

Cigniti Technologies Ltd. **Corporate Presentation**

Aug 2020

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Cigniti: Business Overview & Key Metrics



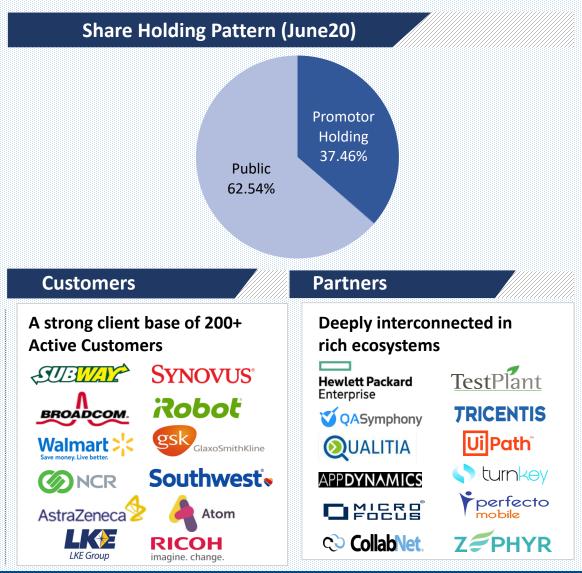
Cigniti is a globally recognized player in Specialized Quality Engineering Services and an emerging leader with Digital offerings

Business Overview

- Founded in 1998, Cigniti is a global player in Specialized Quality Engineering Services
- It offers **Services** including Traditional Quality Assurance & Testing, Quality Engineering, Digital Testing and many more services
- 2500+ Employees worldwide, 1900+ testers
- 200+ Active customers including 50+ Fortune 500 Customers
- Differentiator: IP led approach to digital through **BlueSwan** Platform
- Key Verticals: BFSI, Travel & Hospitality, HealthCare, ISV, Retail & ecommerce

Awards & Recognitions

- World's first Independent Quality Engineering Services Company to be appraised at CMMI-SVC v1.3, Maturity Level 5, and we also are ISO 9001:2015 & ISO 27001:2013 certified
- Positioned as a **'Star Performer'** and **'Major Contender'** in the Everest Group PEAK Matrix. 4 years in a row.
- Positioned in Gartner's Magic Quadrant for Application Testing Services, Worldwide for 5 years in a row.
- Recognized as a Leader by **NelsonHall** in NEAT charts for Software Testing.



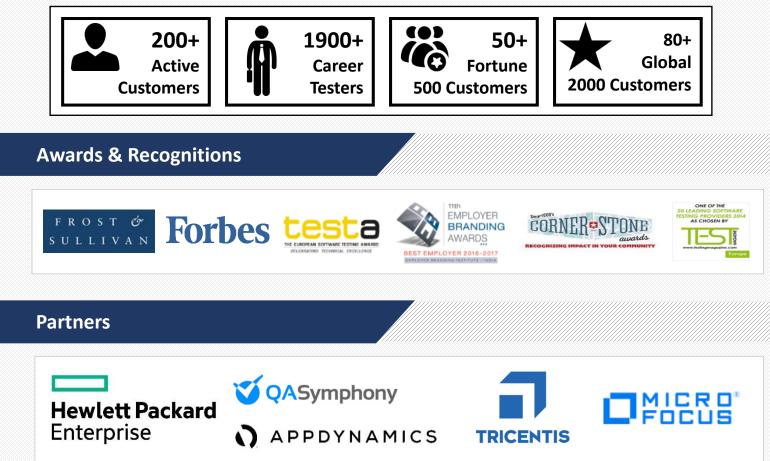
Cigniti: A Global Leader in Specialized Quality Engineering Services



Financial OverviewBusiness Metrics Q1FY21Business Metrics FY20Revenues: 218.40 CrRevenues: 871.97 CrEBITDA: 36.05 CrEBITDA: 128.69 CrPAT: 29.11 CrPAT: 121.60 Cr.

Company Overview

Headquartered in Hyderabad, India, Cigniti is North America's largest Independent Quality Engineering Services company with operations in 13 countries. It offers wide variety of QA testing services including Testing Advisory & consulting leveraging IP (BlueSwan) for Digital transformation.



