

HEXAWARE INVESTOR & ANALYST MEET 2019



R Srikrishna, CEO & ED



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Keynote Address: R Srikrishna, CEO and ED

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Delivering the Change: Arun "Rak" Ramchandran, PS
Customer Journey, Ravi Singh, CTO - Auction.com
Prasan Prabhakaran, ES

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Creating New Growth Engines: Sandeep Dhar, CXT
John Castleman, Mobiquity
Paul Piebinga, Mobiquity Europe

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Focus for Improvement: Ravi Vaidyanathan, BFS

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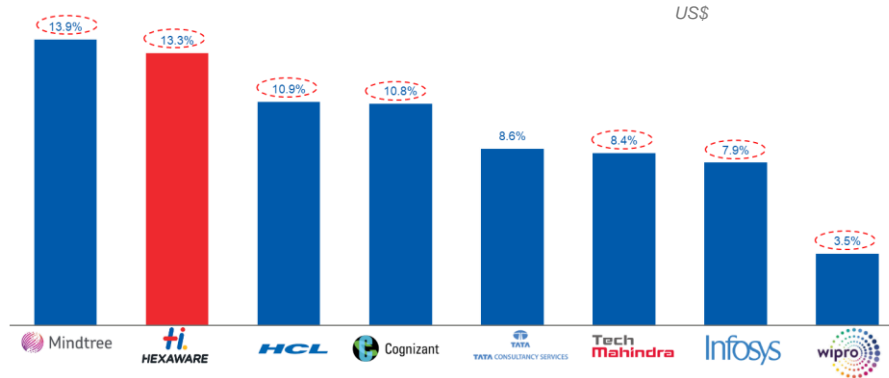
Sustaining Outperformance: Vinod Chandran, IMS
Chinmoy Banerjee, BPS

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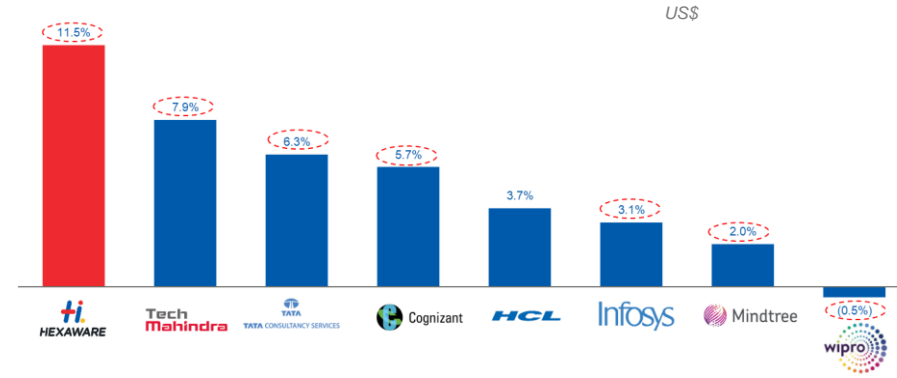
Talent Management: Senthil Nayagam, Chief Learning Officer

Strong track record of delivering industry leading growth

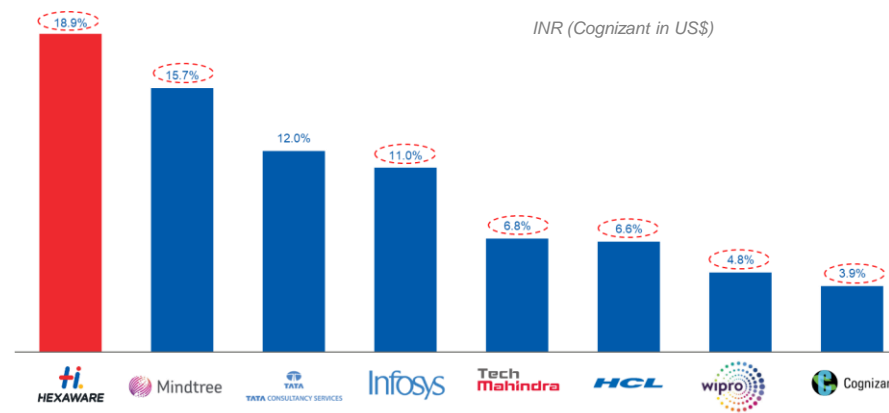
Industry leading revenue growth (CAGR H1'14-19)



Industry leading net income growth (CAGR H1'14-19)



Reflected in the Market Cap (CAGR H1'14-19)



Includes acquisition-led growth

Source: Company filings & broker research reports

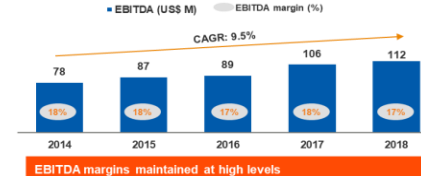
Key Financial Metrics (CY14-18)

Revenue



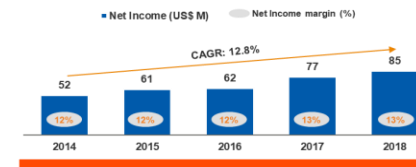
FY 19 revenue growth estimated at ~19%

EBITDA



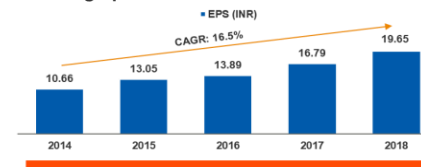
EBITDA margins maintained at high levels

