



EXL

Investor strategy update

May 7, 2024

Agenda

Rohit Kapoor

Chairman and Chief Executive Officer

Vivek Jetley

President and Head of Analytics

Vikas Bhalla

President and Head of Insurance

Pamela Harrison

EVP and Chief Human Resources Officer

Maurizio Nicoletti

EVP and Chief Financial Officer

Data and AI-led strategy

Growth with AI-led solutions

Value creation with Domain, Data and AI

Talent advantage

Financial performance

Safe harbor

Forward-looking statements

This presentation contains forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995. You should not place undue reliance on those statements because they are subject to numerous uncertainties and factors relating to EXL's operations and business environment, all of which are difficult to predict and many of which are beyond EXL's control. Forward-looking statements include information concerning EXL's possible or assumed future results of operations, including descriptions of its business strategy. These statements may include words such as "may," "will," "should," "believe," "expect," "anticipate," "intend," "plan," "estimate" or similar expressions. These statements are based on assumptions that we have made in light of management's experience in the industry as well as its perceptions of historical trends, current conditions, expected future developments and other factors it believes are appropriate under the circumstances. You should understand that these statements are not guarantees of performance or results. They involve known and unknown risks, uncertainties and assumptions. Although EXL believes that these forward-looking statements are based on reasonable assumptions, you should be aware that many factors could affect EXL's actual financial results or results of operations and could cause actual results to differ materially from those in the forward-looking statements. These factors, which include our ability to maintain and grow client demand, our ability to hire and retain sufficiently trained employees, and our ability to accurately estimate and/or manage costs, rising interest rates, rising inflation and recessionary economic trends, are discussed in more detail in EXL's filings with the Securities and Exchange Commission, including EXL's Annual Report on Form 10-K. You should keep in mind that any forward-looking statement made herein, or elsewhere, speaks only as of the date on which it is made. New risks and uncertainties come up from time to time, and it is impossible to predict these events or how they may affect EXL. EXL has no obligation to update any forward-looking statements after the date hereof, except as required by federal securities laws.

Data and AI-led strategy

Rohit Kapoor

Chairman and Chief Executive Officer

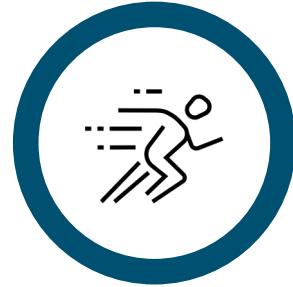


Investor Strategy
Update 2024

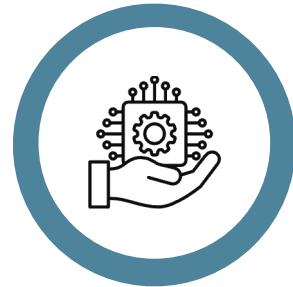
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Key takeaways



We have consistently executed and outperformed

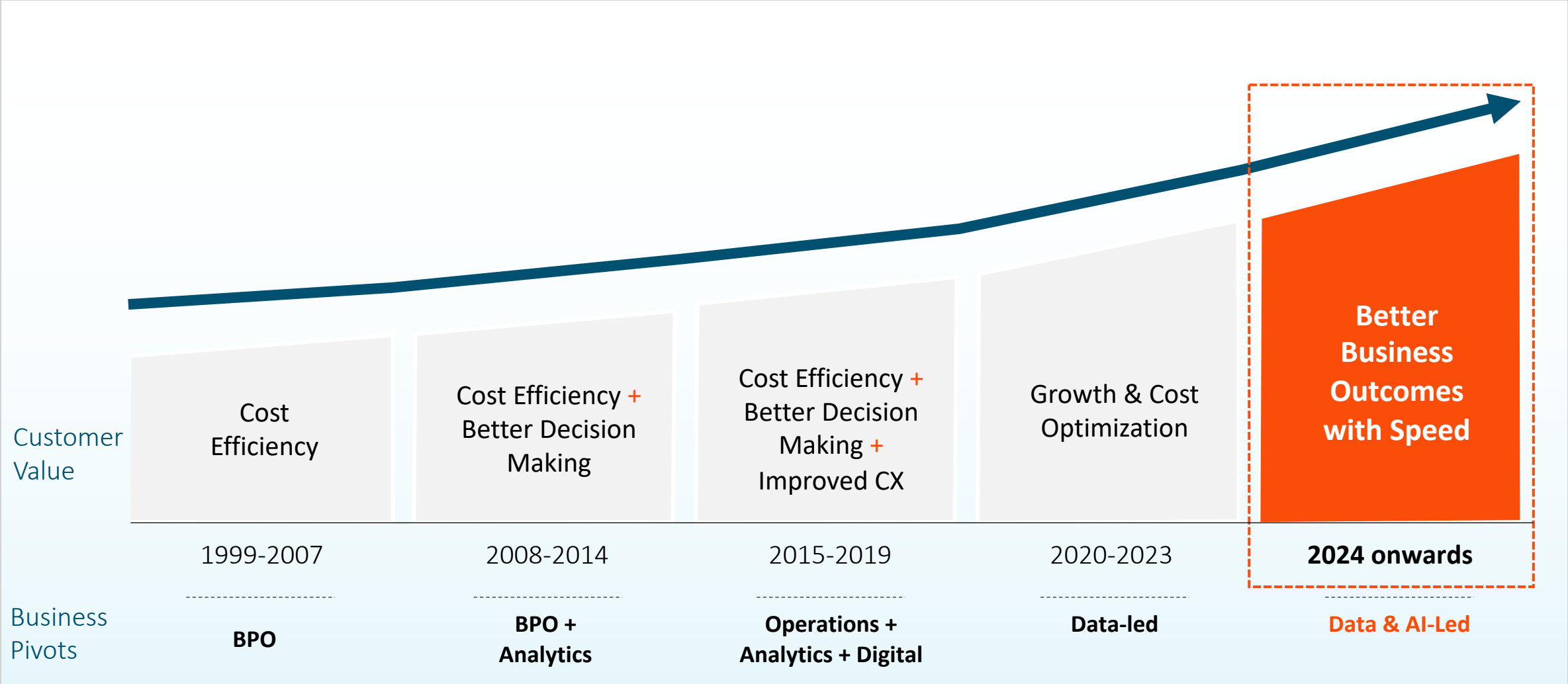


AI represents a significant market opportunity

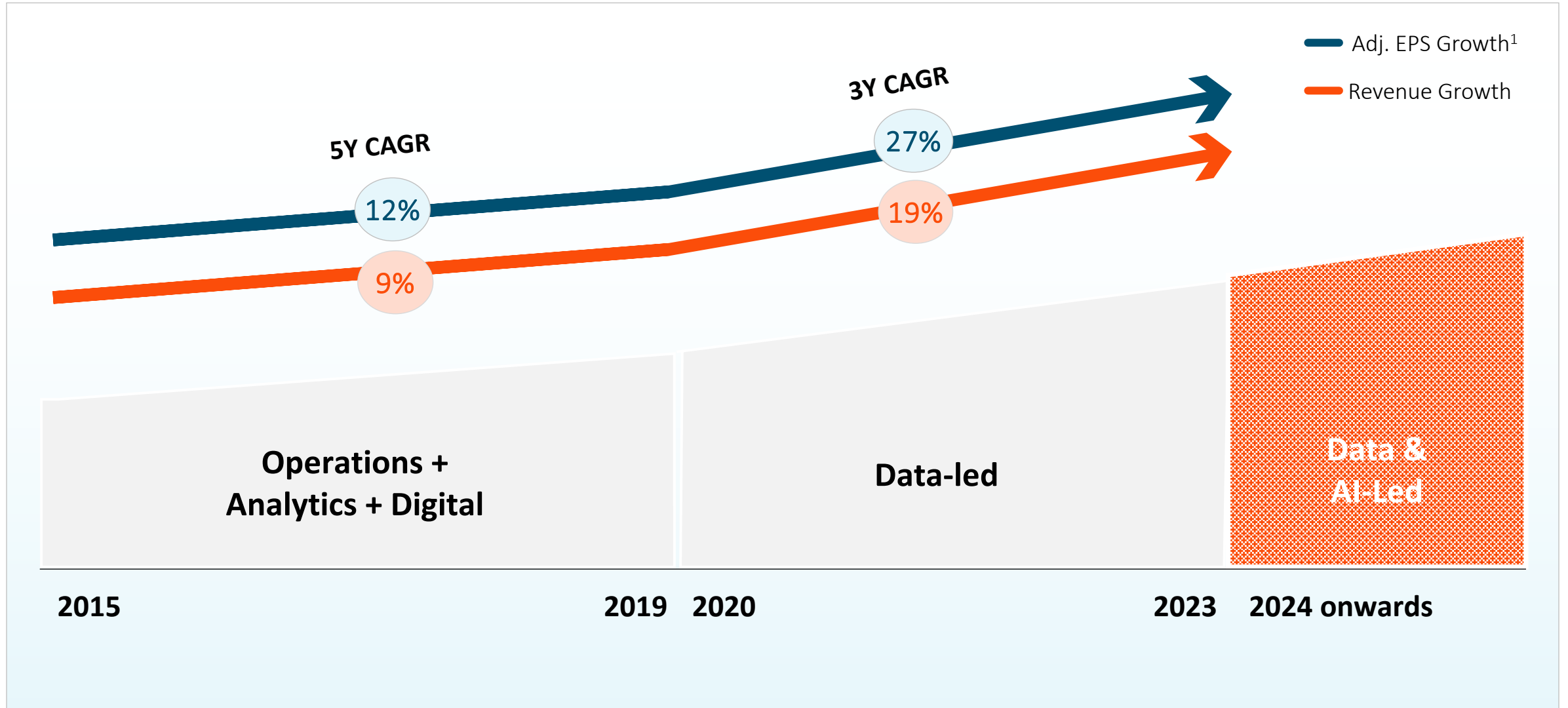


We are uniquely positioned to win in this changing landscape

Proactive business model evolution

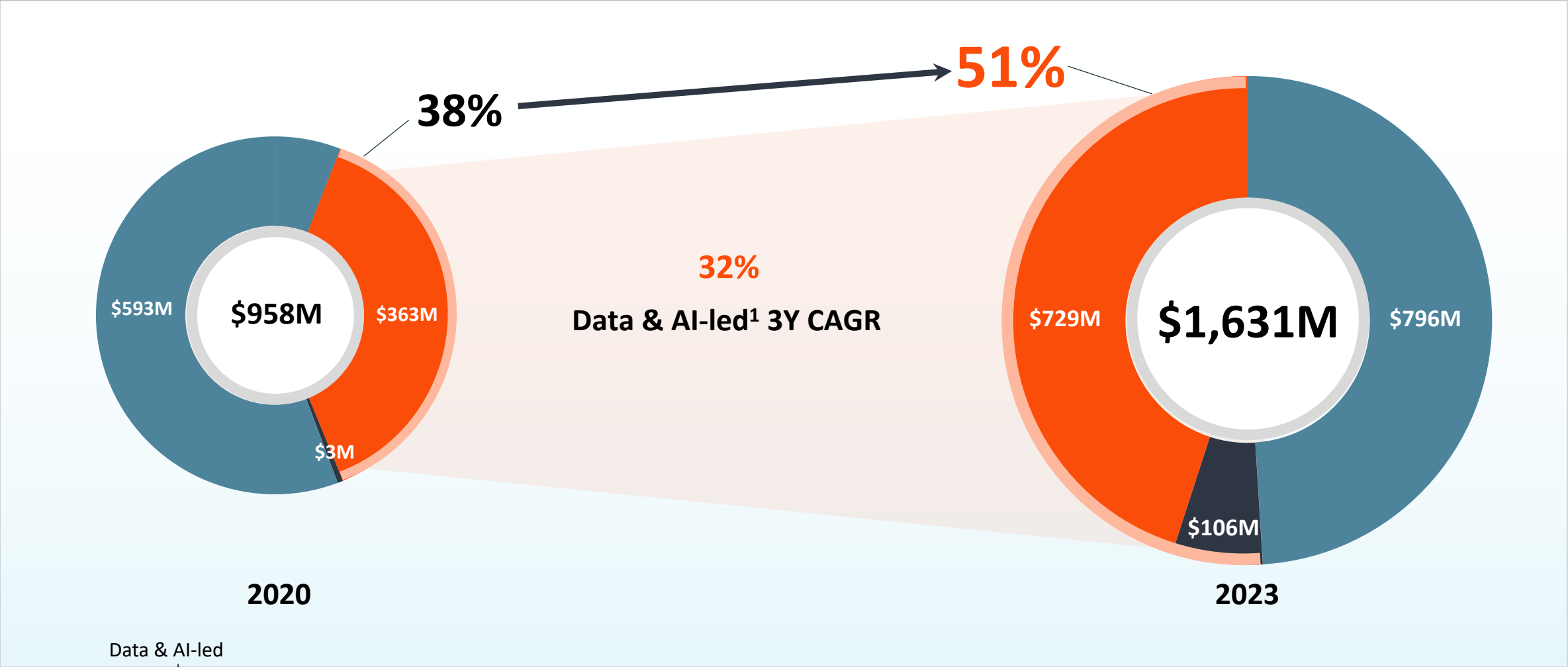


Strong execution and growth



¹See "Appendix" slides for information regarding the use of our non-GAAP financial measures.
Reported growth = 23/20 CAGR and 20/15 CAGR

Increasing Data and AI-led business mix



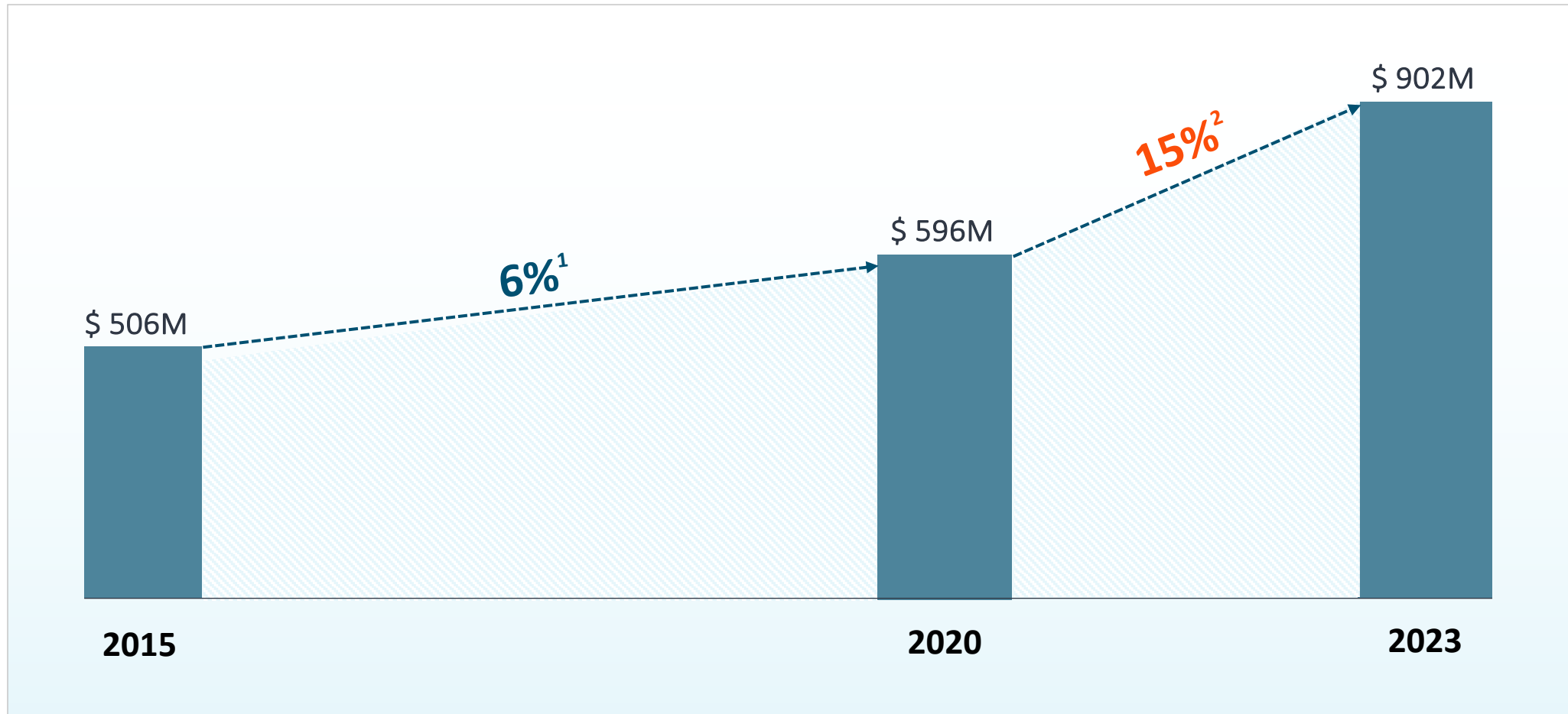
■ Data Analytics
 ■ Digital²
 ■ Digital Ops & Solutions³

¹Data and AI-led revenue is defined as revenue from the analytics segment plus digital solutions revenue from our remaining segments

²Digital revenue is defined as revenue from digital solutions and services.

³Digital operations and solutions revenue is defined as revenue from the company’s insurance, healthcare and emerging segments excluding digital revenue as defined in FN 2 above.

