

May 24, 2022

The BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street, Mumbai-400 001.
Scrip Code: 543398

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex Bandra East,
Mumbai 400 051
Scrip Symbol: LATENTVIEW

Dear Sir/Madam,

**Sub: Earnings Presentation on the financial results for quarter and financial year ended
March 31, 2022**

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed a copy of the Earnings Presentation on the financial results of the Company for the quarter and financial year ended March 31, 2022 that will be circulated to the Investors/ Analysts for the Earnings Call scheduled on May 24, 2022.

This is for your information and records.

Yours Sincerely,

Thanking you,
For Latent View Analytics Limited



P. Srinivasan
Company Secretary and Compliance Officer

LatentView Analytics Limited
(Formerly known as LatentView Analytics Private Limited)
Unit 6,7,8, 5th Floor, Neville Tower, Ramanujan IT City SEZ
Rajiv Gandhi Salai (OMR), Taramani, Chennai, Tamil Nadu 600113.



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LatentView Analytics

Q4FY22 Earnings Presentation

24th May 2022



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4. GROWTH STRATEGY



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About LatentView Analytics



LatentView Analytics: Snapshot



Leadership position in data analytics with a wide range of capabilities

- **End-to-end business solutions:** Consulting services, data engineering, business analytics & digital solutions across **marketing, customer & supply chain analytics**



Deep and entrenched relationships with blue chip clients across industries

- **30+ Fortune 500 clients** in the last 3 fiscal years
- Relationship with **top 5 clients (FY22)** for an **average of 9yrs**



Consistent client driven innovation supported by functional expertise

- Expertise across **technology, industrials, CPG¹ & retail & BFSI**
- **Client driven innovations, consulting led solution & IdeaLabs solutions**



Global delivery capabilities across US, Europe & APAC

- Global delivery centers in **Chennai & Bangalore**
- Subsidiaries in **USA, Netherlands, Germany, UK & Singapore**

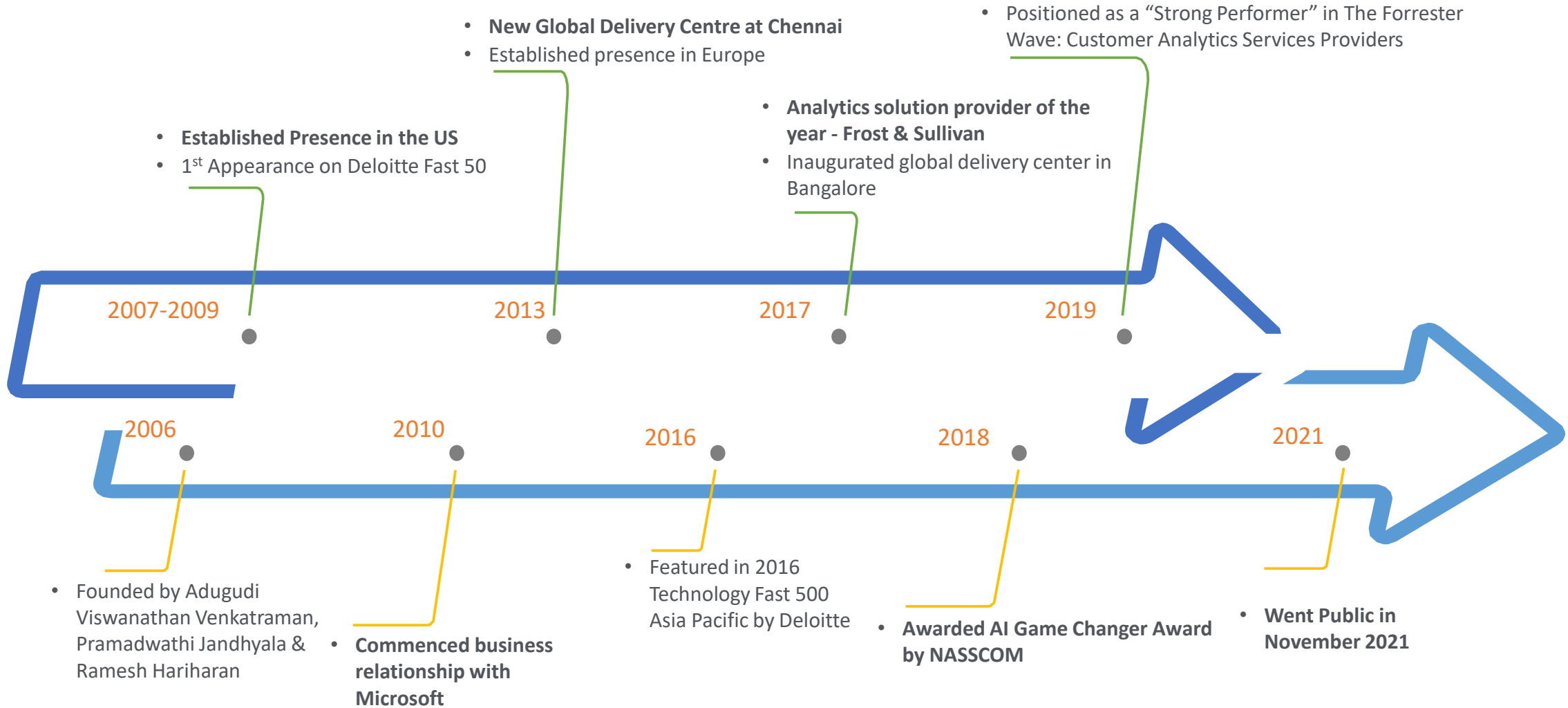


Scalable and attractive financial profile

- FY22 Revenue from Operations: **INR 4,078 Mn**
- FY22 EBITDA margin²: **29.4%**
- FY22 PAT margin³: **30.2%**

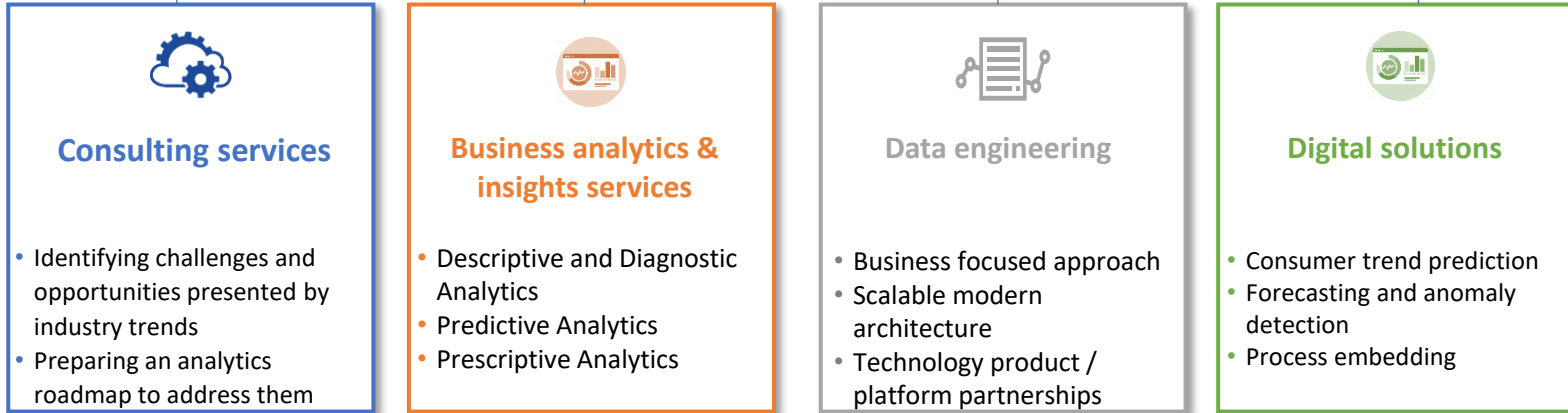
Note: (1) Consumer packaged goods; (2) EBITDA is calculated as PBT+Depreciation & Amortisation+Interest less other income; (3) PAT Margin is calculated as profit for the year as a percentage of revenue from operations including exceptional item of 226.2 Mn

