



Mindtree

A Larsen & Toubro Group Company

Registered Office Address: Mindtree Limited
Global Village, RVCE Post, Mysore Road,
Bengaluru – 560059, Karnataka, India.
Corporate identity Number (CIN): L72200KA1999PLC025564
E-mail : info@mindtree.com

Ref: MT/STAT/CS/20-21/031

May 26, 2021

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

To
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.

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Accelerating with purpose

DEBASHIS CHATTERJEE

CHIEF EXECUTIVE OFFICER & MANAGING DIRECTOR

May 26, 2021

Welcome to possible

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.

A photograph of a forest path with sunlight filtering through the trees, creating a warm and hopeful atmosphere. The path is covered in fallen leaves and leads into the distance. The trees are tall and thin, with green foliage. The lighting is soft and golden, suggesting late afternoon or early morning.

**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

As a connector



Video conferencing

As a caregiver



Virtual care consultations

As a public servant



*Contact tracing
e-governance*

As an educator



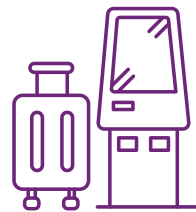
*Online schooling
MOOCs*

As a banker



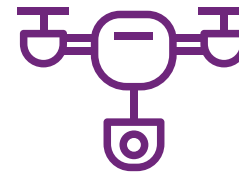
*Branchless banking