Q1FY21 Operational Highlights

- The Company's Consolidated Revenue from operations for the quarter under consideration stood at Rs 218.40 crore as against Rs 207.58 crore in Q1FY20.
- EBIDTA for the June quarter was at Rs 36.05 crore and EBIDTA margin stood at 16.5%.
- The company's Net Profit for Q1FY21 stood at Rs 29.11 crore as against Net Profit of Rs 29.26 crore in Q4FY20.
- Other income includes Net foreign exchange gain of Rs.
 2.26 Cr. for the quarter ended June 30, 2020

Cigniti's Core Service Offerings for Large Enterprise Clients



Quality Engineering and Specialized Offerings

- Performance Engineering
- Service Virtualization
- Test Data Management
- Tools Streamlining
- End to End Automation
- DevOps Enablement
- Test Environment Management
- Resiliency and Reliability Testing

Quality Assurance and Traditional Offerings

- Security Testing
- Functional Testing
- Test Automation
- Globalization Testing
- Performance Testing
- Compatibility Testing
- Regression Testing



Digital and Next Generation Offerings



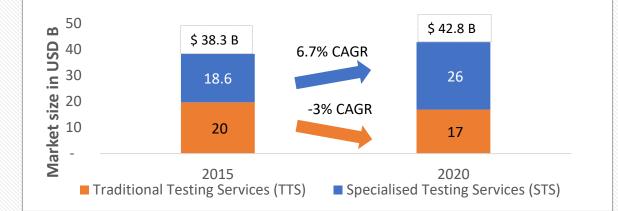
- IoT Assurance
- Cloud Assurance
- Testing leveraging AI
- Blockchain Testing
- Omni and Multi-Channel Testing
- Robotic Process Automation
- Mobile Testing
- Customer Experience Testing

Independent Software Testing Market Overview

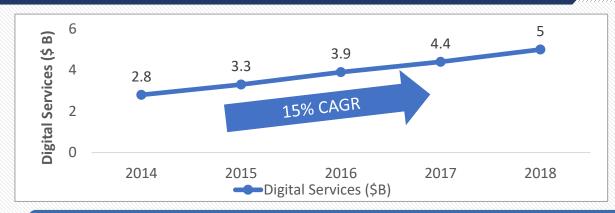


Specialized Testing Services (STS) market is outgrowing the Traditional Testing Services (TTS) market substantially

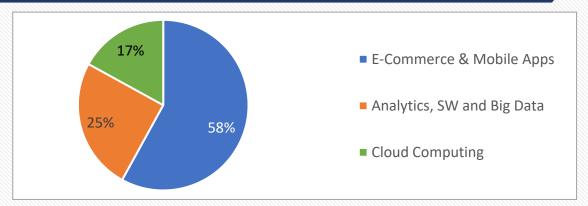
- Quality Assurance & Testing Service a large market with healthy growth forecast through 2022
- Specialized Testing Services players growing faster
- Specialized Testing Services players amplifying differentiation through IP investments, domain specialization and AI



Digital Services are growing at 15.6% CAGR and is the growth driver of the Specialized Testing Market



Digital Services focus on new disruptive trends and technologies including Mobile, Cloud, Analytics and Big Data



Software Testing market is moving towards Specialized, digital, customer focused & revenue seeking clients. Cigniti is also growing in that direction

Why Independent Software Testing Services – Views from Leading Global Analysts



Gartner

- STS Providers offers clients independence and ability to deliver the full life cycle of testing services
- Work on deals ranging from only a few to several hundred fulltime equivalents working on a project.
- Good fit for specialist skills, industry- specific skills and their flexible & nimble approach.

Forrester

- Addresses the inherent conflict of interest between development and testing activities, ensuring appropriate rigor in the testing process.
- View software with a critical eye and ensure the highest quality of customer-facing applications



- Client spending transfers from TTS to STS
- Demand for STS Has Expanded to Multi-Year Contracts and to "Shift-Left"
- Clients are looking for Third-Party-Certification for Compliance

Everest Group®

 Testing as a service offers a variety of benefits, including pay-per-use, which saves on investment in expensive tools & infrastructure and experts, and access to specialized skill sets to deal with complex problems



Flexibility and Expertise to support our evolving needs

- Director in the Services Industry

Reviewer Role
 Mar 27, 2018 Sourcing, Procurement and Vendor
 Management

Quick implementation with value realization. Need to ensure scoping is done right. Great leadership and team members. Highly recommended for independent testing services

Jun 20, 2017 R&D/Product Development

VP Product Engineering and Infrastructure in the Miscellaneous
 Director of QA in the Services Industry
 Reviewer Role

****** Reviewer Role** Feb 28, 2017 Applications

Global Software Testing Market Share - Companies (TTS+STS)