LatentView Analytics: Our Journey



LatentView Analytics: Business Overview

Solutions & Service Offerings



Analytics Offerings by Function



Customer analytics

- Customer segmentation & behavior
- Lifetime value analysis; Cross sell/up sell
- Loyalty & personalization



Supply chain analytics

- Sourcing & replenishment; Metrics measurement
- Inventory & network optimization
- Demand forecasting



Marketing analytics

- Brand & competitive positioning
- Campaign design & marketing spend optimization
- Attribution modelling & personalized marketing



Other categories

- Finance & risk analytics: Portfolio performance, collection analytics & counterfeit analysis
- HR analytics: Employee retention, talent acquisition, performance & compensation

Industry Leading Recognition

Deloitte.
Technology Fast50

Deloitte Technology
Fast 50

NASSCOM®

AI Award
Winner 2018

F R O S T
S U L L I V A N















F&S Analytics Solutions
Provider of the Year 2017

Gartner

Market Guide for Data
& Analytics Service
Providers 2017

LatentView Analytics: Business Overview (Cont'd)

Deep & Entrenched Relationships with Clients across Industries

Sector	Technology 	Industrial 	CPG & Retail 	BFSI 
Overview	<ul style="list-style-type: none">• SaaS model is leading to a wealth of information about customers• Customer analytics is being used to uncover insights from usage data	<ul style="list-style-type: none">• Forecasting demand & supply chain solutions• Predictive maintenance of machines & equipment	<ul style="list-style-type: none">• High volumes of data is being generated across both online & traditional offline channels• Product assortment, channel strategy & marketing spend	<ul style="list-style-type: none">• Fraud & risk analytics• Customer analytics supporting new products
Revenue Mix (FY22)	65.5%	13.3%	15.3%	5.9%
Key Clients	<ul style="list-style-type: none"> • Adobe: US based software player • Uber: US based ride hailing player • US based software giant	<ul style="list-style-type: none"> • US home appliance manufacturer • European luxury car manufacturer • Leading home appliance provider	<ul style="list-style-type: none"> • US based cosmetics company • Leading snack company in US • 7-Eleven: Leading US retail player	<ul style="list-style-type: none"> • Leading payments solution provider

LatentView Analytics: Business Overview (Cont'd)

Delivered Analytics Solutions across 4 Continents

As of 31st March 2022

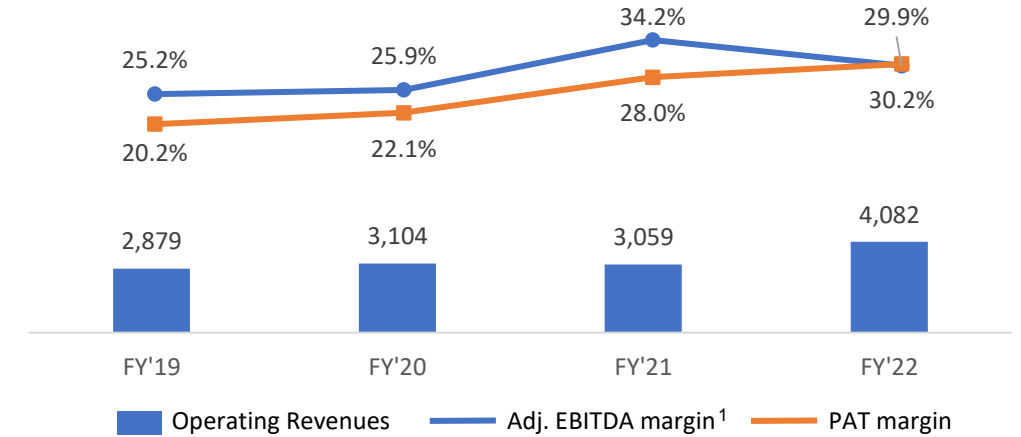


● Global Subsidiaries ● Global delivery centers



Scalable & Attractive Financial Profile

Figures in INR mn



- Revenue from operations of INR 4,082 mn in FY22 with majority of revenue generated from long-term agreements
- Benefit of operating leverage due to high contribution margins on incremental revenue generated from consulting services
- Strong cash generation with net cash flow from operations of INR 874 mn in FY22
- Low Capital Requirement with capital expenditure equivalent to 1.6% of revenue from operations in 2021

Source: Zinnov Report

(1) Adjusted EBITDA is calculated as EBITDA less other income, excluding finance income



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Financial Highlights

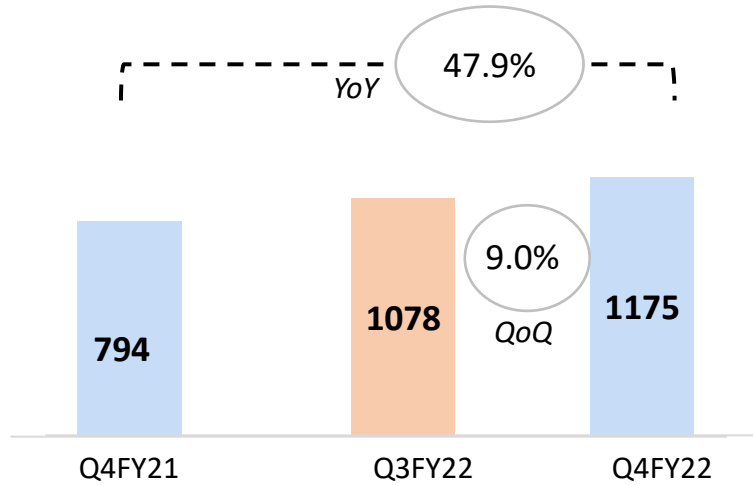


Financial Performance – Q4FY22 & FY22

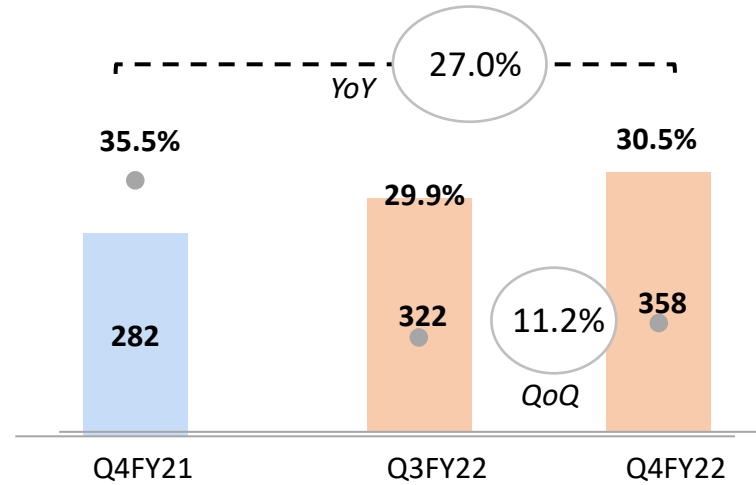
(All figures in ₹ Millions)

Q4FY22 Performance

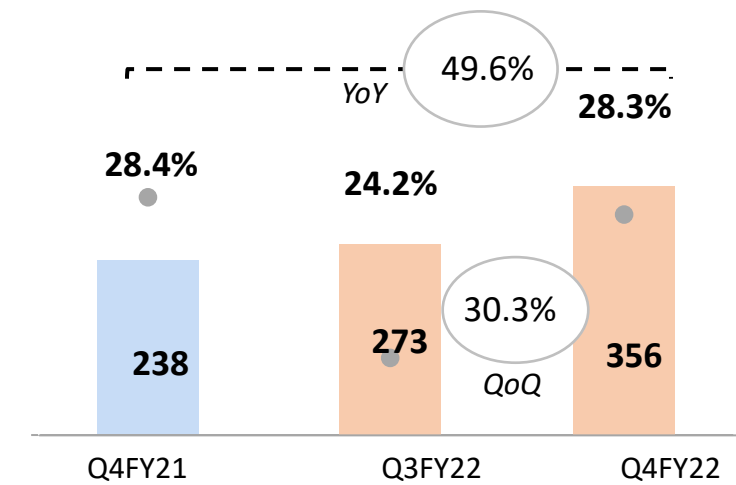
Operating Revenue



EBITDA & Margin (%)

