



LatentView

Actionable Insights • Accurate Decision

# LatentView Analytics

Q4FY22 Earnings Presentation

24<sup>th</sup> May 2022



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# About LatentView Analytics



# LatentView Analytics: Snapshot



Leadership position in data analytics with a wide range of capabilities

- **End-to-end business solutions:** Consulting services, data engineering, business analytics & digital solutions across **marketing, customer & supply chain analytics**



Deep and entrenched relationships with blue chip clients across industries

- **30+ Fortune 500 clients** in the last 3 fiscal years
- Relationship with **top 5 clients (FY22)** for an **average of 9yrs**



Consistent client driven innovation supported by functional expertise

- Expertise across **technology, industrials, CPG<sup>1</sup> & retail & BFSI**
- **Client driven innovations, consulting led solution & IdeaLabs solutions**



Global delivery capabilities across US, Europe & APAC

- Global delivery centers in **Chennai & Bangalore**
- Subsidiaries in **USA, Netherlands, Germany, UK & Singapore**

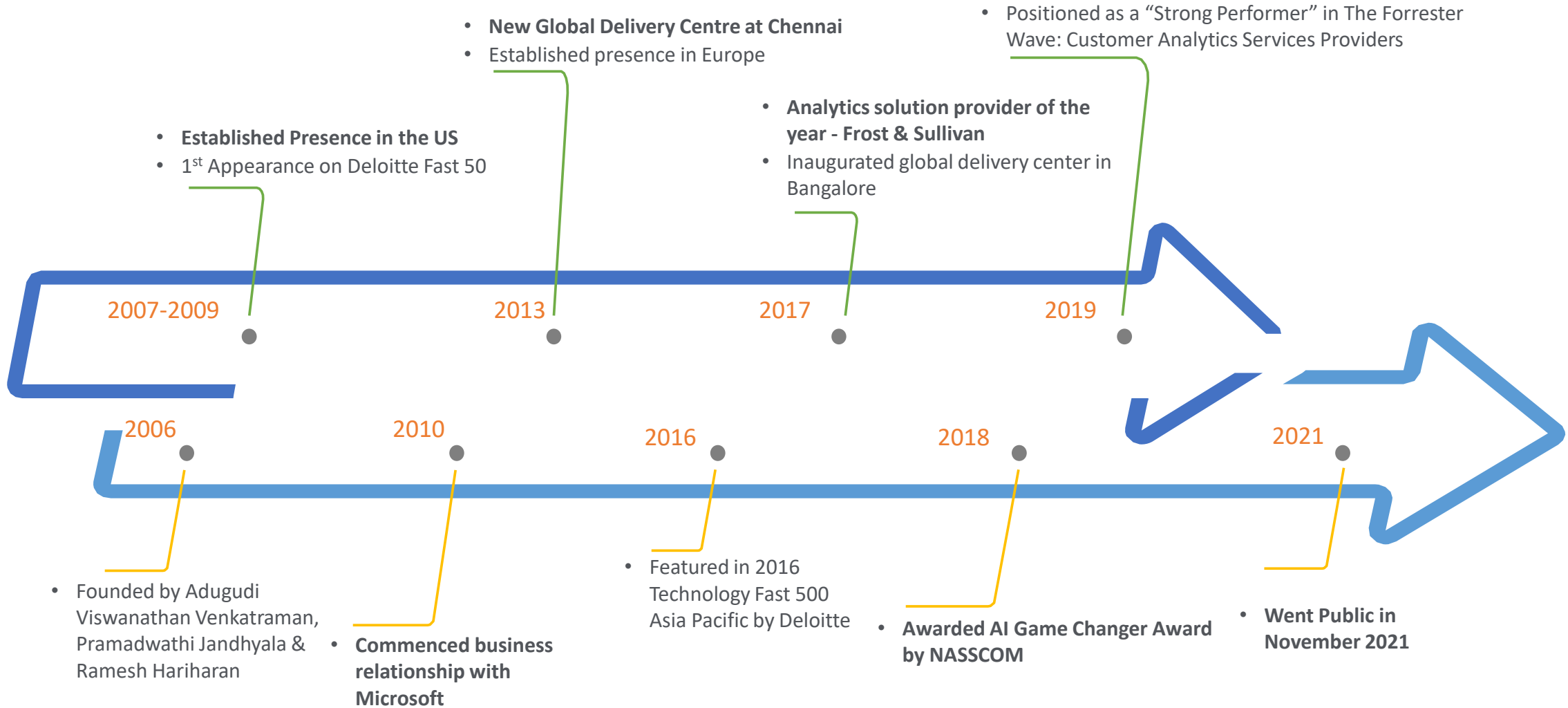


Scalable and attractive financial profile

- FY22 Revenue from Operations: **INR 4,078 Mn**
- FY22 EBITDA margin<sup>2</sup>: **29.4%**
- FY22 PAT margin<sup>3</sup>: **30.2%**

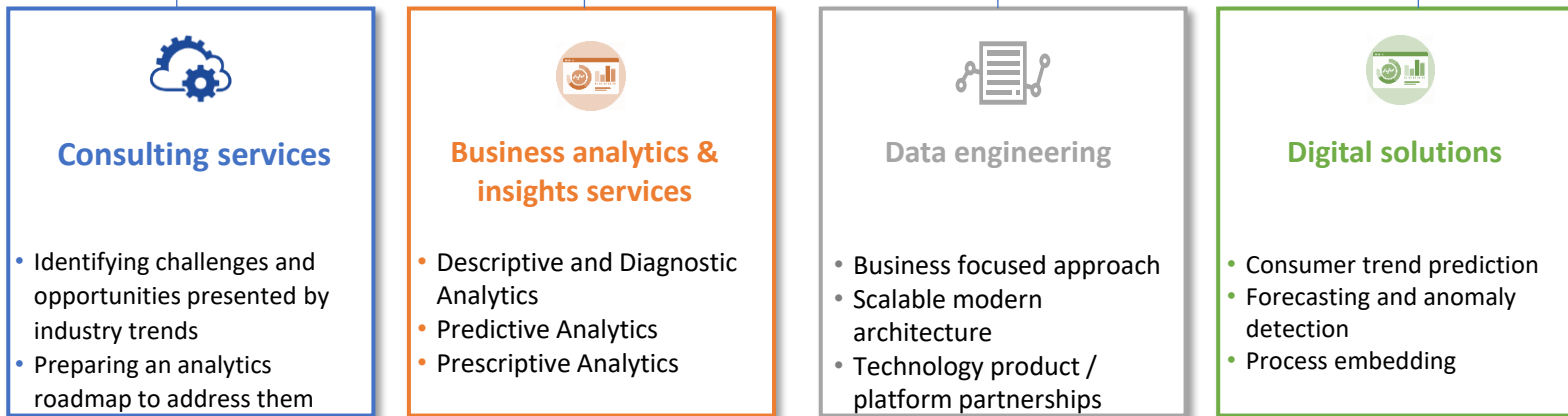
Note: (1) Consumer packaged goods; (2) EBITDA is calculated as PBT+Depreciation & Amortisation+Interest less other income; (3) PAT Margin is calculated as profit for the year as a percentage of revenue from operations including exceptional item of 226.2 Mn

# LatentView Analytics: Our Journey



# LatentView Analytics: Business Overview

## Solutions & Service Offerings



## Analytics Offerings by Function



### Customer analytics

- Customer segmentation & behavior
- Lifetime value analysis; Cross sell/up sell
- Loyalty & personalization



### Supply chain analytics

- Sourcing & replenishment; Metrics measurement
- Inventory & network optimization
- Demand forecasting



### Marketing analytics

- Brand & competitive positioning
- Campaign design & marketing spend optimization
- Attribution modelling & personalized marketing



### Other categories

- Finance & risk analytics: Portfolio performance, collection analytics & counterfeit analysis
- HR analytics: Employee retention, talent acquisition, performance & compensation

