



3i Infotech[®]
LIMITLESS EXCELLENCE

May 10, 2022

BSE Limited

Sir Phiroze Jeejeebhoy Towers
Dalal Street, Fort,
Mumbai – 400 001
Security Code: 532628

National Stock Exchange of India Limited

Exchange Plaza, 5th Floor,
Plot No. C-1, Block G
Bandra Kurla Complex,
Mumbai – 400 051
Scrip code: 3IINFOLTD

Dear Sir/ Madam,

Sub: Presentation of Analyst/ Institutional Investor Meeting(s)

In continuation to our letter dated May 07, 2022 regarding intimation of Investor Call scheduled to be held on May 10, 2022 at 4:00 p.m. (IST), please find enclosed herewith Investor presentation on Q4 and FY 2021-22 financial results.

You are requested to take the same on record.

Thanking you.

Yours faithfully,
For 3i Infotech Limited

Varika Rastogi
Company Secretary

Encl: As Above



Q4 & FY2021-22 Investor Presentation

May 2022

May 10, 2022

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3i Infotech Limited

AIM 30 - Becoming A Billion Dollar Company (1/2)

NEXTGEN TECHNOLOGY SERVICES FIRM



“ To be a trusted global one-stop, digital transformation partner that delivers business excellence and exceptional outcomes to our customers in this new digital decade



“ To be a value driven billion \$ organization committed towards customers, people and stakeholders with continuous orchestration, incubation, innovation and invention of digital transformation services harnessing the power of 5G-powered innovation.”

OUR GOAL



“ Organic revenue growth to 1 Billion \$ by 2030. Incubation, commercialization & acceleration of at least 10 technology/product start-ups. Build products, platform services leveraging the power of 5G in Edge Computing, Cognitive AI / ML, Data Security, Data Science and Analytic, Block Chain with an IP valuation of a billion dollars

