



Persistent

Analyst Presentation

Quarter Ended September 30, 2022

October 19, 2022



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.

\$255.6M

FY23 Q2 Revenue

+40.2% YoY

\$1,022.2M

Annualized revenue run rate
based on Q2FY23

\$913.5M

TTM Revenue

+41.0% YoY

₹2.2B

FY23 Q2 PAT

+36.0% YoY

\$368M

Total Contract Value (TCV)
Booking

₹107.49

TTM EPS

+43.7% YoY

\$3.3B

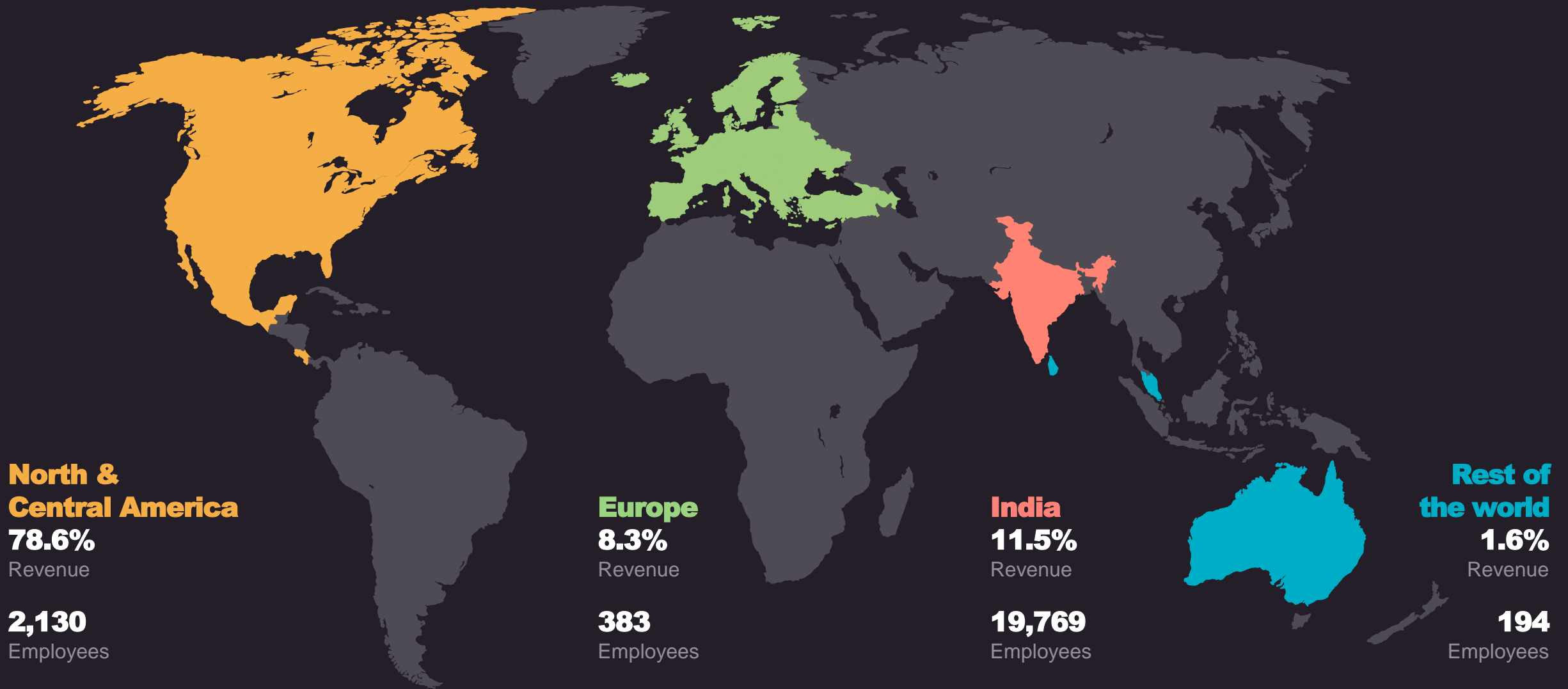
Market Cap

22,476

Employees

+41.5% YoY

Strong global presence with 22,000+ 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



Product & Platform Engineering



CX & Design-Led Transformation



Data & Artificial Intelligence



Cloud-enabled Enterprise Modernization

Accelerate

Time to Market

Enable

Business Agility

Unlock

Growth

Maximize

Value Creation

Drive

Enterprise Simplification

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



Banking

8 of 10

Largest Banks in both
US & India

25+

Global FinTechs

6 of 10

Top Medical Device
Companies

4 of 10

Top US Health Systems
& Payors

3 of 5

Top CROs & Analytical
Instrument Companies

5 of 10

Top Pharmaceutical
Companies



Healthcare & Life Sciences

We continue to be recognized for our customer excellence and expertise



ISG Star of Excellence
Analytics Technology | 2021 Winner



ISG Star of Excellence
Salesforce Technology | 2021 Winner



ISG Star of Excellence
Intelligent Automation
2021 Winner



ISG Star of Excellence
Manufacturing
2021 Winner

Salesforce Ecosystem Partners
Implementation Services for Core Clouds Midmarket
Leader U.S.

ISG Provider Lens™

Quadrant Study



Salesforce Ecosystem Partners
Managed Application Services for Midmarket
Leader U.S.

ISG Provider Lens™

Quadrant Study



Salesforce Ecosystem Partners
Implementation Services for Marketing Clouds Midmarket
Leader U.S.

ISG Provider Lens™

Quadrant Study



Healthcare Digital Services
Provider Digital Transformation Services
Rising Star U.S.

ISG Provider Lens™

Quadrant Study



Next-Gen Private/Hybrid Cloud – Data Center Services and Solutions
Leader

ISG Provider Lens™

Archetype Study



Next-Gen Application Development & Maintenance Services
Leader

ISG Provider Lens™

Archetype Study



Americas



Healthcare and 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 — Gartner

Named as a Niche Player in the 2022 Gartner® Magic Quadrant for Public Cloud IT Transformation Services

We have received this recognition from Gartner for second year in a row. MediaAgility was acquired by Persistent in March 2022 and its capabilities form the foundation for Persistent's Google Business Unit. As a Google Cloud Premier Partner and a strategic IT Transformation services provider, Persistent is focused on delivering transformational cloud-native solutions that enable businesses to stay relevant and benefit from the public cloud platform capabilities.

The Gartner Magic Quadrant recognizes our strong GCP capabilities, people-first focus, and DevOps delivery style.