## Industry Leading Recognition

**Deloitte.**  
Technology Fast50

Deloitte Technology  
Fast 50

**NASSCOM®**

AI Award  
Winner 2018

F R O S T  
S U L L I V A N















F&S Analytics Solutions  
Provider of the Year 2017

**Gartner**

Market Guide for Data  
& Analytics Service  
Providers 2017

# LatentView Analytics: Business Overview (Cont'd)

## Deep & Entrenched Relationships with Clients across Industries

Sector	<b>Technology</b> 	<b>Industrial</b> 	<b>CPG &amp; Retail</b> 	<b>BFSI</b> 
Overview	<ul style="list-style-type: none"><li>• SaaS model is leading to a wealth of information about customers</li><li>• Customer analytics is being used to uncover insights from usage data</li></ul>	<ul style="list-style-type: none"><li>• Forecasting demand &amp; supply chain solutions</li><li>• Predictive maintenance of machines &amp; equipment</li></ul>	<ul style="list-style-type: none"><li>• High volumes of data is being generated across both online &amp; traditional offline channels</li><li>• Product assortment, channel strategy &amp; marketing spend</li></ul>	<ul style="list-style-type: none"><li>• Fraud &amp; risk analytics</li><li>• Customer analytics supporting new products</li></ul>
Revenue Mix (FY22)	65.5%	13.3%	15.3%	5.9%
Key Clients	<ul style="list-style-type: none"><li> • <b>Adobe:</b> US based software player</li><li> • <b>Uber:</b> US based ride hailing player</li><li> • US based software giant</li></ul>	<ul style="list-style-type: none"><li> • US home appliance manufacturer</li><li> • European luxury car manufacturer</li><li> • Leading home appliance provider</li></ul>	<ul style="list-style-type: none"><li> • US based cosmetics company</li><li> • Leading snack company in US</li><li> • <b>7-Eleven:</b> Leading US retail player</li></ul>	<ul style="list-style-type: none"><li> • Leading payments solution provider</li></ul>



# LatentView Analytics: Business Overview (Cont'd)

## Delivered Analytics Solutions across 4 Continents

As of 31st March 2022

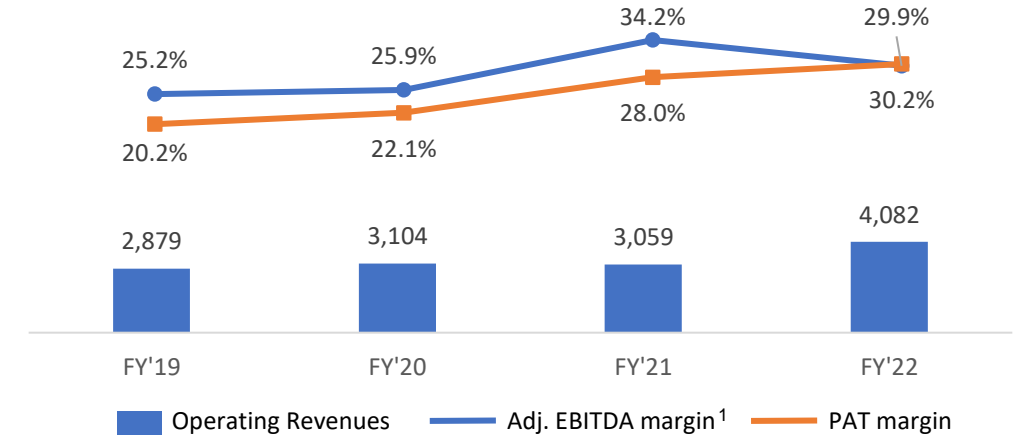


● Global Subsidiaries ● Global delivery centers



## Scalable & Attractive Financial Profile

Figures in INR mn



- Revenue from operations of INR 4,082 mn in FY22 with majority of revenue generated from long-term agreements
- Benefit of operating leverage due to high contribution margins on incremental revenue generated from consulting services
- Strong cash generation with net cash flow from operations of INR 874 mn in FY22
- Low Capital Requirement with capital expenditure equivalent to 1.6% of revenue from operations in 2021

Source: Zinnov Report

(1) Adjusted EBITDA is calculated as EBITDA less other income, excluding finance income



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# Financial Highlights

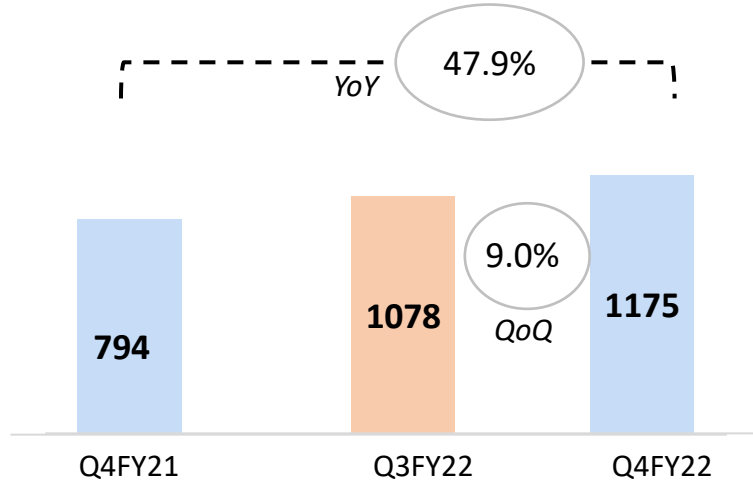


# Financial Performance – Q4FY22 & FY22

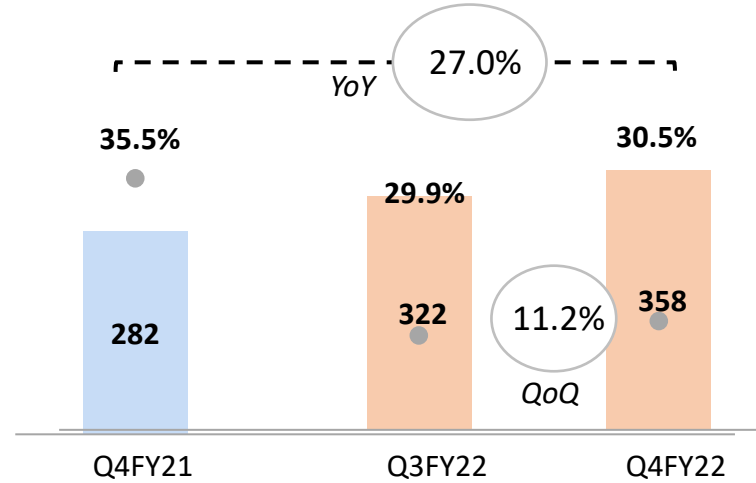
(All figures in ₹ Millions)