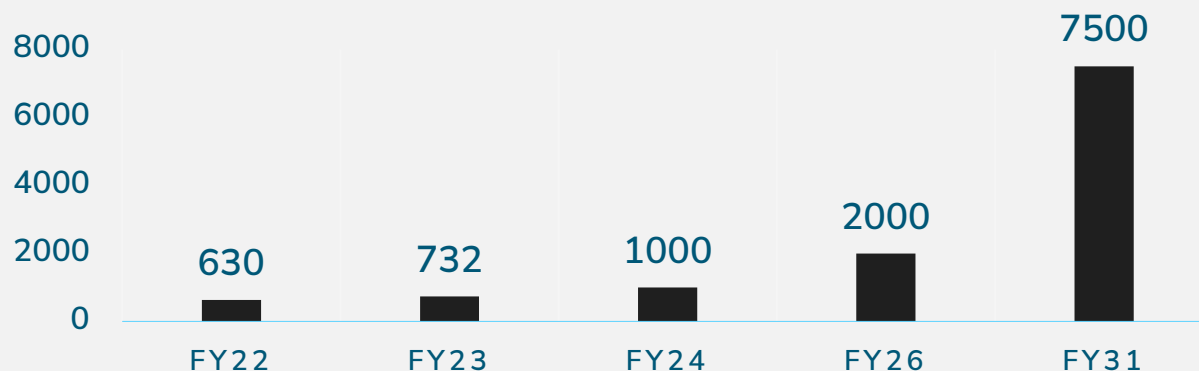


AIM 30

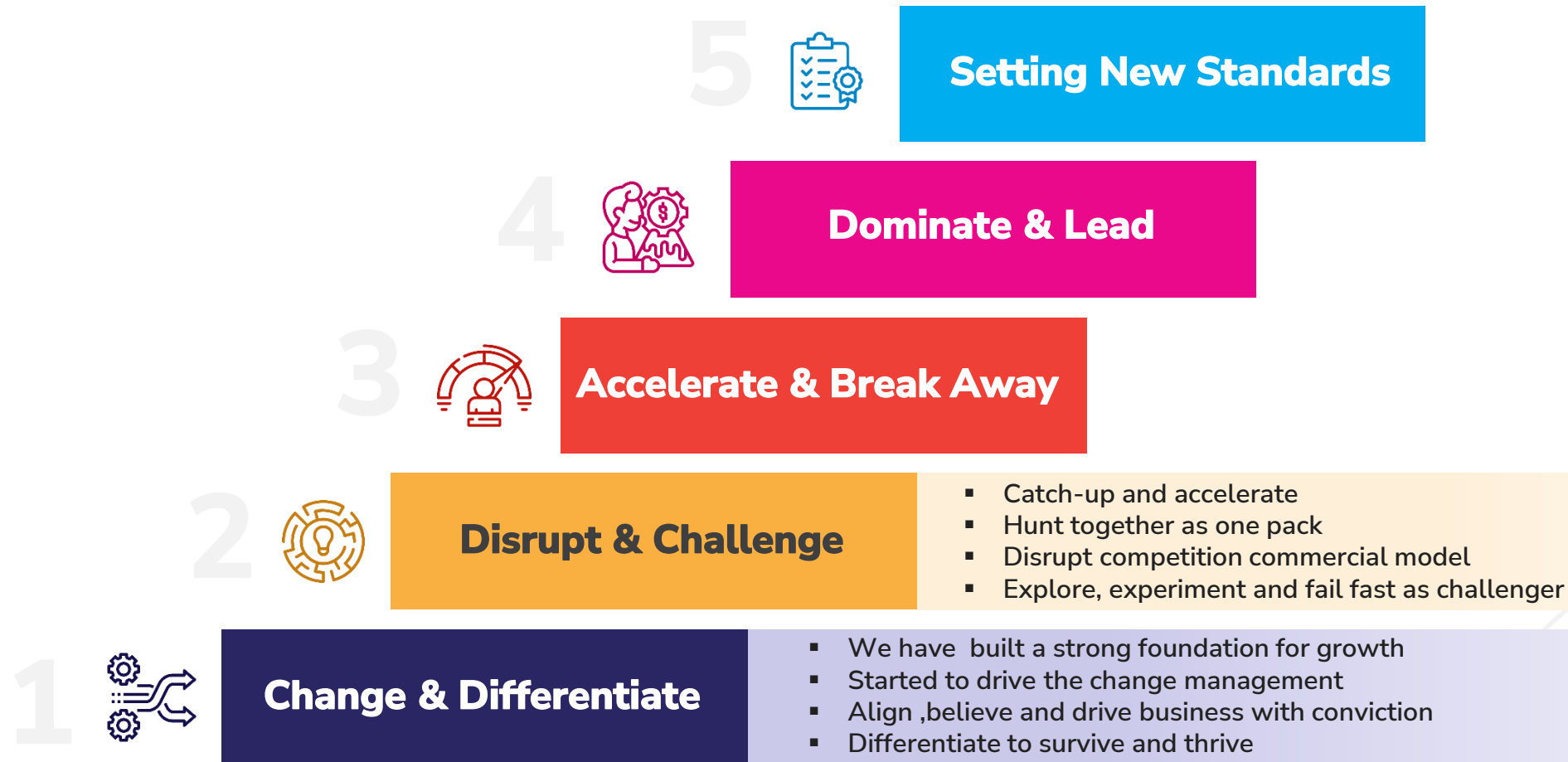
ASPIRE, INNOVATE, MOTIVATE

\$1
Billion
Revenues

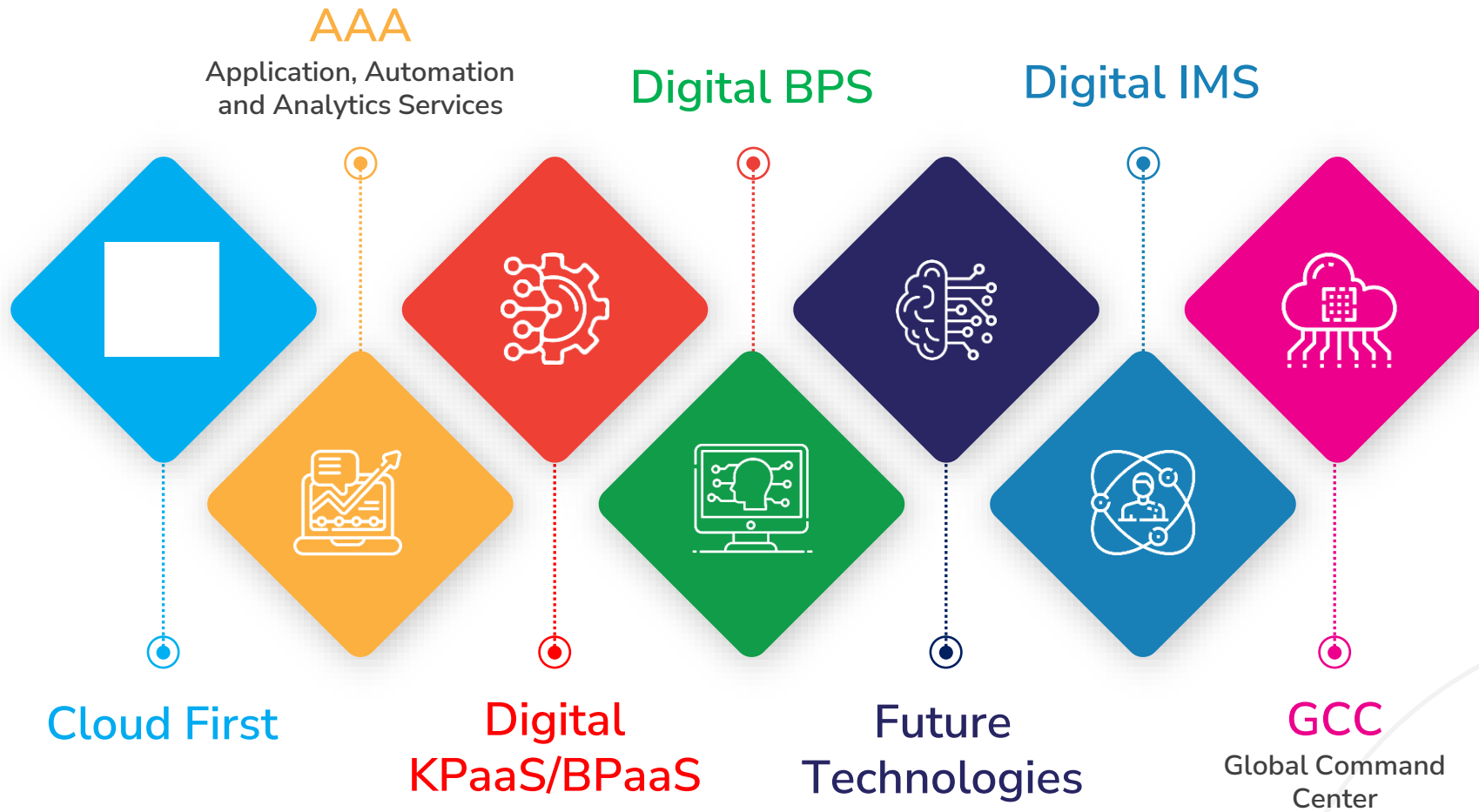
10 YEAR PLAN TARGETS (INR CR)



