

LTI/SE/STAT/2018-19/70

December 12, 2018

National Stock Exchange of India Limited  
Exchange Plaza, Bandra-Kurla Complex  
Bandra (E), Mumbai- 400 051  
**NSE Symbol: LTI**

The BSE Limited,  
Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai- 400 001  
**BSE Scrip Code: 540005**

Dear Sir/Madam,

**Sub: Analyst Day Presentations**  
**Ref: Our Letter dated December 10, 2018**

With reference to our letter no.: LTI/SE/STAT/2018-19/68 dated December 10, 2018, the Company is organizing the Analyst Day today. In this regard, please find enclosed the presentations which will be made available to the Analysts during the day.

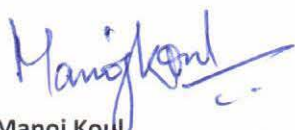
The presentations will also be made available on the Company's website viz. [www.Lntinfotech.com/Investors](http://www.Lntinfotech.com/Investors).

This is for your information and further dissemination.

Thanking You.

Yours sincerely,

**For Larsen & Toubro Infotech Limited**



**Manoj Koul**  
**Company Secretary & Compliance Officer**  
**Membership No.: ACS16902**



**Larsen & Toubro Infotech Ltd.**

**Branch office** Technology Tower 1, Gate No. 5, Saki Vihar Road, Powai, Mumbai - 400072, India  
T: +91 22 6776 6776 | F +91 22 2858 1130

**Registered office** L&T House, Ballard Estate, Mumbai 400 001, India

[www.Lntinfotech.com](http://www.Lntinfotech.com) | E-mail: [info@Lntinfotech.com](mailto:info@Lntinfotech.com) | CIN: L72900MH1996PLC104693



A Larsen & Toubro  
Group Company

# Building Nexterprise

Sanjay Jalona, CEO & Managing Director







# Shoshin

## A learning company



“ In the beginner’s mind there are many possibilities, in the expert’s mind there are few. ”

Shunryu Suzuki





# Our reflections

Unique  
challenges

Time-to-  
market

Certainty

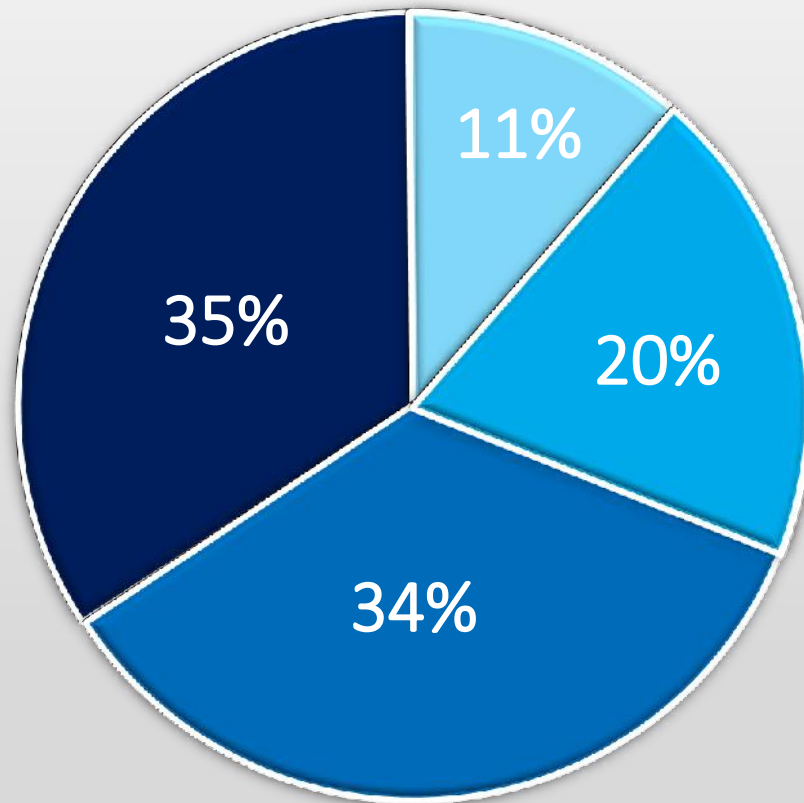
Engineering  
DNA

DiPhy

# Untapped opportunity

## Question

How complete is your digital transformation journey?



Source: MIT CISR Digital Pathways Survey (N=413)

# Compelling transformations everywhere

nets::

 Haven  
Life

  
monzo

 Olam

 Microsoft®

 Schneider  
Electric

OTIS





# Times of Dig**ITL**

Siddharth Bohra | Analyst Day | Wednesday, 13<sup>th</sup> December, 2017



## **LTI** IS AMPLIFYING OUTCOMES

**ENABLING  
NEW  
BUSINESS  
MODELS**

**ENABLING  
REVENUE  
GROWTH**

**TRANSFORMING  
CUSTOMER &  
EMPLOYEE  
EXPERIENCES –**

**NEXT GEN  
EFFICIENT  
OPERATIONS**

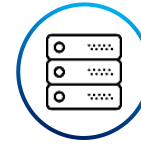
# Sharp focus on outcomes



AI



ML



Data



Automation



Cloud



IoT

President - Information Strategy Division, Komatsu Ltd.





# Building blocks - Platforms for change



Industry specific



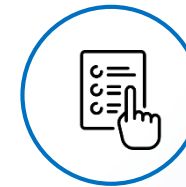
Functional



IaaS



PaaS



Capability based



# Building platforms for change

Capability



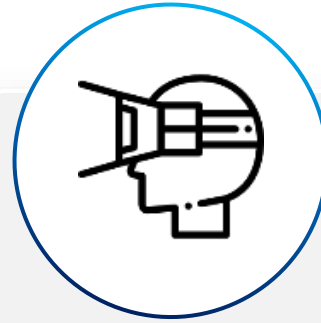
Mosaic  
Decisions



Mosaic  
AI



Mosaic  
Automation



Mosaic  
Experience



Mosaic  
Things



Mosaic  
Security

# Our investments

LTI  
Platforms

Business  
solutions

Tools &  
Accelerators

New  
commercial  
models

People

Partnerships

Acquisitions



# Strategy-on-a-page



## Untapped opportunity



## Enterprises trying to

- Enable new business models
- Enable revenue growth
- Transform experiences
- Build next gen operations



## Focus on outcomes

- Operate to Transform
- Data driven organizations
- Experience Transformation
- Digitizing the core



## LTI Platforms Focus

- Industry specific
- Functional
- IaaS and PaaS
- Capability based



AI



ML



Data



Automation



Cloud



IoT





---

Visible over  
the last 10  
quarters...

---

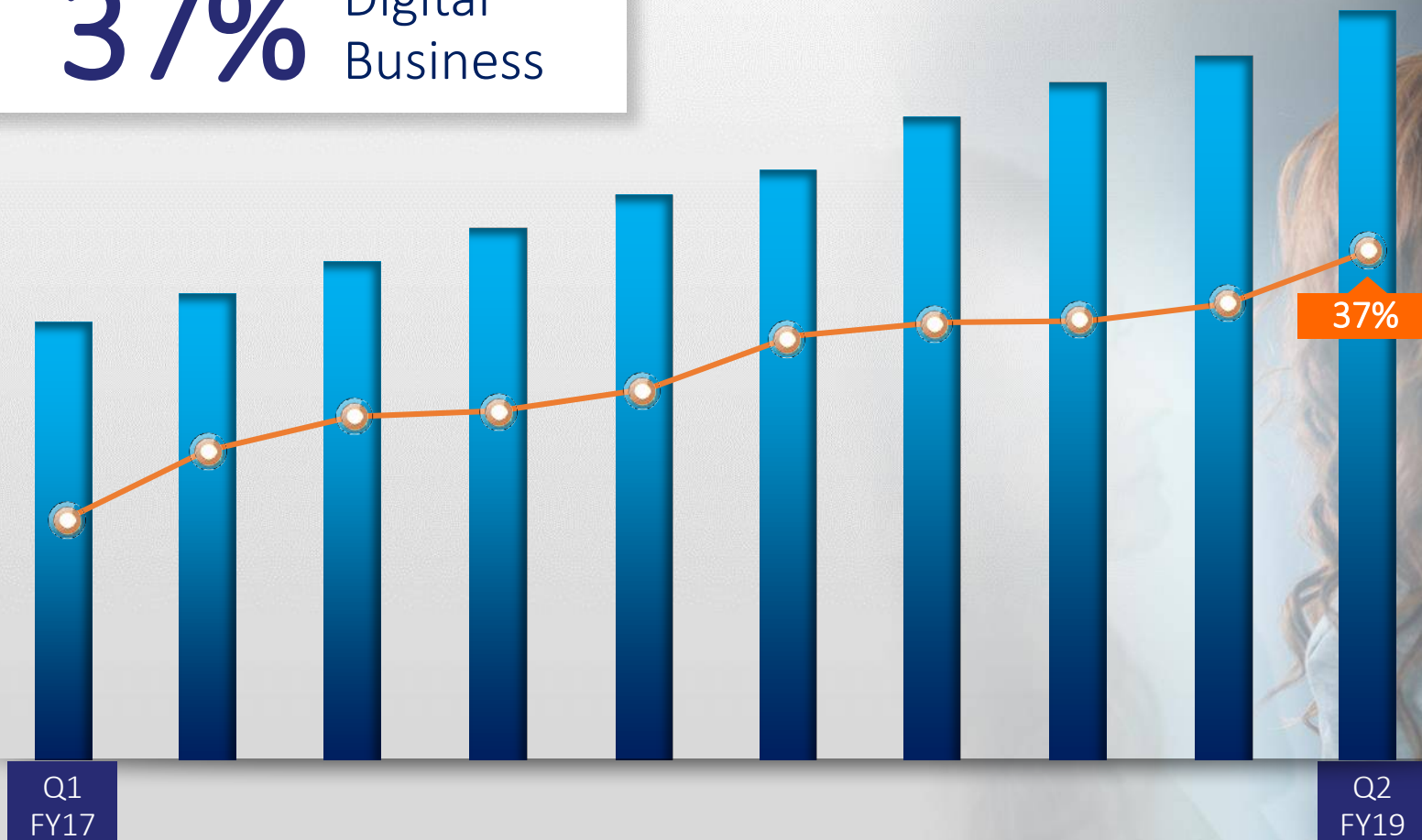
# Revenue growth





# Digital business

**37%** Digital Business





# Strengthened underleveraged verticals



Life sciences



Consumer  
packaged goods



High-tech



# Incubated new capabilities



Blockchain



GDPR



Cybersecurity



# \$575 Mn net new TCV in 10 quarters



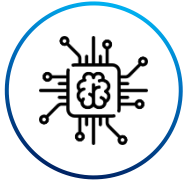
## Leading African Bank

A new multi-year deal to provide end-to-end ADM services



## Global Life Sciences Company

More than \$55 Mn TCV from data analytics



## American O&G Major

AI based legacy subsurface digitization



## Global Life Sciences Company

\$50 Mn TCV from manufacturing transformation











# Acquisitions



# Enviably customer profile



								
	Active clients	New clients added	100 Mn	50 Mn	20 Mn	10 Mn	5 Mn	1 Mn
Q2 FY19	312	22	1	4	14	25	44	114
Q1 FY17	259	12	1	3	10	19	35	89



**12**  
**Fortune 500**  
customers added  
since listing

# Stable margins and investing in growth







# Talent - Mission Ubuntu



I am who I am, because of those around me

Thank you!





