

# Services to CXO



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# Safe Harbour

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# What we do: We run intelligent Customer Operations (CO) chains

One operating layer across the customer lifecycle — people, AI and proprietary technology.

|                                                                                                                                         |                                                                                                                                        |                                                                                                                                                |                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Care</b><br>                                        | <b>Technical ops</b><br>                            | <b>Quality</b><br>                                          | <b>Insights &amp; retention</b><br>                            |
| <ul style="list-style-type: none"><li>• Omnichannel care</li><li>• Billing &amp; account servicing</li><li>• Journey tracking</li></ul> | <ul style="list-style-type: none"><li>• Virtual tech &amp; diagnostics</li><li>• Troubleshooting</li><li>• Work-order triage</li></ul> | <ul style="list-style-type: none"><li>• Automated audit at scale</li><li>• Coaching &amp; compliance</li><li>• Training insight loop</li></ul> | <ul style="list-style-type: none"><li>• Decisioning &amp; next best action</li><li>• Sales &amp; retention</li><li>• Customer analytics</li></ul> |

## One operating model

24x7x365

Five delivery countries

8,000+ dedicated CO consultants

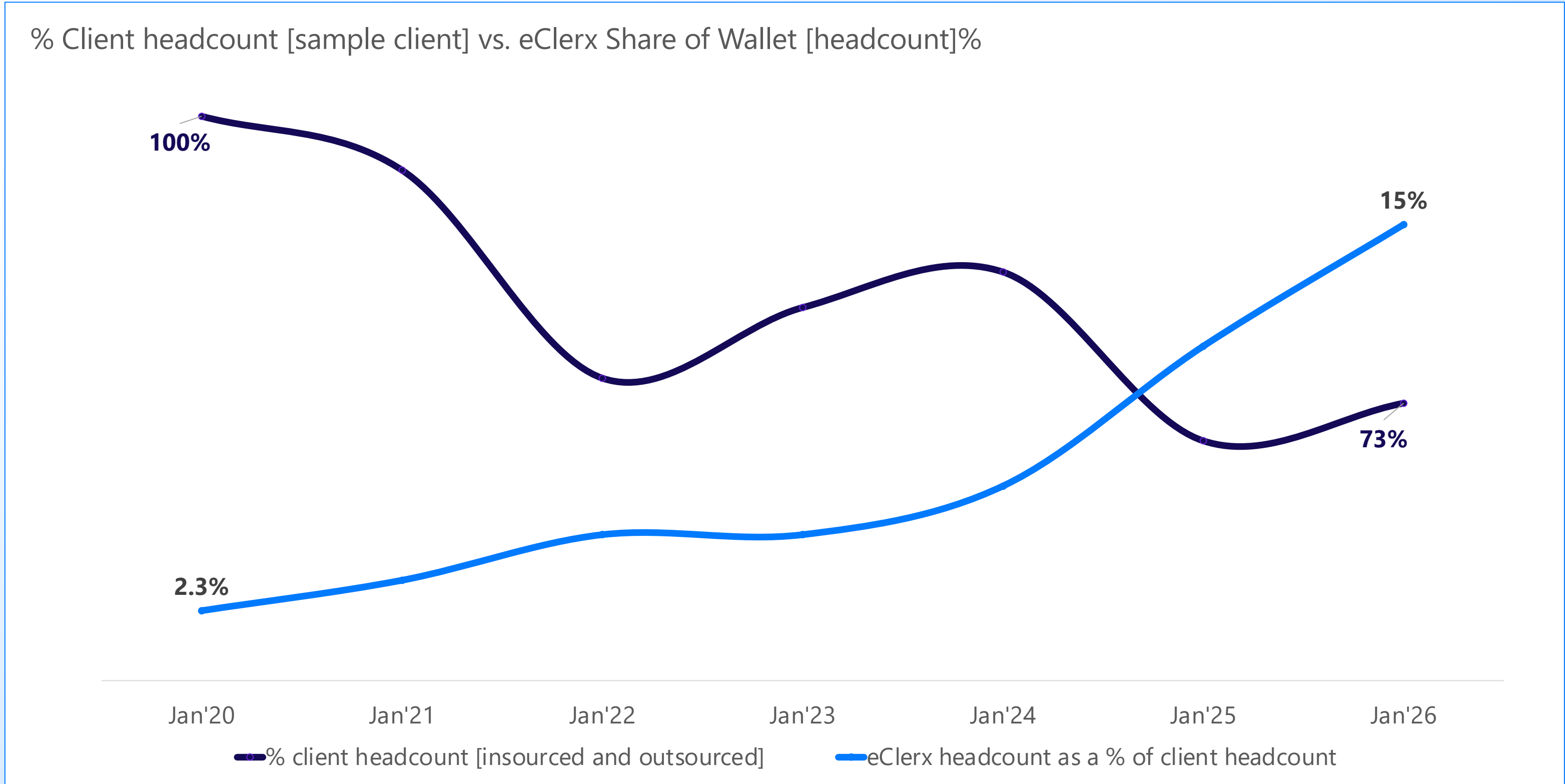
### Commercial logic

The more of the chain we run, the more embedded we become.

Creates more cross-sell, more data context and higher switching costs.

# Operational excellence drives share gains despite industry headcount decline

The pool contracted — our share expanded.



**-5%**

Client headcount 6-year CAGR

**+37%**

eClerx share 6-year CAGR

## Defend the base

Gain share through delivery strength.

## Expand the remit

New geographies and delivery models widen eligible work.

## Cross-sell owned IP

QA360 and Tech360 create revenue beyond seat pricing.

Call and chat volumes declined — we still captured share from competitors because of delivery strength.

# Where CO growth comes from

Growth comes from both existing and real clients, penetrating under-represented verticals, and scaling higher-growth capabilities.

