

Strategy

Framework for Delivering Objectives

At Mastek, we have charted out a clear roadmap for delivering attractive long-term shareholder returns. Our unwavering focus on customers’ needs and aspirations, ability to innovate with new-age technologies and re-organise ourselves through Mastek 4.0, will further drive growth and profitability and create sustainable value.

At Mastek, our mission is to enable success for our clients, employees, and societies we live in. We do this by Decomplexing Digital with Trust, Value and Velocity. Our approach is industry focused and value based delivering business outcomes for our clients. Our Vision 2025 strategy includes clear priorities in Growth Markets & Verticals, Digital & Cloud Services Offerings, Differentiated Talent & Delivery Model, Innovation & Non-Linear Platforms, M&A and Partnerships.

ESG, and sustainable business models will be the norm and Mastek is committed to measure the social value benefits to close the gap between intention and outcome to make a real difference in digital world.

Mastek is flexible and focused on building an ecosystem of value creation through strategic and growth partnerships. There is no doubt that hybrid working,

Our collective vision and goals for FY26:

- **USD 1 billion** - be at USD 1 billion by the 2nd half of the decade
- **Top 3** - Top 3 in growth among mid-cap IT services
- **Best** - Benchmark for best places to work and customer delight

Growth Markets and Verticals

Strategic Focus Areas

Markets - UK, Americas, Middle East, Australia, EU-Nordics, France and Netherlands

Verticals - Public Sector, Health & Life sciences, Retail/Consumer, Manufacturing, Industrial & Financial Services focus

Strategic Bets for FY23

- Hyper Growth in Americas
- Double down on Healthcare & Life sciences in North America
- Scale Top 5 Accounts in UK Public Sector

Markers

- Overall group financials
- # of F1000 and Forbes 200 clients in NA
- Healthcare and Lifesciences (including inorganic) revenues
- UK Public Sector Top 5 accounts revenues
- UK Private Sector revenues

Digital and Cloud Services + Partnerships

Strategic Focus Areas

Service offerings - Digital & Application Engineering, Oracle Cloud & Enterprise Apps, Digital Commerce & Experience, ‘Data, Automation & AI’, Cloud Enhancement Services

Strategic Partners - Oracle, Microsoft, AWS, Salesforce, UiPath, ServiceNow

Growth Partners - Snowflake, Pega, Adobe, OutSystems, Commerce tools, Denodo

Strategic Bets for FY23

- **Dominant in Oracle Cloud** - Fastest Growth Delivery Partner
- **Cloud Enhancement Services** - Managed Services & Multi-tower large deals

Markers

- Microsoft Practice revenues
- Oracle Service Line revenues
- Data, Automation & AI revenues
- Cloud Enhancement Services (CES) revenues

Talent and Delivery Model, M&A

Strategic Focus Areas

- Leadership/Employee Experience
- Value Based and Agile Delivery Model
- Full Stack Engineering/Skill Transformation
- Talent Acquisition of Future Workforce

Strategic Bets for FY23

- Differentiated Talent powered by Mastek 4.0
- Value Based Delivery Business Outcomes
- **M&A focus** - Automation/CX, Data, Cloud Azure/AWS

Markers

- Increase in Headcount
- Decrease in Attrition %
- **M&A Completion** - Acquired MST Solutions, largest independent, Summit level - Salesforce consulting partner in the American Southwest region

In order to ensure further rigour and focus on execution, we have re-organised ourselves to drive growth and profitability by following below principles:

1. Enable rapid expansion and tap into **market opportunity in Americas** and other geographies, the operating model setup for dedicated account mining with vertical depth, and integrated large deals.
2. **Coherent strategy for M&A, service line capability growth and related partnerships** provided with dedicated leadership focus. Strategy for Build, Buy, v/s Partner have synergies/inter-dependencies and critical to success.
3. **GTM synergies with Evosys integration** in the market and global delivery to significantly enhance integrated value proposition of Mastek.
4. Mastek wide platform (including Oracle teams) to groom and expand **roles and career paths of employees** globally

As part of the framework for delivering our objectives for FY26, we are aligning our executive business leaders to future strategic priorities as follows:

President & Global Chief Growth Officer - Raman Sapra

We are creating a new strategic and global role to focus on the build-partner-buy continuum that will enable transformative growth. Raman will take up this global role

Innovation and Non-Linear Revenue Streams

Strategic Focus Areas

- CTO & Architecture Forum
- Business Value & Innovation Council
- Industry Platforms & Clouds
- Startups & Co-Innovation

Strategic Bets for FY23

- Operations Design and Strategy

Markers

- Platforms & Innovation Lab

with a remit for the company’s strategic charter that includes Service Line Capabilities & Solutioning, M&A, Partnerships & Advisor relationships, along with Integrated Deal Services across all service offerings.

President of Americas and AMEA - Umang Nahata

Umang who was the CEO of Evosys and built a successful Oracle Cloud business will be taking responsibilities for Americas & AMEA P&L across Mastek with an integrated team. Mastek is expecting to drive exponential growth in Americas both organically and inorganically in addition to mining top accounts and large deals across our Digital & Cloud services offerings.

President of UKI and Europe - Abhishek Singh

Abhishek who has been successfully driving growth of the digital services business in UK & EU will take on additional responsibilities for overall UK, Ireland & Europe P&L including Oracle services. He will focus on scaling and integrating UK business both public & private sector while setting a strong foundation to grow Digital and Oracle Services in the European (non-UK) region.

Other appointments

Earlier in the year, Prajakta Talvelkar and Ritwik Batabyal joined Mastek to lead Global Marketing & Global Innovation & Technology respectively. Other members of the executive team will continue in their roles.