Net income



FY 19 ETR ~18.5%, lowest in Industry, contributing to high net income

Earnings per share

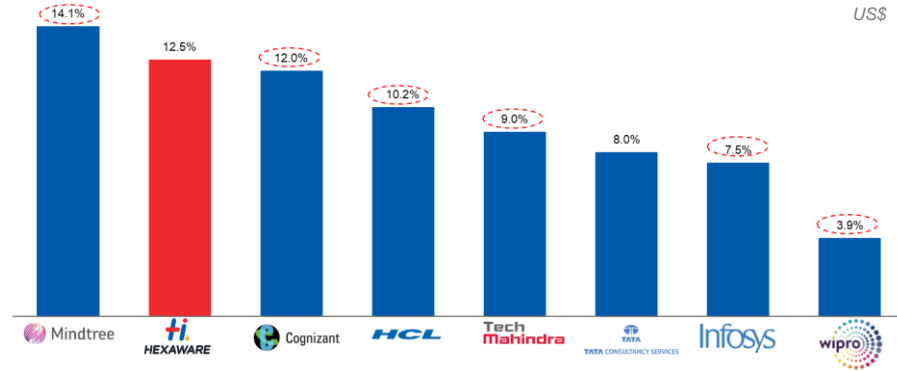


EPS growth outpaces revenue growth

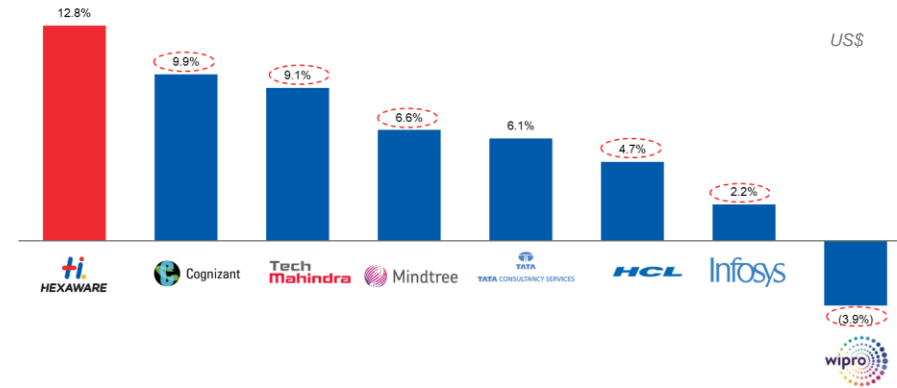
Note: Company adopted IND-AS from FY 17 with restatement of FY 16 numbers. Financial for period prior to FY 16 was not restated.

Strong track record of delivering industry leading growth

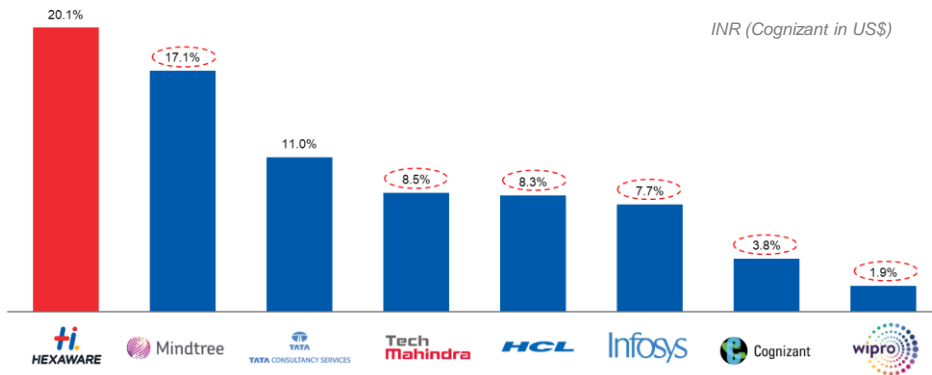
Industry leading organic revenue growth (CAGR CY14-18)



Industry leading net income growth (CAGR CY14-18)



Reflected in the Market Cap (CAGR Jan 14 – Dec 18)

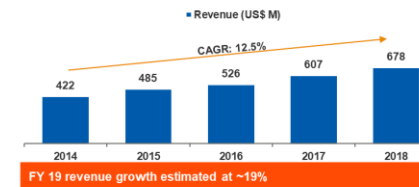


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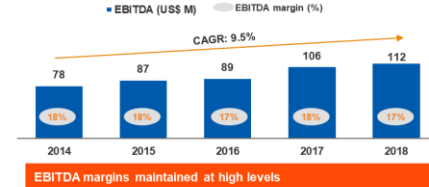
Key Financial Metrics

