

Analyst Presentation

Quarter Ended December 31, 2022

January 18, 2023

Forward-looking and cautionary statements

Certain statements in this Presentation concerning our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, our revenues highly dependent on customers located in the United States, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, concentration of major operations of the Company in one city, withdrawal of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. The Company may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Stock Exchanges and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company.



We are Persistent.

A trusted **Digital Engineering** and **Enterprise Modernization** partner.

\$264.4M

FY23 Q3 Revenue

+32.8% YoY

\$1,057.4M

Annualized revenue run rate based on Q3FY23

\$978.8M

TTM Revenue

+39.6% YoY

₹2.4B

FY23 Q3 PAT

+34.9% YoY

\$440M

Total Contract Value (TCV)
Booking

₹116.30

TTM EPS

+41.7% YoY

\$3.6B

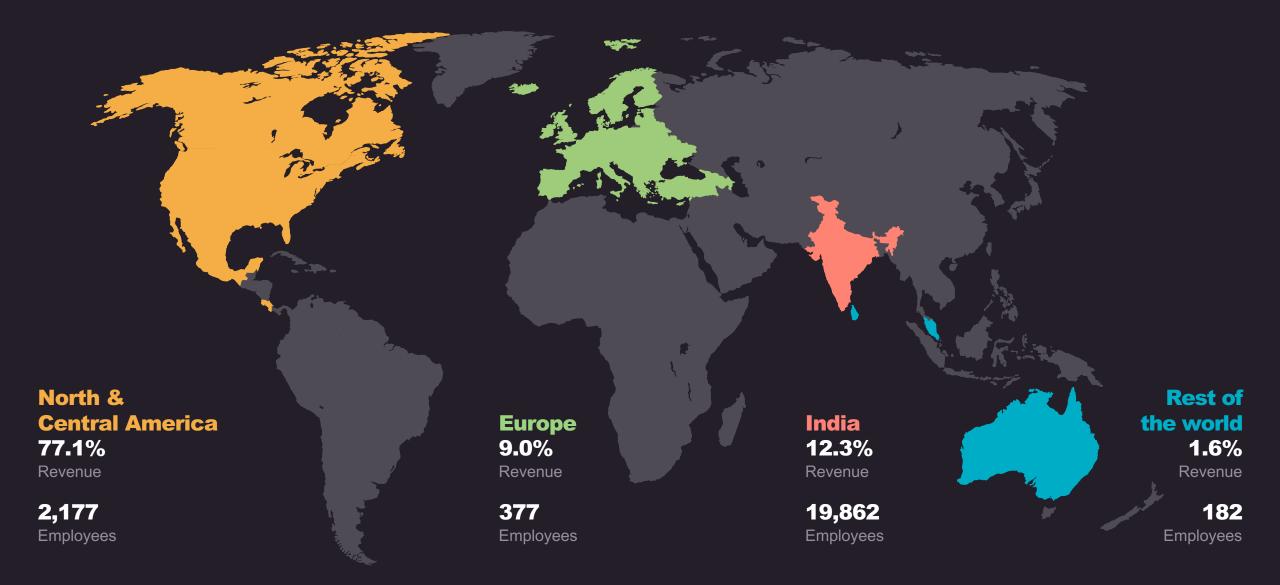
Market Cap**

22,598

Employees

+33.0% YoY

Strong global presence with 22,500+ team members across key geographies



Our core strengths in Digital Engineering fuel the next wave of transformation for our clients

Software, Hi-Tech & Emerging Industries

Banking, Financial Services & Insurance



Healthcare & Life Sciences



Accelerate

Time to Market

Enable

Business Agility

Unlock

Growth

Maximize

Value Creation

Drive

Enterprise Simplification

Product & Platform Engineering



CX & Design-Led Transformation



Data & Artificial Intelligence



Cloud-enabled Enterprise Modernization

We are helping market leaders transform their industries



14 of 30

Most Innovative US Companies

As rated by Boston Consulting Group



45+

Global Fortune 500 Companies



8 of 10

Largest Banks in both US & India

25+

Global FinTechs

6 of 10

Top Medical Device Companies

3 of 5

Top CROs & Analytical Instrument Companies

4 of 10

Top US Health Systems & Payors

5 of 10

Top Pharmaceutical Companies



We continue to be recognized for our customer excellence and expertise



















Life Sciences

Our 2021 awards build on our previous recognition from ISG

Persistent was recognized in 2020 as the leader for Customer and Delivery Excellence in BFSI, HCLS, North America and APAC.



***** ISG Star of Excellence Overall Award 2020 Winner

Analyst Recognition: Everest Group

Persistent Named a Leader in Everest Group Software Product Engineering Services PEAK Matrix® 2023

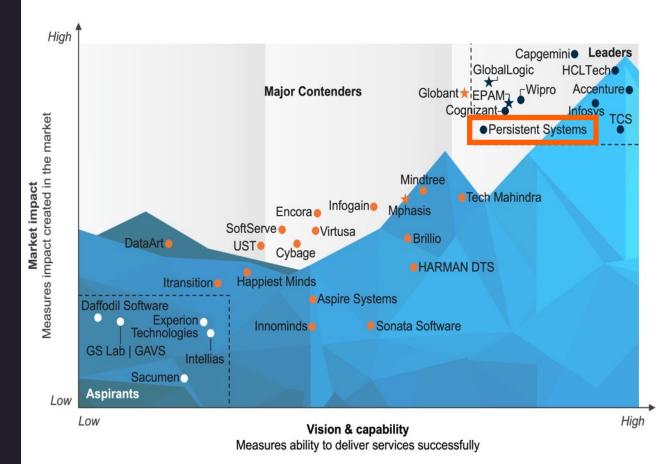
We have been recognized as a **Leader** in the Everest Group Software Product Engineering Services PEAK Matrix® Assessment 2023 among 33 leading engineering service providers evaluated. We have also been recognized as a **Leader** in BFSI and Healthcare categories and a Major Contender in the ISVs category.