Rank	Vendor	Est. 2015 Global STS Revenues (\$M)	Market Share
1	Accenture	1,900	9
2	Cognizant	1,750	9
3	IBM	1,400	8
3	TCS	1,400	8
5	Capgemini	900	5
5	NTT DATA	900	5
5	Wipro	900	5
8	Infosys	825	4
9	Atos	650	4
10	Tech Mahindra	550	3
11	HCL Tech	500	3
12	CSC	400	2
12	HPE	400	2
12	CGI	400	2
15	SQS	350	2
15	Amdocs	350	2
16	Qualitest	200	1
17	Cigniti	93 (124)	0.5 <mark>(1)</mark>

Market Dynamics & Shift from TTS to STS

- Top 15 Vendors : 73% of Market Share- 13.5 Billion \$
- Other vendors : 23% of Market share : 4.9 Billion \$
- **Cigniti** Stands 2nd in STS, Pure-plays by revenue
- Client spending transfers from TTS to STS; as a result, TTS declines year after year, while multi-year SLAbased contracts drive growth.

NelsonHall

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Source: Nelson Hall Software Testing Services Assessment & Forecast, July 2016

North America's Market Share of Software Testing Services



Rank	Vendor	CY 2018 STS Revenues(\$m)	Share (%)
1	Cognizant	1,520	15
2	TCS	1,240	12
3	Accenture	1,040	10
4	Infosys	810	8
5	Capgemini	580	6
6	IBM GS	560	6
7	Wipro	460	5
8	Tech Mahindra	440	4
9	HCL Tech	380	4
10	NTT DATA	360	4
11	DXC	280	3
12	Amdocs	280	3
13	EPAM	160	2
14	Virtusa	130	1
15	Cigniti	100	1
16	Hexaware	100	1
	Subtotal	8,440	84
	Total	10,100	100

- Cigniti is one of the Top 2 largest Independent testing services pure-play globally.
- Cigniti is the only pure-play company in Top 15 of NA region for Testing Services.
- STS will account for 60% of testing services spending globally by 2020, mostly fuelled by continued transfer from TTS to STS



Source: Nelson Hall Software Testing Services, February 2019

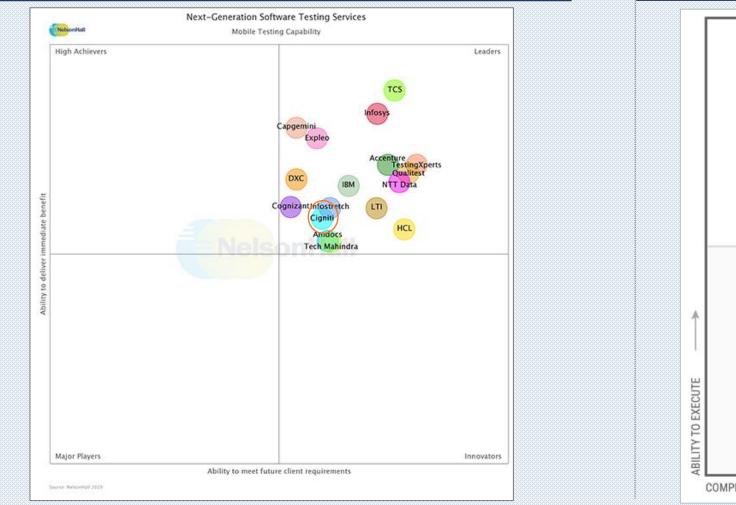
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Source: NelsonHall estimates.

Cigniti Recognized as a 'Leader' by Leading Industry Bodies



NelsonHall has positioned Cigniti as a "Leader" in the Mobile Testing Capability market segment, in its 2019 NEAT charts.



Gartner positioned Cigniti as a "Niche Player" among 300 companies in the Application Testing Services market 2019, 5 years in a row

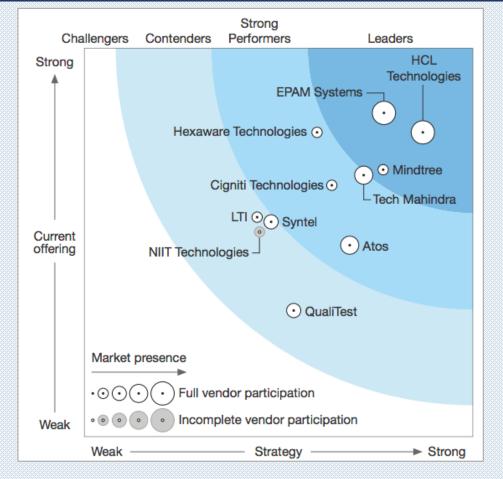


Source: NEAT report for Software Testing, 2019 - Nielson Hall; 2019 Gartner Magic Quadrant for Application Testing Services, Worldwide

