Profit and Loss account summary

(consolidated figures)

Bushindan	Quarte	Quarter ended		Quarter ended	Growth % in	
Particulars	Dec 31, 2021	Dec 31, 2020	Q3 FY22 over Q3 FY21	Sep 30, 2021	Q3 FY22 over Q2 FY22	
INCOME						
Income from services	14,456	13,510	7.0%	14,182	1.9%	
Other Operating Income	182	142	27.7%	104	74.7%	
REVENUES FROM OPERATIONS	14,638	13,652	7.2%	14,286	2.5%	
EXPENDITURE						
Operating expenses	2,583	2,046	26.2%	2,171	19.0%	
Personnel expenses	9,676	9,503	1.8%	9,728	-0.5%	
	12,259	11,549	6.1%	11,898	3.0%	
OPERATING EARNINGS BEFORE INTEREST,	2,379	2,103	13.1%	2,388	-0.4%	
TAX AND DEPRECIATION (EBITDA)	,	·	13.176	<u> </u>	-0.476	
Operating EBITDA %	16.3%	15.4%		16.7%		
Depreciation / amortization	617	513	20.2%	597	3.4%	
OPERATING MARGIN	1,762	1,590	10.8%	1,791	-1.6%	
Operating MARGIN %	12.0%	11.6%		12.5%		
Interest Income / (expense), net	(143)	(122)	_	(148)	_	
Other Income / (expense)	(5)	7	-	0	-	
PROFIT/(LOSS) BEFORE TAX and exceptional item	1,614	1,476	9.3%	1,644	-1.8%	
PBT and exceptional item (% of Total Income)	11.0%	10.8%		11.5%		
PROFIT/(LOSS) BEFORE TAX (PBT)	1,614	1,476	9.3%	1,644	-1.8%	
PBT (% of Total Income)	11.0%	10.8%		11.5%		
Taxes	259	265	-2.4%	293	-11.8%	
PROFIT/ (LOSS) AFTER TAX	4 255	4 240	11.00/	4.350	0.20/	
BEFORE MINORITY INTEREST	1,355	1,210	11.9%	1,350	0.3%	
Non - controlling interest	(0)	(0)		(0)	-	
PROFIT/(LOSS) AFTER TAX AND	1,355	4 240	11.9%	4.350	0.3%	
MINORITY INTEREST (PAT)	1,355	1,210	11.9%	1,350	0.3%	
PAT (% of Total Income)	9.3%	8.9%		9.5%		
EARNINGS PER SHARE						
(Equity shares of par value INR 10/- each)						
Basic	1.99	1.78		2.03		
Diluted	1.92	1.72		1.96		





(As per Indian Accounting Standards) In INR million, except per share data

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Nine Mon	ths Ended	Growth % in			
Dec	Dec	9M FY22 over			
31, 2021	31, 2020	9M FY21			
31, 2021	31, 2020				
43,419	35,831	21.2%			
354	321	10.2%			
43,772	36,151	21.1%			
6,999	5,888	18.9%			
29,623	24,616	20.3%			
36,622	30,504	20.1%			
7,150	5,648	26.6%			
16.3%	15.6%				
1,797	1,530	17.5%			
5,353	4,118	30.0%			
12.2%	11.4%				
(428)	(369)				
(15)	16				
4,911	3,765	30.4%			
11.2%	10.4%				
4,911	3,765	30.4%			
11.2%	10.4%				
870	615	41.4%			
4,041	3,150	28.3%			
(8)	(0)				
4,050	3,150	28.6%			
9.3%	8.7%				
5.96 5.74	4.61 4.48				

Note: numbers have rounding off impact



(consolidated figures)





(As per Indian Accounting Standards)

In INR million

Right-of-use assets 6,046 5,13 Goodwill on consolidation 27,181 21,91 Investment in associate accounted for using the equity method 7 115 1. Other financial assets 797 55 2,63 2,66 1,65 1,76 2,66 1,65 1,77 4 8. 36,76 1,76 1,76 1,76 1,76 1,76 1,76 1,76 1,76 1,76 1,76 1,77 1,76 1,77 1,76 1,77 1,76 1,77 1,76 1,77 1,76 1,77 1,77 1,76 1,77 1,77 1,76 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77 1,77	ASSETS Non-Current Assets Fixed assets Right-of-use assets Goodwill on consolidation Investment in associate accounted for using the equity method Financial assets Investments Other financial assets Deferred tax assets Income tax assets Income tax assets (net) Other non-current assets Total Non-Current Assets	2,866 6,046 27,181	
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Fixed assets 2,866 2,88 Right-of-use assets 6,046 5,12 Goodwill on consolidation 27,181 21,9 Investment in associate accounted for using the equity method 0 Financial assets 797 55 Deferred tax assets 797 55 Deferred tax assets (net) 754 88 Other non-current assets 1,365 1,77 Total Non-current Assets 41,886 35,98 Current Assets 44,886 35,98 Current Assets 498 88 Financial assets 498 498 Financial assets 498 Financial assets 498 Financial assets 498	Fixed assets Right-of-use assets Goodwill on consolidation Investment in associate accounted for using the equity method Financial assets Investments Other financial assets Deferred tax assets Income tax assets (net) Other non-current assets Total Non-Current Assets	6,046 27,181	5,133 21,948
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Financial liabilities Short-term and other borrowings Trade payables Lease liabilities Other financial liabilities Other current liabilities Provisions for employee benefits Provision for tax (net) Total Current liabilities Short-term and other borrowings 6,406 5,19 6,406 1,03 2,413 2,03 1,158 2,13 2,03 6,406 1,03 1,264 1,03 1,264 1,03 1,264 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,158 1,15	Current liabilities	,	,
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Trade payables 2,399 2,78 Lease liabilities 1,264 1,03 Other financial liabilities 2,413 2,03 Other current liabilities 1,158 2,13 Provisions for employee benefits 565 64 Provision for tax (net) 38 18 Total Current liabilities 14,244 14,03		6 406	5,199
Lease liabilities 1,264 1,03 Other financial liabilities 2,413 2,03 Other current liabilities 1,158 2,13 Provisions for employee benefits 565 64 Provision for tax (net) 38 18 Total Current liabilities 14,244 14,03	-		
Other financial liabilities 2,413 2,03 Other current liabilities 1,158 2,13 Provisions for employee benefits 565 64 Provision for tax (net) 38 18 Total Current liabilities 14,244 14,03			
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Provisions for employee benefits56564Provision for tax (net)3818Total Current liabilities14,24414,03			
Provision for tax (net) 38 18 Total Current liabilities 14,244 14,03			2,137 643
Total Current liabilities 14,244 14,03	, ,		181
			14,016
	TOTAL LIABILITIES	55,205	48,297

