



AN INSIGHT INTO **QUESS**

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1

Business & Strategy

Ajit Isaac (Chairman & MD) | Subrata Kumar Nag (Group CEO & ED)

Presentation (3:30 – 4:15) PM

2

People Business

Guruprasad Srinivasan (President – Global Business Services) | Lohit Bhatia (CEO– Staffing) | Sanju Ballurkar (CEO – Magna Infotech)

Presentation (4:15 – 4:45) PM | Q & A (4:45 – 5:00) PM

3

Facility Management

Guruprasad Srinivasan (President – Global Business Services) | Anand C (CEO– Facilities Management Services)

Presentation (5:00 – 5:30) PM | Q & A (5:30 – 5:45) PM

4

Industrials

Neil Elijah (President – Industrials)

Presentation (5:45 – 6:00) PM | Q & A (6:00 – 6:15) PM

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Technology

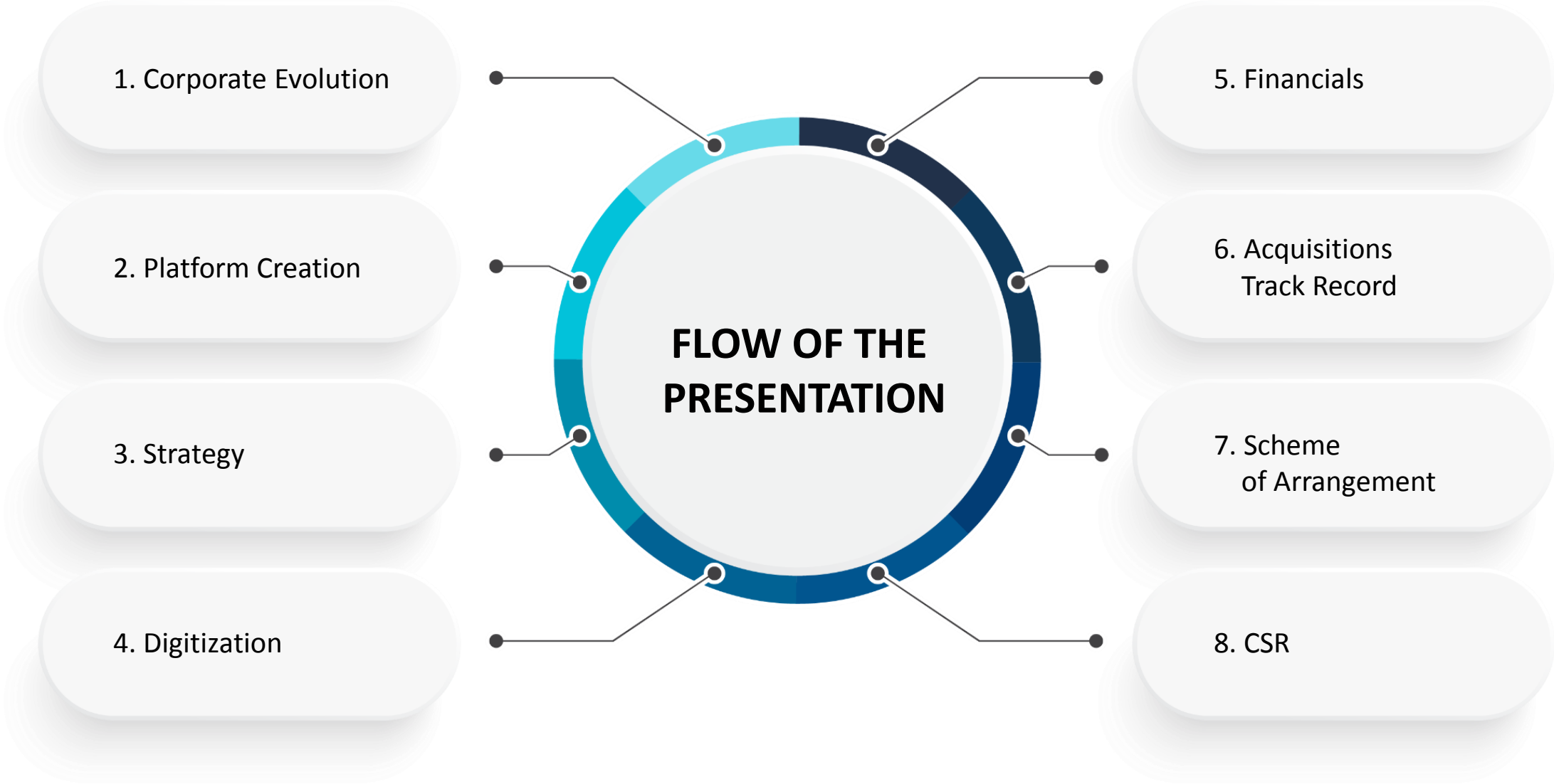
Abhijeet Mukherjee (President – Internet Business) | Neeraj Tandon (CEO– Conneqt)

Presentation (6:15 – 6:45) PM | Q & A (6:45 – 7:00) PM

6

Q & A followed by Dinner

Q & A (7:00 – 7:30) PM | Cocktails & Dinner (7:30 – 10:00) PM



2007-2015

People Services



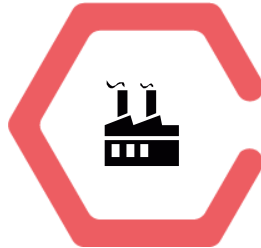
Recruitment,
Onboarding & Payrolling
Benefits Management
Skill Development

Facility Management



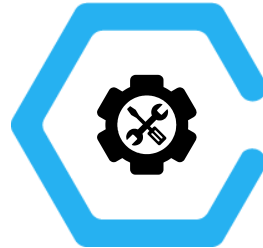
Soft Services
Hard Services

Industrials



Operations
& Maintenance

Technology Solutions



Staff Augmentation
Insurance Services

2016-2018

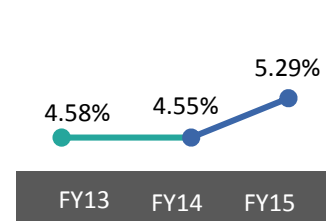
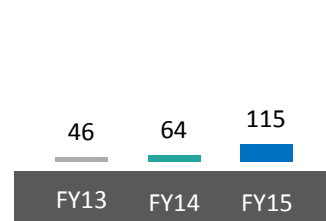
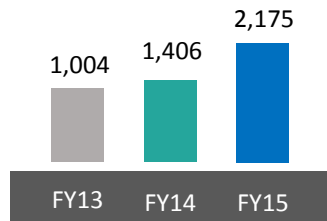
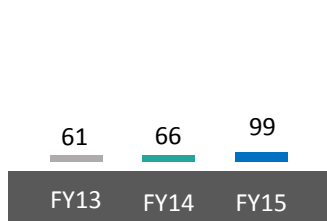
Headcount ('000)

Revenue

EBITDA

EBITDA Margin

2019 onwards



Key Attributes

- Capital Investment:** INR 160 Cr
- Headcount:** ~100,000
- Revenue:** INR 2,175 Cr
- Margin Profile:** 5%
- Pricing:** Cost+ Flat Fee Model
- Market Presence:** India, NA entry
Mix: 90% Domestic, 10% International

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QUESS V2.0: Manpower + Managed Services

2007-2015

People Services



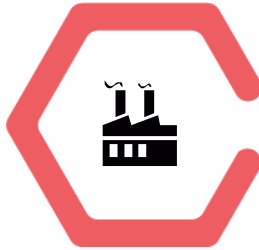
Recruitment,
Onboarding & Payrolling
Benefits Management
Skill Development

Facility Management



Soft Services
Hard Services
Specialty FM
Landscaping
Security
F&B

Industrials



O&M
Tower Maintenance
Digital Infra

Technology Solutions



Staff Augmentation
Insurance Services
CLM
After Sales Support

Internet Business



Online
Job Portal

Key Attributes

- Capital Investment:** INR 1274 Cr
- Headcount:** ~262,000
- Revenue:** INR 6,167 Cr
- Margin Profile:** ~6%
- Pricing:** Cost + Rate card
- Market Presence:** India, NA, ME, APAC.
Mix: 82% Domestic, 18% International

2016-2018

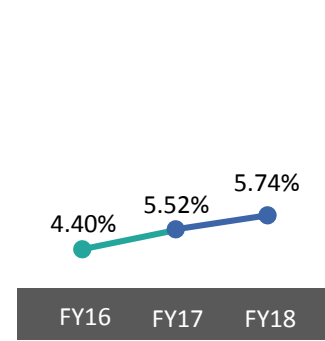
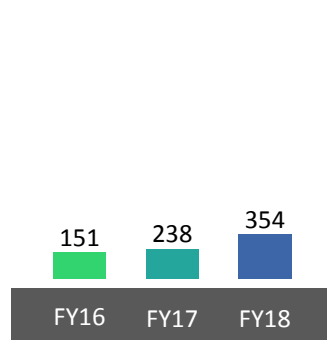
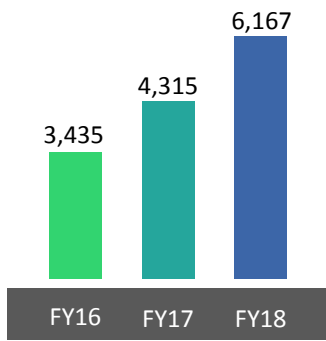
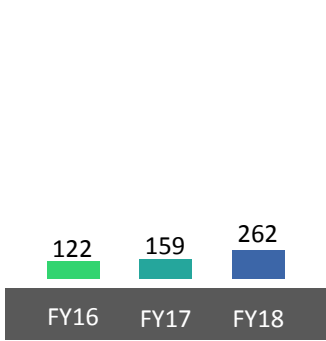
Headcount ('000)

Revenue

EBITDA

EBITDA Margin

2019 onwards



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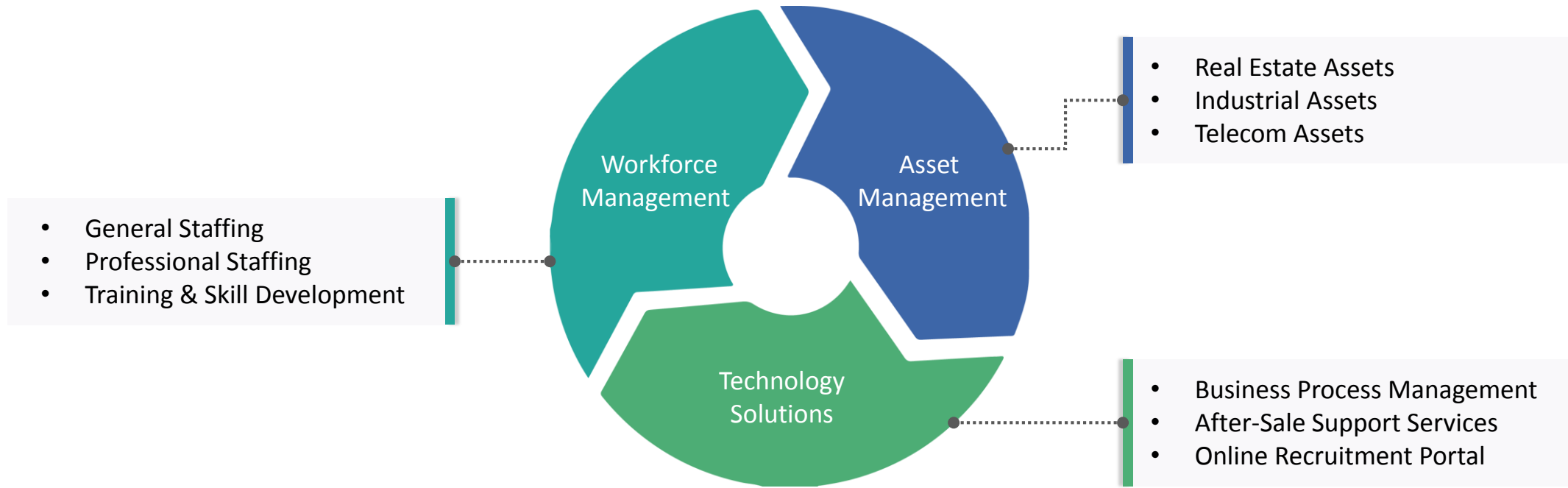
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2007-2015

2016-2018

2019 onwards

Platforms



Segment	Revenue	EBITDA	EBITDA%
People Services	2,773	140	5.05%
Facility Management	902	75	8.29%
Industrials	362	23	6.48%
Technology Solutions	2,085	158	7.56%
Internet Business	110	(6)	-5.58%
Corporate Unallocated	-	(57)	
Overall	6,232	333	5.34%

Platform	Revenue	EBITDA	EBITDA %
Workforce Management	3,849	206	5.35%
Asset Management	1,264	98	7.78%
Technology Solutions	1,119	86	7.67%
Corporate Unallocated		(57)	
Overall	6,232	333	5.34%

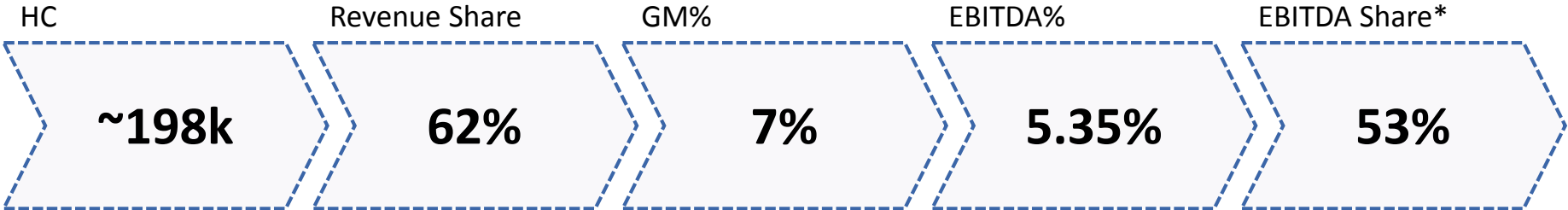
*Based on FY19 YTD Figures, All Figures in INR Crs

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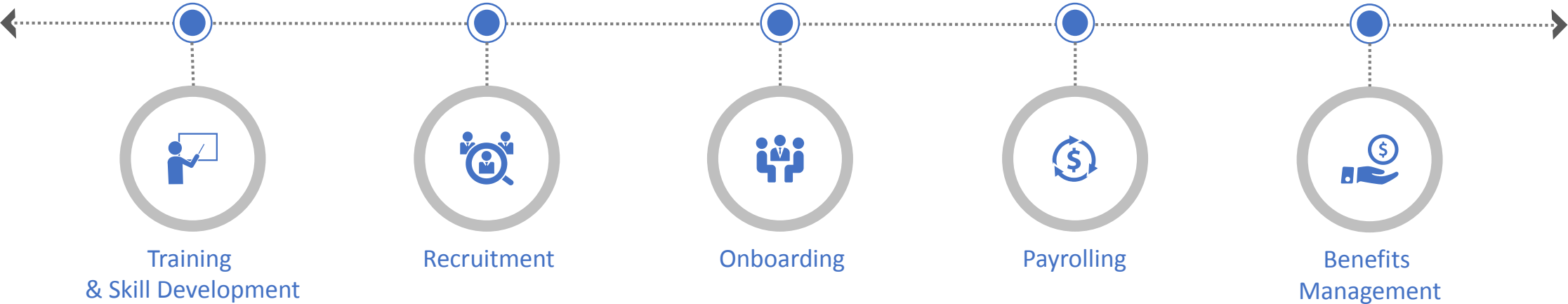
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Presence across the Lifecycle of Employees



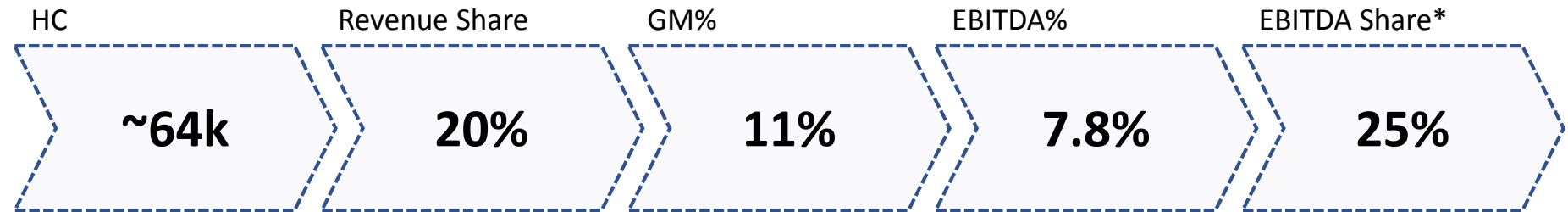
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* EBITDA share computed before corporate unallocated cost



One Stop Shop for Asset Management



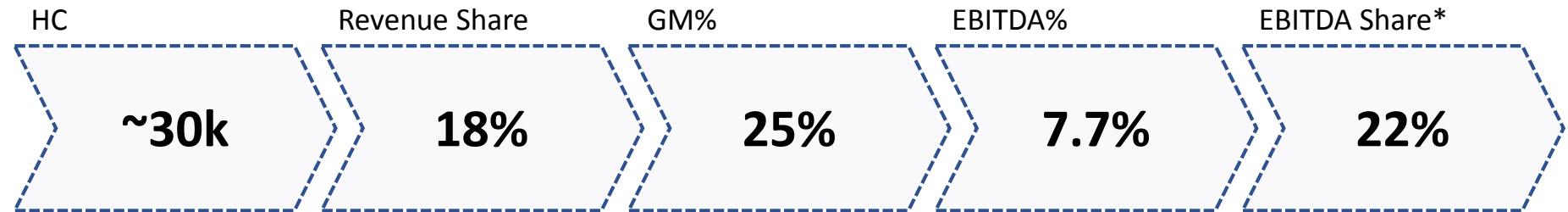
Associate company ; * EBITDA share computed before corporate unallocated cost

