

SEC/09/2022-23

April 20, 2022

<b>Listing Department</b> <b>BSE Limited</b> 25 <sup>th</sup> Floor, Phiroze Jeejeebhoy Towers Dalal Street, Fort, Mumbai-400 001 Tel No. 022- 22723121, Fax No. 022- 22721919 <b>SCRIP CODE: 523704</b>	<b>Listing Department</b> <b>The National Stock Exchange of India Limited</b> Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai – 400 051 Tel No.: 022- 26598100, Fax No. 022-26598120 <b>SYMBOL: MASTEK</b>
---	--

**Subject: Presentation made on Mastek Investor Day.**

**Ref: Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

Dear Sir(s) / Ma'am(s),

We enclose herewith the presentation made to investors / analysts on the “**Mastek Investor Day**” held on April 20, 2022.

The Video Link of the same is available at <https://www.mastek.com/investor-day/>

This is for your information and record.

Thanking you.

Yours Truly,

For Mastek Limited

  
**Dinesh Kalani**  
Company Secretary  
Encl: A/A





Trust. Value. Velocity

# WELCOME TO INVESTOR DAY

## 2022

Decomplex  
Digital



# Vision 2025 Strategy & Big Bets

Hiral Chandrana - Global CEO - Mastek Group

20th April 2022



# Recent Awards & Recognitions - FY 2021-22


**ET**  
Economic times India's growth champions 2022



**Everest**  
Major contender - Digital Interactive Experience Peak Matrix assessment 2022



**ET**  
Best places to work for Women



**Gartner**  
Magic Quadrant: Oracle Cloud Applications 2021, 2020, 2019



**TMV**  
Top 10 fastest growing organizations in the UK



**Forbes**  
Inclusion in Forbes Asia Best Under A Billion 2021 list



# Highlights of FY 2021-22

FY22 Revenue growth YoY

▲ 26.8%

FY22 Op. EBITDA growth YoY

▲ 26.9%

FY22 PAT growth YoY

▲ 32.4%



1Mn+ Clients:  
48



Fortune 1000  
clients : 20



12 Months Order  
backlog at US\$ 193.8Mn

12 months order backlog  
grew by 30.0% Y-o-Y

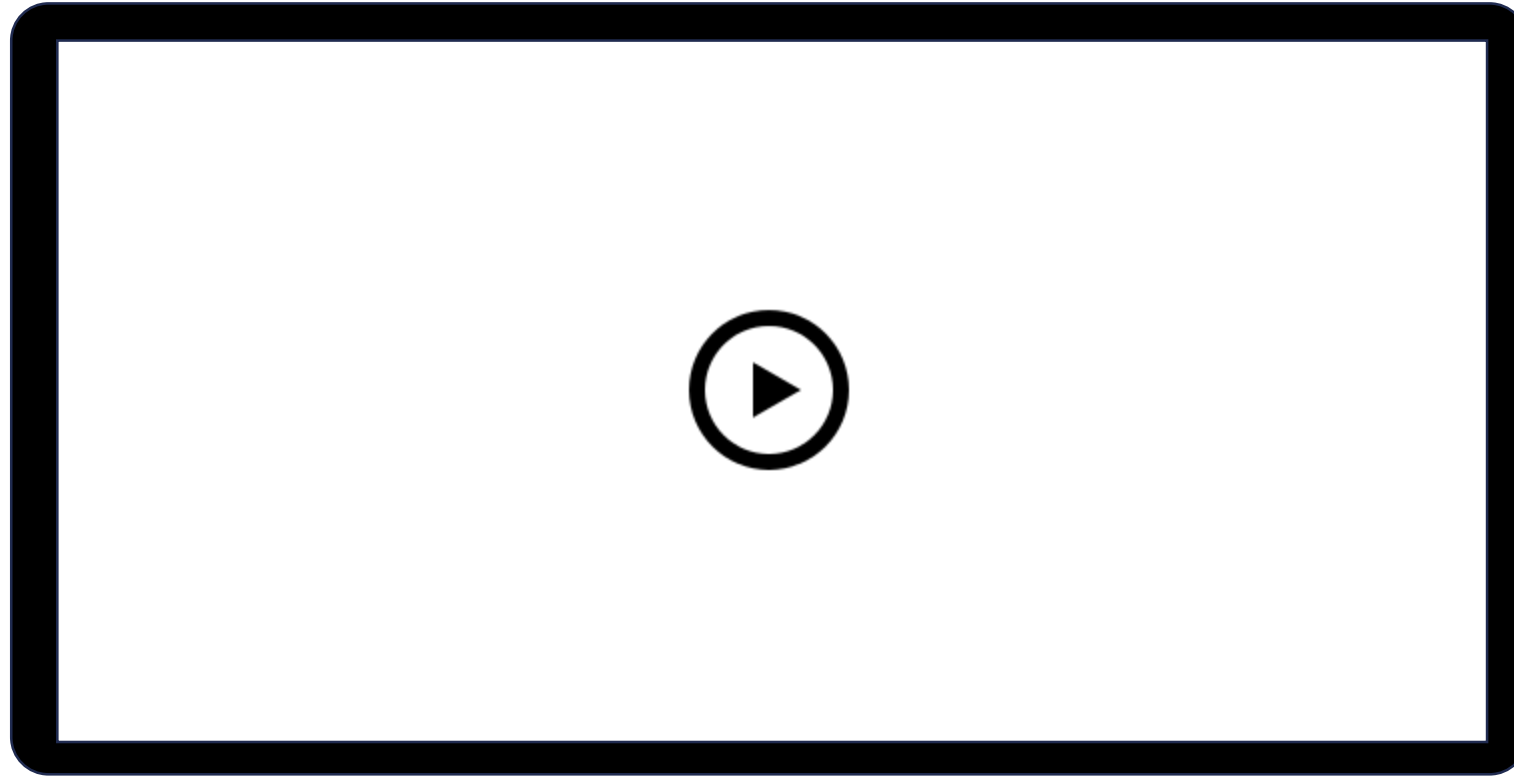


~5000 Mastekers

Recommended final dividend in Q4 FY'22 of 240% or Rs 12 per share

# Corporate Video

Click to view



# Our Collective Vision and Goals for FY 25-26

Trusted and Turnkey Digital Engineering & Cloud Transformation Partner



Decomplex Digital with Trust, Value & Velocity

# Strategic Big Bets for FY 23



## 1 GROWTH MARKETS & VERTICALS

**Hyper Growth in Americas**  
Double Down on Health & Life Sciences in NA

**Scale Top 5 Accounts in UK Public Sector**  
(Home Office, HMRC, NHS, MOD & DWP)



## 2 DIGITAL & CLOUD SERVICES + PARTNERSHIPS

**Dominate in Oracle Cloud**  
Fastest Cloud Growth Partner Globally

**Cloud Enhancement Services (CES)**  
Managed Services & Multi-tower Large Deals



## 3 TALENT & DELIVERY M&A

**Differentiated Talent**  
powered by Mastek 4.0  
**Value Based Delivery**  
Business Outcomes

**M&A Focus**  
Automation/CX  
Data Cloud  
Azure/AWS

Innovation Lab as a Service and Non-Linear Platforms





# UK & Europe Business Strategy

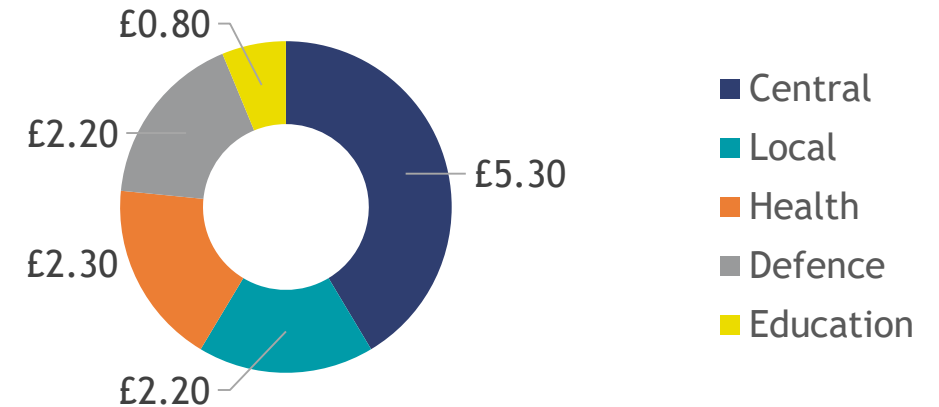
Abhishek Singh - President UK & Europe

20th April 2022

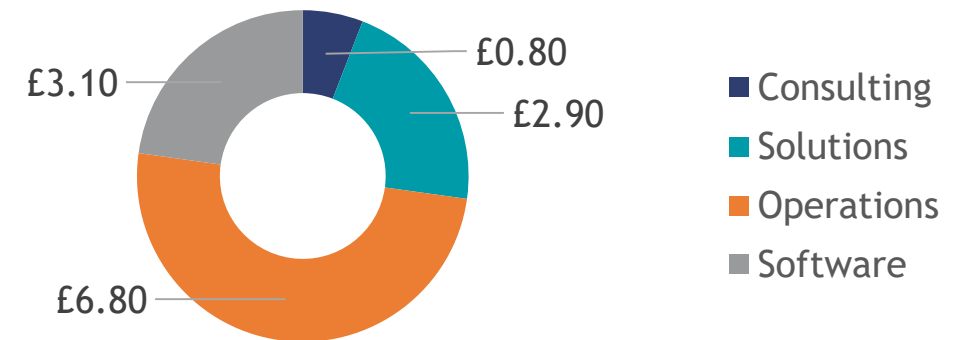
# UK Public Sector Potential

- UK Public Sector Software & IT Services Market (SITS) in 2022 pegged at £13.6Bn
- Growing at <2% p.a.; Digital demands growing @ 13% YoY
- Mastek servicing 4 of the 5 major spenders
- Current wallet share between: 10% - 15%; significant growth headroom
- Mastek strongest in Solutions and Software (SaaS) offerings
- Operations presents the annuity biz (Run & Maintain) oppty for Mastek
- Evidenced in large deals (>£10Mn) acceleration: In FY22, won 7 vs 3 in FY21
- 50% of Oracle's business in the UK is in Public sector