Q4FY22 Performance

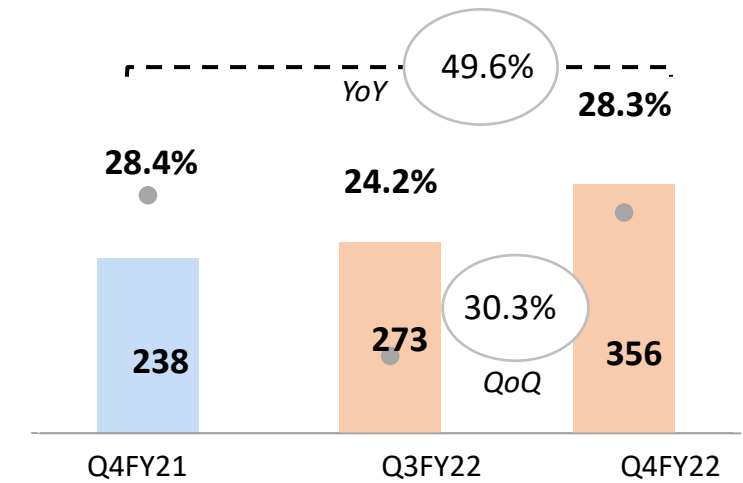
## Operating Revenue



## EBITDA & Margin (%)

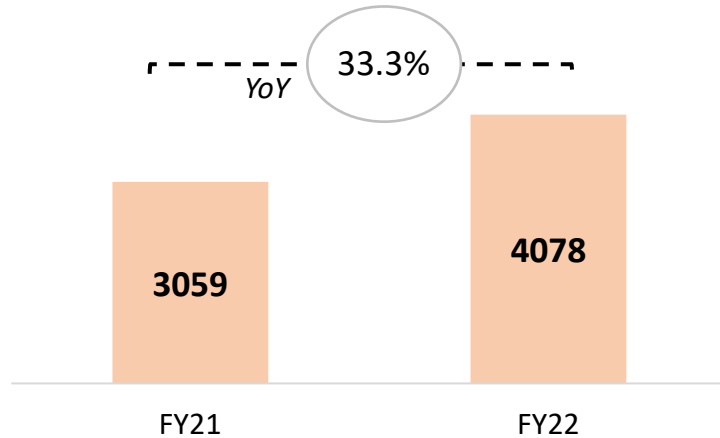


## PAT & Margin (%)\*

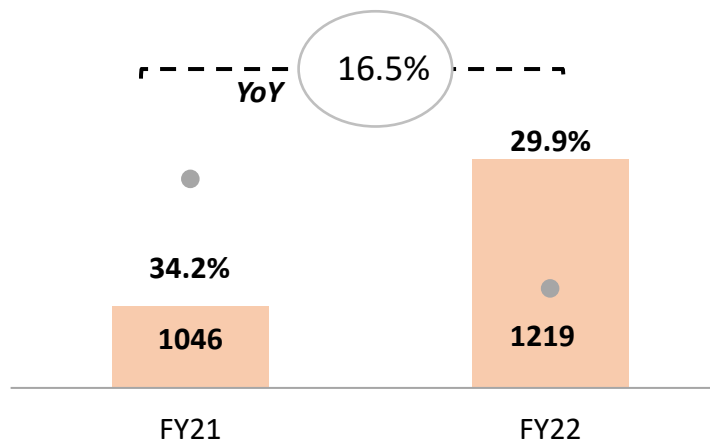


FY22 Performance

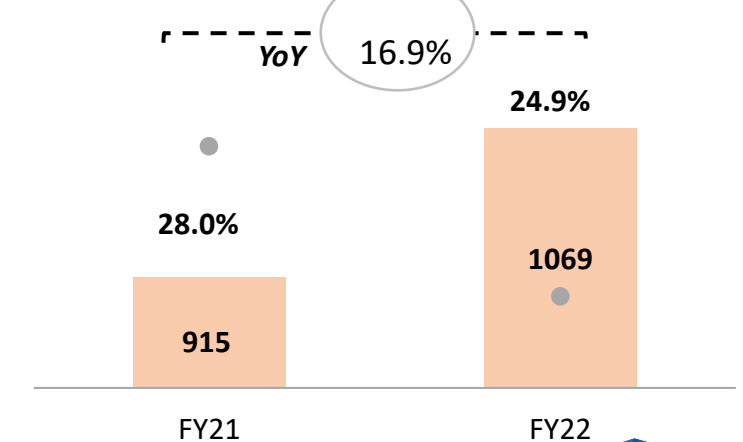
## Operating Revenue



## EBITDA & Margin (%)



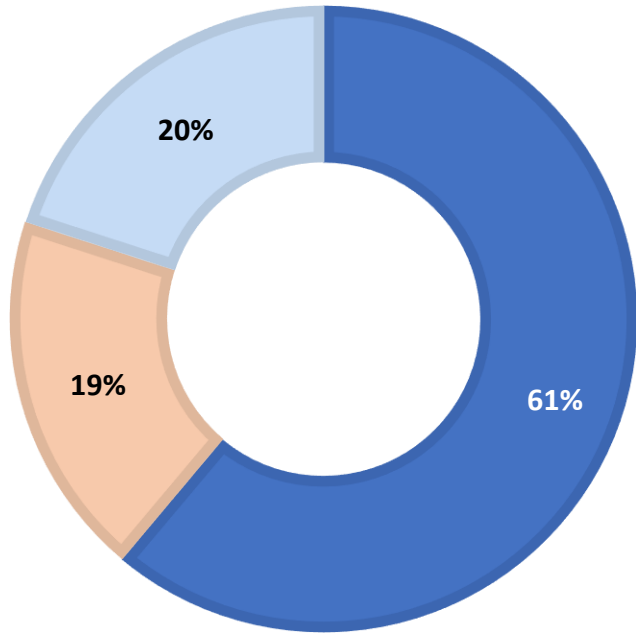
## PAT & Margin (%)\*



\*PAT for Q4 FY22 and FY22 excludes exceptional item of 226.2 Mn INR

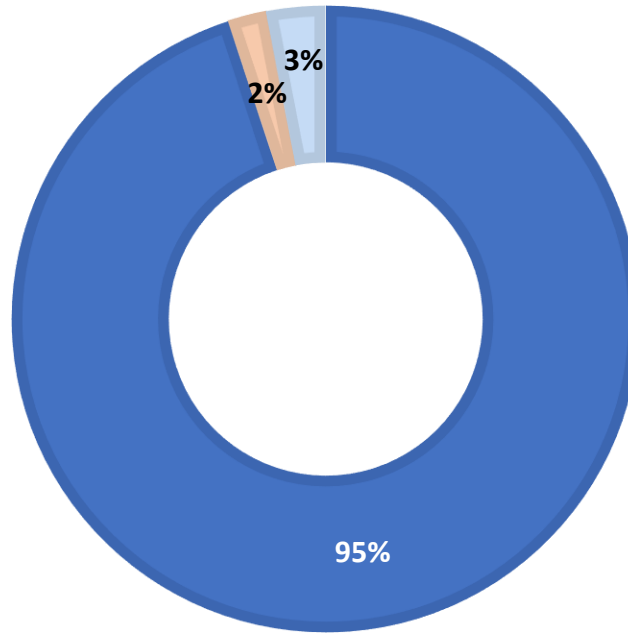
# Operating Metrics – Q4FY22

## Revenue By Sector



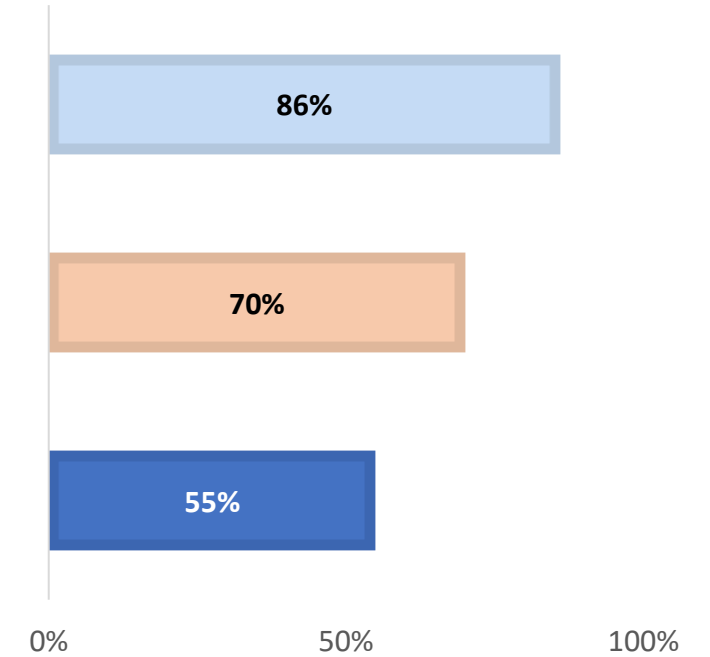
■ Technology ■ CPG & Retail ■ Others

## Revenue By Geography



■ USA ■ Europe ■ Rest of World

## Clients Concentration



■ Top 5 Clients ■ Top 10 Clients ■ Top 20 Clients

# Financial Summary

Key Performance Metrics		Q4FY21	Q3FY22	Q4FY22	Growth QoQ	Growth YoY	FY21	FY22	Growth YoY
Revenue (Rs. Million)	Revenue from Operations	794	1,078	1,175	9.0%	48.0%	3,059	4,078	33.3%
	Other Income	46	53	79	49.1%	71.7%	208	210	1.0%
	<b>Total Income</b>	<b>840</b>	<b>1,131</b>	<b>1,254</b>	<b>10.9%</b>	<b>49.3%</b>	<b>3,267</b>	<b>4,288</b>	<b>31.3%</b>
Margin (Rs. Million)	EBITDA	282	322	358	11.2%	27.0%	1,046	1,218	16.4%
	PBT after exceptional	304	574	403	-29.8%*	32.6%	1,159	1,542	33.0%
	PAT	238	499	356	-28.7%*	49.6%	915	1,296	41.6%
Margin (%)	EBITDA	35.5%	29.9%	30.5%			34.2%	29.9%	
	PBT after exceptional	36.2%	50.8%	32.2%			35.5%	36.0%	
	PAT	28.3%	44.2%	28.4%			28.0%	30.2%	
EPS (Rs.)	Basic	1.39	2.70	1.79	-33.7%*	28.8%	5.35	7.09	32.5%
	Diluted	1.33	2.57	1.73	-32.7%*	30.1%	5.10	6.84	34.2%



