

August 28, 2024

The General Manager  
**BSE Limited**  
Corporate Relationship Department  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai- 400 001

The Manager  
**National Stock Exchange of India Limited**  
Listing Department  
Exchange Plaza, 5th Floor, Plot No. C-1,  
Block-G, Bandra-Kurla Complex, Bandra(E)  
Mumbai-400 051

**BSE Scrip Code: 532281**

**NSE Scrip Code: HCLTECH**

**Sub: Presentation made at the Company's Investor Day 2024**

Dear Sirs,

This is with reference to the intimation vide our letter dated August 20, 2024, for hosting the Company's 'Investor Day 2024' on August 28, 2024.

We are enclosing herewith a presentation that was made to the investors in the aforesaid event. The same shall be hosted on the Company's website <https://explore.hcltech.com/investor-day-2024>.

It is further confirmed that no Unpublished Price Sensitive Information was shared by the Company during this event.

This is for your information and records.

Thanking You,  
Yours faithfully,

For **HCL Technologies Limited**

Digitally signed  
by Manish  
Anand  
Date:  
2024.08.28  
23:15:38 +05'30'

**Manish Anand**  
**Company Secretary**

Encl: a/a

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Progress™

# Investor Day 2024

**C Vijayakumar**

CEO & Managing Director

## Safe Harbor Statement

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## Relative TSR performance

Industry leading TSR for a decade

CAGR as of Mar 31, 2024	HCLTech	Peer 1	Peer 2	Peer 3
10 Years	18.7%	16.5%	16.9%	10.0%
9 Years	15.9%	15.6%	14.4%	9.0%
8 Years	20.8%	17.8%	14.7%	11.7%
7 Years	22.2%	21.2%	20.2%	15.3%
6 Years	24.1%	21.6%	21.5%	16.2%
5 Years	26.6%	17.3%	18.3%	15.0%
4 Years	42.2%	23.8%	27.8%	27.5%
3 Years	20.4%	9.3%	5.8%	6.0%
2 Years	19.2%	4.6%	-9.3%	-8.9%
1 Year	47.1%	23.5%	7.5%	32.7%

**#1 Annual TSR**  
in five out of the last ten financial years

Demonstrates consistency and predictability in delivering best-in-class Total Shareholder Returns over a long period



## Factors driving this outstanding performance

Our cultural DNA

Entrepreneurial and  
empowering environment

Innovation driven by  
our engineering pedigree

Art of the possible

Stable & home-grown leadership



## Factors driving this outstanding performance

An all-weather portfolio

### Made possible by execution of our Mode 1-2-3 strategy since 2016

- Has resulted in the right mix of discretionary, non-discretionary services and IP
- An improving mix across verticals and geos
- Developed Digital Business, almost all organically
- Acquired selectively to augment capabilities and for market access in verticals/geos

Today, well-acknowledged as a **leader in several analyst ratings and as industry-leading growth**



## Factors driving this outstanding performance

### Client experience

#### Strong growth across categories

demonstrates our strong execution with the best quality outcomes

Only service provider to win six

### 2023 ISG Star of Excellence Awards

Impressive CX score of 82.3 vs. industry average of 68.9

#### Track record of winning and executing mega deals

Only service provider to be rated

### Customer's Choice in Gartner® Peer Insights™ Voice of the Customer

for Custom Software, Digital Workplace, Data Center and Hybrid Infrastructure

22

\$100M+ clients  
from 16 in FY22

254

\$10M+ clients  
from 208 in FY22

951

\$1M+ clients  
from 882 in FY22

# Factors driving this outstanding performance

## Our people

**Top Employer in 26 countries,**  
with a #1 ranking in 15

**29.1%**  
**Overall gender diversity**

**TechBees**  
Differentiated talent strategy

**12.4%**

LTM attrition  
from 21.7% in FY22

**24%**

Increase in leadership  
gender diversity since FY19

**25,218**

India New Vistas scaleup  
vs 19,291 in FY22

**24,797**

Nearshore employee  
strength vs 21,497 in FY22



## Factors driving this outstanding performance

Our approach to ESG

**Act. Pact. Impact.**

**Leadership rating (A-) from CDP,**  
for climate change actions

**Best rating among Indian peers**  
by Sustainalytics

**₹1400Cr**

CSR investments in India  
Transforms over 6.5 million lives

**25%**

Scope 1 and 2 reduction from FY20  
5% higher than projected



## Factors driving this outstanding performance

### Corporate governance



#### Diverse board

- 70% independent directors
- Gender-balanced board
- Experts from diverse industries across the globe



Among the World's Most  
Ethical Companies® 2024  
by Ethisphere

## These factors contributed to solid financial performance



### Industry-leading organic growth

Revenue

**\$13.3B**

7.5% CAGR since FY22



### Gained wallet share

across service lines in the last business cycle

Earnings per share

**₹57.9**

7.8% CAGR since FY22



### Capital efficiency

with continually improving RoC

Operating cash flow

**\$2,711M**

19.7% increase since FY22

Market capitalization

**\$50.2B**

20.6% growth since FY22

## What could have been better

### Market participation and bookings

Increased market participation, resulting in better G2000 coverage

### Cost

EBIT continued to remain stable as against our aspiration for expansion

Employee cost as a % of revenue remains above pre-pandemic era

Fresher hiring and deployment efficiency

## Key Strategic Priorities in the near term

# Top opportunities for sustained growth leadership

Total addressable market for IT Services nearing \$2T by 2030

1

**Data and AI expected to grow at a 19.1% CAGR**

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Services market for AI / GenAI - Outsourced AI services, enabling digital & cloud services to be \$200B by 2029

2

**Enterprise business applications to reach \$325B in 2027, with a CAGR of 14.3%**

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SAP cloud platform services market is expanding at a CAGR of 26%

3

**Cloud migration and cybersecurity great market opportunities**

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By 2028, 70% of tech workloads will run in a cloud environment, up from just 25% today. Security market likely to grow at high teens plus rate for another decade.

## Top opportunities for sustained growth leadership

Total addressable market for IT Services nearing \$2T by 2030

4

**ER&D market for engineering service providers will be ~\$170B by 2027**

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Growing at 8–9% annually, supported by digital engineering opportunities in telecom, semi, auto, etc.

5

**Business process services market to be \$300B by 2028**

---

Digital BPaaS and AI to enable this by growing at 8% CAGR

6

**Largest two verticals, BFSI and TMT is 43% of the market**

---

Still growing strong at or above market rates till 2028



## Key vectors to sustain growth leadership



Full-stack AI solutions enabled by AI Force and AI Foundry



Differentiated challenger in SAP, other enterprise applications, data & AI, etc.  
*Refer slide 18*



Consolidate our infrastructure leadership via cloud modernization



Vertical digital engineering opportunities – telecom, semi, auto, etc.



