2017 ANALYST AND INVESTOR MEET

Mumbai, December 7, 2017

Disclaimer

Certain statements in this presentation concerning our future growth prospects are forward-looking statements, which involve a number of risks, and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in the BPO industry including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-timeframe contracts, client concentration, restrictions on immigration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Hinduja Global has made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. Hinduja Global may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. The company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company.

Welcome and Introduction

Ravi Ramalingam

Engaging in conversation with HGS leaders

Topic	Speaker
Welcome and Introduction	Ravi Ramalingam
Overview - Global Business	Partha DeSarkar
Overview - Healthcare Practice	Ramesh Gopalan
Overview – Business Transformation	Ram Mohan Natarajan
Overview - HRO Business	Harish Chopra
Overview - North America Business	Tim Schuh
Overview - UK Business	Adam Foster
Overview - Philippines Business	Pushkar Misra
Overview - Jamaica Business	Narasimha Murthy
Overview - The Financials	Srinivas Palakodeti
Wrap Up	Partha DeSarkar
Q&A Session	
Cocktail & Dinner	

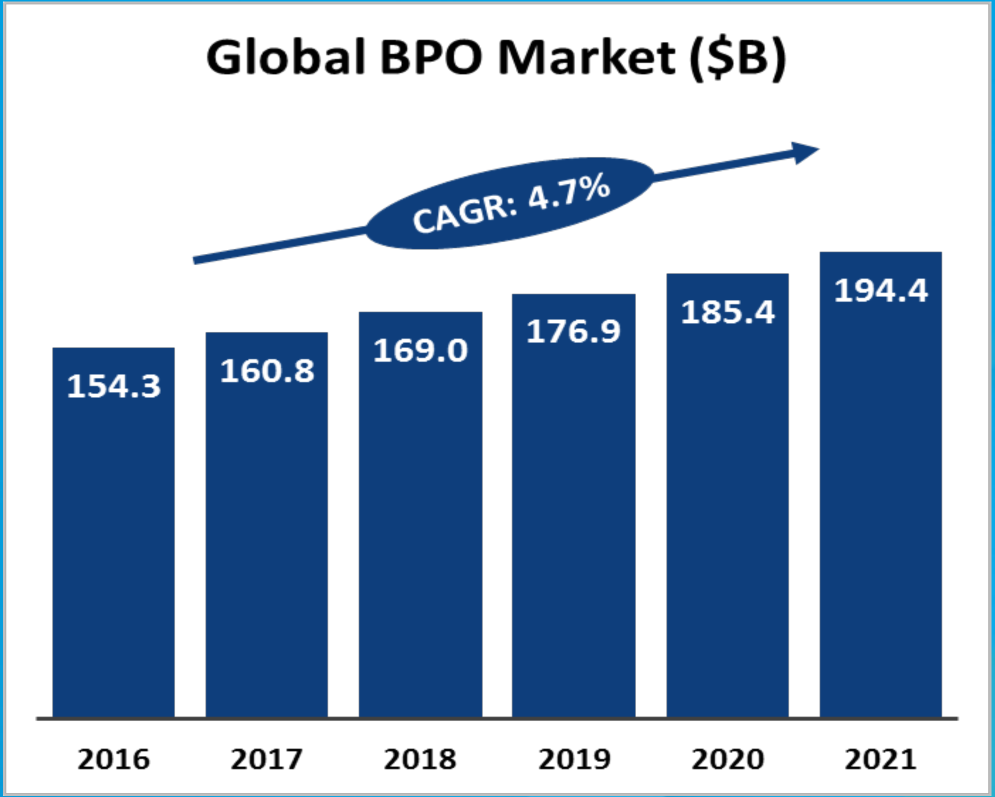
Overview - Global Business

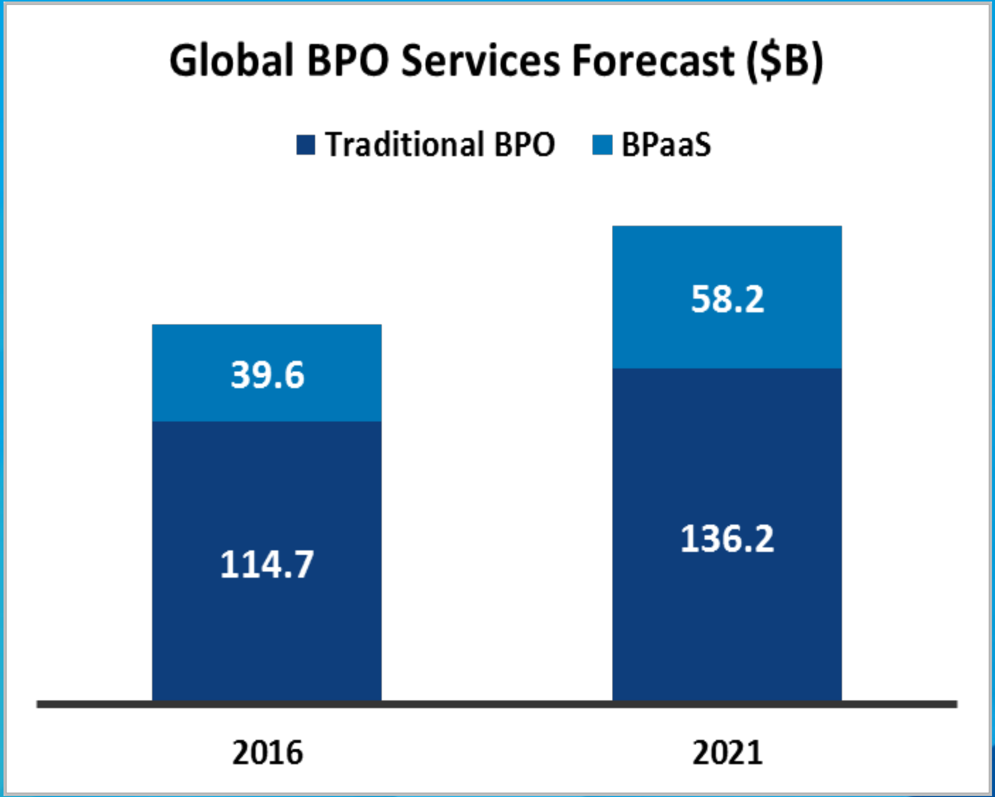
Partha DeSarkar

THE MARKET CONTINUES TO SHIFT…
WITH THE FOURTH INDUSTRIAL REVOLUTION

WHERE OTHERS SEE DISRUPTION TO OLD MODELS, WE SEE OPPORTUNITIES FOR NEW GROWTH.

Global BPO Market - Industry Estimates for Growth





Source: Gartner ITS_ServiceLine_Forecast_2017Q3

Clients need our help to engage with the New Consumers

‘buried in their devices'

- Digital is reshaping business
- Enhanced CX for better outcomes
- Automation & Insights lead transformation

End Consumer Intimacy

Innovation

People – Skills

HGS Go-to-Market Strategy & Services Stack

Value based suite of service offerings

Advisory
Unique Commercial Models

Growth, AOV, Conversions, retention

Advisory

Get the Right Answer Fast™

- Engage with design thinking resources
- Full leverage of all HGS capabilities to deliver outcomes

Analytics Everywhere
Automated Enterprise
Self-service – Channel Guidance

Digital Transformation

Lead with Self-service, leveraging insights from data to balance investments with cost take out.
"…Making clients more competitive."

- **Transformation Delivery**
- **Managed Service Delivery**
- **POC Delivery**

DNA
Smart Channel Selector
DigiWEB, DigiMESSAGING
DigiAMBASSADOR

Unified CX

Regardless of channel or device, guide the customer to the right answer.

"Optimizing CX…"

DigiCX®

- PfP BPaaS
- Per Conversation Rates
- Transaction/Interaction

Voice
Helpdesk
Care
Support
Sales

World-class BPM Center

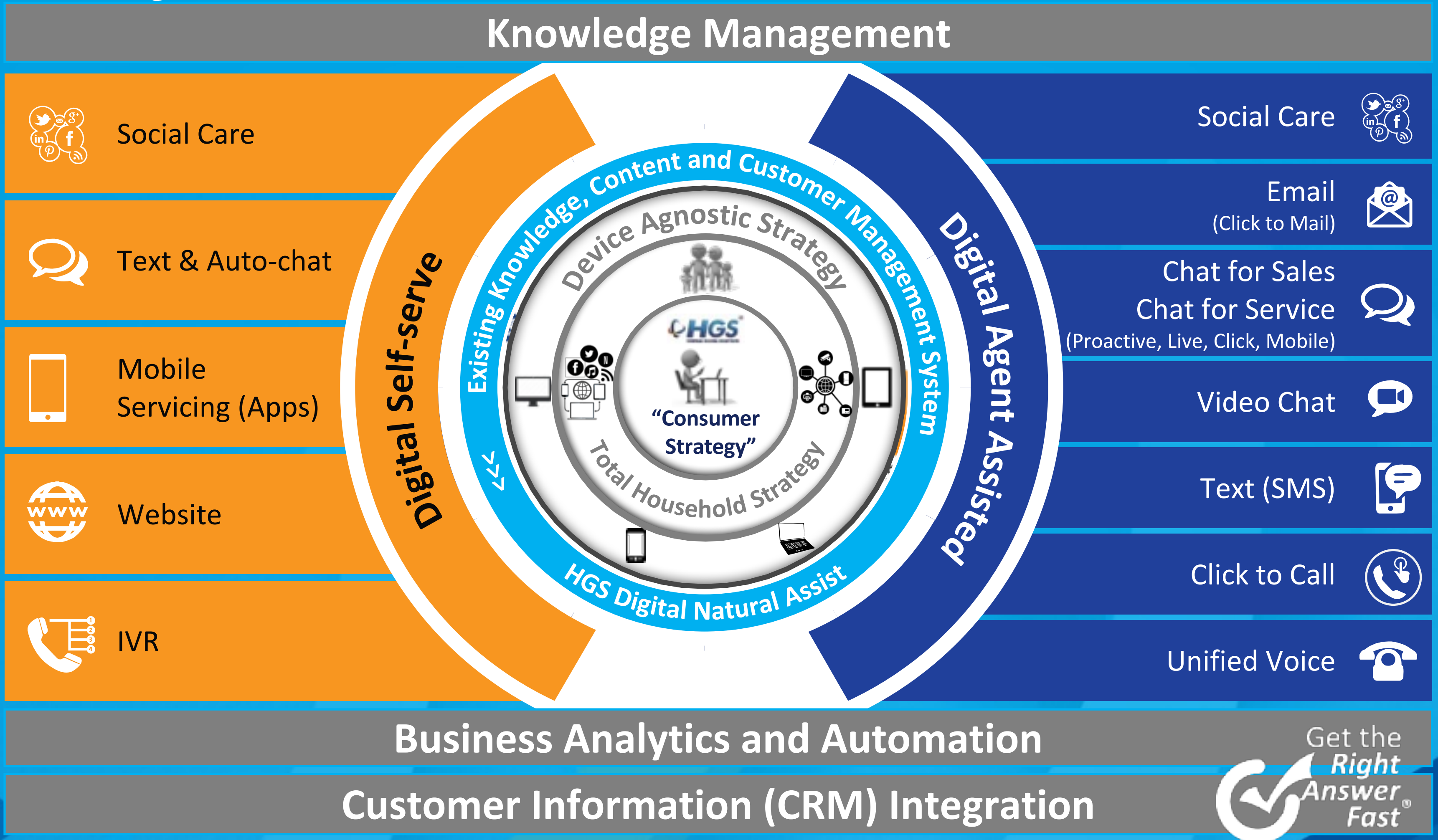
Efficient process management, leveraging labor arbitrage to deliver the best possible customer experience…

30,000
customer facing

14,000
back office

- Effort based models
- KPI driven

DNA bonds self service with assisted service seamlessly with HGS IP and Differentiation

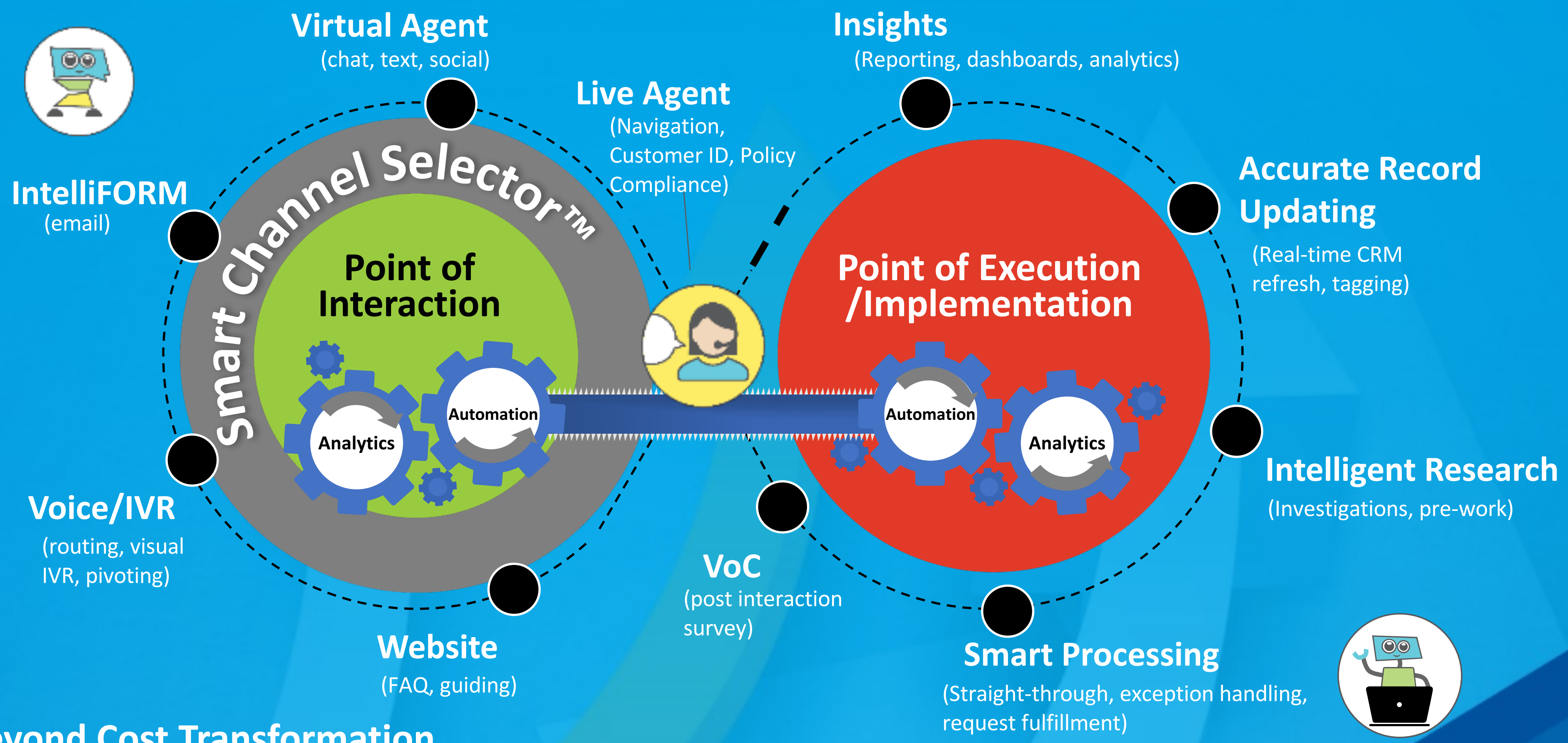


HfS BLUEPRINT REPORTS

"HGS' Digital Natural Assist (DNA) platform stood out as a differentiator, demonstrating tangible client examples of cross channel capabilities."

HGS Delivery Differentiator – The Automated Enterprise™

Automation everywhere enables each touchpoint through the digital end-to-end journey



Beyond Cost Transformation…

Get the Right Answer Fast®

- Always Open
- Agile Business
- Reduce Errors
- Reduce Time
- Optimize CX

Organic Push to Innovation-led growth

Innovation & Business Transformation – Automation, Analytics & Digi**CX** practices offer Bundled and Stand-alone services – Bots & Brains™ Strategy

HGSRPA

HGS DNA™ Digital Natural Assist

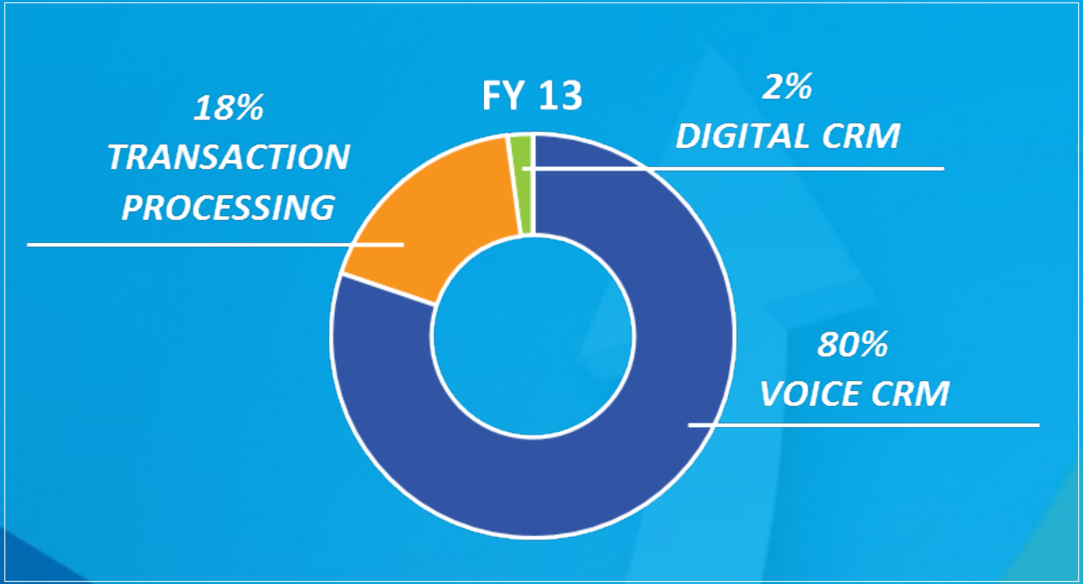
DigiCX®

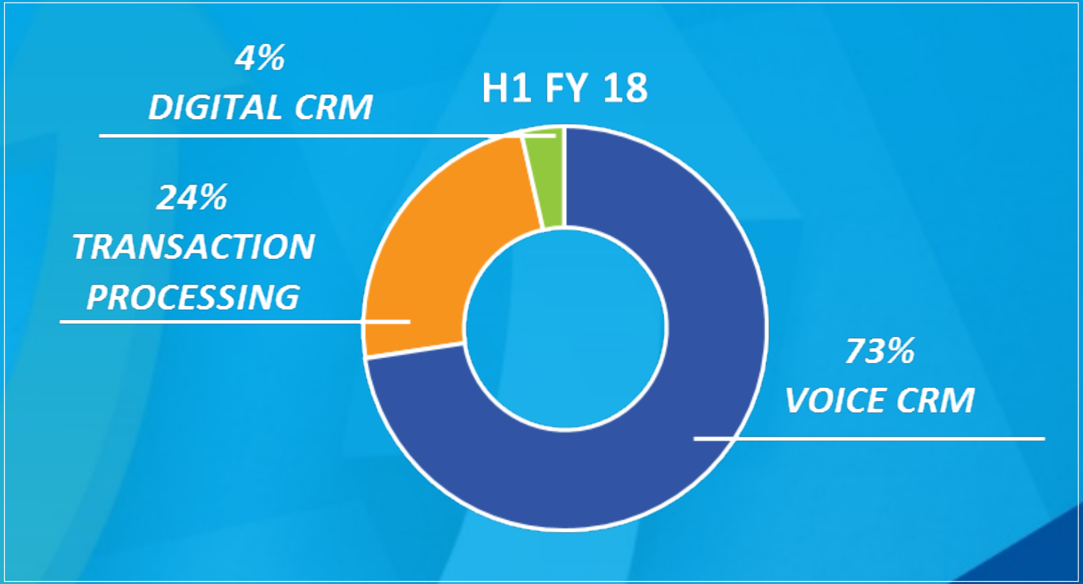
Delivery through a blend of Talent & Technology

Big focus on re-skilling

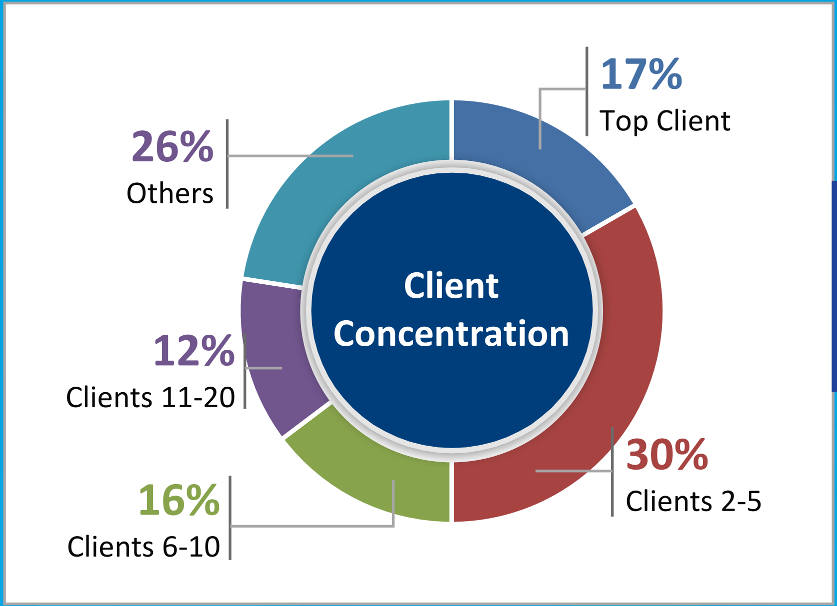
Organic Push to Innovation-led growth – Steady gains

Voice to Non-Voice Mix

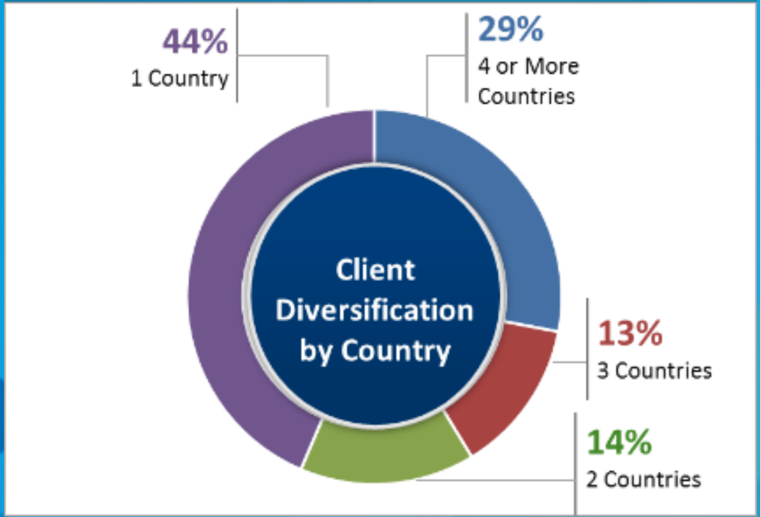




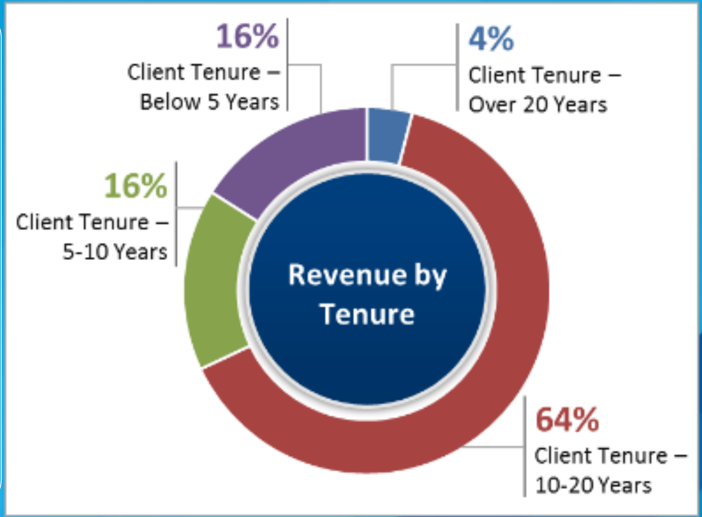
Strong and Tenured Client Relationships (H1 FY18)



