



Coforge

Investor Presentation

March 2022

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Coforge has been on an accelerated growth path over the last 4+ years



Consistent execution over 4+ years has been driven by proven differentiators



Coforge at a glance

PERFORMANCE

37.1%

9MFY22 YoY Revenue Growth⁽¹⁾

\$627mn / \$892mn

FY21 Revenue / Revenue Run Rate⁽²⁾

18.1%

9MFY22 Adj. EBITDA Margin⁽³⁾

47%

Digital Services 9MFY22 Revenue⁽⁴⁾

\$701mn

12 months order book, more than doubled since FY18⁽⁵⁾

CLIENTS

61

Forbes Global 1000 clients

133

\$1mn+ clients⁽⁶⁾

14yrs+

Average tenure for Top 10 clients

~89%

Repeat client business⁽⁷⁾

PEOPLE

22,000+

Employees worldwide⁽⁶⁾

10.5%

Low attrition rate⁽⁸⁾

21 Countries⁽⁶⁾

35 Cities⁽⁶⁾

25 Delivery Centers⁽⁸⁾



Note: Based on International Financial Reporting Standards ("IFRS") financials converted to USD using noon buying rate of the Federal Reserve bank of New York on December 31, 2021 for FY21 and 9MFY22

(1) Revenue growth on constant currency basis; (2) Represents annualization of revenue from operations for the three months ended December 31, 2021 of INR 16,581mn (US\$223mn). (3) Adjusted EBITDA means non IFRS adjusted EBITDA defined as EBITDA adjusted for employee share based payments, stock appreciation rights, transaction expenses and announced doubtful debts recorded due to COVID-19; (4) Digital Services includes revenue from Product Engineering, Data, Intelligent Automation and Digital Integration; (5) \$701mn as of 9MFY22 and \$339mn as of FY18; (6) As of December 31, 2021; (7) Average of repeat client business of FY20 and FY21; (8) As of FY21.

Consistent execution has been a hallmark of the firm's performance

	FY18	FY19	FY20	FY21	9MFY22	
Financial	Revenue (\$mn)	464	528	593	627	630
	Adj. EBITDA (%) ⁽¹⁾	17.1%	17.8%	17.9%	18.0%	18.1%
Client Metrics	# of \$1mn+ clients	80	90	106	115	133
	# of new clients	31	40	41	45	35
	Order Executable (\$mn)	339	390	468	520	701
	Top 5 client contribution ⁽²⁾	30%	28%	28%	24%	23%

Note: Based on IFRS financials converted to USD using noon buying rate of the Federal Reserve bank of New York on December 31, 2021 for FY21 and 9MFY22 and using average USD / INR exchange rate for respective period during FY18-20.

(1) Adjusted EBITDA means non IndAS adjusted EBITDA defined as EBITDA adjusted for employee share based payments, stock appreciation rights, transaction expenses and announced doubtful debts recorded due to COVID-19;

(2) Represents contribution to total revenue.

The firm's tech services stack is focused and differentiated



Product Engineering

- Own IP, co-creation and Product Engineering
- Distributed scale

16%



Cloud and Infrastructure

- AIOps led engineering convergence
- Established Hyper scaler partnerships

21%



Data and Integration

- Monetization of digital assets
- Integration Factory

20%



Application Development & Maintenance

- Scaled agile framework
- Design Thinking led iterative delivery process

27%



Intelligent Automation

- Full spectrum cognitive led
- Digital Process Automation specialist

15%



Business Process Management

- Process mining for banking, cards, mortgage, asset and wealth management

2%

% FY21 Revenue Contribution

The growth of our services business has been powered by the differentiation created by our tech platforms

Platforms

Advantage  TM

Flagship commercial insurance and reinsurance product suite



Delivered accurate accounting of financial documents for 20+ airlines

COSYS

Cargo management platform automating cargo handling process

Proprietary Frameworks

Agile.NEXT

Accelerates adoption of distributed Agile methodology

AIOps

Combines AI and automation to enable multi-cloud monitoring and management

Quasar

Knowledge graph platform enabling ingestion, processing and decisioning

47%

Digital Services
9MFY22 Revenue⁽¹⁾

18%

Cloud & Infrastructure
Management 9MFY22 Revenue

Note: (1) Digital Services includes revenue from Product Engineering, Data, Intelligent Automation and Digital Integration.