Digital Payments*

As a concierge



*Contactless Hospitality
Digital assistants*

As a food provider



*Drone - based farming
Online food / groceries*

As a retail worker



*Contactless shopping
Online food delivery*

FY21 - Key highlights

FY **2021** 

\$1.4B

All-time high
order book

26

New logos
added

**New
Markets**

Norway, Finland,
Health IG

22

Partners

14

Resellers

26

Analyst report
mentions

7

new ratings

AAA

Long - Term
Issuer rating
upgraded by
Ind - Ra

4 x 4 x 4 – Our simple, focused and robust strategy

4

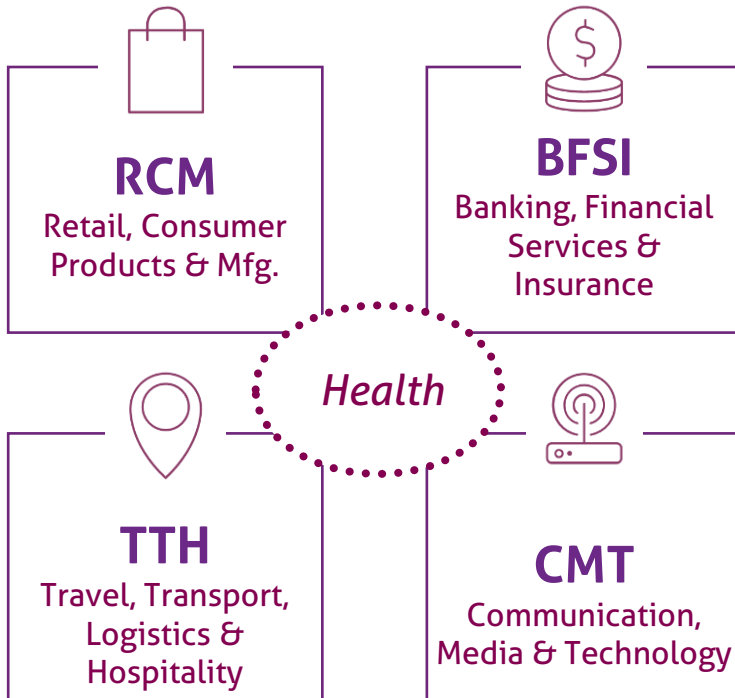
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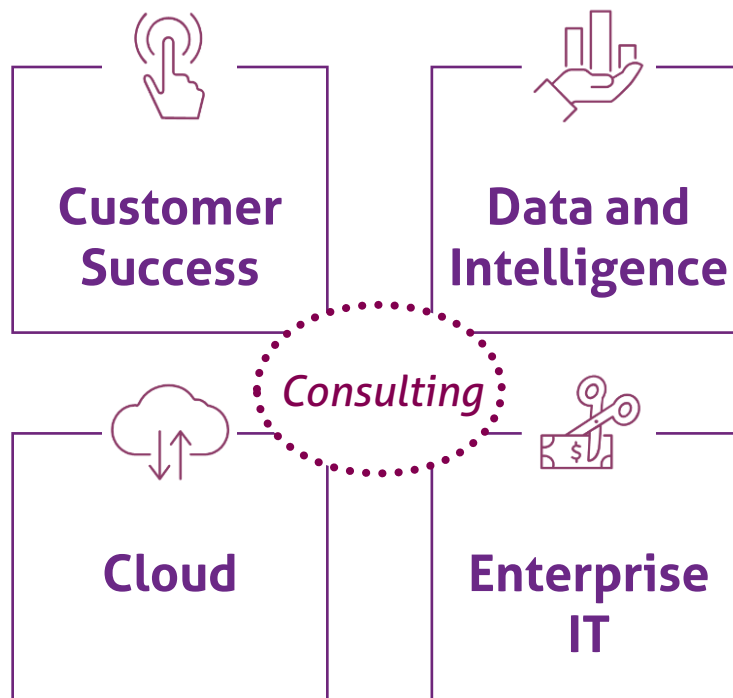
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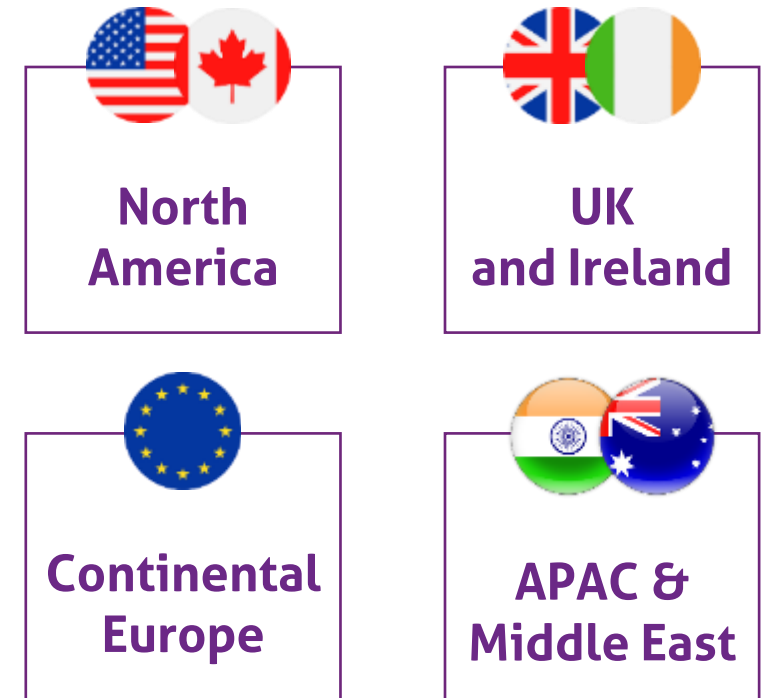
INDUSTRY GROUPS



SERVICE LINES



GEOGRAPHIES



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

Employee Engagement & Wellness

- Work ethos
- Learning & Development
- Safety & Wellness

Delivery @ Scale

- Customer experience
- Constantly future-ready talent
- Next generation delivery

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



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Growth Strategy

venu lambu

EXECUTIVE DIRECTOR AND PRESIDENT, GLOBAL MARKETS

Welcome to possible

What are we hearing from clients?