Take advantage of growth in cybersecurity services



Gain share in DPO through engineering-led approach



Continue growth leadership in BFSI and TMT



Growth through G2000 equivalents and future G2000



Expanding market participation in Focus and New Frontier markets



Supercharging Progress™ as Fastest Growing Top 10 IT Services brand

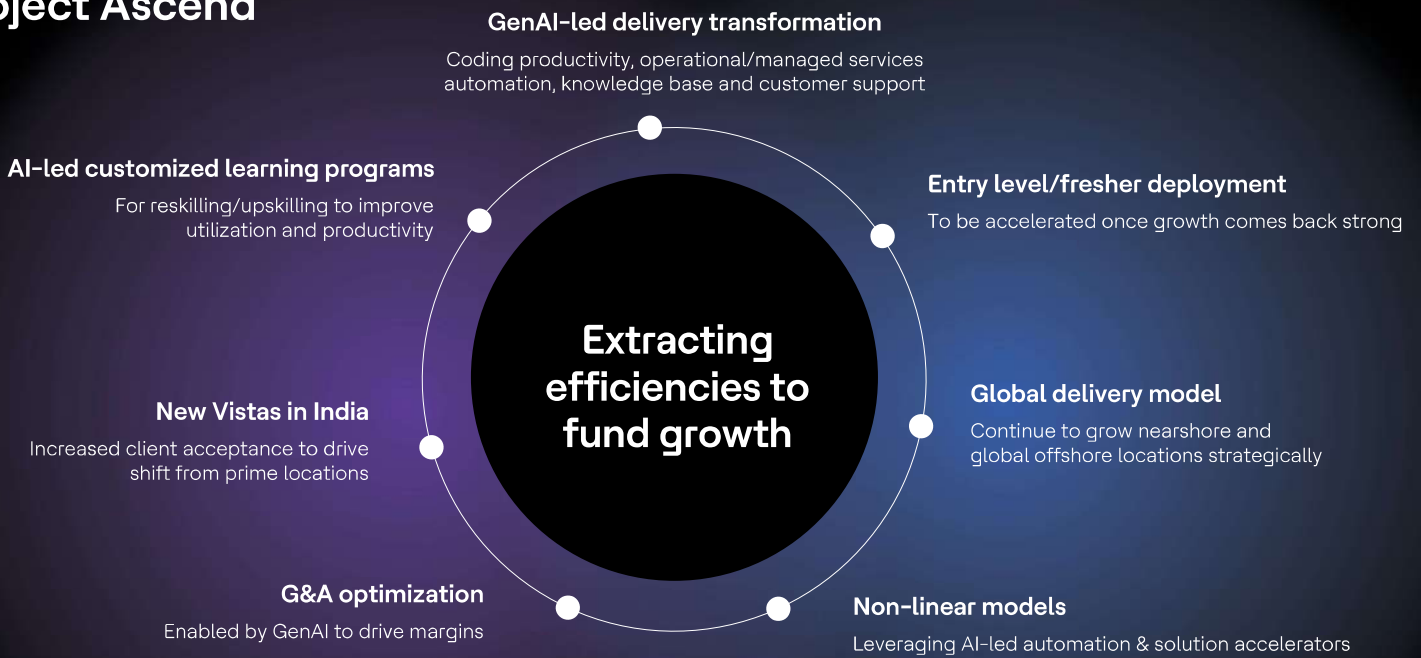


Integrated services GTM organization



Larger partner ecosystem beyond OEMs and hyperscalers

# Project Ascend

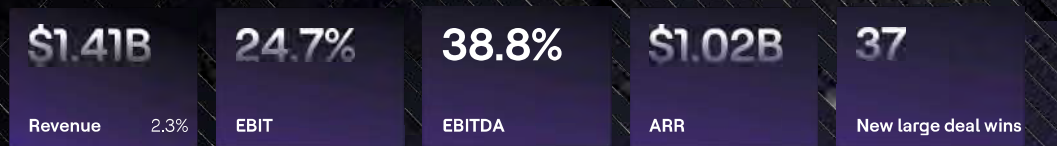


Investment in GenAI solution development and increasing sales presence to improve market participation to offset some of the gains

# HCLSoftware: Long-term strategic priority

HCLSoftware - Largest enterprise software business out of Asia

## FY24 performance



### Product portfolio

- AI & automation
- Data & analytics
- Business apps
- Security & compliance



### Key achievements

- Portfolio stabilization
- Global GTM engine
- Growth in subscription and ARR
- Large deal at SBI



### Future priorities

- Step up growth from low single digit to mid-single digit
- Expansion into India, Africa & Middle East
- Capability additions like Zeenea
- Continue to leverage synergy sales



# Looking ahead – our strategic objectives



Leadership through differentiated services and products **leveraging our engineering pedigree**



Employer of choice for professional services talent across chosen geographies



Preferred digital **and AI** partner for Global 2000, **equivalent and emerging** enterprises in chosen markets



Weave ESG (Environmental, Social and Governance) into business strategy



**Continue to deliver top quartile TSR** (Total Shareholder Return) over the medium term

## HCLTech to set up Migration Factory for SAP

HCLTech has signed an agreement with SAP for setting up a Migration Factory to simplify and accelerate the RISE with SAP transformations for SAP's end customers. This is a pivotal moment in HCLTech's relationship with SAP where SAP leadership have trusted HCLTech to drive their strategic program to achieve faster and efficient migrations to S/4HANA and cloud adoption under the 'RISE with SAP' offering.



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# AI and GenAI

PoV and Offerings

**Vijay Anand Guntur**

Chief Technology Officer  
and Head of Ecosystems

**Srinivas Kompella**

Senior Vice President,  
Data & AI Practice Head

**Alan Flower**

Executive Vice President and  
Head, AI & Cloud Native Labs

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# HCLTech AI pedigree

Building and deploying AI solutions since 2016



## Research team

Set up an AI research team



## AI Engineering

Built AI silicon for training, inference and validate production-grade AI infrastructure



## AI-led IP solutions

SDLC (precursor to AI Force), DRYICE, iAutomate, Digital Colleague



## Focused Investments

Data and AI acquisitions in niche areas - Actian, Starschema and now Zeenea



## AI and GenAI offerings


### AI and GenAI Engineering


 Semiconductor engineering

 Hardware engineering

### AI Force


Service transformation

 Efficiency in IT and business processes


 Accelerating build and modernization


### AI Foundry

Value stream innovation


 Modernized data and AI-stack


 Run cognitive infrastructure

 Dealing with distributed data

 Building data-driven applications

### AI Labs

 Journey to value realization

 Ideation to MVP





# AI and GenAI engineering

Cognitive infrastructure and semiconductor expertise

## Cognitive infrastructure

AI platforms

Networks and security

AI-optimized storage

AI-optimized compute (GPU, TPU, CPU)

