

HGS Analyst and Investor Meet 2016



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 & Introductions

Ravi Ramalingam

Engaging in conversation with HGS leaders

Topic	Duration in Min	Time	Speaker
Welcome & Introductions	10	17:00	Ravi Ramalingam
Business Overview	20	17:10	Partha DeSarkar
Healthcare Practice Overview	20	17:30	Ramesh Gopalan
Markets: North America and Europe	30	17:50	Tim Schuh Neil Rae Matthew Vallance
Philippines and Jamaica	20	18:20	Pushkar Misra Narasimha Murthy
Digital and Automation/RPA	30	18:40	Chris Lord Ram Mohan
The Numbers	20	19:10	Srinivas Palakodeti
Q&A Session	30	19:30	Ravi Ramalingam
Cocktail & Dinner		20:00 onwards	

Business Overview
Partha DeSarkar

Who we are and what we do

Who we are

A focused global business services (BPS) company with proven ability to deliver sustainable results

Providing domain expertise and operational excellence to assist our clients to transform their business across customer interaction channels with enhanced customer experiences



Core Business

Global provider of industry specific business process services and end to end multi channel 'consumer servicing' services



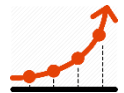
Scale

44,000 employees with
66 centers located in
7 countries



Significant Local Operations

45% of HGS's revenue is delivered in **18** local delivery centers in NA and **3** in UK



Consistent Growth

HGS has grown **10X** in
10 years to **\$507M** revenue



Financial Stability

Publicly listed company controlled by a **multi-billion** dollar conglomerate - financially sound, strong balance sheet and committed long term ownership structure



Long Term Relationships

Heritage of growing long term client relationship based upon delivery value to our clients.
68% of the clients are with HGS for more than **10** years

Industries We Serve



Consumer Electronics & Technology



Telecom & Media



Retail



Healthcare



Consumer Packaged Goods



Public Sector

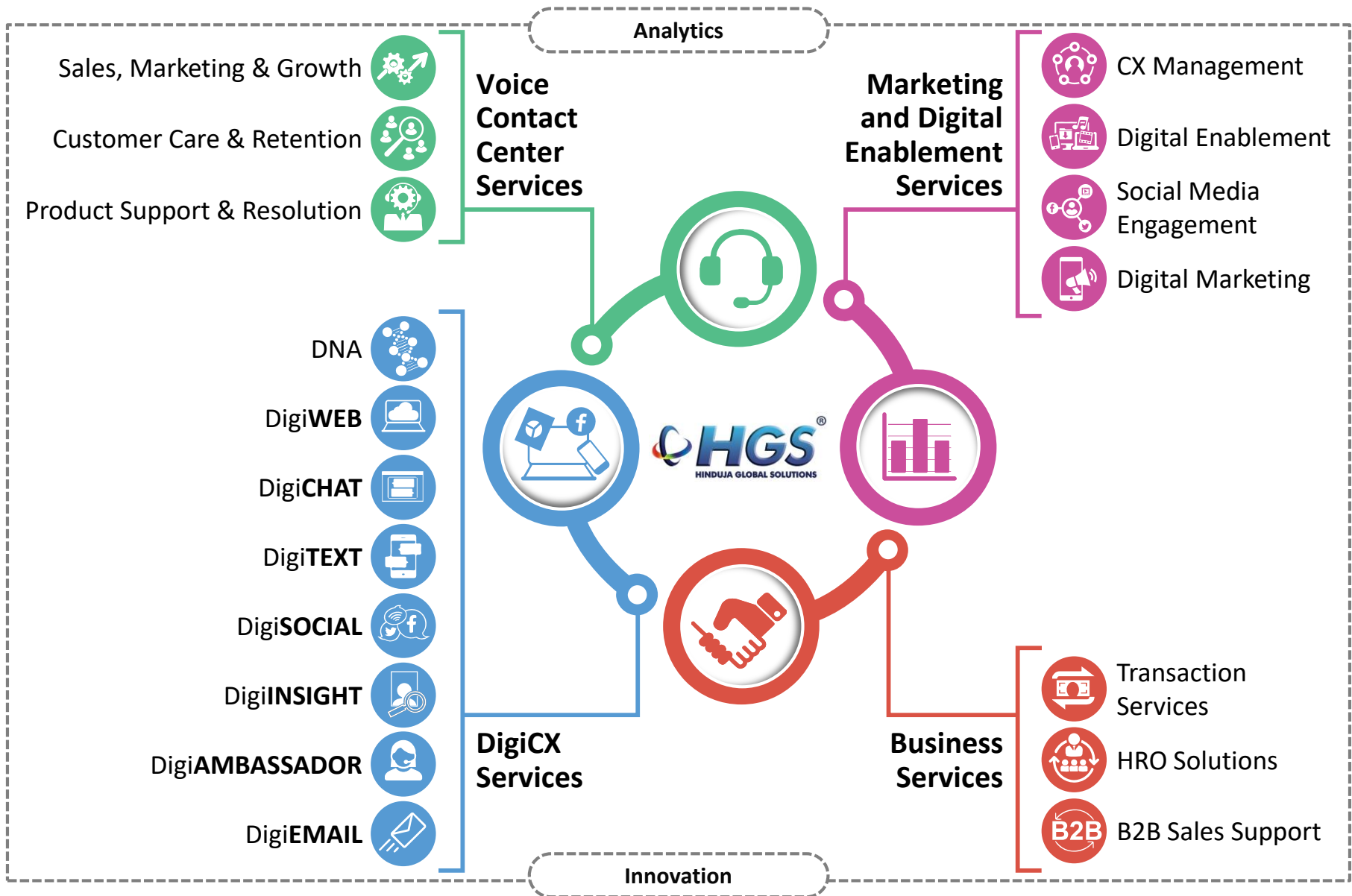


Banking



Insurance

HGS Core Capabilities



Recent Recognitions

15 Awards Won
Continuing a Tradition
of Excellence!

BEST PRACTICES CONFERENCE & AWARDS
**TOP RANKING
PERFORMERS**
IN THE CONTACT CENTER WORLD
CONTACT CENTER WORLD



CIO 20 MOST PROMISING
BPM
Review SOLUTION PROVIDERS - 2015



Stevie Awards:

- **2016:** Best Use of Technology in Customer Service
- **2015:** Customer Service Department of the Year

Contact Center World Awards:

- **2016:** Outsourcing Partnership of the Year, Best Self Service Technology of the Year
- **2015:** Best Customer Service for Small Center, Best in Customer Service, Large and Medium Contact Center, Outsourcing Partnership

Contact Center World Awards:

- **2015:** Best Medium Outsourced Contact Center, Best Outsourcing Partnership



Stevie Awards:

- **2016:** Sales Support Practice of the Year

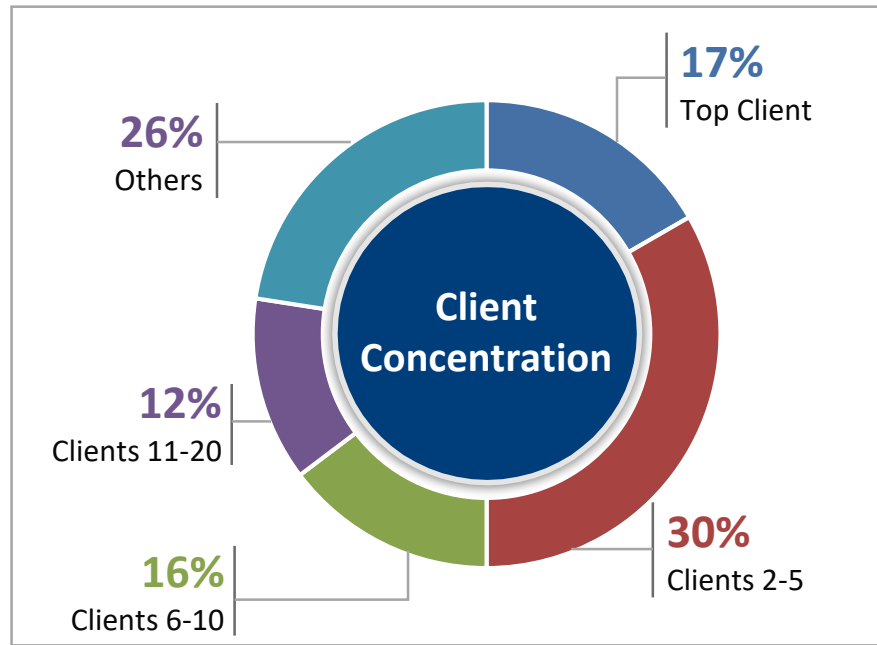
BOTL:

- **2015:** Best of Outsourcing Thought Leadership – Cost Reduction

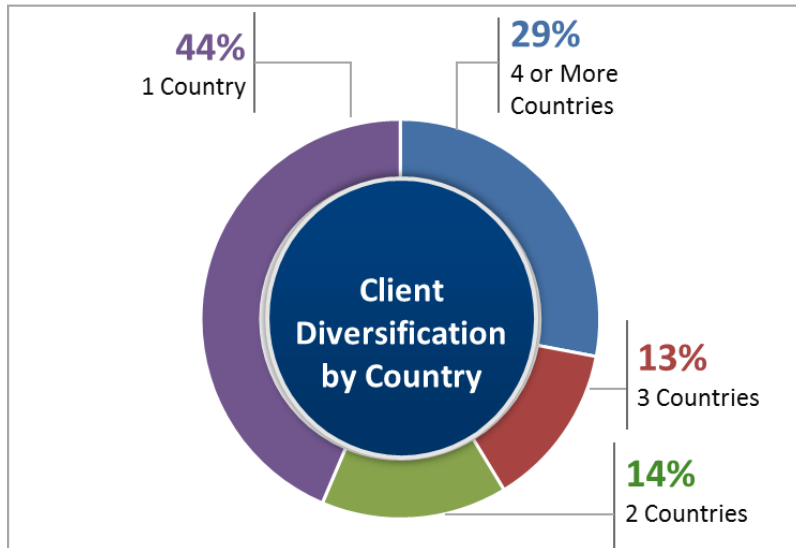
CIOResults:

- **2015 and 2016:** Top 20 Most Promising BPM Solution Provider, 20 Most Promising Customer Experience Management Solution Providers

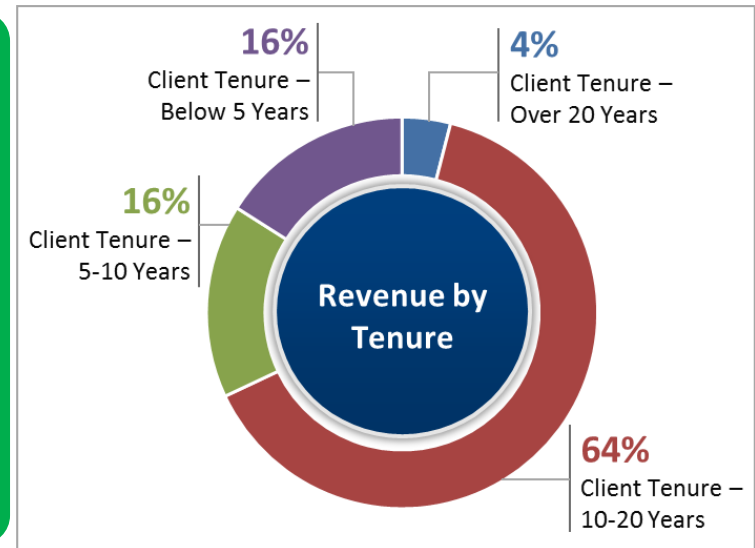
Strong and Tenured Client Relationships

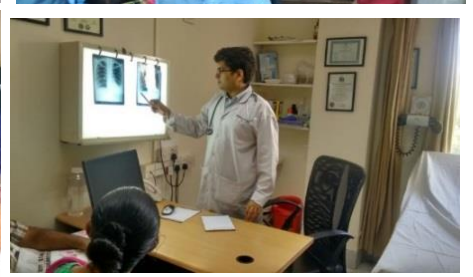


Top 20 clients contribute **72%** of the Total Revenue



Strong Client relationships demonstrated by tenured and multi-geography engagements

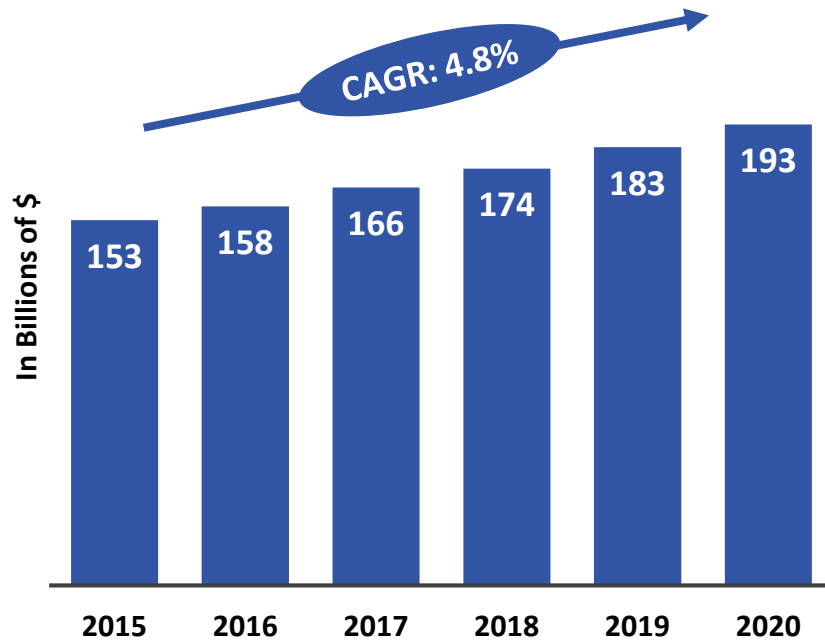




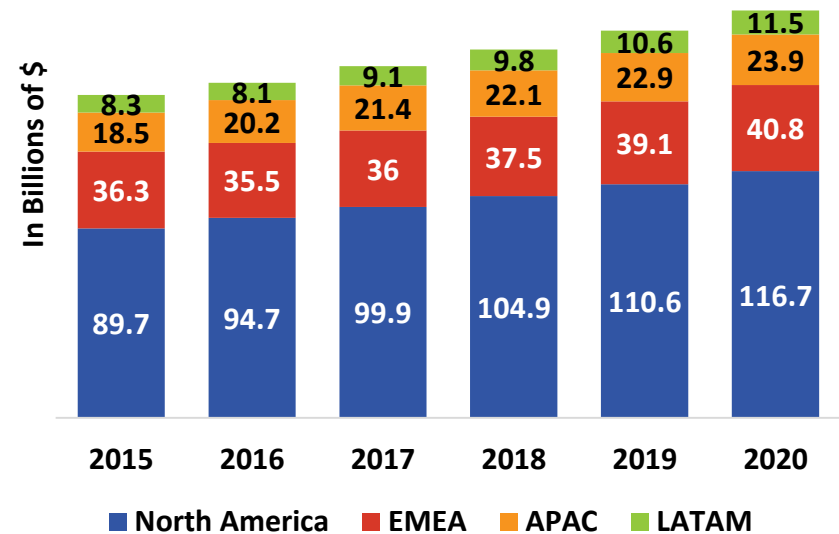
Making a Difference

Our programs in India impact
25,000 people directly and **1.25 lakh** people indirectly every day...
toward a sustainable future and livelihood

Global BPO Market



Global BPO Market by Geo



Source: Gartner BPO Revenue Forecast 2013 -2019

The Evolving Consumer Expectation



“rewired”



buried in their devices



on the go



CONNECTED

Online 8 hours and 41 minutes a day.
More than they sleep!



EMPOWERED

Average Facebook user has 338 friends.



IMPATIENT

74% expect a response from a company online within one hour



NON-LOYAL

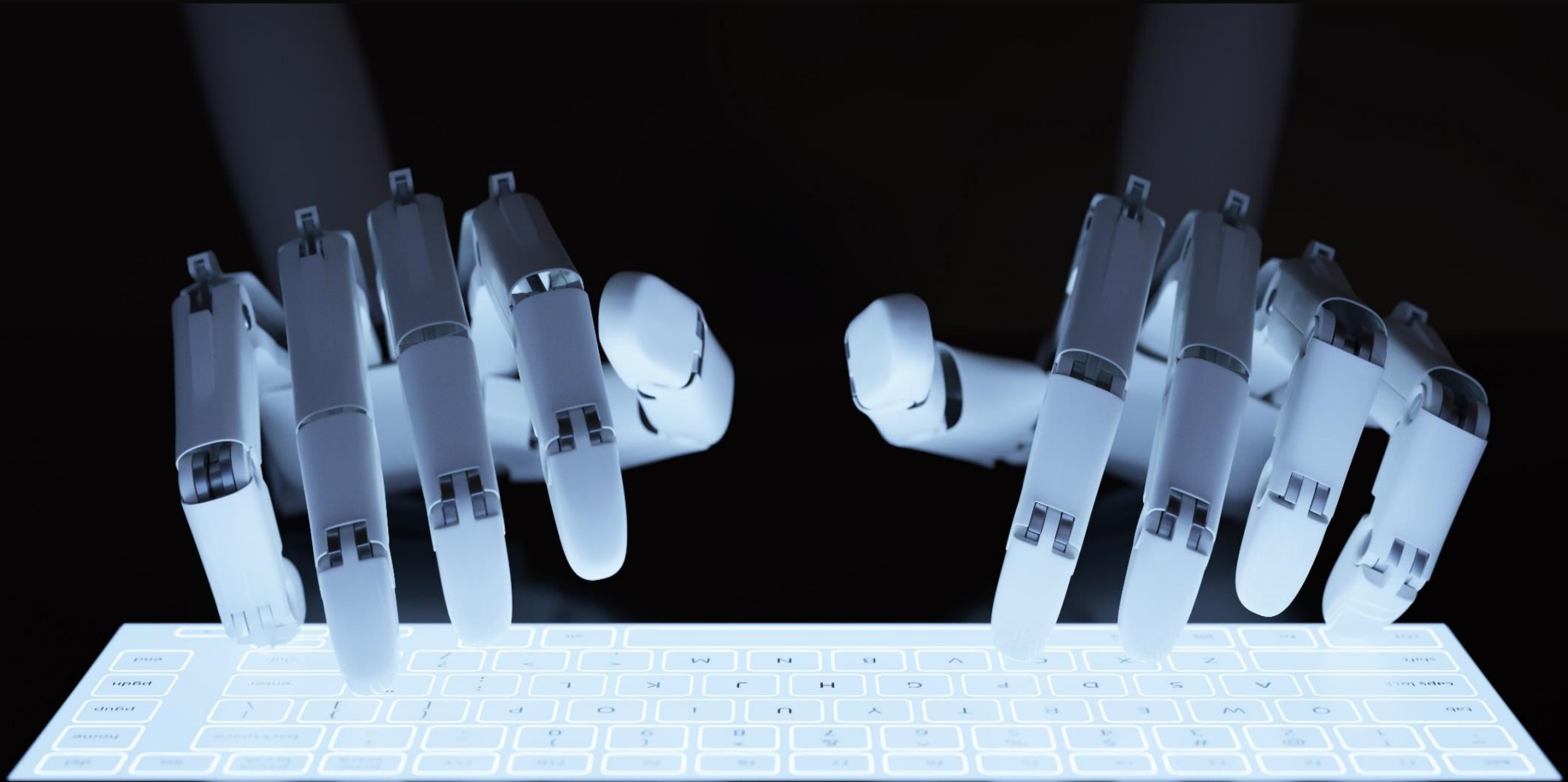
68% of consumers stopped doing business with a brand due to poor customer service



DEMANDING

40% of consumers buy more from retailers who personalize the shopping experience across channels.

Automation is creating opportunities...