Top **20** clients contribute **72%** of the Total Revenue

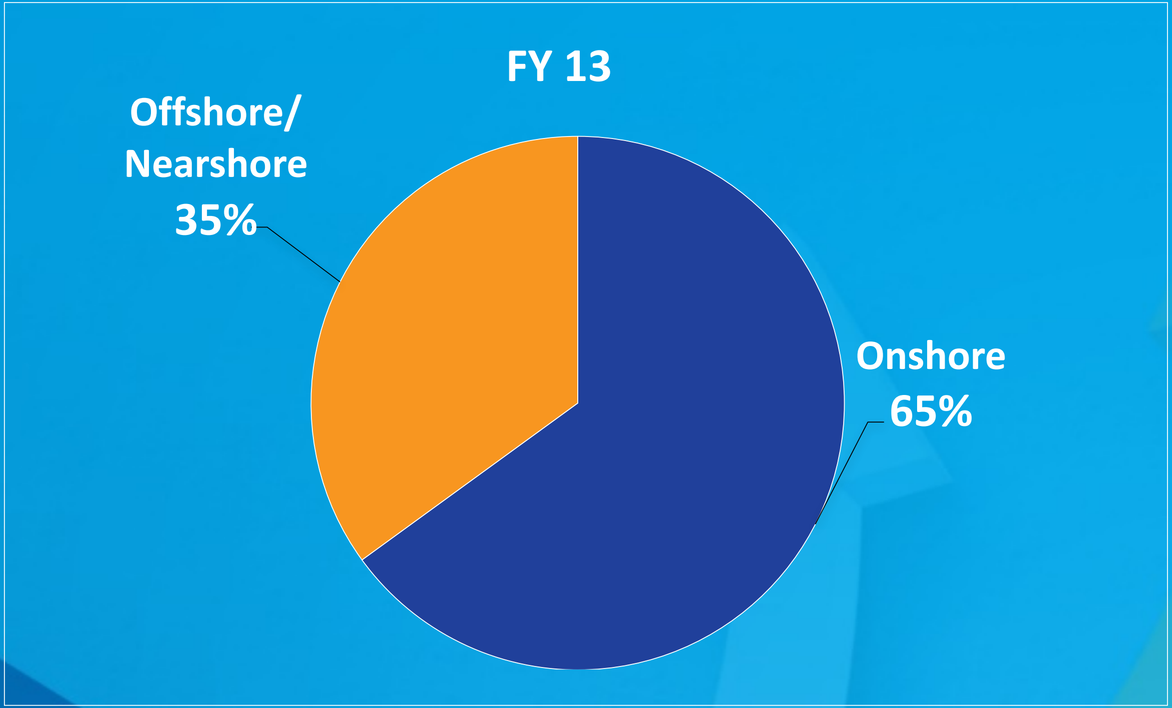


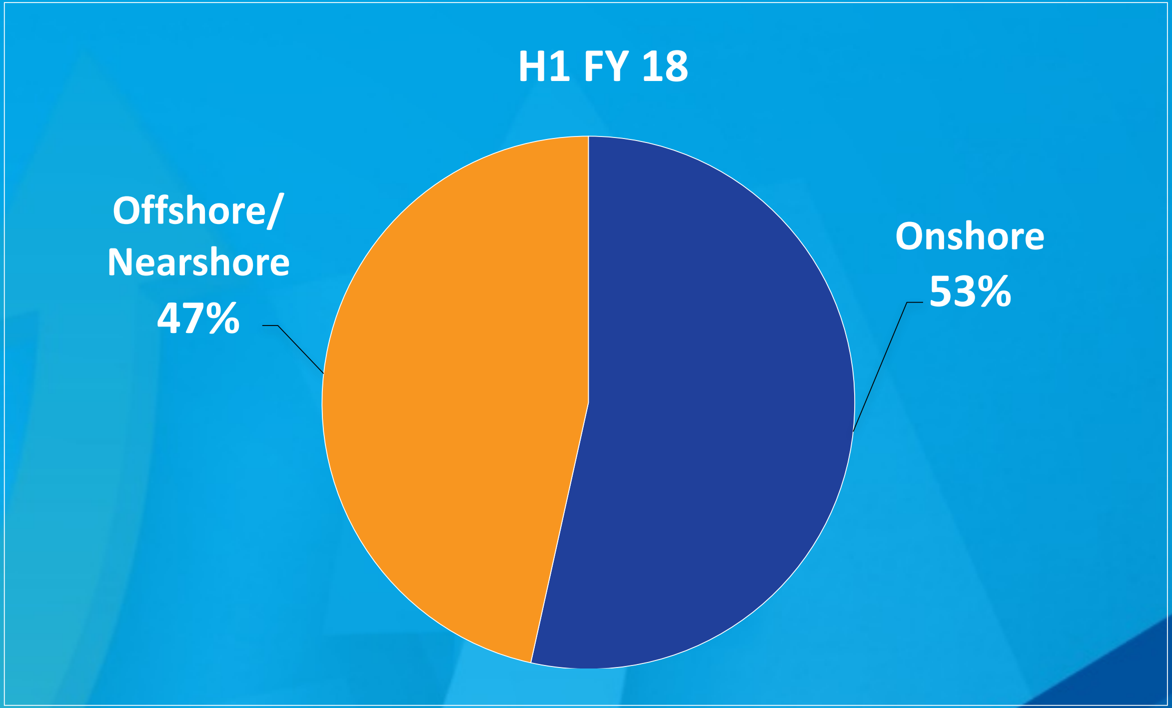
Strong Client relationships demonstrated by tenured and multi-geography engagements



Client tenure – Top 20

HGS continues to Shift the Revenue Mix by Delivery





Successfully rebalancing the Onshore vs Offshore/ Nearshore mix to drive better profitability

Healthcare Verticalization provides bigger opportunities

FY 2013	H1 FY 2018
25% of HGS revenue	**47%** of HGS revenue

- Biggest vertical driver for HGS for last 5 years
- 90+ processes across Philippines, India, Jamaica and the US
- 16,500+ Healthcare professionals
- Focus on –
  - Higher domain intensity - specialized skills in coding and nursing
  - Value Added services
  - Newer Service capabilities

Our focused strategy on key verticals

Consumer Electronics & Technology	Telecom & Media	eCommerce
Consumer Packaged Goods	Public Sector	Banking
	Insurance	

HGS is Making a DIFFERENCE to Society

Our CSR Philosophy – **Work to Give for a Better Tomorrow**

HGS' community giving programs in India impact over **120,000** people directly and over **3.75 lakh** people indirectly every day… toward a sustainable future and livelihood

HGS is Making a DIFFERENCE to Society








"Optimizing the

Customer Experience...

helping our **Clients**

to Become **More Competitive**"

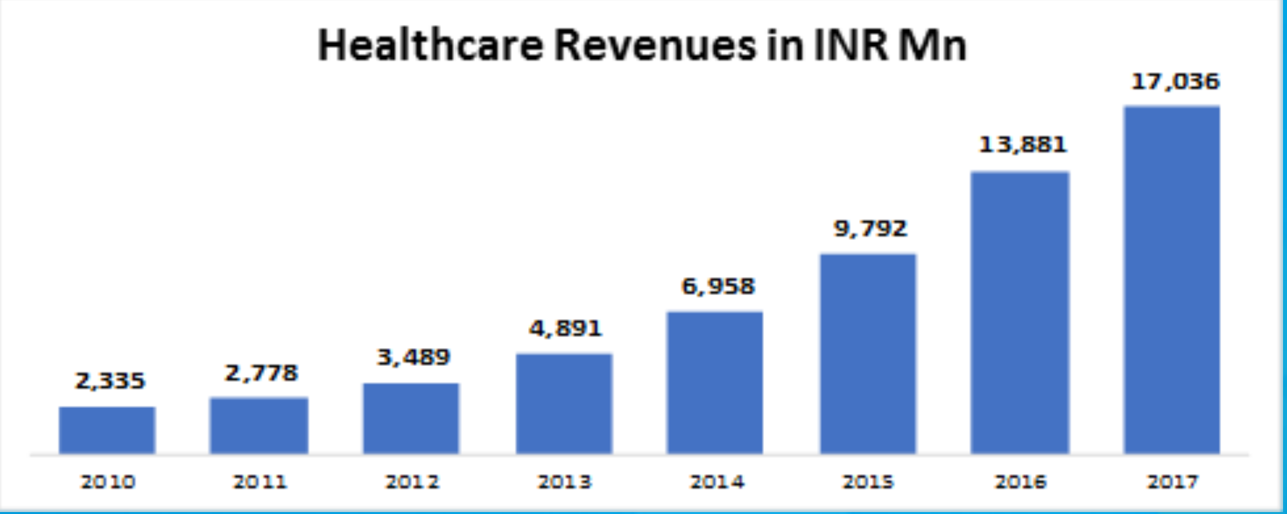
HGS®

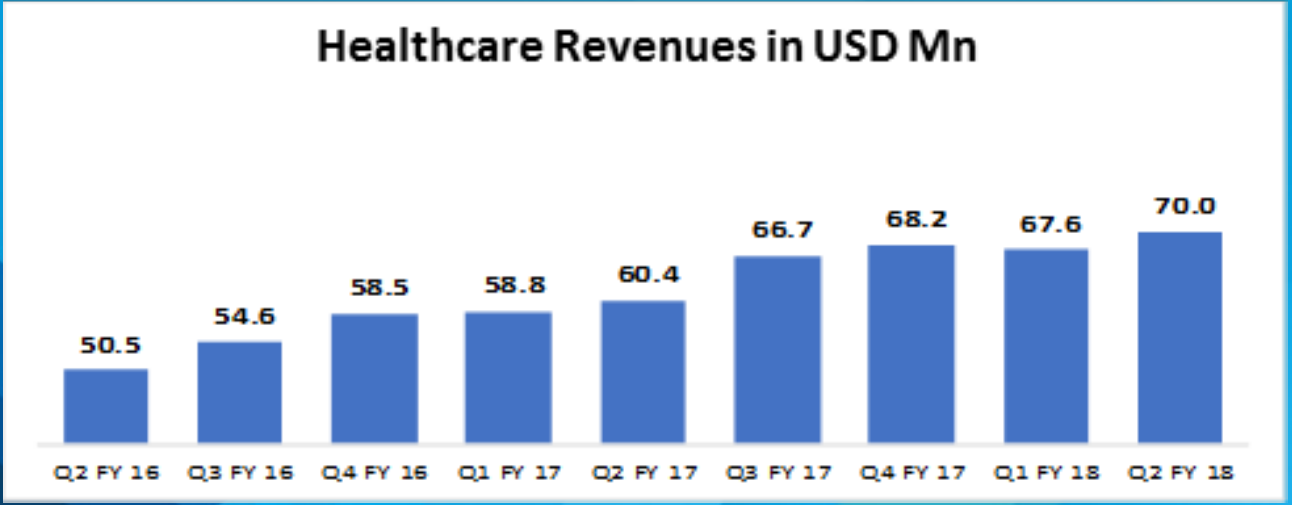
HINDUJA GLOBAL SOLUTIONS

Overview - Healthcare Practice

Ramesh Gopalan

Healthcare Financial Performance

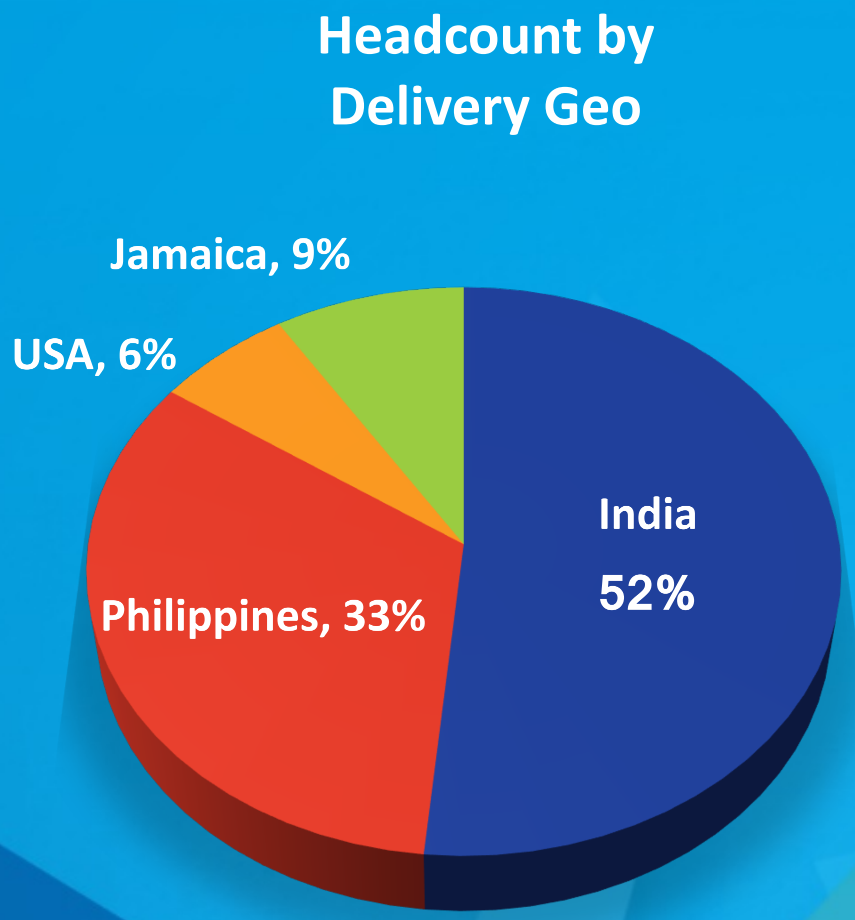




Key Highlights

- Revenues grew almost **5** times in 5 years between **2012 and 2017**
- **48%** of HGS' revenues in FY17
- Longevity and continued growth of existing client relationships
- **16,500+** employees across **4** delivery geographies.

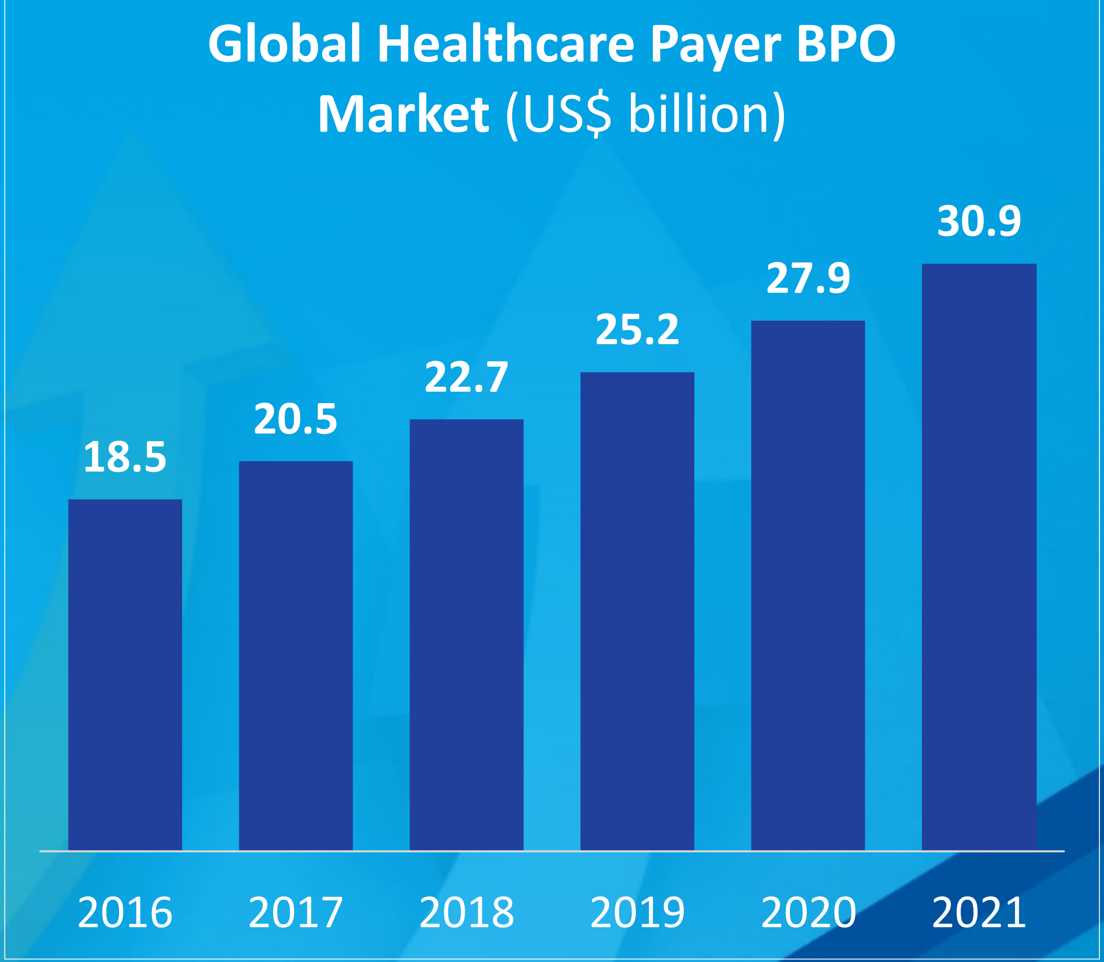
Service Delivery Across Geographies



- **22%** growth in FY17
  - Payer business growth by **18%**
  - Provider business growth by **50%**
- US and near-shore footprint growing stronger
  - Headcount in Jamaica grows to **1500+**; US to **1000+**
- RPA and analytics embedded in domain specific solutions driving more value for our clients

Healthcare Payer BPO Market

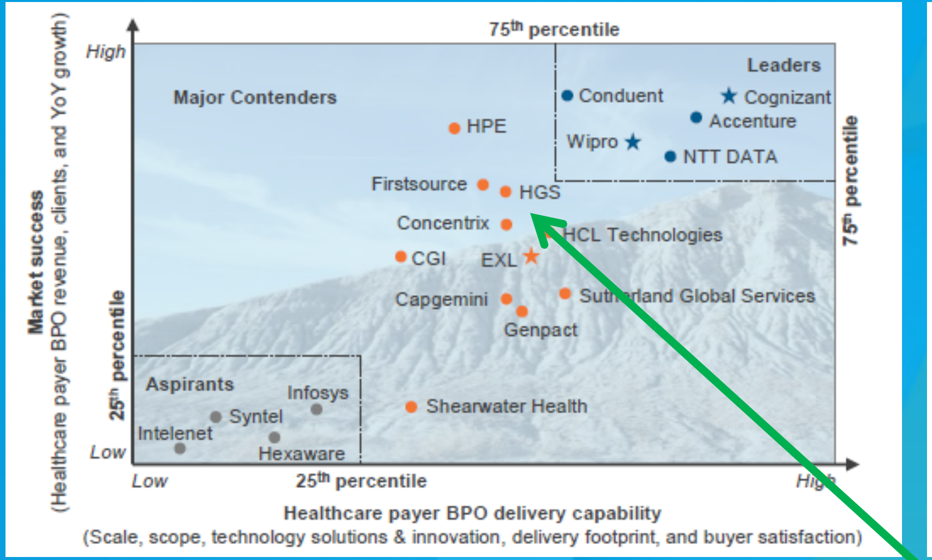
- The healthcare payer BPO industry is expected to grow with a CAGR of 10.8% to reach ~$31 billion by 2021
  - US Payer BPO market is expected to see a 7.5% CAGR to reach $14.6 billion by 2021
- The US accounts for over 50% of the total Healthcare Payer BPO market
  - The US Healthcare Payer BPO market is expected to become increasingly B2C in focus.
  - Payer and providers are **increasingly providing multi-channel member engagement services**
  - Increased focus on reduction of medical costs and population health management



Source: Grand View Research, Healthcare Payer BPS in the U.S., Nelson Hall, 2015

End-to-End Healthcare Play recognized by Analysts

- HGS has **diversified healthcare portfolio** beyond payer to include provider clients
- HGS has managed to **outpace** the overall market growth rate and **increase their healthcare CCO revenue**, while others saw their healthcare CCO revenues declining
- HGS **added delivery presence in high-cost and medium-cost locations** to serve its client better



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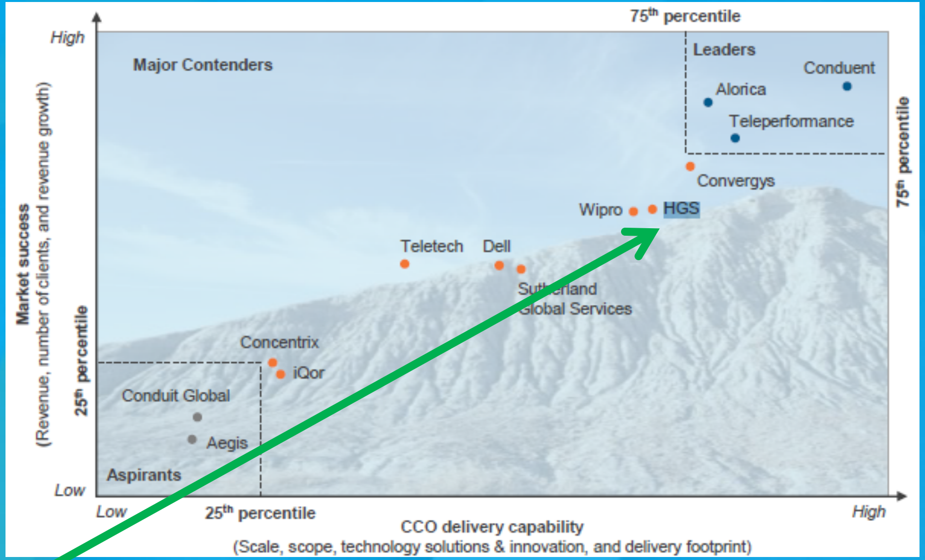


Source: [1]

Source: [1] - CCO Market for Healthcare Industry – Service Provider Landscape with PEAK Matrix Assessment, Everest 2017
[2] - Healthcare Payer BPO – Service Provider PEAK Matrix Healthcare and Life Sciences BPS Assessment, Everest 2017

Leverage Domain Strengths for Business Impact

Broad and Deep Service Footprint

Front Office **Member and Provider Interactions**	**Back office** **Quotes, Enrollment, account installation, provider data, claims, recovery**
Administrative Cost Sales/Marketing, Claims, Provider and Member Services	**Medical Costs** Triage, case management, care management, clinical reviews

THE HGS DIFFERENCE

Deep Domain Solutions to mine Business value

Go beyond arbitrage, efficiency in silos into cross-tower re-engineering to impact experience, medical costs, cycle time, reimbursement & leakage

Business Value using Deep Domain expertise

Generate Business Value

- **Enhance** Customer Experience
- **Control** Medical Loss Ratio
- **Optimize** Administrative Cost

Cross Tower Integration

CUSTOMER EXPERIENCE

- Member experience, NPS
- Retention & Recapture Customers
- Provider experience, NPS
- Star / HEDIS Rating

MEDICAL LOSS RATIO

- Payment Integrity : Prepay, Post Pay
- Clinical Cost Containment
- Care Management

ADMINISTRATIVE COST

- Provider data
- Claim’s Life cycle
- Benefit Administration

TECHNOLOGY Automation, Digi Initiatives

Predictive Models Business Intelligence **ANALYTICS**

Case Study 1: Business Value through moving up the value chain

Worker's Compensation: Value Transformation Journey…

EARLY STAGES

- **Seamless Process Transition**
- **Process Stabilization**
- **Efficiency Improvement**

MATURE OPERATIONS

- **Process Optimization**
  - Workflow automation
  - Improvement Initiatives
- **Process Certifications**
  - QMS, ISMS, ISAE

Savings Delivered $55+ Mn

HEALTHCARE VALUE TRANSFORMATION

- **Strategic resource allocation**
  - 50% of staff are healthcare certified: Coders, nurses
- **Savings through innovative ideas in necessity & relatedness reviews**
- **Robotic Process Automation & Analytics Solutions**

Case Study 2: Domain expertise combined with automation, analytics and digital to create impact

Account Installation/ Product Build	Financial Recovery	Member and Provider Calls
▪ Use of RPA in over 20 processes across various processes such as Enrolment, Provider Data Management, Product Build etc. ▪ On track to reduce spend by >$ 1 Mn ▪ Multiple technology initiatives to improve/ enhance front-line staff efficiency/productivity and reduce cycle time	▪ Leveraging automation to reduce overall spend **by >$ 1 Mn** ▪ Using Claim analytics to reduce rework, over-utilization and medical necessity and admin issues – Cost avoidance of **over $ 900 Mn** ▪ Deployed management dashboards and models for recovery forecasts	▪ Mining of Member calls data using Interaction analytics engine ▪ Provide **insights** to improve customer experience, improve productivity and reduce incoming contacts, repeat calls and transfers ▪ **Reduce call handling time** by automation/efficient retrieval of provider and member data

Change in Focus at Colibrium

Individual Market uncertainty	Colibrium Pivot Point
▪ Potential repeal of Individual Mandate and end to cost sharing reduction subsidies – Many health plans have either exited the Individual Markets or pared back their offerings significantly – Rising Premiums and restricted Provider Networks	▪ The Employer Group market remains very viable with investments in automation and broker tools ▪ Colibrium focus areas – Healthcare Tech Enabled Services Platform • End-to-end Quoting, Shopping, Premium Billing and Service Solution • Transition from a Point Solution to a BPaaS model – Customer Relationship Management (CRM) Apps • Member, Broker and Provider Apps to sit on top of native CRM (Salesforce, Microsoft Dynamics) • Multiple data sets collected (sales, marketing and operational data) in one place and transformed into actionable information

Future Focus - Creating Deep, Verticalized Solutions

- Deep (productized) Capabilities
- Verticalize core Healthcare, leverage Organizational capabilities
- Nimble – Consistent Delivery

HGS- Practice, Solutions and Verticalized Support

PRACTICE STRUCTURE

PAYER SERVICES

Claims	PDM
Payment Integrity	Care Management

PROVIDER SERVICES

End-to-end Revenue Cycle

Practice Office

Solutions Team

VERTICALIZED SUPPORT

- Training
- Business Excellence
- Project Management
- Compliance

Technology

Corporate Shared Services

Service Areas for the future

Type of Service	Delivery Model
Medical Cost containment	▪ Onshore-Offshore scalable models for Care management ▪ Risk stratification support through analytical models ▪ Coding and nursing reviews for pre pay and post pay claims
Improving customer experience	▪ Multi-channel including self serve ▪ Reducing spend on consumer/provider support ▪ Use of analytics to improve experience
Process reengineering	▪ RPA for audit and increasing throughput ▪ Analytics for operational insights, dash board reporting, effectiveness metrics reporting, claims analytics, etc. ▪ Re-imagination/redesign of operational and support processes such as training/knowledge dissemination
Member health engagement	▪ Telehealth and remote coaching ▪ Chronic care management support ▪ Device based remote patient monitoring

Overview – Business Transformation

Ram Mohan Natarajan

Top Business Trends in IT – BPM Industry

Some are more imminent, real and happening today than others!!!!