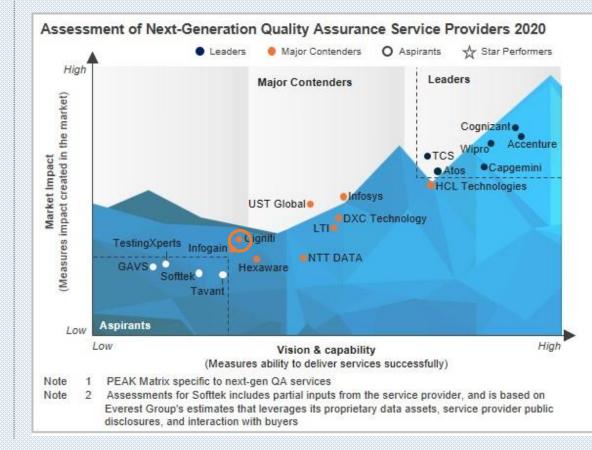
Cigniti Recognized as a 'Leader' by a Leading Industry Bodies - 2



Forrester placed Cigniti as a "Strong Performer" on a 29 point criteria. Forrester analyses 11 most relevant players in the Continuous Testing Services Market



Everest Group, for the 5th consecutive year, has positioned Cigniti as the 'Major Contender' in Everest Group PEAK Matrix™.



Source: Forrester's Continuous Testing Service Providers, Q3 2017; Everest's report on PEAK Matrix™ for Independent Testing Services, 2020

Cigniti: A Quality Engineering and Testing company focusing on Large Global Enterprises Cignitian in High Spend Domains

Strategic Focus

- Cigniti has a client base of 205 with 50+ Fortune 500 customers.
- The company has 32 Million dollars accounts
- Cigniti primarily works in high spend and mission critical domains such as ISV, BFSI, Travel & Hospitality, Healthcare & Life Sciences and Retail & E-commerce
- Focus on digital which demands better Speed to Market, Higher Customer Centricity and Higher Speed to Value
- Over 50 of Cigniti's large clients use its Next Generation Testing Platform BlueSwan, capable of serving clients across domains to achieve growth through IP led Software Services
- Focus on operational excellence resulting in reduction of cost has led to expansion of margins



Governance

- Professionally governed by Independent Board Members who come with relevant industry experience
- Statutory Audit by a member firm of Big four S.R. Batliboi & Co.
- Internal audits by BDO LLP, one of the top 6 accounting firms.

Operations

- Strengthened the leadership team by hiring industry experts
- Hiring candidates with new-age technology experience
- Re-skilling the talent to cater to new age enterprises Scaled up internal as well as partner-led training programs.
- Built Domain Competency groups for top revenue yielding industry verticals.
- Augmenting capability and expertise in New age technologies RPA, UI Testing, Testing using AI and Blockchain testing;
 Setting up Testing CoE for each area.

Board Members







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Led by Dedicated Promoters & Managed by Professional Leadership Team



C V Subramanyam, Chairman and Managing Director

- In 1998, Mr. Subramanyam founded Chakkilam Infotech Pvt. Ltd. as an IT services company providing IT solutions
- Successfully took the company public in 2004
- Holds a Bachelors in Commerce and Law and Post Graduate Diploma in Business Management

Srikanth Chakkilam, Chief Executive Officer, Cigniti Technologies Inc.

- Drives client acquisition strategies, provides oversight to Sales, sets business targets, and maintains the P&L and related activities
- Key decision maker in the vision and growth of Cigniti & plays a vital role in evaluating, analyzing & deciding Cigniti's pursuits related to inorganic growth
- Focused to build a highly successful, impactful and ethical business in all forms
- Has an MS from the University of Southern California

Krishnan Venkatachary, CFO

- Mr. Krishnan brings to Cigniti over 25 years of experience spanning global financial operations.
 Is a qualified ACA, ACS and FCMA
- Previous experience: Yashoda Hospitals,
 Flagstone Underwriting Support Services,
 VisualSoft Technologies, Baan Info Systems

Kalyana Rao Konda, President (North America East)



- Mr. Kalyana drives the growth of Cigniti's NA East business to meet the co-located testing services requirements in the US. Is a certified Project Management Professional (PMP) and a Certified Software Quality Analyst (CSQA)
- Previous experience: AppLabs, Virtusa, and Baan

Raghu Krovvidy, EVP & Head, Global Delivery & Solutioning



- Mr. Raghu manages Global Delivery on a day to day basis across all GEOs and verticals for Cigniti
- Previous experience: 20+ years. Accenture, AppLabs, IRIS Digital & NIIT



Pradeep G, CTO & President (North America West)