Persistent stood out for:

- Robust growth thanks to engagements with existing clients from key SPES verticals such as BFSI, Healthcare, and ISV.
- A strong IP portfolio across horizontal themes such as cloud engineering, analytics, and UI/UX, as well as for specific verticals such as BFSI and healthcare.
- Client recognition for project management, pricing and resource allocation flexibility, and good talent management procedures.



Read the full report



For the 10th consecutive year, Persistent takes leadership positions in Zinnov Zones 2022 **Engineering Research and Development Services ratings**



Software Platform Engineering Ratings 2022



Once again, Persistent has been named a Leader in the following nine segments:

- **Enterprise Software** Engineering
- **Consumer Software** Engineering
- Digital Engineering
- Software Platform Engineering
- Hyperscalers Services
- Data & Al Engineering
- **Experience Engineering**
- Telehealth
- US geography

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Analyst Recognition: Zinnov

Persistent Marks a Decade as a Leader in Zinnov Zones Engineering Research and Development Services Ratings

"Persistent's strategic investments in new-age technologies such as Cloud, Data & Al have helped strengthen its positioning across the Digital Engineering space. Its acquisition of MediaAgility and Data Glove, has helped it bolster its industry-specific capabilities including offerings for hyperscalers as well as strengthen its emerging technologies offerings. This, coupled with its strong presence in BFSI, Enterprise and Consumer Software, and HealthTech space has helped it anchor its Leadership position in the 2022 ER&D Services ratings of Zinnov Zones."

Sidhant Rastogi

Managing Partner, Zinnov





CONSUMER SOFTWARE RATINGS 2022



Competency
Capabilities, Innovation, Ecosystem Linkages, Infrastructure, Service Maturity

*Ness Digital Engineering

Bolstering our strategic partner ecosystem



Persistent Partners with Microsoft to Accelerate Its Growth

Leverages Microsoft technologies for richer employee engagement, nimble decision making, and building innovative industry solutions

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Software AG and Persistent Partner to Deliver Innovative Industry Solutions for the Connected Enterprise

Launches Professional Services Center of Excellence to accelerate time to value

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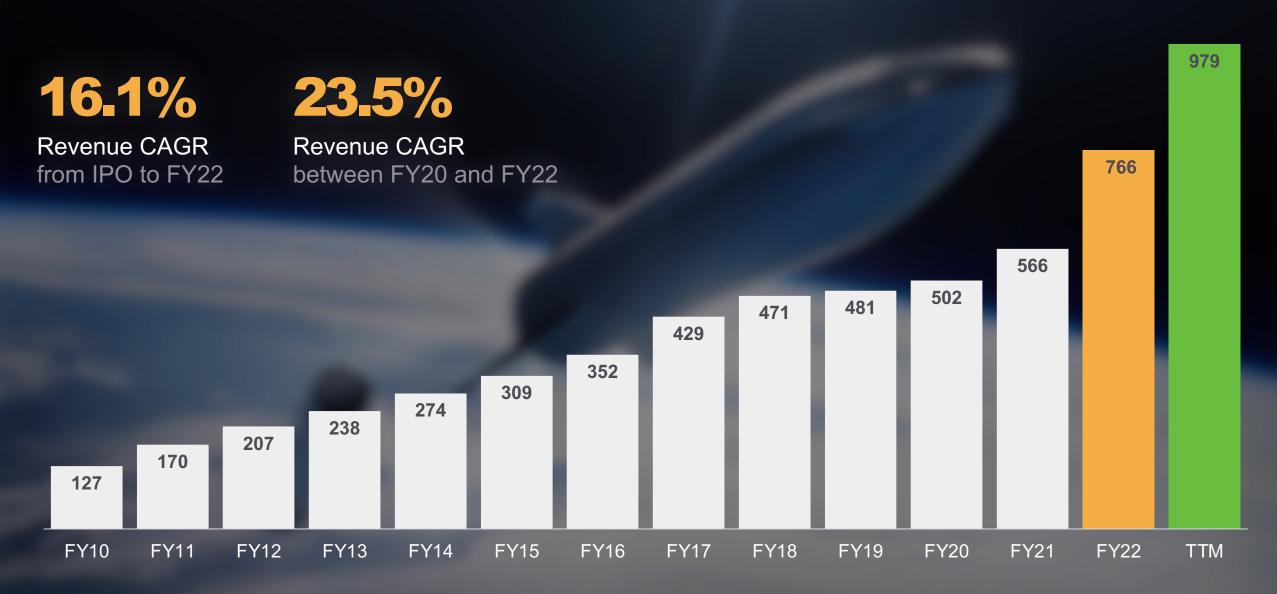
IBM Call for Code 2022

Persistent provided technical expertise and development talent for the 2022 IBM Call for Code Global Challenge in India, as a Changemaker Sponsor.

