

28<sup>th</sup> October 2024

To:

**National Stock Exchange of  
India Limited (Scrip Code: FSL)**  
Exchange Plaza,  
Plot no. C/1, G Block,  
Bandra-Kurla Complex  
Bandra (East),  
Mumbai - 400 051

**BSE Limited (Scrip Code:  
532809)**  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai - 400 001

Dear Madam/ Sir,

**Sub: Earnings Presentation**

We are enclosing herewith a copy of the Earnings presentation regarding conference call to be held on Monday, 28<sup>th</sup> October 2024 at 4.00 PM IST with the analysts and investors, on the financial results of the Company for the quarter and half year ended 30<sup>th</sup> September 2024.

This is for your information and record.

Thanking you,

For **Firstsource Solutions Limited**

POOJA SURESH Digitally signed by  
POOJA SURESH  
NAMBIAR NAMBIAR

**Pooja Nambiar**  
**Company Secretary**

**Encl.: A/a**

**Firstsource Solutions Ltd.**

5<sup>th</sup> Floor, Paradigm 'B' Wing, Mindspace, Link Road, Malad (West), Mumbai - 400 064 India.  
Tel: +91 (22) 6666 0888 | Fax: +91 (22) 6666 08887 | Web: [www.firstsource.com](http://www.firstsource.com)

(CIN: L64202MH2001PLC134147)

# EARNINGS PRESENTATION

## Q2FY25



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 BPS market including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, time and cost overruns on client contracts, client concentration, our ability to manage ramp-ups and growth, our ability to manage our international operations, reduced demand in our key focus verticals, disruptions in telecom infrastructure and technology, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, performance of our subsidiaries, withdrawal of government fiscal incentives, political instability, legal restrictions on raising capital and acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry. Firstsource may, from time to time, make additional written and oral forward-looking statements, including 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.

Established in **2001**  
Public listing in 2007



## Specialized BPS partner

Hyper-focused, domain-centric teams with cutting-edge tech, data, and analytics

**200+ global clients<sup>#</sup> including**  
19 Fortune 500 companies and 3 FTSE 100 companies



## 32,898\* Firstsourcers

Across US, UK, India, Philippines, South Africa, Australia, Mexico, Romania, Trinidad & Turkey

**Part of RP-Sanjiv Goenka Group**  
Since 2012



## Leaders in chosen segments

Banking & Financial Services, Healthcare, Communications, Media & Technology and Diversified Industries

**Deep partnerships with clients**  
Average tenure of top 5 clients is over 20 years



Revenues of **INR 63.4 Billion**  
(US\$765 Million) in FY2024

<sup>#</sup>For clients with trailing 12-months revenue over US\$0.25mn  
<sup>\*</sup>As on 30<sup>th</sup> September 2024

# Part of RP-Sanjiv Goenka Group

Group turnover of  
~US\$4.4 Bn\*

EBITDA of  
~US\$855 Mn\*



Asset base of  
>US\$7.3 Bn\*

Over  
1.1 Million Shareholders

One of India's **new-age and fastest growing**  
Conglomerates

Strong workforce of **50,000+** employees, belonging  
to different nationalities

Presence in **50+** countries

**100+** offices worldwide



Committed to powering millions of Indian homes and businesses with reliable electricity through its **generation and distribution services**



A global player and a national leader with portfolio of **Carbon Black & Specialty Chemicals**



Domain driven BPM services company leveraging a **'Digital First, Digital Now'** approach to solve key customer problems for 200+ global clients



Diversified and innovative media company, with music catalogue that spans the gamut from the **first recorded Indian songs to the latest hits** and a strong video play, spread across making Films, TV serials, OTT series and short video content catering to the youth



Nature's Basket is India's **finest gourmet retailer** with international food products  
Spencer is an experience led **multi-format retailer** with varied assortments