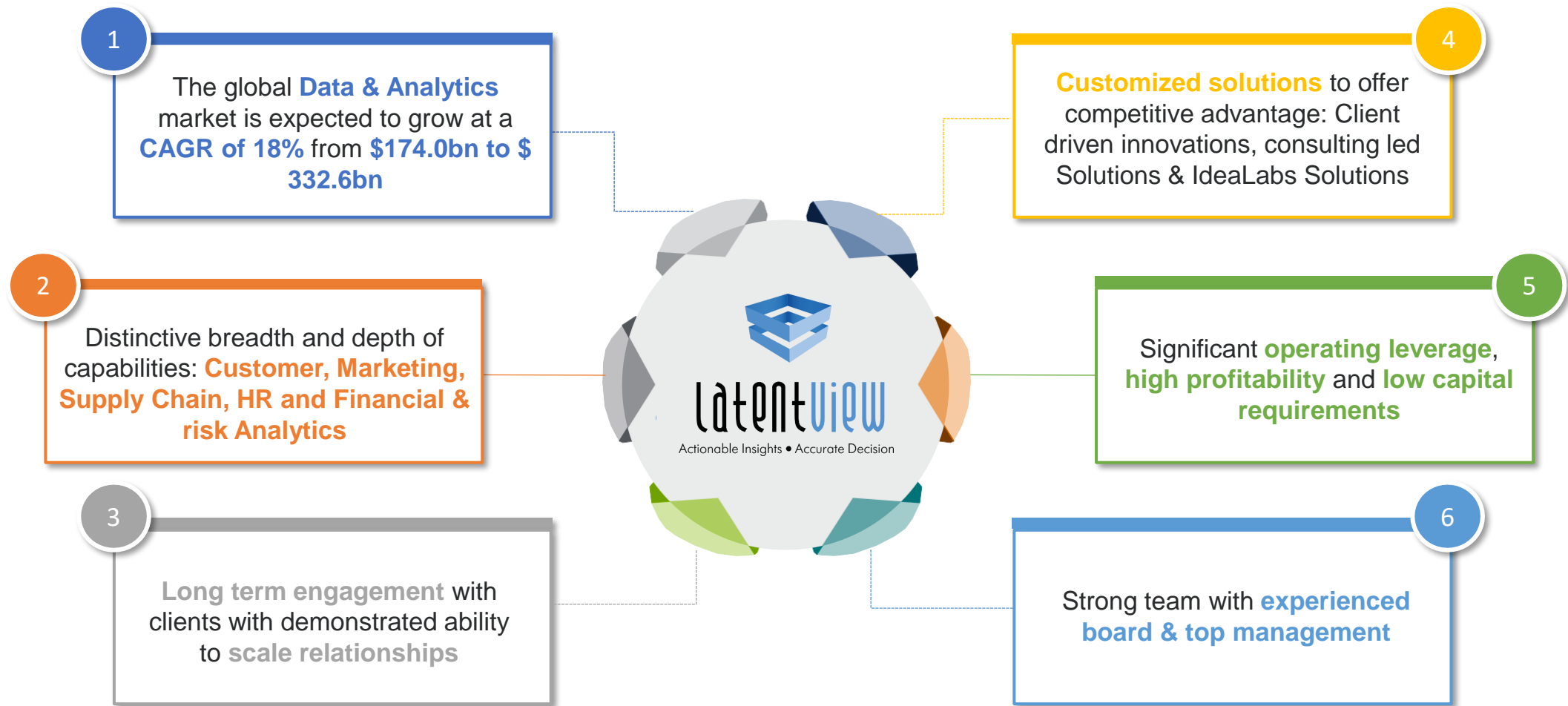
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# Investment Rationale





# Compelling Investment Proposition





# 1a Digital Spending Market at \$1.3Tn<sup>1</sup>

## Trends leading to Increased Digital Spending

- 

Focus on **operational efficiency**, shift from providing core data to generating insights to inform decision-making processes
- 

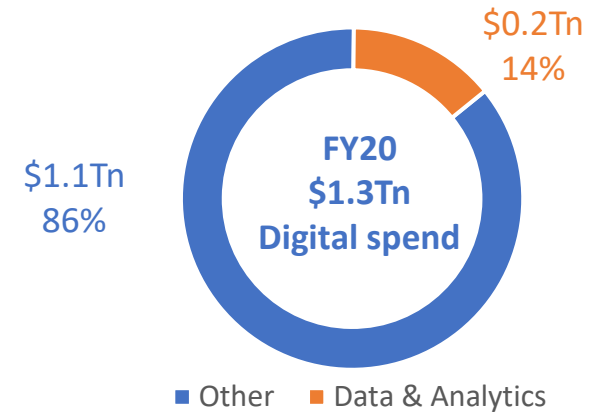
Demand for **Contactless digital customer engagements** is expected to lead to increased technology spending
- 

Hybrid work environments & remote collaboration to lead to more spending on systems and tools for virtual communication and collaboration
- 

Demand from e-Commerce activity, virtual collaboration requirements to lead to increase in enterprise spending on **cloud based infrastructure**

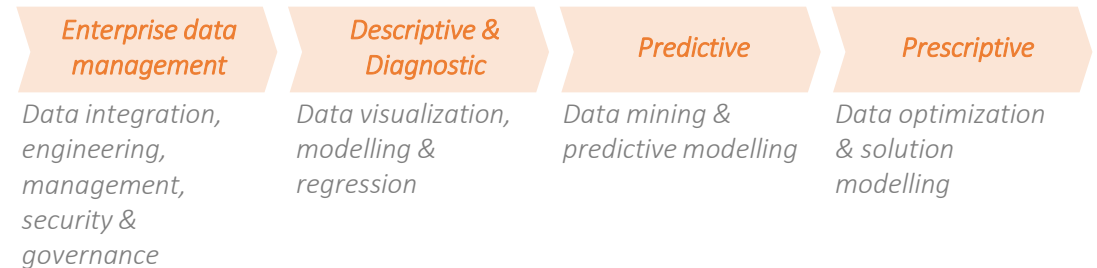
**Post-pandemic work environment is expected to accelerate trends**

