

CHANGE FOR
GROWTH
Travel ♦ Insurance ♦ Asset & Wealth Management



Fund Manager & Analyst Meet

May 09, 2018

FY2018 Financial Highlights

Consolidated Revenues at INR 29,914 Mn

- Up 6.8% YoY
- Constant currency revenue growth of 9.7%

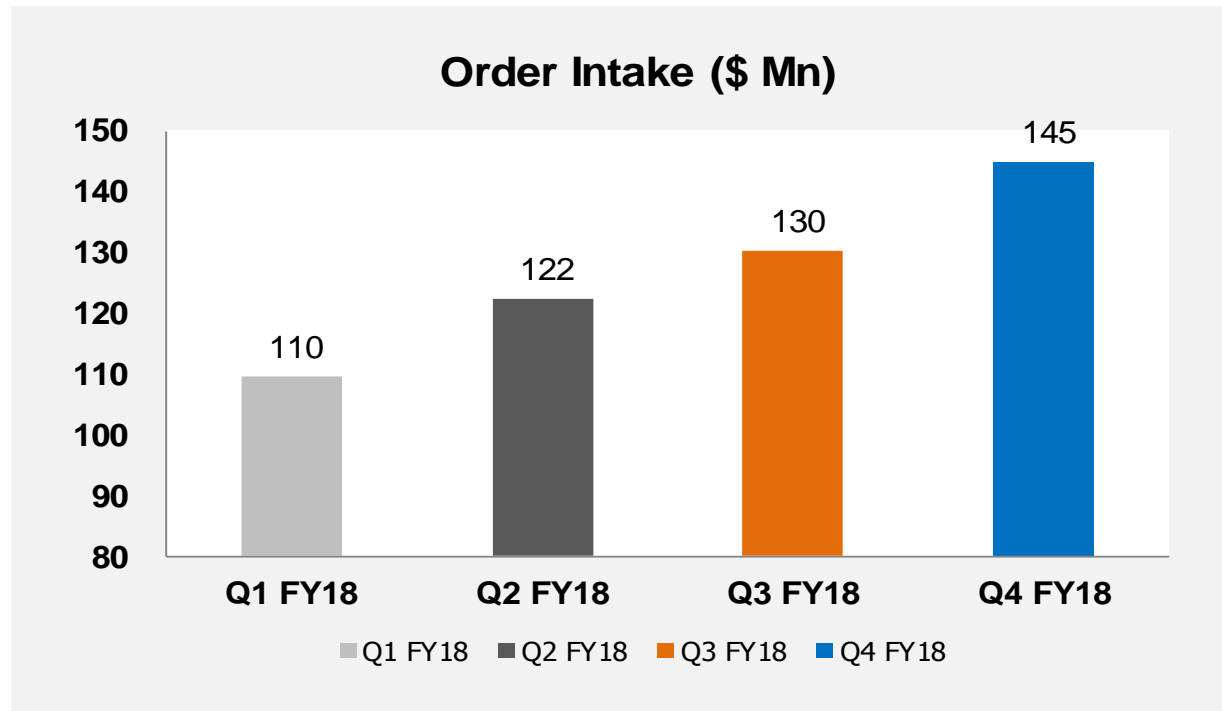
Operating profits at INR 5,012 Mn

- Up 3.5% YoY
- Operating Margins at 16.8%, Down 54 bps YoY
- Constant currency operating margins at 17.4%