Too Yumm is a **rapidly growing snack brand**, captivating consumers with its **flavorful and better-for-you snacking**  
Playing in the **Personal care** category with brands like Naturali and Within Beauty



Inspiring communities, unite fans, set new benchmarks, foster championship culture, contribute to the **development & growth of sports culture globally**



Step into a world of unparalleled luxury. Quest, the first of its kind in Eastern India, curates **premium experiences that elevate your lifestyle**



India's **largest** producer of rubber & South India's second largest cultivator of tea



**Global media organization** dedicated to helping its readers succeed big in business through best-in-class storytelling

\* All figures as on FY24



## Banking & Financial Services

- Asset Finance
- Credit Cards
- Mortgages
- Retail & SME Banking
- FinTech



## Healthcare

- Hospital Providers
- Physician Groups
- Health Plans
- Healthcare Services
- Medical Devices



## Communications Media & Technology

- Streaming Services, Cable TV
- Broadband & Telephony
- Consumer Tech
- Ed Tech
- E-Commerce



## Diversified Industries

- Utilities
- Government Entities
- Retail and e-commerce

4 of Top 15

Mortgage Servicers in the US

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5 of Top 15

Mortgage Lenders in the US

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6 of Top 10

Credit card issuers in the US

---

3 of Top 6

Retail Banks in the UK

---

1,000+

Hospitals in the US

---

11 of Top 15

Health insurance/managed care providers in the US

---

1 of Top 2

Broadcasting and media companies in the UK

---

2 of Top 5

Telecom and broadcasting companies in the US

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3 of Top 5

Consumer-tech companies in the US

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2 of Top 4

Utility companies in the UK

# Our Leadership Team



Ritesh Idnani  
—  
MD & CEO



Dinesh Jain  
—  
Chief Financial Officer



Sohit Brahmarwar  
—  
Chief Operating Officer



Aftab Javed  
—  
Chief Human Resources  
Officer



Aniket Maindarkar  
—  
Chief Marketing Officer



Hasit Trivedi  
—  
Chief Digital & AI Officer



Vivek Sharma  
—  
Head – CMT, BFS  
and Emerging Geos



Venkatgiri Vandali  
—  
Head – Healthcare &  
Lifesciences



Rajiv Malhotra  
—  
Head – Europe, Middle  
East & Africa



Arjun Mitra  
—  
Head – Collections



Ashish Chawla  
—  
Head – CX and Consulting



Sundara Sukavanam  
—  
Head – Enterprise  
Transformation Office



## Performance Highlights | Q2FY25





## REVENUE

**₹ 19,254 Million**  
**(US\$ 230 Million)**

YoY growth of 25.0%  
YoY constant currency growth of 22.7%  
QoQ constant currency growth of 6.9%



## EBIT

**₹ 2,081 Million**  
**(Margin 10.8%\*)**

YoY growth of 27.3%  
YoY margin expansion of 20bps  
QoQ margin contraction of 20bps  
(including one-time charges)



## PROFIT AFTER TAX

**₹ 1,382 Million**  
**(Margin 7.2%)**

YoY growth of 9.3%  
YoY margin contraction of 100bps  
QoQ margin contraction of 40bps



## EARNINGS PER SHARE (Diluted)

**₹ 1.96**  
**per share**

Q1FY25 at ₹ 1.92 per share  
Q2FY24 at ₹ 1.80 per share

\* Q2FY24 EBIT margin is 11.1% normalized for one-time charges



## REVENUE

**₹ 37,165 Million**  
**(US\$ 445 Million)**

YoY growth of 21.1%  
YoY constant currency growth of 18.7%



## EBIT

**₹ 4,051 Million**  
**(Margin 10.9%\*)**

YoY growth of 18.3%  
YoY margin contraction of 30bps  
(including one-time charges)