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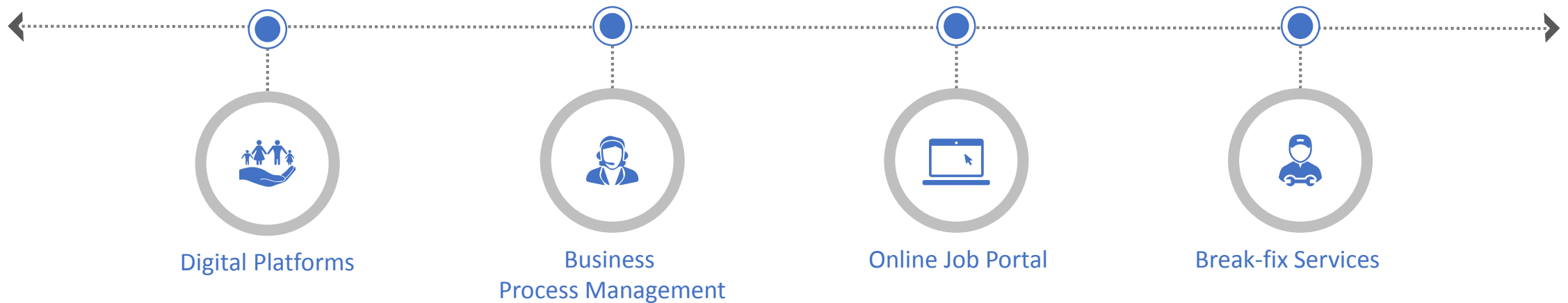
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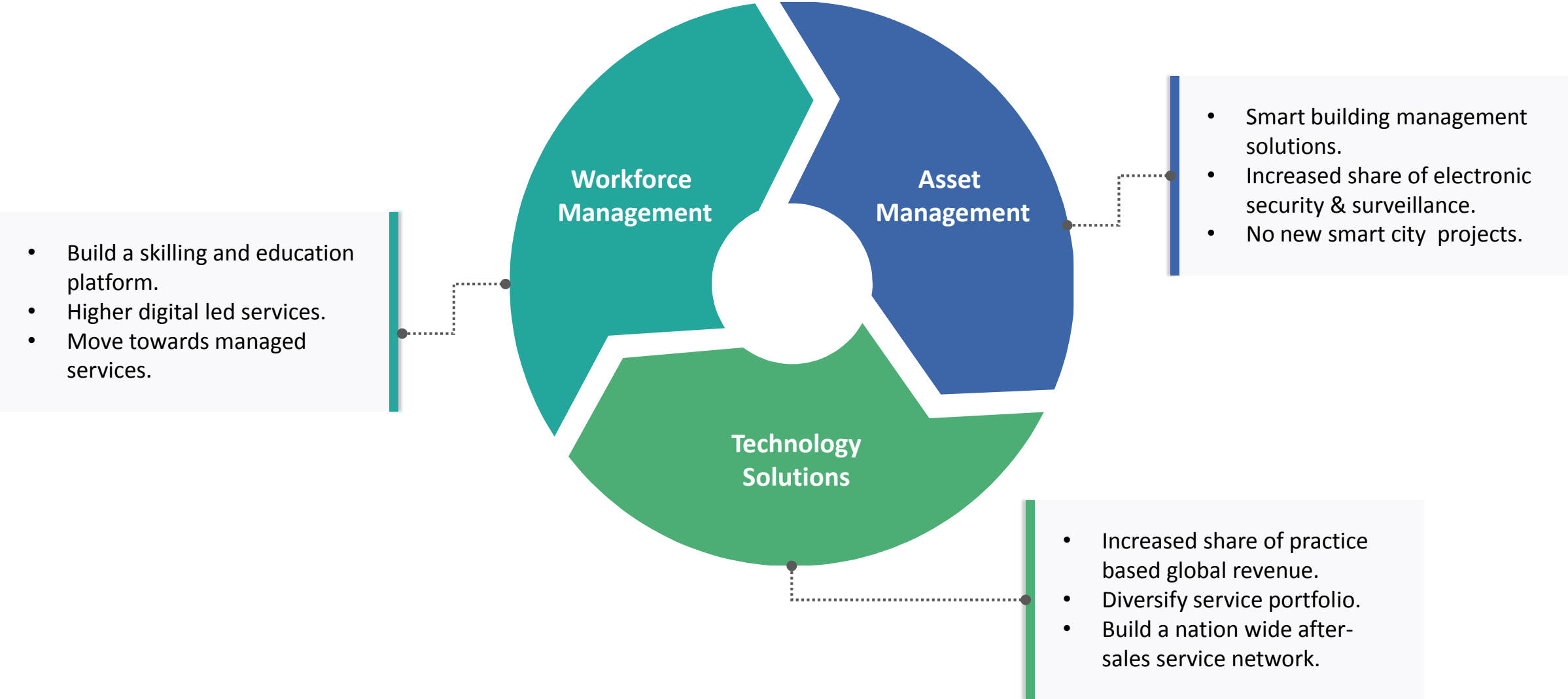
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Technology led Customer Lifecycle Management



* EBITDA share computed before corporate unallocated cost



Our M&A Guiding Principals

Additionality

Focus on building sub platforms within platforms, geo expansion and market leadership.

Accretive

Acquired assets should be margin, RoCE, and cash conversion accretive.

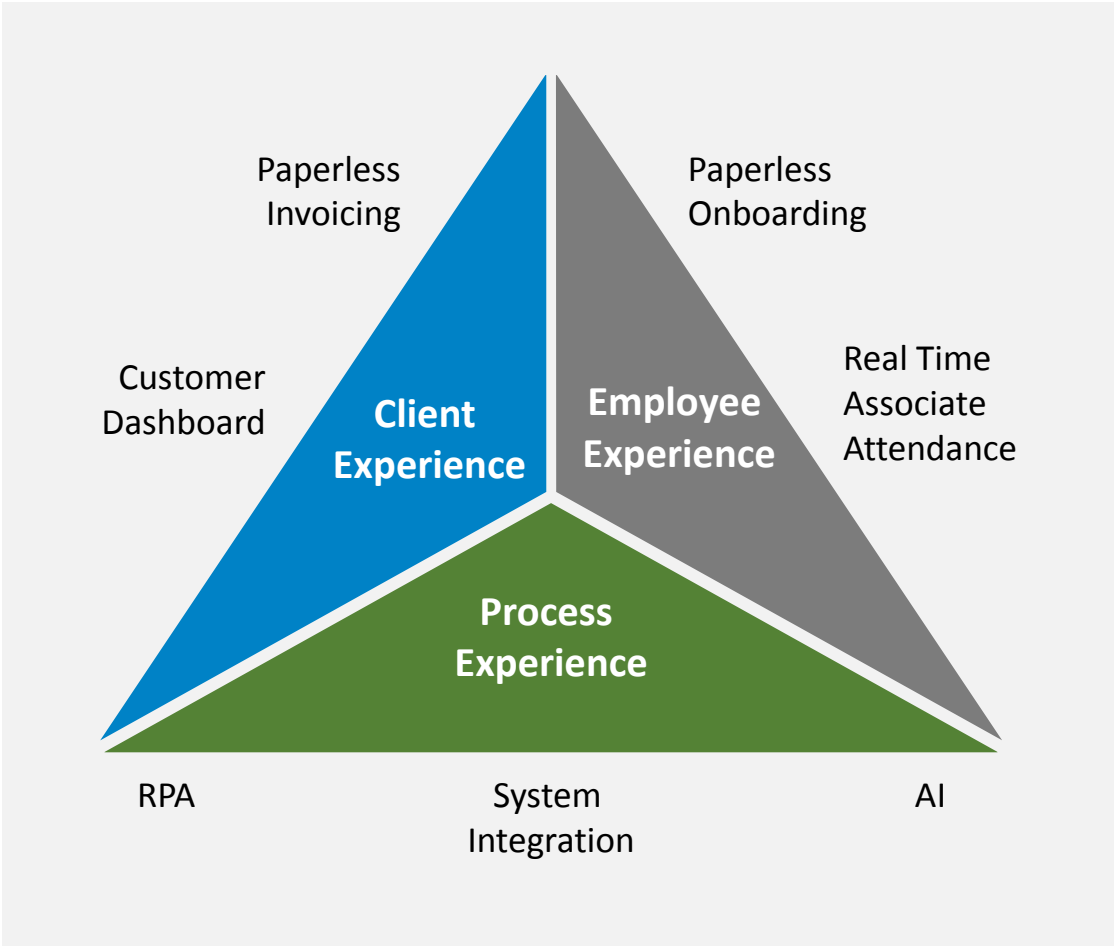
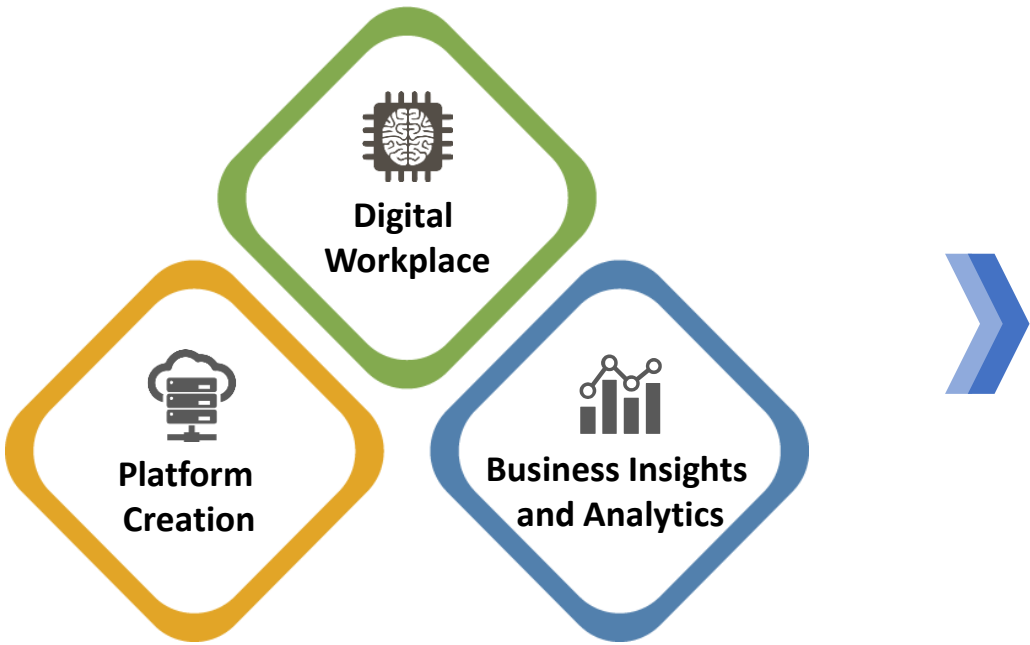
Asset-Light

Businesses with lower capital investments.



Focus Areas

- Dollar based practice revenue delivered form offshore/nearshore.
- Explore inbound investments into stable but high growth business (i.e. Training & Skill Development, After-Sales Service, Logistics).

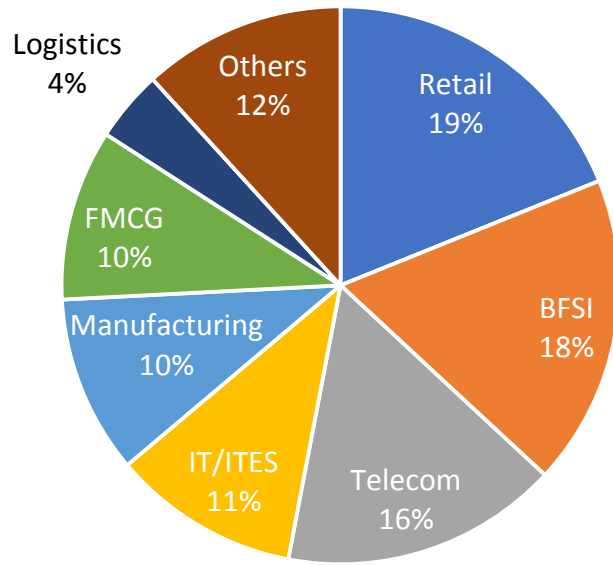


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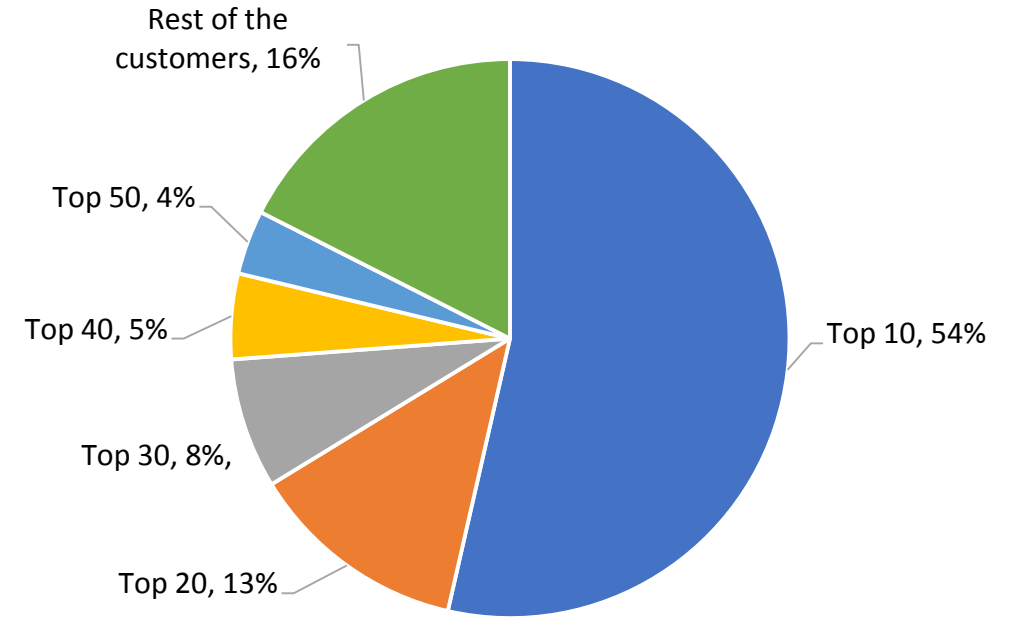
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- **Diversified presence across sectors.**
- **Well positioned to withstand sectoral challenges.**

Others- Agri ,Healthcare, Energy/Utilities, Digital Infra, Construction, Automobile, Education



Improve The Revenue Stream

- Cross Selling
- Up selling

Reduce client concentration by:

- Increase contribution from underpenetrated sectors.
- Foray into newer sectors and newer geographies.

*Based on FY19 YTD Revenue

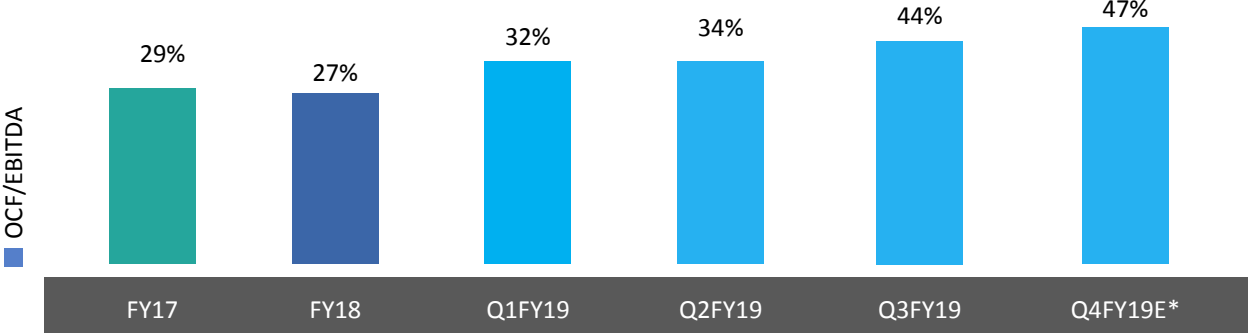


- People Services, largest revenue contributing segment generates the highest RoCE.
- Facility Management RoCE is lower due to higher capital base. Without Manipal, the segment ROCE would improve to 21% from 12%
- Improved profitability in both Industrials and Internet would drive RoCE upwards in the medium term.

Improved Operating Cash Flow Through Reduced Debt Exposure

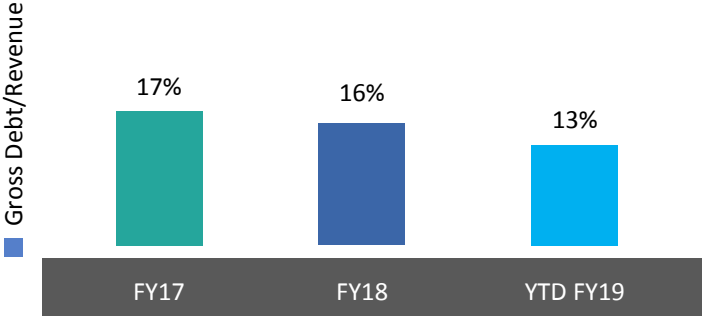


Cash Flow Conversion



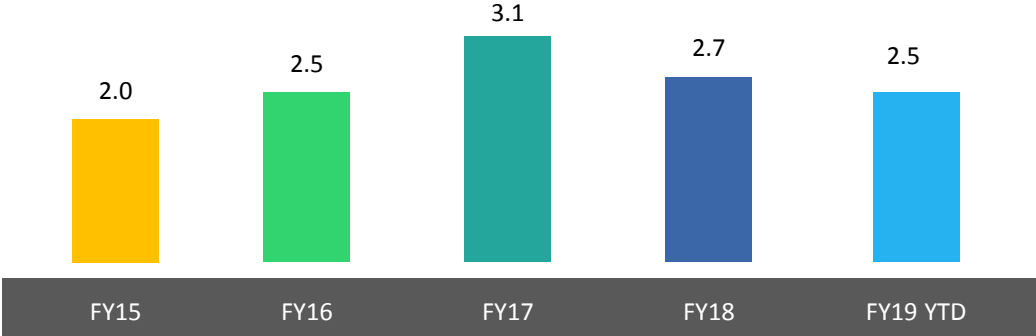
Consistent improvement in Operating cash flow conversion through better working capital management.