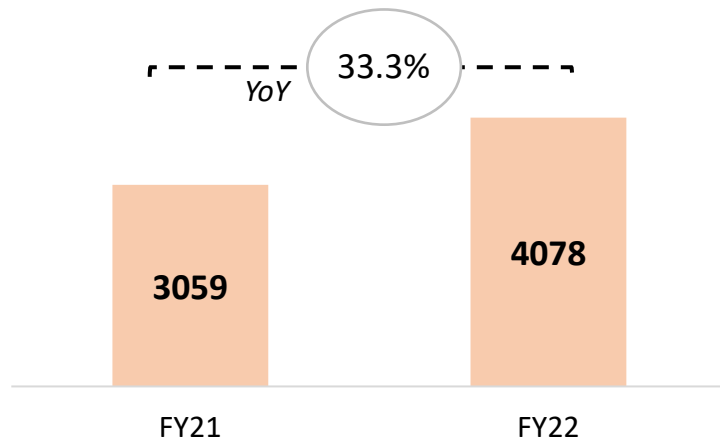


PAT & Margin (%)*

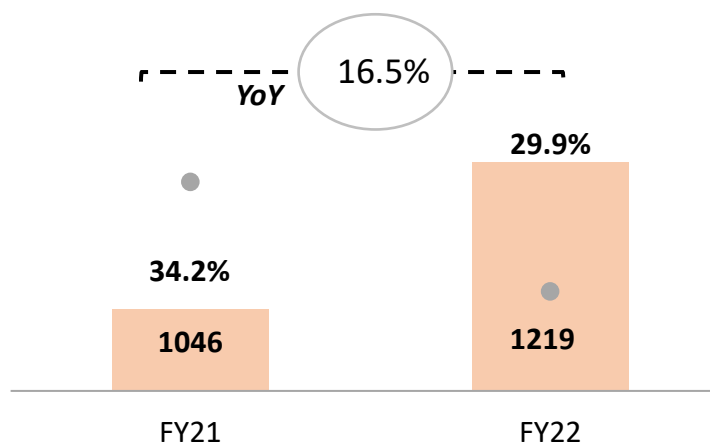


FY22 Performance

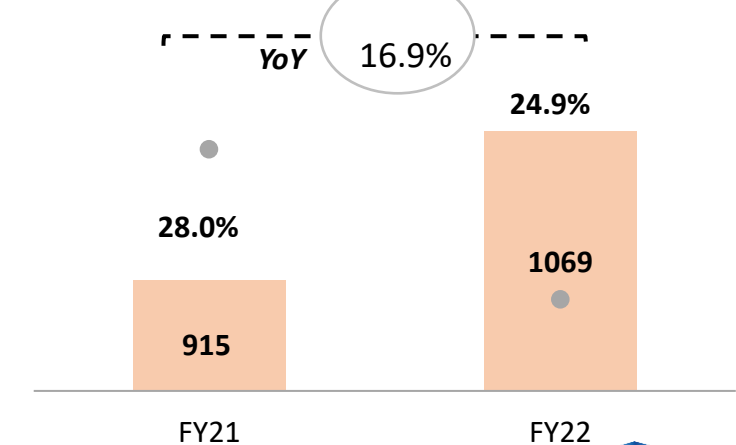
Operating Revenue



EBITDA & Margin (%)