## PROFIT AFTER TAX

**₹ 2,735 Million**  
**(Margin 7.4%)**

YoY growth of 8.3%  
YoY margin contraction of 80bps



## EARNINGS PER SHARE (Diluted)

**₹ 3.88**  
**per share**

H1FY24 at ₹ 3.60 per share  
TTM at ₹ 7.62 per share

\* H1FY25 EBIT margin is 11.0% normalized for one-time charges

- Won a large deal from a **leading telecom player in Australia & New Zealand**. This is a new logo for us and the first major win for our newly established ANZ operations
- Strengthened relationship with **one of the top 5 mortgage companies in the US** with a 5-year deal to support their enterprise-wide transformation initiative
- Expanded relationship as a strategic partner with **a large cooperative financial institution in the UK** for retail banking operations and customer interaction services
- Won additional business from **one of the top 5 healthcare insurance companies in the US** for claims processing services
- Secured additional business from **a leading not-for-profit healthcare provider in the US** for RCM services
- Won deal from a **leading online marketplace**, a new logo for us, for customer experience services
- Added a **leading fintech player in the US** as our client for first-party collection services

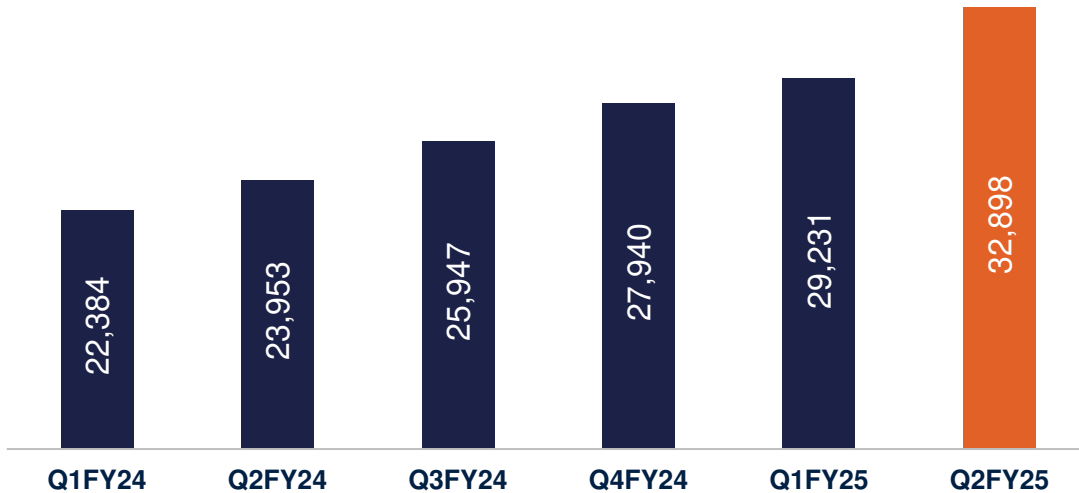
# Employee Base | Q2FY25

- Total headcount of **32,898** employees
- QoQ net headcount addition of **3,667**
- TTM employee attrition at **30.9%\***
- **46.3%** of employees are women

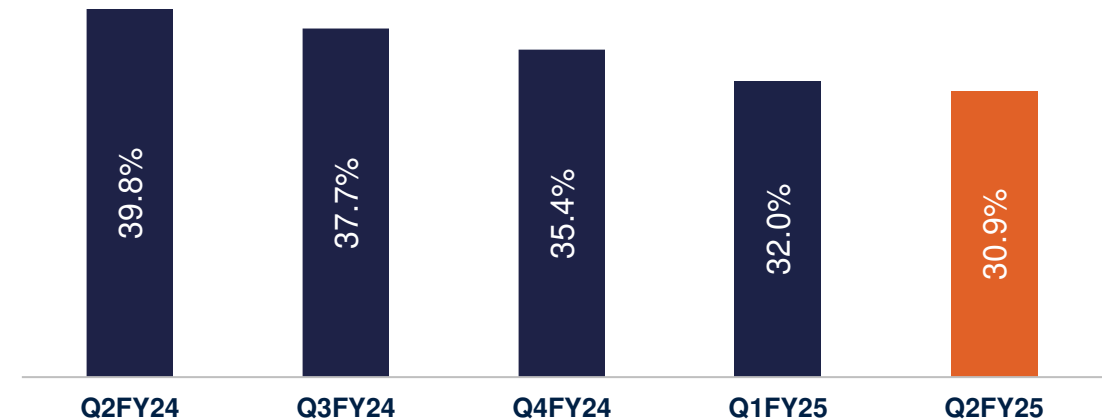
Firstsource is now  
Great Place To Work® Certified™ in  
India, the Philippines, the UK, and the USA