Overview of the 4 Markets we serve

US Originated Business

- Contributes **65% of the total revenue** – of which 44% is Healthcare business
- Nearly all offshoring and nearshoring originates from USA
- Major driver of growth in the past few years supported by growth in Healthcare revenues
- Empty seats available in USA are being filled up in Q3 and Q4



Canada Originated Business

- Contributes **11% of total revenue**
- Turnaround in financial performance driven by **new commercial terms with largest client**
- FY 17 expected to be profitable
- Consolidation of smaller centers to reduce overall G&A cost
- Increased demand for Work At Home Agents (WAHA)
- Emerging possibility of Canada as a nearshore destination due to weakening of currency against USD



India Originated Business

- **Contributes 14% of the total revenue** – 20% from HRO business and 80% from CRM Business
- Increased focus on high margin business (Premium cues/Retention desk) and e-Commerce business
- Offering Digital marketing and social media engagements to clients
- HRO business has tripled in last 5 years – expansion of overall service offerings with HR analytics

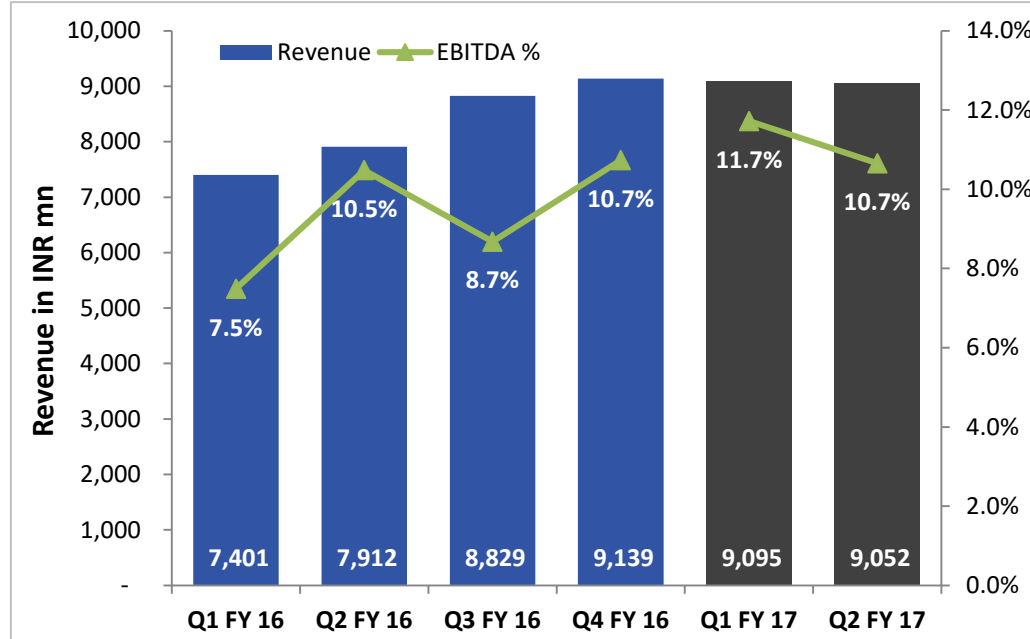


UK Originated Business

- Contributes close to **10% of total revenue** – **Telecom, Consumer and Government** key verticals
- Has seen strong growth over last couple of years driven by new logo wins
- Loss of the Consumer client in Q2 FY 17 had an impact on the financial performance



Highlights of HGS turnaround in 2016



Constant currency revenue growth of 13.5%

H1 FY17 EBITDA grew by 45% as compared to H1 FY 16

H1 FY17 – EBITDA margin expanded by over 200 basis points as compared to H1 FY16

- **Performance of Canada Geography** – Commercial terms renegotiation with major Canadian client completed
- **Integration of the Acquired India CRM business** – Completed by March 2016, resulting in better performance in H1 FY 17
- **Operational efficiencies** – Better Operational efficiencies and capacity utilization in India and Philippines resulting in better margins
- **Growth of Nearshore Business** – Jamaica emergence as a nearshore destination for US geography has driven revenue growth and better margins

- **Rate increase**/Commercial negotiation with low profit accounts
- **Increase in capacity utilization** for Onshore Delivery (UK, USA and Canada) to result in better margins
- **Increased operational efficiencies**, focus on reducing attrition
- **Reduction in overheads** through consolidation and internal offshoring
- Usage of fully built out (Opex) seats to reduce the upfront investment and improve capital efficiency
- **Better cash flow** management to reduce the overall debt
- Increase offshoring/nearshoring revenues and Healthcare revenues



Acquisition of the India CRM Business

- The integration of the India CRM business (Acquired from Mphasis in Aug 15) has been completed with our legacy business
 - Pan India presence provided by the acquisition has enabled us to grow the e-Commerce business - have started offering chat solutions to e-Commerce
 - Acquired business has grown by over 20% over the last year and has started contributing positively to our EPS
-
- Colibrium may be impacted by changes in Healthcare scenario in the US

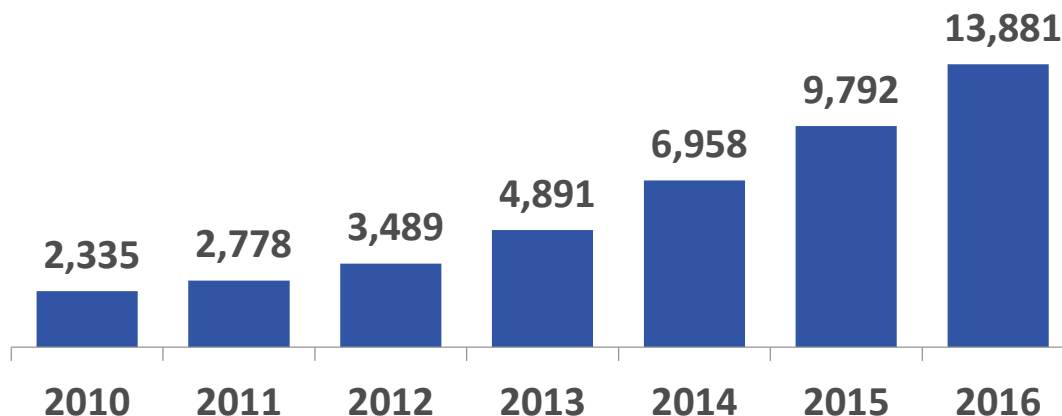


Healthcare Practice Overview

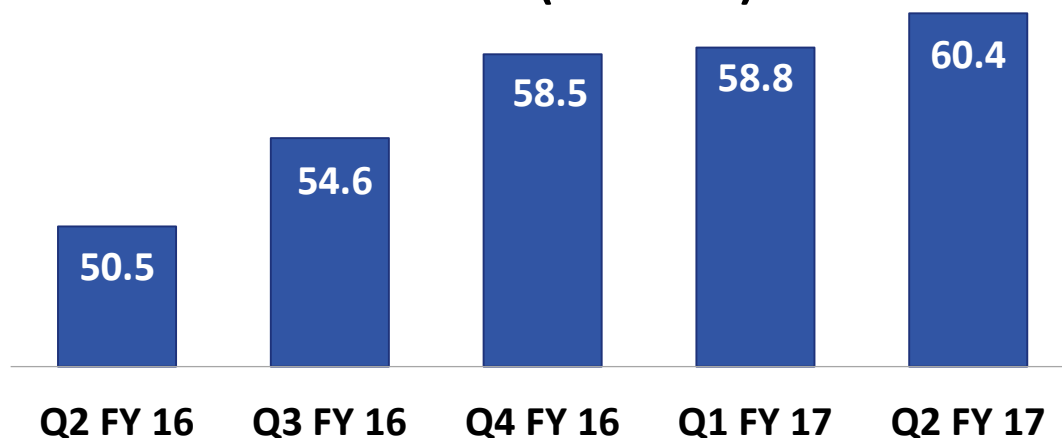
Ramesh Gopalan

Explosive growth in the last 5 years

Healthcare Revenue INR Mn



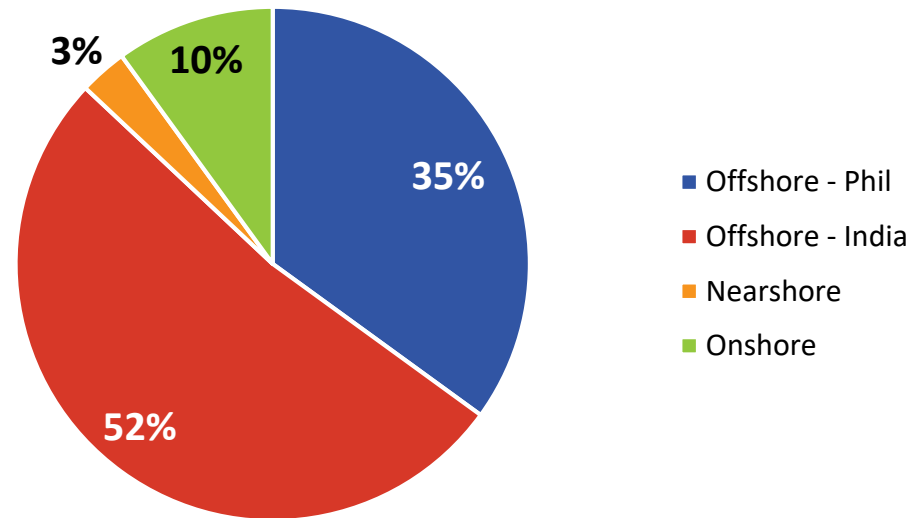
Revenue (USD Mn)



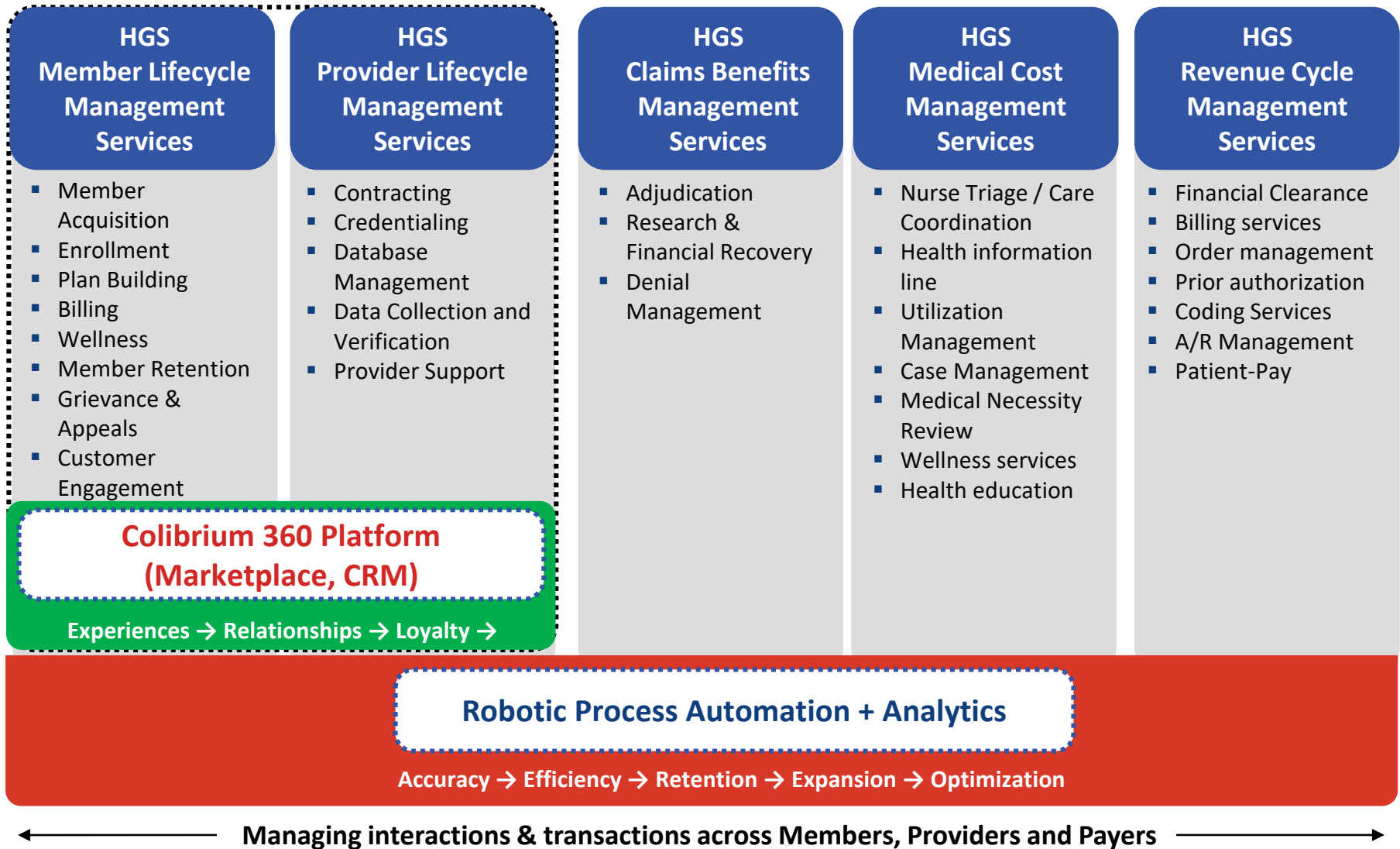
- **42%** growth in FY16; organic growth (excluding Colibrium) was 25%
- Revenues grew **5** times in 5 years between **2011 and 2016**
- Longevity of client relationships accompanied by steady growth in volumes
- **13,500+** employees across **4** delivery geographies

- Healthcare contributes 44% of HGS' total revenue in the last 12 months
- Growth across all 4 lines of business
 - Back office transactions, Customer Interaction, Clinical processes and technology sales
- Growth pick-up in onshore and nearshore geographies
 - Onshore delivery growth to support sales/enrollment and Medicare/Medicaid programs
 - Near shore (Jamaica) growth because of cost advantage as well as being in the same time zone
- Transformational projects in robotic process automation as well as analytics
- Growth in client base and volumes in iPMI, workers' compensation and provider businesses

Break-up of Healthcare Payer Revenues - By Delivery



Supporting Customers from Quotation to Care Management

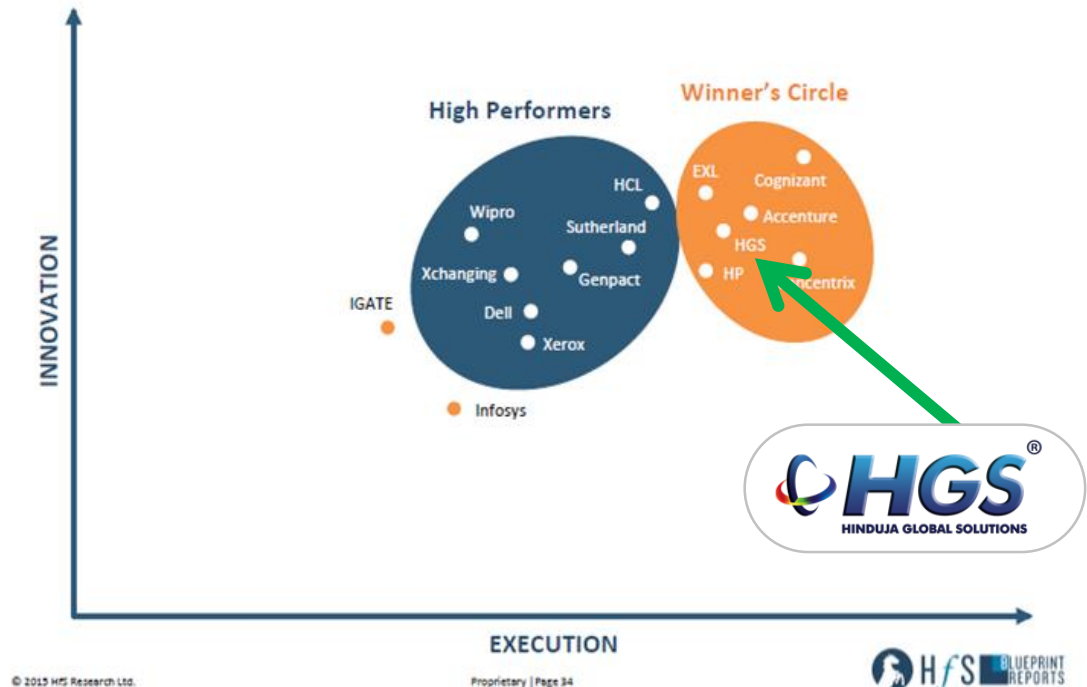


Analyst speak - “HGS stands out for **consistently** delivering **above expectations**”

Increasing evidence of proactive and insightful action . . .

HGS has shared examples where work in the back office has driven suggestions and changes in the front office, both of which impact customer and provider engagement and satisfaction

- “HGS is able to quickly bring in and train resources to **meet peak cycle** times around enrollment and claims processing.”
- HGS is an example of **Proactive Intelligence**.
- “HGS provides the “**best value**”
- The HGS team quickly responds to requests and concerns and delivery performance is consistently above expectations, per clients.

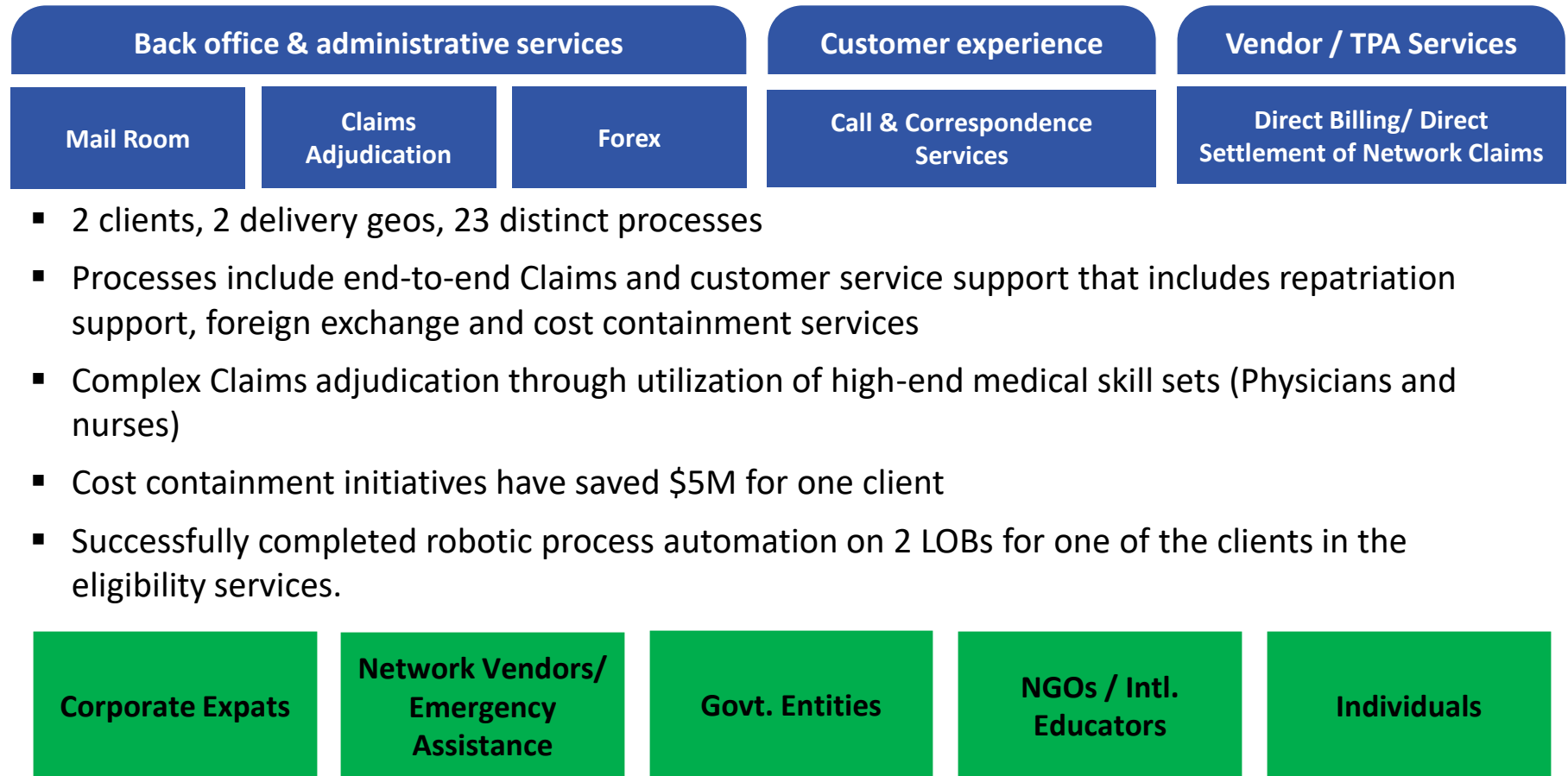


Healthcare Reform and HGS's offerings

Healthcare Reform Objectives	HGS' Engagements
Increase insured base	▪ Telesales using licensed agents during OE season ▪ Colibrium platform for both individual and group sales and enrollment ▪ Volume increases across the board for administrative services (20M new members added as a result of healthcare reform)
Reduce Cost of care	▪ End to End Utilization management services using clinicians for optimal utilization of services and benefits. ▪ Pre and post pay audits to reduce overpayment including coding reviews & medical necessity reviews ▪ Tele health assessment & triage services to manage appropriate treatment at the correct level of care setting.
Improve quality of care	▪ Review and report documented evidence of quality of care through HEDIS measures ▪ Information to patients/members (on pre treatment out of pocket expenses, detailed explanation of care management options) ▪ Handle member grievances on drug related denials
Improve health outcome	▪ Wellness coaching to improve overall health awareness ▪ Care management and patient outreach for cancer, neonatal and maternity programs ▪ Medicare and Medicaid outreach for preventive health

- Most offerings are unlikely to be impacted by change in the US government
- Higher domain intensity requiring specialized skills in coding and nursing

HGS provides both administrative and clinical services to 2 of the Top 3 iPMIs.