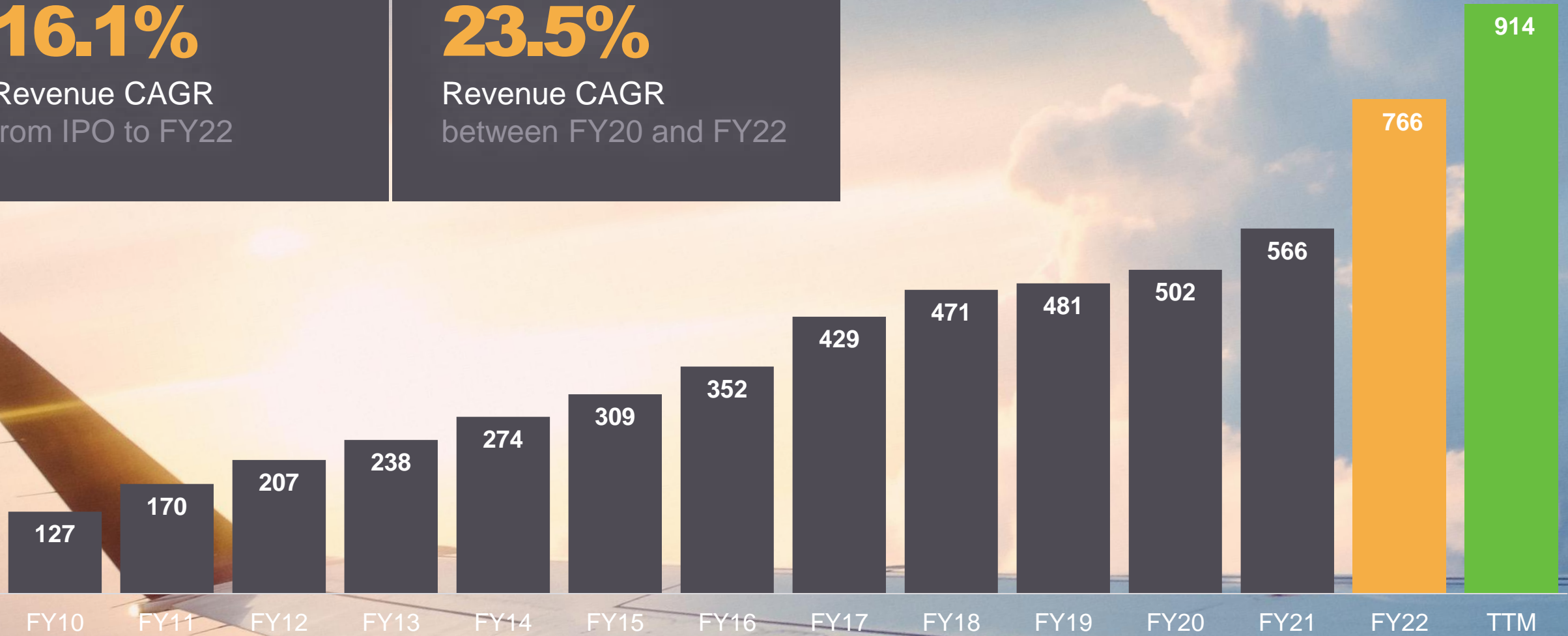
We are building on our long-term growth journey