Total headcount



Attrition\*



\*For employees in employment for more than 180 days and excludes Ascensos



PEAK Matrix® Assessment 2023  
Lending Services Operations

Firstsource among **nine lending services provider ranked as a ‘Leader’** and among 30 service providers assessed

Firstsource's strong presence in **established and emerging markets** gives it a significant competitive advantage

It **scored high across parameters** for its comprehensive services, strategic investments in AI-driven solutions and diverse set of clients across the lending value chain



[Read report](#)

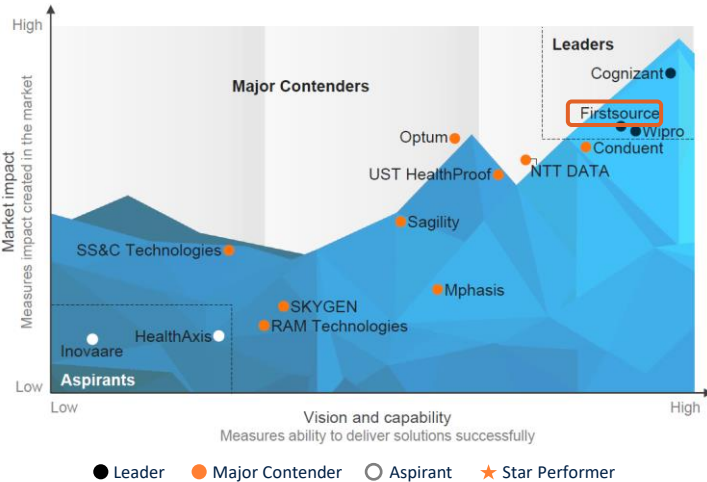


PEAK Matrix® Assessment 2023  
Healthcare Payer BPaaS Solutions

Firstsource among **three payer BPaaS solutions ranked as a ‘Leader’** and among 14 service providers assessed

Highlights strong partnership ecosystem across integrators, analytics, cloud, and automation providers along with its modular go-to-market strategy

Acknowledged for strong client relationships and investments in digital tools, AI and process mining solutions



[Read report](#)



PEAK Matrix® Assessment 2023  
Revenue Cycle Management (RCM) Operations

Firstsource ranked as a **‘Major Contender’** and among 29 RCM operations providers assessed

It also featured as a **‘Star Performer’** for its top-quartile performance improvement versus 2023 on the PEAK Matrix Assessment

Partnership-driven approach, cost-effectiveness, quality of work and domain expertise were cited as **Firstsource’s key strengths** by its clients



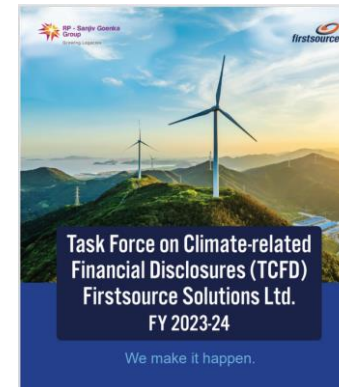
[Read report](#)



FY24 ESG Report showcases our commitment to transform our **ESG vision into impactful actions and outcomes**

[Read report](#)

**TCFD** TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES



Published **Our 1<sup>st</sup> Task Force on Climate-related Financial Disclosures** report for FY24

[Read report](#)