The strategy of “transforming at the intersect of deep domain and tech expertise” is proven and scalable

	Insurance	Banking and Financial Services	Travel, Transportation and Hospitality
Product Engineering	AdvantageGo - Flagship commercial insurance & reinsurance product suite	Copasys – Enterprise-wide automated platform for compliance	Built MonaLisa passenger revenue accounting system
Data and Integration	Data Lake Solution for actionable insights for an insurer	Digital Advisor Portal for a large asset management client	Video / Image Analytics solution to aid visually impaired passengers
Cloud and Infrastructure Management	Future-proofing insurers with Containers and Microservices	Transformed banking clients with BankingEasy On Azure	Cloud Led Transformation for a train operator
Intelligent Automation	Connected Home insurance solution	Redefined and streamlined Collections Operations	Conversational AI for a leading global airline
Business Process Management	Process Optimization for a cancer claims operation	RPA for financial services Copasys; LoanAccel; RETS	Manage revenue accounting for airlines across the globe

Our seasoned leadership, brought together from Tier-1 organizations, has driven our excellence



Sudhir Singh
CEO & Executive Director

Infosys || Genpact || Hindustan Unilever Limited

Businesses

Verticals



Rajeev Batra
EVP & Head - Insurance

Capgemini || Genpact || Infosys



Gautam Samanta
EVP & Head - BFS

Infosys || Capgemini || Oracle



Madan Mohan
EVP & Head - TTH

Infosys || TCS

Geos



Kishore Krishnan
EVP & Head – EU

Capgemini || Hewlett Packard



Sanjeev Prasad
EVP & Head – APAC

Genpact || Nortel



Shailendra Agrawal
EVP & Head – US

HCL || Capgemini || IBM

Service lines



Adrian Morgan
Head - AdvGo

CSC || DXC Technology



Alok Datta
EVP & Head – BPM Business

GE || Bank of America



Suman Konkumalla
EVP & Business Head – Digital Integration

Wipro



Vic Gupta
Global Business Leader – Digital & AI Services

Microsoft || Citi

Functions



Ajay Kalra
Chief Financial Officer

Genpact



John Speight
Chief Delivery Officer

Genpact || Man Group



Kannika Sagar
Chief People Officer

HCL || AON Hewitt || Cadbury



Pankaj Khanna
Head - Revenue Assurance

Mindtree || Fidelity Investment || Wipro

20+

Years of avg. work experience

Rich industry experience

Previously held senior positions at Tier 1 organizations

Execution

Strong track record and deep focus



Coforge

**Market context, Capabilities,
Operations**

The firm's service lines address a large and growing market

Trends boosting digital growth

\$648bn

2021E
Market Size

14% CAGR

Growth for Digital
Transformation
services

\$958bn

2024E
Market Size

- Bespoke apps through **personalized solutions**
- Actionable insights from raw data through **analytics**
- Reduction of human intervention through **automation**
- Speed, precision and effectiveness through **AI and ML**
- Ubiquitous access to **cloud computing**

Our Insurance industry expertise straddles platforms and partnerships

33% FY21 Global Revenue



Innovation-centric apps and platform services



System modernization services to seamlessly migrate to newer systems

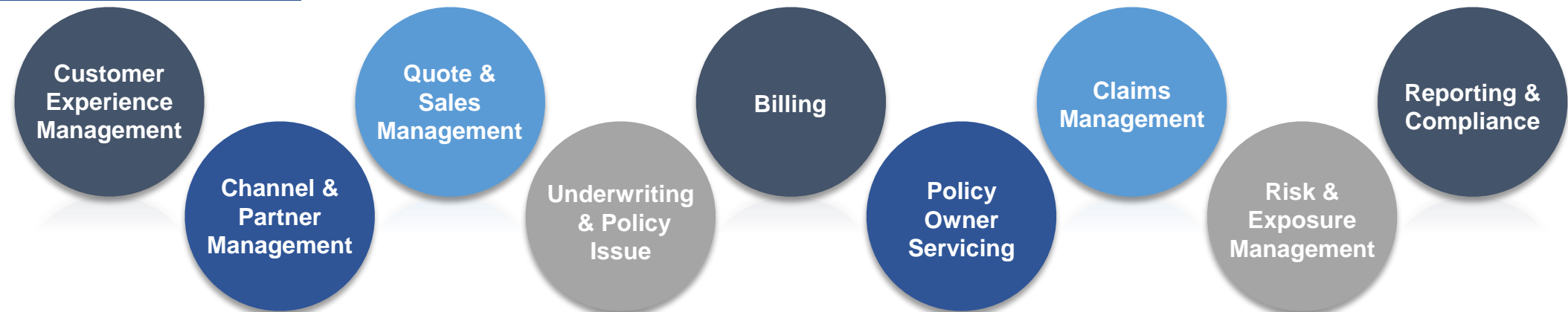


Strategic partnership with industry leading Insurance software platforms



Strategic partner for Top Insurance carriers

Select Offerings



Advantage GO™

- ✓ Flagship commercial insurance and reinsurance product suite
- ✓ Equips underwriters with tools to maintain underwriting discipline

