

October 30, 2019

**The General Manager**

Department of Corporate Services,  
**BSE Limited,**  
1<sup>st</sup> Floor, New Trading Ring,  
Rotunda Building, Phiroze Jeejeebhoy  
Towers, Dalal Street,  
Mumbai – 400 001

**Security Code – 539978**

**The Manager**

Department of Corporate Services,  
**National Stock Exchange of India Limited**  
Exchange Plaza, Bandra- Kundra Complex,  
Bandra (East),  
Mumbai – 400 001

**NSE Symbol – QUESS**

Dear Sir/ Madam,

**Sub: Investors Presentation**

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith Investor's presentation on the financial performance of Quess Corp Limited for the quarter and half year ended September 30, 2019.

The above said presentation is also made available on the Company's website [www.quesscorp.com](http://www.quesscorp.com).

Kindly take the same on record.

Thanking you,

Yours sincerely,  
**For Quess Corp Limited**



**Kundan K Lal**  
**Company Secretary and Compliance Officer**





## Investor Presentation

---

Q2'FY20

This presentation has been prepared by Qess Corp Limited ("Company") solely for information purposes without any regard to any specific objectives, financial situations or informational needs of any particular person. This presentation may not be copied, distributed or disseminated, directly or indirectly, in any manner. Failure to comply with this directive may result in a violation of the applicable law in certain jurisdictions. By reviewing this presentation, you agree to be bound by the restrictions contained herein, and to maintain absolute confidentiality, regarding the information disclosed in these materials.

This presentation does not constitute or form part of and should not be construed as, directly or indirectly, any offer or invitation or inducement to sell or issue, or any solicitation of any offer to purchase or subscribe for, any securities of the Company by any person in any jurisdiction, including in India, nor shall it or any part of it or the fact of its distribution form the basis of, or be relied on in connection with, any investment decision or any contract or commitment therefor.

This presentation contains statements that constitute forward looking statements. These statements include descriptions regarding the intent, belief or current expectations of the Company or its directors and officers with respect to the results of operations and financial condition of the Company. These statements can be recognized by the use of words such as "expects", "plans", "will", "estimates", "projects", or other words of similar meaning. Such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ materially from those in such forward-looking statements as a result of various factors and assumptions which the Company believes to be reasonable in light of its operating experience in recent years. The risks and uncertainties relating to these statements include, but not limited to, risks and uncertainties, regarding fluctuations in earnings, our ability to manage growth, competition, our ability to manage our international operations, government policies, regulations, etc. The Company does not undertake any obligation to revise or update any forward looking statement that may be made from time to time by or on behalf of the Company including to reflect actual results, changes in assumptions or changes in factors affecting these statements. Given these risks, uncertainties and other factors, viewers of this presentation are cautioned not to place undue reliance on these forward looking statements. This presentation may contain certain currency exchange rates and the same have been provided only for the convenience of readers.



**Company Overview**

**Q2FY20 Key Updates**

**Financial Performance** (*Q2 and H1'FY20*)

**Platform-wise Highlights**

**Emerging Businesses**

**Summary**

# Company Overview

India's **largest** Gen. Staffing Co.



Workforce of **3.7+ lakhs**

India's **largest** IT Staffing Co.



**"Champion Employer"** :  
**1.1+ lakh** students trained under Govt. programs

Singapore's **largest** IT staffing Co.



**2,300+** enterprise clients worldwide

Amongst the **Top 3** Facilities Management Company in India



Empowering **470 MW** of Energy & **51 MTPA** of metal facilities

Amongst **Top 3** Domestic BPO Players



**73+ lakh** Payroll slips processed annually



Passion | Entrepreneurial Spirit | Integrity | Speed & Agility

Enabling Organizations worldwide manage their Non-Core Activities



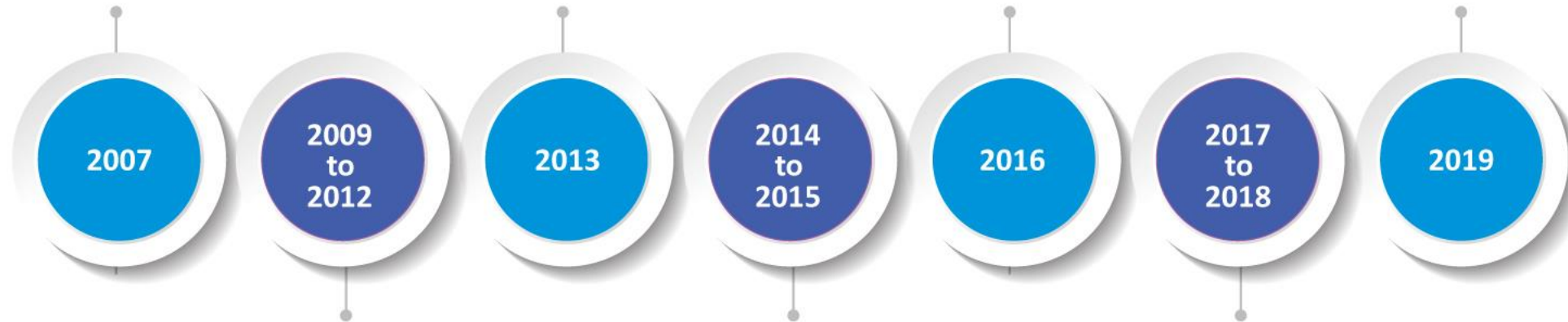
**10** Countries

65 Offices & 100+ Training Centers **Pan India**



**Inception** as a Recruitment & Staffing services provider.

**Investment by Fairfax.**



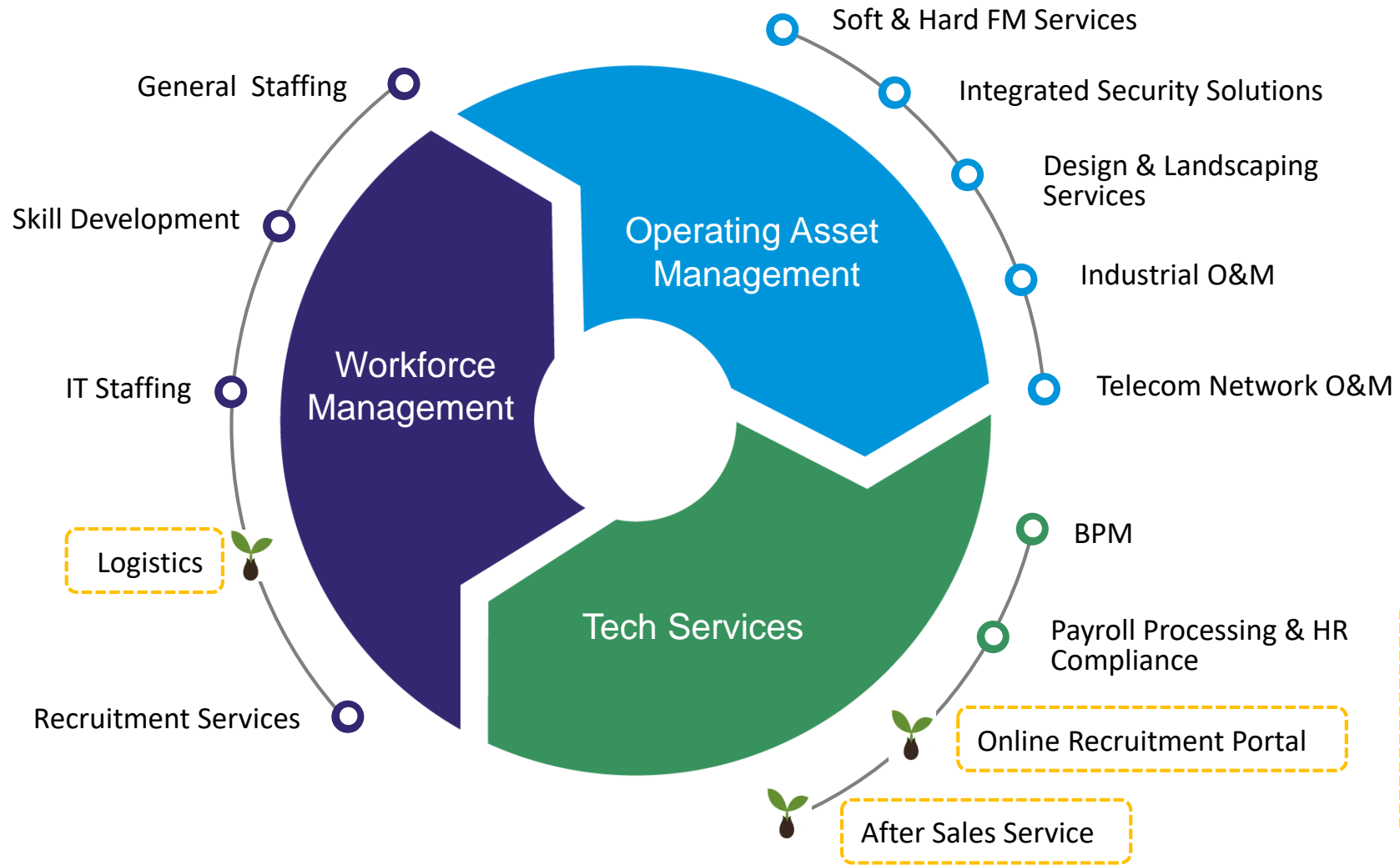
- ▶ **Acquired:**
  - **Avon** : Entry into Facilities Management
  - **Coachieve** : HRO company
  - **Magna** : India's largest IT staffing Co.
- ▶ Organic expansion in **Training and Skill development**

