

# 2013–2014 Annual Report







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# Chairman's Letter



**Paresh Zaveri**  
Chairman

Fiscal 2013-14 was a satisfactory year for Aurionpro. We also believe that it brings to conclusion a three-year cycle of below par performance. We are quite certain that the investments made recently to reorganize our global management team, invigorate our focus on product development and innovation, institutionalize our Sales teams, and expand geographically will not only restore a path of aggressive growth, but will also bring long-term sustainability and predictability to it. While there are obviously many more improvements to be made, we are in better shape than ever to achieve our next cycle of expansion, during which we aim to more than double our business over the next three years.

In last year's Chairman's Message I had discussed many of the management changes that we were planning to accomplish in order to refocus our efforts on near-term growth. I am pleased with the progress we have made during the past twelve months in this area as we have effectively consolidated our team and significantly improved our internal processes. The results of these changes will be clearly visible in the coming months. As part of these efforts, Samir Shah was appointed Aurionpro's global CEO and Nirav Shah has taken on the role of global COO. Under Samir's oversight, the structure of the company has been organized into two regions. The Western Region, which is comprised of North America, Europe, and Australia, is primarily focused on Aurionpro's consulting services business. The Eastern Region, which includes India, Asia Pacific, the Middle East, and Africa, focuses on our software product offerings and associated implementation services. This new organizational structure will most effectively enable the cross selling of our products and services portfolio in both markets, which will in turn accelerate revenue growth, and, more importantly, will significantly improve operating margins in the coming quarters.

In order to successfully execute on this strategy, we will continually need to invest in enhancing our sales capabilities. As such, we have been squarely focused on retooling our Sales organization across the U.S. and U.K. markets over the past year, and have since more than doubled our Sales team. We aim to repeat the process in our Asia and Africa regions as we look to accelerate growth in those markets. Additionally, our investment in our Government business in India over the last two years is bearing fruit, and we expect strong performance from this business unit in the upcoming quarters.

Along with our efforts to strengthen each of our business teams and to expand into new markets, Aurionpro's management team has spent a significant amount of time





improving overall productivity and streamlining operational control. During the last year we invested heavily in Salesforce.com as our platform for managing our global sales and delivery operations and we are expecting to complete the implementation over the next six months. We have also commenced implementation of NetSuite, a global and Salesforce.com-integrated financial ERP system, which we expect to roll out globally by March 2015. Collectively, these solutions will provide us with a highly scalable operational platform along with real-time data availability. Once fully deployed, it is expected to help Aurionpro expand further, improve employee service, and advance risk monitoring and management efforts. During the previous fiscal year, we also migrated to Office 365, which will help to enhance our internal and external communications. In parallel, we have continued to invest in improving and accelerating our Marketing efforts in order to build brand value, and I expect to see significant long-term benefits from these activities.

In addition to the organizational, process, and systems-related efforts, Aurionpro also invested significantly in strengthening its infrastructure, moving into newer, improved, and larger offices across India, Singapore, and the U.S. We have also focused on improving the quality of our internal controls, achieving numerous technical and operational certifications to ensure that our delivery processes and supporting infrastructure are at world-class levels. Over the course of the period, the company achieved ISO 20000-1 and ISO 27001 certifications, Capability Maturity Model Integration (CMMI) Level 5 certification, and SOC2 certification. These achievements exhibit that Aurionpro complies with a comprehensive set of criteria that ensures the security, availability, and effective delivery that provide our customers with the best chance of success for each of their initiatives.

Aurionpro sees technology as a key business enabler and we've brought significant development focus to our solutions to deliver them through the cloud and to mobile devices in order to best support our customers' business objectives. These investments have resonated positively with our customers and prospects and enable us to compete effectively for even the most complex IT initiatives. We have come a long way in these efforts and we expect to start rolling out the latest versions of our products in the coming quarter to multiple markets. We also intend to continue our investment in strengthening our current IP as well as in the development of new products and solutions. We are planning to further unlock the potential of our banking product portfolio by investing in integrating our product modules in order to