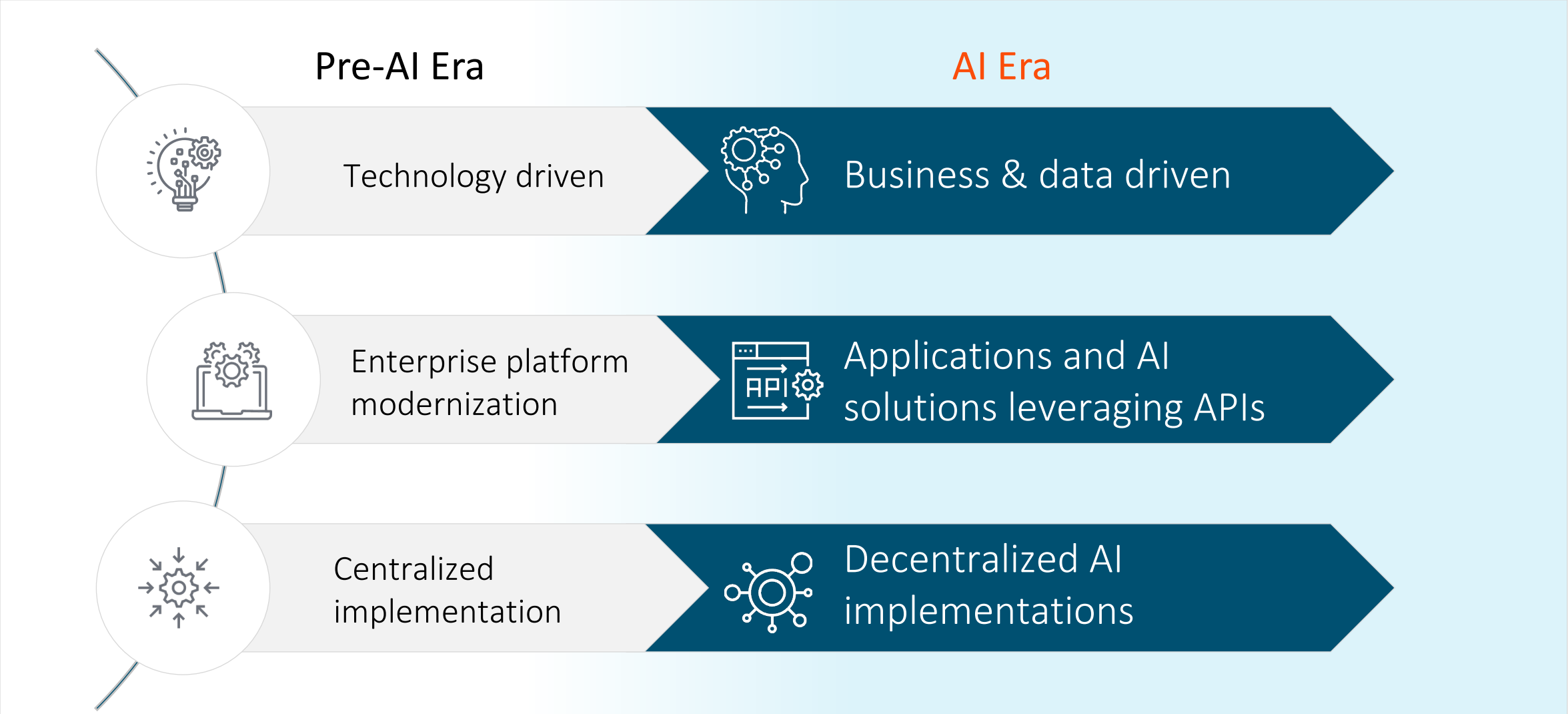
Acceleration of growth for digital ops and solutions business



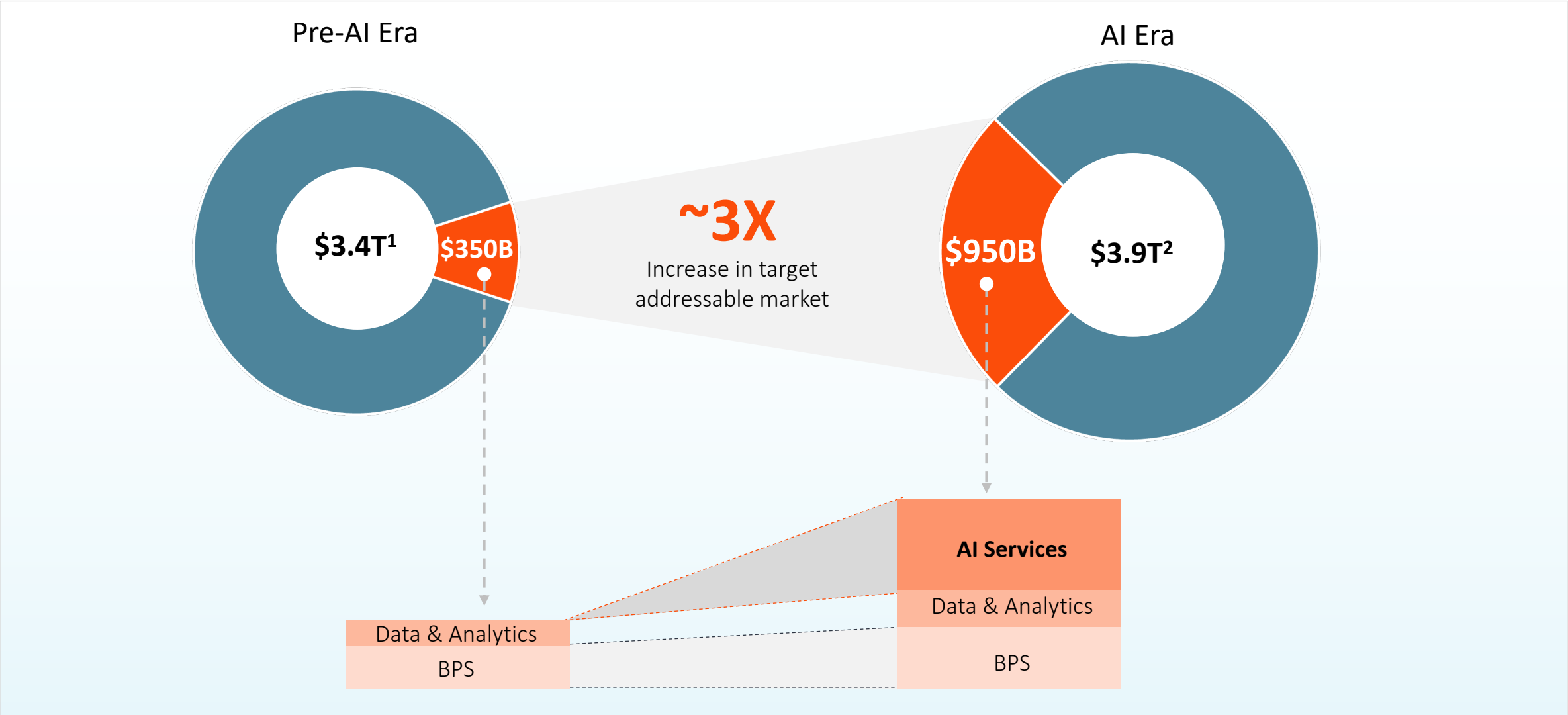
¹Reported growth = 19/15 CAGR (CAGR excludes year 2020 as it was an unusual year due to covid year impact)

²Reported growth = 23/20 CAGR

Changed landscape of business transformation



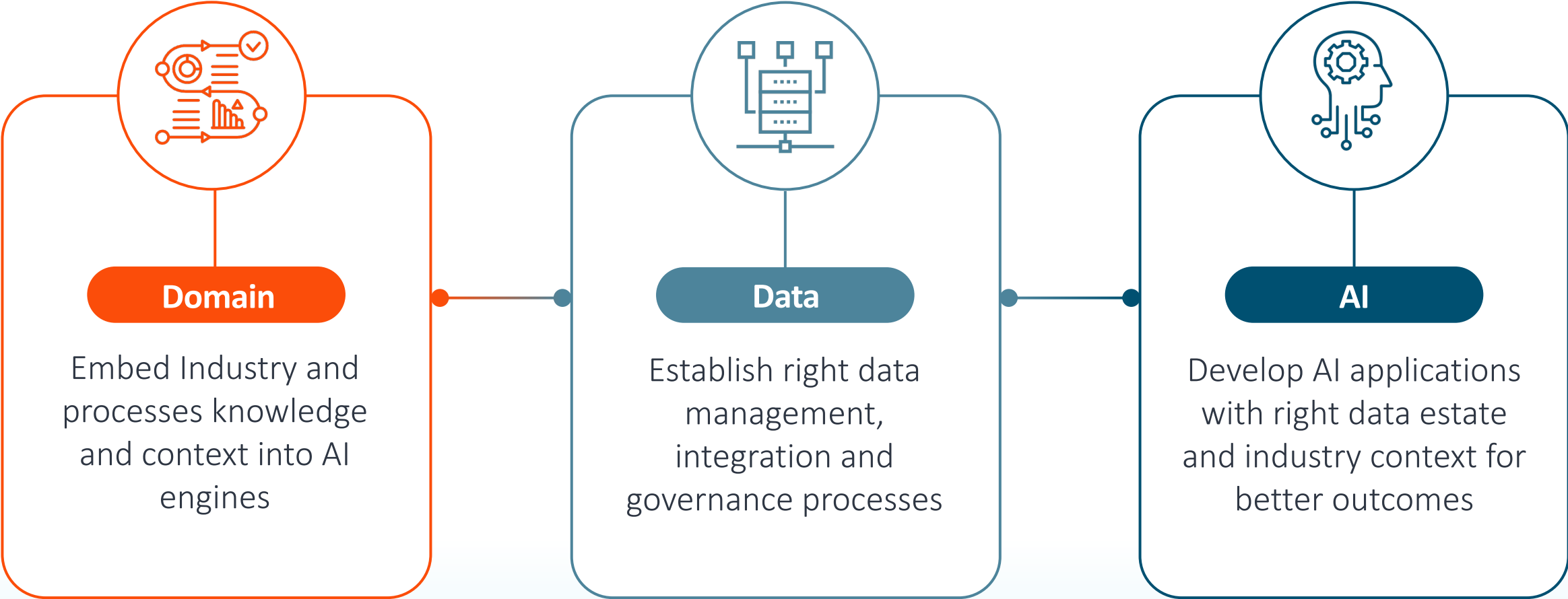
Increasing our target addressable market



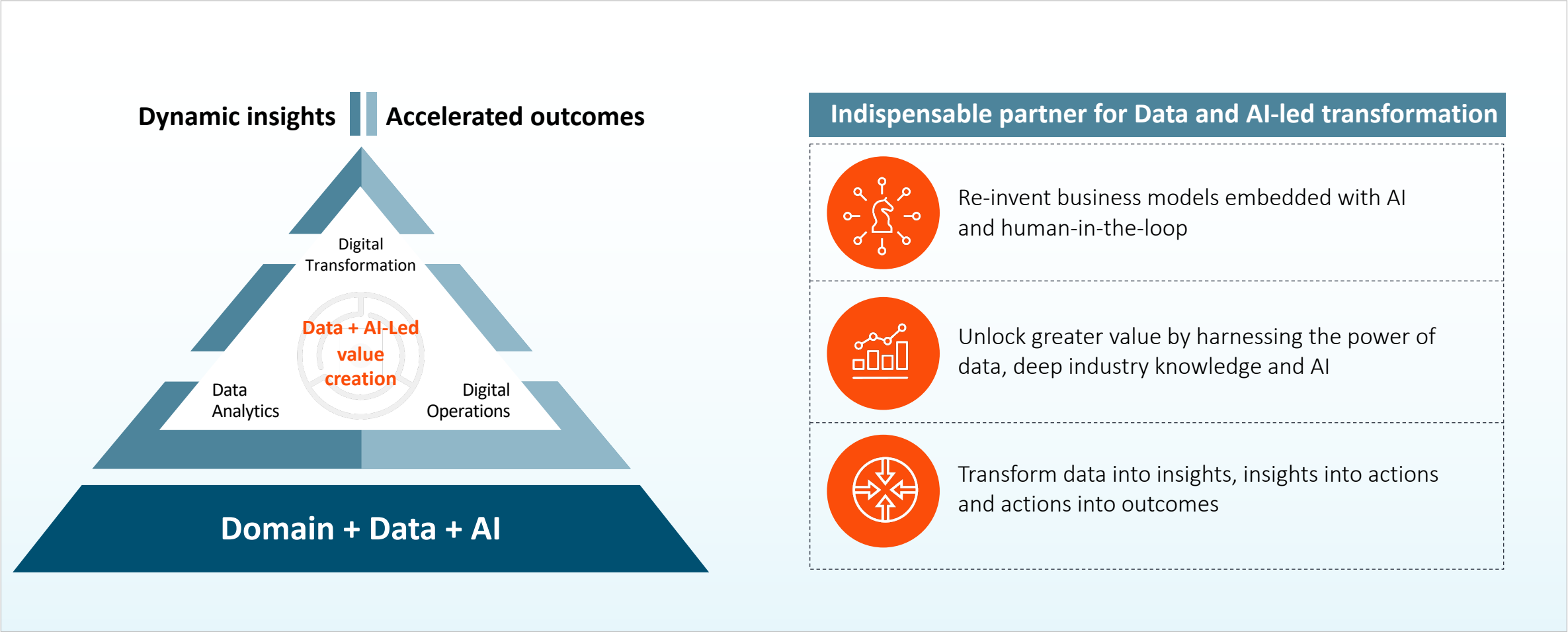
¹ 2026 Digital Transformation Spend as of EXL Nov 2022 investor event. Source: IDC. Source: Everest & Gartner for target addressable market

² 2027 forecast for Digital Transformation spend. Source: IDC. Source: Everest & Gartner for target addressable market

Critical success factors for AI implementations



Our data and AI-led strategy delivers better business outcomes for clients with speed



EXL leadership



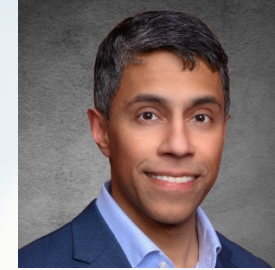
Rohit Kapoor
Chairman and Chief
Executive Officer



Vikas Bhalla
President and
Head of Insurance



Vivek Jetley
President and
Head of Analytics



Ajay Ayyappan
EVP and General
Counsel



Vishal Chhibbar
EVP and Chief
Growth and
Strategy officer



Pamela Harrison
EVP and Chief
Human Resources
Officer



Narasimha Kini
EVP and
Head of Emerging
Business



Andy Logani
EVP and Chief
Digital Officer



Anita Mahon
EVP and Head of
Healthcare



Maurizio Nicoelli
EVP and Chief
Financial Officer



Baljinder Singh
EVP and Chief
Information Officer

Growth with AI-led solutions

Vivek Jetley

President and Head of Analytics

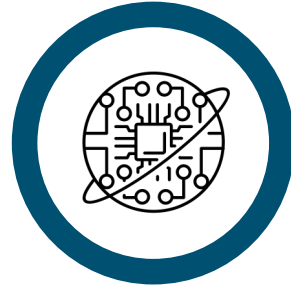


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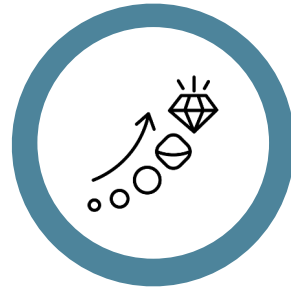
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Key takeaways