# Recognitions

## Leadership



BW BUSINESSWORLD

## Capabilities



AVASANT



CELENT



## Business functions



# Chief Operating Officer

## Nachiket Deshpande

*“LTI is at the forefront of building the next generation IT Services company, and I am excited to be part of this outstanding team. We will be bolstering the industry expertise and deep technology capabilities that have made LTI the growth leader in the sector.”*





# Global strategic services partner

Among the  
**Top 16**  
global  
partners



# What sets us apart



## A solid foundation

- Engineering DNA
- Focus on Invest Verticals
- Sales & Marketing excellence
- Talent, leadership

## Amplified Outcomes

- Operate to Transform
- Data-driven organizations
- Experience Transformation
- Digitizing the core

## Investments

- Capabilities
- Acquisitions
- Platforms
- Talent



Operate

to

Transform

by Siddharth Bohra, CBO, LTI

# THE BIG QUESTIONS?

Which is the largest IT spend category for most enterprises?

What represents the biggest chunk of large IT deals in the market?





40%-60% of IT spend

is Run the Business

‘Keep the lights on’ focus

It is considered a cost center

High emphasis on cost reduction

Most important processes are supported

Continuous improvement, outsourcing & automation

Clients do not renew a large % of these contracts, expect more

Even with Cloud, the scope of IT operations remains very significant

Clients much rather divert money from operations to business transformation



# @ LTI, we see it differently



...the opportunity to **generate insights from a treasure trove of data** - processes, personas, landscape, usage patterns & much more



...the opportunity to improve productivity of **personas & of improving business process KPIs**



...the opportunity of improving **health of technology landscape & of improving ROI from technology investments**



...the opportunity to **re-imagine the role of the 'support engineer'**



...the opportunity of embedding **digital technologies** at the core



...the opportunity to bring **non-linearity to outcomes through our solutions**

# The Big Idea / Opportunity

Keep the Business

~~Running~~

Transforming

From Automation Also  
to Automation Native

From largely IT focused to  
equally Business focused

From solving stated problems to  
also solving unstated ones

# Made Real with the 4D Model

## Building blocks of the Model

- SLA & Operational Metrics
- Elimination & Automation
- Business Command Center
- Landscape Modernization & Forward Engineering
- Maximizing ROI on existing investments
- Business Process KPIS
- Persona Based Productivity Plans

## How we make it happen...

- DO LESS**  
25%-50% reduction in volume of work
- DO FAST**  
Business Command Center, Automated diagnostics
- DO BETTER**  
Focus on improved business efficiencies & Outcomes
- DO MORE**  
Personalized employee, partner experience





# DO MORE – The Persona Enablement Plan - Outcomes

## Key KPIs

- Revenue Reconciliation cycle time
- MIS Reporting Compliance
- SOX Audit Compliance
- Financial Closure Compliance

- Revenue Growth
- Lead Response Time
- Deal Compliance
- Usage Rate of Marketing Collateral
- Pricing Model Management

## Key Issues & Systems used

- Non-availability of the real-time product avails date information
- Handling deal conflict due to unavailability of key information
- Unable to plan effective pricing based due to non-availability of historical transaction data

- Issues faced with GL imbalances
- Invoicing issues due to complex rights attributes/dimension and unfriendly user interface
- Month-close accounting and MIS reporting activities

### Indicative systems used:

XXX | YYY | ZZZ | ZZZ | PPP | TOBI

### Indicative systems used:

XXX | YYY | ZZZ | ZZZ | PPP | TOBI

## How we will Resolve?

- Proactive validation of rights information & dimensions from SAP
- Historical transaction analytics dashboard along with market analysis
- Integrated analytics and AR solution (LTI's RedAxis)

- Proactive Data fixes, RCA and permanent system fixes
- Create an integrated data management layer between associated systems
- A cockpit for financial closure
- Automated report delivery & deviation alerting through email or web interfaces

**KEY PERSONA**

**ACCOUNTING EXECUTIVE**

**KEY PERSONA**

**SALES MANAGER**

# Making it real – Transformative Operations Platform

## EXECUTION APPROACH



## OPERATIONS PLATFORM

## mosaic ai Powered Platform

NLP Driven Diagnostics



Self Help Application Utilities



Application Virtual Assistant



Technology Extensions



Service Catalog Based Bots



E2E Monitoring Insights

Embedded Analytics

Workflow Orchestrator

Self Learning Dispatcher

Resolution Recommender

## KNOWLEDGE DATA LAKE



100+  
Customers



2.2 Mn+  
Incident data



70+  
Landscape Assessments



5000+  
Application error logs



800+  
Business Processes maps



200+  
Process KPIs



100+  
Persona Library



## RECENT SUCCESSES



### DO LESS

*60% work volume reduction* through AI enabled event correlation for large media company



### DO FAST

*65% improvement on time data availability for supply chain ops* through M/L based solution large global Pharma



### DO BETTER

*99% reduction in entity onboarding time* for a leading European payments services company



### DO MORE

Monthly close time reduced from 8 days to 3 days through tool driven *productivity gains for CFO team of industrial major*



# Helping Companies Become

D2O (Data Driven Organizations)

Soumendra Mohanty, Head – Data and Analytics



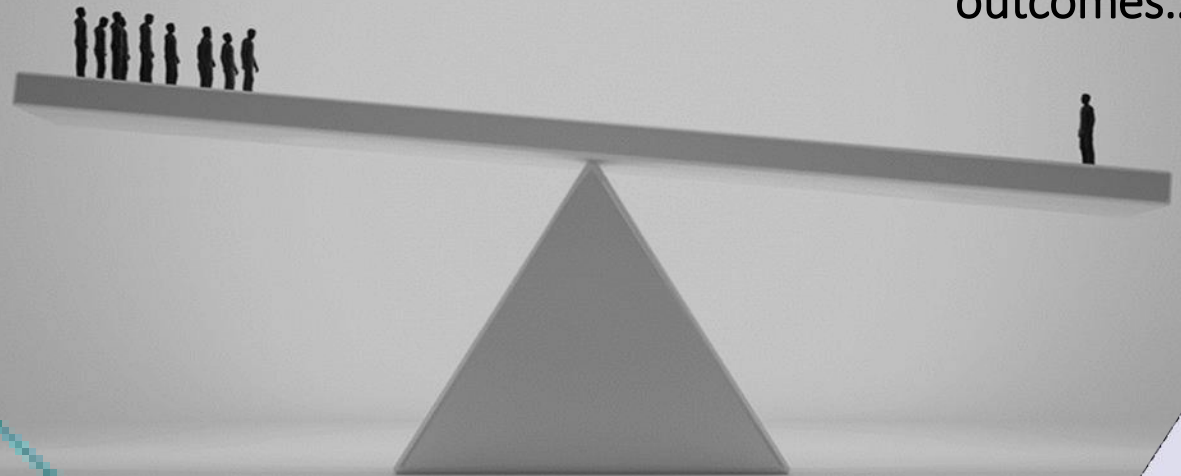
# Data Driven Organization: To be Data Driven or Data Informed!

**Key imperatives:  
Cognitive & Analytics —  
Applied.**

Data Engineering | Advanced Analytics  
IoT | AI-Led Automation  
Platform & Product Mindset

Data if managed &  
monetized as an  
enterprise asset...

Can deliver  
transformational  
outcomes...



# #1 Data Engineering @ scale

Real time credit scoring capabilities enabled by a robust data science platform and AI services

**375Mn**

Consumer  
base

**14Mn**

Commercial entities  
credit profiles



## #2 Decision Science@ scale

Scalable decision science platform to break departmental data silos & empower enterprise users as “citizen data scientists”.

**10 PB+**

Data Volume 2 Bn.  
distinct user base, having  
8 years of historical data

**30 K**

Global User for  
Democratized Analytics  
Platform

## #3 Monetizing Data @ scale

Big Data Analytics capabilities and services to monetize data across LOBs.

**10 TB+**

Streaming  
data sets

**95 %**

Increase in fraud  
detection activities

**10 %**

Improvement in  
attrition rate



## #4 AI-Led Automation @ scale

Optimized processes and deployed an intelligent Automation platform across lines of businesses and enterprise functions, globally.