Omnichannel

Smartphones and data

Interaction analytics

Industry specific solutions

Robotic Process Automation

Blockchain

Internet of Things (IoT)

Artificial Intelligence

Cognitive RPA *Machine Learning*

Wearables *Cloud applications*

SPEED TO EXECUTION/ DOMAIN EXPERTISE/ ANALYTICS & INSIGHTS

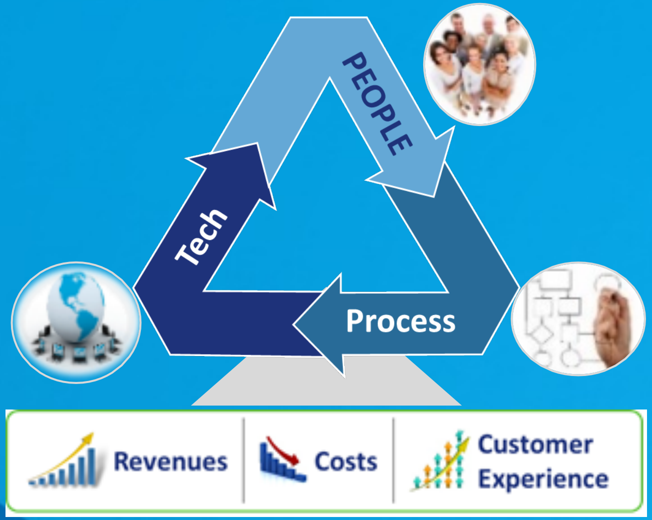
HGS Innovation Focus – *Balancing the Business Priorities*

HGS approach…

Find the balance between enabling great CX, while being cost efficient, in a constantly changing environment with limited capital and time

Focus areas for HGS Innovation

Innovation Framework



Innovation Ideology

Get the Right Answer Fast®

Innovation Focus Areas

DIGITAL SOLUTIONS

Improve 'CX and EX' Index

ANALYTICS SOLUTIONS

Predictive, Proactive, Personalized

AUTOMATION SOLUTIONS

'Bots and Brain' Integration

Creating Internal and External Focused Innovation Solutions

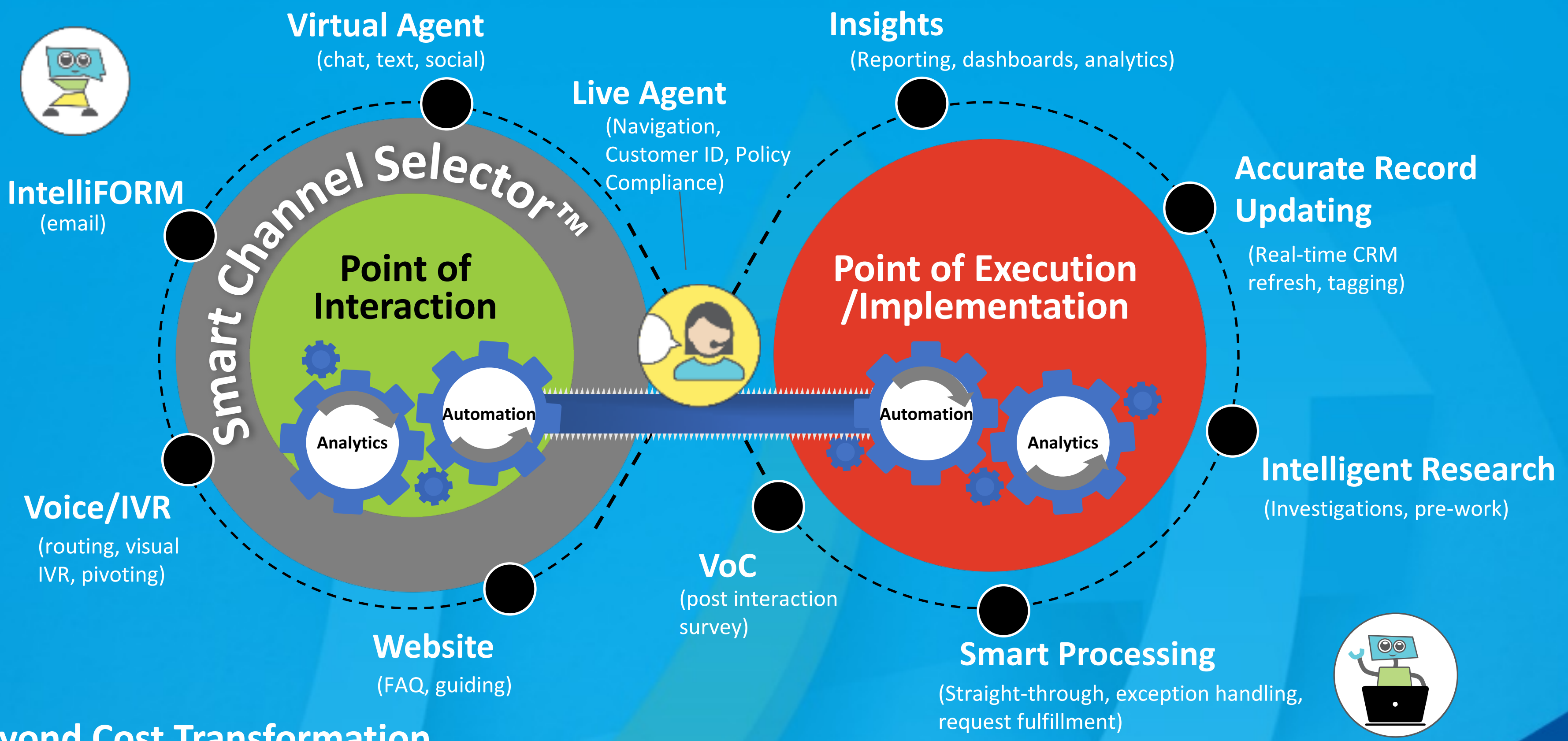
Creating and Building an Ecosystem

BUILD Thought Leadership/ Core Competency	PARTNER Low Cost/ Risk/ Agility to Changes	BUY Time to Market
▪ Investment in technology development function ▪ Investment in RPA Center of Excellence (CoE) ▪ Growing team for Digital Engagements	▪ Partnerships across – – Artificial Intelligence – RPA Technologies – Digital Platforms – Analytics Platforms – Point Solutions	▪ HGS Accelerator Network ▪ M&A
DigiCX®	MULTIPLE PARTNERSHIPS	Colibrium

HGS
HINDUJA GLOBAL SOLUTIONS

HGS Delivery Differentiator – The Automated Enterprise™

Automation everywhere enables each touchpoint through the digital end-to-end journey



Beyond Cost Transformation…

Get the Right Answer Fast®

Always Open | **Agile Business** | **Reduce Errors** | **Reduce Time** | **Optimize CX**

Digital Solutions at Play

Forcing brands to transform the way they communicate & service their customers

Driving web self serve for one of the large global printer brand with over **97%** resolution rate and **50%** reduction in contacts

Working with a large Media company and a Telecom organization for delivering **OmniChannel Experience**

Using Whatsapp as channel for servicing for a large FMCG company with CSAT scores of >**90%** and NPS scores of **8.1** (of 10)

Managing **Social Media Command Centre** for a global food retail chain client

HGS Unified CX Strategy® - Managing the brand across channels

Automation at Play

Augmented, non- invasive process automation solution

20+ processes automated for one of the largest US Health Insurance client resulting into over **20%** cost savings

Dedicated Centre of Excellence for RPA design and delivery being set for one of the largest global Insurance company

Delivery expertise on **4 of the top 5** RPA platforms in the market

Different **Commercial Models** and New Revenue Streams – Gain Share, Consulting Services, New Product/ Services etc.

HGS Automation Design approach for "Value Maximization"

Analytics at Play

Focus on Integrated Model in Service Delivery with Advanced Analytics

SPEECH ANALYTICS

OPERATIONAL INSIGHTS

NATURAL LANGUAGE PROCESSING

CUSTOMER INSIGHTS

SOCIAL ANALYTICS

PREDICTIVE MODELLING

Working with a large Insurance client on reducing fraud, waste and abuse for claims pay-out by ~**10%**

Working with a large provider client to increase claim collection by **20%** & reduce DSO by **15%** using Predictive Analytics

Working with a large Consumer Electronics client and reduced handling time by ~**9%** using Interaction/ NLP Analytics

Creating analytics solutions in the areas of Population Health Management, Provider Score Card, Claims Management etc.

Integrating Analytics to improve *Business Outcomes and Brand Insights*

Integrated Delivery Transformation – For an Existing Client

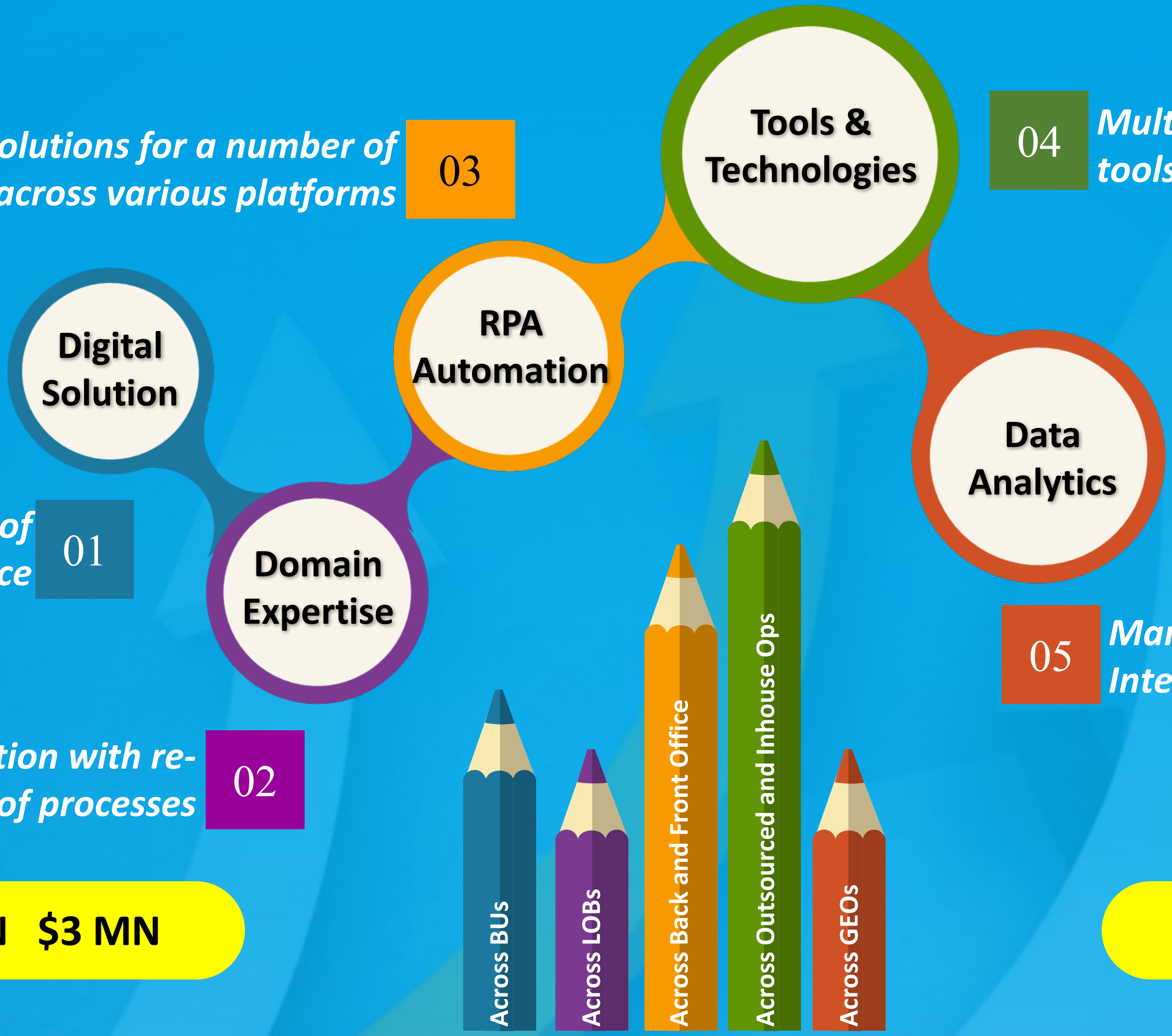
01 *Implemented chat channel of delivery for member experience*

02 *Process simplification with re-design of processes*

03 *Deployment of RPA solutions for a number of processes across various platforms*

04 *Multiple agent & operations effectiveness tools implemented for better outcomes*

05 *Management Dashboards and Reporting, Interaction and Data Analytics*



COST REDUCTION $3 MN

COST AVOIDANCE $19 MN

Commercial Models and Business Impact

Strengthen Partnership and New Entry Strategy

Existing Business Strategy	New Business Strategy	As-a Service Offerings Strategy
▪ Integrated delivery of Digital, Automation, Analytics solutions to improve business outcomes ▪ **Gain – Share** strategy ▪ Help increase stickiness with clients and become Strategic Partner	▪ Transformation led solution for traditional BPM business ▪ Leverage CoEs and capabilities globally ▪ Win-Win for clients and HGS	▪ New Revenue Stream – **Outcome Based Models** – **Project Based Consulting Models** – **Effort Based Models**

Recognition in the marketplace

Customer Service Team of the Year

Top 20 Most Promising BPM Solution Provider

20 Most Promising Customer Experience Management Solution Providers

Best Practices Award for the Contact Center Outsourcing New Product Innovation

Best Use of Technology in Customer Service

Sales Support Practice of the Year

Best Customer Service Department of the Year

Best Outsourcing Partnership of the Year

Best Self Service Technology of the Year

NASSCOM®
Customer Service Excellence Award 2017
Excellence in Service Makes All the Difference!
WINNERS ANNOUNCED

HGS IN THE NEWS

HGS Integration of Bots & Brains™ Wins Top Honors at 12th Annual Top Ranking Performers Global Awards

Tuesday, November 28, 2017 | Online

5 Tenets for Successful Robotic Process Automation Deployment

NEWS PROVIDED BY
HGS
Oct 25, 2017, 10:29 ET

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Chatbots Are Back & Here to Stay

posted on Apr 19, 2016 by Ivan Kotzev
Tags: Firstsource, HGS, SAIC, Teleperformance, TeleTech, Customer management services

Overview - HRO Business

Harish Chopra

HRO – Overview

- Founded in the year **1984** as an Accounting firm
- Acquired by 3i Infotech in **2007**
- Acquired by HGS from 3i Infotech in **2011**
- Over **30** years of experience in the HR domain offering Payroll, Compliance, and HR Operations solutions
- One of the largest service providers in HR services with **628** clients

Service Offerings

1

Payroll Management

2

Compliance Management

3

HR Support Services

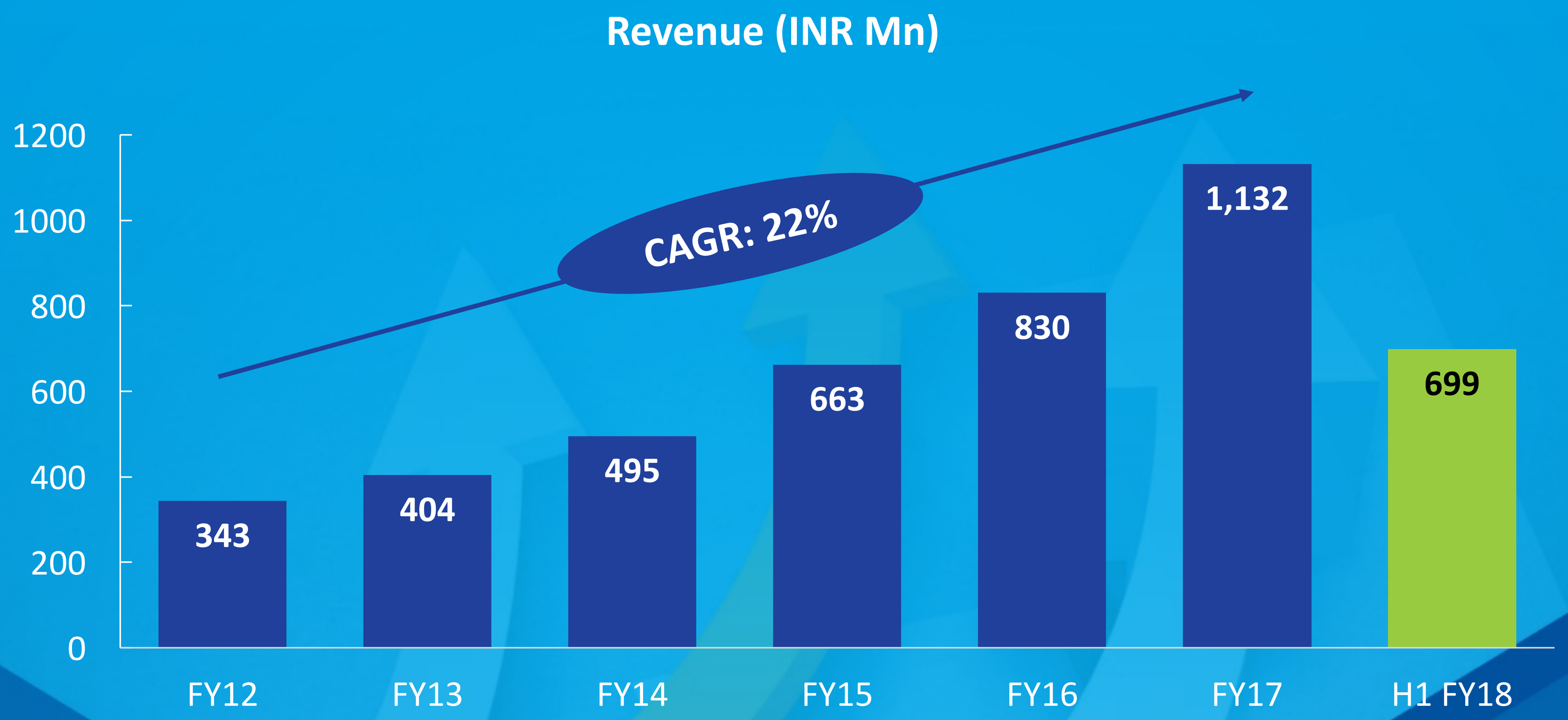
4

Structured Staffing – Managed Services

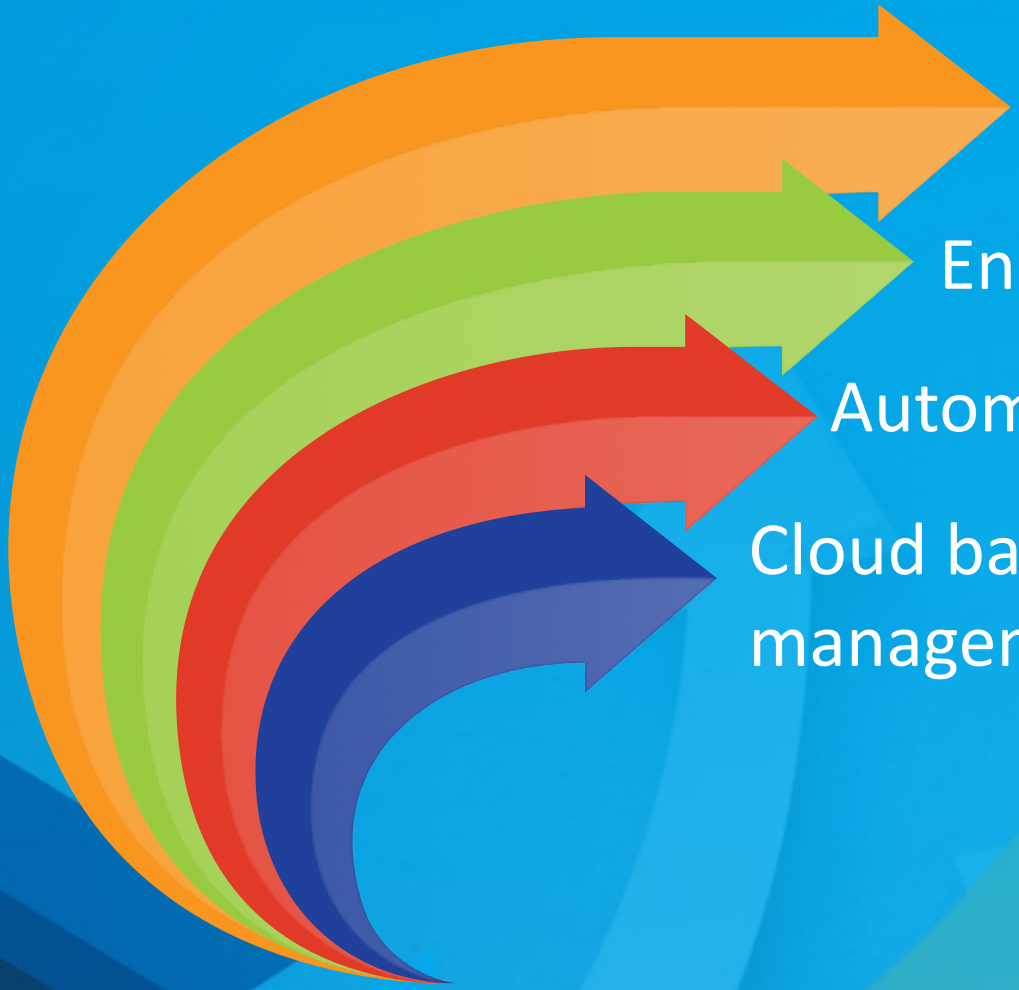
Uniqueness

- Robust technology capable of managing diverse entities with complexities.
- Services delivery model brings in standardization, reduces risk, and optimizes HR efficiency
- Information security compliant platform audited by multiple clients.
- Low cost of customer acquisition due to strong client referrals
- Stringent process controls
- Non Linear nature of business with low Capex

Revenue Growth



Emerging Trends

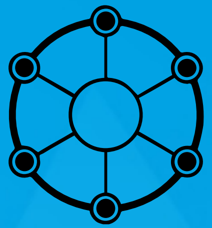


- HR Analytics
- Enhancement of Employee Experience
- Automation and Digitization in HR outsourcing
- Cloud based end to end employee life cycle management solution