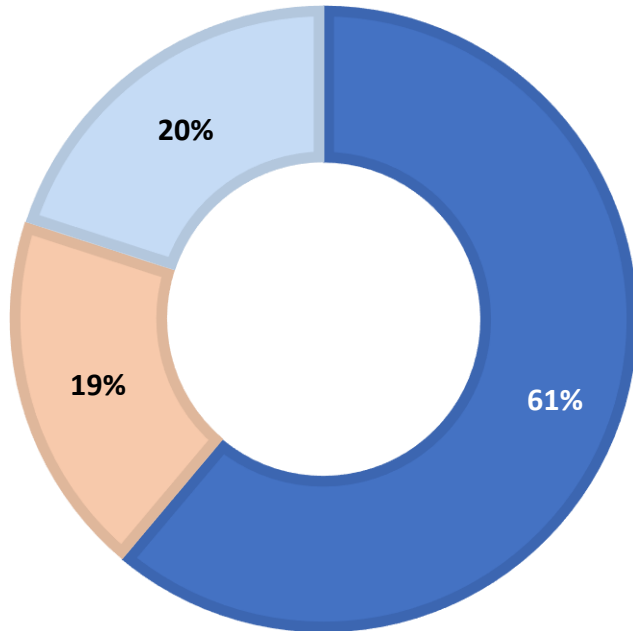
PAT & Margin (%)*



*PAT for Q4 FY22 and FY22 excludes exceptional item of 226.2 Mn INR

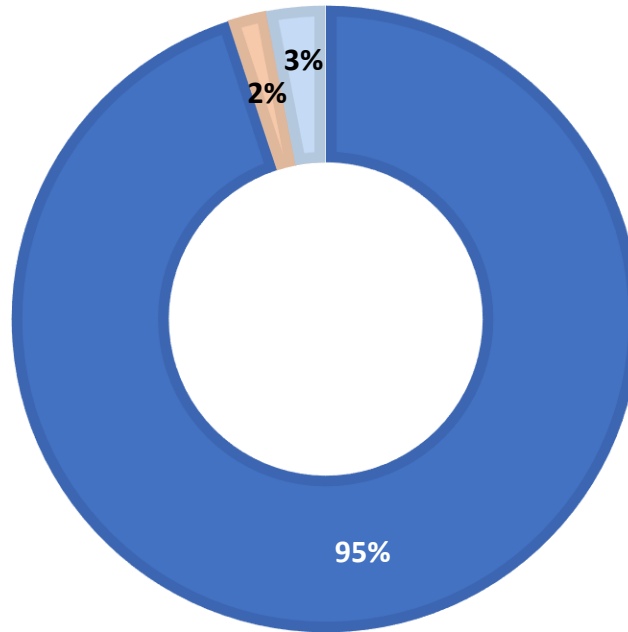
Operating Metrics – Q4FY22

Revenue By Sector



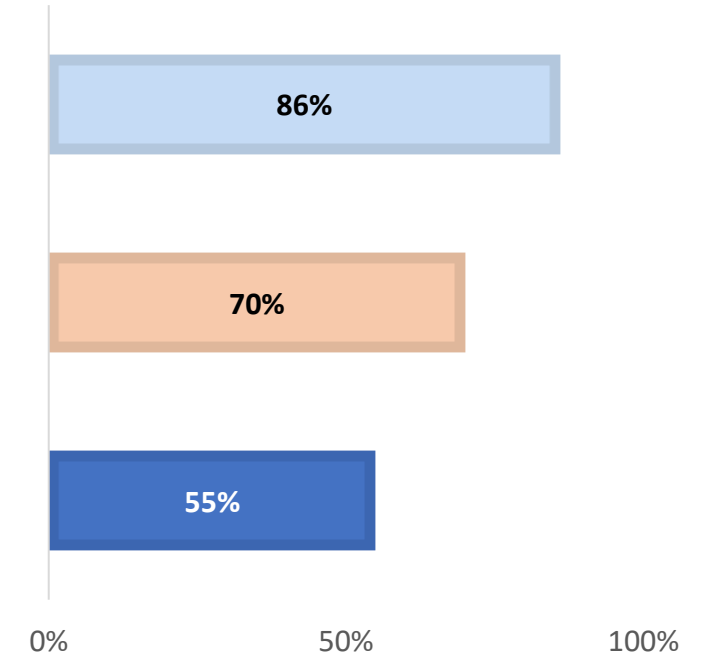
■ Technology ■ CPG & Retail ■ Others

Revenue By Geography



■ USA ■ Europe ■ Rest of World

Clients Concentration



■ Top 5 Clients ■ Top 10 Clients ■ Top 20 Clients

Financial Summary

Key Performance Metrics		Q4FY21	Q3FY22	Q4FY22	Growth QoQ	Growth YoY	FY21	FY22	Growth YoY
Revenue (Rs. Million)	Revenue from Operations	794	1,078	1,175	9.0%	48.0%	3,059	4,078	33.3%
	Other Income	46	53	79	49.1%	71.7%	208	210	1.0%
	Total Income	840	1,131	1,254	10.9%	49.3%	3,267	4,288	31.3%
Margin (Rs. Million)	EBITDA	282	322	358	11.2%	27.0%	1,046	1,218	16.4%
	PBT after exceptional	304	574	403	-29.8%*	32.6%	1,159	1,542	33.0%
	PAT	238	499	356	-28.7%*	49.6%	915	1,296	41.6%
Margin (%)	EBITDA	35.5%	29.9%	30.5%			34.2%	29.9%	
	PBT after exceptional	36.2%	50.8%	32.2%			35.5%	36.0%	
	PAT	28.3%	44.2%	28.4%			28.0%	30.2%	
EPS (Rs.)	Basic	1.39	2.70	1.79	-33.7%*	28.8%	5.35	7.09	32.5%
	Diluted	1.33	2.57	1.73	-32.7%*	30.1%	5.10	6.84	34.2%



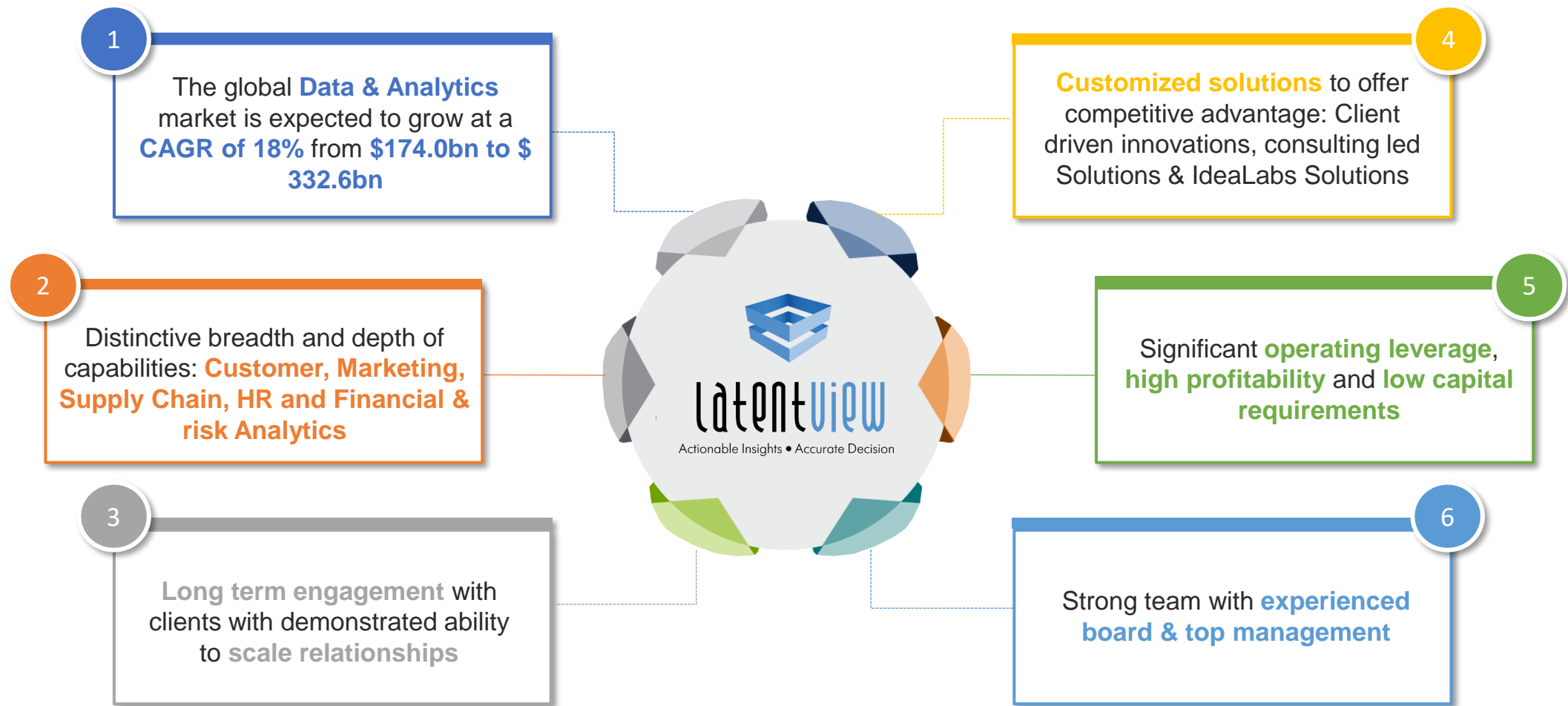
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Investment Rationale





Compelling Investment Proposition





1a Digital Spending Market at \$1.3Tn¹

Trends leading to Increased Digital Spending

- 

Focus on **operational efficiency**, shift from providing core data to generating insights to inform decision-making processes
- 

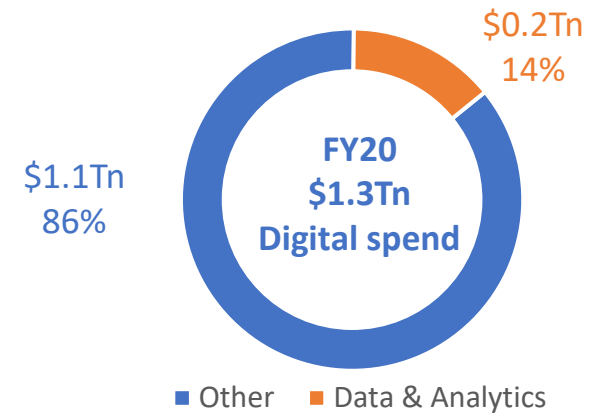
Demand for **Contactless digital customer engagements** is expected to lead to increased technology spending
- 

Hybrid work environments & remote collaboration to lead to more spending on systems and tools for virtual communication and collaboration
- 

Demand from e-Commerce activity, virtual collaboration requirements to lead to increase in enterprise spending on **cloud based infrastructure**

Post-pandemic work environment is expected to accelerate trends

Digital Spending was a \$1.3Tn Market in FY20



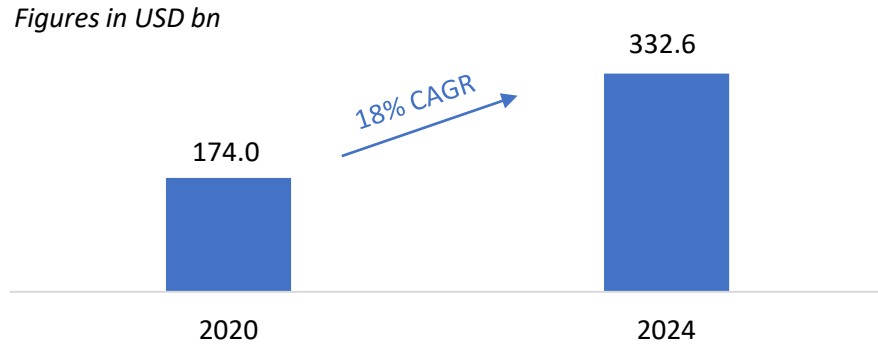
Global digital spending to grow at a 18% CAGR between FY20-24