Market by Sectors (Overall Mkt Size £13.6Bn)



Market by Activity



# UK Public Sector Potential

## Presence in All major procurement Frameworks

RM6263 Digital Specialists and Programmes

- 50 suppliers only
- £4B budget

2 years

G-Cloud Frameworks

- 1000's suppliers
- £ 2.76B spend in FY 21-22
- **Mastek in Top 20**

2 years

Digital Outcome and Specialists (DOS)

- 1000's suppliers
- £ 900M spend in FY21-22
- **Mastek in Top 5**

2 years

Technology Services 3

- 243 suppliers
- Approx. budget £ 3B

4 years

Digital Capability for Health

- 13 suppliers
- £ 800Mn

4 years

RM6200 Artificial Intelligence (AI) Dynamic Purchasing System

- 127 suppliers

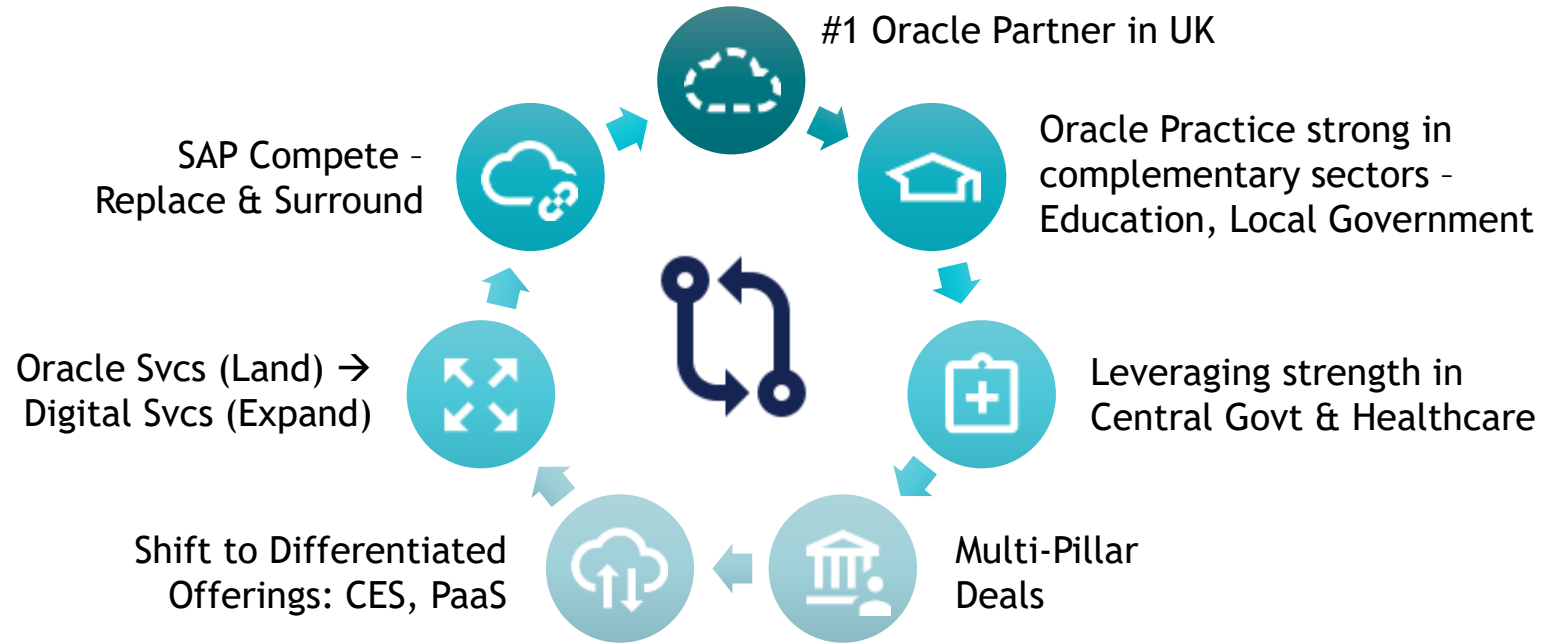
2.5 years

**Recognized as Top 10 fastest growing solutions providers to the UK market**  
(TechMarket View MRI 2022)

# Oracle Service Line Integration



- Striking distance of the Leadership quadrant for Oracle Cloud Application Services, Worldwide
- Razor Focus - Oracle only in Cloud ERP solutions





