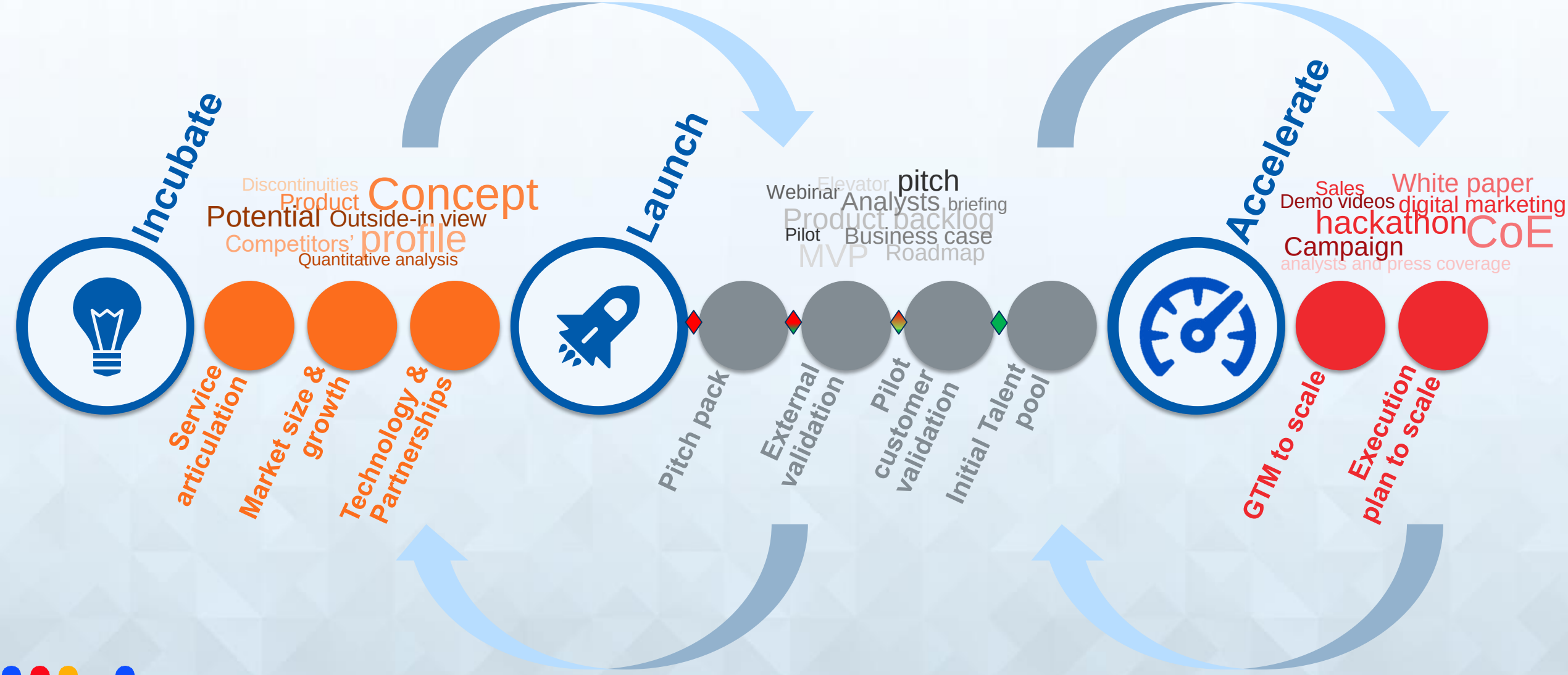
Exciting Journey Ahead for Each Product



Go/Kill gate

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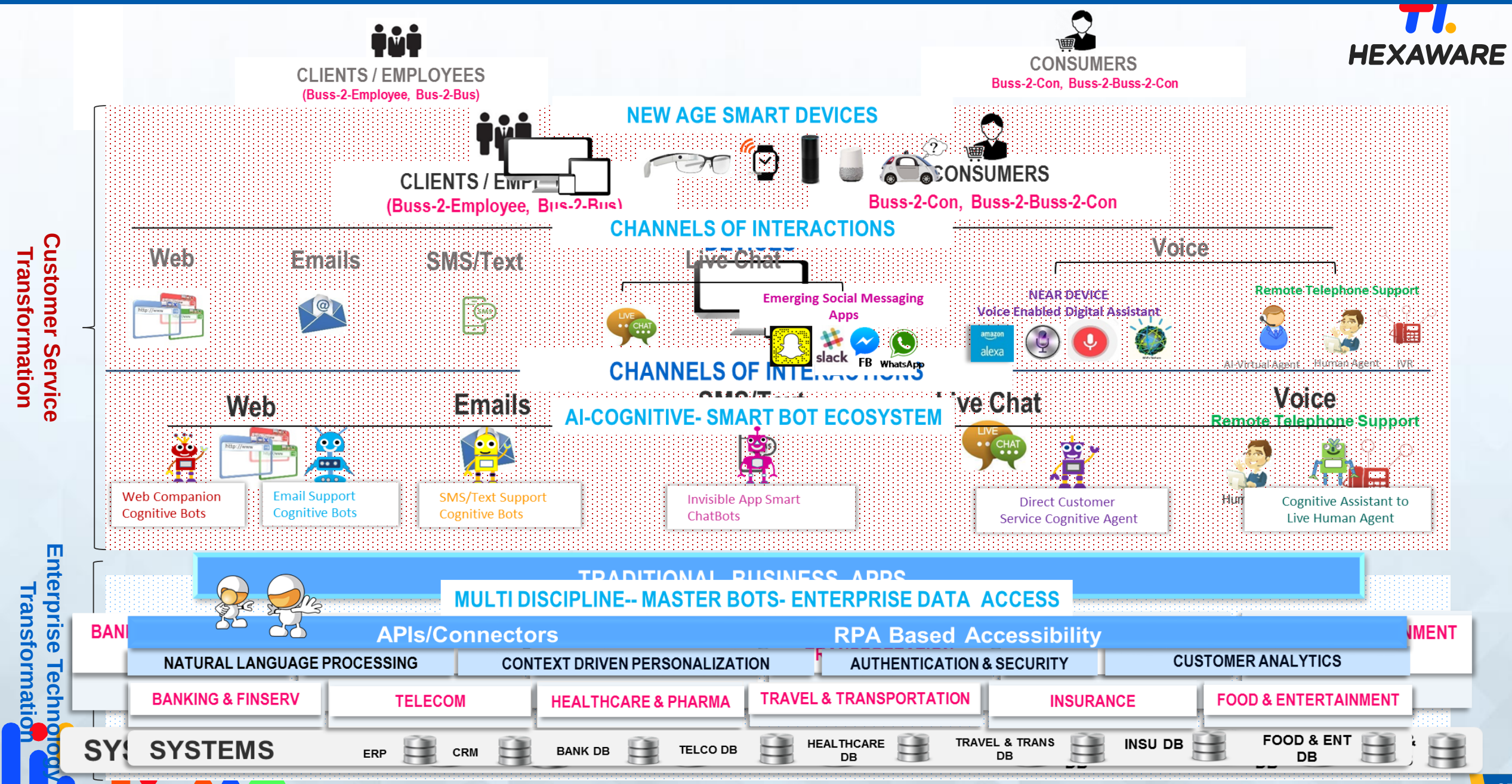
Disruption in Customer Experience



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Evolution of Shrink IT to Grow Digital

Processing Effort & Customer Experience for an Auto Insurance Company

First Notice Of Loss

Entry of data into claim system

Triage, Segment Assign

Investigate Evaluate

Estimation, Review

Reserves Payment Recoveries

Litigation Negotiation

Close Communicate

14 **66** **20**

100

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Core Implementation

First Notice Of Loss

Entry of data into claim system

Triage, Segment Assign

Investigate Evaluate

Estimation, Review

Reserves Payment Recoveries

Litigation Negotiation

Close Communicate

11 → 50 → 10

100 → 71

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Core Implementation + RPA

First Notice Of Loss

Entry of data into claim system

Triage, Segment Assign

Investigate Evaluate

Estimation, Review

Reserves Payment Recoveries

Litigation Negotiation

Close Communicate

11 → 37 → 9

100 → 71 → 57

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Core Implementation + RPA + ML

First Notice Of Loss

Entry of data into claim system

Triage, Segment Assign

Investigate Evaluate

Estimation, Review

Reserves Payment Recoveries

Litigation Negotiation

Close Communicate

11

25

9

100 → 71 → 57 → 45

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Core Implementation + RPA + ML+NLP+API

First Notice Of Loss

Entry of data into claim system

Triage, Segment Assign

Investigate Evaluate

Estimation, Review

Reserves Payment Recoveries

Litigation Negotiation

Close Communicate

4 → 21 → 7

100 → 71 → 57 → 45 → 32

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Thank you

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