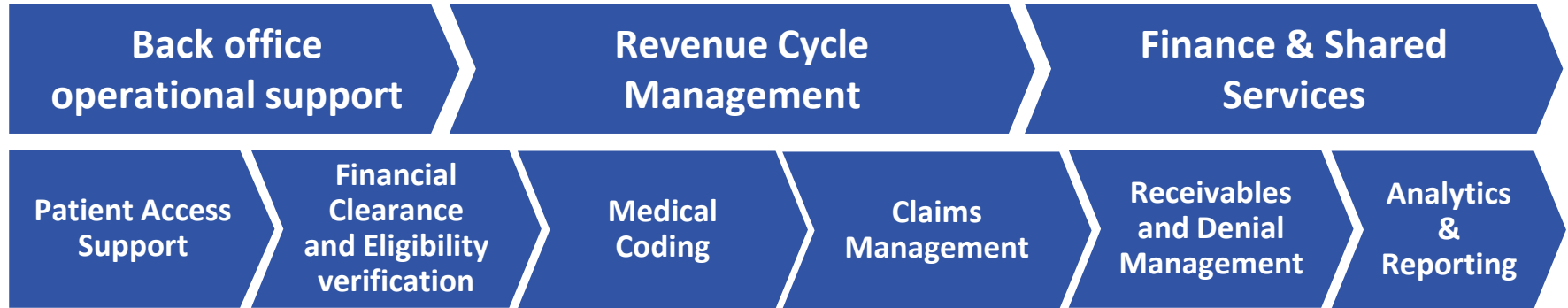




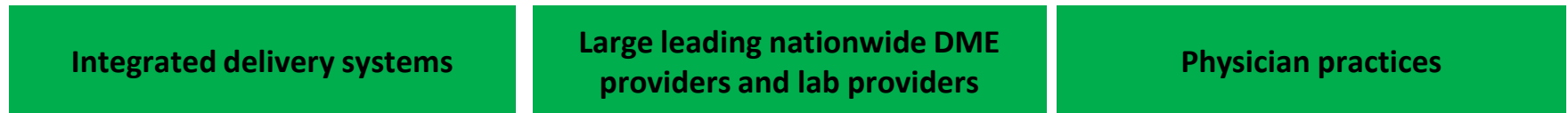
- 5 M bills reviewed annually
- Cost containment review using coders and nurses
 - ~**\$10M** net savings through Up-Coding reviews specific to the client based on adjudication and auditing trends
 - Medical relatedness reviews by nurses have identified **\$20M** in savings from denials or recovery of overpaid bill amounts
- Additional services include:
 - Injured employee support through telephonic case management for ancillary service coordination, DME set up support etc., in order to prepare and plan for return to work.
 - Support for nurse case managers to follow up on injured employee treatment plan.
- Specialized skills: 150 certified coders and 200 RNs support WC related services globally

4 clients | **600** employees | **5** Operations centers | **3** countries

Provider Service Capabilities



- Best in KLAS proprietary Claims Management System enables receivables collection of greater than industry average on \$20 billion in placement per annum
- Outcome-based collections on receivables for Providers over \$2.5 billion to date
- 50+ hospitals and healthcare delivery systems with varied portfolios of payer and aged receivables challenges, supported with very high “placement to collections “ ratio.
- Patient pay collections for a nationwide DME provider from Philippines. Greater than target collection since inception.
- Prior authorization requests for genetic testing using US RNs for a leading nationwide lab service provider

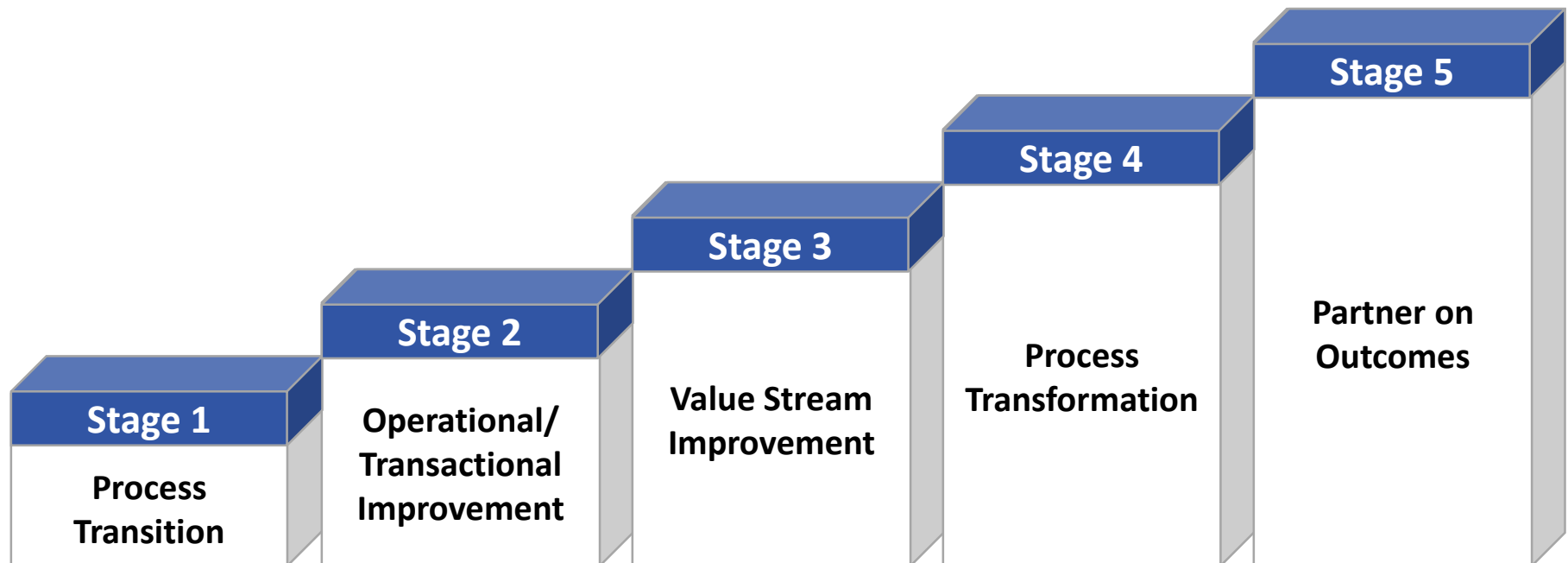


50 Clients Served | **1,200** employees | **4** Operations centers | **3** countries

Over \$10 Mn saved in 1 year through transformation projects

Multifaceted approach to transformation:

1. Workflow tools/technology to streamline operations
2. Insightful dashboards/reporting to improve outcomes on services such as Receivables management, financial recovery
3. Robotic Process automation of Benefit configuration, Claims auditing, eligibility verification, provider re credentialing, and database management have led to significant effort reduction
4. Front office and back office integration through unified desk top and universal agents.
5. Customer Interaction analytics resulting in customer effort reduction and CSAT improvement by 10% and NPS by 5%





Traditional Services

Onshore clinicians for Medicare and Medicaid

Complex back office processes leveraging coding nursing and analytical skills

Clinical appeals and denials management for providers

Value Added services

Outcome based / Gain sharing transformational initiatives

Analytics (Operational, claims analytics and customer interaction analytics)

RPA, unified desk top and integration of front and back office

Newer Service capabilities

Payer & Provider- Case management Services

Patient Outreach & follow-up – wellness/lifestyle, post acute

End to End Pharmacy benefit management

Markets:
North America and Europe

Tim Schuh

Neil Rae

Matthew Vallance

Enhance Customer Value



100% / 100%

Value beyond the contract

... Enhanced client management

Enhance Employee Value



Compensation Strategies

Talent Management

Analytics

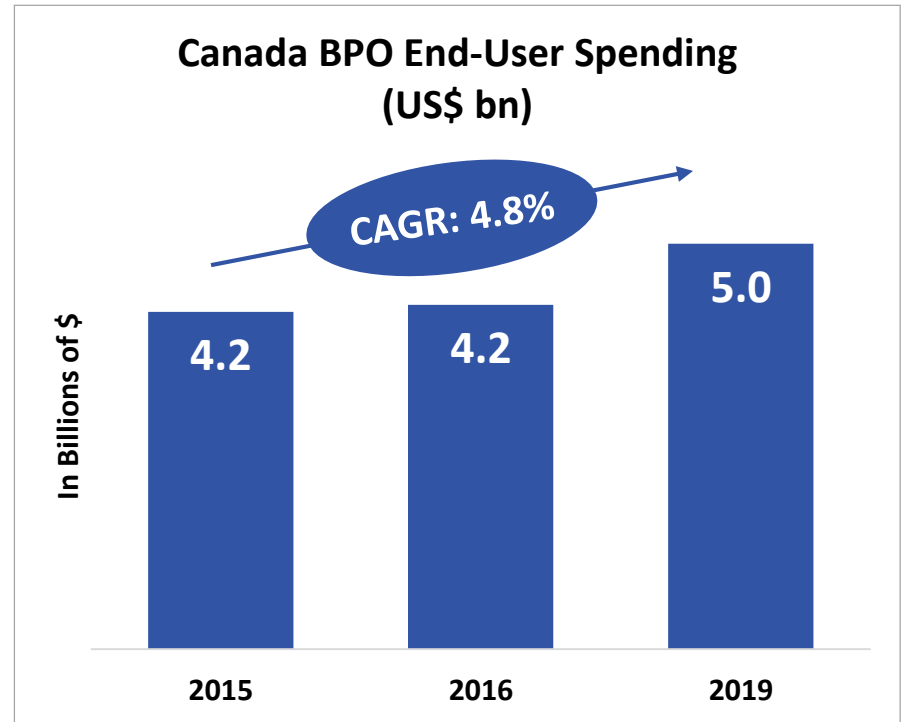
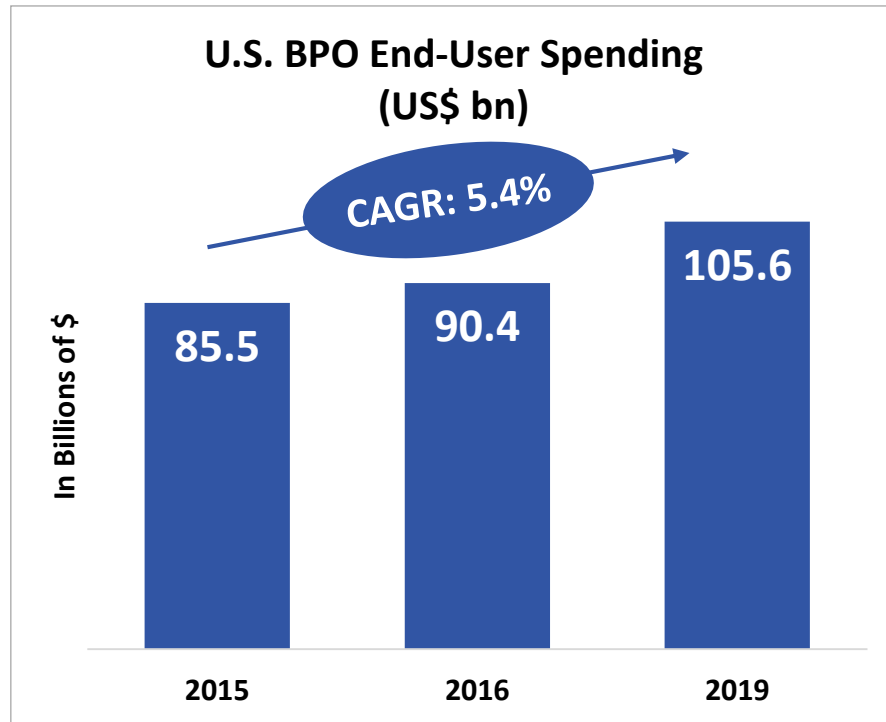
Enhance Shareholder Value



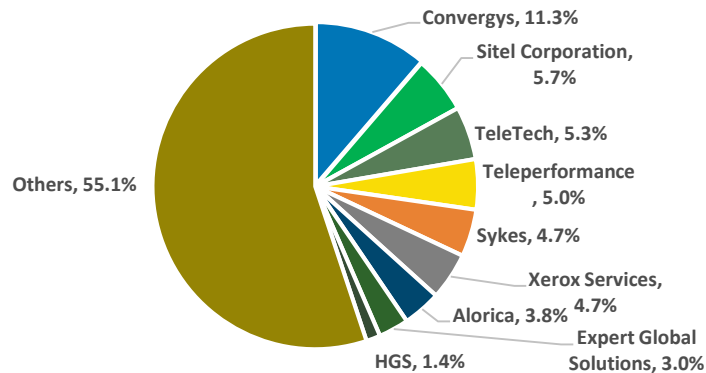
Eliminate

Consolidate

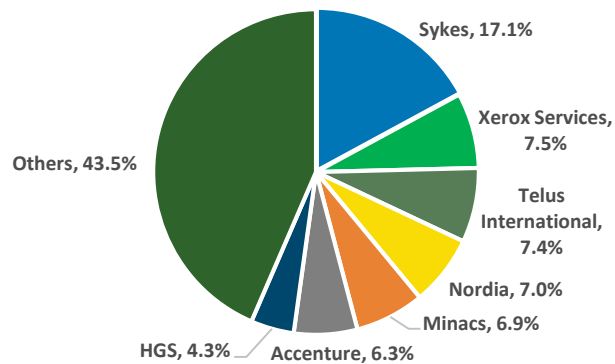
Rationalize & Optimize



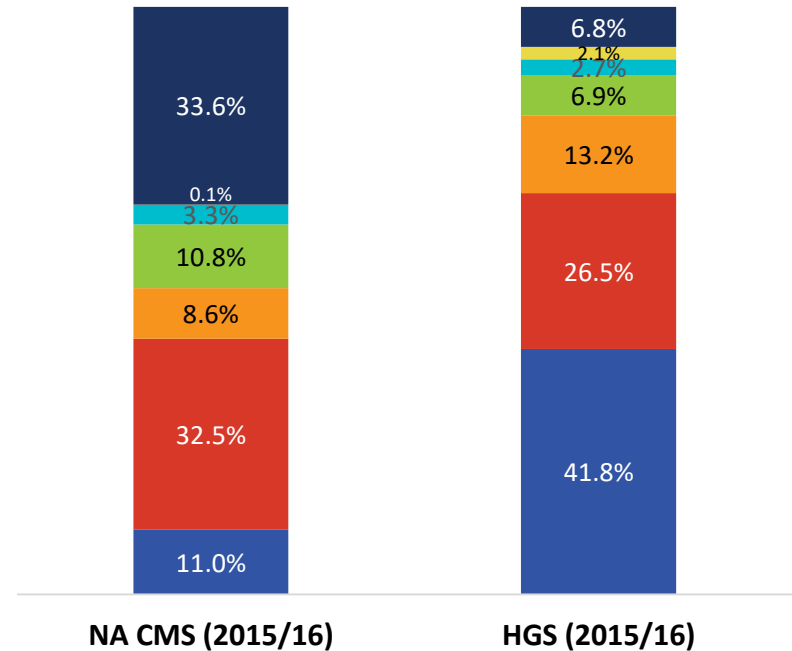
**2015 US Customer Care Market –
By Competitors**



**2015 Canada Customer Care Market –
By Competitors**



NA CMS Market share – By Industry



- Others
- Chemicals & Biotech
- Media
- BFS
- Consumer Elec, Products, Services & Retail
- Telecom & Technology
- Health Insurance, Pharma & Healthcare

Customer centric approach to capitalize on market opportunity

Market Trends

- Channel Shift/Digital Transformation
- Growth in nationalism
- Currency effects
- Margin Pressures
- Labour supply
- Wage inflation
- Fragmented Market

HGS Strategy

- Customer Experience centric solutioning
- Shift/Digital Transformation
- Large scale W@Home
- Optimize direct & indirect cost structure
- Move upmarket in the U.S., and leverage our competitive size in Canada

CUSTOMER VALUE CREATION



**Governance and
Engagement**



**Customer Experience
Management**



**Enterprise
Optimization**

*Creating strong and meaningful relationships with our partners, translate to long-term **growth** and **profitability**.*

*Supported by our expertise on, and a sound strategy in delivering excellent **Customer Experience**, we create a significant mark that brands our **relationship management** capabilities with increased **value**.*

Governance & Engagement Model



The enhancement of our existing client partnership...

... fuels our capacity to create deeper and stronger relationships...

... that will allow us to continuously grow and increase profitability.

Customer Experience Strategy



Because the evolution of partner relationships is inevitable...

... this will continue to present a thriving need for value creation and value add services...

... and therefore, we have the opportunity to strengthen our Customer Experience strategy.

Enterprise Optimization



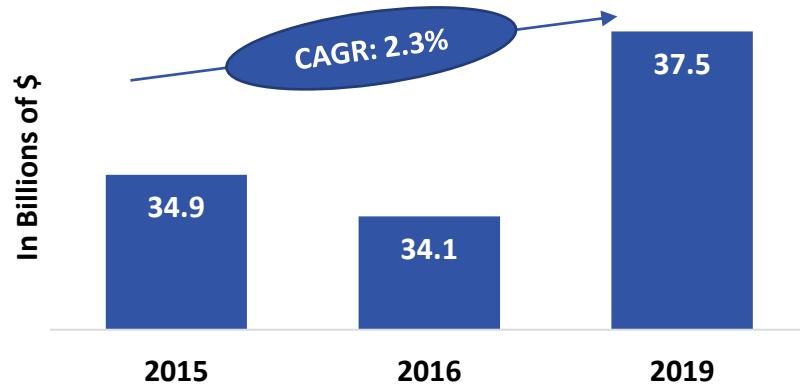
The **Ideal Customer Profile** targets key sales activities, promoting an optimized approach to client demands...

... will enable us to leverage on existing capacity, both domestically and globally...

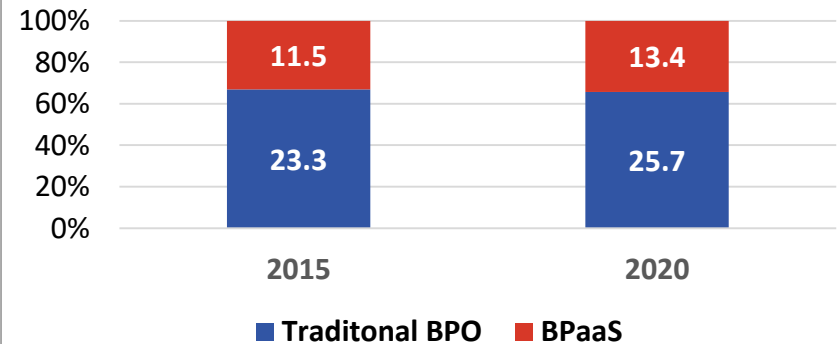
... and utilize our current footprint, leading to enhanced revenue generation capabilities.

Europe – UK BPO Spending Macro Market Overview

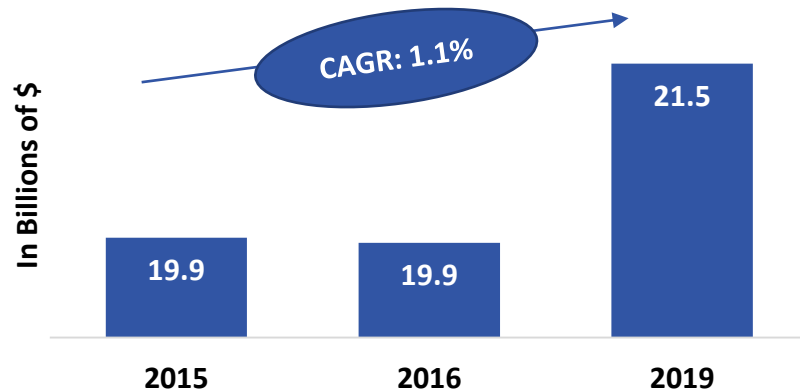
Europe BPO End User Spending market



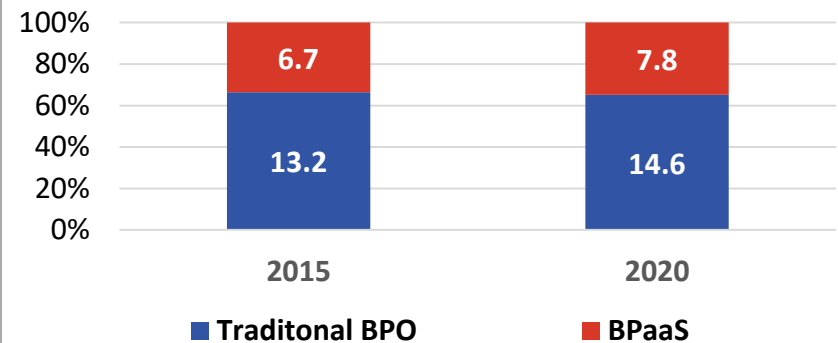
Europe BPO End User Spend Forecast – by BPO Segment (US\$ bn)



UK BPO End User Spending market

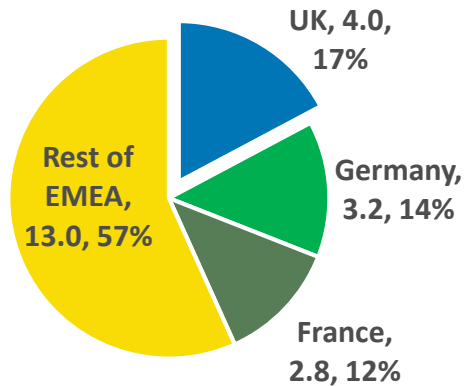


UK BPO End User Spend Forecast – by BPO Segment (US\$ bn)

