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

<table>
<thead>
<tr>
<th></th>
<th>Jun'17</th>
<th>Sep'17</th>
<th>Dec'17</th>
<th>Mar'18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Additions</td>
<td>110</td>
<td>59</td>
<td>59</td>
<td>342</td>
</tr>
<tr>
<td>Attrition%</td>
<td>12.12%</td>
<td>11.36%</td>
<td>10.57%</td>
<td>10.47%</td>
</tr>
<tr>
<td>Utilization</td>
<td>81.20%</td>
<td>79.50%</td>
<td>79.00%</td>
<td>79.50%</td>
</tr>
</tbody>
</table>

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!

Verticals

- Travel & Transportation
- Insurance
- Banking & Financial Services

Infrastructure Management Services
- BPM
- Data / Automation
- Cloud

Positioning – Focus and Differentiate

“Own” select sub-segments

- 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 ~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
Green Shoots

- 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*
Engage with the Emerging

Innovate
Leverage industry understanding to drive transformation using emerging technologies

Incubate (digital @ scale)
Focus on “Cloud-ification” and “API-fication” to drive superior end-user experience

Industrialize
Create “real” world business impact through full-spectrum intelligent-automation
Travel and Transportation Industry Leader
WHERE TRADITIONAL…

Advantage

…MEETS DIGITAL

Launched April 2018
CORE MARKET COMMERCIAL INSURANCE and REINSURANCE
Focussed on Commercial (Re)Insurance but Digital offerings potentially broaden opportunity
FUSING TRADITIONAL WITH DIGITAL

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

Insurance

Reinsurance

Decision Support

Underwriting

Policy Administration

Risk Mitigation

Claims Processing

Billing Premium & Claims

Ceding

Navigator

Exact

Acumen

Microservices

Aniita

Score

Advantage GO™
“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
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

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
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*
Execution Leader in Cloud & Automation
# What do we do? How do we do it?

<table>
<thead>
<tr>
<th>Assessment and Roadmap</th>
<th>Implementation &amp; Integration</th>
<th>Operate &amp; Manage</th>
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<tbody>
<tr>
<td>- Evaluate AI readiness and automation potential using Automation Maturity Assessment.</td>
<td>- Implement and integrate relevant components of <strong>Tron Smart Automation Platform</strong></td>
<td>- Continuously add KI and monitor AI engine performance to better results</td>
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<tr>
<td>- Build roadmap to fill gaps and elevate maturity</td>
<td>- Build Knowledge Items (KI), deploy and Test sufficiently for machine learning and reasoning</td>
<td>- Continuously work on moving up the automation maturity levels and manage non automated operations</td>
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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

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
“Industrialization Through Intelligent Automation”
Digital Process Transformation – Partnerships

Customer Engagement

Digital Process Automation

10x SPEED

Low-Code Development
• 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 demand
• 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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