New Initiatives

HR Analytics as a Service

Recruitment

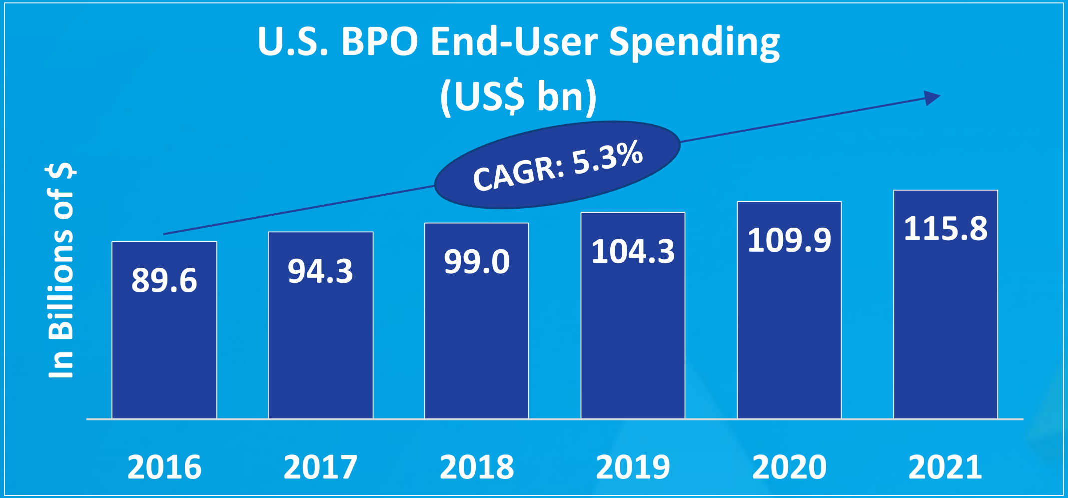


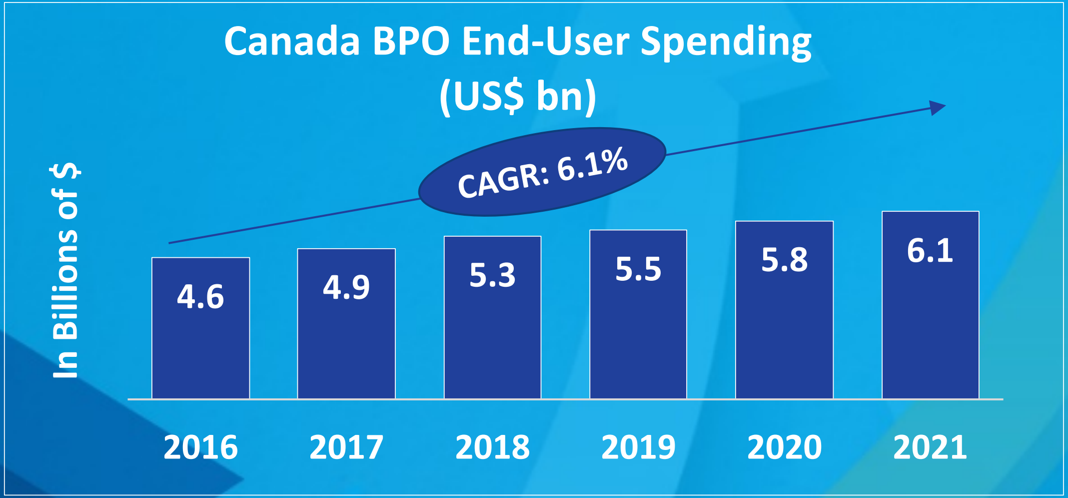
Employee Lifecycle Management

Overview - North America Business

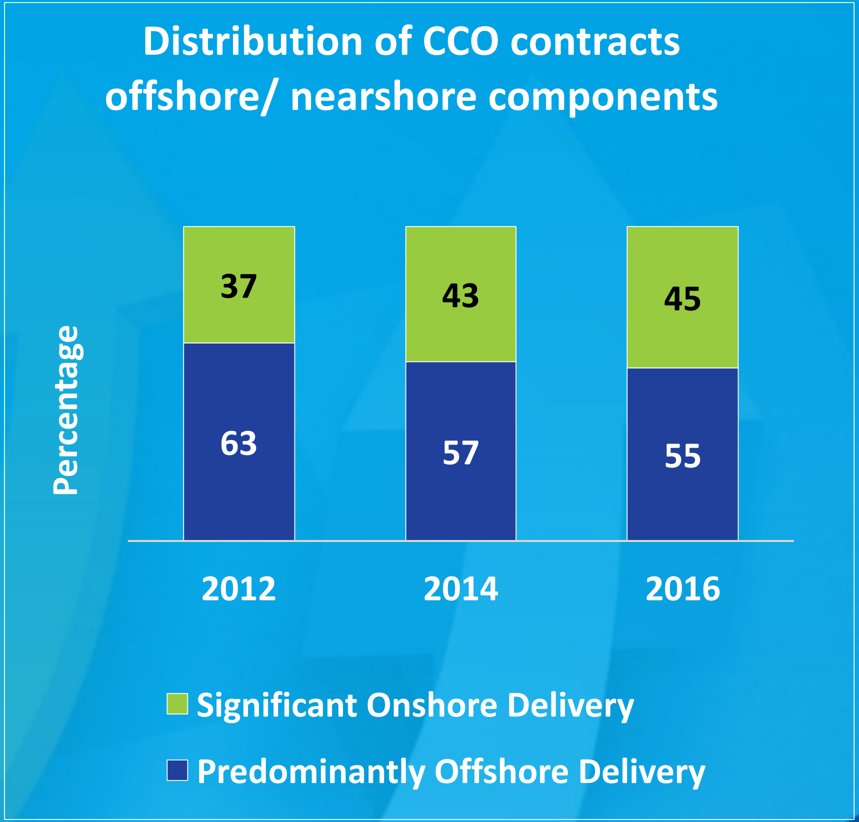
Tim Schuh

North America BPO Spending Macro Market Overview





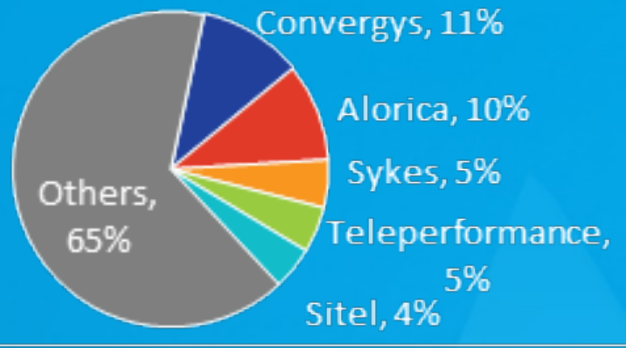
Source: Gartner ITS_ServiceLine_Forecast_2017Q3



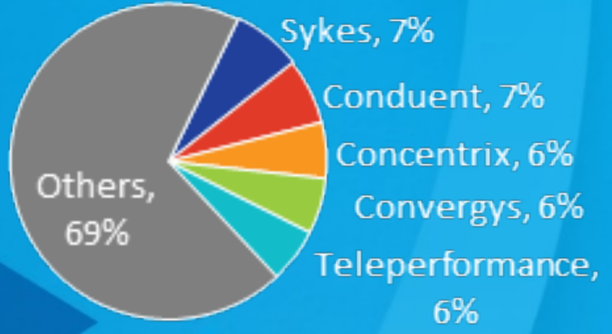
Source: CCO Annual Report 2017

CMS North American Macro Market Overview

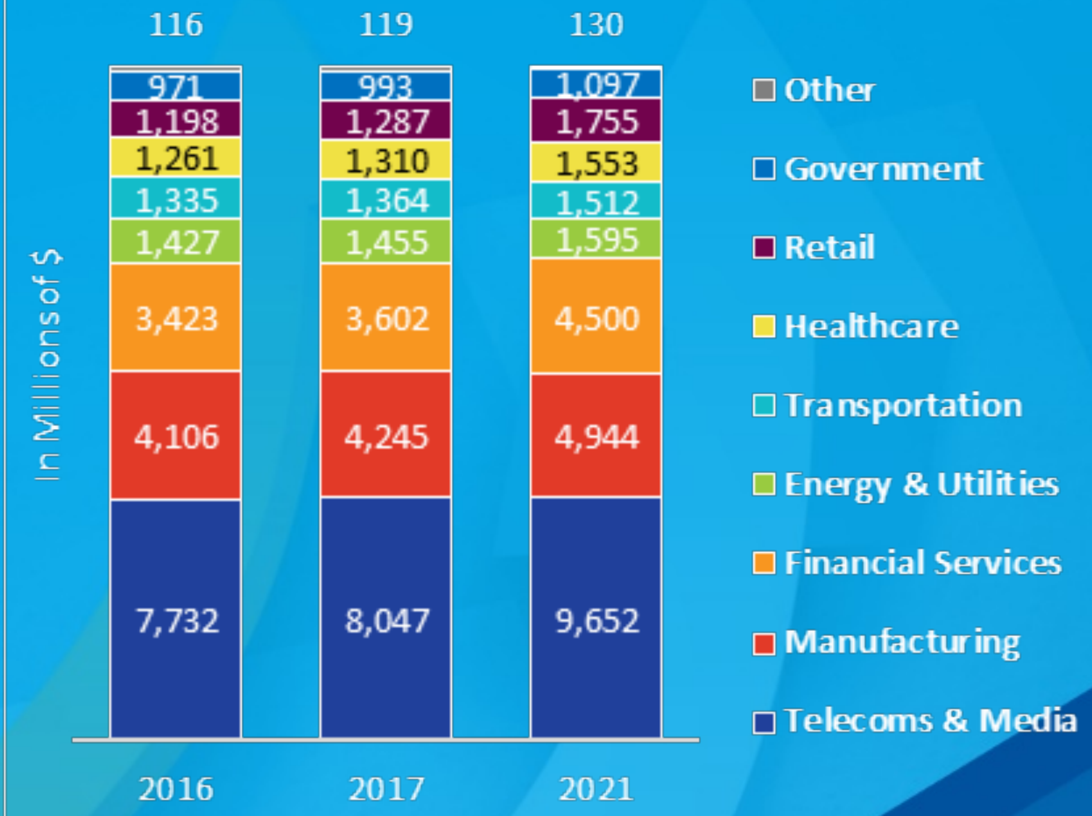
2016 Estimated U.S. CMS Market Share by Competitors



2016 Estimated Canada CMS Market Share by Competitors



NA CMS Estimated Market Share – By Industry



HGS's Market Share: US: 1.2%; Canada: 2.2%

Nelson Hall Forecast Tool

Well Distributed Presence in North America

- **60+** clients
- Deep telecom, CPG & Healthcare experience
- Average client tenure of **11+** years
- **4700** team members
- **4000** seats

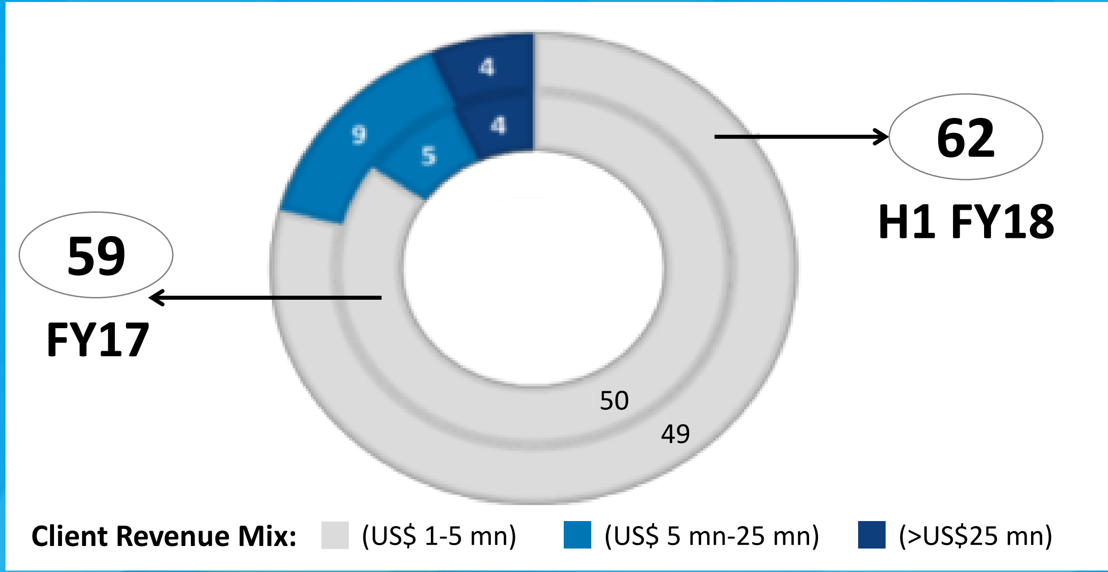
Enhancing Value at Every Stage

Enhancing Employee Value → **Enhancing Customer Value** → **Enhancing Business Value**

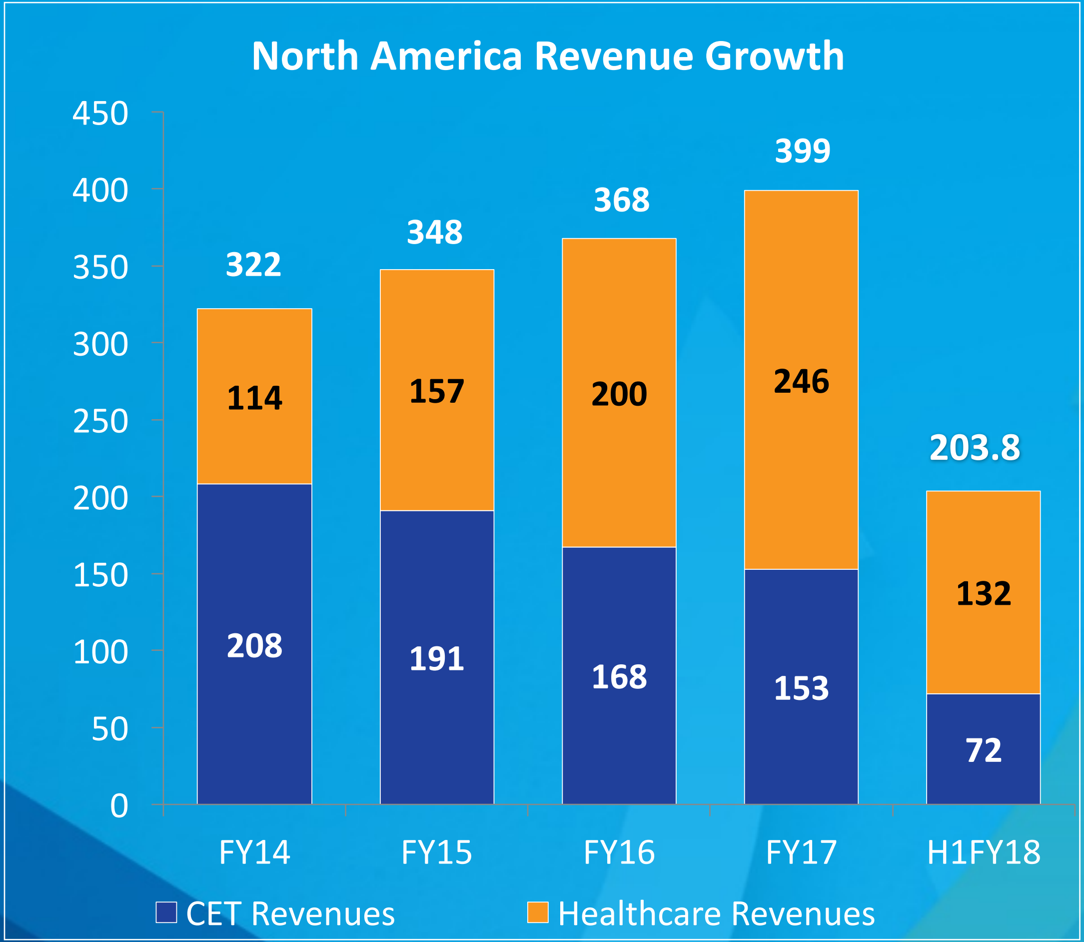
Enhancing Employee Value
- Lead with analytics
- Invest heavily in talent
- Transform employee engagement

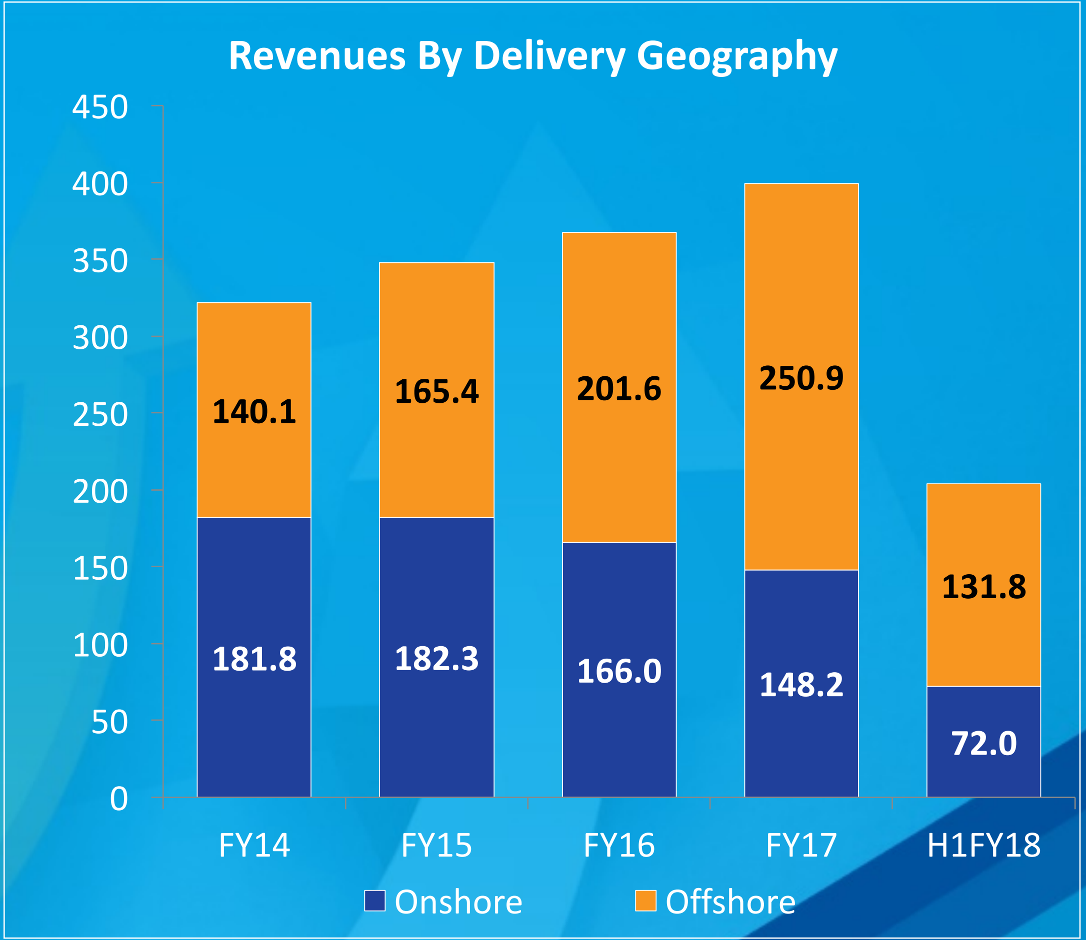
Enhancing Customer Value
- Enhance client intimacy
- Drive disruptive digital innovation
- Total Cost of Ownership (TCO) & Customer Experience centric

Enhancing Business Value
- Proactive portfolio management
- Aggressive growth of W@Home
- Lean SG&A



Revenue Trends in USD Million





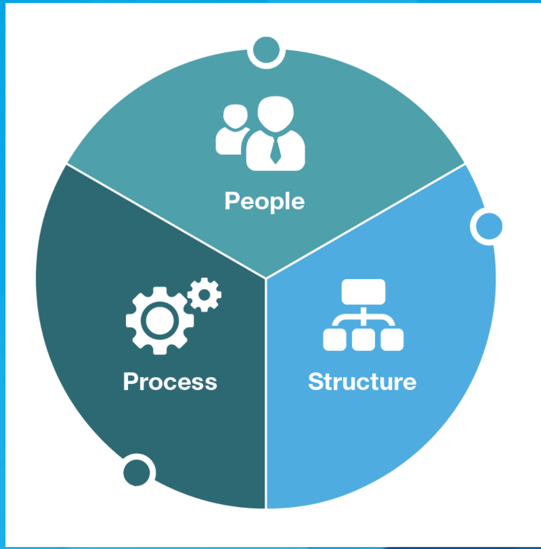
Work Home

For The Company

- Access to untapped labour pool, including specialized skills
- Maximum scheduling flexibility
- Enhanced reliability & Quality
- Opportunity for improved operating costs

For Our Employees

- Improved work/life balance
- Enhanced work environment
- Schedule flexibility
- Growth potential



Ontario Minimum Wage Increase

June 9 - Working Group Formed

Sep. – Nov - Debate

Jan. 1, 2018 – Effective

June 1 – Bill Tabled

Jul. – Sep. – Public Input

November 27 - Royal Assent

- Broad sweeping employee centric wage overhaul affecting minimum wages, leave policies, and pay practices
- Impacts 6 of 10 locations in Canada
- 32% increase in minimum wage by January 2019
- Multi track plan to address impacts since mid 2017

Sweeping updates to workplace protections become law

Legislation includes wage hike and paid sick days for more than 1.4 million Ontarians.

Thestar.com

On November 27, 2017, Bill 148, the *Fair Workplaces, Better Jobs Act, 2017* (Bill 148) received Royal Assent, and is now law. Bill 148 makes significant changes to the workplace laws of Ontario. Read more to learn critical coming into force information.

Hicks Morley Hamilton Stewart Storie LLP

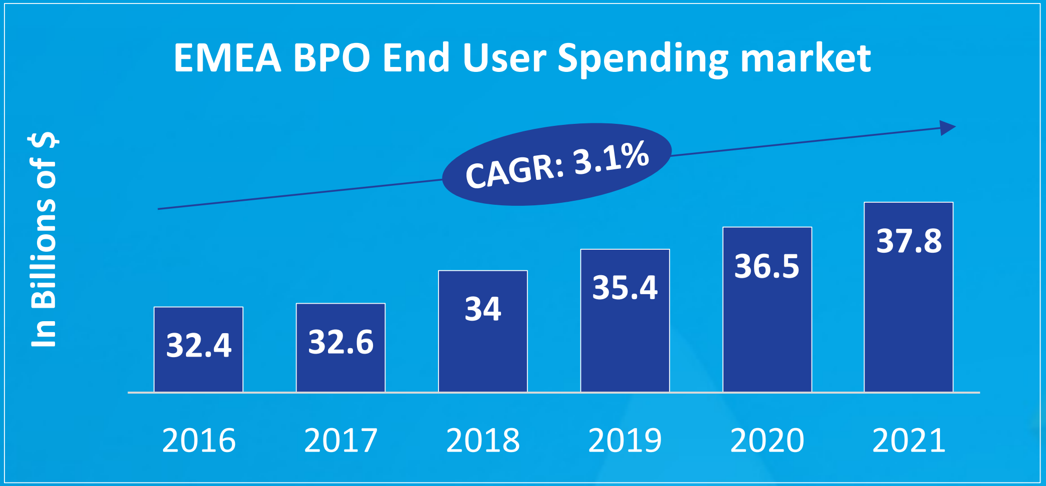
Overview - UK Business

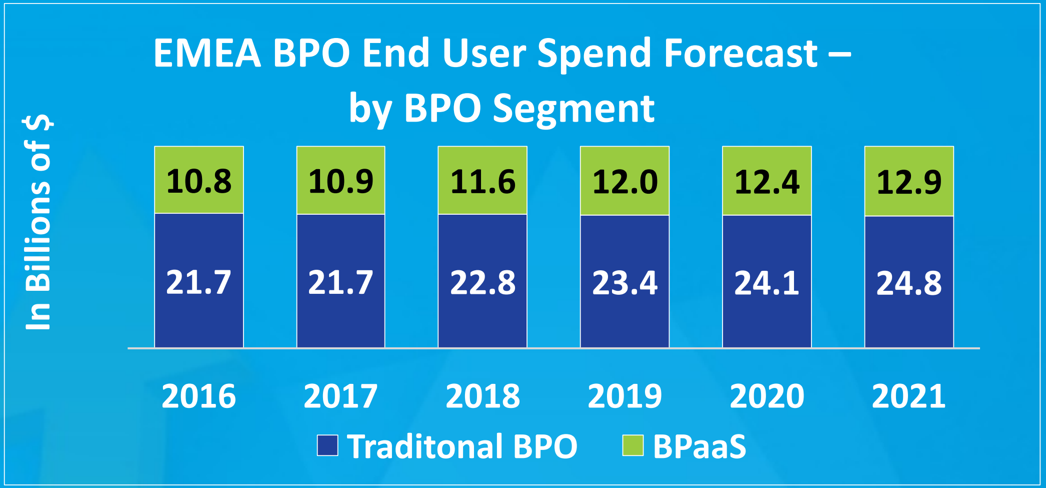
Adam Foster

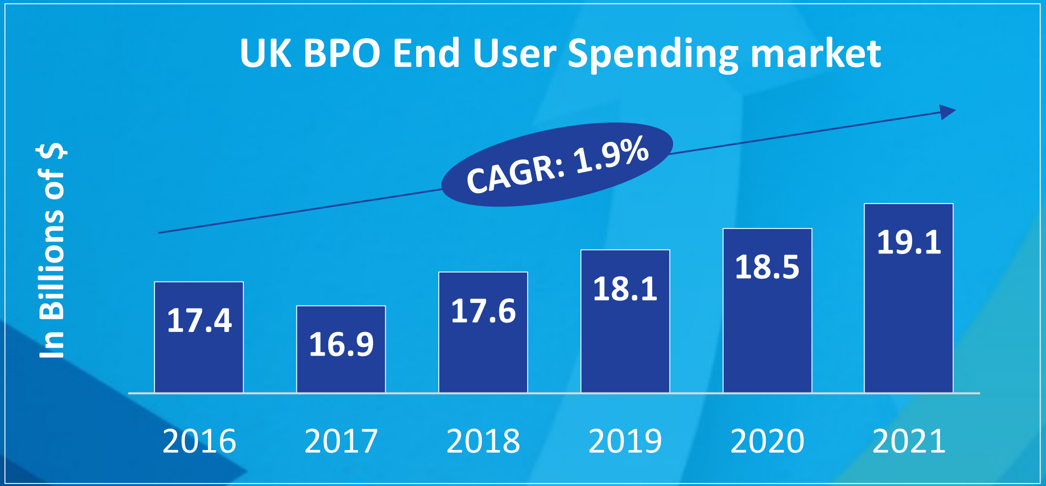
UK Market Overview

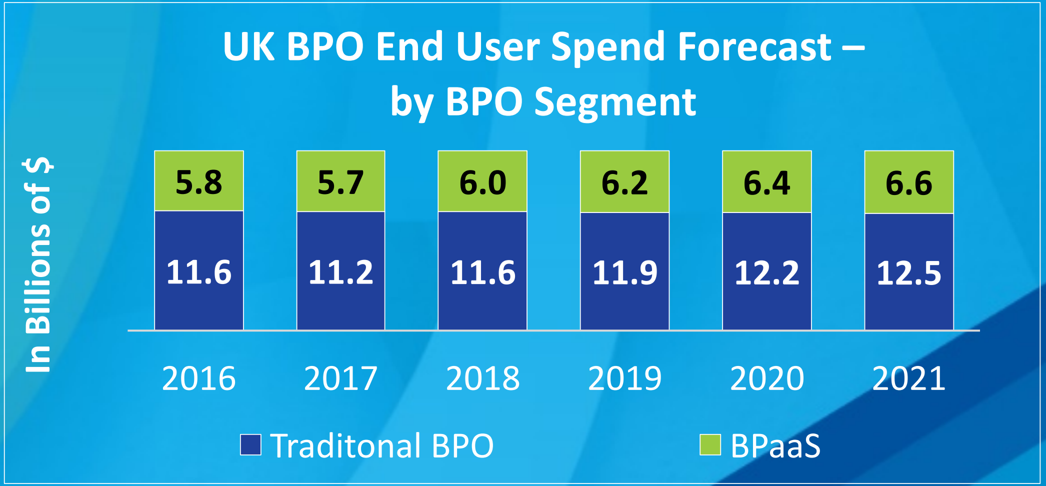
- Mature market, heavily commoditised
- Traditional sectors buying on price alone, value play no longer a valid approach
- Large competitors with tenured relationships
- HGS niche player with low market share
- Channel shift and digitisation
- Significant adoption of Robotic Process Automation in key sectors
- Increased awareness and concern around cyber crime and data security
- Established minimum wage legislation