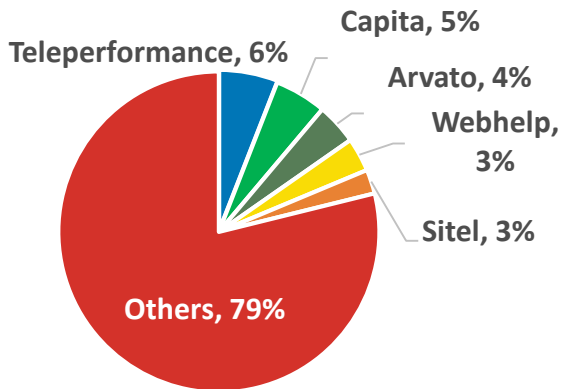


Gartner Forecast: IT Services by Geography, 2014-2020

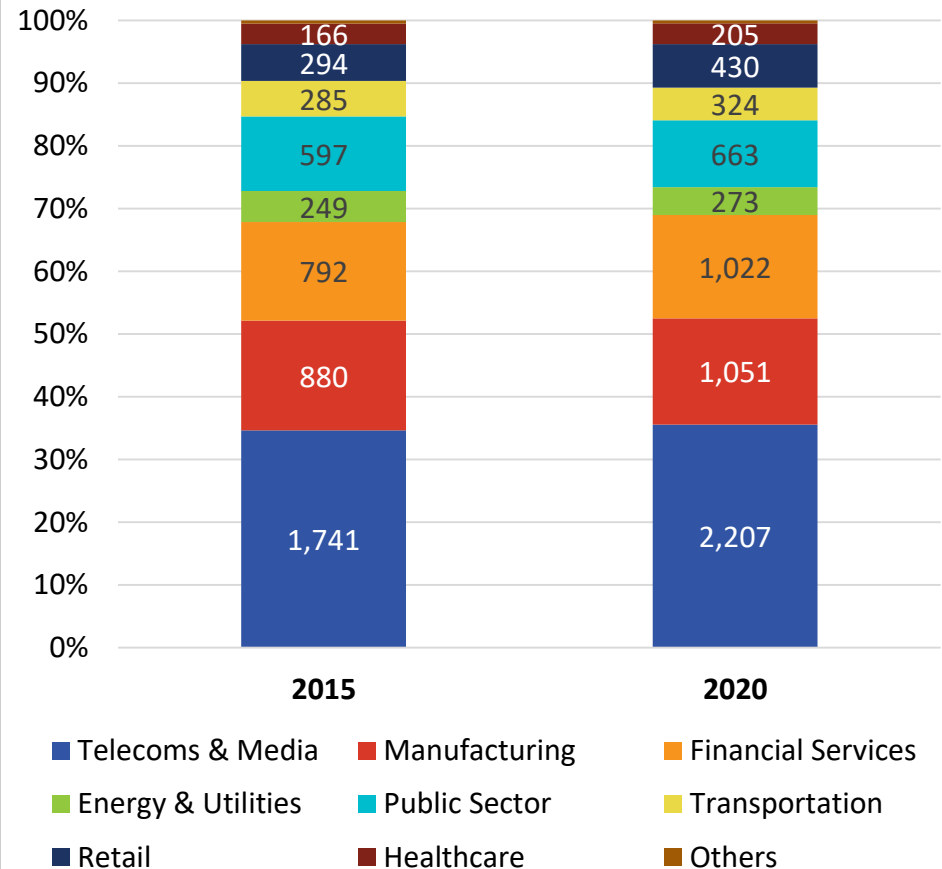
2015 EMEA CMS Market (US\$ bn)

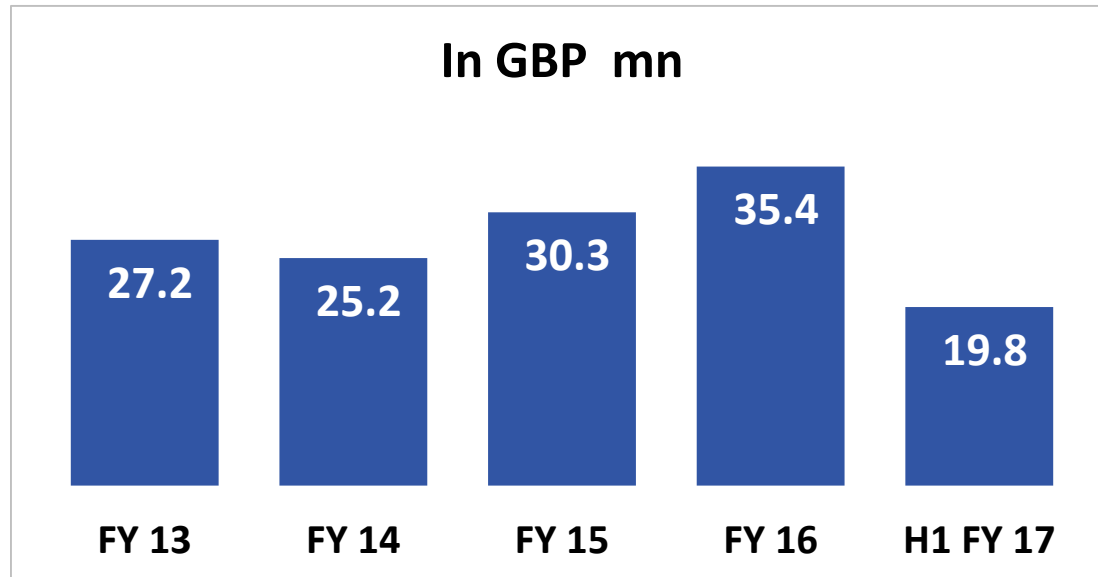


2015 EMEA CMS Market – Competitors



UK CMS Market Forecast – By Industry (US\$ m)





Business Positioning

- Client base in UK Central Government, Consumer Goods and Telecoms verticals
- 3 delivery centres in the UK, employ 1500 staff in peak
- End to end Customer Management BPM services
- Multi-channel and multi-lingual capability

Macro Environment

- Increased political and media pressure on business towards addressing inequality
- Continued public opposition to offshoring of voice based services
- Exchange rate weakening impacts but does not undermine the offshoring business case
- Uncertainty of Brexit process and outcome has not yet slowed the economy

Market Trends

- Mature market
- Large competitors with tenured relationships
- HGS niche player with low market share
- Channel shift and digitisation
- Clients rapidly moving business models online
- Adoption of Robotic Process Automation at inflexion point
- Increased awareness and concern around cyber crime and data security
- Minimum wage legislation

HGS Strategy

- Focus on UK market
- Invest in sales organisation
- Take market share from incumbents
- Target new sectors
- Leverage digital and robotics investments
- Offshoring for non voice CMS and back office operations
- Nearshore for US multinational clients
- Cost leadership: best in class operational efficiency
- Employee value proposition
- Acquisitions for capability

Philippines and Jamaica

Pushkar Mishra

Narasimha Murthy

Why clients prefer Philippines?

Scalable Educated Talent Pool

- 3rd largest English speaking country, 101M+ population with 96% literacy rate
- Western-based legal, education, accounting curriculum & certification

Cost Competitiveness

- Labor cost for English speaking professional among the lowest in the world
- Predictable & Manageable inflation

Government Support

- Government support in education (TESDA, CHED), locator support (PEZA, BOI), industry development (ICTO)
- Income tax holiday (4-8 years), 5% tax on gross income post holiday, VAT exemption



Filipino Workforce

- Service Culture & Adaptability
- Loyal, Compassionate & caring by nature

Excellent Infrastructure

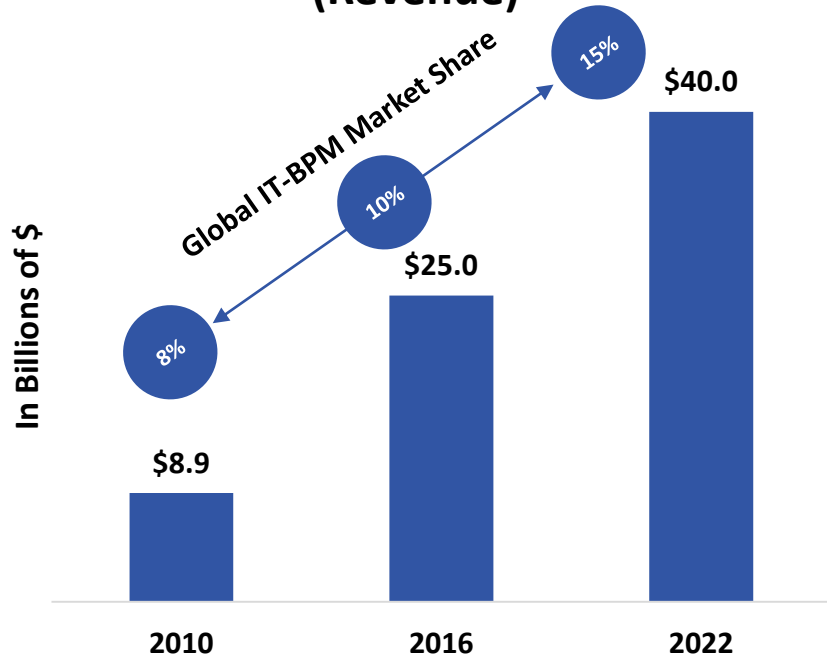
- Abundant low-cost & high quality real estate in several urban areas
- Reliable, redundant, low cost telco infrastructure, reliable power & building 100% - 200% back-up as a standard

Proven Track Record

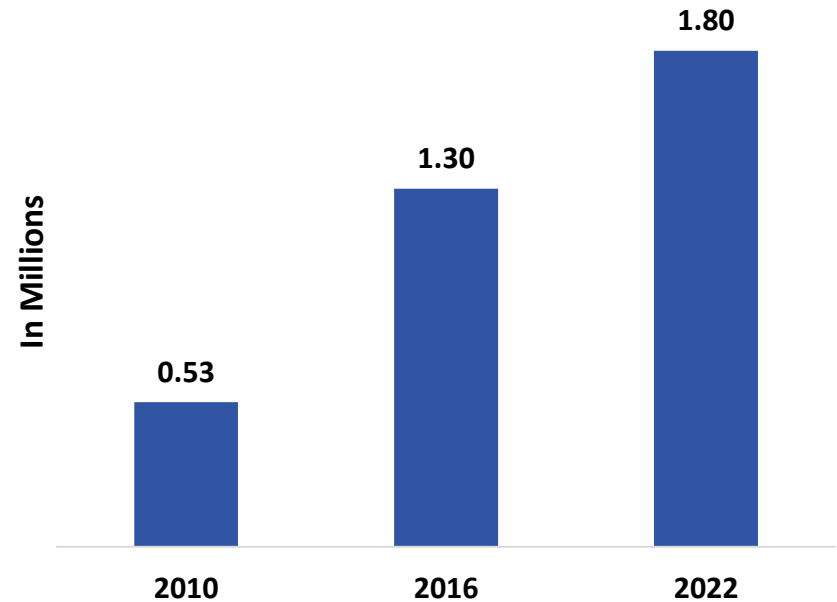
- No. 1 in voice: customer care, tech, financial services, sales, collections
- Mature growing industry specific & cross industry capabilities: IT, F&A, HR, Healthcare BPM, Procurement, Banking, Utilities, Telco, Media, Analytics & KPO capabilities

The Philippines - Roadmap to 2022

The Philippines Market Size (Revenue)



The Philippines Market Size (Direct Employment)



Total Population



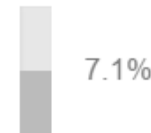
GDP per Capita

\$2,899

Life Expectancy at Birth



Unemployment Rate



Adult Literacy Rate

96.62%

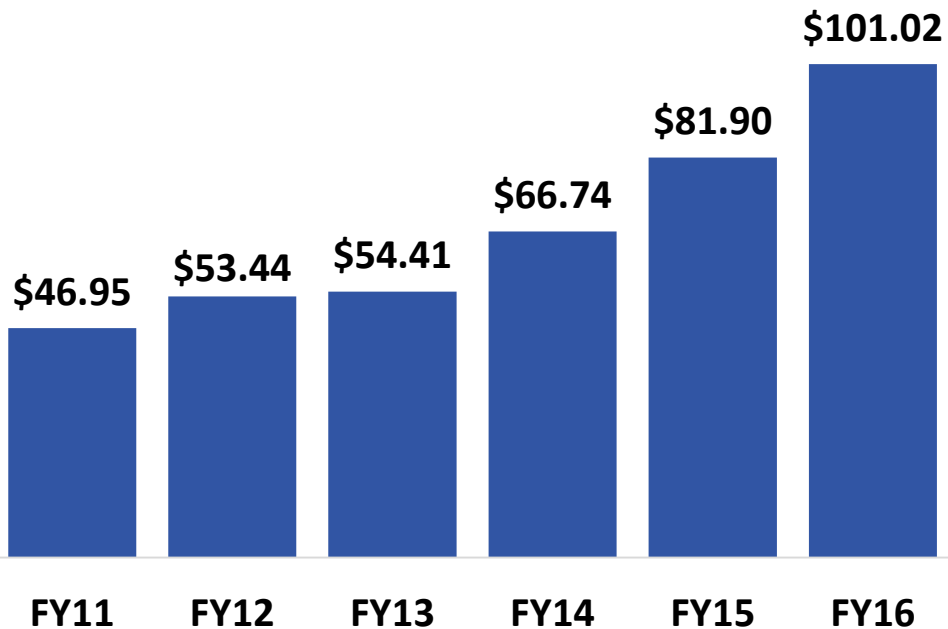
Source: IT-BPM Industry Road Map 2016 (public version) & <http://itbpm-roadmap2022.ibpap.org/> & <http://country-facts.findthedata.com/compare/111-122/Philippines-vs-India>

HGS Philippines Growing Footprint

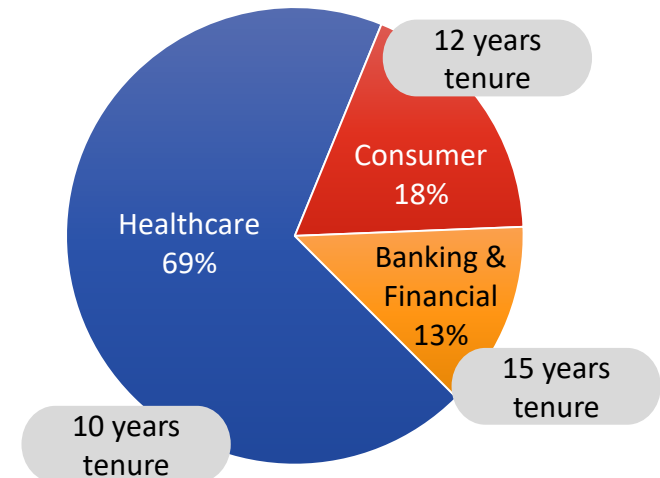


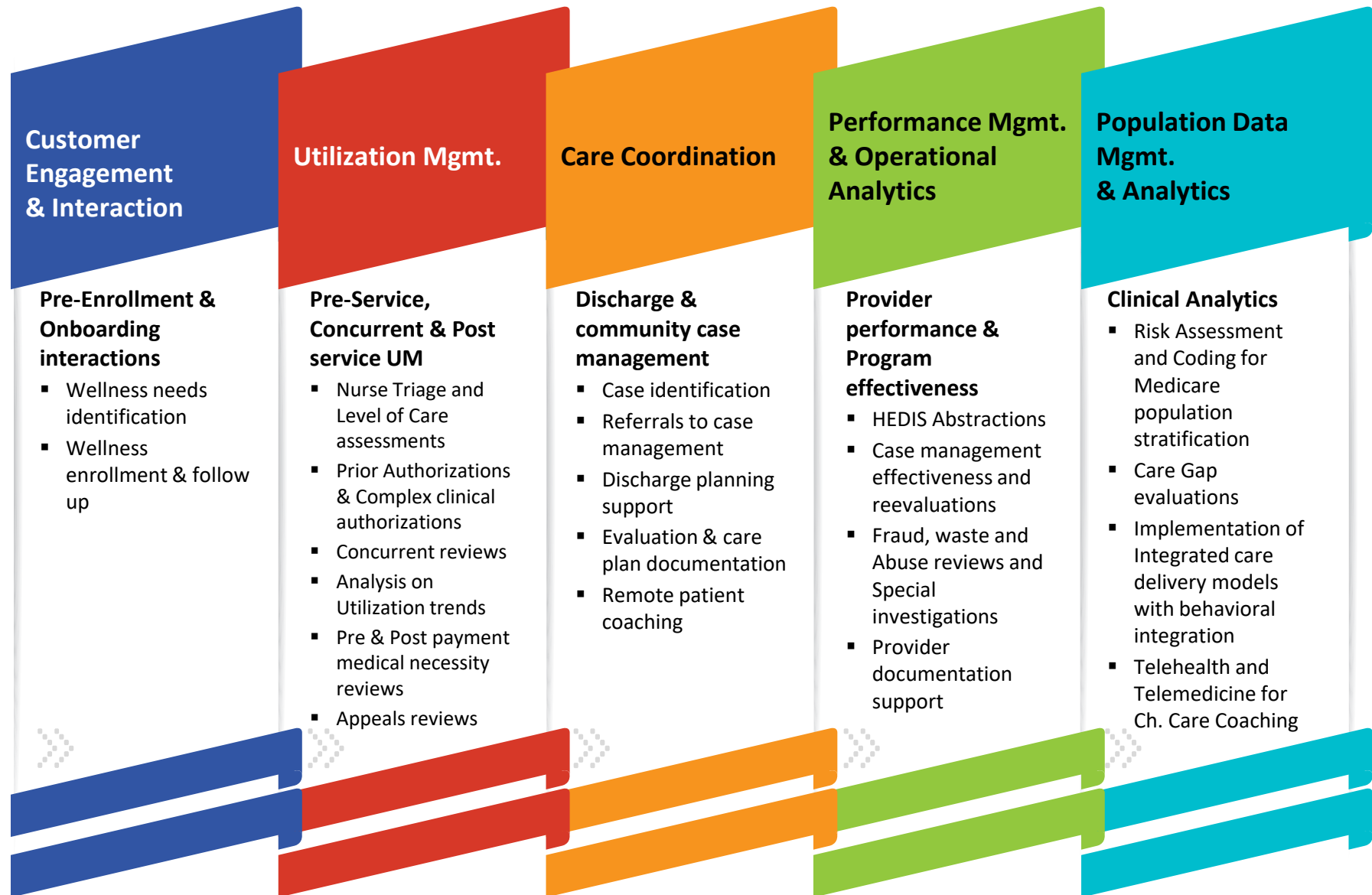
- **First BPO of the Philippines** - established as Customer Contact Center “C-Cube” in 2000, acquired by HGS in 2003
- **First BPO in Philippines** to have all certifications: ISO 9001, 27001, PCI, eSCM, HIPAA, GLBA, ISAE 3402, URAC
- **Marquee global brands** - 60% long term relationship. Vertical service breakdown 68% Healthcare, 18% Consumer & 13% B&F
- **Highly tenured management & leadership teams**

**HGS Philippines - Gross Revenue
(USD Millions)**



**HGS Philippines - Vertical
Breakup & Tenure**





Clinical Essentials Introductory Program



- Online training and certification for Medical coding, and Clinical exams- NCLEX, ICD-10, CPC, CCS
- Jurisdictional and HIPAA training
- Basic Intro to Compliance requirements for Patient Safety & Quality of Care.. URAC/NCQA

Clinical Review Competency Enhancement



- Specialty based Clinical Guest Lectures
- Cross Geo Global Case presentations

Continuing Education Training Programme



- Remote conference
- Hospital Engagement programs
- Onshore-exchange program

Market Trends

- Mature yet fast growing market
- HGS pioneering in the marketplace with tenured relationships
- Large & growing competition
- External Factors:
 - Economical
 - Technological
 - Political
 - Social

HGS Strategy

- Drive profitable organic growth
- CX CoE supporting Digital and Analytics
- Multi-Channel Support
- Vertical Expertise
- Marketplace expansion
- Shared Support Hub
- Driving Operational Excellence
- Employee Value Proposition

TALENT

- 2.7 million population
 - **1.3** million English-speaking workforce



LOCATION

Kingston is strategically located with several **1.5 to 3.5 hours** direct flights from key US destinations



Unemployment & Attrition

- Youth unemployment rate is **29%**
- 30% - 35%** annualized attrition (industry best)

BPO Data

- BPO companies in Jamaica employ more than **20,500** people

Economic Indicators

- GDP (PPP): \$24.58 billion (2014 est.), GDP Growth Rate: 1.5% (2014)
- Interest rate: 5.5%, 1USD = 129 JMD
- Literacy rate - **91%** and Inflation - 8%

Recognition by World Bank in DBR (Doing Business Report)

- Moved up 36 places in the ranking (from 94 in 2014)
- Jamaica is the highest ranking performer among its CARICOM neighbors

Doing Business Index

Jamaica ranks 58th

Confidence

- Jamaicans carry pride on their shoulders, which brings out confidence clearly in their conversations.
- Their innate curiosity to ask questions around not just 'WHAT' they have to do but also 'WHY?' enables them to have a deeper understanding of what they are learning.

Conversational skill

- Being near shore to the USA, Jamaicans have a higher exposure to American culture.
- Jamaicans consume the same media as Americans do; be it 'dancing with moms', 'The Voice', 'Scandal', they know it all. They use the same consumer products as Americans do.
- Many of these aspects enables Jamaicans to have a natural conversation with Americans.