- ▶ **Acquired:**
  - **Hofincons** : Entry into Industrial O&M
  - **Brainhunter** : Entry into N.America
  - **MFX** : Expansion in N.America
  - **Aravon** : Bolt on for Facilities Management

- ▶ **Record-breaking IPO** : Oversubscription of 144x
- ▶ **Acquired:**
  - **Manipal Integrated Services** : Specialty FM
  - **Terrier** : 49% stake ; Entry in Security solutions

- ▶ **Institutional Placement Program** Raised ₹ 873 cr
- ▶ **Acquired:**
  - **Conneqt** : Entry into Customer Life Cycle Management
  - **Comtel** : Entry into Singapore Staffing Market
  - **Vedang** : Entry into Telecom Network O&M
  - **Monster** : India's 2<sup>nd</sup> largest online job board
  - **DigiCare** : Entry into consumer electronics after sales service
  - **Greenpiece** : Niche addition to Integrated FM

- ▶ Crossed Headcount of **377,000**; One of India's largest private sector employers
- ▶ **Acquired:**
  - **Allsec** : Strengthening BPM segment
- ▶ **Investment by Amazon** : ₹ 51 cr



**Emerging Businesses**  
 Businesses in Investment Mode - with expansion & growth potential



# Key Business Updates



## Robust Revenue Growth

- Strong revenue growth despite economic slowdown; Demonstrating “all weather” business model.
- Added 59k employees in H1 FY20 vs. full year addition of 56k in FY19
- Headcount crossed 377k driven by robust growth in the Staffing business



## Strong Sales Wins

- Added a total of 129 clients (up by 23 QoQ) across Workforce Management (36), Operating Asset Management (80), Tech Services (13) aggregating to an ACV\* of over ₹ 206cr



## Skill Development

- Received training targets for skilling 21K students across Govt. programs
- Overall training targets as of H1 FY20 were ~52K (67% higher YoY)



## Monster

- New mobile application - On par with industry leaders (rating of 4.4; increased from 3.8 QoQ)
- Organic traffic increased to 12.8Mn (up 24% QoQ)
- Job views increased to 2.6Mn (up 19% QoQ) and Job applications to 1.3Mn (up 10% QoQ)



## DigiCare

- Service footprint increased from 350 to 600+ towns across India (YoY)
- Quarterly call volumes crossed 4.2 lakhs (up 10% YoY)
- Accessories sales started in Q1 FY20 - Increased 74% QoQ

Note:

\* ACV - Annualised Contract Value

## Trimax Resolution

- In the Ahmedabad Smart City project, Qess had pending dues of ₹ 179 cr (loans & receivables outstanding); Since the JV partner Trimax IT went into bankruptcy, the payments did not come to Qess.
- **Qess has now completely resolved the issue** by acquiring Trimax IT's 49% stake in the JV for ₹ 13 cr and hence, owning 100% of the JV. All current dues and future payments will flow exclusively to Qess.
- ₹ 20.7 cr received from SCADL\* (as of Oct 30, 2019). Another ₹ 20 cr expected in Q3 & ₹ 40 cr in Q4 FY20, totaling to ~₹ 81 cr in FY20.

## Thomas Cook India (TCIL) De-merger

- De-merger of TCIL **expected to complete by Q3 FY20**.
- De-merger scheme approved by shareholders and creditors of TCIL and Qess; TCIL has received approval from NCLT Mumbai.
- NCLT hearing for Qess scheduled on November 7, 2019.
- Post the de-merger, **Qess to be directly held by Fairfax Holdings** (~33%), with public shareholding going up to ~44% (from ~28% currently).

## Optimization of Group Structure

- Qess' strategy is to **simplify overall group structure**, with reduction from 45 entities (across 10 countries) to < 30 entities.
- Merger of 4 wholly owned subsidiaries – Aravon, CenterQ, CoAchieve and Master Staffing Solutions is in progress.
- Additionally, a few other Indian/overseas entities are either being merged or converted to branches.

## Amazon Investment in Qess

- **Amazon received CCI approval for investment in Qess** and thereafter acquired 0.75 mn shares of Qess for ₹ 51 cr.
- Of these proceeds, the Qess board has approved an investment of ₹ 12 crores immediately into DigiCare for
  - Geographic expansion of service network,
  - Addition of complementary service lines like Extended Warranty, AMC and Home Device Cover,
  - Building a robust tech platform.

### Note

\* SCADL - Smart City Ahmedabad Development Limited

## Rationalisation of Intercompany Loans

- Quess initiated an exercise **to rationalize intercompany loans** and advances - which stood at ₹ ~**560 cr** in the previous quarter.
  - Successfully reduced ₹ ~117 cr by repayment & conversion into CCDs\*
  - Conversion of another ₹ 274 cr into CCDs is underway.
  - Post TCIL De-merger, ₹ 74 cr of the loan to Heptagon will be converted to equity.
- Post this exercise, intercompany loan balances will reduce **to ~ ₹ 95 cr.**

## Increase in Vedang Stake

- Quess currently holds 70% stake in Vedang.
- Board has approved acquisition of incremental **18.71% stake** for upto ₹ 10.0 crores.
- Post this transaction, Quess will own 88.71% stake in Vedang.

## Change to Big4 Auditor at Allsec & Terrier

- In line with SEBI guideline to cover 80% of the revenues by Statutory auditors of the parent company and with growing operations, the following Auditor changes have been made
  - Terrier - Changed to **Deloitte** Haskins & Sells from Vasan & Sampath,
  - Allsec- Changed to **Deloitte** Haskins & Sells from Grant Thornton.

### Note

\*CCD - Compulsorily Convertible Debentures

## Financial Performance (Q2 and H1'FY20)

## Revenue:

- Up 27% YoY (23% organic) & 11% QoQ (9% organic)
- Organic growth was driven by steady increase in Gen.Staffing (up 40% YoY), Skill development (up 95% YoY) and CLM (ConneQt ; up 20% YoY).

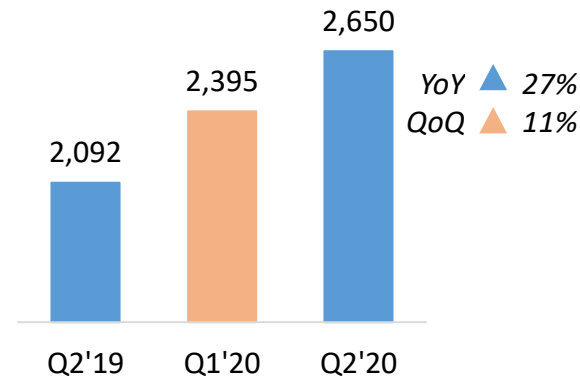
## Profitability:

- EBITDA increased 44% YoY & 10% QoQ.
- EBITDA margin expanded ~70 bps YoY to 6.1% on the back of Allsec acquisition and efficiencies in IFM (margins up to 8.8% from 8.3%), Skill development (up to 20.7% from -33.7%) and N.American staffing operations (up to 6.8% from 4.4%).
- Operating PAT grew 13% YoY and 16% QoQ to ₹ 70 crs
- Growth in reported PAT (up 5% YoY) was muted due to
  - Interest (up ₹ ~18 cr YoY, incl. ₹ 8 cr due to IND AS) &
  - Depreciation (up ₹ ~36 cr YoY, incl. ₹ 28 cr due to IND AS).