Gross Debt/Revenue



Gross Debt has been stable while supporting robust growth in Revenue.

Leverage Ratio#



Steady improvements in the Leverage Ratio.

*Q4 FY19 Estimate not to be considered as guidance

#Gross Debt/EBITDA

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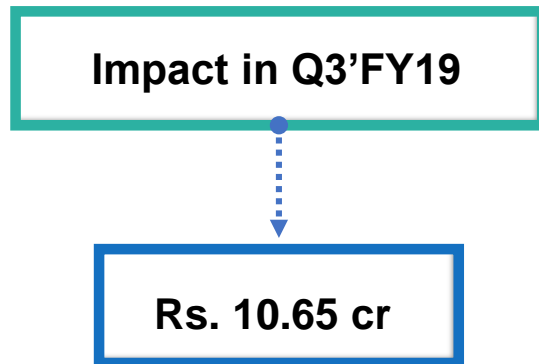
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Amortization of Customer Related Intangible Assets

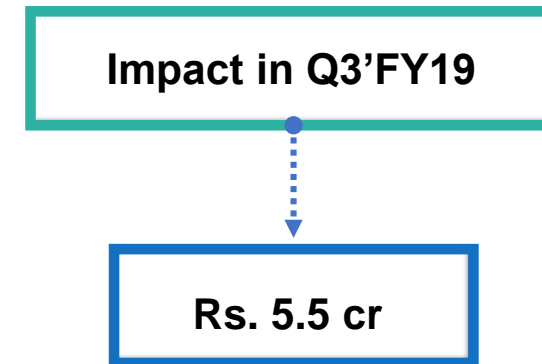
- All our acquired businesses are :
 - Asset light with low NAV.
 - But have higher fair market value due to strong market positioning.
- Goodwill = Purchase Consideration – Net worth – Intangibles.
- Intangibles recognized on Purchase Price Allocation (PPA) majorly includes.
 - Customer Relationships.
 - Brand etc.
- Intangibles recognized under PPA should be amortized over the life of assets.



Impact of Non controlling Interest option

- Quess has an obligation to acquire balance equity shares in subsidiaries such as Conneqt, Vedang and Goldenstar for an exercise price specified in the option agreement.
- As per Ind AS, obligation is to be recognized as a financial liability.
- The fair value is recomputed every year and the differential amount is charged to the P&L till the actual year of the payout.

Entity	Timeline for acquisition of balance stake		
Goldenstar	2019		
Vedang		2020	2021
Conneqt		2020	2023



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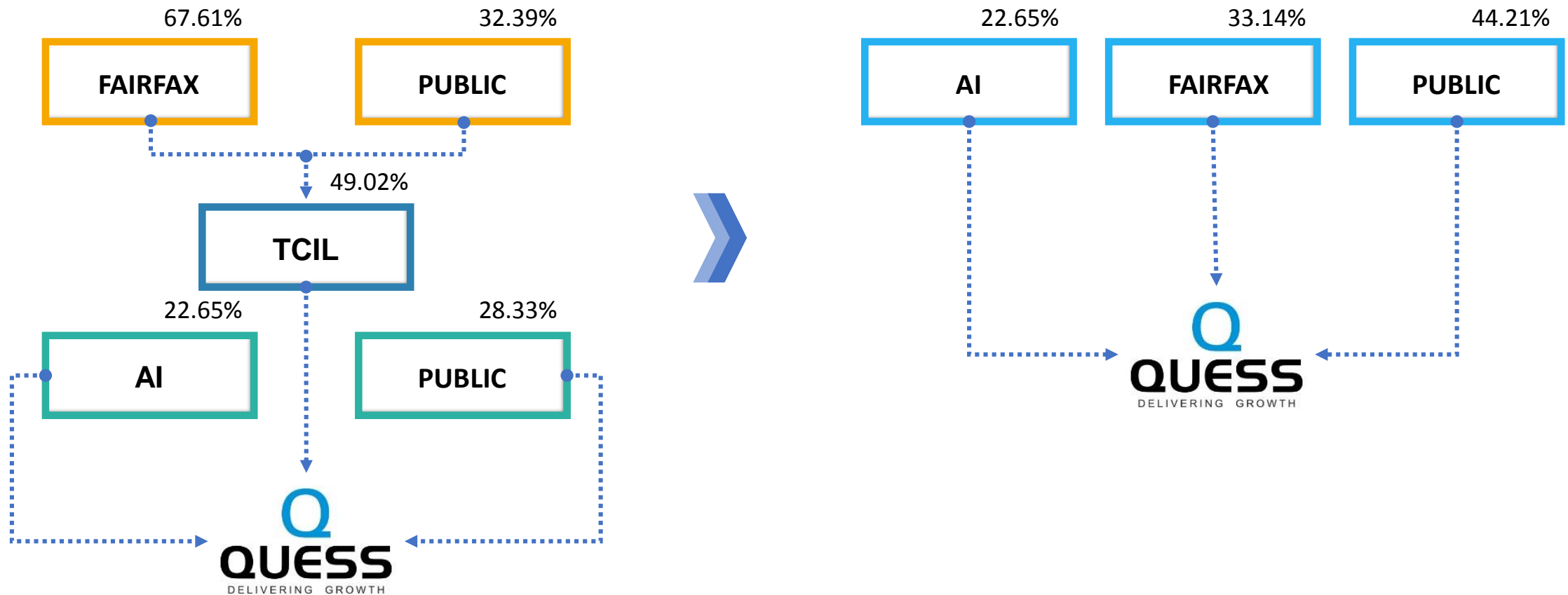
Key Acquisitions



	Comtel	Manipal Integrated Services	Connqtt	Monster	Terrier
Rationale	<ul style="list-style-type: none"> Market Leadership in professional staffing in Singapore. Springboard for expansion of other Quess services in the region. 	<ul style="list-style-type: none"> Entry into Specialty facility management. Added capabilities in the healthcare and education sectors. 	<ul style="list-style-type: none"> Provided entry into the CLM and BPM space. Strong cross selling opportunity 	<ul style="list-style-type: none"> Movement to online platforms High brand recall at an attractive valuation 	<ul style="list-style-type: none"> Foothold into the manned guarding and security solution space Expanded presence in the FM space and enhance cross-sell opportunities
Consideration Valuation Multiple	Rs. 252 cr 6.3x EBITDA	Rs. 220 cr +7.15 Mn shares 10.0x EBITDA	Rs. 153 cr 5.4x EBITDA	Rs. 94.7 cr 0.6x Revenue	Rs. 72 cr 7.3x EBITDA
Stake %	100%	100%	51%	100%	49%
At the time of acquisition	FY17 Revenue: Rs. 450 cr EBITDA : Rs. 40 cr	FY17 Revenue: Rs. 459 cr EBITDA : Rs. 57 cr	FY18 Revenue: Rs. 661 cr EBITDA Margin : Rs. 56 cr	CY16 Revenue: ~ Rs. 150 cr	FY17 Revenue: Rs. 220 cr EBITDA : Rs. 20 cr
FY19 Period (Estimate*)	Revenue: Rs. 476 cr EBITDA : Rs. 41 cr	Revenue: Rs. 570 cr EBITDA : Rs. 70 cr	Revenue: Rs. 827 cr EBITDA : Rs. 71 cr	Revenue: Rs. 146 cr EBITDA : Rs. (18) cr	Revenue: Rs. 418 cr EBITDA : Rs. 25 cr
RoCE	16%	10%	16%		17%

*FY19 Estimate not to be considered as guidance

Scheme Of Arrangement: Spin-off Of TCIL's Holding In Qness



- Overall public shareholding in Qness would increase from ~28% to ~44% .
- Fairfax being classified as a promoter would add higher strategic value.



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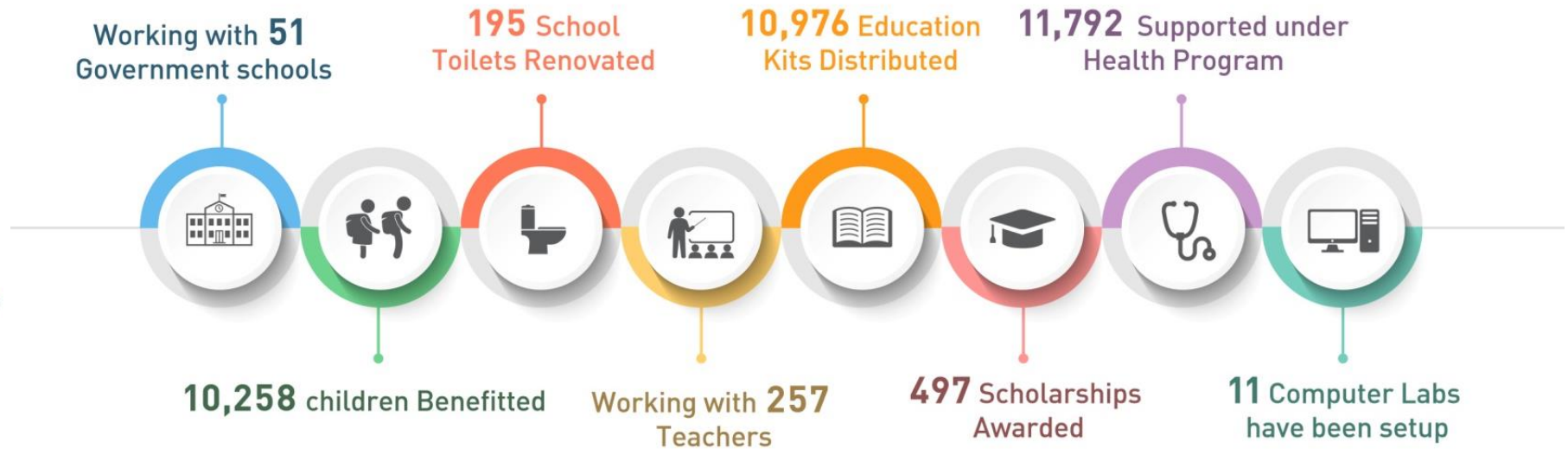
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Average 36% increase in the enrollment





I AM QUESS

People Business

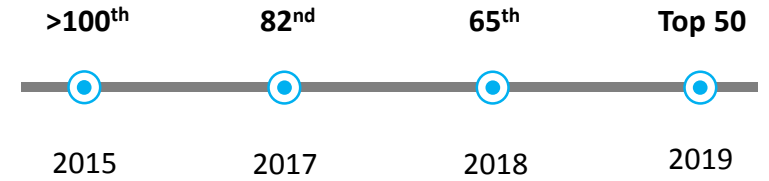
- A Leading General Staffing Service provider with over 180,000 Associates
- Largest in-house Database (Internal & Monster)
- Enviably Core to Associate Servicing Ratio
- Technology enabled Service platform



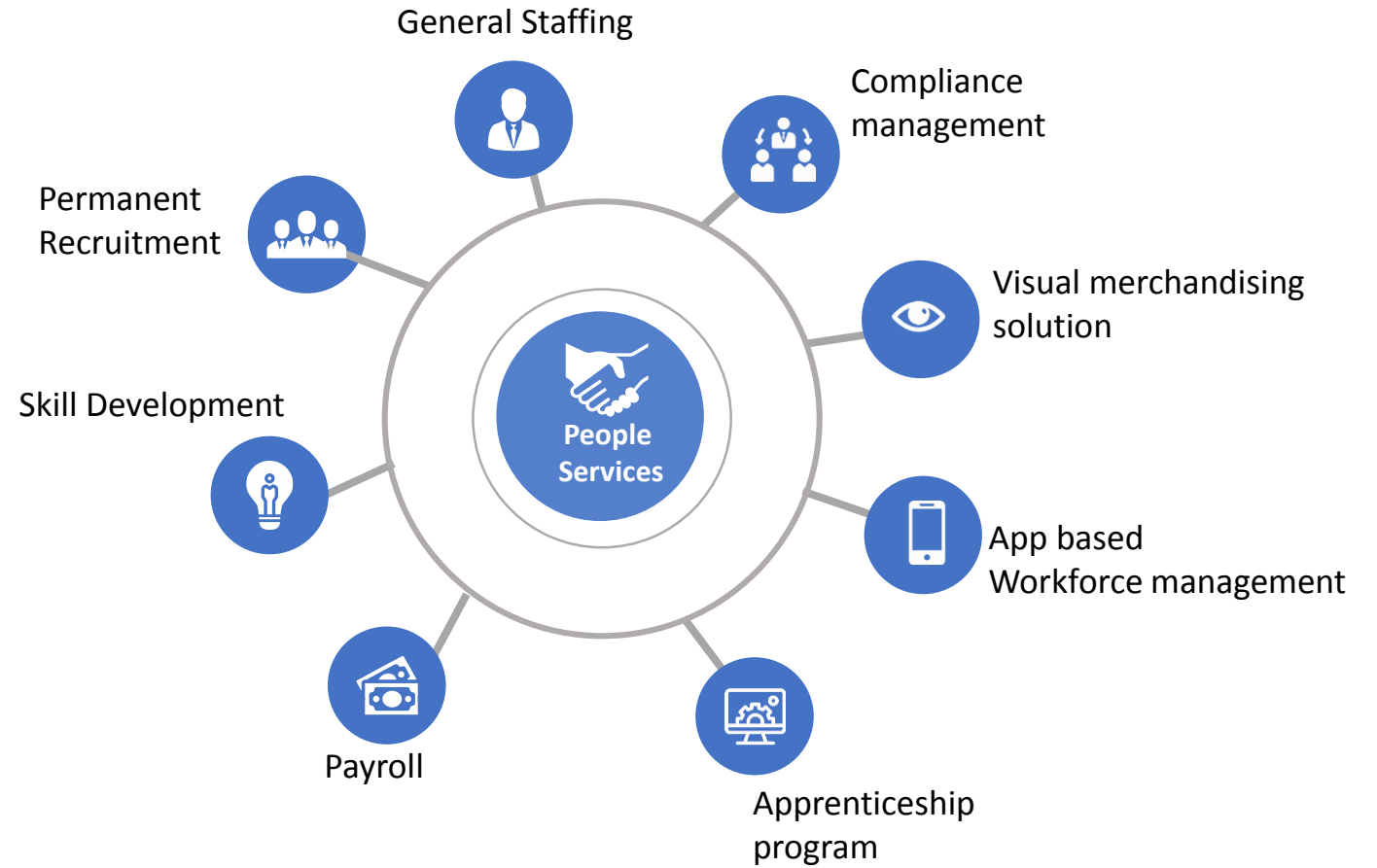
- A Leading Professional Staffing Player - over 10,000 IT Professionals
- Industry Leading Fulfilment engine

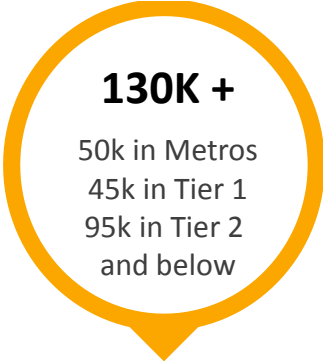
- A Largest PPP Model Training provider in India
- Operating over 180 Districts providing Training for over 60 Job Roles
- Capability to train over 45,000 candidates annually

Staffing Industry Analyst Global Ranking

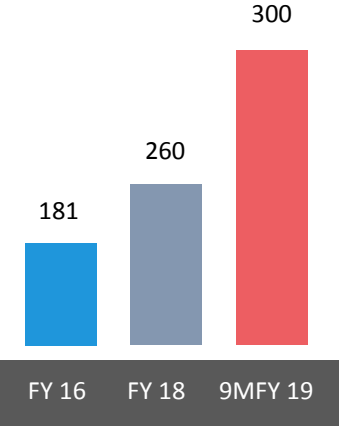


- Integrated workforce management platform
- Pan India, APAC and ME presence
- Highly experienced leadership team
- Solution built on efficiency, ease and economy
- Robust recruitment engine; 12,000 people sourced in peak season