EMEA BPO Spending Macro Market Overview



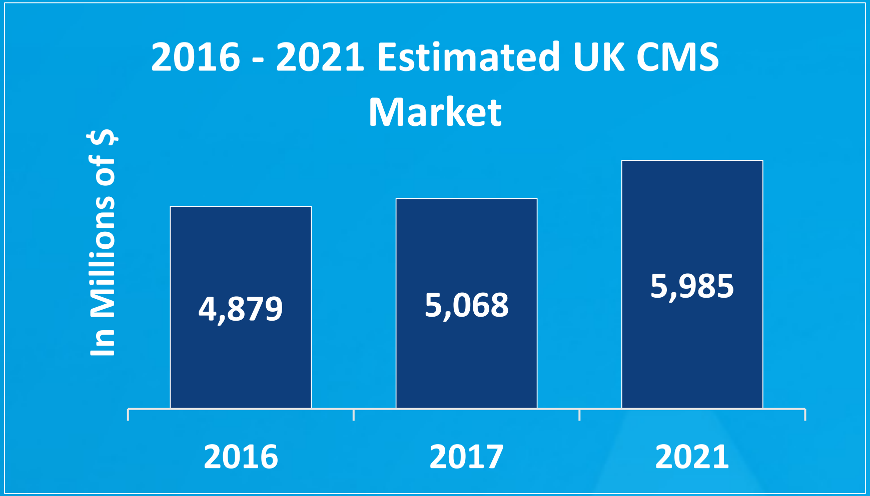


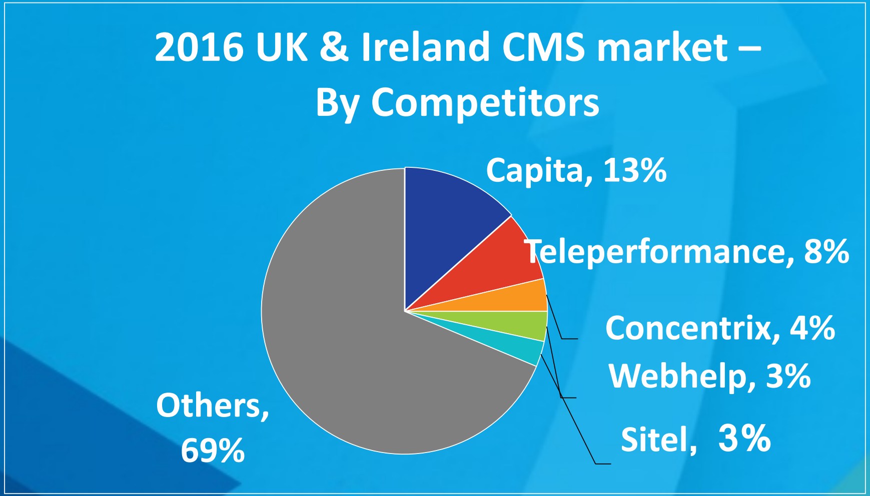


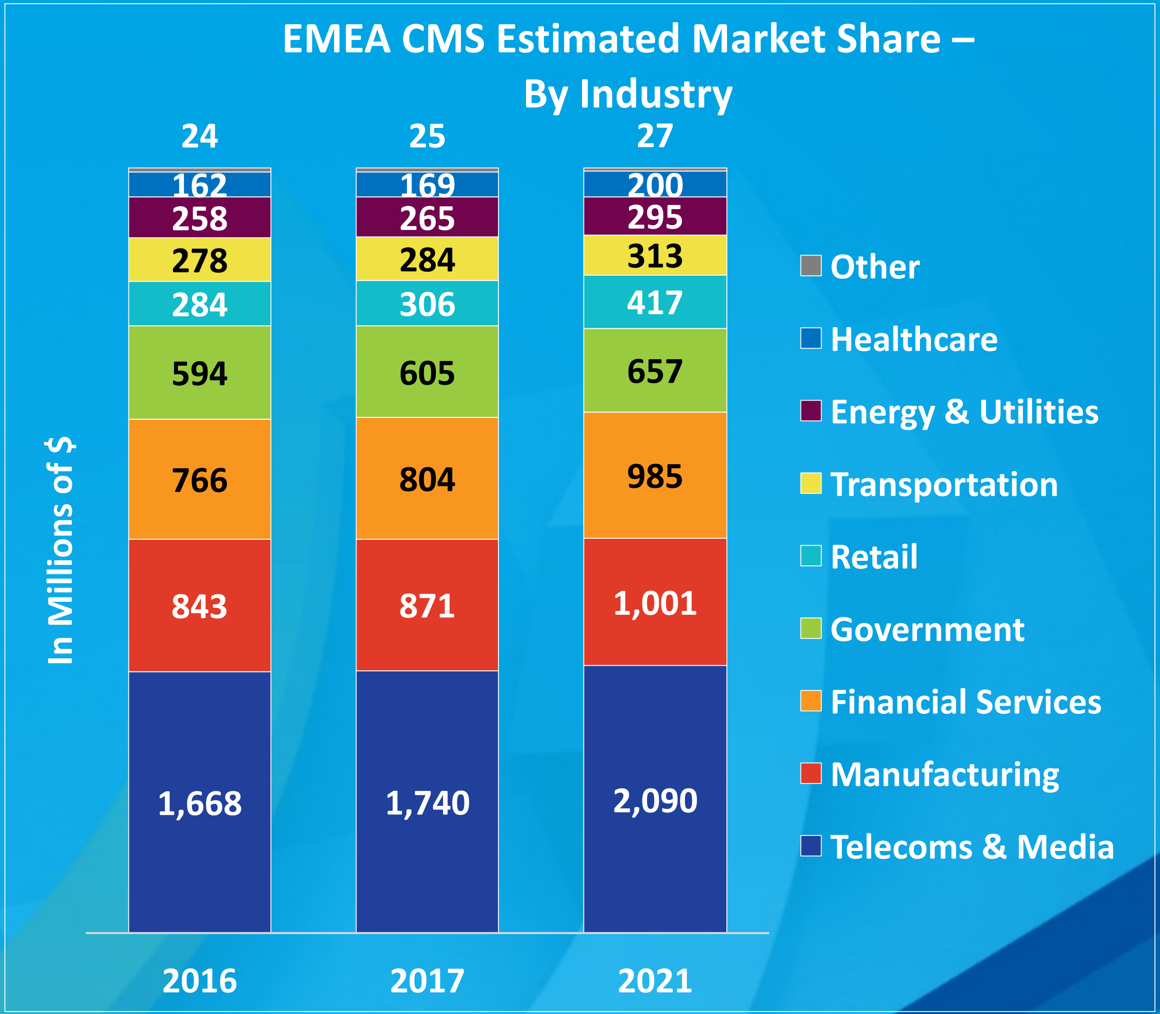


Source: Gartner ITS_ServiceLine_Forecast_2017Q3

CMS UK Macro Market Overview







HGS's Market Share: UK: 0.7%

Nelson Hall Forecast Tool

HGS UK – Strategic Delivery Network

HGS network of strategic delivery centres provides the perfect locations to support its clients' business and growth ambitions

UK Delivery Centre Network

Existing Delivery Centre

- Existing 1,500 seat delivery network across 3 sites in Chiswick, Preston and Selkirk
- 450 seats are available for growth
- Able to commence operational delivery within 4-8 weeks of winning new business
- Some great client names for HGS to build on, key sectors supported are Government, Consumer Packaged Goods and Telecommunications

Multi Channel Capabilities

Forcing brands to transform the way they communicate & service their customers

Driving web self serve

Optimizing OmniChannel Experience

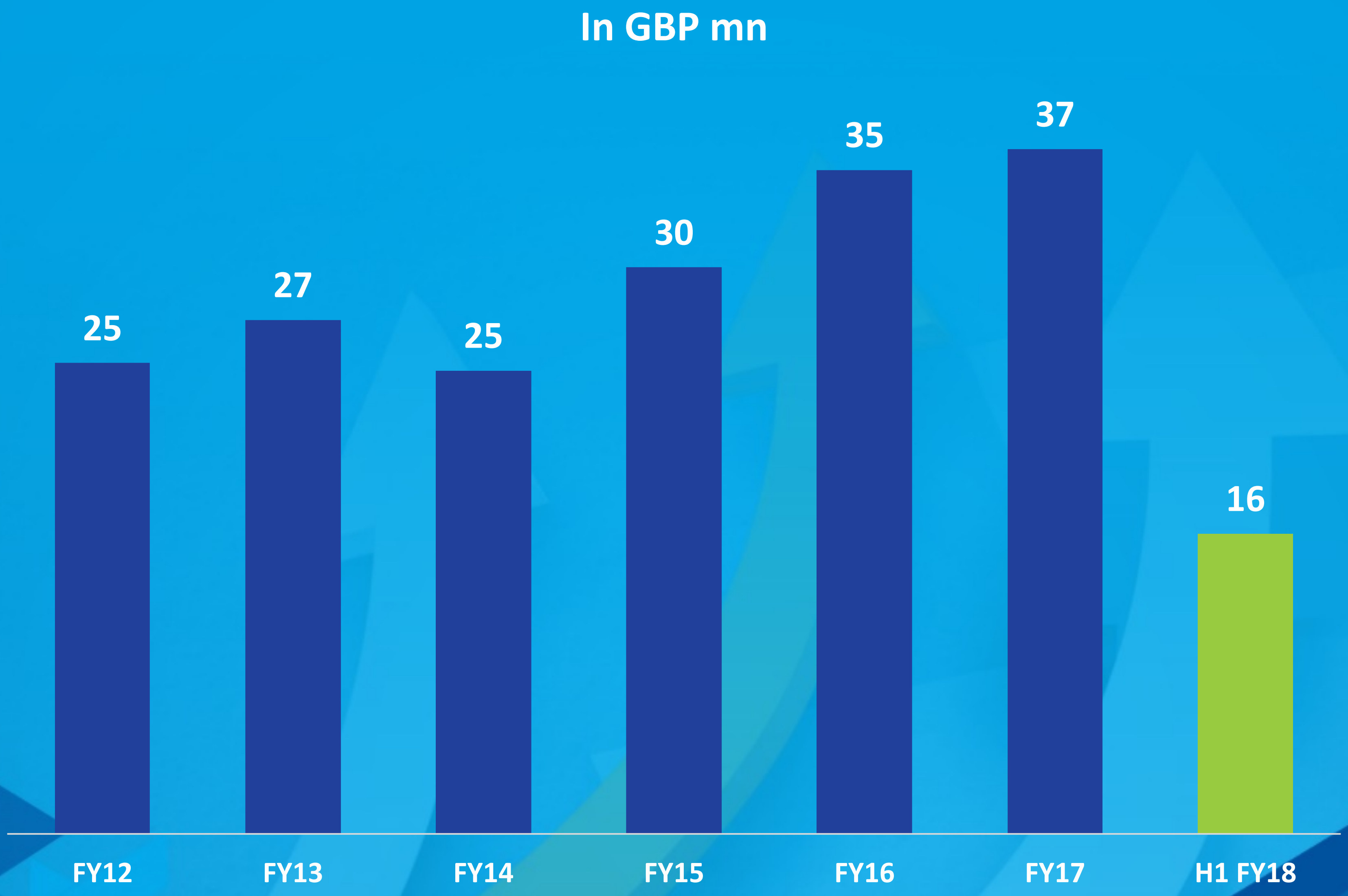
Using WhatsApp as channel for servicing

Managing Social Media Command Centre

HGS Strategy

- Focus on UK market in short term
- Renewed Crown Commercial Framework status
- Pre-qualified to bid for all UK Government BPO activity, for 5 years
- Focus on sectors where our capability is proven – CPG and Healthcare
- Invest in sales and marketing organisation
- Enhanced employee value proposition
- Leverage RPA and AI capabilities
- Offshoring remains attractive for back office and non voice

HGS UK Revenues

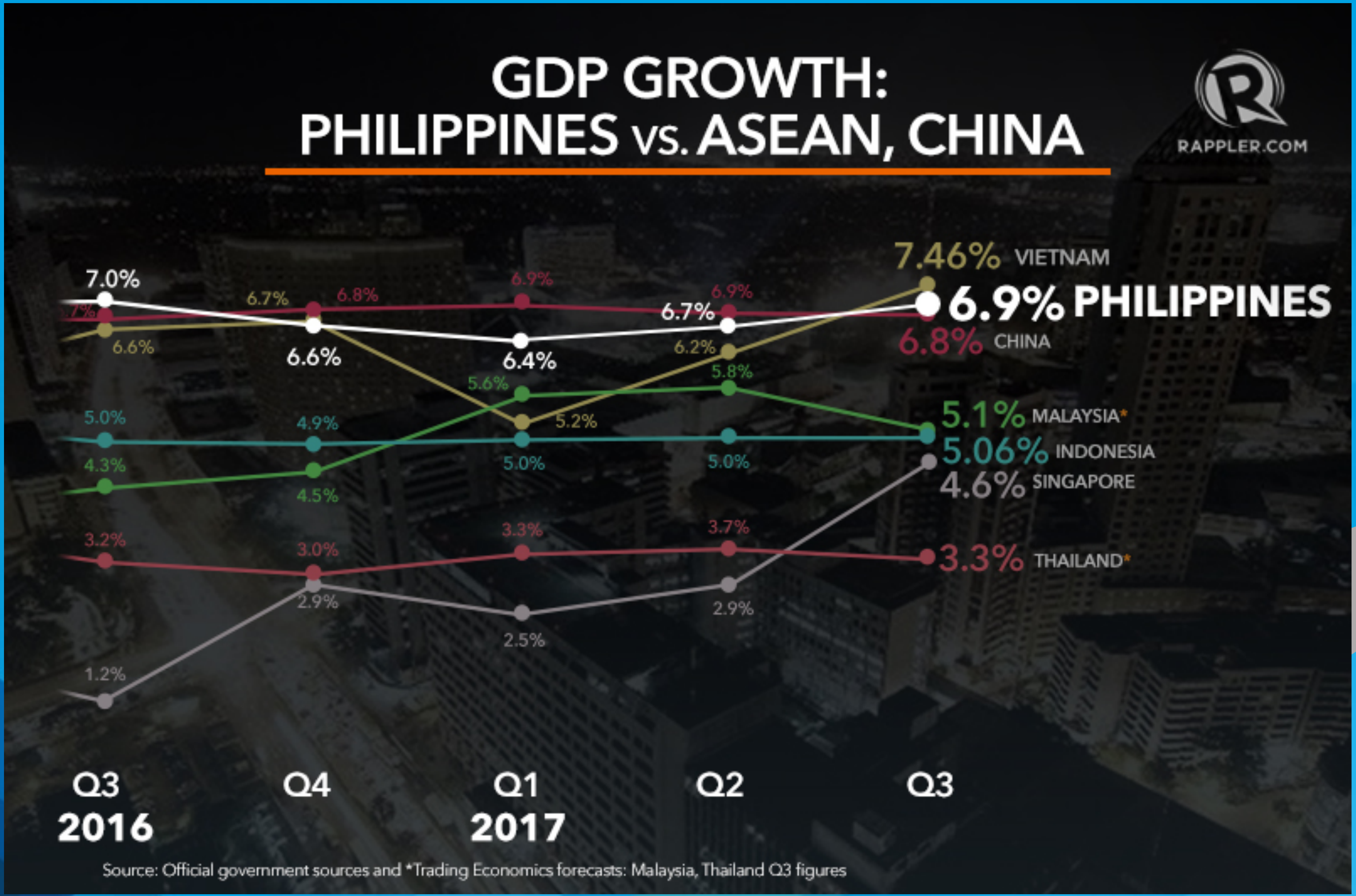


Overview - Philippines Business

Pushkar Misra

Philippines Economy

"Philippines among fastest growing economies in ASEAN"



The IT-BPM sector's $25-billion revenue represents 6.2 percent of the country's current Gross Domestic Product (GDP)

Philippines IT-BPM Market

"Accelerating growth by strengthening domain expertise and capabilities"

MARKET SNAPSHOT

25B USD
Total Philippine outsourcing revenue

114%
Growth of Philippine outsourcing revenue

1 MILLION
Jobs in the outsourcing sector

12X > 5X
Philippine growth outpaced global growth in last decade

1% = 6.2%
1% of labor force contributes to 6.2% of GDP

ROADMAP 2022 TARGETS & TRENDS

40B USD IN **REVENUE**

15% GLOBAL IT-BPM **MARKET SHARE**

500,000 **JOBS OUTSIDE OF NCR**

1.8 MILLION **DIRECT JOBS** and 7.6 MILLION DIRECT & INDIRECT IT-BPM **EMPLOYMENT**

73% MID TO **HIGH-VALUE JOBS**

ROBOTIC PROCESS AUTOMATION (RPA) HANDLING REPETITIVE AND MUNDANE ASPECTS OF DAILY BPM TASKS

Service providers continuously providing **WORLD-CLASS SERVICE AT LOW COST**

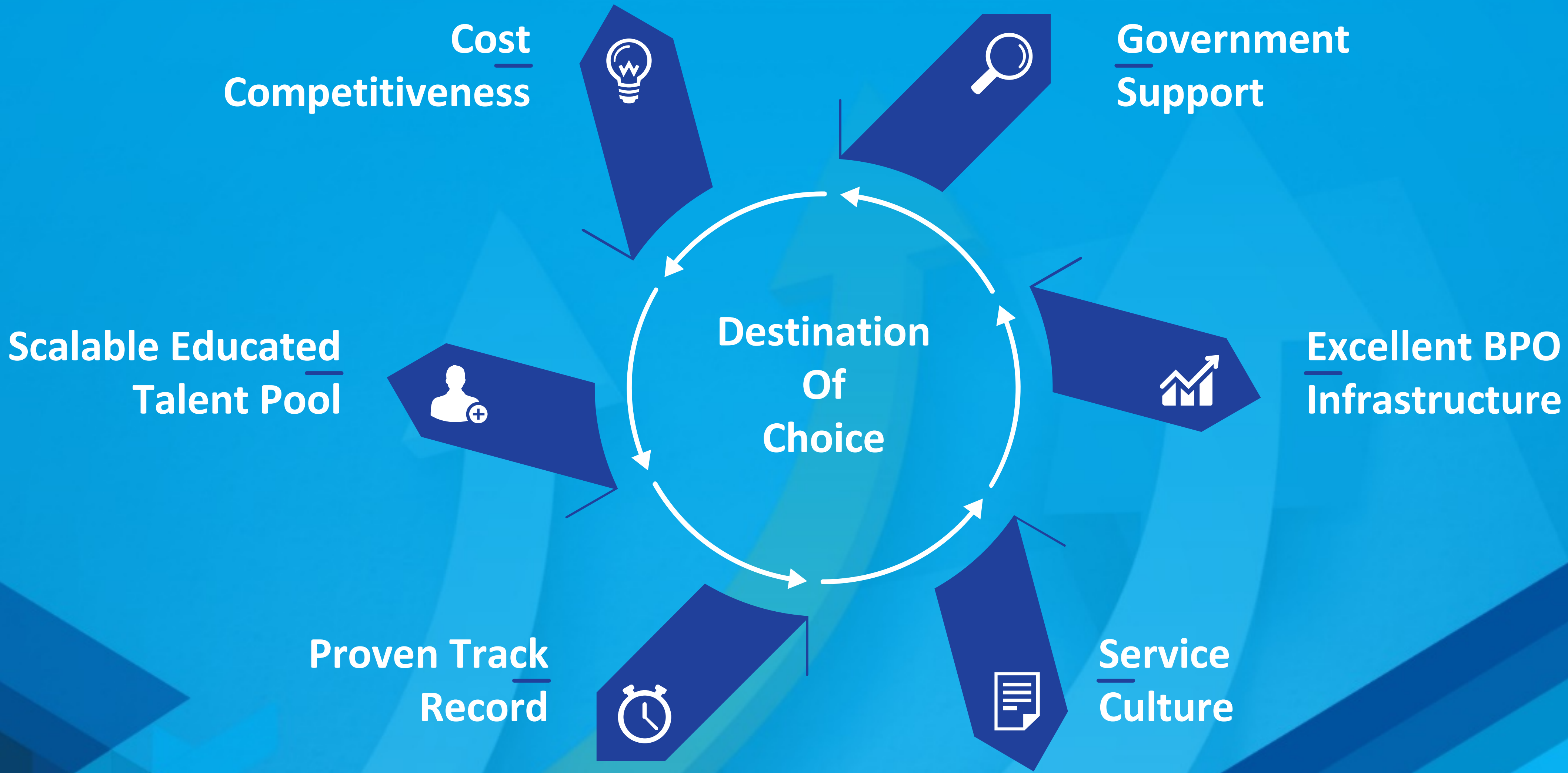
BUSINESS CONTINUITY & RISK MANAGEMENT TO RE-ROUTE DELIVERABLES TO OTHER SERVICE LOCATIONS

LONG TERM PARTNERSHIPS leading to bigger business opportunities

Sources: IBPAP | bworldonline.com | datamark.net

Clients continue to prefer the Philippines?

"Strong value proposition with excellent talent pool"



“Dynamic and steadfast pace despite challenges”

Despite a Bright Future, the Philippines BPO Industry Faces New Challenges, today:

- **Growth vs. Infrastructure**
- **Rising Cost**
- **Foreign Competition**
- **Poaching & attrition**
- **Geo-Political Changes**

Despite challenges, expect the outsourcing industry in the Philippines to continue to be the most dynamic and fastest growing sector of the economy for years to come.