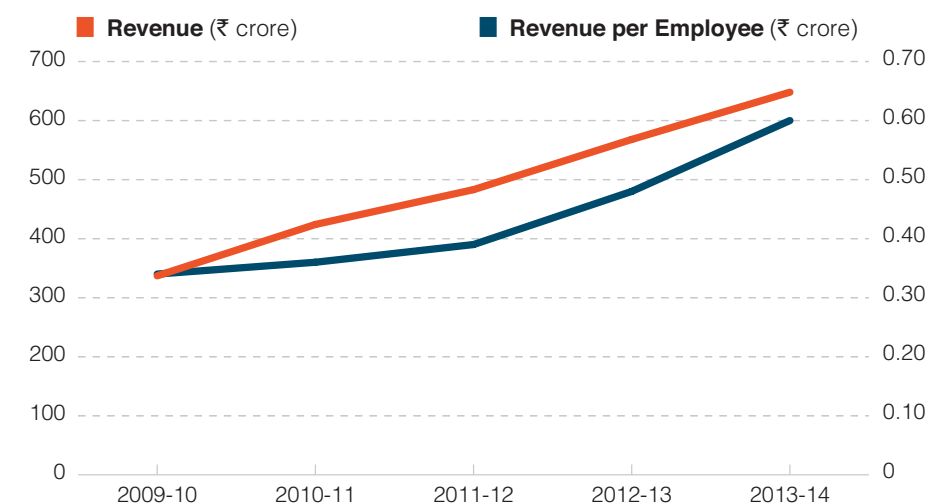
create new solutions that will enable us to widen our offerings to the entire BFSI market as well as to the Telecom sector. Additionally, Aurionpro is uniquely positioned to offer cutting edge end-to-end solutions to the payments sector in India, which has started to accelerate through the introduction of proposed payment banks and bill payment systems.

As we continue our investments in expanding our portfolio of product and services offerings, we are also seeing improvements across the global economy. Over the next two to three years, we are expecting that the markets for our targeted products and services will open up significantly, which will provide strong tail winds to our targeted growth efforts. As I had mentioned earlier, I am expecting substantial growth in both our top line as well as our bottom line across all business units during the next three years. I feel confident that this will allow us to be a free cash flow generating company within twelve months and then completely debt free within the next three years, while also enabling us to boost our dividend payout.

Finally, I would like to thank both the members of Aurionpro's Board of Directors and our management team for all of their hard work during the previous fiscal year. I would especially like to recognize the significant long-term contribution to the company made by Mr. Prem Rajani, who recently resigned from the Board due to external commitments. I would also like to thank all Aurionpro employees, customers, and partners for our many successes this past year. We are in an incredibly exciting position in that we have indisputable opportunities that clearly lie in front of us, and we will look forward to capitalizing on them as we realize our next round of aggressive growth together.

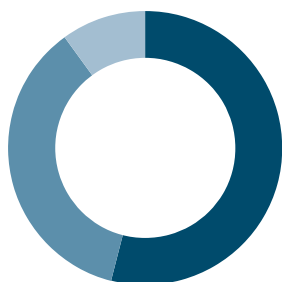
# Financial Highlights

## Revenue and Revenue per Employee



(₹ crore)	2009-10	2010-11	2011-12	2012-13	2013-14
Revenue	337	424	483	568	648
Revenue per Employee	0.34	0.36	0.39	0.48	0.60