Key Highlights

\$100bn+

Written premium payments by insurance clients

100+

Active insurers supported

30mn+

Insurance policies processed



Leader in Insurance Business Model Innovation Enablement Services in Insurance PEAK Matrix (2021)

Case Study



Top 10 Life & Annuity Carrier in US – Journey towards zero touch underwriting

- ✓ Provision of **cloud-based, modern framework** for third-party data integration
- ✓ Also offered **self-service eInterview process** and **ePolicy delivery** capabilities
- ✓ **50%** reduction in request processing time, reduced **infrastructure** and **tele-interview** costs and decrease in **delivery time** from 3-4 days to **<1 day**

Our Banking & Financial Services team drives mission critical programs for some of the largest global banks

17% FY21 Global Revenue



Strong portfolio of strategic customers



Track record of delivering complex turnkey programs



Broad buy side of capital markets experience

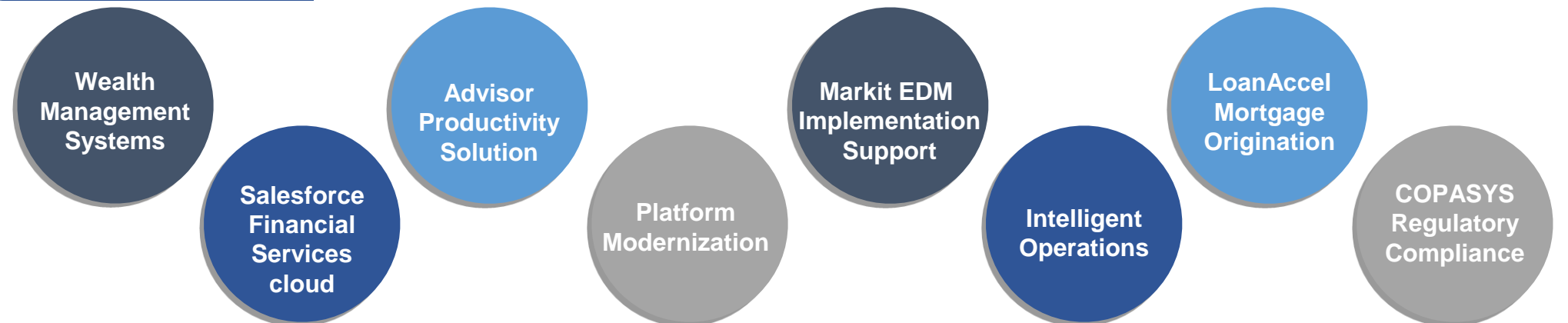


Driving API-led integration across major banks



2,300+ engineers specialized in banking operations

Select Offerings



- ✓ Business process transformation provider acquired in 2021
- ✓ Integrated solutions in the mortgage, cards and payments spaces

Key Highlights

5

Of Top 25 US Banks including a Top Global Investment Bank

2

Fortune 100 global banks served

2

Leading Global Central Banks served



Leader in RPA and AI in Banking NEAT evaluation report (2019)

Case Study



Key technology partner for a leading Wealth Management Platform for 24+ years – Shift from tactical to strategic to transformational business partner

- ✓ Entrusted with more **strategic IT** responsibilities and **operations** through the tenure
- ✓ Supporting **across various aspects** - IT BPO integration, DevOps, automation, data modernization, platforms integration and automation efforts
- ✓ Delivered **thousands of person-years** of solutions and **reduced operating costs**

The firm is an acknowledged Travel, Transportation and Hospitality specialist

19% FY21 Global Revenue



20+ Yrs of domain knowledge & Travel system expertise



Product Engineering, System Integration and Digital Specialist



Scalable and flexible partnership mindset



Accelerators, frameworks and ecosystem of partners

Select Offerings

Digital Transformation & Cloud Enablement

Domain and Process Advisory

System Integration Services

Agile & DevOps Transformation

eCommerce & Middleware Services

Railway Sales & Operations

Airports, Cargo Operations

Revenue Accounting & Audit Services

Intelligent Automation



- ✓ Fully integrated smart airline solution suite
- ✓ End-to-end strategic planning & audit services