**bsi.**



Our **GHG Inventory** for FY24 has been externally assured by BSI as **“Satisfactory”**

**19.5-20.5%**  
constant currency  
revenue growth  
(Earlier: 11.5-13.5%)



**11-11.5%**  
EBIT margin  
(Earlier: 11-12%)



# Factsheet

# Cons. IndAS financials | Profit & Loss Statement

In ₹ million	Q1FY24	Q2FY24	Q3FY24	Q4FY24	FY24	Q1FY25	Q2FY25	QoQ	YoY
Income from services	15,267	15,417	15,948	16,693	63,325	17,839	19,326	8.3%	25.4%
Other operating income	25	(17)	18	12	37	72	(72)	-	-
<b>Revenue from operations</b>	<b>15,292</b>	<b>15,400</b>	<b>15,966</b>	<b>16,705</b>	<b>63,362</b>	<b>17,911</b>	<b>19,254</b>	<b>7.5%</b>	<b>25.0%</b>
<b>Revenue from operations (USD Mn)</b>	<b>\$ 186</b>	<b>\$ 186</b>	<b>\$ 192</b>	<b>\$ 201</b>	<b>\$ 765</b>	<b>\$ 215</b>	<b>\$230</b>	<b>7.1%</b>	<b>23.4%</b>
<i>QoQ Growth % - constant currency</i>	<i>(3.0%)</i>	<i>(0.1%)</i>	<i>3.4%</i>	<i>4.2%</i>	-	<i>6.5%</i>	<i>6.9%</i>	-	-
<i>YoY Growth % - constant currency</i>	<i>(1.6%)</i>	<i>(1.9%)</i>	<i>2.8%</i>	<i>4.5%</i>	<i>1.1%</i>	<i>14.8%</i>	<i>22.7%</i>	-	-
Manpower expenses	9,239	9,402	9,895	10,558	39,093	11,268	12,104	7.4%	28.7%
Operating expenses	3,652	3,710*	3,700	3,643	14,705	3,944	4,277*	8.4%	15.3%
<b>EBITDA</b>	<b>2,402</b>	<b>2,288</b>	<b>2,371</b>	<b>2,503</b>	<b>9,564</b>	<b>2,699</b>	<b>2,873</b>	<b>6.4%</b>	<b>25.6%</b>
<b>EBITDA margin</b>	<b>15.7%</b>	<b>14.9%</b>	<b>14.9%</b>	<b>15.0%</b>	<b>15.1%</b>	<b>15.1%</b>	<b>14.9%</b>	<b>-20bp</b>	-
Depreciation & amortization	613	654	663	673	2,602	729	792	8.7%	21.1%
<b>EBIT</b>	<b>1,789</b>	<b>1,634*</b>	<b>1,709</b>	<b>1,830</b>	<b>6,962</b>	<b>1,970</b>	<b>2,081*</b>	<b>5.6%</b>	<b>27.3%</b>
<b>EBIT margin</b>	<b>11.7%</b>	<b>10.6%</b>	<b>10.7%</b>	<b>11.0%</b>	<b>11.0%</b>	<b>11.0%</b>	<b>10.8%</b>	<b>-20bp</b>	<b>20bp</b>
Other income / (expense)	6	153 <sup>#</sup>	134 <sup>#</sup>	3	296	(11)	(40)	-	-
Interest expense, net	(243)	(244)	(235)	(240)	(962)	(287)	(330)	15.2%	35.5%
Profit before taxes	1,553	1,543	1,608	1,593	6,296	1,673	1,710	2.3%	10.8%
Taxes and minority interest	293	278	321	258	1,150	320	328	2.5%	18.1%
<b>Profit after tax</b>	<b>1,260</b>	<b>1,265</b>	<b>1,287</b>	<b>1,335</b>	<b>5,147</b>	<b>1,353</b>	<b>1,382</b>	<b>2.2%</b>	<b>9.3%</b>
<i>Net margin</i>	<i>8.2%</i>	<i>8.2%</i>	<i>8.1%</i>	<i>8.0%</i>	<i>8.1%</i>	<i>7.6%</i>	<i>7.2%</i>	<i>-40bp</i>	<i>-100bp</i>
Diluted EPS (₹/share)	1.80	1.80	1.84	1.90	7.34	1.92	1.96	2.1%	8.9%