Net Profits at INR 2,802 Mn

- Up 12.1% YoY
- Net Margins at 9.4% (LY 8.9%)
- ETR at 23.5%

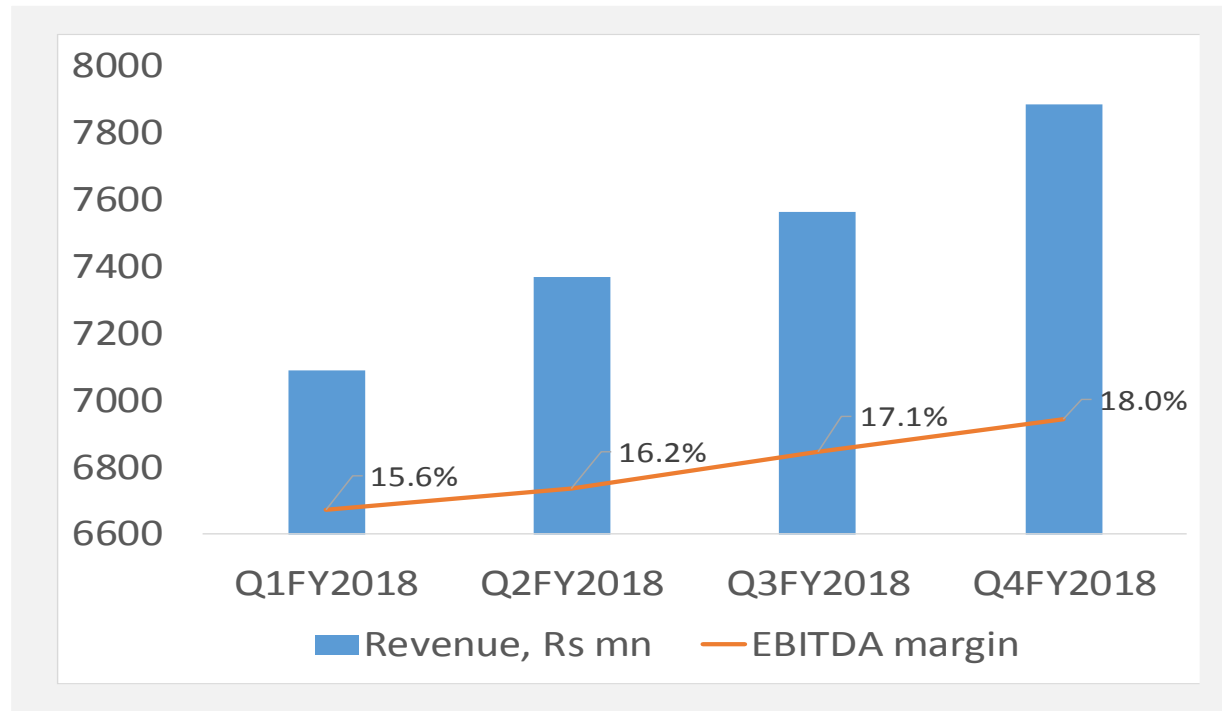
Strong Deal Momentum



Significant increase in new customer additions (from 15 in FY2017 to 31 in FY2018)

7 large deals secured during FY2018

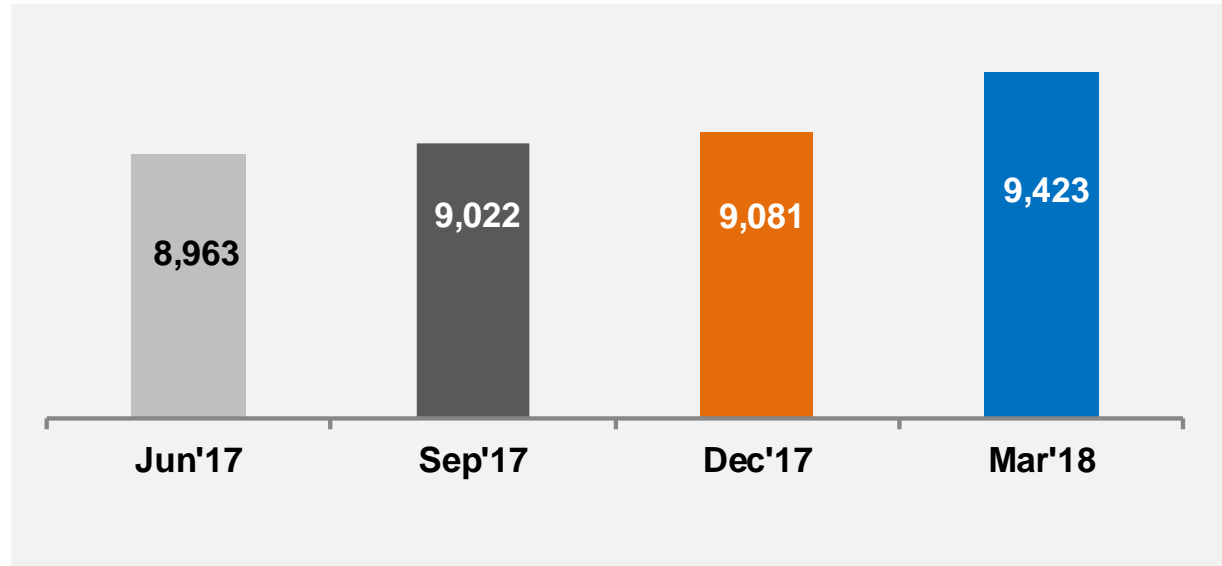
Improved Business Trajectory



Broad-based growth, \$Mn clients up YonY from 73 to 80

Digital revenues up 27% during FY2018, contributing 24% to overall revenues

Workforce Re-orientation



| | | | | |
|---------------|--------|---------|--------|--------|
| Net Additions | 110 | 59 | 59 | 342 |
| Attrition% | 12.12% | 11.36 % | 10.57% | 10.47% |
| Utilization | 81.20% | 79.50% | 79.00% | 79.50% |

