



Consistent **Profitable Growth**

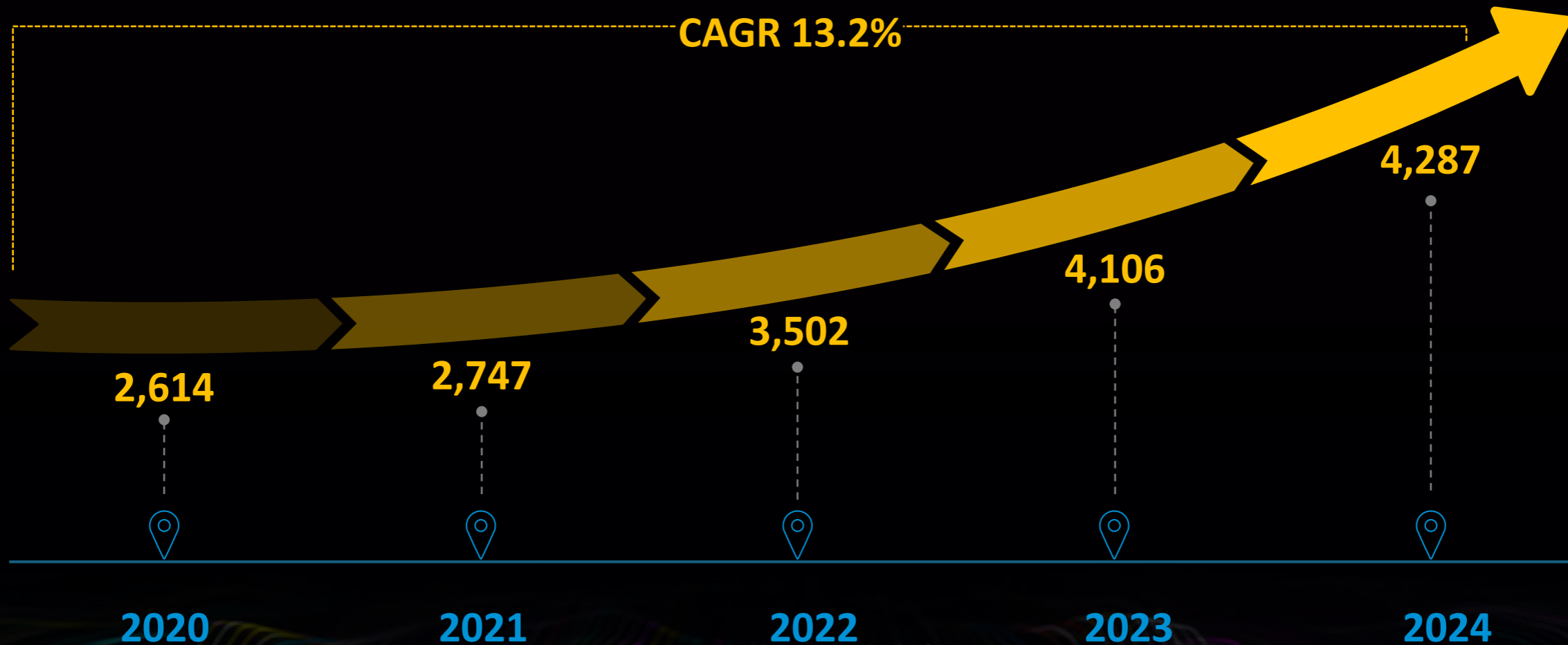
Vipul Chandra

November 2024

ELEVATING
OUTCOMES

Delivered profitable growth

Revenue (\$M)