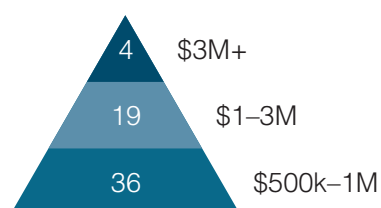
## Revenue by geography



USA-UK-Australia	54%
India-Middle East	36%
South East Asia (ex India)	10%

## Revenue triangle

# of customers with annual revenue



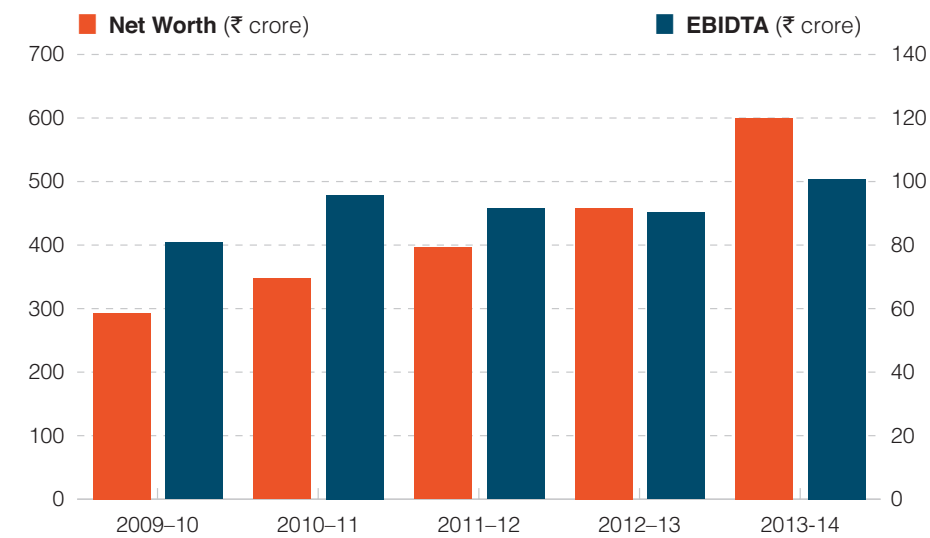
## Client distribution

% of total FY2013-14 revenue

Top Client	4.5%
Top 5 Clients	15.0%
Top 10 Clients	24.0%
Top 20 Clients	33.0%

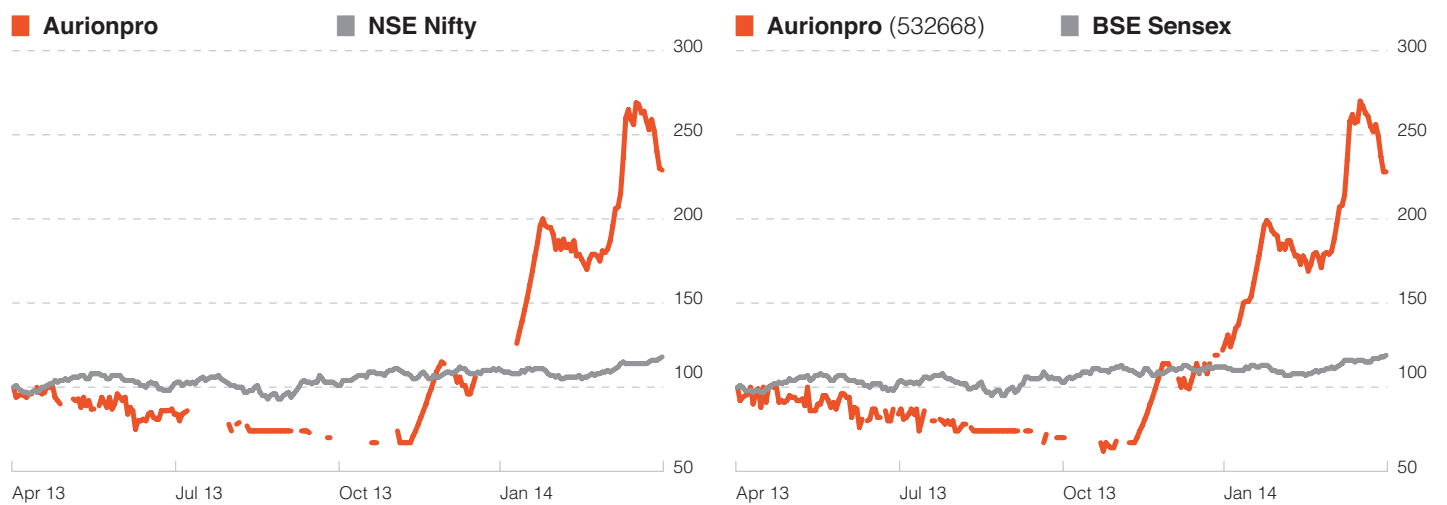


## EBIDTA and Net Worth



(₹ crore)	2009-10	2010-11	2011-12	2012-13	2013-14
EBIDTA (Net)	80.79	95.81	91.53	90.13	100.84
Net Worth	293.02	347.08	396.43	458.63	600.22

## Share price vs. market indices







# About Aurionpro



# Business Areas and Primary Offerings



Aurionpro offers a comprehensive portfolio of software and consulting services offerings across industries and geographies that enables the company to compete effectively for even the most complex IT initiatives. We see technology as a key business enabler to help our customers achieve leadership positions, and we've invested heavily to deliver our solutions through the cloud and to mobile devices in order to best support their objectives.

Aurionpro is organized into two operating geographies and four business lines. Our Eastern Region includes India, Asia Pacific, the Middle East, and Africa, while our Western Region is comprised of North America, Europe, and Australia. This regional model was rolled out during this past fiscal year with the intent of fostering better collaboration across divisions while improving the company's ability to position its entire portfolio of offerings more effectively to each of our customers. These offerings are organized within four business lines: Banking and Financial Technologies, Supply Chain Management Software, Oracle Implementation Services, and IT Services. Each of these complementary groups delivers the highest quality software products and the deepest expertise to our rapidly expanding global customer base.