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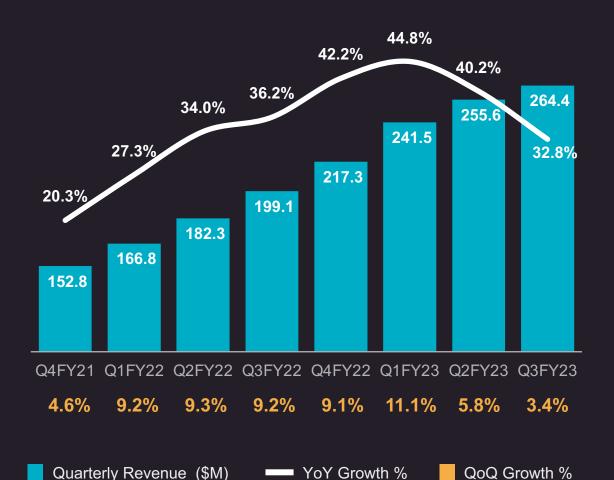
We are building on our long-term growth journey



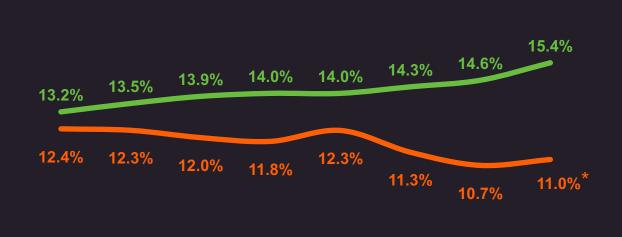
* In USD Million

Delivering consistent growth in revenue and margins

Quarterly Revenue (\$M), % QoQ and % YoY Growth



EBIT and PAT Margin %



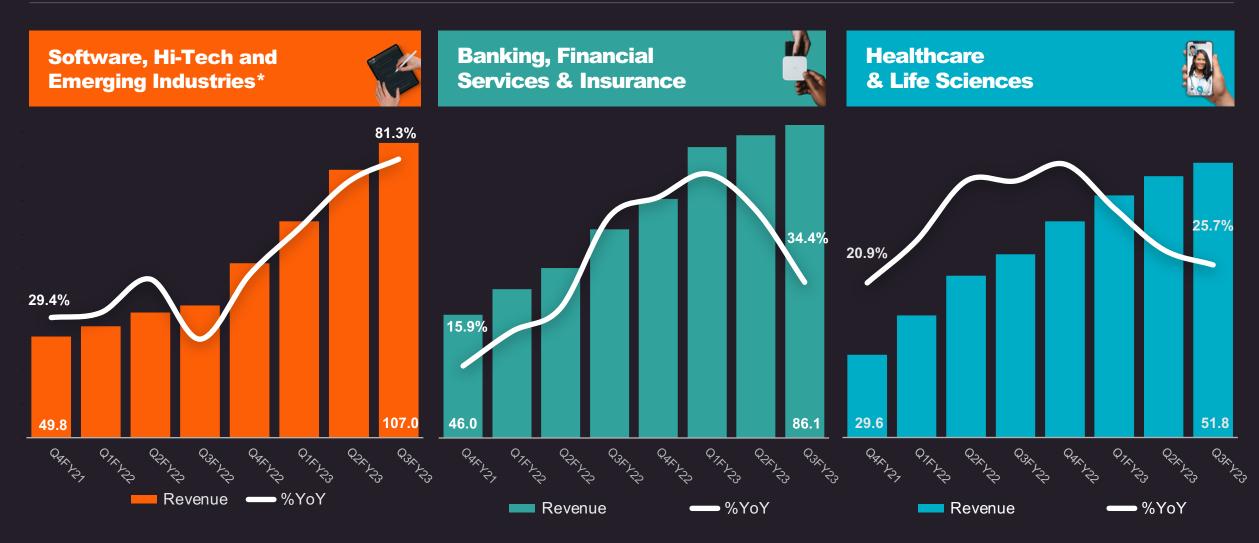
Q4FY21 Q1FY22 Q2FY22 Q3FY22 Q4FY22 Q1FY23 Q2FY23 Q3FY23





On account of broad-based growth across all industry segments

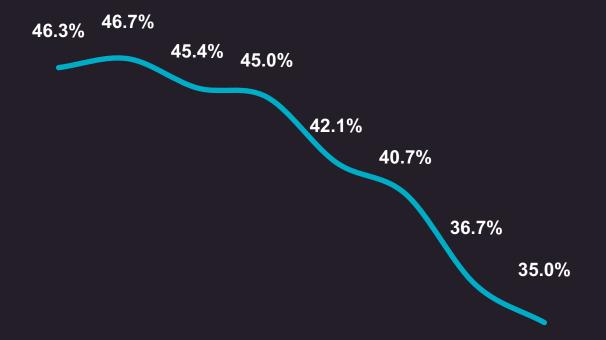
Quarterly Revenue (\$M), % YoY Growth



Leading to lower client concentration, consistent broad-based growth...