Revenue



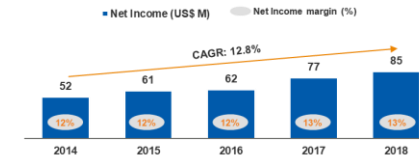
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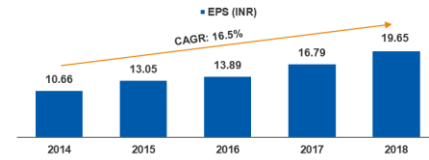
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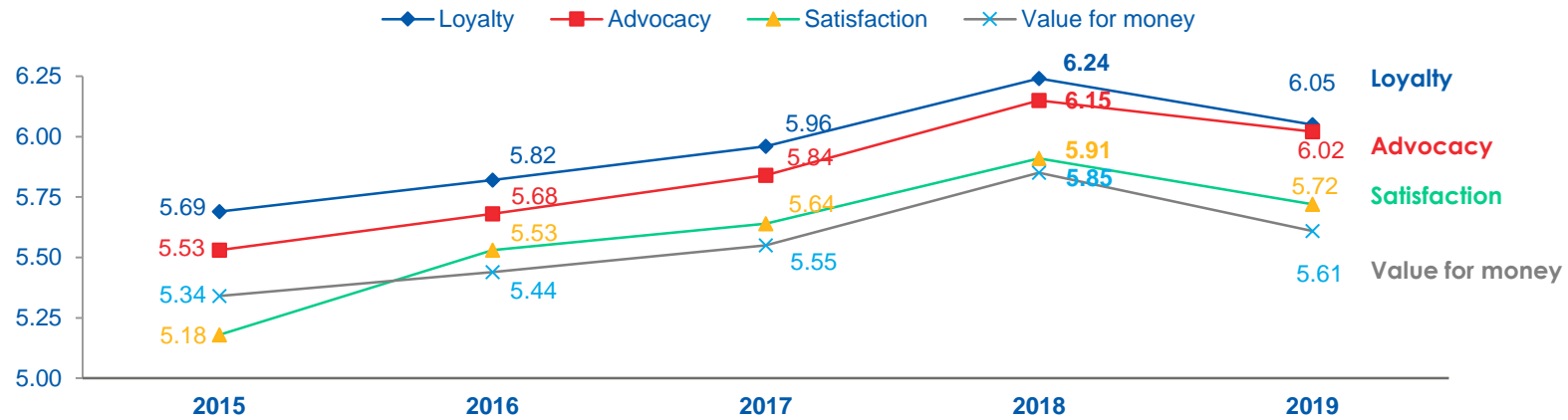


EPS growth outpaces revenue growth

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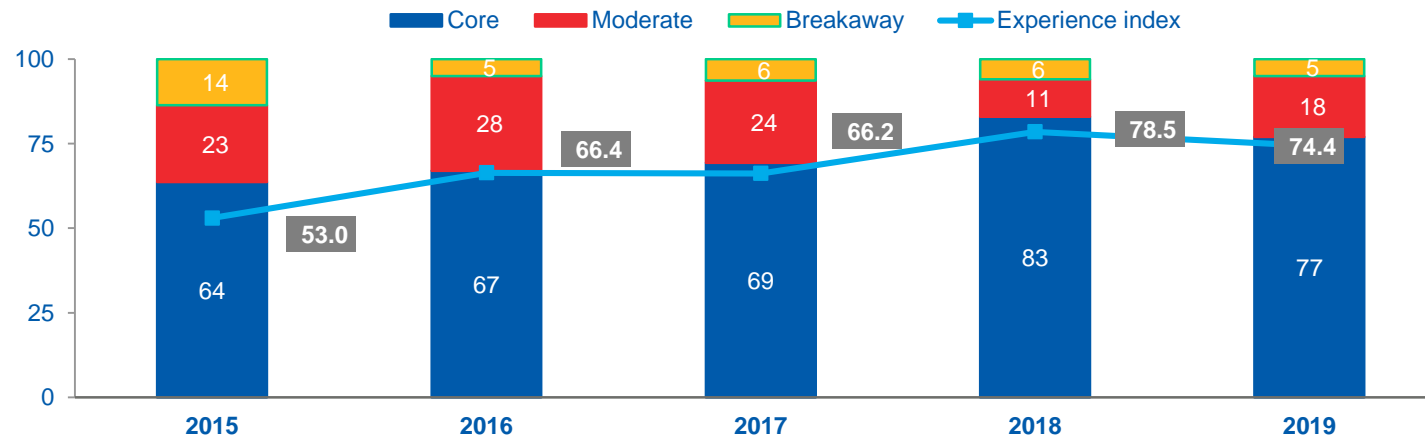
Well-entrenched relationships with diverse marquee client base