16.1%

Revenue CAGR
from IPO to FY22

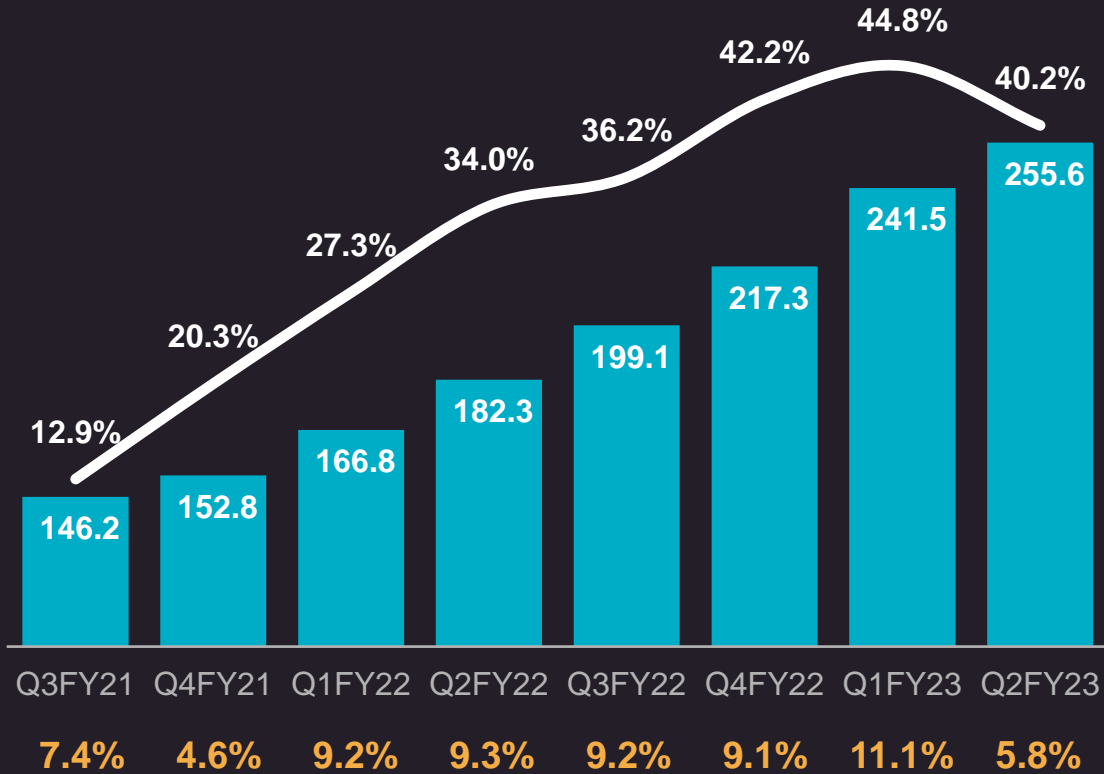
23.5%

Revenue CAGR
between FY20 and FY22

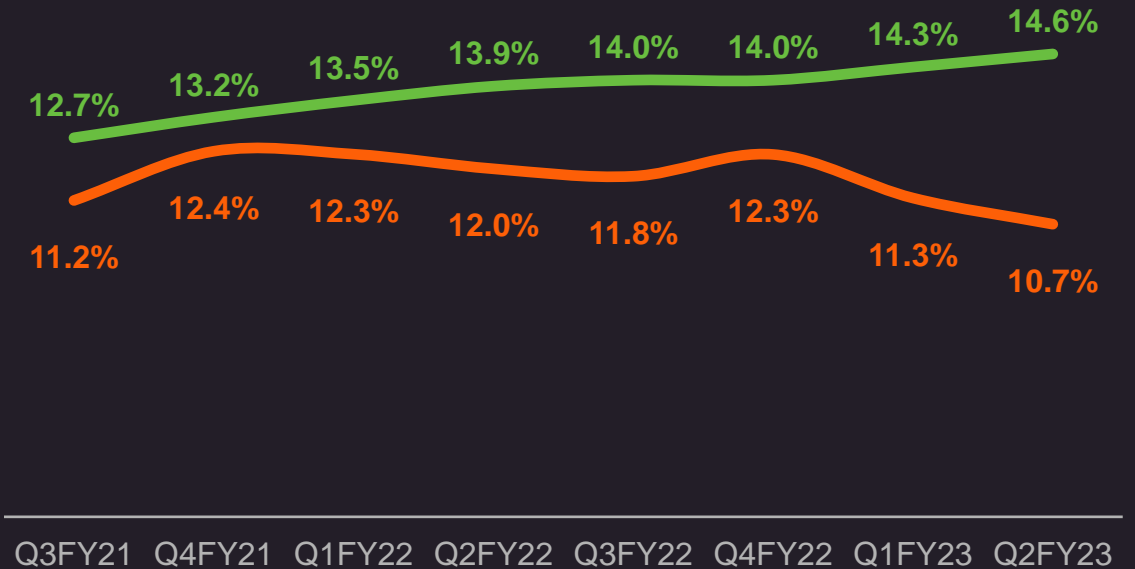


Delivering consistent growth in revenue and margins

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



EBIT and PAT Margin %



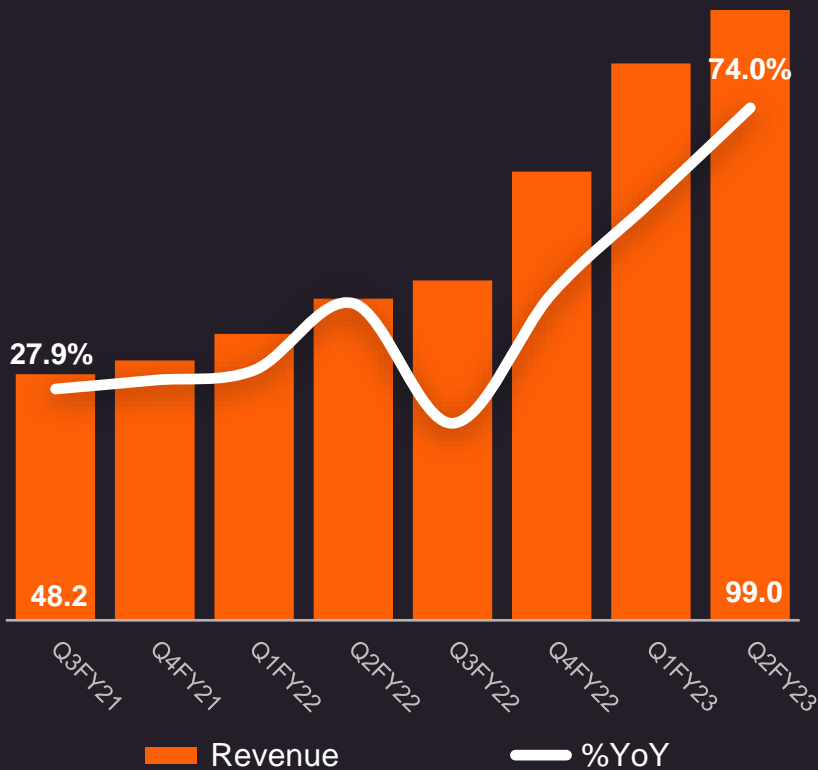
■ Quarterly Revenue (\$M)
 — YoY Growth %
 ■ QoQ Growth %

■ EBIT%
 ■ PAT%

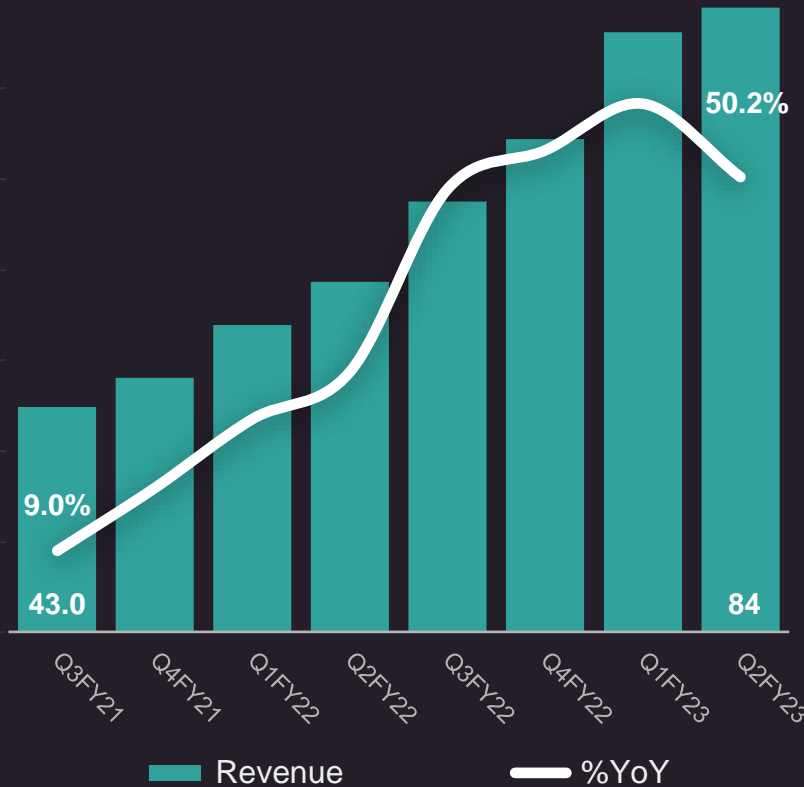
On account of broad-based growth across all industry segments

Quarterly Revenue (\$M), % YoY Growth

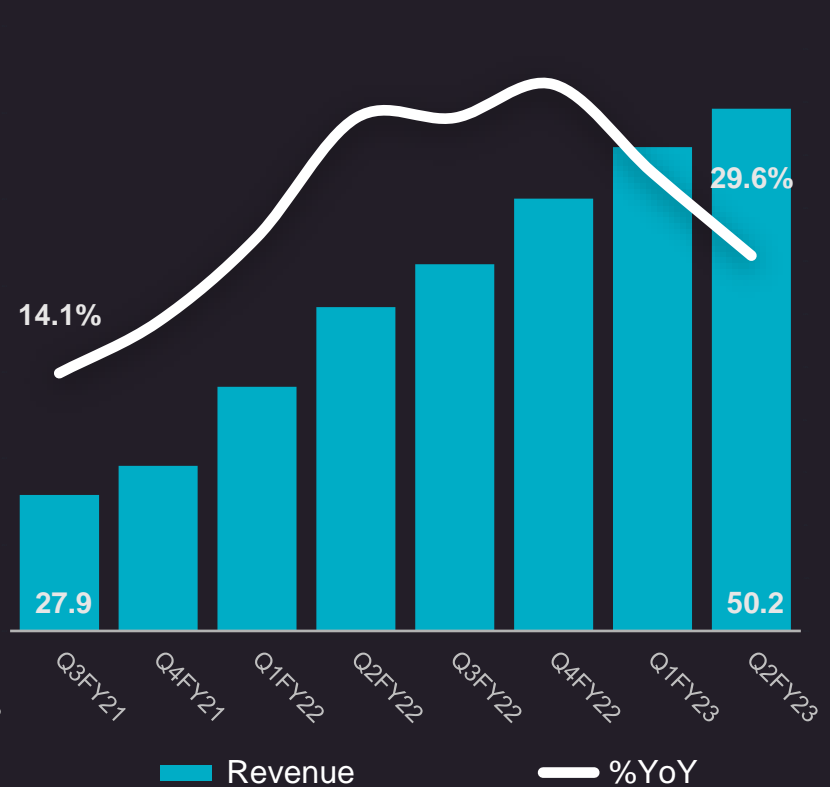
Software, Hi-Tech and Emerging Industries*