## Digital Spending was a \$1.3Tn Market in FY20



**Global digital spending to grow at a 18% CAGR between FY20-24**

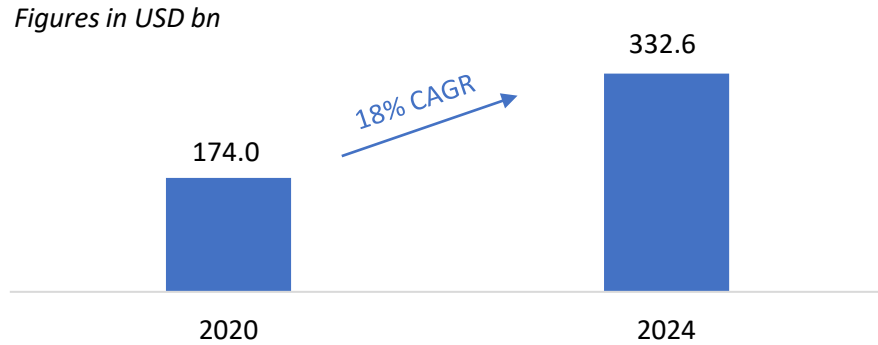
## Data & Analytics Horizontals



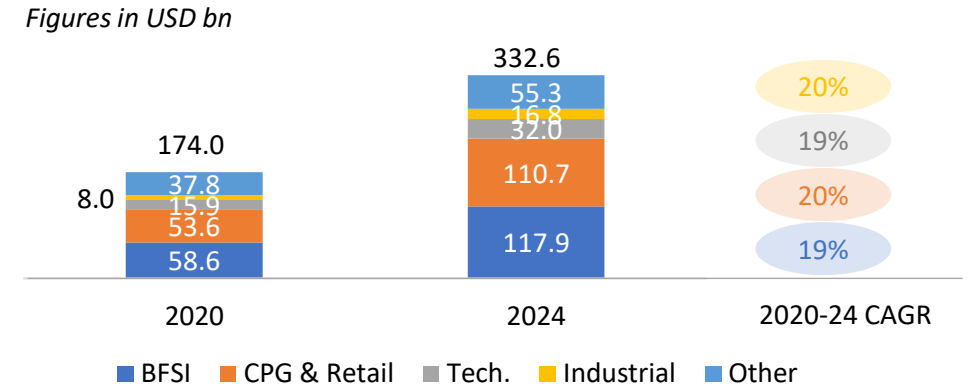


# 1b Global Data & Analytics to Grow Across Segments

## Global data & analytics market to reach \$332.6bn by 2024



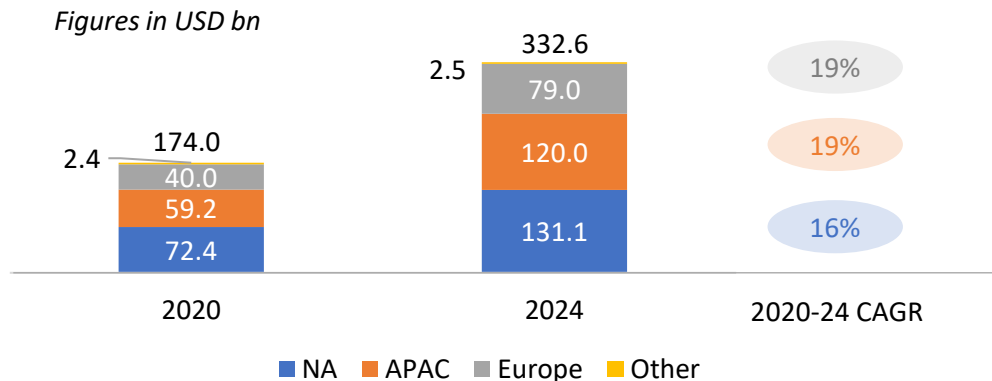
## BFSI, CPG & retail, technology & industrials represent 70% of the market



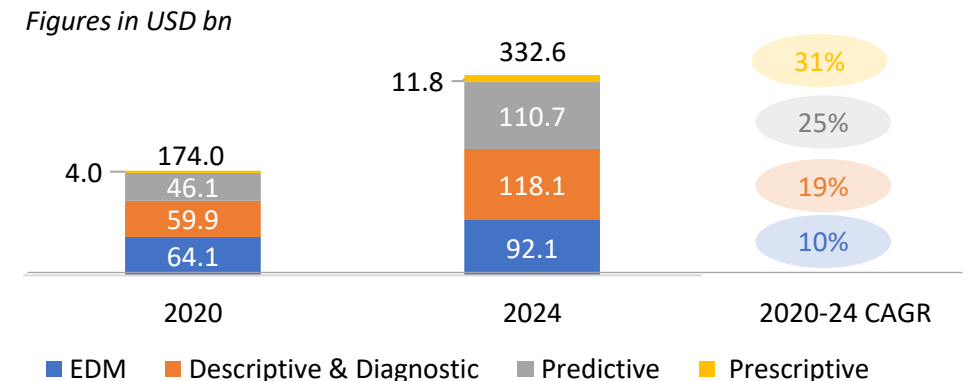
Data explosion from a variety of devices with premium use cases for D&A for data mining activities

Demand for digitization services to grow sharply due to remote work environments accelerated by Covid-19

## North America to remain the largest market for data & analytics

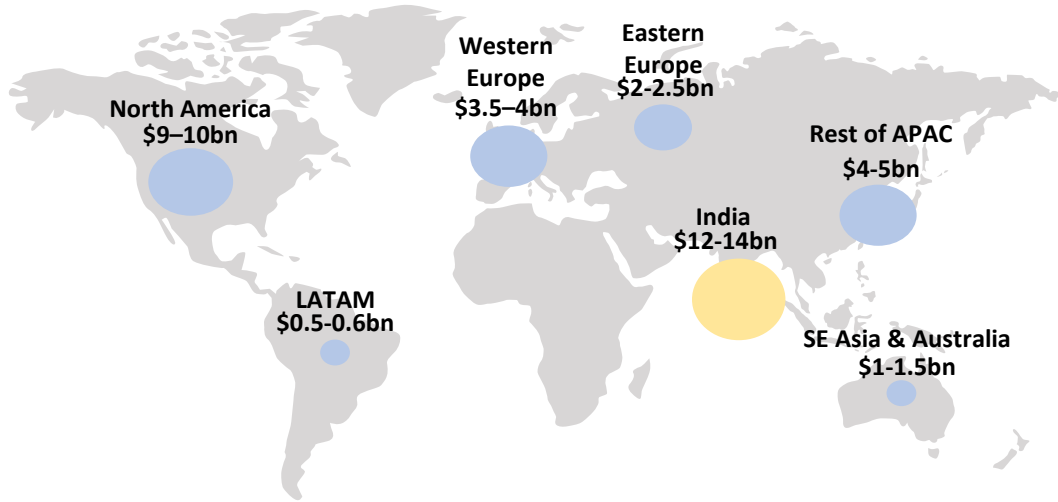


## Predictive & prescriptive analytics to show highest growth rates



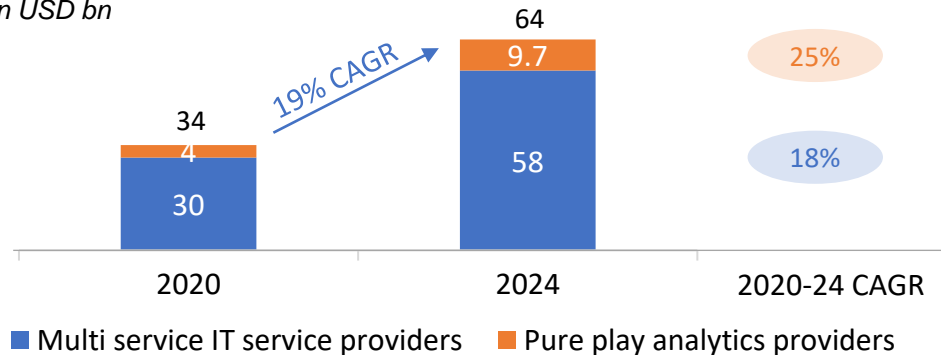
# 1c India Emerging as a Key Analytics Services Provider

India is the top outsourcing destination for data & analytics



## Analytics Services addressed Market<sup>1</sup>

Figures in USD bn



## Highlights of the Indian analytics delivery market

- India is the top outsourcing destination for analytics
- The Indian market is dominated by Multi Service IT Providers
- Indian companies make up approximately 40% of the addressed market
- The Indian delivery market is estimated to grow at approximately 20% CAGR (2020-2024)

## Pure play analytics providers

- Pure play analytics providers are focussed on niche solutions in descriptive & diagnostic and predictive analytics segments
- These firms leverage product offerings & end-to-end analytics solutions including consulting to create growth & differentiation

# LatentView's Distinctive Breadth and Depth of Capabilities

## Solution Offered & Engagement

### Consulting

### Business Analytics & Insights

Technology

Industrials

CPG & Retail

BFSI

### Digital Solutions

### Data Engineering

### Engagement with stakeholders across the client organization

- **CMO:** Marketing analytics
- **CFO:** Finance & risk analysis
- **CSCO:** Supply chain analytics
- **CHRO:** HR analytics

