



genpact

Investor Day



2025

AGENDA



Welcome

Krista Bessinger

GenpactNext: Vision and Strategy

Balkrishan "BK"
Kalra

Accelerating Growth with GenpactNext

Riju Vashisht

Leading with Advanced Technology Solutions

Sanjeev Vohra
Jinsook Han

Break

Delivering Client Value through Process and
Domain-Driven AI

Sameer Dewan
Anil Nanduru

Building a Future-Ready Workforce

Piyush Mehta

Financial Overview

Mike Weiner

Question & Answer Session



FORWARD-LOOKING STATEMENTS



In this presentation and during the course of Genpact's Investor Day meeting, we may make certain statements concerning our future growth prospects, financial results and other forward-looking statements, as defined in the safe harbor provisions of the U.S. Private Securities Litigation Reform Act of 1995. These statements involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those in such forward-looking statements. These risks, uncertainties, and other factors include but are not limited to macroeconomic uncertainty, U.S. and global trade and tariff policies and general economic conditions, any deterioration in the global economic environment and its impact on our clients, our ability to develop and successfully execute our business strategies, technological innovation, including AI technology and future uses of agentic AI, generative AI and large language models, and our ability to invest in new technologies and adapt to industry developments at sufficient speed and scale, our ability to effectively price our services and maintain pricing and employee utilization rates, general inflationary pressures and our ability to share increased costs with our clients, wage increases in locations in which we have operations, our ability to attract and retain skilled professionals, our ability to protect our and our clients' data from security incidents or cyberattacks, the economic and other impacts of geopolitical conflicts and any related sanctions and other measures that have been or may be implemented or imposed in response thereto, as well as any potential expansion or escalation of existing conflicts or economic disruption beyond their current scope, a slowdown in the economies and sectors in which our clients operate, a slowdown in the sectors in which we operate, the risks and uncertainties arising from our past and future acquisitions or divestitures, our ability to convert bookings to revenues, our ability to manage growth, factors which may impact our cost advantage, changes in tax rates and tax legislation and other laws and regulations, our ability to effectively execute our tax planning strategies, claims and lawsuits, including by clients or employees, risks and uncertainties regarding fluctuations in our earnings, foreign currency fluctuations, political, economic or business conditions in countries in which we operate, as well as other risks detailed in our reports filed with the U.S. Securities and Exchange Commission, including Genpact's Annual Report on Form 10-K and Quarterly Reports on Form 10-Q. These filings are available at www.sec.gov. Genpact may from time to time make additional written and oral forward-looking statements, including statements contained in our filings with the Securities and Exchange Commission and our reports to shareholders. Although Genpact believes that these forward-looking statements are based on reasonable assumptions, you are cautioned not to put undue reliance on these forward-looking statements, which reflect management's current analysis of future events and should not be relied upon as representing management's expectations or beliefs as of any date subsequent to the time they are made. Genpact undertakes no obligation to update any forward-looking statements that may be made from time to time by or on behalf of Genpact.

These materials also include measures defined by the SEC as non-GAAP financial measures. Genpact believes that these non-GAAP measures can provide useful supplemental information to investors regarding financial and business trends relating to its financial condition and results of operations when read in conjunction with the Company's reported results. Reconciliations of these non-GAAP measures to the most directly comparable GAAP measures are available in the appendix to this presentation and in our earnings release dated May 7, 2025.



genpact



Balkrishnan “BK” Kalra

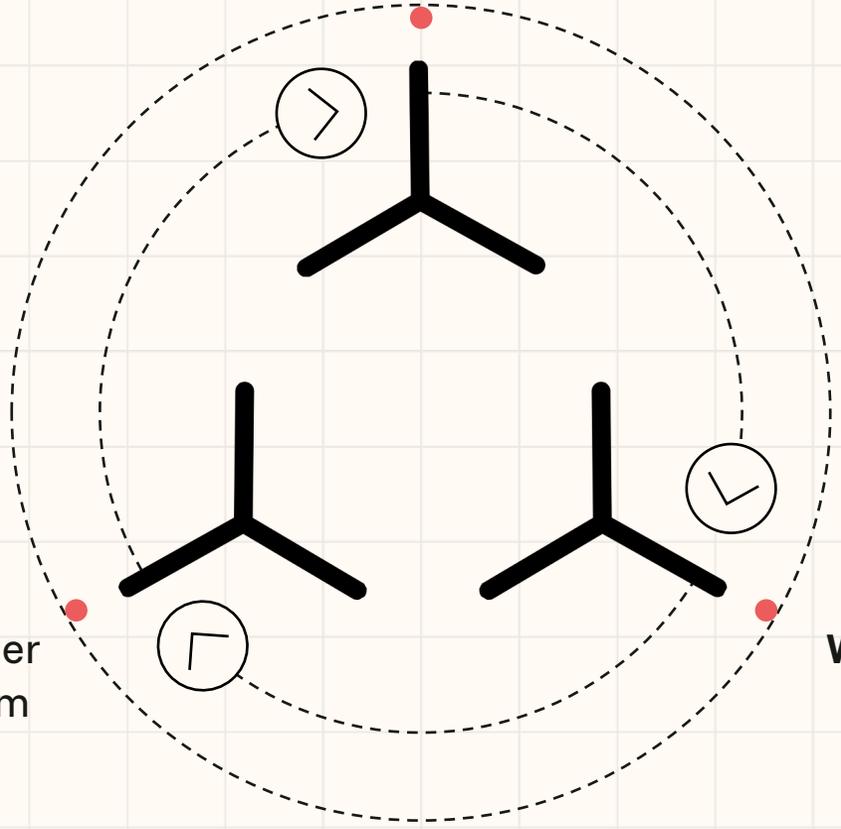
President & CEO



Our **GROWTH MODEL**



CAPABILITIES
WHAT we go to market with



CATALYSTS
HOW we plan to further
accelerate momentum

CLIENTS
WHO we serve as we
continue to grow



Our **TEAM**



RIJU
Vashisht



SANJEEV
Vohra



JINSOOK
Han



SAMEER
Dewan



ANIL
Nanduru



PIYUSH
Mehta



MIKE
Weiner



Our CLIENTS



Clients you will hear from today:

25%+

of the
Fortune 500



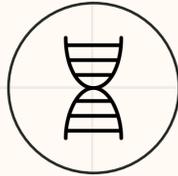


We are building a fundamentally

NEW

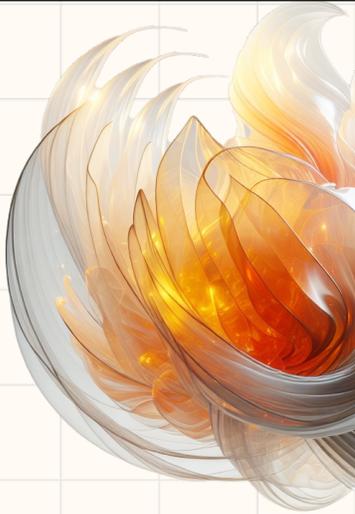
GENPACT

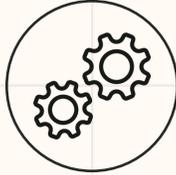




Business **PROCESS**

is in **OUR DNA**





There is no **ARTIFICIAL INTELLIGENCE**
without **PROCESS INTELLIGENCE**





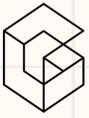
Share of **DOMAIN-SPECIFIC GEN-AI MODELS** used by enterprises