Well-positioned to capture the **AI market opportunity**

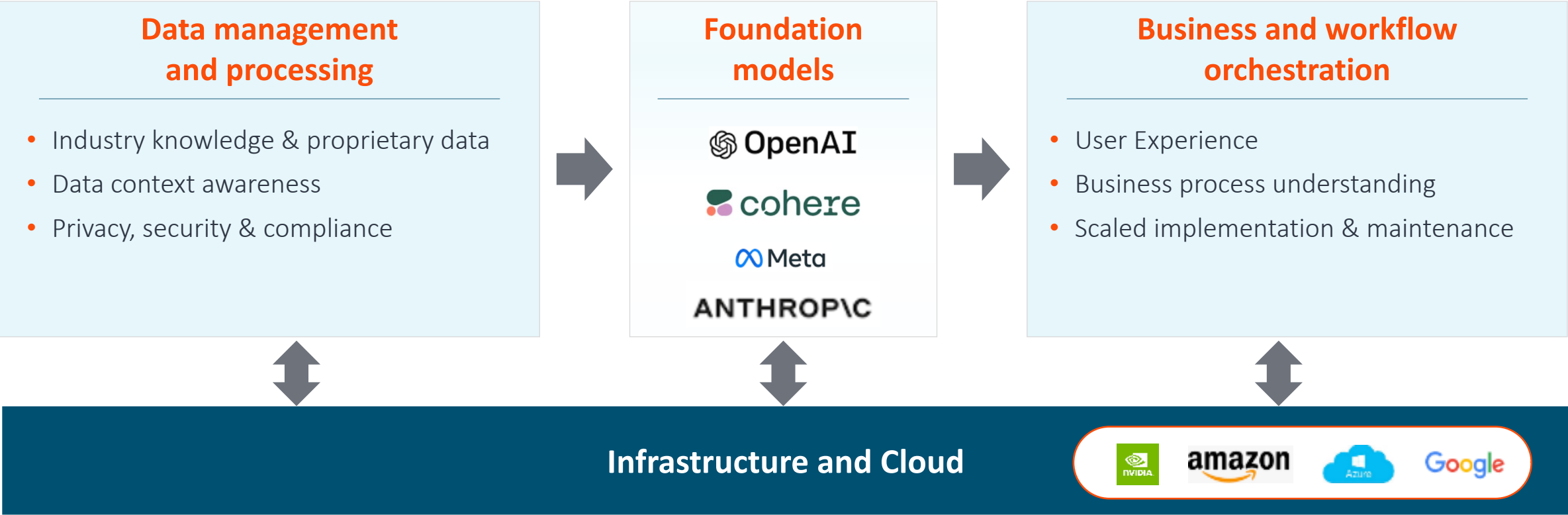


Ongoing expansion into **new higher value buying centres with data services**



Driving non-linear growth with **end-to-end Data & AI solutions**

Operationalizing bookends is key to generating value

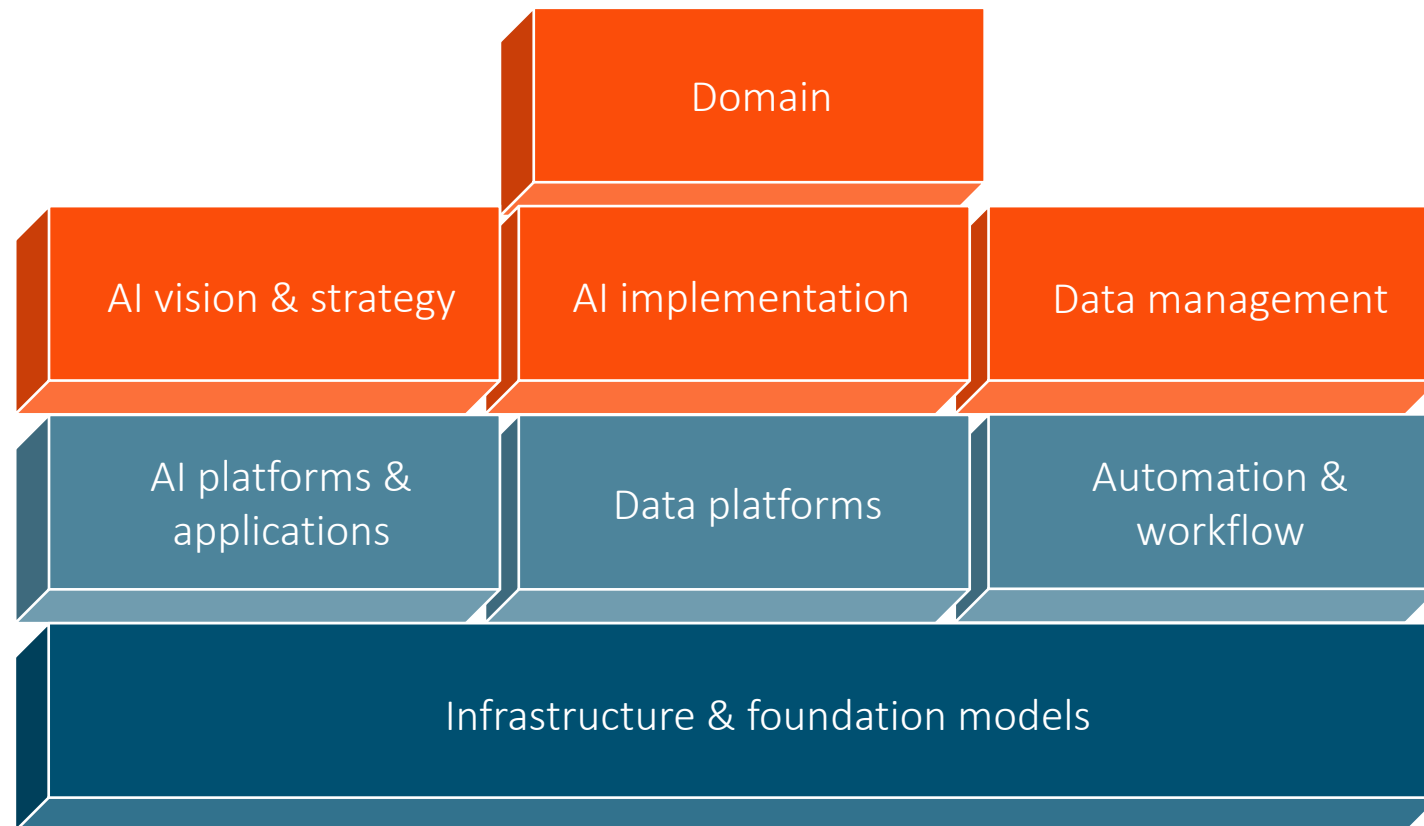


 **HyperScalers + Horizontal players**  **Key business requirements**

LLMs= Large language Models

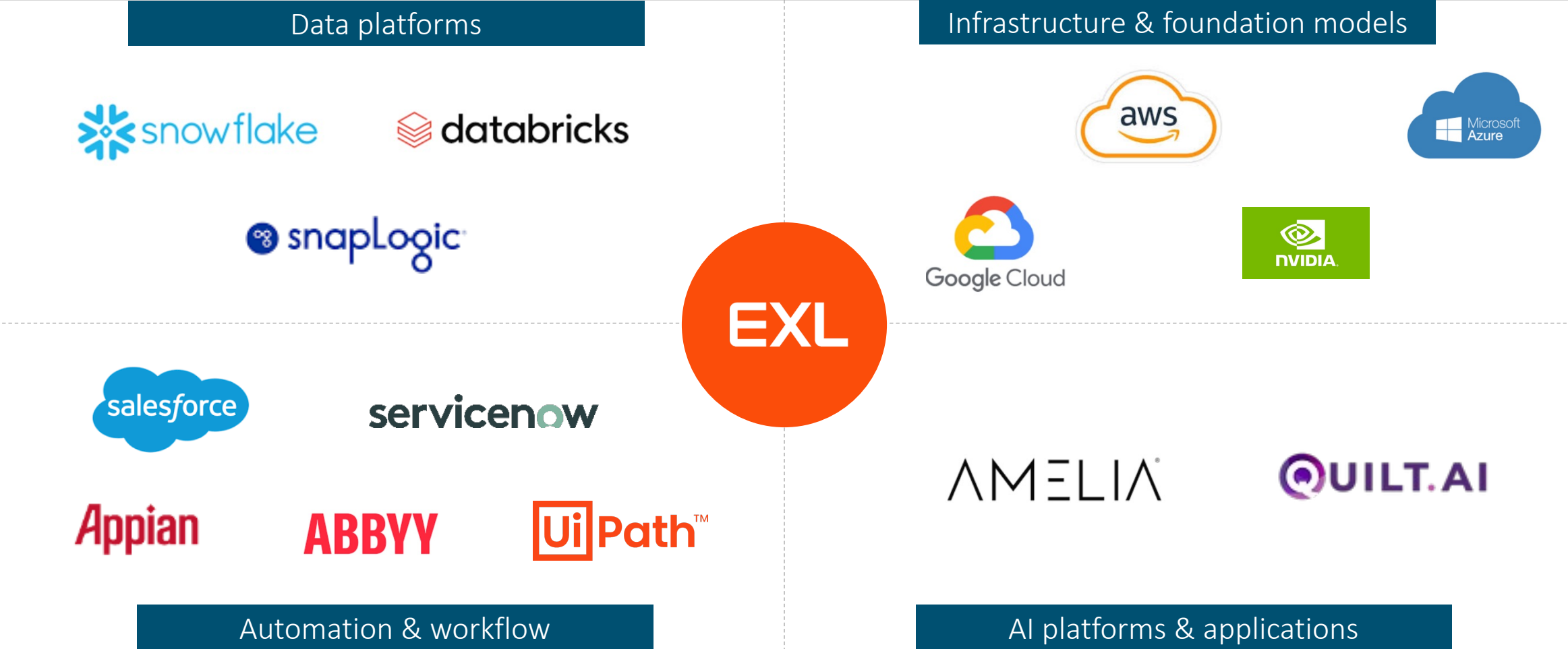
The right set of capabilities to drive end-to-end AI