**Accelerating Cloud Transformation**



**Developing & modernising your applications**

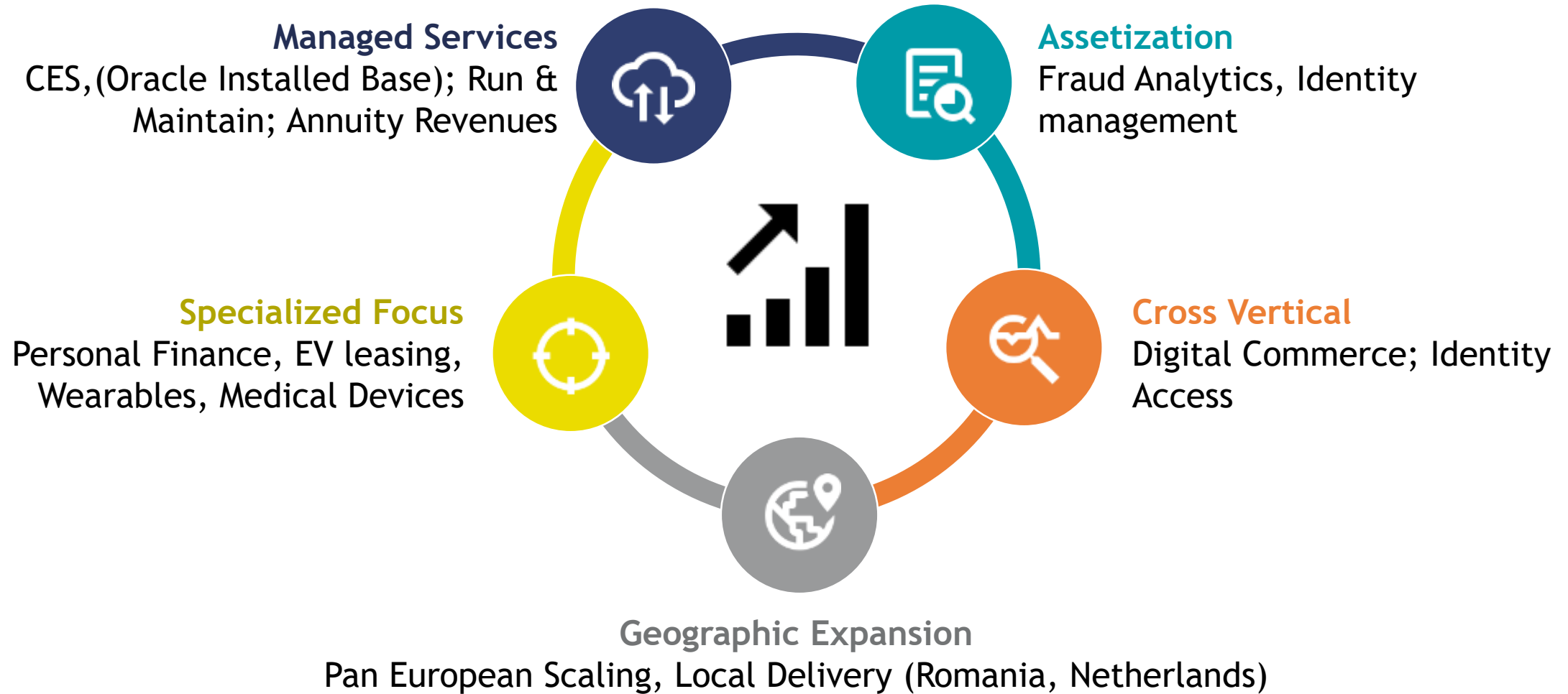


**Unlocking the power of your Data**



**Acceleration through innovation your digital advantage**

# Scaling growth in Private Sector





## Rising Profile

Recognized by the UK prime minister in helping the ‘Levelling Up’ Agenda

TechMarket View  
Top 10 fastest growing as per the Market Readiness Index, 2022

Northern Powerhouse Champion

Leading the voice of business & civic leaders across the North

Social Values

Working with NHS to create a Digital Academy for under-represented communities

Building Talent & bridging the skill gap

Apprentice & Graduate Program



# Americas Business Strategy

Umang Nahata - President Americas & AMEA

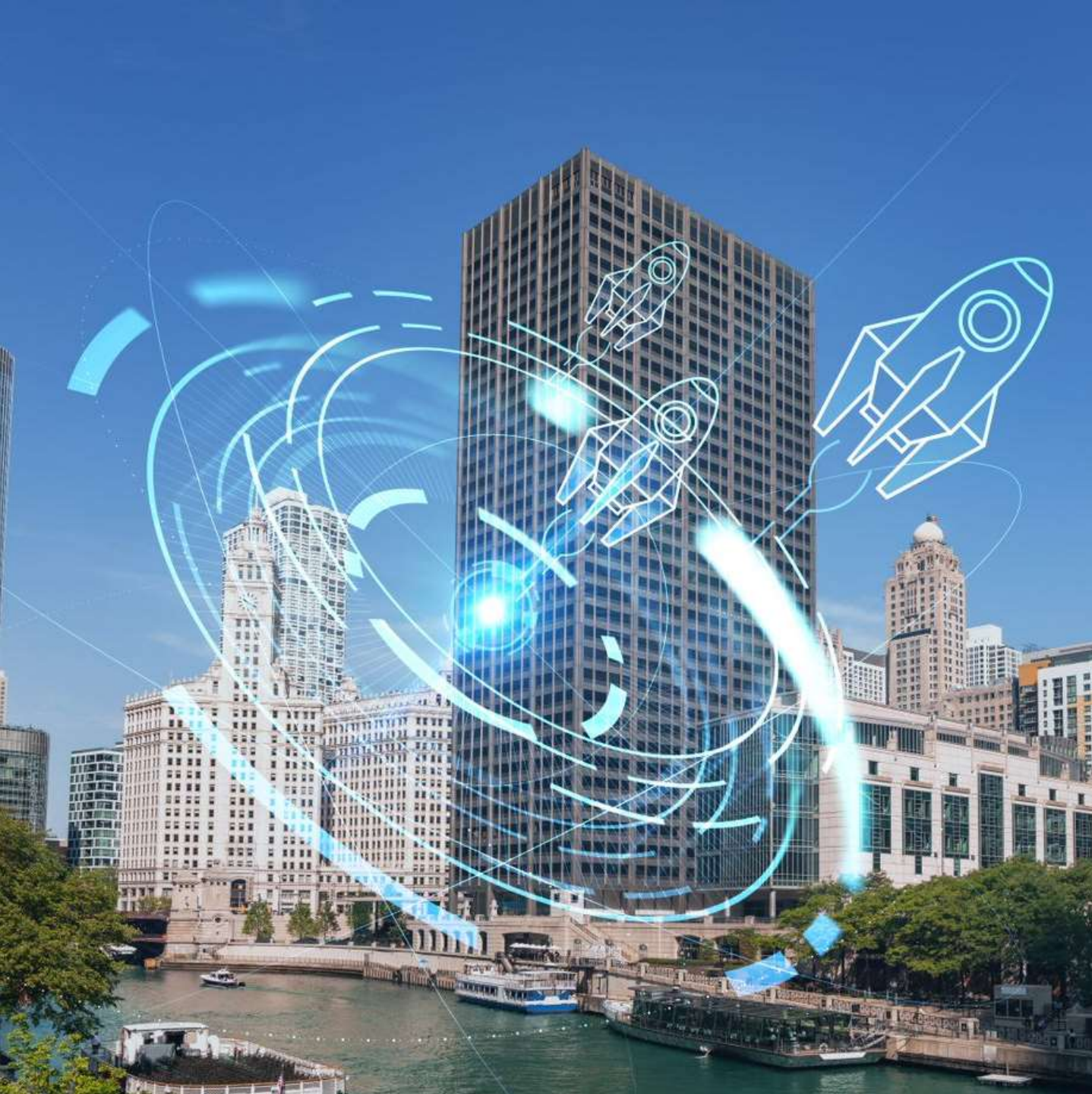
20th April 2022



An aerial, black and white photograph of a city skyline, likely New York City, featuring a suspension bridge on the left and a multi-lane highway with traffic in the foreground. A teal semi-transparent banner is overlaid across the middle of the image, containing the main title in white text. In the bottom right, there is a small advertisement for 'manhattan mini storage' with the text 'We're not scientists, but we totally got space.'

# WHAT WILL BE DIFFERENT IN AMERICAS





# THE MINDSET OF A STARTUP

THE 40-YEAR-OLD STARTUP IN  
NORTH AMERICA

# Integrated One Mastek Organization

← BEFORE →

← NOW →



**Umang  
Nahata**



Chief Executive  
Officer, Evosys

**One Mastek  
North America**



**Raman  
Sapra**




President  
Americas, Mastek

**Global Service  
Line and M&A**

# Integrated One Mastek Capability

BEFORE

 Oracle Cloud Applications

 Digital Commerce

 AES - Oracle SAAS Enhancement Services

NOW

 **Glide 4.0**

Integration Cloud Transformation and Legacy Modernization

 **Full Stack CX**

From D2X - CRM - CPQ

 **CES**

Cloud Enhancement Services

 **Vertical Cloud Capabilities**

Build accelerators for Vertical Cloud

 **Data & Automation**

Acquire assets on Data and Automation

**VBD**

Contracting Based on Outcomes

# Multi Channel - Go to Market



**Oracle Alliance  
Driven**  
\$3b market

**Vertical focus:**

- Healthcare Lifesciences
- Manufacturing and industrial
- Retail/Consumer



**Upmarket (\$2B+)  
customers**  
New Team  
focused on  
F-1000



**Strategic  
Account Mining**  
30 Top accounts  
with a potential  
opportunity of  
\$1.5b

**Vertical focus:**

- Healthcare and Lifesciences
- Manufacturing and industrial
- Retail/Consumer



**Oracle Cloud  
Install base** New  
Team focused on  
CES

6500-7000 Oracle  
Install base  
customers



**New Alliances**  
MS, UIPath, SF,  
Pega, Others

100+ active  
customers



# Financial Performance and Maximising Shareholder Value

Arun Agarwal - Global CFO

20th April 2022



# Highlights of Q4FY2022

5.4% QoQ revenue growth



Q4FY22 revenue at Rs.581.5 crore

PAT grew by 5.7% QoQ



Rs 88.2 crore PAT in Q4FY22, 5.7% improvement QoQ

TCV win of US\$ 65 mn+



3 year Multi-Million deal with Home Office in UK

12 Months Order backlog at US\$193.8 mn



12 months order backlog grew by 15.5% QoQ (CC)