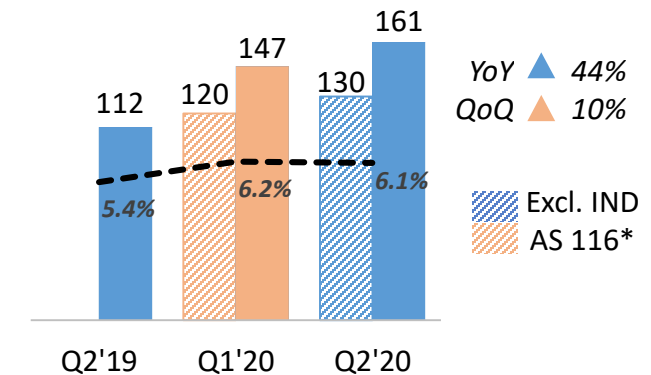
## Cash Generation:

- Up 62% YoY & 23% QoQ; Conversion up ~1,300 bps YoY to 49%
- Improvement was driven by continued focus on collections (Billed DSO improved to 34 days from 40 days YoY).

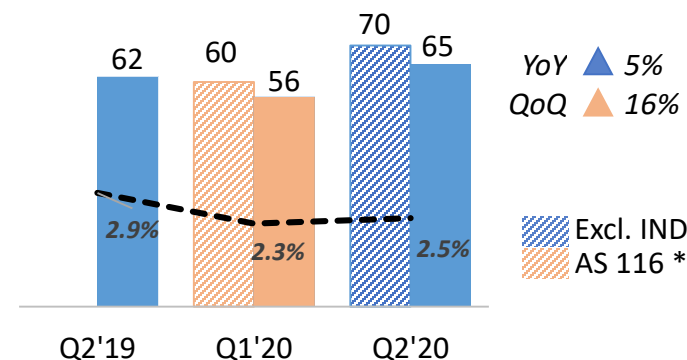
### Revenue (in ₹ cr)



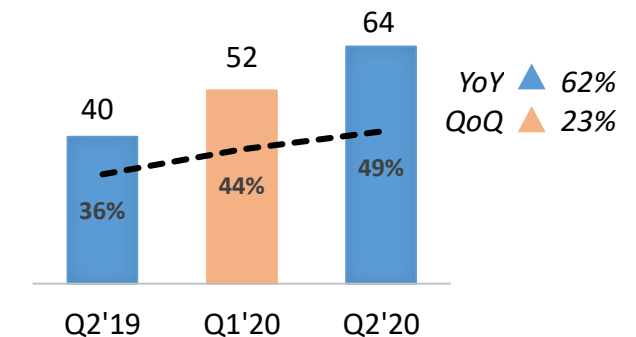
### EBITDA (in ₹ cr) & EBITDA margin (%)



### PAT (in ₹ cr) & PAT margin (%)



### OCF (in ₹ cr) & OCF Conversion (%)\*\*



## Notes

• IND AS 116 was adopted w.e.f. April 2019. It impacted Q2'20 EBITDA positively by ₹ 31 cr and Q2'20 PAT negatively by ₹ 5 cr;

\*\* OCF and OCF Conversion % are computed excluding the impact of IND AS 116

## Headcount & Revenue :

- Headcount up 35% YoY (33% organic).
- Added 59k employees in H1'20 vis-a-vis a full year addition of 56k in FY19.
- Added a record 97k employees in the 12 months ending Sept 2019.
- Revenue Up 24% YoY (22% was organic).

## Profitability :

- EBITDA Up 44% YoY, with margins expanding 80 bps YoY to 6.1%.
- Operating PAT Up 11% YoY to ₹ 129 cr

## Cash Generation & Debt Reduction :

- OCF grew 62% YoY with conversion ratio improving ~1,300 bps YoY to 47%.
- Gross Debt reduced by ₹ 375cr to ₹ 920cr during the quarter, Net Debt stood at ₹ 272cr
- This, together with higher EBITDA, led to improvement in Gross Debt / EBITDA levels to 1.6x from 2.0x.

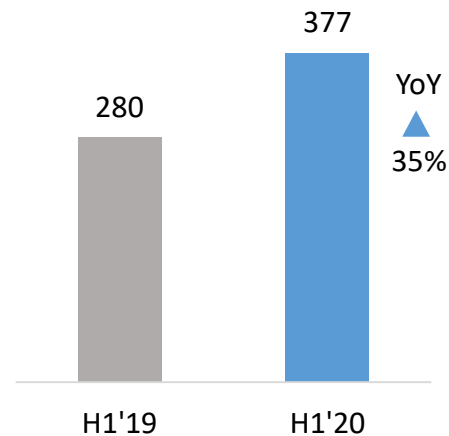
### Notes

# Headcount data includes Terrier

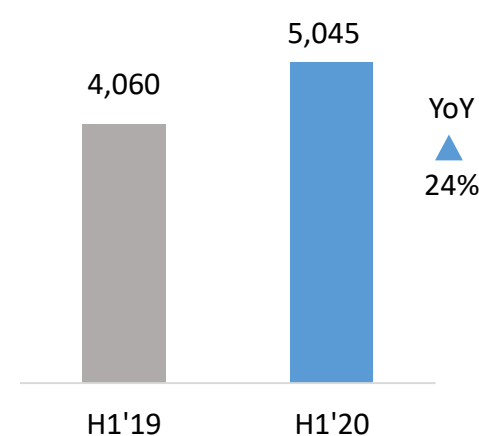
\* IND AS 116 was adopted w.e.f. April 2019. It impacted H1'20 EBITDA positively by ₹ 58 cr and H1'20 PAT negatively by ₹ 9 cr ;

\*\* OCF and OCF Conversion % are computed excluding the impact of IND AS 116

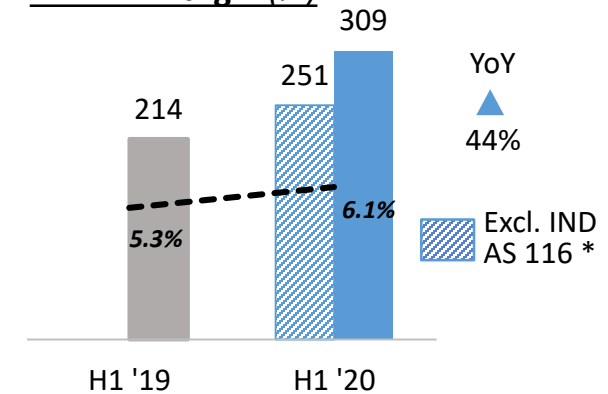
### Headcount ('000s)#



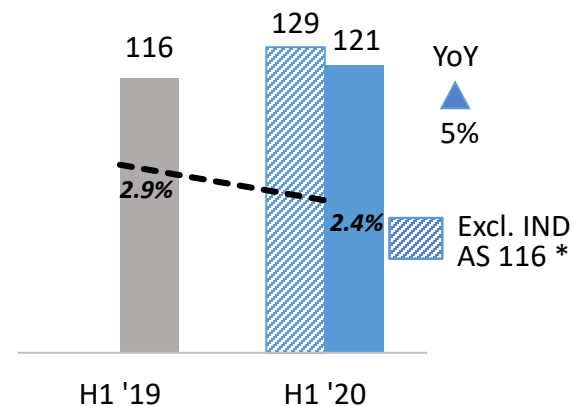
### Revenue (in ₹ cr)



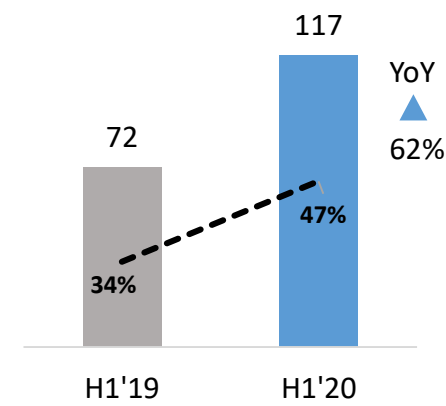
### EBITDA (in ₹ cr) & EBITDA margin (%)



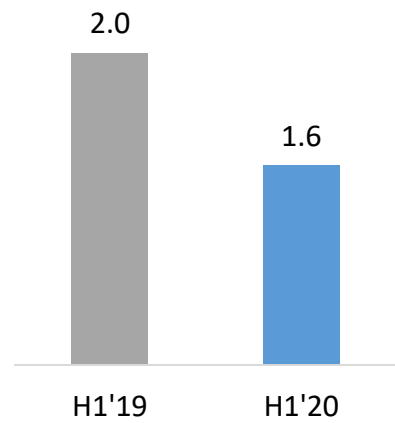
### PAT (in ₹ cr) & PAT margin (%)