- Mr. Pradeep as CTO is responsible for revenue targets and business growth for Cigniti's NA West operations. He is an industry thought leader in software testing with over 15 years of experience
- Previous experience: Cognizant Technology Solutions, HTC Global services

Nanda Padmaraju, SVP – ROW

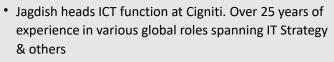


- Mr. Nanda heads sales for the UK and EU regions. Brings in more than 18 years of global IT expertise along with strong financial acumen
- Previous experience: AppLabs, Satyam Computer, & IBM

Ramana Vemuri, VP - Operations

- Mr. Ramana heads the Process/HR/ICT/Corporate Service functions at Cigniti. Has 20+ years of experience spanning financial markets, software product development and project management
- Previous experience: AppLabs Technologies

Jagdish Kumar, SVP – ICT



• Previous experience: JDA, OpenText, BaaN, HCL

Rajesh Sarangapani, VP – Delivery, Practices



- Mr. Rajesh manages technology COE's and Innovation. Over 20 years of experience in software testing
- Previous experience: Accenture, AppLabs, Amundi Pioneer, Virtusa & Baan



Subhendu Pattnaik, AVP – Marketing & IST

- Subhendu heads Global Marketing & Demand Generation. 16+ years of experience & proven track record in leading 360-degree strategic marketing
- Previous experience: Infosys, Tata BSS, FINO, Mindfire

Cigniti Growth Strategy



- Focus on High spending domains with more focus on Fortune 500 and other Large accounts
- Build strong differentiation through investment in proprietary AI-powered Testing Platform such as BlueSwan; invest in Domain Competency Groups; and build a breed of high quality career testers passionate and better-than-peer group in competence
- Build superior sales engine. Leverage experience of some of the best sales and operations people in the global software industry to Hunt and Mine large global accounts
- Significantly raise Brand Cigniti awareness in Quality Engineering and Testing world through having Patents, participation in high visibility industry forums, publication of White Papers and delivering superior business value for clients
- Run critical Lab / R&D functions for clients offshore and build for higher client value and better eventual wallet share
- Build Partnership with diverse, leading technology / AI / Tools players and offer more rounded solutions to Cigniti client base



On Path to a Long Term Sustainable Growth



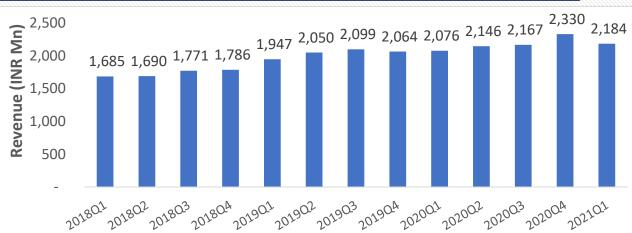
Owing to Customer Portfolio overhaul, the low and negative margin customers were removed and high margin ones were on-boarded



The IP led approach to Software Testing Services will establish the Cigniti brand, bring product differentiation and ensure recurring revenues



Strong growth of 2016 Accounts into Multi-Million Dollar Accounts compensating for revenues lost after removal of low margin customers



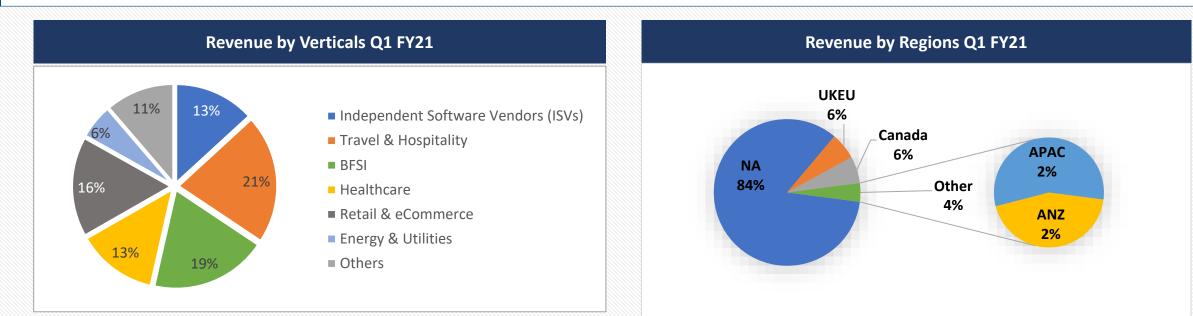
Irrecoverable non-current assets written off thereby improving business efficiency and asset utilization



