

Welcome to the 2026 TOWN HALL!

EMEA & APAC

January 2026

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Who We Are

Two Centuries of Transformation, One Future Forward

WL's Vertical Depth and Global Footprint



GO's Technology Innovation and Offshore Delivery Network



Faster Growth



Stronger Margins



Undisputed Market Leadership

From Gaps to Competitive Advantage

1	+	1	=	11	Outcomes
WL's global footprint		GO's limited international presence		Instant market access	Growth
WL's onshore-heavy model		GO's offshore muscle		Shift delivery mix	Better Margins
WL's nascent AI investment		GO's Innovation platform		Modernize our services portfolio	Higher Win Rates
WL's specialization in FS and Legal		GO's diversified vertical portfolio		Clear vertical leadership	Moat + Resilience

What's in it for the Customers



Reliable outcomes in regulated environments with **AI-powered speed and accuracy**



End-to-end coverage: advisory onshore + process & tech execution offshore



Global consistency with local context across NA, EMEA and Asia



Innovation that lands—pilots that scale into production, not science projects

Transforming Business, Together.

Williams Lea is the leading global provider of tech-enabled business and marketing services **helping clients manage and transform processes through resilient, scalable 24/7 operations.**

Our deep expertise, agentic AI-embedded workflows, and *Optishore*[™] global delivery ecosystem enable clients to achieve superior business outcomes.



Our New Map of Reach and Expertise

Down the Hall, Across the Street, Around the World

Our global footprint allows us to deliver seamless solutions and services that provide clients with a competitive advantage.



- 📍 Global Headquarters
- 📍 Regional Headquarters
- ◆ Onshore Production
- ◆ Offshore Production

1K+
Global Clients

40%
Of Amlaw 100 Clients

7/10
Top IB Firm Clients

4/4 Big 4
Accounting Firms

10
Global Delivery Centers

99.9%
On-time Delivery and Accuracy Rate

91 Points
Global NPS

A Strategic Partner for our Clients Across the Globe

- Innovation
- Client focus
- Creative excellence
- Strategic insight
- Integrated solutions



Business Support

Administrative Support | Tech-enabled Presentations | Document Services | Research & Analytics



Creative & Marketing

Brand Development and Management | Content Creation | Digital Experience | Marketing Analytics



