

Inch wide. Mile deep!



Contents

Caution regarding forward-looking statements

This document contains statements about expected future events and financial and operating results of Saksoft Limited, which are forward-looking. By their nature, forward-looking statements require the Company to make assumptions and are subject to inherent risks and uncertainties. There is significant risk that the assumptions, predictions and other forward-looking statements will not prove to be accurate. Readers are cautioned not to place undue reliance on forward-looking statements as a number of factors could cause assumptions, actual future results and events to differ materially from those expressed in the forward-looking statements. Accordingly, this document is subject to the disclaimer and qualified in its entirety by the assumptions, qualifications and risk factors referred to in the management's discussion and analysis of the Saksoft Limited Annual Report 2018-19.

001	Corporate information
004	Our 'Inch wide. Mile deep' positioning
007	Letter to shareholders
012	How we have transformed in the last few years
014	Financial highlights
016	Our integrated value-creation report
017	Our strategy
018	How we enhance value
020	Saksoft and its 'String of Pearls' positioning
022	Strengthening our sales effectiveness
024	Saksoft. Reinforcing its presence in a large and vibrant logistics and transportation sector
026	Strengthening our US presence
028	Enhancing customer delight
030	Board of Directors' profile
032	Report of Board of Directors
055	Corporate Governance
070	Management discussion and analysis
087	Managing risks at Saksoft
088	Financial statements
187	Notice

Corporate Information

BOARD OF DIRECTORS

Chairman & Managing Director
Aditya Krishna

Independent Non Executive Directors
Amitava Mukherjee
Ajit Thomas
VVR Babu

Non-Executive Director
Kanika Krishna

EXECUTIVE COMMITTEE

Chairman & Managing Director
Aditya Krishna

Chief Financial Officer
Niraj Kumar Ganeriwala

Executive Vice President
Dhiraj Kumar Mangla

Senior Vice President & Global Head -
Information Management Services
Gopakumar N Kavunkal

Vice President - APAC Sales
Bhaskar Narayanan

Chief Commercial Officer - Acuma
Solutions (A Saksoft company)
Jonathan Eeley

CEO, Dream Orbit (A Saksoft Company)
Sanchit Jain

CTO, Dream Orbit (A Saksoft Company)
Abhishek Porwal

Vice President - Testing Services
Vivek Srivastava

Vice President, Sales-US Region
Swaraj Kumar Dash

Account Director
Avantika Krishna

COMPANY SECRETARY & COMPLIANCE OFFICER

S.Muthukrishnan

WEBSITES

www.saksoft.com
www.acuma.co.uk
www.edprof.com
www.360logica.com
www.dreamorbit.com
www.faichi.com

E-MAIL

info@saksoft.com
complianceofficer@saksoft.co.in
investorqueries@saksoft.co.in

AUDITORS

M/s RGN Price &Co.,
Chartered Accountants
861, Anna Salai, Triplicane,
Chennai-600002

BANKERS

RBL Bank Limited, Chennai
HDFC Bank, Chennai
IndusInd Bank, Chennai
Citibank N.A, Chennai
Deutsche Bank, Chennai
State Bank of India, Chennai

REGISTERED AND CORPORATE OFFICE

Global Infocity,
Block A, 2nd Floor,
#40, Dr. MGR Salai, Kandanchavadi,
Perungudi, Chennai 600 096.
Ph: 91 44 24543500
Fax: 91 44 24543501

SUBSIDIARIES

Saksoft Inc., USA
Saksoft Pte Limited, Singapore
Saksoft Solutions Limited, UK
Electronic Data Professionals, Inc., US
Acuma Solutions Limited, UK
Threesixty Logica Testing Services
Private Limited, India
Threesixty Logica Testing Services, Inc US.
Dreamorbit Softech Private Limited, India
Dreamorbit Inc, US
Faichi Solutions Inc, US

REGISTRAR AND SHARE TRANSFER AGENT

Cameo Corporate Services Limited
Subramanian Building,
No. 1, Club House Road, Chennai 600 002.
Ph: 91 44 28460390
Fax: 91 44 28460129

DEVELOPMENT CENTERS

INDIA

Chennai

Global Infocity
Block A, 2nd Floor, #40,
Dr. MGR Salai,
Kandanchavadi,
Perungudi,
Chennai 600 096.
Ph: +91 44 2454 3500
Fax: +91 44 2454 3510

Noida

B 35 36, Sector 80,
Phase II, Noida 201 305
Ph: +91 120 4286231/33

Bengaluru

19-Ascend, 2nd Floor,
1st Cross,
17th C Main, 5th Block,
Koramangala,
Bangalore 560 095
Ph: +91 80 4098 9881

Pune

503, 5Th floor
Pride purple accord,
Baner road,
Pune 411045
Ph: +91 020
27293402

UK

Manchester

Applicon House,
Exchange Street,
Stockport, United
Kingdom, SK3 0EY
Ph: +44 161 241 4321
Fax: +44 161 241 4250

Inch wide. Mile deep!

