May 26, 2021

To

BSE Limited
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001

National Stock Exchange of India Limited
Exchange Plaza,
Bandra Kurla Complex, Bandra East,
Mumbai 400 051

Stock Code/Symbol: 532819/MINDTREE

Dear Sirs,

Subject: Submission of Presentation at the Investor meeting – Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015

Pursuant to regulation 30 of SEBI (Listing Obligations and Disclosure Requirement) Regulations, 2015, we submit herewith Presentation made at the Analysts / Investors Meetings held today, May 26, 2021 i.e., Connect & Interaction with Mindtree Management hosted by Edelweiss.

Kindly take the above on record.

Thanking you.

Yours sincerely,

for Mindtree Limited

Subhodh Shetty
Company Secretary
Membership No. A13722

Encl: as above.
Accelerating with purpose

DEBASHIS CHATTERJEE
CHIEF EXECUTIVE OFFICER & MANAGING DIRECTOR

May 26, 2021
Safe Harbor

This presentation may contain forward-looking statements, which involves 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.
It was the worst of times,
It was the best of times
It was the winter of despair,
It is the spring of hope
Technology was an ‘essential worker’ in the pandemic

<table>
<thead>
<tr>
<th>As a connector</th>
<th>As a caregiver</th>
<th>As a public servant</th>
<th>As an educator</th>
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<tbody>
<tr>
<td>Video conferencing</td>
<td>Virtual care consultations</td>
<td>Contact tracing</td>
<td>Online schooling MOOCs</td>
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<td>e-governance</td>
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<td>As a banker</td>
<td>As a concierge</td>
<td>As a food provider</td>
<td>As a retail worker</td>
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<td>Branchless banking Digital Payments</td>
<td>Contactless Hospitality Digital assistants</td>
<td>Drone - based farming Online food / groceries</td>
<td>Contactless shopping Online food delivery</td>
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FY21 - Key highlights

FY 2021

- New logos added: $1.4B
- All-time high order book: 26
- New logos added
- Norway, Finland, Health IG
- Partners: 22
- Resellers: 14
- Analyst report mentions: 26
- New ratings: 7
- AAA rating upgraded by Ind - Ra

Welcome to possible
4 x 4 x 4 – Our simple, focused and robust strategy

INDUSTRY GROUPS

RCM
Retail, Consumer Products & Mfg.

BFSI
Banking, Financial Services & Insurance

TTH
Travel, Transport, Logistics & Hospitality

CMT
Communication, Media & Technology

SERVICE LINES

Customer Success

Data and Intelligence

Cloud

Enterprise IT

GEOGRAPHIES

North America

UK and Ireland

Continental Europe

APAC & Middle East
Poised for long-term profitable growth

01. The pandemic has brought the importance of resilience and agility to the forefront

02. **Technology** is seen as a critical component of success in our clients’ strategy

03. We aspire to become a **business transformation partner** for our clients in the new normal

04. **Market relevance** of our offerings, strong demand traction and pipeline, along with a healthy **order book** will drive continued momentum

05. We are confident of delivering **industry-leading double-digit growth** in revenue for this fiscal with **20%+ EBITDA margin**
Setting the foundation for Accelerating with purpose

**Growth Strategy**
- Account mining & strategic deals
- Partnerships & Consulting
- Whitespace opportunities

**Delivery @ Scale**
- Customer experience
- Constantly future-ready talent
- Next generation delivery

**Employee Engagement & Wellness**
- Work ethos
- Learning & Development
- Safety & Wellness

**Profitable Growth & ESG**
- Environmental consciousness
- Diversity & Inclusion
- Responsible governance
Setting the foundation for **Accelerating** with purpose

**Growth Strategy**

- Delivery @ Scale
- Employee Engagement & Wellness
- Profitable Growth & ESG
Growth Strategy

VENU LAMBU
EXECUTIVE DIRECTOR AND PRESIDENT, GLOBAL MARKETS
What are we hearing from clients?

REPURPOSE FUNDS

"Reduction in resources for enterprises is accelerating investments in technology (cloud, automation, and re-platforming)."

- CIO of a Multinational Car Rental Company

REDEFINE PARTNERSHIPS

"Funding digital transformation initiatives will necessitate a re-think of the enterprise and service provider relationship to focus on a sustainable partnership model."

- CIO of an American Video Game, Consumer Electronics & Gaming Merchandise Retailer

REDEFINE BUSINESS MODELS

"Not every financial product can use digital as the primary distribution channel, reiterating the importance of an omnichannel or a fit-purpose model."