COSYS

- ✓ Comprehensive cargo management platform
- ✓ Automation of cargo handling process

Key Highlights

30+

Airlines served

10+

Airports managed

50+

Technology across hotel and casino properties

75+

Travel products expertise



Leader in T&H for RPA Services (2020)

Case Study



We helped a leading Global Airline – New Gen kiosk implementation with a cloud-first approach

- ✓ Improved check-in process and customer experience at the kiosks in two of the largest airports in the world in the US and UK
- ✓ User friendly, common-use self-service and Americans with Disabilities Act compliant kiosk interface, with scanners and printers
- ✓ Helped in improving boarding pass issuance process and application availability

The firm's efficient and flexible delivery model is consistent across our global footprint

Value over effort

Joint Product Ownership over onsite customer

Continuous Delivery over continuous integration

Metrics led Delivery predictability over uncertainty



21 Countries

25 Delivery centers

48 Nationalities

Tech innovation
Multiple patents filed and granted

Design studios

Digital innovation center

Key Differentiators

Predictability

Combined engineering model

Full cycle automation

Tailored for Product Engineering

Distributed scale

Consulting led approach

Our culture has created a talented and engaged workforce



22,000+⁽¹⁾

Large Employee Base

10.5%⁽²⁾

Low Attrition Rate



Tech-focused corporate culture

“Coforge is People. Coforge is Growth.”

Rich training heritage

Competitive compensation packages

Best-in-class benefits and career opportunities

Robust focus on upskilling and reskilling

Fresher talent from reputed global universities

High employee engagement has helped to ensure higher employee satisfaction levels

The Coforge logo is positioned in the top right corner. It features the word "Coforge" in a white, sans-serif font. The letter "o" is replaced by a stylized orange circle with a white dot in the center, resembling a globe or a network node. The background of the entire slide is a dark blue gradient with a circular inset on the left side. This inset contains a complex digital illustration with a grid of binary code (0s and 1s) and various icons: a shopping cart, a globe, a lightbulb, a padlock, a laptop, a person icon, and a network cloud. A curved orange line separates the circular inset from the rest of the slide.

Coforge

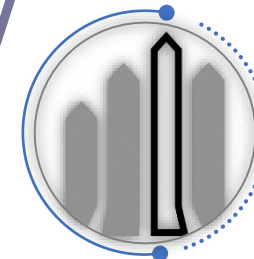
Growth enablers

We have 4 key pillars that drive sustained, profitable growth



Scaling up existing clients

- Consistently accelerating move to being a preferred partner for Tier-1 insurance carriers, banks and travel firms
- Additional revenue through cross-selling additional service lines within those accounts



Scaling up new verticals

- Pursuing new verticals in Healthcare, Retail, Hi-Tech, Manufacturing and Government which are already scaled up
- Continuing to place significant emphasis to help grow additional new revenue



Replicate success with Partner-led growth

- Implementing blueprint to drive growth along the lines of partnerships with Pega, Salesforce and others in place
- Aggressively pursuing further partnerships



Use proven integration playbook to drive inorganic growth

- Building from three successful tuck-ins over past five years
- Continue to build revenue through selective revenue and margin accretive acquisitions