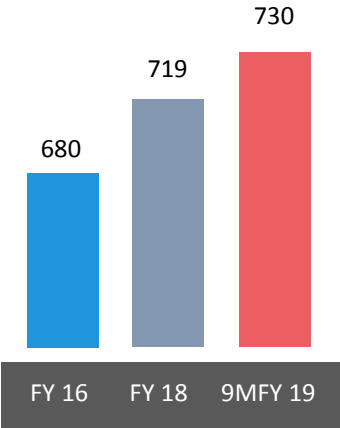




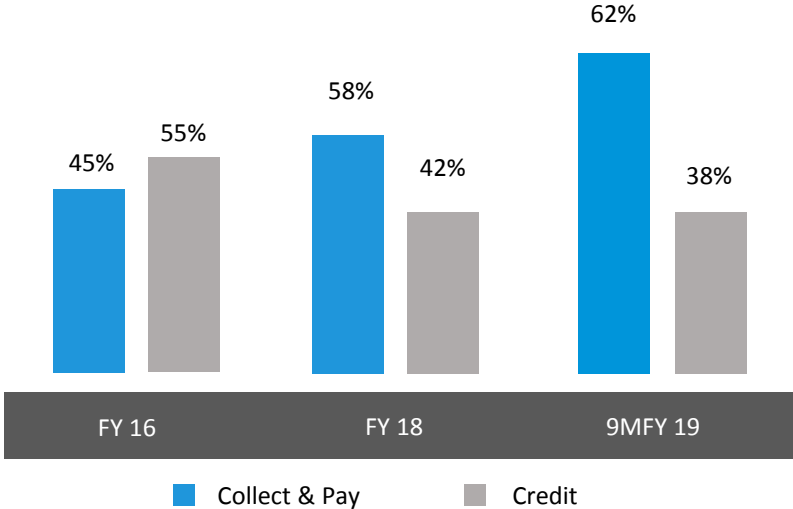
Core to Associate



Margin Per Associate

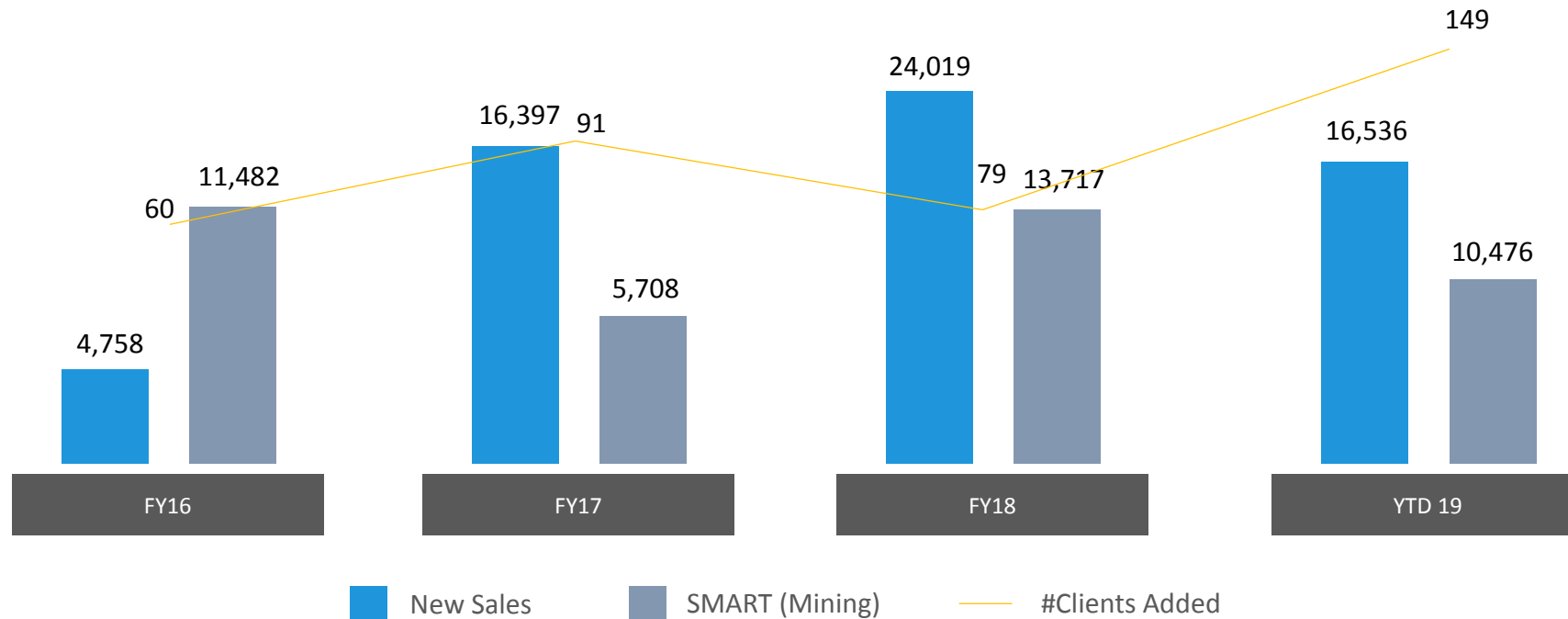


Collect & Pay Vs Upfront



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INVESTORS
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Head Count Growth & Client Addition



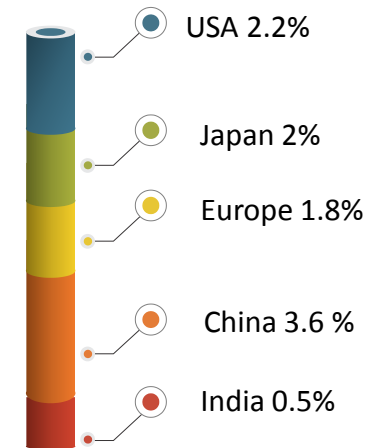
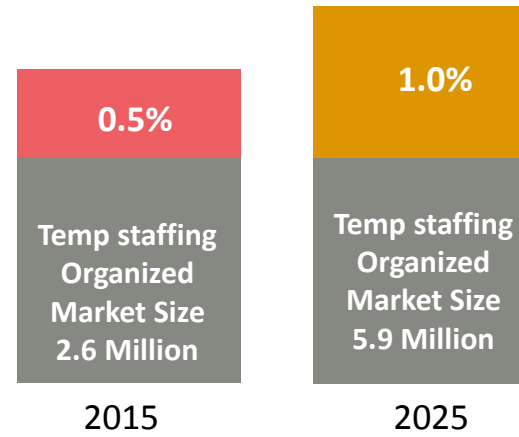
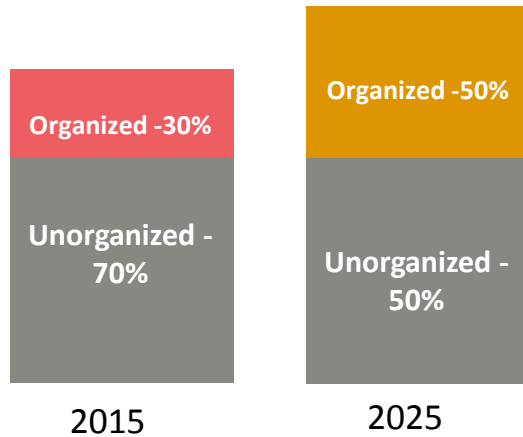
- New logo addition doubled over FY16-FY19 period to ~ 160*
- Growth coming from Tier 2-3 cities , First time clients
- Accelerated Formalization on the backdrop of GST
- Shifting from Depth of distribution focus to width of distribution

*Total signed clients

Highly fragmented market with 70% unorganized players

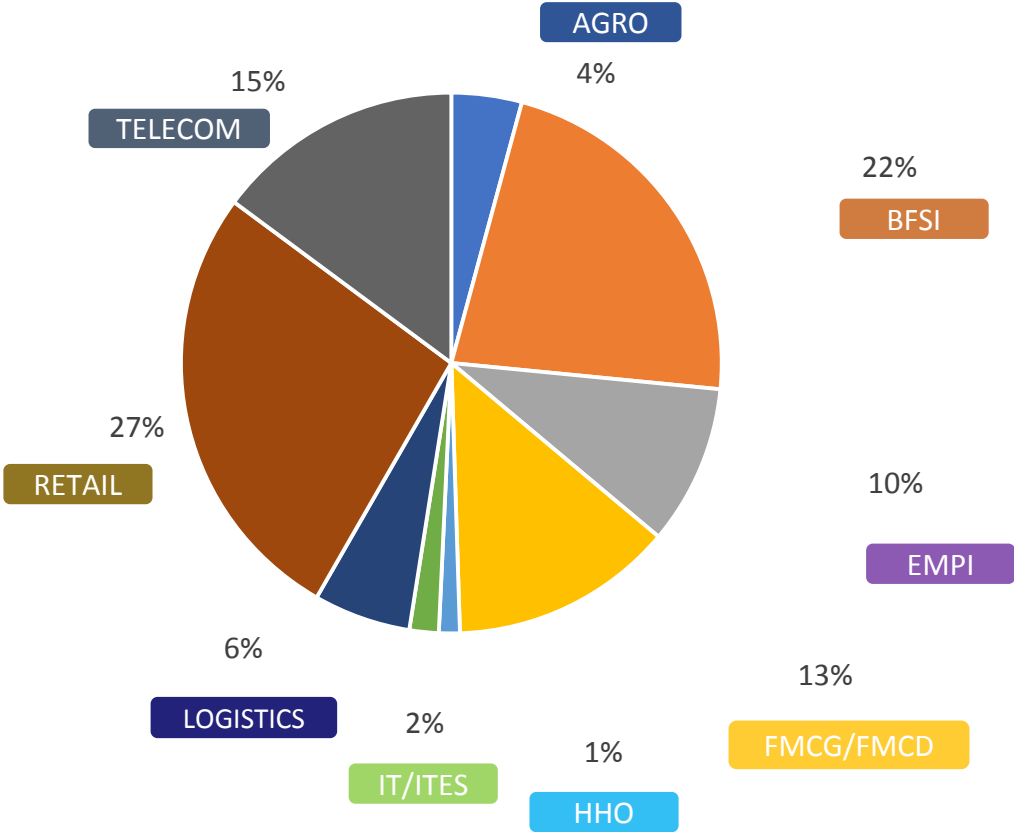
Highly under penetrated market

India's penetration is 0.5% against Global 1.6%

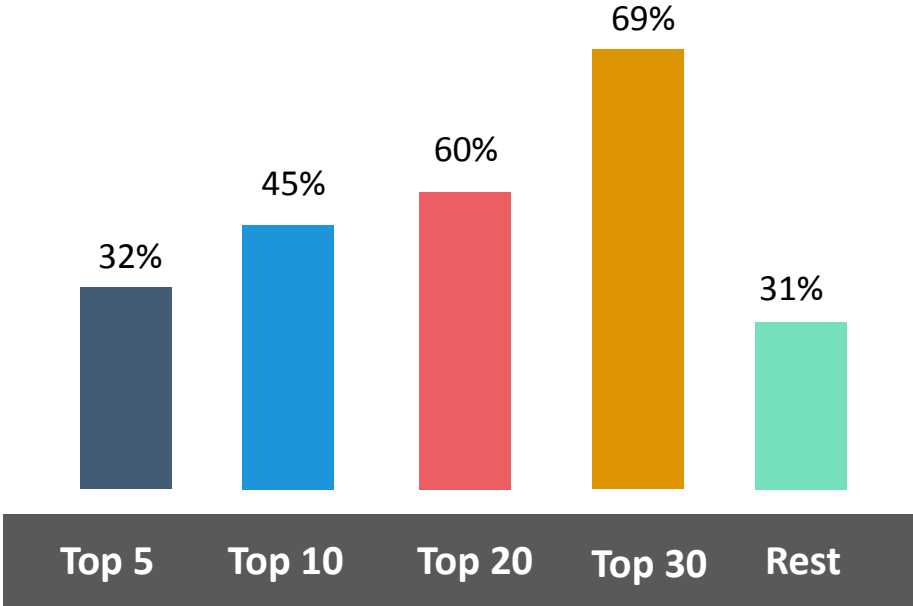


	2014	2018	2025E
Flexi Staffing Penetration	0.4%	0.6%	1.0%
Total Market headcount(Mn)	2.60	3.60	6.00
Organized (Top 100)	0.78M (30%)	1.26M (35%)	2.4M (40%)
Quess Market size	48K (6.1%), (2.0%)	180K (14.3%), (5%)	560K (23%), (9.3%)

Sectoral Break-up

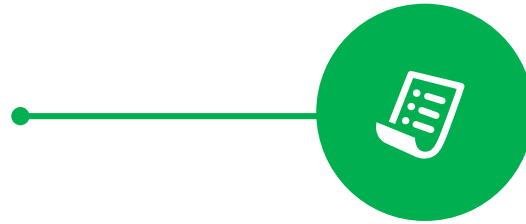


Client Concentration



POP - Online Paperless Onboarding Tool

- Onboarding in less than 14 mins, irrespective of geography
 - Real time quality check

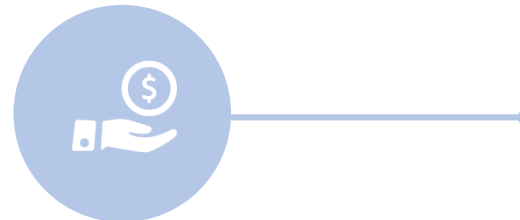


RPA - Robotic Process Automation

- Input automation
- Invoicing processing and submission
- Automation of repetitive work (ESIC card generation)

InEdge - Distributed Workforce Management Solution

- Real time associate attendance tracking with geo fencing
 - Seamless instant surveys
 - Task management
 - Associate self service



QPAY- Payroll Management Tool

- Capable to handle volume & complexity
- Strong tool to manage payroll cycle from entry to exit of associates
- Easily scalable & customizable



Training & Skill Development

Leading **PPP** training providers in India – 104

Partner with **NSDC & MORD**, affiliated with **24 sector skill councils**

Champion Employer of three years June 2017 to June 2020

CLAP Program in association with Careworks foundation to empower the youth

95 training centers, 775 trainers , 45000+ annual training capacity

Captive Placement ability



Affiliation

- Identifying industry partners
- Associating with skills councils

01



Content Development

- NOS alignment
- Developing reference materials

03



Training

- As per ACLP
- Domain & soft skills
- Basic IT & Communicative English

05



On-Job-Training

- Specific to job role & industry

07



Post Placement Counselling

- Tracking & record maintenance
- Up-skilling opportunities

09



02



04



06



08

Analysis

- Assessing project requirements
- Need analysis

Mobilization

- On-field counselling
- Mobilization of candidates
- Registration of candidates













Assessment

- Internal assessment
- External assessment
- Certification

Placement

- Industries & organization
- Complying to Min. Wages Act
- Industry benefits

12+ Number of Trades covered as a part of Various Trade programs

	Apparel		Logistics
	Automotive		Mining
	Capital Goods		Plumbing
	Construction		Retail
	Electronics		Tourism
	ITITes		Private Security



Professional Staffing



We are the largest Technology Staff Augmentation company in India.



World-class customer service catering to geography-specific requirements along global industry standards.



10,000+ IT Consultants, 300+ Clients; Hiring 500+ skills.



500+ strong Recruitment Team servicing 3000+ technology positions every month.



Strong presence in all major IT corridors in India.



Industry leading fulfillment engine backed by proprietary software and unparalleled associate engagement and support framework.



Specialized delivery models to suit various industry segments.



ISO 9001:2015 Quality Certified and ISO:27001 Information Security Certified Company.



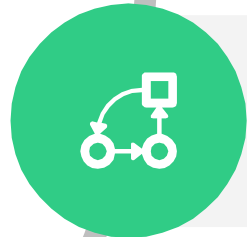
Size \$3 Bn

The Indian IT Staffing industry, while standing 4th in the world at USD 3.1 Bn, is still at a nascent stage (~5% of the global market and ~28% of the APAC market).



Mix 0-8 yrs exp.

The industry employees an estimated 2,60,000 professionals, majority of whom have between 0 and 8 years of experience across various technologies.



Growth 14%-16%

The industry is expected to grow between 14%-16% for the next three years. The growth is expected from higher penetration of staffing services.



Penetration 5.6%

The penetration of IT flex staff stands at 5.6% of the overall IT workforce of 4.62 Mn. This is expected to increase considerably over the years.

T&M Staff Augmentation

Technology resources on Contract Staffing model.



Master Services Provider

Exclusive single vendor services to reduce administration overheads.



Hire-Train-Deploy

Campus-to-corporate program providing ready-to-deploy qualified resources.



Career Services

An online learning platform for technology upskilling & reskilling.



Build-Operate-Transfer

Supporting clients to build & operate end-to-end staffing processes.



Reverse Partnering

Management of clients' employees as short-term duration project associates for redeployment.



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Operating Model Backed by Technology



Contracting

- Customised staffing models
- Pan India penetration



Demand Management

- Tech. enabled recruitment
- Customised delivery



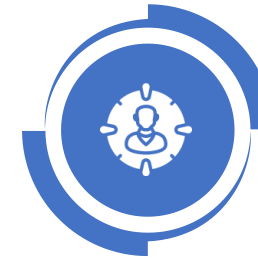
Sourcing/Processing

- Large candidate database (1.7mn)
- Quick screening by AI platform



Onboarding/Offering

- Quick Paperless Onboarding
- Propriety offer/document management



Operations/Resource Mgt.