Key customer experience metrics – Industry best in 3 out of 4 metrics



Industry scores ¹	
High	Low
6.05	5.29
6.02	5.59
5.79	5.41
5.61	5.00

Customer experience grouping – Industry leading score



Industry scores ¹	
High	Low
74.4	



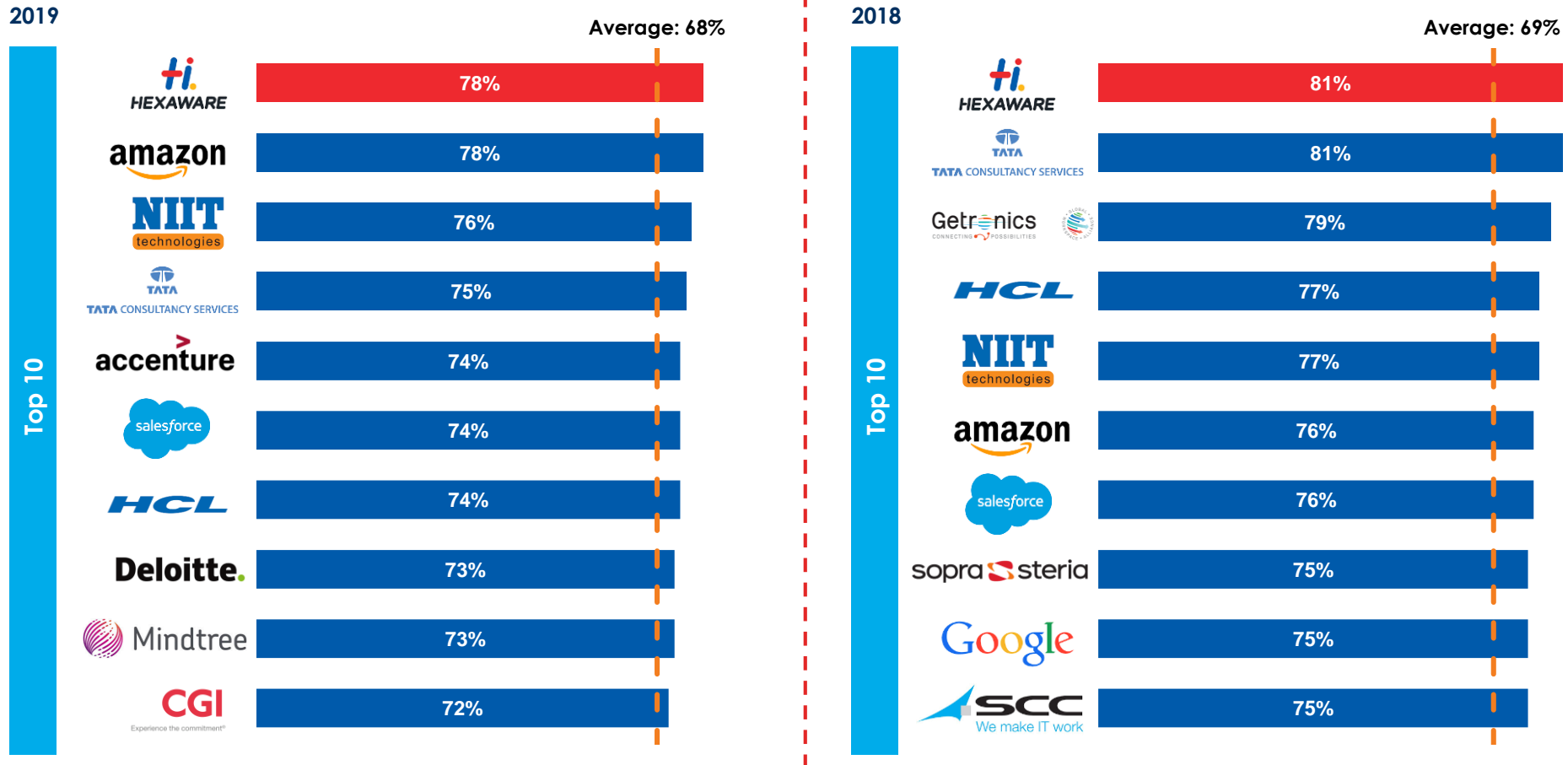
Hexaware leads the industry in customer experience

Source: Feedback Consulting – 2019 (results for 2018 are published in early 2019)

Notes: Industry scores based on 11-12 comparable firms that Feedback Consulting has worked with in the last 18 months

Well-entrenched relationships with diverse marquee client base

Hexaware has been rated Top IT outsourcing service provider for four years in a row



Source: Whitelane Survey
 Whitelane evaluates over 760 unique IT sourcing relationships for more than 240 top IT spending organizations in the United Kingdom. Rankings are published for top 30 IT service providers based on clients opinion.

Three pillars for long term performance



CULTURE



STRATEGY



TEAM

Culture led by automation



Automation first

Culture of automation first;
no fear of cannibalization



Focused Growth Aspirations

Ability to focus on customers
Only 2-3 new customers per quarter



Cross Skilling

Focus on cross-skilling
Eg: SDETs, Full Stack Developers



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

61% of employees participated in bottom-up innovation

Ideas Posted



4270

Ideas Implemented



2850

Total Cost Saved



c.US\$73 mn

Total Efforts Saved



1.6mn hrs / year

Highly experienced management team with a strong track record

 <p>Vinod C NA and IMS</p>	 <p>Amalesh M APAC</p>	 <p>Amrinder S Europe</p>	 <p>Arun R HTPS</p>	 <p>Milan Bhatt H&I and Cloudify Everything</p>	 <p>Eswaran V GTT</p>	 <p>Ravi V BFS</p>	 <p>Vimal K M&C</p>
 <p>John C CEO - Mobiquity</p>	 <p>Andy N Mobiquity US</p>	 <p>Paul P Mobiquity EU</p>	 <p>Gopi S Delivery - HTPS</p>	 <p>Srinivasan P Delivery - H&I, and ATM</p>	 <p>Sastry PKV Delivery - GTT</p>	 <p>Ravi S Delivery - BFS</p>	 <p>Subramanyan A Delivery - M&C</p>
 <p>Vikash J Chief Financial Officer</p>	 <p>Vidya S GBM</p>	 <p>Amberin M Chief People Officer</p>	 <p>Ashok Harris President – Global Delivery</p>	 <p>Sandeep D CX Transformation</p>	 <p>Prasan P ES</p>	 <p>Munish M Mobiquity Interactive</p>	 <p>Rupesh M Mobiquity CRM</p>
 <p>Uma Thomas Quality</p>	 <p>Senthil N Chief Learning Officer</p>	 <p>Aparna J CMO</p>	 <p>Siddharth D Delivery IMS</p>	 <p>Vaidyanathan BIBA</p>	 <p>Satyendu M DA</p>	 <p>Chinmoy B BPS</p>	