Data & Analytics Horizontals

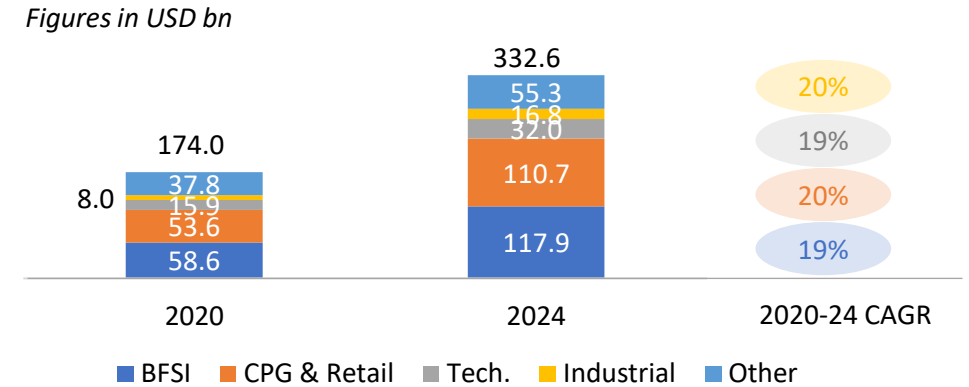


1b Global Data & Analytics to Grow Across Segments

Global data & analytics market to reach \$332.6bn by 2024



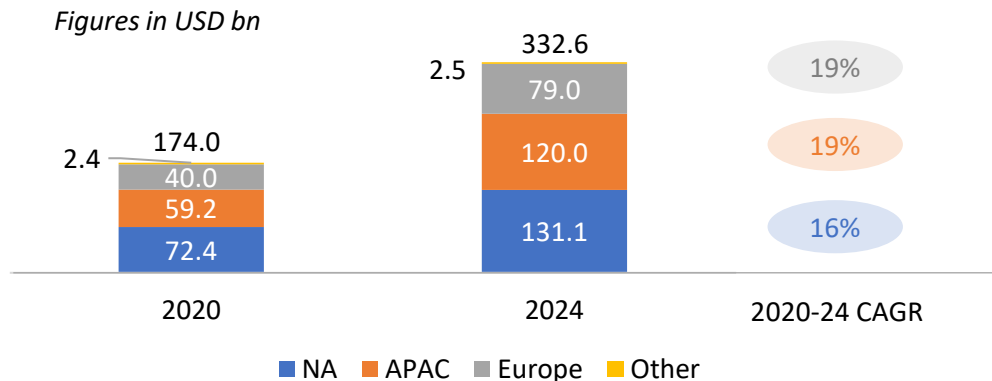
BFSI, CPG & retail, technology & industrials represent 70% of the market



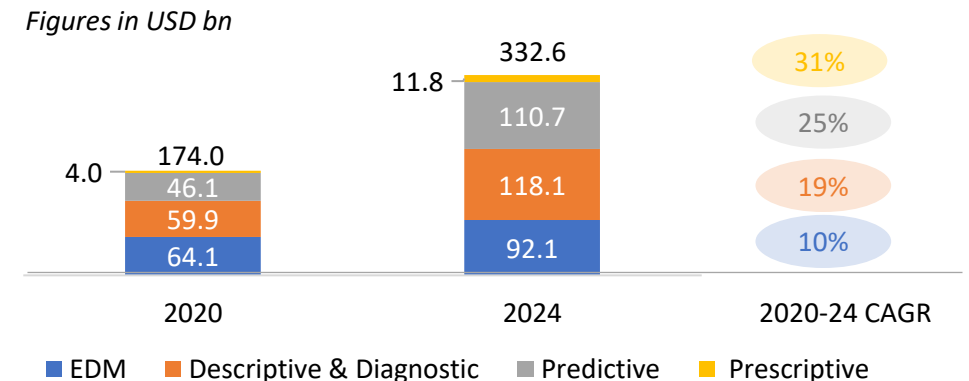
Data explosion from a variety of devices with premium use cases for D&A for data mining activities

Demand for digitization services to grow sharply due to remote work environments accelerated by Covid-19

North America to remain the largest market for data & analytics

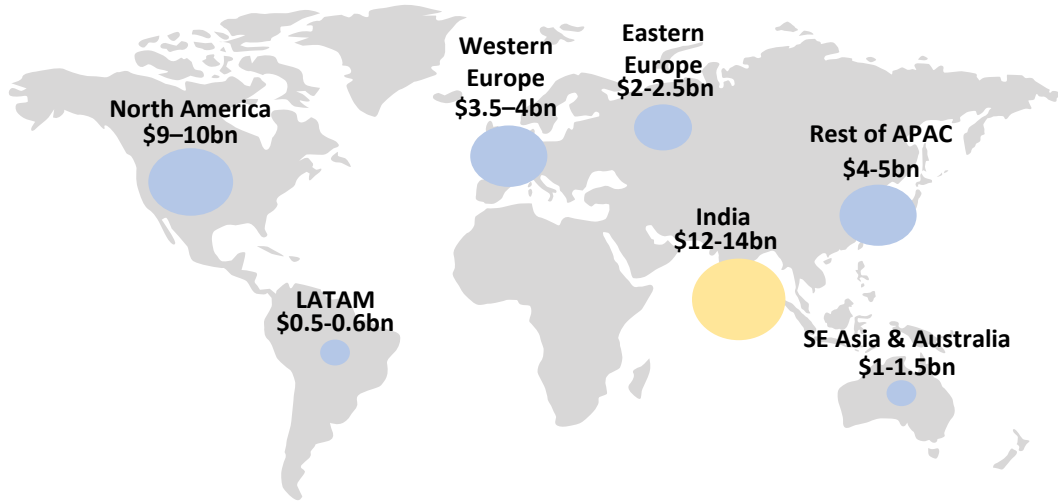


Predictive & prescriptive analytics to show highest growth rates



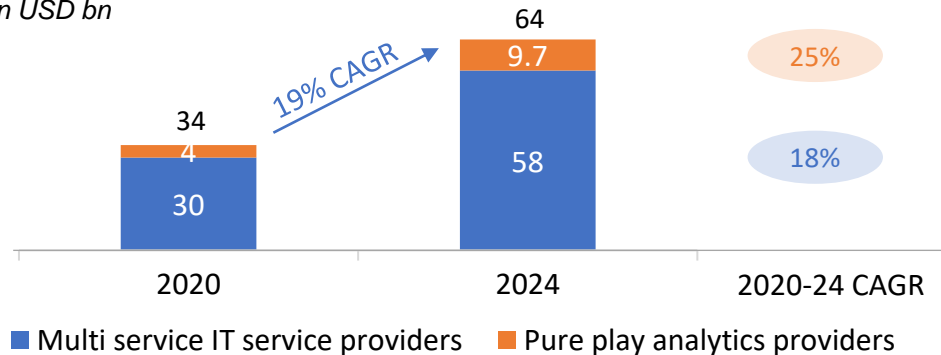
1c India Emerging as a Key Analytics Services Provider

India is the top outsourcing destination for data & analytics



Analytics Services addressed Market¹

Figures in USD bn



Highlights of the Indian analytics delivery market

- India is the top outsourcing destination for analytics
- The Indian market is dominated by Multi Service IT Providers
- Indian companies make up approximately 40% of the addressed market
- The Indian delivery market is estimated to grow at approximately 20% CAGR (2020-2024)

Pure play analytics providers

- Pure play analytics providers are focussed on niche solutions in descriptive & diagnostic and predictive analytics segments
- These firms leverage product offerings & end-to-end analytics solutions including consulting to create growth & differentiation