<sup>#</sup>including other income on account of changes in the fair value of the liabilities for purchase of non-controlling interest and contingent considerations

\*include one-time charges

# Cons. IndAS financials | Balance Sheet

In ₹ million	As on 31-Mar-24	As on 30-Sep-24
<b>Assets</b>		
<b>Non-current assets</b>		
Fixed assets	2,461	4,646
Right-of-use assets	6,355	7,057
Goodwill on consolidation	29,885	36,136
Investment in associates	0	0
Financial assets		
Investments	115	115
Other financial assets	825	847
Deferred tax assets	2,921	2,852
Income tax assets (net)	809	821
Other non-current assets	2,086	2,214
<b>Total non-current assets</b>	<b>45,457</b>	<b>54,687</b>
<b>Current assets</b>		
Financial assets		
Current investments	300	235
Trade receivables	11,608	14,702
Cash and cash equivalents	1,748	2,024
Other balances with bank	137	135
Other financial assets	94	83
Other current assets	1,486	2,121
<b>Total current assets</b>	<b>15,374</b>	<b>19,300</b>
<b>Total assets</b>	<b>60,830</b>	<b>73,987</b>

In ₹ million	As on 31-Mar-24	As on 30-Sep-24
<b>Equity and liabilities</b>		
<b>Shareholder's Funds</b>		
Equity share capital	6,970	6,970
Reserve and surplus	30,034	32,015
Non-controlling interest	4	4
<b>Total Equity</b>	<b>37,008</b>	<b>38,989</b>
<b>Non-current liabilities</b>		
Financial liabilities		
Long-term borrowings	42	3,404
Lease liabilities	5,714	6,312
Other financial liabilities	0	1,713
Provisions	188	255
Deferred tax liabilities	1,470	1,524
<b>Total non-current liabilities</b>	<b>7,414</b>	<b>13,207</b>
<b>Current liabilities</b>		
Financial Liabilities		
Short-term and other borrowings	8,081	10,907
Trade payables	3,056	3,395
Lease liabilities	1,496	1,896
Other financial liabilities	2,047	3,559
Other current liabilities	1,057	1,282
Provisions	467	614
Provision for tax (net)	205	137
<b>Total current liabilities</b>	<b>16,409</b>	<b>21,790</b>
<b>Total liabilities</b>	<b>60,830</b>	<b>73,987</b>

# Cons. IndAS financials | Cash Flow Statement

In ₹ million	6 Month ended Sep 30, 2023	6 Month ended Sep 30, 2024
<b>Cash flow from operating activities</b>		
Net profit before taxation and non controlling interest	3,096	3,383
Depreciation and amortization	1,266	1,520
Finance costs (for borrowing & lease liabilities)	514	659
Adjustment: Non-cash expense / (other income)	(264)	469
Add: Working capital changes	(2,759)	(3,220)
Less: Income taxes paid	(296)	(601)
<b>Net cash generated from / (used in) operating activities (A)</b>	<b>1,558</b>	<b>2,211</b>
<b>Cash flow from investing activities</b>		
Capital expenditure, net	(296)	(1,413)
Interest income received	1	5
(Increase)/decrease in current investments	(687)	190
Acquisition of business	0	(5,018)
Earmarked balances with banks	7	4
<b>Net cash generated from / (used in) investing activities (B)</b>	<b>(975)</b>	<b>(6,232)</b>
<b>Cash Flow from financing activities</b>		
Net change in borrowings	555	6,188
Net interest paid	(571)	(764)
Payment of lease liabilities	(668)	(755)
Purchase of treasury shares, net	25	(152)
Purchase of non controlling interest in subsidiary	(583)	(225)
<b>Net cash generated from / (used in) financing activities (C)</b>	<b>(1,242)</b>	<b>4,292</b>
<b>Net increase/ (decrease) in cash and cash equivalents (A+B+C)</b>	<b>(659)</b>	<b>271</b>
Cash and cash equivalents at the beginning of the period	1,515	1,748
Foreign exchange (loss) / gain on translating cash and cash equivalents	6	5
<b>Closing cash and cash equivalents</b>	<b>862</b>	<b>2,024</b>
Current investments	1,276	235
Short term fixed deposits	33	36
<b>Cash and cash equivalents including investments</b>	<b>2,171</b>	<b>2,294</b>