Tenured relationships with marquee clients have helped drive sustained growth

14yrs+

Average age of Top 10 clients

61

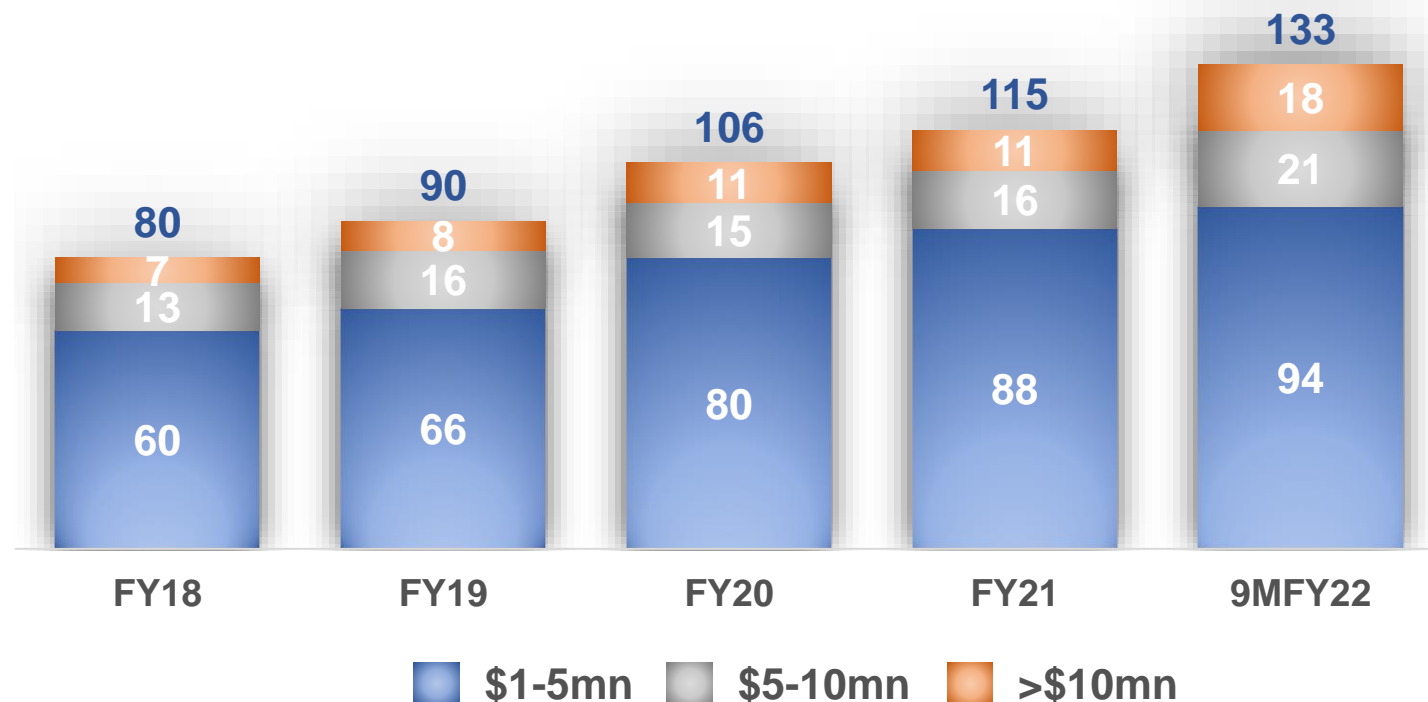
Of Forbes Global 1000 clients

89%

Revenues from existing clients⁽¹⁾

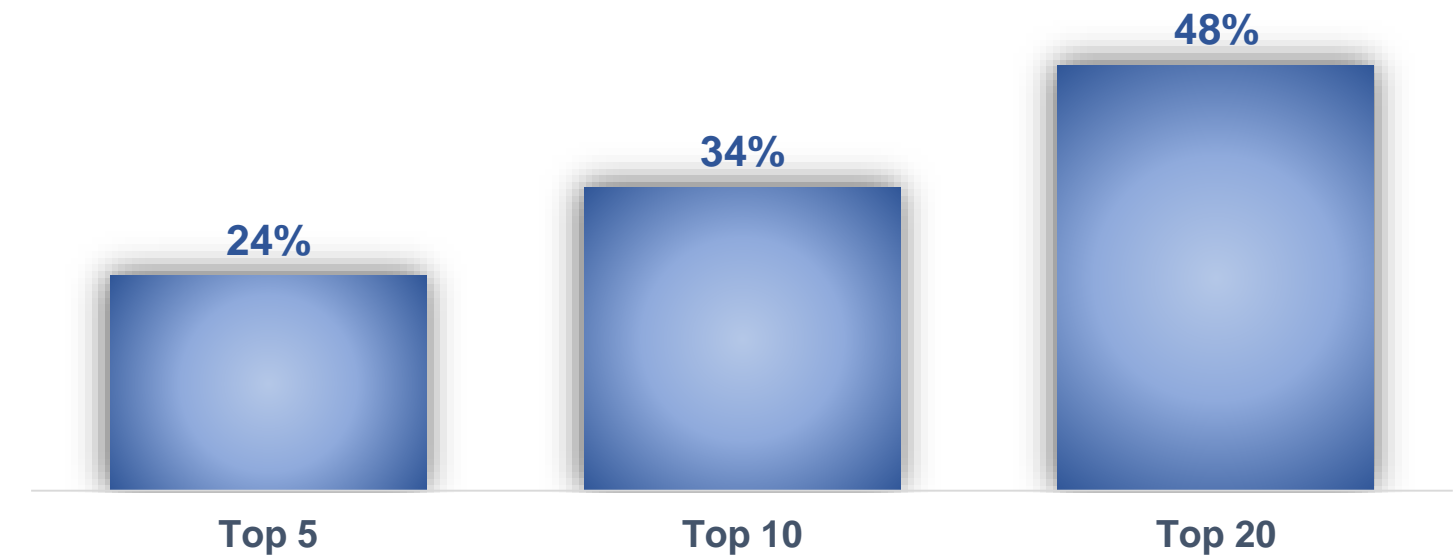
Successful track record of growing accounts

Number of clients (#)



Low client concentration

FY21 revenue contribution (%)



Note: (1) Average of repeat client business of FY20 and FY21.