## AI semiconductor engineering

Edge AI chip

Training accelerator

Inference accelerator

### Japanese imaging company

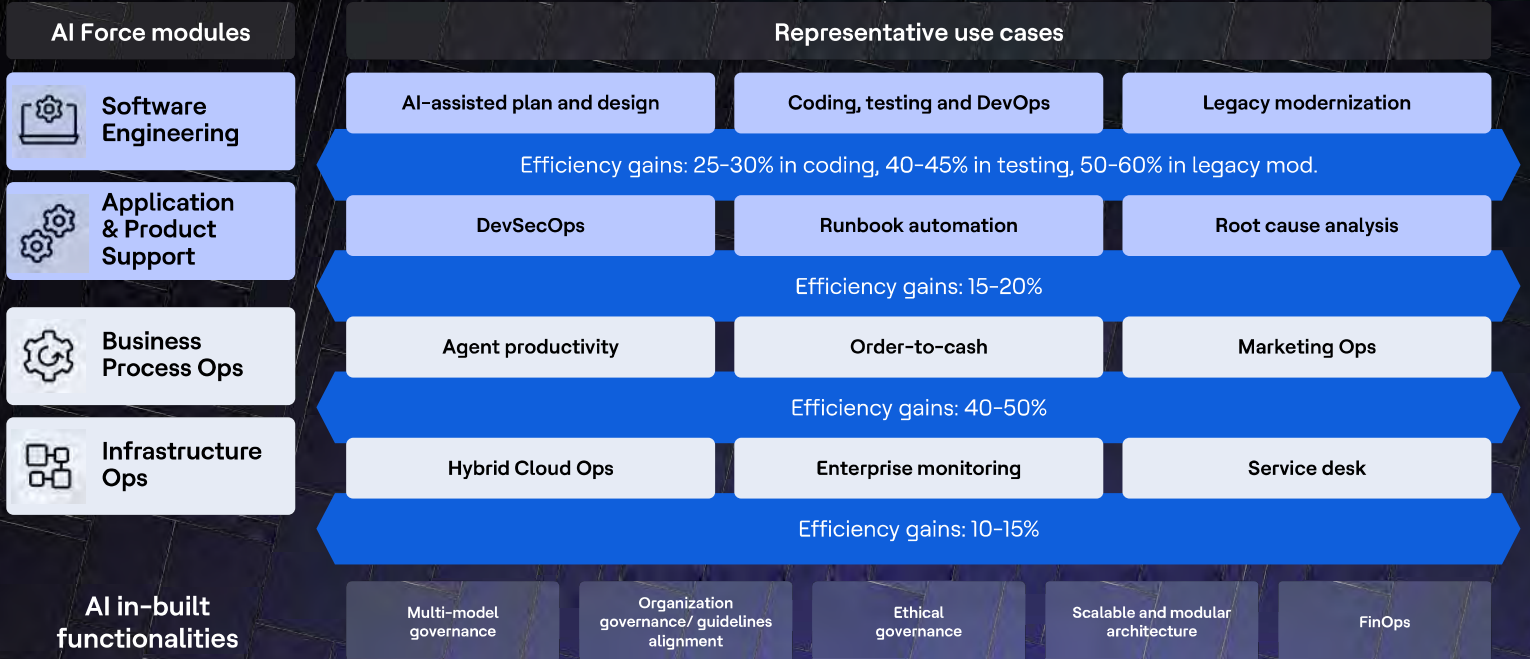
Increased its market share by launching an **easy-to-operate and accurate AI-based camera**. Created a prosumer market segment.

### Top 10 tech company

Designed **video accelerator and AI Inference chip**. Enabled to regain market share 10% YoY.

Upgraded the **cognitive infrastructure to accelerate AI adoption** to reduce training time from 9 to 6 months.

# Service transformation through AI Force



■ AI Force software engineering (SWE)

# Service transformation through AI Force



## Software Engineering

Uses patented AI accelerators to augment, accelerate and significantly improve the quality of the Software Development Lifecycle (SDLC) across product and application development, testing and support.

## Coding assistants

LLM-specific

Coding only

Limited customer context

Only one deployment model



## AI Force

Extensible

SDLC lifecycle  
(Requirements, dev, test, migrate and modernize, support and ops)

Customer context aware

Multi-deployment and secure



# Announcing HCLTech AI Force's integration with GitHub Copilot™

- AI Force is now integrated with Microsoft Github Copilot and will be enabled as a Microsoft GitHub Copilot extension
- We are among the first Indian SIs to have this partnership
- AI Force and GitHub Copilot provide unparalleled extensibility and wide coverage of use cases across legacy modernization, product and application development, DevOps, automation, infrastructure and application support and operations, continuous feedback and end-to-end benefits measurement.

## AI Force Impact across the SDLC

Requirements

**20-25%**

faster time

Testing

**35-50%**

acceleration

Continuous feedback

**15-20%**

in business impact

Build/modernize

**25-30%**

acceleration in development

**50-60%**

modernization/migration

DevOps, Launch and support

**15-20%**

in DevOps

**18-20%**

reduction in MTTR

## Service transformation

### Global networking OEM

Accelerates its products' GTM in a highly competitive market. Made possible by GenAI-infused testing

Efficiency gains

up to **40%**

### Leading Australian bank

Legacy Modernization

Patented GenAI solution helped migrate 200+ legacy net applications to modernized architecture.

Faster time to modernize

**60%**

### Global technology company

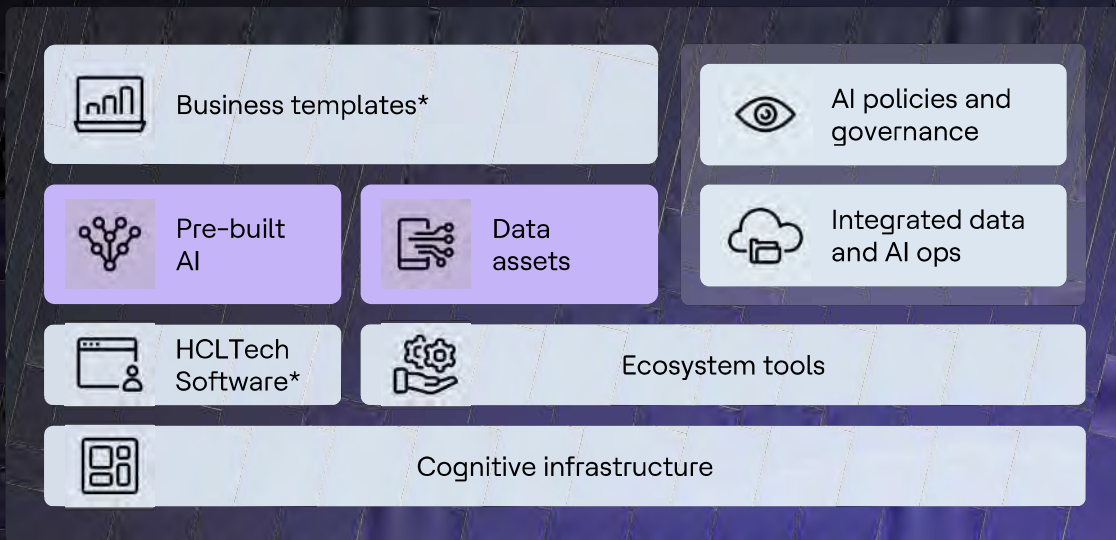
Enabled AI Force-led marketing ops transformation from manual-driven content development by a third-party vendor to a GenAI automated content generation

Content generation efforts

**80%**

## Value stream innovation

HCLTech AI Foundry shapes enterprise plans and embeds AI across value streams for outcomes



\*Actian, Zeenea and other HCL Software, expansion of business templates, Edge AI future releases



# Value stream innovation

HCLTech AI Foundry shapes enterprise plans and embeds AI across value streams for outcomes



## CXO outcomes

**45%**

savings in AI platform management

**50%**

faster time to production

**3x**

increase in AI-driven KPIs

**80%**

savings in content creation and distribution

Investments in industry-focused repeatable solutions

### Sales and Marketing

5x increase in customer insights and analytics

### BU/LOB

5x improvement in AI-enabled value stream



## Industry-focused repeatable solutions

### Healthcare: Clinical advisor

GenAI-powered clinical advisor allows healthcare specialists spend more time on patient care.

Potential savings

**\$100M+**

### Financial Services: Trade compliance

GenAI-based trade surveillance system in a connected compliance platform. Enabled faster alert closures leading to enhanced regulatory compliance.

Reduction in time

**87.5%**

### Telecom: Customer intelligence

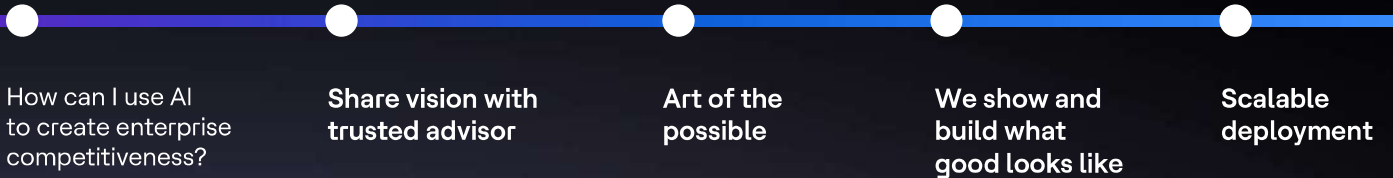
AI-driven customer segmentation and campaign planning. Using AI to improve customer segmentation (geographic, demographic, psychographic) to drive customized campaigns, driving higher conversions.

