eClerx
Investor
Day 2026

The Finance View

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eClerx Investor Day 2026

Safe Harbour

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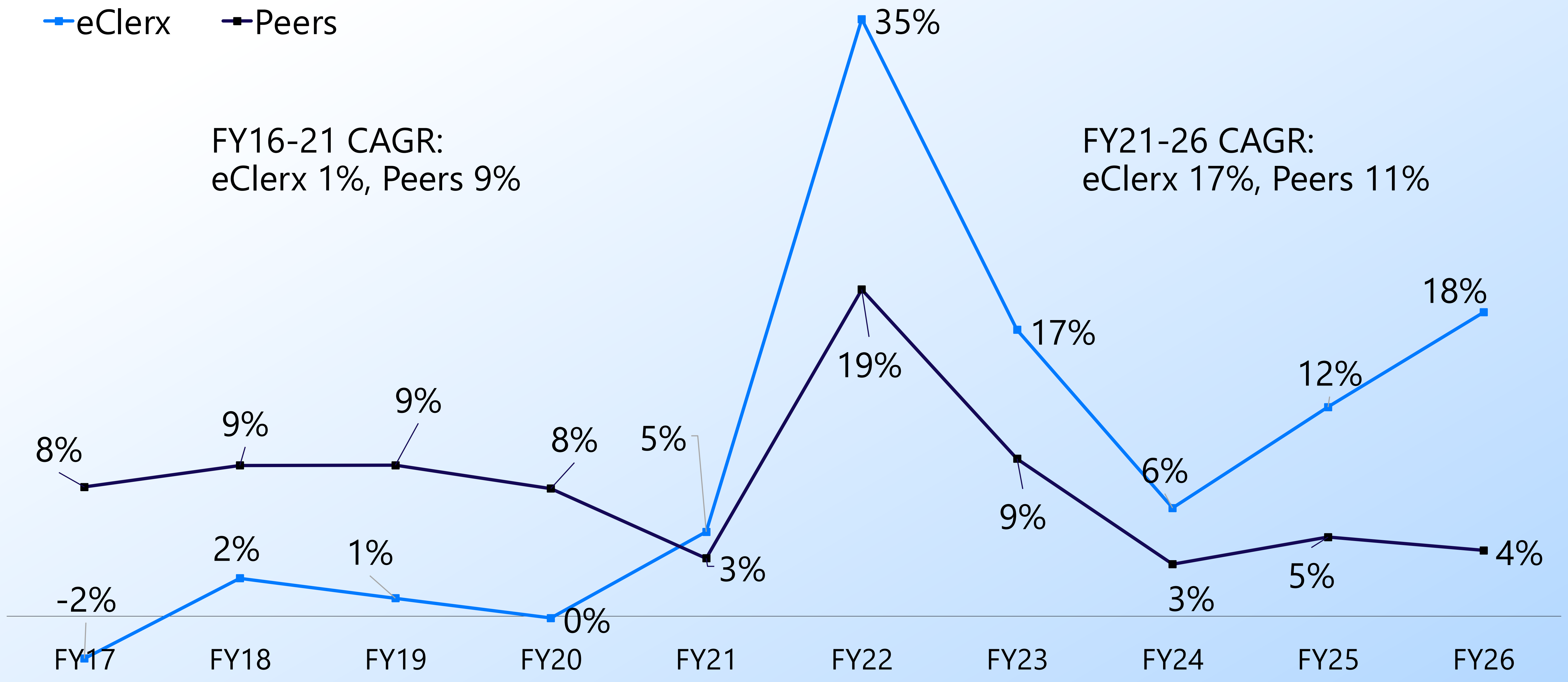
Growth trajectory has moved up