Banking, Financial Services & Insurance



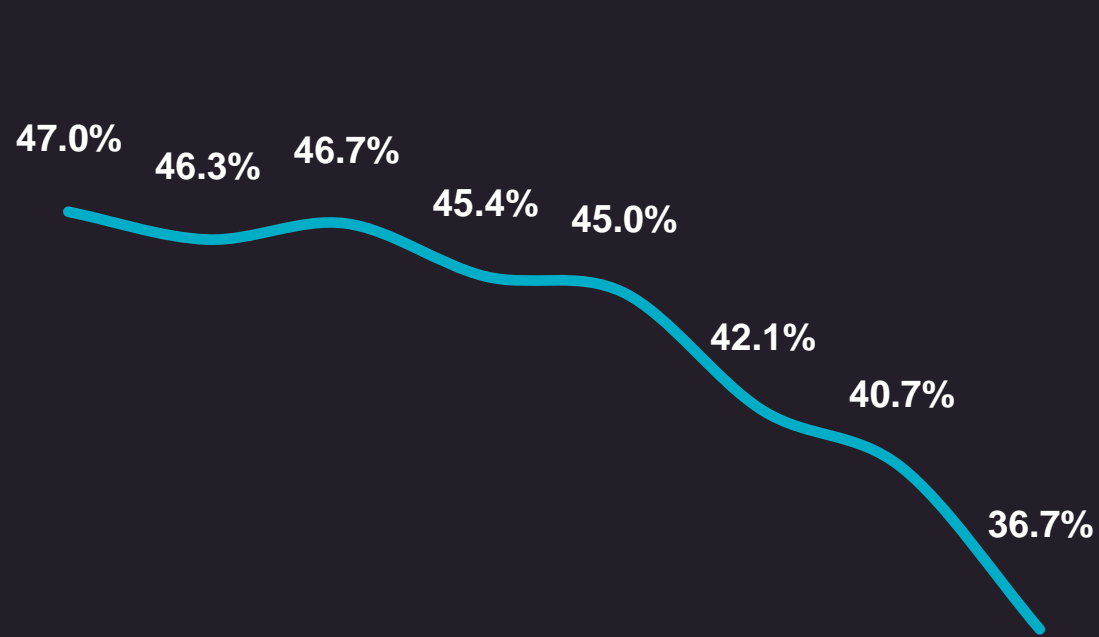
Healthcare & Life Sciences



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

Client Concentration

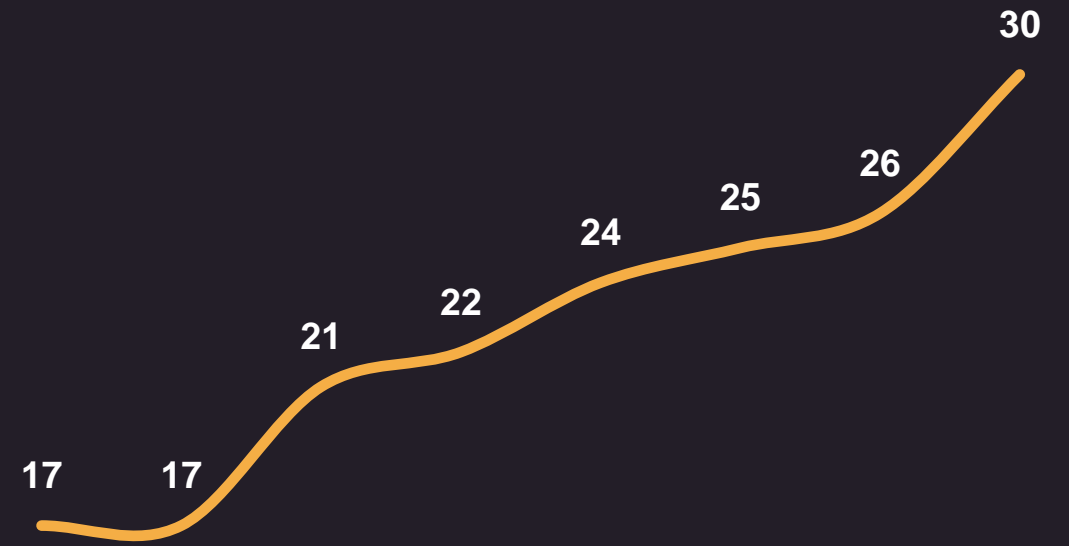
Top 10 clients as % of total revenue



Q3FY21 Q4FY21 Q1FY22 Q2FY22 Q3FY22 Q4FY22 Q1FY23 Q2FY23

Large Client Count

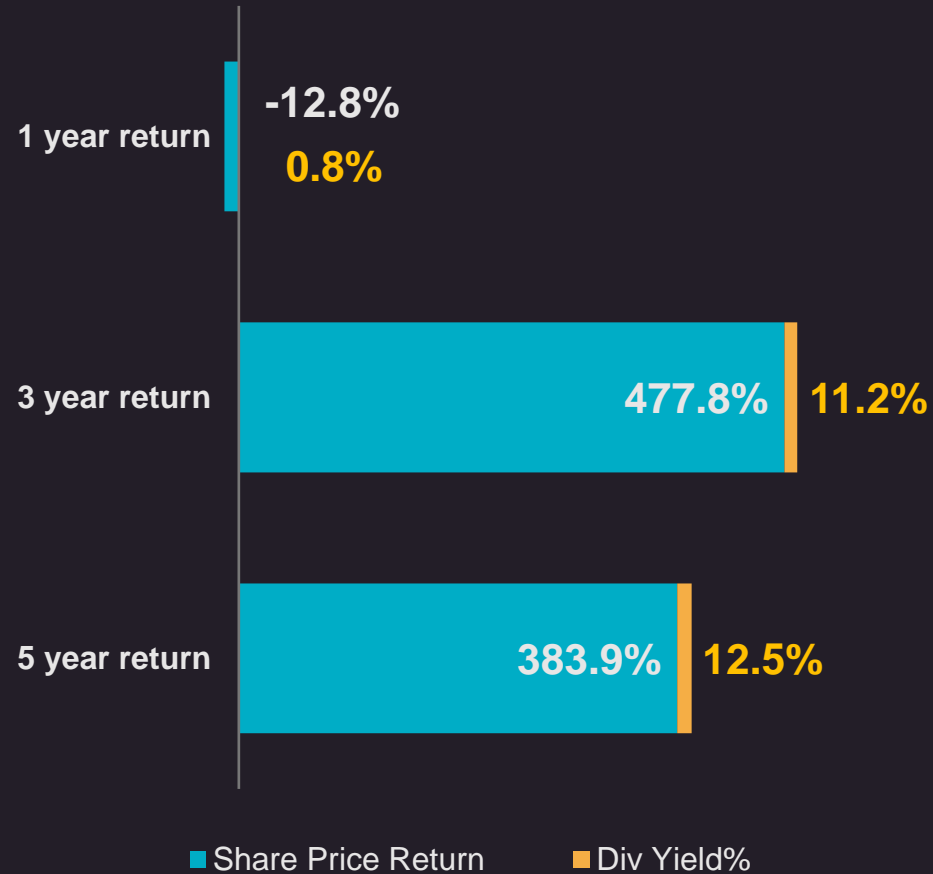
>\$5M Annual Revenue



Q3FY21 Q4FY21 Q1FY22 Q2FY22 Q3FY22 Q4FY22 Q1FY23 Q2FY23

...and significant shareholder value creation

Persistent's Total Shareholder Return



Declared final dividend of INR 11/share in Apr'22 (total INR 31/share in FY22)

Persistent 1-Year Relative Stock Performance*

v/s NIFTY 50 & NIFTY IT Index



* Stock performance till September 30, 2022

Performance Highlights

As we cross \$1 billion in annualized revenue run rate and INR 2,000 crore in quarterly revenue, I want to thank all the employees, clients and partners that contributed to our growth journey along the way. We have achieved this milestone through continued passion and persistence.

