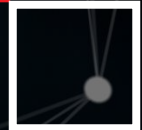


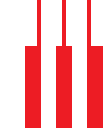


Sonata Software

# Investor Presentation

Mar 2020





A world class firm  
that is a benchmark for  
Catalyzing Business  
Transformation for our Clients,  
Fulfilling Employee Aspirations  
&  
Caring for our wider  
Community

through Depth of:  
Thought Leadership  
Customer Centricity  
Execution Excellence



## **For the Customers**

IT Partner of choice for  
transformation thru deeper industry,  
technology & customer focus



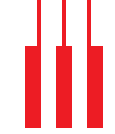
## **For the Employee**

A fun & fearless environment where  
the potential & passion for work  
flourishes

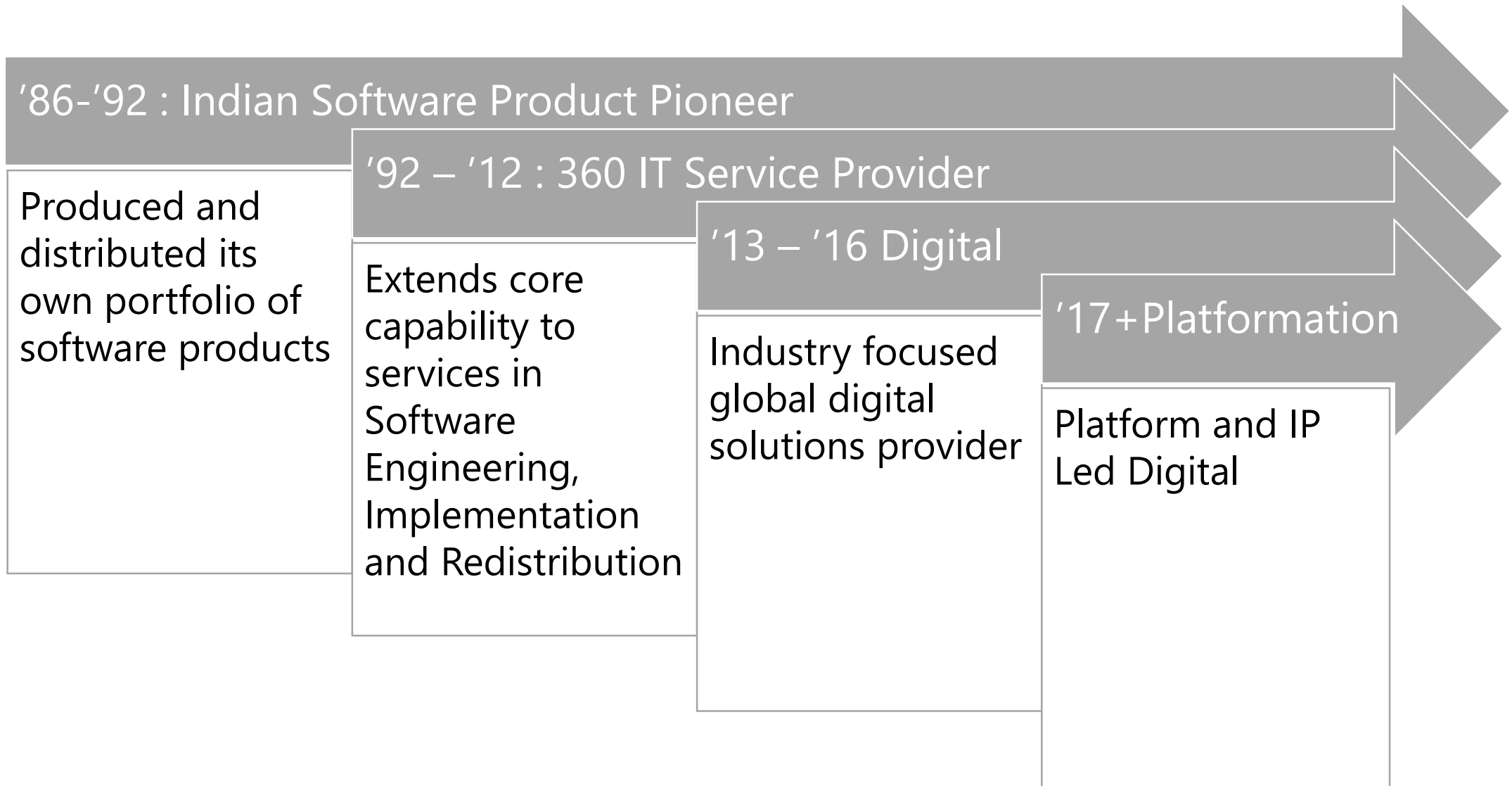


## **For the Community**

CSR initiatives to support IT needs  
of projects with Social impact



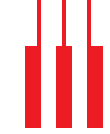
# Sonata - Evolution



# Sonata - A Snapshot

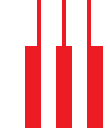
<b>The Company</b>	<b>30+ YEARS</b> as a IT Solutions Provider	<b>\$537+ M REVENUE</b> 16% 3 Yr. CAGR	<b>4000+ TEAM</b> across US, EU, Asia & ANZ	<b>SEI CMMI L5, ITIL &amp; ISO</b> certified
<b>Industry Focus</b>	<b>CPG &amp; MFG</b> Consumer Goods, Industrial Goods, Wholesale	<b>RETAIL</b> Apparel, Hard Goods, Grocery, Hypermarket	<b>TRAVEL</b> TO, OTA, Airline, Rail, Hotel, Cruise	<b>SOFTWARE VENDORS</b> ERP, SCM, Retail, Travel
<b>Competencies</b>	<b>DIGITAL</b> Omni-channel, Mobility & IoT, Analytics, Cloud	<b>APPLICATION LIFECYCLE SOLUTIONS</b> ADM, Testing, IMS Managed Services	<b>PLATFORM IP</b> Brick & Click Retail, Rezopia Digital Travel, Modern Distribution	<b>TECHNOLOGY INFRASTRUCTURE SOLUTIONS</b> Software, Cloud, Server & Storage, Systems Integration
<b>Credentials</b>	<b>CUSTOMERS</b> Global Top 5 – Leisure Travel Co, Grocery Retailer, F&B CPG Co, Software Co	<b>TECHNOLOGY</b> Microsoft, SAP, Oracle, Open Source, IBM	<b>RECOGNITIONS</b> Microsoft – Inner Circle, SAP Pinnacle Award, Microsoft Country Partner of Year India	<b>FINANCIAL</b> National Stock Exchange Listed Public Ltd Co

**A Global IT Solutions Organization, with focused Industry Verticals, versatile Portfolio of Services covering wide range of Technologies and delivering value through our unique Platformation™ approach**



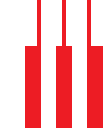
# Sonata Story

- Platformation™
- Long term relationships with clients
- Alliance with Microsoft
- IP led
- Engineering excellence and advanced technologies
- **Track record of running mission critical operations on cloud with own IP**
- Over all growth story last 8 years and recognition
- Talent stability at the top



# Differentiated Strategy

- IP-led Service Offerings
- Platformation™
- **Alliances**
- **Acquisitions and Competency around MS Tech**
- Domestic Business



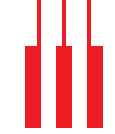
# Vertical Focus

- Retail, travel, distribution & CPG, ISV, Commodity Trading, and services industry – field services
- IP – Brick and Click, Modern Distribution, CTRM, Rezopia
- **Platform led Digital Transformation**
- **Digital Business Process Library**
- **Client Digital Agenda Templates**
- Track record

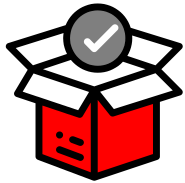
# What is different about Platformation™ as a tool for Digital Transformation

- Sonata's structured process for Platformation comprises the following :
- Digital Business Process Library & Identification
- CDAT based approach
- Platform Maturity Assessment ( Separate Business & Technology maturity assessment )
- **Marchitecture™ aligned to CDAT**
- **Platform Characteristic Requirements ( With a 16 point Framework )**
- Technology Architecture to achieve the Platform Characteristics
- Cloud Engineering ( Cloud Native Development )
- Data Platformation Methodology ( Structured Assessment of Data Infrastructure & Platform)
- **Accelerated Platform Engineering ( Solution Accelerators )**
- IPs aligned to Platformation™

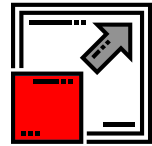




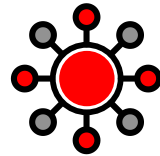
## Platforms - the secret behind the digital economy's most successful companies



OPEN



SCALABLE



CONNECTED



INTELLIGENT

Sonata's approach to Digitizing business using platforms

# PLATFORMATION™



## Sonata READY

- End-to-end, industry-specific digital business platforms

Omni channel reservation system for a large Australian rail network built on a travel platform ensuring seamless booking experience

## Sonata ACCELERATE

- Deploy popular horizontal platforms adding required functionality

Versatile retail store and e-Commerce integration for a US fashion brand ensuring scalable, omnichannel shopping experiences

## Sonata CUSTOM

- Engineer custom platforms that deliver unique digital capability and scalability

A US-based travel company innovating on membership-based business models, increasing bookings by 200%, and scaling service 6X

# SONATA, A BEST-IN-CLASS MICROSOFT PARTNER (Top 1%)



25 Years

## MICROSOFT PARTNER

GISV, ISP, CSP, ISV Dev Centre, SI.  
Country Partner India 2014, 15, 17.  
Global Alliance Footprint

13 Gold

## CERTIFIED COMPETENCIES

Dynamics 365,  
Power BI, Cortana  
Azure, .Net, Mobility

360<sup>0</sup>

## PARTNER

MS 4 areas – Business Applications, Apps & Infra,  
Data & AI and, Modern Workplace  
Product Engineering, Professional Support,  
Delivery, LSP Partner for MS, MCS and ISV/SI  
Ecosystems.

1500+

## TEAM

On Microsoft Technologies with  
1000+ on Microsoft Dynamics

90 Clients

## ACROSS THE GLOBE

USA, Europe, Asia, India, Australia, Middle East

\$362 million/annum

## REVENUE TO MICROSOFT

Across the Service Lines

INDUSTRY

## FOCUS DIGITAL

Across Retail, CPG, Distribution, Travel, ISV

PLATFORM IP

## ON MS DYNAMICS & AZURE-ENABLED

Brick & Click, Modern Distribution, Rezopia,  
Kartopia, Halosys, Rapid

STRATEGIC

## ACQUISITIONS

IBIS Inc US, Scalable Data Systems, ANZ, Sopris  
US, GBW Australia

# Microsoft's Global strategy



Digital Transformation Vision of Microsoft

## Solution Areas

**Modern Workplace**

**Business Applications**

**Apps & Infra**

**Data & AI**

## Partner Practices

- Collaboration
- Modern Desktop
- Security and compliance
- Cloud Voice

- Customer Engagement
- Operations
- Business Apps

- Cloud Infrastructure and Management
- Application Innovation

- Data Platform & Analytics

## KEY EXECUTION PLAN / PLAYS

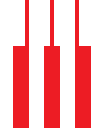
1. Adoption Drive for Teams, Yammer, OneDrive
2. PowerApps Practice
3. Upsell motion to M365 E3/E5
4. Bots for Teams
5. Security

1. Dynamics 365
2. CE Workloads
3. Power Platform

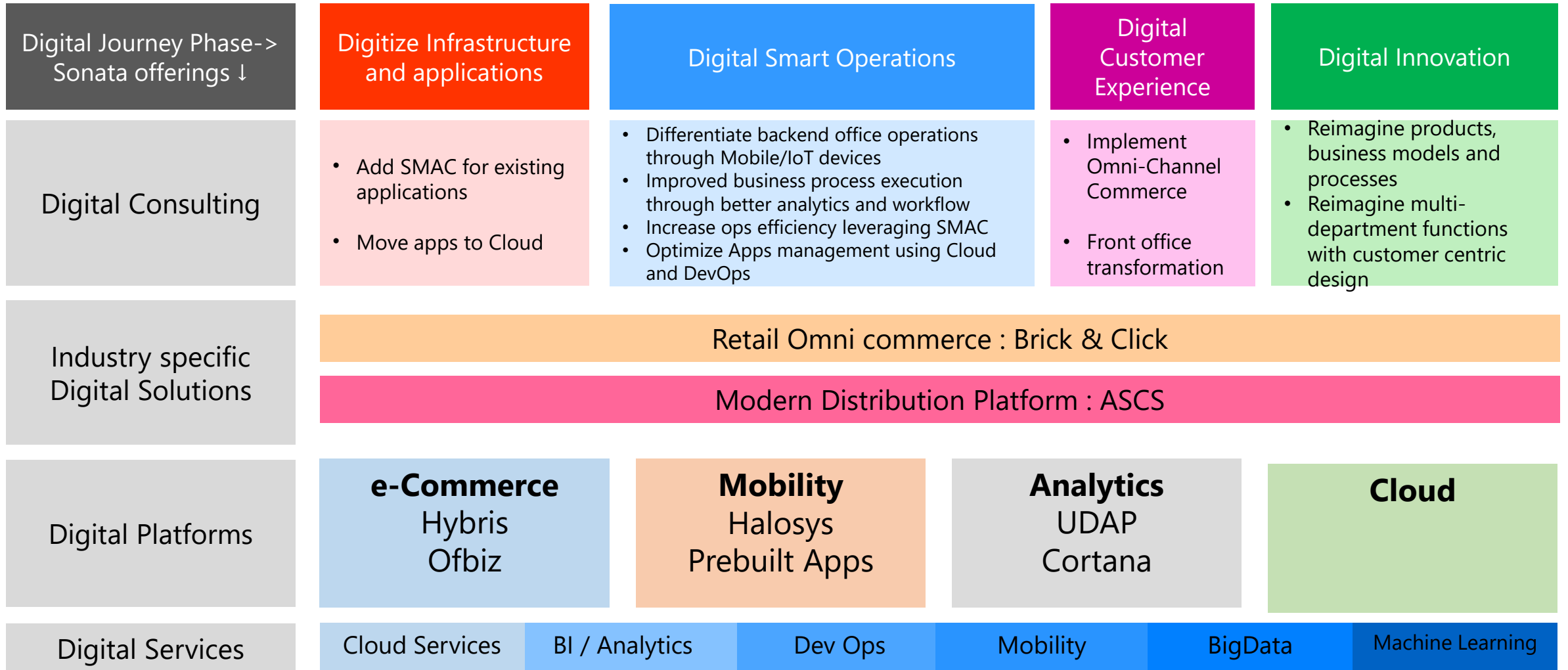
1. Cloud Consulting & Migrations
2. Managed Services under CSP
3. Automation & Cloud Management
4. App Service, SQL Azure, Containerization
5. SQL Retiral Migrations

1. SQL Modernization
2. Reporting and Analytics
3. Cognitive Services

Their GTM Strategy & Approach



# Sonata Retail Offerings



## Business Challenges

- Outdated rail passenger reservation system
- Client server application has limited features
- Upgradation costs too high and time consuming
- Lack of user friendliness for day-to-day operations
- Reliance on manual process for ancillary product sales

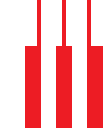
## Sonata's Solution

- Rezopia Rail Platform is a next generation rail reservation system capable of addressing all our client's needs, and more.
- Cloud-based platform was able to fulfil a lengthy wish list, ranging from end to end travel reservations, contracts, operations and distribution management.
- Multi-channel booking engine consolidated bookings and generated passenger manifest reports. Users were now able to book not only a train seat with a dynamic shopping cart, but also ancillaries like hotel rooms, transfers and activities.
- In addition, the Rezopia platform was integrated with SAP to send financial data of bookings a XML. AN eNet integration ensured suppliers were automatically paid on their due dates.