Training hours up 60% YoY

Orderly Leadership Transition



Sudhir Singh
CEO

Agenda - Change for Growth

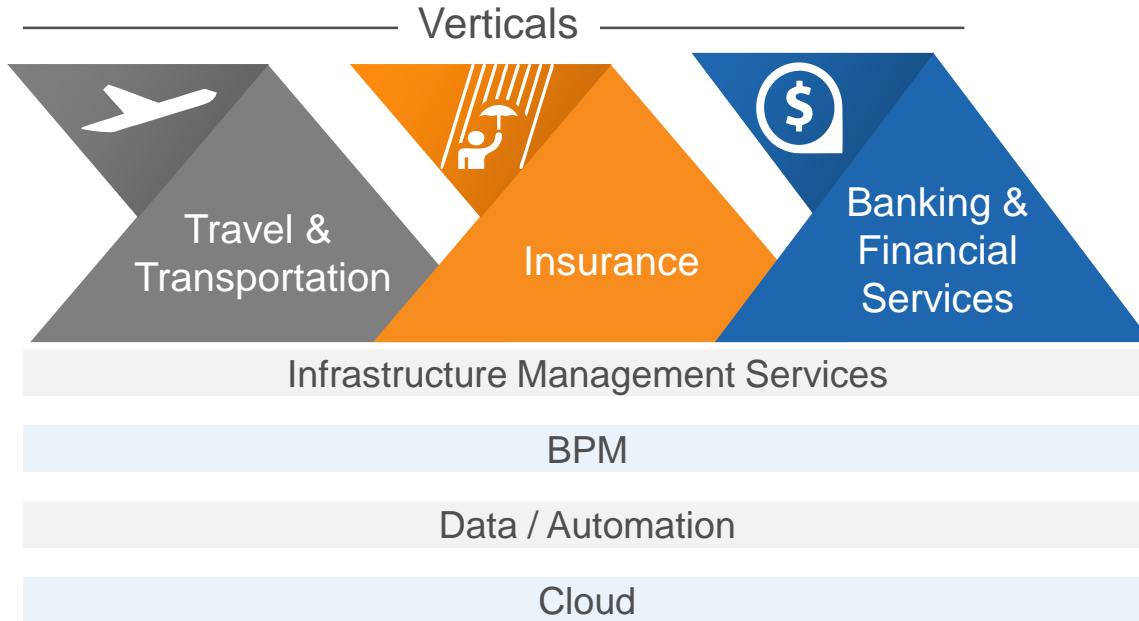
WHAT is the change that is being driven to accelerate growth?

HOW much of an impact has it created?

WHERE are we headed? ... The Road Ahead

NIIT Technologies – the change agenda....(1 /4)

Re-structured !



Positioning – Focus and Differentiate

“Own” select sub-segments

New Teams as growth vectors

- Large Deals Sales Organization
- New Partnerships & Alliances Organization
- Service Lines: Cloud, RPA and Data Services
- CTO Organization: Blockchain, IOT and AI

NIIT Technologies – the change agenda....(2 /4)

Leadership

Aggressive hiring of Tier-1 talent



Anurag Chauhan
Global Head – Insurance
Location – Princeton, NJ



Gautam Samanta
Global Head – BFS
Location – London



Madan Mohan
Global Head – Data & Automation
Location – Princeton, NJ



Vic Gupta
Global Head – Cloud
Location – Bay Area



Behzad Ilchi
Head, Media Business
Location – Washington



Mark Holden
Europe BFS Head
Location – London



Sambit Mishra
Global Head – RPA
Location – Princeton, NJ



Anantha Basavaraju
Country Head, Australia
Location – Sydney

The leadership center of gravity has been moved onsite to the markets

Rewards, Incentive(s) and compensation structure redone

Large deal bonus payouts multiplied by a factor of $\sim x4$

Discontinuous variable increases for revenue and margin upsides instituted

Compensation increments : more active differentiation – wider spread



Internal processes changed to drive margins and predictability

“Eating our own dogfood” – intensive automation and AI (Tron/Arago) injected into own IT infra

“Cloudification” – one data center closed last year; another one (to be) closed this year, moving apps to Azure

Automated Timesheet and workforce productivity analytics tool rollout complete

Non-sales and non-billable onsite G&A being addressed

Resource Management function rearchitected to drive localization and fulfillment rates



Agenda – Change for Growth

WHAT is the change that is being driven to accelerate growth at NIIT Technologies?

HOW much of an impact has it created? Are there “Green shoots”?

WHERE are we headed - The Road Ahead



Order Intake – **Q1**: \$110 Mn; **Q4** \$: 145 Mn



Number of \$ Mn Clients – **Q1**: 72; **Q4** : 80



Large Deals – **H1** : 2; **H2** : 5



Digital – **Q1** 21%; **Q4** 26%



Client concentration (Top 5) – **Q1** : 33%; **Q4** : 29%

Agenda – Change for Growth

WHAT is the change that is being driven to accelerate growth at NIIT Technologies?

HOW much of an impact has it created? Are there “Green shoots”?