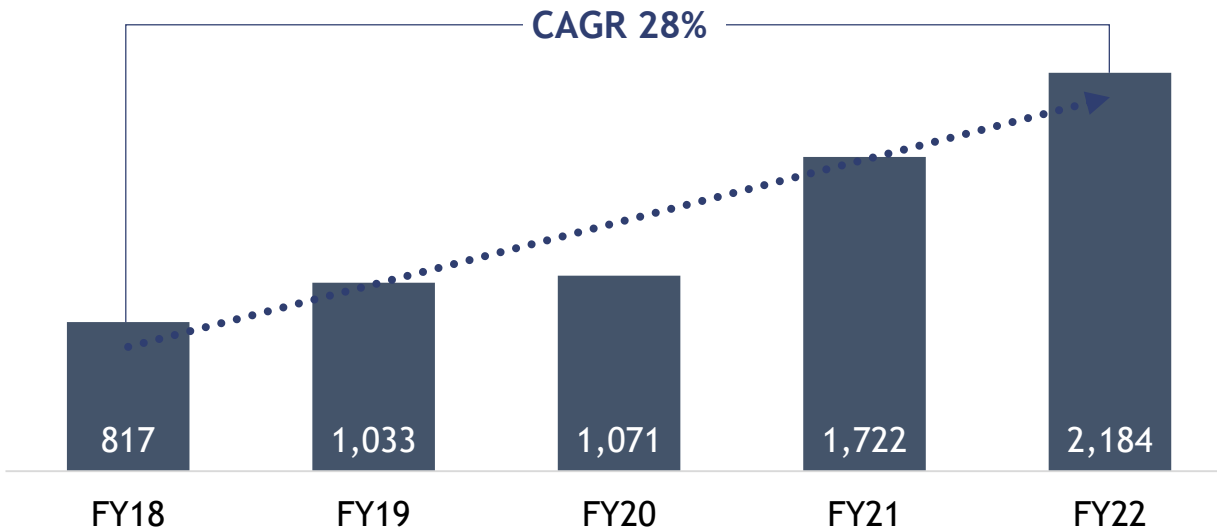
# Growing Revenue and Profitability

FY22 Revenue Growth (YoY)  
▲ 26.8 %

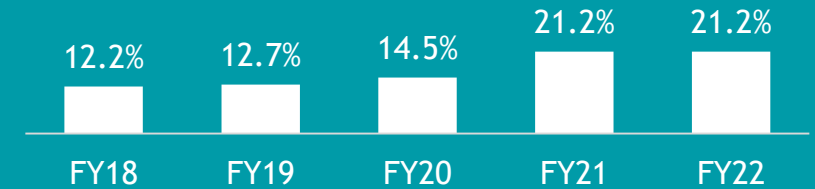
FY22 Op. EBITDA Growth (YoY)  
▲ 26.9%

FY22 PAT Growth (YoY)  
▲ 32.4%

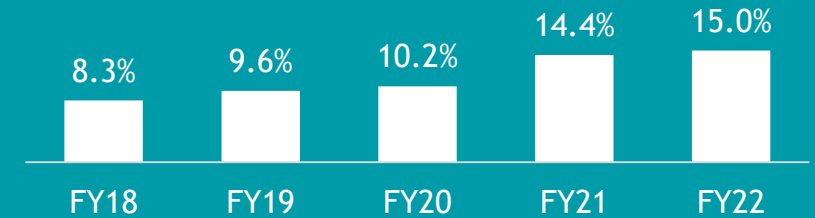
Revenue from Operations (Rs Crore)