Reduction in customer churn

**25%**

# Journey to value

Value stream innovation at AI Labs

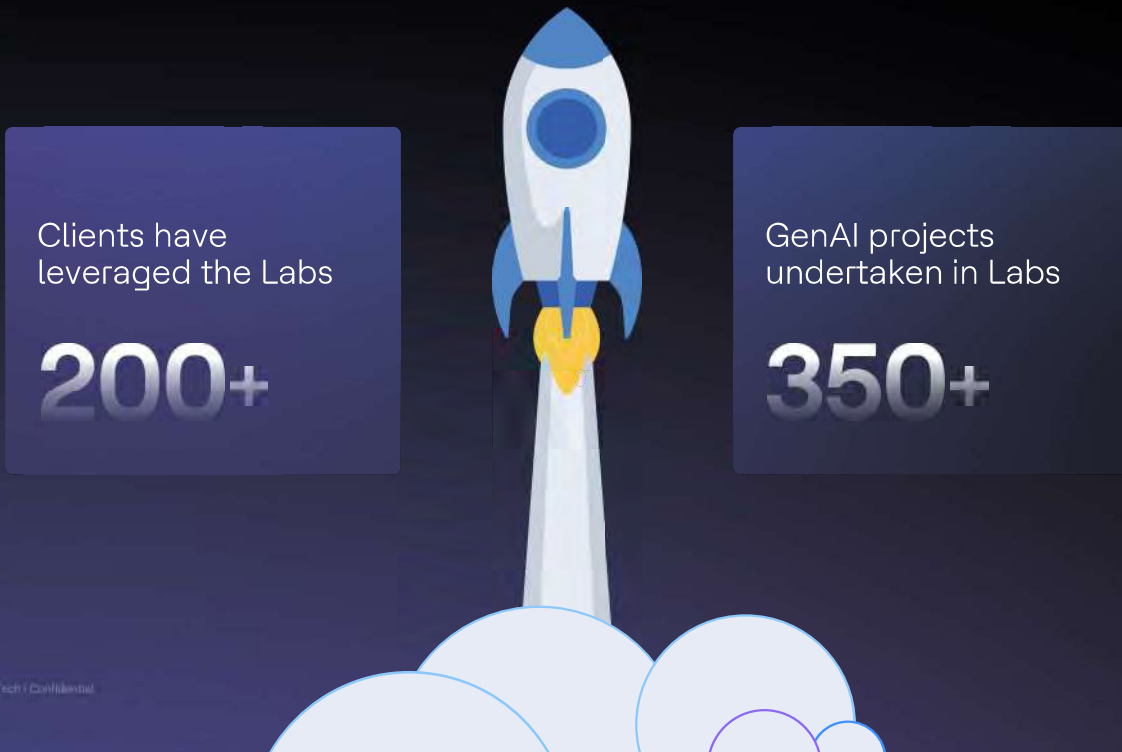


What to do?  
How to build?  
Not sure what we want?



## Journey to value

Value stream innovation at AI Labs



# Journey to value

Idea to MVP at AI Labs.



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# Financial Services

Market impact and GenAI successes

**Srinivasan Seshadri**

Chief Growth Officer and Global Head, Financial Services

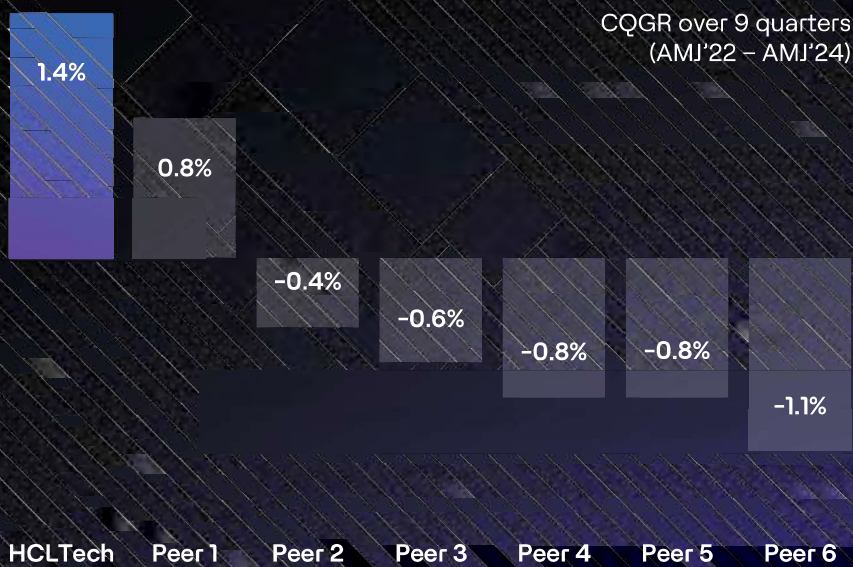


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# Market success playbook

Dominant growth, consistently



## Dominant growth, the drivers



### Engineering DNA

Platformation, agile @scale @pace, next-gen tech



### Differentiated challenger

Pivot to digital, operating model transformation



### Verticalized digital foundation

Cloud and integrated services contextualized for financial services



### Outcome-focused

Value stream centricity, efficiency engineering, predictable outcomes

HCLTech Peer 1 Peer 2 Peer 3 Peer 4 Peer 5 Peer 6



## Cashing in on our strengths, as the market eases

### Big bets are paying off

Wealth core transformation for a leading wealth manager on Temenos

Strategic partner for a large card and payments network

Experience transformation for retirement arm of a leading US FSI

### White spaces as growth engines

Insurance brokerage firms

Specialized banks

Large central banks

### Expanding presence in our key accounts

Core migration for a leading insurer

Cloud transformation for global custodian

Payments transformation for a leading global bank

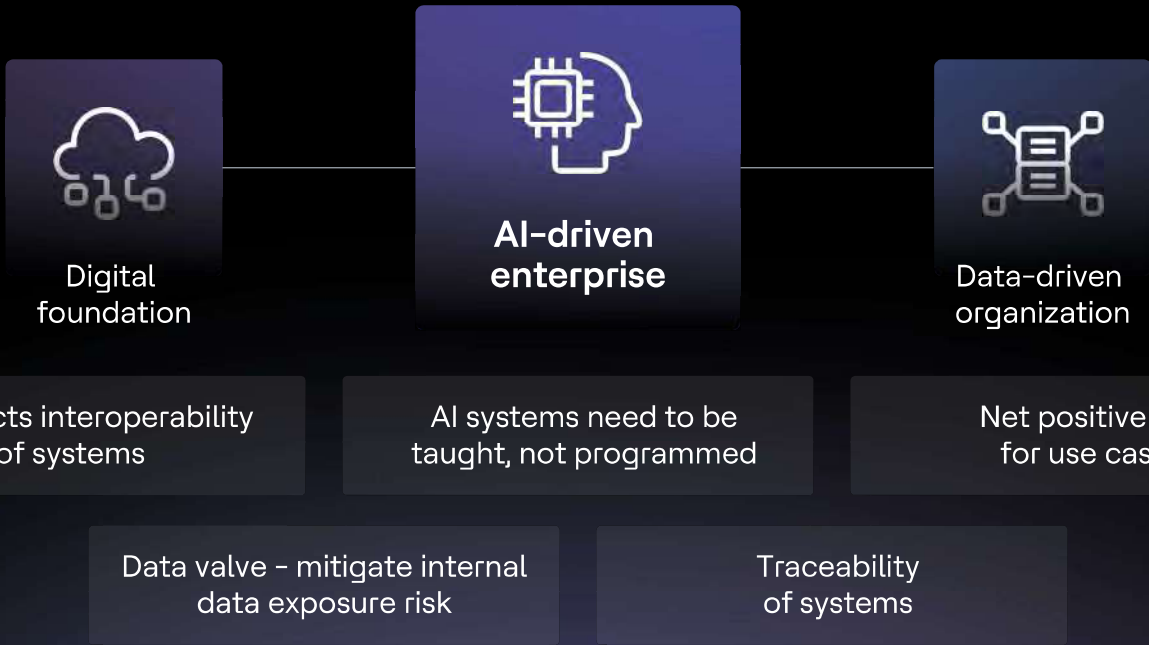
Commercial lending and tech ops for a Big 4 bank