Backoffice Support

Operations Management | Finance & Accounting | Business Process Transformation



Workplace & Office Services

Print, Copy & Mail | Information Governance | Reception & Experience

Enhanced capabilities across the value chain

Deeper expertise

End-to-end solutions tailored to your business objectives

Greater scale

24/7 access to qualified, rapidly mobilized resources

Broader reach

Connected global service delivery through onsite, onshore, offshore centers

Tech-enabled solutions

Automation and AI harnessed for efficiency tracking and improvement



Kiran Shankar
President
IRIDIO and Williams Lea



Hillary McNally
Sales, AMS



Joe McSpadden
Operations, AMS



Kaushik Sarawgi
Business Head
EMEA & APAC



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Marketing, Global



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HR, EMEA & APAC



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IT Services, EMEA & APAC

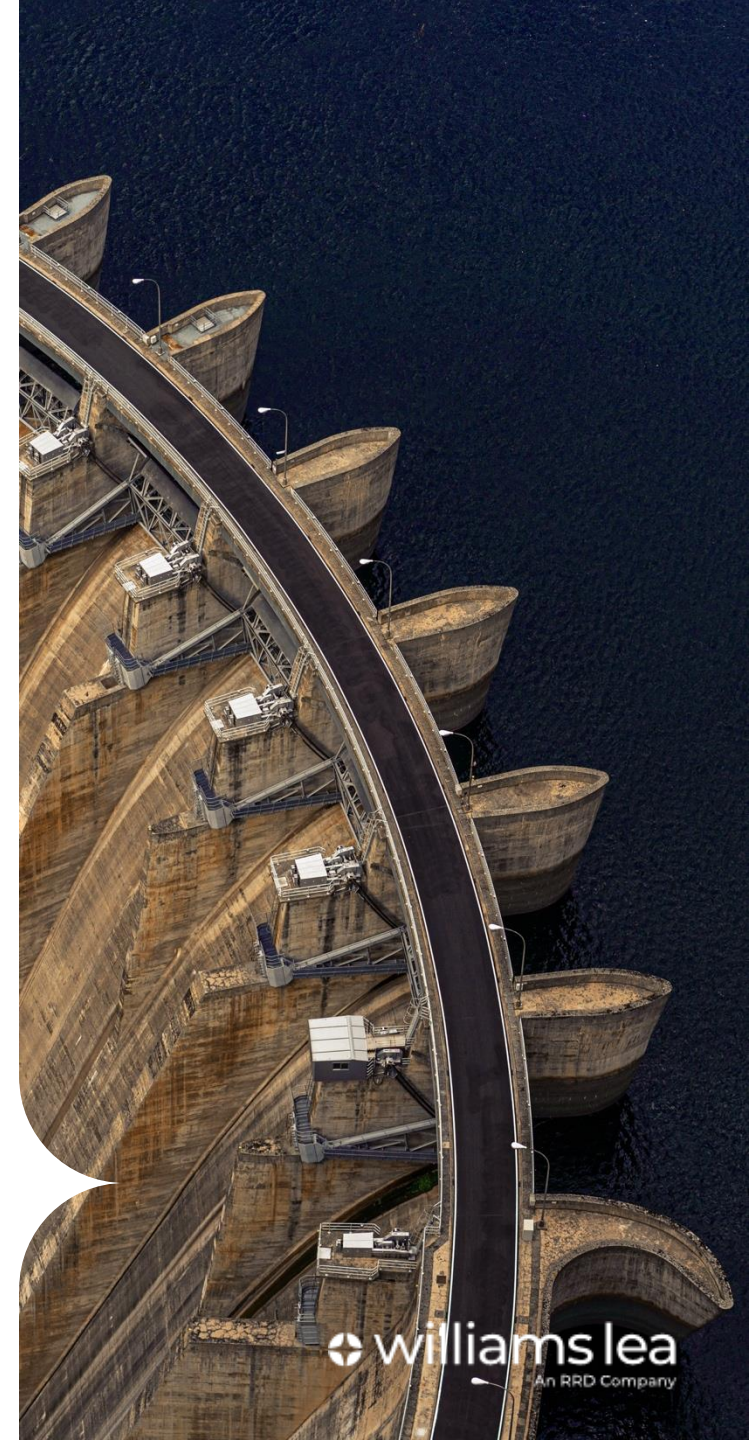


Venkatesh Viswanathan
Finance, Global



Erin Wiggins
Legal, Global

2025 Summary



Unified for Impact - GO and WL

Driving synergy across key dimensions, ensuring unified brand experience, operational alignment and scalable growth

Integration Strategy:

▶ Customer-First

Do no harm

- Protect SLAs, revenue and renewals
- Clear guardrails, fast escalation paths

▶ “One Company” Externally

Pragmatic internally

- Unify brand, narrative and GTM early
- Sequence system integration by value & Risk

▶ Culture by Design

Best of both worlds

- Two-way cultural learning
- Shared purpose communication

Protecting Clients, People & Momentum

2025 Highlights

People

- Created Creative and Operations Centres of Excellence – to work across EMEA operations and global delivery
- High employee engagement reflected in low attrition
- Broader training programs made available as a part of the RRD learning infrastructure

Clients

- Strong client feedback results in 2025
 - 8% more clients awarded a Green RAG than in FY 24
 - NPS rose by 7 pts in 2025 to 90 pts
- Renewal rate >90%: Deloitte Australia; Morgan Stanley; and Goldman Sachs
- Revenue from new logos (Bryan Cave, Houlihan Lokey, Clifford Chance, Slaughter and May, DWT, Real Chemistry, SMBC Nikko, HSBC Private Banking)
- First creative deals within legal, with new contracts with Slaughter & May and Clifford Chance
- Launched our new website and visual brand identity

Technology

- Launched DeckKorate Exec in the EMEA market as a standalone SaaS offering
- Completed two product roadshows in London & New York
- Ran 10+ client innovation workshops showcasing innovative new products and service offerings
- Combined Innovation and Product teams, expanding capabilities

2026 Priorities



We don't just run a process – we reinvent it for clients.



