eClerx

Investor Relations

Firm Strategy

May 17th, 2024

4 Year Strategy

eClerx at an Inflection point

+ Impressive gross sales over last 5 years
+ Industry Leading Margins
+ Marquee Client List
    - Great Client references
    - High NPS ratings
+ 3 distinct businesses with different stakeholders
+ Strong team Offshore & Onshore
    - Client centric problem solving culture
    - Deep Domain
    - Robust Delivery
+ Tech enabled book of work

Opportunities

– Sharper focus on sales

– Increase risk appetite

– Improve predictability of revenue

– Add new clients & Grow existing clients

– Deliver a common and consistent market message

4 year aspirations: Be in top quadrant on growth @ industry leading margins

Market Positioning

- One eClerx
- Preferred service provider for global clients across Financial Markets, Hitech, Retail and Cable & Telco

Revenue Profile

- Focus on cross selling and filling whitespaces in existing clients
- Execute multi year deals for repeatable annuity revenue
- New Logos

Value Proposition

- Productize service delivery
- Tech led business transformation & domain

People & Delivery

- Inculcate a growth mindset
- Invest in senior management
- Institute a learning & innovative culture
- Promote entrepreneurship & our risk taking ability

Growth Strategy

Dominate profitable service niches across core industries

What it means

- Focused approach
- Utilize full share of wallet in existing clients
- Pursue new clients and geos

Key Capabilities Needed

- Sponsor Management
- Strong client referencing
- Large Sales team
- Building capabilities in adjacencies

Advantages

- Lesser time to market to build capabilities
- Existing reference-able clients
- Deep service penetration
- Existing tech assets

Risks

- Revenue concentration across volatile industries
- Possible pricing pressure in deals

FINANCIAL MARKETS

- Increase wallet share in existing clients by focussing on both run and change the bank
- Look at new buying segments for key capabilities – CLC and TLC

DIGITAL

- Increase wallet share in existing clients
- Narrow focus on Top 4 core industries
  - Hi Tech, Retail, Manufacturing, Luxury & Fashion

CUSTOMER OPERATIONS

- Expand our core services to new industries
- Offer disruptive proposals to gain new logos/market share
- New delivery centers;
  - Evaluate Near-Shore options basis client demand

Tech enabled services

- **Compliance Manager**: KYC managed service that utilizes cognitive technology and efficient processes to reduce cost and manage risk.
- **DocIntel:** Digitize complex documents for data extraction, analytics, drafting and feeding downstream systems.

- **M360**: Real-time insights on digital shelf, enabling e-tailers to make data-driven decisions.
- **Merchandiser+:** Product merchandising platform that simplifies and accelerates new product launches through GenAI infused data aggregation, product builds, and data flows.

- **QA360**: A GenAI powered quality evaluation platform to analyse agent behaviour, compliance adherence and conversation sentiment.
- **Tech360:** Predictive dialling platform to manage customer interaction journey with real-time assist capabilities for voice and chat

Top 3 Focus Areas Over The Next 4 Years

INITIATIVES	1. STRENGTHEN SALES OPERATIONS	2. MINE EXISTING CLIENTS & WIN NEW LOGOS	3. ENHANCE OUR POSITIONING
FY25	**Optimize Sales HC & Utilization** **Strengthen Sales Review & Governance** **Focus on Tech Sales** **Investments in Sales & Marketing** Increase CXO Connects	**Onboard a CRO** Build adjacent capabilities Generate & win large deals (>$2MM ACV) Build Integrated Solutions Double the Pipeline Cross Sales Tech/Analytics Differentiation	**Onboard a CMO** Build tech partnerships Establish Gen AI proposition Leverage Analysts & Advisors
FY26 & FY27	Pivot by Industry & Capabilities Drive growth behaviour through Performance Management	Add multiple channels of lead generation	Feature as leaders in Analyst rankings Productize services
FY28	Focus on sustainable growth & strong margins		Leadership Development & Succession Planning

CONTINUED FOCUS ON ROBUST DELIVERY & STRONG MARGIN GOVERNANCE