Digital engagement for leading LATAM central bank

Cloud migration for a large global insurer

# GenAI success guardrails

Accelerating AI-led outcomes in financial services





# GenAI impact is a journey

From service efficiency with zero disruption, to zero marginal cost of applying intelligence



## Digital Foundation

Data  
Cloud  
Cognitive infrastructure



## AI capabilities

Personalized communications  
Extract doc info  
Agentic workforce  
Alert review  
LLM & RAG  
Segment patterns  
Conversational intelligence



## Service transformation

Resilient digital supply chain  
ADM  
Legacy modernization  
AI Ops

Powered by  AI Force



## Value stream innovation

Trade finance  
Lending  
Trading  
Customer experience  
AFC & compliance  
Insurance  
Payments  
Wealth

Powered by  AI Foundry

## Capitalizing on HCLTech strengths to accelerate the journey

Challenger mindset

End-to-end  
value stream focus

Traceability and  
compliance driven

Structured  
to execute



# Client relevance leading to deeper engagements

## Service transformation

Leading US insurer

Service desk transformation

Accuracy for ticket assignation

**91%**

Saves projected p.a.

**15-20%**

Email categories - automated

**1,000+**

Leading European bank

Transforming contact center operations

Reduction in AHT

**40%**

Processes automated

**30-40%**

Increase in CC capacity

**30%**

## GenAI-led data modernization

Large APAC bank

Data cloud migration testing to cloud

Data

**25PB**

Data pipeline

**55K**

Reduced testing effort

**60%**

## ML Ops

Large multi-line FSI

Enterprise ML Ops for automated monitoring

Faster deployment

**30%**

Improved predictability

**75%**

Faster GTM strategy adoption

**50%**

# Client relevance leading to deeper engagements

## Value stream innovation

### Leading European investment bank

Trade and communication surveillance for alert analysis and improved decisions

Detect anomalies and potential compliance breaches for corrective actions

Reduced time for alerts

**60%**

Less investigation

**87.5%**

Efficiency - news aggregation

**90%**

Improved closure notes

**20%**

### Leading global payments firm

WhatsApp-based money transfer for natural language-led user inputs

Upon user confirmation, automated money transfer receipt

Customer adoption

**2M**

More customer engagement

**20%**

Revenue/NIR

**30%**

### Impact across the FS value chain

#### KYC

- Content summarization in CDD review
- Generating automated risk summaries

#### Insurance

- Claims automation assessing claims and damages
- Processing payments on determination

#### Payments

- Predicting exception causes and generate resolution
- ISO20022 address conversion

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# Telecom, Media and Technology

Industry Focus

**Anil Ganjoo**

Chief Growth Officer, Americas, TMT and RCPG Industries



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# TMT is fastest growing amongst peers

Industry-leading growth drivers



CQGR over 9 quarters  
(AMJ'22 - AMJ'24)

Large customers,  
highest spend intensity

Long tenured, satisfied customers

Driving mindshare with multi-  
tower presence, with engineering  
as the lead proposition

Largest services deal

Well-rounded market recognition

Leading 360-degree partnerships

HCLTech

Peer 1

Peer 2

Peer 3

Peer 4

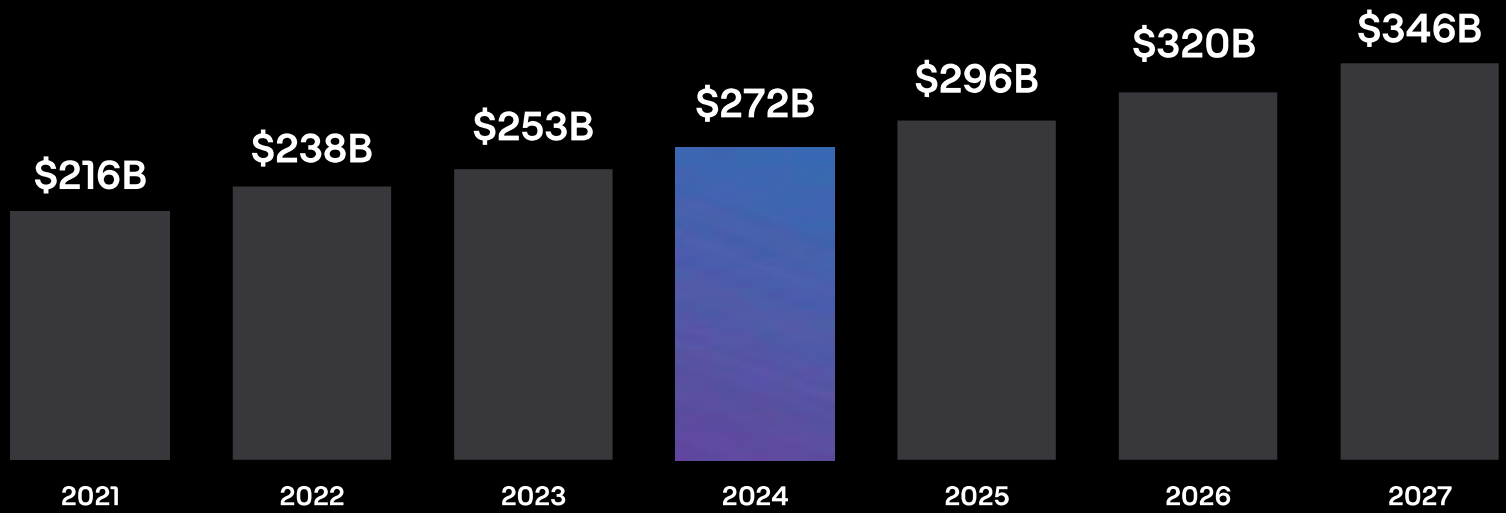
Peer 5

Peer 6

Peer 7

## CSP industry spend is one of highest worldwide

\$200B+ TAM growing at 8% CAGR



Source: Gartner 2024 Enterprise IT Spending Forecast for Communications

# Telecom market success playbook

## Telecom transformation journey



**NetCo**  
Traditional Telco

(Standard connectivity service)  
Siloed operations and manual processes



**ServCo**  
Service-oriented Telco

(Traditional and value-added services)  
Data and automation-driven



**DigiCo**  
Digital Telco

(Digital services - IoT, AI, cybersecurity)  
Speed, agility and ecosystem-driven

### Value streams

#### Speed to market

(Accelerated delivery and deployment)

#### Improved speed to market by 21x

Enterprise product catalog transformation for sales, marketing and fulfillment journey. Accelerated product launch from 42 days to two days leading to \$120M revenue growth

#### Efficient and optimized processes

(Streamlined operations)

#### Improved billing and order fallout reduction by 30%

Operations of largest non-COTS based billing and rating platform managing 140M+ subscribers and \$100B+ revenue

#### Innovate and monetize

(New product and business model)

#### Deploy new capabilities 3x faster

North Star architecture-based order management modernization using microservices and API-driven platform