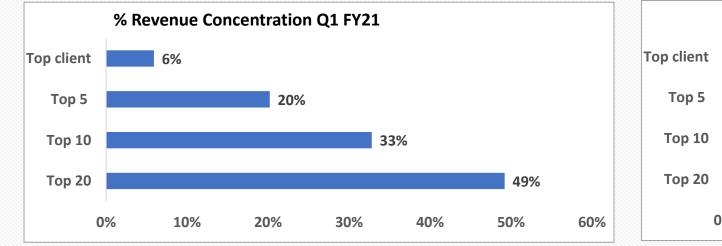
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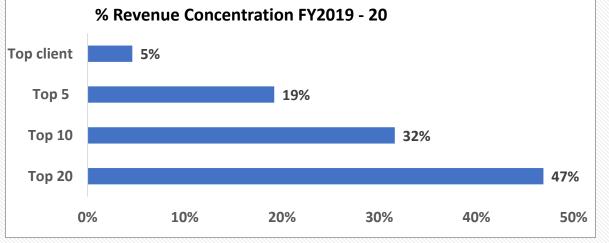
Diversified Client base Leading to Better Stability





The revenue concentration in top accounts has decreased significantly from FY18 to FY20, implying higher revenue stability in future

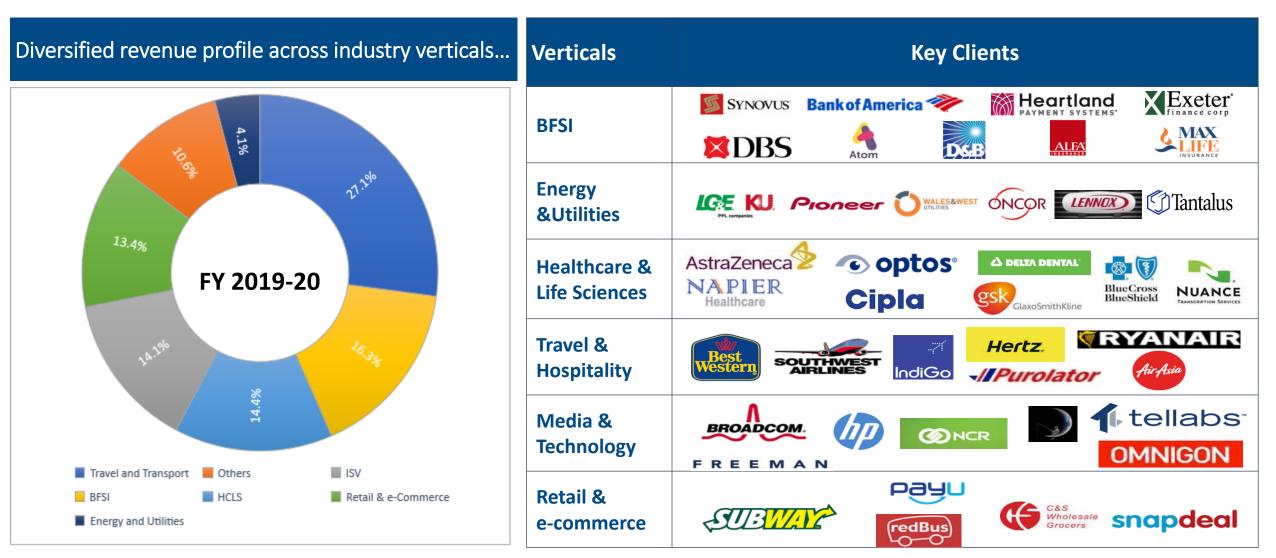




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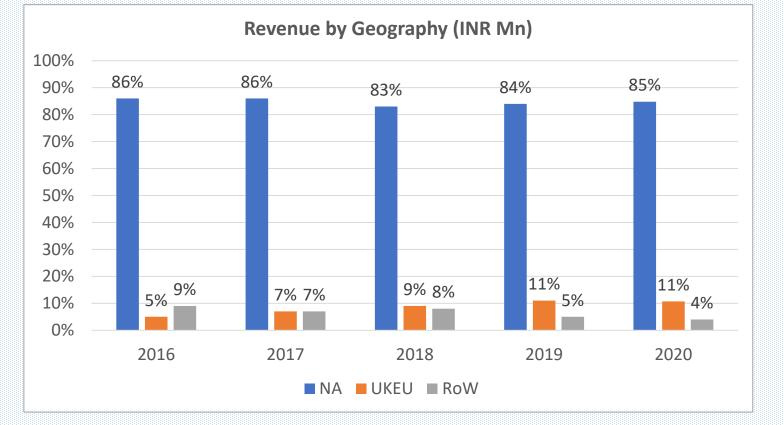
In high-spend Industry verticals, Cigniti has marquee clients.