**70+  
processes**

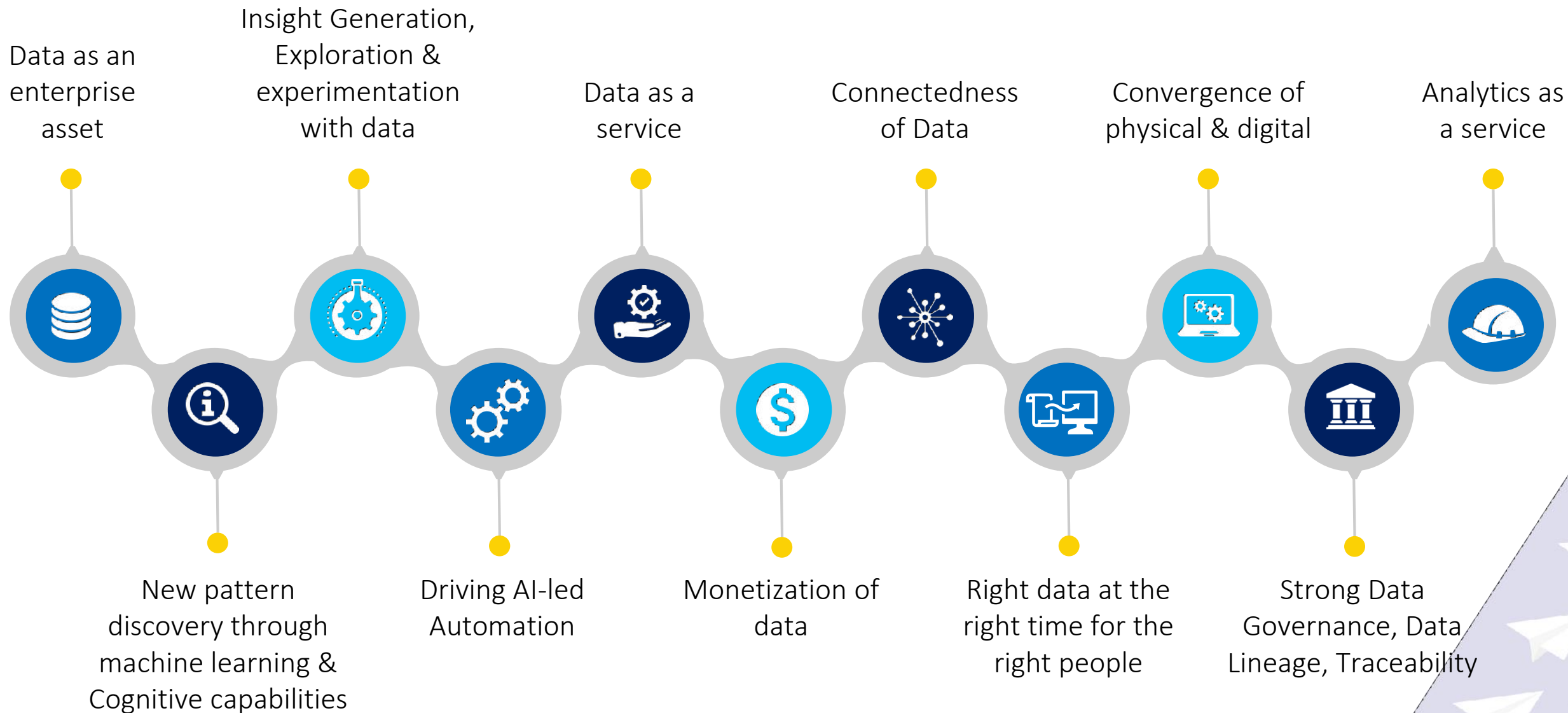
Customer onboarding, AML,  
Fraud Detection, Case  
Management, Global Risk &  
Compliance, Financial  
Consolidation

**50%  
reduction  
in TCO**

**1000+  
AI interventions  
improving accuracy  
by 85%, time-to-  
market by 3x**



# Characteristics of a Data Driven Organization



# How do we do it? MOSAIC: Powering Enterprise Decisions & Actions

**Operational processes** digitized. Ability to **collect** data at right point and **consume** actions - based on **single-source-of-truth**.

**Decision Science Services:** Assets-process-  
People centric knowledge-base. **Fusion** of  
data across all sources **Facilitating** at-point-  
analytics. Providing **access** to technical &  
business services.

**Iterative approach,**  
Hypothesis library across  
areas of operations. **Prove**  
**gains** and **Expand & Scale**  
for global roll-outs.



Digitized  
Process



Data & Analytics  
Infrastructure



Decision Science  
Services Platform



Teams &  
Expertise



End-user  
Adoption

**Integrated** tools for accelerated solutions  
at convergence. **Data Infrastructure** with  
scalability, enterprise grade governance,  
high performance. **Hybrid** of cloud & on  
premise computing.

**Inter-disciplinary effort:** understanding of  
industrial engineering, highly-skilled in  
**product engineering** and Experts in **data**  
**engineering & advanced analytics**  
including IoT.

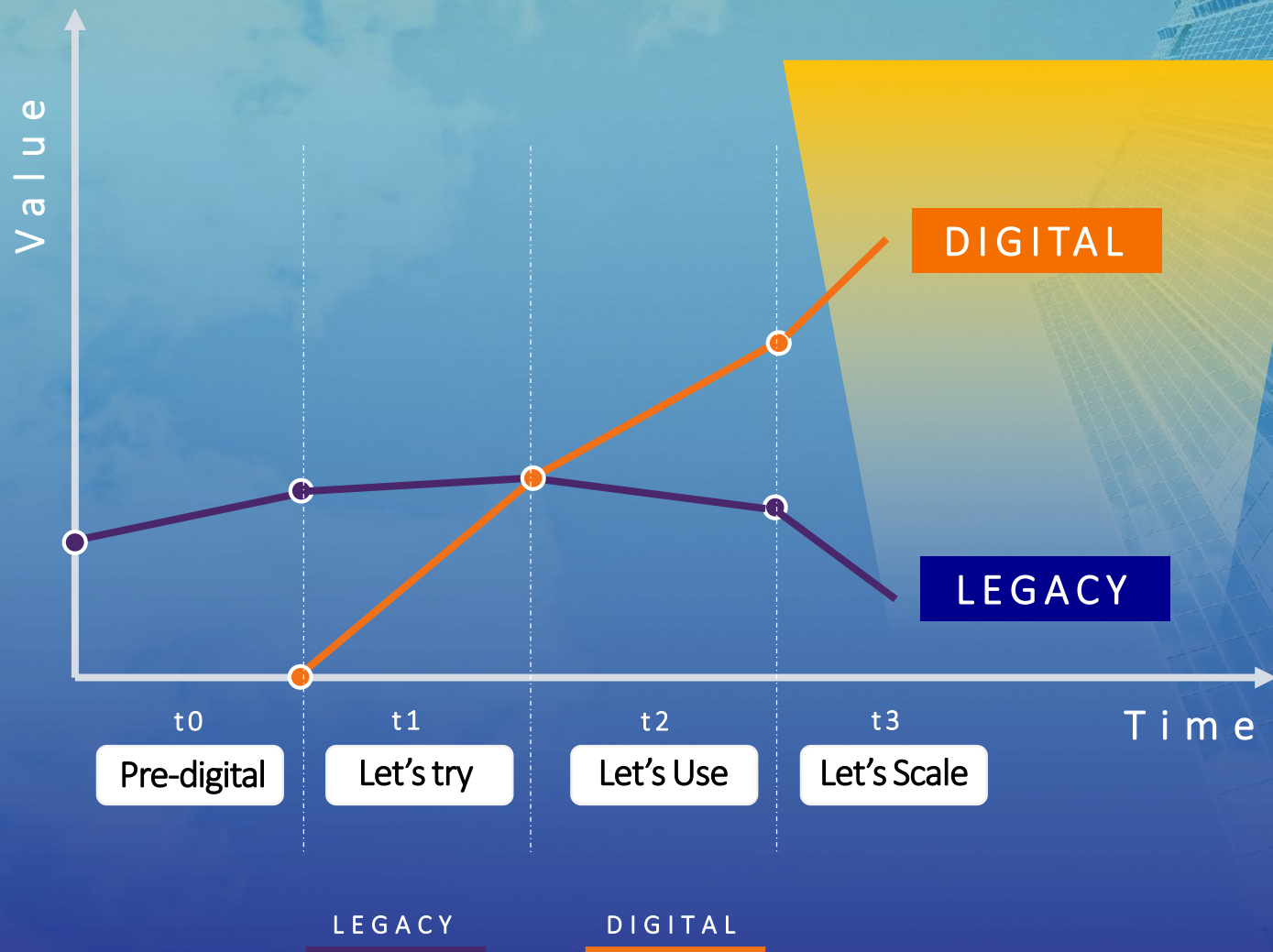
# Digital at Scale

Trends across some of our key verticals

Sujay Sen, Head - Consulting



# We are in a period of scaling digital across most industries



## What is driving scale?



Exponential value



Faster Adoption



Rapid Implementation



## DIGITAL DISRUPTORS



AI/ML



Analytics



Automation



Bots



IoT



UX



Microservices



Blockchain



Cloud



Cybersecurity



# Banking: Racing against fintechs to stay relevant

Open  
Banking

Simplification

Next gen  
customers



## FINTECHS TARGETING CUSTOMERS' LIFE EVENTS





# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

Simplification

Next gen  
customers

## BUILDING NEW REVENUE STREAMS THROUGH A GLOBAL FINANCE API ECOSYSTEM

Developed disruptive microservices to deliver the power of global data to their partners for creating innovative services

21000+

Partners including  
Fintechs

16

Global Markets

100+

Services available on  
online API catalogue

# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

## CREATING AN OPEN BANKING FRAMEWORK TO DRIVE SIMPLIFICATION AND FASTER TIME TO MARKET

Developed a microservices architecture over the core legacy systems  
to enable faster creation of digital apps

Simplification

Next gen  
customers

1100+

Systems that were  
integrated through  
microservices



Innovation Leader  
in Bank Enterprise  
Transformation

30-70%

Reduction in time  
to market for new  
services

# Banking: Racing against fintechs to stay relevant

SOLVED

Open  
Banking

Simplification

Next gen  
customers

## TRANSFORMING A “PENSIONERS’ BANK” TO A “BANK OF THE MILLENNIALS” FOR ITS ENTRY INTO A NEW MARKET

Enabled an European bank to reposition its services by increasing its digital footprint and delivering millennial friendly experiences

**300 M**

Centennials  
expected to start  
banking by 2020

**18**

Countries across  
the continent

**37**

Services  
transformed



# Manufacturing: Rapidly becoming a connected industry

Intelligent  
products

Connected  
Operations

Direct to  
Consumer



A SMARTER WORLD



# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent  
products

Connected  
Operations

Direct to  
Consumer

## REIMAGINING THE AFTERMARKET SERVICES BUSINESS TO IMPROVE FIELD OPERATIONS & CUSTOMER LOYALTY

Integrated IoT, AI/ML, NLP and Cloud to deliver passengers and service teams  
with an entirely new, connected experience