Revamped Positioning

1 Growth

Our messaging to the market will shift from “we execute tasks for you” to “we partner with you to achieve superior business outcomes,” signaling that we are about consultative transformation not transactions. We will no longer only be a ‘safe pair of hands’

2 Technology

Technology will be the cornerstone of our Tech-enabled service model. Positioning process mining, workflow automation, and conversational AI to elevate traditional BPO work into a tech-enabled, seamless human-in-the-loop experience

3 Execution Excellence

24x7 execution, multilingual support, and geographic redundancy, making us a dependable partner for mission-critical and time-sensitive operations worldwide

Strategic Growth Pillars

Deepen strategic relevance

Full Spectrum Marketing Support

for CMO's success in FS,PS and Legal verticals

Expand Workplace and Office Services

into high compliance industries like Insurance, Healthcare/Managed Care, and Utilities

Expand client base

by partnering with Private Equity firms to deliver transformation-at-scale across their portfolio companies

Accelerate Growth

Scale AI-powered Presentation & Document Design

services under the DeckKorate platform

Build AiVA (AI Virtual Assistant)

for FS,PS and Legal Verticals

Invest in Generative AI and Intelligent Automation

for Research and Creative Production Services

FS, PS and Legal clients are seeking partners who can deliver transformative business outcomes using AI.

Market Outlook & Opportunities

- The BPO market is growing steadily - ~6% YoY over the next three years, driven by complexity and cost pressure
- Mid-market demand is accelerating - Clients want fewer partners who can deliver end-to-end outcomes
- AI is reshaping buying models - Clients are shifting from FTE-based pricing to outcome-driven engagements
- AI platforms are fragmenting fast - Creating opportunities for focused, high-impact solutions

2026 Top Priority Actions



Technology

Products

- Build AiVA platform
- Productise AI platforms (Scoop, Doculense)
- DeckKorate product roadmap

Services

- Migration to G-suite
- Finalize strategic roadmap for workflow platform
- Migrate GDC to RRD HR systems



Marketing

- Marketing tech-stack integration
- Revamp the Williams Lea website
- Build new regional Go To Market strategies



Human Resources

- HR Integration: GDC's, JP and HK
- Heightened employee experience through AI
- Leadership development programs
- Role/Level harmonization



Operations

EMEA

- Client feedback rating of all Green and 85% or above,
- Centres of excellence for operations

APAC

- AI upskilling
- Integrated Operations in Japan

GDCs

- Achieve 99% **client-felt** quality
- Optimize to increase efficiency by 5% y-o-y



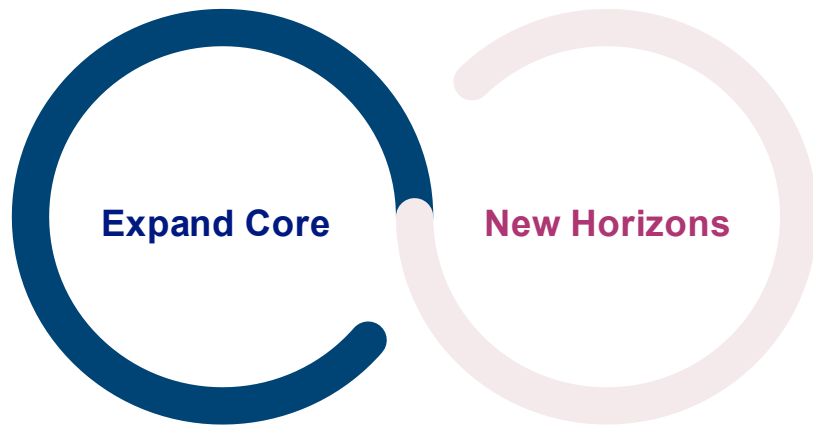
Sales

- Achieve 8% growth
- Expand into other verticals: Retail, Insurance, Real estate.
- Grow the Marketing/Creative Services pipeline
- Generate SaaS revenue from DeckKorate
- Accelerate tech-enabled presentation sales