Our unique strategy



Automate Everything



Cloudify Everything



Transform Customer experience



Culture



AI / ML



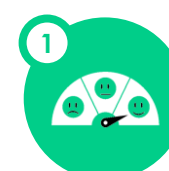
Blockchain



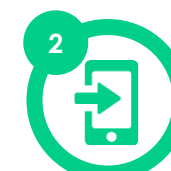
Cloud



Capability



Consistent & superior CX

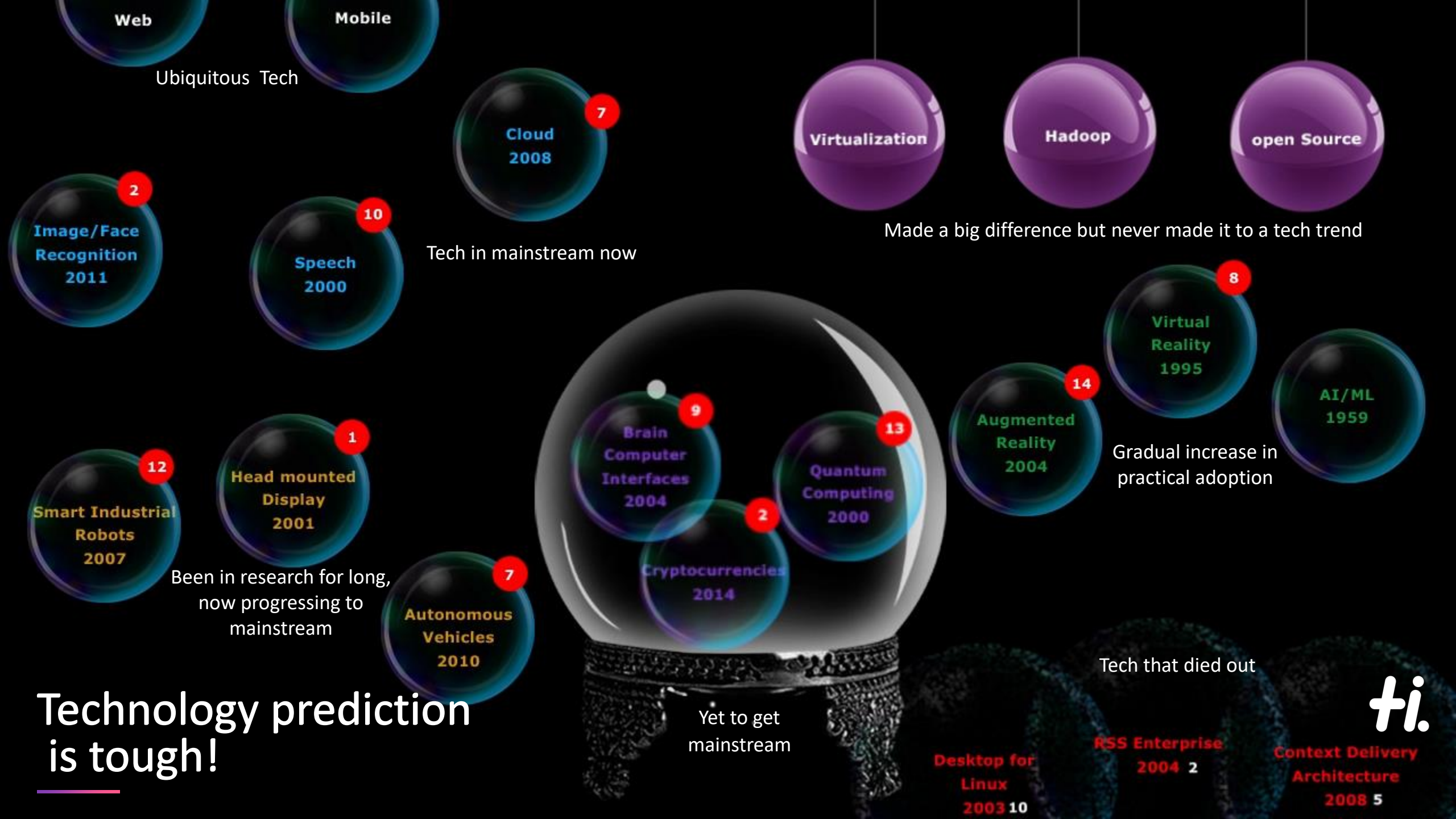


Diverse and complex technologies



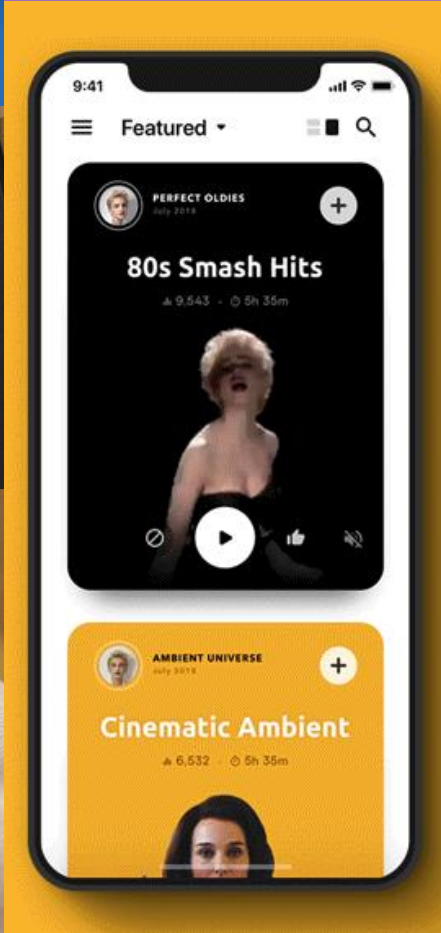
Natural language

Long-term sustainable future growth



Technology prediction is tough!





AI is everywhere!

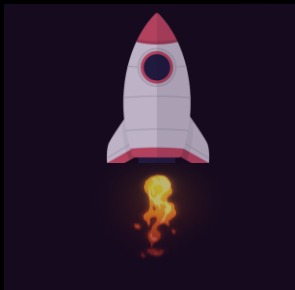
Mainstream Technologies

2019 - 2021

Making things
smarter &
individualized

Making things
faster &
efficient

Making
Interactions
natural &
immersive



Ubiquitous cheap
COMPUTE

Intelligent
ALGORITHMS

Voluminous
DATASETS

Cloud & AI are
inseparable





Lifetime Fitness uses automation to deliver member experience





ti.

Hexaware uses army of bots to drive employee experience

ti.