- Dedicated engagement team
- Formal governance



Payroll and Billing

- Timely and accurate payroll and invoicing



Compliance

- Dedicated compliance and audit team managing 400+ audits yearly

Technology enablement and integration across operations



Online Tool for **Employee Query Management**



Integrated sourcing across job boards, social media

Vendor module to drive MSP programs



Customizable secured hosted **ATS application**

Artificial intelligence driven screening



Paperless onboarding through mobile app



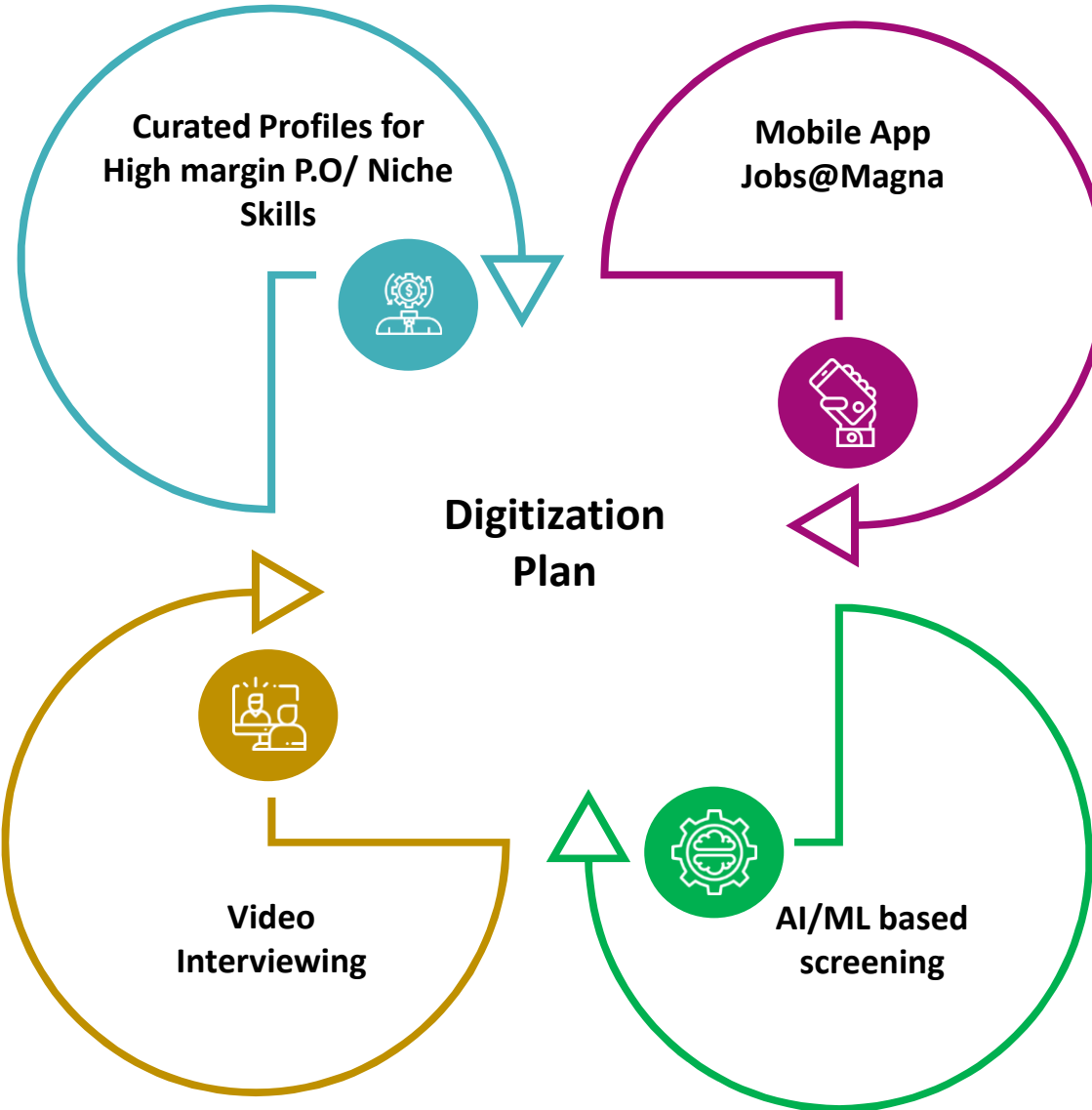
Real-time reports and dashboards



Tool Driven BGV and Compliance Management

Technically Assessed Profiles

- Reduced turn around time
- Increase selection of candidates



Attract More Candidates

- Job publishing
- Employee referral management

Faster Interview Management

- Qualified candidates sent to client
- Saves time and effort

More Relevant Profiles

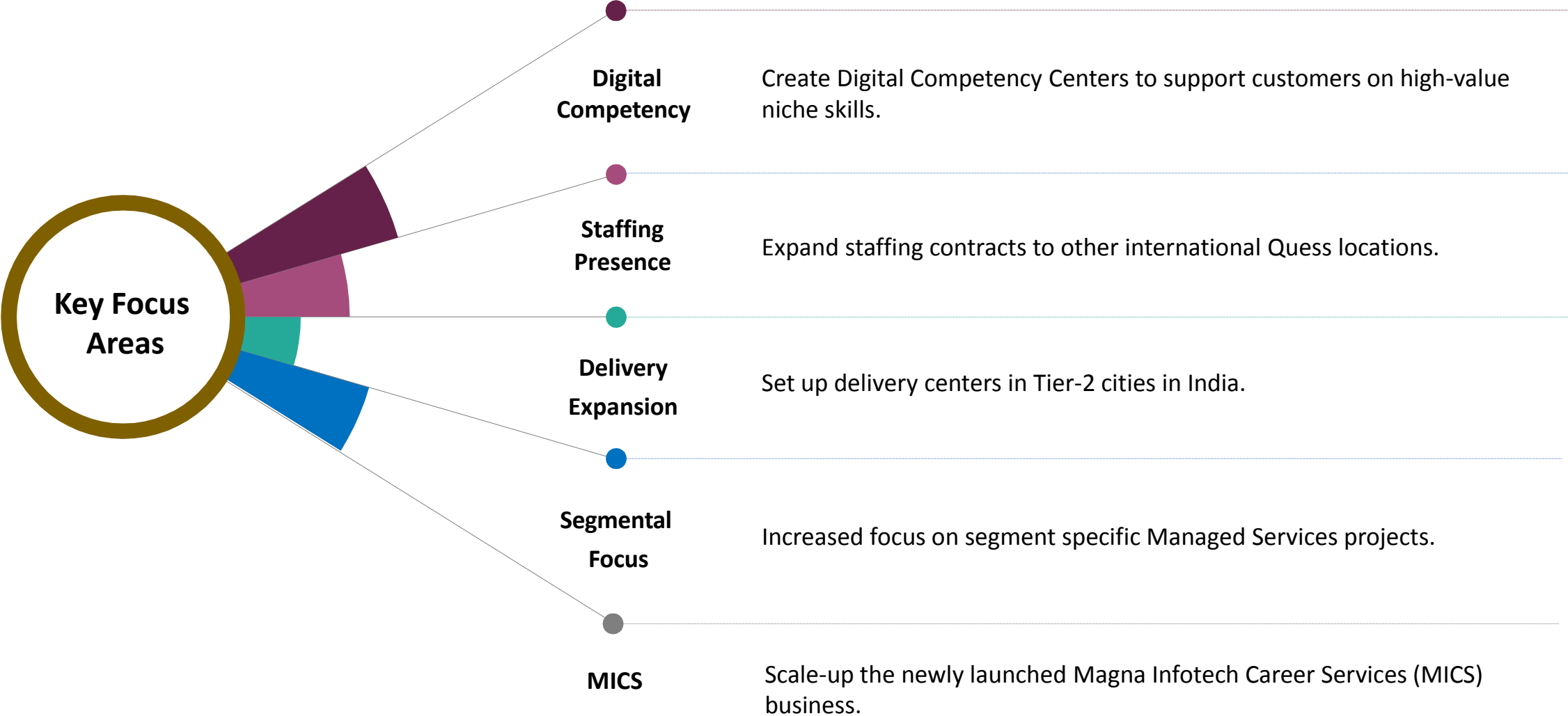
- Efficiency to spot accurate profiles to JD
- Saves time, increases productivity

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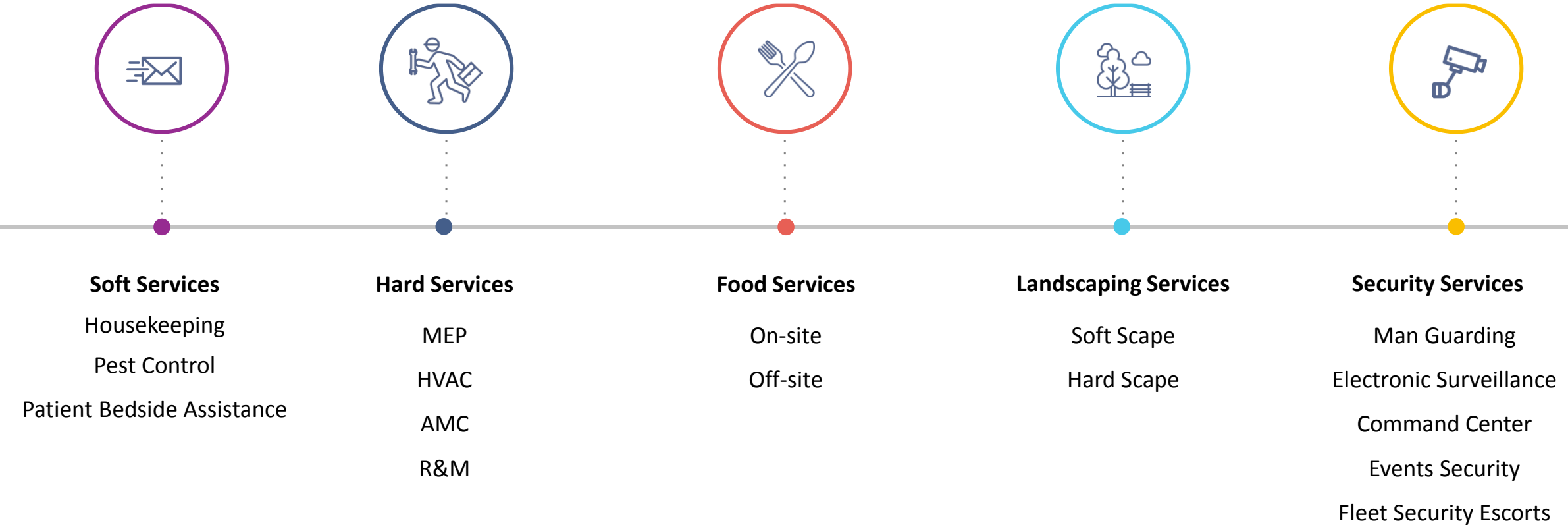
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Facility Management



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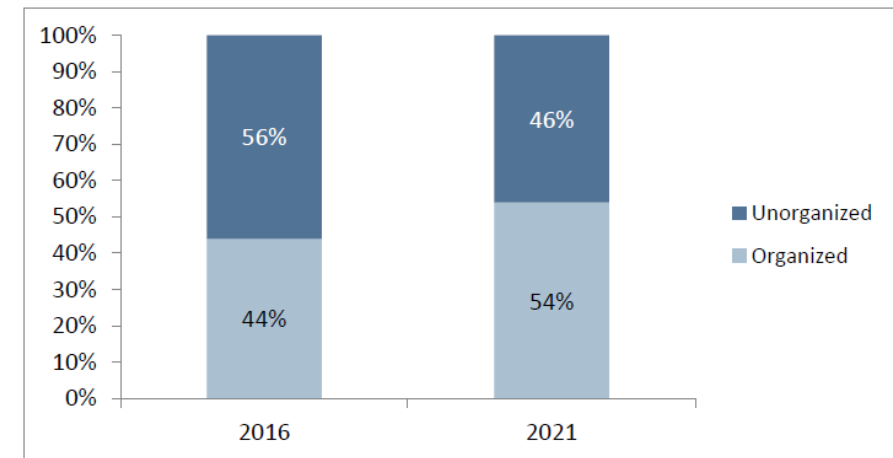
Integrated service provider

Facility Management market in India is driven by:

- Increase in need for professional services
- Sustained commercial & office space absorption

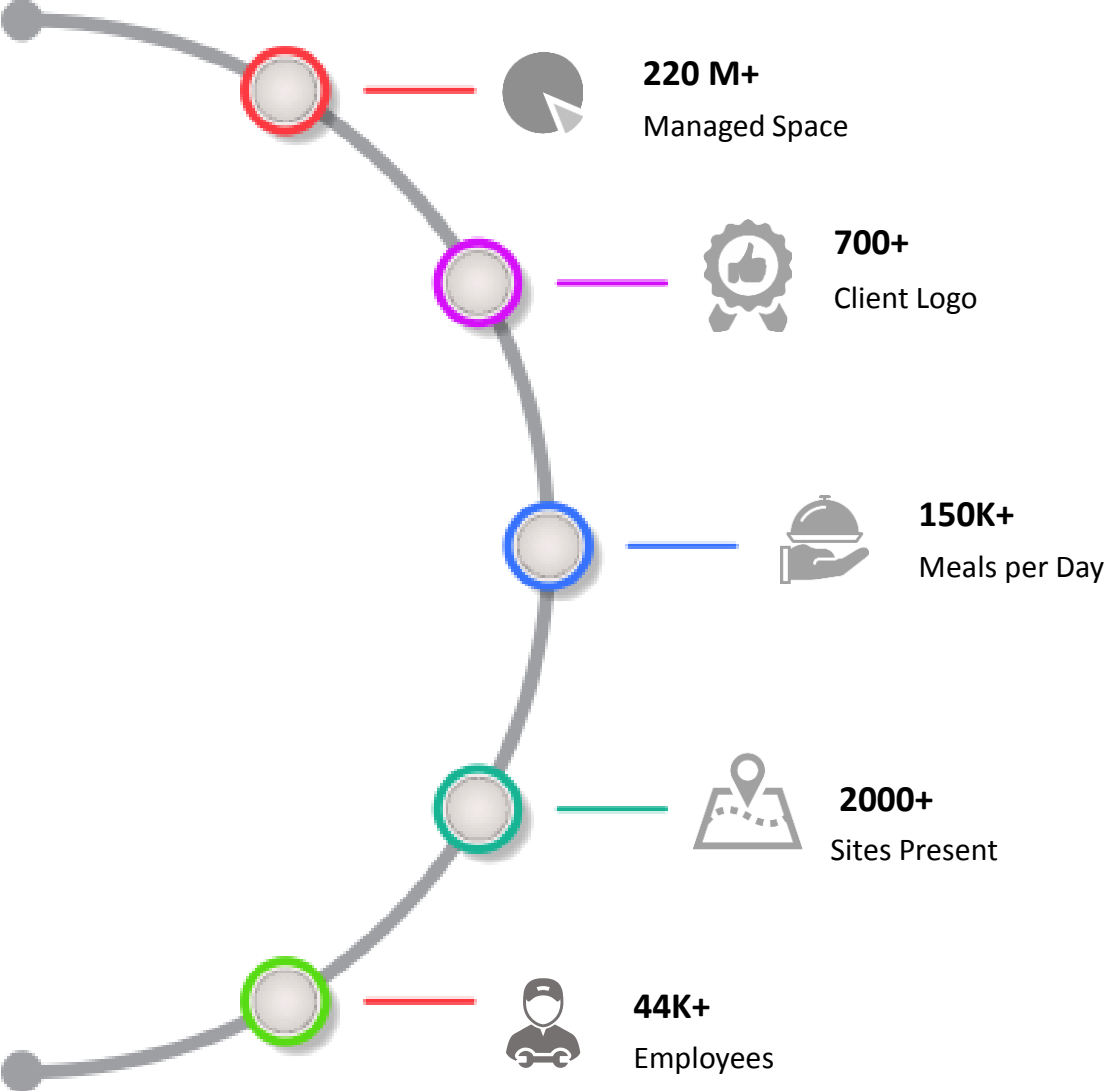
2010	2018
GDP : \$1.6 Trillion	GDP : \$2.8 Trillion
Population: 1.19 B	Population: 1.34 B
Market Size(Area) : 1 B Sqft	Market Size:(Area) : 3.69 B Sqft
Market Size (Value) \$0.78 B	Market Size (Value) \$2.58B

Exhibit 3: Market Share by Organized vs. Unorganized, India, 2016-21



Source: Frost & Sullivan Analysis

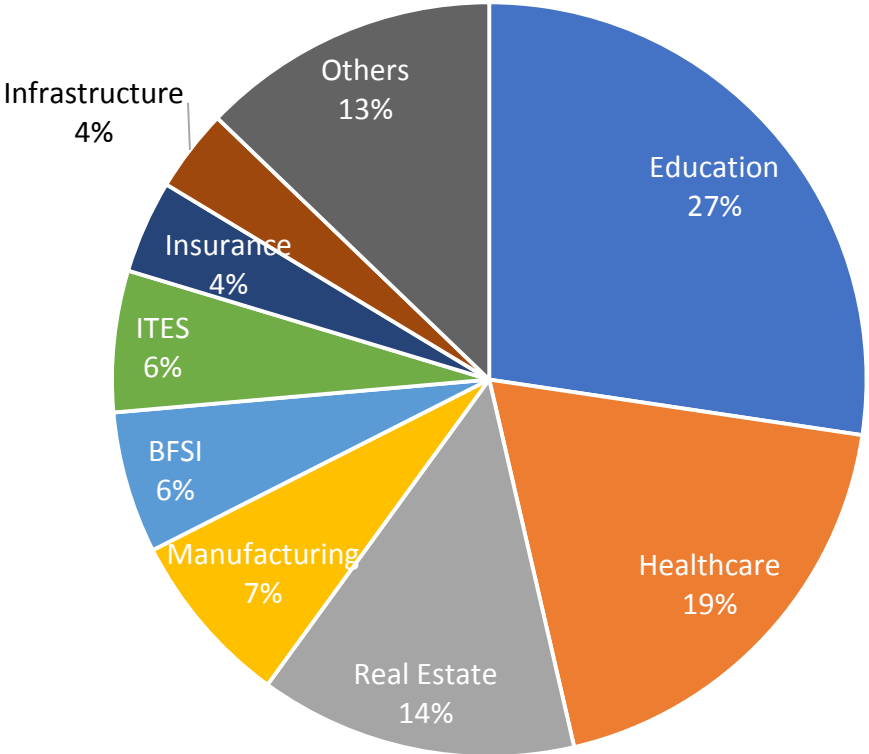
Clients are increasingly preferring long term contracts with Integrated Facility Management players



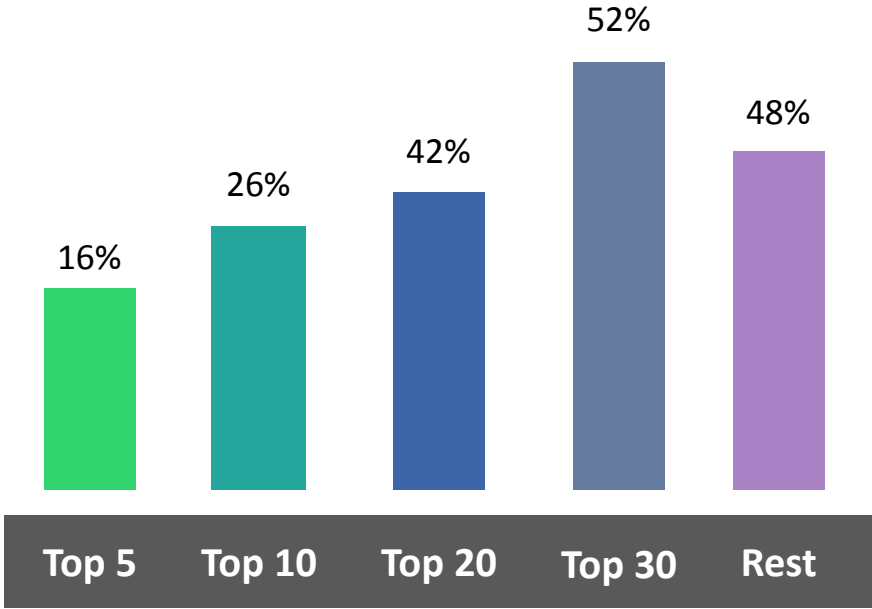
Type of Infrastructure we manage:

	Corporate Parks
	Airports
	Metro Stations
	Universities
	Hospitals
	Exhibition Centers
	Factories

Revenue Share By Sector



Client Concentration



Diversified presence across all Sectors

Digital Work Place



Paperless on-boarding platform.