Note: numbers have rounding off impact





Cash Flow Statement (consolidated figures)

In INR million

	III IIII AIIII			
Particulars	Quarter ended Dec 31, 2021	Nine months ended Dec 31, 2021		
Cash Flow from Operating Activities				
Operating Margin	1,762	5,353		
Adjustment: Non Cash and Other Income / (Expense)	645	2,018		
Operating Cash before Working Capital	2,407	7,371		
Add: Working Capital Changes	999	(730)		
Less: Income Taxes Paid	(163)	(724)		
Net cash generated from operating activities (A)	3,243	5,917		
Cash Flow from Investing Activities				
Capital Expenditure (net)	(184)	(465)		
(Investments)/ Proceeds from Current Investments	457	352		
Payment towards acquisition of business	(5,067)	(5,067)		
Proceeds from redemption of debentures	0	2		
Net cash used in Investing activities (B)	(4,795)	(5,178)		
Cash Flow from Financing Activities				
Net increase/ (decrease) in Borrowings	2,204	1,715		
Purchase of Non-controlling Interest in a subsidiary	0	(887)		
Net Interest Paid	(136)	(438)		
Payment of lease liabilities	(305)	(813)		
Purchase of treasury shares	(44)	(350)		
Proceeds from issuance of equity shares and share application money	0	37		
Net cash used in Financing activities (C)	1,719	(736)		
Net increase / (decrease) in cash and cash equivalents	168	3		
Cash and cash equivalents at the beginning of the period	1,230	1,373		
Earmarked balances with banks	(0)	20		
Foreign exchange (gain) on translating Cash and cash equivalents	3	4		
Closing Cash and Cash Equivalents	1,401	1,401		
Cash and Cash Equivalents including Current Investments	1,898	1,898		

Note: numbers have rounding off impact

Onshore (US and Europe)

OPERATING METRICS





OPERATING METRICS			''	Growing Legacies	TITSTSOUTCE
	Rever	nue by Industry			
		Quarter Ended		Year	r Ended
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020	Mar 31, 2021	Mar 31, 2020
Banking & Financial Services	48.3%	48.9%	52.0%	51.9%	40.5%
Communications, Media & Tech	19.6%	19.5%	20.5%	19.3%	23.4%
Healthcare	30.3%	29.6%	25.3%	26.5%	32.9%
Diverse Industries	1.8%	2.0%	2.2%	2.3%	3.2%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
	Revenu	e by Service Line			
		Quarter Ended		Year	r Ended
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020	Mar 31, 2021	Mar 31, 2020
Digitally Empowered Contact Center	45.9%	46.8%	48.9%	48.3%	51.8%
Intelligent Back Office	44.0%	45.6%	44.8%	45.1%	42.6%
Platforms, Automation & Analytics	10.1%	7.6%	6.3%	6.6%	5.6%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
	Revenu	ie by Geography			
	Revent	Quarter Ended		Year	r Ended
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020	Mar 31, 2021	Mar 31, 2020
USA	69.8%	68.4%	67.1%	67.8%	61.4%
UK	28.5%	30.1%	31.5%	30.9%	37.2%
Rest of world	1.7%	1.5%	1.4%	1.3%	1.4%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
	Revenue b	y Delivery location			
		Quarter Ended		Year	r Ended
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020	Mar 31, 2021	Mar 31, 2020
Offshore	30.8%	31.0%	29.8%	28.3%	24.1%
Onshore	69.2%	69.0%	70.2%	71.7%	75.9%
Total	100.0%	100.0%	100.0%	100.0%	100.0%
	Client	Concentration			
		Quarter Ended		Year	r Ended
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020	Mar 31, 2021	Mar 31, 2020
Client contribution to revenues					
Top customer	15.2%	15.8%	17.5%	16.4%	21.1%
Top 5 customers	37.6%	41.2%	41.4%	41.1%	41.1%
	Foundation	and Cooks Massics			
	Employee	and Seats Metrics Quarter Ended			
	Dec 31, 2021	Sep 30, 2021	Dec 31, 2020		
Total employees (end of period)	27,398	27,835	26,618		
Net Addition	(437)	(81)	2,658		
	(=37)	(01)	2,030		
Employees in India	16,826	16,976	15,381		
Employees outside India	10,572	10,859	11,237		
Employees outside maid	10,372	10,033	11,237		
Post 180 days attrition - Quarter annualized					
Offshore (India and Philippines)	45.2%	36.2%	28.8%		
Onshore (IIS and Furone)	59.5%	68.8%	34.6%		

59.5%

68.8%

34.6%