AI ecosystem



- EXL driven & owned
- Delivered leveraging partners
- Horizontal players

Our growing partner ecosystem



Creating value for our clients with AI



\$2B+

Data & AI-led pipeline¹



\$150M+

Gen AI & industry solutions pipeline¹



150+

Gen AI use-cases



30+

Client use-case agreements

EXL – a partner of choice for Gen AI initiatives

Top 4 US Bank

Preferred partner for Gen AI initiatives

Leading Australian Insurer

Gen AI CoE partner

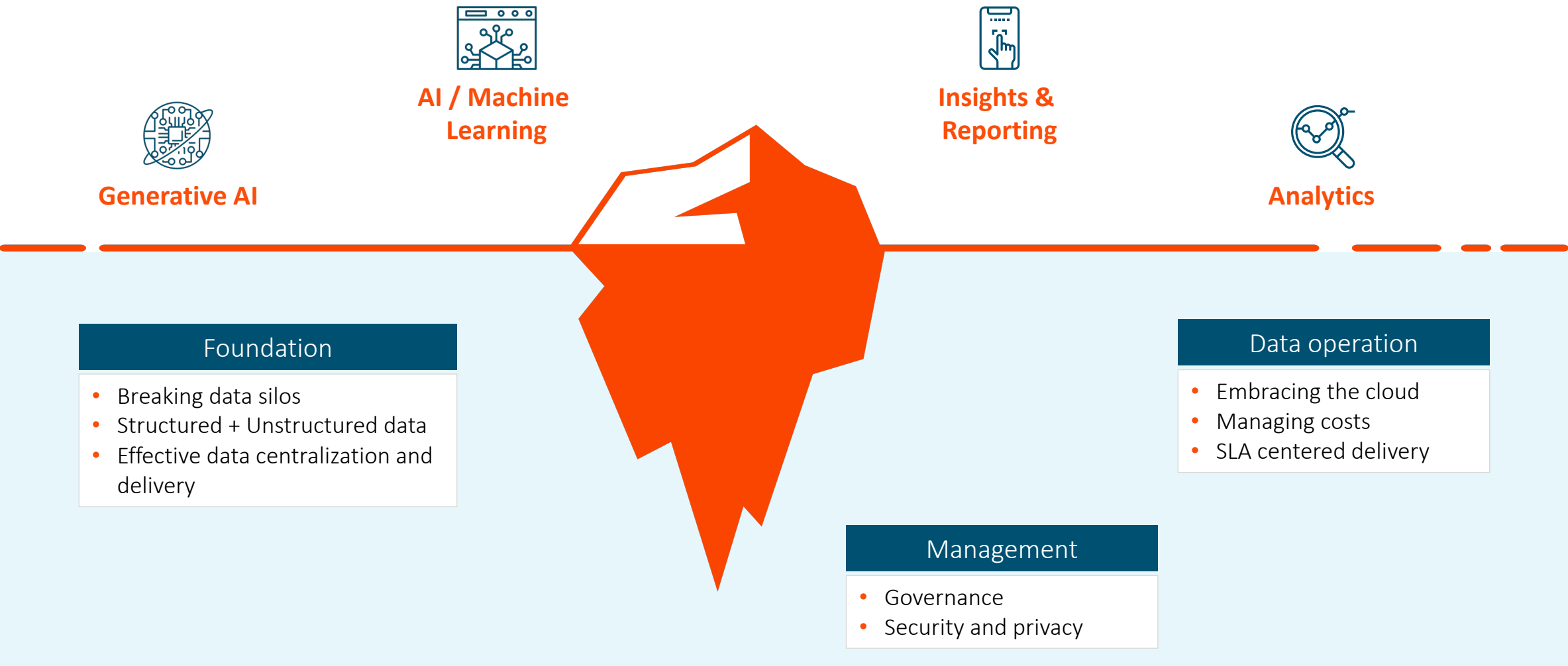
Global Asset Management Group

Exclusive partner for Gen AI led solutions

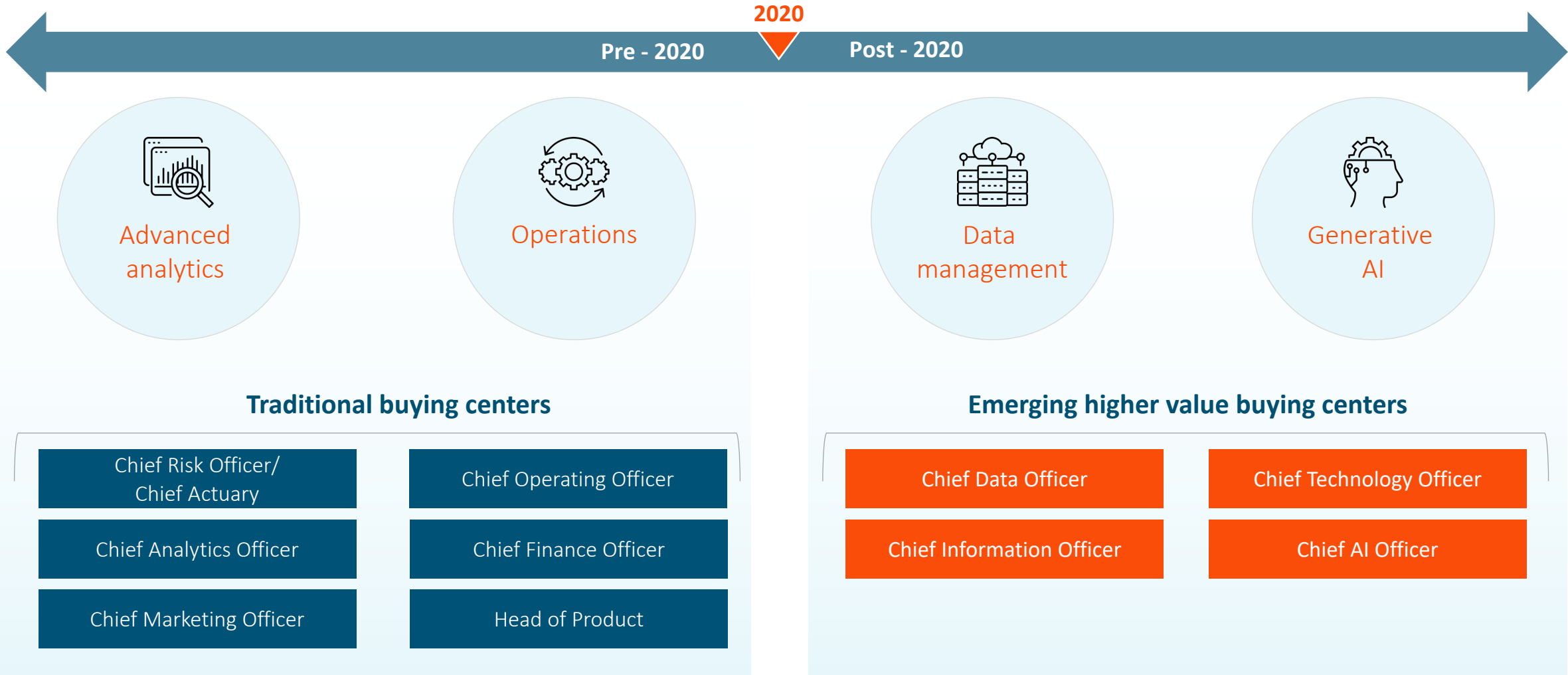
¹As of April 2024



Data modernization – the hidden part of the AI/analytics iceberg

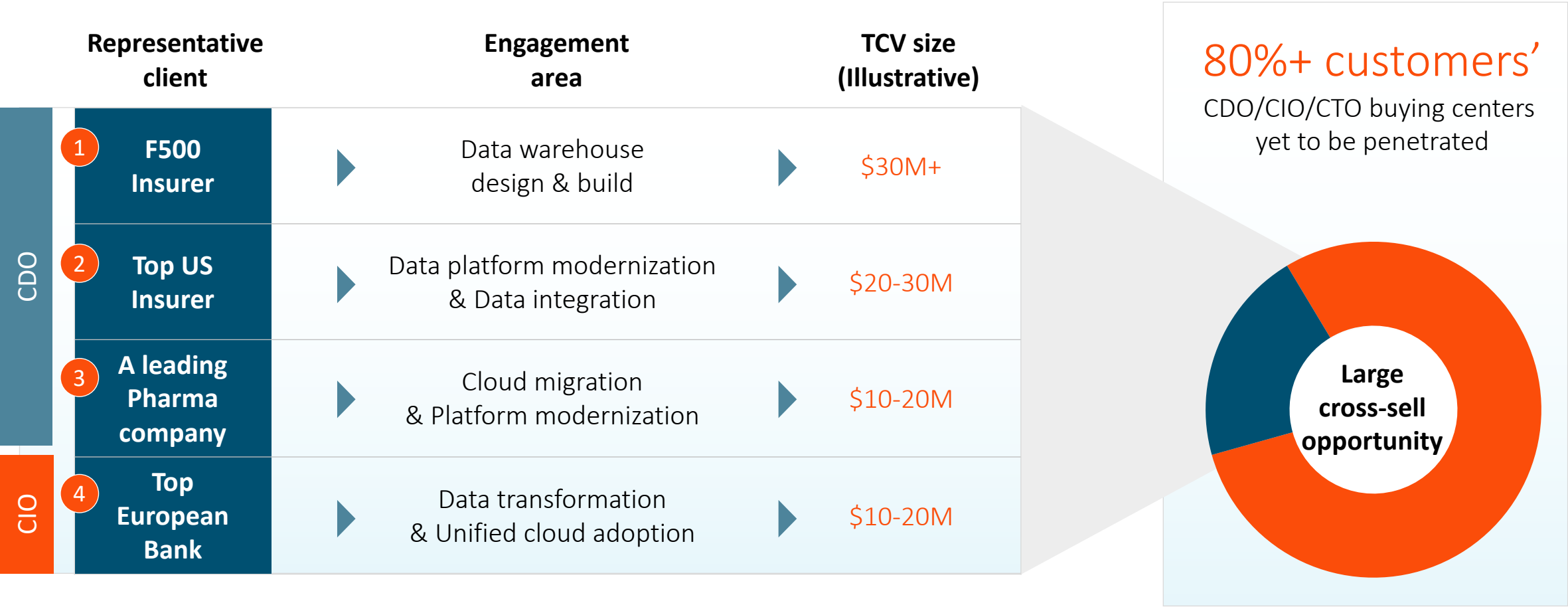


Expanding into new higher-value buying centers, with end-to-end capabilities



¹Source: Everest Group

Building new solutions & new revenue streams



Utilizing Data & AI strength to create new offerings for our clients



AI & Analytics consulting

One-time analysis, dashboarding or predictive model development

T&M pricing



AI & Analytics CoE

Rise in importance of data management & removal of data silos

IP-led Services pricing



AI & Analytics solutions

AI-infused solutions to solve specific business problems

Transaction pricing



AI & Analytics platform

Adoption of enterprise-wide AI-platform to deploy multiple use-cases at speed

Transaction pricing / SaaS / License



Driving non-linear growth with end-to-end integrated solutions

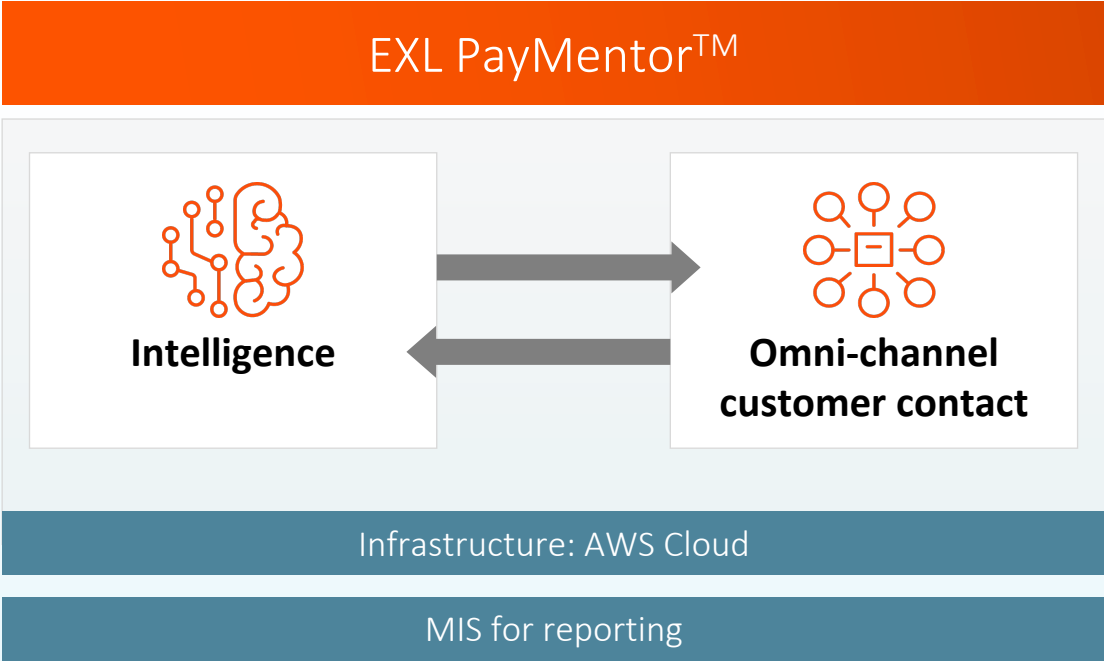
EXL's digital debt collections approach powered by EXL PayMentor™

From: 'Human-heavy'



Patchwork of home-grown / partner technology and analytics capabilities that use a 'heavy-human' collections solution

To: 'AI-powered modular solution'



¹As of April 2024

Delivering better client outcomes with solutions like PayMentor™, thereby expanding the scope of engagements

For our clients¹

100 – 300 BPS
Increase in Collection rate

10 – 30%
Reduction in Cost-to-Collect

10 – 20%
Reduction in Time-to Collect

Delivering better outcomes

For EXL

12+ clients
Banks/ Fintech/
Utilities / Credit Unions

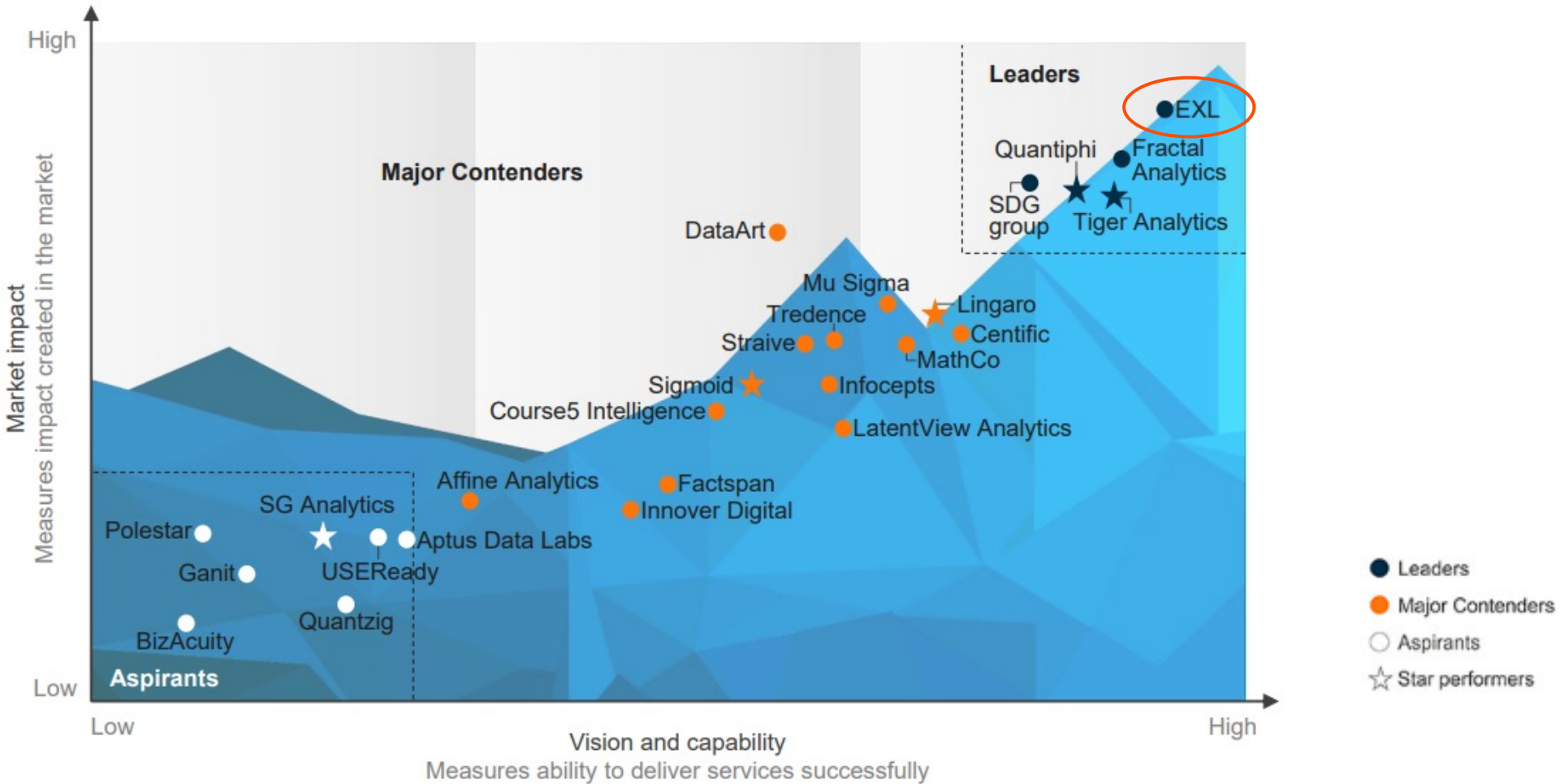
40 – 45%
Higher Gross Margins

~60%
Faster Time-to Deployment

¹ Benefits are based on our experience of deploying similar solution for our clients

Recognized as a leader in Analytics and AI services

Everest Group Analytics and Artificial Intelligence (AI) Services Specialists PEAK Matrix® Assessment 2024



Source: [Analytics and Artificial Intelligence \(AI\) Services Specialists PEAK Matrix® Assessment 2024](#), Everest Group, 21 March 2024. Licensed for use by EXL.



Value creation with Domain, Data and AI

Vikas Bhalla

President and Head of Insurance



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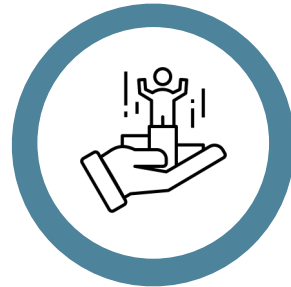
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Key takeaways



Domain + Data + AI delivers significant value to our digital operations and solutions business



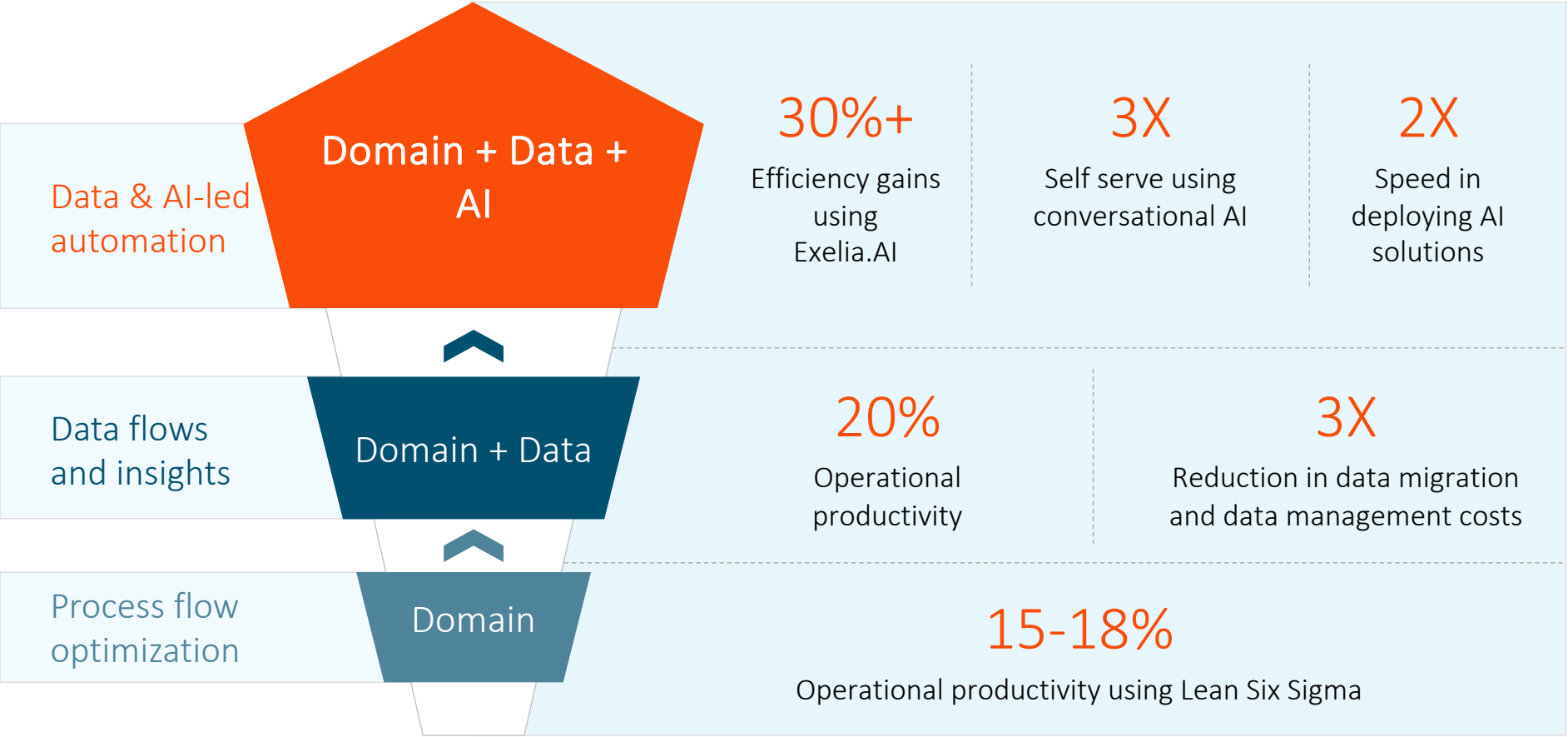
EXL is well positioned to continue being **the disruptor**



Enhanced value creation has **increased deal size** and **win rates**

Continuous evolution in creating value for clients

Example - A large US life insurer



8 year old engagement



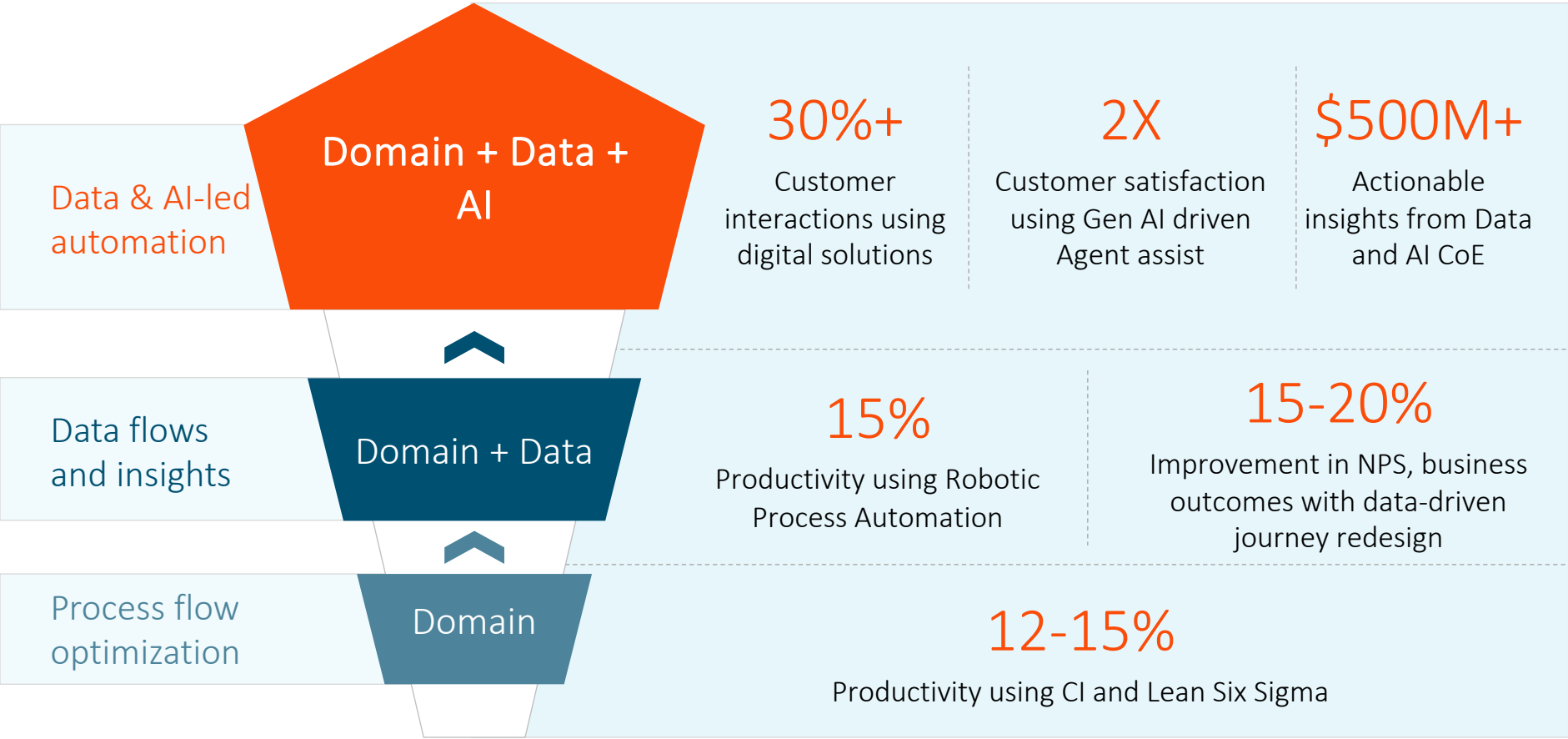
~100% revenue growth in last 3 years


“EXL combines the power of technology with expertise and empathy of our people. A win for our customers.”