### OCF (in ₹ cr) & OCF Conversion (%) \*\*



### Gross Debt/EBITDA (x)

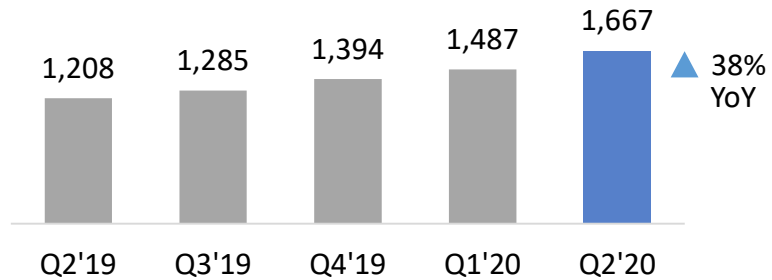




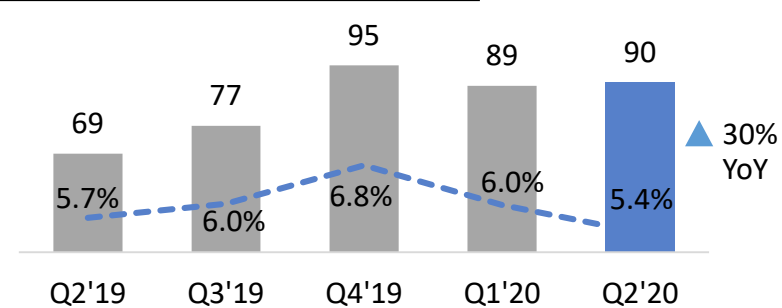
# Platform-wise Updates

## Financial Metrics

Revenue (in ₹ cr)

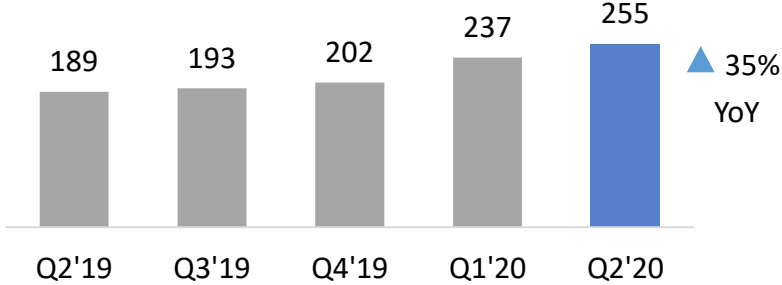


EBITDA (in ₹ cr) & EBITDA margin (%)

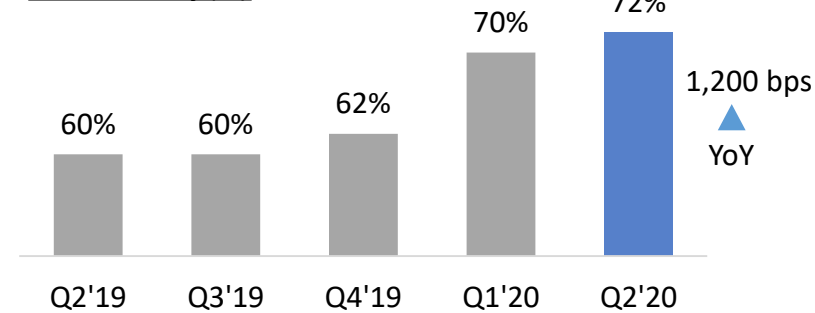


## Operating Metrics

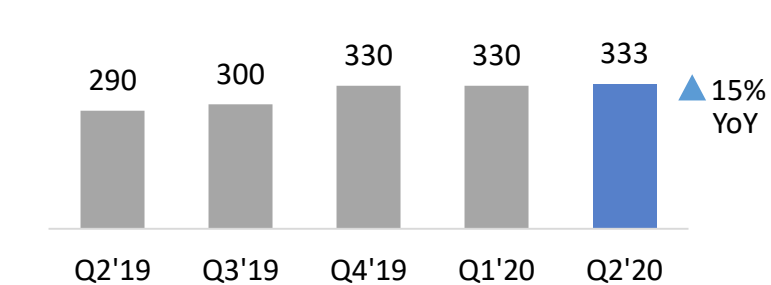
Associate Headcount ('000s)



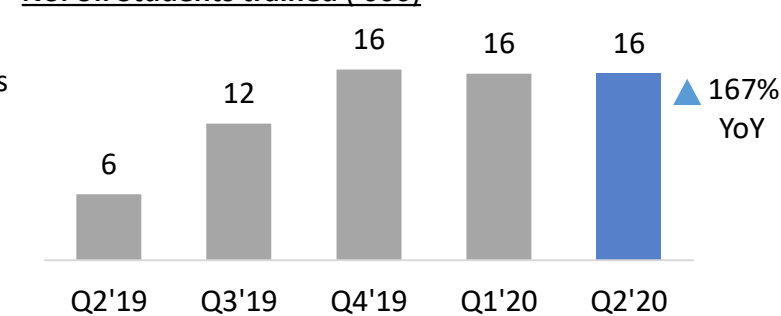
Collect & Pay (%)



Core : Associate Ratio (Gen. Staffing; 1:X)

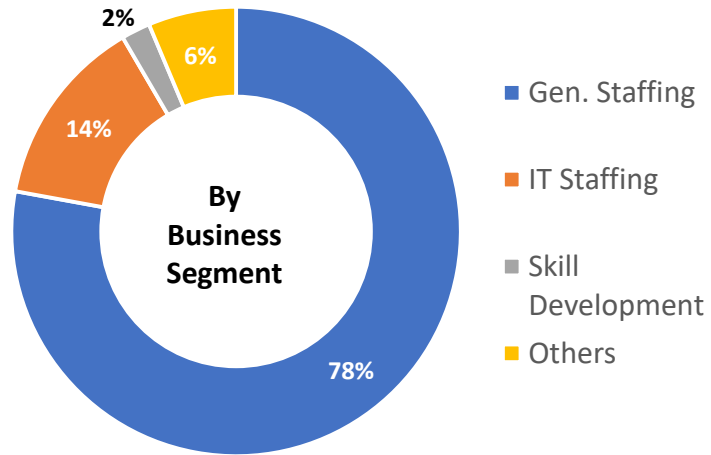


No. of Students trained ('000)

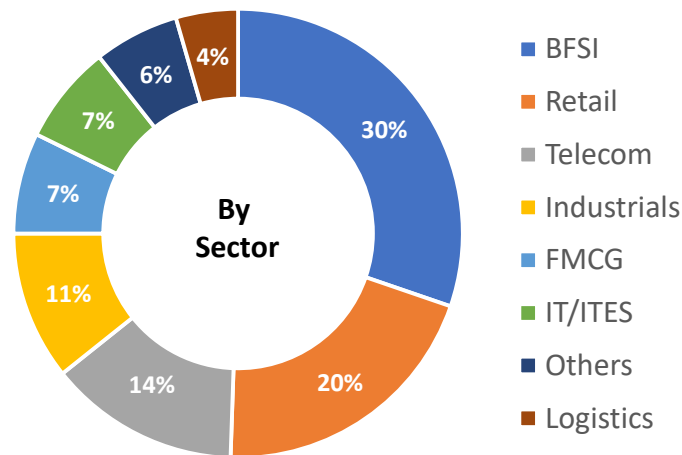


- Revenue increased by 38% YoY driven by strong headcount growth (~added 66k associates over the last 4 quarters).
- During the quarter -
  - General Staffing headcount grew by 17k to cross 240k associates
  - Added 36 major logos with a combined ACV of ₹ 38cr
  - Logistics Business (Dependo) touched a new peak of 1.5 lakh deliveries/day as against the earlier peak of ~1.0 lakh deliveries per day.
- EBITDA stood at ₹ 90cr, up 30% YoY. Margins declined 30bps YoY to 5.4%, as higher EBITDA from Gen. Staffing (up 39% YoY) and Skill development (margins up to 20.7% from -33.7%) was offset by contraction in Indian IT staffing margins (down 230 bps YoY to 4.7%).