LatentView's Distinctive Breadth and Depth of Capabilities

Solution Offered & Engagement

Consulting

Business Analytics & Insights

Technology

Industrials

CPG & Retail

BFSI

Digital Solutions

Data Engineering

Engagement with stakeholders across the client organization

- **CMO:** Marketing analytics
- **CFO:** Finance & risk analysis
- **CSCO:** Supply chain analytics
- **CHRO:** HR analytics

Offerings by Function



Customer Analytics

- Facilitates targeted business offering, potential for upselling & cross-selling
- 2020-2024 CAGR: 26%



Marketing Analytics

- Identifying channel strategy & optimizing marketing spend
- 2020-2024 CAGR: 19%



Supply Chain Analytics

- Collection & evaluation of data generated across the supply chain
- 2020-2024 CAGR: 28%



Financial & Risk Analytics




- Platform to detect fraud, manage risk and enhance portfolio performance
- 2020-2024 CAGR: 22%



HR Analytics

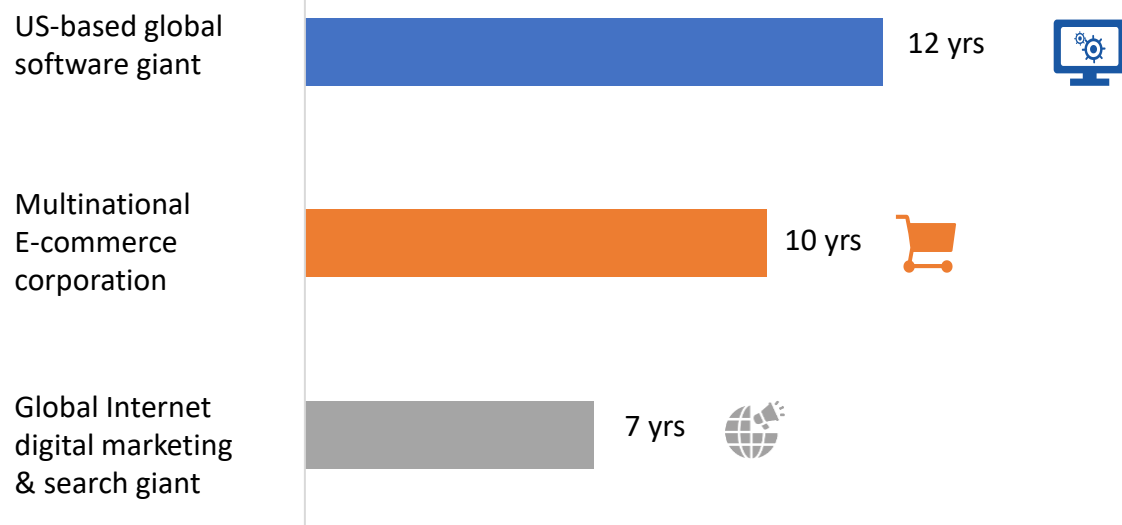
- Enables companies to make data driven decisions on critical people matters
- 2020-2024 CAGR: 24%

2b Select Case Studies

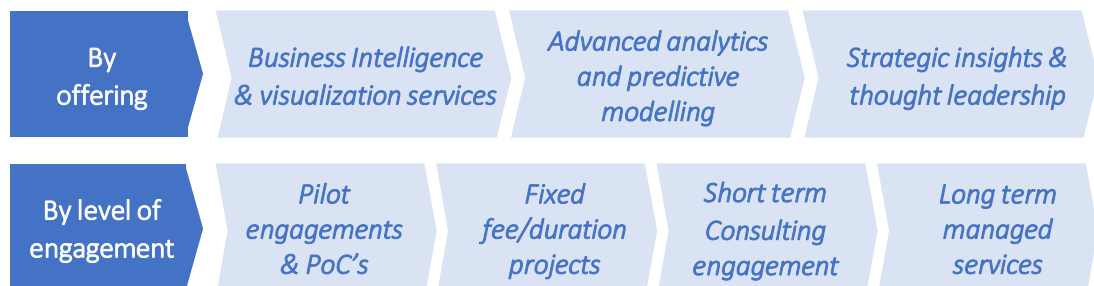
Client	Problem	Solution	Impact
 <p>Leading retailer (USA)</p>	<ul style="list-style-type: none"> Reliance on ad hoc reports for driving business decisions Time consuming and required dedicated resources 	<ul style="list-style-type: none"> Chatbot and an integrated self-service tool to facilitate communication Custom charts in the self-service tool 	<ul style="list-style-type: none"> Users could easily view all metrics in a single window Creation of reports by end users through menu-based selection
 <p>Home appliances And repair services provider (USA)</p>	<ul style="list-style-type: none"> Declining market share Shifting preference towards replacements Increased competition & poor service levels 	<ul style="list-style-type: none"> Reworked sales planning exercise Recalibrated monthly forecasts Performed workforce optimization & truck stock optimization 	<ul style="list-style-type: none"> Improved first time completion of service requests Improvement in NPS
 <p>Leading snack company (USA)</p>	<ul style="list-style-type: none"> Low capacity utilization of expensive equipment Adverse impacts on production throughput to the extent of 6% 	<ul style="list-style-type: none"> Early Warning System to predict downtime in processing line – 30, 60 & 180 minutes in advance 	<ul style="list-style-type: none"> Increase in fryer utilization Savings in cost per fryer across all plants in the US

3 Deep Engagement with Clients

Long Term Engagement with Key Clients



Relationship Evolution



Pilots with existing clients provides access to new geographies

Client mix by Category (FY'22)

Category	Number of clients	Percentage of Revenue from Operations (%)
Less than INR 50 mn	37	13.1%
Between INR 50 mn – INR 100 mn	11	19.7%
Between INR 100 mn – INR 500 mn	6	32.7%
Above INR 500 mn	2	34.6%
Total	56	100%

Trusted Partner to Key Clients

- Net promoter score of +31 by the most recent Voice of Customer survey
- 89% of clients highlighting that they are either satisfied or very satisfied with the partnership with LatentView



Client driven Innovation

- Solutions based on client requests based on consultative process and functional expertise

Consulting Led Solutions

- Created an analytics platform to curate IoT data from cars & accurately predict future claims for each driving style

IdeaLabs Solutions

- Peer learning webinars, tech-conclaves, hackathons, structure innovation through IdeaLabs, and innovation through partnership with academia

Digital Solutions

SmartInsights

AI-powered platform, predict consumer trends ahead of the curve

MatchView






Design-of-experiments platform that helps design effective test and control groups

Casper

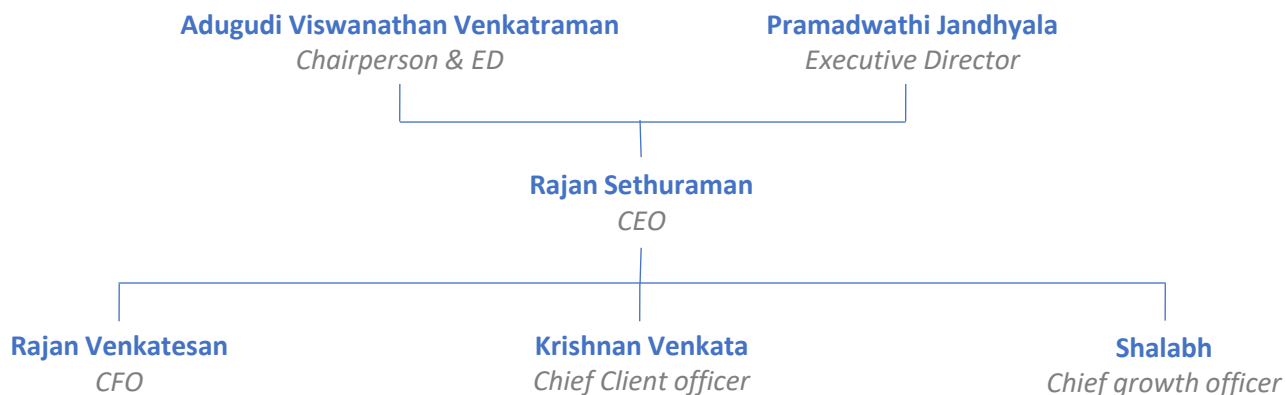
AI-driven conversational analytics platform with built-in domain intelligence