Digital Attendance

Inner-I - Task Management tool



Online Training / Learning



Productivity Platforms

Skill database of workforce.

Ticket management platform

Emergency & incident reporting



Security Services



Only manned guarding



Integrated security



Loss prevention



Only CCTV



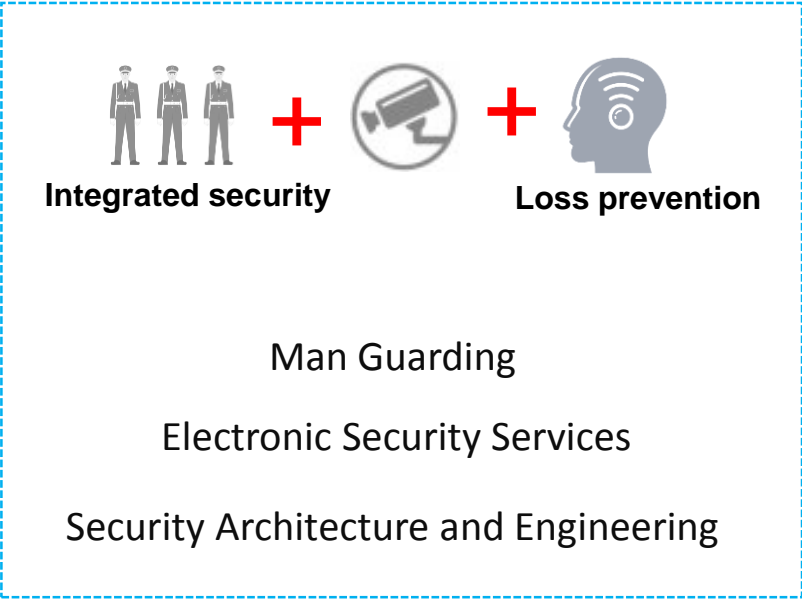
Event Management Security



Audits



Background verification check



2010	2018	2025
<p>GDP : \$1.6 Trillion Population: 1.19 B</p> <p>Market Size(# Guards) : 1.1 Mn Market Size Value \$2.6 B QUESS Market Share : 0.1%</p>	<p>GDP : \$2.8 Trillion Population: 1.34 B</p> <p>Market Size(# Guards): 8.5 Mn Market Size Value \$10.3 B QUESS Market Share : 0.6%</p>	<p>GDP : \$8 Trillion Population: 1.50 B</p> <p>Market Size(# Guards): 15.0 Mn Market Size Value \$26.3 B QUESS Market Share : 1.0%</p>

Police Personal per 100,000 Population



Brazil 211



Australia 202



India 150



Germany 296

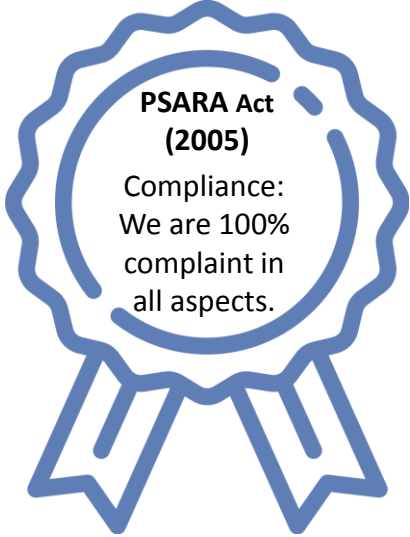
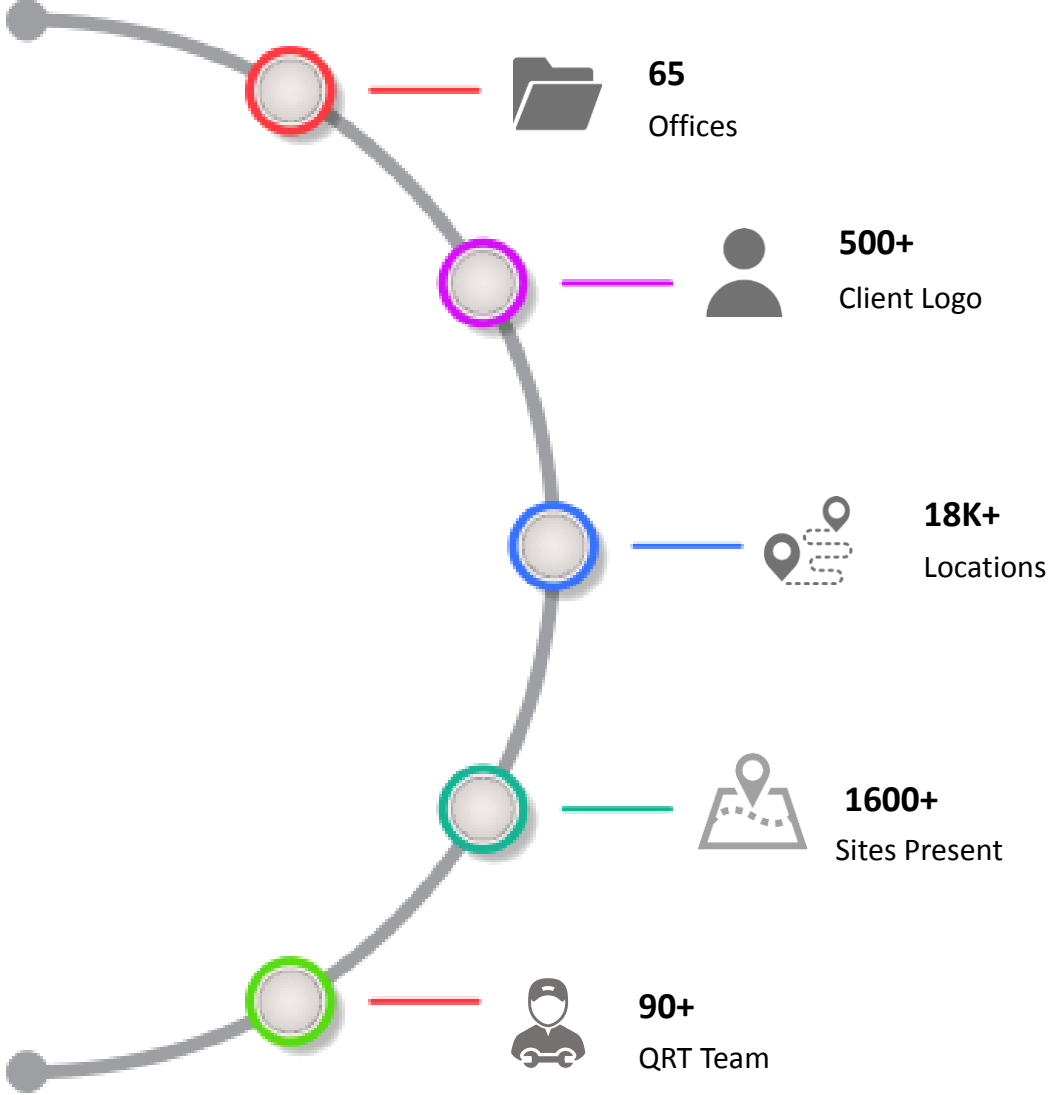


USA 284

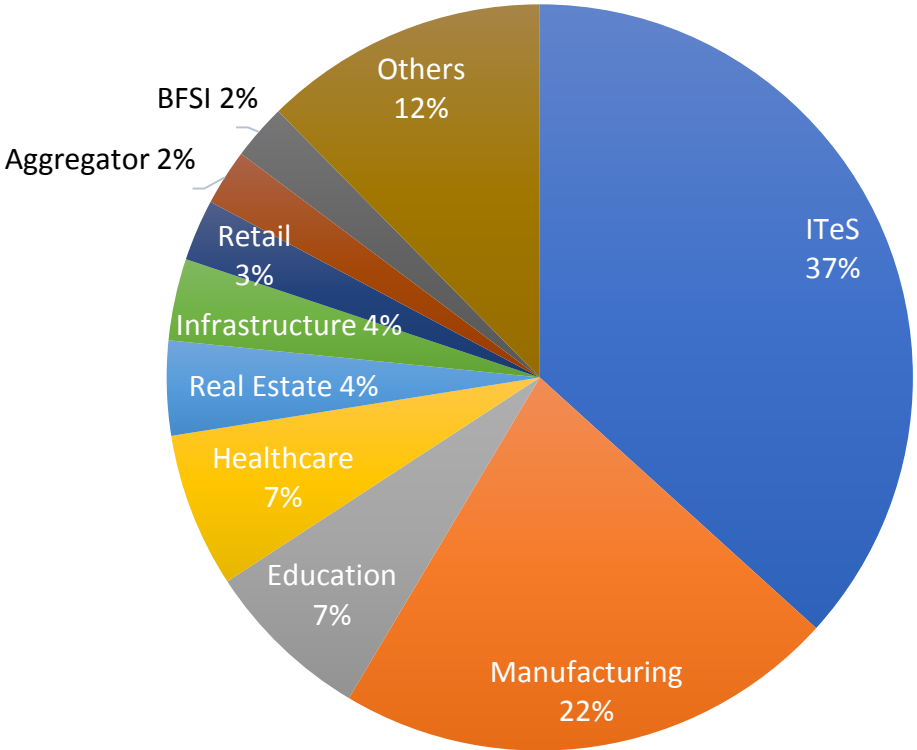


SA 279

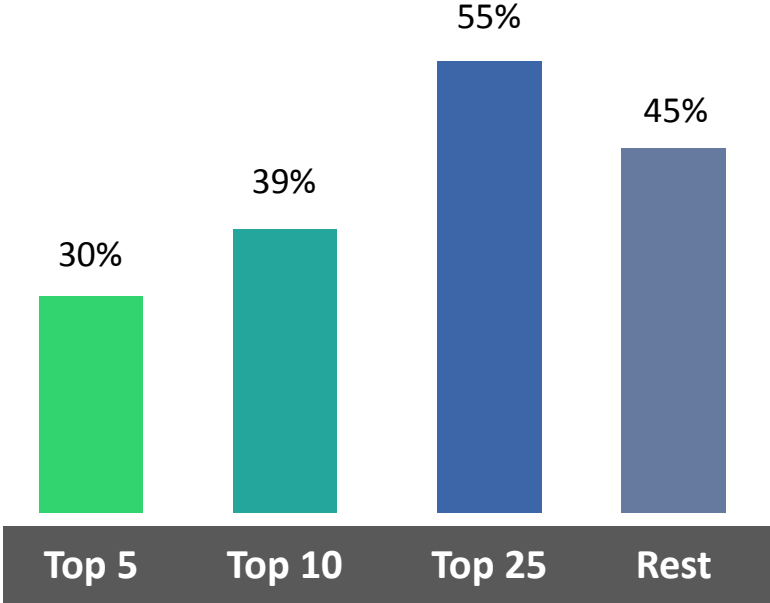
With ~8.5 million guards, the domestic security services sector is one of the largest employment providers in the country.



Revenue Share By Sector



Client Concentration



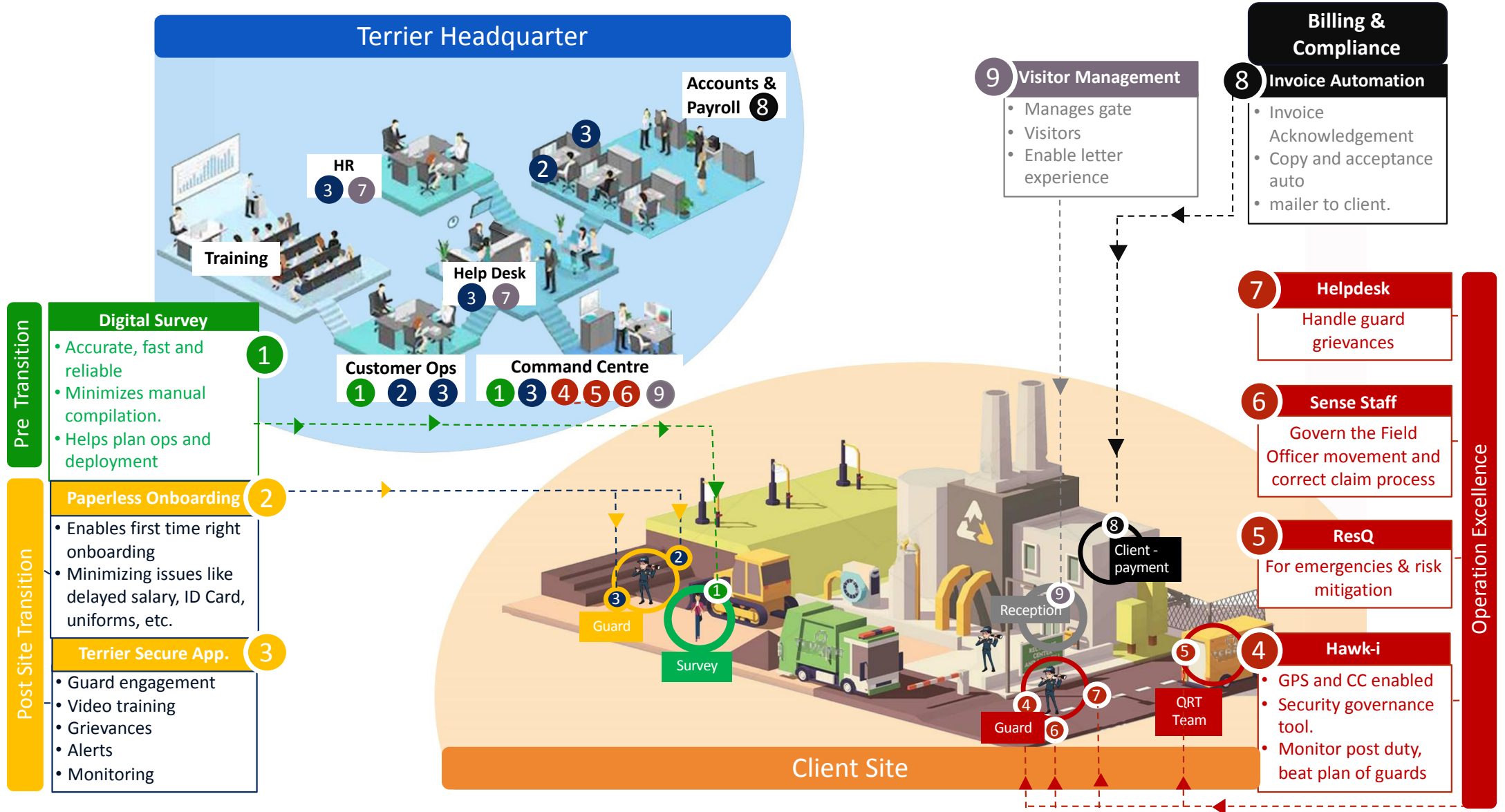
Well diversified sectoral mix

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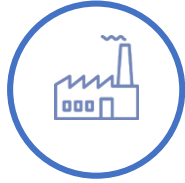
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Industrials



Industrial Services

- Operations & Maintenance for:
 - Steel Plant
 - Aluminum Smelter
 - Copper Smelter
 - Captive Power Plant
- Fabrication & Erection
- Oil & Gas – Shutdown services



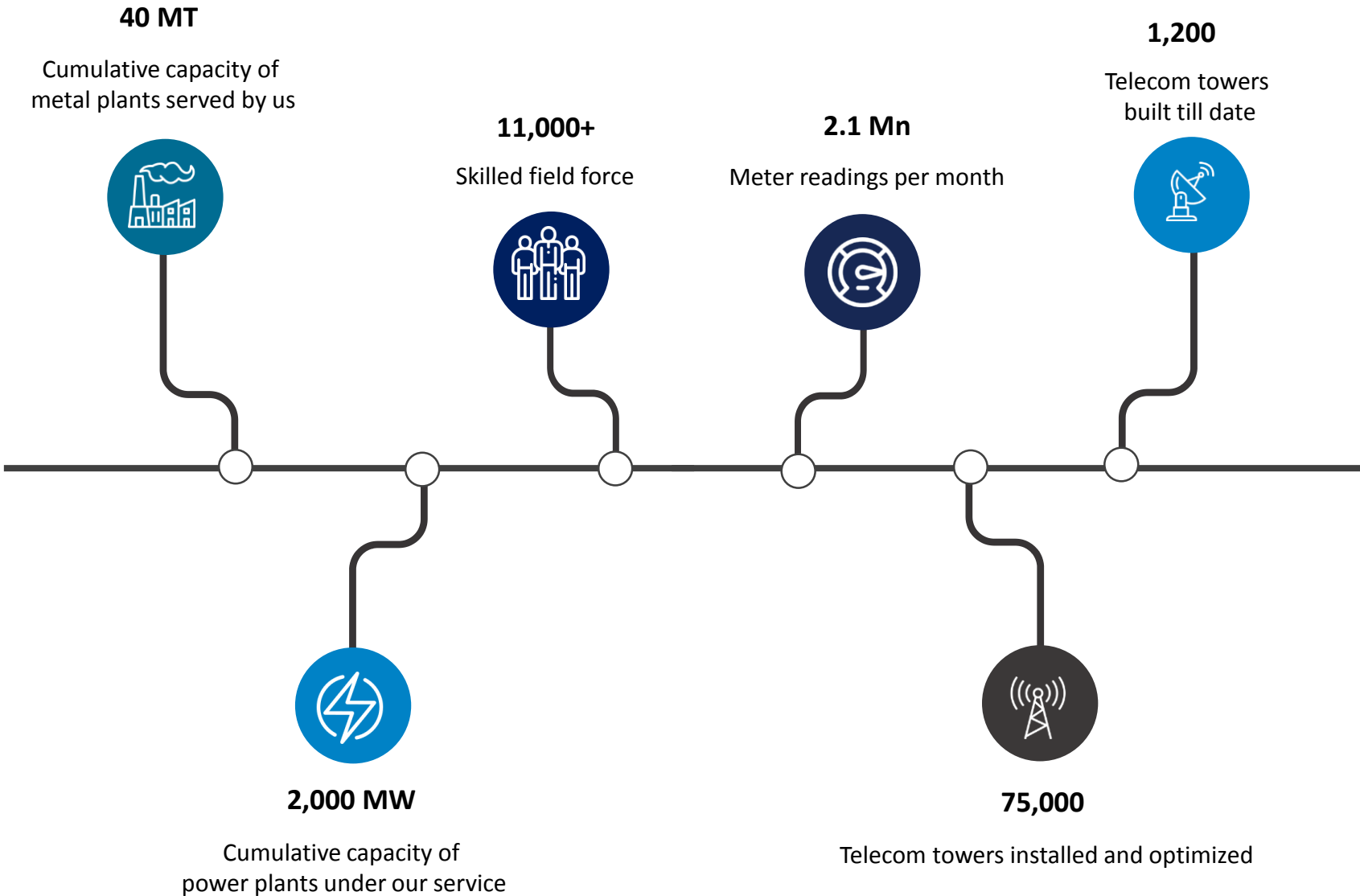
Telecom Services

- Telecom Tower Installation
- Network Planning
- Network Rollout
- Managed Services
- Network Optimization
- Performance Management



Allied Services

- Solar Projects
- Meter Reading & Billing
- Technology & Consulting



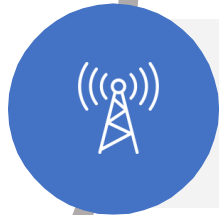
Infrastructure and Industrial sector segment presents significant opportunity



Metals: Estimated steel consumption **per capita** to grow **over 2.5 times of current level** by 2030, requiring roughly **300 MT crude steel capacity**.