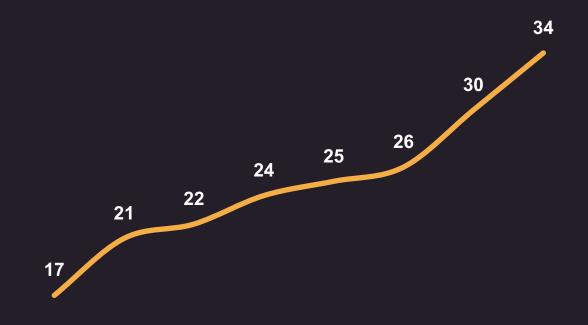
Client Concentration

Top 10 clients as % of total revenue



Large Client Count

>\$5M Annual Revenue



Q4FY21 Q1FY22 Q2FY22 Q3FY22 Q4FY22 Q1FY23 Q2FY23 Q3FY23

Q4FY21 Q1FY22 Q2FY22 Q3FY22 Q4FY22 Q1FY23 Q2FY23 Q3FY23

... and significant shareholder value creation

Persistent's Total Shareholder Return



Paid a total dividend of INR 31/share for FY22

Persistent 1-Year Relative Stock Performance*

v/s NIFTY 50 & NIFTY IT Index



^{*} Stock performance till December 31, 2022



Performance Highlights





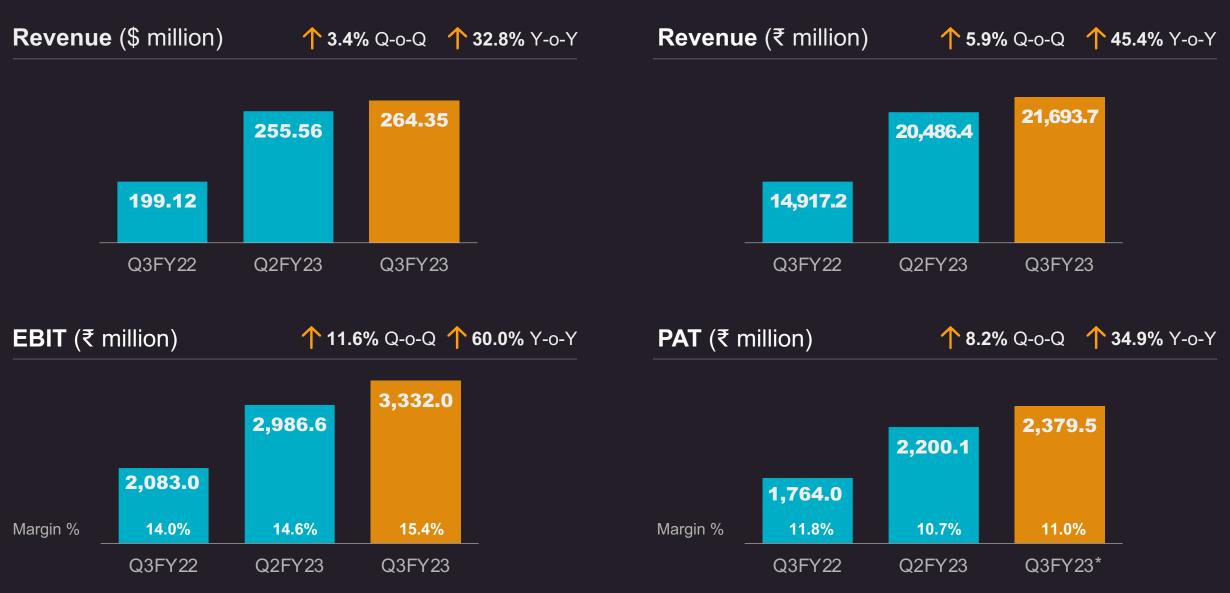
We are delighted to announce the 11th sequential quarter of revenue growth, fueled by our continued investments in innovative technologies and our differentiated Digital Engineering expertise. In this dynamic macro-economic environment, we are closely collaborating with our clients and partner ecosystem to create competitive advantage and drive business value. As a result, we won several large deals across industries and service lines, driving 20% sequential growth in total contract value (TCV) bookings.

In addition, we received multiple analyst and advisor accolades ranking us as a Leader, including in the Everest Group Software Product Engineering Services PEAK Matrix®, the Zinnov Zones Engineering Research & Development Services 2022 report, and the ISG Provider Lens™ Next-Gen ADM Services U.S. 2022.