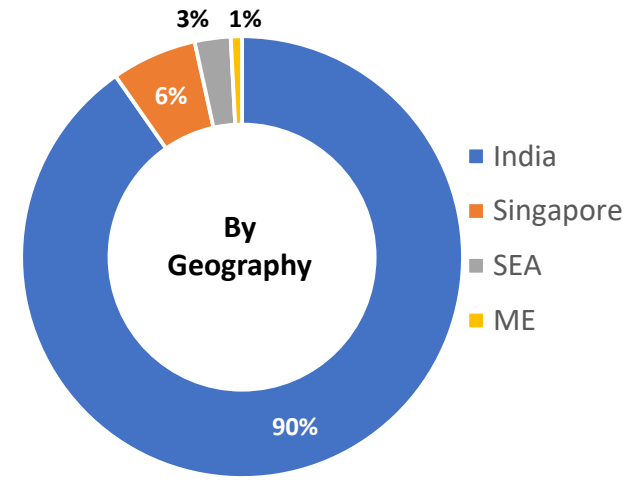
## Revenue Distribution



Staffing constitutes majority of the revenues

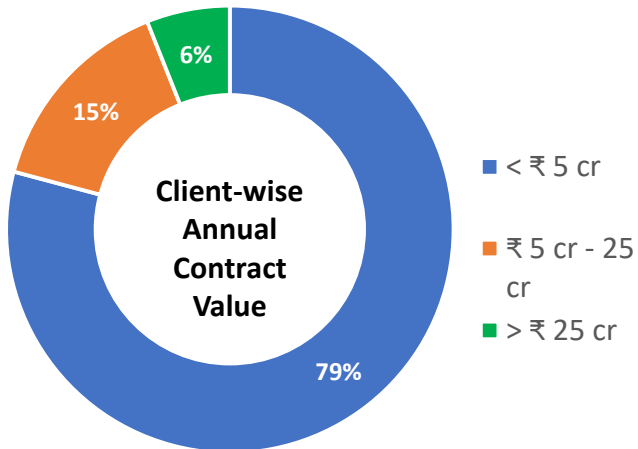


Revenue-base diversified across sectors

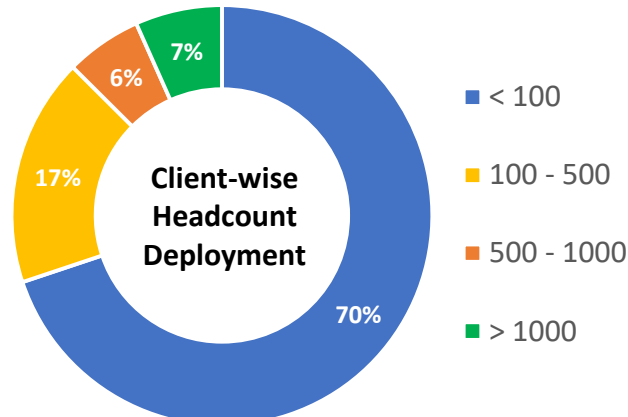


India is the main geographical focus

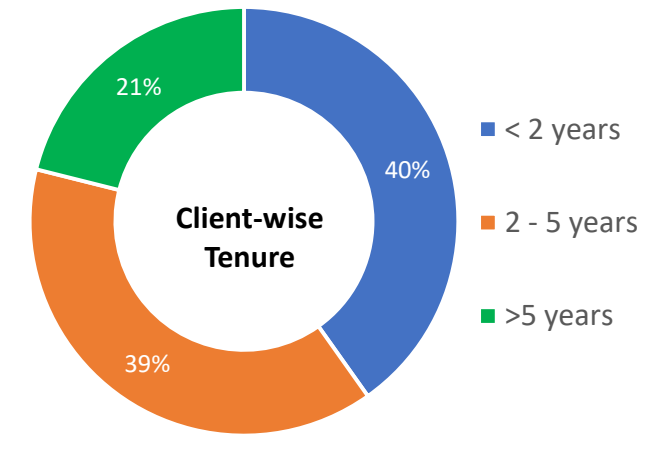
## Client Insights (Gen. Staffing)



Diversified Client Exposure:  
Majority of contract sizes < ₹ 5 cr



No client concentration risk:  
Majority of clients have headcount <500

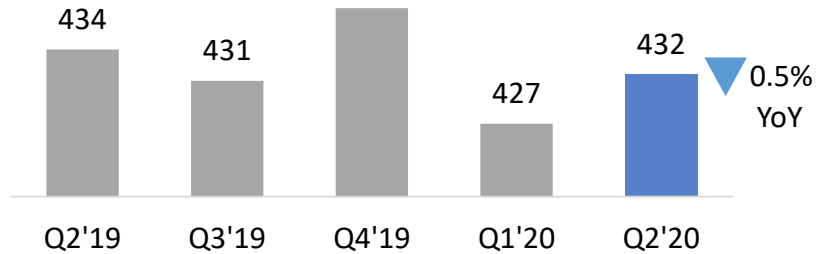


Good client loyalty:  
60% of clients have tenure >2 years

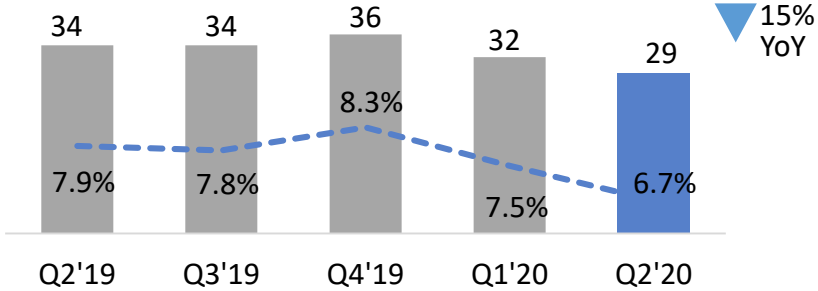
# Operating Asset Management – Performance Snapshot

## Financial Metrics

### Revenue (in ₹ cr)

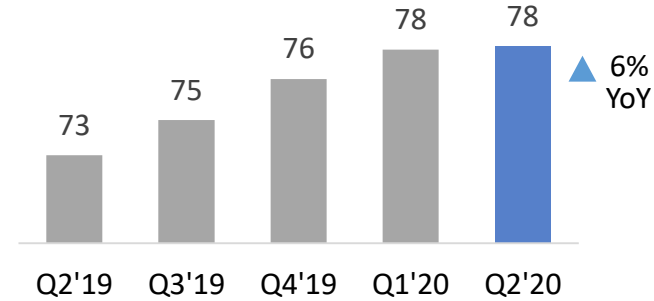


### EBITDA (in ₹ cr) & EBITDA margin (%)

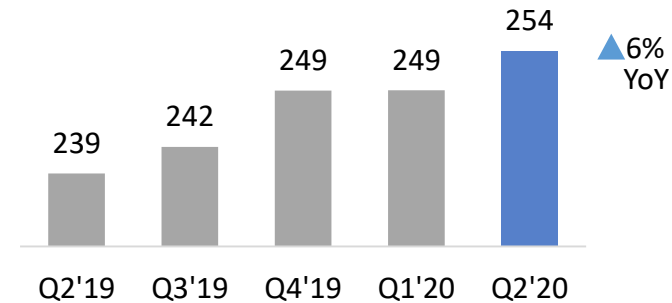


## Operating Metrics

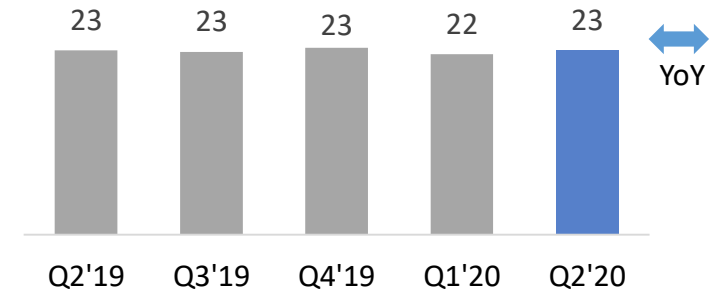
### Associate Headcount ('000s)



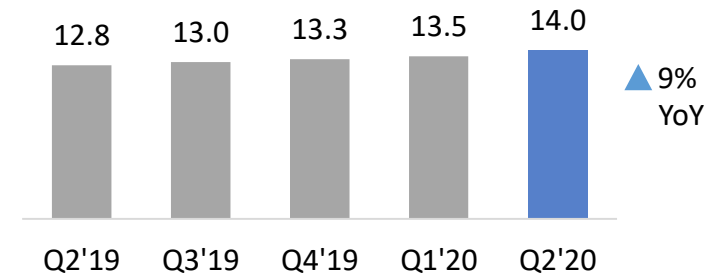
### Sq.Ft under Management (Mn)