- Client sponsor

Continuous evolution in creating value for clients

Example - A large energy provider in UK



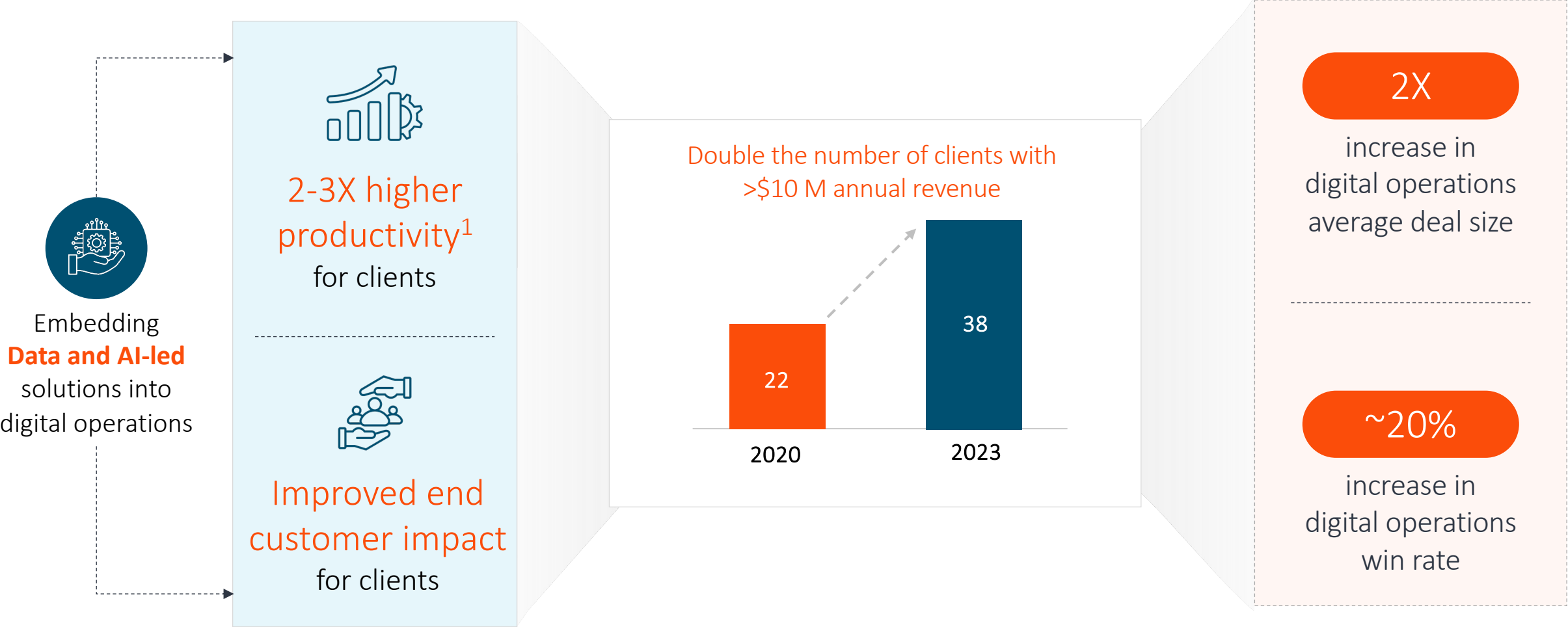
 Several new market opportunities in UK

 2 new buying centers (CTO and Product teams)

“Our relationship with EXL has pivoted from operations outsourcing to data and technology driven transformation to deliver our CX agenda.”

- Client sponsor

Capturing value through bigger deals and higher win rates



¹ Benefits are based on our experience of deploying solutions for our clients

Integrated deals – Data and AI driving digital operations growth



Domain led digital operations

- E2E operations in select industry verticals
- Technology capabilities



Analytics and Data management

- Advanced analytics
- Data platform modernization & data integration
- Cloud migration



AI

- Domain led AI solutions
- Partnership ecosystem

Integrated deals – New consumption model for analytics, data and AI

- Embedded data, analytics, technology and AI interventions
- End to end scope
- Outcome ownership
- Large deal size

Examples:

- Large integrated deal win - US mid size insurer
- Preferred AI and Data partner for a large UK retail client

Well positioned to be the leader and disruptor in our business



Business

Impact of AI

EXL's strategic positioning

Examples of outcomes

Digital operations

Horizontal AI has limited impact on complex transaction processing and domain specific customer interaction

Domain-led AI interventions with robust data capabilities are required to create the right impact

Built over **50** domain specific data & AI solutions

Developed end to end **data & AI-led** CX transformation offering

Embedded AI into our platforms to disrupt existing market

1.5X Digital operations and solutions revenue

>1000 Retail agents for a client use EXL's Gen AI Smart Agent Assist

E2E new product launch using EXL's LifePro Digital Suite

Well positioned to be the leader and disruptor in our business



Business

Impact of AI

EXL's strategic positioning

Examples of outcomes

Data analytics

Massive investment is required in data to achieve The Promise of AI

Significant shortage of domain-trained AI talent

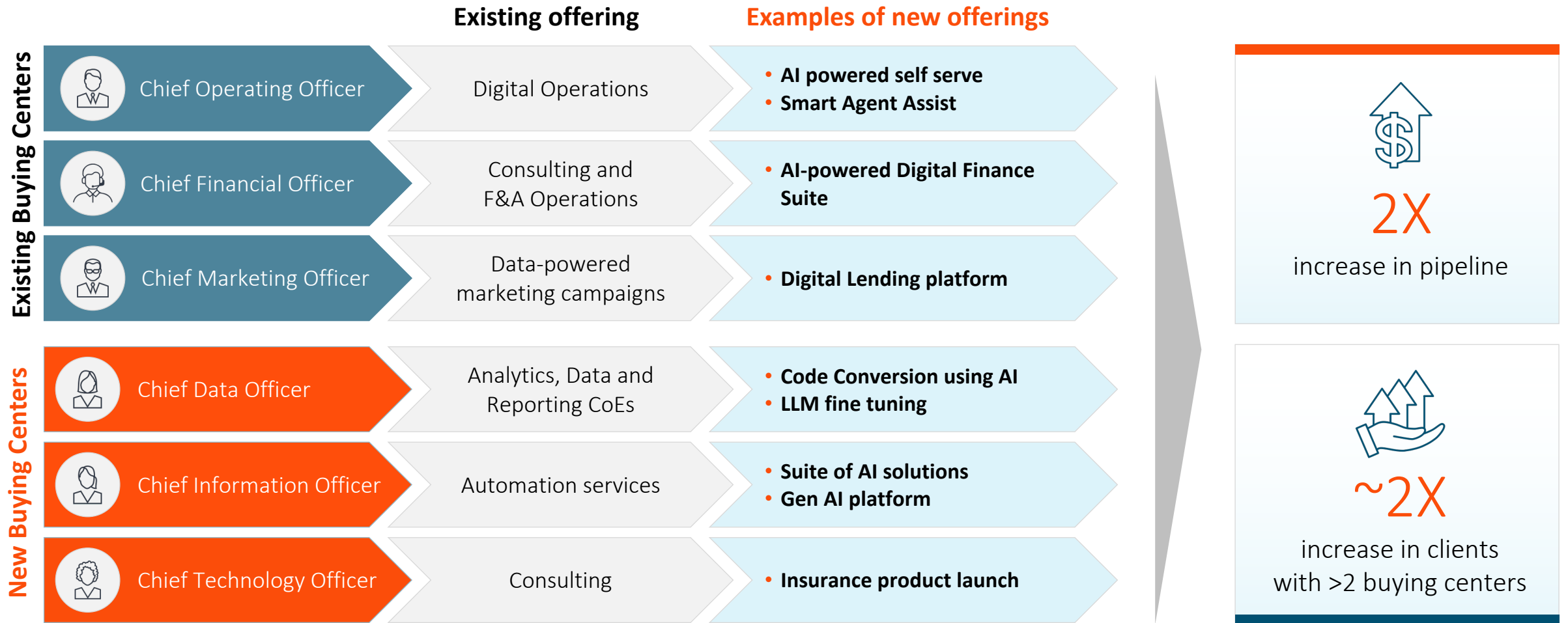
Acquired Datasource and Clairvoyant as part of our data pivot

~9400 highly skilled data science and data engineering professionals

110% Y-o-Y revenue growth in data management since 2021

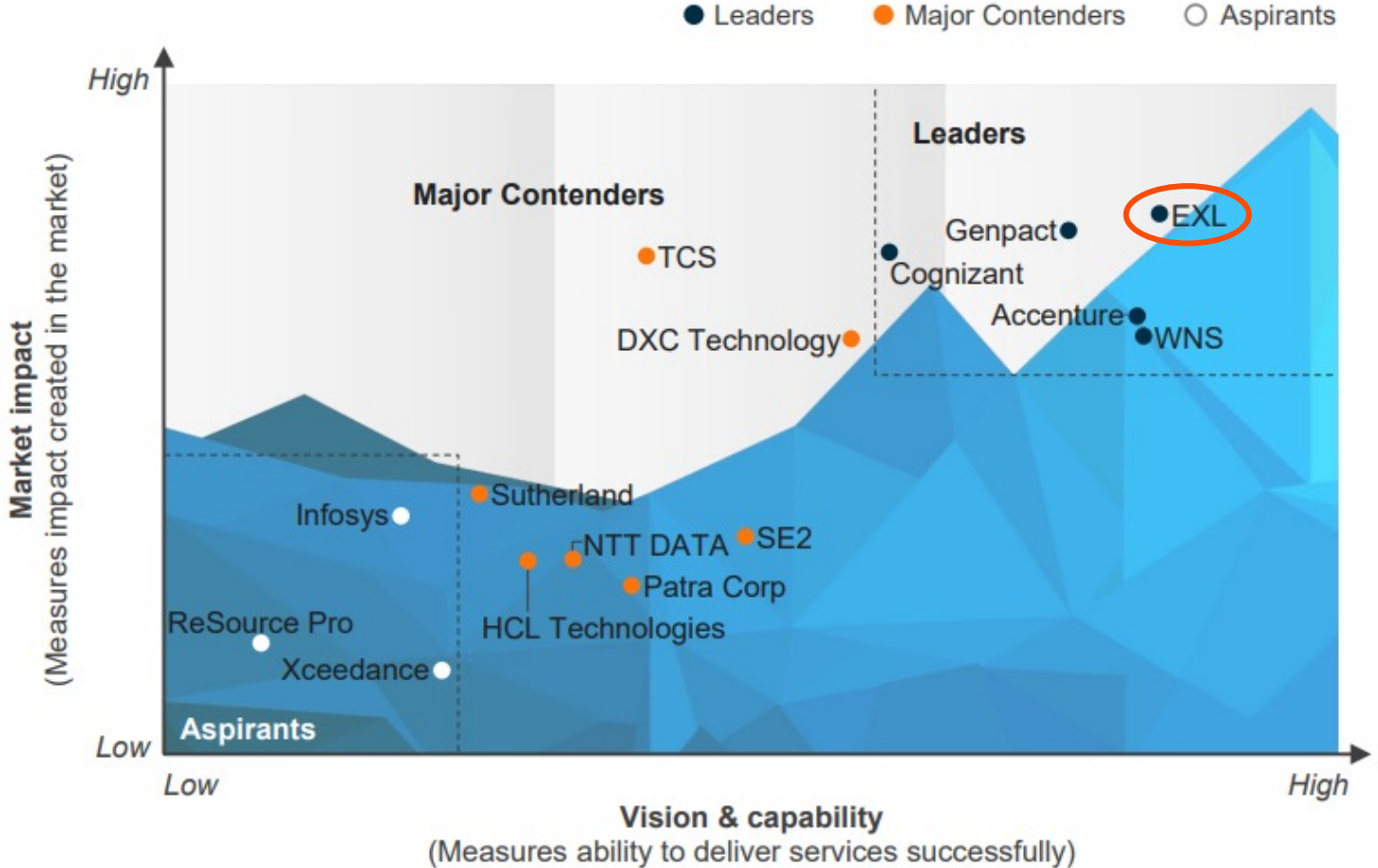
30+ Large Analytics and AI CoEs

Creating new buying centers and expanding in existing ones



Recognized as a leader in adding value to operations using digital

Everest Group Digital Platform and Augmentation (DPAS) in Insurance BPS PEAK Matrix® Assessment 2022



Source: Everest Group (2022)



Talent advantage

Pamela Harrison

EVP and Chief Human Resources Officer



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Key takeaways



Attracting **top talent**



Developing talent at scale



Driving colleague **engagement and retention**

Talent is strategically placed to address the shifting landscape



Distributed operations

- 50+ Global delivery centers
- 25+ Languages



Diverse skills

- 13,000+ AI, Gen AI, Data & Digital experts
- 400+ Insurance actuarial experts
- 2,100+ Clinicians
- 13,500+ Financial and legal services professionals
- 26,000+ Digital operations professionals



Growing talent

- ~19% 3-year average Headcount growth
- ~13,000+ Specialized in Domain, Data & AI

Capability development at the intersection of Domain, Data & AI



Domain

- Regular domain academies for continued focus on domain expertise and trends
- 1,000+ industry certifications on core and high complexity domain capabilities



Data & AI

- 12,000+ Data & AI/Gen AI specialization for people who work on Data & AI
- 47% of our total employee base trained on AI/Gen AI and data essentials



Leadership

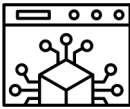
- 55% of VP+ developed on data, AI, innovation and digital strategy

Development directly tied to client assignments or new skills



Sandbox & prototype

100+ Labs/Sandbox for testing & experimentation



Live projects

50+ Capstone projects for key skill areas (AI/Gen AI, Data, Cloud)

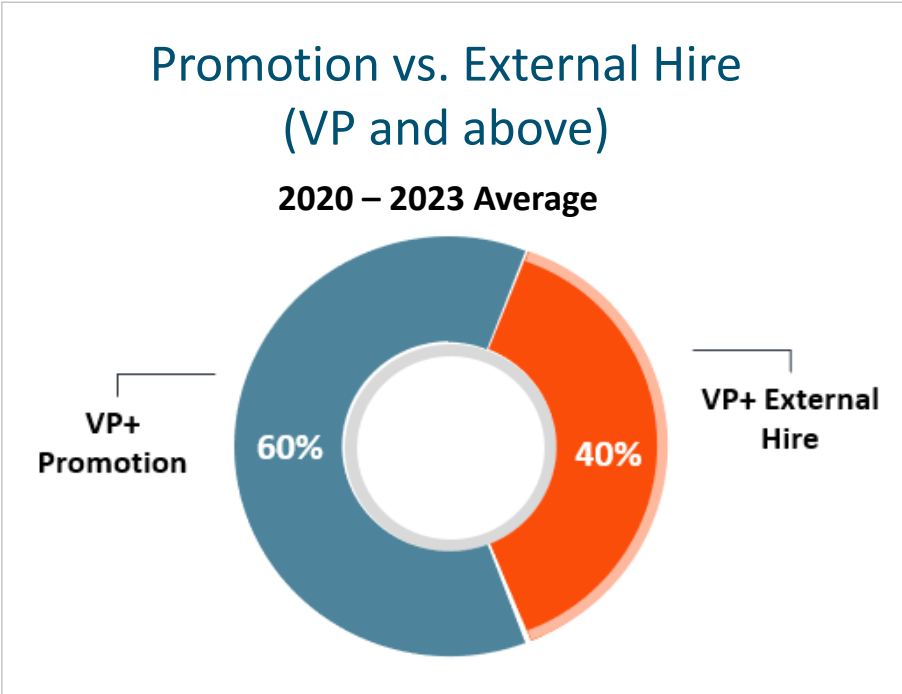
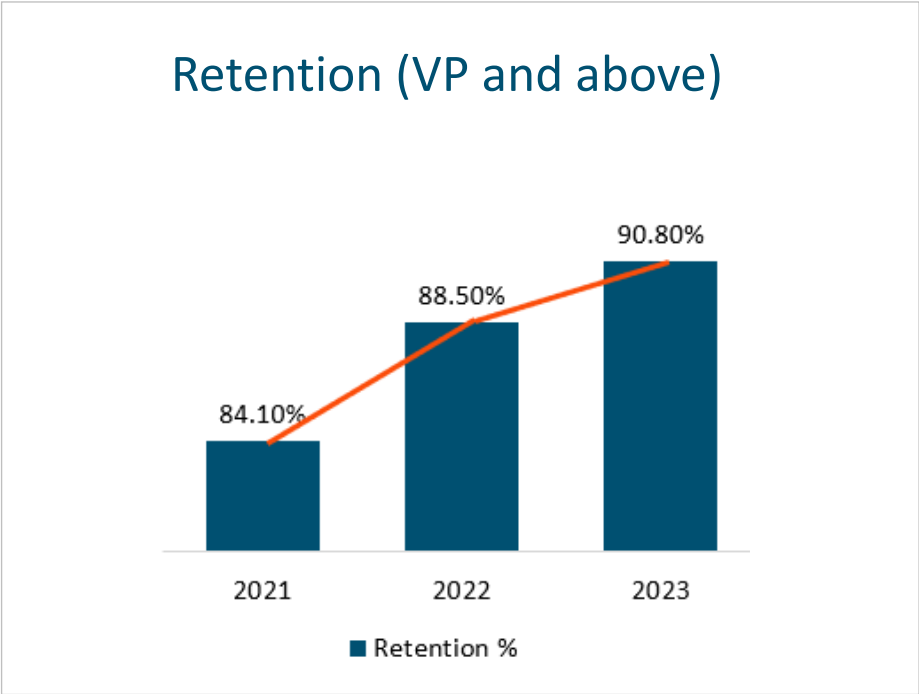