## Offerings by Function



### Customer Analytics

- Facilitates targeted business offering, potential for upselling & cross-selling
- 2020-2024 CAGR: 26%



### Marketing Analytics

- Identifying channel strategy & optimizing marketing spend
- 2020-2024 CAGR: 19%



### Supply Chain Analytics

- Collection & evaluation of data generated across the supply chain
- 2020-2024 CAGR: 28%



### Financial & Risk Analytics




- Platform to detect fraud, manage risk and enhance portfolio performance
- 2020-2024 CAGR: 22%



### HR Analytics

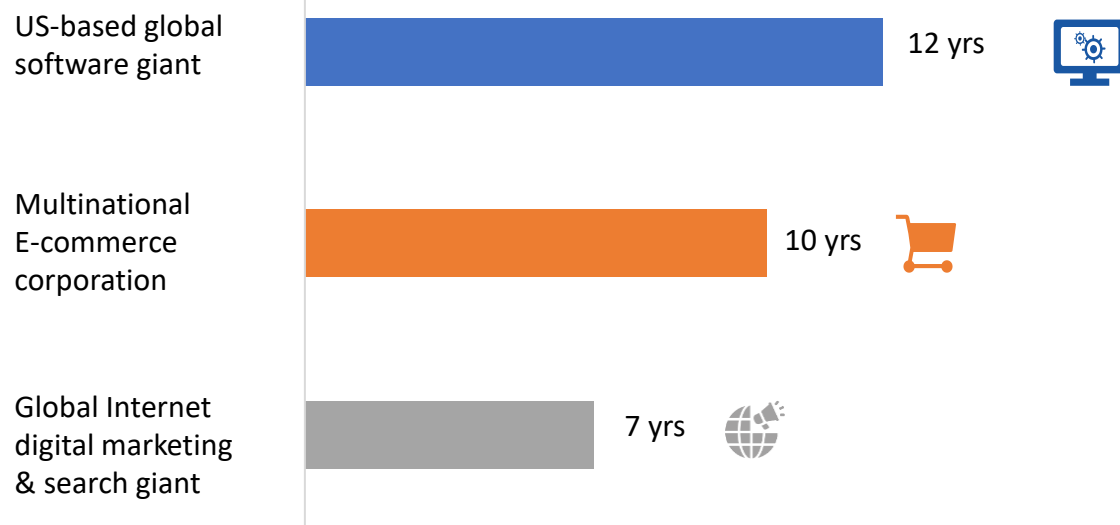
- Enables companies to make data driven decisions on critical people matters
- 2020-2024 CAGR: 24%

# 2b Select Case Studies

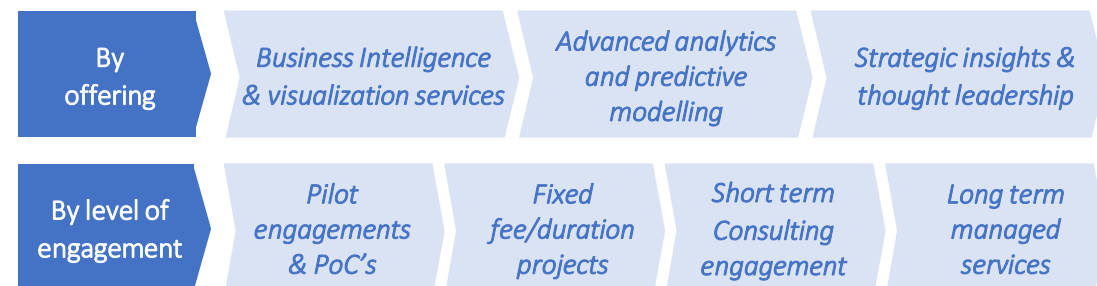
Client	Problem	Solution	Impact
 <p>Leading retailer (USA)</p>	<ul style="list-style-type: none"> <li>• Reliance on ad hoc reports for driving business decisions</li> <li>• Time consuming and required dedicated resources</li> </ul>	<ul style="list-style-type: none"> <li>• Chatbot and an integrated self-service tool to facilitate communication</li> <li>• Custom charts in the self-service tool</li> </ul>	<ul style="list-style-type: none"> <li>• Users could easily view all metrics in a single window</li> <li>• Creation of reports by end users through menu-based selection</li> </ul>
 <p>Home appliances And repair services provider (USA)</p>	<ul style="list-style-type: none"> <li>• Declining market share</li> <li>• Shifting preference towards replacements</li> <li>• Increased competition &amp; poor service levels</li> </ul>	<ul style="list-style-type: none"> <li>• Reworked sales planning exercise</li> <li>• Recalibrated monthly forecasts</li> <li>• Performed workforce optimization &amp; truck stock optimization</li> </ul>	<ul style="list-style-type: none"> <li>• Improved first time completion of service requests</li> <li>• Improvement in NPS</li> </ul>
 <p>Leading snack company (USA)</p>	<ul style="list-style-type: none"> <li>• Low capacity utilization of expensive equipment</li> <li>• Adverse impacts on production throughput to the extent of 6%</li> </ul>	<ul style="list-style-type: none"> <li>• Early Warning System to predict downtime in processing line – 30, 60 &amp; 180 minutes in advance</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in fryer utilization</li> <li>• Savings in cost per fryer across all plants in the US</li> </ul>

# 3 Deep Engagement with Clients

## Long Term Engagement with Key Clients



## Relationship Evolution



**Pilots with existing clients provides access to new geographies**

## Client mix by Category (FY'22)

Category	Number of clients	Percentage of Revenue from Operations (%)
Less than INR 50 mn	37	13.1%
Between INR 50 mn – INR 100 mn	11	19.7%
Between INR 100 mn – INR 500 mn	6	32.7%
Above INR 500 mn	2	34.6%
<b>Total</b>	<b>56</b>	<b>100%</b>

## Trusted Partner to Key Clients

- Net promoter score of +31 by the most recent Voice of Customer survey
- 89% of clients highlighting that they are either satisfied or very satisfied with the partnership with LatentView



## Client driven Innovation

- Solutions based on client requests based on consultative process and functional expertise

## Consulting Led Solutions

- Created an analytics platform to curate IoT data from cars & accurately predict future claims for each driving style

## IdeaLabs Solutions

- Peer learning webinars, tech-conclaves, hackathons, structure innovation through IdeaLabs, and innovation through partnership with academia

## Digital Solutions

### *SmartInsights*

AI-powered platform, predict consumer trends ahead of the curve

### *MatchView*

Design-of-experiments platform that helps design effective test and control groups

### *Casper*

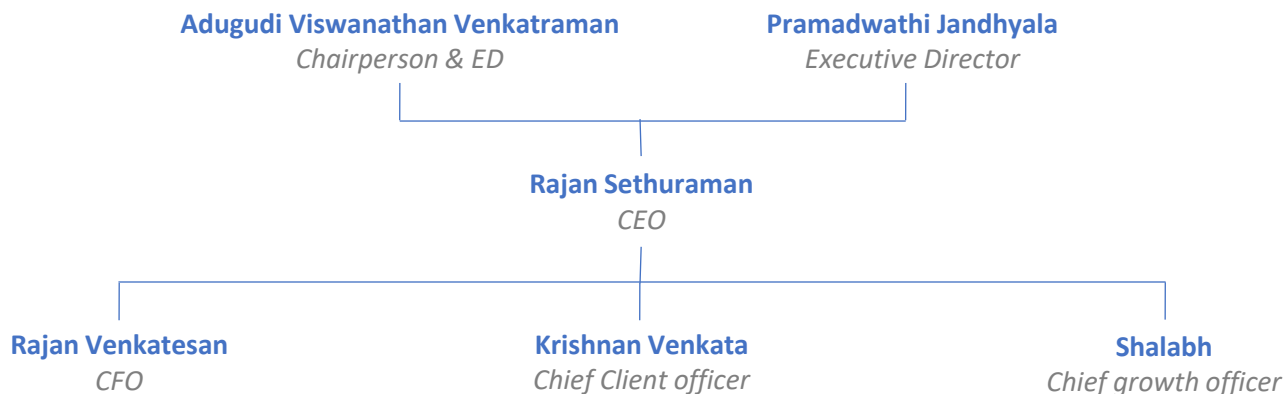
AI-driven conversational analytics platform with built-in domain intelligence