Dr. Anand Deshpande

Founder, Chairman and Managing Director





We are proud to announce another quarter of strong performance as we surpassed \$1 billion in annualized revenue run rate — delivering 5.8% sequential and 40.2% year-over-year growth. We are also pleased to share that Persistent is included in three indices of the National Stock Exchange in India — the Nifty Midcap 50, Nifty IT, and the Nifty Midcap Liquid 15.

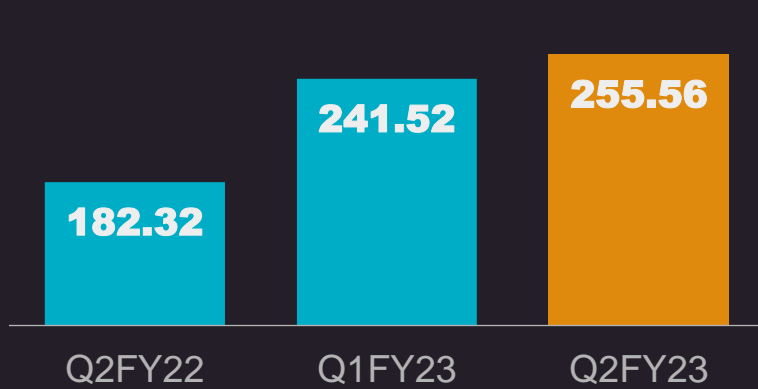
Our sustained momentum would not have been possible without the ongoing trust and support of our clients, partners, and employees.

Sandeep Kalra

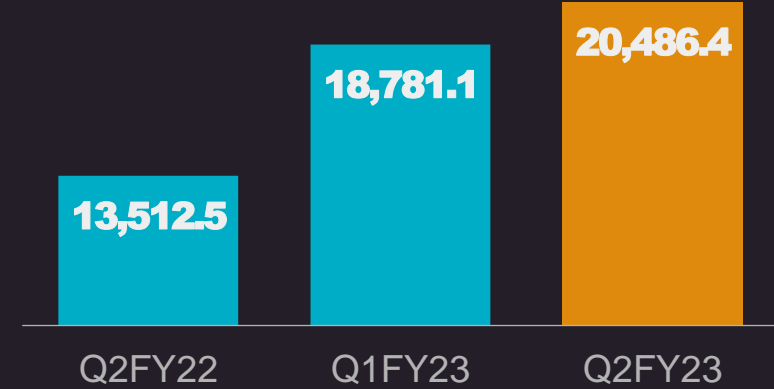
Chief Executive Officer and Executive Director

Financial highlights for Q2 FY23

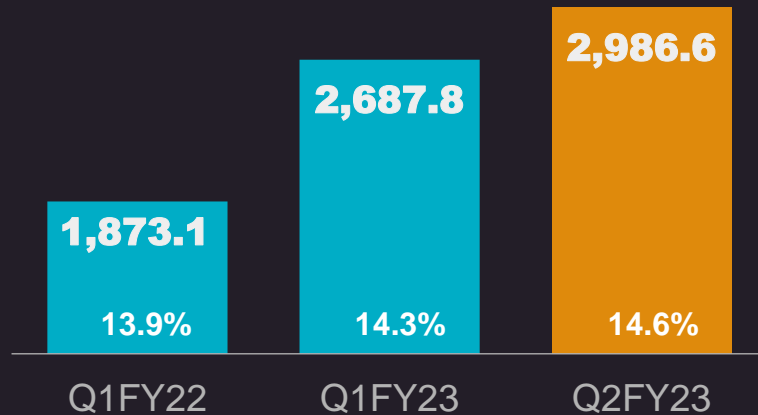
Revenue (\$ million) ↑ 5.8% Q-o-Q ↑ 40.2% Y-o-Y



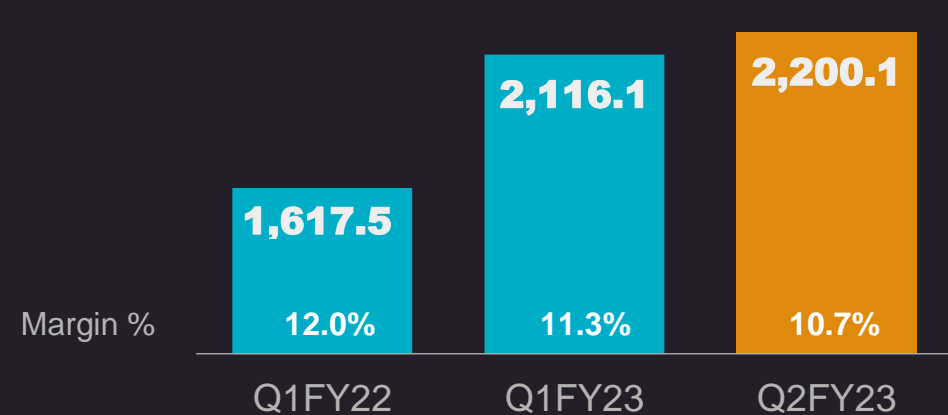
Revenue (₹ million) ↑ 9.1% Q-o-Q ↑ 51.6% Y-o-Y