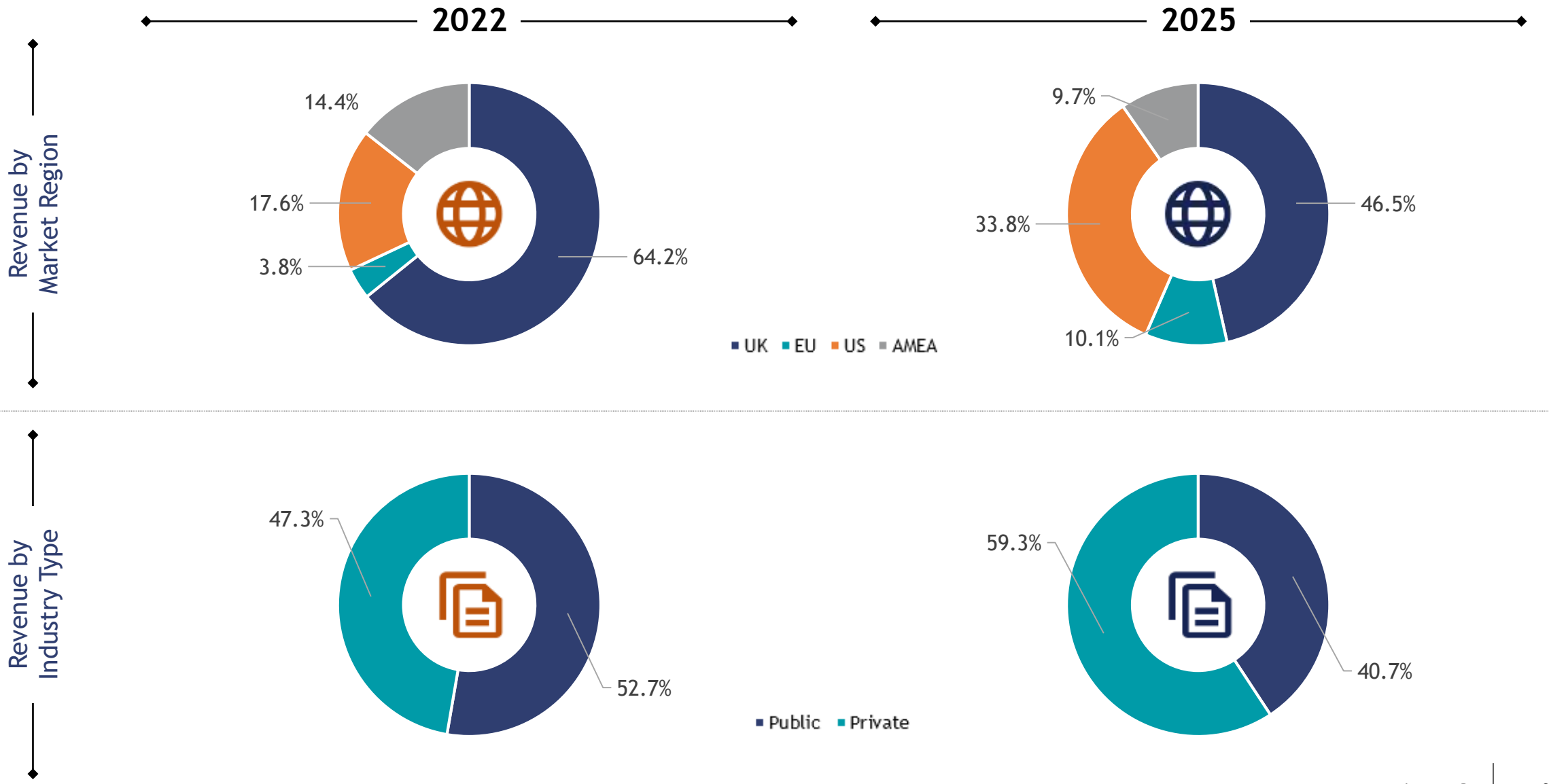
Operating EBITDA Margin



PAT Margin



# Revenue Mix - Well Diversified Portfolio

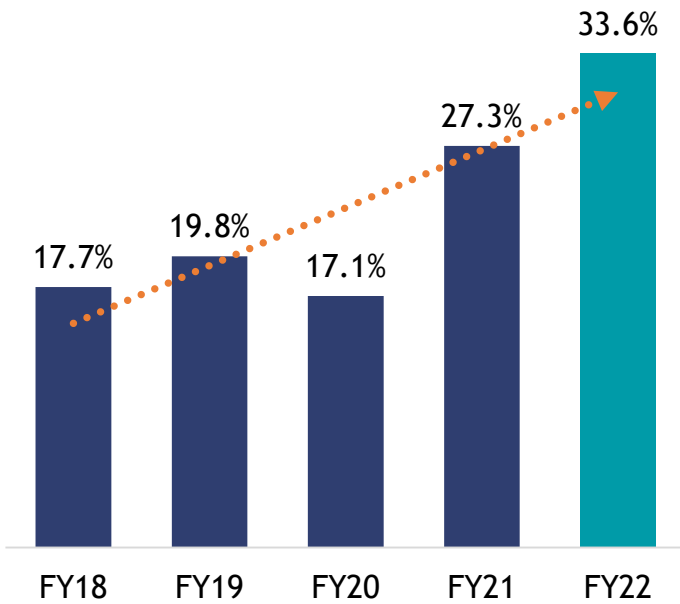




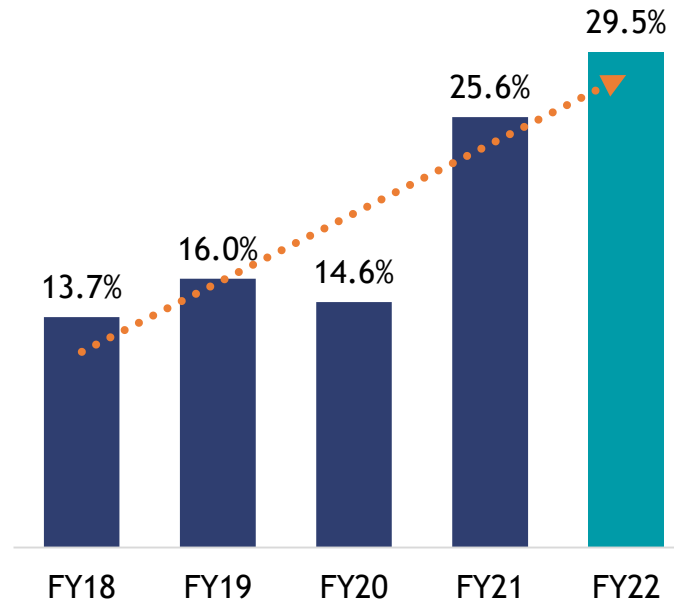
# Strong Balance Sheet



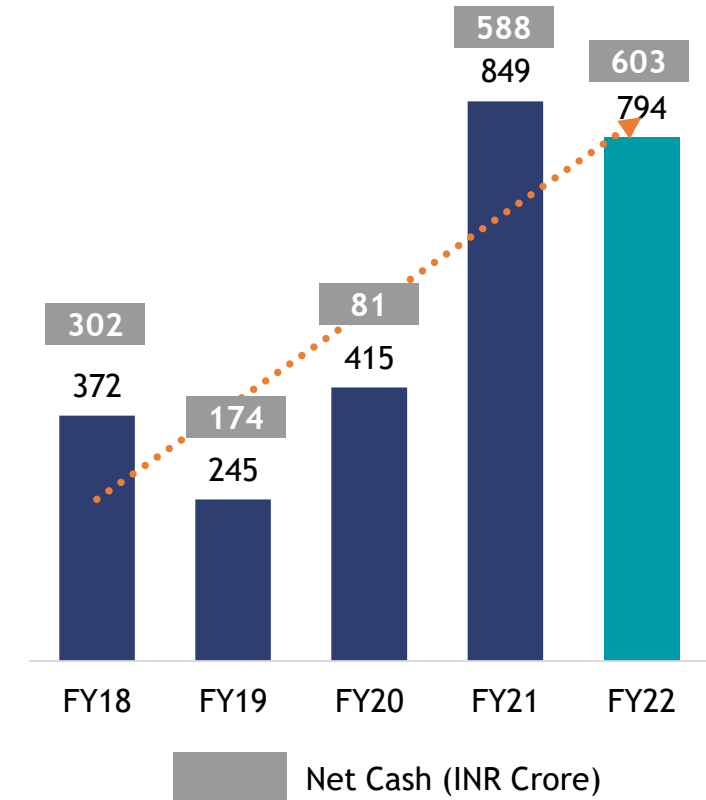
ROCE



ROE



Cash Position

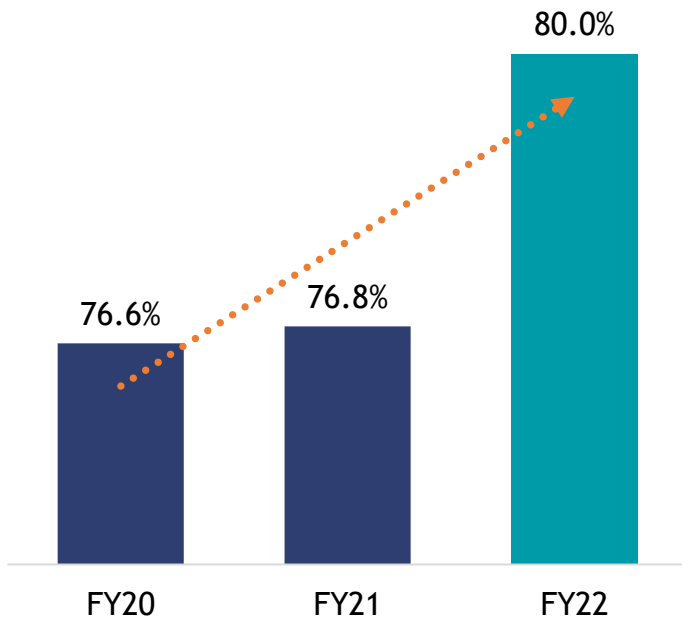


# Return on Equity = PAT/Average Network; Return on Capital Employed = EBIT/Average Capital Employed;

# Robust Operating Levers

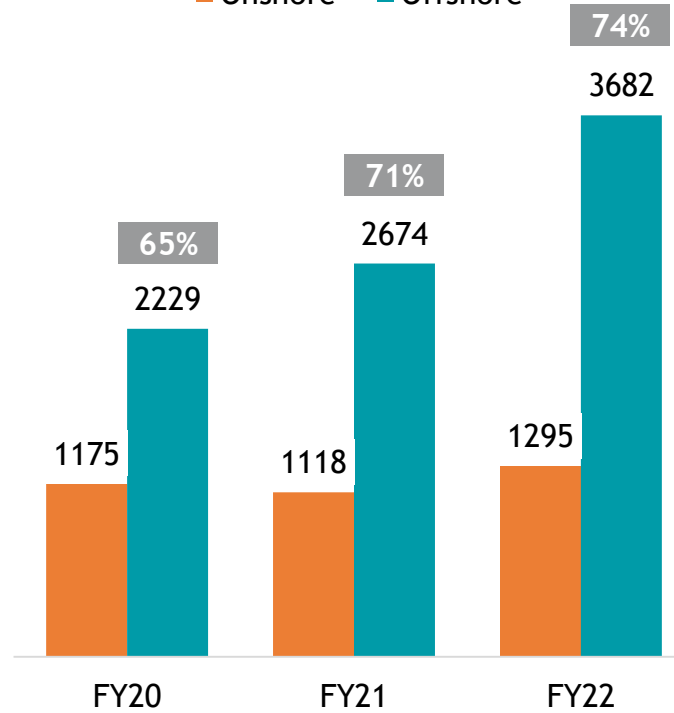


## Utilization



## Headcount Mix

Onshore Offshore

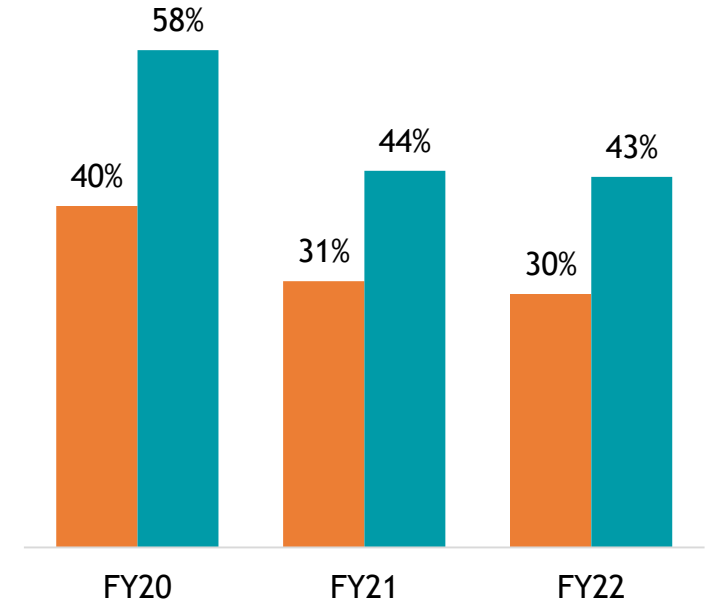


Offshore % MIX



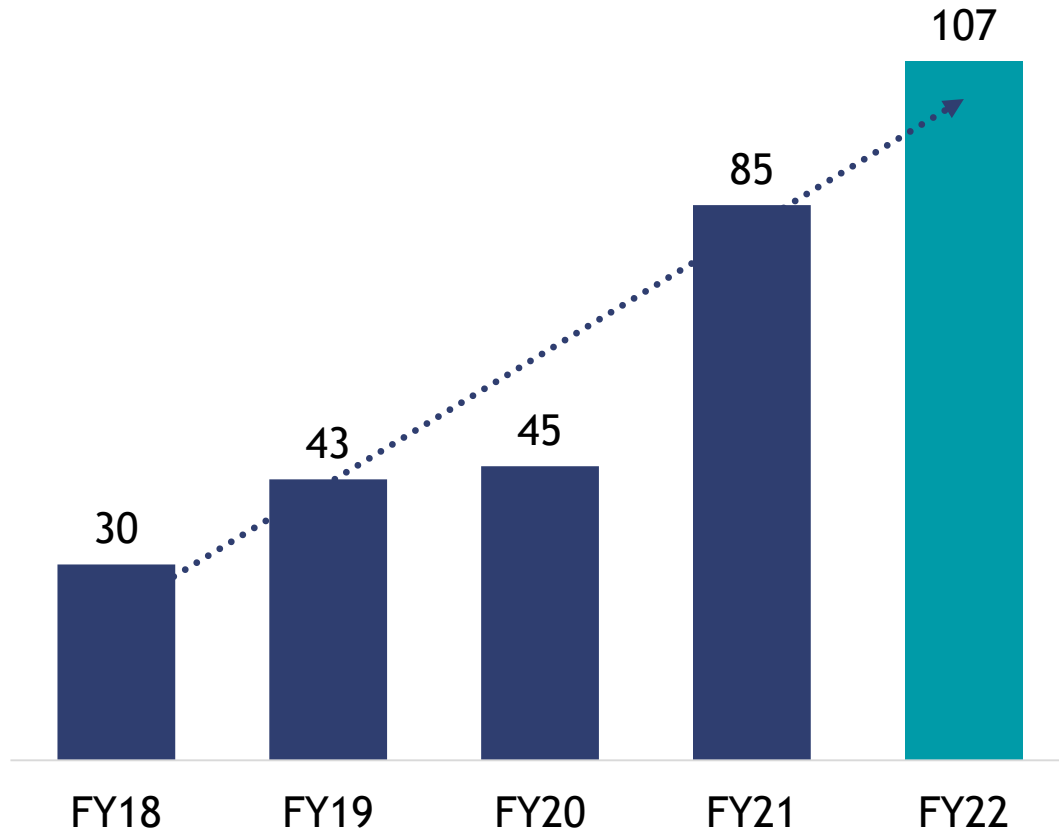
## Client Contribution to Revenue

Top 5 client revenue %  
Top 10 client revenue %

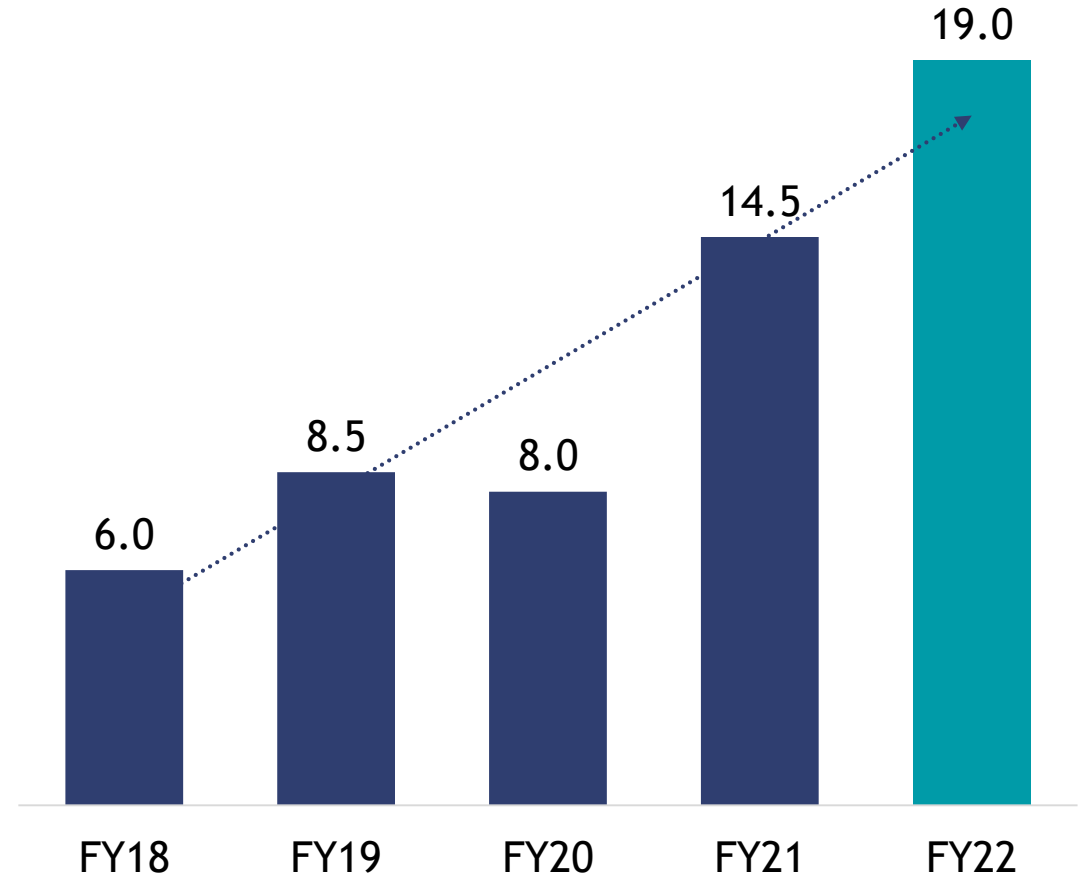


# Maximising Shareholder Value

## Earnings Per Share (Basic)



## Dividend Per Share



Note: Figures in INR