HGS Philippines

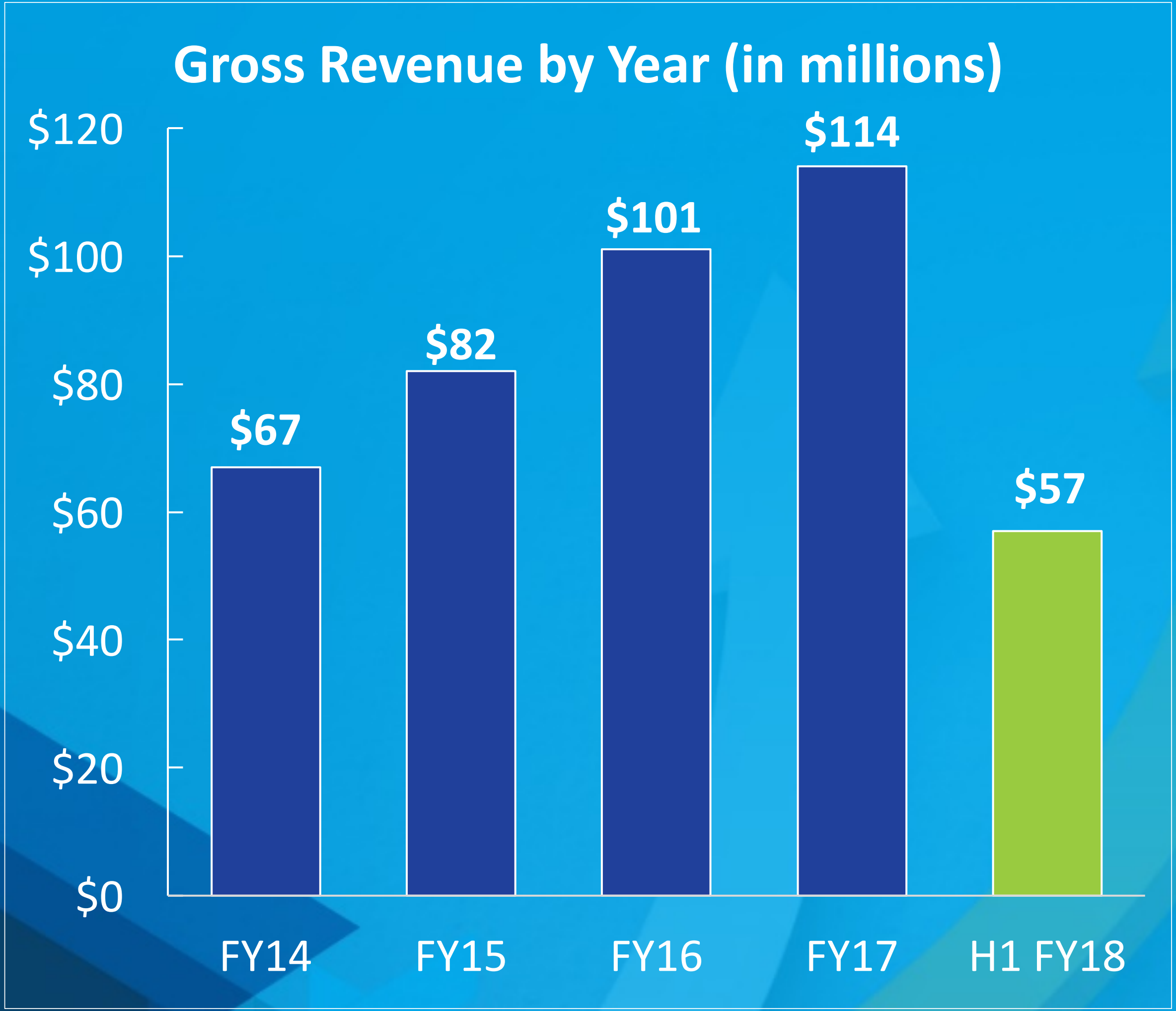
““Strong and strategic footprint in the Philippine market”

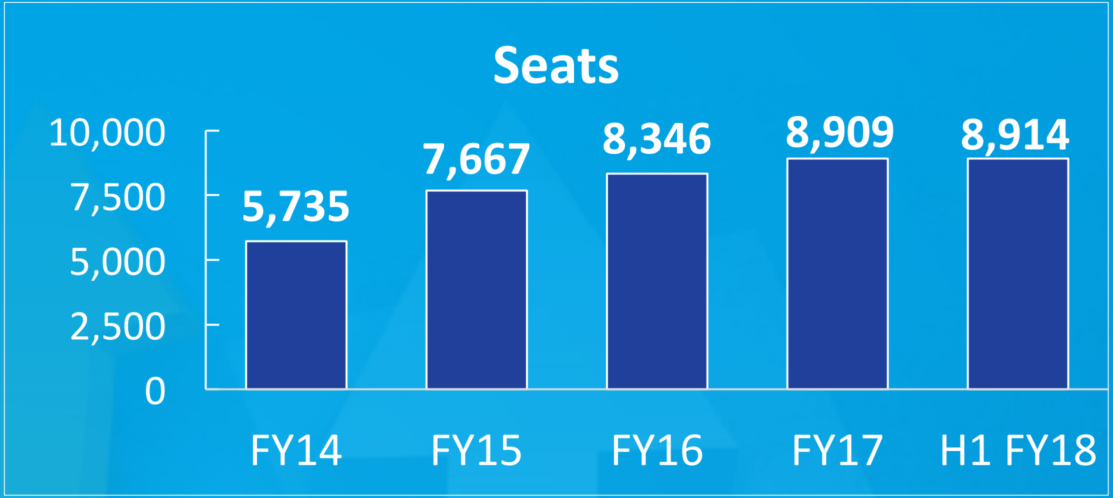
Healthcare | Consumer (Products and Services) | BFSI | Technology | Publishing

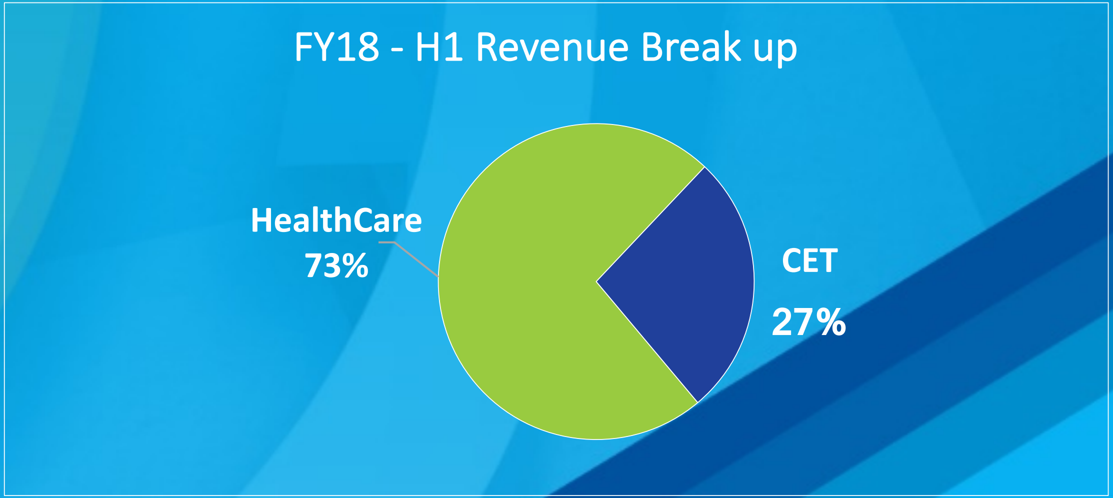
- **First BPO of the Philippines** – established as “C-Cube” in 1994.
- **First BPO in Philippines** to have extensive certifications: ISO 9001, ISO 27001, PCI-DSS, HIPAA, GLBA, URAC, ISAE 3402.
- **Marquee global brands** – 60% long term relationship.
- **Eminent Industry Leader, reputed as an innovative, employee-friendly. organization with Best in Class Attrition.**
- **9 Centers, 3 locations with 8,900 seats.**
- **Current locations are on CAPEX model moving to OPEX model by 2018.**
- **Highly tenured management and leadership teams.**
- **2nd largest geography outside India in terms of size**

HGS Philippines Growth & Vertical Breakup

"Strong & Continued Growth"







Clinical Service Value Chain

"Value proposition beyond transactional services"

Customer Engagement & Interaction	Utilization Mgmt.	Care Coordination	Performance Mgmt. & Operational Analytics	Population Data Mgmt. & Analytics
Pre-Enrollment & Onboarding interactions	**Pre-Service, Concurrent & Post service UM**	**Discharge & community case management**	**Provider performance & Program effectiveness**	**Clinical Analytics**
Wellness needs identification	Nurse Triage & Level of Care assessments	Case identification	HEDIS Abstractions	Risk Assessment and Coding for Medicare population stratification.
Wellness enrollment & follows up	Prior Authorizations & Complex clinical authorizations	Referrals to case management	Case management effectiveness and reevaluations	Care Gap evaluations .
	Concurrent reviews	Discharge planning support	Fraud, waste and Abuse reviews and Special investigations	Implementation of Integrated care delivery models with behavioral integration
	Analysis on Utilization trends	Evaluation & care plan documentation	Provider documentation support	Telehealth & Telemedicine for Care Coaching
	Pre-& Post payment medical necessity & appeals reviews	Remote patient coaching		

HGS Strategy

"Our Unified Customer Experience Approach"

Continue to drive profitable organic growth

Center of Excellence for customer experience through Digi**CX** & Omni Channel Support

Enhanced focus on RPA & analytics to drive operational excellence

Vertical expertise, marketplace expansion with shared support hub

Driving operational excellence through employee value proposition

ASEAN Summit

"Strengthening bilateral partnerships"

President Duterte has earned the trust of US President Donald Trump after the White House announced it was pouring in $101.3 million (about P5.1 billion) to support the initiatives of the Duterte administration.
Full Story: goo.gl/CkV3yv

#ASEANsummit
#ASEAN2017

Narendra Modi
@narendramodi

Had a productive meeting with President Rodrigo Duterte. We had extensive discussions on enhancing India-Philippines bilateral cooperation especially in trade, business and culture.

11:21 PM - Nov 13, 2017

784 · 3,159 · 17,218

Overview - Jamaica Business

Narasimha Murthy

Jamaica: Superior position in the Caribbean region

Note: Size of the bubble represents population

HGS Jamaica: Approach to launch and growth

Started engagement with the largest commercial bank and an investment bank of Jamaica

Greenfield operation set-up

Leveraged the local relationship set-up to build US business

Jamaica: A Nearshore BPO Outsourcing Location

60
Outsourcing Companies in Jamaica

16
In existence for over 10 years

26K
People work in BPOs in Jamaica

- Capital City: **Kingston**
- Population: **2.82** million
- Labor Pool: **1.3** million
- Youth Literacy Rate: **96.5%**
- Unemployment: **27.4%** (age- 20/24)

Source: Jamaica Trade Invest

The Jamaica Advantage is its People

Unique attributes of the Jamaican workforce

- Third largest native English-speaking population in the Americas
- Roots in tourism created a service oriented culture that lends well to the BPO sector
- Labor force of 1.3 million comprises 103,000 university graduates and 400,000 secondary graduates
- Soft and appealing accent and a strong command of the English language
- Pride in their heritage translates to a natural **confidence** in their conversations
- An **innate curiosity** prods them to keep asking questions until they fully grasp the subject matter
- Known globally for creativity and enterprising spirit
- **Naturally competitive** and focused on winning
- Jamaican can have a off-line conversation

BPO Jamaica – Support from the government

National BPO Coordinator

National Outsourcing Strategy

- Policy & Incentives Framework
- Labor Market Enhancement
- Infrastructure Development
- Market Penetration

National BPO Training

THE HEART TRUST NTA

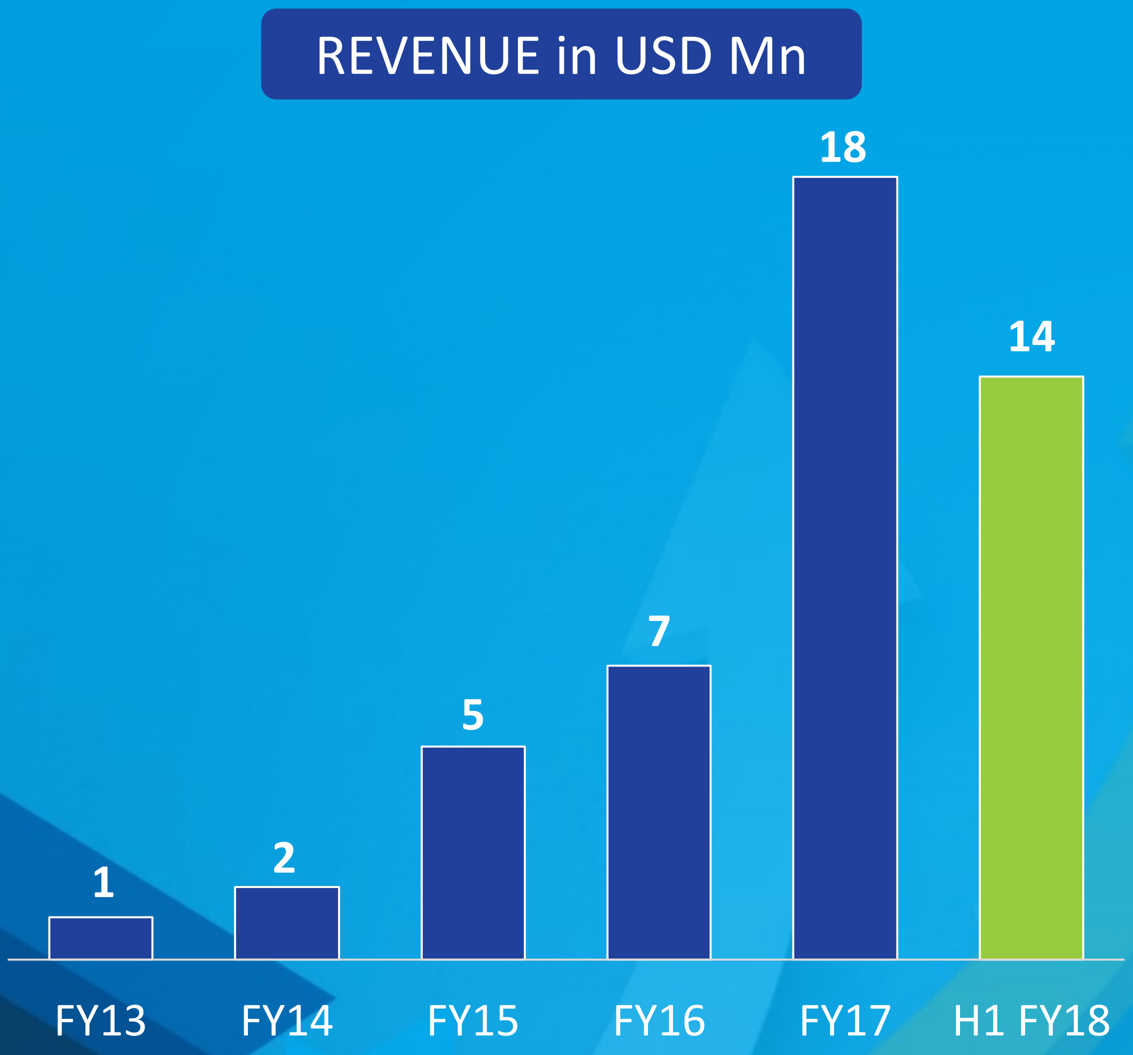
47,139 Enrollment for FY 2017	22,245 Graduates for FY 2017

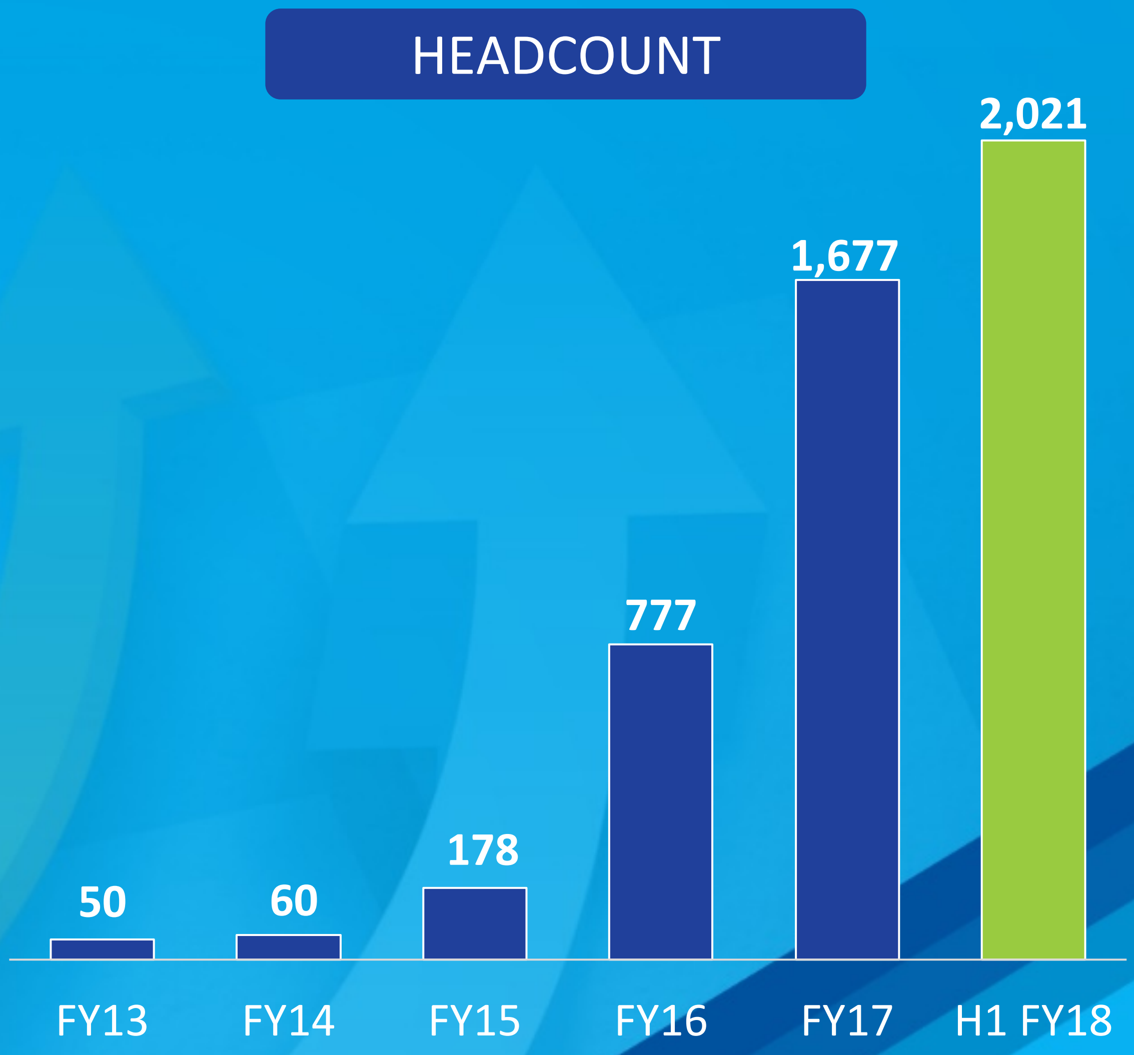
- The HEART Trust, Jamaica's National Training Agency (NTA) offers technical vocational training, designs and delivers programs tailored to meet specific needs of an employer helping to shaping a vibrant and dynamic workforce
- It also administers a contact centre/customer service agent training program, to help maintain a pool of suitably trained labor for that sector
- HEART also offers recruitment support to firms
  – e.g., by conducting the initial recruitment drive and providing a shortlist of suitable candidates – based on agreed criteria – to an employer for its consideration

Universities – UWI, UTECH, UCC, NCU

- Over 75,000 individuals enrolled in tertiary-level institutions in Jamaica
- There are 4 main universities, and over 120 colleges and other tertiary institutions in Jamaica, some of which offer specialty disciplines, e.g. teaching, business, accounting, etc.
- The four main universities account for 50% of the tertiary enrolment (2015/2016)
- Services Commonwealth Caribbean
- Achieved University Status in 1962
- Facilitates Under Grad, Masters and Doctoral Programs

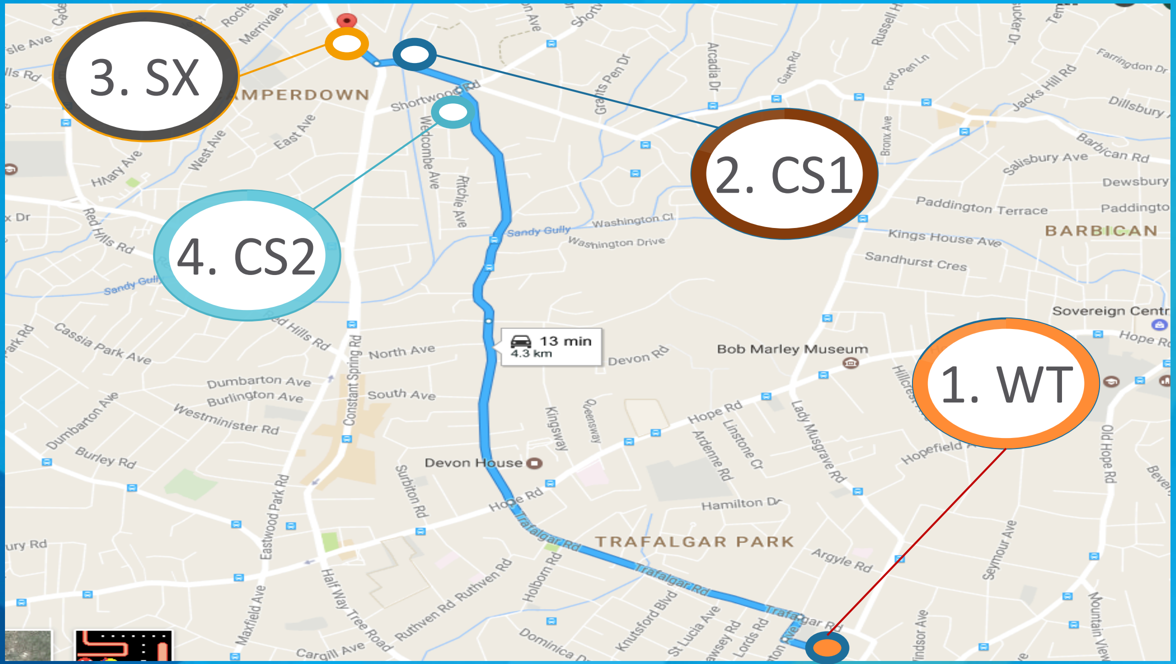
HGS in Jamaica – Financial highlights





HGS Jamaica Centers

4 Sites	7 Major Clients	2378 Total seats in Kingston	390 Seats available for expansion



All our centers are in Kingston.

WT: Worthington terrace
CS1: Constant Spring 1
SX: Saxthorpe Avenue
CS2: Constant Spring 2

CS1, CS2 and SX are with 5 minute driving distance from each other.