EBIT (₹ million) ↑ 11.1% Q-o-Q ↑ 59.4% Y-o-Y

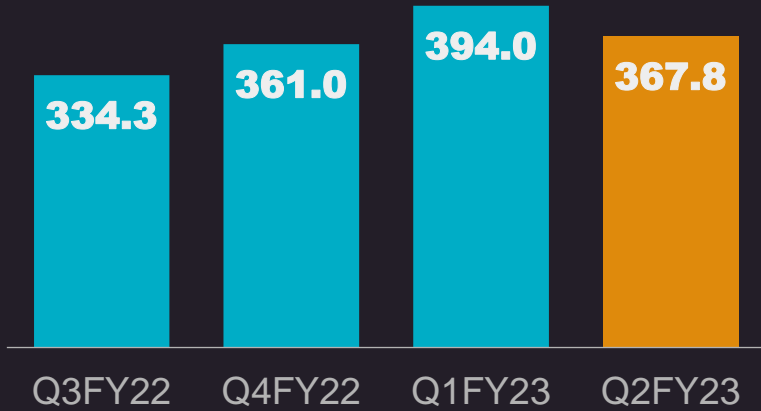


PAT (₹ million) ↑ 4.0% Q-o-Q ↑ 36.0% Y-o-Y

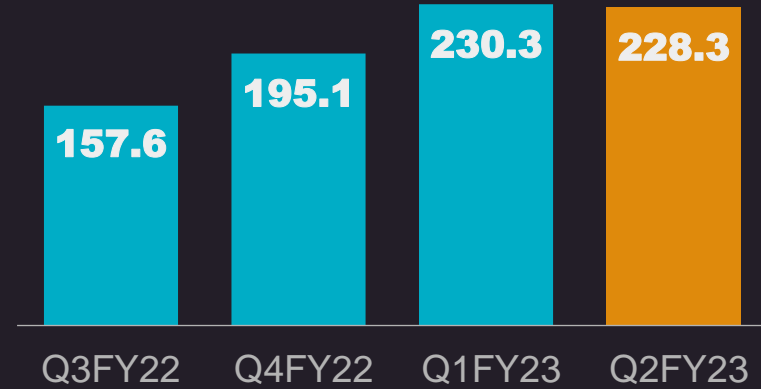


TCV and ACV bookings in Q2 FY23

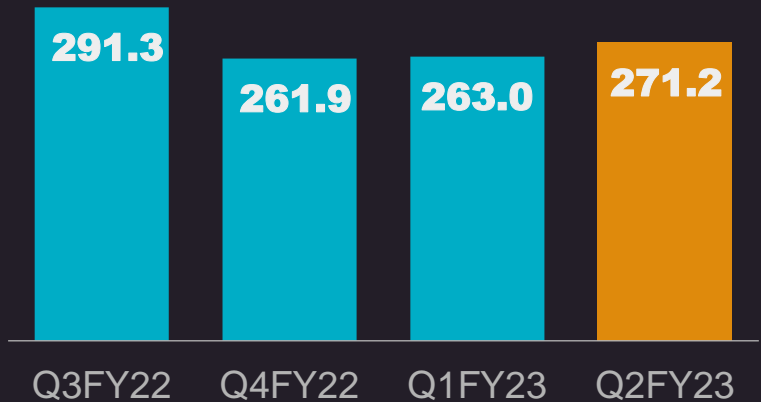
Trailing Twelve Month TCV* **\$1,457.1M**



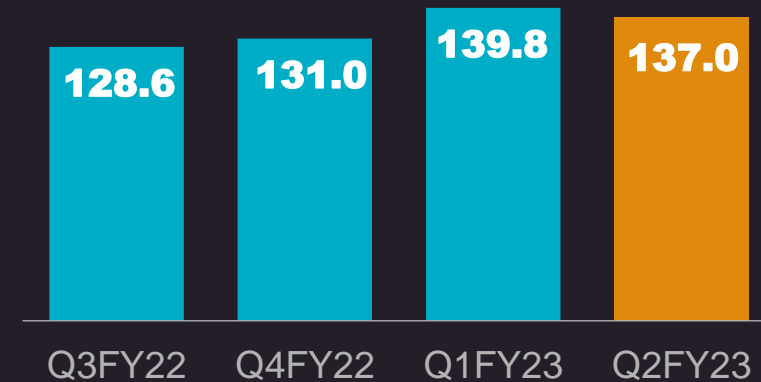
Trailing Twelve Month TCV (New) **\$811.3M**



Trailing Twelve Month ACV* **\$1,087.4M**



Trailing Twelve Month ACV (New) **\$536.4M**



*Includes renewal and new bookings

Notable News and Achievements

Key wins for the quarter

Software, Hi-Tech & Emerging Industries



Establishing a professional services Center of Excellence for a leading connected enterprise software company

Launching a dedicated development center to scale software product delivery for a leader in EHS and risk management software solutions

Developing a multi-lingual OTT video streaming mobile application for a leading digital media tech company

Banking, Financial Services & Insurance



Providing industry-specific Salesforce expertise to enhance customer experience for a large fintech company

Designing an integration platform to structure APIs and ensure seamless services for the customers of a pioneer in embedded investing

Forming an extended engineering team to develop an automated data-driven risk and pricing platform for a fintech unicorn

Healthcare & Life Sciences



Leveraging industry and platform expertise to support the automation Center of Excellence of a biopharmaceutical services company

Redesigning applications and building continuous development capabilities to streamline the B2B ecosystem for a health insurance company

Building next-generation data platform through transformative data-driven solutions for a biotechnology company

Recognition for the quarter



Persistent included in 3 indices of the National Stock Exchange of India – Nifty Midcap 50 Index, Nifty IT Index, Nifty Midcap Liquid Index

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Identified by Dun & Bradstreet as the Top Performer in the Growth Performance categories in Software and BPM sectors

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Persistent wins title of 'Coding Powerhouse' at the TechGig Code Gladiators 2022

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IGBC

Persistent's Bhageerath office in Pune receives the Platinum certification for Green Interiors from the Indian Green Building Council

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United Nations Global Compact

Persistent joined the United Nations Global Compact as part of our commitment to being a responsible organization.

[Learn More](#)



Persistent hosted and kicked off the 2022 IBM Call for Code Global Challenge in India, as a Changemaker Sponsor. We've been associated with the world's largest **Tech for Good** initiative since 2018.