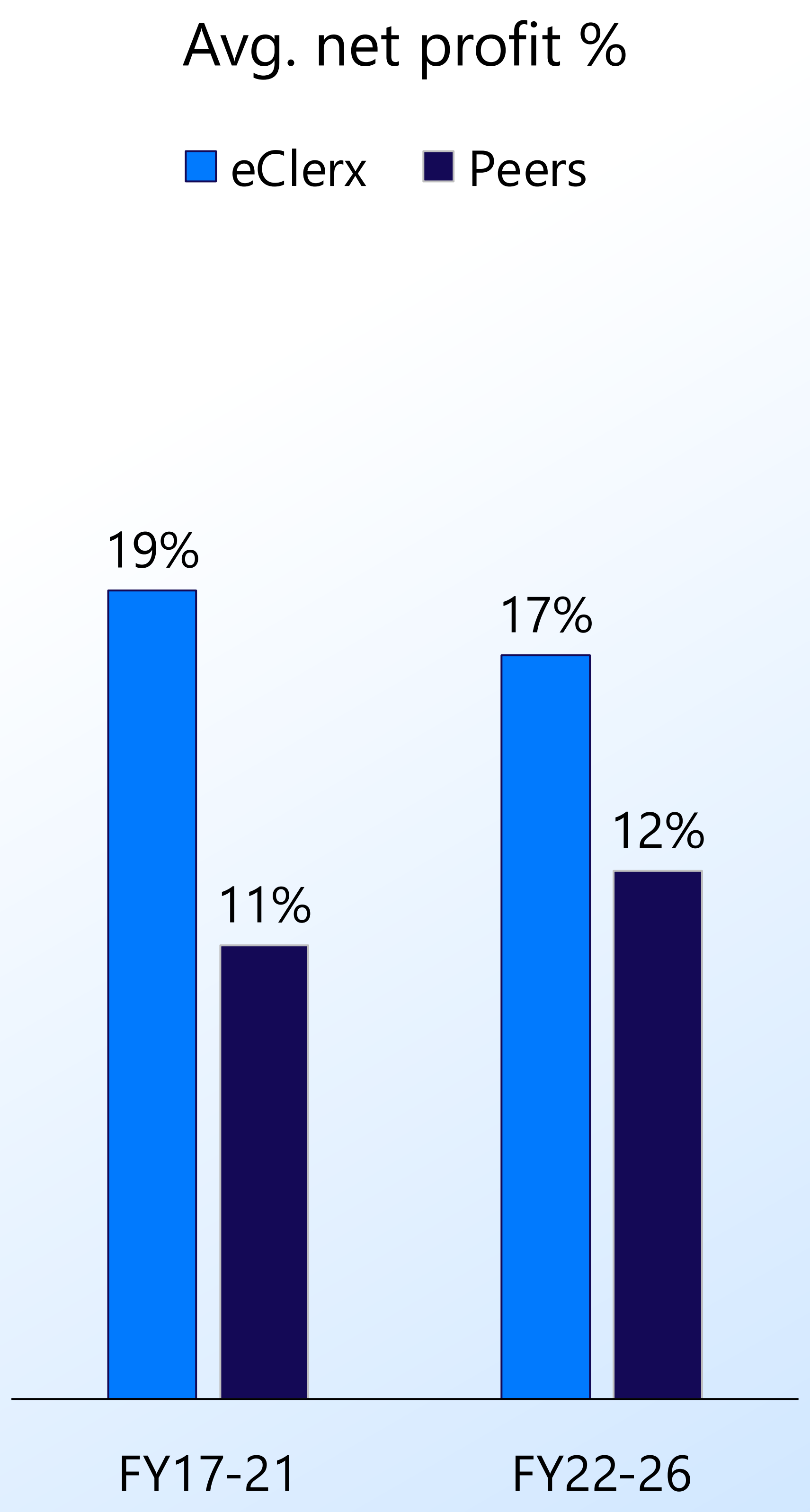
YoY $ revenue growth, last 10y

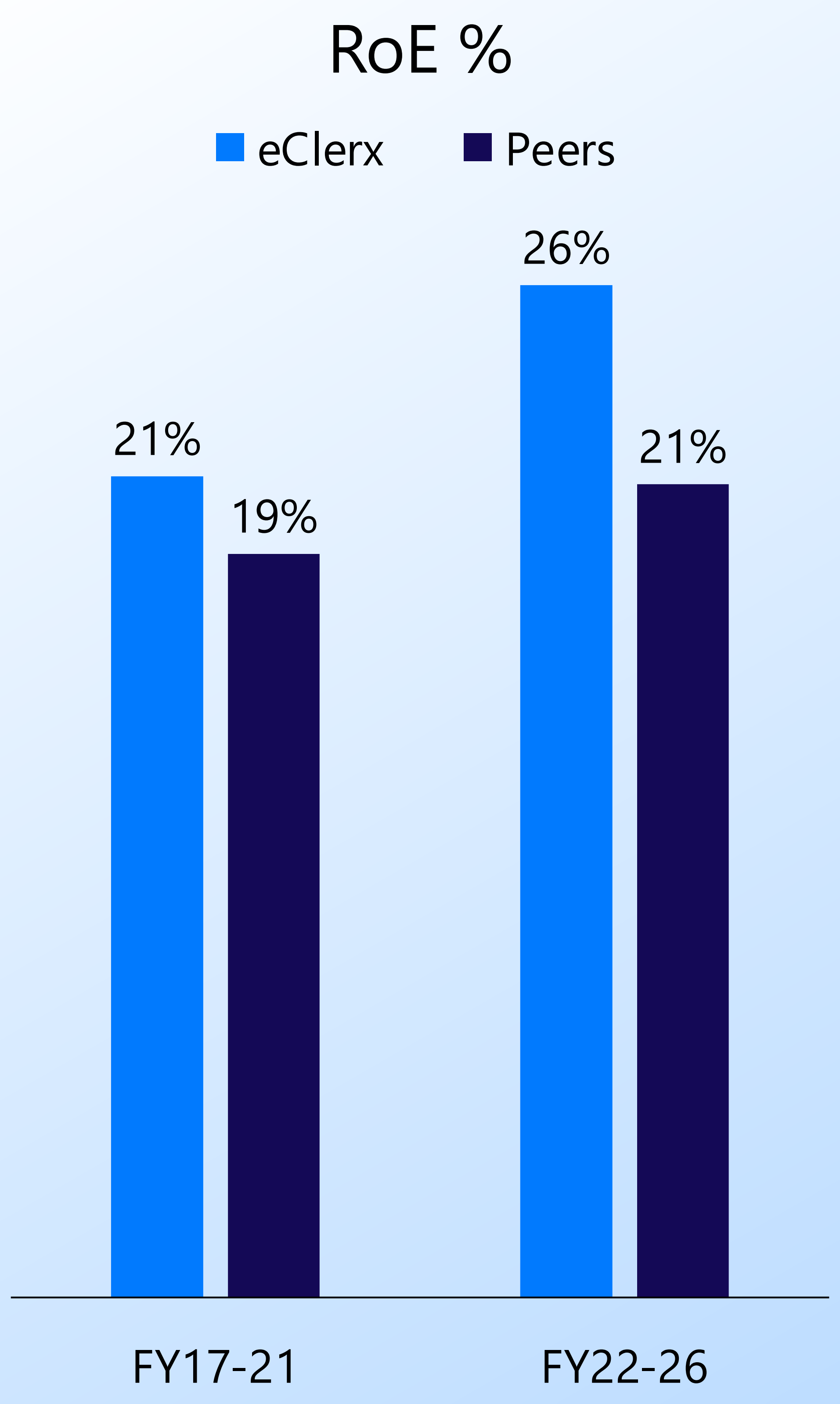


Growth is up, profitability remains high, and operating metrics are moving in the right direction