## Benefits

- Increased business capability with web based application and efficient process for ancillary products sales.
- Train bookings for seat and berths are available in consumer site.
- Effective handling disruptions scenarios caused by natural disasters, track repair work, station interruptions
- Enabled business with platform that supports extending to providing uniform experience to customer for packing train with products like hotel, tours
- Scalable system implemented which can sale up to 6,000 bookings per day
- Omni-Channel booking experience across various distribution channels and devices

**Sonata delivers a next-generation reservation system for a government owned railway operator in Australia**

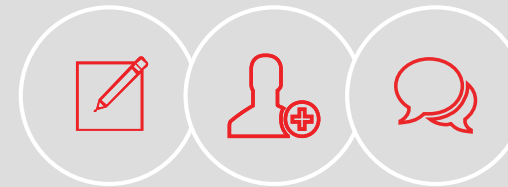


# Delivering value through our **innovative engagement models**



## Customer-Specific Center of Excellence

- Governance
- Leadership role
- Strategic metrics



- Value Co-creation
- SLAs and outcomes
- Co-investment in IP

TECHNOLOGY | SKILLS | ASSETS | PROCESSES

**Charter** ▶ Domain Knowledge | Technical Knowledge | Knowledge Management | Innovation | Process & Capability | Reusability

Commercial Models: Project-based | Outsourced | Output-based  
Build-Operate-Transfer | Turnkey-managed | Joint Venture

# With a team nurtured to **make a difference**

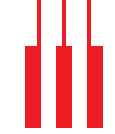


<p><b>Deeper roles</b></p>	<p>Regular exposure to newer technologies, evolving business scenarios, and building cross-functional expertise</p>
<p><b>Customer impact</b></p>	<p>Continuous exposure to clients to assess business impact of solutions delivered</p>
<p><b>Freedom to contribute</b></p>	<p>Our flexible working style encourages ideation within broad boundaries</p>
<p><b>Growth</b></p>	<p>Early identification, mentoring, and nurturing of talent for growth by senior leaders</p>

“ We need to take a pause and appreciate the drive and determination we have seen from every player on what is a complex effort and delivery. We commend you all for your effort...keep up the good work! ”

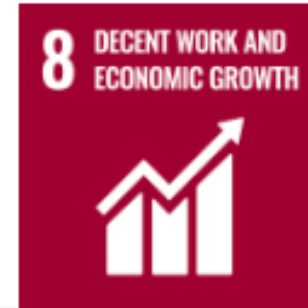
Director – Platform Systems, US Travel Leader





# Sustainability Goals

**THE  
GOALS  
WE'VE SET  
OUT TO  
ACHIEVE**



## Education



### IIT-B (Bangalore), IISc (Bangalore)

"We encourage research activities in cutting-edge areas of Computer Science and also focus on research fellowships, evangelization of technology for digital transformation"

Upgradation of existing infrastructure Classroom 112 at IISc where the first handheld computer (Simputer) was invented

## Traditional Arts, Textile and Handicrafts



### Women Weave (Maheshwar), The Kishkinda Trust (Koppal)

"We developed a digitally enabled craft store front and e-commerce platform for our partners"

## Education



### Agastya (Hubli), Telangana Yuvathi Mandali (Hyderabad), WCT (Mumbai)

"We are developing digitally-enabled learning platforms such as Lab on tab for teachers and students. Through MSL we created awareness on ill effects of Tobacco on the occasion of National Science Day and also organized National Science fair for students in villages We are also providing grants for upliftment of Women

## Preservation of our Cultural Heritage



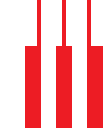
### Museum of Art & Photography (Bangalore)

"We are providing technology support for the Museum by building responsive website and mobile app along with developing a digital repository to host the digitized version of all the artifacts by MAP as well as giving them a Grant for building a Private Museum"



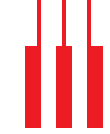
# Financials





# Strong Execution

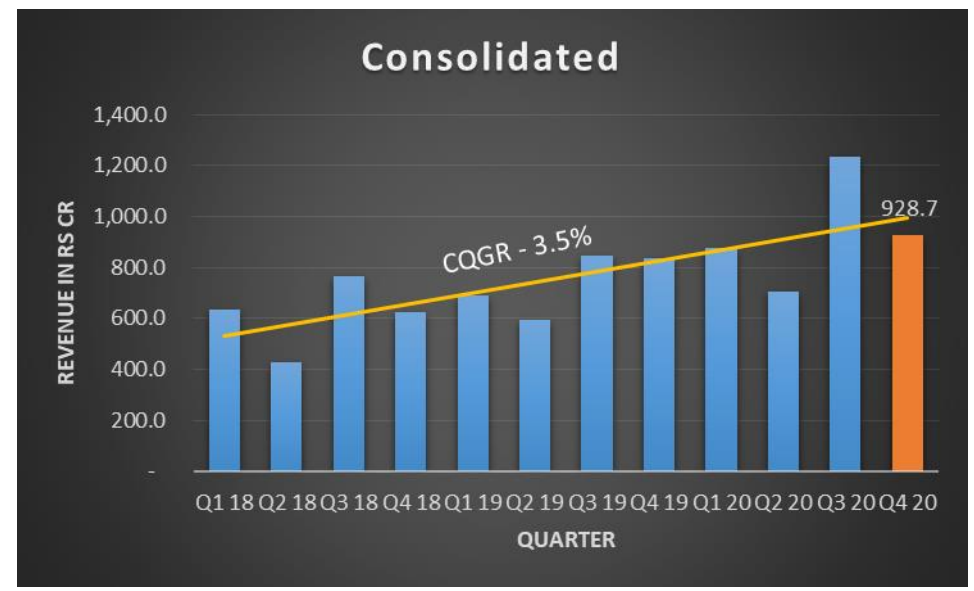
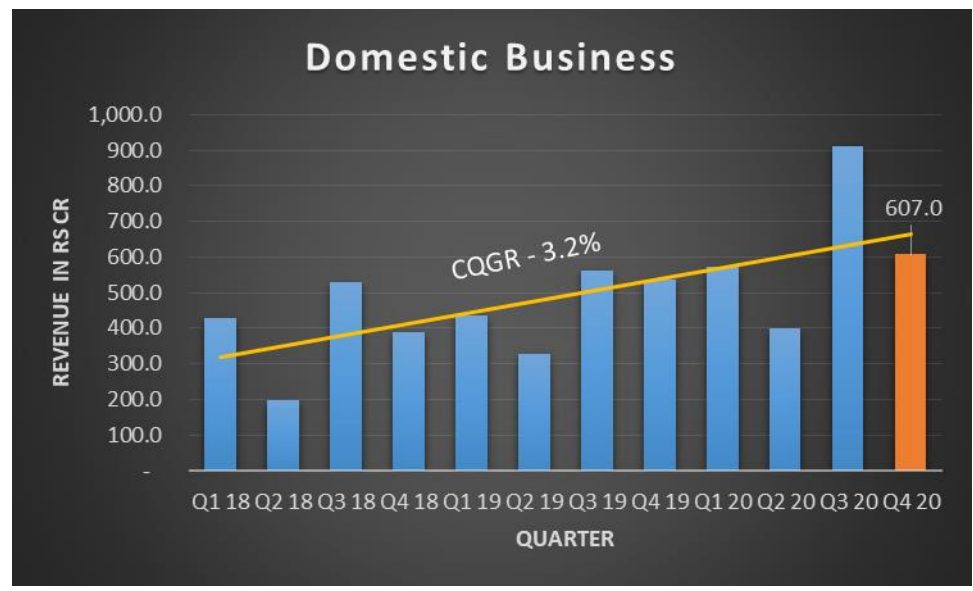
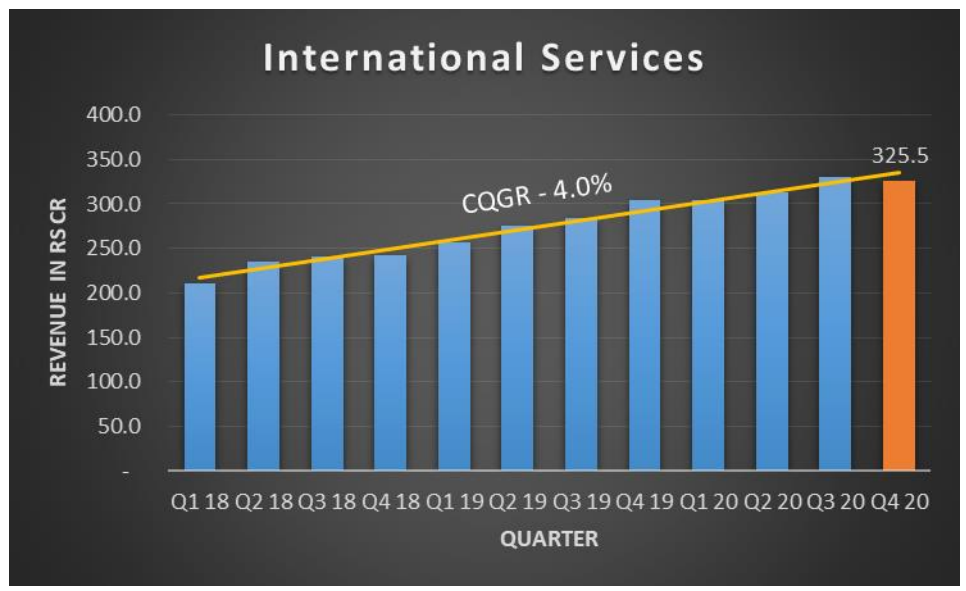
- Growth from existing clients
- Acquiring new clients
- Strong growth in new clients
- Alliance led growth
- IP led growth
- Platformation™ led growth
- Margin levers on utilisation and revenue per person
- High-end service mix
- Digital execution and growth
- Strong growth in India Business and Strategic Advantage
- Consistent growth in revenues & margins over 8 years



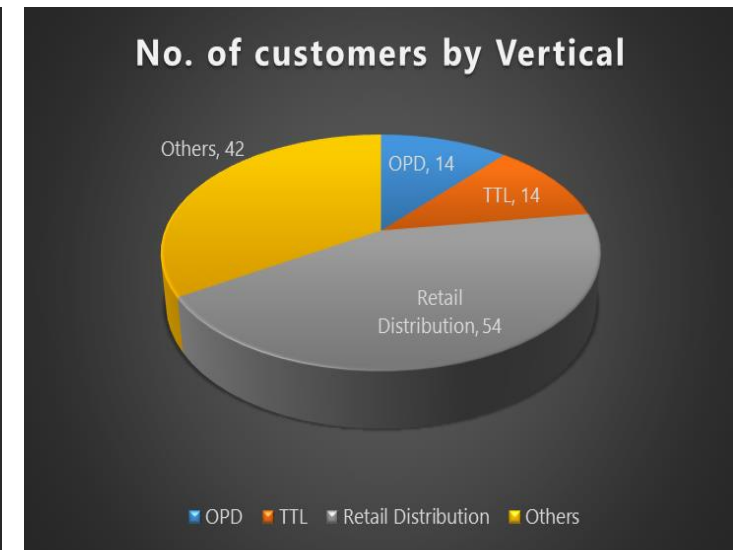
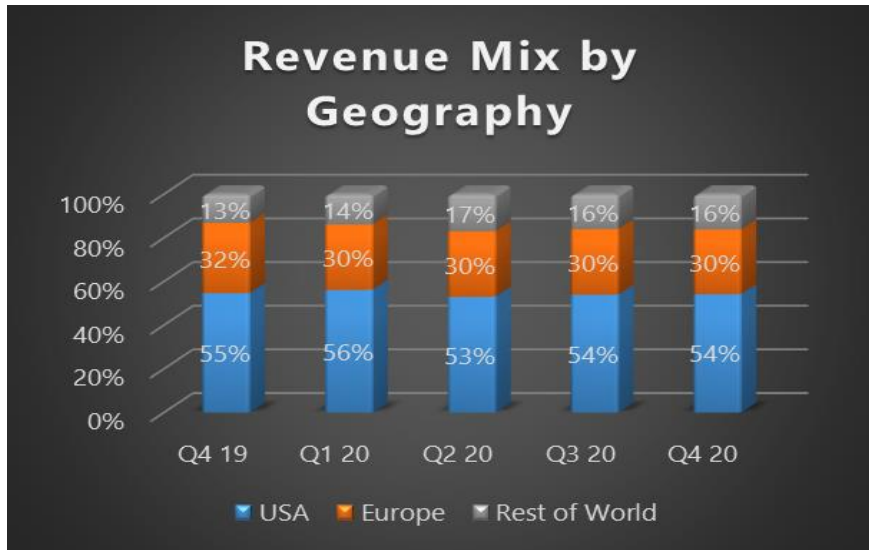
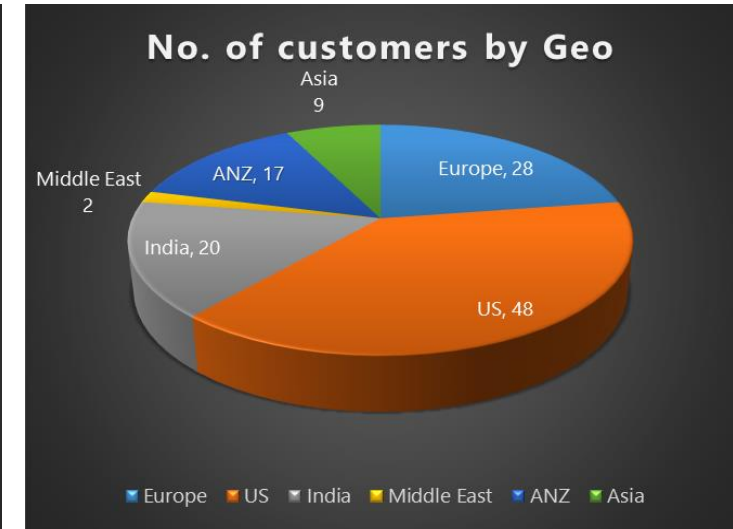
# Financial Management

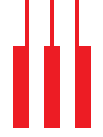
- Focus on ROCE and RONW
- Focus on margins
- Focus on strong cash management
- Sound capital allocation
- Very strong credit and risk management in India business