- CIO of a British Mutual Insurance Composite
Growth Levers: FY22

1. Expand wallet share
2. Double down in Europe
3. Industry partnerships & consulting
4. Marketing & thought leadership
5. Whitescpace opportunities
6. Hypergrowth with Hyperscalers
Whitespace opportunities

- Health
- Security and Enterprise Applications
- Expansion into APAC / ME, Japan
- IoT capabilities with NxT – Digital Business
Differentiated propositions to be ‘Cloud-First’

Emphasis on speed to value

Creating differentiated ‘Experience-led’ businesses

Fostering continuous innovation

For every $1 that our customers spend with hyperscalers, our strategy is to maximize our wallet share to 1.5x with a comprehensive offerings-led GTM strategy.
Transforming the Nxt digital portfolio

**INDUSTRY 4.0 PRACTICE**

**NXt Products**

- Smart Assets
- Smart Worker
- Smart Materials and Logistics
- Smart Projects
- Smart Geospatial Tech
- Alchemy

**Consulting & Strategy**

**Services & Process Design**

- Nxt - Edge Solutions
  - Edge Device Configuration
  - Edge Deployment
  - Monitoring & Diagnostics
  - Device Management & Embedded Analytics

- NxtT - Application Solutions
  - Industry Specific Apps
  - AR/VR
  - Middleware / Integrations
  - Microservices Industrial Apps
  - IOT Platform & operations

- Nxt - Insights
  - Insights/Visualization
  - Machine Learning
  - Data Integration
  - Data Storage & Metadata
  - IOT Data & Event Models

- NxtT - Cloud Services
  - ServiceNow for Industrial IT
  - Perimeter Security
  - IOT Cloud Ops
  - IOT PaaS Management

**Architecture Design**

**Experience Design**

**Cybersecurity Services**
Hypergrowth with hyperscalers

Dedicated hyperscaler unit focusing on joint offerings-led GTM

<table>
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<tr>
<th>Industry group</th>
<th>RCM</th>
<th>BFSI</th>
<th>TTH</th>
<th>CMT</th>
<th>Health</th>
</tr>
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</table>

Hyperscaler GTM Unit

- Google, ServiceNow Business Leader
- Microsoft Cloud Business Leader
- Salesforce Business Leader
- AWS Business Leader

Business Development
- NA BD Lead
- UK & EU BD Lead
- Solution / Consulting
- RoW BD Lead

Practice and Delivery Teams
- Hyperscaler COE
- CS & Data
- Cloud
- Enterprise IT

Enablement
- Global Bids & Solutions
- Global Alliance
- Global Marketing
Setting the foundation for **Accelerating with purpose**

- Growth Strategy
- Delivery @ Scale
- Employee Engagement & Wellness
- Profitable Growth & ESG
Delivery @ Scale

DAYAPATRA NEVATIA
EXECUTIVE DIRECTOR AND CHIEF OPERATING OFFICER

Welcome to possible
Excelling through challenging times

01

**Partnering in our customers’ Resilience journey**
- Co-innovation led digital transformation
- Multi-layered communication and engagement

**Highest-ever customer satisfaction scores**

“Strong partnership and very competent resources. Flexibility during Covid. Value for the service provided.”
— AMERICAN MULTINATIONAL COMPANY IN HOSPITALITY BUSINESS

02

**Considering people as organization assets**
- Talent development through experiential learning
- 1Mindtree Landscape

**>99% of workforce working remotely & efficiently**

“I’m quite satisfied with how efficiently and seamlessly you enabled remote working for our large size team. Kudos!”
— AMERICAN MULTINATIONAL TECHNOLOGY COMPANY

03

**Ensuring consistent delivery & efficient operations**
- Security enhanced through multi-tier solutions
- Zero touch transitions

**Zero billing loss, no delivery disruption**

“Long term engagement and proactivity, Higher quality resources compared to similar service providers.”
— AMERICAN MULTINATIONAL CONSUMER CREDIT REPORTING AGENCY

Mindtree

Welcome to possible
Value-aligned partner for business transformation

CUSTOMER EXPERIENCE

FUTURE TALENT

NEXT GENERATION DELIVERY

DELIVERING IN THE NEXT NORMAL
Delivering in the next normal

**CUSTOMER EXPERIENCE**
- Innovation in Every Action
- Agile Value Realization
- Proximity Centers

**FUTURE TALENT**
- Go-to-talent strategy
- Intelligent Talent Supply Chain
- Role-based Talent Development

**NEXT GEN DELIVERY**
- No-shore Distributed delivery Model
- Digital Workplace – *SmartPane*
- AI in Software Engineering
Execution @ scale

Innovation for a Major Airline Company
- Leveraging state-of-the-art technology, customer data and specialist behavioral data, system provides customer insights to reservation specialists before call begins
- Reduced system down time or disconnects ensuring reliability and improved customer experience

Rapid Mobilization for Household Appliances Company
- First-of-kind platform-centric approach to move towards 50% direct channel sales
- 250+ team ramp up within 3 months ensuring reliable transition of customer engagement applications with complex technology stack

100% Zero Touch Transition for an Investment Service Provider
- Applications & IT assets transitions related to Active Fixed-Income Asset Management, proprietary research, and risk management
- 200+ Applications & infrastructure transitions using Mindtree proprietary platforms - MWatch, CAPE™