### Rev. Realisation / Headcount / Month – IFM ('000)



### Beds Served (in '000)



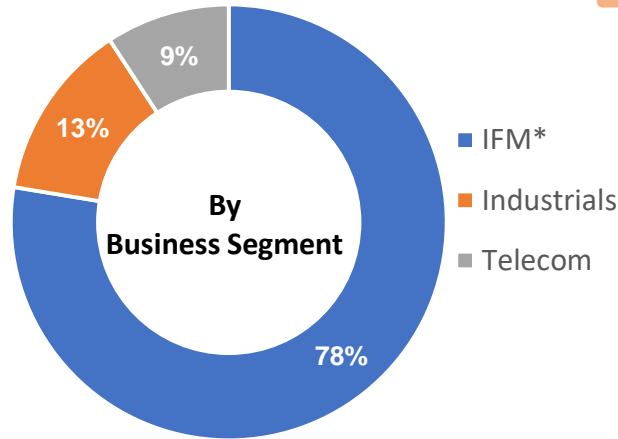
Revenues remained flat YoY at ₹ 432cr (Q2'FY19 had a ₹ 25.0 cr Trimax billing which was nil in Q2 FY20). On a comparable basis, revenues increased by 6% YoY.

Overall growth was driven by IFM business - revenue increased to ₹ 335cr (up 8% YoY).

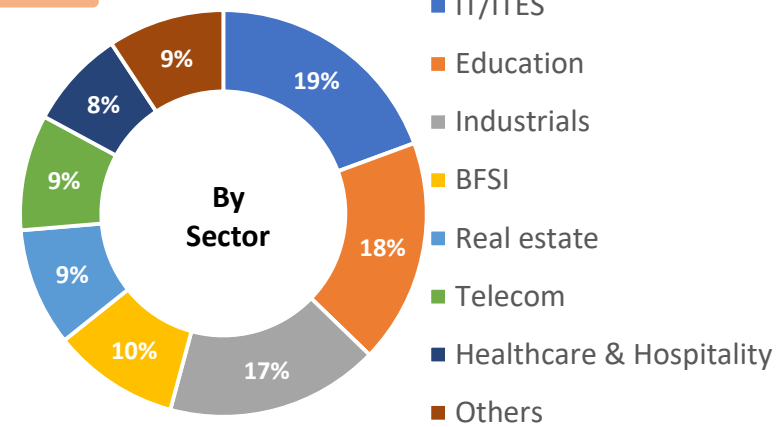
- Higher proportion of SLA : Headcount business (improved to 26:74 vis-à-vis 22:78 YoY).
- Industrials business at ₹ 97 cr has bottomed out and is expected to increase going forward.

EBITDA declined by ~ ₹ 5 cr YoY to ₹ 29 cr, due to one time provision of ₹ 4.5 cr and ₹ 2.7 cr (loss on sale of asset) in the industrial business. EBITDA in IFM business grew by ~30% YoY to ₹ 34 cr

## Revenue Distribution

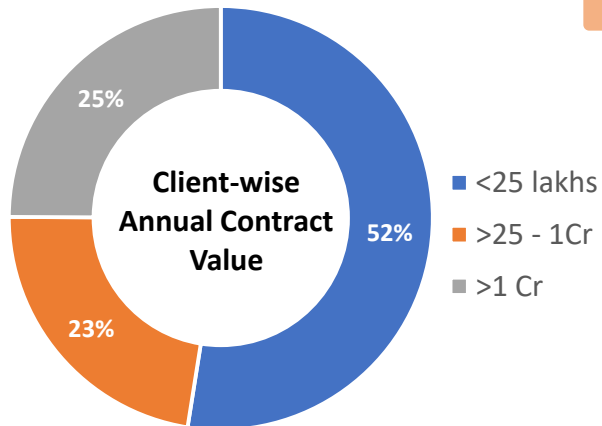


IFM is the largest business segment

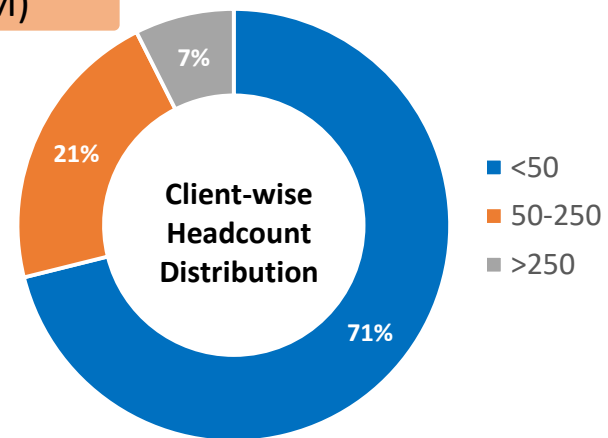


Revenue-base diversified across sectors

## Client Insights (IFM)



Diversified Client Exposure:  
Healthy distribution of contracts across clients.

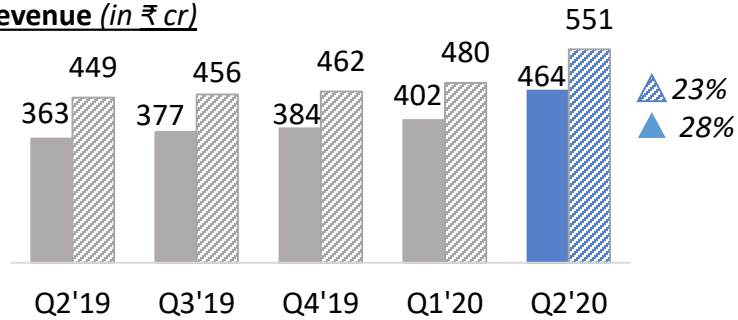


No client concentration risk:  
Majority of clients have headcount <50

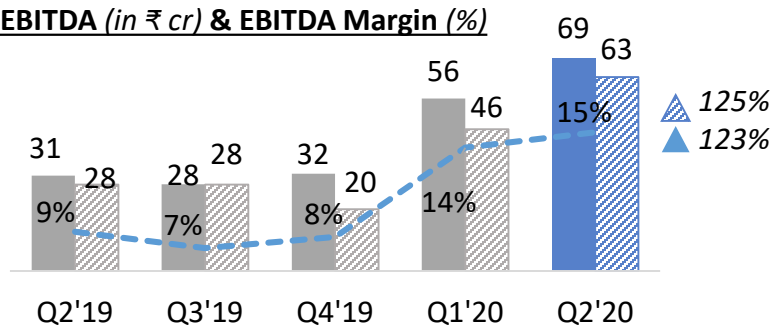
\*IFM – Integrated Facilities Management

## Financial Metrics

### Revenue (in ₹ cr)



### EBITDA (in ₹ cr) & EBITDA Margin (%)

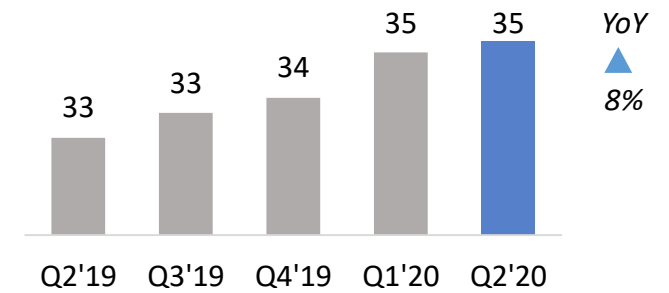


With Emerging Business  
 Without Emerging Business

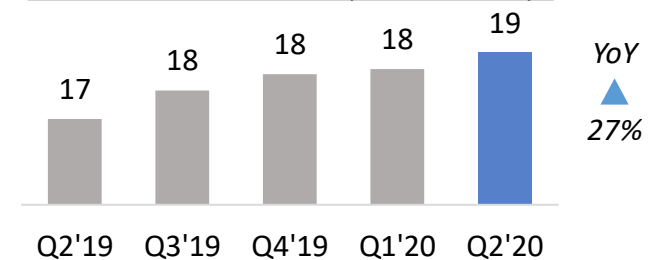
**Monster & DigiCare** are the two **Emerging businesses** in the Tech Services Platform that are currently in Investment mode with growth potential.

