Investor & Analyst Meet
FY 2017 Highlights

- Revenue Rs 28,021 Mn; up 4.2%
- Growth led by BFSI
- Operating Margin 17.3%, down 21bps
- 33% growth in Digital
- DSO 64 Days (80 Days LY)
- Momentum built in Q4
Industry Challenges

### Transient Uncertainties

**Geo-Political**
- Brexit
- Protectionism

**Economic**
- Uncertainties in key markets/verticals
- Currency volatility

### Pervasive Trends

**Digital**
- Traditional spend declining, Digital rapidly increasing
- Spend outside CIO org
- Smaller deal sizes

**Automation**
- Offshore not the only cost model

### Business Model Change
Sharp focus on Digital

- **Commercial/Operations/Airports**
  - Platform led
  - Special Experience

- **Mid Market leadership**
  - Platform led
  - Caring Experience

- **A/C specific actions**
  - Personalized Experience

- **Mid mkt leadership in Capital Markets/Asset Mgmt**
  - Platform led
  - Secure Experience
Corporate Agenda

Smart IT

Superior Experience

Scale Digital
Smart IT

Development Automation  Intelligent Service Desk  Intelligent Business Processes

Test Automation  Smart Maintenance  Infrastructure Automation

Monitoring and Performance Management

Artificial Intelligence  Robotic Process Automation
Tron in Development & Operations

- Development Automation
- Intelligent Service Desk
- Intelligent Business Processes
- Test Automation
- Smart Maintenance
- Infrastructure Automation
- Monitoring and Performance Management
- Artificial Intelligence
- Robotic Process Automation
Tron in IT Operations

- Development Automation
- Intelligent Service Desk
- Intelligent Business Processes
- Test Automation
- Smart Maintenance
- Infrastructure Automation
- Monitoring and Performance Management
- Artificial Intelligence
- Robotic Process Automation
Tron in Business Operations

- Development Automation
- Intelligent Service Desk
- Intelligent Business Processes
- Test Automation
- Smart Maintenance
- Infrastructure Automation

Monitoring and Performance Management

Artificial Intelligence

Robotic Process Automation
Superior Experience

- Challenge Status Quo
- Unleash Ideas
- Improve Continuously
- Think Customer
- Take Ownership

New Ideas, More Value
Scale Digital

Digital Experience
- Omni-channel Commerce
- Mobility

Analytics
- Digital Foresight
- Business Intelligence

Cloud
- SaaS
- IaaS

Digital Integration
- Process Orchestration
- Legacy Integration
Incessant Technologies

A Leader in Digital Integration and Agile Delivery of Enterprise iBPM Solutions

500+ seasoned consultants

2000+ person years of Experience

200+ Successful implementations across the globe

88% of Revenue from Pega related services

51% owned by NIIT Technologies

46% CAGR (FY15-F17)

Why Incessant

Largest “Niche Player” in the BPM / Case Management, specialising on the two leading platforms Pega & Appian

Diamond Resourcing Model, enabled by Superior Talent Pool and Certification Status

Leading Solutions based on the Pega and Appian Platforms
Strategic Partnerships

• Appian Partner
• Member of the Trusted Partner Program – Appian Services

Orchestrating the Digital Enterprise

Incessant Technologies, an NIIT Technologies company, is a leader in Digital Integration and agile delivery of enterprise BPM solutions. With 1,200+ proven years of BPM expertise and 200+ successful BPM implementations, we have proven expertise in building IT solutions involving BPM, CRM, Case Management, ECM, Middleware, Analytics & Decisioning, and more across all digital channels.

Incessant shares a unique 360-degree association with Appian as a customer, strategic partner, and service provider. Leveraging our strong technology partnership with Appian, we have developed innovative go-to-market solutions to empower organizations to exceed business outcomes.

Our Appian Expertise:
1. 100% ACA-certified Appian Consultant
2. 100% years of Appian Expertise
3. Appian Lead/Designer/Consultan/vendors
4. Worked with the latest versions of Appian and S&S features
5. Two members of core individuals in Appian's & Incessant program on methodology, delivery, and quality
6. Business unit leaders were the founding team members

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Orchestrating the Digital Enterprise – “Digital Orchestration”

**Insurance**

- **Market Groups**
  - Co-ordinated Audits

- **Speciality Insurance**
  - Trade Credit Processes
  - Financial Lines
  - Professional Indemnity

- **Personal Insurance**
  - Personalized Pricing
  - Underwriting

**Financial Services**

- **Asset Management**
  - Customer On-Boarding

- **Banks**
  - Mortgage Originations
  - Mortgage Servicing
  - Derivatives and Trading
  - Wealth Management – Fund Switching
### Consultant Leadership