# Revenue – last 12 Quarters

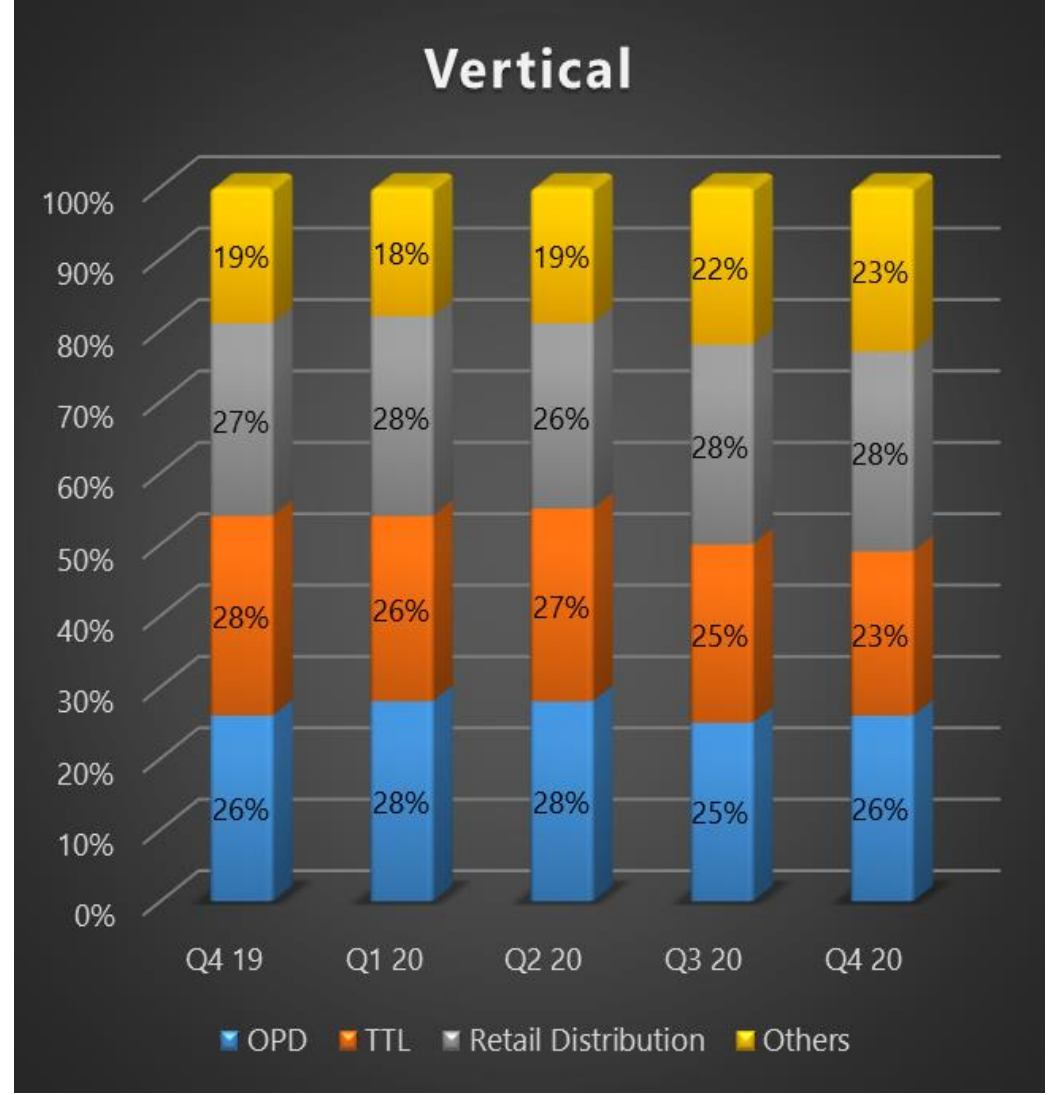
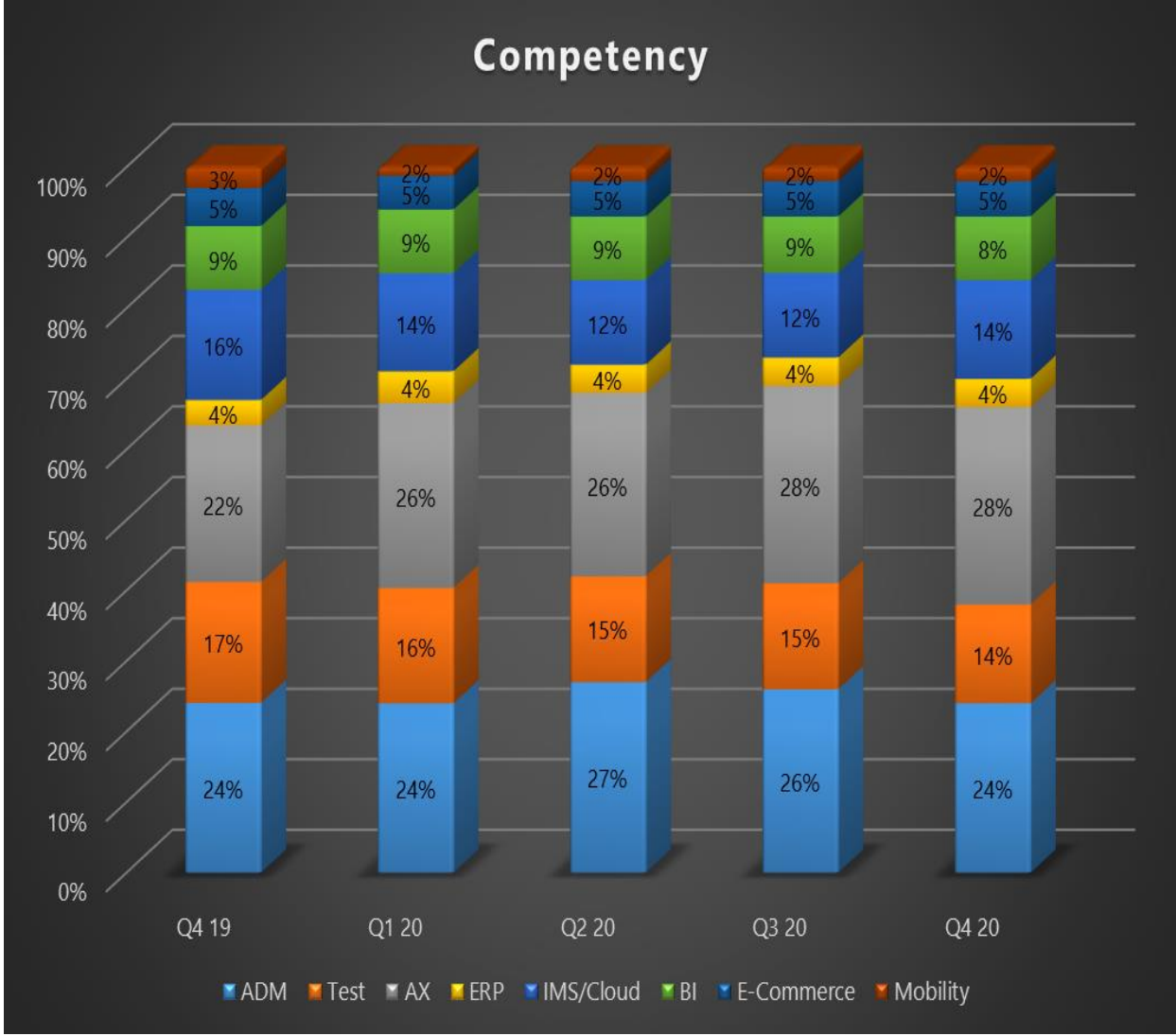


# International IT services – Revenue by Customers



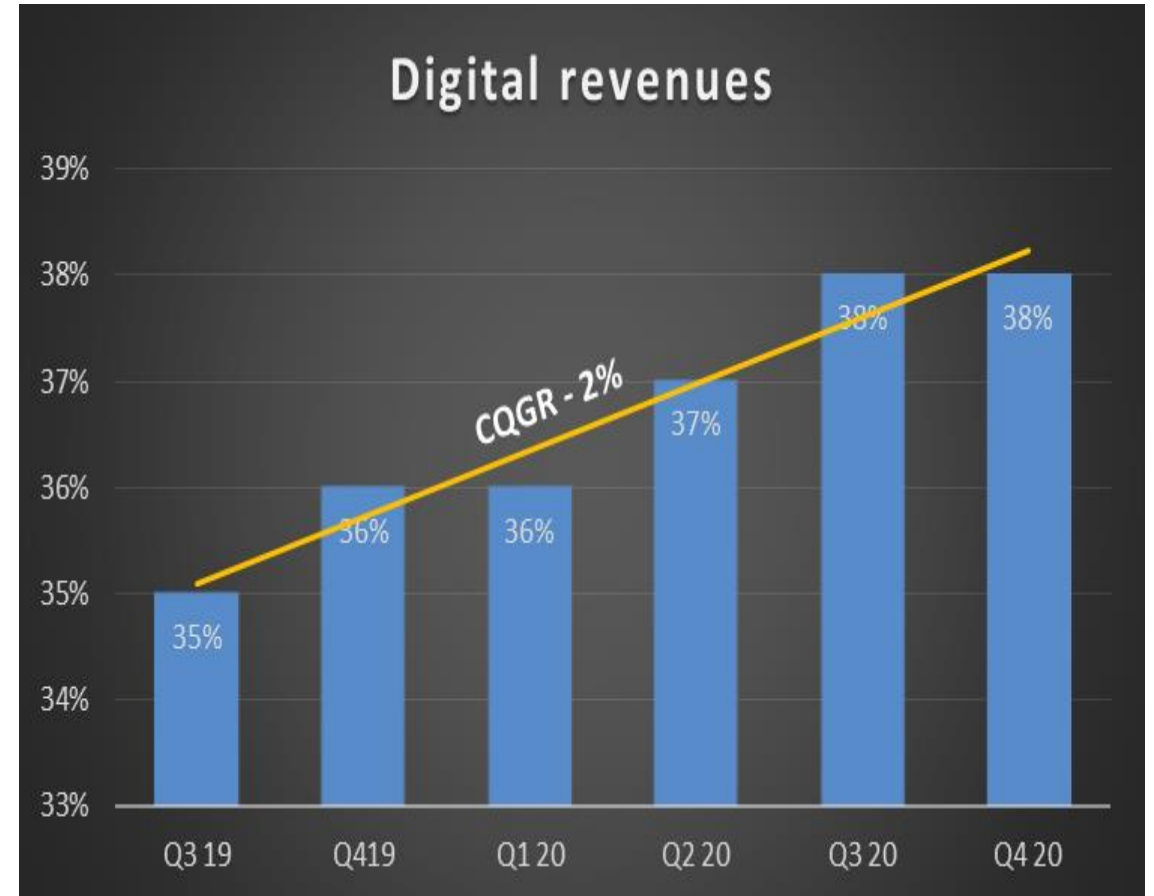
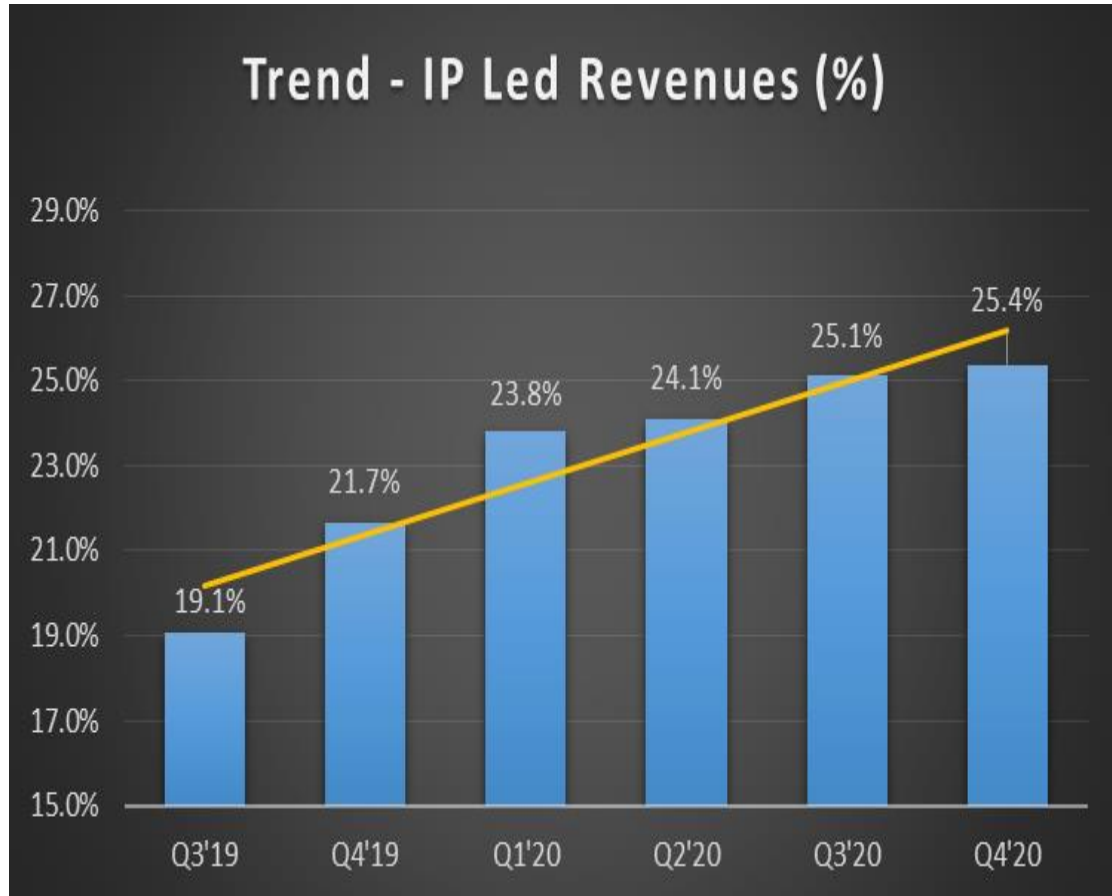


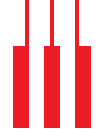
# Revenue Mix by Competency and Vertical