Becoming A Billion Dollar Company (2/2)



Our Offerings



FINANCE

- Q4 FY22 consolidated revenue of Rs. 175.6 Cr. reflecting a QoQ growth of 6.0% and FY2022 revenue of Rs. 677 Cr reflecting an annual growth of 11.2%
- EBITDA for Q4 FY22 is Rs. 3.4 Cr. and consolidated PAT for Q4 FY22 is near to break-even (-3.9 Cr.) which is a significant QoQ improvement with reduction in losses by 18.7 Cr.
- Reported net cash of 73.4 Cr in as on 31st March 2022
- FY22 revenues of Rs.677 Cr (US\$90.2 million) - 10% achievement over and above an annual must do target of Rs 615 Cr (US\$82 million) was set in June 2021
- In FY22, year on year (YOY) revenues have grown by 11.2% with Rs.28.9 Cr additional Gross Margin.

DELIVERY EXCELLENCE

- Running Margin Enhancement projects of value Rs. 15 Cr by Increase asset utilization and value extraction, eliminating unutilized capacity by better planning and forecasting, reduce cost of poor service quality etc.
- Business Excellence projects have started reducing allocated GA cost by 10% and need to focus on the overall GA reduction
- GA costs baseline has changed post carve out as services business was allocated less compared to products (GA Analysis)
- Proactive competency centre building aligned to the regional strategies
- Established Central GRC organization to build a strong foundation for new 3i to manage statutory, compliance and business risks

BUSINESS & STRATEGY

- Strategic alliance with MDEC Malaysia signed to launch the Oracle powered NuRe 3i + services for Mid Market & SMB
- NuRe product launch of 3i + , Edge, Desk and have their first clients and encouraging funnel building up
- Invested in Exium to build long term synergies for EdgeComputing business
- Resident Entrepreneur program is live
 - Cognitive computing services
 - Education Technology
- SD WAN/ SASE Technologies, Blockchain Powered –Video Content Life cycle management
- Telecom Media & Entertainment (TME), business vertical has been set up focused on 5G powered services ,5G Lab as a service
- Oracle COE has been set up which will drive revenues this year

CLIENTS

- 48 new client MSA added in Q4 FY22 with total client count of 425active clients
- New revenues from Existing Clients (EN) and New Clients (NN) have added Rs.104.6 Cr in FY22
- Targeting new Order Book of Rs.100 Cr and maximum Revenue Realization with GROW & BUILD lines of digital businesses
- Large deal in US signed for our cloud first services (TCV of Rs140 Cr over 5 years and year 1 revenue of a min 7 crores with 30% GM
- Cloud First & Large deals team have set the momentum for transformation led business



Q4 & FY22 Highlights

INR Cr	Q1'22	Q2'22	Q3'22	Q4'22	FY'22	FY'21
Revenue	159.9	173.3	168.0	175.7	676.9	608.6
Direct cost	129.6	137.1	133.1	150.4	550.3	542.1
Indirect cost	6.1	13.6	16.6	(5.1)	31.2	-
GM	24.2	22.6	18.3	30.4	95.4	66.6
GM%	15.1%	13.0%	10.9%	17.3%	14.1%	10.9%
Allocated GA Cost	3.1	3.0	2.7	4.4	13.3	-
PDD	1.1	13.6	0.3	1.3	16.3	-
Selling Cost	8.2	9.0	9.5	10.2	36.8	43.8
GA Cost	8.7	14.3	19.1	11.2	53.3	57.7
Operating EBITDA	3.1	(17.3)	(13.4)	3.3	(24.3)	(35.0)
Onetime cost					26.0	
Normalised EBITDA					1.8	