WHERE are we headed - The Road Ahead

*Engage with the Emerging - **Innovate**, **Incubate**, **Industrialize***



Innovate

Leverage industry understanding to drive transformation using emerging technologies



Incubate *digital @ scale*

Focus on “Cloud-ification” and “API-ification” to drive superior end-user experience



Industrialize

Create “real” world business impact through full-spectrum intelligent-automation



Travel and
Transportation
Industry Leader

Deep Domain Expertise



Product Expertise

| | | | | | | | |
|-------|-----------|---------|------|-----------|-----------|----------|----------|
| SABRE | NAVITAIRE | AMADEUS | MARS | Datalex | OpenJaw | Jeppesen | Pros |
| SITA | RADIXX | iFLY | USAS | Farelogix | Switchfly | Crane | Monalisa |

Launched April 2018

WHERE TRADITIONAL...

Advantage **GO**TM

...MEETS DIGITAL

CORE MARKET COMMERCIAL INSURANCE and REINSURANCE

Focussed on Commercial (Re)Insurance but Digital offerings potentially broaden opportunity

Life

Life & Pensions



Private Medical Insurance



Non-Life

Commercial (Re)insurance

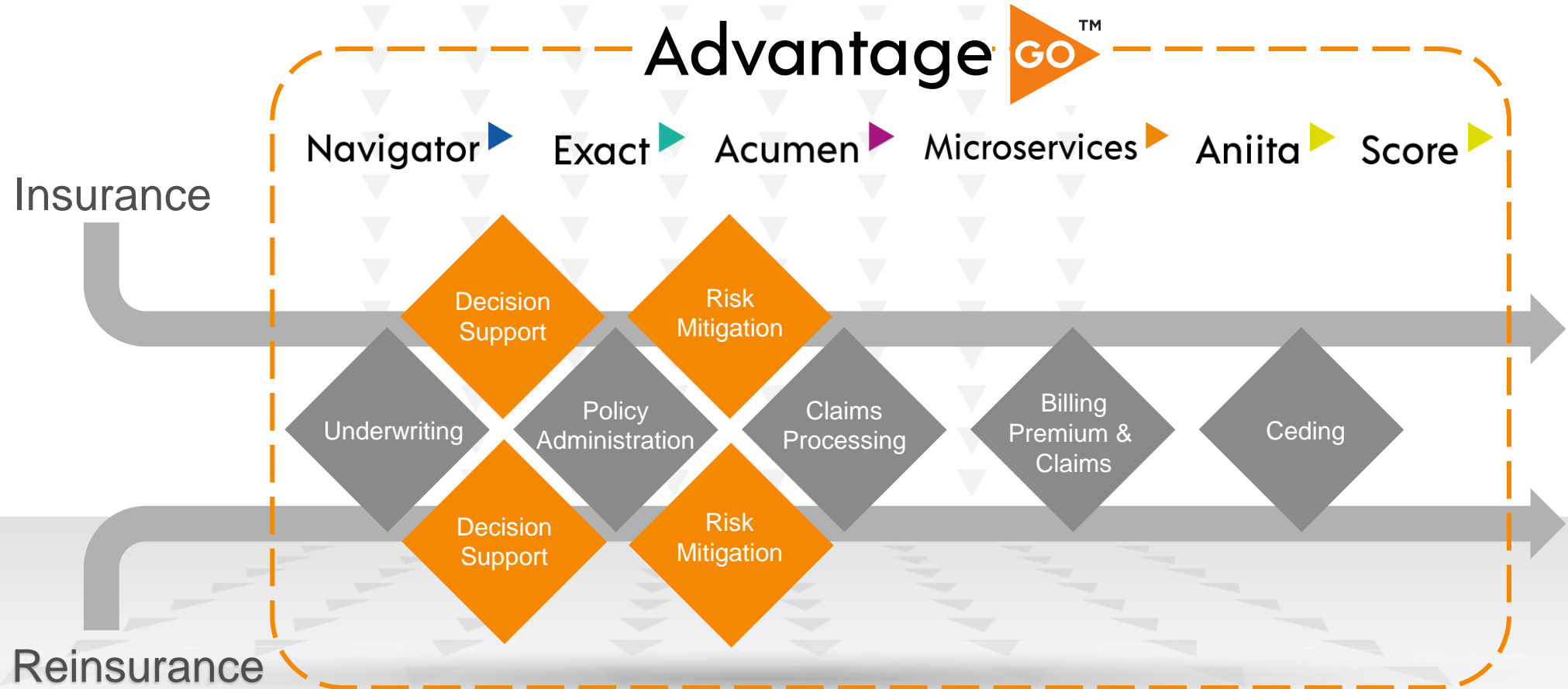


Personal Insurance



FUSING TRADITIONAL WITH DIGITAL

Full lifecycle support for Insurers and Reinsurers plus digital offerings to support new business models