#### Open architecture

(Cloud, build vs buy)

#### Provisioning and activation simplified

World's largest real time network provisioning platform based on open architecture, modernization and support of 100+ networks leading to 12M of increased subscribers

#### Frictionless experience

(Customer, employee, partner)

#### Customer onboarding and experience++

Largest network service management operations and modernization for 12K+ enterprise clients

## Even more growth opportunity ahead

Carve-out of HPE Communications Tech Group allows for widespread global penetration

### HPE-CTG partnership includes

Solutions and  
19 Intellectual property  
in Network Services, BSS,  
OSS, Data, Media and IOT

Co-innovation  
and co-creation

360-degree  
GTM partner



Global presence in 25  
of Top 30 CSPs



Strengthen CSP  
industry practice



Cross-sell  
HCLTech services



Delivery centers in Spain,  
Italy, Brazil, Romania, Japan



Expand  
engineering services



# Tech market success playbook



Ten large tech companies with ~\$1T revenues, ~60% of HCLTech tech vertical

Balanced portfolio also including emerging big tech;  
20 new logos added in last two years

## Driven by

 <p><b>Focused on semiconductor engineering</b></p> <p>Largest team in the industry</p>	 <p><b>Outcome-centric model</b></p> <p>GenAI is about outcomes and not output</p>
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## Driven by Full spectrum of engineering capabilities

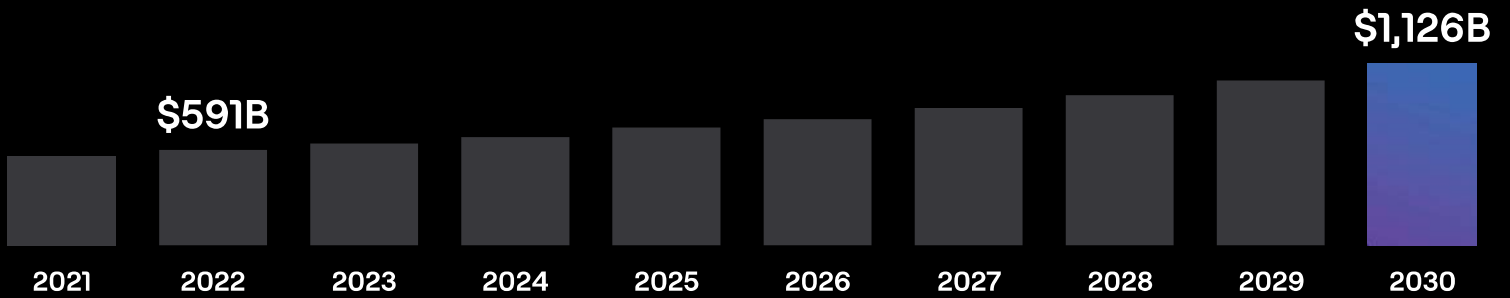
 <p>Silicon and hardware engineering</p>	 <p>Cloud and data engineering</p>	 <p>Software development</p>
-----------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------

## Driven by Best in class recognitions in 2024

 <p>Awarded EPIC Outstanding Supplier Award</p>	 <p>Partner of the Year Fastest Growing Hybrid Cloud Business</p>	 <p>Global Partner of the Year</p>
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## The growing semiconductor market



### Custom chip development for non-traditional players' market



Source: Internal Research based on company sites, brochures, news articles, and reports from Deloitte, McKinsey, & BCG

## Best positioned to address the growing semiconductor market

**27+**

Years of experience

**95%**

First silicon success

**200+**

Tapeouts

**\$100M+**

Lab investments across 10+ labs,  
partnerships with top 4 FABs  
and 40+ IP partners

**Process nodes**

N2, N3, N5, 18A

**8/10**

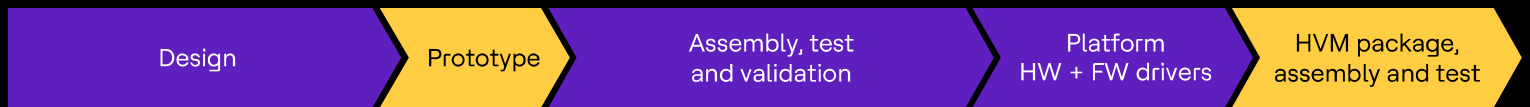
Work with eight out of top 10  
R&D spenders

# Best positioned to address the growing semiconductor market

HCLTech is uniquely positioned

## Development stages

● HCLTech ● OSAT/FAB

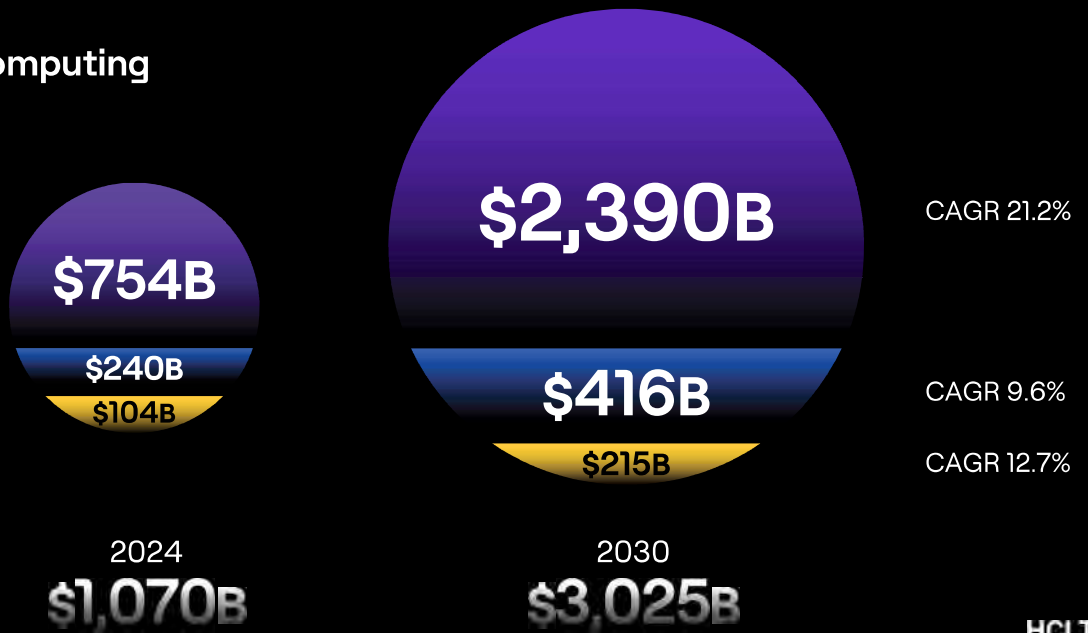


## Big bets on AI leading to big spends

Server device and DC Ops market is expanding rapidly with top-tech competing for market share expansion and GenAI integration.