7000+  
Connected  
Assets

25%  
Reduction in  
Service Call Back  
Rates

10%  
Reduction in  
Contract  
Cancellations



# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent  
products

Connected  
Operations

Direct to  
Consumer

## DELIVERING IMPROVED EFFICIENCIES ACROSS THE CONSTRUCTION & MANUFACTURING VALUE CHAIN

Leveraged next generation analytics across connected assets, workers and materials to deliver operational efficiencies

80%  
Assets  
Connected

18,000+  
Digital Apps  
Users

400  
Projects & Plants  
monitored  
digitally



# Manufacturing: Rapidly becoming a connected industry

SOLVED

Intelligent  
products

Connected  
Operations

Direct to  
Consumer

## DISRUPTING THE DIGITAL GO-TO-MARKET MODEL TO OWN THE CUSTOMER EXPERIENCE

Built customer journeys across dentists, channel partners and end customers  
to redesign the digital commerce model

10%

Revenue from  
online channels  
from of 1%

50,000+  
SKUs

# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement



PRODUCT  
MANAGEMENT



UNDERWRITING



POLICY  
ADMINISTRATION



CLAIMS



~25%



# Insurance: Getting ready for a new world, with new risks

SOLVED

Innovative  
Product design

Reinventing  
claims

Customer  
engagement

## DESIGNING A DIGITAL CLAIMS OPERATING MODEL TO IMPROVE THE COMBINED RATIO

Used LTI's 'Claims Assessment Toolkit' to deliver a future roadmap for a simplified, automated and digitally enabled claims processes

50%

Claims settlement  
time improvement

15%

Productivity  
improvement

20%

Leakage  
reduction

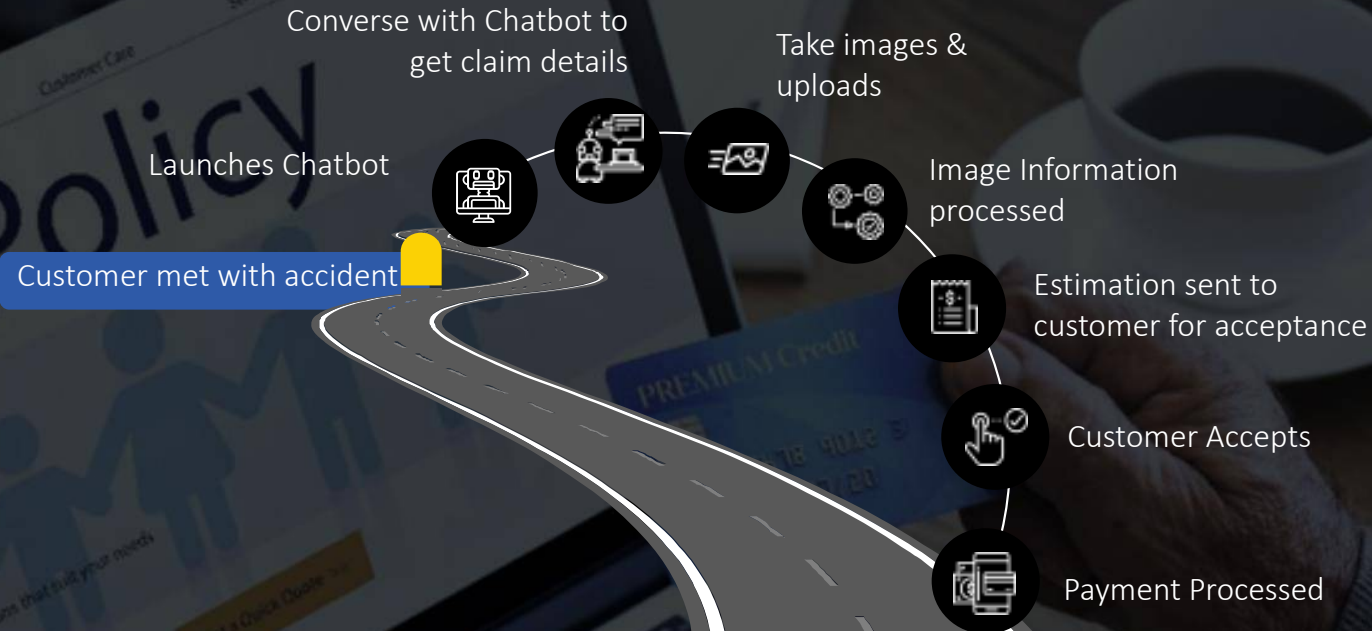


# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement



# Insurance: Getting ready for a new world, with new risks

Innovative  
Product design

Reinventing  
claims

Customer  
engagement

JOINT RESEARCH WITH MIT CISR ON THE FUTURE OF MOBILITY  
AND ITS IMPACT ON THE US INSURANCE INDUSTRY



# Oil & Gas: Doing more with less in tough times

Reduced  
Exploration

Limited  
New  
discoveries

Operating  
efficiencies

SPEND ON EXPLORATION DECLINED 60% IN THE LAST 5 YRS

\$93 B  
2013



\$37 B  
2018



# Oil & Gas: Doing more with less in tough times

SOLVED

Reduced  
Exploration

Limited  
New  
discoveries

Operating  
efficiencies

## TRANSFORMING SUBSURFACE DATA INTO INSIGHTS TO INCREASE PRODUCTION

Digitized physical data like well logs, seismic sections and land surveys to drive high fidelity guided analytics on specialized toolsets leveraging AI

100 yrs  
of physical data

12-14 M  
Documents

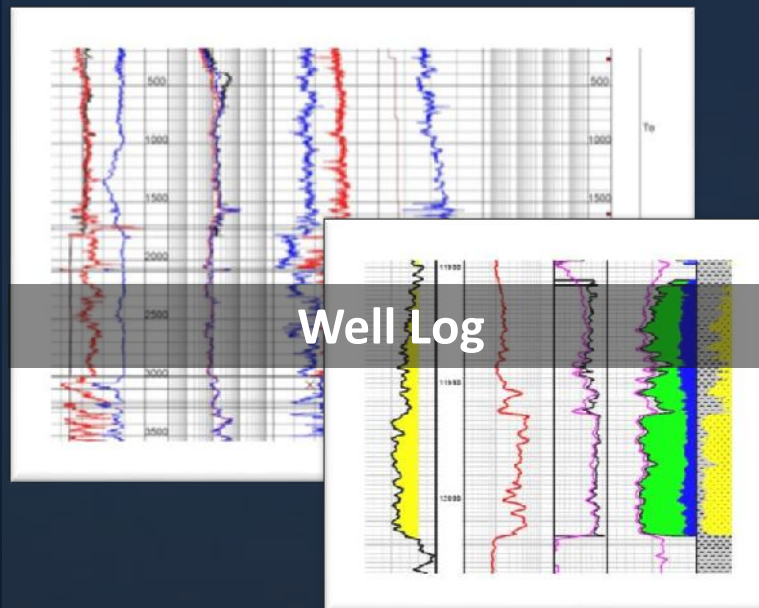
2-3%  
Increase in  
production

# Oil & Gas: Doing more with less in tough times

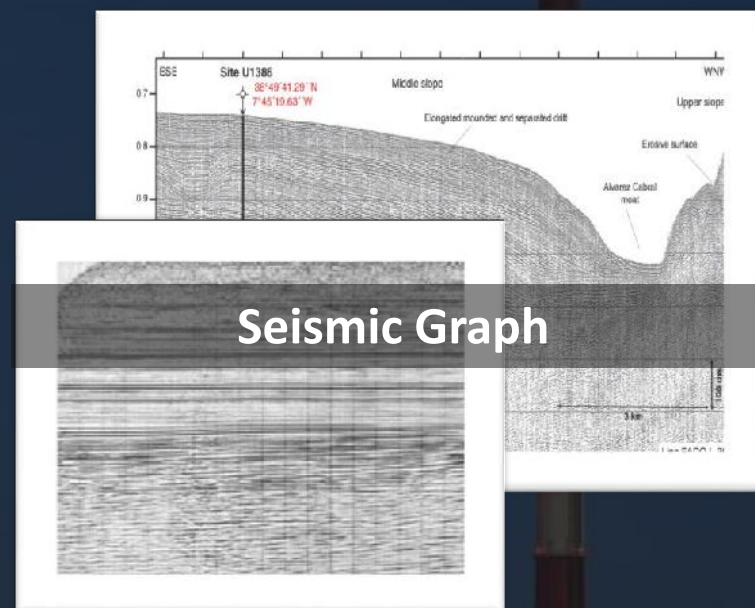
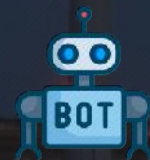
Reduced  
Exploration

Limited  
New  
discoveries

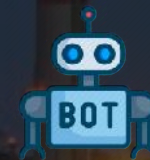
Operating  
efficiencies



GEOLOGISTS



GEOPHYSICISTS



Developing **AI DRIVEN DOMAIN BOTS** on the MOSAIC platform

# Media: Transforming business and business models

New Players  
and M&A

Content  
Transformation

Platform  
Play

**\$320 B** M&A deals in 2018  
up by **6X** from 2017





# Media: Transforming business and business models

New Players  
and M&A

Content  
Transformation

Platform  
Play



# Media: Transforming business and business models

SOLVED

New Players  
and M&A

## BRINGING TOGETHER A GROWING NUMBER OF INTERNATIONAL & DIGITAL AFFILIATES ON A DIGITAL PLATFORM

Built a high availability application with an ability to handle increased volume of invoices and tune critical workflows to improve user productivity

**\$4 B**

Revenue managed

**2000+**

Affiliate specific  
deals

**15%**

Improvement in  
invoice  
processing velocity

Content  
Transformation

Platform  
Play

# Media: Transforming business and business models

SOLVED

New Players  
and M&A

## UNLOCKING NEW REVENUE FOR MEDIA HOUSES WITH A MICROPAYMENTS PLATFORM

Partnered with a payments provider to enable micropayments on blockchain,  
thus enabling a pay per view business model