MG gives super human like power to customers with 97 voice commands



Computer Vision

Managing employee self service

Automate access control and contextualize video streams for safety equipment, object tracking and trigger alerts

Tom
Atrium



Xander
East Wing



Johnny
Garden



Samantha
Parking Lot



Michael
Airport Lounge



Lily
Park



Person Detected : 97%
Safety Helmet : MISSING
Safety Jacket : DETECTED



John

Stefan



Augmented Reality

Drive brochures to end in enrollment calls

Engage & inform prospective students with consistent message & value

Enables to move from promises & Read now! To “Here’s how our University will benefit you



Turn productivity into profitability

"Can we do this job? More importantly, can we do it for that price?" As print jobs become more complex with tighter deadlines, you're not the only one asking yourself these questions. But you can be among the first to answer them confidently. Choose the RICOH® Pro C7100S/Pro C7100SX/Pro C7110S/Pro C7110SX series of Multifunction Color Production Systems or RICOH® Pro C7100/Pro C7100X/Pro C7110/Pro C7110X series of Color Production Printers that can finish more types of print jobs in less time, which can cost less and use fewer resources. Keep more jobs in-house by taking advantage of intuitive controls, innovative five-color printing and incredible versatility. Handle more profitable on-demand, variable data print (VDP) jobs. And, more information to the right audiences at the right times in the formats they prefer.

- Produce up to 90 color pages per minute for faster transitions between jobs
- Use the 5th color station to offer more types of output at a lower price point
- Create images with up to 1200 x 4800 dpi resolution to impress customers
- Print on more media, including traditional scanning capabilities
- Share information quickly with advanced scanning capabilities
- Use it as a primary device or as part of a Ricoh Managed Document Services (MDS) strategy to reduce costs



Enter new markets and deliver shorter runs at lower costs

Create more revenue streams

Whether you're in a CBD or print-for-pay environment, you're facing the same challenge: Complete more jobs for less cost. Your customers want faster turn for more personalized jobs. How can you cut lead times without compromising quality or your budget? Choose the RICOH Pro C7100 Series and RICOH Pro C7110 Series for a host of advanced capabilities that simplify everyday print tasks. Need to print on unique media? Transition quickly from a high-volume run to an on-demand VDP job? Reduce manual touch points. You can do it all from this line of powerful, affordable devices designed to reduce the burden on you while managing heavier workloads.

Give customers a clear advantage with more print options

You're always looking for new ways to differentiate your message. So are your customers. With the RICOH Pro C7100X series, you can add clear or white toner in addition to CMYK to highlight print-out purchase displays, business cards, menus, oversized prints and more. When printing on darker paper stocks, highlight the entire document, selected images or specific text with the clear coating to help your customer's message stand out. Or, use the white toner capability to potentially create revenue opportunities for your business by printing on dark media such as window clings or dark substrates.

Produce higher volumes with fewer delays

Your client has information to share. But with each passing moment, there's a chance a competitor will reach a potential customer first, especially in today's world, where information is mobile and accessible in moments. So don't delay. Print up to 90 pages per minute for higher throughput and faster transitions between high-duty runs to keep a steady flow of jobs moving through your print shop. Take advantage of liquid-cooled developer to handle longer runs without stopping. By minimizing heat levels, you can extend the life of moving parts and reduce toner clumping for more accurate output job after job.

Augmented Reality

Drive brochures to convert potential suspects to prospects

Engage & inform prospective customers with consistent message & value

Enables to move from promises & Read now!





M

Get trained by world class trainer anywhere, anytime!

MIXED REALITY

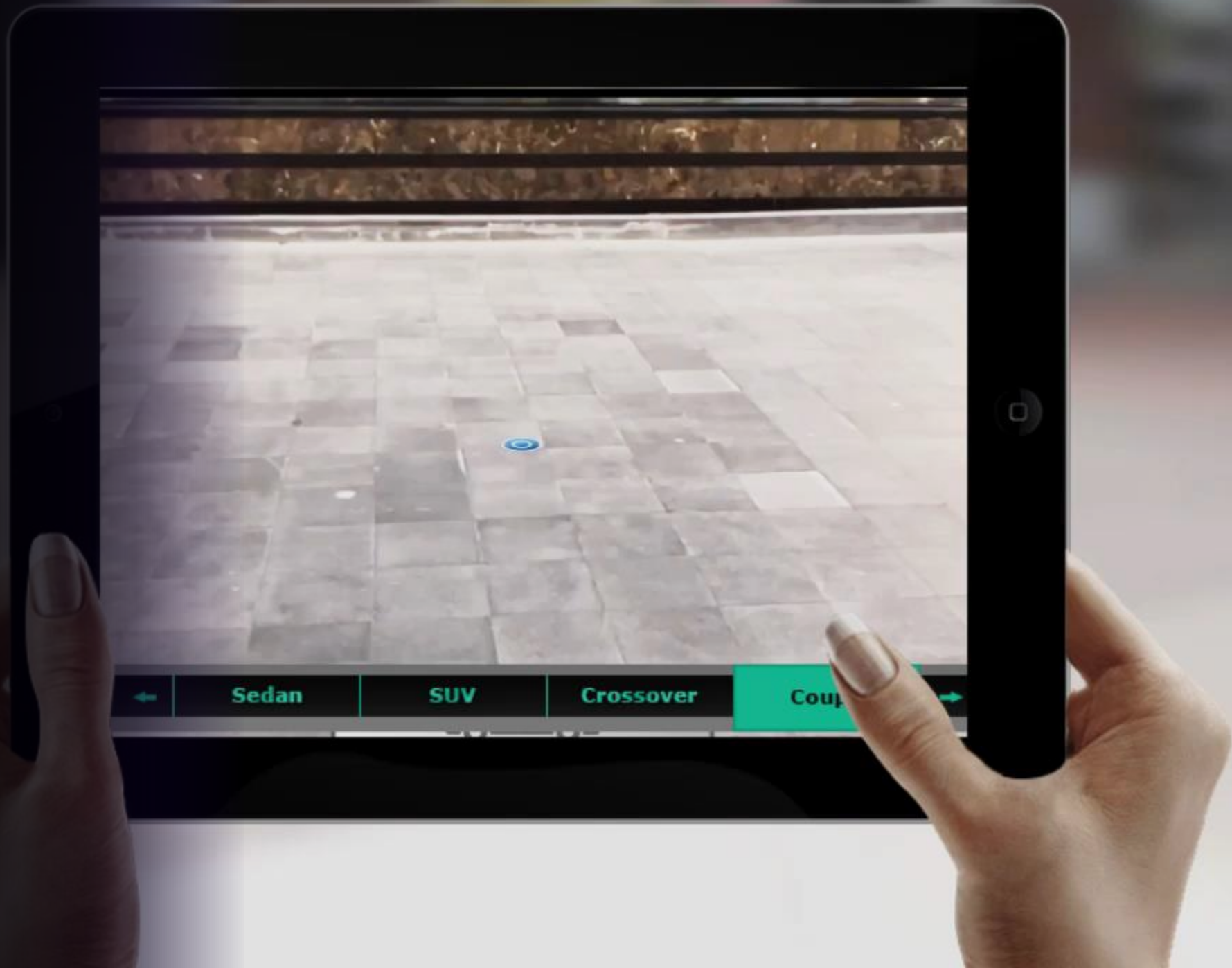
ti.