### 2024-2030 Cloud computing market forecast

- Cloud engineering
- DC infrastructure and ops
- Silicon engineering



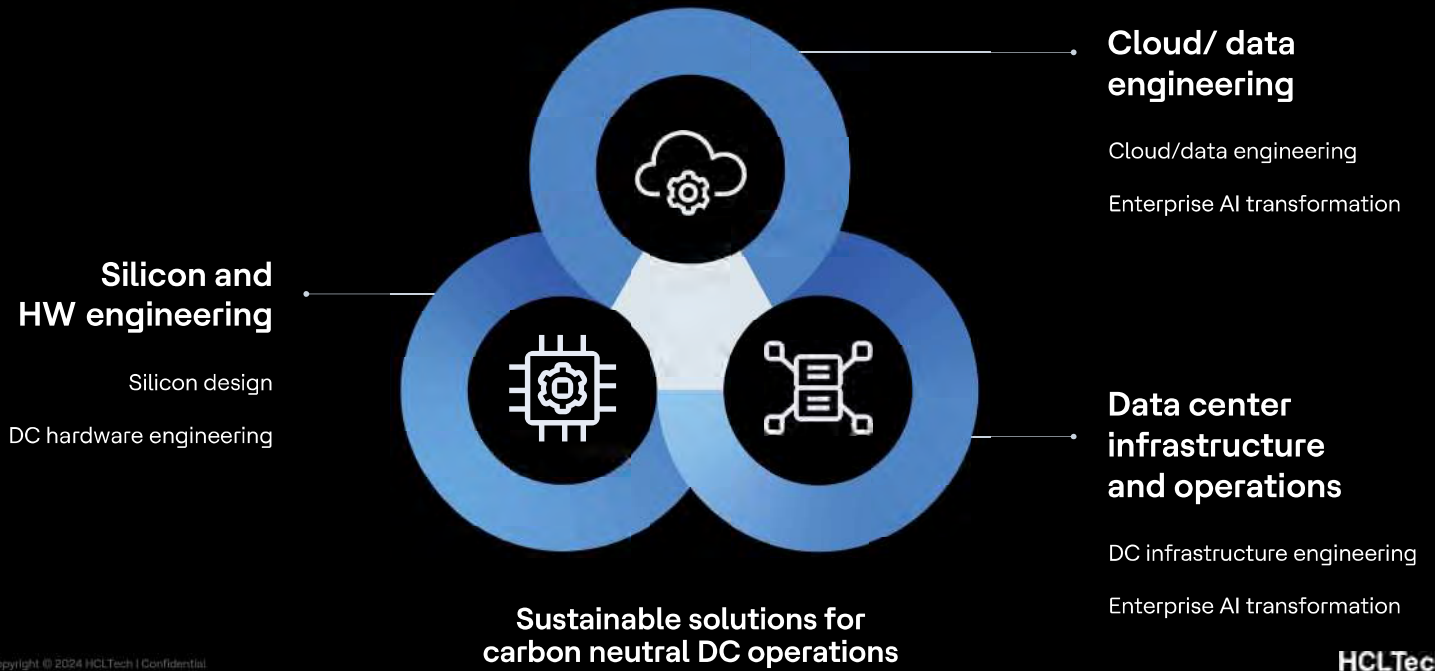
Source: Internal Research based on company sites, brochures, news articles, and reports from Deloitte, Mckinsy, & BCG

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HCLTech

# Chip to cloud

Accelerating time-to-market through silicon to AI-E2E offering





# Telecom, Media & Tech: Force to be reckoned with

Highest TMT vertical revenue share among the peers



**Momentum to deliver  
Industry-leading growth  
in next two years**

**HCLTech** | Supercharging  
Progress™

[hcltech.com](https://hcltech.com)



**HCLTech** | Supercharging  
Progress™

# Finance Overview

**Shiv Walia**

CFO Designate



## Safe Harbor Statement

Certain statements in this release are forward-looking statements, which involve a number of risks, uncertainties, assumptions and other factors that could cause actual results to differ materially from those in such forward-looking statements. All statements, other than statements of historical fact are statements that could be deemed forward looking statements, including but not limited to the statements containing the words 'planned', 'expects', 'believes', 'strategy', 'opportunity', 'anticipates', 'hopes' or other similar words. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding impact of pending regulatory proceedings, fluctuations in earnings, our ability to manage growth, intense competition in IT services, Business Process Outsourcing and consulting services including those factors which may affect our cost advantage, wage increases in India, customer acceptances of our services, products and fee structures, our ability to attract and retain highly skilled professionals, our ability to integrate acquired assets in a cost effective and timely manner, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, our ability to successfully complete and integrate potential acquisitions, the success of our brand development efforts, liability for damages on our service contracts, the success of the companies / entities in which we have made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property, other risks, uncertainties and general economic conditions affecting our industry. There can be no assurance that the forward-looking statements made herein will prove to be accurate, and issuance of such forward looking statements should not be regarded as a representation by the Company or any other person that the objective and plans of the Company will be achieved. All forward-looking statements made herein are based on information presently available to the management of the Company and the Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the Company.

## Past performance

CAGR five years (FY24)

HCLTech  
CC revenue

**9.7%**

HCLTech Services  
CC revenue

**9.3%**

EBIT (INR)

**11.1%**

Past performance

**CAGR  
Five years  
(FY24)**

EPS (INR)

**9.5%**

HCLTech  
INR revenue

**12.7%**

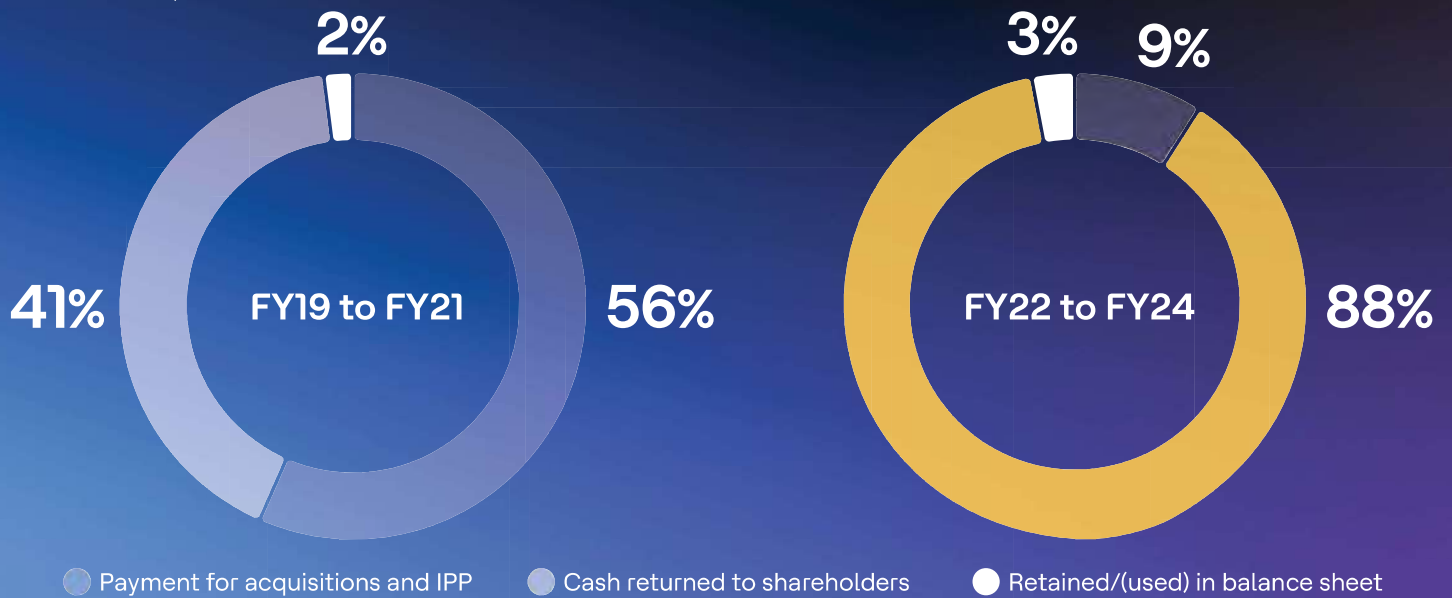
HCLTech Services  
INR revenue

**12.2%**

FCF (INR)