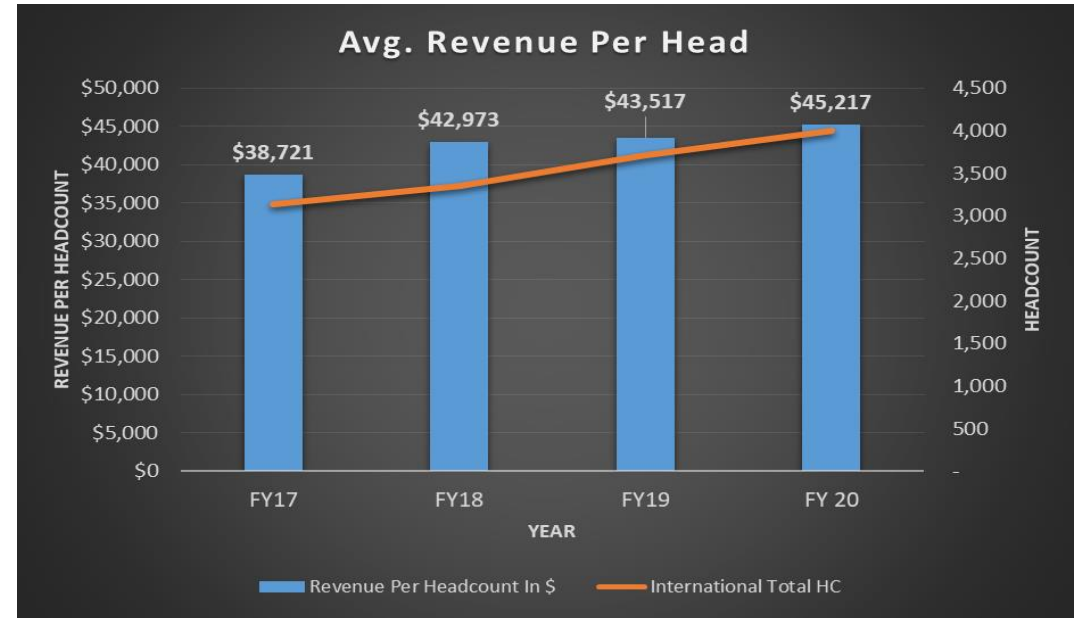
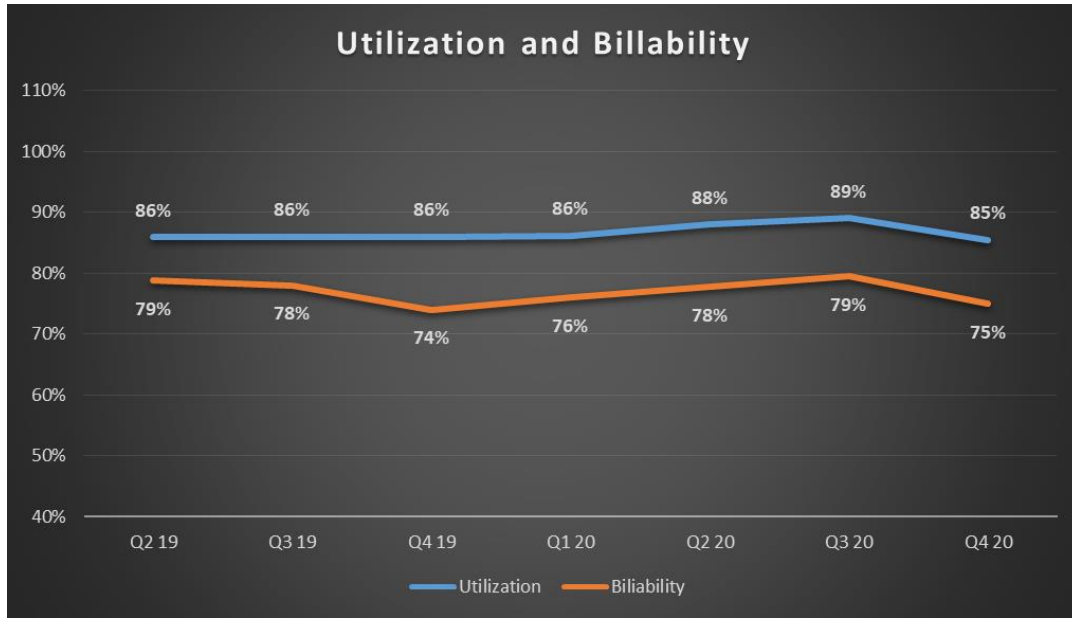


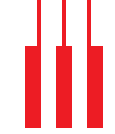
# IP Led and Digital Revenues



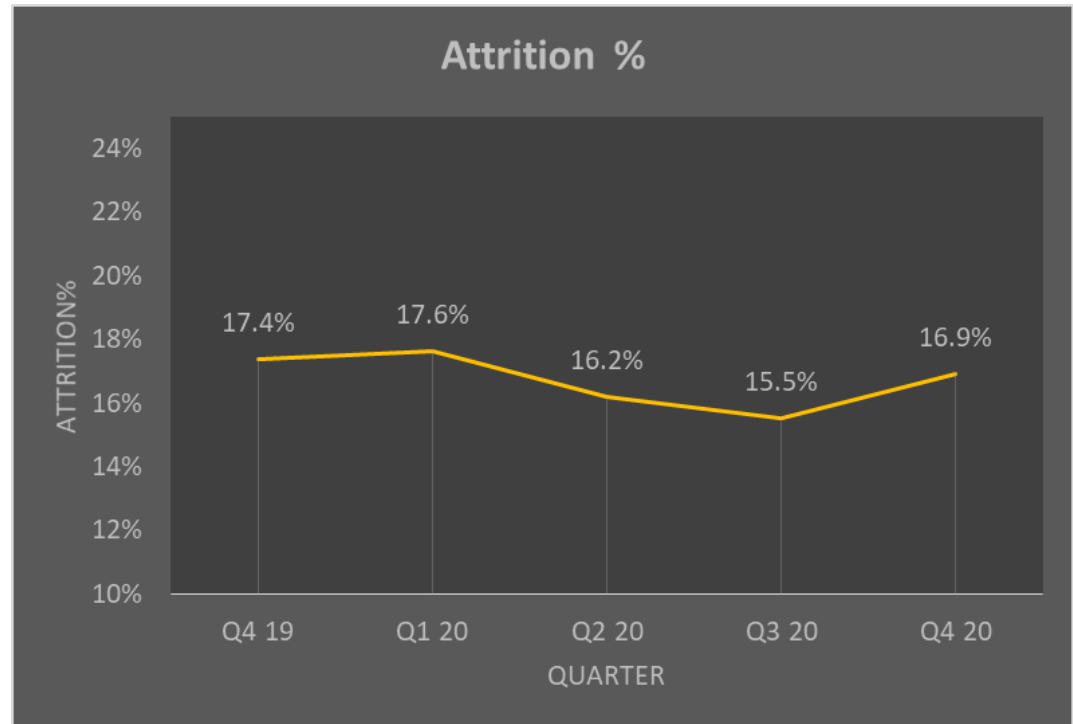
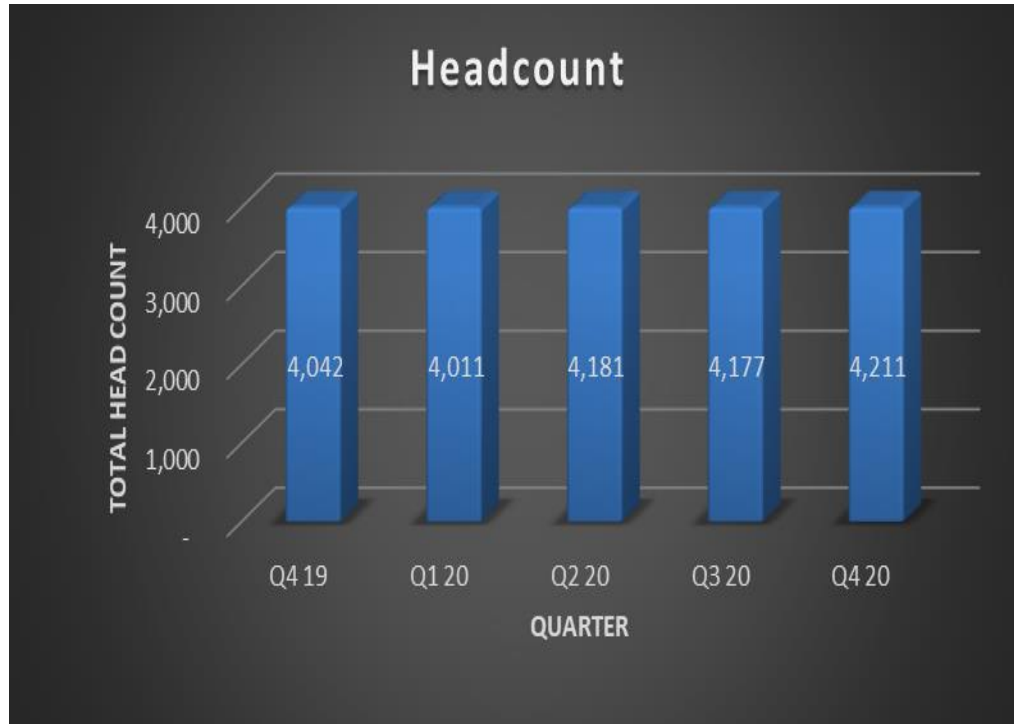


# International & Domestic Business - Revenue Enablers

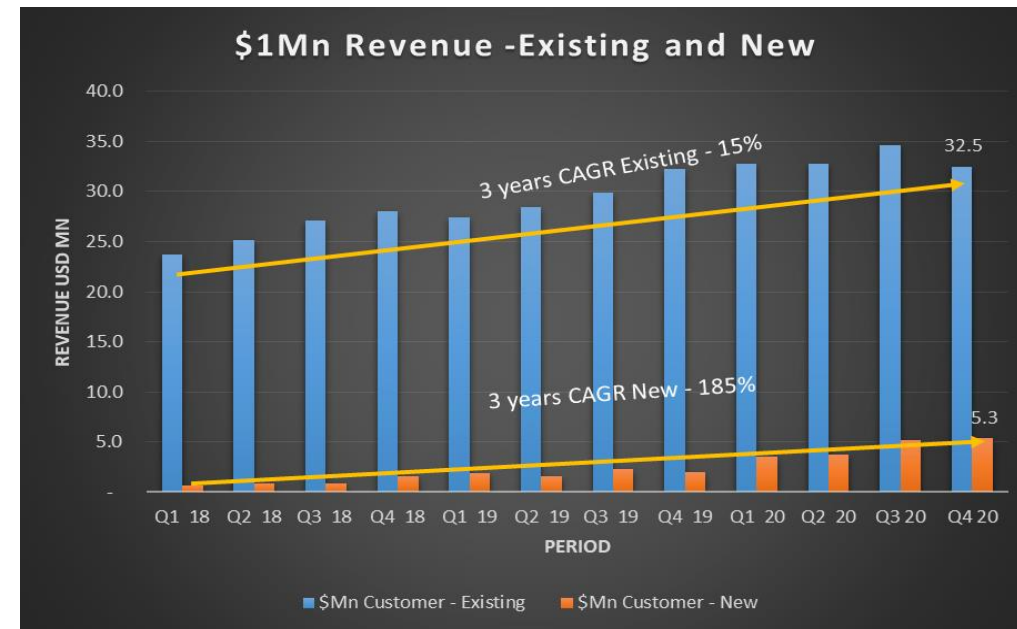
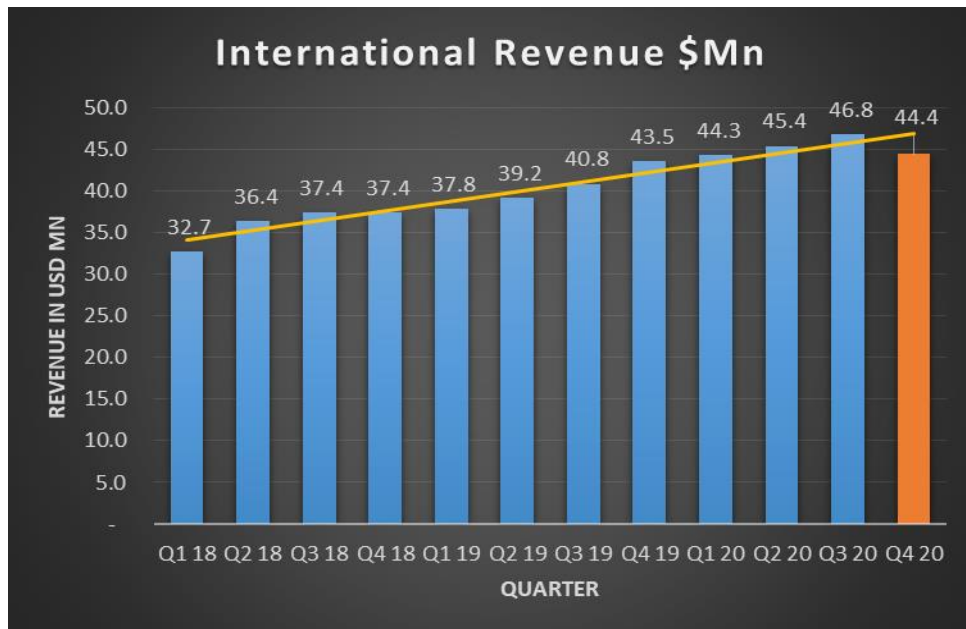