Sandeep Kalra

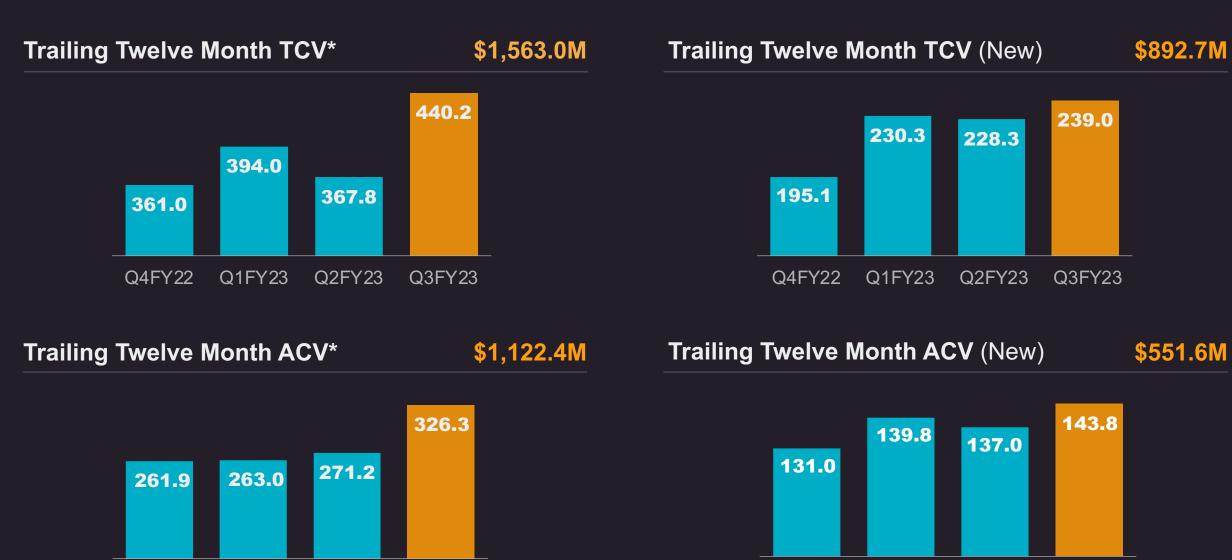
Chief Executive Officer and Executive Director

Financial highlights for Q3 FY23



^{*} After reversal of export incentive

TCV and ACV bookings in Q3 FY23



Q4FY22

Q1FY23

Q2FY23

Q3FY23

Q4FY22

Q1FY23

Q2FY23

Q3FY232

Notable News and Achievements



Dividend Update



Persistent Board of Directors declared an Interim Dividend of ₹28 per share* on the face value of ₹10 each for the Financial Year 2022-2023.

*Compared to interim dividend of ₹20 in Q3 FY22 and a full year dividend of ₹31 for FY22.



Key wins for the quarter

Software, Hi-Tech & Emerging Industries



Banking, Financial Services & Insurance



Healthcare& Life Sciences



Establishing a dedicated Global Technology Center to drive operational cost optimization for one of the largest ecommerce companies Transforming legacy check platform and enabling cloud readiness to future-proof the business for one of the largest US banks

Enabling the cloud migration journey to reduce complexity and operational challenges for a health tech company

Supporting software migration and setting up IT operations processes for a recently acquired benefits administration software provider

Revamping the existing applications to improve customer experience and scaling business growth for one of the leading banks

Leveraging enterprise integration expertise to improve the quality and delivery of service for a multinational medical devices and healthcare company

Providing end-to-end product development in virtualization domain for a Canadian software company

Providing HR applications development support to build new and enhance existing features for a payroll services company Modernizing the technology stack to streamline operations and enhance customer service for a laboratory equipment provider

Strengthening our Leadership: Welcoming Dr. Rajesh Gharpure



We are pleased to welcome Dr. Rajesh Gharpure as the Chief Delivery Officer for Service Lines.

Rajesh has over 27 years of experience in Global Delivery and Operations, Digital Transformation, Consulting and Finance at LTI.

He brings with him rich industry experience running large global delivery organizations, building competencies, providing thought leadership to clients, and leading various internal transformation initiatives for organization growth and excellence.

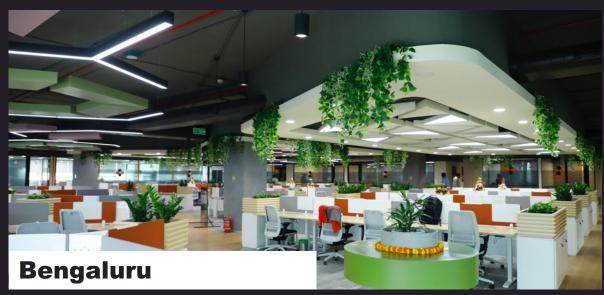
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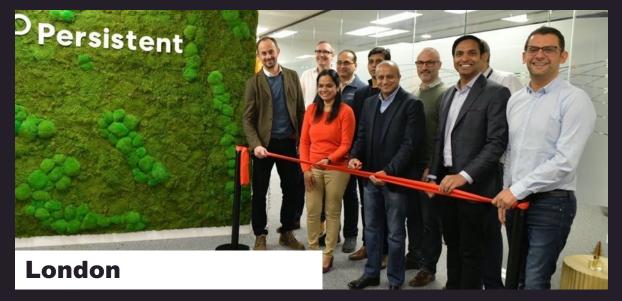


Drumbeat of new office inaugurations around the world to support our growth and thriving culture