"Reduction in resources for enterprises is accelerating investments in technology"

REPURPOSE FUNDS

- CIO of a Multinational Car Rental Company

"Funding digital transformation initiatives will necessitate a re-think of the enterprise and service"

REDEFINE PARTNERSHIPS

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

"Not every financial product can use digital as the primary distribution channel,"

REDEFINE BUSINESS MODELS

- CIO of a British Mutual Insurance Composite



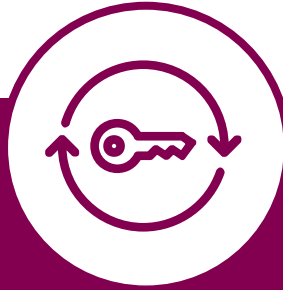
Growth Levers: FY22



Whitespace opportunities



Health



**Security and
Enterprise
Applications**

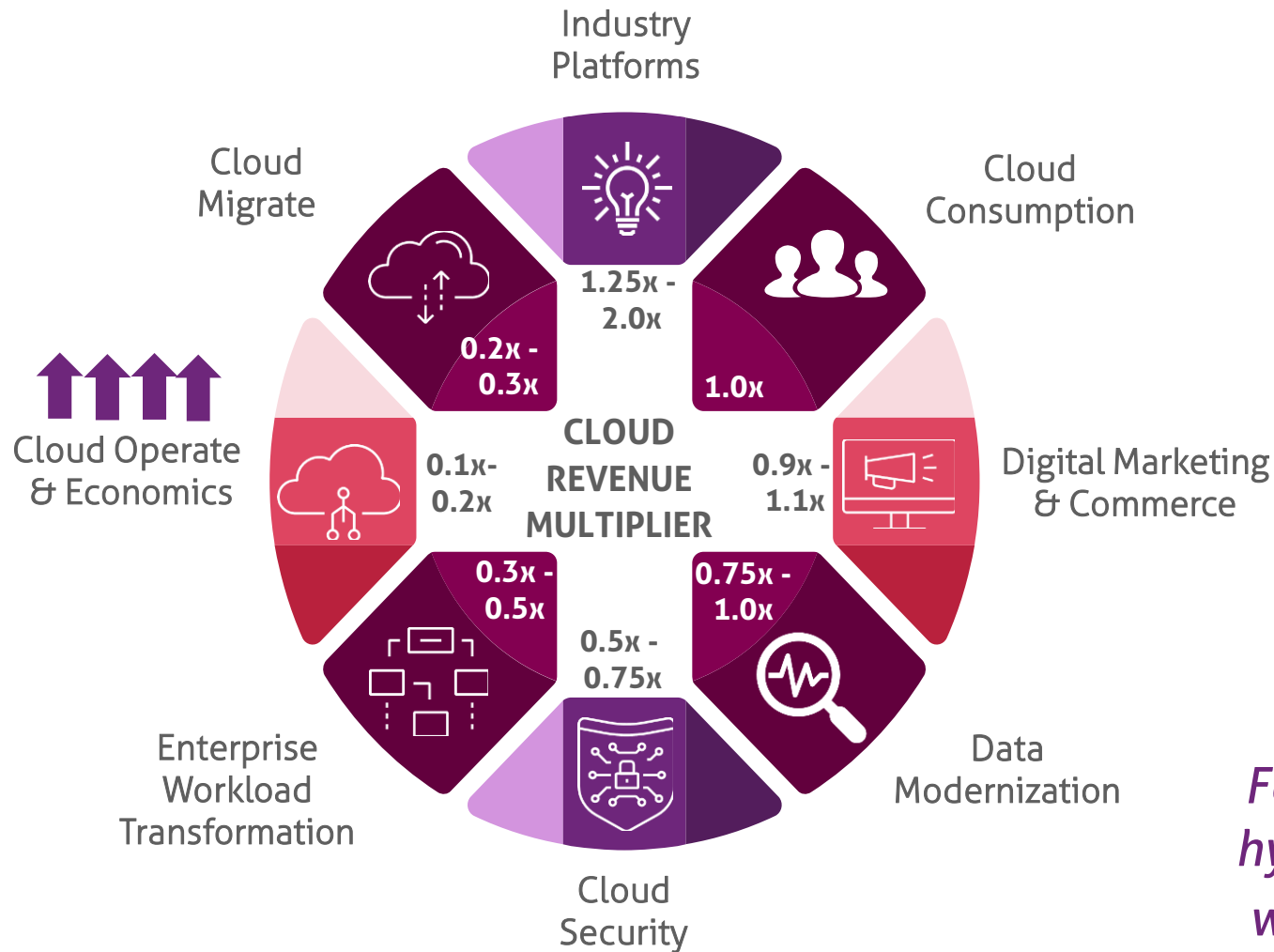


**Expansion into
APAC / ME,
Japan**



**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

Experience Design

Architecture Design

Nxt - Edge Solutions

Edge Device Configuration

Edge Deployment

Monitoring & Diagnostics

Device Management &
Embedded Analytics

NxT - 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

NxT - Cloud Services

ServiceNow for Industrial IT