### *SpotCast*

Automated forecasting and anomalies detection platform

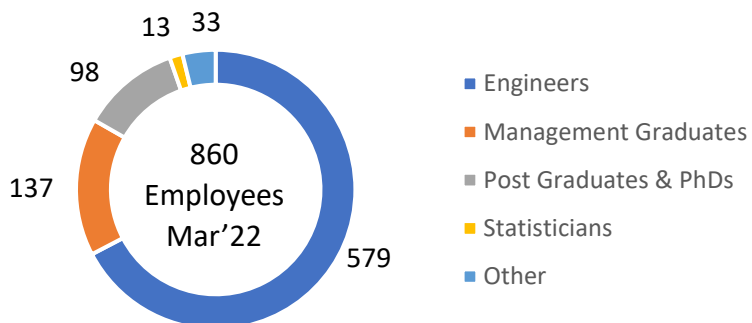
Name	Experience	Qualification
 <p><b>Adugudi Viswanathan Venkatraman</b> <i>Chairperson &amp; ED</i></p>	<ul style="list-style-type: none"> <li>• Founder of LatentView Analytics</li> <li>• Several years of experience across IT services, credit analysis and business consulting</li> </ul>	<ul style="list-style-type: none"> <li>• PGDM, IIM Calcutta</li> <li>• B.Tech, IIT Madras</li> </ul>
 <p><b>Pramadwathi Jandhyala</b> <i>Executive Director</i></p>	<ul style="list-style-type: none"> <li>• Founder of LatentView Analytics</li> <li>• Several years of experience across corporate finance &amp; credit ratings</li> </ul>	<ul style="list-style-type: none"> <li>• PGDM, IIM Calcutta</li> <li>• BE, BITS Pilani</li> </ul>
 <p><b>Dipali Sheth</b> <i>Independent Director</i></p>	<ul style="list-style-type: none"> <li>• Ex Country head of HR RBS services India</li> <li>• Directorships: UTI AMC, Adani Wilmar, DFM &amp; Centrum</li> </ul>	<ul style="list-style-type: none"> <li>• B.A. (Honours), University of Delhi</li> </ul>
 <p><b>Mukesh Butani</b> <i>Independent Director</i></p>	<ul style="list-style-type: none"> <li>• Founder of BMR Legal Advocates</li> <li>• Directorships: Dabur India, ABB Power Products &amp; Systems India &amp; BMR Business Solutions</li> </ul>	<ul style="list-style-type: none"> <li>• CA, LL.B.</li> <li>• B.Com. (University of Bombay)</li> </ul>
 <p><b>Raghuttama Rao</b> <i>Independent Director</i></p>	<ul style="list-style-type: none"> <li>• CEO GDC, IIT Madras</li> <li>• Directorships: Sundaram Finance, Wheels India, Sundaram AMC, TVS Training &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li>• PGDM, IIM Ahmdabad</li> <li>• B.Tech, IIT Madras, CWA</li> </ul>
 <p><b>Reed Cundiff</b> <i>Independent Director</i></p>	<ul style="list-style-type: none"> <li>• Ex CEO Americas for Kantar</li> <li>• EX GM of Global Insights Microsoft</li> </ul>	<ul style="list-style-type: none"> <li>• BA Wesleyan University</li> </ul>

## Organization Structure

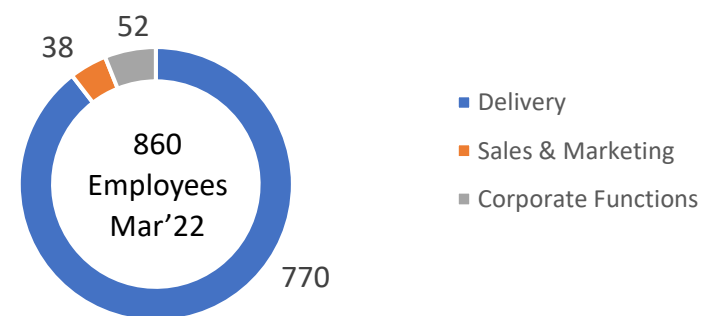


## Employees Split by Qualification &amp; Function

## By Qualification



## By Function







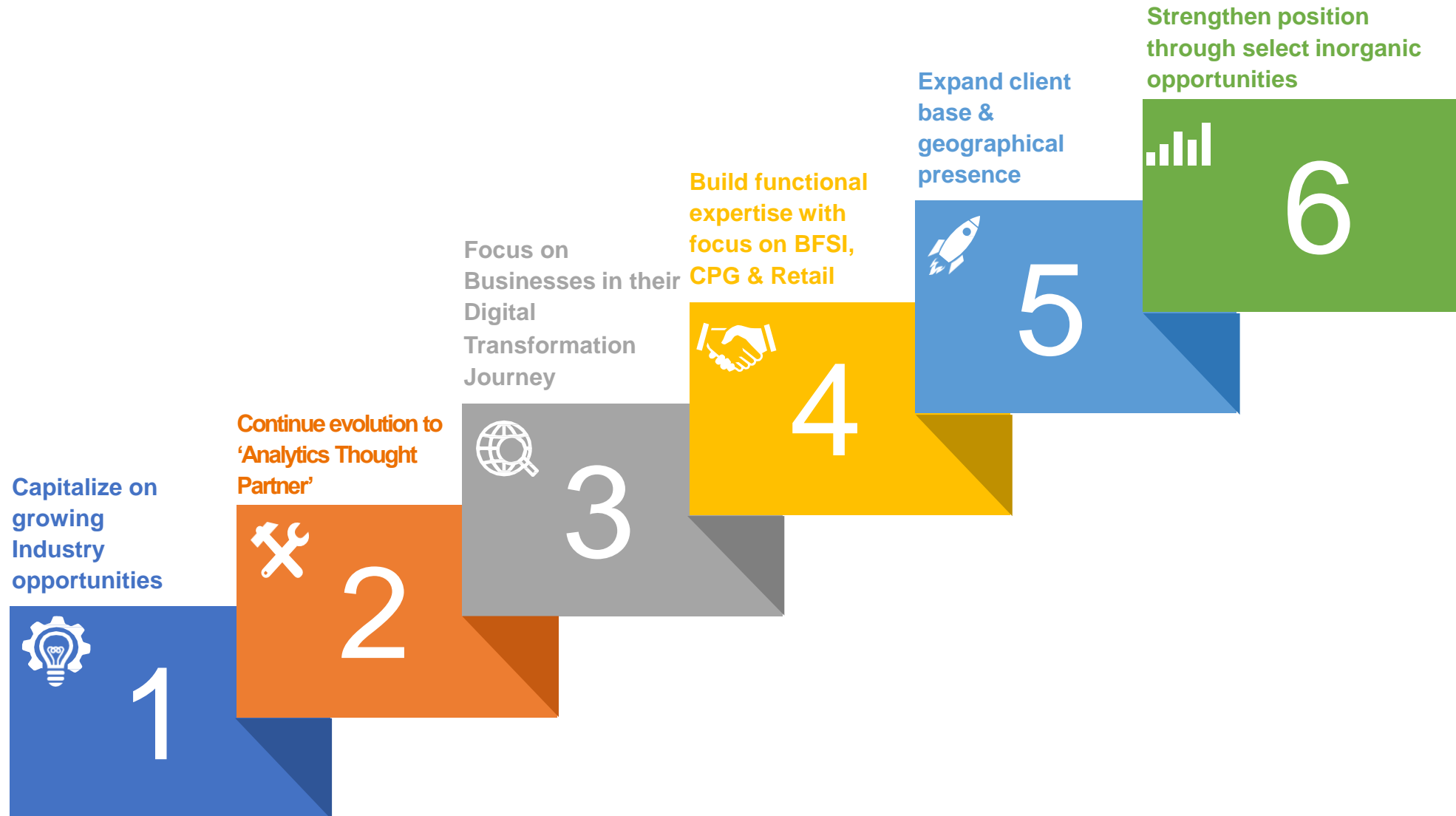
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# Growth Strategy