# Building NextGen Mastek - 40 & Onwards

Towards Vision 2025

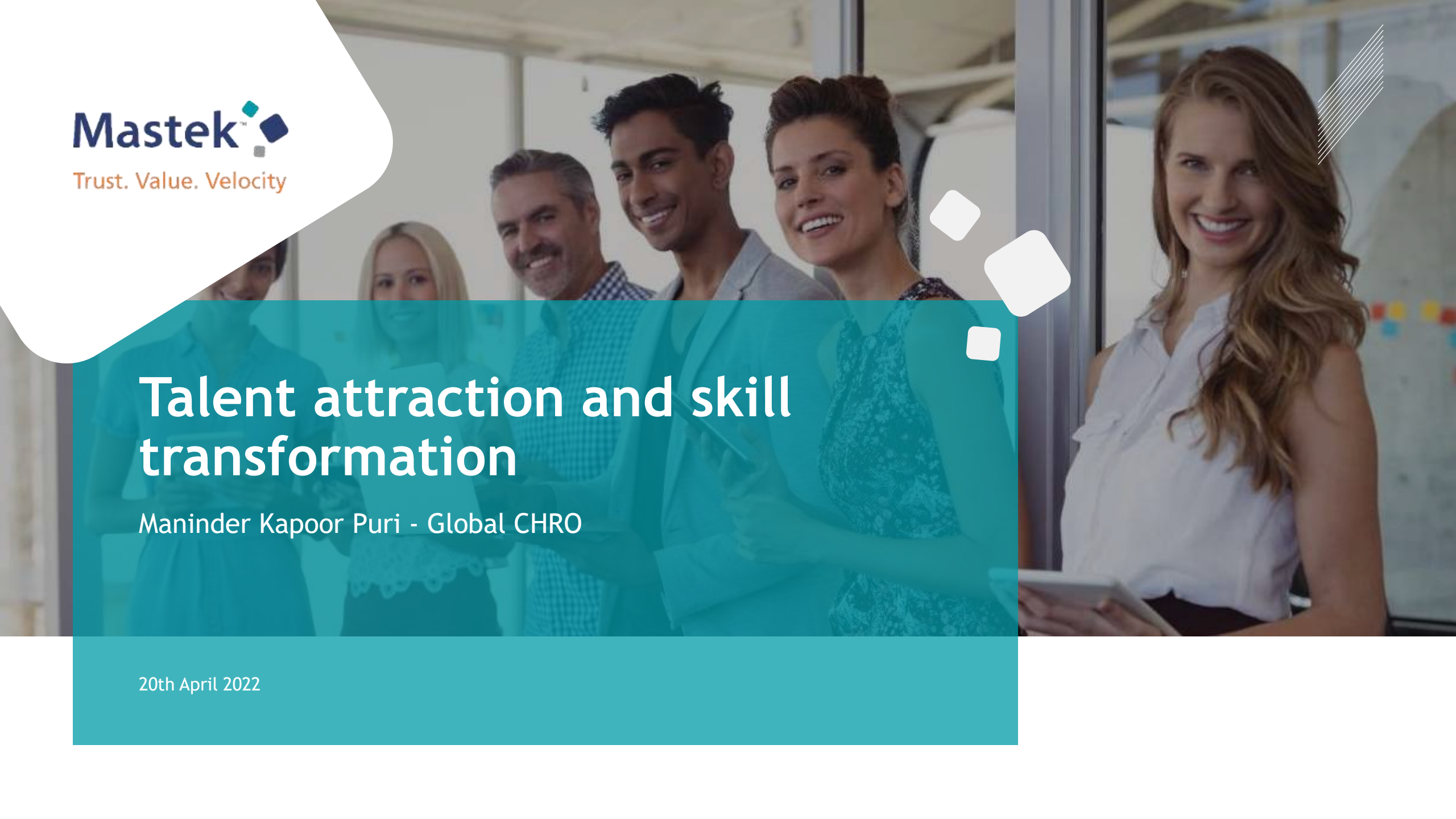




# Talent attraction and skill transformation

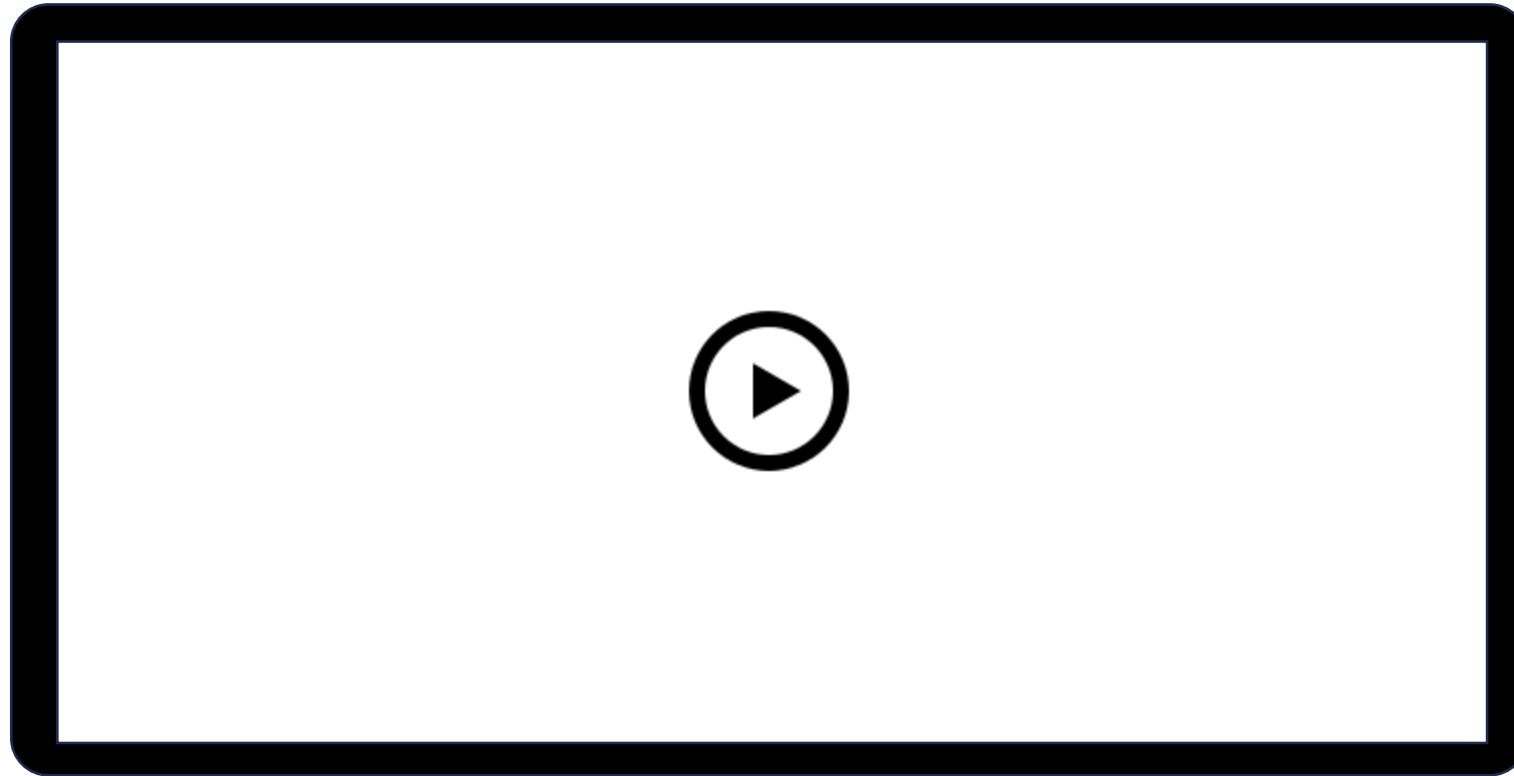
Maninder Kapoor Puri - Global CHRO

20th April 2022



# Reimagining HR

Click to view



# Mastek 4.0 Culture



**Being the Best  
Version**



**High  
Accountability**



**Agility &  
Velocity**



**Self Organizing  
Teams**



**No Command &  
Control**



**Empowered  
Mastekeepers**

# Win & Build Talent

Focused on upskilling and learning for future ready Mastekeepers  
**93% increase in learning**

**Work Life Balance** and Mastekeepers Wellness

**Diversity, Equity, Inclusion & Belongingness**  
Reshine, Graduates, Generation & Gender Mix

Moments of Recognition Everyday (MORE) - **R&R Reimagined**

**Future of Workplace**  
Gigs Workforce, Hybrid