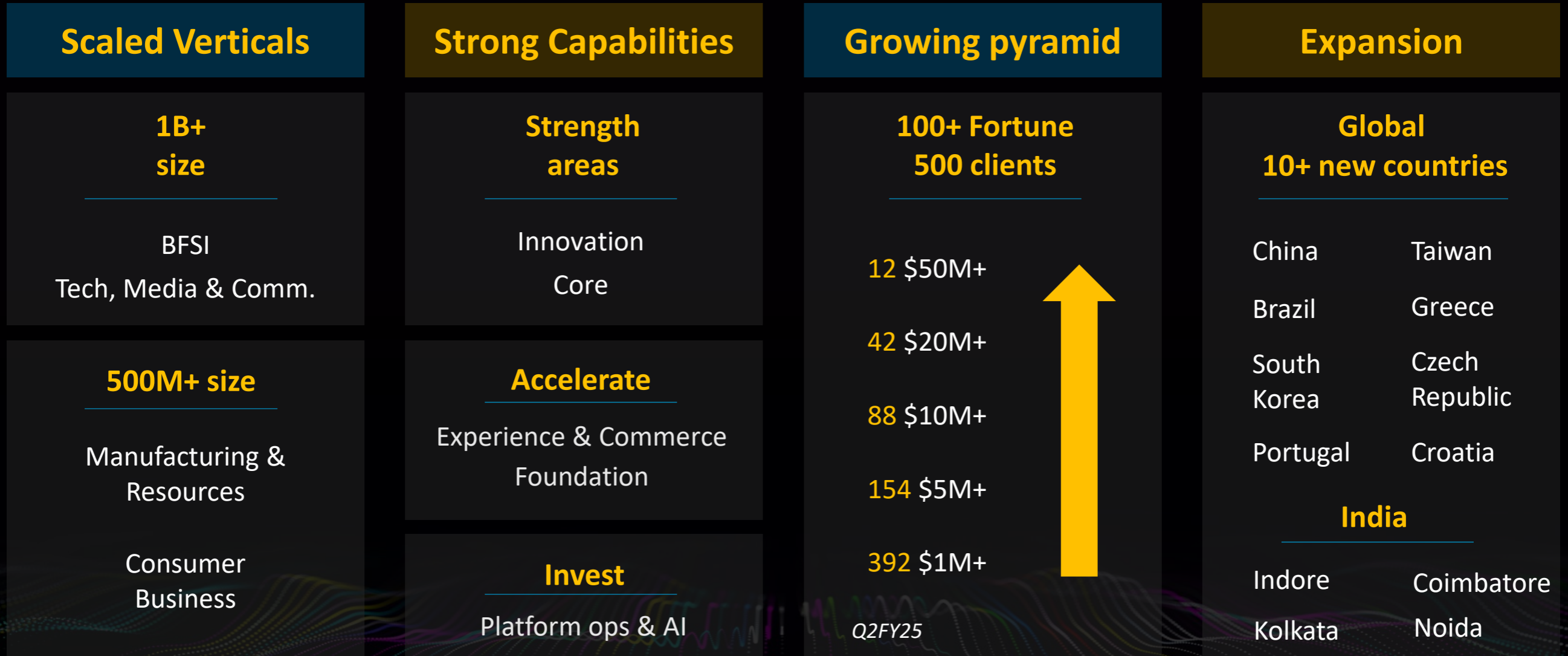


Operating Margin band: 15%-18%

Positive impact of the new scale is visible

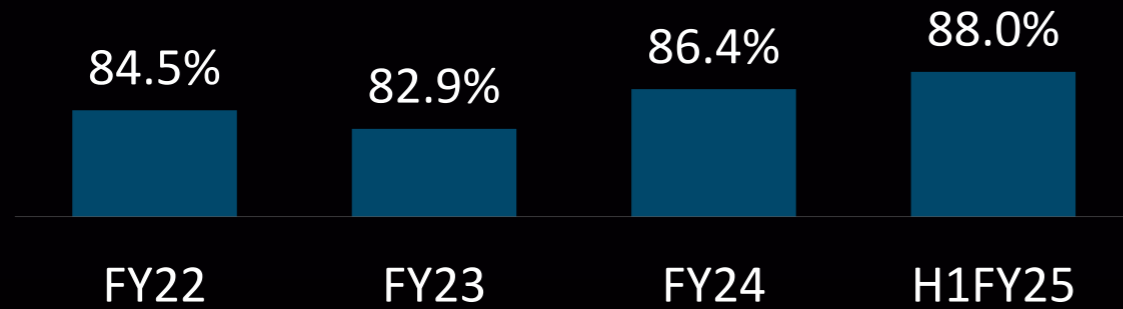


Have emerged stronger

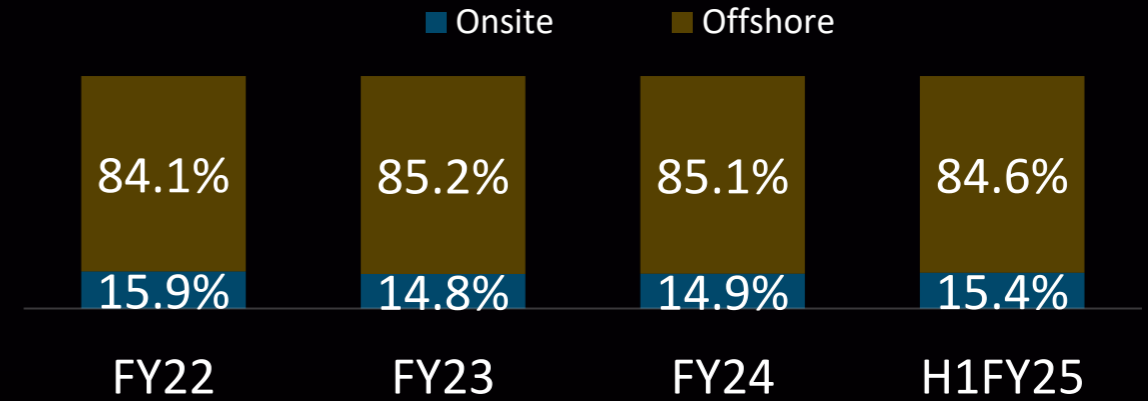


Key Levers in play have reaped benefits

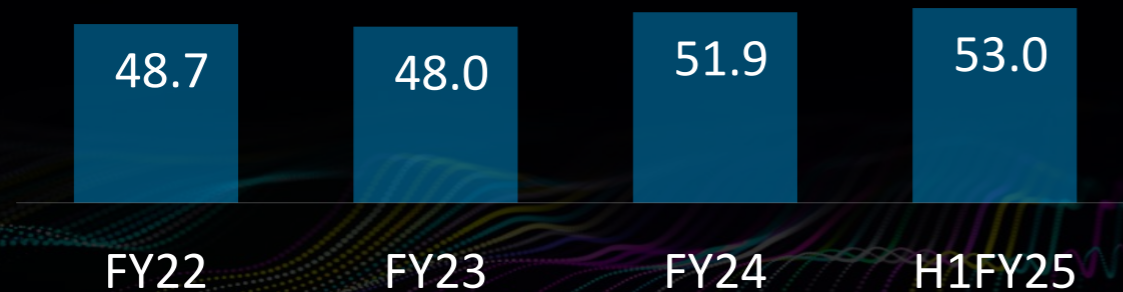
Utilization (excl. trainees) (%)



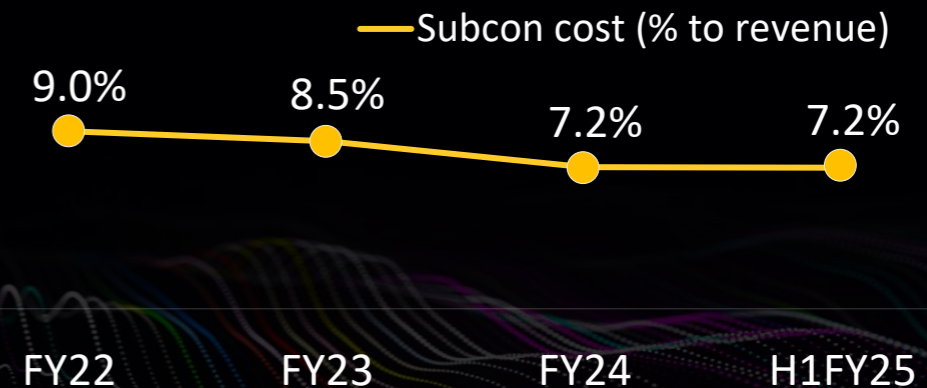
Effort Mix (%)



Revenue per employee (\$ '000s)



Subcon cost (%)