Let's Make 2026 Count



Making it Real – Together



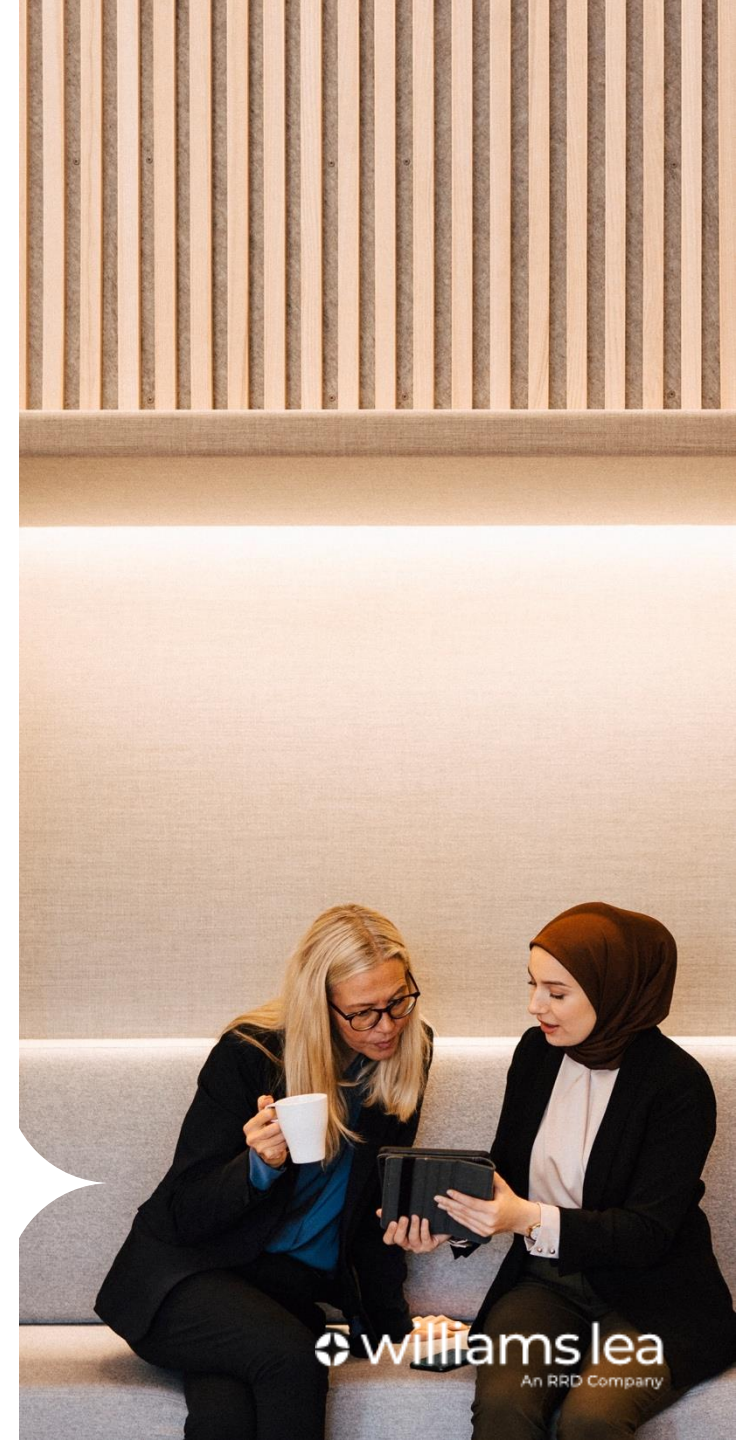
- **Challenge the status quo** - Question “how we’ve always done it” to create value for our customers
- **Put customers at the centre** - Every conversation must begin and end with the customer’s business outcomes
- **Manage costs with discipline** - Spend where it matters most and protect margins
- **Embrace technology with intent** - Including AI, to work smarter, faster, and at scale
- **Lead with ownership** - Every role is a growth role

FROM STRATEGY TO ACTION

Questions?



Thank you!



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An RRD Company