Perimeter Security

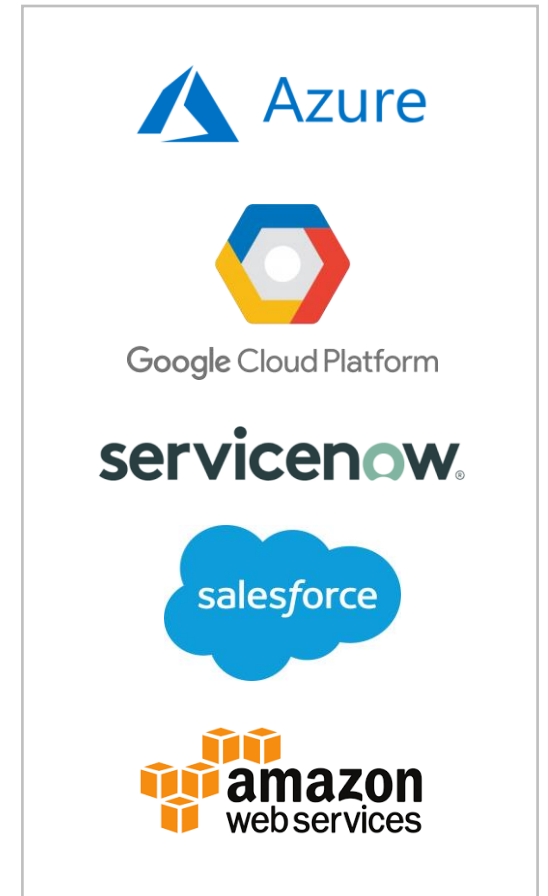
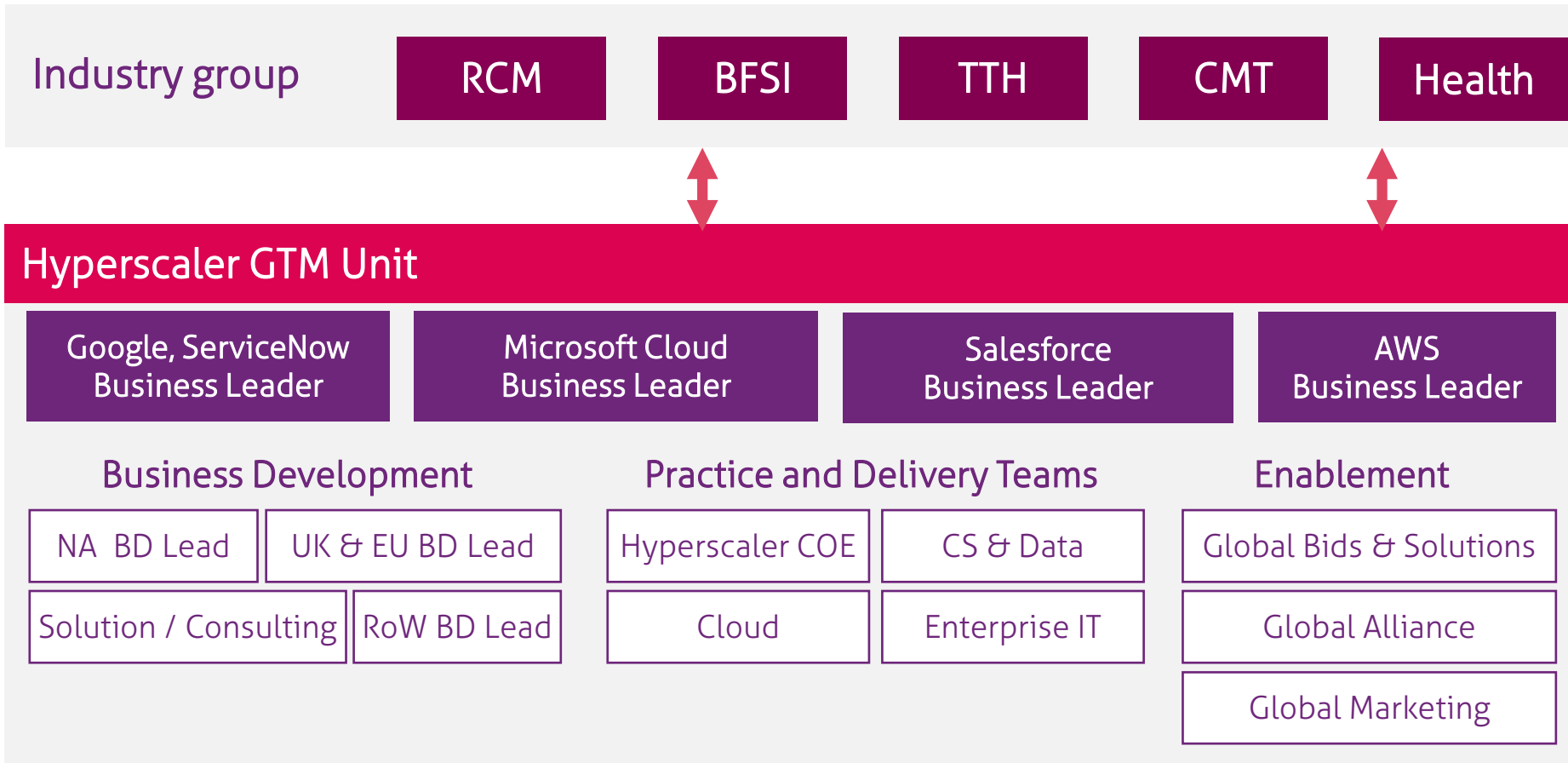
IOT Cloud Ops

IOT PaaS Management

Cybersecurity Services

Hypergrowth with hyperscalers

Dedicated hyperscaler unit focusing on joint offerings-led GTM



Setting the foundation for *Accelerating* with purpose

Growth Strategy

Delivery @ Scale

Employee Engagement & Wellness

Profitable Growth & ESG



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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