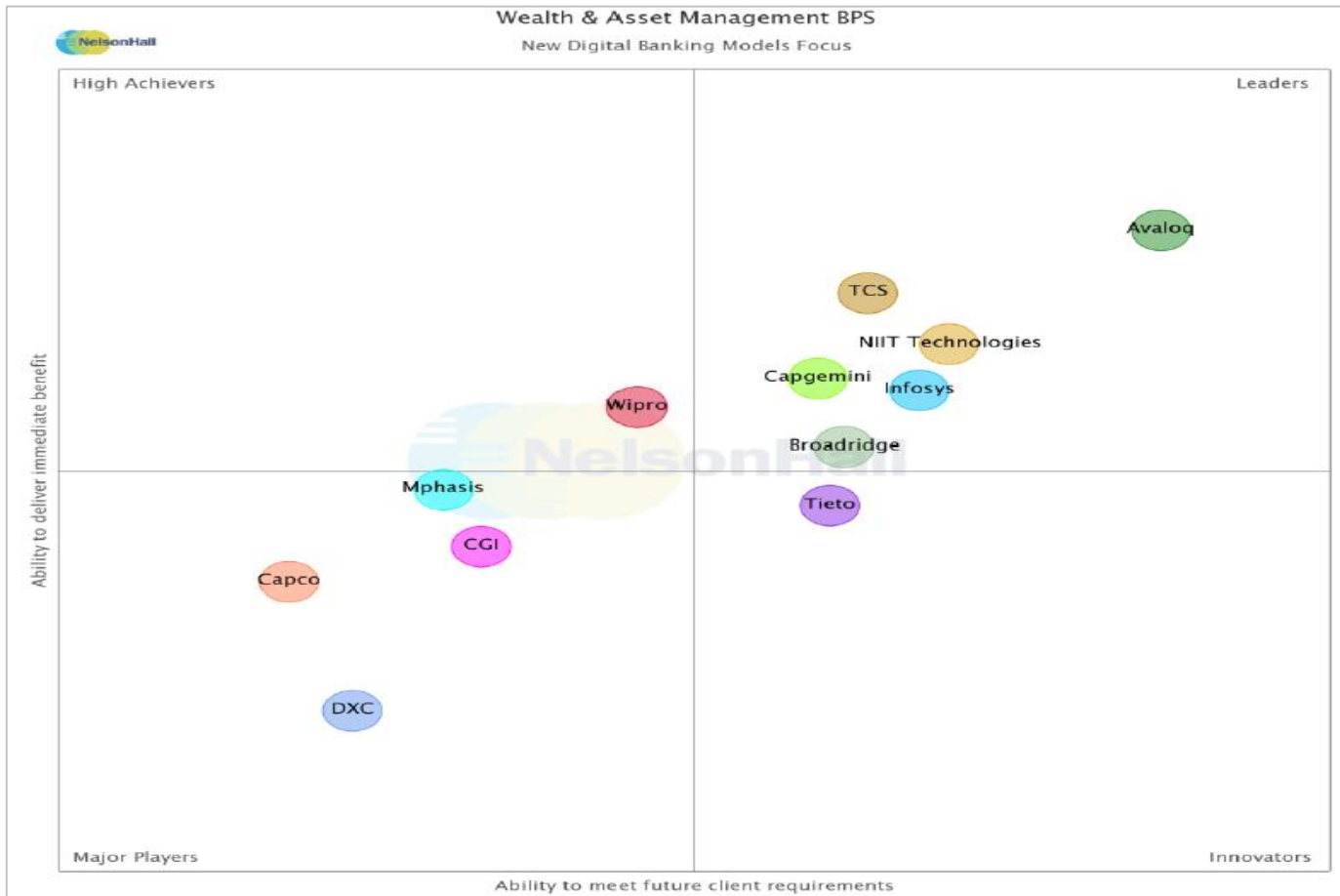
“We’ve had over **100 meetings** with **Insurtech startups and software providers** over the past 12 months. **None of them** could demonstrate **capability like yours**”

Head of Innovation, Large US Insurer and Top 5 Lloyd’s Syndicate

**Leader in
Asset & Wealth
Management**



AWM: A Differentiated Capability Space for NIIT Tech



- NIIT Tech identified as **Leader** in the **New Digital Business Models Focus** market segment
- Reflects our **ability to meet future** client requirements, as well as delivering **immediate benefits** to AWM BPS clients
- **Specific focus** on supporting the development of new **digital banking** business models

Business Drivers and NIIT Tech Offerings

AWM industry outlook...

- **Global volume** of net investable assets of HNWIs will **increase by 25%** by 2021
- **Holistic** wealth management will emerge as new digitalized business model with **market share of 30%** by 2025
- **Fees are becoming crucial** in determining the success or failure for investment managers
- Grasping the complexity and overcoming risk of **local regulations** will be critical

NIIT Tech Offerings...