2024

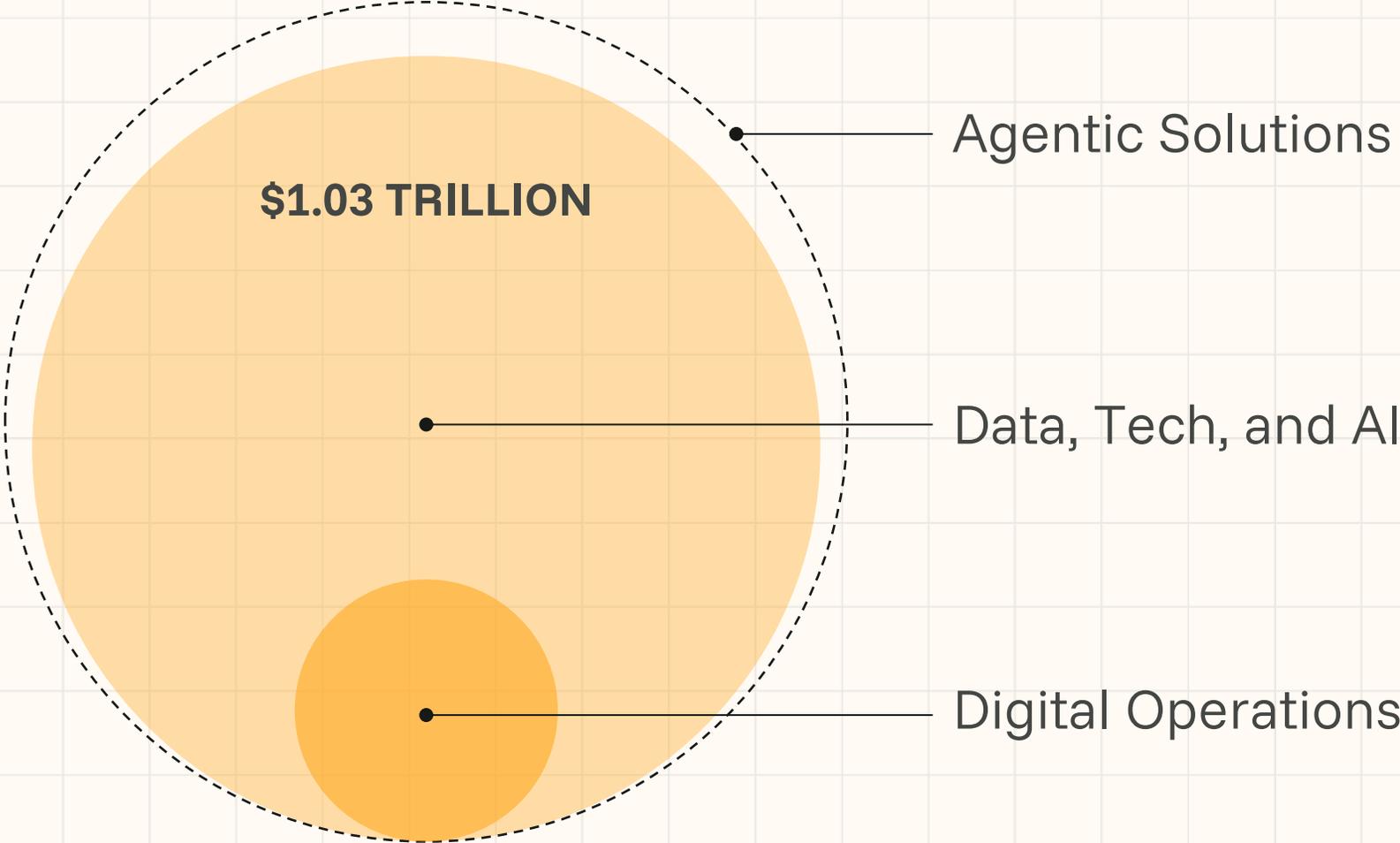
~ 5%

2030

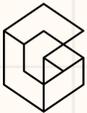
>50%



Large & **GROWING** market opportunity



Source: Gartner, IDC, BCG, Company estimates.



LOOKING BACK...