WT is a 18 minute drive to CS2

HGS HINDUJA GLOBAL SOLUTIONS

HGS in Jamaica – Sites

WT – 12-14 Worthington Tr, Kingston, Jamaica

CS1- 118 Constant Spring Rd, Kingston, Jamaica

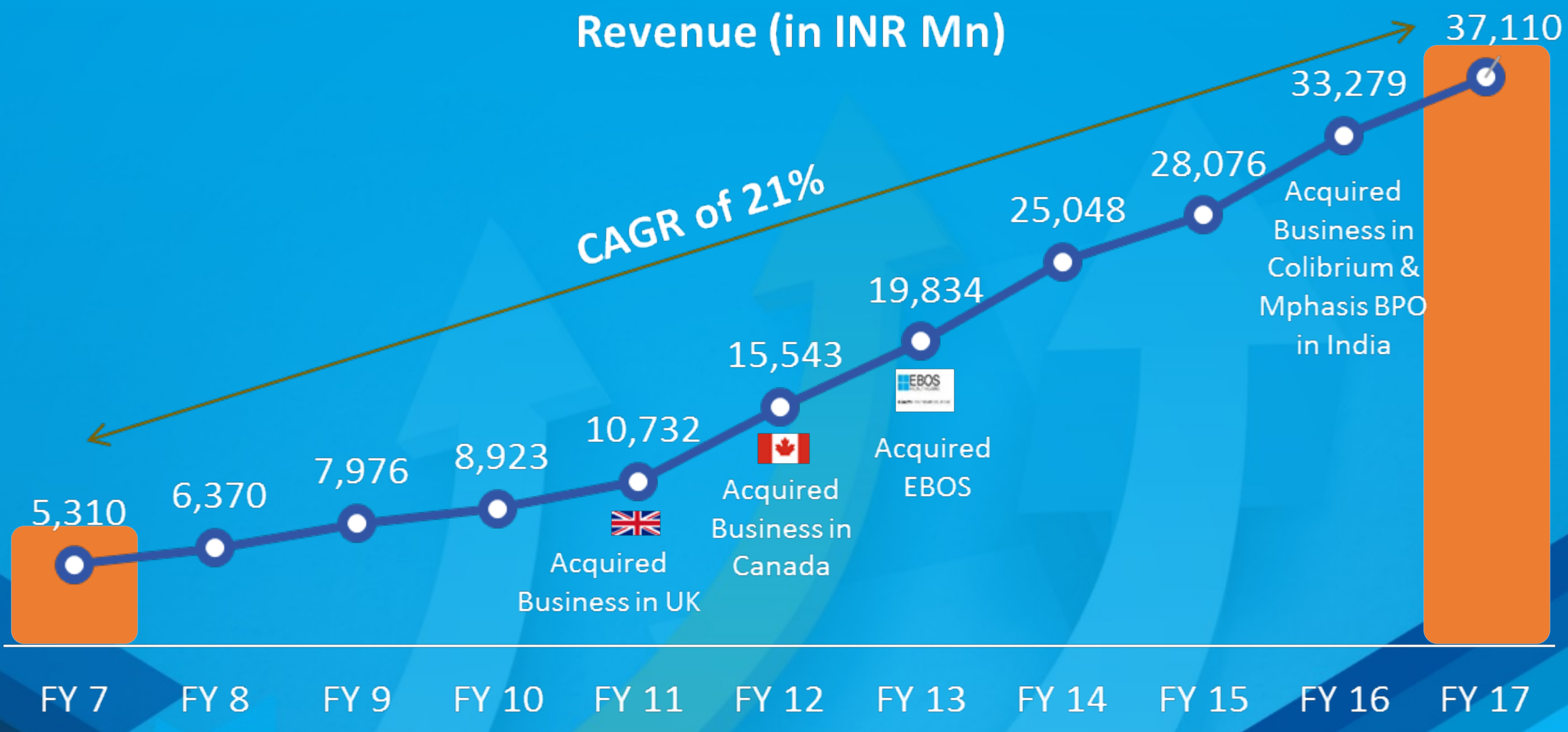
Saxthorpe Avenue, Kingston, Jamaica

CS2 – 113 Constant Spring Rd, Kingston, Jamaica

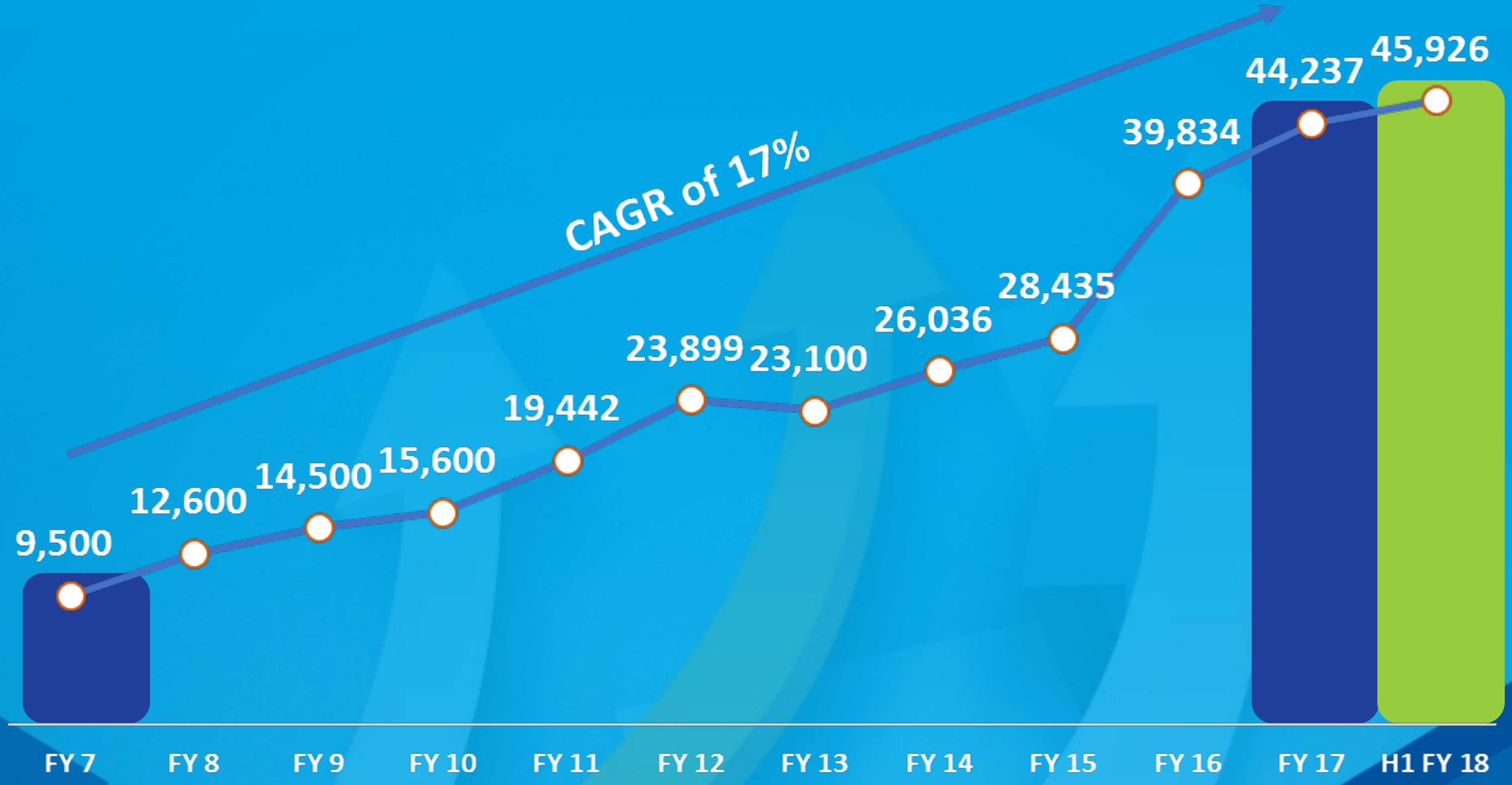
Overview - The Financials

Srinivas Palakodeti

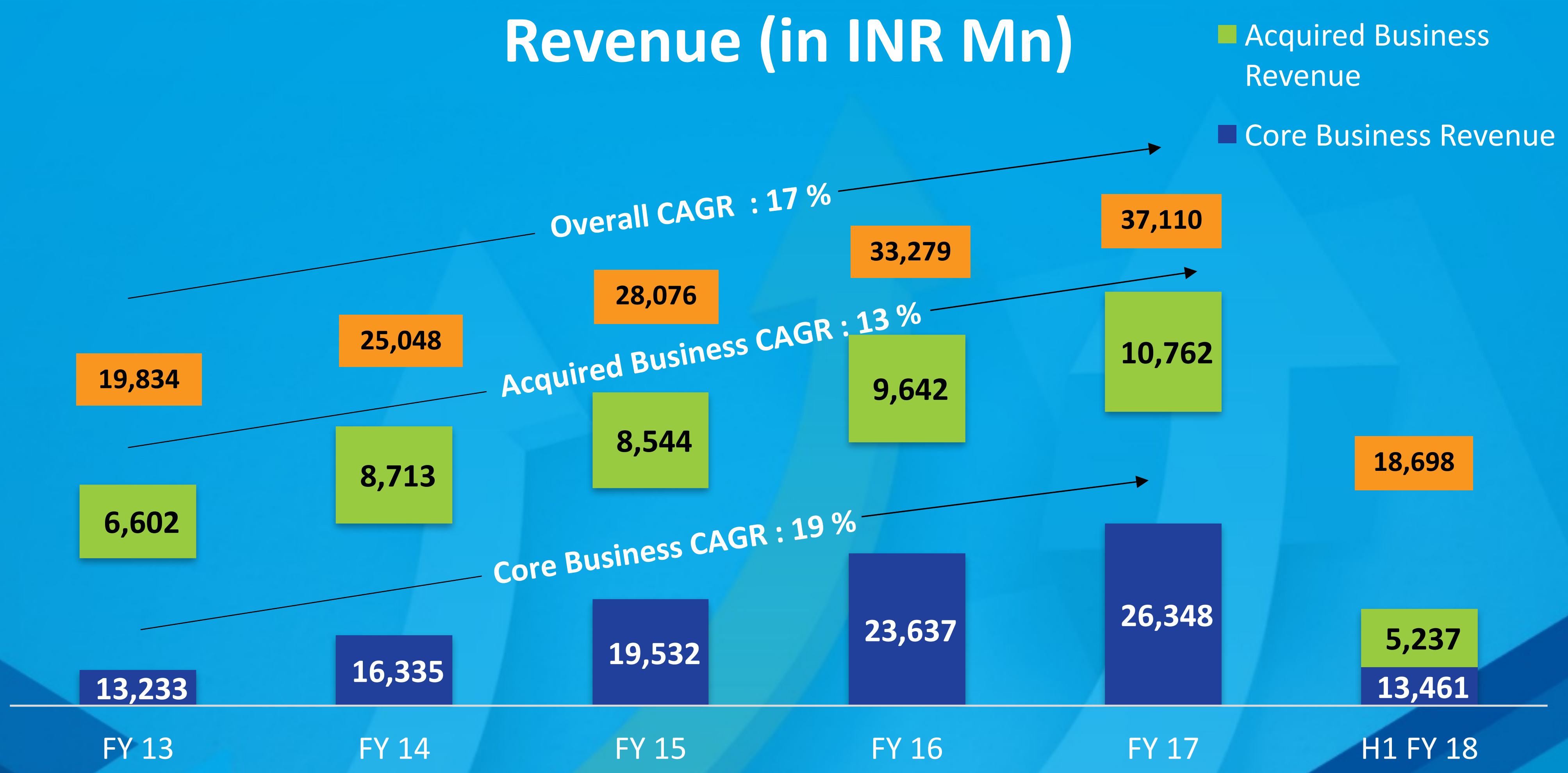
HGS Revenue Growth Trendline



Last 10 years – Headcount CAGR of 17%



Growth in both Core and Acquired Business



Revenue by Vertical

Revenue by Verticals

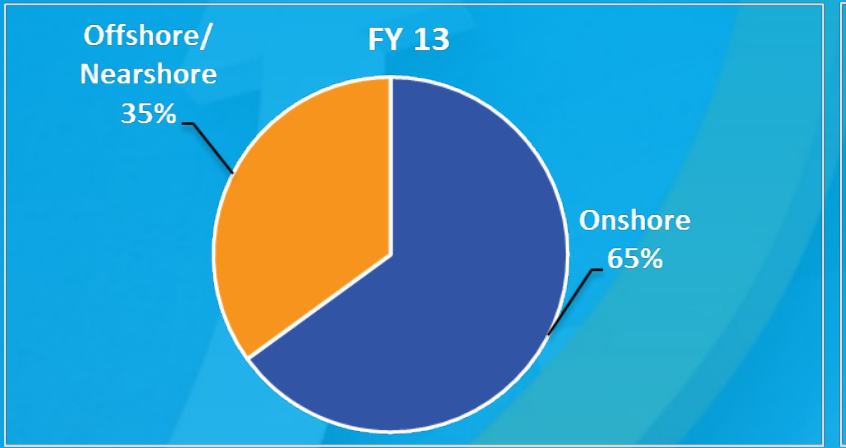
FY 2013 (in INR Mn 19,834)

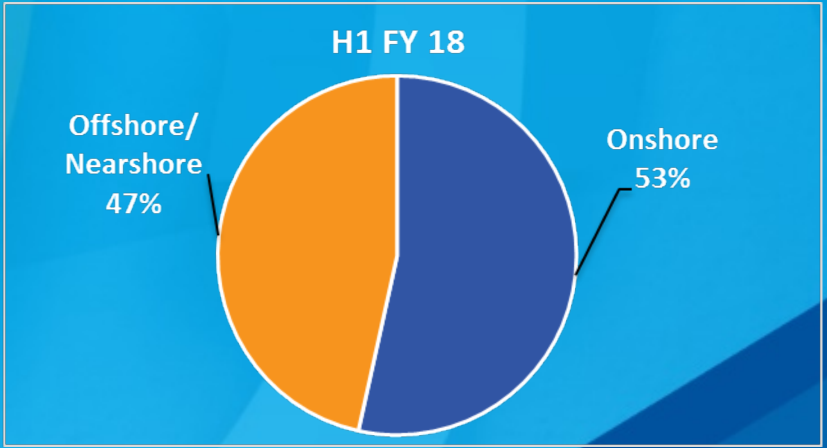
Healthcare	Telecom & Technology	Consumer Product	BFS	Others
(25%)	(31%)	(17%)	(8%)	(19%)

H1 FY 2018 (in INR Mn 18,698)

Healthcare	Telecom & Technology	Consumer Product	BFS	Others
(47%)	(21%)	(13%)	(8%)	(11%)

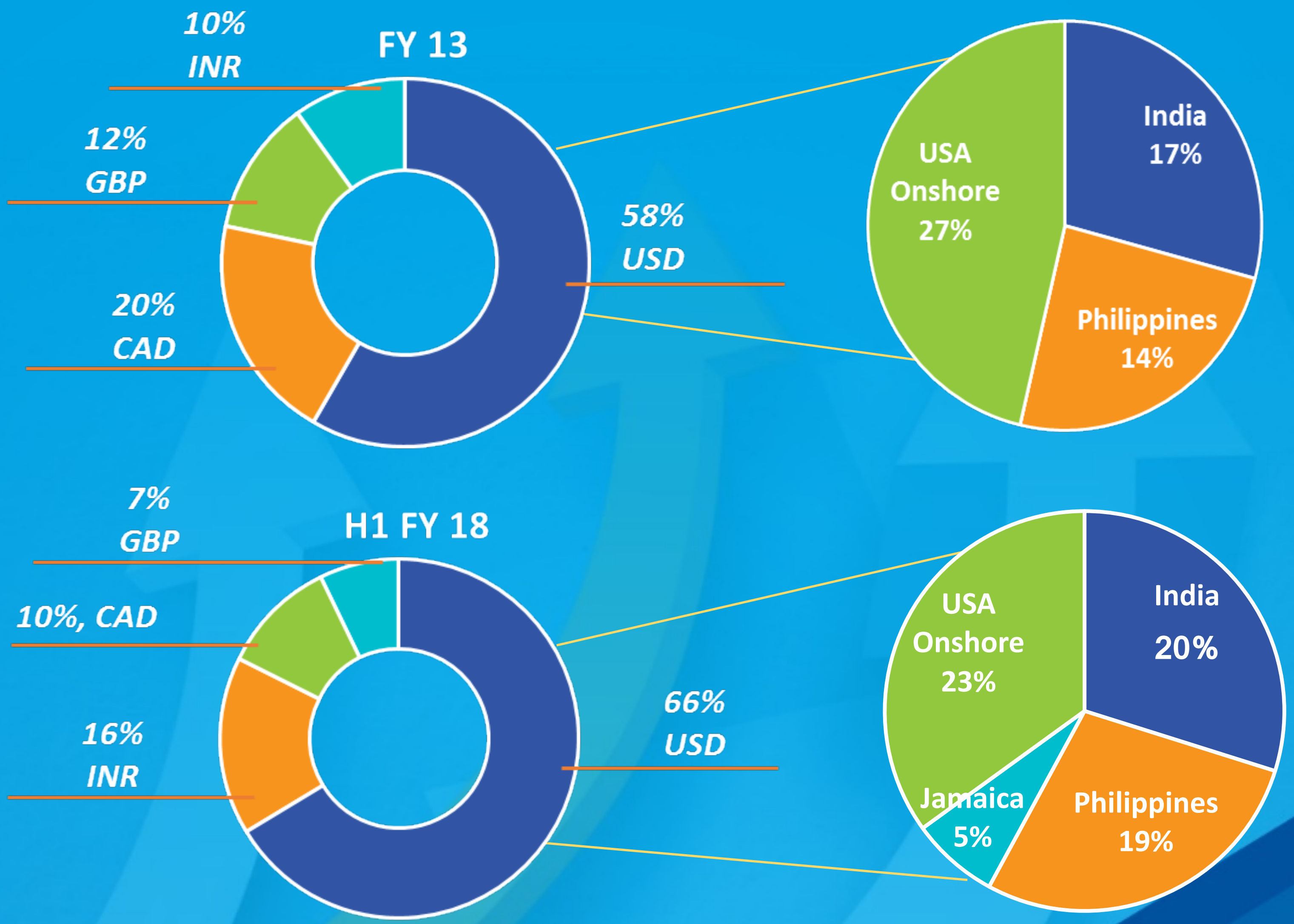
Offshore/ Near-shore to Onshore





Revenue by Origination & Delivery

Revenue by Originations

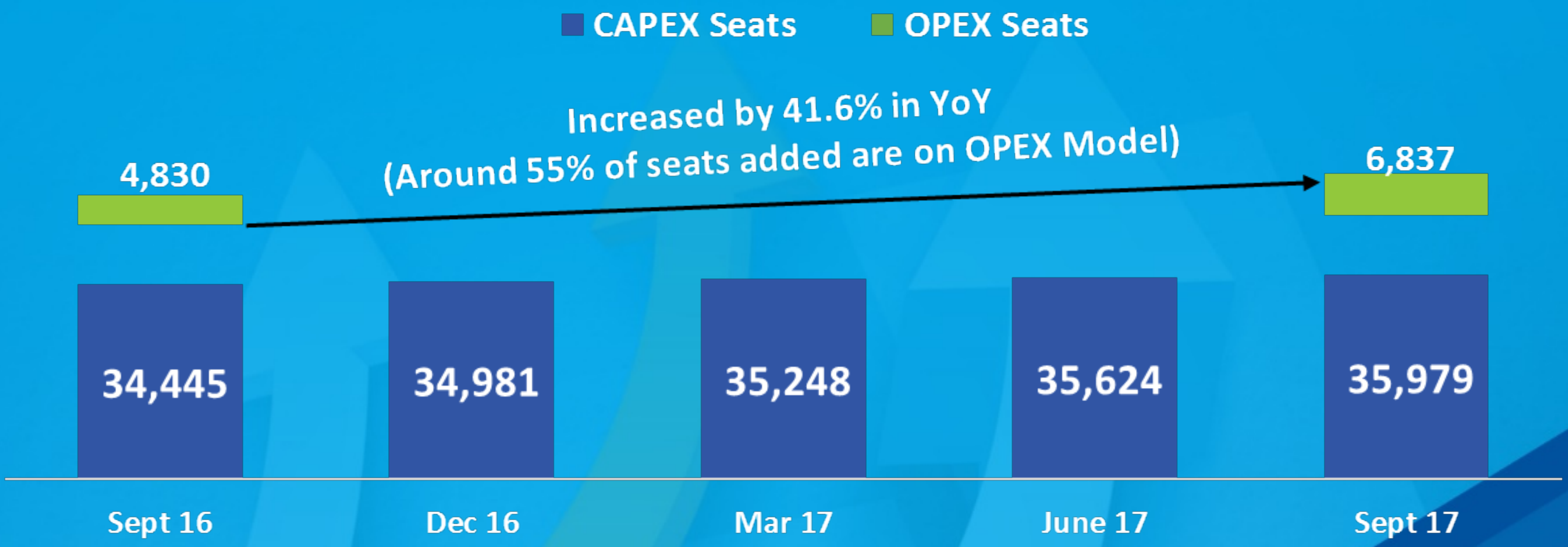


INR 19,834 Mn

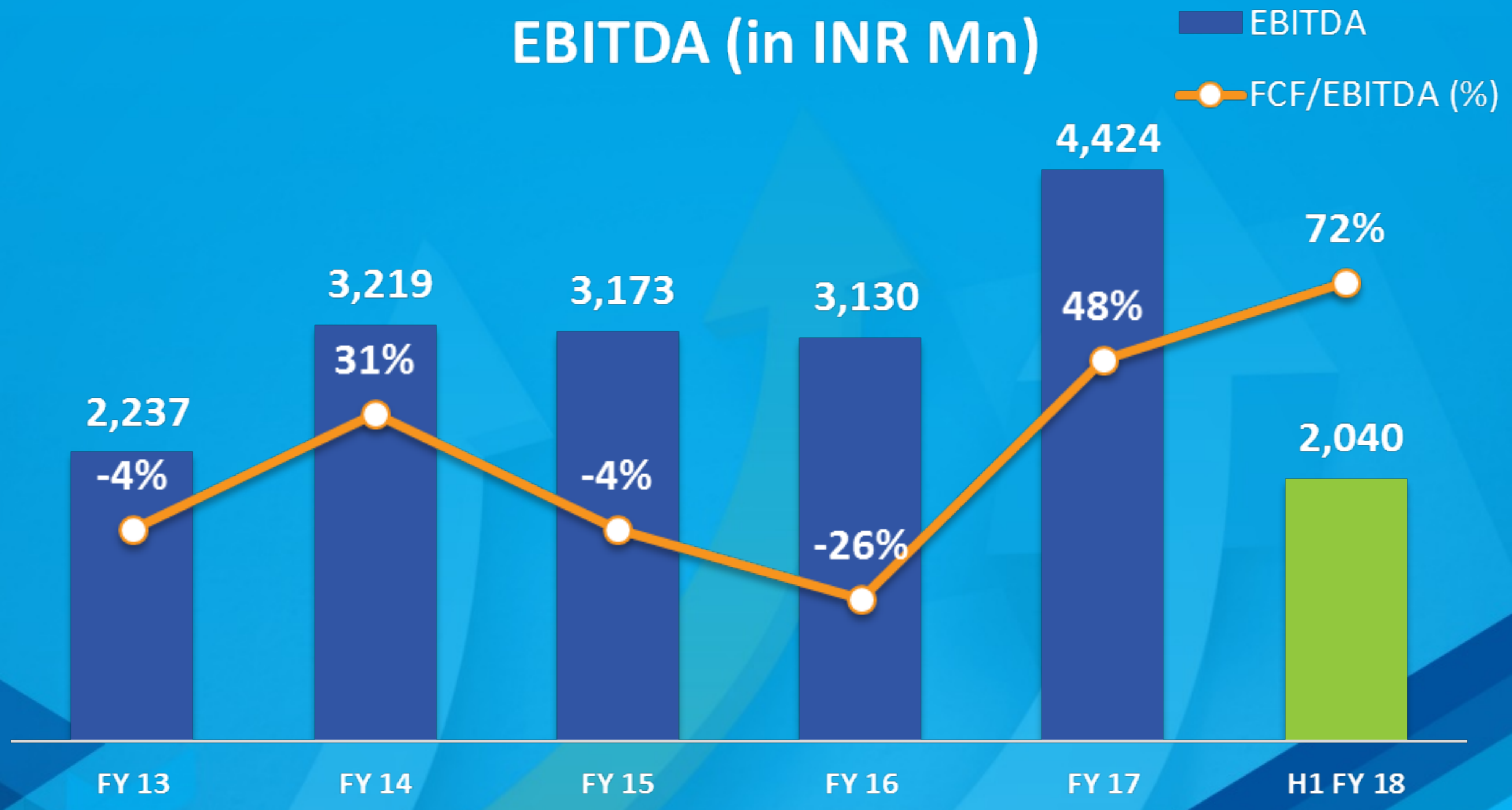
INR 18,698 Mn

More Seats On Opex Model to Moderate Capex

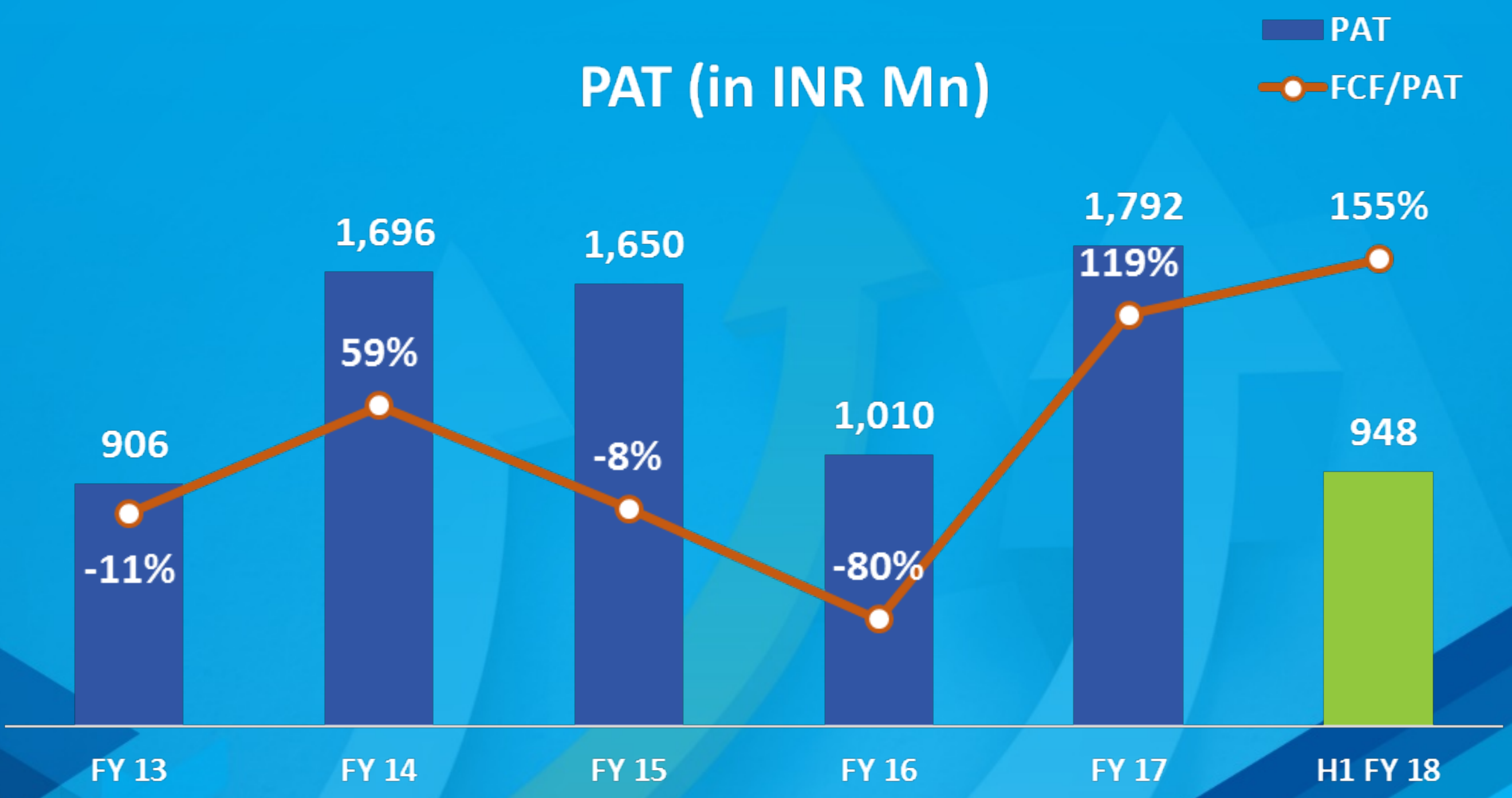
CAPEX seats & OPEX Seats



Free Cash Flow to EBITDA Analysis



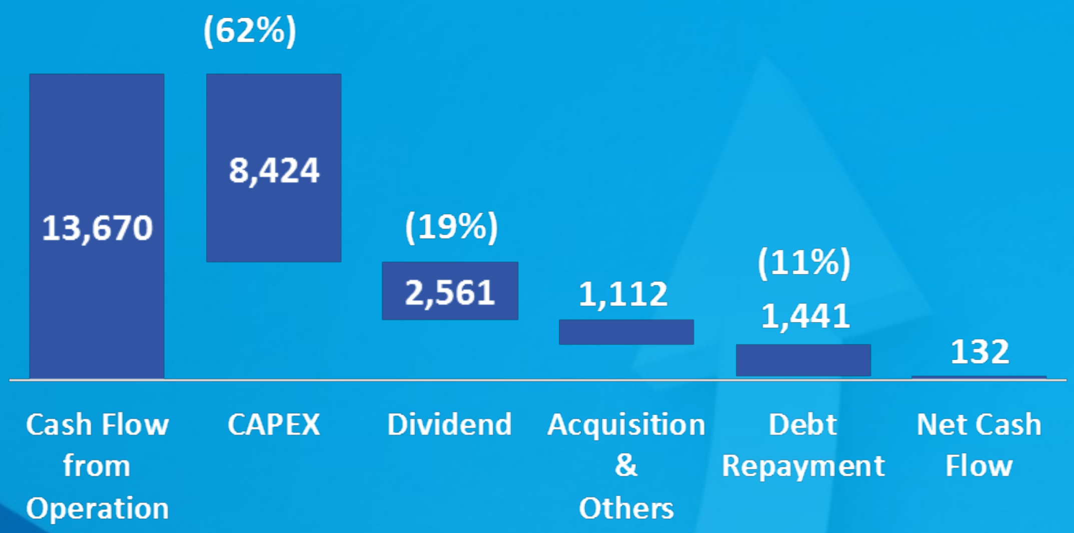
Free Cash Flow to PAT



Focus on Free Cash flow over the last 6 Quarters

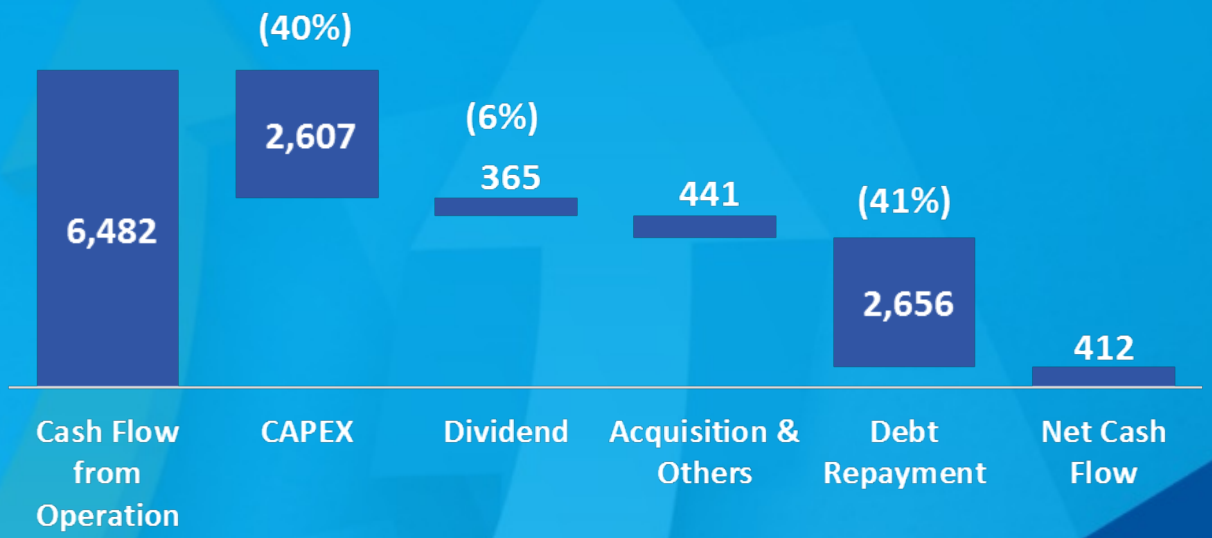
FY 13 to H1 FY 18

Cumulative Cash Flow (in INR Mn)