Revenue Growth Driven by Geographic Diversification in Targeted Verticals

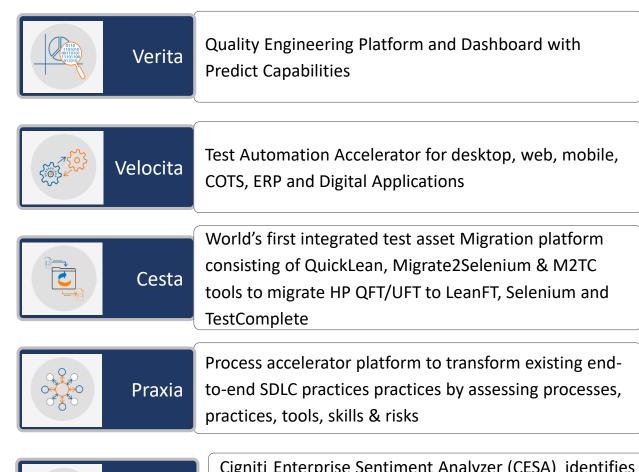


- Strategic risk management decision to diversify geographical revenues by growing Europe and RoW
- Impressive account wins in Large UK accounts in BFSI, Transportation and Life Sciences verticals



Revenue Contribution 2019-20	INR in Mn.	in %
Top Client	399	5%
Тор 5	1,674	19%
Тор 10	2,756	32%
Тор 20	4,089	47%







2 Patents granted, 1 patent pending with USPTO.



Cigniti Enterprise Sentiment Analyzer (CESA) identifies and categorizes feedback expressed by end-users to determine (objective and subjective) usability from a product and service quality perspective

IP, Patents and Trademarks - A Key Differentiator

- Cigniti is differentiated through strong focus on IP creation, R&D & focus on Next-Gen Automation platform
- 30+ Global Enterprises use BlueSwan to accelerate their Digital transformation journeys.
- Cigniti has built 6 World class Quality Engineering Labs for Mobile, Performance, Medical Devices, Smart meters, IoT & Robotics.

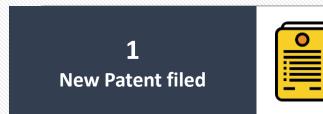




Smart Remediation Engine (Cesta) :

Intelligently analyses the test assets to migrate and develops a path that will eventually reduce the overall effort (refactoring) to migrate.

Test Tool Migration Pipeline (Cesta): Migration of assets from any automation tool as a source to another automation tool as target



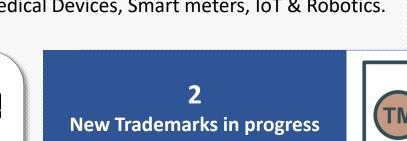
Model Based Testing Tool Migration (Prudentia) :

US Patent Application No : 14/680,132 dated 07-04-2014 Titled : "System and Method for Converting the Business Process to Test-Centric Activity Diagrams :Our Ref : NP/96



BlueSwan and ATS frameworks







Steps taken to improved ROIC through efficient operations and steeper growth

- High margin services and customers
- Improved operational efficiency
- Expansion of Accounts (Land & Expand)
- Obtained commercial line at overseas location at competitive rate.
- Pre-closure of long term debt
- Focus on digital offerings: BlueSwan and Augmenting capabilities with AI
- Significantly enhanced CESA (Cigniti Enterprise Sentiment Analyser)

Steps taken

- Average Yield per Sales person improved
- Implemented Enterprise Farming Strategy to further enhance growth within existing accounts
- Implementing Strategic Lead generation engine comprising of Podcasts, CXO Breakfasts and Meetups.
- Investing in building deeper relationships with Deal Advisory firms.



Cigniti's Financial Performance - Strong Turnaround



	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4	2021 Q1
<u>Income</u>																	
Revenue from operations	1,651	1,702	1,566	1,273	1,685	1,690	1,771	1,786	1,947	2,050	2,099	2,064	2,076	2,146	2,167	2,330	2184
Revenue Gr. QoQ (%)	2.1%	3.1%	-8.0%	-18.7%	32.3%	0.3%	4.8%	0.9%	9.0%	5.3%	2.4%	(2%)	1%	3%	1%	8%	(6.3%)
<u>Expenses</u>																	
Employee benefit expense	965	1,010	1,136	1,375	1,218	1,188	1,154	1,140	1,184	1,164	1,189	1,216	1,266	1,279	1,289	1,355	1,311
Finance costs	21	27	43	69	43	47	40	40	38	36	27	45	21	19	20	20	16
Depreciation & Amort.	21	31	31	86	7	6.8	6.6	6.5	7	7	9	8	29	29	28	30	30
Other expenses	390	424	560	566	476	362	495	434	481	514	523	560	493	498	592	660	513
Total expenses	1,397	1,492	1,770	2,096	1,744	1,604	1,696	1,621	1,710	1,721	1,748	1,829	1,809	1,825	2,029	2,065	1,870
Exceptional Items	-	-	-	-3,321	-	-	-	-	-	-	-	-	-	-	-	-	
EBITDA	296	268	-130	-668	-9.0	140	122	212	282	371	387	288	317	369	286	315	360