Content  
Transformation

Platform  
Play

~90%

Visitors drop off  
at a Paywall

0.0001 ¢

Cost per transaction



# Media: Transforming business and business models

New Players  
and M&A



LTI recognized as **Leader**  
in Avasant's Blockchain  
Services RadarView

Content  
Transformation

LTI featured in  
Gartner's Market Guide



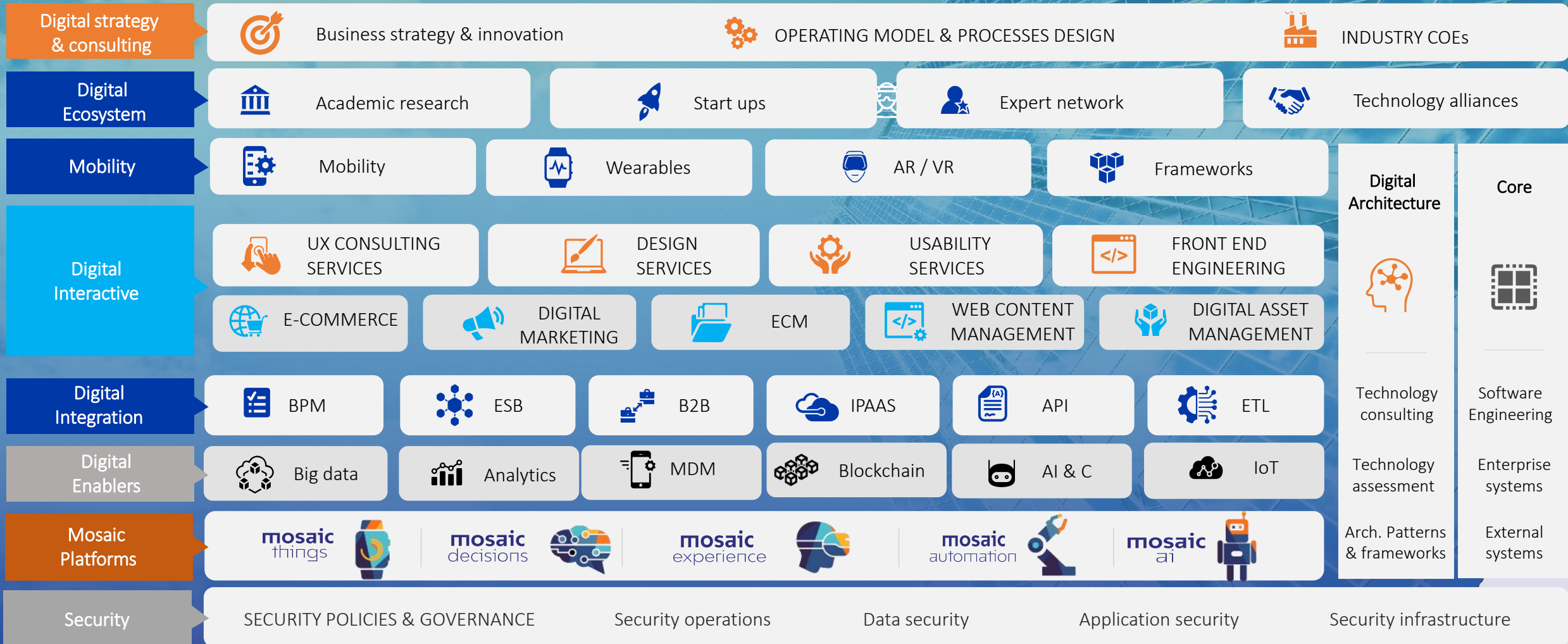
Platform  
Play

HFS

Research

LTI emerges as **High Performer**  
in Enterprise Blockchain Services

# Bringing it all together for scale









# Sales & Marketing

What sets us apart...

**Sudhir Chaturvedi**

President – Sales





# Evolution of the Sales Model

	Who We Sell To	What are they Buying	What are we Selling	Sales Model
2000 – 2008	CIO	Cost Arbitrage Quality Scale	India Expanding set of Service Offerings	Business Development
2008 – 2016	CIO, CFO, CPO	Major Cost Reduction	Rate Wars & Aggressive Pricing Vendor Consolidation	Farmers Hunters
2016 onwards	Business, CDO, CIO	Business Transformation (Digital Business / Data Driven Organisation)	Ability to Solve Business Problems at Speed Expertise in New Age Technologies / Platforms	?







# LTI Hunting Pack Strategy



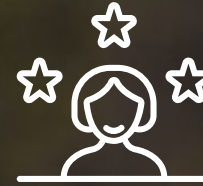
Sales



Marketing



Practice Sales



Customer  
Success



Alliances



Large Deals



Delivery Units



Practice Units



Insights



Finance & Legal



# LTI Hunting Pack Strategy



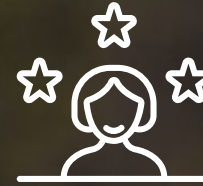
Sales



Marketing



Practice Sales



Customer  
Success



Alliances



Large Deals



Delivery Units



Practice Units



Insights



Finance & Legal

# Marketing

## Brand Development



118 Analyst Recognitions (27 in Leaders Quadrants)  
52 Digital Recognitions

## Market Development



22 New Logos  
17 Large Deal Invitations  
100+ TALs engaged on Digital Channels  
2,000+ Qualified Leads

## Business Development



# Alliances



Intelligent  
Construction

ORACLE

Advanced Metering



Microsoft

MOSAIC Decisions,  
Blockchain Trade Finance



ECNO on  
AWS



Cognitive Business  
Assurance



Cognitive Claims



MuleSoft

Emergency Management  
Solution (EMS)



Adobe

Digital Experience  
Platform

Pipeline: \$250Mn+

Proposal Stage: \$100Mn+

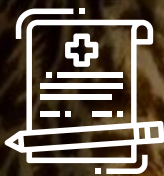


# Verticals



32.8%

BFS



5.0%

Insurance



16.6%

Manufacturing



8.4%

Energy & Utilities



37.7%

CPG, Retail Pharma



23.1%

HiTech, M&E



44.5%

Others



# New Logos

73

New Logos  
opened in last  
**12 months**



Units

New Logos



BFS

11



Insurance

6



Manufacturing

12



Energy & Utilities

8



CPG, Retail Pharma

11



HiTech, M&E

15



Others

10



# Pipeline



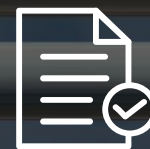
19%

New Logos



43%

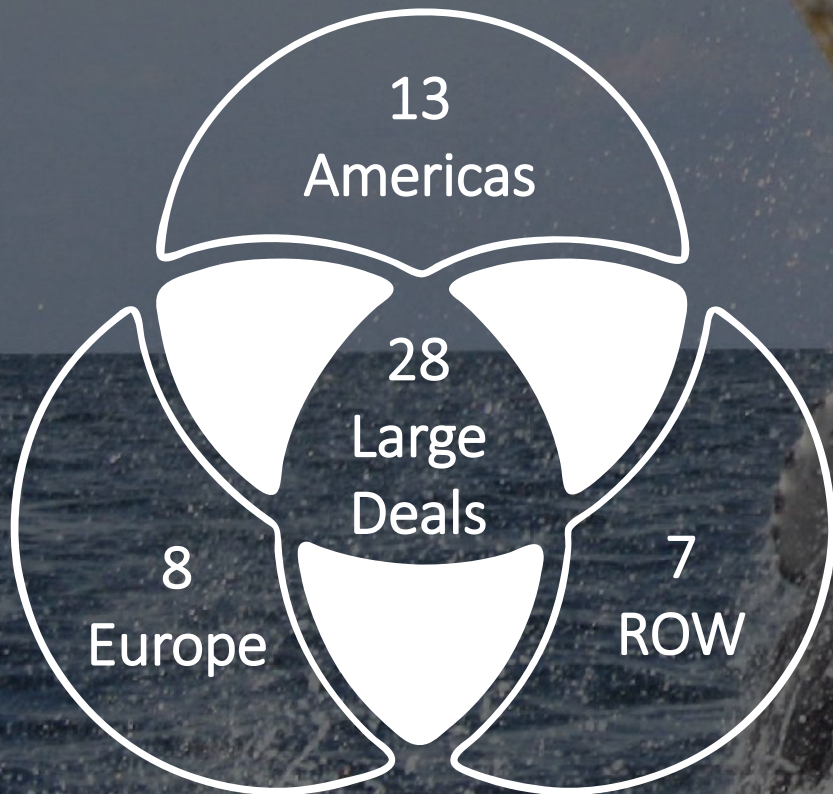
Digital



45%

Proposal Stage

# Large Deal Pipeline



**32%**  
New Logos



**36%**  
Proposal Stage



*Industry leading*  
Delivering Profitable Growth

Ashok Sonthalia  
Chief Financial Officer

Since we met last year...