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News highlights for the quarter

Forbes

Persistent Systems Navigates New 'Digital Engineering' Zones

Preetpal Singh

[Learn More](#)

Bridging the Gap Between Business & IT: How Low-Code Helps Accelerate Innovation & Cultural Change

Preetpal Singh

[Learn More](#)

innovation&tech
today

Consumption-Based Pricing- The Next Value Driver in IT Services

Anand Krishnan

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THE TIMES OF INDIA

'Banks, insurers are leveraging cloud tech'

Jaideep Dhok

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DIGITAL
D • UGHNUT

Evolving Experience: Transitioning from CX to PX

Rajasekar Sukumar

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VentureBeat

A doctor walks into a bar: Tackling image generation bias with Responsible AI

Dattaraj Rao

[Learn More](#)

THE NEW/STACK

Is a Recession Coming? Here's How to Cut IT Costs Wisely

Nitha Puthran

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CXOtoday.com
IT Perspective for Decision Makers

How the Healthcare & Pharma Sector can benefit from integration low-code technologies

Joe Paxton

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Financial Details

Sequential Q2 FY23 vs Q1 FY23

Particulars	Q2FY23	Q1FY23	Change QoQ	Expenses / Sales % Q2FY23	Expenses / Sales % Q1FY23
Revenue (\$ M)					
Services	235.58	224.60	4.9%		
IP Led	19.98	16.92	18.1%		
Revenue (\$ M)	255.56	241.52	5.8%		
Avg. Exchange Rate ₹ / US\$	80.16	77.76	3.1%		
Revenue (₹ M)	20,486.41	18,781.11	9.1%		
Cost of Revenue	₹ M	₹ M			
Employee Related Expenses	13,245.12	11,962.11	10.7%	64.7%	63.7%
Purchase / Royalty	249.88	276.93	-9.8%	1.2%	1.5%
Project Related Travel Expenses	133.38	194.10	-31.3%	0.7%	1.0%
Total Direct Costs	13,628.38	12,433.14	9.6%	66.5%	66.2%
Gross Profit	6,858.03	6,347.97	8.0%	33.5%	33.8%
Sales & Marketing Expenses	1,575.02	1,533.65	2.7%	7.7%	8.2%
Admin. & Other Expenses	1,536.52	1,468.12	4.7%	7.5%	7.8%
Doubtful Debt Provision	35.49	(5.76)	-716.1%	0.2%	0.0%
CSR Activities	31.36	19.04	64.7%	0.2%	0.1%
Total SGA	3,178.39	3,015.05	5.4%	15.5%	16.1%
EBITDA	3,679.64	3,332.92	10.4%	18.0%	17.7%
Depreciation	243.95	222.08	9.8%	1.2%	1.2%
Amortization	449.12	423.04	6.2%	2.2%	2.3%
EBIT	2,986.57	2,687.80	11.1%	14.6%	14.3%
Other Income / (Loss)	60.79	89.15	-31.8%	0.3%	0.5%
Exchange Gain / (Loss)	(91.32)	41.80	-318.5%	-0.4%	0.2%
PBT	2,956.04	2,818.75	4.9%	14.4%	15.0%
Tax	755.90	702.63	7.6%	3.7%	3.7%
PAT	2,200.14	2,116.12	4.0%	10.7%	11.3%
EPS (₹)	29.61*	28.50*	3.9%		

YoY Comparison Q2 FY23 vs Q2 FY22

Particulars	Q2FY23	Q2FY22	Change YoY	Expenses / Sales % Q2FY23	Expenses / Sales % Q2FY22
Revenue (\$ M)					
Services	235.58	159.51	47.7%		
IP Led	19.98	22.81	-12.4%		
Revenue (\$ M)	255.56	182.32	40.2%		
Avg. Exchange Rate ₹ / US\$	80.16	74.11	8.2%		
Revenue (₹ M)	20,486.41	13,512.49	51.6%		
Cost of Revenue	₹ M	₹ M			
Employee Related Expenses	13,245.12	8,783.68	50.8%	64.7%	65.0%
Purchase / Royalty	249.88	171.45	45.7%	1.2%	1.3%
Project Related Travel Expenses	133.38	26.90	395.8%	0.7%	0.2%
Total Direct Costs	13,628.38	8,982.03	51.7%	66.5%	66.5%
Gross Profit	6,858.03	4,530.46	51.4%	33.5%	33.5%
Sales & Marketing Expenses	1,575.02	1,167.88	34.9%	7.7%	8.6%
Admin. & Other Expenses	1,536.52	1,105.21	39.0%	7.5%	8.2%
Doubtful Debt Provision	35.49	(6.67)	-632.1%	0.2%	0.0%
CSR Activities	31.36	20.10	56.0%	0.2%	0.1%
Total SGA	3,178.39	2,286.52	39.0%	15.5%	16.9%
EBITDA	3,679.64	2,243.94	64.0%	18.0%	16.6%
Depreciation	243.95	168.12	45.1%	1.2%	1.2%
Amortization	449.12	202.71	121.6%	2.2%	1.5%
EBIT	2,986.57	1,873.11	59.4%	14.6%	13.9%
Other Income / (Loss)	60.79	292.88	-79.2%	0.3%	2.2%
Exchange Gain / (Loss)	(91.32)	10.33	-984.0%	-0.4%	0.1%
PBT	2,956.04	2,176.32	35.8%	14.4%	16.1%
Tax	755.90	558.79	35.3%	3.7%	4.1%
PAT	2,200.14	1,617.53	36.0%	10.7%	12.0%
EPS (₹)	29.61*	21.16	39.9%		

YoY Comparison H1 FY23 vs H1 FY22

Particulars	H1FY23	H1FY22	Change YoY	Expenses / Sales % H1FY23	Expenses / Sales % H1FY22
Revenue (\$ M)					
Services	460.18	304.44	51.2%		
IP Led	36.90	44.70	-17.4%		
Revenue (\$ M)	497.08	349.14	42.4%		
Avg. Exchange Rate ₹ / US\$	79.00	73.93	6.9%		
Revenue (₹ M)	39,267.52	25,811.75	52.1%		
Cost of Revenue	₹ M	₹ M			
Employee Related Expenses	25,207.23	16,704.50	50.9%	64.2%	64.7%
Purchase / Royalty	526.81	315.80	66.8%	1.3%	1.2%
Project Related Travel Expenses	327.48	134.81	142.9%	0.8%	0.5%
Total Direct Costs	26,061.52	17,155.11	51.9%	66.4%	66.5%
Gross Profit	13,206.00	8,656.64	52.6%	33.6%	33.5%
Sales & Marketing Expenses	3,108.67	2,269.19	37.0%	7.9%	8.8%
Admin. & Other Expenses	3,004.64	2,100.57	43.0%	7.7%	8.1%
Doubtful Debt Provision	29.73	(27.36)	-208.7%	0.1%	-0.1%
CSR Activities	50.40	55.10	-8.5%	0.1%	0.2%
Total SGA	6,193.44	4,397.50	40.8%	15.8%	17.0%
EBITDA	7,012.56	4,259.14	64.6%	17.9%	16.5%
Depreciation	466.03	301.52	54.6%	1.2%	1.2%
Amortization	872.16	419.40	108.0%	2.2%	1.6%
EBIT	5,674.37	3,538.22	60.4%	14.5%	13.7%
Other Income / (Loss)	149.94	549.26	-72.7%	0.4%	2.1%
Exchange Gain / (Loss)	(49.52)	119.36	-141.5%	-0.1%	0.5%
PBT	5,774.79	4,206.84	37.3%	14.7%	16.3%
Tax	1,458.53	1,076.83	35.4%	3.7%	4.2%
PAT	4,316.26	3,130.01	37.9%	11.0%	12.1%
EPS (₹)	58.15*	40.96	42.0%		