FINANCIAL SUMMARY

- FY22 revenues of Rs.676.9 Cr (US\$90.2 million) with Gross Margin of 14.1% Rs. 95.4 Cr (US\$ 12.7 million) and operating EBITDA of Rs.(24.3) Cr
- Direct & indirect costs of are at Rs.581.5 Cr (US\$77.5 million) and SG&A of Rs.90.1 Cr (US\$ 12 million)
- In FY22, year on year (YOY) revenues have grown by 11.2% with Rs.28.9 Cr additional Gross Margin. Overall SG&A cost has reduced by Rs.11.4 Cr (11%) from last year
- FY22 revenues of Rs.676.9 Cr (US\$90.2 million) - 10% achievement over and above an annual must do target of Rs 615 Cr (US\$82 million) was set in June 2021
- Q4 FY22 has grown by 5% with Rs. 175.7 Cr compared with Q3 FY22 with Rs.168 Cr

LOB	Q1'22			Q2'22			Q3'22			Q4'22		
	Revenue	Direct Cost	GM%	Revenue	Direct Cost	GM%	Revenue	Direct Cost	GM%	Revenue	Direct Cost	GM%
AAA	121.3	105.7	12.9%	133.7	115.9	13.3%	128.4	112.4	12.5%	128.5	102.8	20.0%
IMS	23.5	17.5	25.5%	23.1	18.8	18.7%	21.1	20.5	2.8%	25.5	19.6	23.2%
BPS	14.5	12.2	16.0%	16.0	13.3	16.5%	17.8	13.9	22.0%	18.8	17.3	8.1%
CloudFirst	0.5	0.2	64.0%	0.6	1.6	-185.9%	0.4	0.6	-32.5%	1.2	(1.0)	177.9%
Others	-	0.1	0.0%	-	1.1	0.0%	0.2	2.4	0.0%	1.7	6.5	0.0%
Total	159.9	135.70	15.1%	173.3	150.7	13.0%	168.0	149.8	10.9%	175.7	145.3	17.3%

LOB	FY'22		
	Revenue	Direct Cost	GM%
AAA	511.9	436.8	14.7%
IMS	93.3	76.5	18.0%
BPS	67.1	56.7	15.5%
CloudFirst	2.8	1.4	48.1%
Others	1.9	10.1	0.0%
Total	676.9	581.5	14.1%

- ✓ In FY22 Application-Automation-Analytics (AAA) was one of the highest revenue contributor with Rs.511.9 Cr (US\$ 69.3 million) followed by IMS revenues of Rs.93.3 Cr (US\$ 12.4 million)
- ✓ FY22 direct cost for AAA was Rs.436.8 Cr (\$58.2 million) and Rs.76.5 Cr (\$10.2 million) for IMS business
- ✓ CloudFirst is a high margin new line of business which is growing faster

Region (INR Crs)	FY'21-22				
	Revenue	Direct Cost	GM%	Selling Cost	BU EBITDA
IBR	209.7	190.3	9.2%	10.5	4.2%
AAA	79.7	71.4	10.4%		
BPS	67.1	56.6	15.6%		
IMS	61.1	52.8	13.6%		
CloudFirst	-	0.2	0.0%		
Others	1.8	9.3	0.0%		
GBR	447.7	375.8	16.1%	22.8	11.0%
AAA	414.3	351.7	15.1%		
BPS	-	0.1	0.0%		
IMS	30.6	22.0	27.9%		
CloudFirst	2.8	1.3	54.2%		
Others	0.1	0.8	0.0%		
EBR	19.5	15.3	21.4%	3.5	3.6%
AAA	17.9	13.7	23.4%		
BPS	-	-	0.0%		
IMS	1.6	1.6	-0.7%		
CloudFirst	-	-	0.0%		
Others	-	-	0.0%		
Total	676.9	581.5	14.1%	36.8	8.7%

IBR (India)

- IBR region has contributed revenues of Rs.209.7 Cr with Gross Margin of 9.2%
- Reduction of the spans and layer within India AAA to reduce non-billable costs underway
- Revenue per employee enhancement for Human Capital Management (HCM) resources by right pricing for right skill for AAA India
- Productivity and efficiency management projects

GBR (Americas, EMEA)

- GBR region has contributed revenues of Rs.447.7 Cr with Gross Margin of 16.1%
- Increase in the offshore based model to increase the GM %
- Large Cloud First transformation deals will drive business with minimum 30% GM

EBR (South Asia, Japan, Australia, New Zealand)

- EBR region has contributed revenues of Rs.19.5 Cr with Gross Margin of 21.4%
- Launch of NuRe (Oracle powered) services in KL will boost large volumes of business in mid market and SMB segments e3i+ (with good margins)