At Saksoft Limited, we do not claim to be everything for everybody.

We have consciously selected to focus on specific industry verticals instead.

Verticals that are growing rapidly.

Verticals backed by evolving consumer patterns and lifestyles.

Verticals sitting at the bottom-end of a long J curve.

In doing so, we have selected to specialise than generalise.

And that has made all the difference.



Our 'Inch wide. Mile deep' positioning has transformed our personality



Digitisation

Saksoft is focused on providing solutions that help customers transform from legacy to digital driven businesses



Growing segments

Saksoft is present in rapidly growing and evolving verticals



Superior brand

Saksoft has strengthened its brand as a focused digital service provider across global clients



Respect for specialisation

Saksoft is respected for delivering specialised solutions (over generic)



Business-strengthening acquisitions

Saksoft acquired companies with complementary expertise, helping scale capabilities faster, widening the competence portfolio and strengthening the corporate brand



Solution provider

Saksoft is a business solution provider, strengthening the customer's competitiveness

How this long-term 'Inch wide. Mile deep' positioning has translated into profitable growth.



Domain expert

Saksoft is more than a technology service company; it is respected as a domain expert



Partner, not vendor

Saksoft is respected as a partner by a number of its customers, making it an extension of their personality



Stronger revenue visibility

Saksoft enjoys revenue visibility through a larger number of lengthening customer engagements



Enhanced clarity

Saksoft provides stakeholders with clarity on the spaces of its presence and prospects



Superior economies

Saksoft enjoys economies of people recruitment / retention and knowledge



Resume-enhancing

Saksoft is seen as a resume-enriching company to work with on account of its specialisation

- Revenues for FY18-19 grew by 25.2% YoY to Rs.358.05 crore
- EBIDTA for FY18-19 stood at Rs.59.16 crore compared to Rs.39.60 crore for FY17-18, a growth of 49.4%
- EBIDTA margins stood at 16.5% compared to 13.9%, an increase of 267 bps
- Net profit after tax for FY18-19 stood at Rs.38.21 crore, a growth of 56.5% compared to FY17-18
- PAT margins stood at 10.7%, an increase of 213 bps compared to FY17-18

Saksoft Limited.

RESPECTED BUSINESS TRANSFORMATION AND INFORMATION MANAGEMENT PARTNER.

POSITIONED TO TRANSFORM CUSTOMERS IN THEIR DIGITISATION JOURNEY.

POSSESSING NICHE IOT CAPABILITIES.

GRADUATING CUSTOMERS -AND ITSELF- FROM ONE LEVEL TO ANOTHER.

Saksoft's presence

As a niche and specialist technology play, Saksoft converges integrated solutions. These solutions span network, data center, cloud, security, business analytics, information management, testing and IoT capabilities. The result: faster business transformation capabilities with reduced risk.

Our values

At Saksoft, we believe in a culture of Innovation, Customer Focus, Openness, Respect and Enterprising (iCORE). It forms the foundation of the organization and is reflected in everything that we do.

Our customers

Saksoft's marquee global customers comprise governments and private sector corporations. These comprise a number of large and growing verticals like Fintech, Transportation and Logistics, Retail & E-commerce, Healthcare, Telecom and Public Sector.

Our overarching relevance

At Saksoft, we are helping transform businesses, governments and urban clusters across strategic global markets.

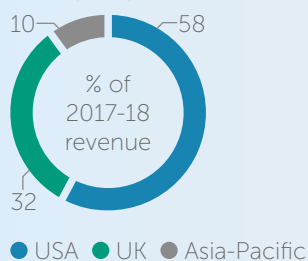
Our people strength

Saksoft possesses rich domain capital comprising 1100+ professionals in India, the US, the UK and Singapore.

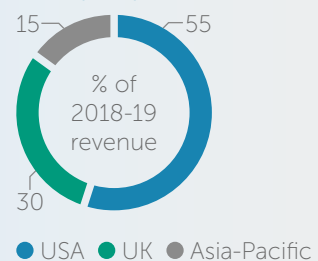
Our footprint

Saksoft's headquarters is located in Chennai with 14 offices across the USA, Europe and Asia. Revenues from USA accounted for 55%, Europe 30% and APAC & others 15% in 2018-19.