2022



2025



Our 3+1 framework



01

Partnerships

02

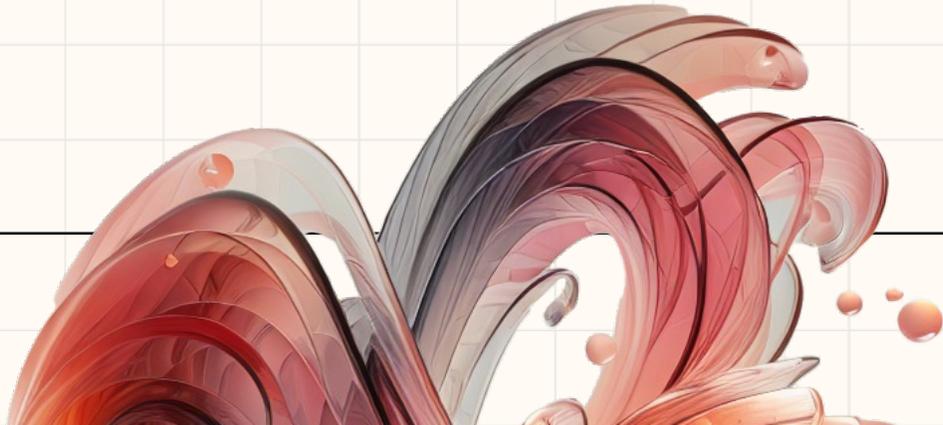
Data, tech,
and AI

03

Simplification

+1

Client
Zero

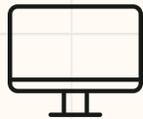


Challenges companies face to be

AI-FIRST



Fragmented
data



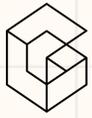
Business
≠
IT



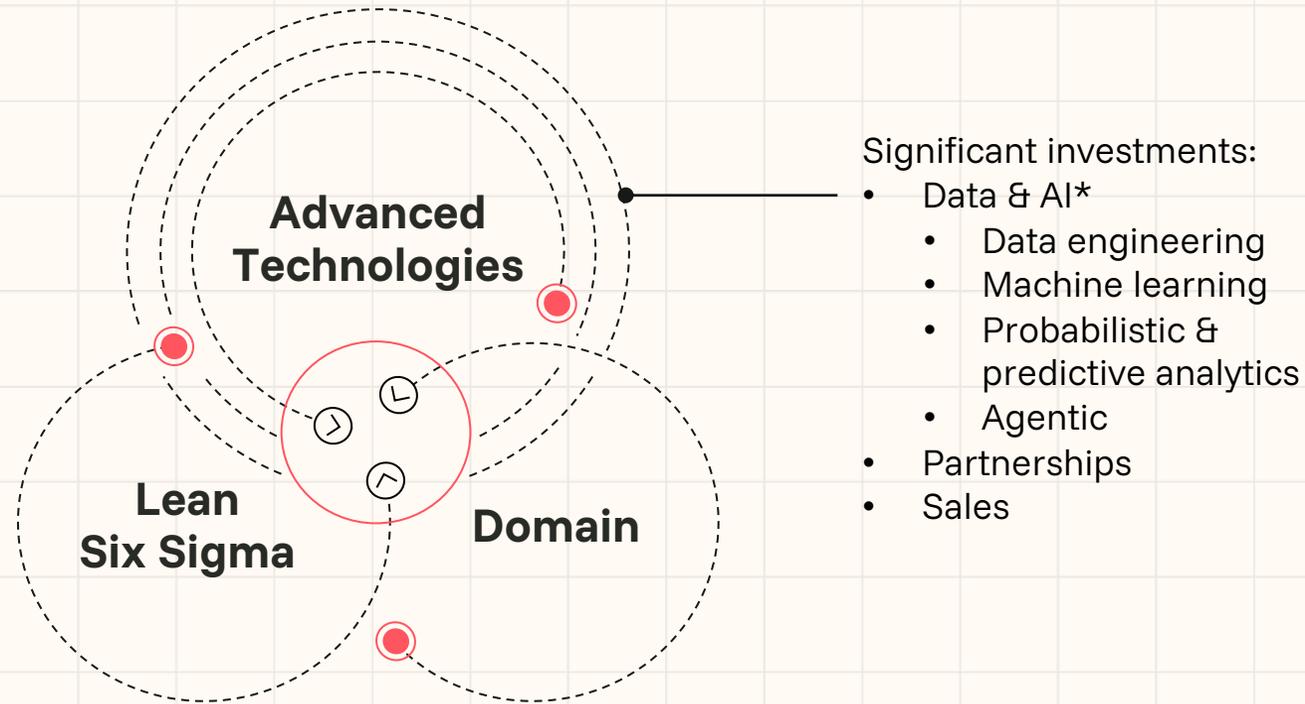
Orchestration
gaps



Talent
scarcity



Genpact is uniquely positioned to **ELEVATE LAST MILE EXECUTION** to capitalize on the massive AI opportunity

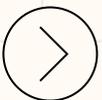


* List not exhaustive



Evolving to what's next...

'3+1'



GENPACT**NEXT**

2024



2025





Evolving to what's next...

'3+1'



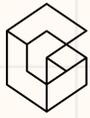
GENPACT**NEXT**

2024



2025



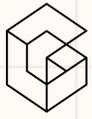


GENPACT **NEXT**

Our Vision



Establish **Genpact** as a global leader in
Advanced Technology Solutions,
building on the strength of our **Core Business Services**,
to **accelerate revenue growth**
and **expand margins**



Genpact **CAPABILITIES**

Data-Tech-AI

Digital Operations



Genpact **CAPABILITIES**

Data-Tech-AI
\$2.23B

Digital Operations
\$2.53B

**Advanced
Technology
Solutions**
\$1.02B

21% total
net revenue

Data & AI

**Digital
Technology**

Advisory

**Agentic
Solutions**

**Core Business
Services**
\$3.74B

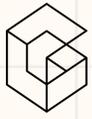
79% total
net revenue

Decision Support Services

Technology Services

**Digital
Operations**

Note: Reflects 2024 total net revenue of \$4.77B.



Our unique **CULTURE**



01

Client
centricity

02

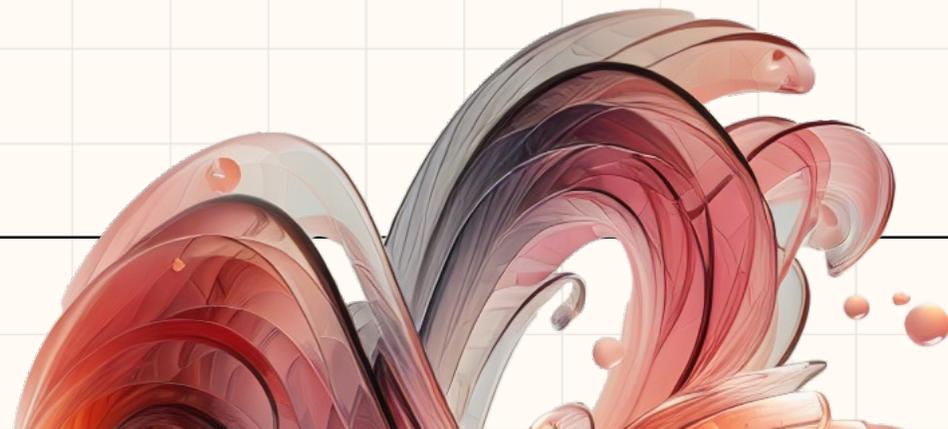
Start-up
mentality

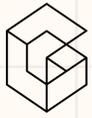
03

Speed and
agility

04

Learning
mindset





Driving transformation with **ADVANCED TECHNOLOGY SOLUTIONS**



Context

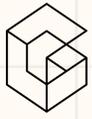
- Complex supply chain and supplier operations
 - AI-led digital transformation
 - Long-standing client
-

Solution

- Integrated process design
 - Core AI and data-driven insights
-

Impact

- Operational excellence at scale
 - Simplified global value chain
 - Enhanced customer and supplier experience
-