Partner driven revenue generation is being extended over a broader ecosystem



Intelligent Process Automation and AI



Leading digital integration provider



Duck Creek
Technologies

Full suite implementation partner

Similarly the proven and successful integration handbook will help drive inorganic opportunities as well

The logo for Incessant, featuring the word "incessant" in a dark blue, lowercase sans-serif font with a small blue square above the 't'.

2015

Expanded into digital
integration services market



2019

Access to MuleSoft platform
and Big Data technologies



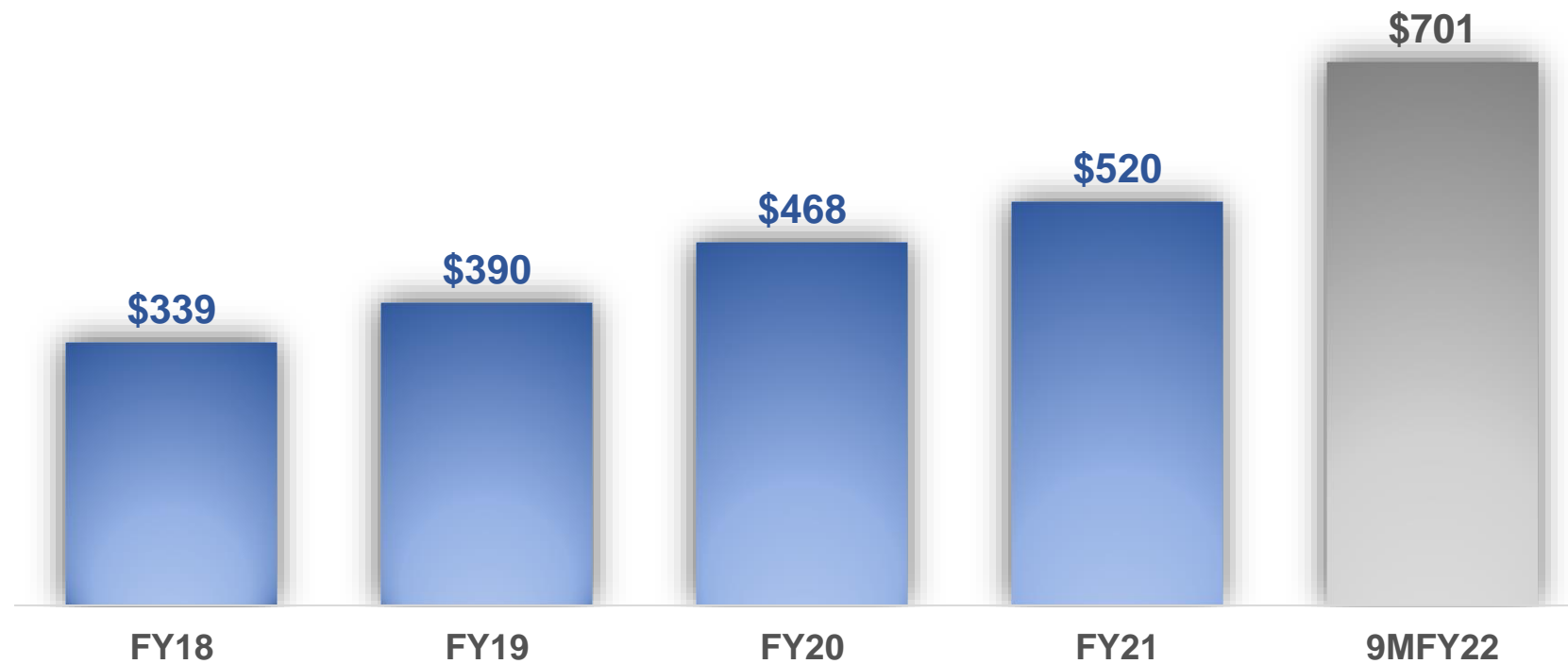
2021

Business process
transformation provider

These growth pillars are creating accelerated growth momentum

Since FY18, the 12-month order executable has been accelerating and has more than doubled