Location Advantages

- **Cultural affinity** with North America
- **Natural conversational ability and confidence**
- Global and reliable connectivity
- Truly near-shore to North America

HGS Jamaica Advantages

- HGS is a **preferred employer** in Jamaica with highest base pay compensation.
- **Deeper engagement with employees**
- Fast ramp-up capabilities

Enrollment in Degree Program
(74,215)

Diploma, Technical Education,
Associate Degree (69,481)

Caribbean Advanced
Proficiency Education
(262,718)

Secondary / Grade 12 – 13

CXC

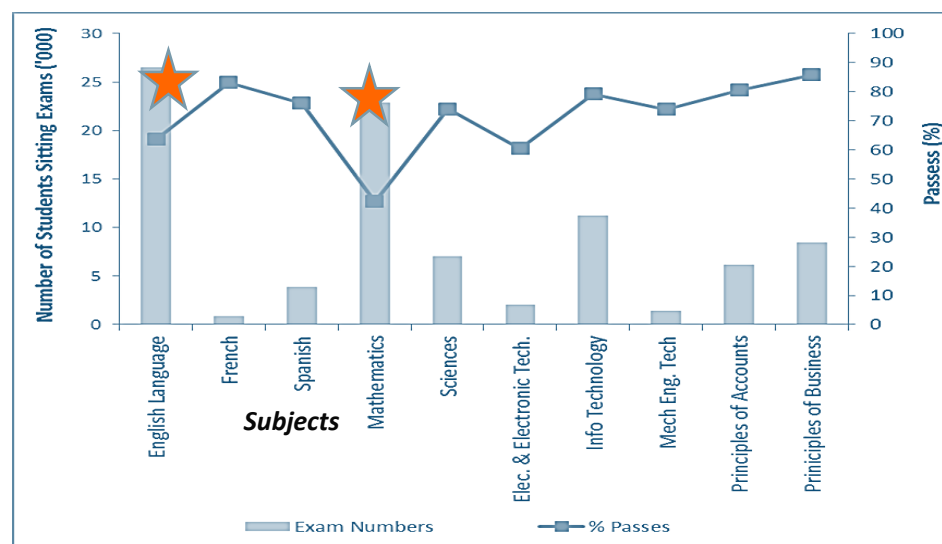
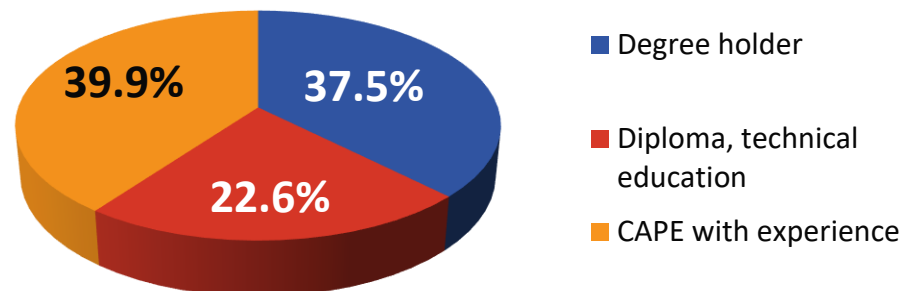
Secondary / Grade 7 – 11

GSAT

Primary / Grade 1 – 6

Kindergarten

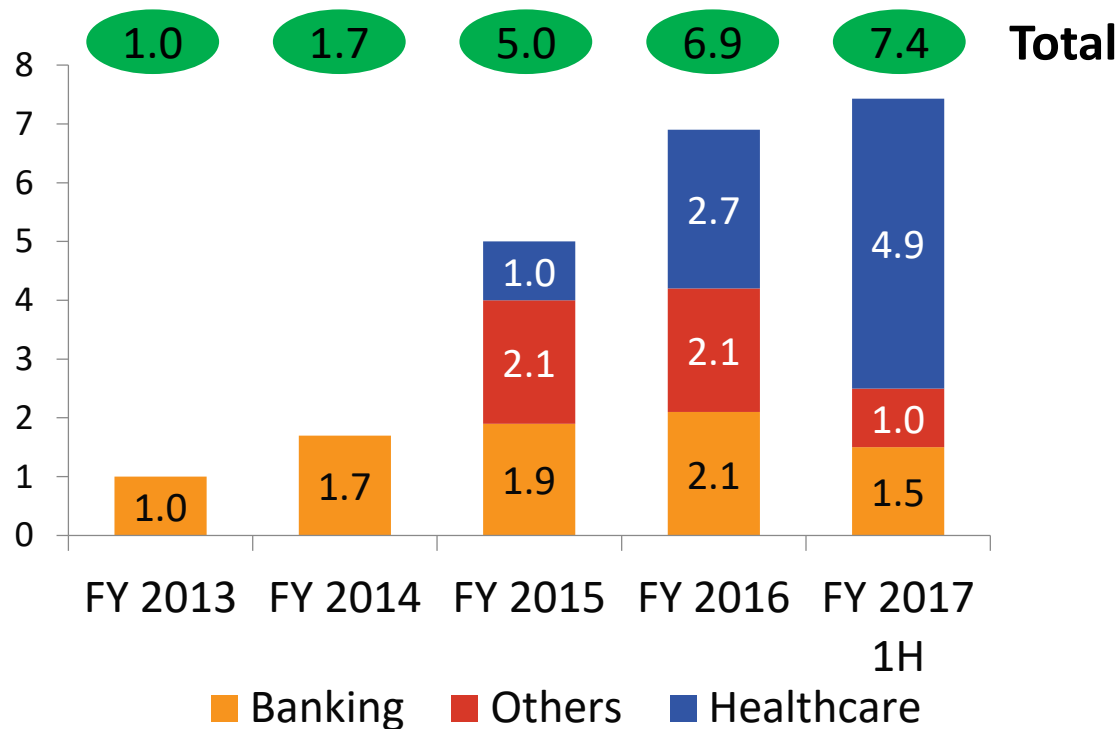
Current HGS Jamaica employees qualification split



Consistent growth: 2013 to 2017

Best in class referral program ... Gaining recognition as a specialized Healthcare BPO

Gross Revenue \$M



Highlights

- Growth achieved predominantly in Healthcare and Banking.
- A new 1000 seat center underway.

HGS Strategy

- Rapid Growth to gain Market Share and Size
- Partner with finishing school
- Investment in Training and Coaching
- Working with the ministry of Education
- Acquisition of large footprint center recently
- Strong employee engagement programs
- Culture of caring and respect
- Market leading staff retention



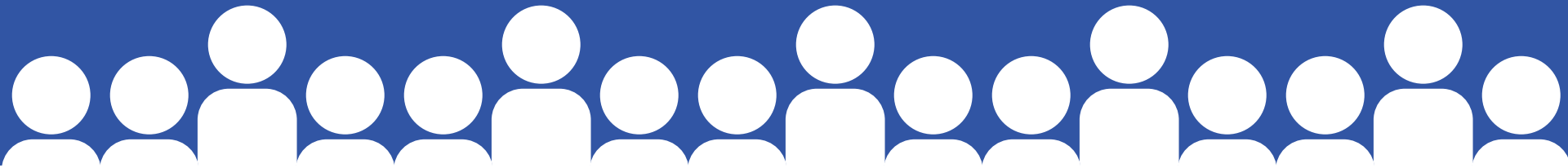
Digital and Automation/RPA

Chris Lord

Ram Mohan

“Optimizing the
Customer
Experience...

helping our Clients
to Become **More Competitive**”



CX is a Differentiator...



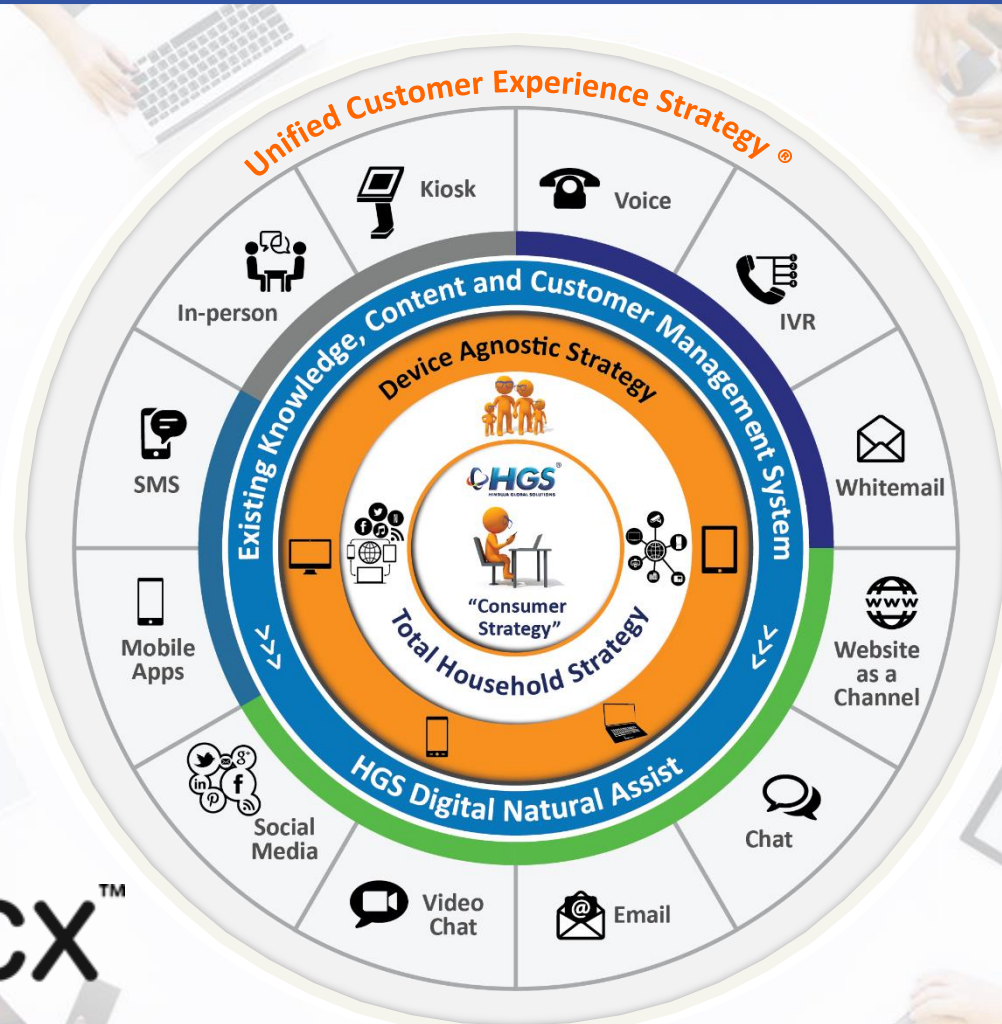
of companies plan to compete
primarily on the basis of
customer experience

Generation C

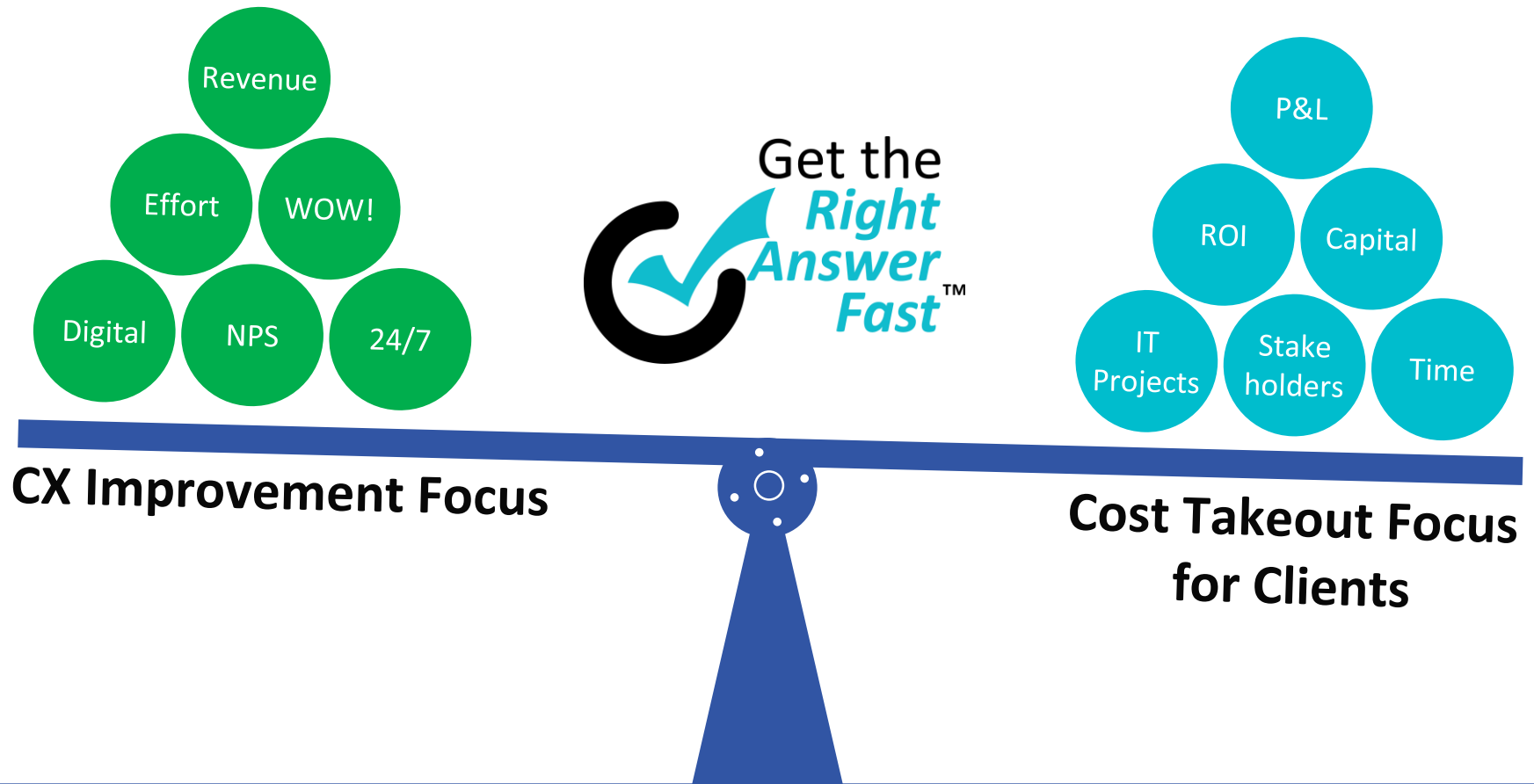


DIGITAL OVER 35%
INTERACTIONS
ACCOUNT FOR
OF ALL INTERACTIONS

FORCING BRANDS TO TRANSFORM THE WAY THEY COMMUNICATE & SERVICE THEIR CUSTOMERS



HGS Unified CX Strategy® - Managing the brand across channels

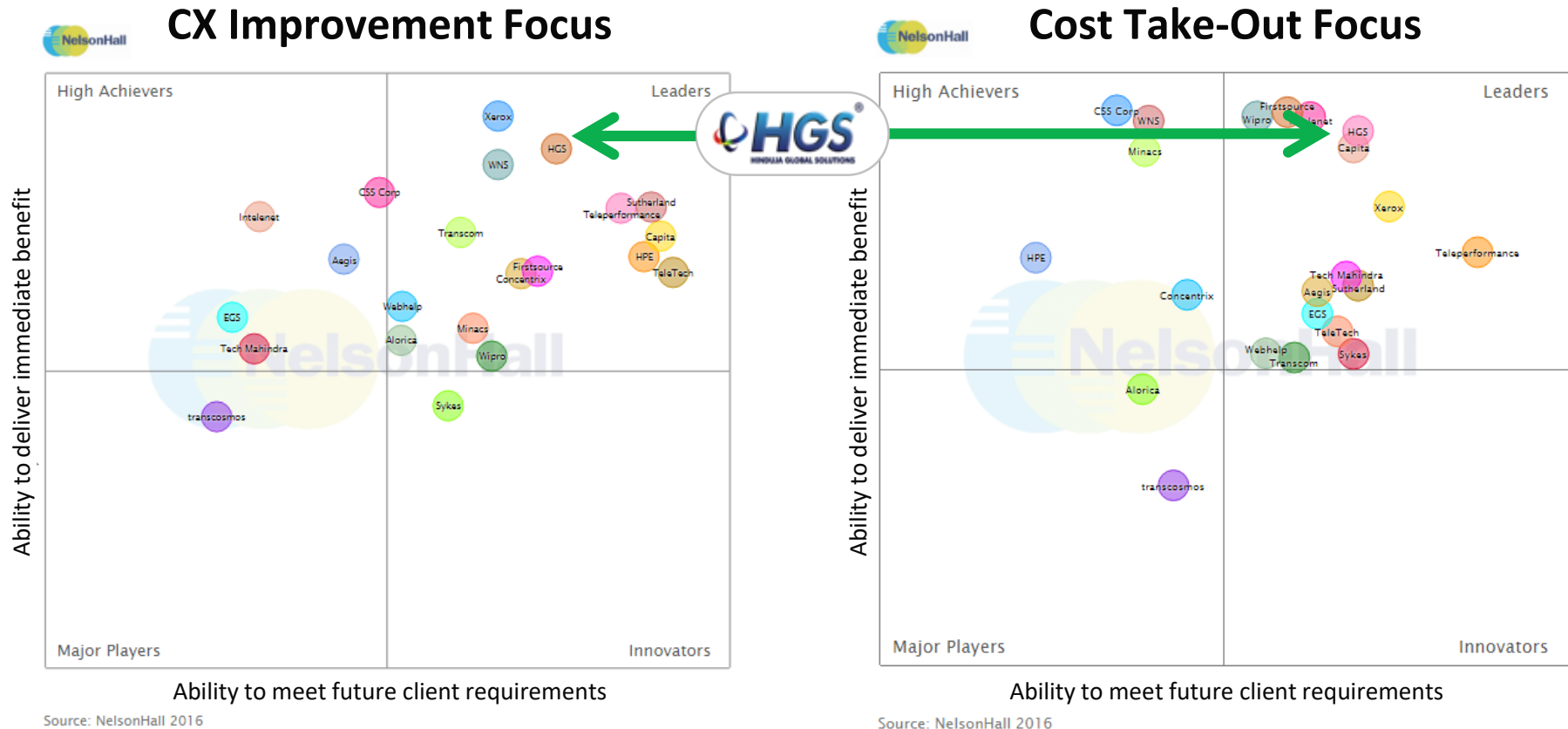


HGS approach...

Find the balance between enabling great CX, being innovative and differentiated, in an environment of limited capital and time

Analysts suggest HGS is creating value for clients

“HGS is finding the balance between great CX and working with limited capital and time”



1 LEAD WITH
SELF SERVICE



2 INTELLIGENTLY INTEGRATE
PEOPLE
WHERE IT MAKES SENSE



3 LEARN & IMPROVE USING
ANALYTICS, AI, AUTOMATION
TO DRIVE COST TAKE OUT & AMAZING CX

Using CX thought leadership to strategically engage clients



**EASILY SEND PICTURES AND VIDEOS
TO HELP WITH
THE ISSUE RESOLUTION PROCESS**

Get the
Right
Answer
Fast

HGS
HINDUJA GLOBAL SOLUTIONS

DigiCX

HGS
HINDUJA GLOBAL SOLUTIONS

Smart Channel Selector



Ensuring Customer is Satisfied . . .

The DigiCX disruptive commercial model leads with automation based self service.