Advanced Technology Solutions drive
HIGHER VALUE
for clients

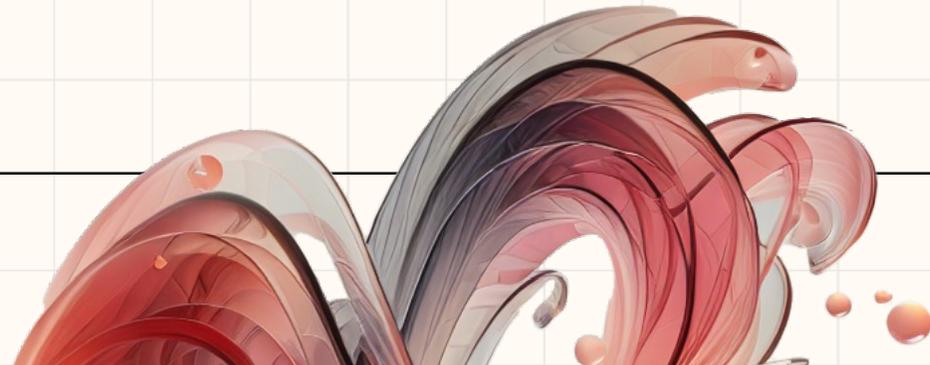


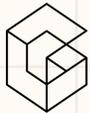
01

Lower cost of
ownership

02

Faster
outcomes





Advanced Technology Solutions drive

HIGHER VALUE

for Genpact



>2x

Revenue /
headcount*

>2x

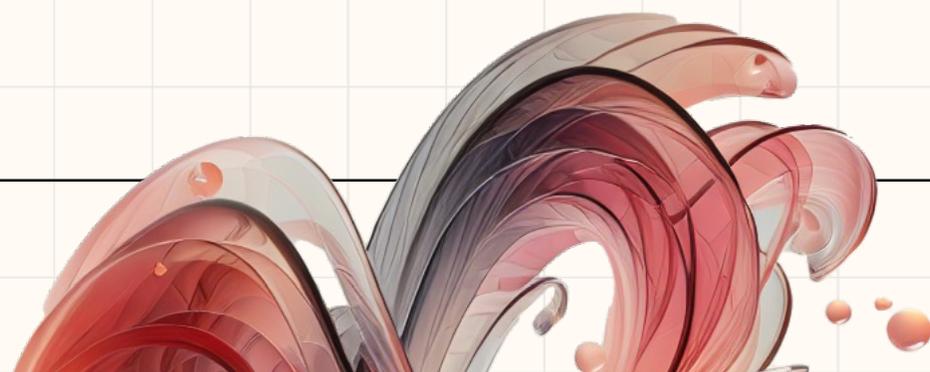
Revenue
growth rate**

~70%

Annuitized
revenue*

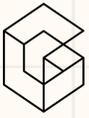
~70%

Non-FTE
revenue*

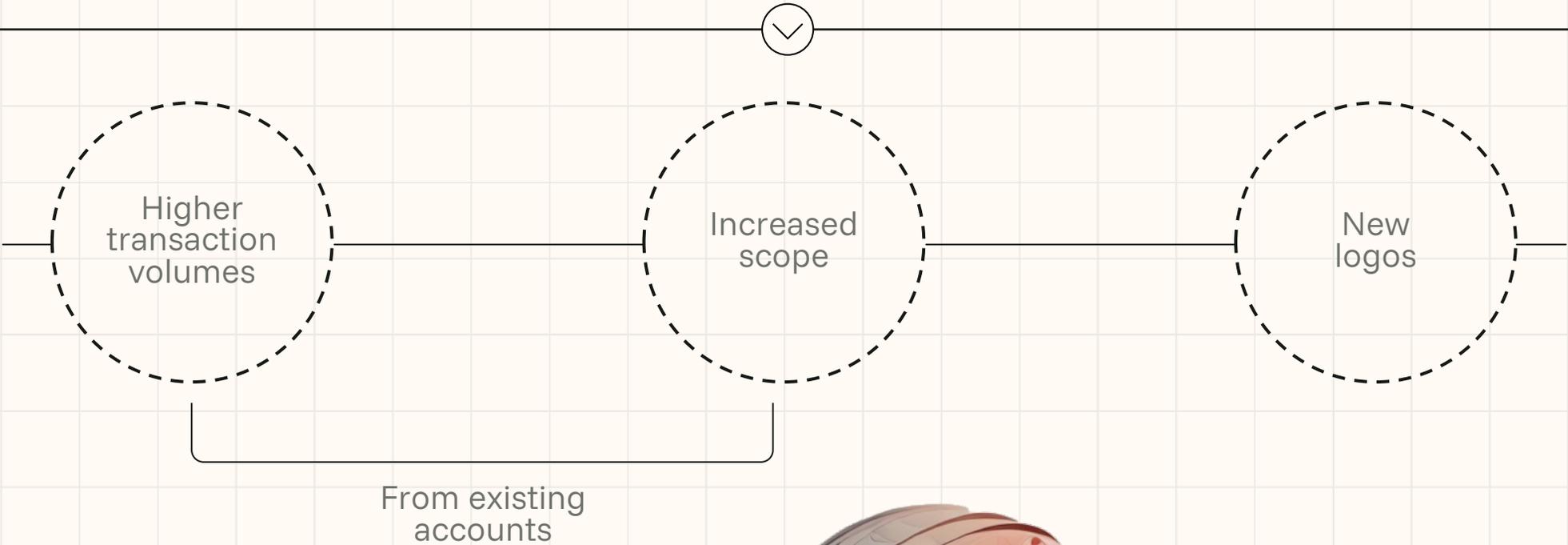


* Full year 2024

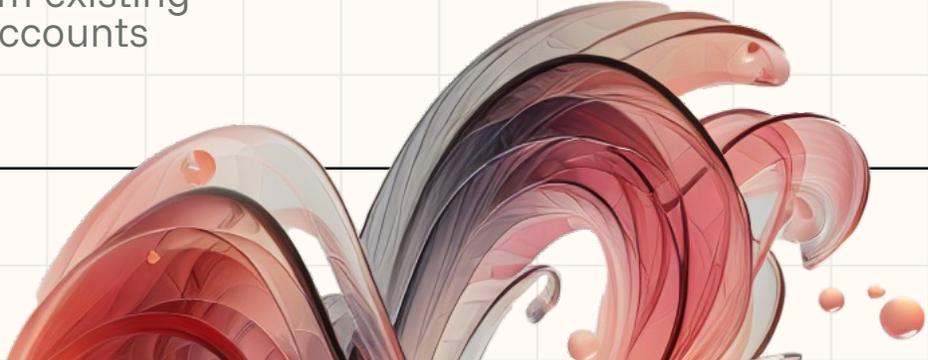
** Q1'25



Agentic Solutions driving **NET REVENUE GROWTH** for Genpact



Note: Agentic contracts signed with existing clients through May 31, 2025 are in aggregate driving net revenue growth for Genpact.





We believe we are well positioned to establish Genpact as a **global leader** in **Advanced Technology Solutions**, building on the strength of our **Core Business Services** to **accelerate revenue growth** and **expand margins**



Key TAKEAWAYS



01

Building momentum with GenpactNext across Capabilities, Clients, and Catalysts

02

Innovating at scale through Advanced Technology Solutions

03

Well positioned to accelerate revenue growth and expand margins

On our strong foundation

Differentiated process and domain expertise

Trusted client relationships

Accountable for client outcomes

~75% annuitized revenue

Unique culture

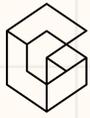


genpact



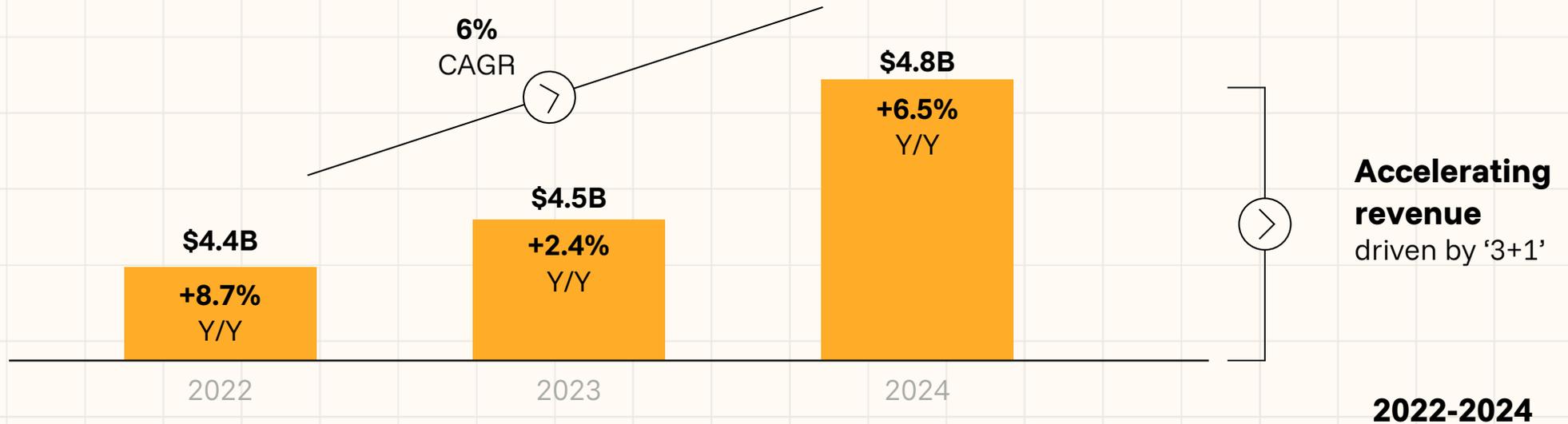
Mike Weiner

Chief Financial Officer



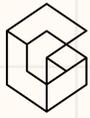
'3+1' delivered results:

Revenue, margins, & EPS



	2022	2023	2024	2022-2024
Gross margin	35.1%	35.1%	35.5%	+40 basis points
AOI margin	16.5%	17.0%	17.1%	+60 basis points
Adj. EPS growth Y/Y	12%	9%	10%	10% CAGR

Notes: Market peers defined as ACN, CAP, CTSH, EXLS, HCL, IBM, INFY, TCS, Wipro. Revenue CAGR for market peers from 2022-2024 was 4%. AOI margin and Adjusted diluted EPS are non-GAAP financial measures.