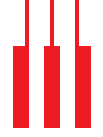


# Human Capital

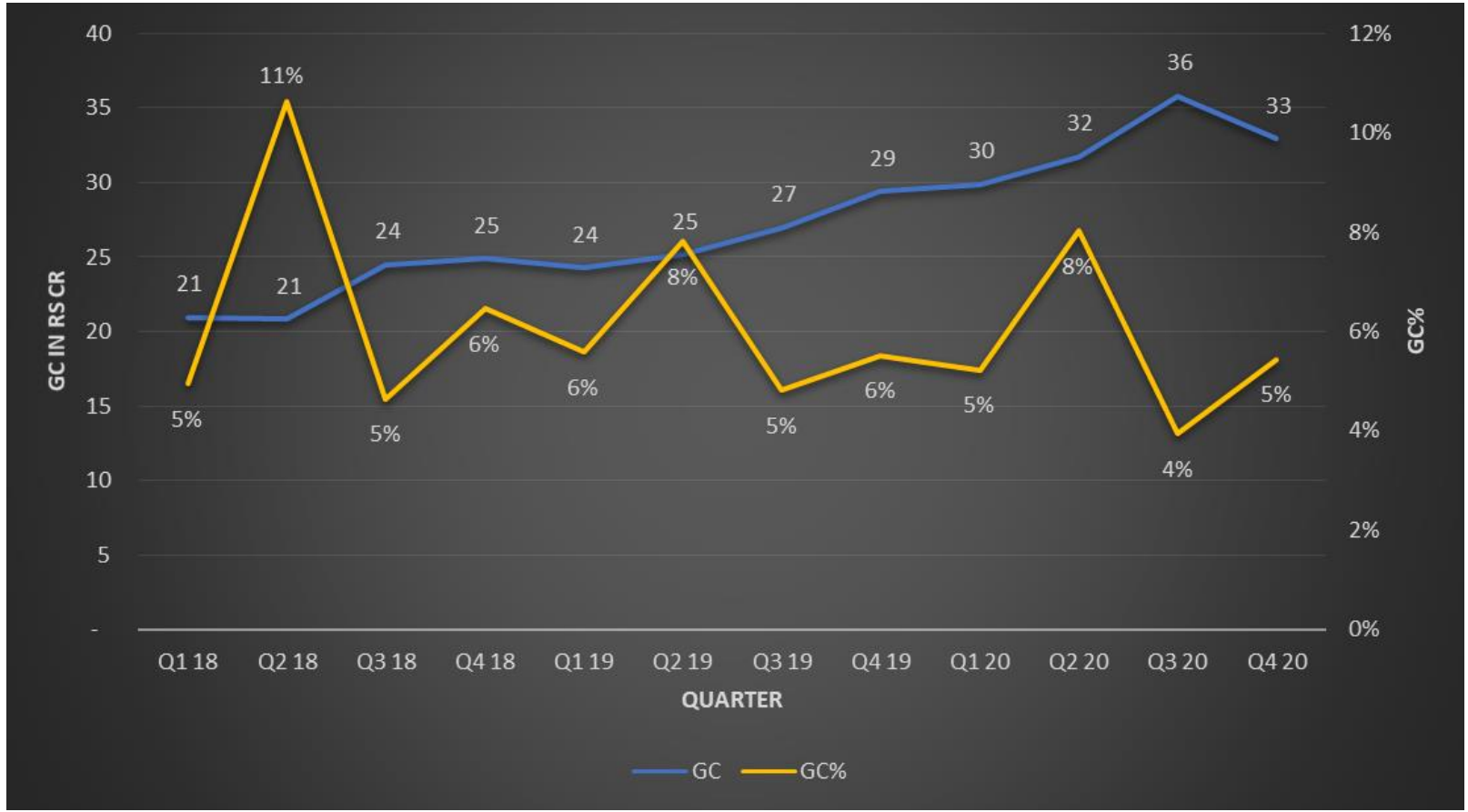


# International Business Revenue Growth



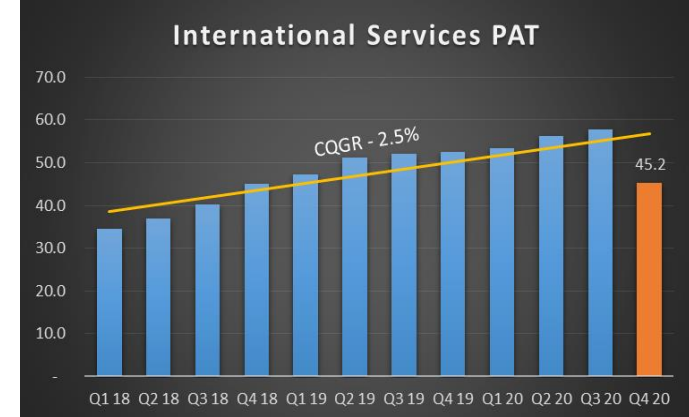
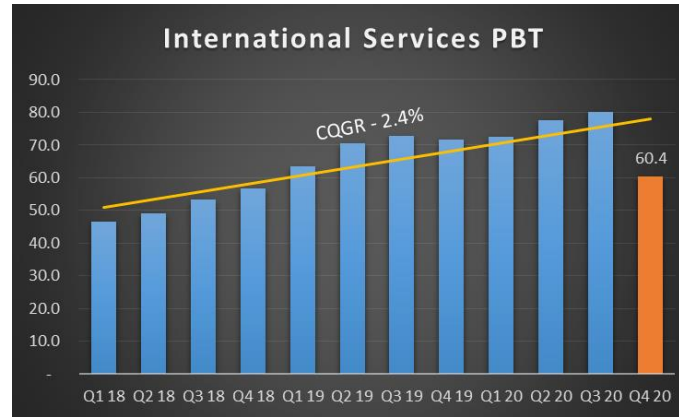
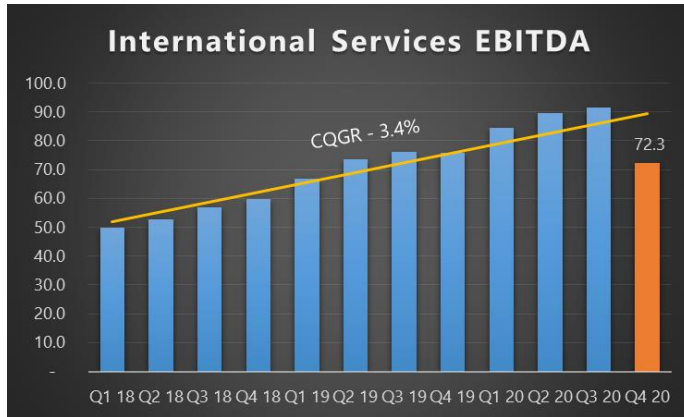


# Domestic Business - Gross Contribution

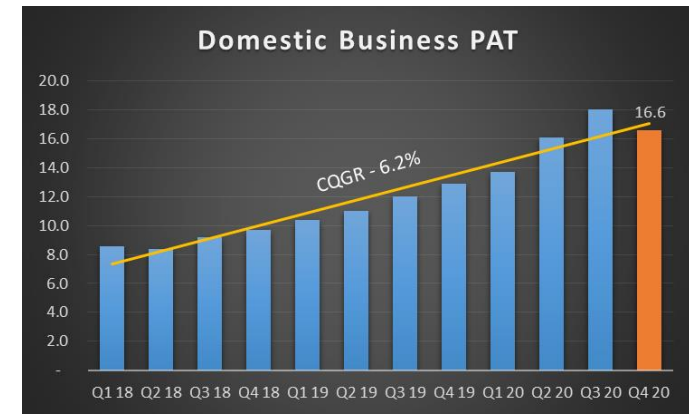
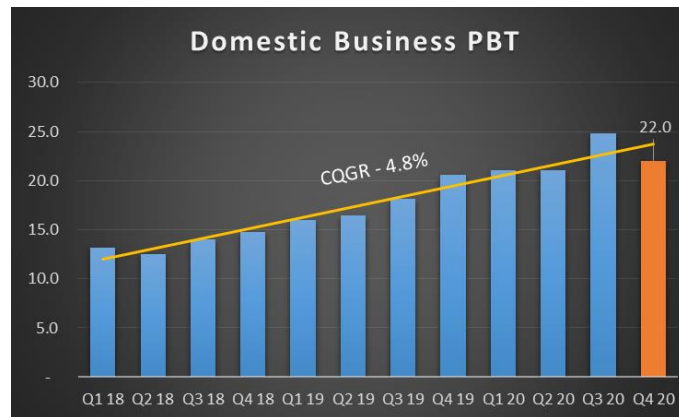
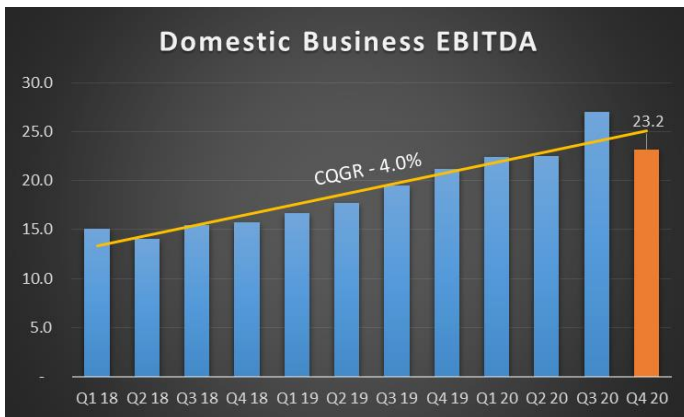


# EBITDA, PBT and PAT – last 12 Quarters

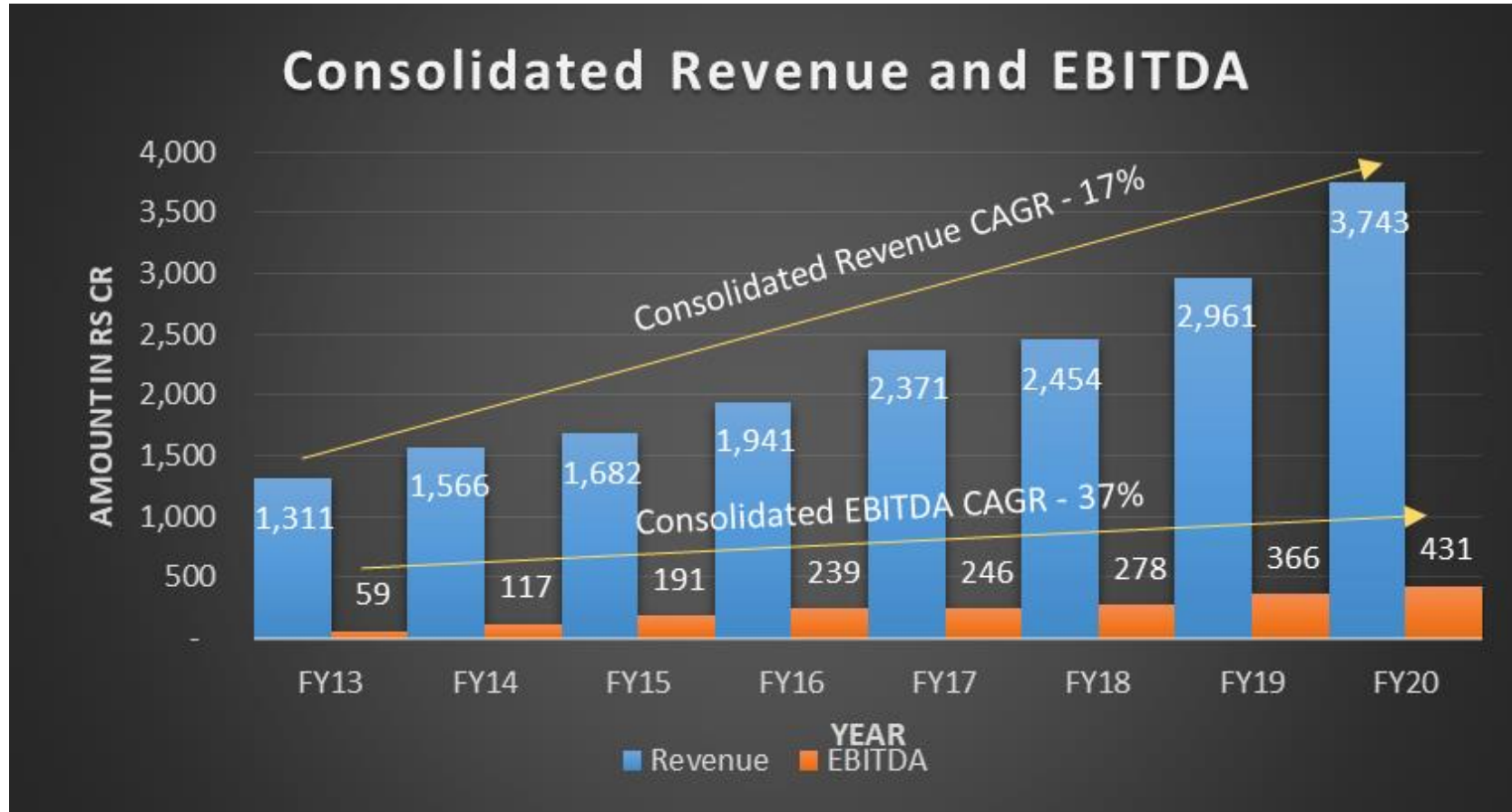
## International Services

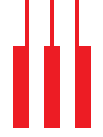


## Domestic Business

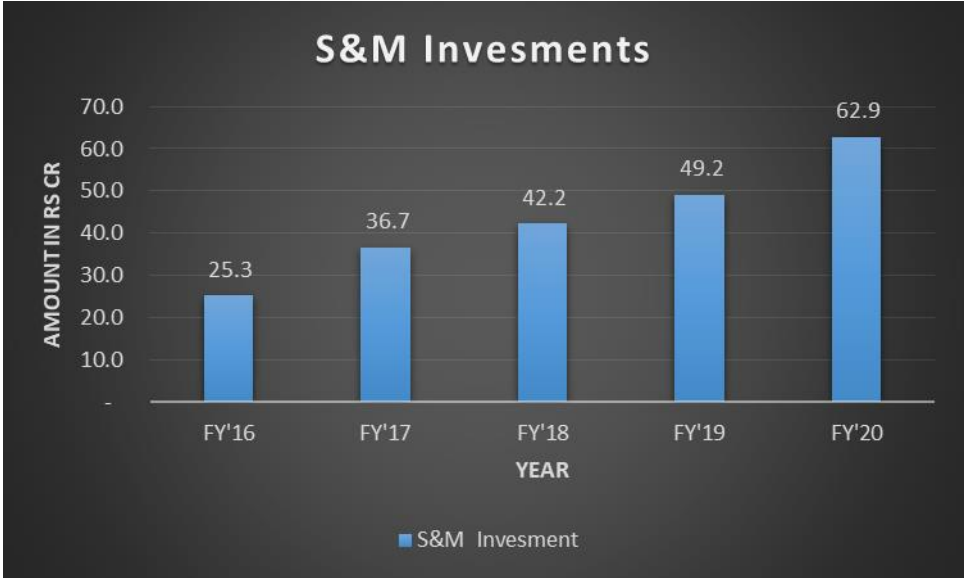
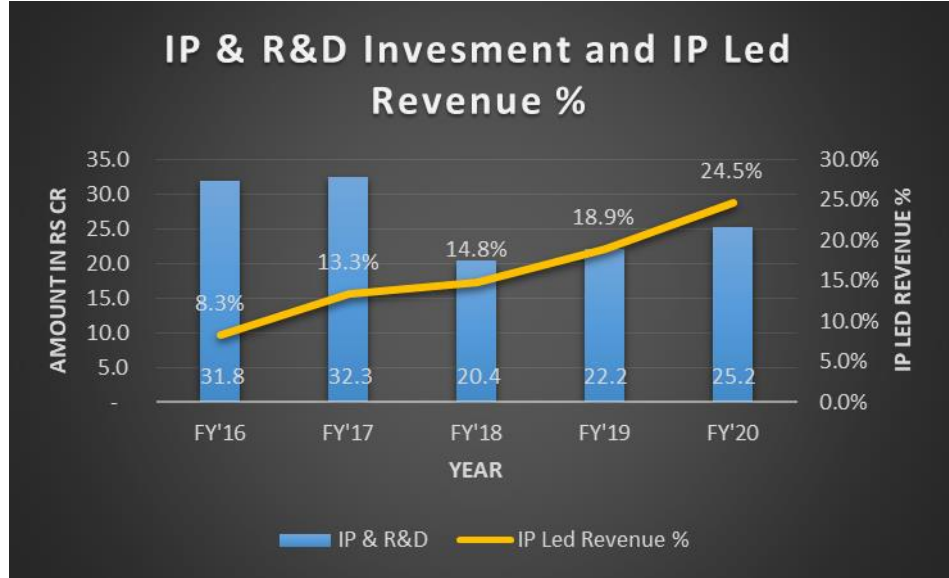