## Operating Metrics

### BPM Headcount (ConneQt + Allsec; in '000)\*



### HRO Records Processed (Allsec; in lacs)\*

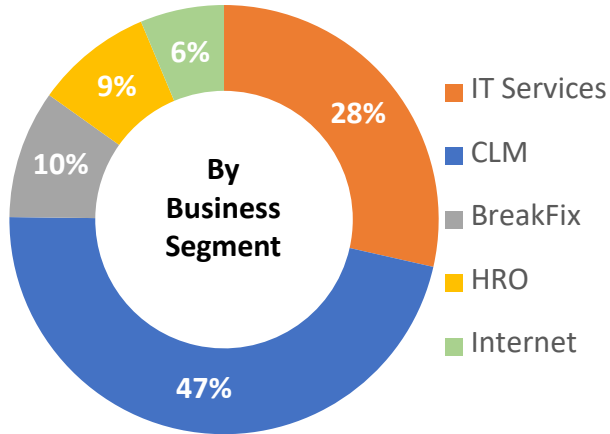


- Revenue** increased 23% YoY driven by Allsec acquisition and 20% YoY increase in ConneQt sales.
  - BPM continued to grow steadily with 8% YoY growth in headcount and 27% YoY growth in no. of HRO records processed \*
  - 13 major logos added across businesses with annual contract value of ₹ 45 cr
  - Excluding emerging businesses, revenue grew by 28% YoY.
- EBITDA** increased 125% YoY to ₹ 69 cr, with EBITDA margins increasing from 9% to 15% on the back of Allsec acquisition, increased efficiencies from higher revenue base and impact of IND AS 116.

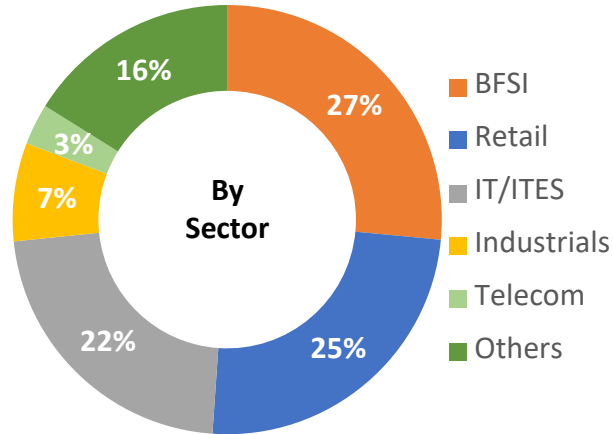
#### Note

\* Allsec was acquired in Q1 FY20. However for comparison purposes it has been added retrospectively in the operating metrics.

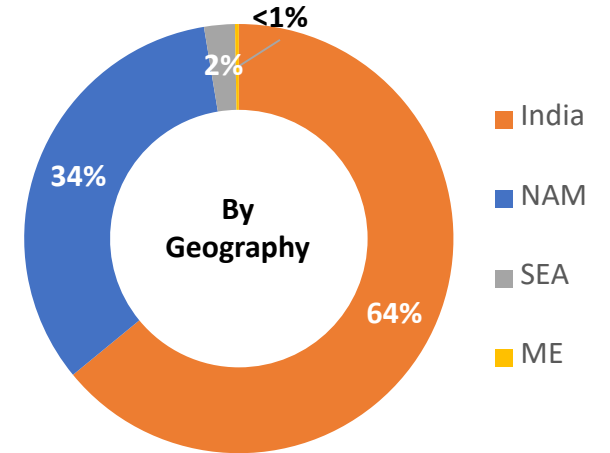
## Diversified Revenue Base



CLM & IT Services constitute majority business.

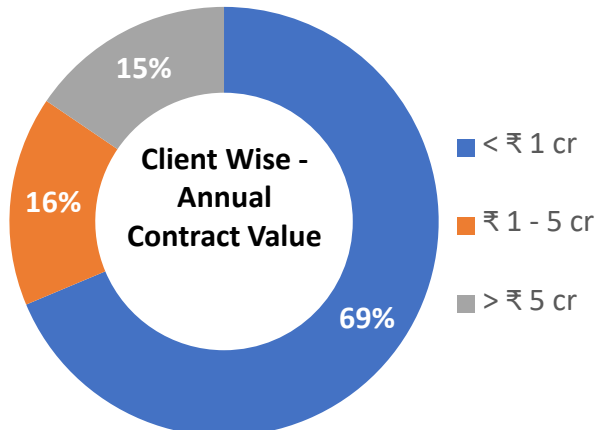


Revenue-base diversified across sectors

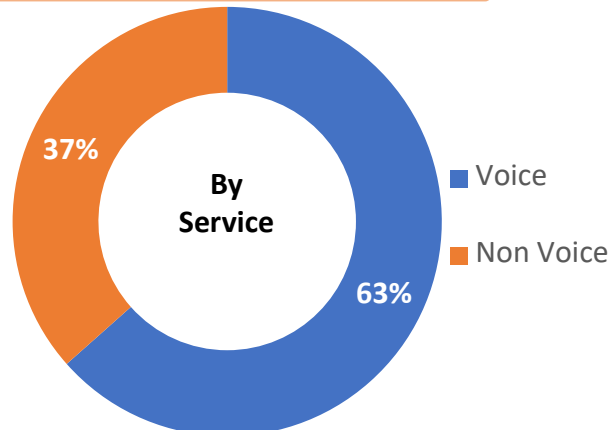


India is the main geographical focus

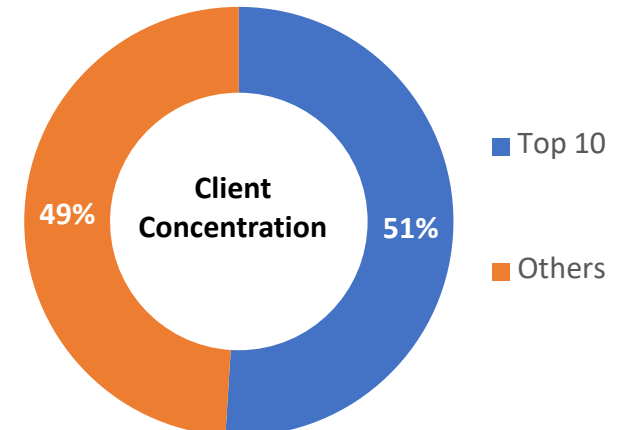
## Client Insights (BPM)



Diversified Client Exposure:  
Majority of contract sizes <1 cr



Healthy mix of Voice and Non-voice operations



Equal contribution by Major & Minor clients

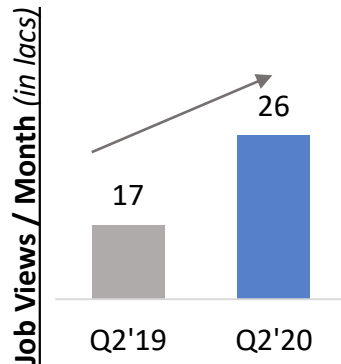
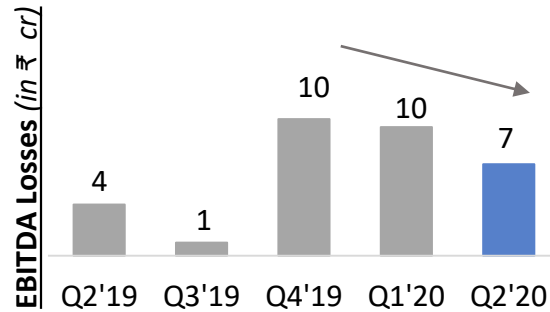


# Emerging Businesses



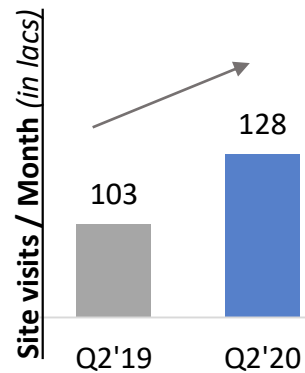
## Reduction in Operating losses & Improvement in Key Operating Metrics

- ₹ 3 cr sequential reduction in EBITDA losses.
- Break Even expected by Q4 2019
- Followed by scale-up of revenues and increase in profitability.