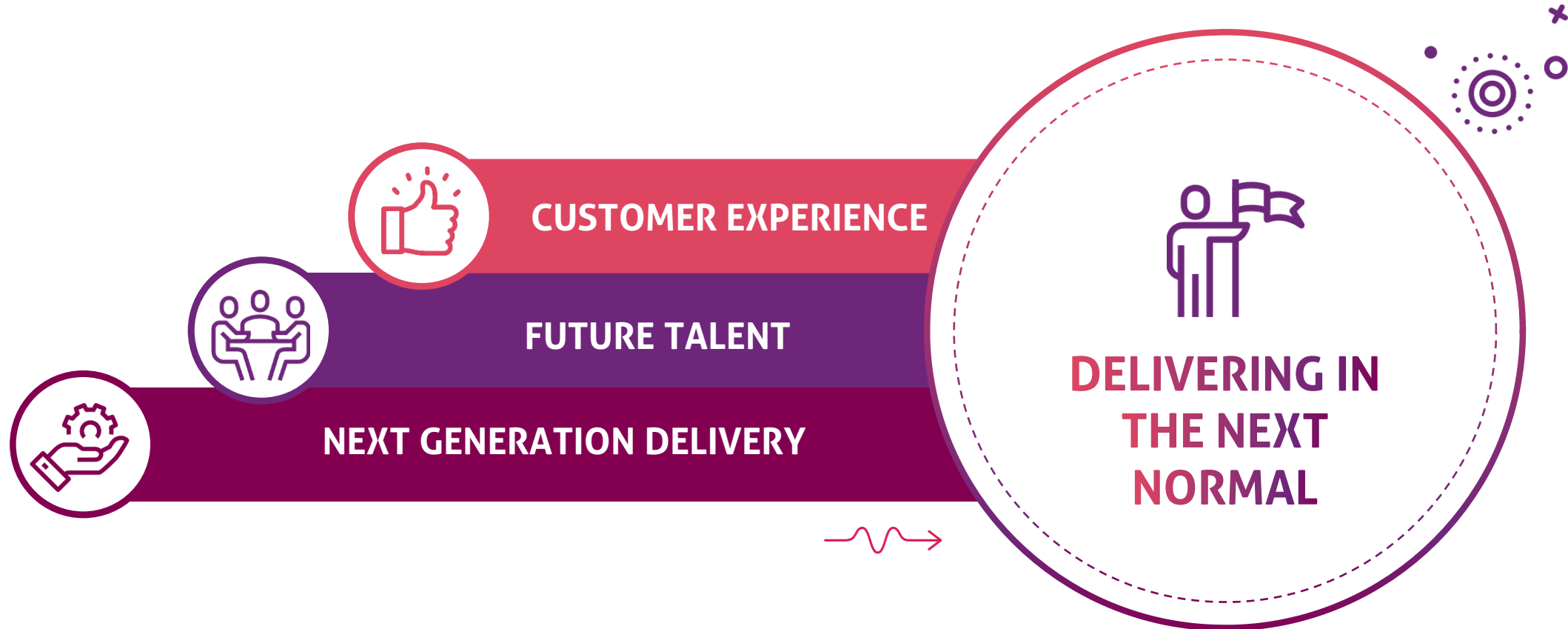
- Security enhanced through multi-tier solutions
- Zero touch transitions

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

Value-aligned partner for business transformation



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



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™



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



Digital Identity Solution for Citizens

- An open-source ID program - architected and developed in partnering with IITB
- 10 million Filipinos successfully completed collection of biometric information at registration centers, 2.4M bank accounts were opened

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Employee Engagement & Wellness

PANEESH RAO

CHIEF PEOPLE OFFICER

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The year that went by



Golden Peacock Awards (GPACSR):
Corporate Social Responsibility



ASSOCHAM
Celebrating 101 Years

Diversity & Inclusion
Excellence Awards
Best Employer for Women



Workforce Planning &
Staffing Solutions
Organization Design



SHRM
BETTER WORKPLACES
BETTER WORLD™

Excellence in
HR Analytics



atd
Association for
Talent Development

Learning &
Development



BW BUSINESSWORLD
HR Excellence Awards:
Employee Welfare
Initiatives



CDP
DISCLOSER
2020
CLIMATE CHANGE | A-

Carbon Disclosure
Project: A- grade

Employee engagement

Work Ethos



Physical & Mental Wellness

CEO connects

Master Class

Amethyst

Fabyoulous

Mind n Matter

Diversity & Inclusion

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'