Revenue By Industry	Q3 FY 22	Q4 FY 22	FY22
INFORMATION TECHNOLOGY	35.70%	34.40%	35.90%
BFSI	33.20%	32.90%	33.10%
GOVERNMENT	7.80%	7.80%	7.90%
CONSULTING	6.90%	6.70%	6.80%
HOSPITAL & HEALTH CARE	0.80%	2.60%	1.60%
MANUFACTURING	1.10%	1.20%	1.00%
FMCG	0.10%	0.50%	0.20%
TELECOMMUNICATION	0.10%	0.10%	0.10%
OTHERS	14.40%	13.40%	13.40%
Total	100%	100%	100%

Revenue By Geographical Segment	Q3 FY 22	Q4 FY 22	FY22
USA	58.0%	53.8%	55.8%
SAG	30.0%	31.9%	31.0%
MEA	6.0%	7.5%	7.1%
KSA	2.9%	3.7%	3.2%
APAC	2.9%	3.1%	2.9%
UK	0.1%	0.1%	0.1%
Total	100%	100%	100%

- IT vertical is a major contributor in total revenue with 35.9% share followed by BFSI with 28.5% share
- USA accounts for 55.8% of total FY22 revenues with SAG contributing 31%

FY22 - Revenue Contribution

Top 5:
15%

Top 10:
24%

Top 20:
36%

Clients	Revenue FY22	% Split
Top 5	101.8	15%
Top 10	162.5	24%
Top 20	245.4	36%
Rest	431.6	64%

Client Count	Q3 FY 22	Q4 FY 22	FY22
Number of Clients	377	425	425
0-100 K	126	198	198
100-500K	220	199	199
500K-1 MN	12	11	11
1 MN +	19	17	17

Clients Analysis

- ✓ Our Top 20 clients in FY22 contributed Rs.254.4 Cr (US\$32.7 mil) which is 36% of our total revenues
- ✓ Top 10 clients contributed Rs.162.5 Cr (US\$ 21.8 mil) which is 24% of total in FY22
- ✓ Top 5 clients contributed Rs.101.8 Cr (US\$ 13.6 mil) which is 15% of total in FY22



CFO Update

P&L Statement (As Reported)

All figures in INR Cr

Sr.	Particulars	Quarter Ended		Year Ended	
		Q3 FY22	Q4 FY22	FY21	FY22
I	Revenue from Operations	165.7	175.6	608.6	677.0
II	Other Income	4.3	0.1	23.6	13.8
III	Total Income (I+II)	170.0	175.7	632.2	690.8
IV	Expenses	-	-	-	-
(a)	Employee benefits expense	140.2	137.8	496.4	539.8
(b)	Cost of third-party products and services	14.7	13.9	57.1	62.5
(c)	Finance costs	1.7	4.7	38.0	10.3
(d)	Depreciation and amortization expense*	3.6	4.8	15.4	14.4
(e)	Other expenses	19.7	20.6	90.2	97.0
	Total Expenses (IV)	179.9	181.8	697.1	724.0
V	Profit / (Loss) before Forex loss / (gain) and Tax (III-IV)	(9.9)	(6.1)	(64.9)	(33.2)
VI	Foreign exchange loss/(gain) (net)	(0.8)	(0.5)	(2.0)	1.0
VII	Profit / (Loss) before Tax (V-VI)	(9.2)	(5.6)	(62.9)	(34.3)
VIII	Unwinding of discount under Ind AS 109	0.7	(2.6)	46.7	-
IX	Profit / (Loss) before Exceptional Items and Tax (VII-VIII)	(9.8)	(3.1)	(109.6)	(34.3)
X	Exceptional Item - Expense / (Income)	9.7	2.5	(390.4)	19.8
XI	Profit / (Loss) before Tax (IX-X)	(19.5)	(5.6)	280.8	(54.1)
XII	Tax expense	3.1	(1.7)	23.1	3.4
XIII	Profit / (Loss) for the period (XI-XII)	(22.6)	(3.9)	257.8	(57.5)

Balance Sheet (As Reported)

All figures in INR Cr

Particulars	As at	As at
	31-03-2021	31-03-2022
ASSETS		
Non-current assets		
Property, plant and equipment	54.3	53.4
Right-to-use assets	29.3	59.1
Goodwill arising on consolidation	304.1	304.1
Other Intangible assets	0.0	-
Intangible Assets Under Development	-	8.1
Financial assets	-	-
i) Investments	0.2	0.2
ii) Loans	-	-
iii) Other financial assets	12.1	16.0
Deferred tax assets (net)	1.6	2.2
Income tax asset (net)	95.4	96.1
Other non-current assets	10.2	19.1
Total non-current assets	507.1	558.1
Current assets		
Financial assets		
i) Trade receivables	88.3	93.7
ii) Cash and cash equivalents	675.7	127.8
iii) Other balances with banks	14.9	8.5
iv) Loans	-	-
v) Other financial assets	71.6	84.6
Other current assets	37.4	85.5
Total current assets	887.8	400.1
Non-Current Assets classified as held for sale	90.8	2.2
TOTAL ASSETS	1,485.7	960.4