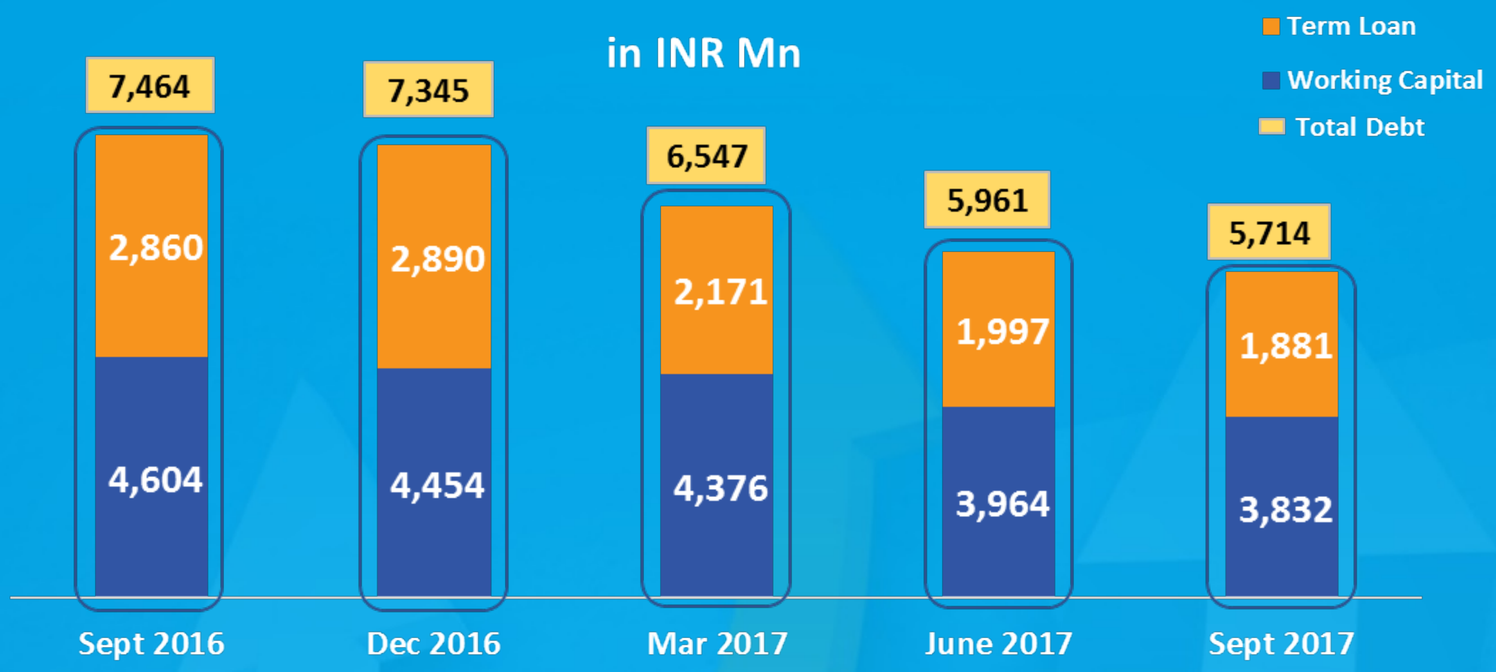
18-months ending Sept 17

Cumulative Cash Flow (in INR Mn)

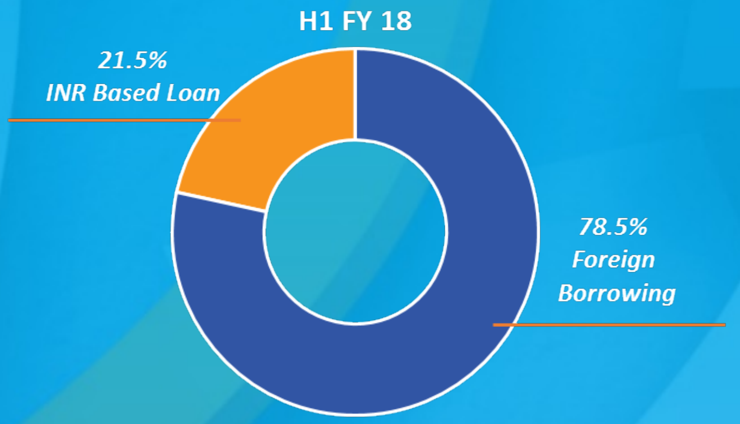


% of Total Cash Flow from Operations

Debt Movement

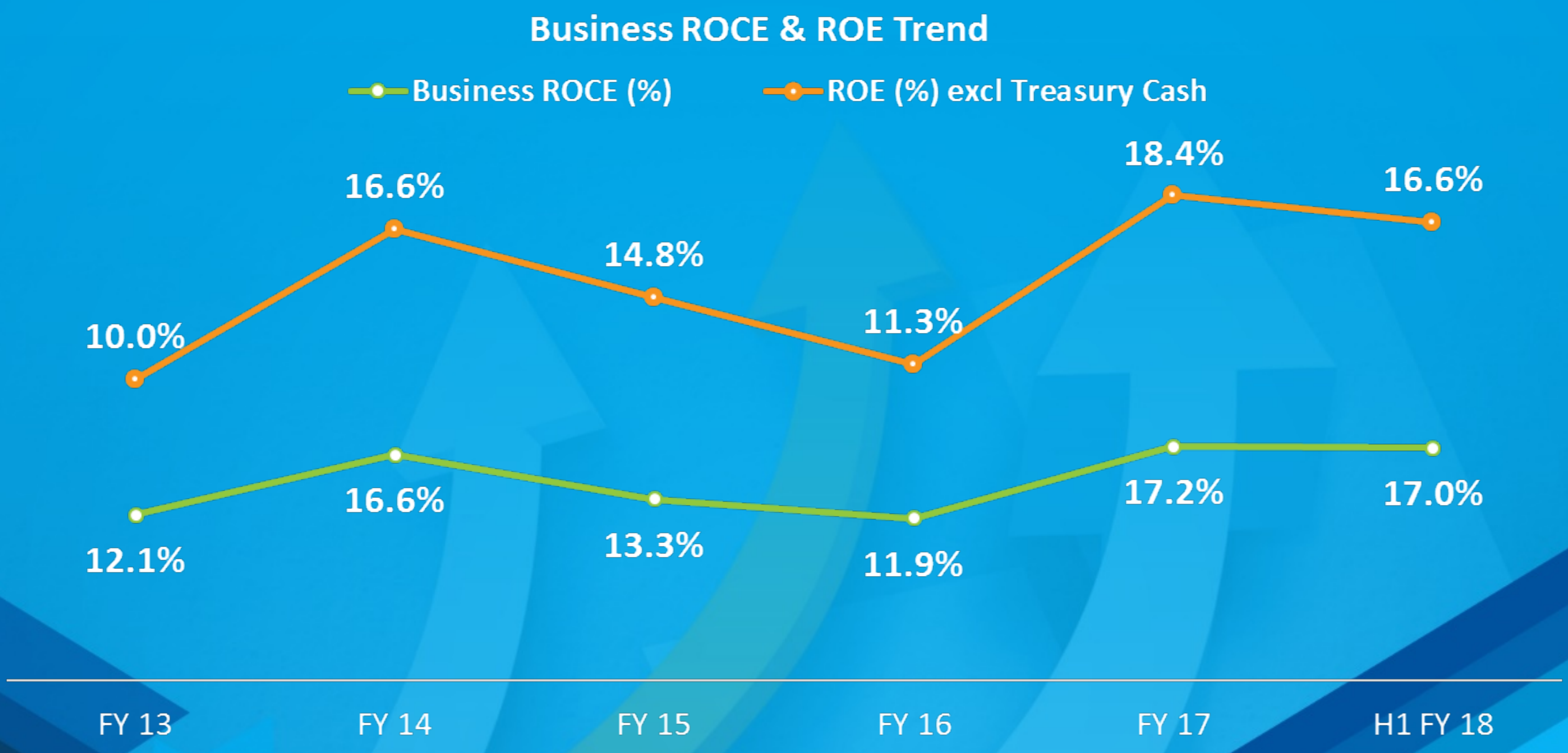


Description by Loan type

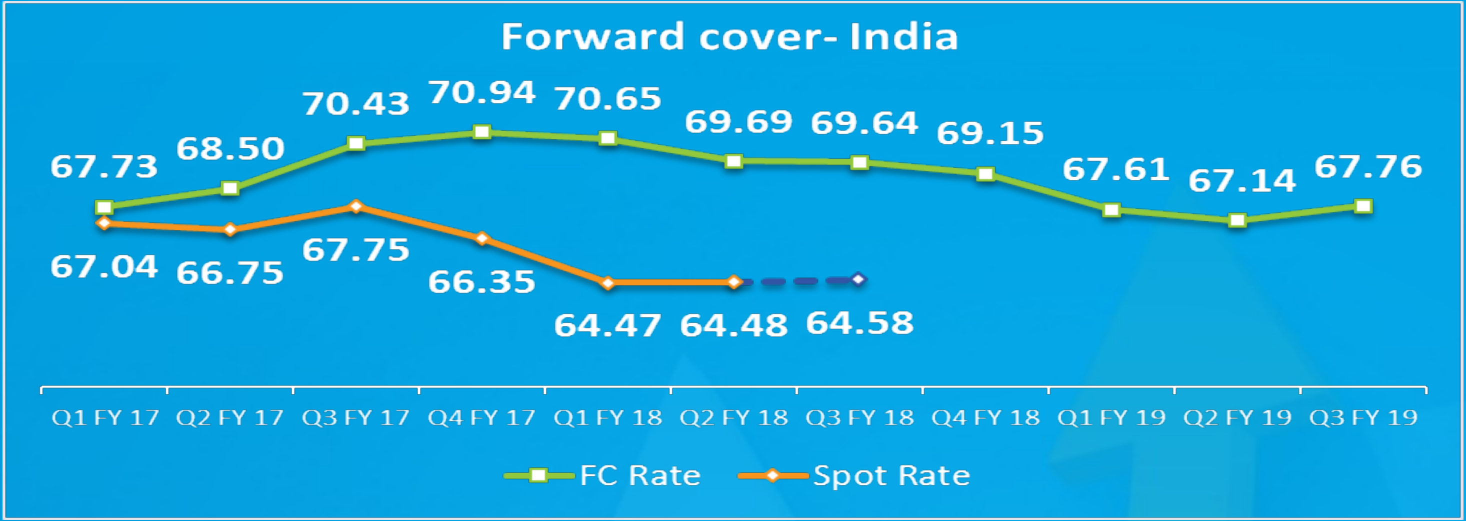


Steep Drop in Leverage Ratio over last 18 mths

HGS - Business ROCE & ROE Trend

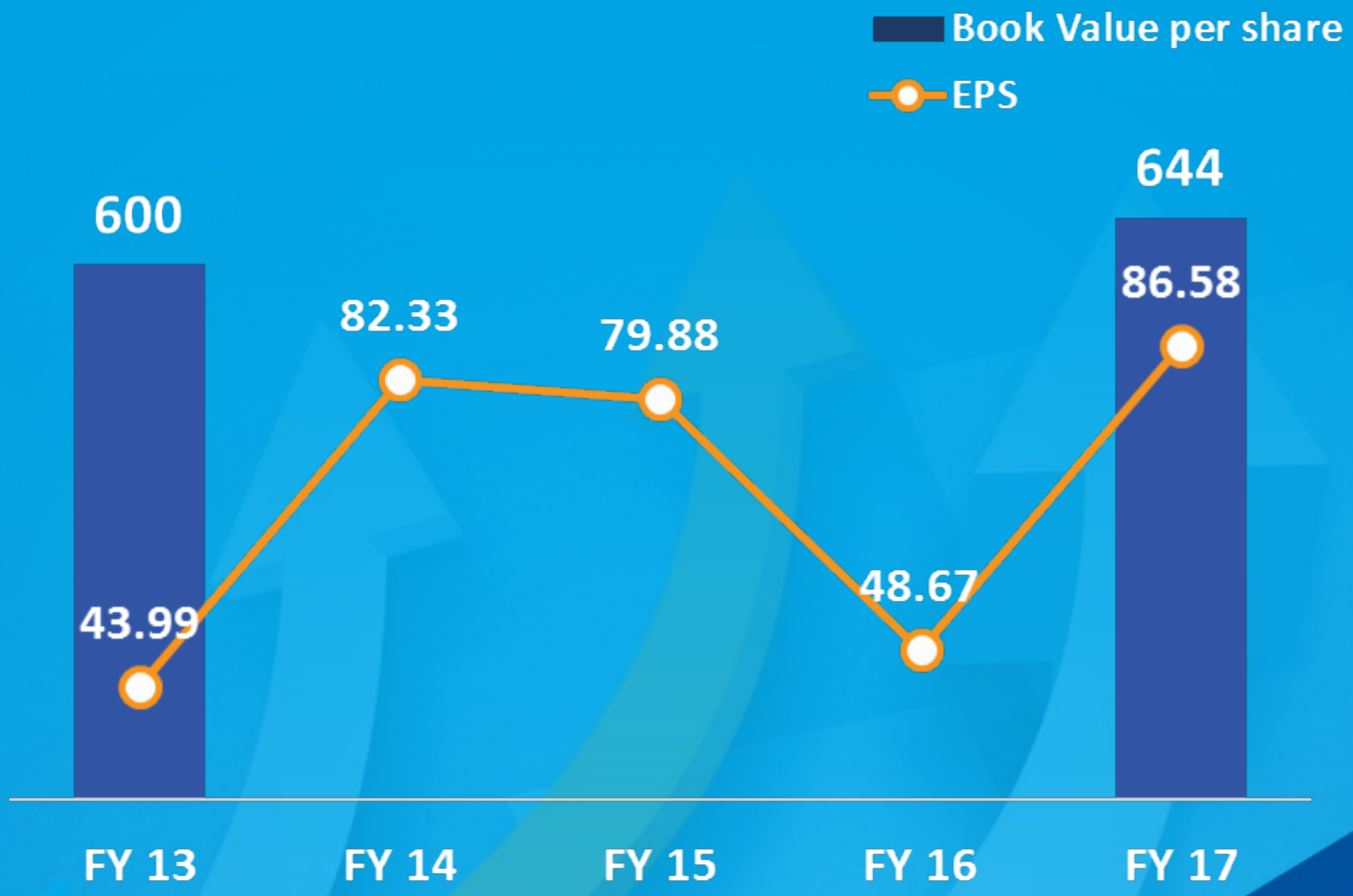


Revenue Hedging & Forex Sensitivity



For Q3 FY 18 – Actual for Oct 17, Nov 17
&
estimated for Dec 17

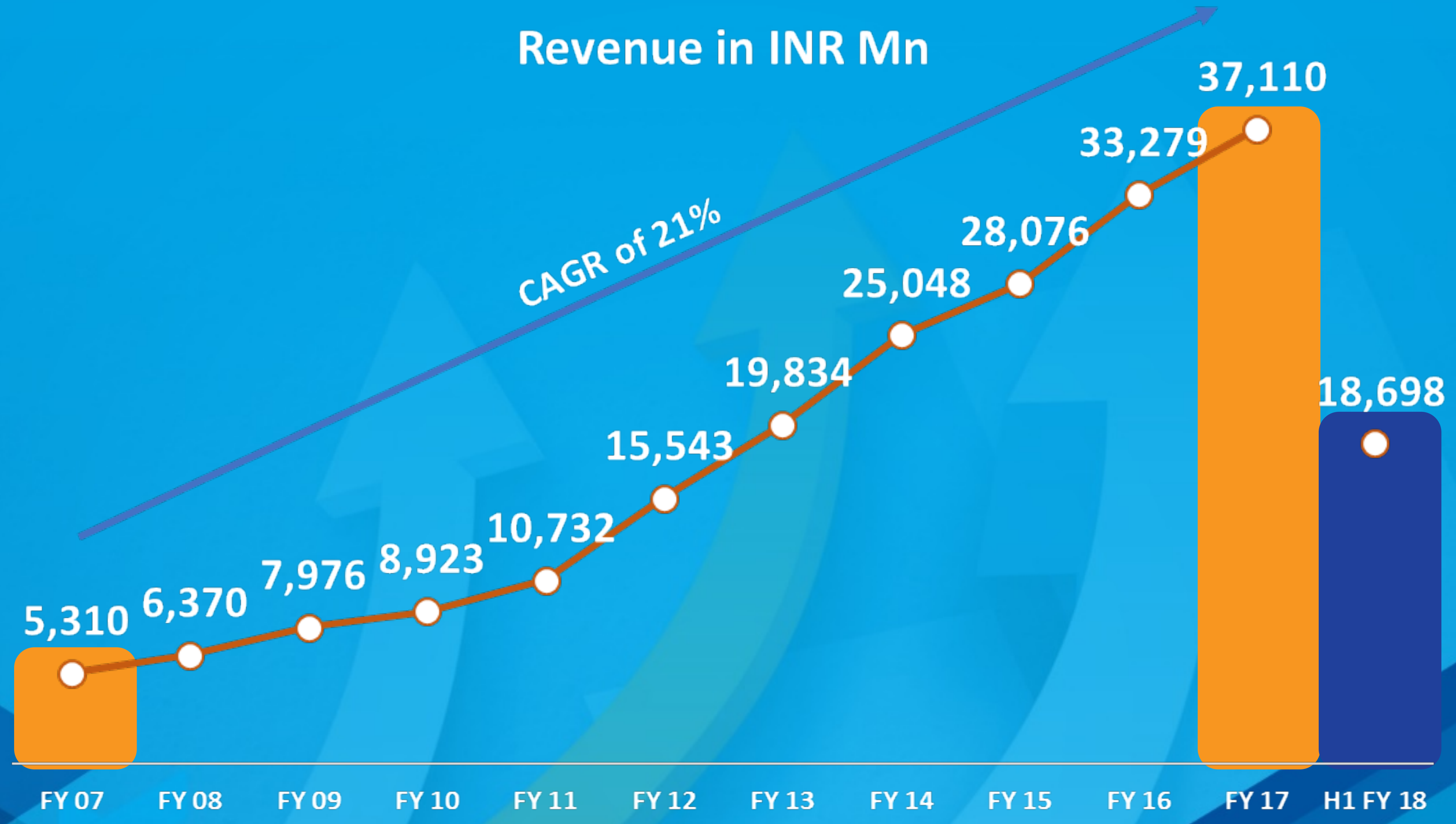
Book Value & EPS in INR



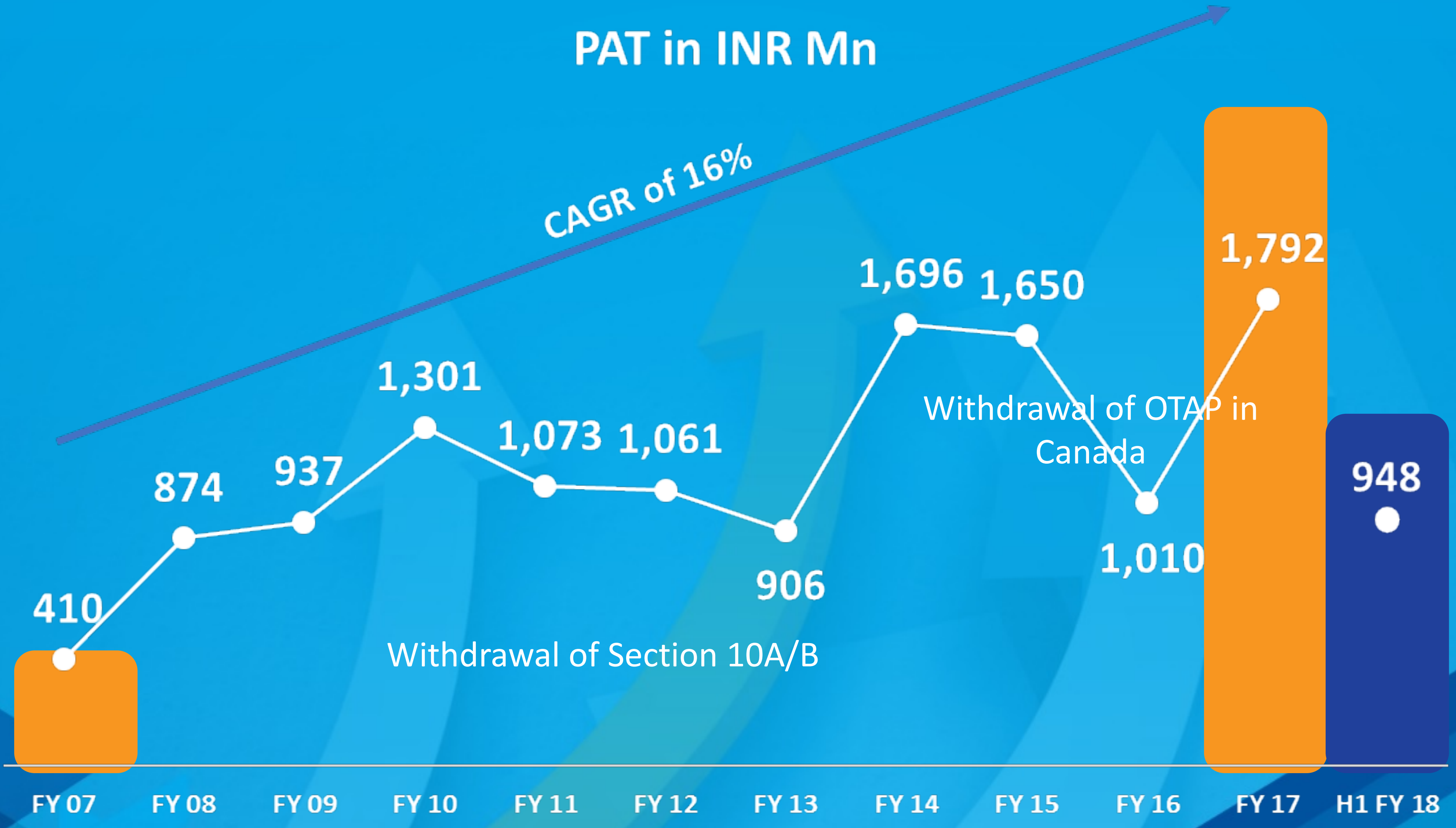
Wrap up

Partha DeSarkar

Last 10 years – Revenue CAGR of 21%



Last 10 years – PAT CAGR of 16%



Why HGS

Market

- Large Global Market from a variety of sectors and verticals
- High Growth Industry
- No single dominant player

HGS

Strong record of growth	Significant debt reduction in the last 18 months	Improved cash flow generation
Tenured clients	Global delivery model – offshore, near shore and on shore	Strong domain expertise in healthcare, telecom and consumer verticals
Strong balance sheet and financial flexibility	Dividend paying	Strong promoters

To be a globally preferred business process transformation partner for our clients, creating value in their business through innovative outsourcing solutions.

OUR MISSION IS TO MAKE OUR CLIENTS MORE COMPETITIVE

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new"

- Socrates

DRIVING RESULTS CONSISTENTLY

Q&A Session