Data, AI & Digital roles

60% employees certified for Data, AI & Digital roles

15% applied skills in Data/AI driven projects/labs or use case development

Established leadership fosters employee engagement and retention



Average tenure

President

2 Employees

22.4 Years

Executive Committee

11 Employees

15.3 Years

Senior Vice President

54 Employees

11.9 Years

Vice President

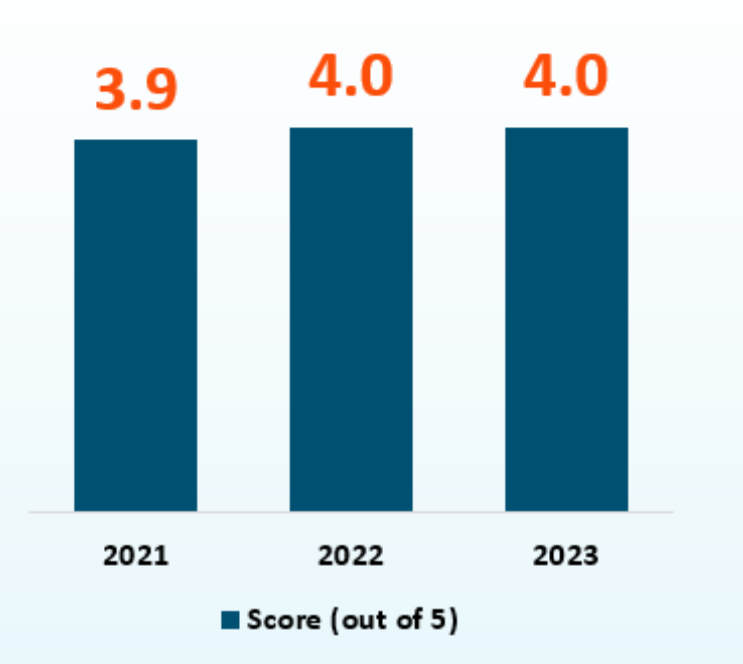
431 Employees

8.8 Years

Driving employee engagement and retention



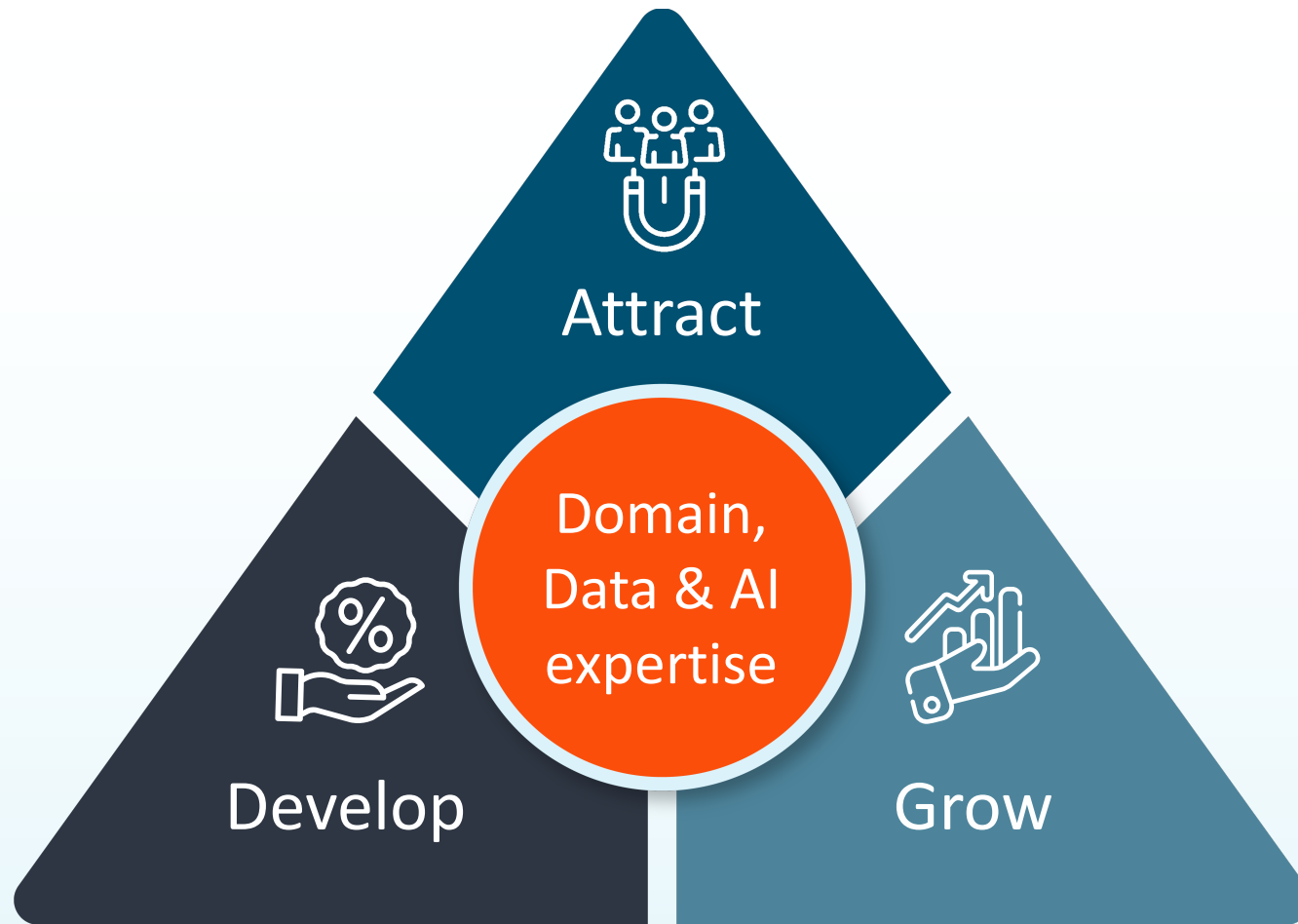
Employee Engagement



Participation



Our talent value proposition is delivered through:



Financial performance

Maurizio Nicoletti
EVP and Chief Financial Officer



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Update 2024

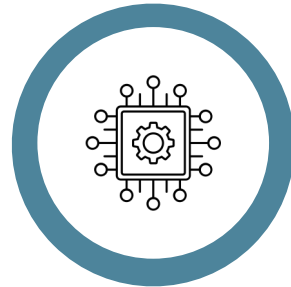
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Key takeaways



Strategy enabling industry-leading performance

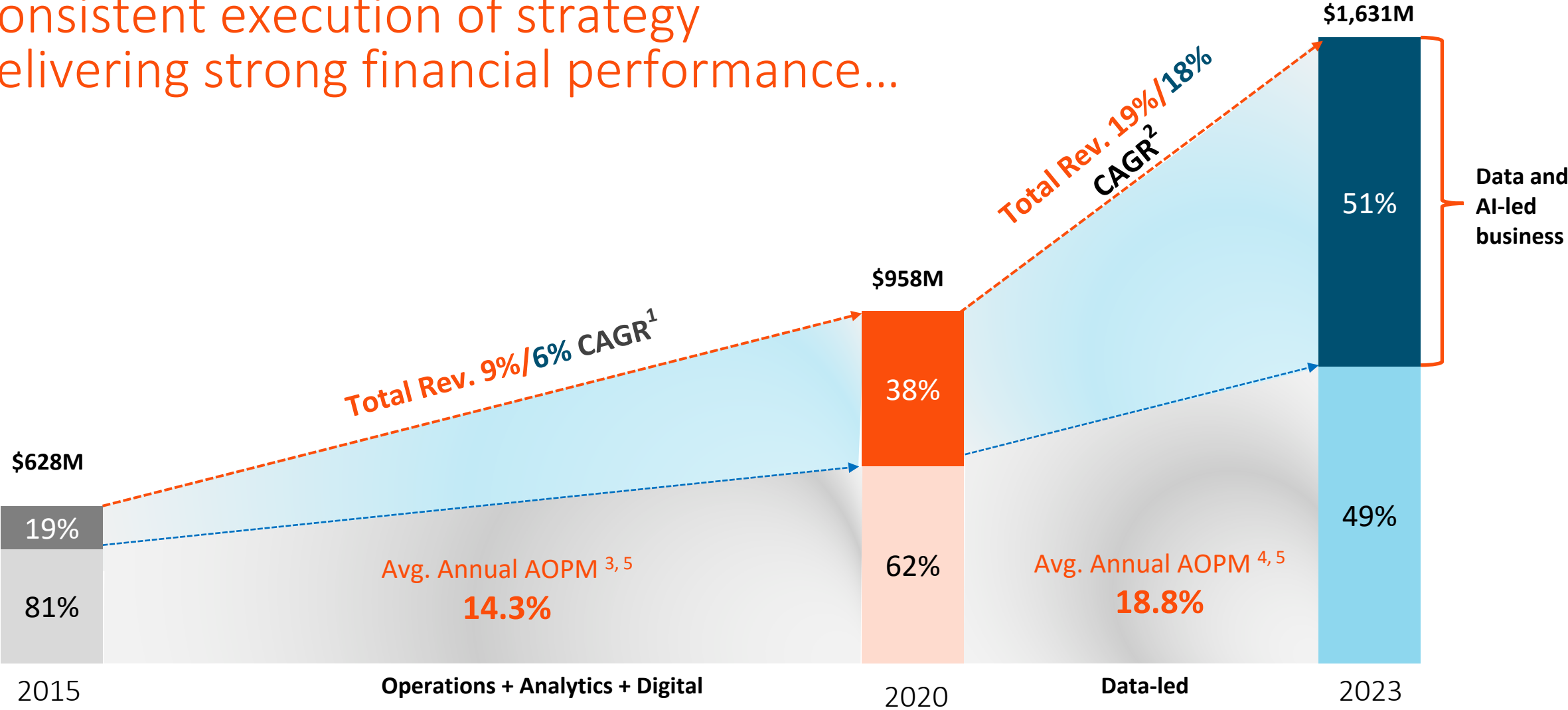


Majority of revenue is now **Data and AI-led**



Strong balance sheet and capital allocation strategy driving momentum

Consistent execution of strategy delivering strong financial performance...

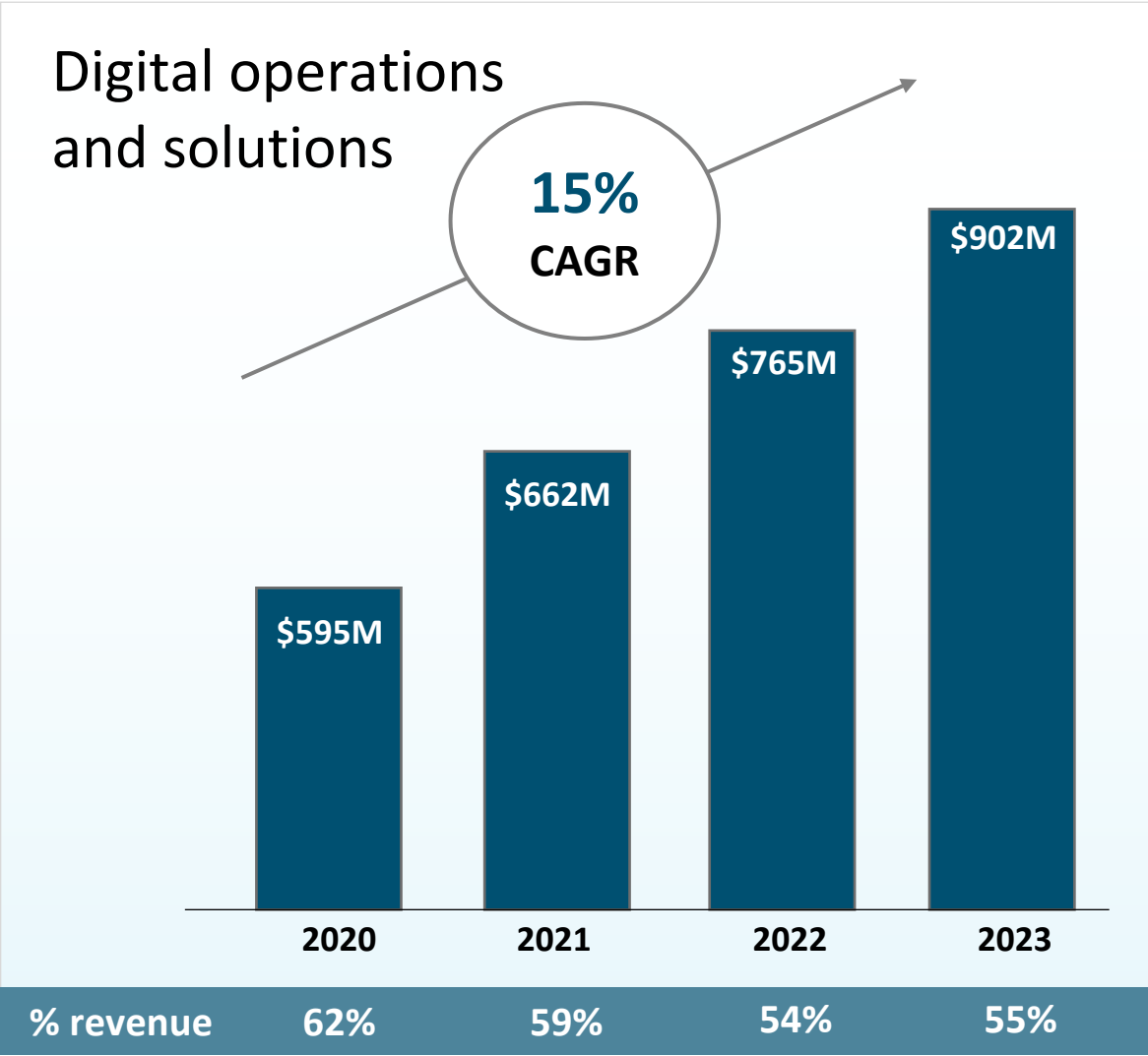
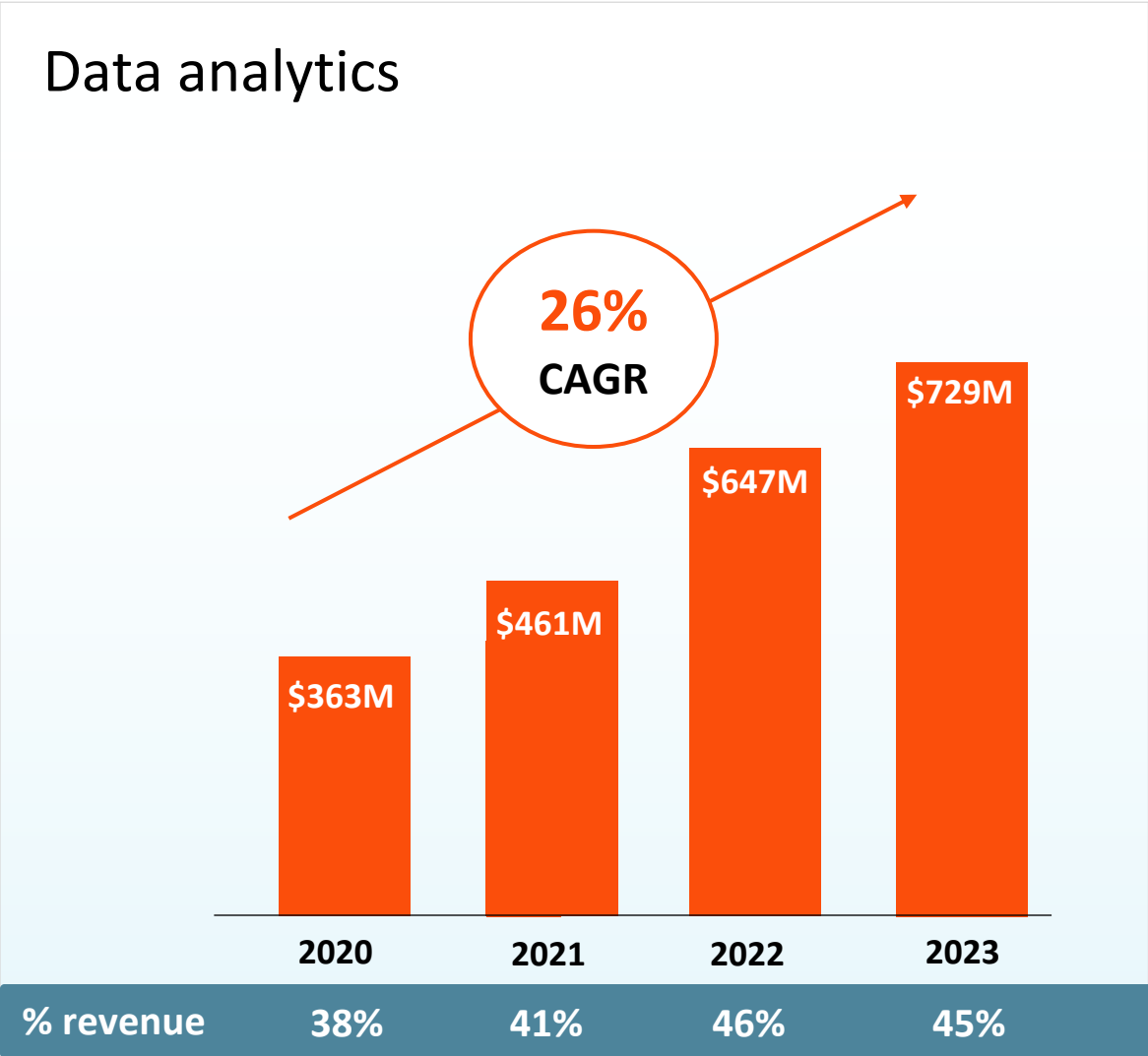