'3+1' delivered results:

Free cash flow & return on invested capital

2022

2023

2024

\$389M

\$432M

\$530M

\$1.4B

free cash flow generated

Capital returned to shareholders

\$306M

\$325M

\$361M

\$992M returned to shareholders

Dividends

\$92M

\$100M

\$109M

Consistent annual dividend increases

Share repurchases

\$214M

\$225M

\$253M

\$692M returned to shareholders

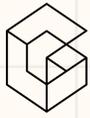
Return on invested capital

11.2%

14.3%

15.0%

+380 basis points



'3+1' delivered results: Data-Tech-AI and Partnerships

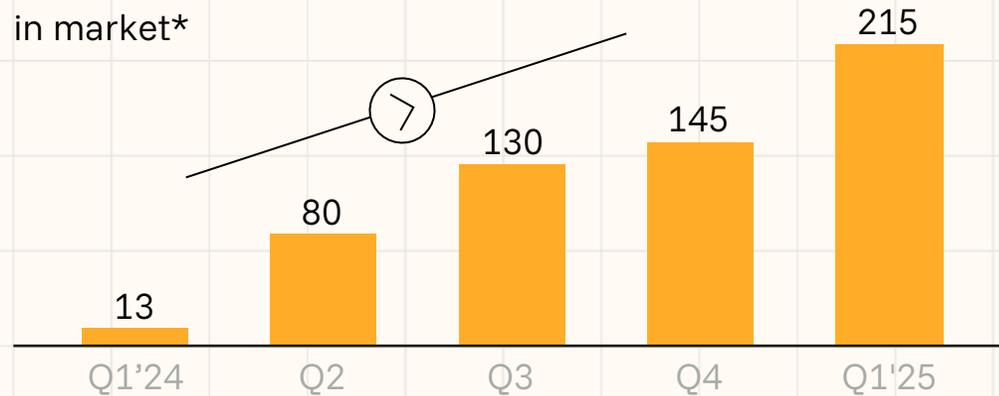
DATA-TECH-AI
revenue y/y growth



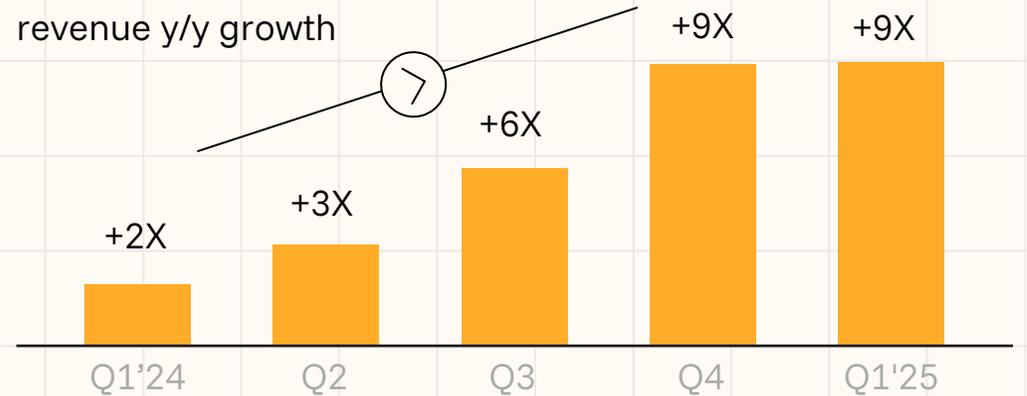
PARTNER - RELATED
revenue y/y growth



GENAI SOLUTIONS
in market*



GENAI
revenue y/y growth



* GenAI solutions deployed or going live.



Genpact **CAPABILITIES**

Data-Tech-AI
\$2.23B

Digital Operations
\$2.53B

**Advanced
Technology
Solutions**
\$1.02B

21% total
net revenue

Data & AI

**Digital
Technology**

Advisory

**Agentic
Solutions**

**Core Business
Services**
\$3.74B

79% total
net revenue

Decision Support Services

Technology Services

**Digital
Operations**

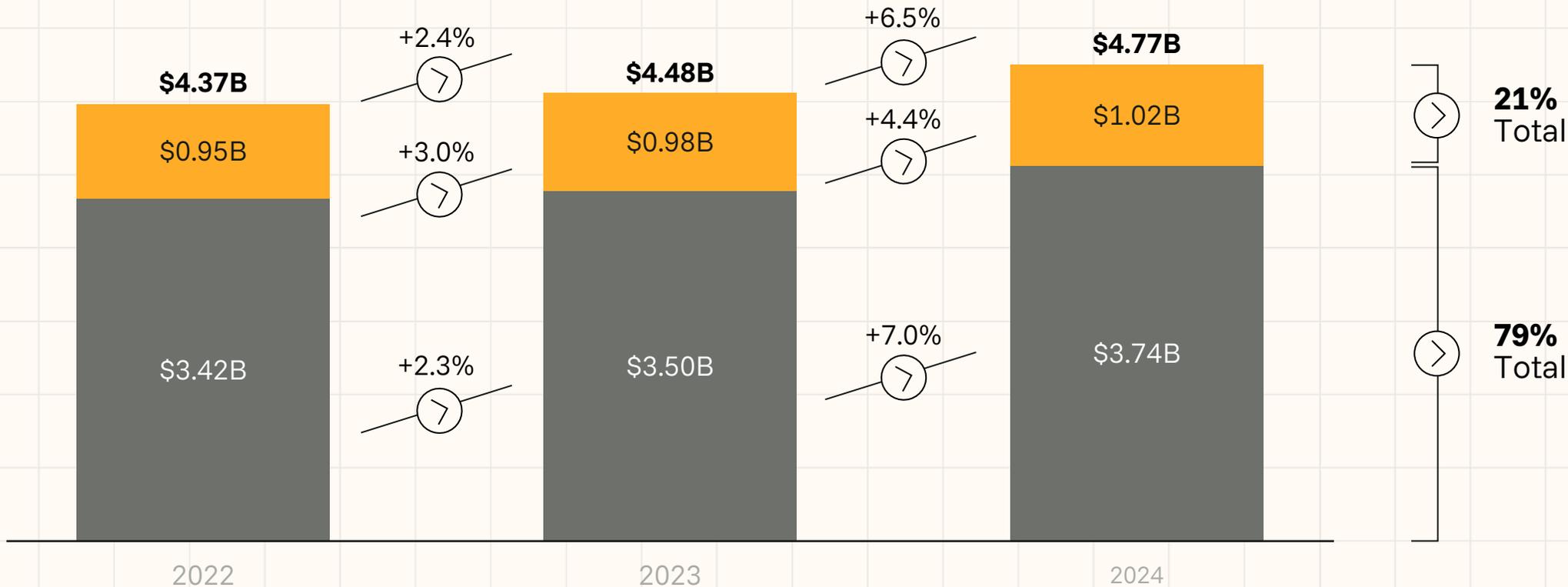
Note: Reflects 2024 total net revenue of \$4.77B.