Growth

**Revenues**

USD 1.25 bn  
Growth of 21.6%

**Digital revenues**

USD 429Mn  
37% of Q2FY19 revenues

Margins

**EBIT**

INR 13,606 Million  
EBIT margin 16.3%

**Net Profit**

INR 13,337 Million  
Net Profit Margin 15.9%

Cash flow

**Operating Cash Flow**

INR 11,659 Million  
87% of Net Profit

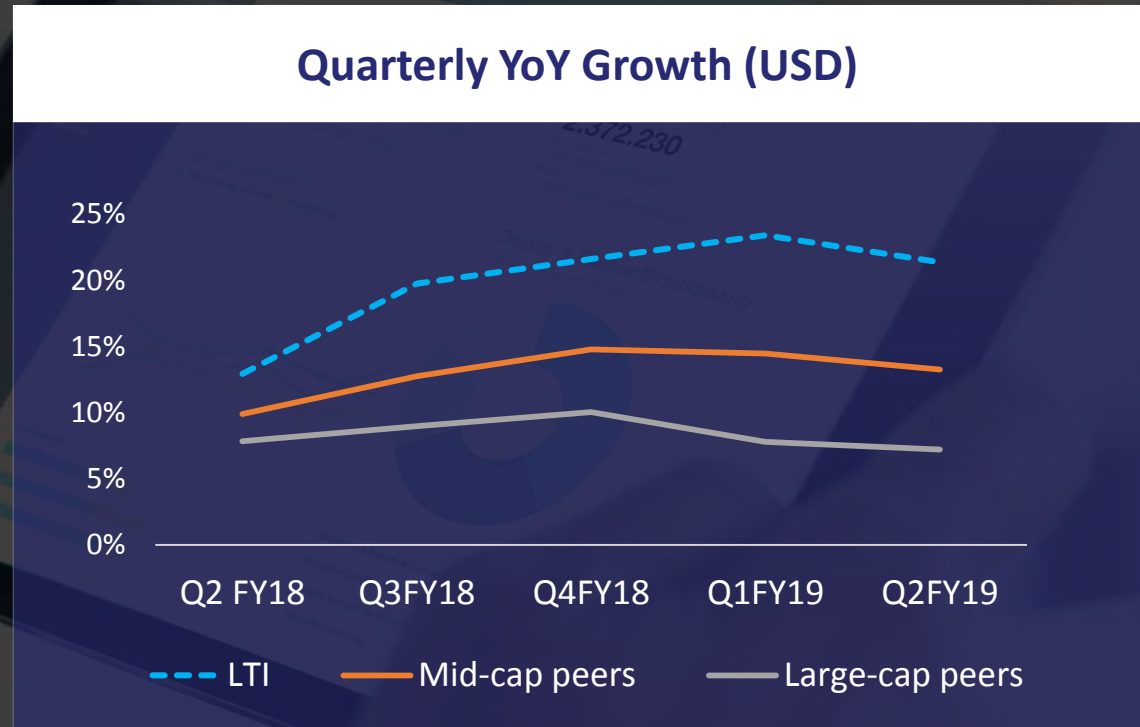
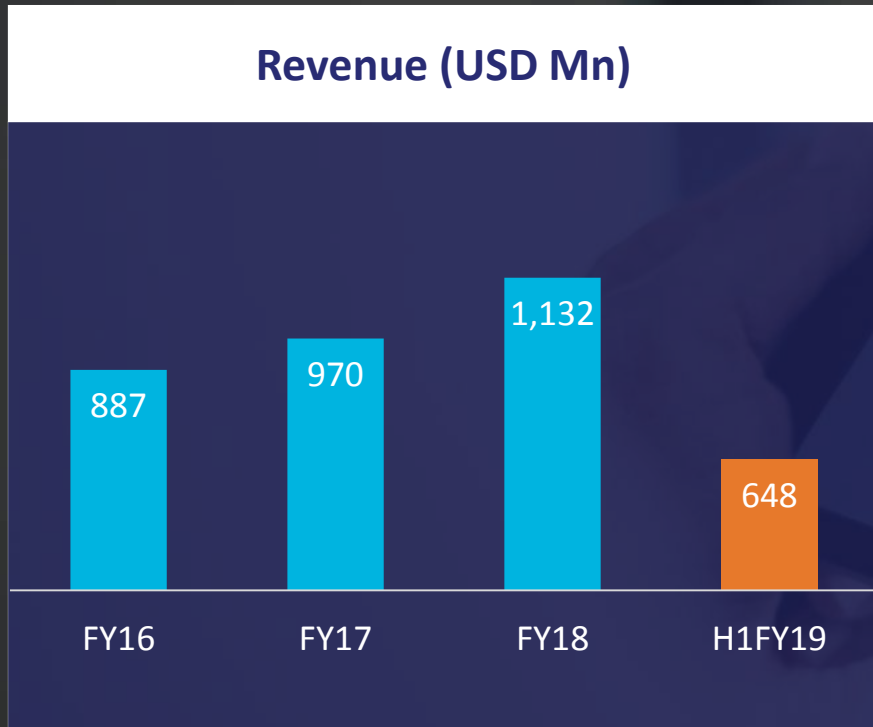
**Dividends**

INR 5,344 Million  
40% of Net Profit

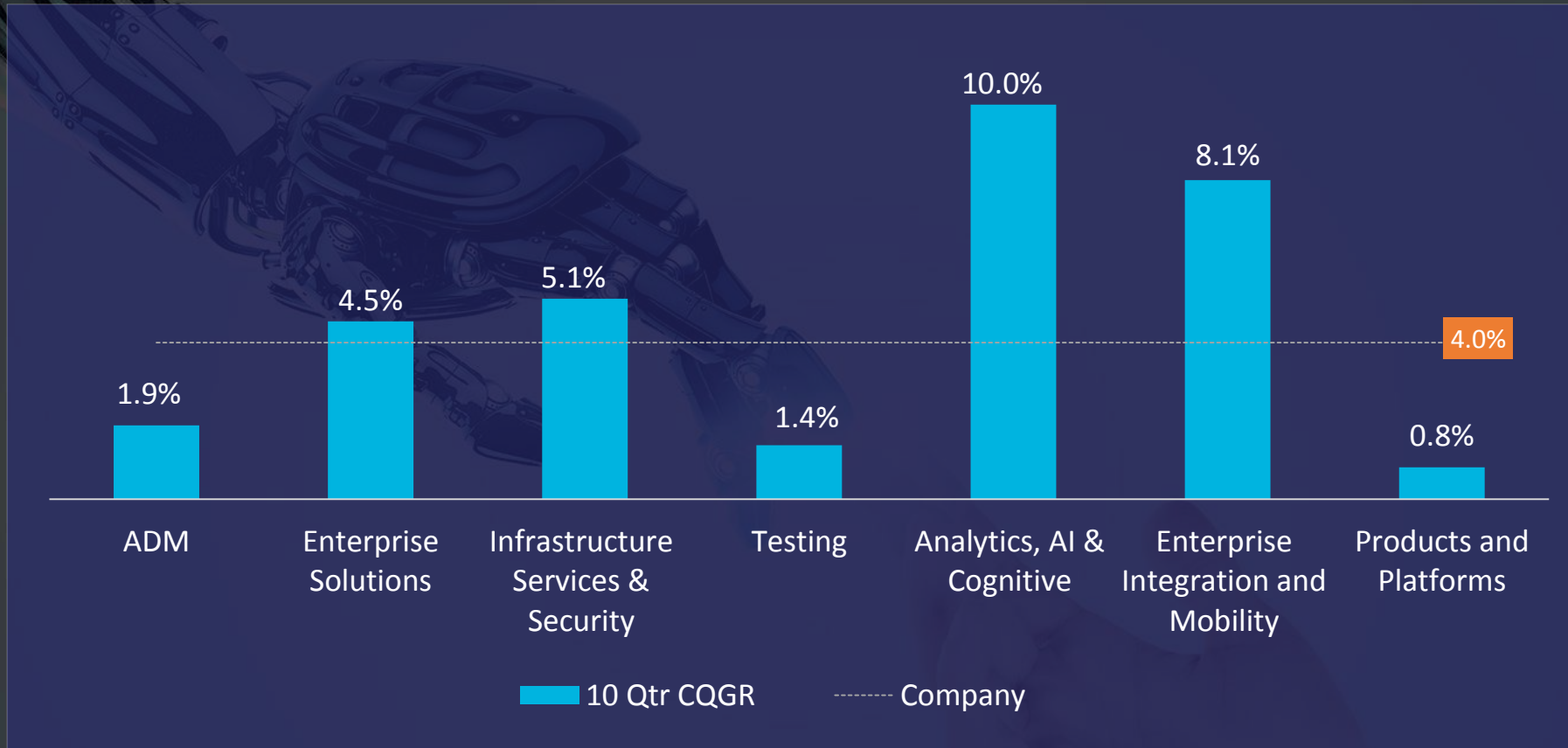
*Note: All figures are computed on LTM basis for the period ended 30<sup>th</sup> Sept 2018*