**Project Deep Blue Hackathon**  
Bridge between Academia and Mastek

Inculcating growth mindset and high-performance teams through **Mastek 4.0**

**Digital Enablement**  
HRMS, Mastek BFF usage increased to 86%, Digital Cards, Falcon App, Tranquil App for EAP

**Industry Differentiator**  
Auto-Approvals, Growth Path: Self-nominations in the Promotion process



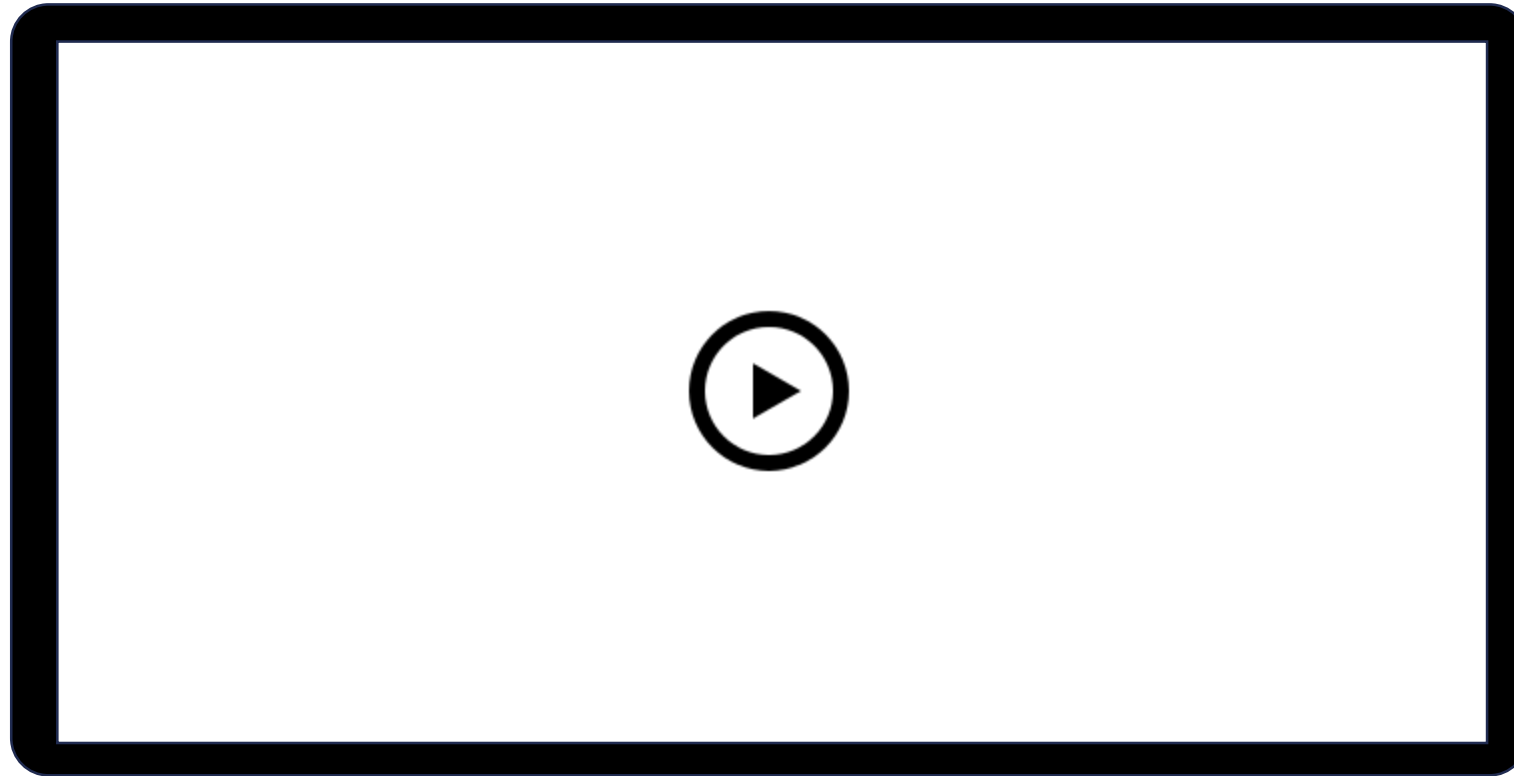
# ESG @Mastek

- ESG live at [www.mastek.com/esg](http://www.mastek.com/esg).
- Mastek's commitment:
  - Achieve Net-Zero Emissions in UK by FY 2045
  - Achieve Gender Diversity at 40% by FY 2026
  - Touch a million lives through CSR program by FY 2028
  - Achieve 25% SROI (Social Return On Investment) in UK in next 5 years (by FY 2027)



## Video: US Mastekeer Testimonial

Click to view





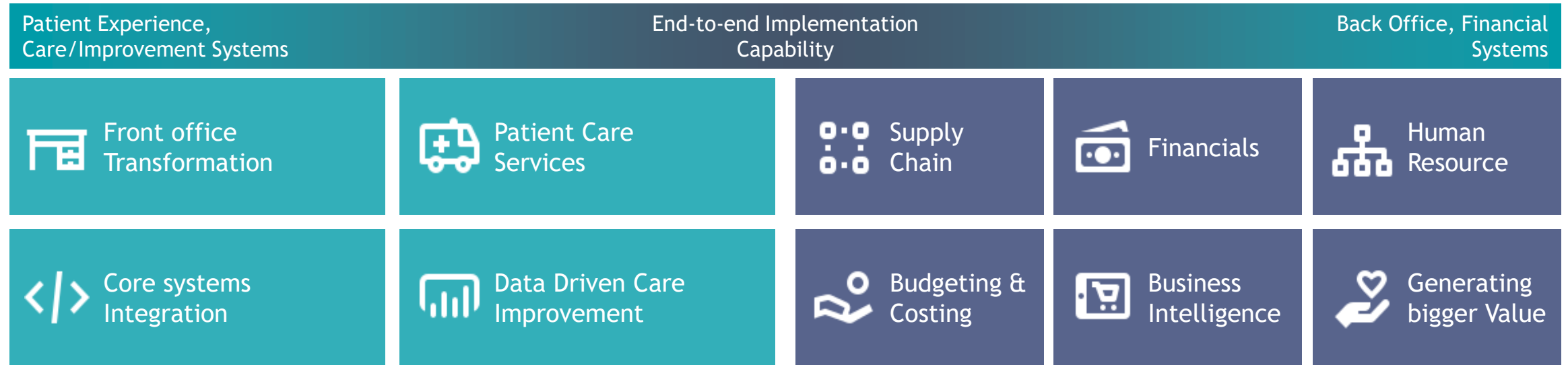
# How Mastek is geared to Decomplex Digital