Continue to look at margin expansion

Project North Star

Revenue Maximization

- Growth
- Value based Pricing

Bending the Cost Curves

- Pyramid & Average Costs
- Right sizing in Managed Services

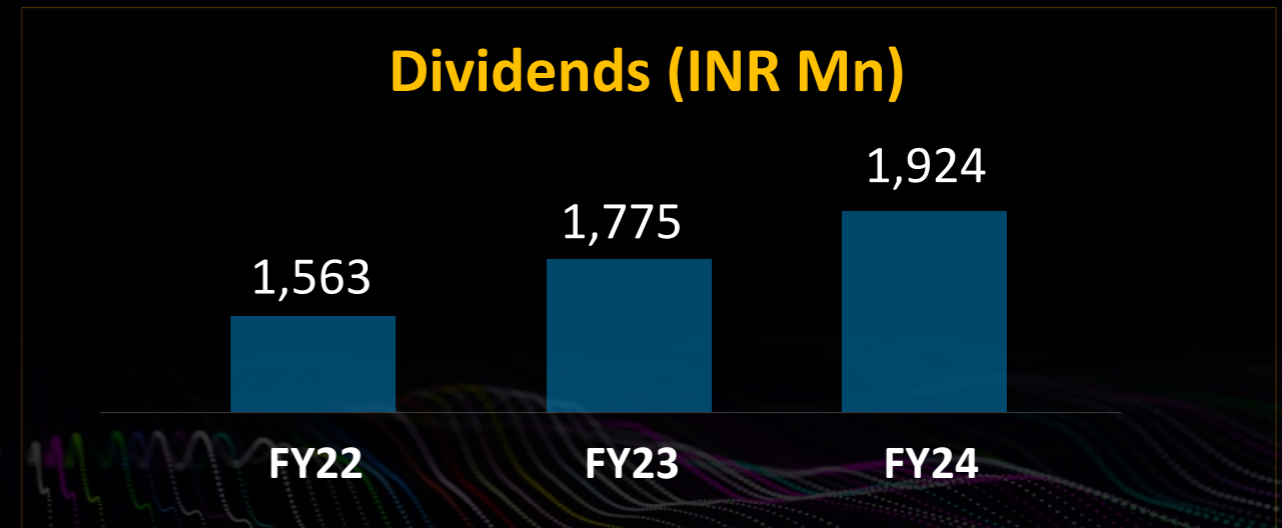
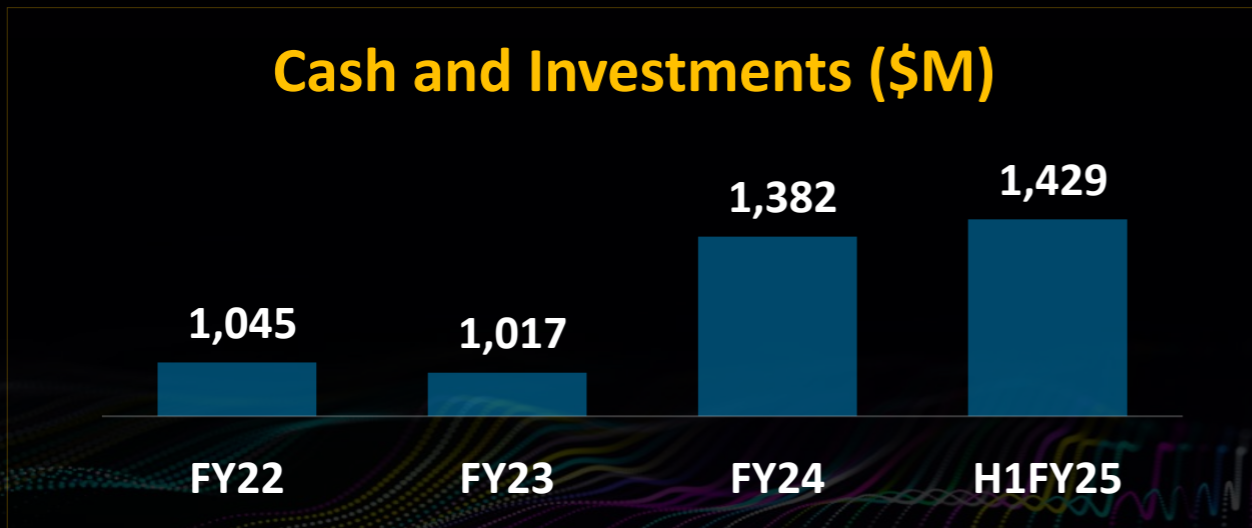
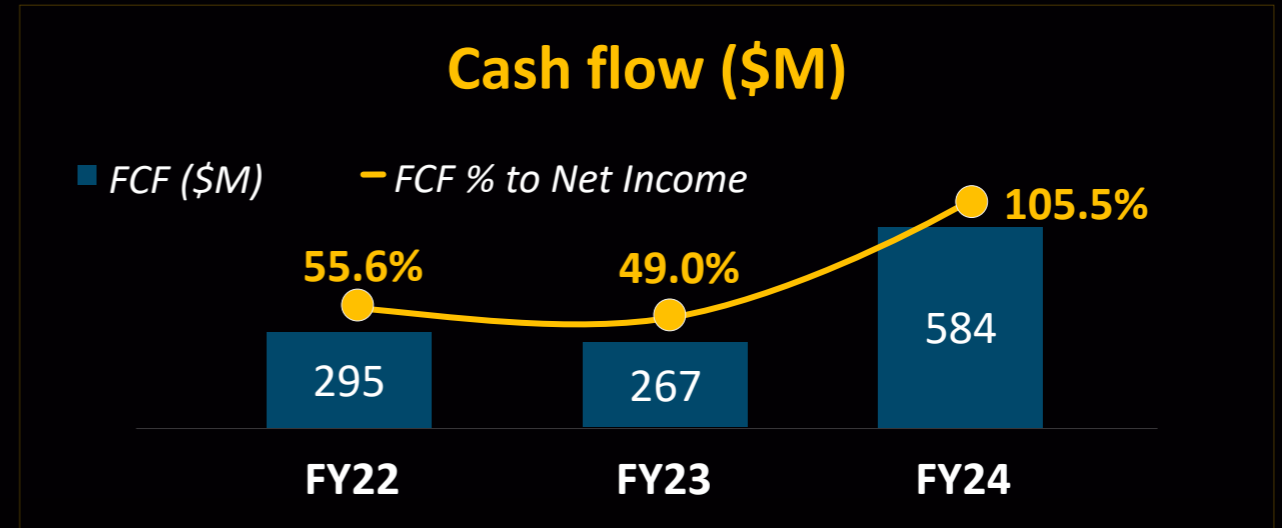
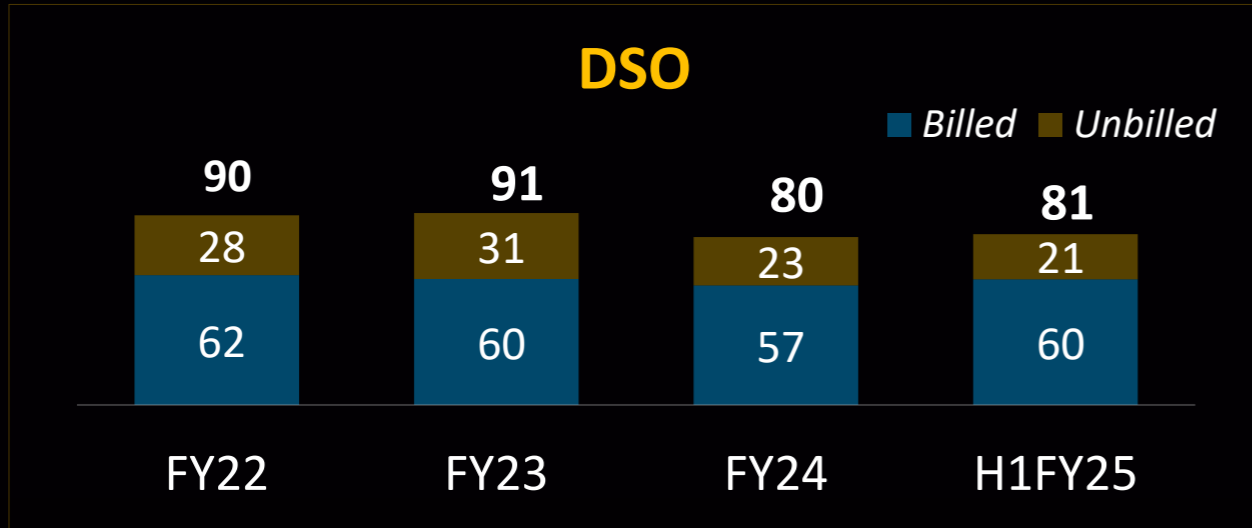
Productivity

