Safe Harbor

This presentation may contain forward-looking statements, which involves a number of risks, and uncertainties that could cause our actual results to differ materially from those in such forward-looking statements. The conditions caused by the COVID-19 pandemic could decrease customer’s technology spending, affecting demand for our services, delaying prospective customers’ purchasing decisions, and impacting our ability to provide on-site consulting services; all of which could adversely affect our future revenue, margin and overall financial performance. Our operations may also be negatively affected by a range of external factors related to the COVID-19 pandemic that are not within our control. We do not undertake to update any forward-looking statement that may be made from time to time by us or on our behalf.
Mindtree at a Glance*

- **21,991** Mindtree Minds
- **$1,089 M** Annual Revenue
- **307** Active Clients
- **764** Bots
- **77%** US
- **15%** Europe
- **8%** APAC
- **14** of Fortune 100
- **41** Offices
- **18** Countries

*Data as of Q4FY20 except for annual revenue
# Offerings

<table>
<thead>
<tr>
<th>Travel, Transportation &amp; Hospitality</th>
<th>CPG, Retail &amp; Manufacturing</th>
<th>Banking, Financial Services &amp; Insurance</th>
<th>Hi-Tech &amp; Media</th>
</tr>
</thead>
</table>

**Solution Architecture - Central Architecture Group**

<table>
<thead>
<tr>
<th>Digital (e-commerce, Marketing, Mobile, Cloud)</th>
<th>Data-warehouse &amp; Analytics</th>
<th>ERP (SAP)</th>
<th>EAI (BPM, SOA)</th>
<th>Engineering R&amp;D</th>
<th>Test Engineering</th>
<th>Infrastructure Management</th>
<th>Mainframe &amp; Midrange</th>
</tr>
</thead>
</table>

**Project & Program Management**

- Agile Application Development & Maintenance
- Managed Services
- Application Maintenance Services
We are way ahead in the Digital evolution journey compared to industry

GREAT QUALITY, DELIVERED FASTER

Digital Transformation
Delivering complex digital programs at scale with better quality and faster time to market

Integrated DevSecOps & Automation
Transform Run organization driven by automation and integrated operations platform

Beyond Digital
Help Customers reimagine their Enterprise with IOT, AI, Blockchain etc.
Make Digital Real – Delivering Unique Value to Clients

**Next-gen airport platform for self baggage and boarding**
- Redeveloping airport systems
- True-blue digital industrial IoT on Azure
- IoT enabled devices and self-certified through Cloud

**Consumer goods giant engaging with consumers faster and better across all digital channels**
- Created a unified web content management platform
- 70 unique brands
- 182 countries
- 1600 digital properties
- 40% cost savings
- 50% decrease in time-to-market

**Predictive analytics improves market share and grows assortment mix**
- Used gut-based methods for sales planning
- Cloud-based platform using statistical and machine learning techniques
- 8,000 cross-sell recommendations /Month
- 3% estimated sales growth

**Global hotel chain giving do-it-yourself power to customers with mobile concierge**
- Connects event planners directly to hotel services across 500 properties
- Global framework that can be applied across brands
- Centralized system to create and fulfill all event related requests

**Digitalize the ecosystem led value chain**
- Experience-driven, connected, cognitive experiences
- Service models to drive competitive differentiation and retention
- Delivering contextual, connected, cognitive experiences

**Insights fueled enterprise**
Mindtree has been recognized as a Market Leader in Digital Business Solutions in US by Information Services Group (ISG), a leading global technology research and advisory firm.

Mindtree has been recognized by ISG as an Archetype Leader in Digital Transformation for capabilities in Continuous Testing, AGILE Development, Digital Business dedication and vision and future investment.

Mindtree has been recognized for ‘Excellence in Learning Technology’ and ‘Excellence in Diversity & Inclusion’ by Business World HR excellence awards 2020.
Quarterly Financial Overview
Performance Highlights

Revenue

USD M
- Q4 FY19: 262.0
- Q3 FY20: 275.2
- Q4 FY20: 279.4
- q-o-q: 1.2%

INR M
- Q4 FY19: 18,394
- Q3 FY20: 19,653
- Q4 FY20: 20,505
- q-o-q: 4.3%

EBITDA

USD M
- Q4 FY19: 39.9
- Q3 FY20: 43.0
- Q4 FY20: 47.7
- q-o-q: 4.3%

INR M
- Q4 FY19: 2,803
- Q3 FY20: 3,063
- Q4 FY20: 3,512
- q-o-q: 4.3%

Net Profit

USD M
- Q4 FY19: 28.2
- Q3 FY20: 27.7
- Q4 FY20: 28.2

INR M
- Q4 FY19: 1,984
- Q3 FY20: 1,970
- Q4 FY20: 2,062
Key Ratios in $ terms

**EBITDA %**
- Q4 FY19: 15.2%
- Q3 FY20: 15.6%
- Q4 FY20: 17.1%

**PAT %**
- Q4 FY19: 10.8%
- Q3 FY20: 10.0%
- Q4 FY20: 10.1%

**ROCE %**
- Q4 FY19: 32.9%
- Q3 FY20: 29.6%
- Q4 FY20: 29.4%
**Market Distribution**

- US: Q4 FY19: 73.6%, Q3 FY20: 74.6%, Q4 FY20: 76.8%
- Europe: Q4 FY19: 18.5%, Q3 FY20: 17.0%, Q4 FY20: 15.3%
- India: Q4 FY19: 3.7%, Q3 FY20: 4.0%, Q4 FY20: 3.9%
- Rest of the World: Q4 FY19: 4.2%, Q3 FY20: 4.4%, Q4 FY20: 4.0%