#### Pega Practice

Top 12 partners have a combined practice of around 15,000 to 20,000

- Approximate estimate: $5 \times$ the ratio of CSSAs compared to the other 11 partners
- Approximate estimate: $14 \times$ the ratio of CLSAs compared to the other 11 partners

<table>
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<tr>
<th>Size</th>
<th>Count</th>
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<tbody>
<tr>
<td>Pega Architect Practice</td>
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<tr>
<td>Certified CLSAs</td>
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<tr>
<td>Certified CSSAs</td>
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#### Appian Practice

<table>
<thead>
<tr>
<th>Role</th>
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<tr>
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<tr>
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<tr>
<td>Appian Plugins</td>
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<tr>
<td>Platinum ‘A’ Scores</td>
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<td>Gold ‘A’ Scores</td>
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<tr>
<td>Silver ‘A’ Scores</td>
<td>11</td>
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</tbody>
</table>
Incessant - Go To Market Solutions

Pega 7 Continuous Delivery Framework. Deliver releases more regularly and with faster time to market to satisfy business demands.

Integrates Pega 7 Platform with industry standard ALM products: Atlassian JIRA and CA Agile Central.

iPCD

Allows engineers, administrators and business users to collaborate in the support process of production Pega applications.

iCLEAR

iCALM

iCOB

Customer On-Boarding using Appian’s Enterprise Platform to streamline, accelerate, and enhance the digital customer on-boarding experience.
Re-imagining Insurance Technology for Commercial Insurance

<table>
<thead>
<tr>
<th>Life</th>
<th>Non-Life</th>
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</thead>
<tbody>
<tr>
<td>Life &amp; Pensions</td>
<td>Commercial Insurance</td>
</tr>
<tr>
<td>Health Insurance</td>
<td>Personal Insurance</td>
</tr>
</tbody>
</table>

NITL
NIIT Insurance Technologies Ltd
Over 20 years experience of providing global carriers with core processing software

$20bn+
Premium processed per annum by our software

300+
Dedicated Nitl Insurance Software specialists

1500+
Insurance domain and technology specialists

NITL
Reimagining Insurance Technology...
NITL Product Set
Full lifecycle multi-market processing for Commercial Insurers and Reinsurers

Insurance

Exact

Navigator, Acumen
Subscribe (Single Market – London)

Underwriting
Policy Administration
Claims Processing
Billing Premium & Claims
Ceding

Reinsurance

Exact with AI

Exact with AI
Our Digital Transformation
Transforming our products to support our customers’ Digital agenda

- Digital Insurance Platform
  Multi-market, platform based IoT
  Data and Microservices to enable digital automation and Risk Mitigation

- (Re)insurance Processing
  Multi-market, cloud and on-premise, web technology PAS, Analytics and Risk Aggregation

- London Market Processing
  Policy administration for London Market Syndicates and Companies. API enablement for Digital Integration

- Single Market, on-premise Policy Administration system

- Single Market

- Client Server Era

- Web Era

- Digital Era
The Opportunity

Gross Written Premium (GWP) in Non-life Commercial Insurance by Territory

North America $330Bn 44%
South America $37Bn 5%
London $60Bn 8%
Rest of Europe $98Bn 13%
Rest of World $52Bn 7%
Rest of Asia $90Bn 12%
Oceania $15Bn 2%
China $67Bn 9%
Rest of World $52Bn 7%

NITL currently targets 8% of global addressable market with a 23% market share. Opportunity to address remaining 92% with Advantage Suite and Advantage Platform.

Source: Swiss Re Sigma - World Insurance in 2015 report
Global Commercial P&C and Specialty (Non-Life) GWP in 2014 was $728Bn “Insurance Business Magazine Dec 2015”
Global P&C market estimated to reach $895Bn by 2018 “Insurance Business Magazine Dec 2015”
Finaccord Analysis - Global Commercial Non Life Insurance: Size, Segmentation and Forecast Dec 2015
Digital Principles

- **Vertical Focus**: BFS, Insurance, Travel, Media
- **Focus on Experience**: Secure, Cared, Special, Personalized
- **Automate**: Tron Smart Automation
- **Partnerships**: Nurture Ecosystem
Services with a Product Mindset

Client Engagement & Maturing Relationship

Client Relationship

Design Thinking

Co-creation & Innovation

User Centric Design & Experience Centric Operations

Experience

Lean & Automation

Next Gen Delivery

McKinsey & Company
Thank You