- **Digital:** Compelling proposition across all channels
- **Analytics:** Customised data and visualisation offerings
- **AI & RPA:** End-to-end process automation
- **Cloud:** Rapid go-to-market and improved resilience

Digital Capabilities
@
NIIT Tech



CORNERSTONE OF OUR DIGITAL STRATEGY – SUPERIOR CUTOMER EXPERIENCE

- The end customer is in charge and will define the next move
- The heart of a great *Digital Experience* is that it feels human
- Empathizing with the end customer is most important strategy or tactic to humanize business and take *Client Experience* to the next level
- Success of every project must be measured on how it impacts *Client Experience*



Personalized



Secure Future



Feel Special



Cared For



Awesome Lifecycle Experience

DIGITAL EXPERIENCE (DX)



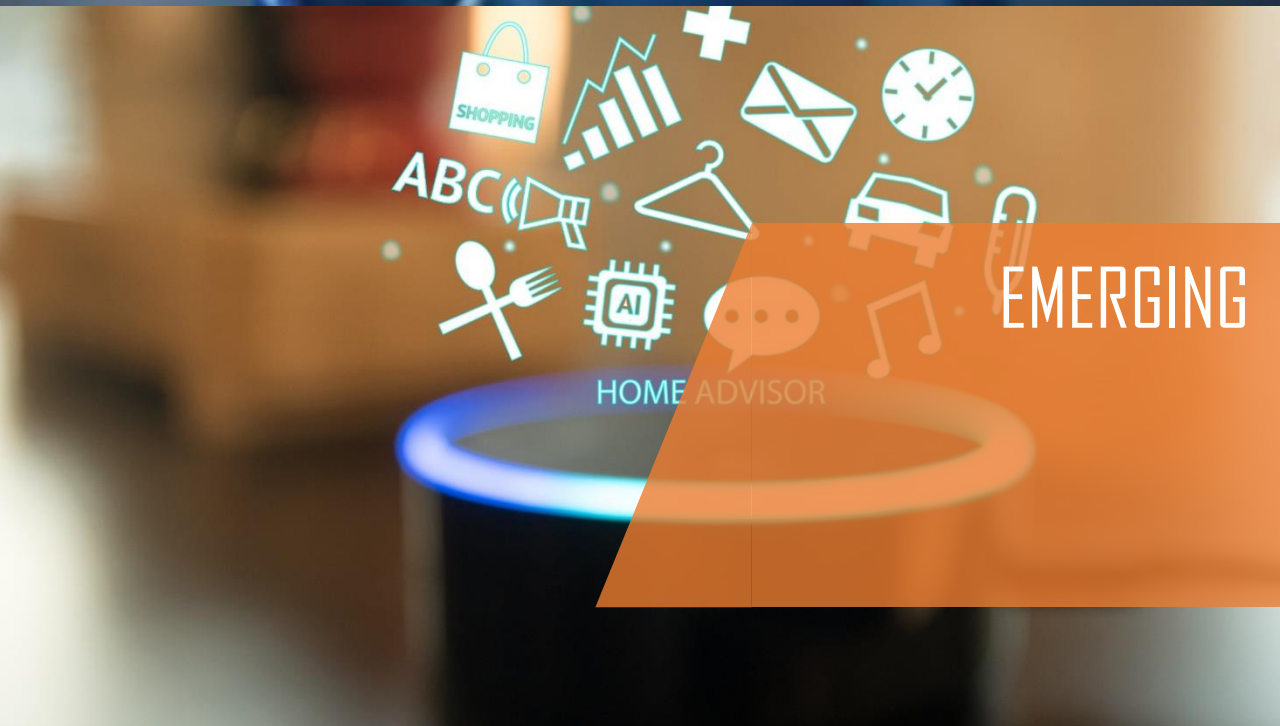
DATA & ANALYTICS (D & A)



DIGITAL INTEGRATION (DI)



EMERGING





Execution
Leader in
Cloud &
Automation

What do we do? How do we do it?



Assessment and Roadmap

- Evaluate AI readiness and automation potential using **Automation Maturity Assessment**.
- Build roadmap to **fill gaps and elevate maturity**

Implementation & Integration

- Implement and integrate relevant components of **Tron Smart Automation Platform**
- Build **Knowledge Items (KI), deploy** and Test sufficiently for machine learning and reasoning

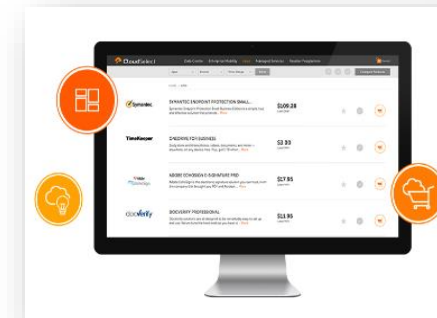
Operate & Manage

- **Continuously add KI and monitor AI engine** performance to better results
- Continuously work on **moving up the automation** maturity levels and **manage non automated** operations