# Consistent Growth over last 8yrs



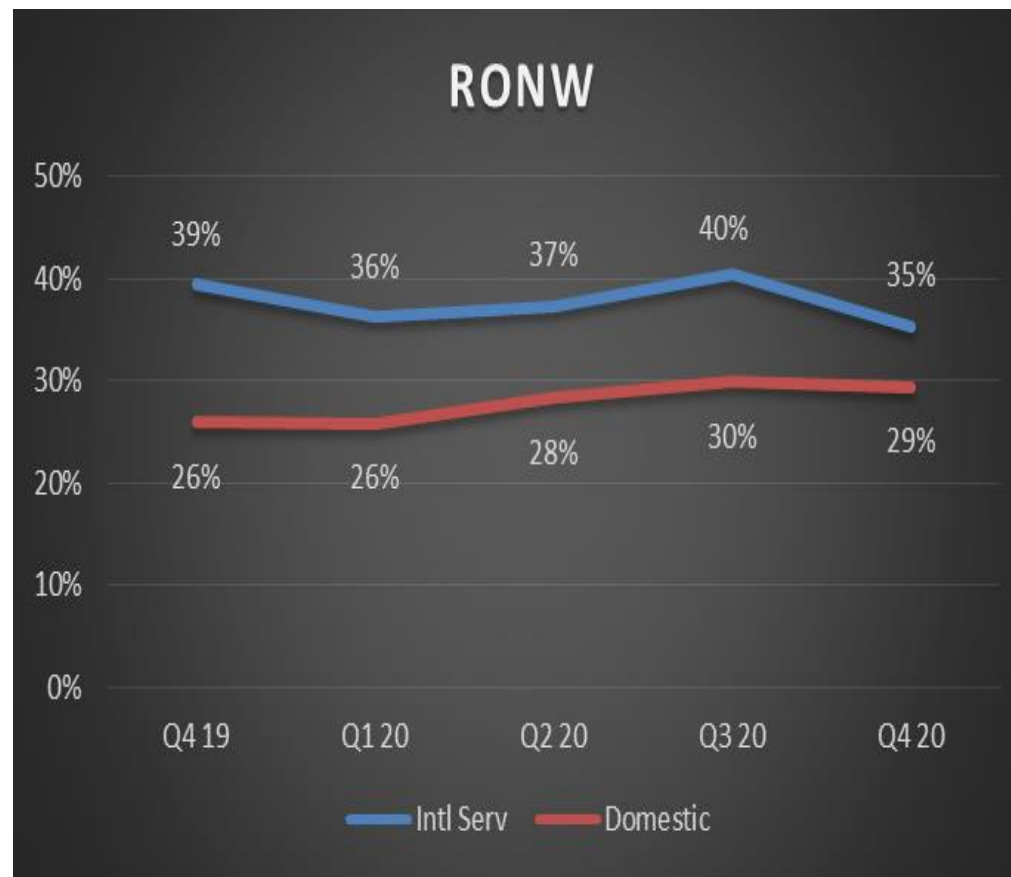
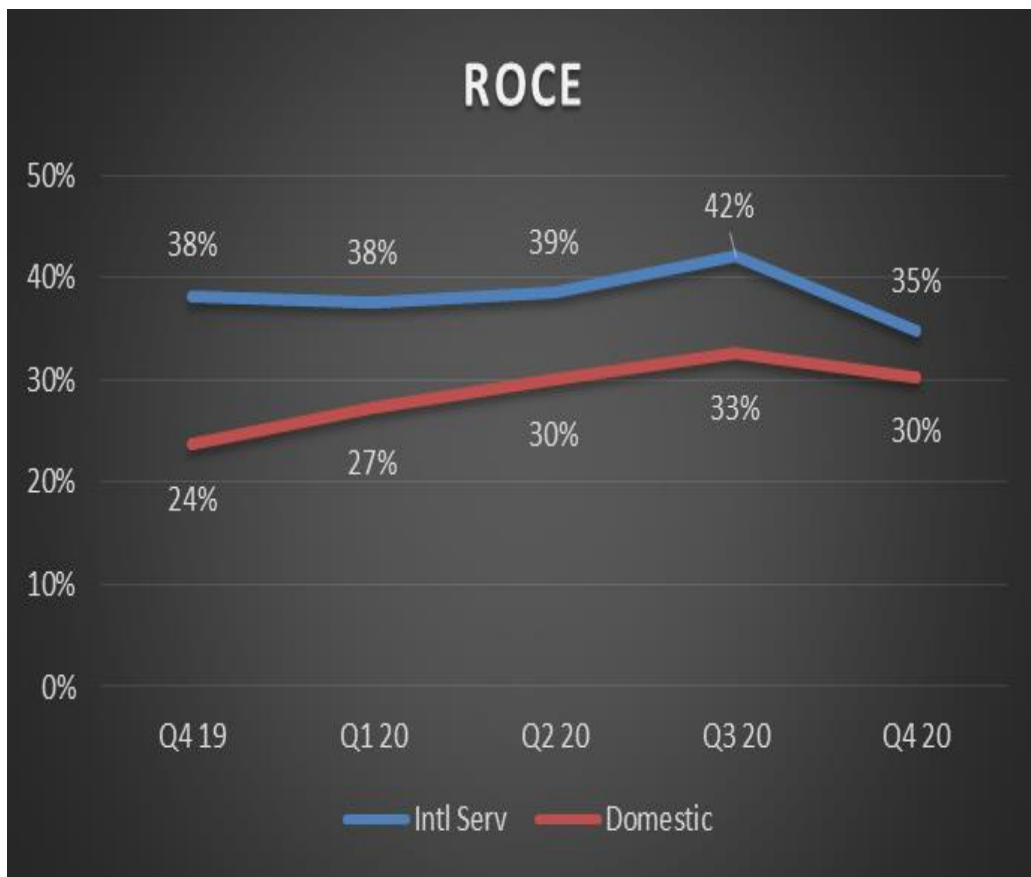


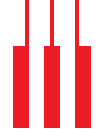
# Strategic Investment



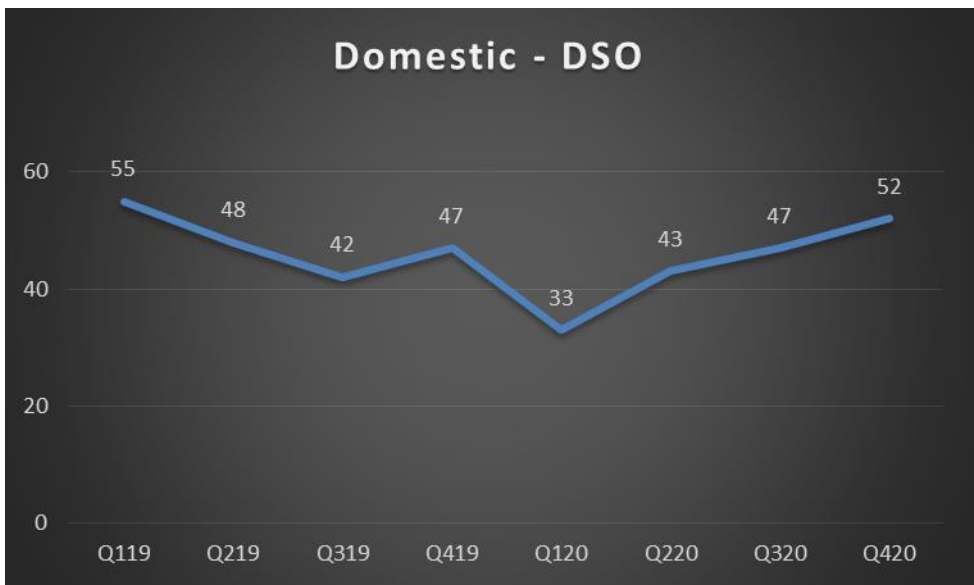
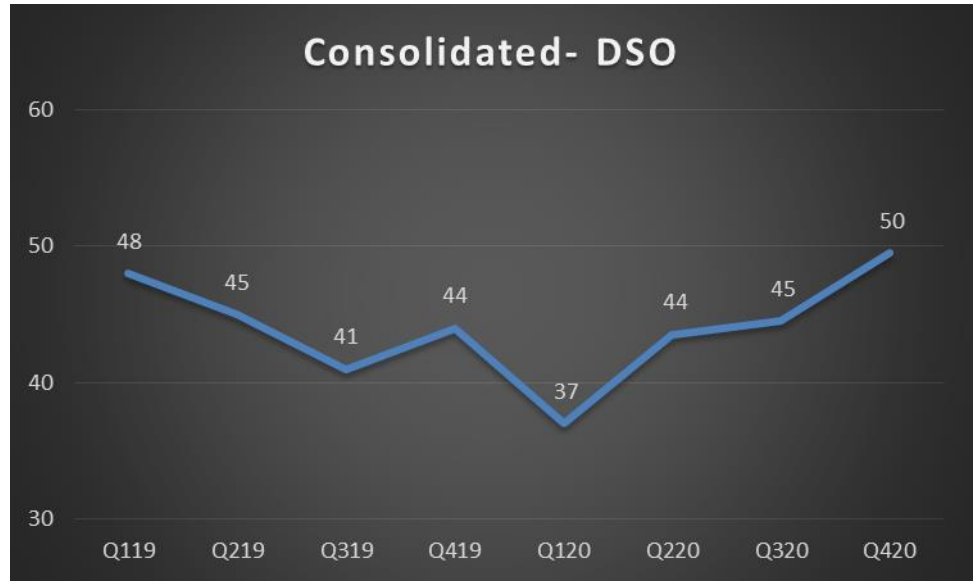


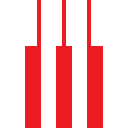
# Consolidated – ROCE & RONW





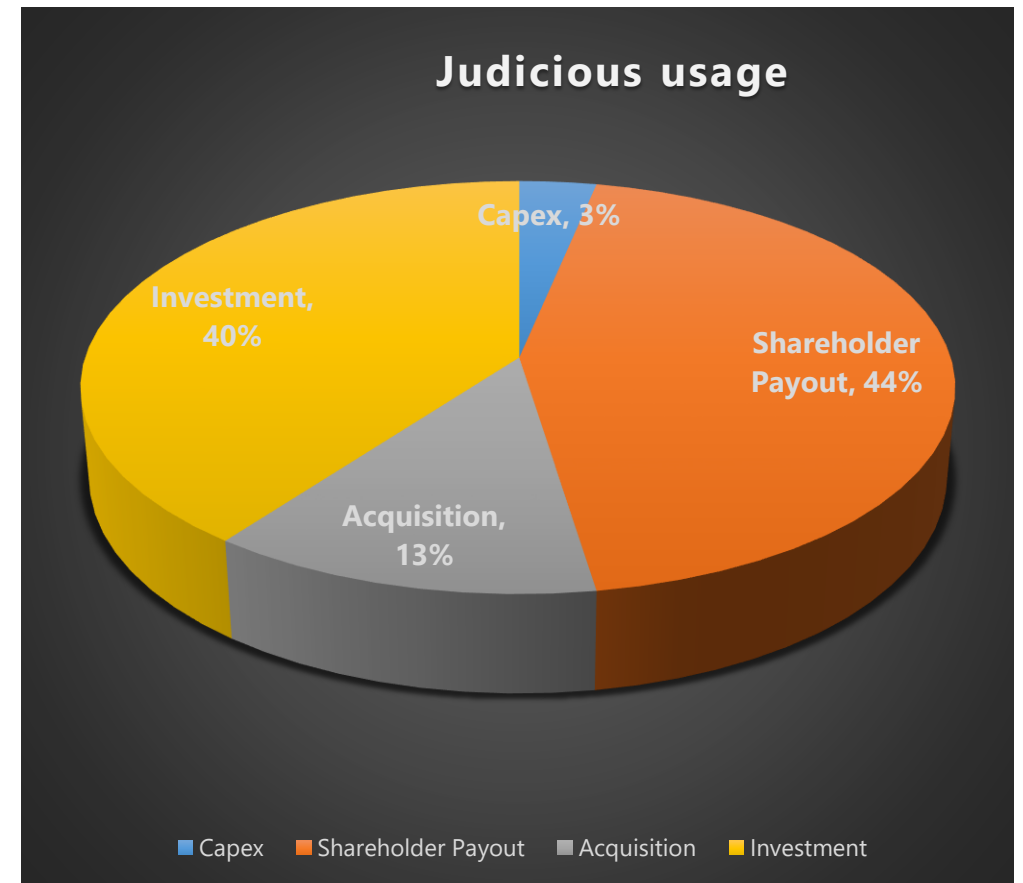
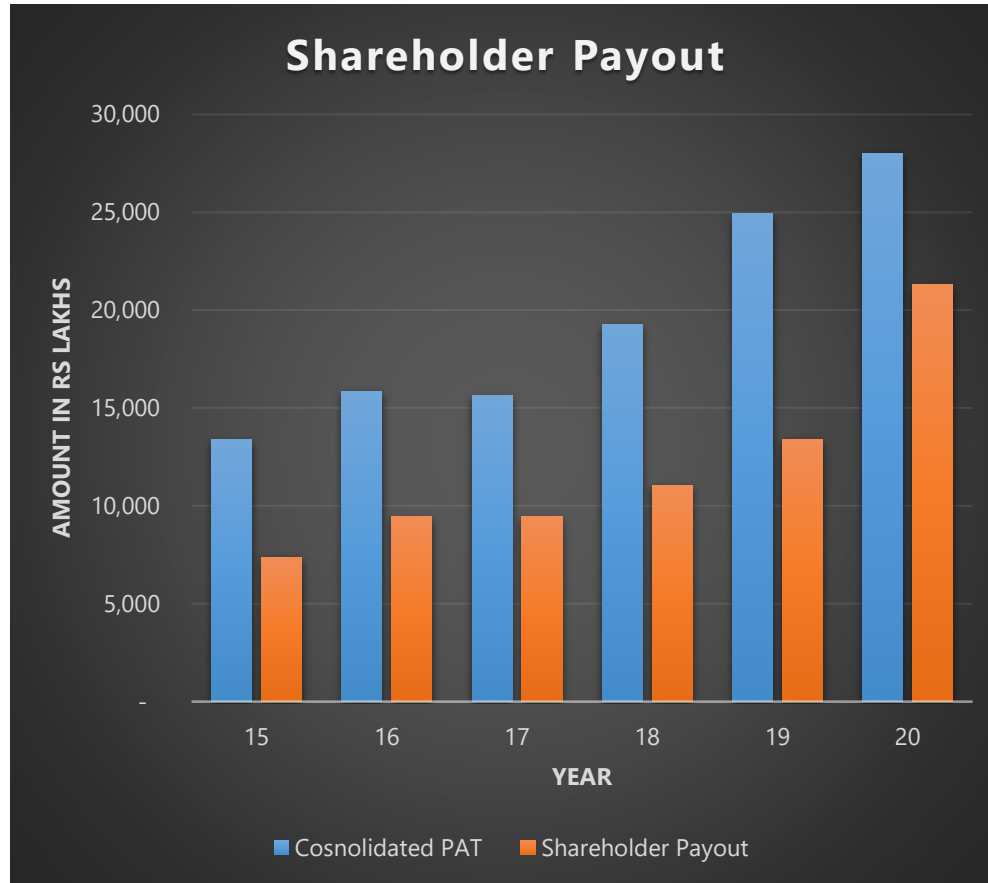
# Days Sales Outstanding





