

April 08, 2025

Listing Compliance & Legal Regulatory  
BSE Limited  
Phiroze Jeejeebhoy Towers Dalal  
Street, Mumbai 400001  
Stock Code: 543227, 974820 & 975101

Listing & Compliance  
National Stock Exchange of India Limited  
Exchange Plaza, Bandra Kurla Complex  
Bandra East, Mumbai 400 051  
Stock Code: HAPPSTMNDS

Dear Sir/Madam,

**Sub: Communication to the shareholders pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, enclosed herewith is the copy of the communication to the shareholders of the Company on the captioned subject, the content of which is self-explanatory.

This is for your information and records.

Thanking you,

Yours faithfully,

For **Happiest Minds Technologies Limited**

**DARSHANKAR**

**PRAVEEN KUMAR**

Digitally signed by DARSHANKAR  
PRAVEEN KUMAR  
Date: 2025.04.08 12:24:20 +05'30'

**Praveen Kumar Darshankar**

**Company Secretary & Compliance Officer**

**Membership No. F6706**



Dear Shareholder,

## Ten Strategic Transformational Changes at Happiest Minds

In FY24 we began a process of strategic transformation at Happiest Minds to drive sustained growth and profitability. The most recent of these transformational changes was the announcement we made to our apex organization structure and we will start this communication with the same.

### 1 Apex Organizational Structure

As a part of planned succession planning, Joseph Anantharaju has become Co-Chairman & CEO. Venkatraman Narayanan continues as MD & CFO while Ashok Soota dons the role of Chairman & Chief Mentor. Both Joseph and Venkatraman report independently to Ashok.

Joseph has been the key contributor to Happiest Minds growth and profitability since inception. Venkat has been the pillar and mind behind Happiest Minds' financial strategies including the successful IPO.

Incidentally, this letter comes to you under the signature of all three of us: Ashok, Joseph and Venkat.

We are also now working on the next level changes which will create a vibrant structure for future growth and profitability.

### 2 Acquisition of PureSoftware and Aureus

PureSoftware and Aureus whose results were integrated in Q1 of FY25. Both organizations were aligned with our culture, brought in excellent talent and the acquisitions were cash-accretive in FY25 itself. These acquisitions have strengthened our talent base by expanding our capabilities in banking, insurance, and healthcare, thereby positioning us for growth well above the industry average. Their seamless integration into Happiest Minds has already yielded positive results, reinforcing our ability to deliver innovation and excellence.

The other 3 strategic changes we introduced in FY25 were intended to yield major gains in FY26 and are making good progress. We are happy to tell you about these also.

### 3 Industry Group (IG) Verticalization

We have restructured Happiest Minds into six distinct industry groups – Industrial, Manufacturing, Energy & Utilities, Healthcare & Life Sciences, Retail, CPG & Logistics, Banking, Financial Services, and Insurance (BFSI), EdTech and Hi-Tech and Media & Entertainment. This verticalization enhances our domain expertise, enables deeper customer engagement, and positions us for long-term growth.

### 4 Creation of an Independent GenAI Business Unit

Happiest Minds was the very first company to recognize the transformative potential of Generative AI and acted swiftly by establishing an independent business unit dedicated to GenAI. This unit is led by Sridhar Mantha, a Happiest Minds veteran and our erstwhile CTO for 12 years. We have a team of 500 persons in AI and GenAI. We have already delivered 25 impactful GenAI solutions like demand forecasting, predictive maintenance, and customer 360 insights. We are confident that this initiative will significantly differentiate our offerings and create new business opportunities.

### 5 Appointment of a Chief Growth Officer

To drive net new sales, we appointed Maninder Singh as our Chief Growth Officer. Under his leadership, the team is already making a visible impact by bringing in new logos and expanding our client base. Transformational changes listed as 3 to 5 above are expected to drive significant growth in FY26 and even more so in FY27, ensuring a strong trajectory of organic growth.

We now come to a set of changes we are introducing in the current year.

### 6 Engagement with Private Equity (PE) Ecosystem

With the growing influence of PE firms, we are moving to a structured engagement model. A senior leader will drive this initiative, focusing on both portfolio companies and PE firms. Our offerings include acquisition due diligence, post-acquisition roadmaps, security risk assessment, modernization of tech debt, cost optimization, and GenAI adoption. We are leveraging existing customer relationships and targeted outreach to accelerate this initiative.

### 7 Large Accounts Growth Strategy

Our 'land and expand' strategy has successfully grown multiple \$2-3M accounts into \$5M and \$10M relationships. We now aim to scale select accounts to \$20M while expanding our portfolio of mid-sized clients. This will be driven by dedicated Client Partners, customer-specific solutions, and focused engagement strategies. The creation of a net-new (NN) sales team has also allowed our EE/EN sales teams to specialize and drive account expansion.

### 8 Expansion in Global Capability Centers (GCCs)

The increasing scale of GCCs presents a strong growth avenue for Happiest Minds, Our offerings and value proposition will vary based on the stage and maturity of the GCC. For companies that are contemplating a GCC, we would help them understand the opportunity, risk, legal and compliance needs, scale requirements, and talent needs to craft an appropriate strategy and facilitate their entry. For existing GCCs, we would focus on enhancing their effectiveness, aiding their innovation strategies by leveraging GenAI and Automation.

### 9 Products & SaaS Solutions Approach 'Artha'

We believe that SaaS solutions will become an important part of the portfolio of successful IT companies. We were fortunate to gain one such product, Artha, in the BFSI space through our acquisition of PureSoftware. A dedicated product team has been enhancing its capabilities while also transitioning it to a SaaS platform. Both the product and the SaaS solution will co-exist, allowing us to serve a broader market with flexible deployment options.

### 10 Healthcare-as-a-Service (HaaS) Solution

The product and solution development is expected to be complete by Q4 of the current year. The final decision to launch the same will be based on Happiest Minds Board approval of the business plan. Lest there is a fear that the development of the product will require large capital expenditure and strain our resources, let us assure you that even in the first full year, the business will run on a cash-positive basis. It's also important to mention that our product is being developed through the unique bio-informatics capability of Happiest Minds, of which we have been speaking during the last year.

FY25 was a year of robust double-digit growth for us. Although there are industry-wide challenges, we remain confident in our growth trajectory. Our strategic initiatives, combined with the dedication of our teams position us for strong double-digit organic growth in FY26 and FY27.

In conclusion, we want to thank you for your continued support. We also assure you that our dedicated teams are passionately working towards creating a bigger, brighter future for your Company.

Sincerely,

**Ashok Soota**  
Chairman & Chief Mentor

**Joseph Anantharaju**  
Co-Chairman & CEO

**Venkatraman Narayanan**  
MD & CFO