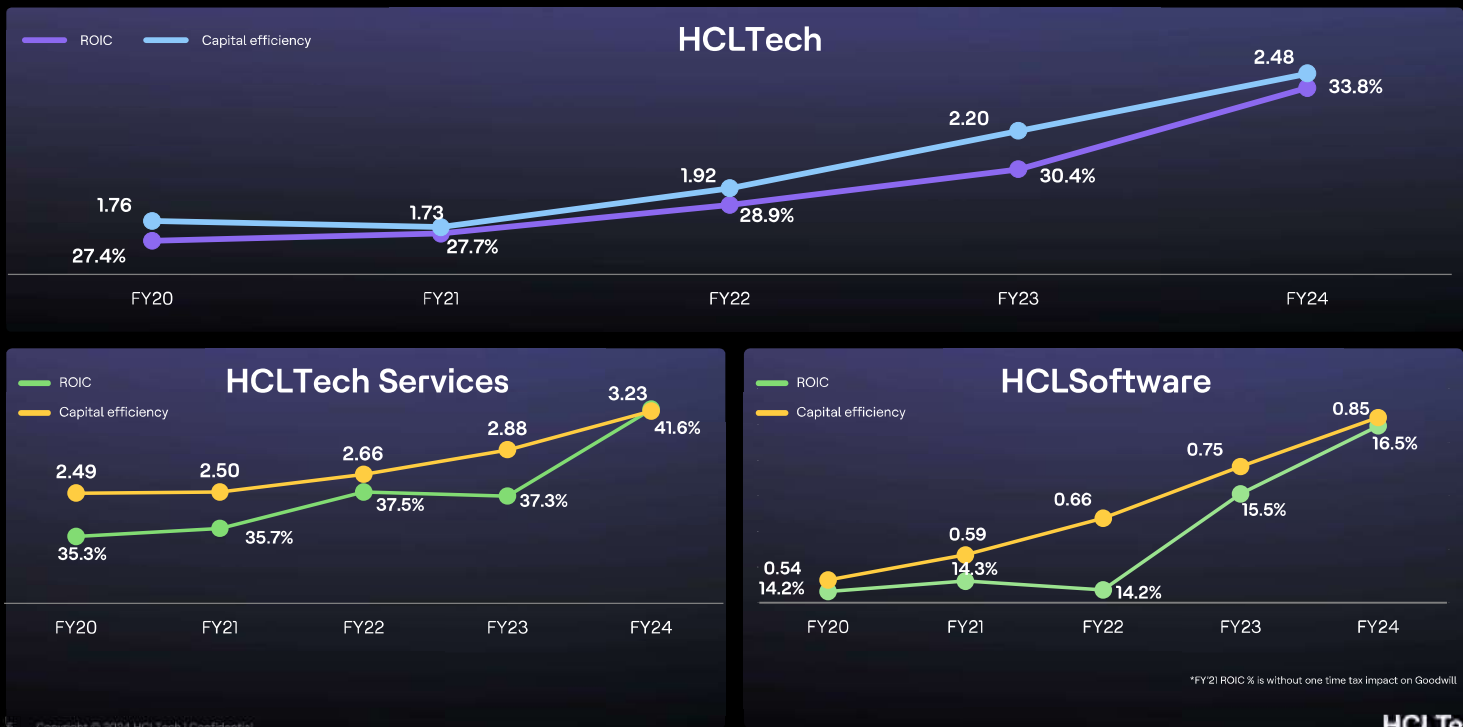
**31.2%**

## Capital allocation: Minimum payout 75% of net income over next five years (FY22 to FY26)



Against stated policy of minimum 75%, actual payout has been **88% in last three years.**

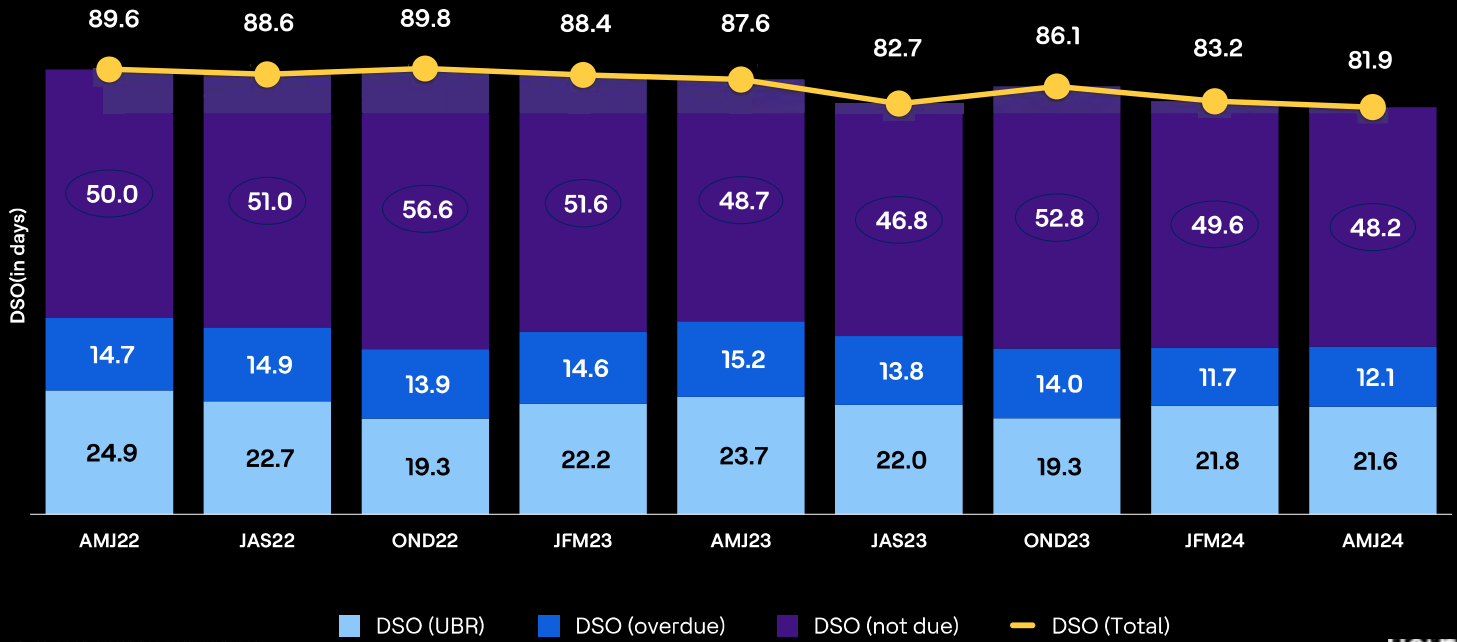
# Improving ROIC and capital efficiency





# Significant Improvement in DSO

Significant reduction in the DSO by 8 days



## HCLSoftware performance round up

Aggregate Investment

**\$3.5B**

We have made aggregate investment of ~\$3.5B in HCLSoftware business since June 2016. This includes the IPP relationships as well as the acquisitions of Actian (July 2018) and 7 products from IBM for \$1.8B announced in December 2018

FY24 revenue

**\$1.4B**

HCLSoftware business has revenue stream of \$1.4B for FY24 and has an ARR of \$1B

FY'24 EBITDA

**38.8%**

HCLSoftware clocked healthy EBITDA of 38.8%. The HCLSoftware EBIT is 24.7% higher than the Corporate EBIT of 18.2%.

Customers

**~15,000+**

The business has huge installed capacity of ~15,000+ customers, now well integrated into HCLTech spread across developed and emerging markets across the globe.

Recovery of investment

**~90%**

We have recovered ~90% of investment already and this is visible in the robust OCF generation. We expect to recover the balance investments in current financial year

IRR

**~20%**

We have been tracking well above the original business hurdle of 12% to 15% post tax IRR in USD terms, close to ~20%.

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