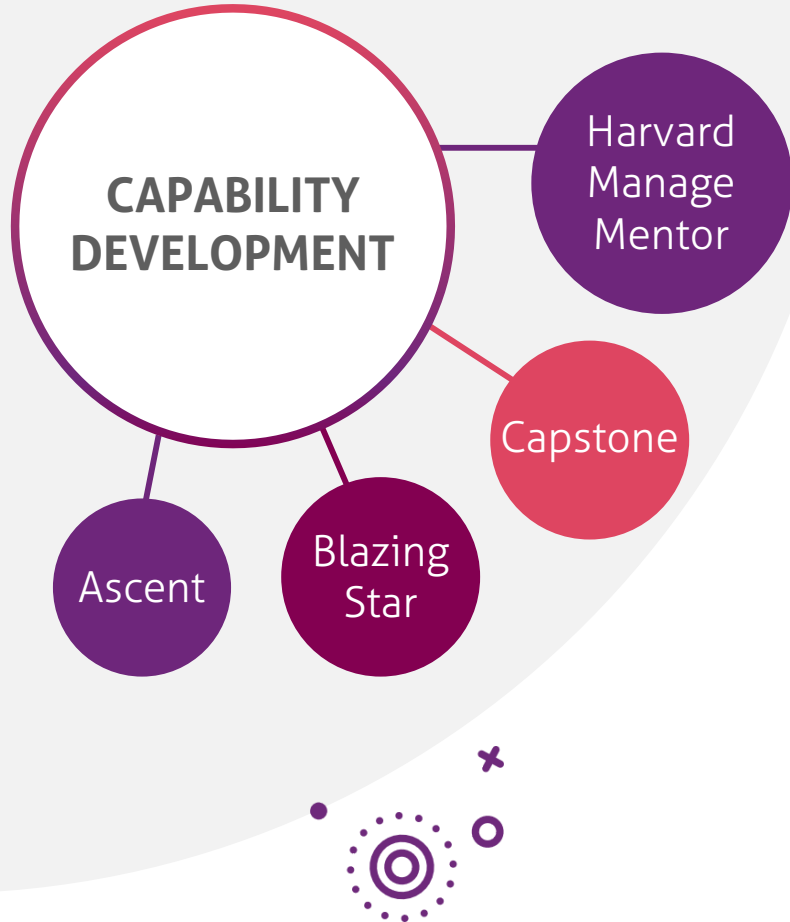


PwD



LGBTQ+

Learning & Development



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

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

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Profitable Growth & ESG

VINIT TEREDESAI

CHIEF FINANCIAL OFFICER

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FY21 at glance – Strategy leading to profitable growth



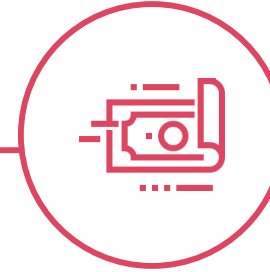
Robust growth:
8.1% (ex TTH) for
FY21 & Margin
expansion: 680 bps
leading to 20.8%

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



A milestone of
\$150M of PAT for
FY21

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



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

 <p>Climate change initiatives rated A- by CDP 2020 (Top 6% global, Top 15 India)</p>	 <p>6th Thr EXCELLENCE AWARDS 2021</p> <p>'Excellence in employee welfare' 2021 by BW Business World</p>
 <p>National Golden Peacock award for CSR 2020 (Top 20 Indian companies)</p>	 <p>Association for Talent Development BEST Award, 2021; Learning & Development</p>
 <p>First Position' towards 'Excellence in Cost Management'</p>	 <p>Bronze award from Association of Business Communicators of India</p>

Focus on key ESG themes in the near term



Achieve **carbon neutrality**

Green technology solutions to aid clients achieve sustainability goals



Ambitious digital skilling agenda

Increase percentage of **women in management**

Expand to diverse talent pools including LGBTQ, disability



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

Simple, focused & robust

4*4*4 STRATEGY

covering

- 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
- 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



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