# Consistent track record of industry leading revenue growth



# Growth powered by next-gen service offerings

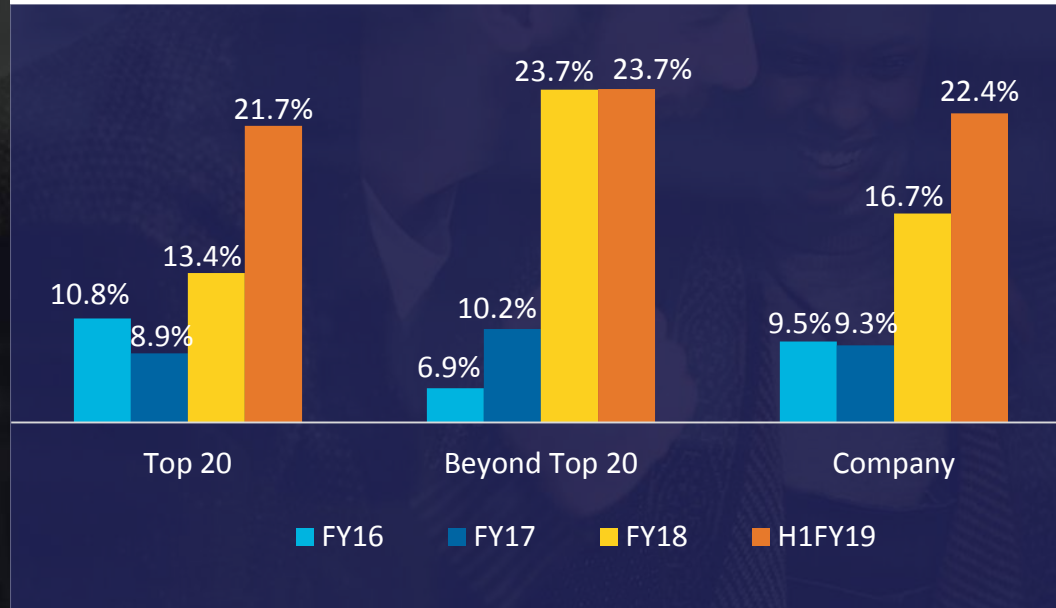


Digital Revenue CQGR **10.0%**

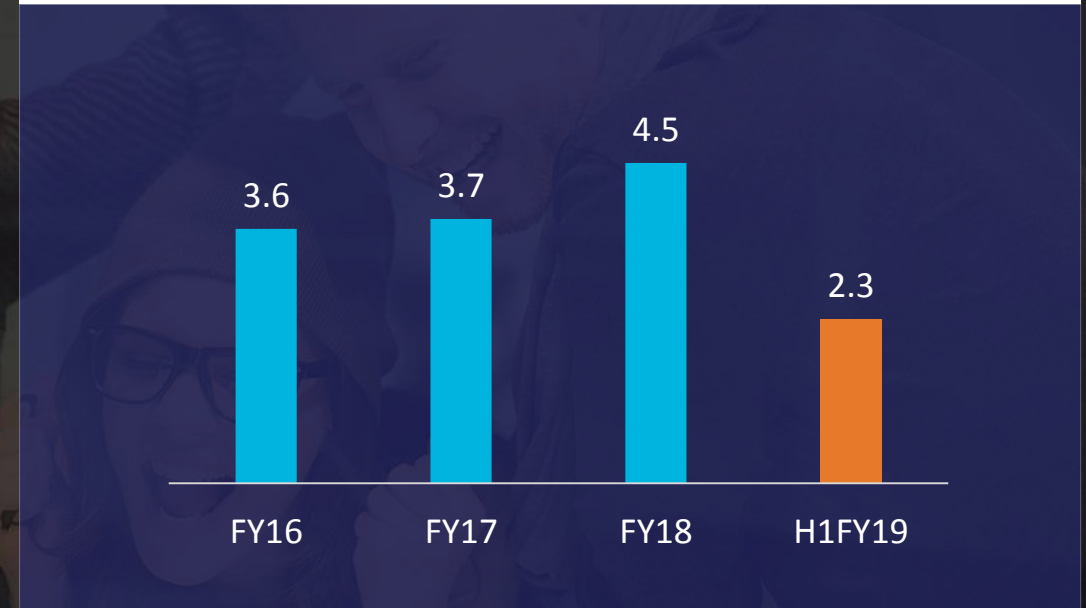


# Growth Engines: Client Mining, Large Deals and New Logos

## YoY Revenue Growth



## Revenue per client (USD Mn)



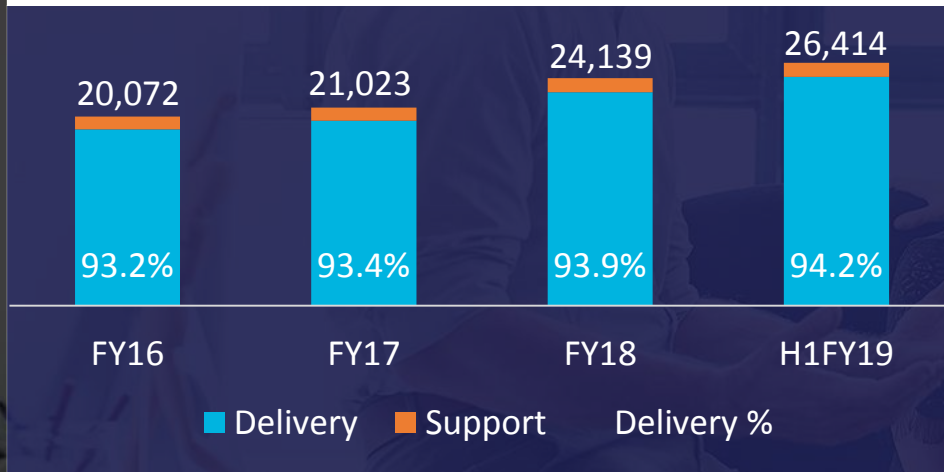
12 large deals with TCV of \$575 Mn  
announced in the last 10 quarters

12 out of 61 Global Fortune 500  
customers added in the last 10 quarters

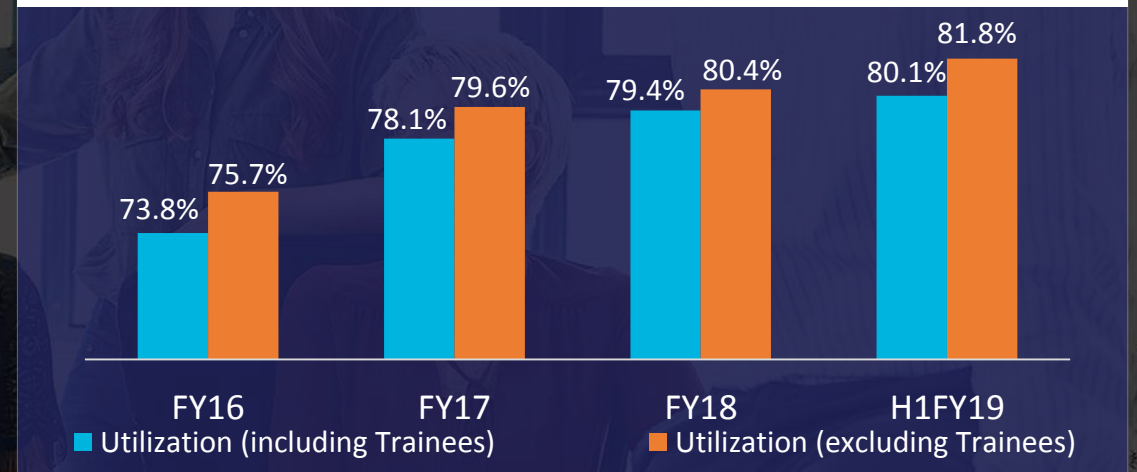
*Note: Revenue per client has been computed excluding Syncordis*

# Disciplined execution + favorable mix

## Headcount

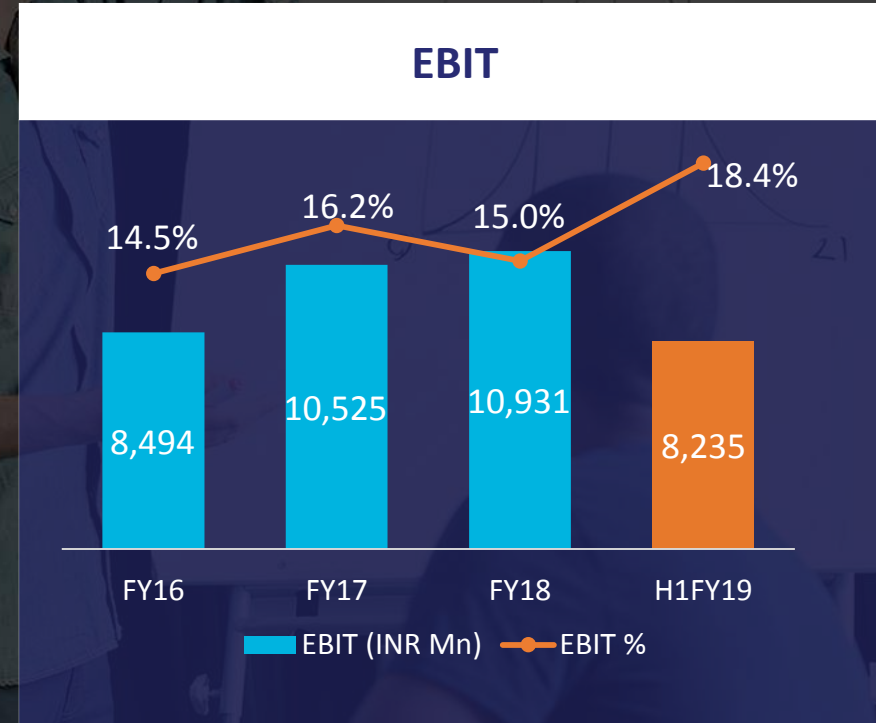
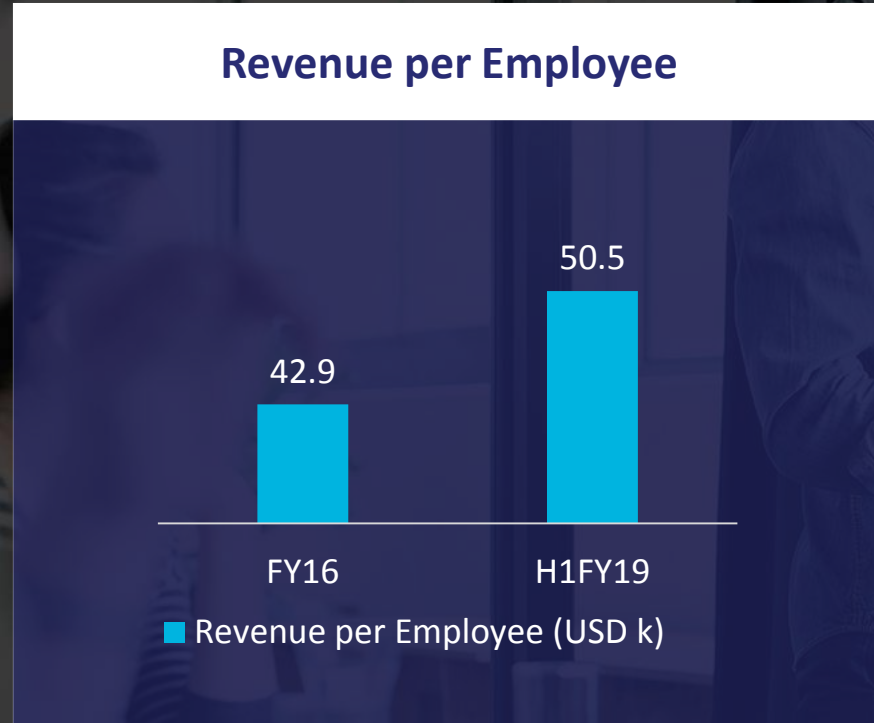