SpotCast

Automated forecasting and anomalies detection platform

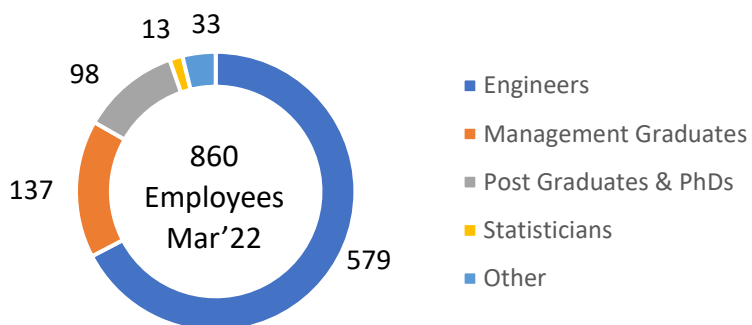
Name	Experience	Qualification
 Adugudi Viswanathan Venkatraman <i>Chairperson & ED</i>	<ul style="list-style-type: none"> • Founder of LatentView Analytics • Several years of experience across IT services, credit analysis and business consulting 	<ul style="list-style-type: none"> • PGDM, IIM Calcutta • B.Tech, IIT Madras
 Pramadwathi Jandhyala <i>Executive Director</i>	<ul style="list-style-type: none"> • Founder of LatentView Analytics • Several years of experience across corporate finance & credit ratings 	<ul style="list-style-type: none"> • PGDM, IIM Calcutta • BE, BITS Pilani
 Dipali Sheth <i>Independent Director</i>	<ul style="list-style-type: none"> • Ex Country head of HR RBS services India • Directorships: UTI AMC, Adani Wilmar, DFM & Centrum 	<ul style="list-style-type: none"> • B.A. (Honours), University of Delhi
 Mukesh Butani <i>Independent Director</i>	<ul style="list-style-type: none"> • Founder of BMR Legal Advocates • Directorships: Dabur India, ABB Power Products & Systems India & BMR Business Solutions 	<ul style="list-style-type: none"> • CA, LL.B. • B.Com. (University of Bombay)
 Raghuttama Rao <i>Independent Director</i>	<ul style="list-style-type: none"> • CEO GDC, IIT Madras • Directorships: Sundaram Finance, Wheels India, Sundaram AMC, TVS Training & Services 	<ul style="list-style-type: none"> • PGDM, IIM Ahmdabad • B.Tech, IIT Madras, CWA
 Reed Cundiff <i>Independent Director</i>	<ul style="list-style-type: none"> • Ex CEO Americas for Kantar • EX GM of Global Insights Microsoft 	<ul style="list-style-type: none"> • BA Wesleyan University

Organization Structure

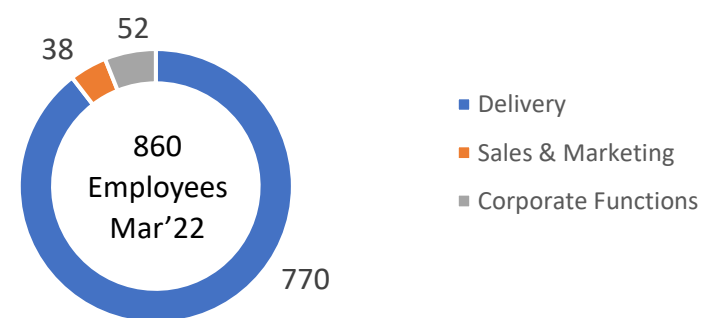


Employees Split by Qualification & Function

By Qualification



By Function





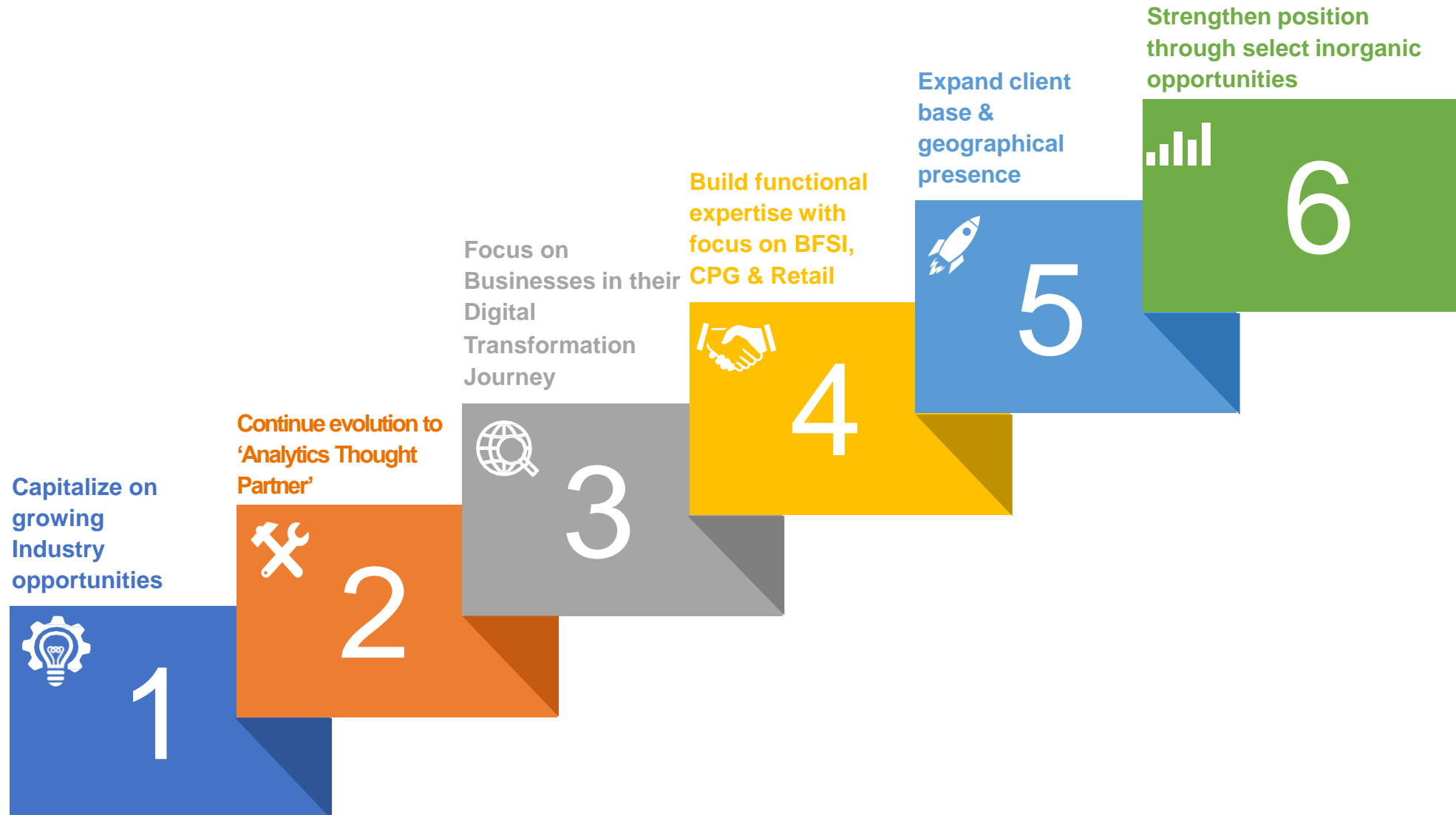
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Growth Strategy