# Growth Strategies




## Partnership with Leading Analytics Technology Companies

- Covid has **accelerated remote work environments** which is expected to **increase digitization of services & global delivery model**
- Introduced **new engagement models** such as **remote centre of excellence**
- New models have higher overlap than a traditional model and helps reduce dependence on **client co-located resources**
- **Partnerships with technology companies** for cloud platforms, data engineering solutions, visualization tools and analytics solutions
- **Strong and emerging partnerships** with a growing list of **product companies**
- Partnerships include joint GTM, **engagement of certified personnel**, access to skill development and early updates



## Continue evolution to 'Analytics Thought Partner'

-  Identifying objectives, prioritizing digitization needs in clients **digital transformation journey**
-  Identify clients key challenges to **design suitable solutions** to address them
-  Build value propositions that address **specific challenges and opportunities** presented by industry trends
-  Utilize deep functional and technical expertise to identify and solve **high impact business problems**
-  Transform project based clientele network to a recurring **managed services network**

Focus on Businesses in their Digital Transformation Journey with Functional Expertise in BFSI, and CPG & Retail Verticals

## Focus on Businesses in their Digital Transformation Journey

- Digital native businesses have been at the forefront of **adopting advanced analytics**
- **ISV's are moving to SaaS models** leading to a wealth of information about **customers usage & interaction patterns**
- Continue **strengthening relationship with existing clients** in the **technology industry**
- Assisting clients with identifying & **prioritizing their digitization needs** as part of their **digital transformation journey**

## Building Capabilities & Functional expertise in BFSI, CPG & Retail Verticals

- **BFSI, CPG & retail verticals** is expected to grow at a CAGR of almost 20% over the next 5yrs to exceed \$110bn by 2024
- Focused on **potential opportunities** in BFSI and CPG & Retail verticals to strengthen domain capabilities
- **Strategic hires** of personnel with **extensive experience in industry verticals** to drive go-to market strategy

## Expand Client Base and Geographic Presence

### Current Global Presence

Present in the top 5 analytics markets in the world – USA, UK, Germany, Netherlands & Singapore



USA  
(~95% Revenues)

- USA is the largest market for the company
- North America accounts for the largest share of the global data and analytics spend at approximately 40%
- CPG & Retail brands are ramping up their investment in customer analytics to drive competitive differentiation



Europe  
(~3% Revenues)

- Subsidiaries in European markets: UK, Germany & Netherlands
- Key clients in the European industrial sector with spend on supply chain analytics expected to grow at a CAGR of 19.8% from 2019-24

### Expansion of Client Base & Geographic Presence



Growth in clients & geographies

- Pilot projects with existing & potential clients to gain access to new geographies
- Continued presence in these geographies through subsidiaries driven by market opportunities & client referrals
- To grow client base by focusing on industry leaders and leveraging existing client relationships



Hub & Spoke model

- Hub & spoke model with global delivery centres based in India
- Operation centres with dedicated teams in different geographies to address requirements on a real time basis

# 6 Growth Strategies (Cont'd)

## Strengthen Position Globally through Select Inorganic Opportunities



900+ M&As over the past 3yrs by industry players for a total valuation of \$40-45bn



Access to new technologies, to help build deeper AI/ML capability



Provide access to new geographies, industries & client base



Synergetic with existing operations & complement data engineering capabilities



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# Annexure



# Finely Tuned Sales Engine to Acquire New Logos

## Plan

- Targeted Top 25 New Logo List by vertical by analyzing sales potential
- Map path to key stakeholders in target accounts
- White glove list



## Reach

- Direct-to-Prospect approach
- Leverage existing customer relationships to reach target accounts



## Engage

- High-touch, consultative engagement with multiple stakeholders in target accounts
- Sales Cycle – 6-15 months



Top 25 Focus  
Accounts



Outbound  
focused



Direct-to-  
Prospect



High-Touch



Consultative  
Sales



# Focused Go-To-Market Strategy to Drive Growth



## Demand Generation

Focused reach out to target accounts through email and cold calling



## Analytics Roundtable

Invite only events to share best practices in analytics ecosystem



## Solutions & Accelerators

Highlight strong AI capabilities with business-led solutions



## Digital Marketing

Drive engagement across digital channels to nurture prospects



## US Media PR

Showcase thought leadership and achievements

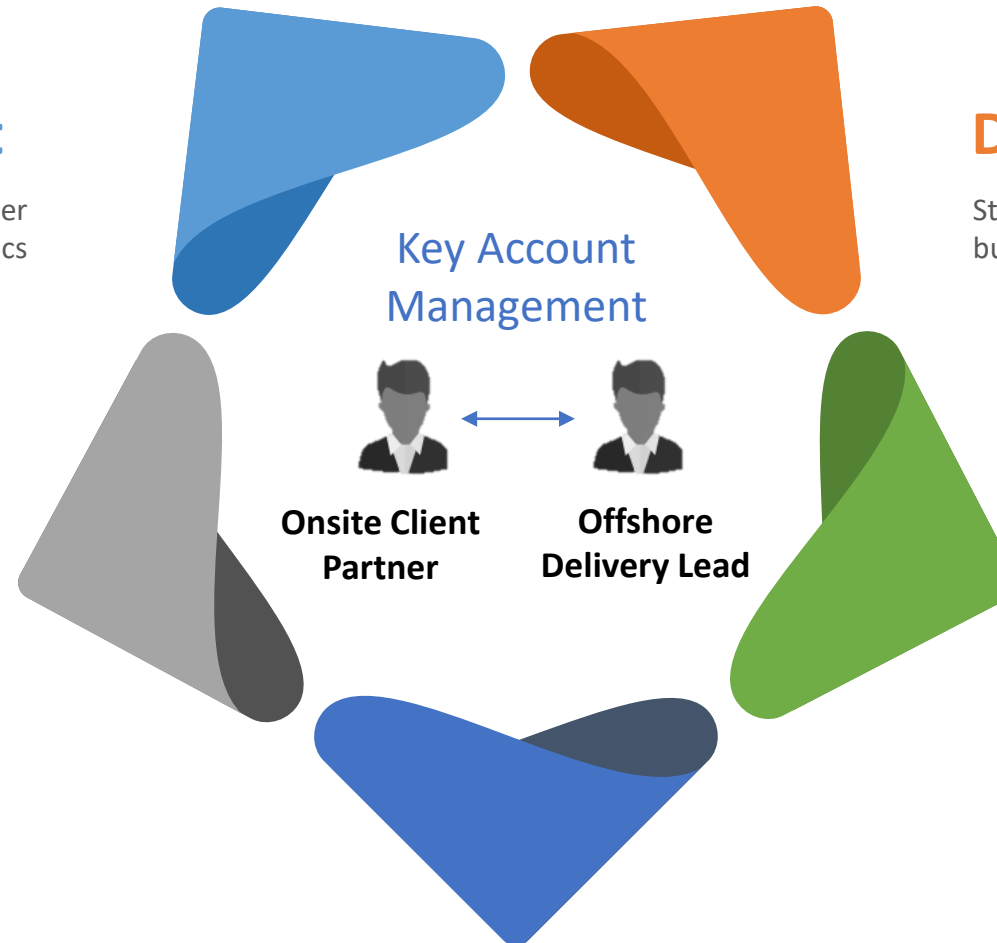
# Scaling of Existing Accounts Driven by Key Account Management

## Executive Engagement

Engage business sponsors via Customer Advisory Council, keynote/panels at Analytics Roundtables

## Delivery Focus

Strong Service Delivery focus, to ensure repeat business and organic growth



## Ecosystem Enablement

Thoughtful and deliberate engagement with leadership of our clients' India captives, and their Europe/Asia businesses

## Account Expansion

Leverage High Customer Satisfaction to gain Referrals, Account maps/reviews to expand customer footprint

## Growth Incentive

Incentives, rewards and recognition of Account teams aligned to account growth



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