Energy: Govt has set the goal to add capacity of **175 GW of renewable energy by 2022** from **current capacity of ~70 GW**. Furthermore, thermal power capacity of ~55 GW likely to be commissioned by 2022 in addition to current capacity of ~220 GW.



Telecom: Total mobile data traffic is estimated to grow at **30% CAGR with per capita consumption of 18GB per month by 2023**, requiring heavy investments in infrastructure. Our telecom business' addressable market will reach INE 3,000 cr. by 2025.



Oil and Gas: Government is encouraging investment to increase annual crude oil refining capacity from 220 mtpa to 415 mtpa by 2025.

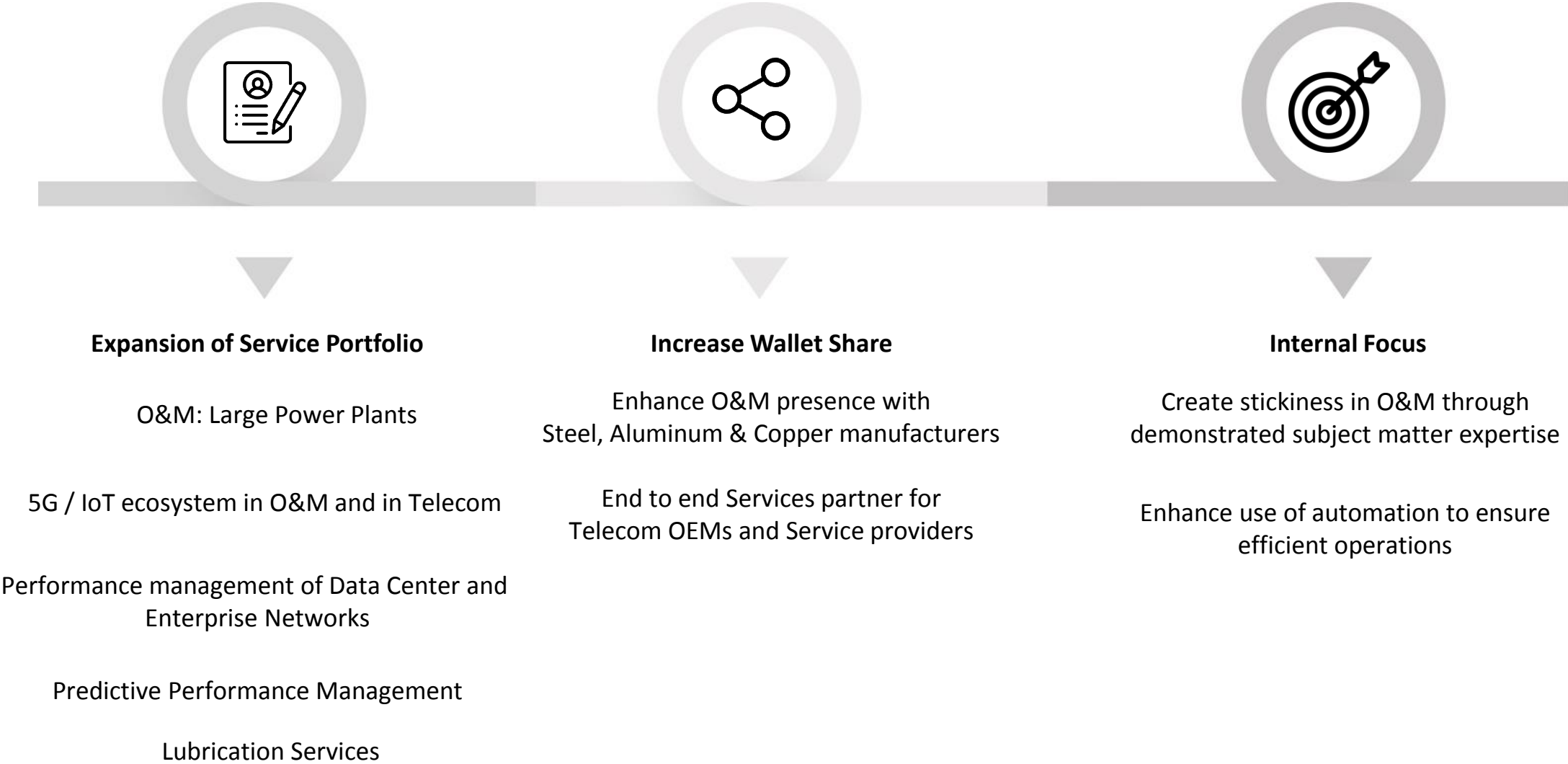
Unbundling of Assets opening up outsourcing opportunities

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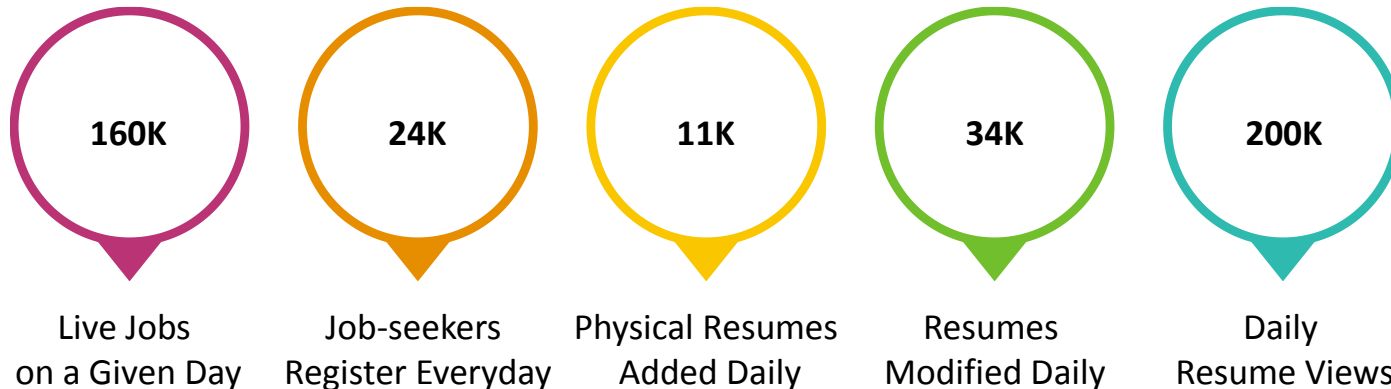


Monster

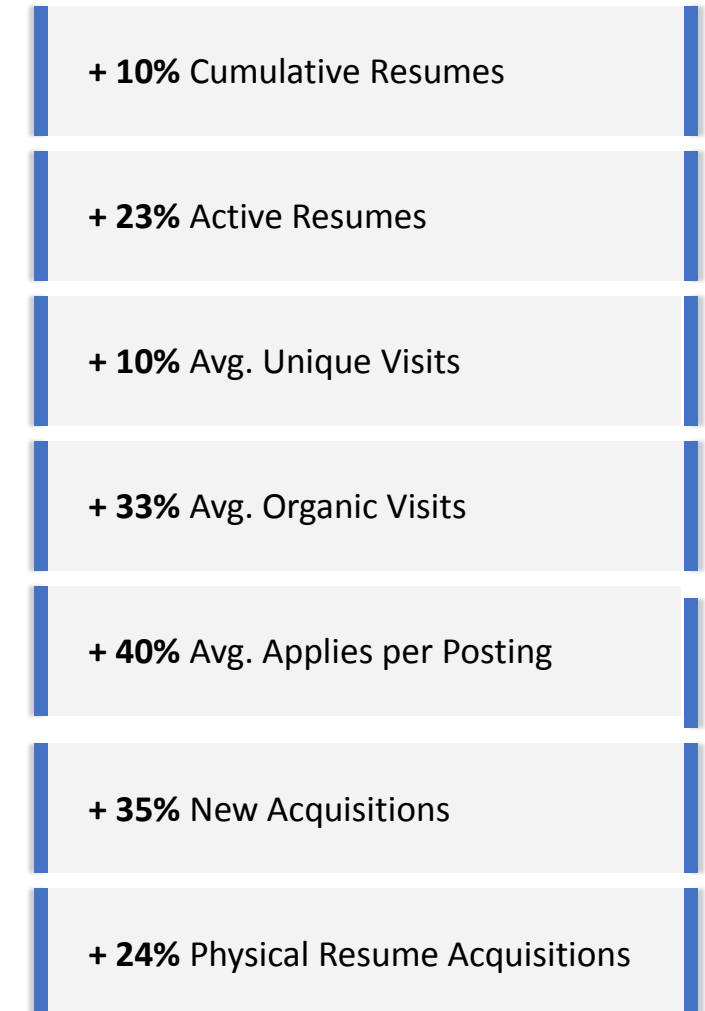
- Premium online job board portal
- 72 million registered users
- Presence across India, UAE, Saudi Arabia, Singapore, Philippines, Malaysia & Hong Kong
- In India, 57 million registered users (5% lower base than a leading player)
- Traffic market share of 10% (second largest in India)

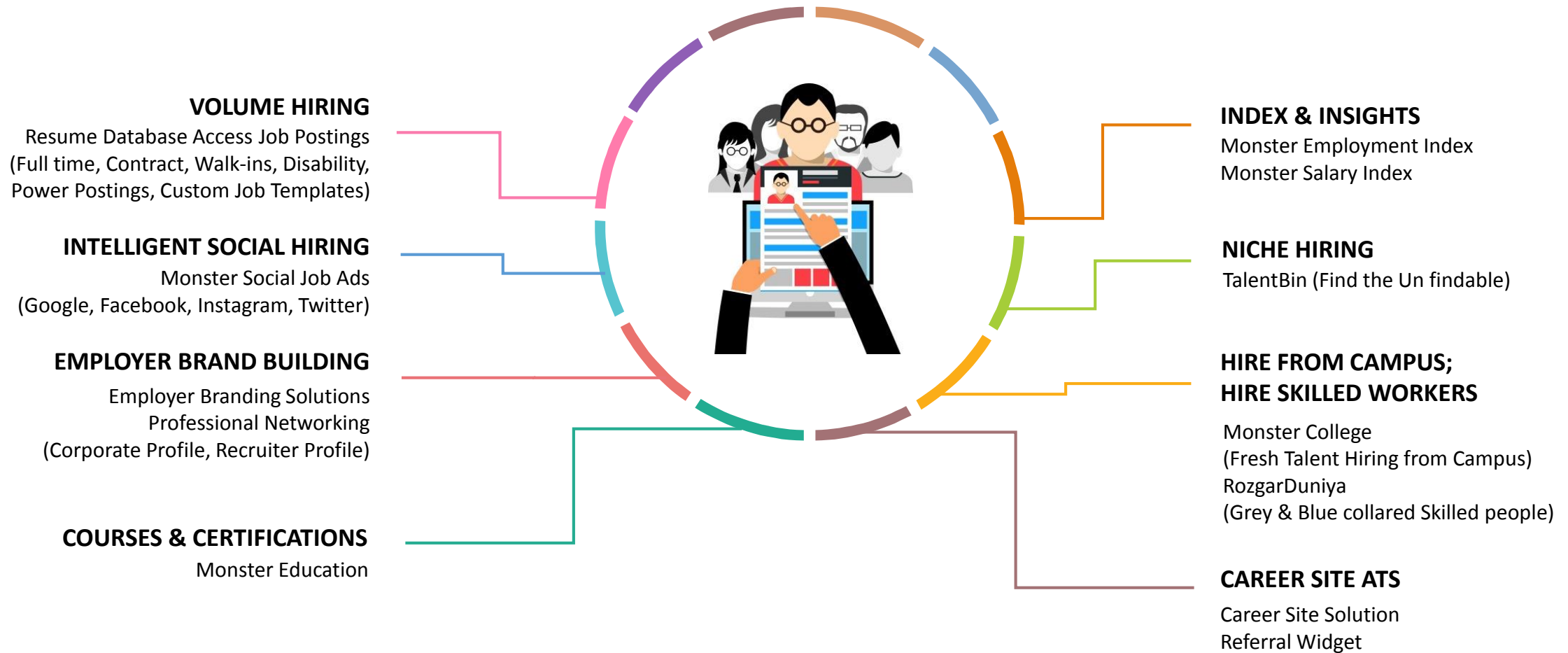
Service lines

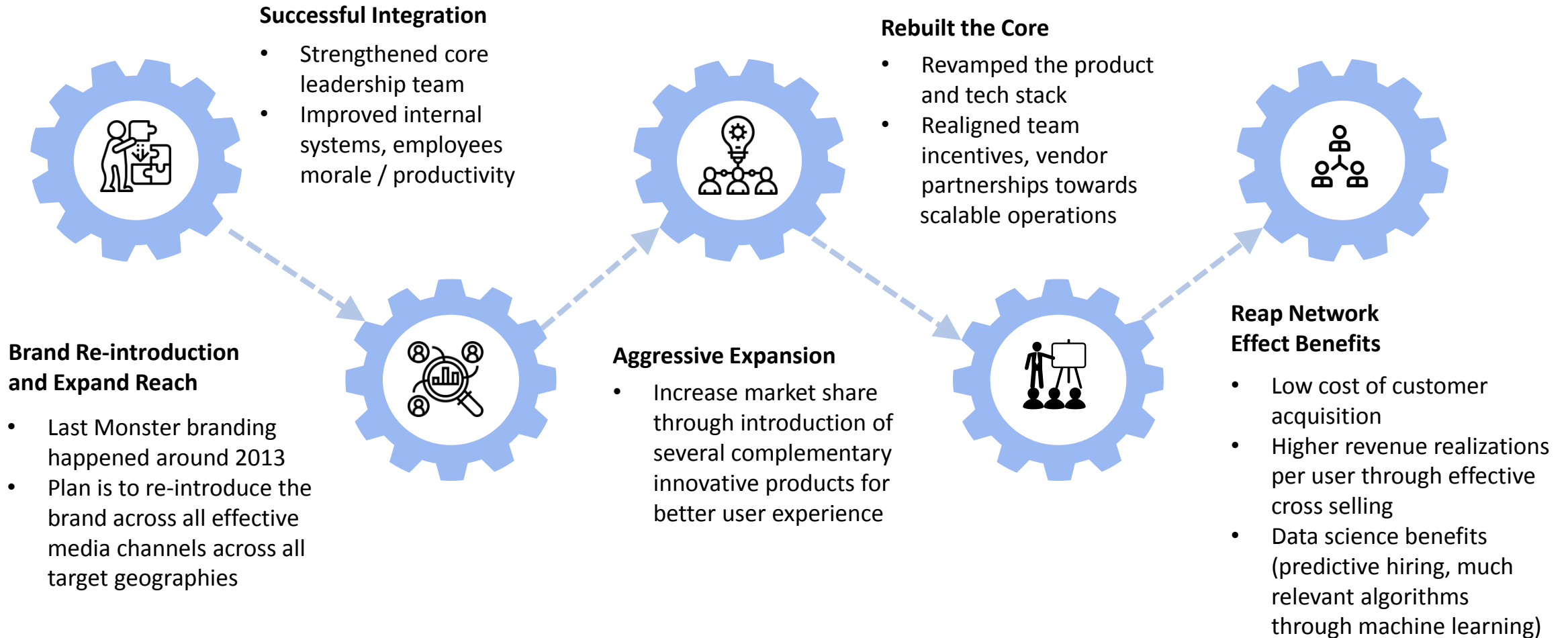
- Database access services
- Job posting services
- Advertisements / brand services
- Job seeker services



% growth in 2018 over 2017







INTRODUCING
THE NEW

MONSTER

Better together solutions, so that your recruitment process is synchronized.