Mixed Reality

Enable customers to visualize various accessories & products on their vehicles to leverage sales

Enable customers to augment interior & exterior accessories on their car virtually

Provide new age digital tools to help customers select the right accessories for their automobiles.



Mixed Reality

Demonstrate products anywhere anytime. Save expensive shipment cost & time associated for organizing a demo

Helps customers in visualizing & comprehending the complex Ricoh product lines during pre-sale presentations



ti.



Virtual Reality

Try before you buy on a whole
NEW level!

Revolutionize the way large and complex B2B products get marketed and sold. VR solution helps mashup Trade show, Demo center & Sales pitch to a personalized immersive experience to close deals.

Virtual Reality

Bring new reality to your workforce!

VR training is best suited to train on anything that's expensive to recreate, critical, impossible & dangerous

**EMERGENCY
EXIT**

**MAIN DOOR
OPENING**

LIFE VEST

**FIRST AID
GUIDELINES**

Sustaining Growth



Delivering the Change

Focus for Improvement

Sustain Outperformance

Creating New Growth Engines

Sustaining Growth



Delivering the Change

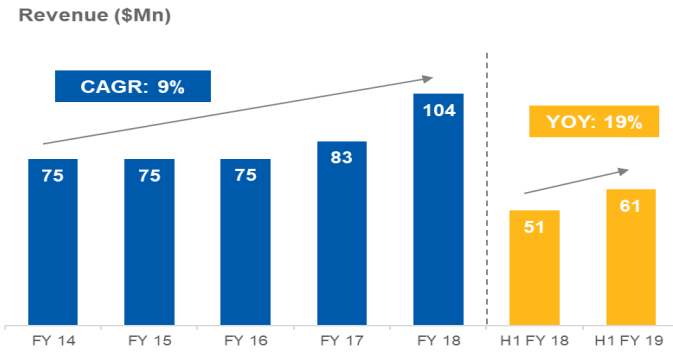
Focus for Improvement

Sustain Outperformance

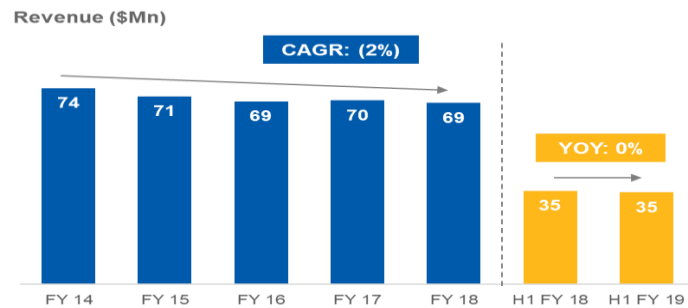
Creating New Growth Engines

Delivering the change : M&C, ES & PS

M&C



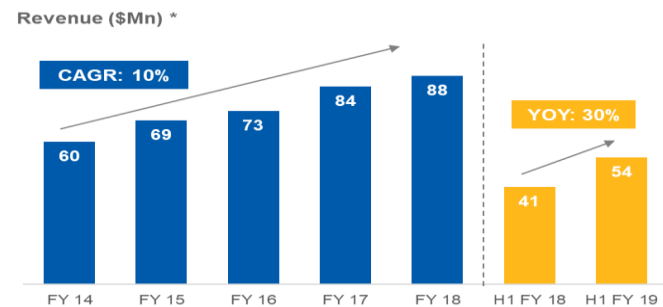
ES



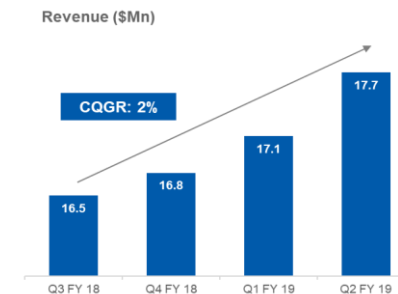
M&C and PS are on a high growth trajectory and are a testimony to the implementation of the strategic initiatives outlined during the 2017 Analyst meet

PS growth story would be one of the agenda points for this meet

PS



ES story is of pivoting from a decelerating business model to one of a focussed growth model. It also is one of the agenda points for this meet.