Order book executable over the following 12 months (\$mn)



12 month order executable growth has closely mirrored actual annual revenue growth as well



Volume, size and ability to sign large deals with marquee clients has increased and is now proven

Over the last few quarters, we have signed material deals

Global Top 100 bank
\$105mn

TCV deal
4yrs and 8mos

Leading Insurance Group in US
\$50mn+

TCV deal
5 years

UK Government Agency
\$50mn+

Digital process automation contract
3 years

Insurance major in US
\$45mn+

Greenfield insurance software implementation
5 years

Public Sector Institution in Europe
\$45mn+

TCV Deal
6 years

APAC Public Sector Agency
\$38mn+

Automation and infra deal
8 years

Global Insurance Carrier
\$20mn+

IT services contract
3 years

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Coforge

Financials

Our track record of profitable growth is likely to accelerate

**Accelerated
growth**

37.1%

9MFY22 YoY
Revenue Growth⁽¹⁾

\$701mn

Executable Order Book, more
than doubled since FY18⁽²⁾

**Profitable
growth**

18.1%

9MFY22 Adj.
EBITDA Margin⁽³⁾

11.5%

9MFY22 Adj. Net
Income Margin⁽⁴⁾

**Recurring
business model**

89%

FY21
Repeat Rate⁽⁵⁾

14yrs+

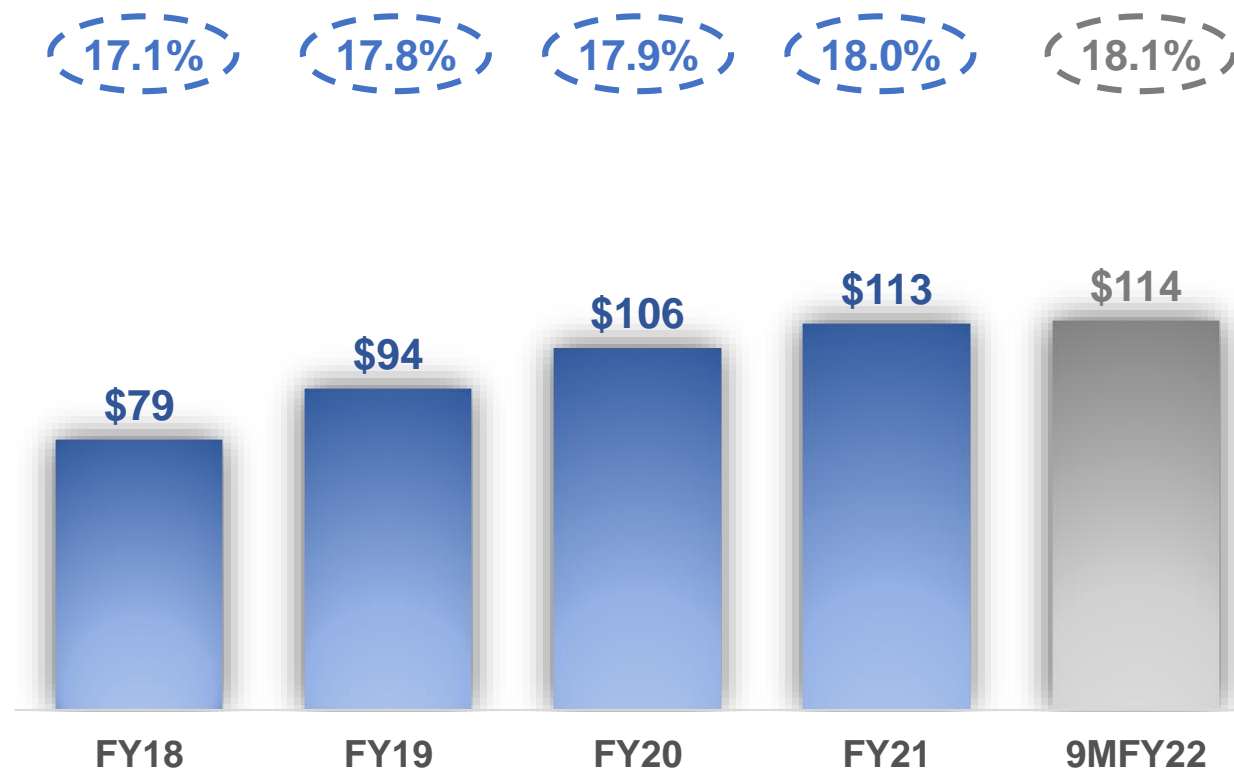
Average age of
Top 10 clients

Note: Based on IFRS financials converted to USD using noon buying rate of the Federal Reserve bank of New York on December 31, 2021 for FY21 and 9MFY22 and using average USD / INR exchange rate for respective period during FY18-20.
(1) Revenue growth on constant currency basis; (2) \$701mn as of 9MFY22 and \$339mn as of FY18; (3) Adjusted EBITDA means non IFRS adjusted EBITDA defined as EBITDA adjusted for employee share based payments, stock appreciation rights, transaction expenses and announced doubtful debts recorded due to COVID-19; (4) Refer slide titled "Reconciliation of Non-IFRS Financial Measures" for details on calculation of Adjusted Net Income; (5) Repeat Rate is defined as the revenue generated from existing clients, calculated as average of repeat client business of FY20 and FY21.

We have delivered 1.6x growth in Adj. EPS over the last 3 years

Consistently expanding margins

Adj. EBITDA⁽¹⁾ (\$mn)



Strong profitable growth

Adj. Net Income⁽²⁾ (\$mn) and Adj. Earnings Per Share – Diluted (\$ per share)



Note: Based on IFRS financials converted to USD using noon buying rate of the Federal Reserve bank of New York on December 31, 2021 for FY21 and 9MFY22 and using average USD / INR exchange rate for respective period during FY18-20.