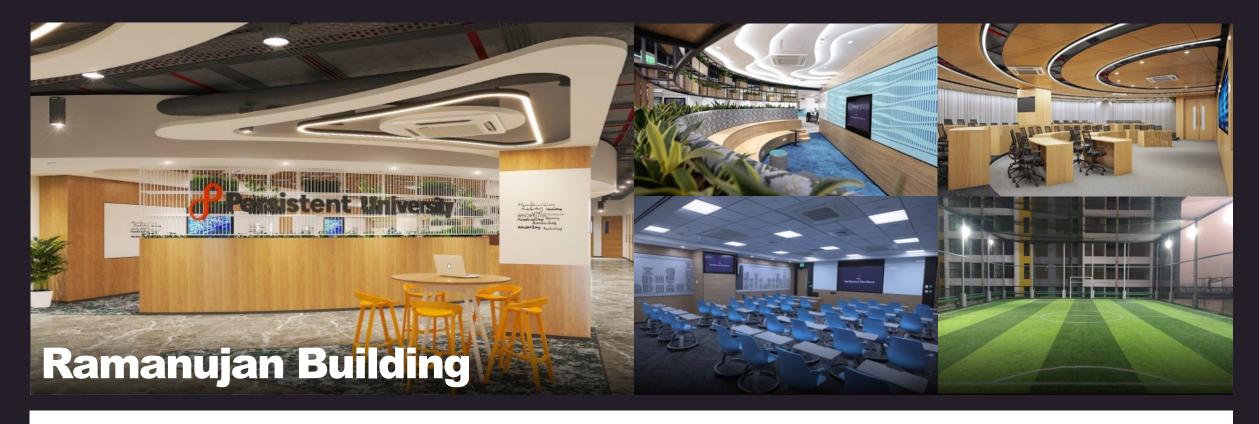








Invested in new state-of-the-art home for Persistent University in Pune



- 150K+ square feet with 1,300+ seating capacity
- Customizable training halls with 40 55 seats each
- ♦ 6 broadcast rooms for hybrid learning
- \ Auditorium-style, flexible learning rooms

- Best-in-class AV infrastructure
- Modern workspaces with standing desks, huddle, and focus zones
- Futsal area to promote physical activity, team building and well-being

Recognition for the quarter



Persistent Named a Leader in Agile Application Development Projects in ISG Provider Lens™ Next-Gen ADM Services U.S. 2022

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Persistent won the Appian APJ Innovation Award 2022 for our development & delivery of innovative solutions for leading financial services clients

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momentum[®] itsma

Persistent won two awards at the prestigious 25th Annual Marketing Excellence Awards:

- Account Based Marketing (ABM)
- Digital transformation of Marketing function

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News highlights for the quarter



Powered by **Bloomberg**

Slowdown Fears: Is It Really Different For I.T. Companies This Time? Outlook 2023

Sandeep Kalra

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You've Migrated to the Cloud, Now What? 4 Critical Cost-Saving Practices

Nitha Puthran

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This is how traditionally non-tech industries are transitioning to software-driven business models

Vijay Iyer

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'Tech Connects' Podcast: The Keys to Digital Transformation

Dominique Bastos

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Financial Details



Sequential Q3 FY23 vs Q2 FY23

	0.77	0071/00		Expenses / Sales %	Expenses / Sales %
Particulars	Q3FY23	Q2FY23	Change QoQ	Q3FY23	Q2FY23
Revenue (\$ M)	0.40.05	005.50	0.00/		
Services	242.65	235.58	3.0%		
IP Led	21.70	19.98	8.6%		
Revenue (\$ M)	264.35	255.56	3.4%		
Avg. Exchange Rate ₹ / US\$	82.06	80.16	2.4%		
Revenue (₹ M)	21,693.68	20,486.41	5.9%		
Cost of Revenue	Rs. M	Rs. M			
Employee Related Expenses	13,792.21	13,245.12	4.1%	63.6%	64.7%
Purchase / Royalty	401.10	249.88	60.5%	1.8%	1.2%
Project Related Travel Expenses	166.74	133.38	25.0%	0.8%	0.7%
Total Direct Costs	14,360.05	13,628.38	5.4%	66.2%	66.5%
Gross Profit	7,333.63	6,858.03	6.9%	33.8%	33.5%
Sales & Marketing Expenses	1,682.45	1,575.02	6.8%	7.8%	7.7%
Admin. & Other Expenses	1,595.16	1,536.52	3.8%	7.4%	7.5%
Doubtful Debt Provision	17.97	35.49	-49.4%	0.1%	0.2%
CSR Activities	22.50	31.36	-28.3%	0.1%	0.2%
Total SGA	3,318.08	3,178.39	4.4%	15.3%	15.5%
EBITDA	4,015.55	3,679.64	9.1%	18.5%	18.0%
Depreciation	249.68	243.95	2.3%	1.2%	1.2%
Amortization	433.83	449.12	-3.4%	2.0%	2.2%
EBIT	3,332.04	2,986.57	11.6%	15.4%	14.6%
Reversal of export incentives	296.55			1.4%	
Other Income / (Loss)	87.02	60.79	43.1%	0.4%	0.3%
Exchange Gain / (Loss)	105.37	(91.32)	-215.4%	0.5%	-0.4%
PBT	3,227.88	2,956.04	9.2%	14.9%	14.4%
Tax	848.34	755.90	12.2%	3.9%	3.7%
PAT	2,379.54	2,200.14	8.2%	11.0%	10.7%
EPS (₹)	31.90*	29.61*	7.7%		