**Industry Distribution**

- Hi-Tech & Media: Q4 FY19: 39.6%, Q3 FY20: 22.2%, Q4 FY20: 43.1%
- BFSI: Q4 FY19: 21.8%, Q3 FY20: 16.4%, Q4 FY20: 20.4%
- Retail, CPG & Manufacturing: Q4 FY19: 41.5%, Q3 FY20: 20.6%, Q4 FY20: 16.2%
- Travel & Hospitality: Q4 FY19: 20.3%

**Growth Rates**

- US q-o-q growth 4.1%, y-o-y growth 10.8%
- Europe q-o-q de-growth 8.4%, y-o-y de-growth 11.7%
- Hi-Tech & Media q-o-q growth 5.2%, y-o-y growth 15.5%
- BFSI q-o-q de-growth 3.2%, y-o-y de-growth 0.5%
- Travel & Hospitality q-o-q de-growth 1.3%, y-o-y growth 5.2%
- Retail, CPG & Manf. q-o-q de-growth 0.3%, y-o-y de-growth 2.8%
Service Line Distribution

Q4 FY19  Q3 FY20  Q4 FY20
13.2%  23.4%  11.5%
  12.7%  24.9%  
  8.0%  6.5%  6.0%
  18.4%  17.7%  18.2%
  37.0%  38.2%  38.5%

Digital Distribution

Q4 FY19  Q3 FY20  Q4 FY20
22.5%  22.3%  22.3%
  10.9%  12.1%  12.4%
  3.1%  3.6%  3.8%
  0.5%  0.2%  0.0%

Digital q-o-q growth 1.8%, y-o-y growth 10.4%
Engagement and Client Composition

### Time & Materials

- **Q4 FY19:** 44.1%
- **Q3 FY20:** 41.3%
- **Q4 FY20:** 41.2%

### Fixed Cost, Fixed Monthly

- **Q4 FY19:** 55.9%
- **Q3 FY20:** 58.7%
- **Q4 FY20:** 58.8%

#### Revenue acceleration in focused strategic accounts

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Q4 FY19</th>
<th>Q3 FY20</th>
<th>Q4 FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>$100 mn clients</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$50 mn clients</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>$25 mn clients</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>$10 mn clients</td>
<td>23</td>
<td>22</td>
<td>23</td>
</tr>
<tr>
<td>$5 mn clients</td>
<td>45</td>
<td>47</td>
<td>47</td>
</tr>
<tr>
<td>$1 mn clients</td>
<td>120</td>
<td>134</td>
<td>134</td>
</tr>
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</table>
# Employee Metrics

## Utilization (incl’ Trainees)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Utilization (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 FY19</td>
<td>75.3%</td>
</tr>
<tr>
<td>Q3 FY20</td>
<td>75.9%</td>
</tr>
<tr>
<td>Q4 FY20</td>
<td>76.5%</td>
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## Attrition

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Attrition (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 FY19</td>
<td>14.2%</td>
</tr>
<tr>
<td>Q3 FY20</td>
<td>17.2%</td>
</tr>
<tr>
<td>Q4 FY20</td>
<td>17.4%</td>
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## Headcount

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Headcount</th>
</tr>
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<tbody>
<tr>
<td>Q4 FY19</td>
<td>20,204</td>
</tr>
<tr>
<td>Q3 FY20</td>
<td>21,561</td>
</tr>
<tr>
<td>Q4 FY20</td>
<td>21,991</td>
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</table>

## BOTs

<table>
<thead>
<tr>
<th>Quarter</th>
<th>BOTs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 FY19</td>
<td>576</td>
</tr>
<tr>
<td>Q3 FY20</td>
<td>715</td>
</tr>
<tr>
<td>Q4 FY20</td>
<td>764</td>
</tr>
</tbody>
</table>

## Average Experience in Years

- Net additions during the quarter – 430
- Women employees – 32%
- Nationalities - 80
### Cash Flow/EBITDA

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Operating Cashflow/EBITDA</th>
<th>Free Cashflow/EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 FY19</td>
<td>31.4%</td>
<td>56.0%</td>
</tr>
<tr>
<td>Q3 FY20</td>
<td>133.7%</td>
<td>140.5%</td>
</tr>
<tr>
<td>Q4 FY20</td>
<td>4.2%</td>
<td>10.5%</td>
</tr>
</tbody>
</table>

### Value Creation

**EPS in ₹ (Basic)**

- Q4 FY20, 12.53
- Q3 FY20, 11.97
- Q4 FY19, 12.08
Annual Financial Overview
FY20 Achievements

- All time high deal closures, $1.2B for FY20
- Annual revenue grew 8.7% in USD; 9.4% in constant currency
- Q4 EBITDA margin improved 150bps closing at 17.1% in Q4; 14.0% for FY20
- Maintained DSO at 66 days for 4 consecutive quarters
Welcome to possible