Kodak Printer Services

Your feedback is valuable to us and helps us to serve you better in future

Was your issue resolved? Please click Yes / No

No Yes



Creating new, more profitable
revenue streams from digital
transformation





DigiSOCIAL

Automated Social Messaging “Conversational Automation”

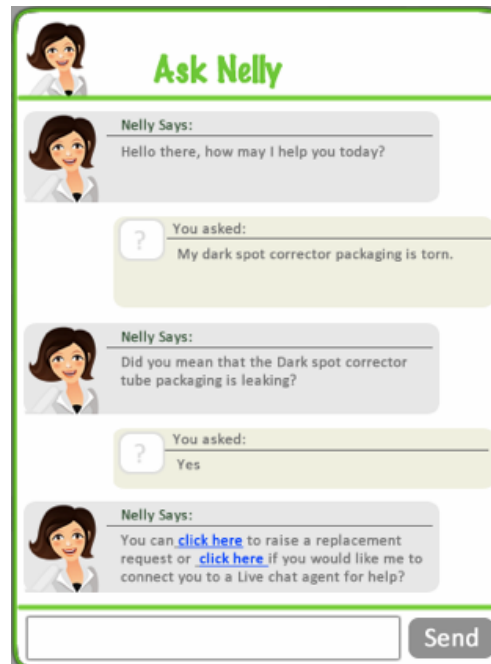
- For easy FAQs, leverage a DigiBOT
- Agents intervention at any time



DigiCHAT

Automated Chat “Conversational Automation”

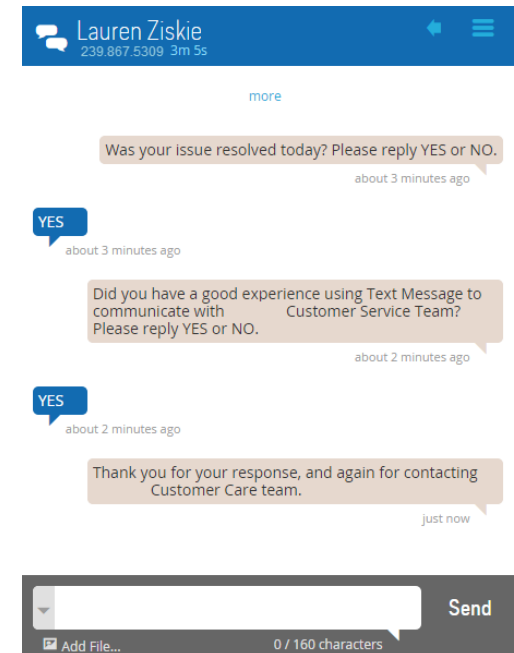
- Natural language conversation instead of multi-option
- Live agent escalation at any time



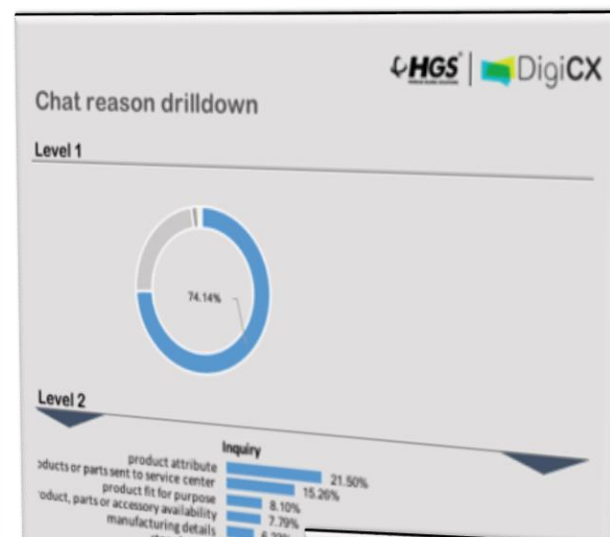
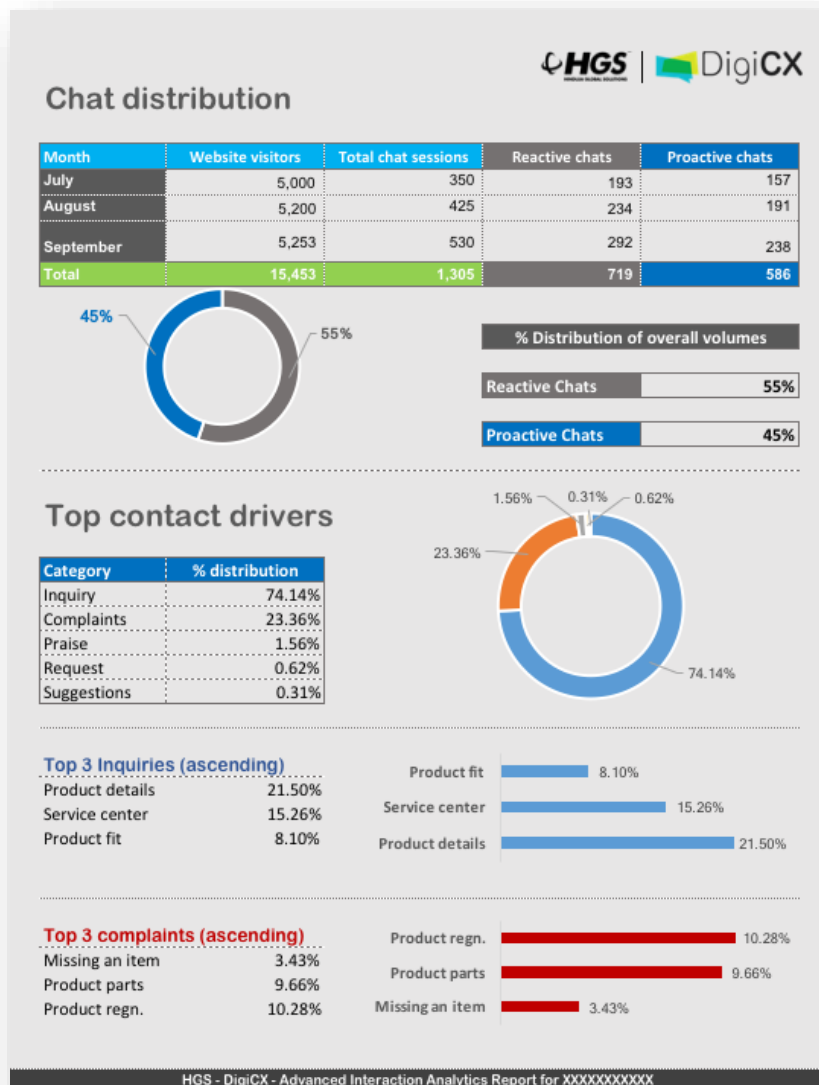
DigiTEXT

Automated Text “Conversational Automation”

- For easy FAQs, leverage a DigiBOT
- Agents intervention at any time



DigiINSIGHT: Creating Actionable Consumer Insights & Enabling Innovation



DigiCX as a Service

Priced per conversation - automated or assisted

Creating new higher value revenue streams and greater profitability

The Channel Solutions (Automated or Assisted)

- DigiWEB
- DigiCHAT
- DigiTEXT
- DigiSOCIAL
- DigiEMAIL

Set Up & Configuration

- Transformation Consultants
- CX Collaborative Design
- Desktop and Mobile UX
- Knowledge base set up
- IVR Map & Channel Pivoting Design
- 'Smart Channel Selector' Integration



DigiCX™

DigiINSIGHT

- Analytics
- Automation
- Reporting & Dashboards
- Innovation

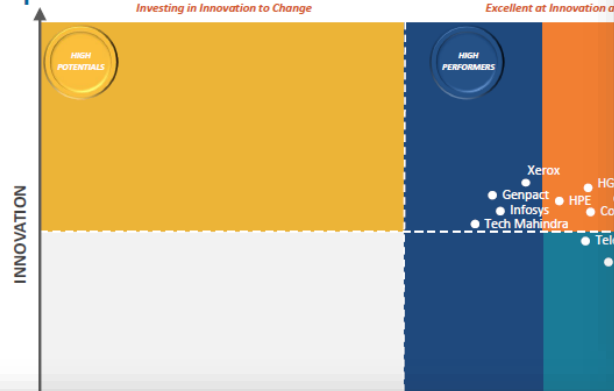
Global Delivery

- Agents, Supervisors, WFM (Recruiting, Training, Coaching)
- Analysts
- 24/7/365
- Infrastructure
- Software Licenses

DigiCX™ is being well received in the marketplace

9 recent mentions by 5 firms in 5 different mediums

HfS Blueprint Grid: Digitally Enabled Contact Center Operations



ISG Insights™

Briefing
July
Namratha Dh

Briefing Notes – Hinduja Global Solutions Makes a Foray Into the Unified Experience Marketplace



ABOUT RESEARCH SERVICES NEWS EVENTS WEBINARS

SOUNDBITES



CUSTOMERS WANT SELF-SERVICE THEIR WAY—WILL HGS' DIGICX DELIVER?

Jul 10, 2016 | Barbara McGarry, Reetika Joshi, Melissa O'Brien

HGS wants to make it easier and more pleasant for customers to get the right answer fast—by making self-service a more fluid experience across channels. In a recent demo for the launch of DigiCX, HGS introduced a strategy for helping its clients optimize customer experience by guiding people looking for help or support through channels and devices with less effort. Behind the scenes, the service provider is enacting a set of digital

Chatbots Are Back & Here to Stay

in Share 13 Tweet 0 G+ Share 0 X Share 0



posted on Apr
Tags: Firstsou

The Renaissance of Self-Service: Are CMS Vendors Ready?

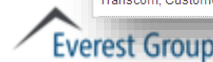
in Share 13 Tweet 0 G+ Share 0 X Share 0

print this page
add bookmark



posted on Mar 24, 2016 by
Tags: Firstsource, Axon, Minatranscom, Customer manag

Hinduja Global Solutions Launches Suite of Multichannel Customer Management Services



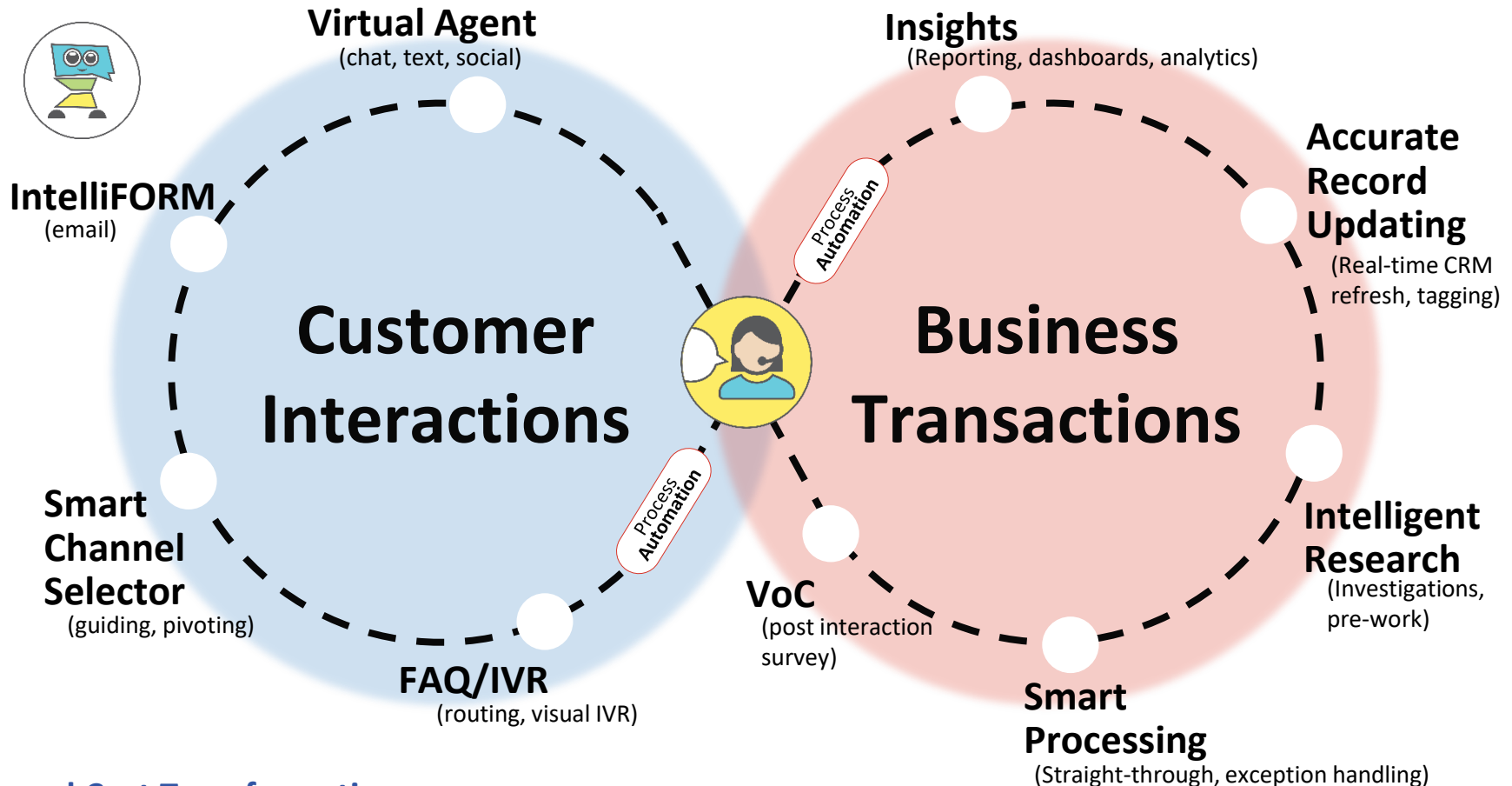
New Offerings
by Ivan Kotzev
published on Jun 08, 2016



The Evolution of Automation in Service Delivery

August 5, 2016

Design strategy links front and back offices... providing digitally enabled better CX, while reducing costs



Beyond Cost Transformation...



Always Open

Agile Business

Reduce Errors

Reduce Time

Optimize CX

Characteristics of Data, Information & Process

Trigger-based

Rules-based

Structured Data

Unstructured
data - Patterns

Unstructured
data – No
Patterns

Basic Automation

Unified Desktop

Robotic Process
Automation

Artificial
Intelligence
Cognitive
Robotics / Virtual
Agents

Mostly back office
application, e.g., basic
scripts, macros etc.

Helped in unifying
screens to save
toggling time

Automation of
processes where
robots emulate human
beings

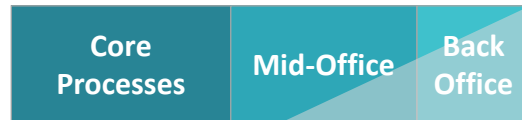
Self Learning and Self
Healing system

HGS expertise in Automation Design

What does it mean for our Business - Opportunities

AI will help BPaaS penetrate into the core, “heart of the business” processes

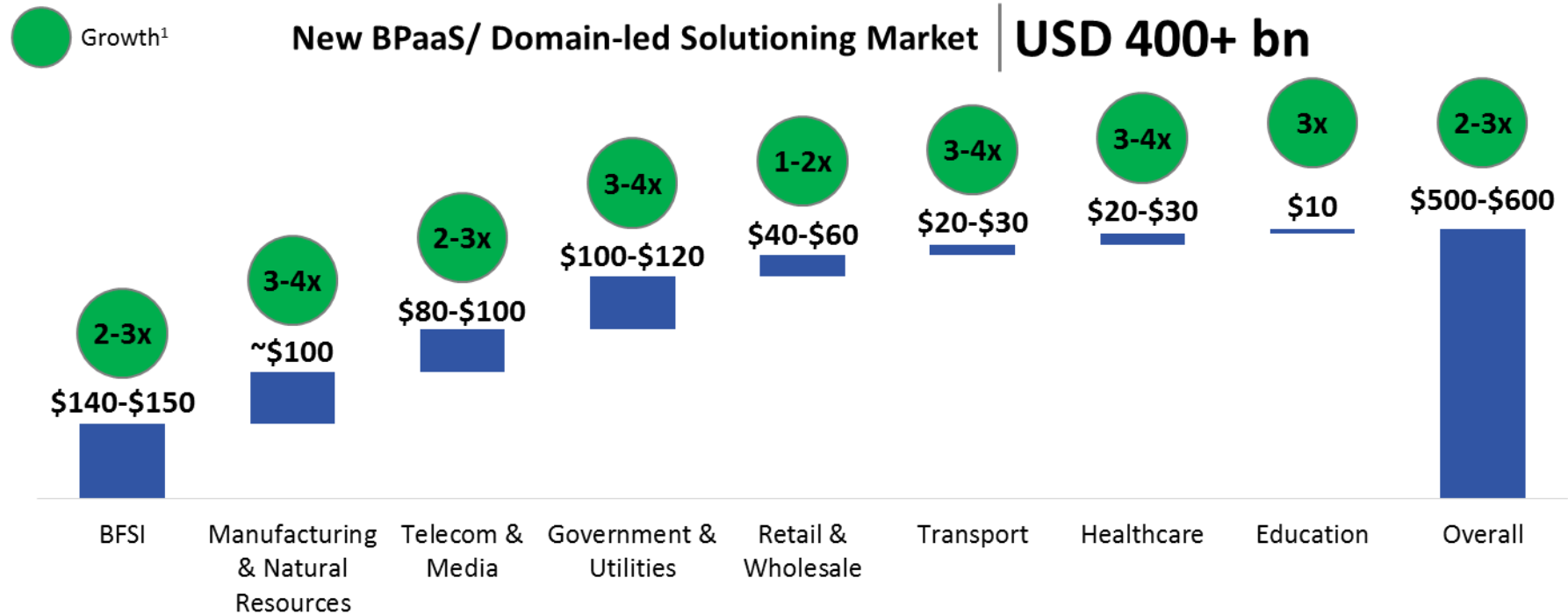
**Current scope of BPM/
BPaaS**



**AI to expand the scope of
BPM/ BPaaS 2-3x**



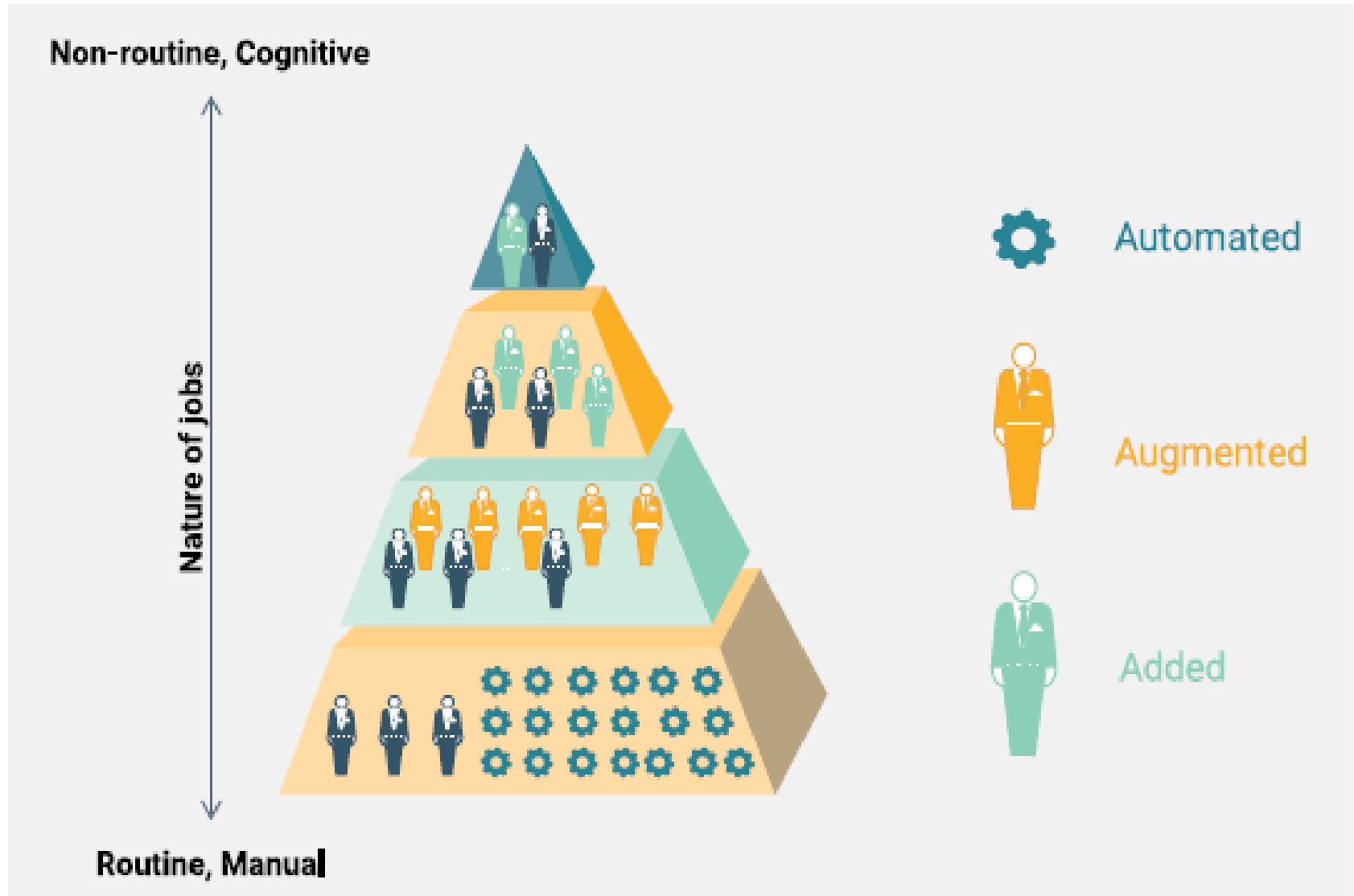
AI-led addressable market – BPaaS/ Domain-led solutioning (USD billion)



1 As a multiple of current market size

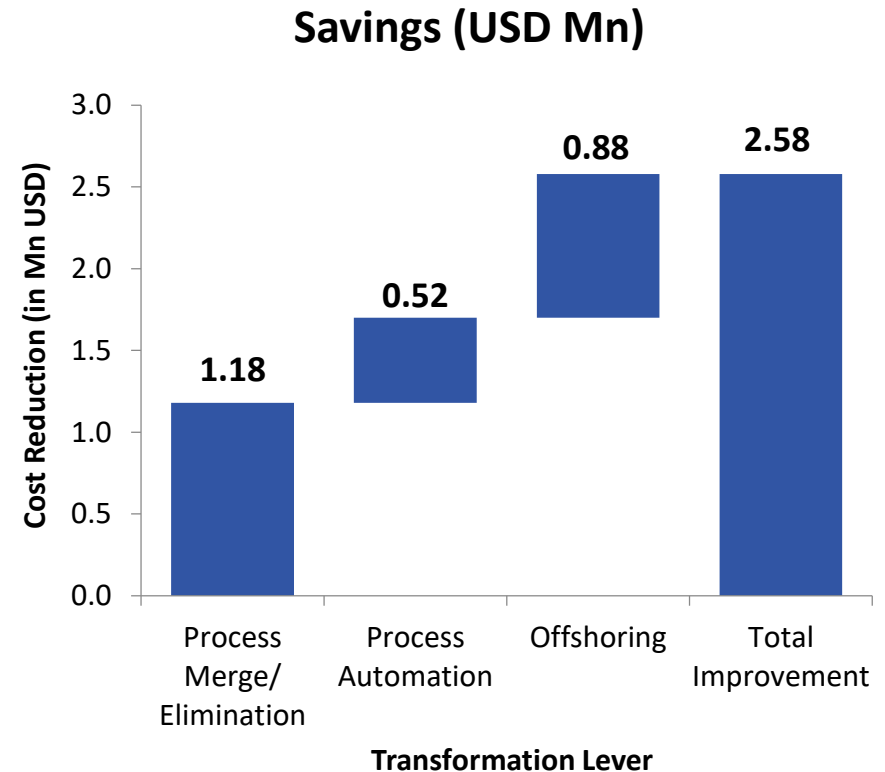
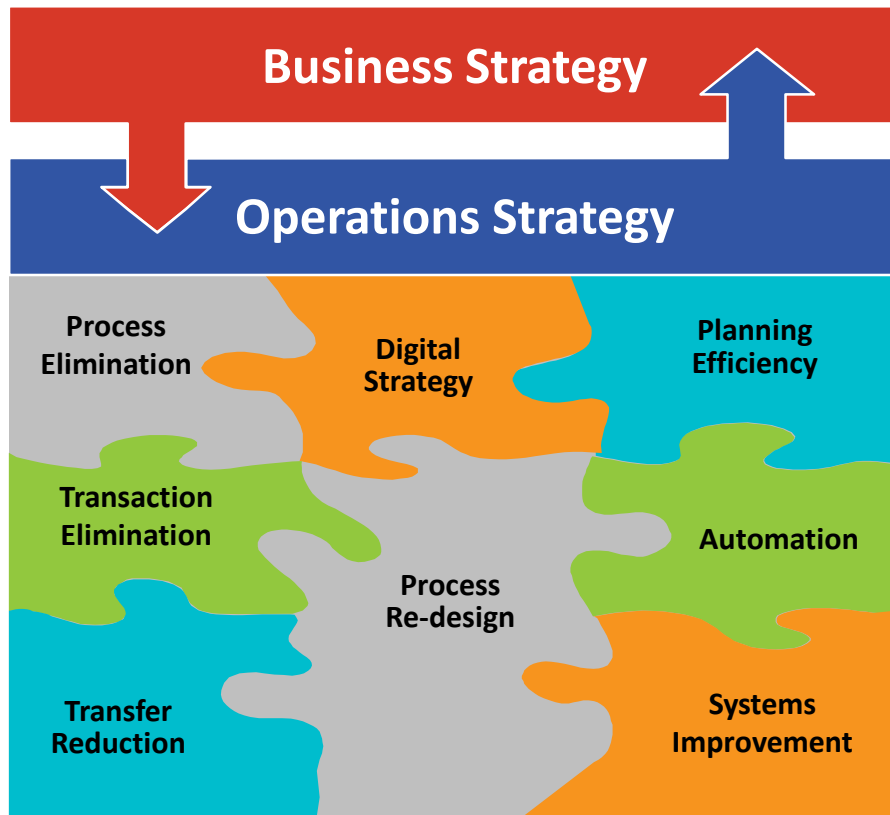
Sources: NASSCOM, BCG analysis