YoY Comparison Q3 FY23 vs Q3 FY22

				Expenses / Sales %	Expenses / Sales %
Particulars	Q3FY23	Q3FY22	Change QoQ	Q3FY23	Q3FY22
Revenue (\$ M)					
Services	242.65	172.68	40.5%		
IP Led	21.70	26.44	-17.9%		
Revenue (\$ M)	264.35	199.12	32.8%		
Avg. Exchange Rate ₹ / US\$	82.06	74.92	9.5%		
Revenue (₹ M)	21,693.68	14,917.17	45.4%		
Cost of Revenue	Rs. M	Rs. M			
Employee Related Expenses	13,792.21	9,683.14	42.4%	63.6%	64.9%
Purchase / Royalty	401.10	141.50	183.5%	1.8%	0.9%
Project Related Travel Expenses	166.74	55.70	199.4%	0.8%	0.4%
Total Direct Costs	14,360.05	9,880.34	45.3%	66.2%	66.2%
Gross Profit	7,333.63	5,036.83	45.6%	33.8%	33.8%
Sales & Marketing Expenses	1,682.45	1,291.26	30.3%	7.8%	8.7%
Admin. & Other Expenses	1,595.16	1,206.48	32.2%	7.4%	8.1%
Doubtful Debt Provision	17.97	13.26	35.5%	0.1%	0.1%
CSR Activities	22.50	15.00	50.0%	0.1%	0.1%
Total SGA	3,318.08	2,526.00	31.4%	15.3%	16.9%
EBITDA	4,015.55	2,510.83	59.9%	18.5%	16.8%
Depreciation	249.68	187.41	33.2%	1.2%	1.3%
Amortization	433.83	240.44	80.4%	2.0%	1.6%
EBIT	3,332.04	2,082.98	60.0%	15.4%	14.0%
Reversal of export incentives	296.55			1.4%	
Other Income / (Loss)	87.02	251.25	-65.4%	0.4%	1.7%
Exchange Gain / (Loss)	105.37	29.89	252.5%	0.5%	0.2%
PBT	3,227.88	2,364.12	36.5%	14.9%	15.8%
Tax	848.34	600.17	41.3%	3.9%	4.0%
PAT	2,379.54	1,763.95	34.9%	11.0%	11.8%
EPS (₹)	31.90*	23.08	38.2%		



YoY Comparison 9M FY23 vs 9M FY22

	1/27 0071/00	\ 		Expenses / Sales %	Expenses / Sales %
Particulars	YTD Q3FY23	YTD Q3FY22	Change QoQ	YTD Q3FY23	YTD Q3FY22
Revenue (\$ M)					
Services	702.83	477.12	47.3%		
IP Led	58.60	71.14	-17.6%		
Revenue (\$ M)	761.43	548.26	38.9%		
Avg. Exchange Rate ₹ / US\$	80.06	74.29	7.8%		
Revenue (₹ M)	60,961.20	40,728.92	49.7%		
Cost of Revenue					
Employee Related Expenses	38,999.44	26,387.64	47.8%	64.0%	64.8%
Purchase / Royalty	927.91	457.30	102.9%	1.5%	1.1%
Project Related Travel Expenses	494.22	190.51	159.4%	0.8%	0.5%
Total Direct Costs	40,421.57	27,035.45	49.5%	66.3%	66.4%
Gross Profit	20,539.63	13,693.47	50.0%	33.7%	33.6%
Sales & Marketing Expenses	4,791.12	3,560.45	34.6%	7.9%	8.7%
Admin. & Other Expenses	4,599.80	3,307.05	39.1%	7.5%	8.1%
Doubtful Debt Provision	47.70	(14.10)	-438.3%	0.1%	0.0%
CSR Activities	72.90	70.10	4.0%	0.1%	0.2%
Total SGA	9,511.52	6,923.50	37.4%	15.6%	17.0%
EBITDA	11,028.11	6,769.97	62.9%	18.1%	16.6%
Depreciation	715.71	488.92	46.4%	1.2%	1.2%
Amortization	1,305.99	659.85	97.9%	2.1%	1.6%
EBIT	9,006.41	5,621.20	60.2%	14.8%	13.8%
Reversal of export incentives	296.55			0.5%	
Other Income / (Loss)	236.96	800.51	-70.4%	0.4%	2.0%
Exchange Gain / (Loss)	55.85	149.25	-62.6%	0.1%	0.4%
PBT	9,002.67	6,570.96	37.0%	14.8%	16.1%
Tax	2,306.87	1,677.00	37.6%	3.8%	4.1%
PAT	6,695.80	4,893.96	36.8%	11.0%	12.0%
EPS (₹)	90.08*	64.04	40.7%		



Balance Sheet (₹ M)

Particulars	As on December 31, 2022	As on March 31, 2022	As on December 31, 2021
Assets			
PPE and Intangible Assets	22,946.33	16,406.93	9,255.12
Non-Current Assets	2,443.70	5,413.30	6,134.60
Cash and Investments	16,746.11	17,472.98	18,964.09
Other Current Assets	26,391.89	14,847.76	12,797.29
Total	68,528.03	54,140.97	47,151.10
Equity and Liabilities			
Equity	38,358.58	33,682.20	33,246.01
Non-Current Liabilities	7,684.29	6,249.22	3,010.34
Current Liabilities	22,485.16	14,209.55	10,894.75
Total	68,528.03	54,140.97	47,151.10
33 © 2023 Persistent Systems			Persistent