3-year PERFORMANCE

Advanced Technology Solutions vs. Core Business Services revenue growth Y/Y

Advanced Technology Solutions Core Business Services



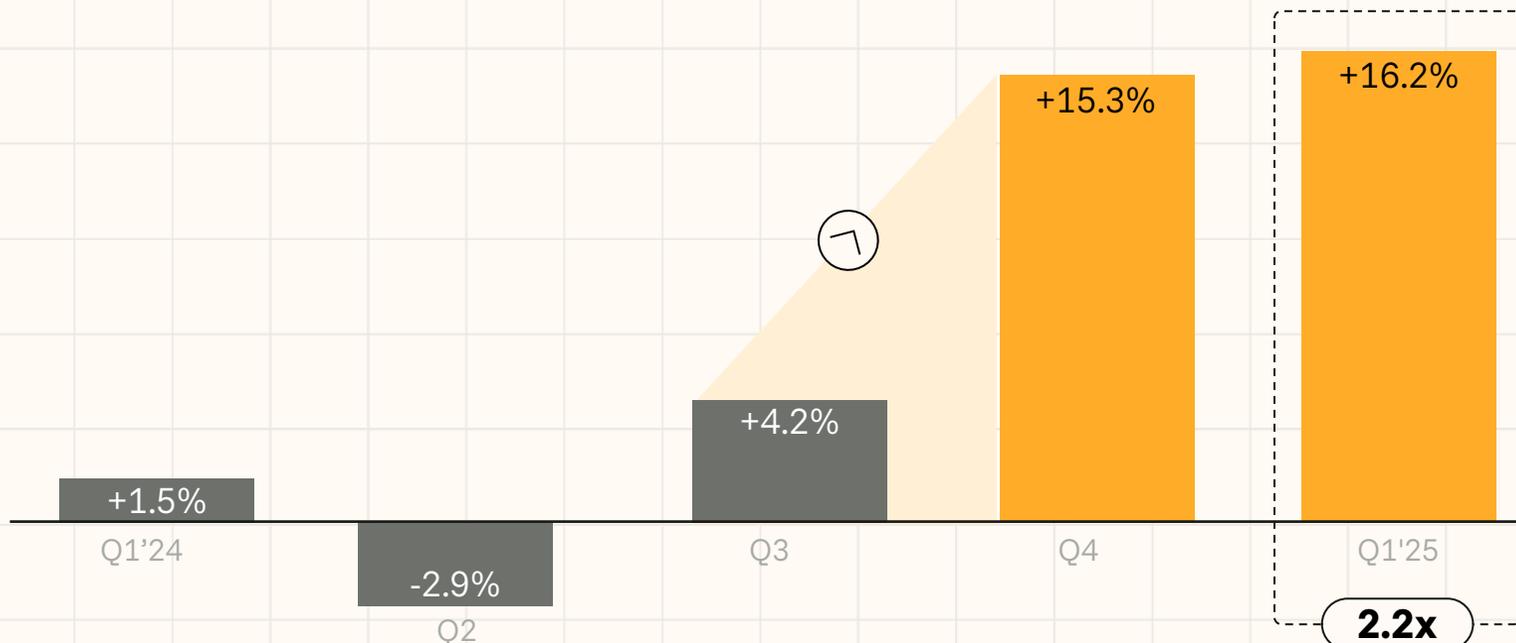
Note: Historical quarterly performance for Advanced Technology Solutions and Core Business Services provided in the appendix.



Advanced Technology Solutions

GROWING 2x

of total Company



Growth Drivers:

- Increased investments in data & AI, sales, and partnerships
- Launch of Agentic Solutions
- Unification of Advanced Technology Solutions



2.2x

Total net revenue growth Y/Y

+3.9%

+6.4%

+6.6%

+8.9%

+7.4%



ADVANCED TECHNOLOGY SOLUTIONS



	Advanced Technology Solutions*	Total Company*
Annuitized Revenue	~70%	~75%
Revenue / Headcount	~\$75K	~\$35K
% non-FTE Revenue**	~70%	~45%

* Fiscal 2024

** Percentage of total revenue from fixed fee, outcome, and consumption-based contracts.

CORE BUSINESS SERVICES

provide a strong foundation for future growth

Decision Support Services

- Supply Chain
- Risk Management
- Sales & Commercial
- Financial Planning & Analysis

Technology Services

- Application Management
- ERP Services
- IT Managed Services

Digital Operations

- Finance & Accounting
- Insurance Operations
- Banking & Customer
- Sales Operations
- Content Management

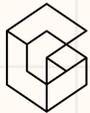
Deep
process +
domain
expertise

Stable base
of recurring
revenue

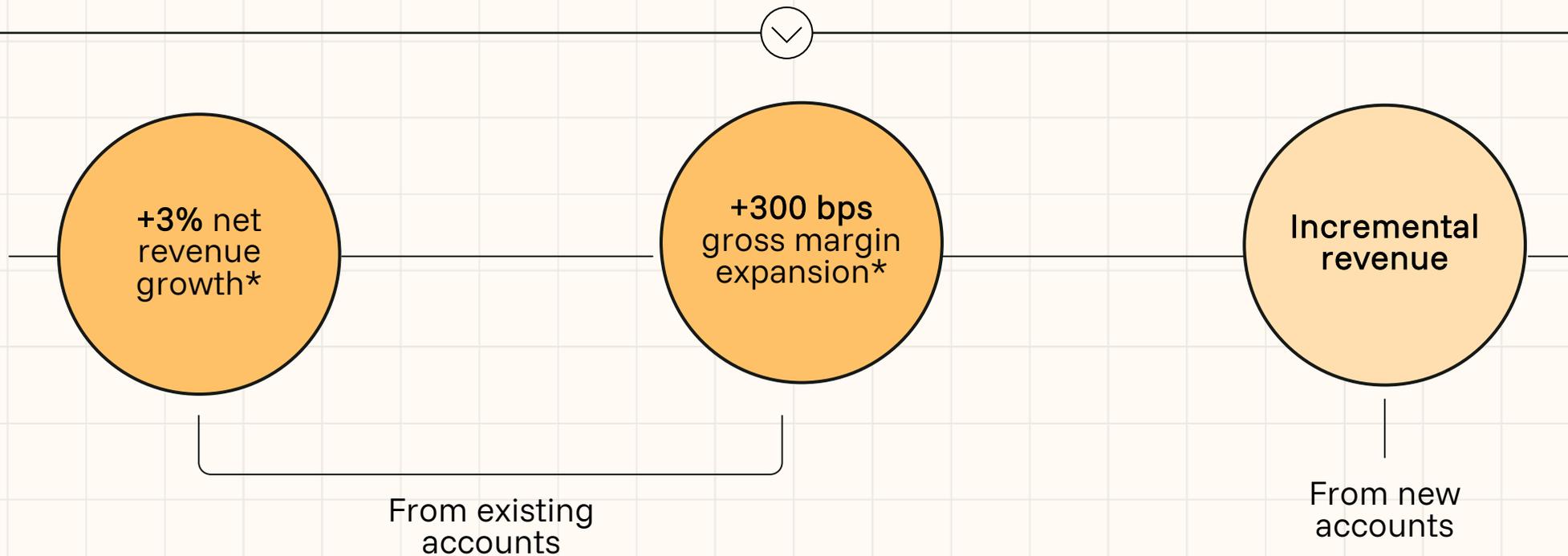
Exceptionally
strong client
relationships

Large
pipeline

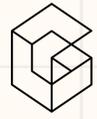
Strong
net revenue
retention



Agentic Solutions driving **NET REVENUE GROWTH & MARGIN EXPANSION** for Genpact



* Based on existing accounts that have rotated from FTE-led delivery to agentic delivery; 3% revenue growth net of productivity commitments and 300 basis points gross margin improvement. Reflects agentic contracts signed through May 31, 2025.