CloudPixy - Cloud Management Platform is the new automation foundation

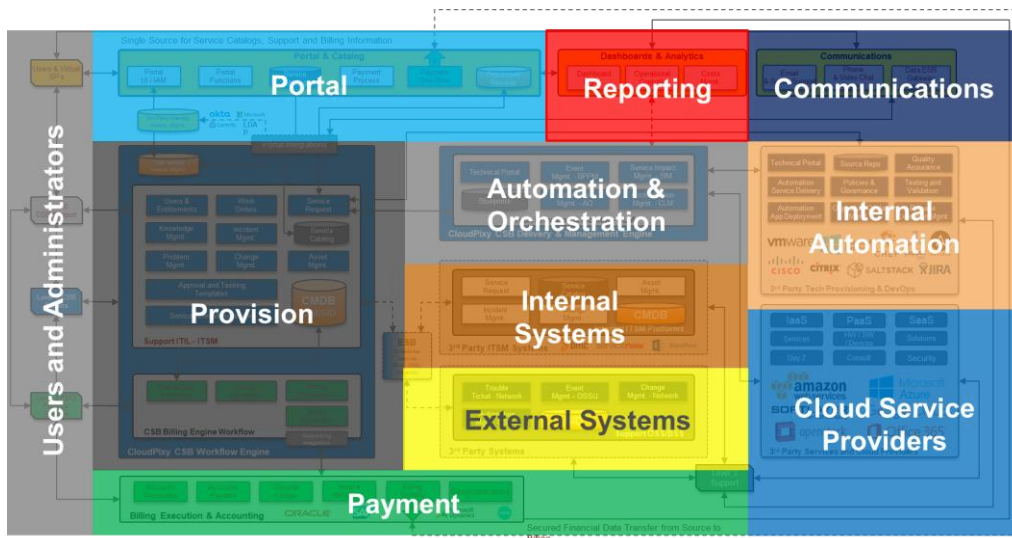
- Self Service Product & Service Catalog
- Robust provisioning & de-provisioning via blueprints
- Billing for showback and chargeback
- Next Step – Engage in specific use case

CloudPixy™

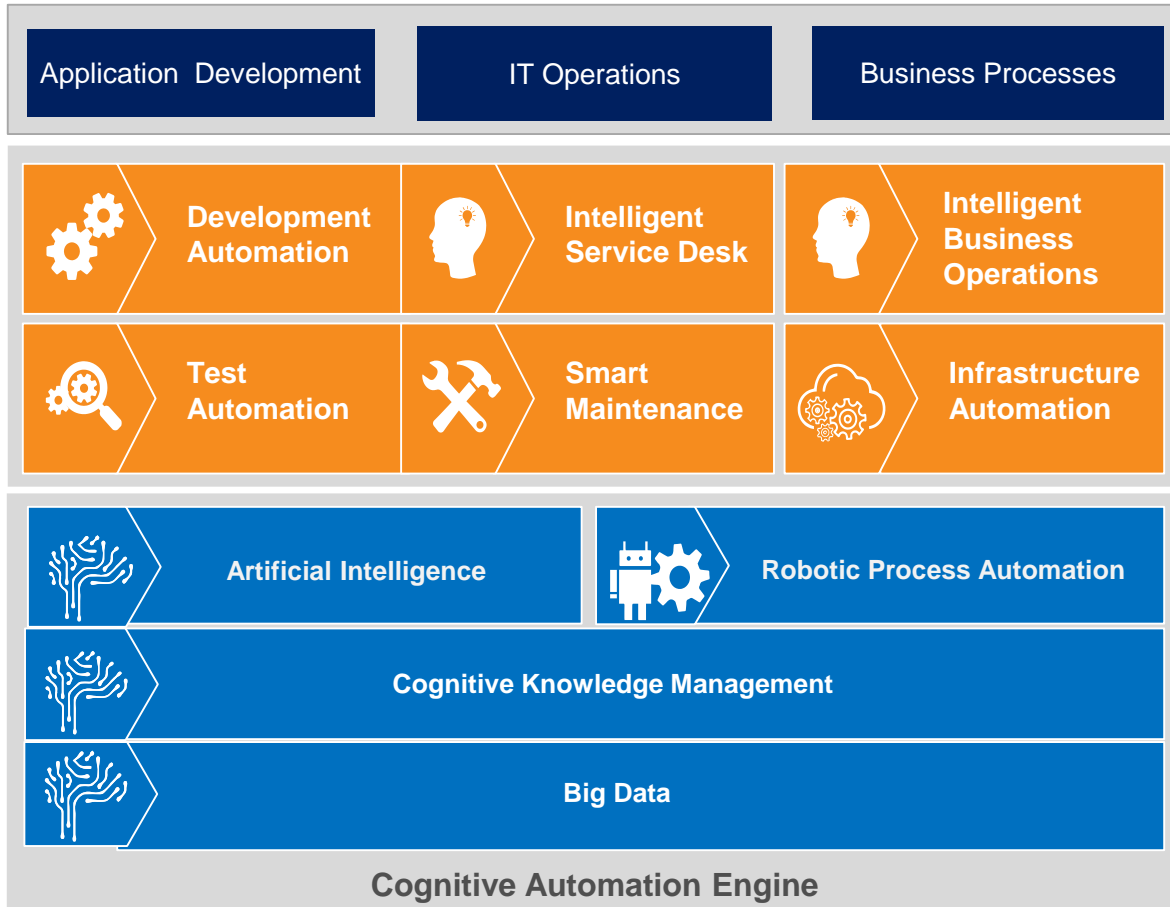


Cloud Orchestration Platform

Business demands, Technology provisioning and Financial controls



Tron smart automation is now AI led Intelligent Automation Platform



Futuristic Knowledge Based AI Platform

- Deliver cognitive capabilities based on organizational knowledge
- Building transformational solutions