- Revenue Per Person
- Automation & AI

Overheads

- Eye on discretionary spends
- Increase in Overheads < Revenue Growth

Our Balance Sheet has further strengthened



Declared basis

ESG - Overview

	Journey so far	Accolades	Way Forward
Environmental ➤	<ul style="list-style-type: none"> • 43% Renewable Energy Usage • 95% Waste Recycling • 75% reduction in Scope 1 Emissions 	   	<ul style="list-style-type: none"> • 85% renewable energy use by 2030 • 100% waste recycling by 2030 • Scale up of Green Tech offerings
Social ➤	<ul style="list-style-type: none"> • 30.6% Women in workforce • 8.4% Women in leadership • 2.9Mn lives positively impacted 	 	<ul style="list-style-type: none"> • 40% women in workforce by 2030 • 15% women in leadership by 2030 • Impact 4Mn+ lives positively by 2030
Governance ➤	<ul style="list-style-type: none"> • BRSR • Integrated report • UNGC communication 	 	<ul style="list-style-type: none"> • Board diversification • Maintain robust compliance, integrity practices & key certifications

Our \$10B path in phases



CONSOLIDATE

Integration and
Stabilization

LTIM One execution

INVEST

Super-scale accounts

Be the Best @ AI

Strategic Acquisitions

Talent of the future

CHAMPION

\$10B Revenue

17-18% EBIT

Getting to the
Future, Faster.
Together.