INVESTMENT

Priorities

01

Hiring prioritized for Advanced Technology Solutions

02

Up-front investments in product development, sales, and partnerships

03

Proactively upskilling current workforce

04

Self-funding strategic investments through disciplined cost management and Client Zero-driven cost savings

ORGANIC INVESTMENTS





CLIENT ZERO

Establishing Genpact as our own best credential for AI-led transformation

Advanced Technology Solutions applied to Genpact

Data & AI

- Microsoft Fabric

Digital Technology

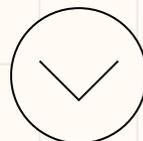
- Account reconciliation
- Agentforce
- Salesforce

Agentic Solutions

- HRPedia
- Chief Listening Officer
- Finance

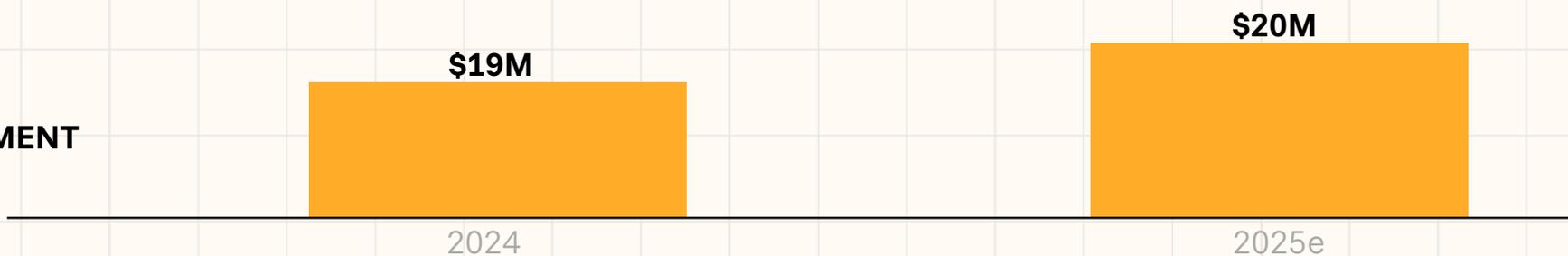


Productivity increase



~10% Headcount optimization in support functions

INCREMENTAL COST SAVINGS CONTRIBUTING TO MARGIN IMPROVEMENT



KEY PERFORMANCE INDICATORS

aligned to strategic focus



GENPACTNEXT

Advanced Technology Solutions revenue:

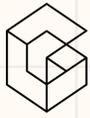
aligns with our strategic focus on the most innovative, impactful, and differentiated capabilities within Data-Tech-AI

Core Business Services revenue:

provides mission-critical business services across processes and domains

Non-FTE % of total revenue:

reflects percentage of total revenue from fixed fee, outcome, and consumption-based contracts



Capital **ALLOCATION**

Ongoing commitment to generate strong shareholder returns while preserving flexibility for strategic investments



01

Focus on **growth & value creation**

02

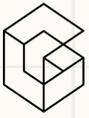
Return **~50%** of cash flow to shareholders

- Share repurchases
- Increasing dividends
- Flexibility for strategic investments

03

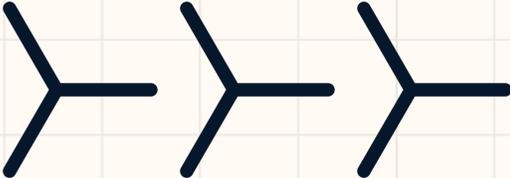
Accelerate time to market with M&A

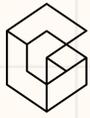
- Advanced Data and AI capabilities
- Effective integration
- Optimized return on investment



Genpact

OUTLOOK





Driving sustainable growth with **GENPACTNEXT**

	Medium-term targets
Revenue	at least 7% growth
⊙ Core Business Services	4–5% growth
⊙ Advanced Technology Solutions	at least 15% growth
Gross Margin	ongoing improvement
Adjusted Operating Income Margin	~25 basis points per year
Adjusted Diluted EPS	double-digit growth

Notes: Medium term represents 2026 and 2027; subject to relative macro-economic and geopolitical stability. Adjusted Operating Income Margin and Adjusted Diluted EPS are non-GAAP financial measures.

Key TAKEAWAYS



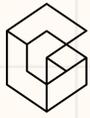
- 01 Confident that **GenpactNext** will **accelerate innovation and growth**, establishing Genpact as a leader in **Advanced Technology Solutions**
- 02 Uniquely positioned as last-mile experts with 25+ years of deep domain & process expertise, as reflected in our **stable base of Core Business Services**
- 03 Looking ahead, we expect:
 - **Net revenue to grow at least 7%**, with potential for significant upside as Advanced Technology Solutions momentum continues to build
 - **Revenue to grow faster than headcount** longer term
 - **Self-funded investments** to drive accelerating revenue growth & **consistent margin expansion**
 - Our strong track record of **returning cash to shareholders** to continue
 - **Double-digit growth** for **adjusted diluted EPS**



genpact



APPENDIX



Genpact CAPABILITIES

Data-Tech-AI

Digital Operations

Advanced Technology Solutions

Data & AI

- Data
- Core AI
- GenAI

Digital Technology

- Functional Platforms
- Cloud Services

Advisory

- Domain-led Advisory
- GCC Advisory

Agentic Solutions

- Finance
- Supply Chain

Core Business Services

Decision Support Services

- Supply Chain
- Risk Management
- Sales & Commercial
- Financial Planning & Analysis

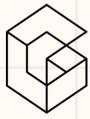
Technology Services

- Application Management Services
- ERP Services
- IT Managed Services

Digital Operations

- Finance & Accounting
- Insurance Operations
- Banking & Customer
- Sales Operations
- Content Management

Note: List not exhaustive.