Integrated and Flexible

- Platform to deliver all solution offerings - vertical and IT processes
- Pluggable to seamlessly integrate with existing landscape



Digital Process
Transformation
@ NIIT Tech

NIIT Technologies

Digital Process Transformation

“Industrialization Through Intelligent Automation”

incessant
An NIIT Technologies Company

Digital Process Transformation – Partnerships



Appian

10x
SPEED



- Strategic Acquisition in June 2017
- Focussed on Pega
- Near-shore Delivery Centre Boise Idaho
- Approximately 100 employees
- Co-founders Mark Covrig and Korby Wright, Pega veterans of over 10 years
- More than doubling Incessant's revenue and customer based in North America

What's the Secret Sauce ?

- Industry Specialization – Being the Experts, driving an industry reputation
- Strong on the ground - Partner Relationships
- Certifications and Messaging *“Most Certified Partner”*
- Small enough to care, large enough to matter, ability to engage as specialists
- Laser focus on Customer Success, driving high NPS and Reference-ability
- Agility, responding faster than the competition when a customer has dem
- Creation of Solutions and IP to stand out from the crowd



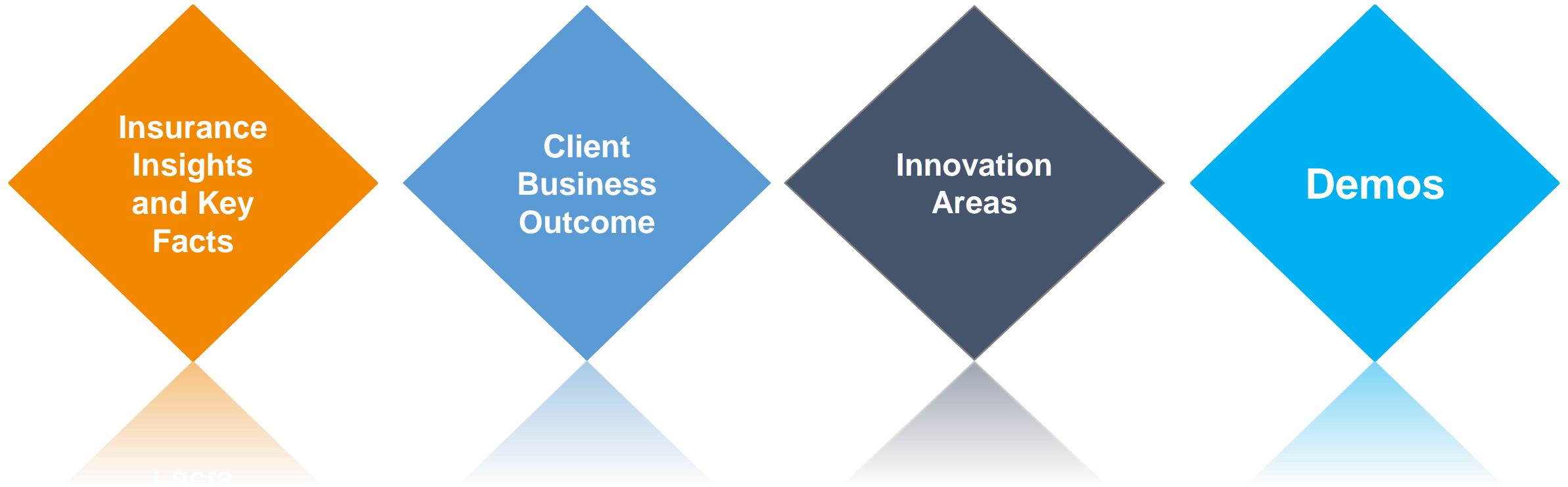


**At the Heart of
Modernizing
Insurance**

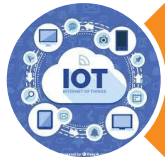
Insurance Overview

NTL differentiators - May 9th 2018





Incubate Digital @ scale – Illustrations



IoT for Claims Avoidance



NLP based Fund Assistant



Applied Intelligence for Loss Prediction



Device Assessment using Machine Vision



Deep Personalization - Broker Experience Platform



Thank You

Investor/Analyst contact: abhinandan.singh@niit-tech.com | Ph: +91 22 4010-3212

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