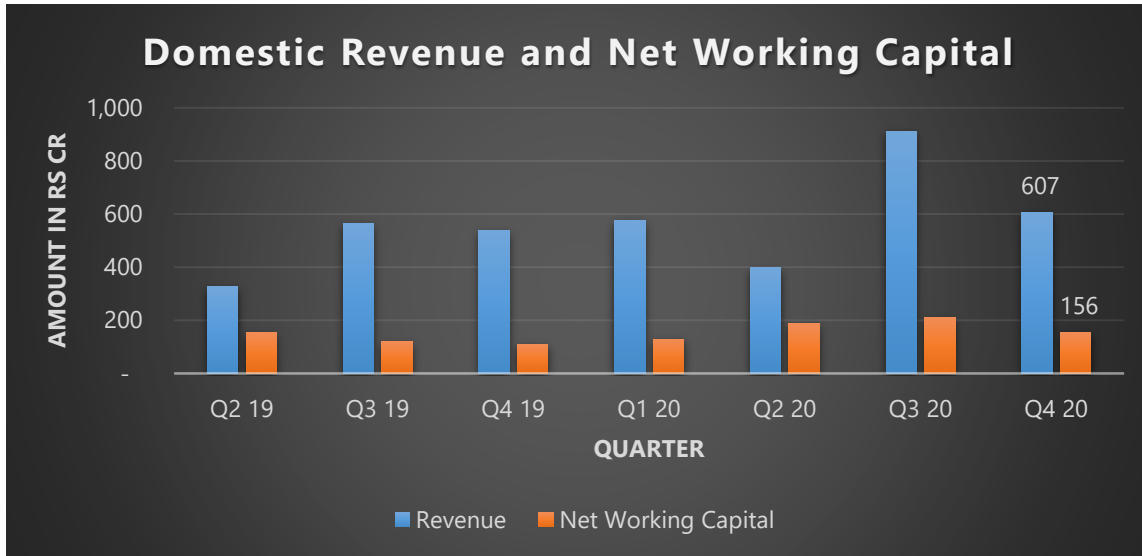
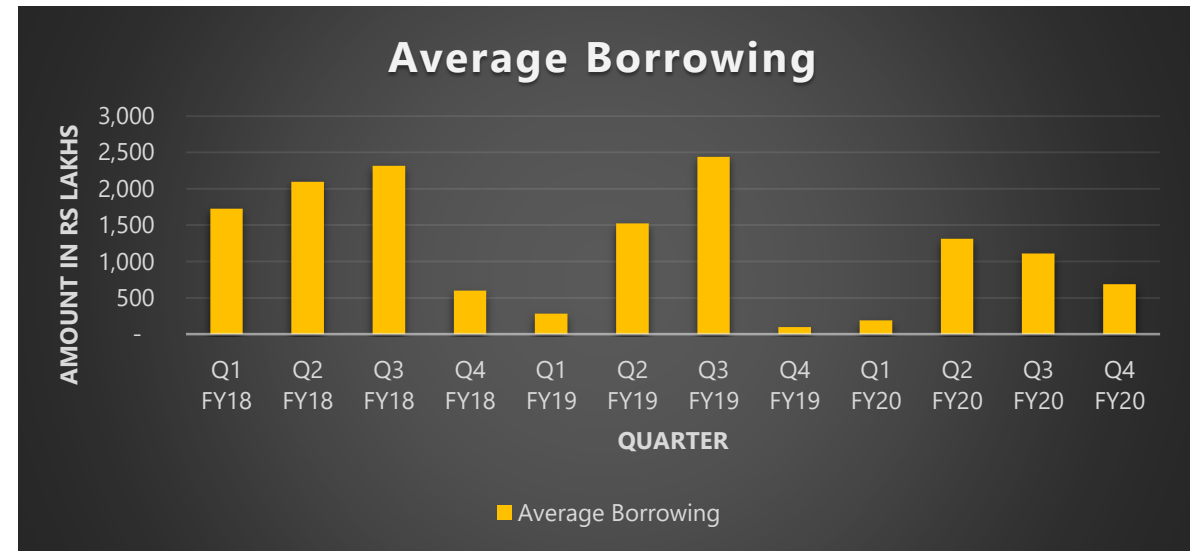
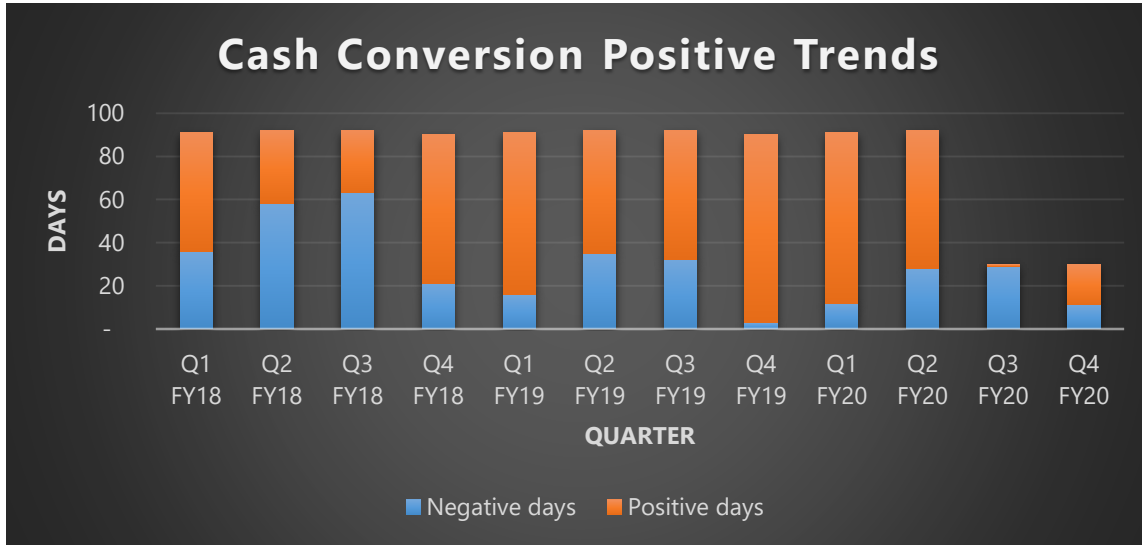
# Capital Allocation

# Cash Deployment



**2015 to 2020**

# Cash conversion & Credit Management – Domestic Business

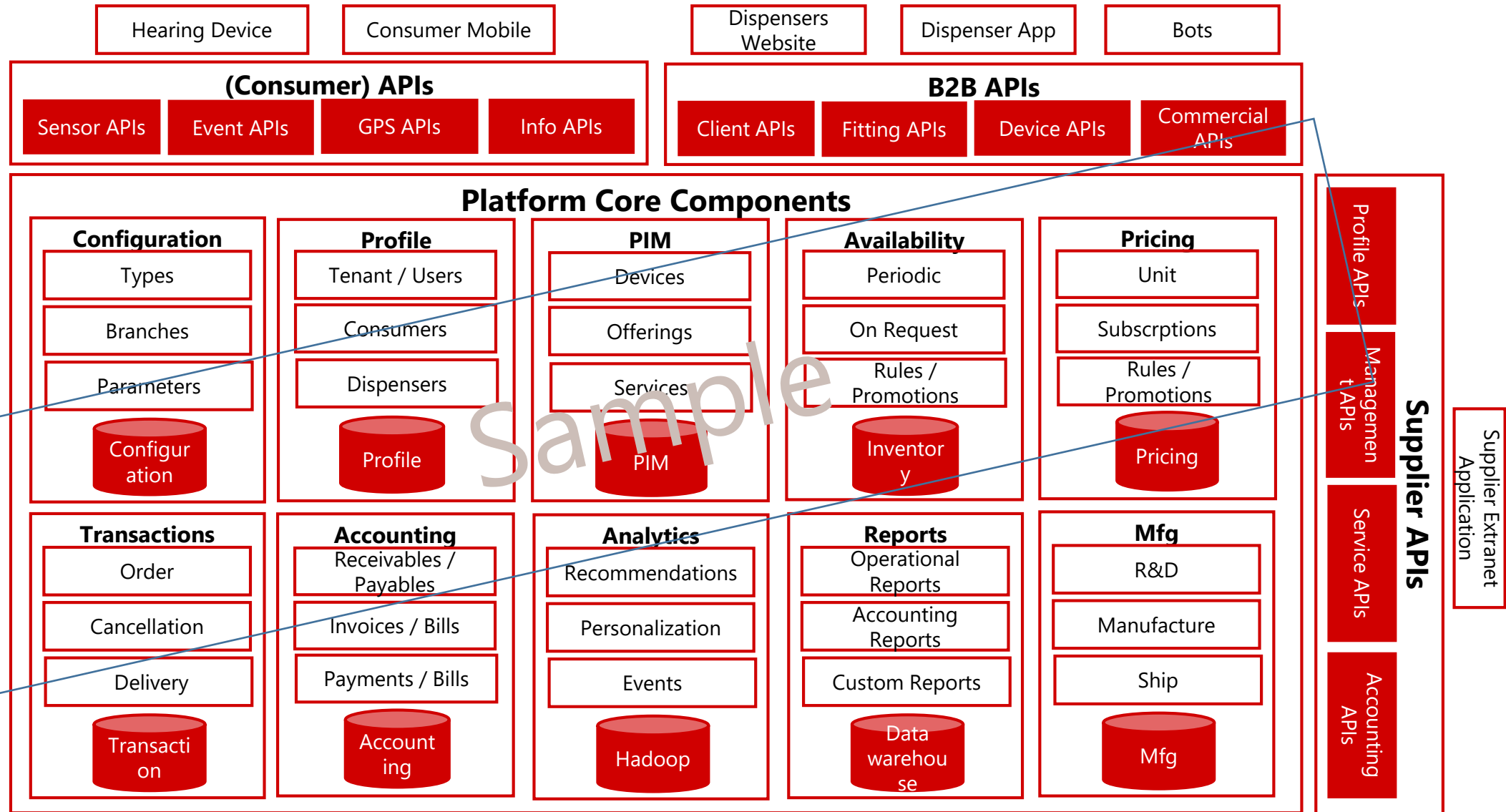


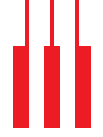


Thank you



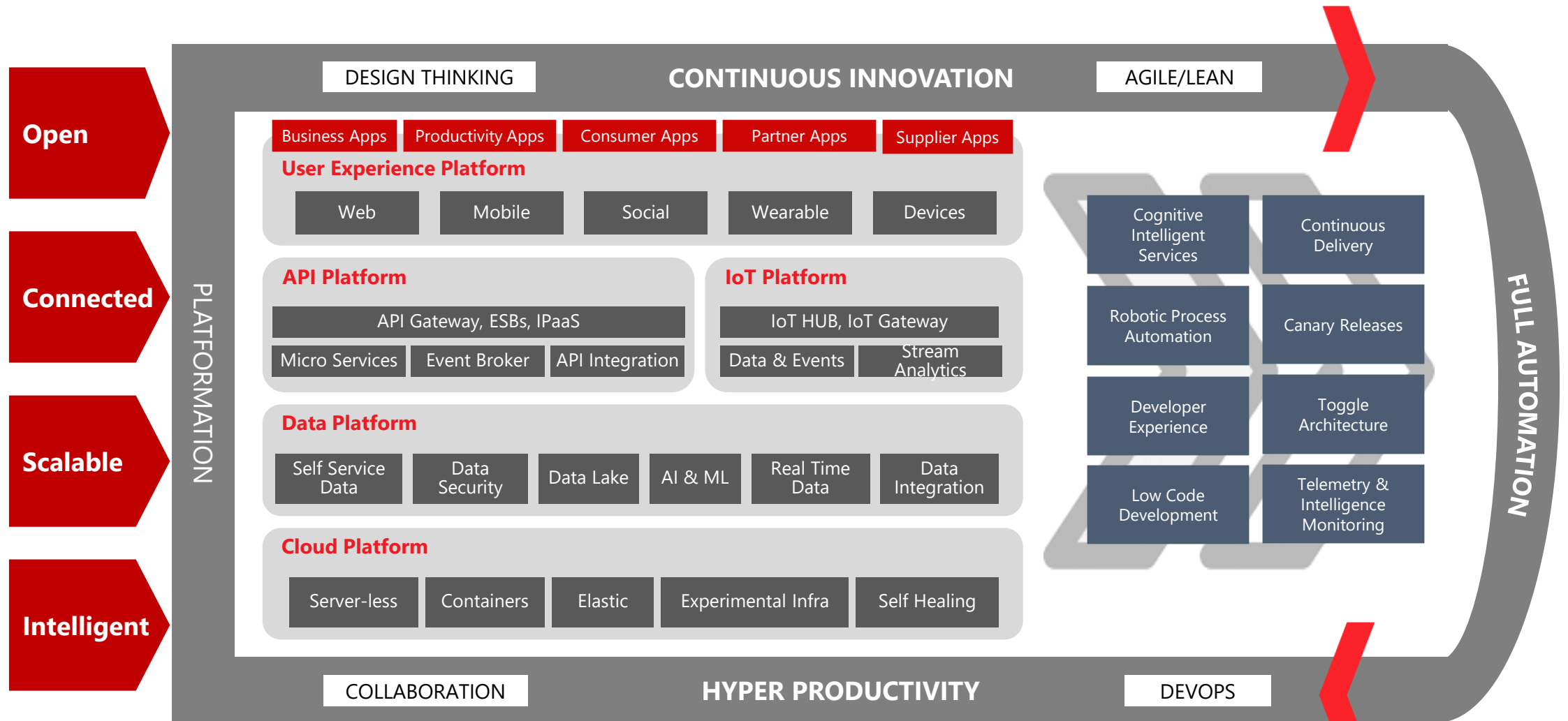
# Marchitecture - Platform Architecture sample





# Creating Platforms to anchor the Platformation journey

**Technology** anchored **Platformation™** brings together digital platform technology excellence, design thinking-led innovation, agile way of working and modern delivery to deliver true digital transformation



## Retail Categories

## Retail Digital Processes

<b>Unified Process</b>	ML Based Personalized Recommendations & Promotions	Unified Fulfillment & Returns	Unified Pricing & Merchandising	Customer 360 Engagement
<b>In-Store</b>	Clienteling	Queue Busting	In-Store Mobile Shopping	Digital Payments
<b>Ecommerce</b>	AR/Chatbot based customer interaction	Digitized Product discovery	Outbound Marketing	Social Integrations
<b>Operations</b>	ML based Demand forecasting	Loyalty based engagement	RFID based product tracking	Barcode based product movement
<b>Analytics</b>	360 View Of Customer	Predictive Analysis	Web Analytics	Dashboard based decision making
<b>Customer Service</b>	Customer Identification	Virtual Customer Service	Self Service – Portals & Chatbots	Customer Engagement



# Enabled through structured Methods and Tools

Applied Sonata's frameworks that help uncover the business & technology needs and priorities of the client, and developed a best-fit roadmap for "Platformation"

## Platform Design

### BUSINESS ARCHITECTURE

[Platform Design Canvas]

Platform Owners	ENABLING SERVICES (Platform To Partners)	Core Value Proposition	Transactions	Partners
		Ancillary Value Propositions		
Platform Stakeholders	EMPOWERING SERVICES (Platform To Peer Producers)	Infra-structure & Core Components	Channels & Contexts	PEERS (Producers)
	OTHER SERVICES (Platform To Peer Consumers)			PEERS (Consumers)

A mechanism to bring new insights on how the business ecosystem works, and the role of the **platform addressing the motivations of ecosystem participants**