Balance Sheet (₹ M)

Particulars	As on September 30, 2022	As on March 31, 2022	As on September 30, 2021
Assets			
PPE and Intangible Assets	22,825.84	16,406.93	5,149.15
Non-Current Assets	2,854.65	5,413.30	4,642.75
Cash and Investments	15,718.98	17,472.98	18,704.34
Other Current Assets	20,722.62	14,847.76	11,864.52
Total	62,122.09	54,140.97	40,360.76
Equity and Liabilities			
Equity	35,245.28	33,682.20	30,934.43
Non-Current Liabilities	7,428.71	6,249.22	1,209.51
Current Liabilities	19,448.10	14,209.55	8,216.82
Total	62,122.09	54,140.97	40,360.76

Fact Sheet

Fact Sheet

Revenue	Nos. / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Revenue from Operations, USD M	255.6	241.5	217.3	199.1	182.3	765.6	566.0
	% Q-o-Q growth	5.8%	11.1%	9.1%	9.2%	9.3%		
	% Q-o-Q growth (constant currency)	6.6%	12.0%	9.3%	9.6%	9.5%		
	% Y-o-Y growth	40.2%	44.8%	42.2%	36.2%	34.0%	35.2%	12.9%
	Revenue from Operations, INR M	20,486	18,781	16,379	14,917	13,512	57,107	41,879
	% Q-o-Q growth	9.1%	14.7%	9.8%	10.4%	9.9%		
	% Y-o-Y growth	51.6%	52.7%	47.1%	38.7%	34.1%	36.4%	17.4%
Business Offerings Revenue Mix	Description / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Services	92.2%	93.0%	91.1%	86.7%	87.5%	88.2%	83.4%
	IP Led	7.8%	7.0%	8.9%	13.3%	12.5%	11.8%	16.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Segment Revenue Mix	Description / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	BFSI	32.8%	33.7%	32.4%	32.2%	30.7%	31.6%	30.8%
	Healthcare & Life Sciences	19.7%	19.9%	20.7%	20.7%	21.2%	20.8%	19.3%
	Software, Hi-Tech & Emerging Industries	47.5%	46.4%	46.9%	47.1%	48.1%	47.6%	49.9%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fact Sheet

Geography Revenue Mix	Description / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	North America	78.6%	78.4%	78.6%	79.2%	78.7%	78.8%	80.8%
	Europe	8.3%	8.5%	8.4%	8.3%	8.8%	8.7%	9.2%
	India	11.5%	11.3%	11.0%	10.9%	10.5%	10.6%	8.4%
	ROW	1.6%	1.8%	2.0%	1.6%	2.0%	1.9%	1.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Client Contribution	Description / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Top 1	8.7%	11.7%	14.0%	17.5%	16.9%	16.2%	18.4%
	Top 5	26.9%	30.8%	32.5%	36.1%	35.8%	35.1%	38.7%
	Top 10	36.7%	40.7%	42.1%	45.0%	45.4%	44.6%	47.7%
	Top 20	48.4%	51.2%	52.1%	54.1%	55.3%	53.7%	58.1%

Revenue by Delivery Centers	Description / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Global Development Centers	34.8%	36.5%	34.5%	31.4%	30.4%	32.1%	31.8%
	India	57.4%	56.5%	56.6%	55.3%	57.1%	56.1%	51.6%
	IP Led	7.8%	7.0%	8.9%	13.3%	12.5%	11.8%	16.6%
	Total	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Fact Sheet

Clients Billed	Nos.	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Services	767	735	678	625	596	845	722
	IP Led	134	129	125	122	130	237	239
Client Engagement Size	Nos.	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	\$30M+	3	3	2	2	2	2	2
	\$20M – \$30M	3	1	2	2	2	2	1
	\$10M – \$20M	6	7	6	6	5	6	4
	\$5M – \$10M	18	15	15	14	13	15	10
	\$1M – \$5M	116	104	93	90	84	93	66
People Numbers	Nos.	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Technical	20,941	20,144	17,283	15,721	14,657	17,283	12,706
	Sales and Business Development	387	367	317	294	296	317	273
	Others	1,148	1,127	999	974	926	999	701
	Total	22,476	21,638	18,599	16,989	15,879	18,599	13,680

Fact Sheet

Linear Revenue Per Billed PM*	USD / Per Person Month	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Global Delivery Centers	16,181	16,423	16,383	16,043	16,544	16,459	16,851
	India	4,498	4,387	4,317	4,252	4,307	4,291	4,250

Attrition Rate	%	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	TTM Basis	23.7%	24.8%	26.6%	26.9%	23.6%	26.6%	11.7%

IP Led	Nos.	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	IP Led Person Months	3,036	3,278	3,225	3,911	4,000	15,055	15,076

DSO	Nos.	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
	Days	60	60	59	58	55	59	55

Fact Sheet

Description / Nos. / %	Q2FY23	Q1FY23	Q4FY22	Q3FY22	Q2FY22	FY22	FY21
Billable Person Months	47,704	45,900	41,025	35,938	33,212	140,982	99,264
Global Delivery Centers	6,438	6,336	5,260	4,519	3,840	17,099	12,595
India	41,266	39,564	35,766	31,419	29,372	123,883	86,669
Billed Person Months	38,098	36,487	33,050	29,819	27,503	115,048	79,357
Global Delivery Centers	5,495	5,364	4,578	3,891	3,354	14,903	10,687
India	32,603	31,123	28,472	25,928	24,149	100,145	68,670
Linear Utilization							
Blended	79.9%	79.5%	80.6%	83.0%	82.8%	81.6%	79.9%
Global Delivery Centers	85.4%	84.6%	87.0%	86.1%	87.3%	87.2%	84.8%
India	79.0%	78.7%	79.6%	82.5%	82.2%	80.8%	79.2%

Efforts
and Utilization
Mix — Linear



Persistent

See Beyond, Rise Above