	Nos. / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	Revenue from Operations, USD M	264.4	255.6	241.5	217.3	199.1	765.6	566.0
	% Q-o-Q growth	3.4%	5.8%	11.1%	9.1%	9.2%		
	% Q-o-Q growth (constant currency)	3.5%	6.6%	12.0%	9.3%	9.6%		
Revenue	% Y-o-Y growth	32.8%	40.2%	44.8%	42.2%	36.2%	35.2%	12.9%
	Revenue from Operations, INR M	21,694	20,486	18,781	16,379	14,917	57,107	41,879
	% Q-o-Q growth	5.9%	9.1%	14.7%	9.8%	10.4%		
	% Y-o-Y growth	45.4%	51.6%	52.7%	47.1%	38.7%	36.4%	17.4%
	Description / 0/	025/02	0057/00	045700	0.45\/22	025/02	EV/22	EV04
	Description / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
Business Offerings	Services	91.8%	92.2%	93.0%	91.1%	86.7%	88.2%	83.4%
Revenue Mix	IP Led	8.2%	7.8%	7.0%	8.9%	13.3%	11.8%	16.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Description / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	BFSI	32.6%	32.8%	33.7%	32.4%	32.2%	31.6%	30.8%
Segment	Healthcare & Life Sciences	19.6%	19.7%	19.9%	20.7%	20.7%	20.8%	19.3%
Revenue Mix	Software, Hi-Tech & Emerging Industries	47.8%	47.5%	46.4%	46.9%	47.1%	47.6%	49.9%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

	Description / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	North America	77.1%	78.6%	78.4%	78.6%	79.2%	78.8%	80.8%
Geography	Europe	9.0%	8.3%	8.5%	8.4%	8.3%	8.7%	9.2%
Revenue Mix	India	12.3%	11.5%	11.3%	11.0%	10.9%	10.6%	8.4%
	ROW	1.6%	1.6%	1.8%	2.0%	1.6%	1.9%	1.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	Description / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	Top 1	7.4%	8.7%	11.7%	14.0%	17.5%	16.2%	18.4%
Client Contribution	Top 5	24.7%	26.9%	30.8%	32.5%	36.1%	35.1%	38.7%
	Top 10	35.0%	36.7%	40.7%	42.1%	45.0%	44.6%	47.7%
	Top 20	47.8%	48.4%	51.2%	52.1%	54.1%	53.7%	58.1%
	Description / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
Davanua	Global Development Centers	34.5%	34.8%	36.5%	34.5%	31.4%	32.1%	31.8%
Revenue by Delivery	India	57.3%	57.4%	56.5%	56.6%	55.3%	56.1%	51.6%
Centers	IP Led	8.2%	7.8%	7.0%	8.9%	13.3%	11.8%	16.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

	Nos.	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
Clients Billed	Services	770	767	735	678	625	845	722
	IP Led	134	134	129	125	122	237	239
	Nos.	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	\$30M+	5	3	3	2	2	2	2
Client	\$20M – \$30M	2	3	1	2	2	2	1
Engagement Size	\$10M – \$20M	9	6	7	6	6	6	4
	\$5M – \$10M	18	18	15	15	14	15	10
	\$1M – \$5M	118	116	104	93	90	93	66
	Nos.	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	Technical	21,033	20,941	20,144	17,283	15,721	17,283	12,706
People Numbers	Sales and Business Development	405	387	367	317	294	317	273
	Others	1,160	1,148	1,127	999	974	999	701
	Total	22,598	22,476	21,638	18,599	16,989	18,599	13,680

	USD / Per Person Month	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
Linear Revenue Per Billed PM*	Global Delivery Centers	15,962	16,181	16,423	16,383	16,043	16,459	16,851
	India	4,424	4,498	4,387	4,317	4,252	4,291	4,250
Attrition Rate	%	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
Attrition Rate	TTM Basis	21.6%	23.7%	24.8%	26.6%	26.9%	26.6%	11.7%
IP Led	Nos.	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
ir Leu	IP Led Person Months	3,286	3,036	3,278	3,225	3,911	15,055	15,076
DSO	Nos.	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
DSU	Days	67	60	60	59	58	59	55

	Description / Nos. / %	Q3FY23	Q2FY23	Q1FY23	Q4FY22	Q3FY22	FY22	FY21
	Billable Person Months	51,465	47,704	45,900	41,025	35,938	140,982	99,264
	Global Delivery Centers	6,578	6,438	6,336	5,260	4,519	17,099	12,595
	India	44,887	41,266	39,564	35,766	31,419	123,883	86,669
	Billed Person Months	39,949	38,098	36,487	33,050	29,819	115,048	79,357
Efforts and Utilization Mix — Linear	Global Delivery Centers	5,712	5,495	5,364	4,578	3,891	14,903	10,687
	India	34,237	32,603	31,123	28,472	25,928	100,145	68,670
	Linear Utilization							
	Blended	77.6%*	79.9%	79.5%	80.6%	83.0%	81.6%	79.9%
	Global Delivery Centers	86.8%	85.4%	84.6%	87.0%	86.1%	87.2%	84.8%
	India	76.3%*	79.0%	78.7%	79.6%	82.5%	80.8%	79.2%

^{*} Excluding fresh graduates, India utilization is 82.8% while blended total utilization is at 83.3%