Our geographic footprint



Our geographic sales



Summary report

Letter to shareholders



Dear shareholders,

I AM HAPPY TO REPORT THAT SAKSOFT LIMITED DELIVERED A RECORD PERFORMANCE IN 2018-19, ITS TWENTIETH YEAR.

THE COMPANY REPORTED PROFITABLE GROWTH, WITH REVENUES GROWING 25.2% AND THE COMPANY'S PROFIT AFTER TAX STRENGTHENING 56.5%.

The highlight of the performance was that profitability strengthened from 8.5% in 2017-18 to 10.7% in 2018-19, making it possible to reconcile growth in volume with increased value.

The fact that the Company strengthened revenues every single quarter during the last financial year and strengthened EBIDTA margins from 14% in the first quarter to 18.2% in the last quarter indicates a development that was more than just a normal improvement – it reflected a qualitative change in the organisation's mindset and performance.

How our acquisitions played out

The investments made by the Company in the last five years were made in complementary business acquisitions. I am pleased to communicate a high degree of integration of these acquisitions into our business, which translated into our improved performance.

Saksoft acquired 360Logica in 2015. The testing services business under 360Logica performed commendably and independent testing as a service is now a strong offering to Saksoft's portfolio.

Saksoft acquired DreamOrbit Softech, a Bengaluru-based IoT specializing company focussed on addressing the logistics domain, in December, 2016. The DreamOrbit acquisition greatly strengthened Saksoft's service offerings in the transportation and logistics sector.

Convergence of a number of positives

It would be simplistic to ascribe Saksoft's record performance to a

FINANCIAL HIGHLIGHTS, 2018-19

25.2%

Revenues increased to: Rs.358.05 crore

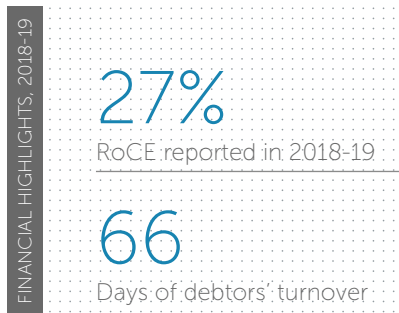
267bps

EBIDTA margin increased to: 16.5%

At Saksoft, we are optimistic of sustaining our business momentum on account of a prudent selection of verticals in which we have selected to be present

handful of tactical improvements during the year under review.

The record performance was the result of medium-term strategic re-sets that helped shift the organisational needle, which



translated into improvements that became more visible in our financials starting 2018-19.

At Saksoft, we responded to a growing need to conduct our business differently in the last two years.

There was a time when we engaged in the simple delivery of a range of technology and business capabilities. We have strengthened our focus since around a focused inch-wide, mile-deep positioning that has strengthened our respect for specialisation.

There was a time when we considered widening our presence across a range of verticals and industry spaces on the grounds of being able to do anything for anybody. We have since selected to focus on six verticals that account to about 80% of our revenues, creating in the process a formidable body of completed assignments that can be used as an effective reference of our capabilities.

There was a time when Saksoft engaged with customers around Time & Material and Fixed Price contracts. We have since graduated to an ongoing dedicated engagement team model that has

resulted in longer project tenures covering the entire engagement lifecycle.

There was a time when we invested patiently in building a critical mass of completed projects. We have since developed the use of accelerators and reusable components, helping shrink project turnaround tenures and strengthening our cost management.

There was a time when we deployed large team sizes in the customer's premises. We have since graduated to the deployment of smaller teams comprising focused professionals, resulting in enhanced responsiveness and lower costs.

There was a time when our sales function was target-driven across every relevant professional. We have since evolved to the account management approach where our

principal objective is to carve out a larger share of the customer's wallet.

There was a time when all our prospecting for new customers was conducted by dedicated sales professionals. Since then we have evolved to a point where the initial engagement is driven by the sales professional and follow-on engagement, with the objective to generate a larger wallet share, is driven by our domain experts working directly on the customer's project.

There was a time when our marketing approach largely comprised an exploratory approach on the opportunities that existed within a client environment. Since then we have recalibrated our pitch by focusing on how our solution can address the customer's pain point.

Our 2018-19 dashboard

- The Company entered the Healthcare vertical and commenced offering in infrastructure services
- The Company strengthened its Predictive Analytics capabilities
- The Company strengthened its marketing, deepening its presence in sectors
- The Company's headcount increased from 1025 employees in FY17-18 to 1168 employees in FY18-19
- The offshore contribution to revenue increased from 47% in FY17-18 to 50% in FY18-19