Reported / Organic growth

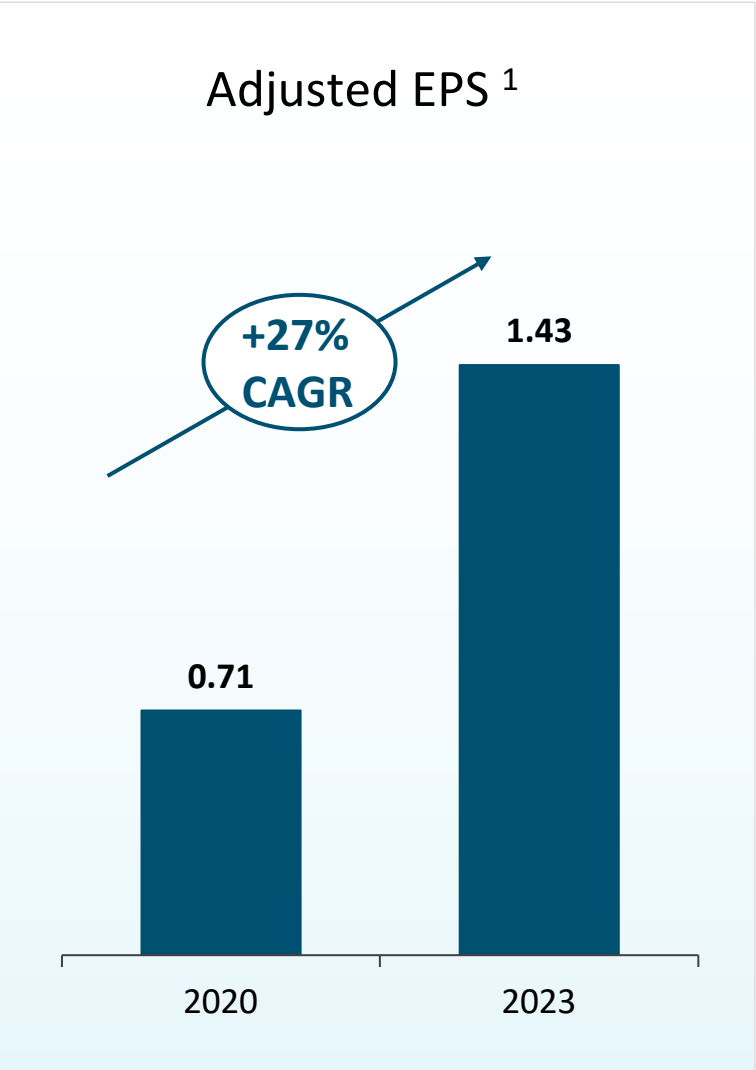
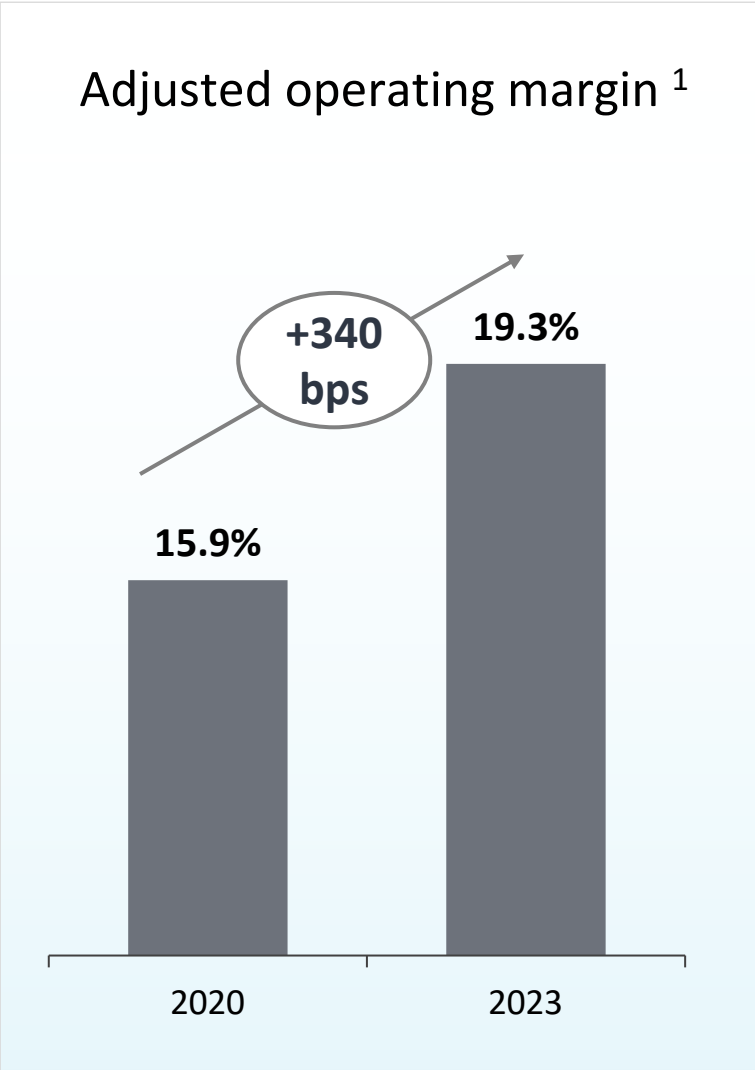
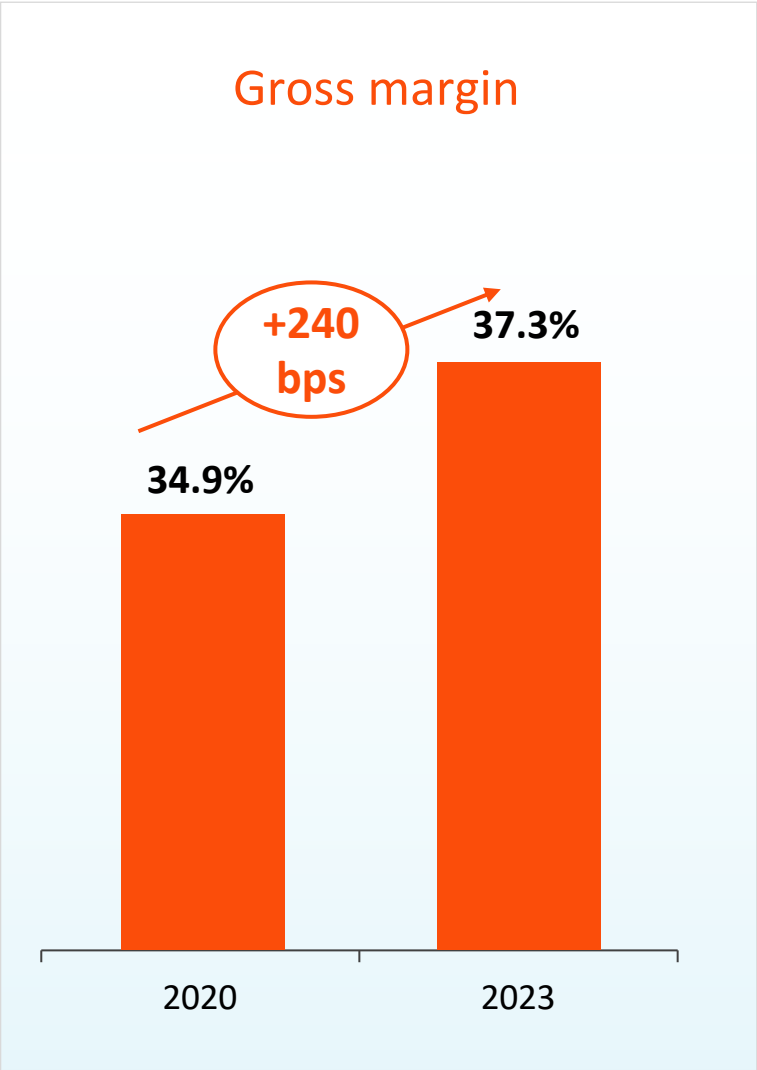
¹ Organic CAGR is excluding acquisitions for 2015-2020
² Organic CAGR is including all acquisitions for prior periods and excludes acquisitions from 2020-2023
³ Avg. AOPM is for the period 2016-2020
⁴ Avg. AOPM is calculated for the period 2021-2023
⁵ See "Appendix" slides for information regarding the use of our non-GAAP financial measures.



...And benefitting both our businesses



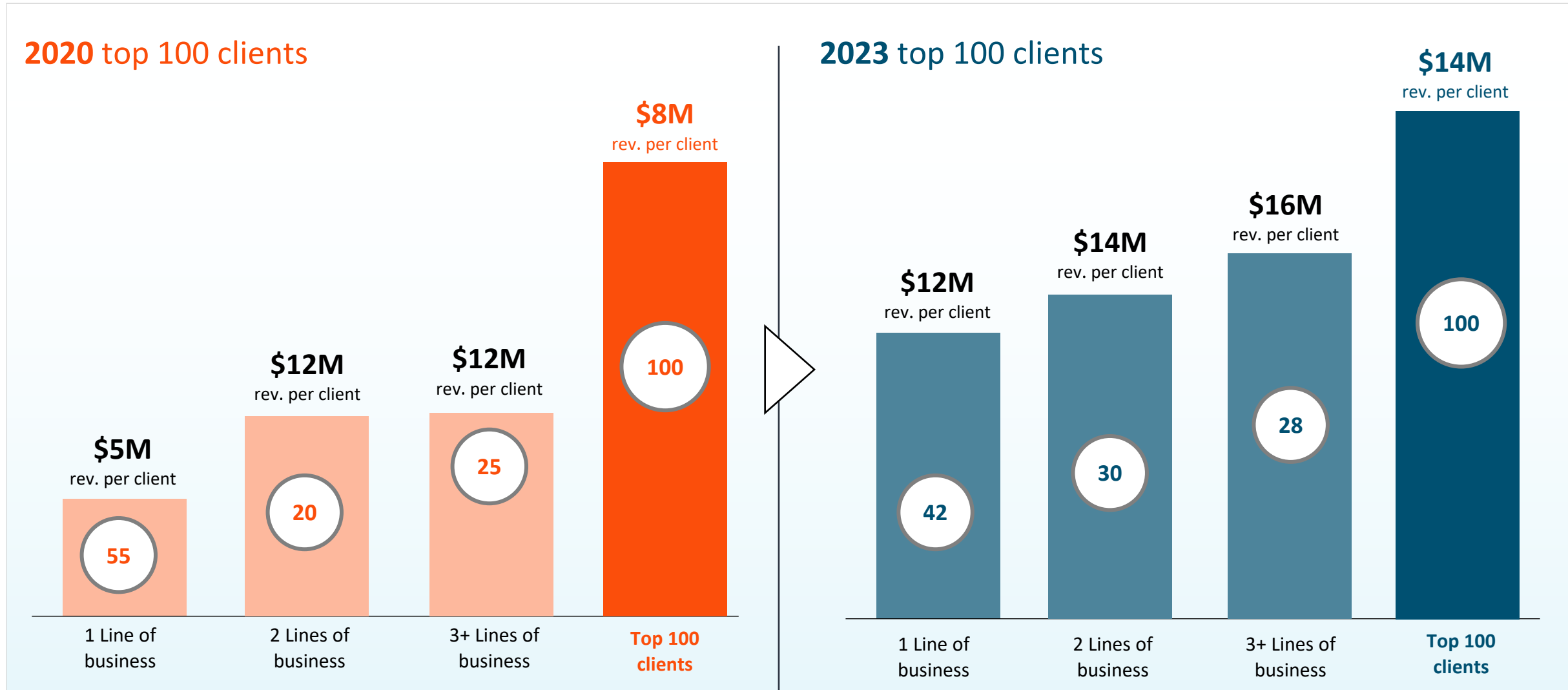
...And delivering margin expansion and EPS growth



¹ See "Appendix" slides for information regarding the use of our non-GAAP financial measures