## Technology Assessment

### AS-IS and TO-BE STATE

[Assessment on 16 point Framework of Platformation]

API based Integration	Cloud-enabled	Blockchain	Scalable
Micro-services Architecture	Multi-device / Multi-channel capability	CUI & bots	IoT
Robotic Process Automation	Multi-tenancy	Security & Compliance	Telemetry & Self Healing
Data strategy	Data analytics	Intelligent customer experience	Self-learning (Platform machine learning)

A mechanism to assess, evaluate and prioritize implementation of technology enablers to build **connected, intelligent, open and scalable platforms**

## Implementation Roadmap

### PLATFORMATION ROADMAP

[Roadmap & Recommendations]

Sonata READY	Sonata ACCELERATE	Sonata CUSTOM
Leverage Sonata's IP for platform-led business transformation	Leverage Sonata's experience of assessing, implementing, and supporting leading platforms for business process enhancement	Leverage Sonata's deep platform engineering skills, methodologies, and white-labelled assets to build customized platforms for business differentiation

A recommendation to select the best fit Sonata's solution approach for effective and efficient execution of **digital transformation programs through platformation**

# Microsoft Sonata - Joint GTM for Digital Transformation



## Industry

### Focus

- ✓ Retail, CPG, Distribution, Service, Manufacturing and Travel focus
- ✓ Enable new and flexible business models
- ✓ Industry Digital Business Processes
- ✓ New services & adjacencies leading to Efficiencies & Innovation
- ✓ Industry aligned Marketecture

## Platformation™



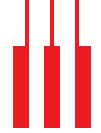
- ✓ Unique approach to Digital Transformation through Platforms
- ✓ Digital business processes
- ✓ CDAT led Approach & Consulting methodology
- ✓ Platform maturity assessment
- ✓ Platform Engineering and Services
- ✓ IPs and Solution Accelerators

## Microsoft Full Stack

- ✓ Execution and services through Microsoft full stack platform
- ✓ Primed by Azure and data driven consumption
- ✓ Ready, Accelerate and Custom platform approach
- ✓ Leverage MSFT solution & platform accelerators

**Sonata – Microsoft Joint  
GTM for Digital  
Transformation**





# Step 7 - Technology Roadmap

## EXECUTION

API based Integration (1)	Cloud-enabled (1)	Blockchain (2)	Scalable (3)
Micro-services Architecture (1)	Multi-device / Multi-channel capability (1)	CUI & bots (1)	IOT (2)
Robotic Process Automation (1)	Multi-tenancy (3)	Security & Compliance (1)	Telemetry & Self Healing (1)
Data strategy (1)	Data analytics (1)	Intelligent customer experience (1)	Self-learning (Platform machine learning) (2)

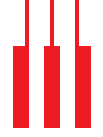
- Ready & On Board
- Not Initiated Yet
- In Progress

- (1) "Must" have in Near Future
- (2) "SHOULD" have in long term
- (3) Optional to have – Might not required

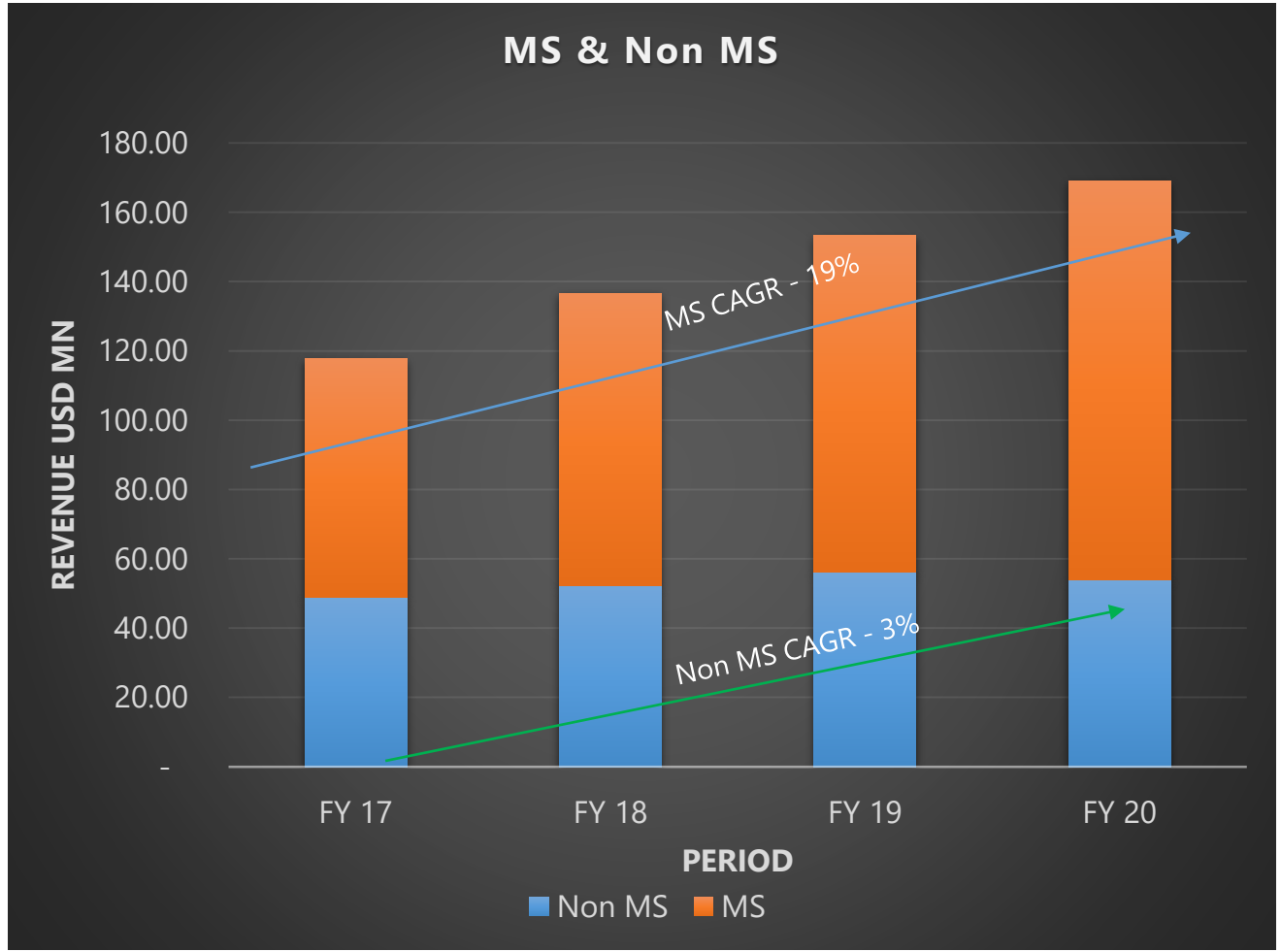
- Open
- Scalable
- Connected
- Intelligent

# Headcount as on 31<sup>st</sup> March 2020

	International		Domestic	Total
	Delivery	SG&A	SG&A	
<b>Head Count FY 19</b>	3600	286	156	<b>4042</b>
<b>Head Count FY 20</b>	3791	275	145	<b>4211</b>



# MS & Non- MS



# Steps taken to establish Sonata as Digital Transformation partner of choice

- Content - Include thought leadership Digital Transformation messaging in all marketing communications. E.g: Sonata Stories, Digital case studies, brochures, blogs/articles, videos, whitepapers and POV etc.
- Platformation™-led website communication
- Events & Webinars - Participate in Digital transformation event as speaker/sponsor. Conduct thought leadership webinars. Spearhead high profile Sonata customer events on Platformation™ like Sonata Spark
- Social Media – Use social channels to promote thought leadership and Platformation™ content organically and paid
- Thought leadership through industry bodies – WEF, NASSCOM, CII
- Sonata Story on Platformation™
- Branding: Facility, ODCs & CEC
- Analyst coverage on Platformation™
- People related branding and engagement around Platformation™

# Content, Branding, Customer Event, Analyst and Industry Relations

**Solution**

**Sonata's Platform™ Framework**

Platform™ is Sonata's unique approach to digital transformation and helps build open, connected, intelligent and infinitely scalable digital businesses.

With Platform™, organizations can support a connected ecosystem of customers, business, partners, and vendors and enable value exchange between these participants.

**Platform™ Principles**

- OPEN**  
Easily accessible for users, ecosystem partners, and businesses to participate in
- CONNECTED**  
So they are always-on, always connected
- INTELLIGENT**  
To use the data generated in the platform to enable more efficient and meaningful transactions
- SCALABLE**  
It gives the business the power to scale the platform by number of users, segments, & geography, easily



### Applying Platform™

With the Platform™ approach, Sonata helped the tour operator make strategic choices up-front on the technologies and design patterns to build an open, connected, intelligent, and scalable platform. The Sonata team applied the Technology Design Canvas, a 16-point technology enablers framework, to evolving the client's platform capabilities in an iterative and incremental model.

- Sonata firstly implemented API-based integration and micro-services architecture to achieve the following functionalities:
- Faster on-boarding of travel and non-travel suppliers, insurance firms, and other service providers; integration with GDS
  - Integrated operational systems leading to better interconnectivity and automated processes
  - Selective scaling of all activities across the travel booking lifecycle and platform services

PLATFORMATION™ Company Industry Services Platforms Alliances Blogs People Contact Us

## Overcome Organizational Myopia To Achieve True Digital Transformation

By  
Srikar Reddy, MD and CEO, Sonata Software  
Sridhar Rao Vedala, Head of Digital Business, Sonata Software

Blog



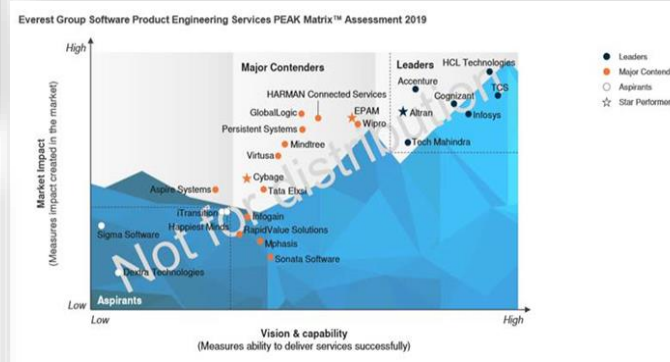
Digital ODC



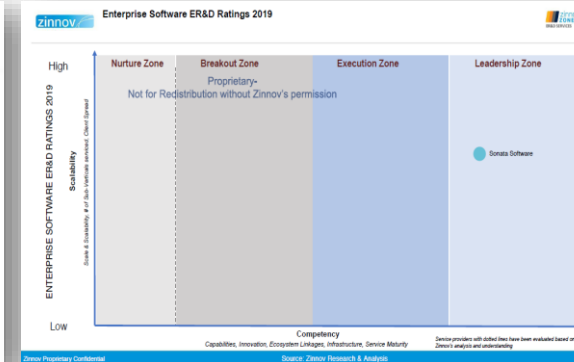
Sonata SPARK Customer Event

## Digital Case Study

**Platform™ – Playing The Perfect Chords of Business Excellence**



Everest Group Software Product Engineering Services Peak Matrix Assessment 2019



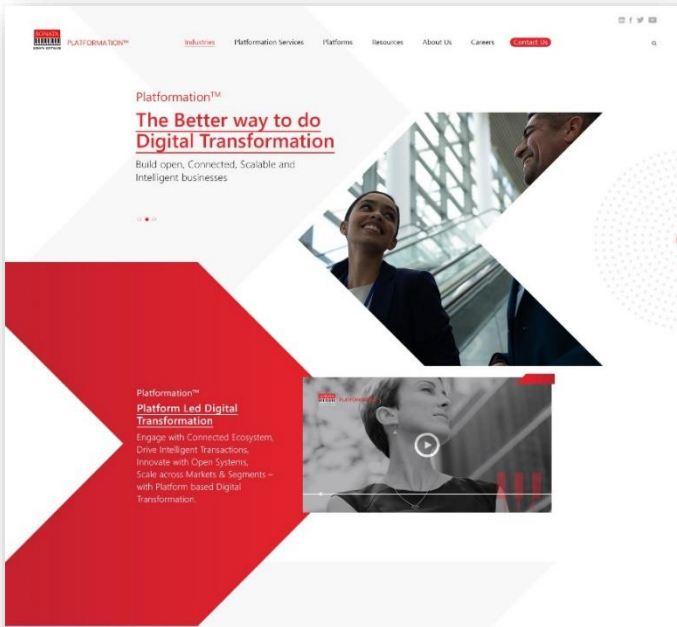
Zinnov Enterprise Software ER&D Ratings 2019



NASSCOM Pavilion at Gartner IT Symposium XPO 2019

Sonata Story - Platform™

# Webinar, Website, People Engagement, WEF and Newsletter



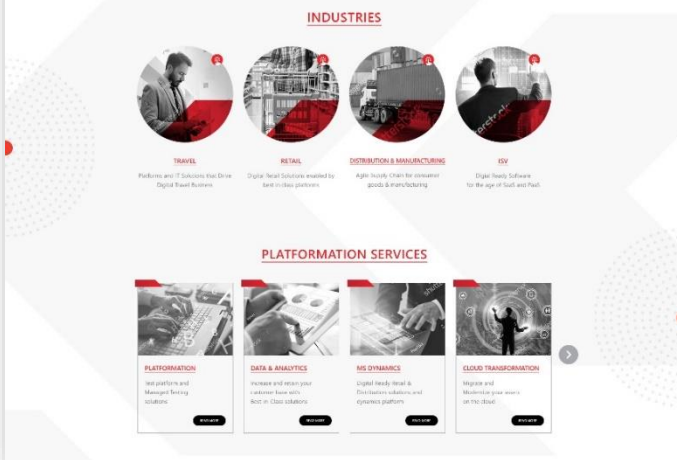
Upcoming Website



IP Digital Transformation Webinar



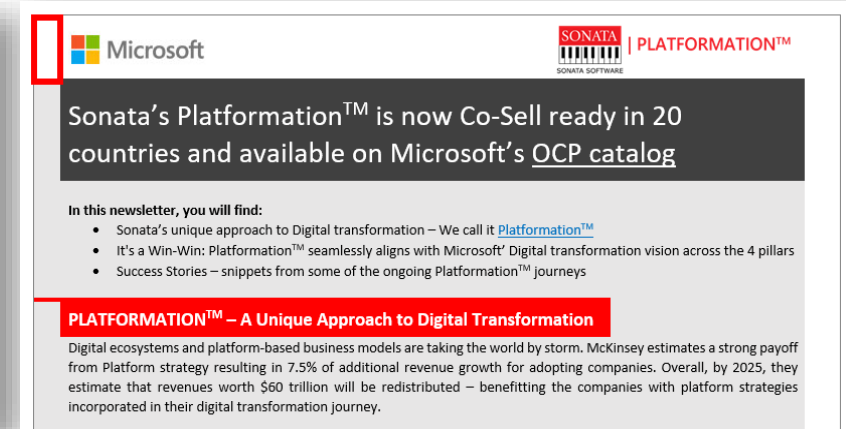
People Engagements



Upcoming Website



WEF Article



Alliance Newsletter