## Utilization



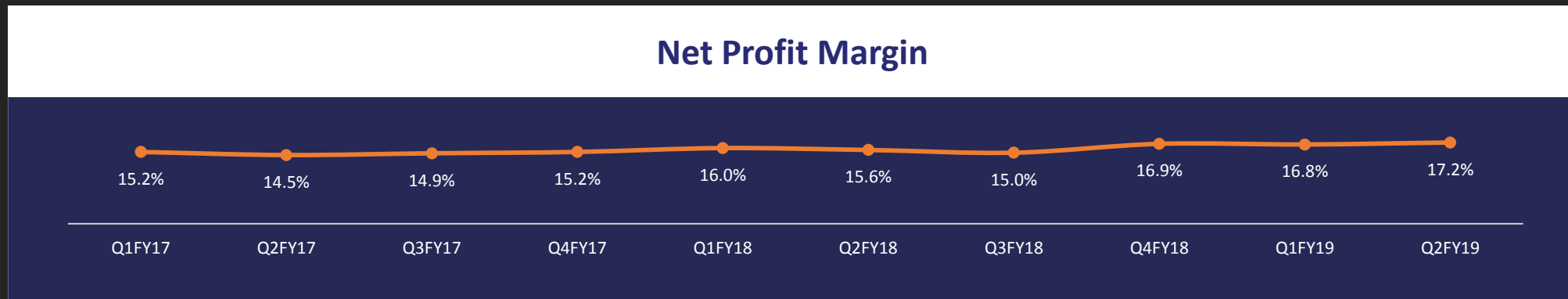
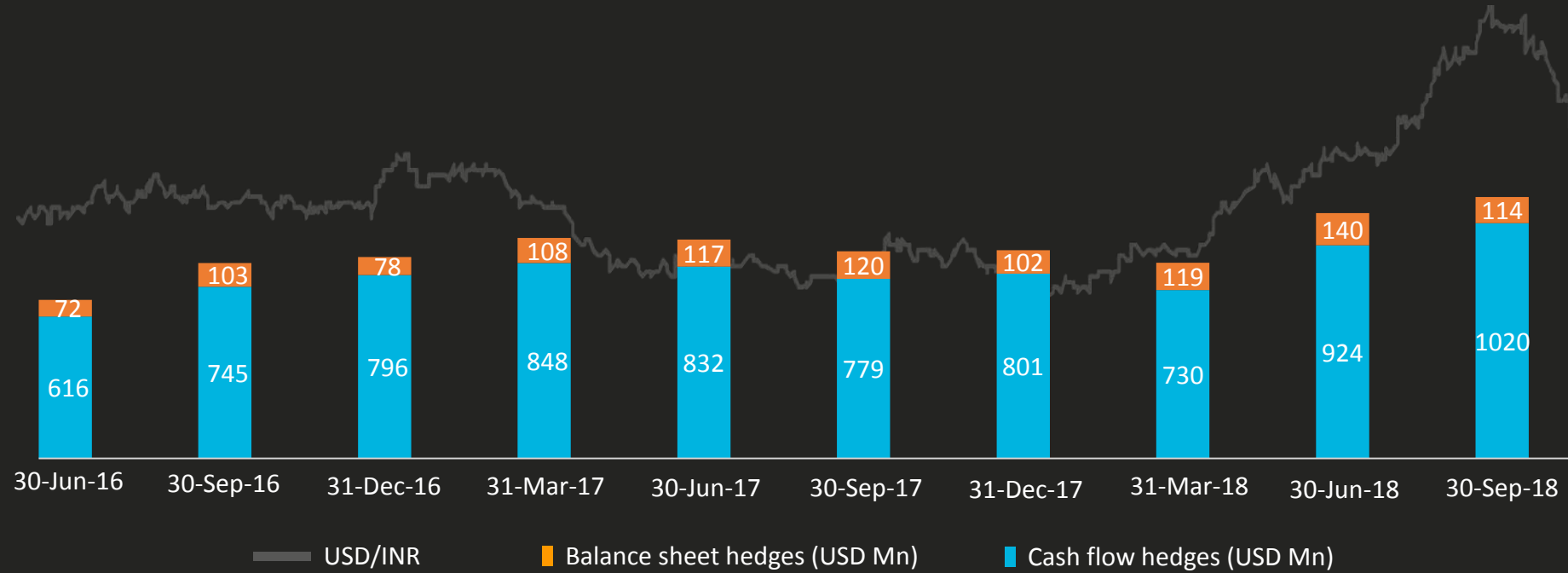


# Leading to productivity gains and robust margin performance



*Note: EBIT number for FY18 is adjusted for a one time commercial settlement with a client for INR 617 million in Q4FY18*

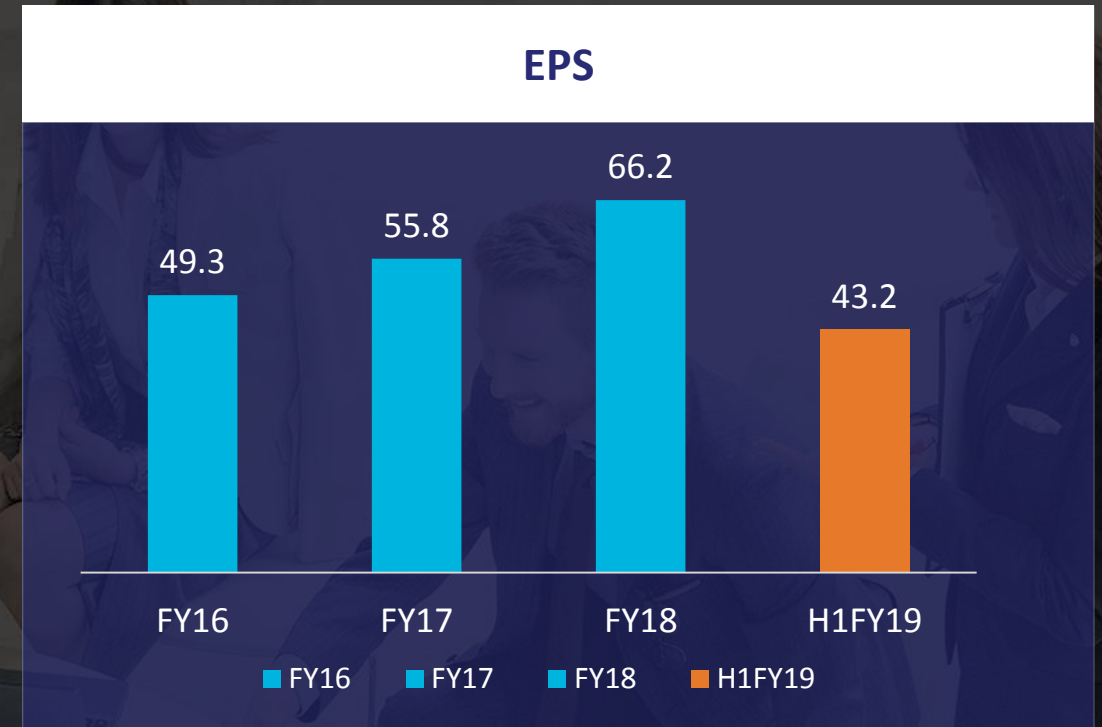
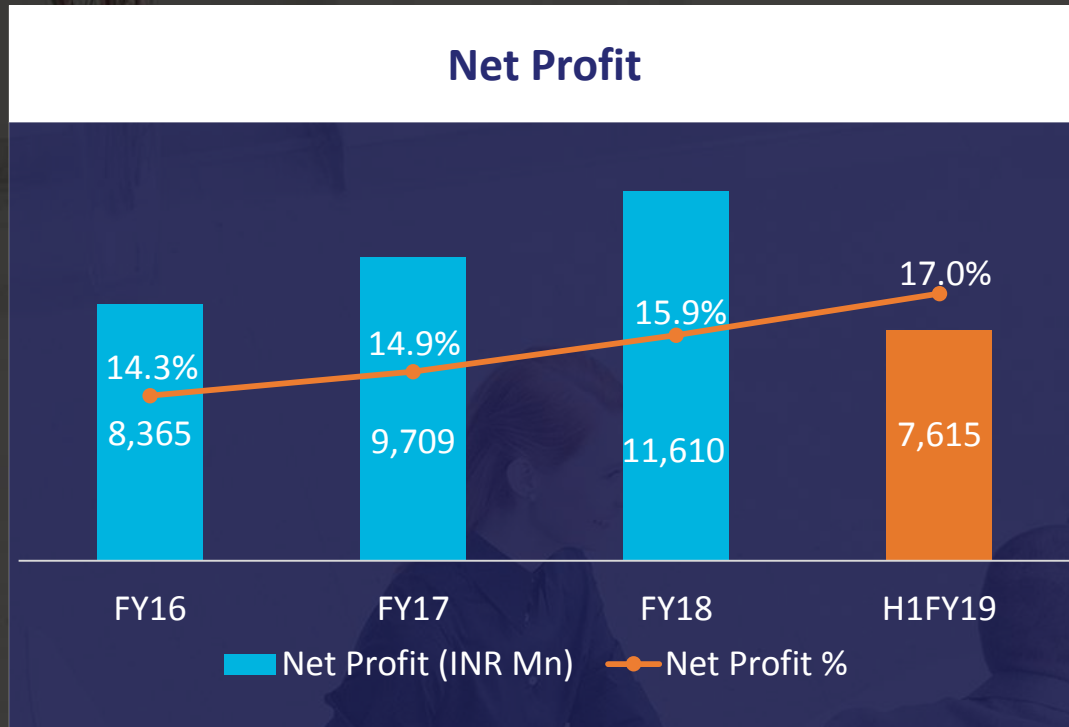
# Consistent hedge strategy: avoiding the pitfalls of greed and fear



Note: Net Profit margin for Q4FY18 is adjusted for a one time commercial settlement with a client for INR 617 million



# Committed to Shareholder Value Creation



*Note: Net Profit and EPS numbers for FY18 are adjusted for a one time commercial settlement with a client for INR 617 million in Q4FY18*

# The LTI Edge

## Growth

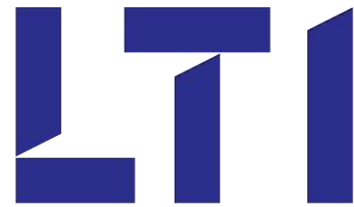
- Effective Client Mining
- Consistently winning Large Deals
- Opening Marquee New Logos
- Capabilities

## Margins

- Disciplined execution
- Unwavering focus on Cost Optimization
- Consistent Hedging Strategy
- Digital Inside

## Investments

- Building next-gen Services
- Acquisitions
- Platforms
- Talent



Let's Solve