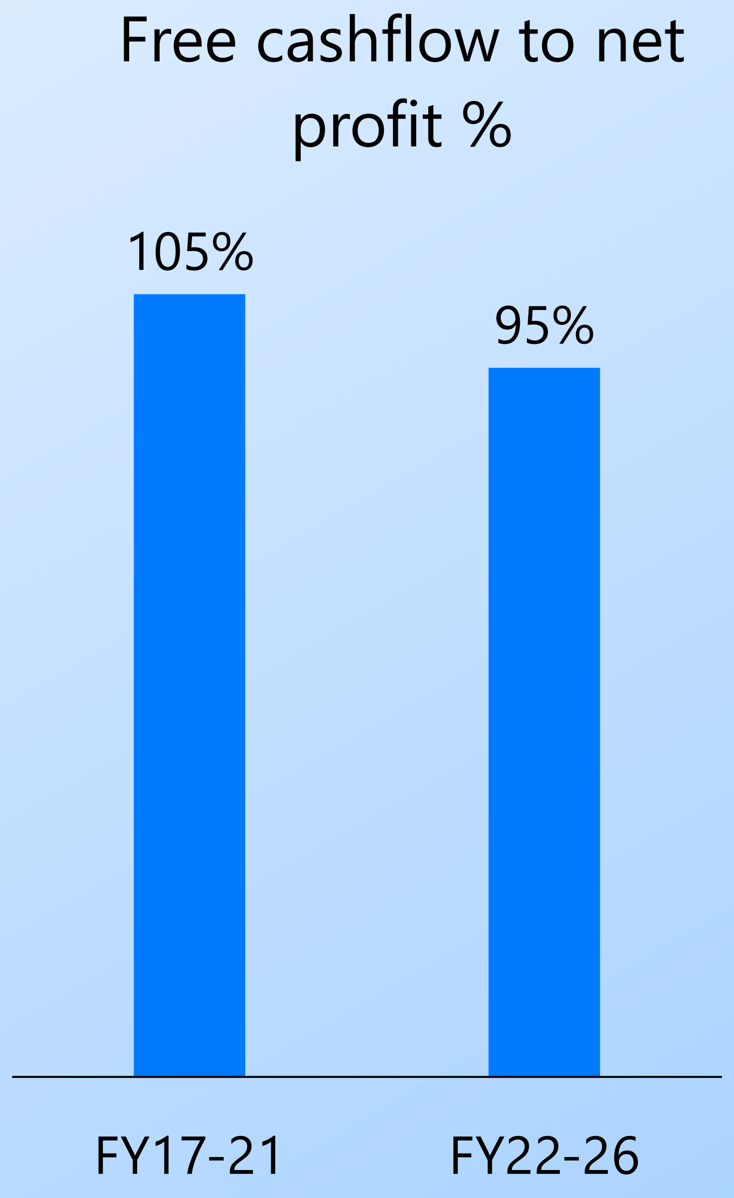
Peer comprises India-listed IT/ITES companies + Those listed ex-India with large India delivery footprint. Source: Bloomberg