Digital Identity Solution for Citizens
- An open-source ID program - architected and developed in partnering with IIITB
- 10 million Filipinos successfully completed collection of biometric information at registration centers, 2.4M bank accounts were opened
Setting the foundation for **Accelerating** with purpose

- Growth Strategy
- Delivery @ Scale
- Employee Engagement & Wellness
- Profitable Growth & ESG
Employee Engagement & Wellness

PANEESH RAO
CHIEF PEOPLE OFFICER

Welcome to possible
The year that went by

Golden Peacock Awards (GPACSR): Corporate Social Responsibility

ASSOCHAM: Diversity & Inclusion Excellence Awards Best Employer for Women

Workforce Planning & Staffing Solutions Organization Design

SHRM: Excellence in HR Analytics

BW BUSINESSWORLD: HR Excellence Awards Employee Welfare Initiatives

atd: Learning & Development

Mindtree: Carbon Disclosure Project: A- grade

Welcome to possible
Unveiling the new D&I Identifier, Mindtree has re-affirmed its commitment to Diversity and Inclusion, to creating an organization where diverse people come together ‘In Harmony’.
Learning & Development

CAPABILITY DEVELOPMENT

- Ascent
- Blazing Star
- Harvard Manage Mentor
- Capstone

2,800+ courses offered to Mindtree Minds covering 900+ skills

Total learning hours:
- 1.5 Million hours invested by lateral Minds
- 1.5 Million hours invested for Campus Minds learning

Learners’ Satisfaction Score

- 4.53 out of 5

Manager’s Feedback Score on the Learners’ Performance

- 4.39 out of 5

3,000+ External Certifications

98%+ Mindtree Minds reskilled

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Safety and Wellness

Critical Covid-19 Relief Care Center (CCC)
- Covid Care center across all Mindtree location in India
- 24/7 Global call center
- Oxygen cylinders and concentrators to reach to employees in need

Essentials
- 24x7 Doctor on call
- Food delivery arrangements

Finance & leave assistance policies
- Financial assistance
- Top-up insurance to cover domiciliary medical expenses while on home isolation & nursing expenses
- Aided leave policy for self & family care
Setting the foundation for Accelerating with purpose

- Growth Strategy
- Delivery @ Scale
- Employee Engagement & Wellness
- Profitable Growth & ESG
Profitable Growth & ESG

VINIT TEREDESAI
CHIEF FINANCIAL OFFICER
FY21 at glance – Strategy leading to profitable growth

**Robust growth:**
8.1% (ex TTH) for FY21 & Margin expansion: 680 bps leading to 20.8%

**Healthy Order book:**
FY21 $1.4B, +12.3%
All time high pipeline

**Strong earnings growth:**
EPS ₹67.4, +76%

**A milestone of $150M** of PAT for FY21

**Resilient Balance sheet with cash & investment $383.7M**

Impressive Cash flow conversion (EBITDA to operating cash flow) which increased to 120.5% from 75.7% in FY20

**Total Dividend of ₹25 per share** from ₹13 per share in FY20

ROCE - 36.1% & ROE - 29.7%
Our ESG journey so far

ENVIRONMENT
- 75% renewable energy
- 95% waste recycling
- IOT solutions for resource conservation

SOCIAL
- Pandemic relief efforts in 5 states
- Prisoners' welfare programs
- CSR projects impacting 18K+ beneficiaries

GOVERNANCE
- Resilient business in the new normal
- Data Loss Prevention tools & policy
- Digitization of supplier processes

CDP
Climate change initiatives rated A- by CDP 2020 (Top 6% global, Top 15 India)

‘Excellence in employee welfare’ 2021 by BW Business World

National Golden Peacock award for CSR 2020 (Top 20 Indian companies)

Association for Talent Development BEST Award, 2021; Learning & Development

First Position’ towards ‘Excellence in Cost Management’

Bronze award from Association of Business Communicators of India
Focus on key ESG themes in the near term

**Environment**
- Achieve **carbon neutrality**
- **Green technology** solutions to aid clients achieve sustainability goals

**Social**
- **Ambitious** digital skilling agenda
- Increase percentage of **women in management**
- Expand to diverse talent pools including LGBTQ, disability

**Governance**
- Transparent reporting of **non-financial disclosures** e.g., Supplier GHG emissions
- ESG-linked executive **compensation**
- **100% employee ethics & compliance trainings**
FY22 - Our commitment to drive value

**4*4*4 STRATEGY**

- New delivery-models, cost-rationalization & workplace modernization
- Setting a strong foundation to gain market share
- Continuing to help our clients transform & adapt to the new normal

Simple, focused & robust

- Endeavour to deliver industry leading double-digit growth in FY22 sustaining EBITDA at 20%+
- Constantly continue to maintain healthy liquidity to meet business needs and support the growth momentum
- Growing with good governance & healthy balance sheet
- Consistent capital allocation approach to create high value for stakeholders
Welcome to possible