Core Services are now enhanced and simpler, powered by **Semantic Search 2.0**, with refreshed **Job Posting interface** along with **new Employer Branding Solutions**.

In this age of recruitment via technology we are presenting to you a set of **Better Together** recruitment modules - the automated interview solution called **Quinton**, Pre- hire **Monster Assessment** solution, curated profiles service called **Q Hire** along with expansive reach of **Monster Social Jobs** , **Virtual Career Fair** and **Hackathon**.

All of this to ensure that your candidate Search, Find & Hire is not just Better but Faster.



Recruiting powerhouse

Abundance of Relevant candidates

Technology enabled large-scale assessment, screening & interviewing solutions

Final offers

Candidate Sourcing	Screening & Assessing	Shortlisting & Interviews	Hire
Resume database access powered by Semantic 2.0	Assessments, VCF, Hackathons <ul style="list-style-type: none"> Customizable assessments tests (>150 skills, 18 coding languages) 		
Job Postings <ul style="list-style-type: none"> New JP Template Monster Social Jobs including Google for Jobs to extend outreach 	Quinton <ul style="list-style-type: none"> Automated Audio-visual interviews to screen thousands of candidates in minutes MRI to guide and expedite CV shortlisting 		
Branding solutions			
Monster College, Rozgarduniya & Talent Bin			
<p style="text-align: center;">Q Hire</p> <ul style="list-style-type: none"> Full recruitment fulfillment from sourcing to final offers to expedite and supplement Talent Acquisition <ul style="list-style-type: none"> Choice of modules from providing screened candidate list to final offers 			

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Search

[Advanced Search](#)

NEW TO MONSTER?

UPLOAD RESUME

We will create your profile

OR

REGISTER WITH US

FREE JOB ALERT

Get an Email on
jobs matching your
criteria

No Registration Required

CREATE JOB ALERT

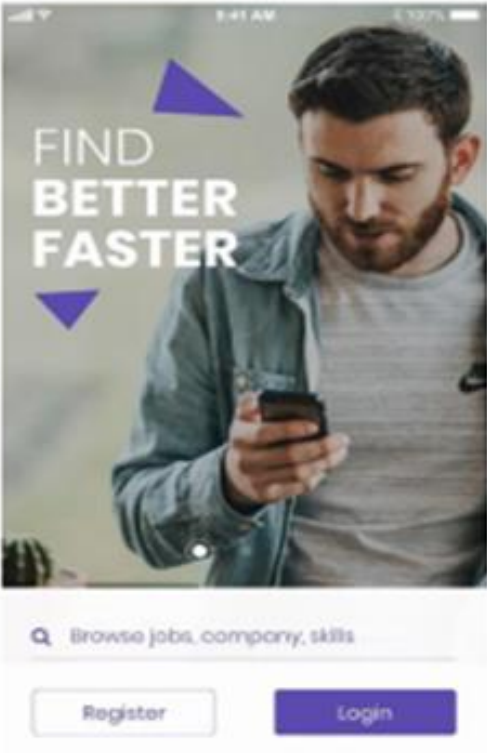
Employers of Choice



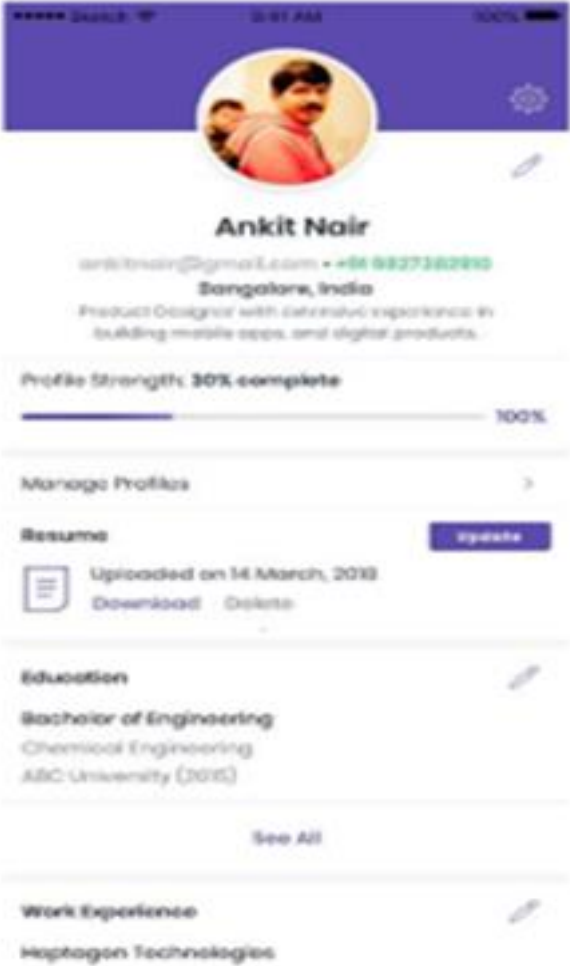
AtoS Syntel



Find Better Faster



Customer Dashboard





Conneqt Business Solutions

Customer Life Cycle Management Services



- Omni channel customer interaction services
- Middle and back office services
- Digital marketing services
- Surveys & VOC
- BI & analytics



- Field collections and reconciliations
- Field investigation
- Agency based service and sales
- Ecosystem management

Business Process Management Services



- Auto TPA – insurance services
- Finance & accounting services
- HR shared services
- Market research and analytics
- Audit services

All services are digitally led

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120+

Marquee Clients



Diversified Industries

BFSI, Telecom Media, Auto, Manufacturing, Retail, E-commerce



30,000

Associates



36 Languages

24 Indian
12 Global



Service Quality

Based on Malcolm Baldrige Model



500M Customer

Connects Per year



26 Delivery Centers

Feet-on-street in 650+ location presence

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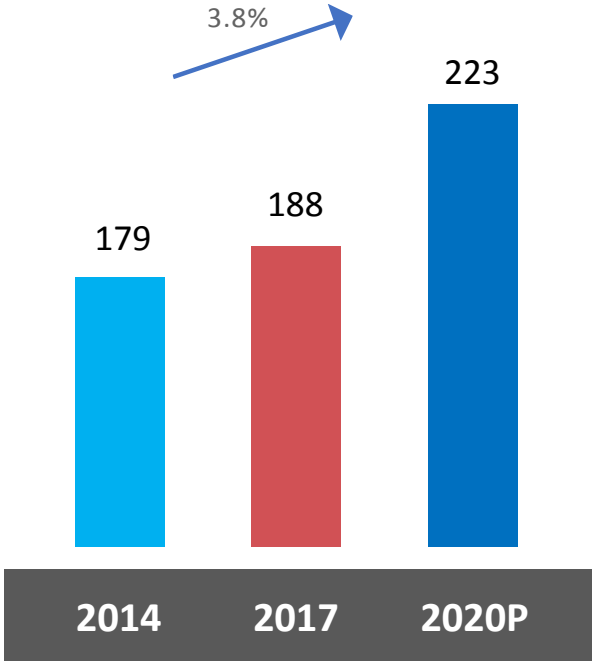
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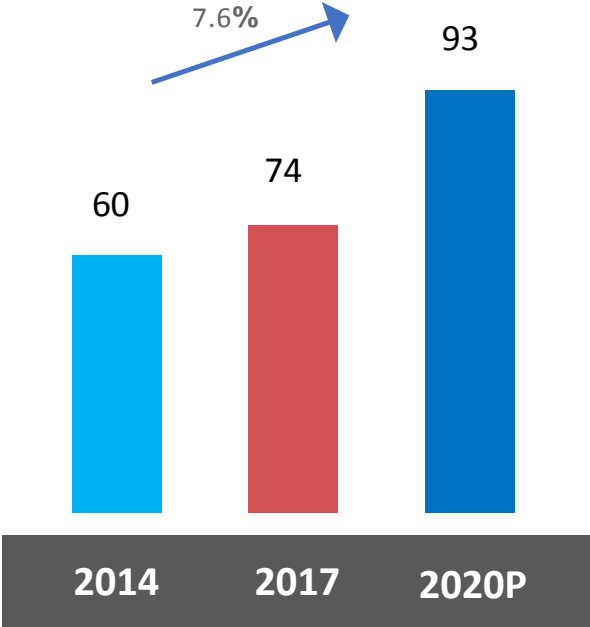
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Top 3 Domestic BPO service provider

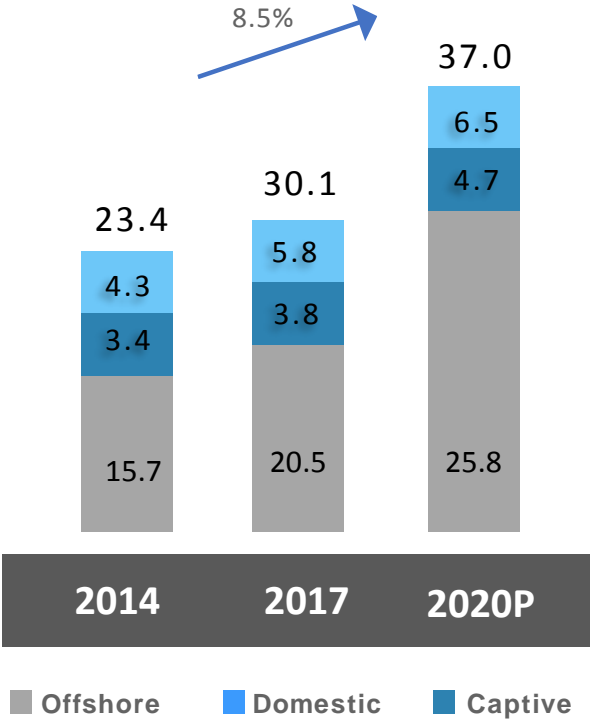
Global BPO Market (USD B)



Global BPO Market Offshore & Nearshore (USD B)



Indian BPO Market (USD B)



Market shifting from cost to efficiency to revenue impact

Source: E&Y

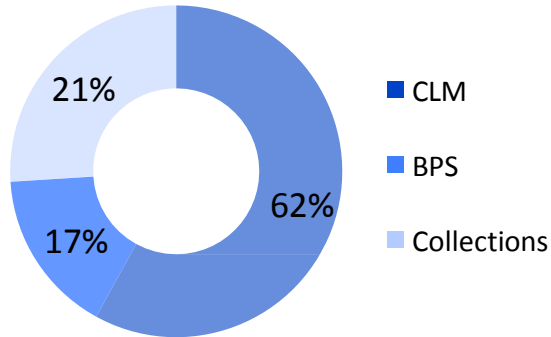
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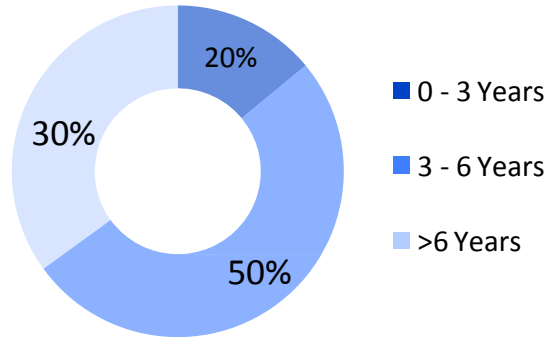
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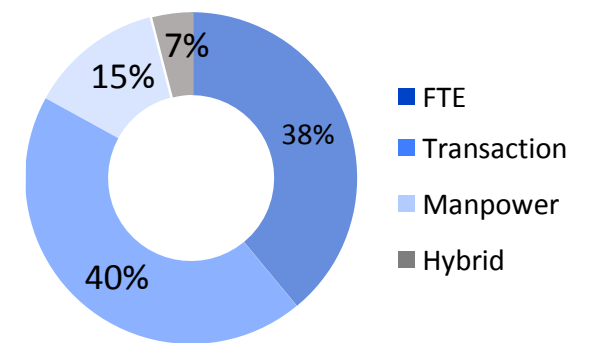
By Service Type



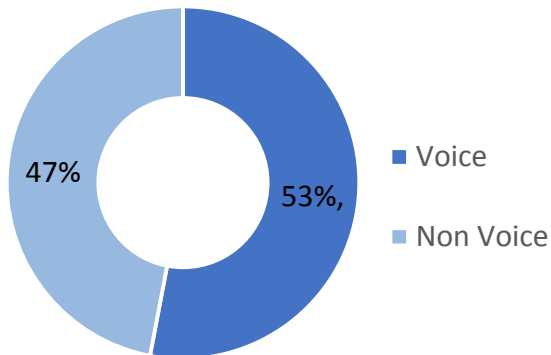
By Relationship Tenure (Top-10 Clients)



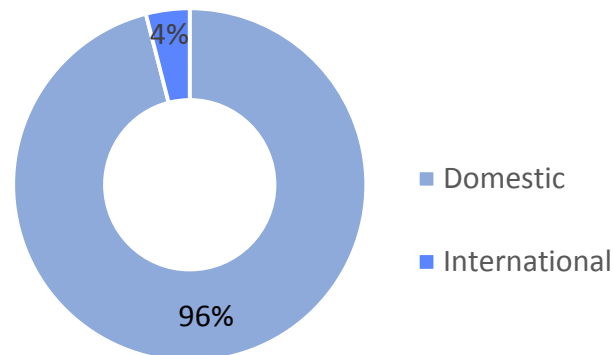
By Pricing Model



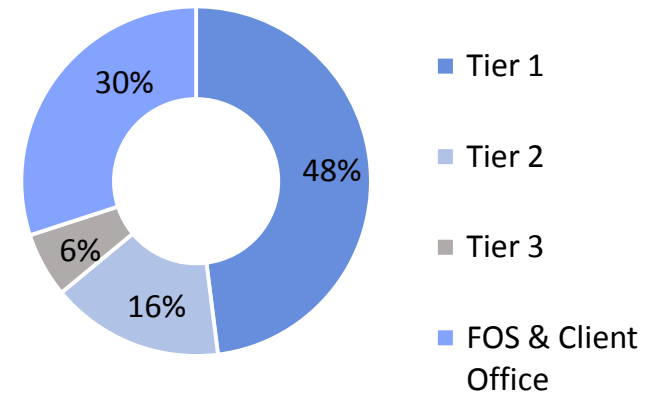
By Voice / Non-Voice



By Geography Served



By Delivery Location



Good Service Mix

Sticky Business

Opportunity to Grow International Business

Sales, Marketing & Service Automation

- Transition of legacy CRM to Cloud (Private / Public)
- Integrated Customer Operations (Sales, Marketing, Loyalty)
- Integrated Campaign management

Process Automation Tool Kits

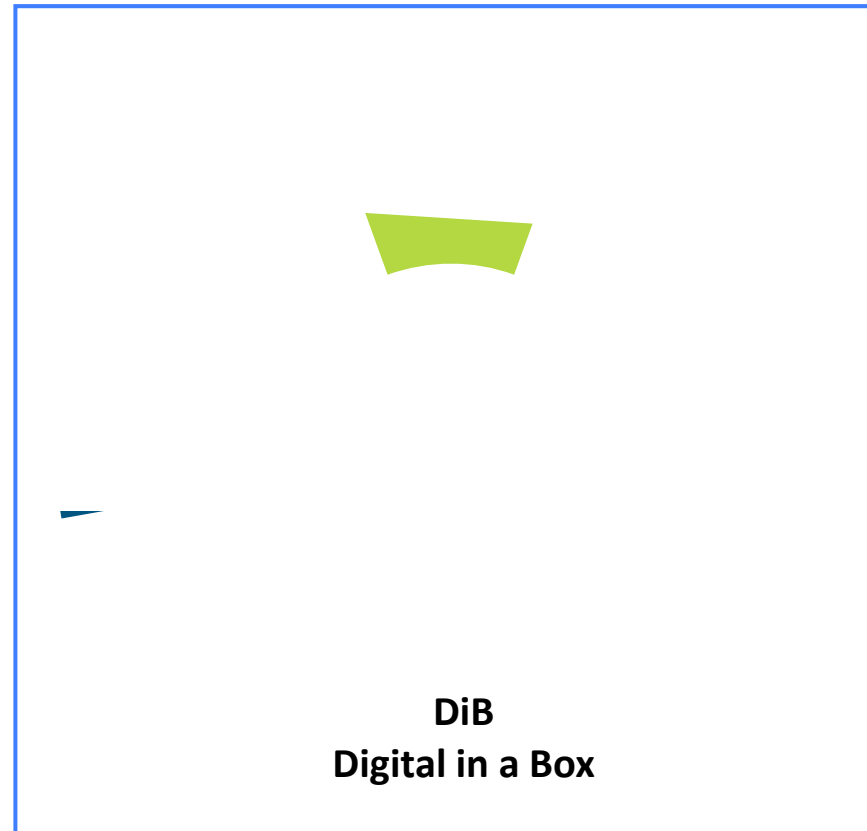
- Robotics Process Automation
- Desktop Analytics
- Intelligent Content Delivery

Automation of Field Force

- Digitize Documentation at edge.
- Integrate field force to CRM
- Reduce cycle time

eWallets

- Loyalty Management
- Digitize Receivables



Customer Interaction Management Automation

- Voice IVR | Email | Text | Web | Chat | Agency | Apps | Social
- Omni Channel on Demand
- Transform the Customer Interactions

Social Media Management Automation

- Social Presence
- ORM (Organizational Reputation Management)
- Customer Engagement in Social Media

BI & Analytics

- Reporting & Dashboard
- Customer Analytics & Insights

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Strategic Thrusts



Internal Alignment

RUN	CSAT Margin expansion
GROW	Wallet share New logos expansion
BUILD	Digitalization Inorganic expansion

Market Alignment

INDUSTRY FOCUS	BFSI TME AUTO & MANUFACTURING INTERNET & HITECH
SERVICE OFFERINGS	CLM BPS
GEOGRAPHY FOCUS	India US ME APAC

Voice < 30%; International >30%; Digital > 30%

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