11.9

-52.5% -0.5% 8.3% 6.9%

18.4

14.5% 18.1%

17.2

13.2% 13.5% 16.5%

14.0% 15.2%

- Cigniti underwent a major overhaul in strategy in FY2017
- The positive effects of the overhaul are reflected in the **operational improvements** that Cigniti has witnessed
- There was a dip in revenues in 2017Q4 as Cigniti let go of some of the sub optimal accounts, to focus on high growth profitable strategy
- Meaningful reductions in dep. & amortization and interest costs.

•

 After registering a realignment related EBITDA loss of -668.2 Million in 2017Q4, consistent efforts resulting in enhancement of EBITDA.

17.9% 15.7% -8.3%

% EBITDA



	FY16	FY17	FY18	FY19	FY20
Income					
Revenue from operations	5,948	6,193	6,933	8,161	8,720
Revenue from operations (\$M)	90	94	108	117	124
Expenses					
Employee benefit expense	3,937	4,513	4,701	4,754	5,190
Other expenses	1,032	1,900	1,715	2,080	2,243
EBITDA	979	-221	517	1,327	1,287
% EBITDA	16.5%	-3.6%	7.5%	16.2%	14.8%
Depreciation & Amort	113	170	27	31	115
EBIT	867	-390	490	1,296	1,172
Other Income	33	3	7	264	158
Finance Income	-	-	2	8	58
Finance costs	60	161	170	146	80
PBT (before exceptional items)	840	-548	320	1,422	1,308
Exceptional items	-	-3,321	-	-	-
РВТ	840	-3,869	329	1,422	1,308
Тах	344	79	8	(52)	92
PAT	497	-3,948	322	1,474	1,216
EPS (Basic)	19.9	-151.1	12.1	53.6	43.9

 Better quality revenues from 2017 onwards

- Improved profitability on account of scalable customer base and better pricing
- Value creation journey underway is improving EPS trajectory

All values are in INR Million

Cigniti's Balance Sheet



All values are in INR Million

	2016	2017	2018	2019	2020
Property Plant & equipment	285	88	69	136	172
Right-to-use asset	-	-	-	-	299
Goodwill	549	549	549	549	549
Capital WIP	643	-	-	-	-
Other intangible assets	581	-	-	-	-
Financial assets					
Loans	38	35	34	42	51
Other non-financial assets	-	2	2	-	35
Deferred tax assets net	10	50	-	-	-
Other non current assets	1,251	15	14	-	-
Sub total	3,357	739	667	727	1,106
Current assets					
Financial assets					
Investment	-	-	-	-	489
Loans	5	170	178	10	7
Trade receivables	1,115	1,035	1,147	1,237	1,644
Cash and cash equivalent	40	158	179	615	76
Other Bank balances	2	4	4	1	795
Other current financial assets	2	1	121	313	490
Current tax assets net	19	14	3	45	26
Other current assets	1,624	159	82	127	166
Sub total	2,806	1,540	1,714	2,348	3,693
Total	6,163	2,279	2,380	3,075	4,799

	2016	2017	2018	2019	2020
Equity & Liabilities					
Equity share capital	255	265	272	277	278
Other equity	3,126	-673	-204	1,231	2,394
Sub total	3,381	-408	69	1,507	2,672
Non-current liabilities					
Financial liabilities					
Lease Obligation	-	-	-	-	295
Borrowings	-	204	148	-	-
Long term provisions	28	52	65	75	90
Deferred tax liability	24	-	-	-	-
Sub total	52	256	213	75	385
Current liabilities					
Financial liabilities					
Short term borrowings	1,184	1,188	1,110	737	838
Trade payables	992	523	542	562	601
Lease Obligation	-	-	-	-	82
Other current financial liabilities	-	62	65	22	14
Short term provisions	12	15	18	29	29
Current tax liability, net	364	291	162	11	49
Other current liabilities	178	351	201	132	129
Subtotal	2,731	2,431	2,099	1,493	1,742
Total	6,163	2,279	2,380	3,075	4,799

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