**\$120B**

CXM market, 2025

**~45%**

of global CXM from US Market

**~20%**

of global CXM comes from CMT

**200+**

client base to cross sell into

## In-house vs. outsourced

- ~30% of global CXM outsourced today
- AI and outcome pricing create headroom with both existing and new clients

## Geographic opportunity

- Multi-country delivery supports resilience and scale
- US is the core, while UK and EMEA are the natural next growth markets

## Vertical penetration

- CMT is core – opportunity to expand into adjacent verticals
- BFSI is the largest CXM pool and where we are least penetrated

## New capabilities

- Collections, Sales and Retention broaden the CO proposition
- Attach to Care, FTO, Quality and AI-led delivery — for existing and new clients

Market size and outsourced share: Customer Operations service-line market analysis, 2025. Revenue mix, client-count buckets and onshore share: eClerx Q1 FY27 investor presentation.

# Our technology sits on every stage of the customer lifecycle

Proprietary technology improves stickiness and powers revenue growth.

**Tech360:** One universal platform to support execution across Sales, Field Tech Ops, Care and Retention

**Sales**

- Offer construction
- Bundling and pricing
- Quote-to-order accuracy

**Field tech ops**

- Account activation
- Remote diagnostics
- Shorter cycles

**Care**

- Sentiments and context
- Next Best Action
- Lower repeat contacts

**Retention**

- Win-back offers
- Churn reduction
- Revenue retention

**QA360:** Audits across the lifecycle and turns interactions into coaching and client-process insight

Clients today don't buy FTE savings, they buy outcomes



Improved sales conversion

Reduced repeat contacts

Better CSAT & NPS

Higher retention rates

Insights to improve client processes

# Client proof: QA360 turns quality from a sample into an operating system

AI embedded in live delivery, coaching the workforce and measured against a baseline.

## Problem

- Only 2–5% of calls manually audited
- Too little signal to act on

## QA360

- Audit at scale
- CSAT/NPS prediction
- Critical-call alerts + coaching

## Solution

- Measured efficiency and NPS gains
- Faster agent improvement

## Measured at the client

**100%**

interactions in scope

**25%**

CSAT increase

**~0.5M**

interactions/month from Q2 FY27

## What to watch for

### Coverage

Every interaction in scope

### Prediction

CSAT/NPS before survey

### Intervention

Critical calls flagged early

### The loop

Coaching and client insight



Thank you