Particulars	As at	As at
	31-03-2021	31-03-2022
EQUITY AND LIABILITIES		
Equity	-	-
Equity Share capital	1,616.7	167.9
Other equity*	(863.8)	535.7
Equity attributable to shareholders of the Company	752.9	703.6
Non-controlling interests	-	-
Total equity	752.9	703.6
Liabilities	-	-
Non-current liabilities	-	-
Financial liabilities	-	-
i) Borrowings	516.2	54.4
ii) Lease Liabilities	25.2	50.8
iii) Other financial liabilities	-	-
Provisions	16.0	18.3
Total non-current liabilities	557.4	123.5
Current liabilities	-	-
Financial liabilities	-	-
i) Borrowings	-	-
ii) Lease Liabilities	8.5	13.5
iii) Trade and other payables	-	-
- Trade payables to Micro Enterprises and Small Enterprises	-	-
- Trade payables to others	55.5	31.1
iv) Other financial liabilities	54.9	55.0
Provisions	1.9	5.1
Other current liabilities	25.2	14.9
Current income tax liabilities (net)	13.5	13.5
Total current liabilities	159.4	133.1
Liabilities directly associated with non-current assets classified as held for sale	16.0	0.2
TOTAL EQUITY AND LIABILITIES	1,485.7	960.4



3i Infotech®
LIMITLESS EXCELLENCE

Business Strategy & Plan

FY2023 - Business Strategy

➤ RUN BUSINESS

- Shutdown subsidiaries as per Big 4, recommendation and re-structure the global organization
- Eliminate non-profitable engagements
- Reduce /Right Cost the support of the existing business
- Right Skill and Re-skill the organization
- Reduce revenue erosion by fortifying account defense through expansion of new LOB
- Leverage loyal clients as brand champions of “ New 3i”
- Proactively cannibalize revenue by deploying the new “ Grow “ & “ Build “ LOB products/services