Growth Strategies



Partnership with Leading Analytics Technology Companies

- Covid has **accelerated remote work environments** which is expected to **increase digitization of services & global delivery model**
- Introduced **new engagement models** such as **remote centre of excellence**
- New models have higher overlap than a traditional model and helps reduce dependence on **client co-located resources**
- **Partnerships with technology companies** for cloud platforms, data engineering solutions, visualization tools and analytics solutions
- **Strong and emerging partnerships** with a growing list of **product companies**
- Partnerships include joint GTM, **engagement of certified personnel**, access to skill development and early updates

Continue evolution to 'Analytics Thought Partner'



Identifying objectives, prioritizing digitization needs in clients **digital transformation journey**



Identify clients key challenges to **design suitable solutions** to address them



Build value propositions that address **specific challenges and opportunities** presented by industry trends



Utilize deep functional and technical expertise to identify and solve **high impact business problems**



Transform project based clientele network to a recurring **managed services network**

Focus on Businesses in their Digital Transformation Journey with Functional Expertise in BFSI, and CPG & Retail Verticals

Focus on Businesses in their Digital Transformation Journey

- Digital native businesses have been at the forefront of **adopting advanced analytics**
- **ISV's are moving to SaaS models** leading to a wealth of information about **customers usage & interaction patterns**
- Continue **strengthening relationship with existing clients** in the **technology industry**
- Assisting clients with identifying & **prioritizing their digitization needs** as part of their **digital transformation journey**

Building Capabilities & Functional expertise in BFSI, CPG & Retail Verticals

- **BFSI, CPG & retail verticals** is expected to grow at a CAGR of almost 20% over the next 5yrs to exceed \$110bn by 2024
- Focused on **potential opportunities** in BFSI and CPG & Retail verticals to strengthen domain capabilities
- **Strategic hires** of personnel with **extensive experience in industry verticals** to drive go-to market strategy

Expand Client Base and Geographic Presence

Current Global Presence

Present in the top 5 analytics markets in the world – USA, UK, Germany, Netherlands & Singapore



USA
(~95% Revenues)

- USA is the largest market for the company
- North America accounts for the largest share of the global data and analytics spend at approximately 40%
- CPG & Retail brands are ramping up their investment in customer analytics to drive competitive differentiation



Europe
(~3% Revenues)

- Subsidiaries in European markets: UK, Germany & Netherlands
- Key clients in the European industrial sector with spend on supply chain analytics expected to grow at a CAGR of 19.8% from 2019-24

Expansion of Client Base & Geographic Presence



Growth in clients & geographies

- Pilot projects with existing & potential clients to gain access to new geographies
- Continued presence in these geographies through subsidiaries driven by market opportunities & client referrals
- To grow client base by focusing on industry leaders and leveraging existing client relationships



Hub & Spoke model

- Hub & spoke model with global delivery centres based in India
- Operation centres with dedicated teams in different geographies to address requirements on a real time basis

6 Growth Strategies (Cont'd)

Strengthen Position Globally through Select Inorganic Opportunities



900+ M&As over the past 3yrs by industry players for a total valuation of \$40-45bn



Access to new technologies, to help build deeper AI/ML capability



Provide access to new geographies, industries & client base



Synergetic with existing operations & complement data engineering capabilities



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Annexure



Finely Tuned Sales Engine to Acquire New Logos

Plan

- Targeted Top 25 New Logo List by vertical by analyzing sales potential
- Map path to key stakeholders in target accounts
- White glove list



Reach

- Direct-to-Prospect approach
- Leverage existing customer relationships to reach target accounts



Engage

- High-touch, consultative engagement with multiple stakeholders in target accounts
- Sales Cycle – 6-15 months



Top 25 Focus
Accounts



Outbound
focused



Direct-to-
Prospect



High-Touch



Consultative
Sales

Focused Go-To-Market Strategy to Drive Growth



Demand Generation

Focused reach out to target accounts through email and cold calling



Analytics Roundtable

Invite only events to share best practices in analytics ecosystem



Solutions & Accelerators

Highlight strong AI capabilities with business-led solutions



Digital Marketing

Drive engagement across digital channels to nurture prospects



US Media PR

Showcase thought leadership and achievements

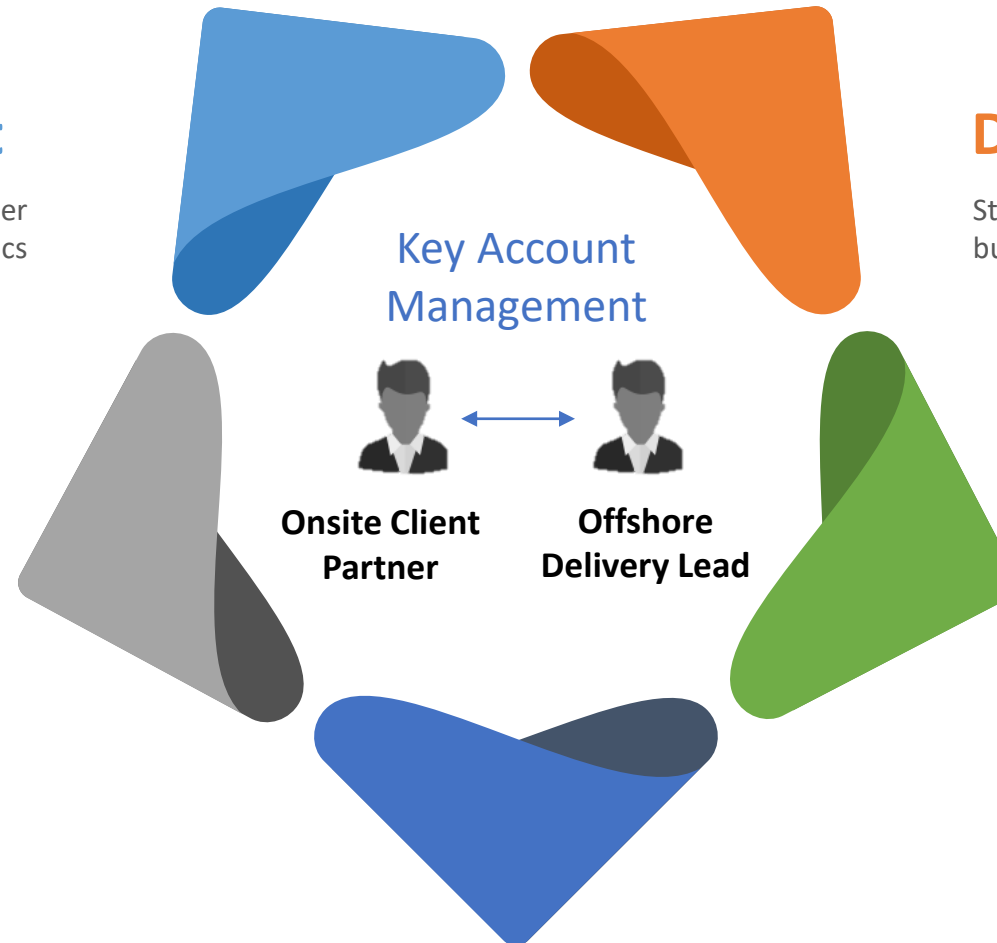
Scaling of Existing Accounts Driven by Key Account Management

Executive Engagement

Engage business sponsors via Customer Advisory Council, keynote/panels at Analytics Roundtables

Delivery Focus

Strong Service Delivery focus, to ensure repeat business and organic growth



Ecosystem Enablement

Thoughtful and deliberate engagement with leadership of our clients' India captives, and their Europe/Asia businesses

Account Expansion

Leverage High Customer Satisfaction to gain Referrals, Account maps/reviews to expand customer footprint

Growth Incentive

Incentives, rewards and recognition of Account teams aligned to account growth



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