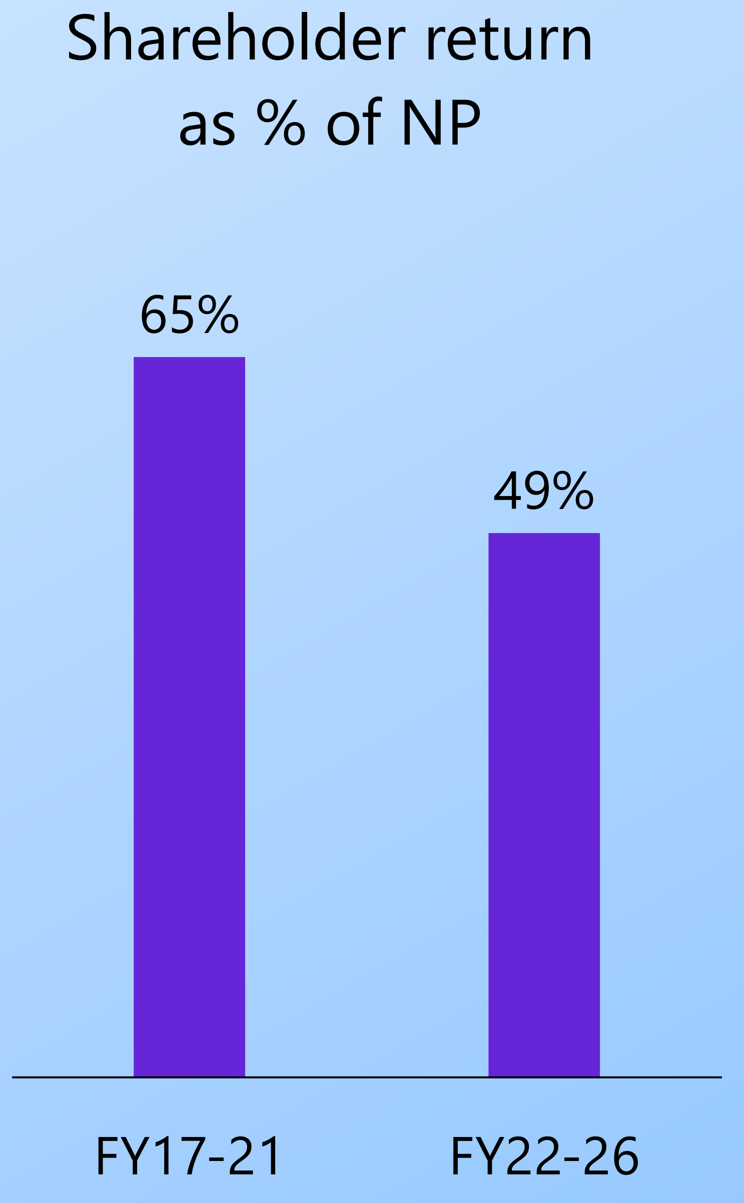
While financial discipline, shareholder returns are intact





Profitability and shareholder returns among the best in the industry





Prudent M&A

Acquisition of Personiv has been successful

Revenue run-rate has doubled

Employee count up 60%

Cross-sell enabled: CX, CLC and digital services from Manila & Coimbatore

Achieved through client relationships, domain, people

8 out of 10 Tier 1 banks	Top **4** fashion and luxury brands	**8** of the world's largest M&D organizations	**3** of the world's top PC makers	**4** Tier 1 cable providers

Enduring relationships with top clients

- 10+ years relationship with 20 of the $1mm+ customers
- Rated highly on delivery, domain knowledge, ability to process complex work
- 50% of our revenues from Fortune 100 clients; 70% from Fortune 500