Data-Tech-AI and Digital Operations Net Revenues Disaggregation¹



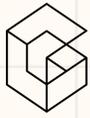
Net Revenues (In millions)	2023					2024					2025
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1
Data-Tech-AI	\$510	\$525	\$523	\$531	\$2,089	\$524	\$546	\$569	\$595	\$2,234	\$582
Digital Operations	\$579	\$581	\$612	\$615	\$2,387	\$607	\$630	\$642	\$654	\$2,533	\$633
Net Revenues	\$1,089	\$1,106	\$1,136	\$1,146	\$4,477	\$1,131	\$1,176	\$1,211	\$1,249	\$4,767	\$1,215
Year-over-year Growth											
Data-Tech-AI	4.7%	3.0%	-1.9%	2.3%	2.0%	2.7%	4.0%	8.8%	11.9%	6.9%	11.1%
Digital Operations	-0.3%	0.2%	6.0%	5.5%	2.8%	4.8%	8.5%	4.8%	6.4%	6.1%	4.2%
Net Revenues	1.9%	2.0%	2.6%	4.3%	2.7%	3.9%	6.4%	6.6%	8.9%	6.5%	7.4%

Advanced Technology Solutions and Core Business Services¹



Net Revenues (In millions)	2023					2024					2025
	Q1	Q2	Q3	Q4	FY	Q1	Q2	Q3	Q4	FY	Q1
Advanced Technology Solutions	\$235	\$256	\$247	\$242	\$980	\$239	\$249	\$257	\$279	\$1,024	\$277
Core Business Services	\$854	\$850	\$889	\$904	\$3,497	\$892	\$928	\$954	\$969	\$3,743	\$938
Net Revenues	\$1,089	\$1,106	\$1,136	\$1,146	\$4,477	\$1,131	\$1,176	\$1,211	\$1,249	\$4,767	\$1,215
Year-over-year Growth											
Advanced Technology Solutions	5.0%	8.7%	-0.9%	-0.5%	3.0%	1.5%	-2.9%	4.2%	15.3%	4.4%	16.2%
Core Business Services	1.2%	-0.5%	3.1%	5.2%	2.3%	4.5%	9.2%	7.3%	7.2%	7.0%	5.1%
Net Revenues	1.9%	2.0%	2.6%	4.3%	2.7%	3.9%	6.4%	6.6%	8.9%	6.5%	7.4%

¹Due to rounding, the numbers presented in this table may not add up precisely to the totals provided.



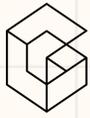
Reconciliation of Net Income / Margin to Adjusted Income from Operations / Margin¹



(In thousands)

	Year ended December 31,		
	2022	2023	2024
Net income	\$ 353,404	\$ 631,255	\$ 513,670
Foreign exchange (gains) losses, net	(15,392)	(4,274)	(2,937)
Interest (income) expense, net	52,204	47,935	47,214
Income tax expense / (benefit)	111,832	(29,031)	163,150
Stock-based compensation expense	77,373	88,576	66,383
Amortization and impairment of acquired intangible assets	42,556	31,348	26,456
Restructuring (income) expense	38,815	(4,874)	-
Operating loss from the business classified as held for sale	24,842	1,201	-
Impairment charge on assets classified as held for sale	32,575	-	-
Loss on the sale of business classified as held for sale	-	802	-
Adjusted income from operations	\$ 718,209	\$ 762,938	\$ 813,936
Net income margin	8.1%	14.1%	10.8%
Adjusted income from operations margin	16.5%	17.0%	17.1%

¹Adjusted income from operations and adjusted income from operations margin are non-GAAP measures.



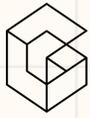
Reconciliation of Income from Operations / Margin to Adjusted Income from Operations/Margin¹



(In thousands)

	Year ended December 31,		
	2022	2023	2024
Income from operations	\$ 502,151	\$ 630,857	\$ 702,061
Stock-based compensation expense	77,373	88,576	66,383
Amortization and impairment of acquired intangible assets	42,566	31,348	26,456
Other income (expense), net	(103)	15,028	19,036
Restructuring (income) expense	38,815	(4,874)	-
Operating loss from the business classified as held for sale	24,842	1,201	-
Impairment charge on assets classified as held for sale	32,575	-	-
Loss on the sale of business classified as held for sale	-	802	-
Adjusted income from operations	\$ 718,219	\$ 762,938	\$ 813,936
Income from operations margin	11.5%	14.1%	14.7%
Adjusted income from operations margin	16.5%	17.0%	17.1%

¹Adjusted income from operations and adjusted income from operations margin are non-GAAP measures.



Reconciliation of Diluted EPS to Adjusted Diluted EPS^{1,2}



(Per share data)

	Year ended December 31,					
	2022		2023		2024	
Diluted EPS	\$	1.88	\$	3.41	\$	2.85
Stock-based compensation expense		0.41		0.48		0.37
Amortization and impairment of acquired intangible assets		0.23		0.17		0.15
Restructuring (income) expense		0.21		(0.03)		-
Operating loss from the business classified as held for sale		0.13		0.01		-
Impairment charge on assets classified as held for sale		0.17		-		-
Loss on the sale of business classified as held for sale		-		-		-
Tax impact on stock-based compensation expense		(0.12)		(0.10)		(0.05)
Tax impact on amortization and impairment of acquired intangible assets		(0.06)		(0.04)		(0.04)
Tax impact on restructuring (income) expense		(0.05)		0.01		-
Tax impact on operating loss from the business classified as held for sale		(0.03)		-		-
Tax impact on impairment charge on assets classified as held for sale		(0.03)		-		-
Tax benefit on intercompany transfer of intellectual property rights		-		(0.92)		-
Adjusted diluted EPS	\$	2.74	\$	2.98	\$	3.28

¹Due to rounding, the numbers in this table may not add up precisely to the totals provided.

²Adjusted diluted earnings per share is a non-GAAP measure.

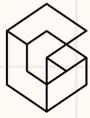
Reconciliation of Operating Cash Flow to Free Cash Flow¹



(In thousands)

	Year ended December 31,		
	2022	2023	2024
Net cash provided by operating activities	\$ 443,670	\$ 490,812	\$ 615,424
Purchase of property, plant and equipment	(50,614)	(55,421)	(82,766)
Payment for internally generated intangible assets (including intangibles under development)	(3,775)	(3,356)	(2,469)
Free cash flow	\$ 389,281	\$ 432,035	\$ 530,189

¹Free cash flow is a non-GAAP measure.



Reconciliation of Income from Operations to Return on Invested Capital^{1,2}



(In thousands)

	2022	2023	2023 (normalized) ¹	2024
Income from Operations	\$ 502,151	\$ 630,857	\$ 630,857	\$ 702,061
Effective tax rate	24%	-5%	23%	24%
Income from Operations (post tax)	381,445	661,269	483,186	532,827
Average capital invested	3,402,745	3,383,901	3,383,901	3,563,203
Return on invested capital	11.2%	19.5%	14.3%	15.0%
Calculation of Invested Capital				
	2021	2022	2023	2024
Total equity	\$ 1,897,133	\$ 1,826,158	\$ 2,248,392	\$ 2,389,611
Debt:				
Short-term borrowings		151,000	10,000	
Current portion of long-term debt	383,433	26,136	432,242	26,173
Long-term debt	1,272,476	1,249,153	824,720	1,195,267
Total capital invested	\$ 3,553,042	\$ 3,252,447	\$ 3,515,354	\$ 3,611,051

¹In 2023, Genpact completed an intercompany transfer of certain intellectual property rights from non-US to US wholly-owned subsidiaries, which resulted in a non-recurring tax benefit of \$170 million. This benefit was excluded from the effective tax rate and income from operations (post tax) for the year ended December 31, 2023.

²Return on invested capital is a non-GAAP measure.