Jobs will be re-imagined



Source: BCG analysis

Case Study – One of the Top 5 US Payer Organization



Gain-share agreement with client and additional outsourcing opportunity

Automation Center of Excellence

Research, investment in pilots, methodology to implement

Partnering with Customers

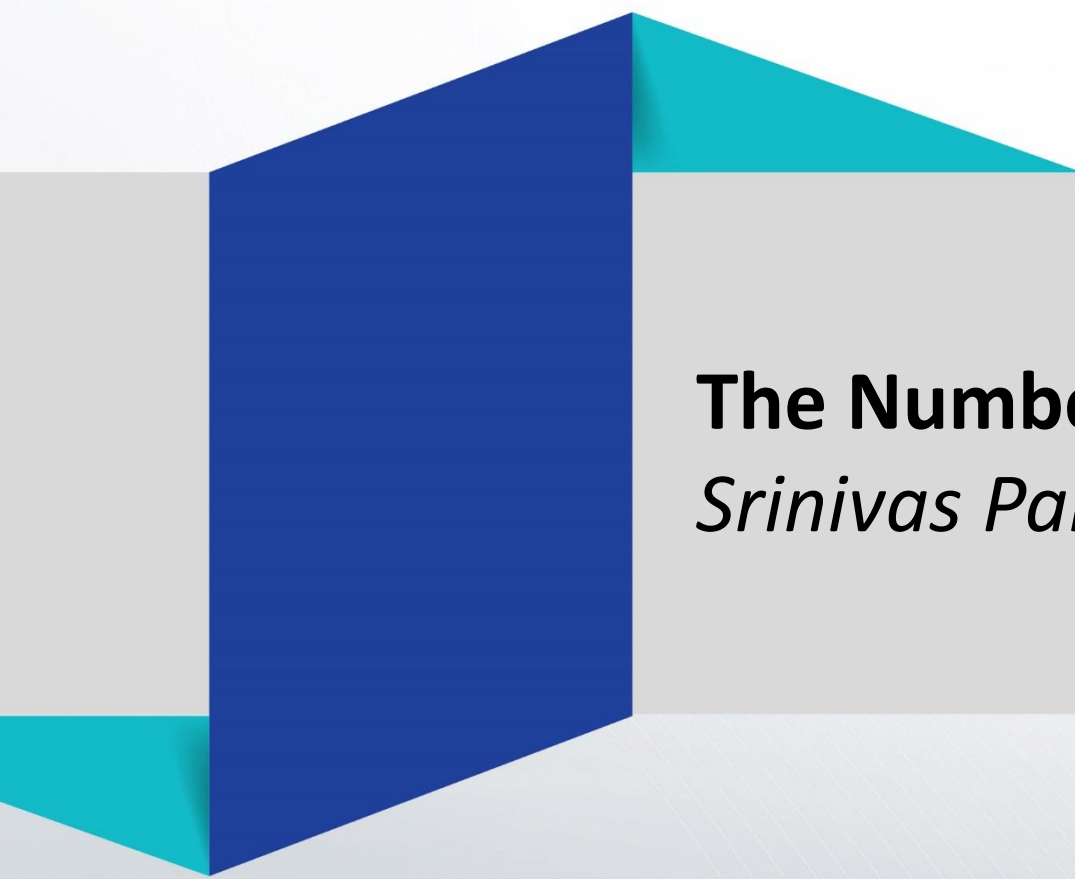
Taking customers along and collaborating on their journey

Re-imagining Partnership Models

Gainshare / Output based pricing / Transformation deals

Building Domain Expertise

Getting ready to deliver on domain specific core processes for our clients



The Numbers

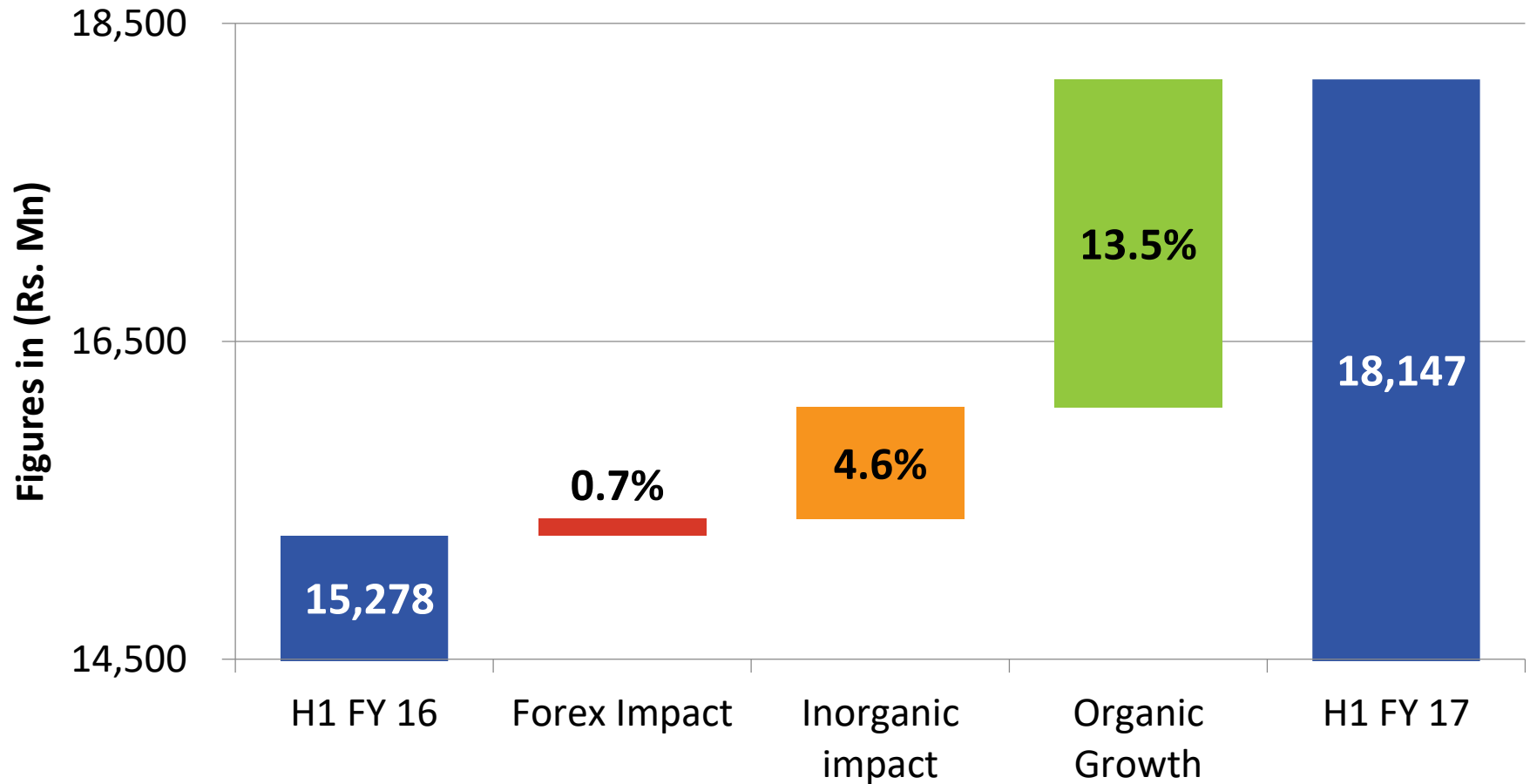
Srinivas Palakodeti

Half-Yearly Performance - Consolidated

Figures in Rs. Mn unless otherwise indicated

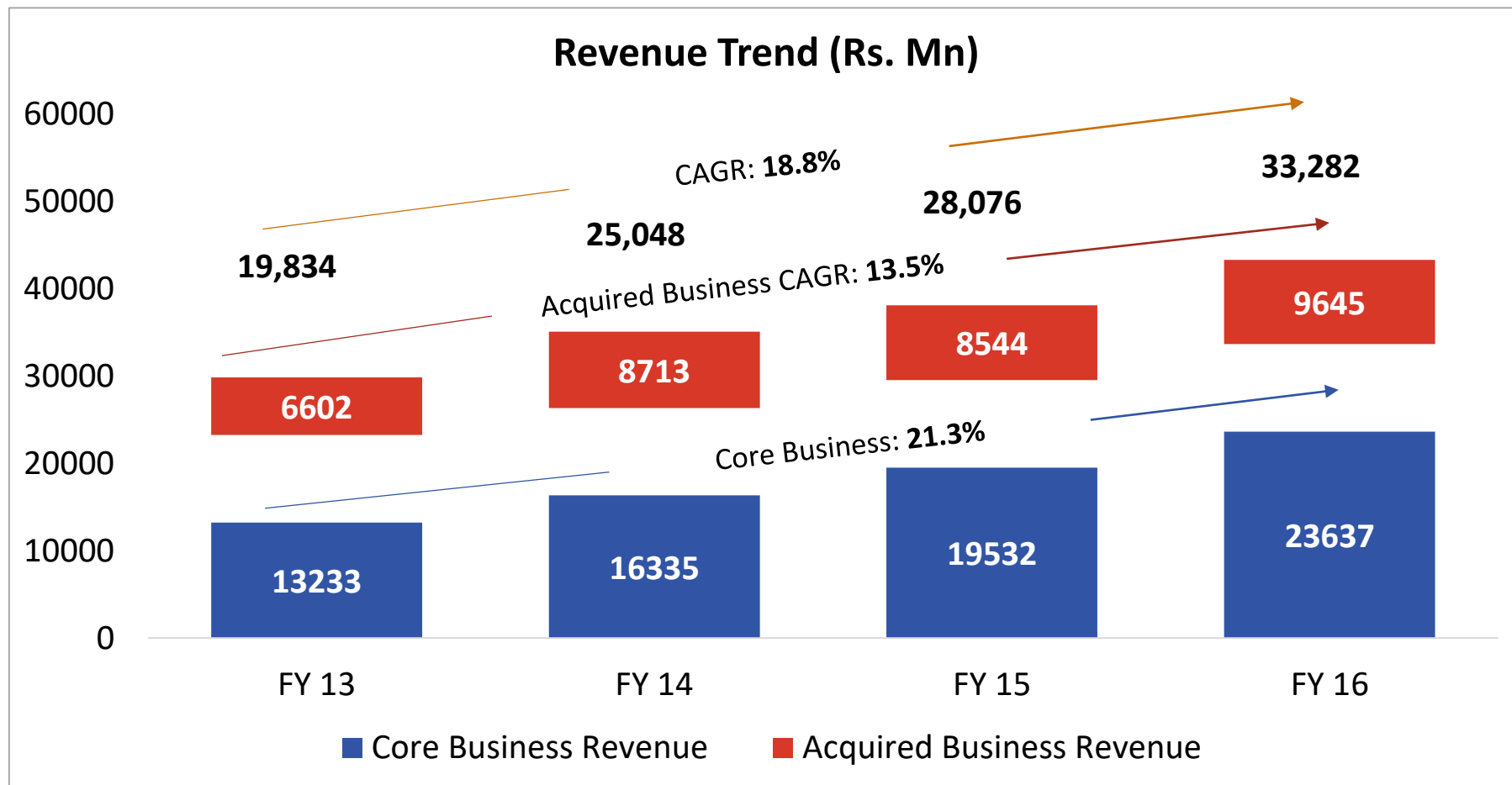
	Actual H1 FY 17	Actual H1 FY 16	YoY Growth %
Revenue	18,147	15,278	19%
Operating Costs (excl Dep)	16,117	13,880	16%
EBITDA	2,031	1,398	45%
EBITDA %	11.2%	9.2%	2%
Depreciation	708	622	14%
Interest Expense	229	206	11%
Other income	62	169	-64%
Other income - Tax refund	89		
PBT	1,245	739	68%
PBT %	6.9%	4.8%	2%
Tax	353	262	35%
PAT	893	477	87%
PAT %	4.9%	3.1%	2%

Growth Break up - H1 FY 16 to H1 FY 17



19% Topline Growth

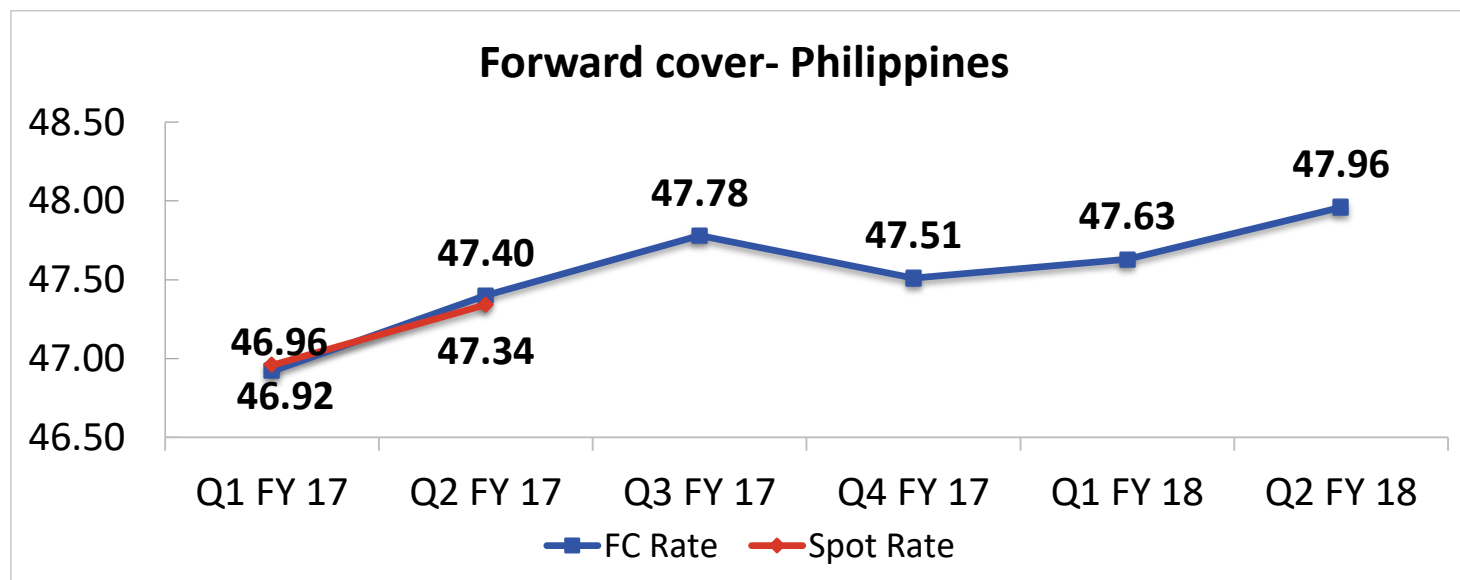
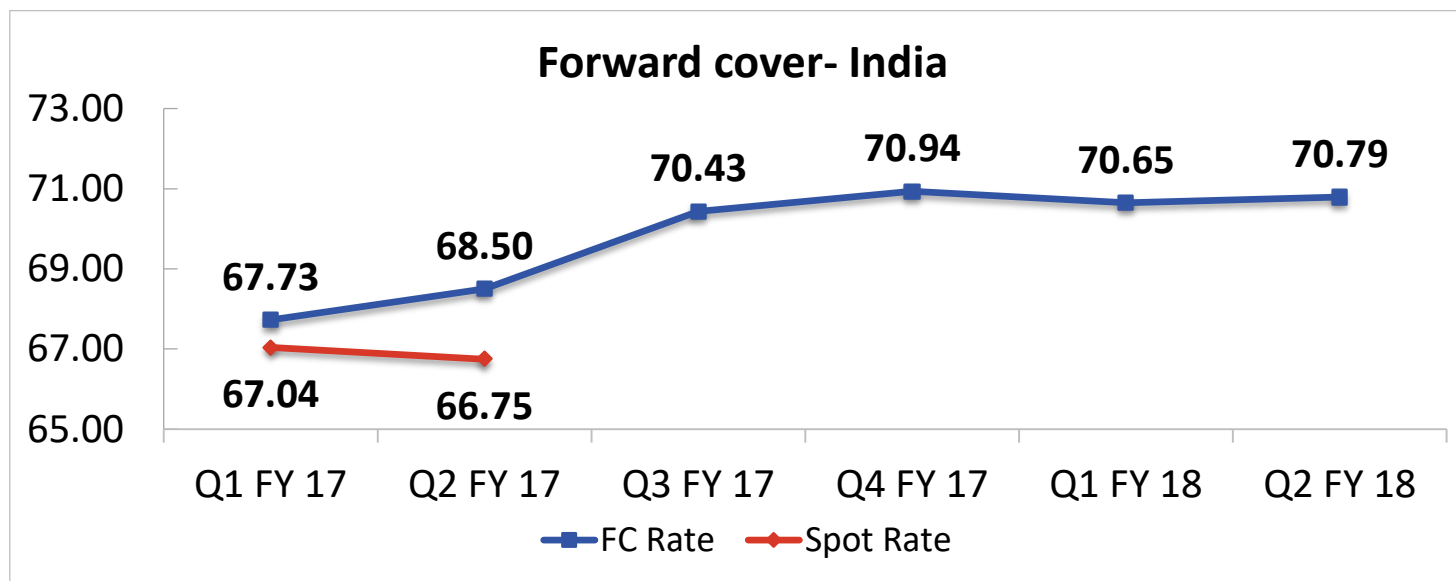
How have we grown