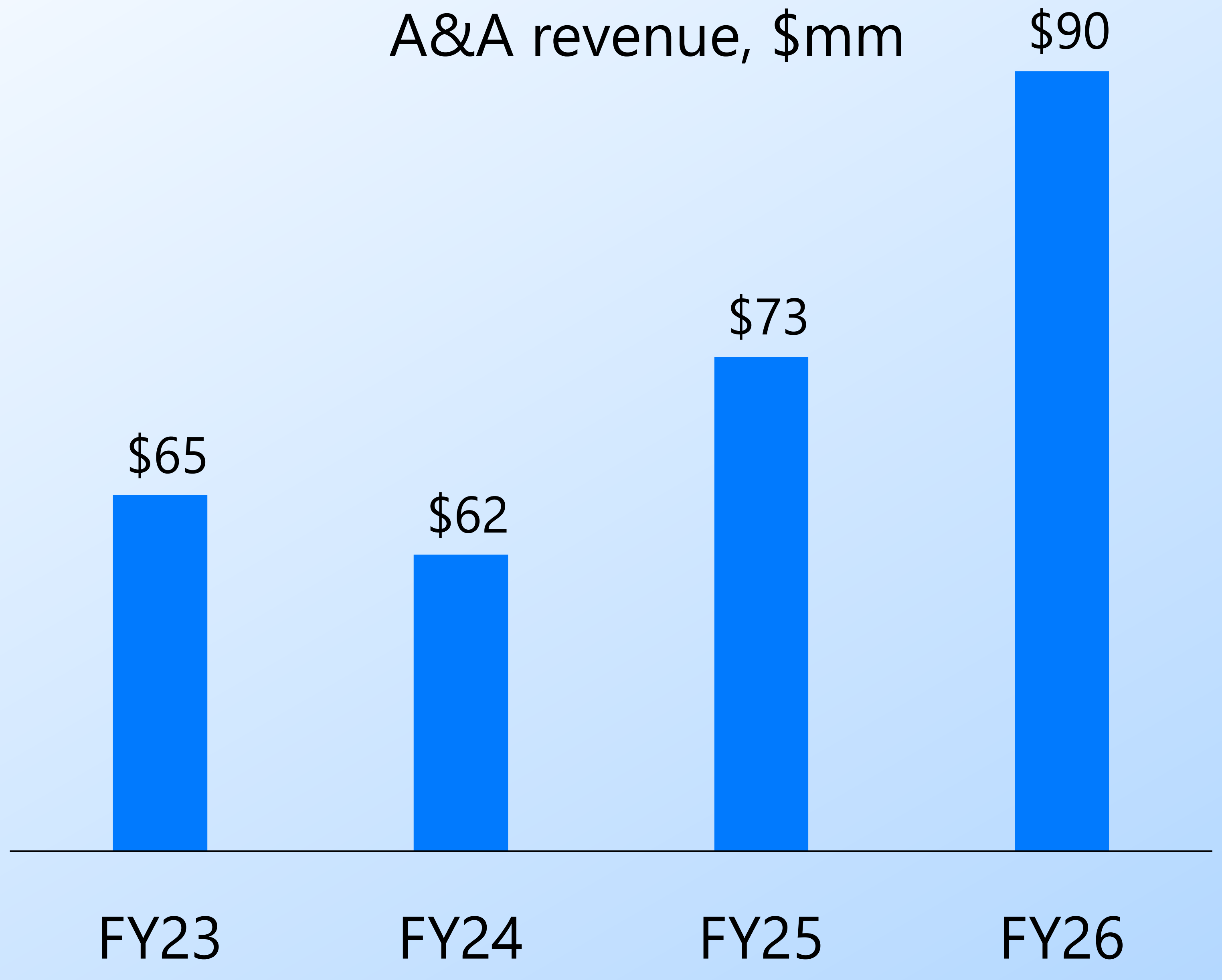
Emphasis on knowledge management & delivery

- 76 annual training hours / employee; >2x the global average
- Consistently ranks as a strength in GPTW™ surveys
- Hire smart people; put them through rigorous learning
- Subject matter experts at all levels, including leadership

…technology, and calculated investments

Technology has momentum

- Viewed as a transformation partner by many clients
- Led by productized services
- Growing faster than firm average
  - Now 20% of firm revenues
  - $100mm run-rate in Q1FY27



Investments

Sales investments: **1% of revenues**	• Setup global sales, pre-sales teams • Analyst relations and marketing
Strengthening capabilities: **1% of revenues**	• Compliance Manager, M360, Analytics CoEs • AI investments
Geographic expansion: **1.5% of revenues**	• New delivery centers – Cairo and Lima • Expanded Manila

In summary

Customers

- Marquee clients
- Rate us high on delivery excellence
- View our technology capabilities favorably

Business

- Majority is annuity-like
- Diversified; small footprint in low-end, automatable work
- More buying centers in each client

Technology

- Productized services driving customer engagement
- AI creates tailwinds

Profitability

- Stable margin; consistently high and predictable
- Allows us to invest for growth

Target

- Top quartile of peer group
- Maintain EBITDA between 24-28%

Thank you