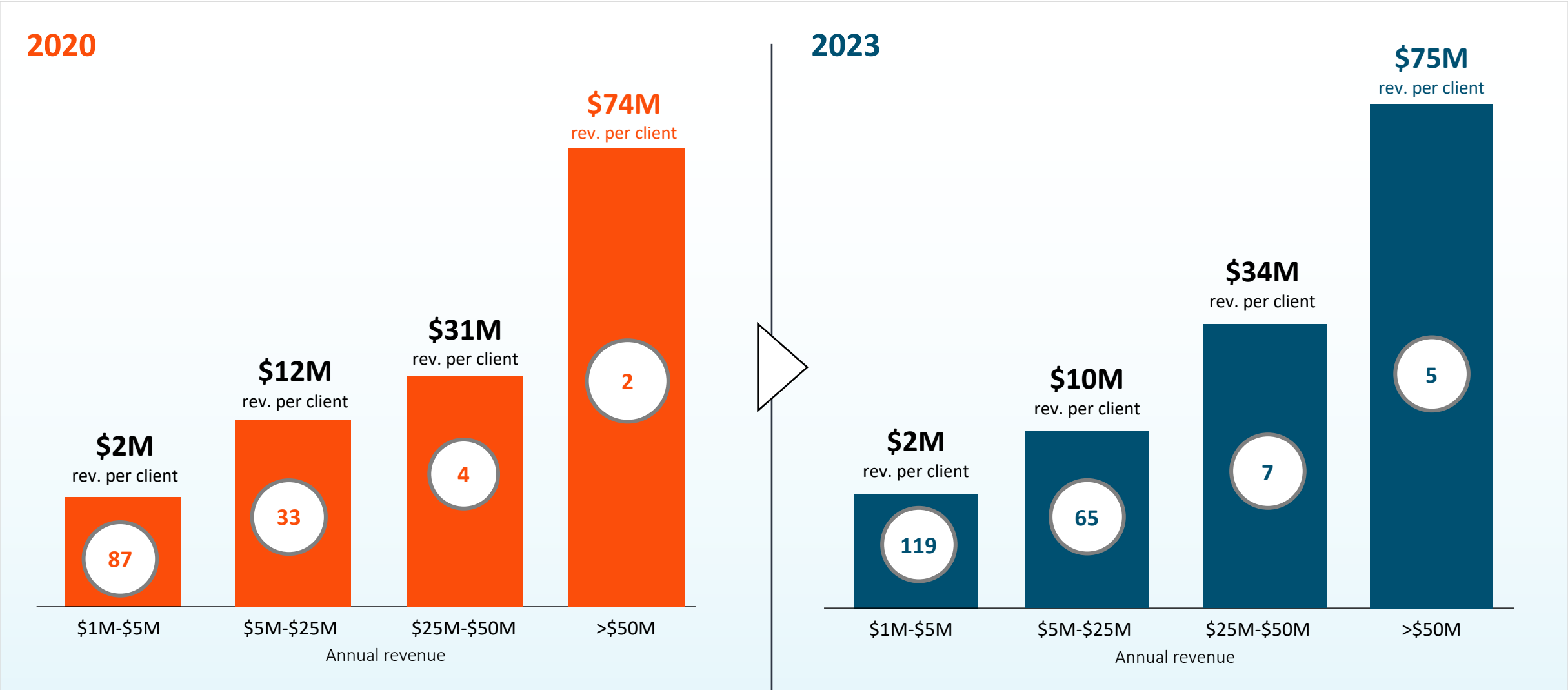


New solutions and cross-selling growing revenue per client



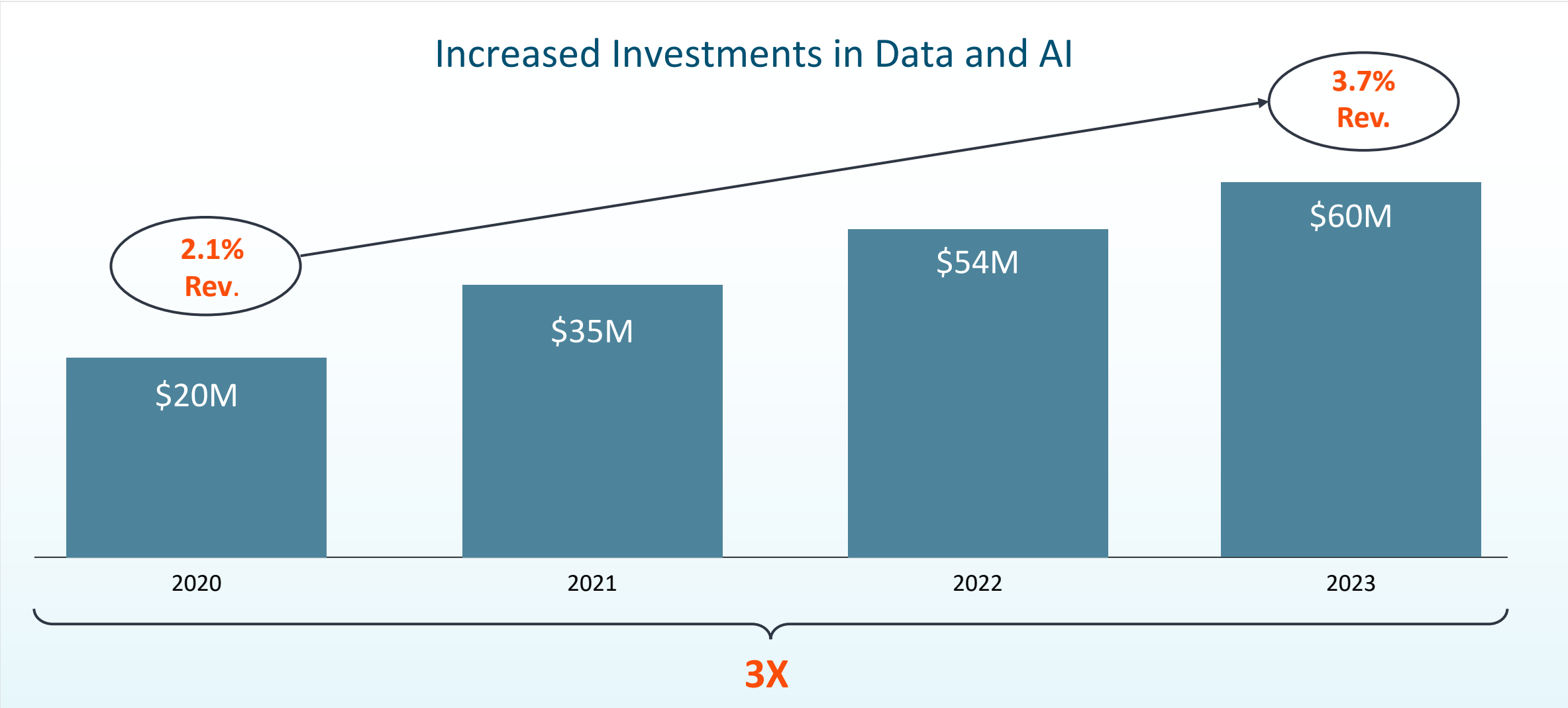
○ Number of clients

End-to-end capabilities driving larger deal sizes



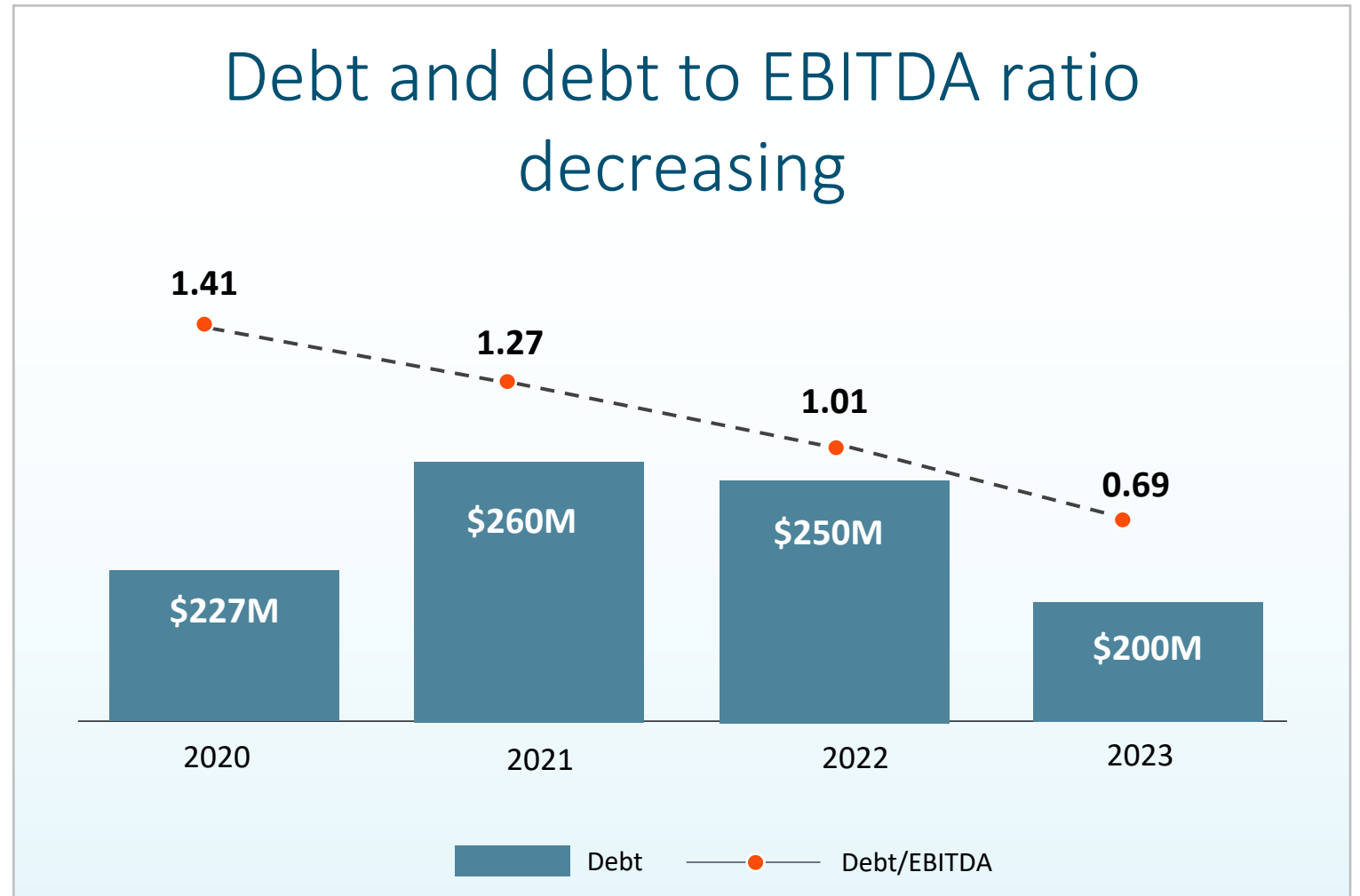
○ Number of clients

Increased investments advancing our momentum



Strong cash flow and healthy balance sheet to invest in growth

- Generated **\$158M** in free cash flow¹ in 2023
- Expect to generate **\$175M+** free cash flow¹ in 2024

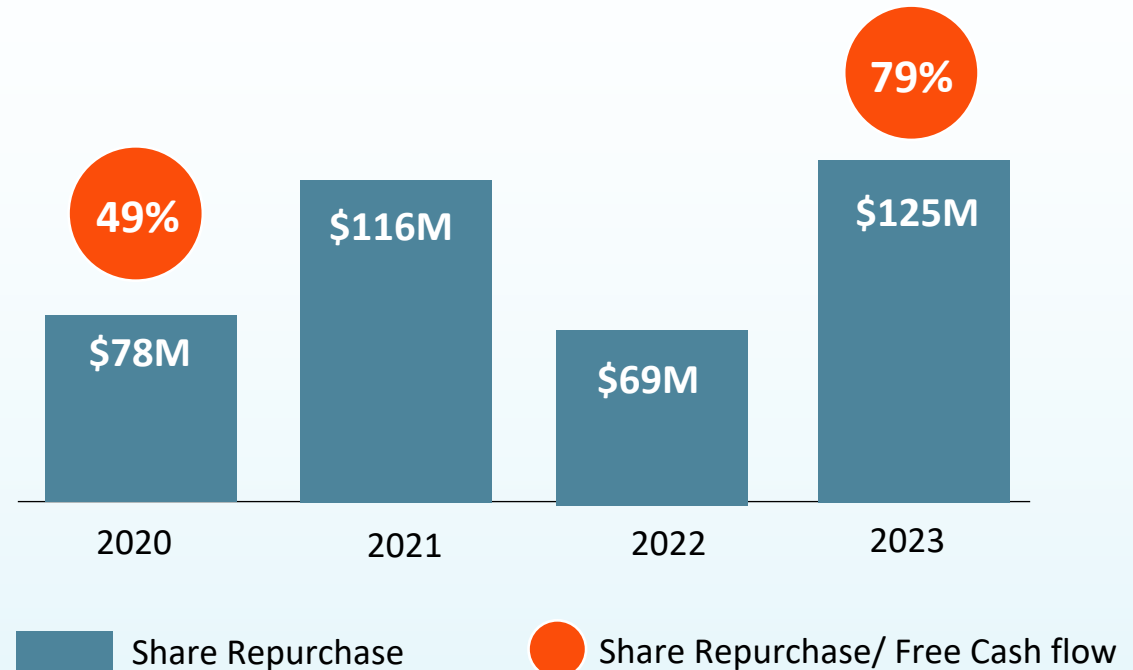


¹ Free cash flow is calculated as cash from operating activities (excluding payment for contingent consideration) less capital expenditures

Expanded share repurchase program

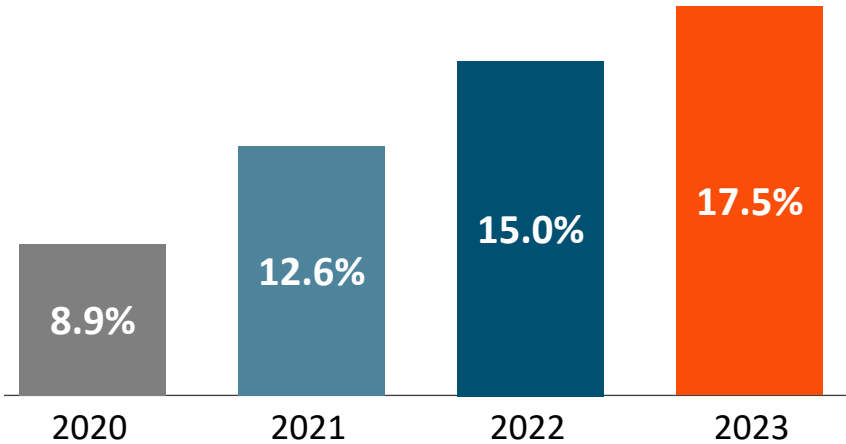
- \$500 million authorized repurchase program for 2024/25
- Approximately \$250 million each year -- double from 2023
- \$144 million repurchased year-to-date, which includes the \$125 million accelerated share buyback

Utilized 65% of free cash flow for share repurchase in past four years



Effective capital allocation strategy driving shareholder value

Return on invested capital ^{1, 2}



- 1. Investments in the business to accelerate high-value revenue growth
- 2. Effective tax rate optimization
- 3. Efficient management of assets

- 4. Meaningful stock buyback program
- 5. Efficient capital management limiting exposure to rising interest rates
- 6. Disciplined M&A

¹ Return on Invested Capital is calculated as Net Operating Profit after tax / Avg. (Debt +Equity)
² See "Appendix" slides for information regarding the use of our non-GAAP financial measures.

Expect to meet/exceed prior medium-term guidance (2022-2024)

	November 2022	Projected results ¹	
Revenue	11%-13% YoY growth	13% YoY growth	
AOPM ²	18%+	19%+	
Adj. EPS ²	11%-13% YoY growth	15% YoY growth	

¹ Based on Mid point of FY'2024 Guidance provided in during our Q1'24 earning call results as of May 2, 2024

² See "Appendix" slides for information regarding the use of our non-GAAP financial measures.

Our strategy positions us to win in 2024 and beyond



¹ Medium term represents 2024-2025
See "Appendix" slides for information regarding the use of our non-GAAP financial measures.

Our Data & AI-led strategy continues to propel us forward



Domain + Data + AI is at the core of our Data and AI-led strategy



We are **continuously evolving our capabilities & tapping into both new and existing buying centers** to capture higher share of wallet across data analytics and digital ops & solutions



We're **attracting, developing and retaining talent** aligned with our strategy



This is enabling us to sustain our **growth momentum** and deliver **shareholder value**



► Questions

Investor strategy update

May 7, 2024

A tall building with a curved orange facade. The facade features the EXL logo in large white letters. Below the logo, the text "We make AI real and drive impact at scale." is written in white. At the bottom of the curved section, the Nasdaq logo is visible. The building is set against a clear blue sky with other skyscrapers in the background.

EXL

We make AI real
and drive impact at scale.

Nasdaq

Appendix

Non-GAAP financial measures and reconciliations

In addition to its reported operating results in accordance with U.S. generally accepted accounting principles (GAAP), EXL has included certain financial measures that are considered non-GAAP financial measures, including the following:

- Adjusted operating income and adjusted operating income margin;
- Adjusted diluted earnings per share; and

These non-GAAP financial measures are not based on any comprehensive set of accounting rules or principles, should not be considered a substitute for, or superior to, financial measures calculated in accordance with GAAP, and may be different from non-GAAP financial measures used by other companies. Accordingly, the financial results calculated in accordance with GAAP and reconciliations from those financial statements should be carefully evaluated. EXL believes that providing these non-GAAP financial measures may help investors better understand EXL's underlying financial performance. Management also believes that these non-GAAP financial measures, when read in conjunction with EXL's reported results, can provide useful supplemental information for investors analyzing period-to-period comparisons of the Company's results and comparisons of the Company's results with the results of other companies. Additionally, management considers some of these non-GAAP financial measures to determine variable compensation of its employees. The Company believes that it is unreasonably difficult to provide its earnings per share financial guidance in accordance with GAAP, or a qualitative reconciliation thereof, for a number of reasons, including, without limitation, the Company's inability to predict its future stock-based compensation expense under ASC Topic 718, the amortization of intangibles associated with future acquisitions and the currency fluctuations and associated tax effects. As such, the Company presents guidance with respect to adjusted diluted earnings per share. The Company also incurs significant non-cash charges for depreciation that may not be indicative of the Company's ability to generate cash flow.

EXL non-GAAP financial measures exclude, where applicable, stock-based compensation expense, amortization of acquisition-related intangible assets, provision for litigation matters, effects of termination of leases, certain defined social security contributions, allowance for certain material expected credit losses, other acquisition-related expenses or benefits and effect of any non-recurring tax adjustments. Acquisition-related expenses or benefits include, changes in the fair value of contingent consideration, external deal costs, integration expenses, direct and incremental travel costs and non-recurring benefits or losses. Our adjusted net income and adjusted diluted EPS also excludes the effects of income tax on the above pre-tax items, as applicable. The effects of income tax of each item is calculated by applying the statutory rate of the local tax regulations in the jurisdiction in which the item was incurred.

Non-GAAP financial measures and reconciliations (continued)

A limitation of using non-GAAP financial measures versus financial measures calculated in accordance with GAAP is that non-GAAP financial measures do not reflect all of the amounts associated with our operating results as determined in accordance with GAAP and exclude costs that are recurring, namely stock-based compensation and amortization of acquisition-related intangible assets. EXL compensates for these limitations by providing specific information regarding the GAAP amounts excluded from non-GAAP financial measures to allow investors to evaluate such non-GAAP financial measures.

Reconciliation of adjusted operating income

(Amount in millions)

	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	FY'23
Income from Operations (GAAP)	\$67.3	\$64.5	\$72.7	\$49.8	\$76.5	\$110.0	\$155.9	\$192.2	\$238.8
add: Amortization of acquisition-related intangibles	10.2	11.9	14.0	20.4	21.6	14.4	12.8	17.1	14.7
add: Stock-based compensation expense	16.0	19.8	23.0	23.9	26.1	28.2	38.6	49.4	58.4
add: Provision for litigation settlement	-	-	-	2.4	-	-	-	0.4	0.9
add: Allowance for expected credit losses (a)	-	-	-	-	-	-	-	-	1.4
add/(subtract): Other (benefits)/expense (b)	-	-	-	-	-	-	0.6	(0.6)	0.5
add: Acquisition-related expenses	-	-	0.8	2.3	-	-	0.8	0.1	-
add: Impairment and restructuring charges	-	-	-	20.1	8.7	-	-	-	-
Adjusted Operating Income (Non-GAAP)	\$93.6	\$96.1	\$110.6	\$118.9	\$132.8	\$152.7	\$208.59	\$258.60	\$314.7
Adjusted operating income margin %	14.9%	12.6%	14.5%	13.5%	13.4%	15.9%	18.6%	18.3%	19.3%

Notes:

(a) To exclude the effects of material allowance for expected credit losses on accounts receivable related to a customer bankruptcy event.

(b) To exclude effects of lease termination of \$551k, (\$560k) and \$489k for the year ended December 31, 2021, December 31, 2022 and 2023 respectively.

Reconciliation of adjusted net income and adj. Diluted earnings per share

(Amount in millions, except per share data)

	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	FY'23
Net Income (GAAP)	\$51.6	\$61.7	\$48.9	\$56.7	\$67.7	\$89.5	\$114.8	\$143.0	\$184.6
add: Stock-based compensation expense	16.0	19.8	23.0	23.9	26.1	28.2	38.6	49.4	58.4
add: Amortization of acquisition-related intangibles	10.2	11.9	14.0	20.4	21.6	14.4	12.8	17.1	14.7
add: Provision for litigation settlement	-	-	-	2.4	-	-	-	1.1	0.6
add/(subtract): Effect of Tax Reform Act and other one-time tax expenses/(benefits)	-	-	29.2	(7.8)	-	-	-	-	-
add: Non-cash interest expense related to convertible senior notes	-	-	-	0.6	2.5	2.6	1.8	-	-
add: Impairment of acquisition-related intangibles, goodwill, long-lived assets and restructuring costs	-	-	-	20.1	8.7	-	-	-	-
add/(subtract): Other (benefits)/expense	-	-	0.8	1.0	(0.8)	(0.6)	1.3	(0.4)	1.9
add: Loss on settlement of convertible senior notes	-	-	-	-	-	-	12.8	-	-
add/(subtract): Tax impact on above, as applicable	(8.6)	(12.8)	(22.5)	(20.3)	(18.3)	(12.2)	(16.5)	(6.5)	(19.3)
Adjusted Net Income (Non-GAAP)	69.3	80.6	93.4	97.0	107.4	121.9	165.6	203.5	240.9
Adjusted diluted earnings per share (Non-GAAP) (a)	0.41	0.47	0.53	0.55	0.62	0.71	0.97	1.20	1.43

(a) Prior period information has been adjusted to reflect the five-for-one stock split effected in August 2023.