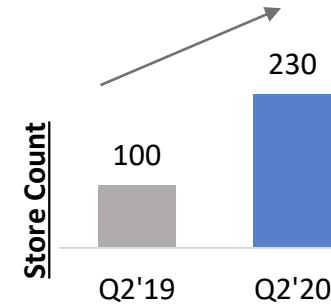
**53% YoY increase in Job views & 24% YoY increase in Site visits .**

Search engine ramp up efforts underway, driven by **AI & ML aided upgradations.**

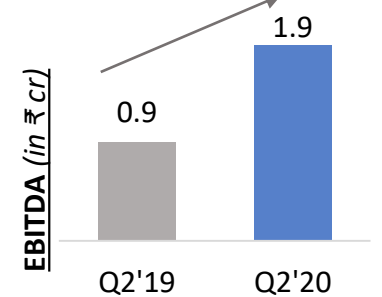


## Expanding Store Network

**Quarterly EBITDA doubled YoY to ₹ 1.9 cr driven by 130% YoY increase in store count.**

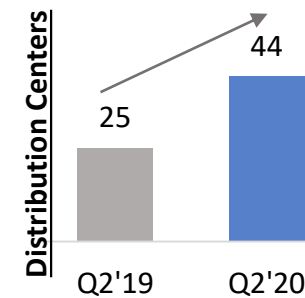


**Accelerated growth** expected as new stores mature and ₹ **12 cr** is infused for further expansion of store network and service offerings

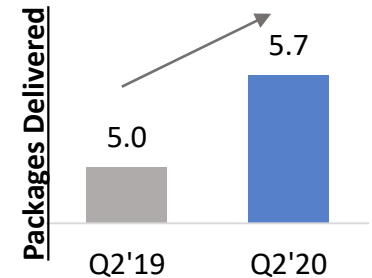


## Growth in Delivery Volumes & Distribution Centers Managed

Increased geographic footprint from 51+ cities in FY19 to **70+ cities** in Q2 FY20.



Surpassed its previous **peak delivery capacity** of 100k packages / day in FY19 to **150k+ in Q2 FY20**



## During the quarter, Quess delivered key wins on multiple fronts

- Strong Revenue Growth (27% YoY)
- Steady Profitability (6.1% EBITDA margin; Increase of 70 bps YoY)
- Significant operating cash flow conversion (49%; increase of 700 bps YoY)
- Successful Resolution of pending dues from Trimax
- Simplification of overall entity structure
- Reduction of debt and inter-company loans
- Investment of ₹ 51cr by Amazon into Quess

# Annexures

# Income Statement (Q2 & H1 FY20)

(in ₹ cr)

Particulars	Quarterly					Half-yearly		
	Q2FY20	Q2FY19	Q1 FY20	YoY	QoQ	H1FY20	H1FY19	YoY
<b>Revenue from operations</b>	<b>2,650</b>	<b>2,092</b>	<b>2,395</b>	<b>27%</b>	<b>11%</b>	<b>5,045</b>	<b>4,060</b>	<b>24%</b>
Less:								
Employee benefit expense	(2,170)	(1,641)	(1,934)	32%	12%	(4,104)	(3,190)	29%
Cost of material	(70)	(84)	(65)	(16%)	9%	(135)	(149)	(9%)
Other expenses	(249)	(255)	(249)	(2%)	-	(497)	(507)	(2%)
<b>Total expenses</b>	<b>(2,489)</b>	<b>(1,980)</b>	<b>(2,247)</b>	<b>26%</b>	<b>11%</b>	<b>(4,736)</b>	<b>(3,846)</b>	<b>23%</b>
<b>EBITDA</b>	<b>161</b>	<b>112</b>	<b>147</b>	<b>44%</b>	<b>10%</b>	<b>309</b>	<b>214</b>	<b>44%</b>
Other income	16	14	17	12%	(5%)	33	30	10%
Interest	(41)	(22)	(34)	89%	19%	(75)	(41)	83%
Depreciation and amortisation	(55)	(20)	(49)	172%	11%	(104)	(41)	154%
<b>Operating EBT</b>	<b>82</b>	<b>85</b>	<b>81</b>	<b>(3%)</b>	<b>(2%)</b>	<b>162</b>	<b>162</b>	<b>-</b>
Intangible amortisation	(11)	(9)	(9)	18%	21%	(19)	(18)	7%
NCI Put Option Liability	(5)	(7)	(5)	(21%)	1%	(10)	(13)	(21%)
Share of Profit from Associates (net of income tax)	(4)	3	0			(4)	5	
<b>Earnings before tax</b>	<b>62</b>	<b>72</b>	<b>67</b>	<b>(16%)</b>	<b>(9%)</b>	<b>129</b>	<b>136</b>	<b>(5%)</b>
Tax	3	(10)	(11)			(8)	(20)	(61%)
<b>Profit after tax</b>	<b>65</b>	<b>62</b>	<b>56</b>	<b>5%</b>	<b>16%</b>	<b>121</b>	<b>116</b>	<b>5%</b>
EBITDA margin	6.09%	5.36%	6.15%	73bps	(6bps)	6.12%	5.28%	84bps
PAT margin	2.45%	2.95%	2.35%	(49bps)	10bps	2.40%	2.86%	(45bps)
Basic EPS	4.15	4.25	3.69	(2%)	12%	7.84	8.01	(2%)
Diluted EPS	4.13	4.22	3.67	(2%)	12%	7.80	7.97	(2%)

(in ₹ cr)

Particulars	30-Sep-19	31-Mar-19	Var %
<b>Non-current assets</b>			
Fixed assets	539	236	130%
Intangibles	1,583	1,435	10%
Investments	86	90	(7%)
Other non-current assets	987	846	17%
<b>Current assets</b>			
Trade receivables	941	913	3%
Cash and cash equivalents	636	624	2%
Unbilled revenue	829	703	18%
Loans & other current assets	196	165	19%
<b>Total assets</b>	<b>5,795</b>	<b>5,012</b>	<b>16%</b>
<b>Equity</b>			
Share capital	147	146	1%
Other equity	2,712	2,580	5%
Non controlling interest	74	3	2,292%
<b>Debt</b>			
Long term debt	296	209	41%
Short term debt	623	575	2%
<b>Other liabilities</b>			
Trade & other payables	143	173	(17%)
Other Financial Liabilities	998	957	4%
Other provisions & tax liabilities	803	368	118%
<b>Total equities and liabilities</b>	<b>5,795</b>	<b>5,012</b>	<b>16%</b>

(in ₹ cr)

Particulars	Quarter	Quarter	Quarter	Quarter	Quarter	Full year
	Sep 2019	Jun 2019	Mar 2019	Dec 2018	Sep 2018	Mar 2019
<b>Workforce Management Platform</b>						
Revenue	1,667	1,487	1,394	1,285	1,208	5,035
EBITDA	90	89	95	77	69	309
<i>EBITDA %</i>	5.4%	6.0%	6.8%	6.0%	5.7%	6.1%

<b>Operating Asset Management Platform</b>						
Revenue	432	427	438	431	434	1,702
EBITDA	29	32	36	34	34	134
<i>EBITDA %</i>	6.7%	7.5%	8.3%	7.8%	7.9%	7.9%

<b>Tech Services Platform</b>						
Revenue	551	480	462	456	449	1,790
EBITDA	63	46	20	28	28	98
<i>EBITDA %</i>	11.5%	9.6%	4.3%	6.2%	6.1%	5.5%



# Segment Reporting : Based on old Segments

Particulars	(in ₹ cr)					
	Quarter Sep 2019	Quarter Jun 2019	Quarter Mar 2019	Quarter Dec 2018	Quarter Sep 2018	Full year Mar 2019
<b>People Services</b>						
Revenue	1,359	1,193	1,107	991	913	3,880
EBITDA	75	74	61	52	47	204
EBITDA %	5.6%	6.2%	5.5%	5.2%	5.1%	5.2%
<b>Technology Solutions</b>						
Revenue	826	739	711	714	707	2,796
EBITDA	84	70	66	56	53	222
EBITDA %	10.2%	9.5%	9.2%	7.8%	7.5%	7.9%
<b>Facilities Management</b>						
Revenue	335	322	328	312	311	1,230
EBITDA	34	33	31	27	26	106
EBITDA %	10.2%	10.1%	9.4%	8.5%	8.5%	8.6%
<b>Industrials</b>						
Revenue	97	105	110	119	123	472
EBITDA	(5)	(1)	5	7	8	28
EBITDA %	-5.3%	-0.8%	4.8%	6.1%	6.6%	6.0%
<b>Internet Business</b>						
Revenue	33	36	39	36	37	149
EBITDA	(6)	(9)	(12)	(2)	(3)	(19)
EBITDA %	-17.0%	-24.3%	-30.5%	-5.1%	-8.1%	-12.5%

THANK YOU