Hiral Chandrana - Global CEO - Mastek Group

20th April 2022



# Mastek Healthcare Capabilities & Coverage
























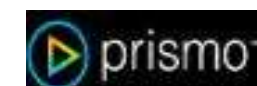




Best of the breed Application and Data technologies, Oracle Cloud; Cerner Integration, Healthcare & Life Sciences Solutions

- Expand offerings technical solutions (AI, ML and Interoperability/Integration, Analytics, CX)
- Business Process Transformation Services
- Extend Cloud/CX & Data Intelligence capabilities with Microsoft, PEGA, Salesforce alliances
- Continue to extend our Back Office Oracle capabilities in the Short Term
- Increase Co-sell/Cross-sell opportunities
- Increase customer acquisition and volume of Services (Managed Services/Migrations)

150+ Customers Globally

# Key Technology Platforms and Partnerships

	Digital & Application Engineering	Oracle Cloud & Enterprise Apps	Data Automation and AI	Digital Commerce & Experience	Cloud & SaaS Managed Services
Strategic	  	 <p>Trusted Oracle partner across the globe for ERP, SCM, HCM, EPM, CX, Technology and Cloud Applications.</p>	  	 	  
Growth	 		  	 	 
Horizontal Providers*					

\*Infrastructure, Cybersecurity, Consulting & Industry Solutions Providers

# Building on Robust Value Based Delivery Globally



- Millions of Visas processed every year
- Millions of secure Biometrics transactions for Immigration, Passports, Crime prevention
- Hundreds of thousands of Asylum & Complex Caseworking Policy cases
- Accurate, rapid and ethical DNA profile match capability to help investigate crimes



- Top Fashion Lifestyle Retailer in the US has doubled Digital revenue in few years
- The combination of best practices & implementation, thorough testing yielded record-breaking results between 2016 and 2021 Thanksgiving holidays.
- The website was rock-solid with hardly any performance issues.



- King Faisal Specialist Hospital - 12 + year partnership to drive KFSH's Digital transformation
- Effective utilization of ServiceNow tools.
- Key business process are digitized using ITSM and Employee workflow engine
- Oracle Cloud Transformation helped transform patient & hospital experiences



- -300+ transition tracks across 9 timezones and 11 domain areas
- 25% Incident backlog reduction
- Real-time Operational KPI Dashboard, Business Visibility
- RPA driven User provisioning Automation
- Quarter on Quarter SLA performance improvement

# Launchpad Candidates - Cohort

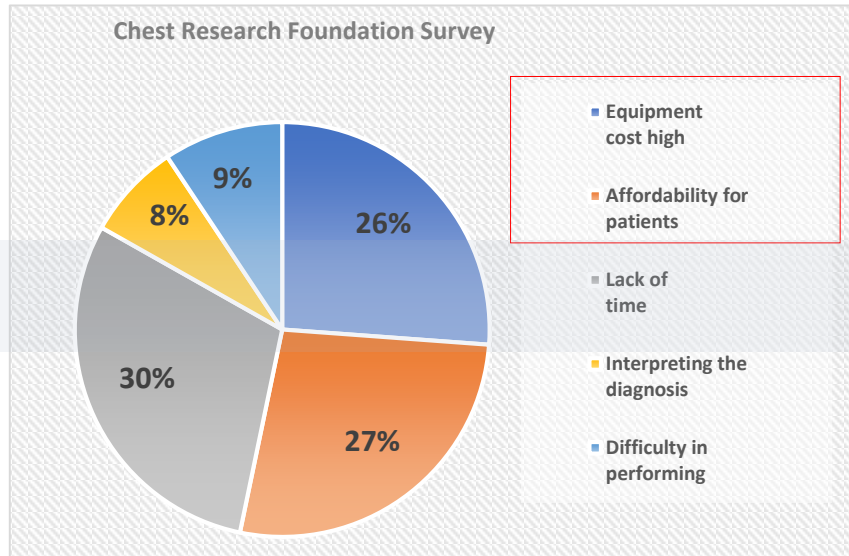
## Digital Retailing and Lease Management

- **UXP:** Dealerships spend thousands attracting current and prospective customers to their properties (websites, social pages, etc.). Even then there is a **high customer drop off rate**, soon after landing due to a lack of an instant way to get answers.
- **Stale Rate:** Rate cards fall out of sync with **real-time quotes**, as they are offered to the brokers
- **Mastek** has worked with **startup partners** to create a **bolt-on single package solution**, on cloud, with digital retailing and lease management that can **lead outcomes with scale**.

winnowPro Digitally Essential + OFFERLOGIX

Mastek™ Trust. Value. Velocity Tech/Innovation Office

Shared services Powered By PROJECT DEEP BLUE



## Lung Capacity Check – with indigenous spirometer

Mastek worked with students under its flagship Deep Blue program and indigenously developed a highly **cost-effective Spirometer** with;

- **Wireless** feed of sensed information to its analytics model on cloud
- Generate **insight reports on cloud** via deep learning of the analytics model
- Comply with the Standards as **shared to medical practitioners**

Demo

Sample tested till	Age	Gender	Medical History	Surface (mL)	Maximal Spirometry (mL)	Device Readings (mL)	Health condition
18-04-22							
Asli	21	Male	None	3500	+3600	3495.78	Healthy
Aryan	20	Male	None	3200	+3600	3459.95	Healthy
Harshad	24	Male	None	3500	+3600	3535.37	Healthy
Morjree	24	Male	None	1779	+1800	1845	Healthy
Sushama	52	Male	High BP, Sugar	2330	+1800	2094	Healthy

Demo

# In Summary



## Massive Untapped Opportunity in Americas

Healthcare and Life Sciences, Retail & Manufacturing

Top 30 accounts mining and Top 30 Fortune 100 targets



## Continued Growth UK Public Sector + Oracle Cloud

Top 5 - Home Office, HMRC, NHS, MOD, & DWP

Financial Services, Retail in UK, Mfg in Europe



## Differentiated Talent and Delivery model

Career Value to Attract/Retain

Value Based Delivery to drive Business Outcomes



## Strategic Partners and Innovation Ecosystem

Dominate in Oracle Cloud, Grow - Microsoft, Salesforce, Pega, ServiceNow, & UIPath

Innovation Labs



## One Mastek Brand ESG Commits

Mastek Brand - Digital Engineering & Cloud Transformation Partner

Commitment to Environment, Social and Governance

Decomplex Digital with Trust, Value & Velocity



# Leadership Team & Advisors

## LEADERSHIP



**Hiral Chandrana**  
Global CEO

Years of experience : 25+

Wipro Limited and Electronic Data Systems

MS and MBA from US



**Abhishek Singh**  
President UK & Europe

Years of experience : 20+

First Source Solutions, Tech Mahindra

MBA in Finance



**Umang Nahata**  
President Americas & AMEA

Years of experience : 18+

Co-founder & CEO of Evosys

CA



**Maninder Kapoor Puri**  
Chief People Officer & Diversity

Years of experience : 24+

Accenture, Capgemini, ITC, Firstsource Solutions

Masters degree from DU



**Narasimha Murthy**  
Chief Delivery Officer

Years of experience : 25+

IBM, SUPERVALU, Wipro & Zensar

MS in IT from BITS, Mesra



**Raman Sapra**  
President & Chief Growth Officer

Years of experience : 20+

Wipro, Dell, NTT Data & Sasken

IIT Roorkee



**Arun Agarwal**  
Global CFO

Years of experience : 15+

Firstsource, GE, Wipro and Synovate

CA and B.Com from Calcutta University



**Prajakta Talvelkar**  
Global Head, Marketing

Years of experience : 20+

Capgemini, Bristlecone, Net Business, KarROX technologies

IIM Calcutta



**Ritwik Batabyal**  
CTO & Innovation Officer

Years of experience : 25+

L&T, Wipro, Hopscotch Technologies, ttatva etc

B.Tech



**Narottam Sharma**  
CIO, Digital Catalyst Team

Years of experience : 20+

Sterlite, Samsung R&D, Aviva, RBS India

MDI Gurgaon, BITS Pilani & IIM B

## ADVISORS



**David O'Brien**  
NED, Advisor/Coach, CRO & CCO, Startup Supporter - UK



**David Rutchik**  
Advisor/BOD : NA  
Ex. MD of Pace Harmon



**Vivek Chopra**  
Exec. Chairman, Strategic Advisor, Board Member - NA



**Rob Shaw**  
Ex: Deputy Chief Executive and Managing Director of NHS Digital - UK



**Gary Barnes**  
International IM&T experience : NA, UK, Europe & ANZ

CELEBRATING



OF TRANSFORMING BUSINESS  
AS A TRUSTED PARTNER



# THANK YOU