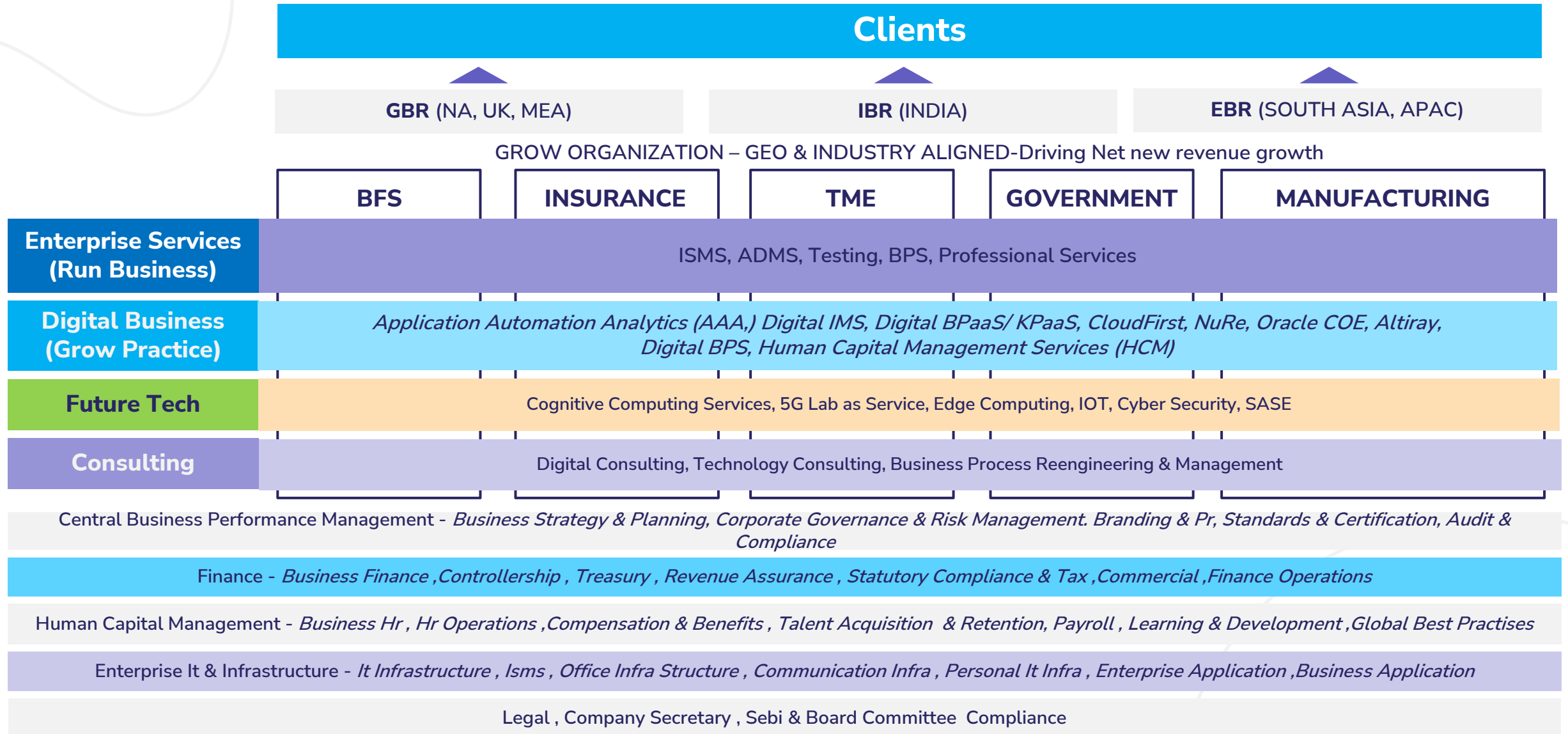
➤ GROW BUSINESS

- RUN+ GROW P/L needs to be profitable
- Build the “ NuRe “ brand as the new “ Grow /Services “ brand of 3i by creating a “ Grow Opco “ to capture value
- New GROW Practises to become industry and micro /target segment aligned “ Go To Market “
- Sales costs investments efficiency have to drive value business and revenue/margin mix change for the organization
- NuRe 3i + cloud powered Digital KPaaS /BPaaS in Malaysia/ US /UK for the SMB and Midmarket
- Challenger engagement and commercial models aligned to client’s business KPI
- Launch new service lines like Cyber security as a service , Data Science as a Services, Automation as a Service
- *Sell through Telkom* revenue stream to be launched

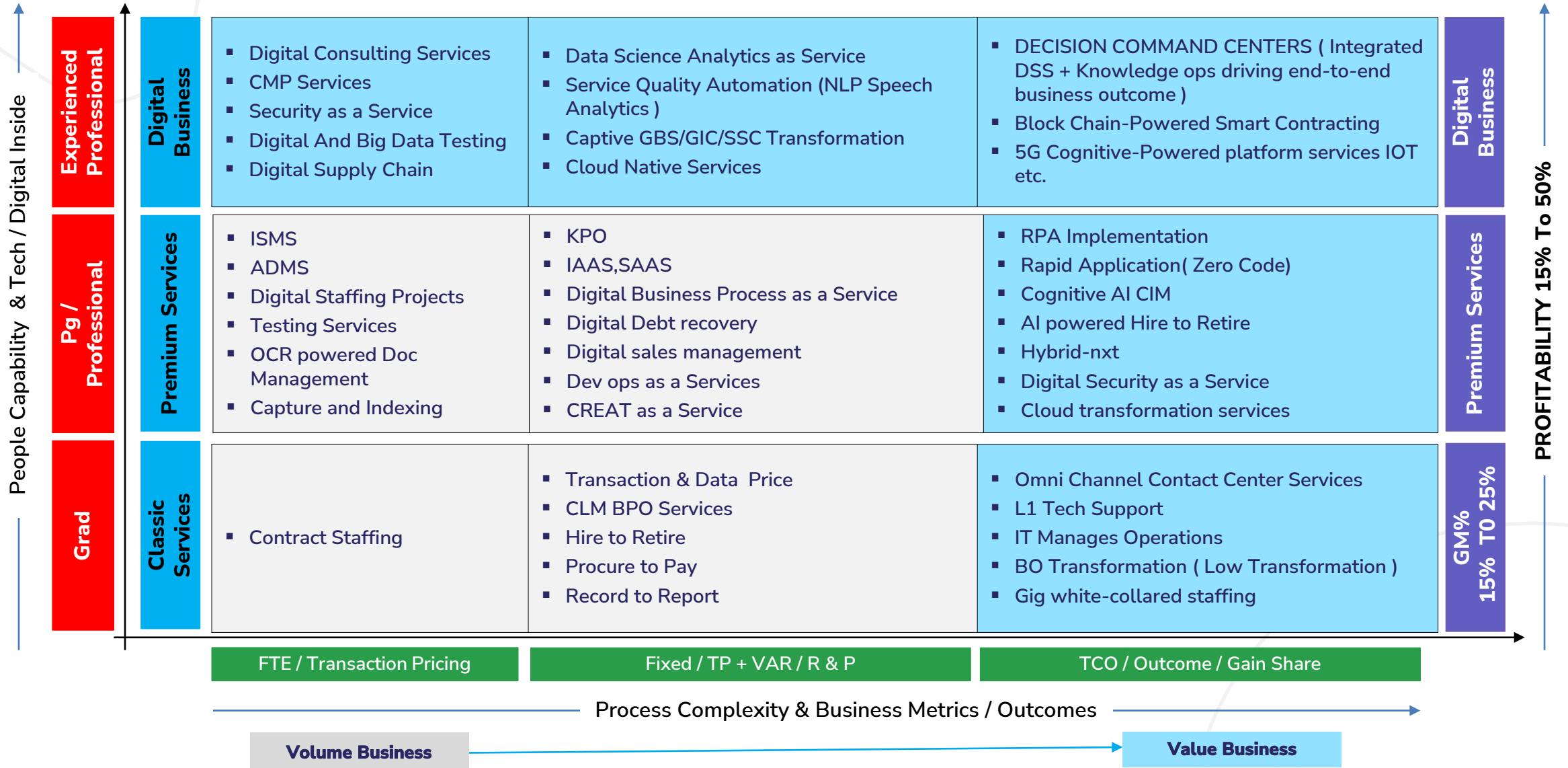
➤ BUILD BUSINESS

- Revenue plan and AOP for NuRe service and product lines to drive value business
- Build Cognitive computing services platforms /products in edge computing
- Launch the Telecom COE
- 5G Lab as a Services to be launched as a service
- Oracle COE to be launched
- Industry 4.0 Manufacturing Ready services (Private networks /SD WAN /IOT /Edge Cloud and Edge Analytics)