* Historical numbers for FY14-16 have been adjusted for comparison, due to business reorganization.

Sustaining Growth



Delivering
the Change

Focus for
Improvement

Sustain
Outperformance

Creating
New Growth
Engines

Focus for Improvement: BFS & GTT



BFS is one of the agenda points for this meet.



Sustaining Growth



Delivering
the Change



Focus for
Improvement



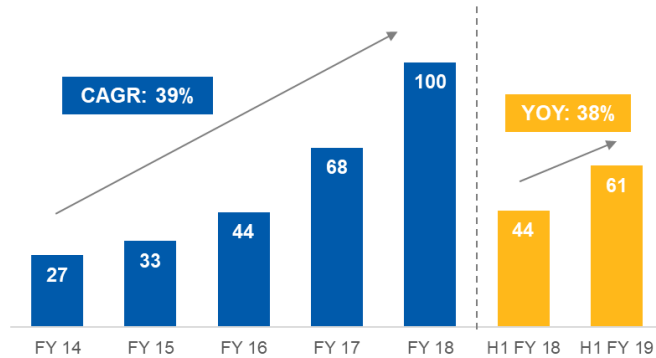
Sustain
Outperformance



Creating
New Growth
Engines

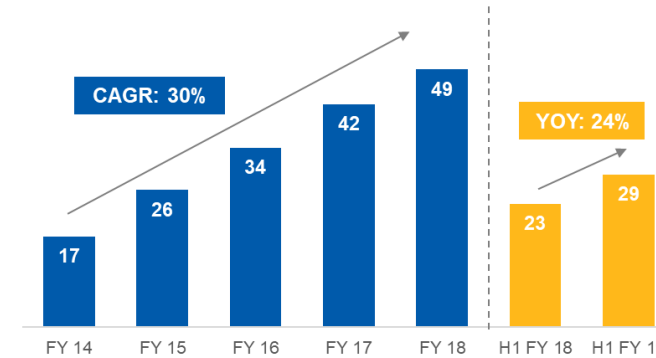
Sustain Outperformance : IMS, BPS, H&I, PS and M&C

Revenue (\$Mn)



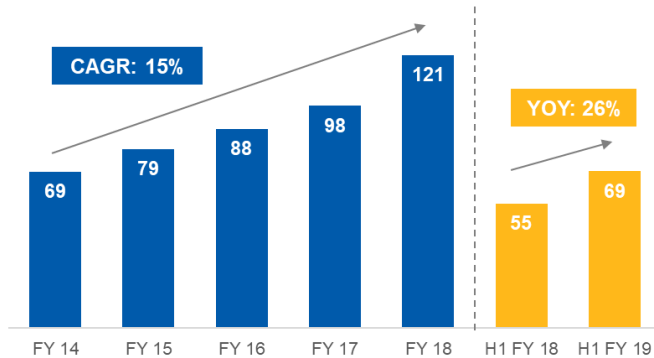
IMS

Revenue (\$Mn)



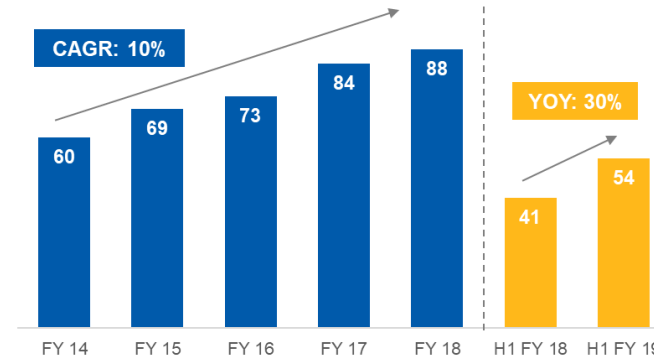
BPS

Revenue (\$Mn)



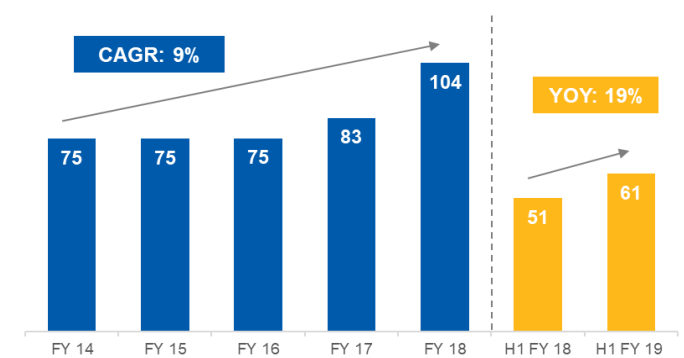
H&I

Revenue (\$Mn) *



PS

Revenue (\$Mn)



M&C

* Historical numbers for FY14-16 have been adjusted for comparison, due to business reorganization.

Sustaining Growth



Delivering
the Change



Focus for
Improvement



Sustain
Outperformance



Creating
New Growth
Engines

Creating New Growth Engines : CXT and Mobiquity

Synergetic themes between Hexaware and Mobiquity

- 1 Bring together Strategy, Design and Engineering
- 2 Build a market leading CX brand
- 3 Build Cloud native development capabilities at scale
- 4 Strong AWS partnership – one of the few partners for Digital Customer Experience Consulting
- 5 Born-Digital and Omni-Channel banking capabilities through Backbase partnership
- 6 Strong reference capabilities to expand in Core/Digital Banking
- 7 Strong reference capabilities to expand in Pharma/Digital Medicine



Innovative Services

Passionate Employees

Delighted Customers

Thank you

www.hexaware.com