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(2) Refer slide titled "Reconciliation of Non-IFRS Financial Measures" for details on calculation of Adjusted Net Income.

Appendix

Notes to Financials

<i>(INR mn except per share data)</i>	FY18	FY19	FY20	FY21	9MFY22
Revenue from Operations	29,914	36,762	41,839	46,628	46,891
Adj. EBITDA ⁽¹⁾	5,109	6,528	7,499	8,409	8,509
Adj. Net Income ⁽²⁾	2,966	4,225	4,867	5,390	5,372
Adj. EPS – Diluted (INR per share)	48	68	78	87	87
<i>(USD mn except per share data)</i>					
Revenue from Operations	464	528	592	627	630
Adj. EBITDA ⁽¹⁾	79	94	106	113	114
Adj. Net Income ⁽²⁾	46	61	69	72	72
Adj. EPS – Diluted (\$ per share)	0.74	0.97	1.10	1.17	1.16
FX Rate (USD / INR)	64.5	69.6	70.5	74.4	74.4

Note: Based on IFRS financials converted to USD using noon buying rate of the Federal Reserve bank of New York on December 31, 2021 for FY21 and 9MFY22 and using average USD / INR exchange rate for respective period during FY18-20.

(1) Adjusted EBITDA means non IFRS adjusted EBITDA defined as EBITDA adjusted for employee share based payments, stock appreciation rights, transaction expenses and announced doubtful debts recorded due to COVID-19;

(2) Refer slide titled “Reconciliation of Non-IFRS Financial Measures” for details on calculation of Adjusted Net Income.

Reconciliation of Non-IFRS Financial Measures

Adj. EBITDA Reconciliation

<i>(INR mn)</i>	FY18	FY19	FY20	FY21	9MFY22
Reported EBITDA	5,012	6,452	7,196	7,865	7,861
Add: ESOP	97	76	63	464	370
Add: Stock appreciation right expense	--	--	5	34	55
Add: Acquisition related expenses	--	--	235	46	223
Adj. EBITDA	5,109	6,528	7,499	8,409	8,509

Adj. Net Income Reconciliation

<i>(INR mn)</i>	FY18	FY19	FY20	FY21	9MFY22
Reported Net Income	2,802	4,033	4,440	4,556	4,540
Adjustments:					
ESOP	97	76	63	464	370
Stock appreciation right expense	--	--	5	34	55
Transaction related expenses	--	--	235	46	223
Allowance of doubtful debts on Receivables and Contract Assets on account of COVID-19	--	--	88	180	--
Event based Recoveries	--	56	(57)	--	--
Depreciation on intangible assets	181	191	373	443	491
Tax on intangible assets	(64)	(67)	(201)	(100)	(116)
Impairment of Goodwill on account of COVID-19	--	--	40	--	--
Total Adjustments	214	256	546	1,067	1,023
Less: Tax on Adjustments	(50)	(64)	(119)	(233)	(191)
Total Adjustments to Reported Net Income	164	192	427	834	832
Adj. Net Income	2,966	4,225	4,867	5,390	5,372

Note: Based on IFRS financials.



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Thanks

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