Organization Design, Structure & Go-To-Market



Services Framework (Changing the Revenue Mix)



Aligning People Strategy to Business – Vision FY25-26

REVENUE FY25-26
Rs.2000 Cr

PURPOSE

To be a trusted global one-stop, digital transformation partner that delivers business excellence and exceptional outcomes to our customers in this new digital decade.”

EBITDA
Rs.300 Cr

FY2023 Focus = Revenue at Rs.835 Cr. EBITDA Rs.30 Cr

Key Objectives	Market Development	Process Improvement	People Development	Next Gen Technology Development	Cultural Improvement
Key Initiatives	<ul style="list-style-type: none"> Increased Customers – all verticals Story Telling Brand Visibility Accelerated Foreign market expansion CEO Increased face time with Shareholders Enhanced Account Management 	<ul style="list-style-type: none"> Extreme automation Digitalisation of operations. Implement Lean Processes. 	<ul style="list-style-type: none"> Improve Hiring quality Improvise Performance Management System Enhanced learning and Development Build COEs Build company level Leadership qualities 	<ul style="list-style-type: none"> Investing in Technology Integrated Platform Evolve Value realisation Models Productised services 	<ul style="list-style-type: none"> Goal & Result Oriented Culture Fiscal Discipline Being Agile Review and Discuss Culture.
Key Performance Indicators	<ul style="list-style-type: none"> Revenue Per Employee Revenue Per Customer Revenue Per month Revenue per Region. 	<ul style="list-style-type: none"> Resource utilisation % Lead time for starting Delivery. Billing Loss per Customer 	<ul style="list-style-type: none"> Attrition rate Time to Hire Employee experience index Employee development index 	<ul style="list-style-type: none"> ‘BUILD’ Revenue per quarter 	<ul style="list-style-type: none"> % of Budget Completion. Cost per Employee



FY2022-23 Outlook

REVENUES

➤ **Rs.760 Cr**

Business Attributes

- Revenue Mix Change
- Volume to Value Business
- Set Margin benchmarks
- Grow Practice powered
- Account based strategy

EBITDA

➤ **Rs.15 Cr**

Order Book 100 Cr

- Targeting new Order Book of Rs.100 Cr with GROW & BUILD lines of digital businesses

GROW & BUILD – Revenue Mix Streams

Available on

ORACLE
Cloud Marketplace



NuRe **EDGE**
Borderless Security

NuRe **DESK**
Desk with an Edge

NuRe **3i+**
Powered by Oracle

KPaaS

3i EnGRC
Innovation by H2

CFP

Universo

Flexib
SWIFT TEST AUTOMATION

MAGDIE
AUTOMATION SOLUTION FOR IT OPERATIONS

BPaaS

- Oracle COE we are launching in India Tier III City in Q1 FY23
- MDEC Malaysia NuRe Services will start by July 2023
- SMB Market offerings would start in Q2 FY23

Revenue Mix LOB / Sub-LOB's

Sub LOB's Expected Revenue Contribution

- Oracle COE : 4 Cr
- NuRe Cloud First : 10 Cr
- Digital B/K Paas : 6 Cr
- AAA : 10 Cr
- Campus Lab : 6 Cr
- Flexib ++ : 8 Cr
- Cognitive Services : 6 Cr

Major Sub LOB's

- Nure Edge : 10,000 Users
- NuRe Desk : 10000 Users
- Momenta ++: 100 Licenses
- Maggie (Automation As A Service)
- 5G Lab As A Service
- IOT Powered Edge Computing



3i Infotech®
LIMITLESS EXCELLENCE

Thank You



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Glossary

IBR	:	India Business Region
GBR	:	Global Business Region
EBR	:	Emerging Business Region
BPaaS	:	Business Process as a Service
KPaaS	:	Knowledge Process as a Service
AAA	:	Application Automation Analytics
AI	:	Artificial Intelligence
SASE	:	Secure Access Service EDGE
IMS	:	Infrastructure Management Services
IoT	:	Internet of Things
HCM	:	Human Capital Management
TME	:	Telecom Media Entertainment
DIMS	:	Digital Infrastructure Management Services
CLM	:	Customer Lifecycle Management
LCM	:	Lifecycle Management
MVS	:	Multi-Vendor Services
GCC	:	Global Command Center