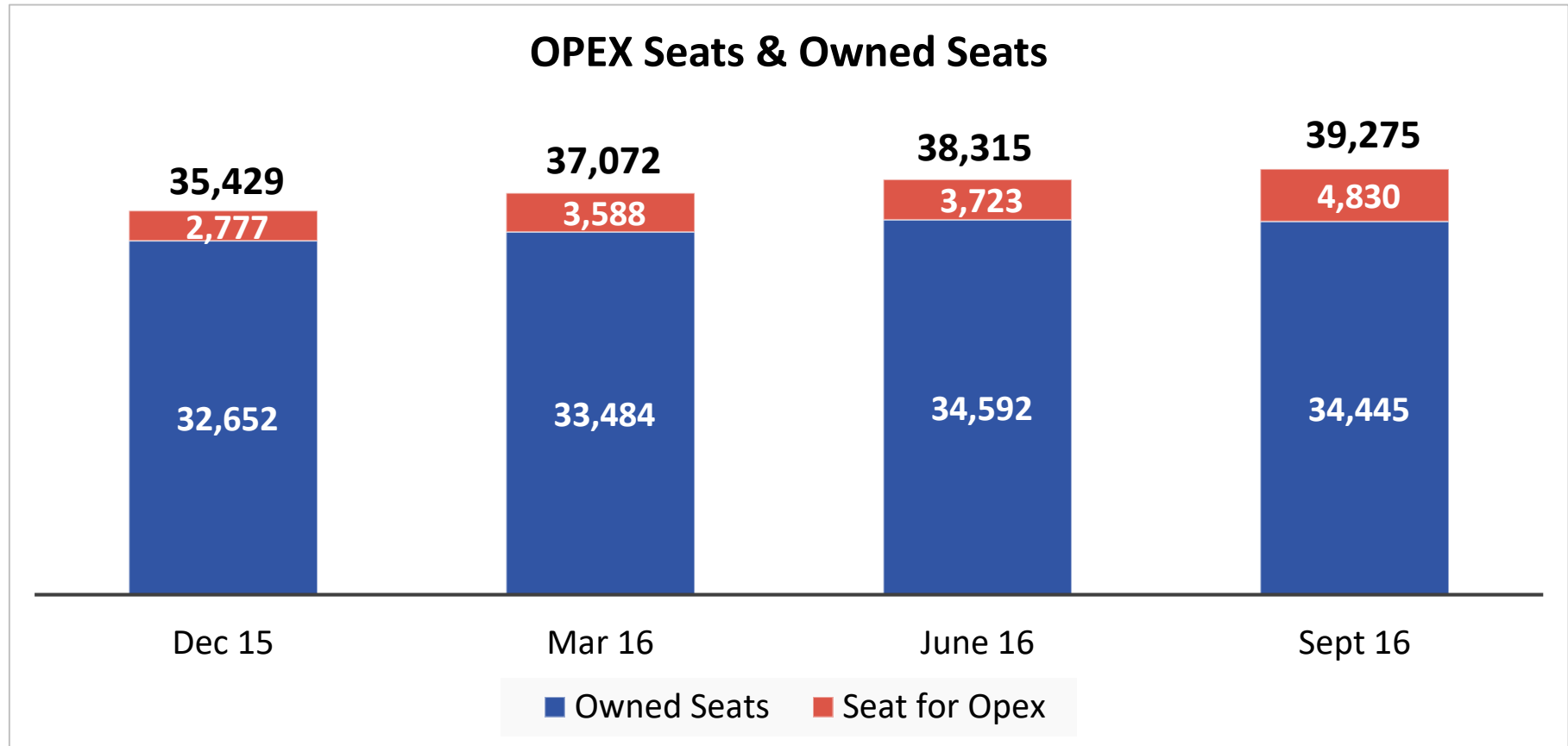
Based on the Q2 FY 17 Financials

Scenario	Impact on Revenue	Impact on EBITDA	Impact on EBITDA Margin
INR depreciates against USD by 1 Rupee	Increase by 0.8%	Increase by 2.0%	Increase by 12 Basis Points
PHP depreciates against USD by 1 Peso	Increase by 0.03%	Increase by 0.24%	Increase by 3 Basis points
INR depreciates by 1% against all Currencies	Increase by 0.8%	Increase by 1.2%	Increase by 5 Basis points

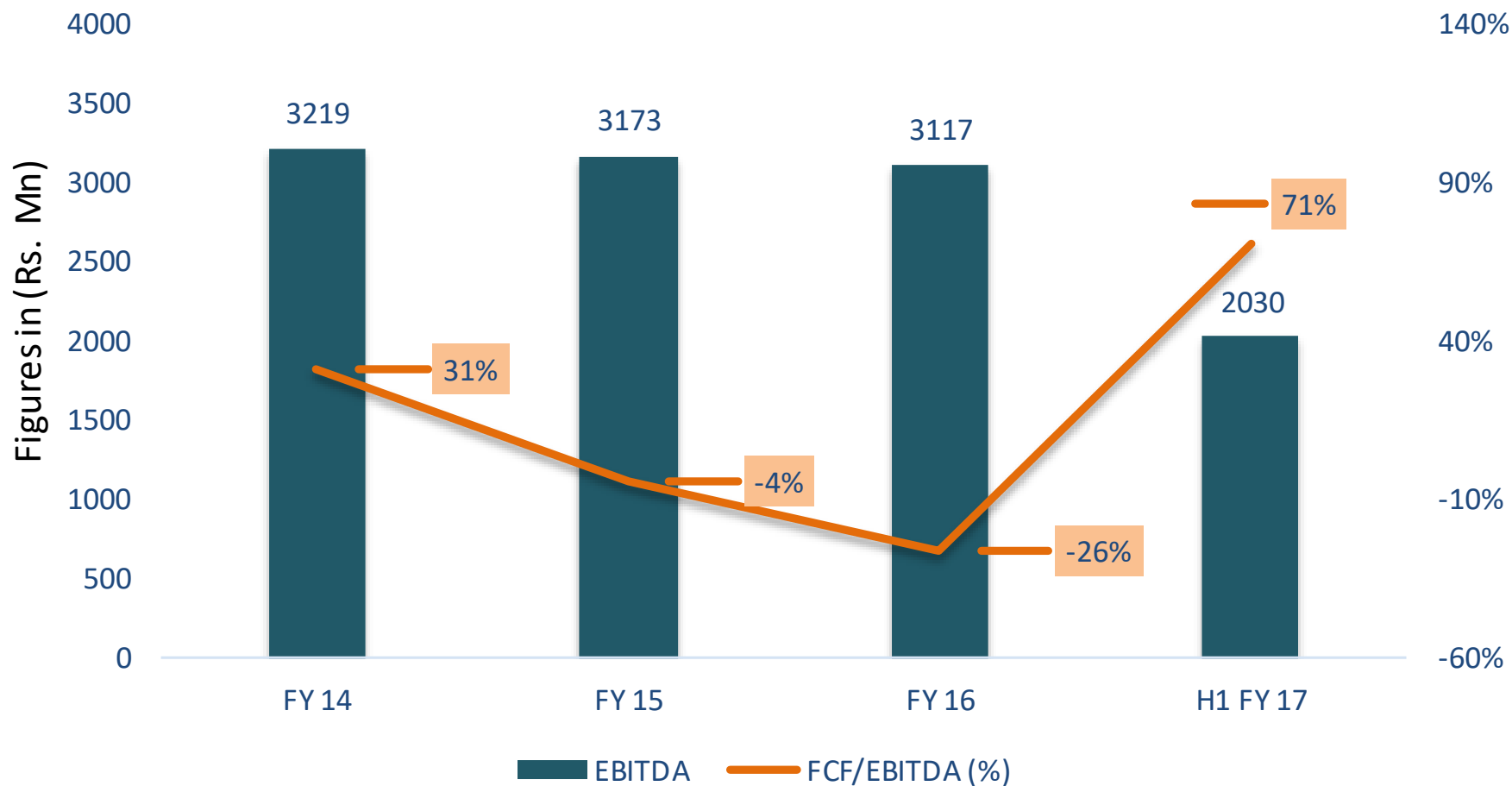
Revenue Hedging & Forex Sensitivity



Increase in seats on Operating Lease

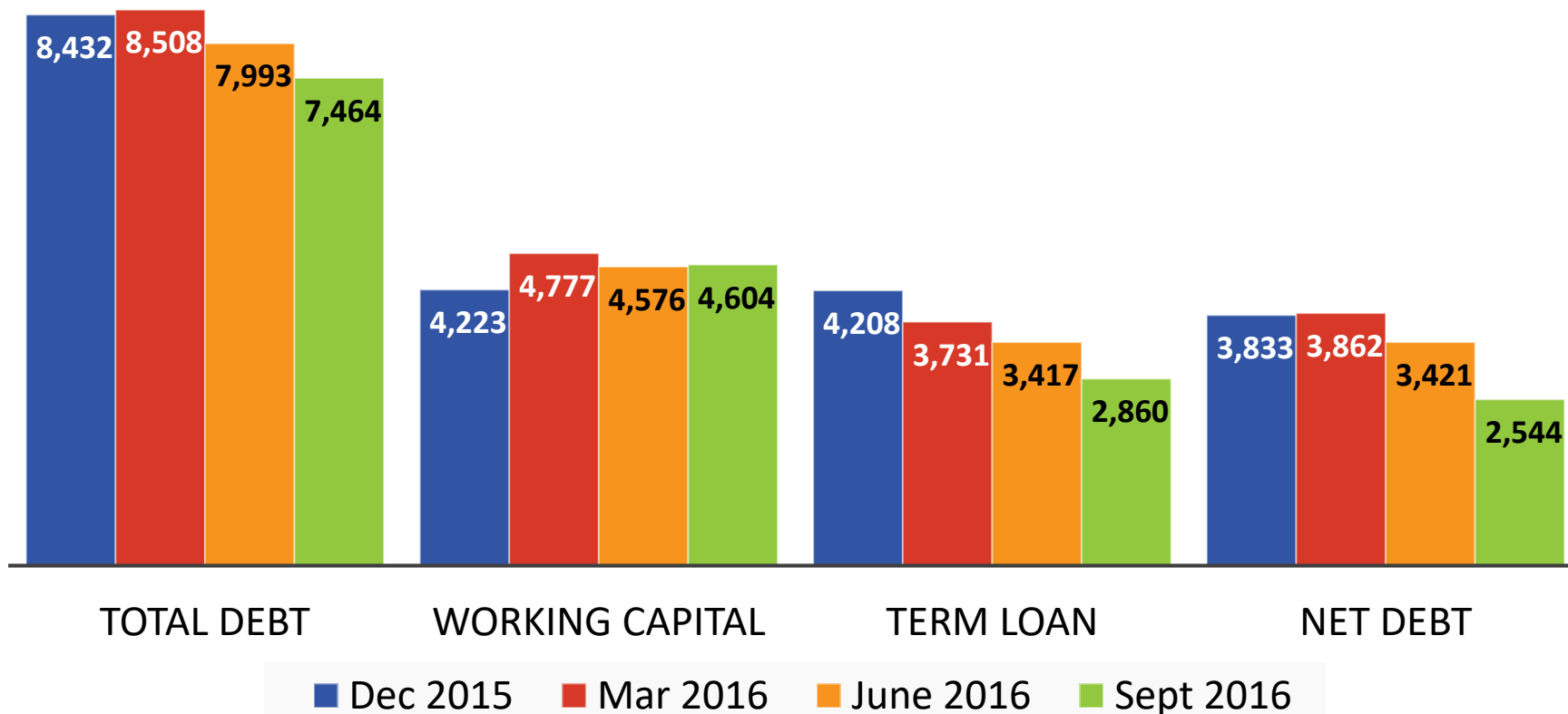


FREE CASH FLOW to EBITDA Ratio



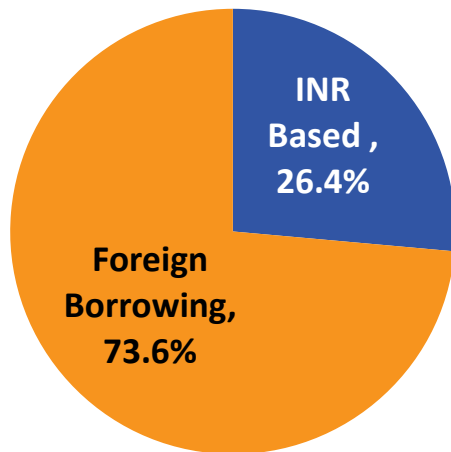
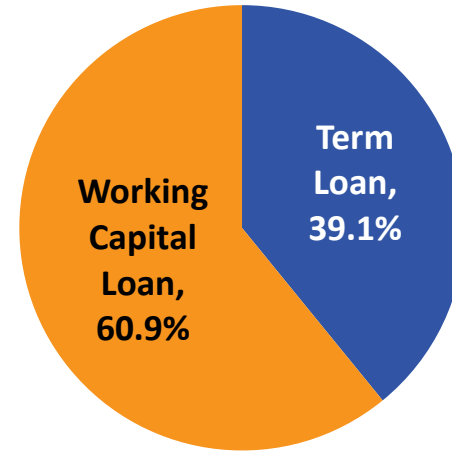
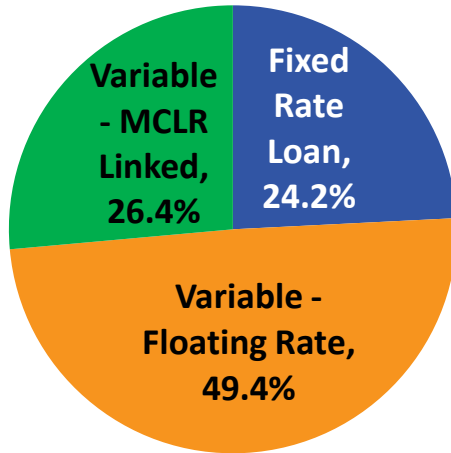
Free Cash Flow defined above is Free Cash Flow from Operations after Working Capital, tax and investing

Debt Details (In INR Mn.)



Reduction in Net Debt and Gross Debt over the last 4 quarters aided by better EBITDA to Cash Conversion

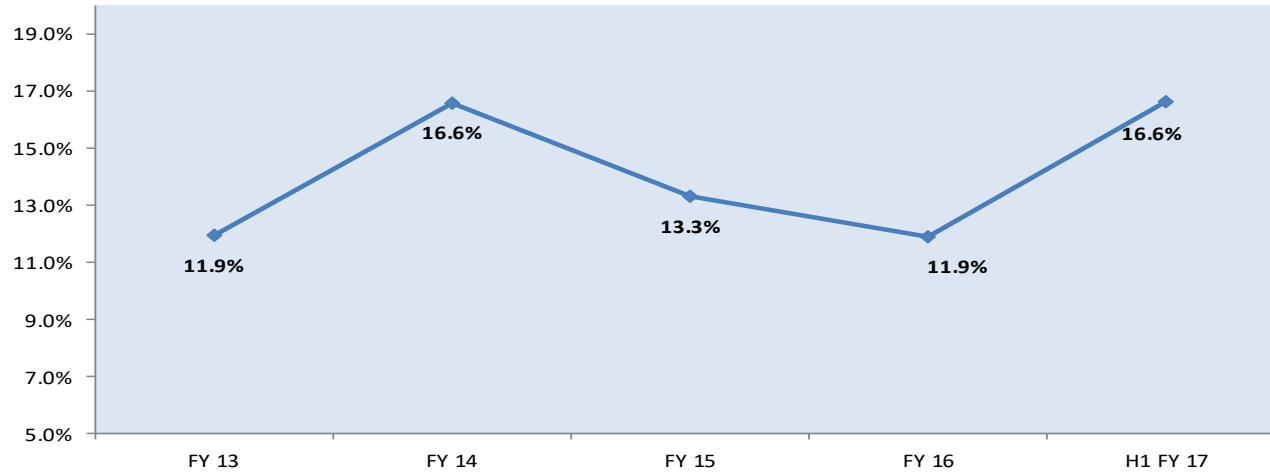
Break up of Debt



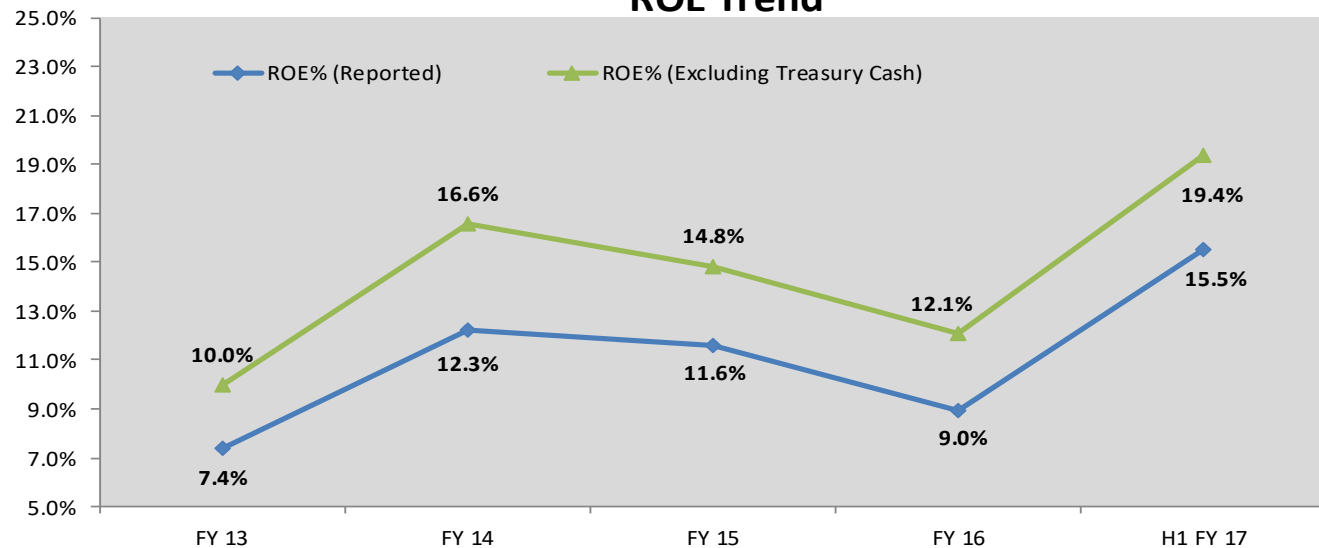
- Total Term Loan as of 30th Sept - Rs 2860mn
- Scheduled repayments of Rs 580 mn over the next 12 months

HGS - Business ROCE & ROE Trend

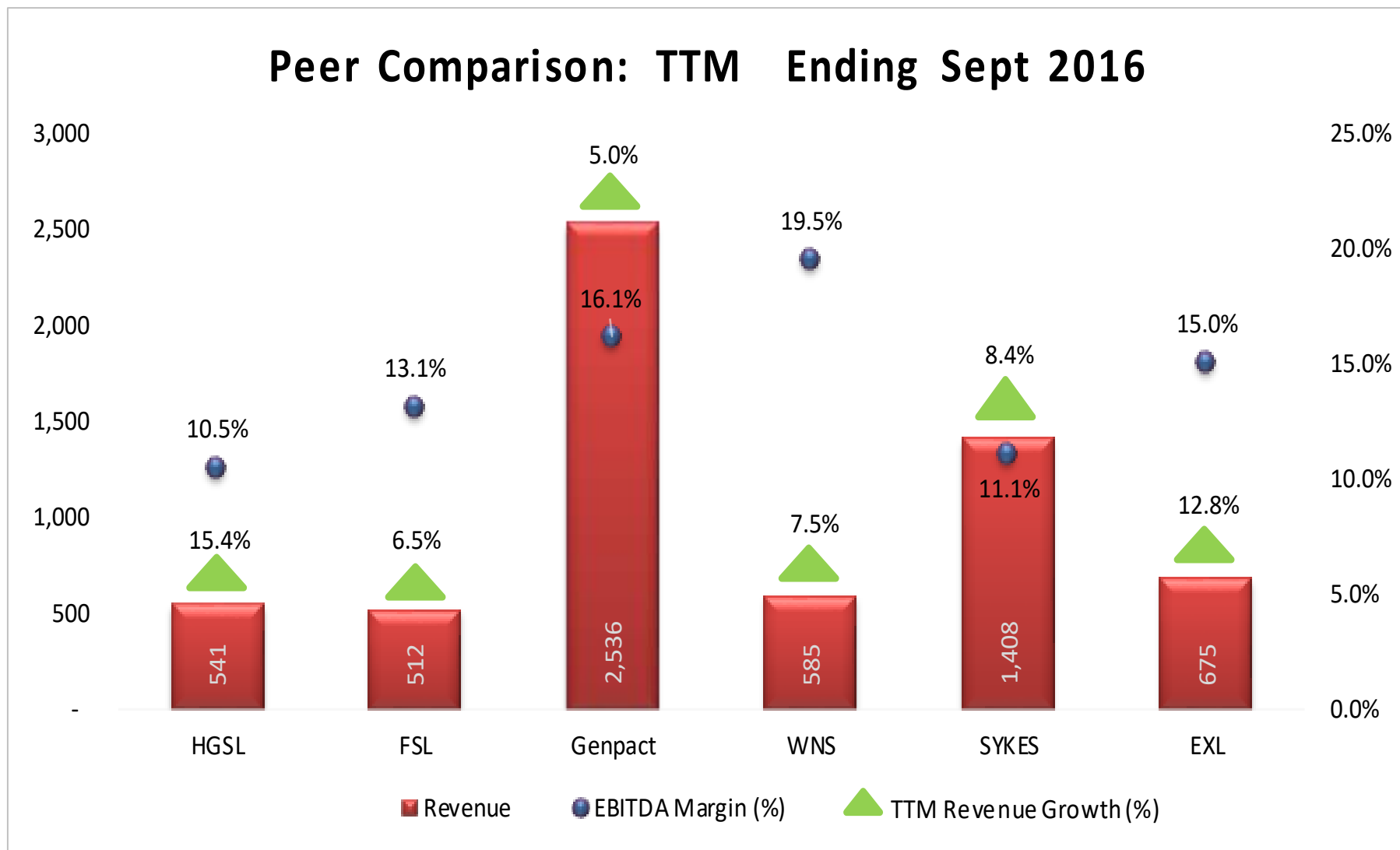
Business ROCE %



ROE Trend



Peer Comparison: TTM Ending Sept 2016



* \$/RE exchange rate used – INR 66.86 to the dollar (average for the period Sept'15 to Sept'16)

Market

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

HGS

Strong record of growth

**Turn around story -
improved performance in
the last 3 quarters**

**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

Q and A
Moderated by Ravi Ramalingam

December 8, 2016

BSE Limited
Corporate Relation Dept.
P. J. Towers, Dalal Street
Mumbai 400 001.
Scrip Code : 532859

National Stock Exchange of India Ltd.
"Exchange Plaza",
Bandra Kurla Complex, Bandra (East)
Mumbai - 400 051.
Symbol : HGS

Dear Sirs,

Sub : Investor Presentation at Analyst and Investor Meet 2016 : December 8, 2016

This has reference to our letter dated December 5, 2016 informing that an **Analyst and Investor Meet 2016** will be held in Mumbai on December 8, 2016 (Thursday). Attached is the copy of Presentation to be made at the said Meet.

The presentation will be made available on the Company's website (<http://www.teamhgs.com/investors/corporate-information>).

Thanking you,

Yours truly,
For **Hinduja Global Solutions Limited**



Makarand Dewal
Company Secretary

Encl : a/a.