# Operating Metrics | Q2FY25



		Q2FY23	Q3FY23	Q4FY23	Q1FY24	Q2FY24	Q3FY24	Q4FY24	Q1FY25	Q2FY25
Revenue by Vertical	Banking & Financial Services	43.4%	41.8%	40.3%	40.8%	40.8%	38.3%	37.3%	36.4%	34.4%
	Healthcare	34.5%	34.2%	33.2%	32.6%	32.7%	33.5%	32.9%	35.7%	36.3%
	Communications, Media & Tech	20.2%	21.6%	22.3%	21.8%	21.2%	22.5%	23.6%	22.3%	21.3%
	Diverse Industries	1.9%	2.4%	4.2%	4.8%	5.3%	5.7%	6.2%	5.6%	8.0%
Revenue by Geography	North America	67.2%	64.9%	63.3%	63.5%	65.1%	65.4%	65.0%	68.2%	68.5%
	Europe, Middle East, and Africa	31.3%	34.1%	36.3%	36.4%	34.8%	34.5%	34.9%	31.8%	31.4%
	Rest of World	1.5%	1.0%	0.4%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%
Revenue by Delivery	Offshore & Nearshore	25.9%	25.1%	24.6%	25.6%	26.7%	30.3%	31.4%	35.0%	35.8%
	Onshore	74.1%	74.9%	75.4%	74.4%	73.3%	69.7%	68.6%	65.0%	64.2%
New Logos <sup>#</sup>	New logos added (during the quarter)	25	12	9	10	12	10	8	10	13
Client Concentration	Top 5 clients (share of total revenues)	36.6%	38.5%	37.4%	37.2%	35.0%	35.8%	36.7%	34.6%	32.5%
	Top 10 clients (share of total revenues)	50.6%	53.6%	53.6%	52.7%	51.3%	52.0%	52.6%	51.5%	48.6%
Client Distribution <sup>#</sup>	US\$ 1m+ clients (nos.)	99	100	99	98	101	104	103	100	105
	US\$ 5m+ clients (nos.)	29	29	28	24	24	25	25	25	26
	US\$ 10m+ clients (nos.)	17	15	11	14	13	13	13	13	13
	US\$ 20m+ clients (nos.)	9	7	7	9	8	8	8	9	11
	US\$ 50m+ clients (nos.)	1	1	2	2	2	2	2	2	2
Revenue by Currency	USD	65.4%	63.3%	62.2%	63.2%	65.0%	64.9%	64.8%	67.9%	68.2%
	GBP	32.6%	35.5%	37.0%	36.3%	34.3%	34.4%	34.4%	31.4%	30.9%
	Others	2.1%	1.1%	0.9%	0.5%	0.7%	0.7%	0.8%	0.7%	0.9%
Employee Metrics	Total employees (period-end)	23,932	23,627	23,018	22,384	23,953	25,947	27,940	29,231	32,898
	Net addition	(1,302)	(305)	(609)	(634)	1,569	1,994	1,993	1,291	3,667
	Attrition* (TTM)	48.1%	45.5%	43.3%	41.7%	39.8%	37.7%	35.4%	32.0%	30.9%

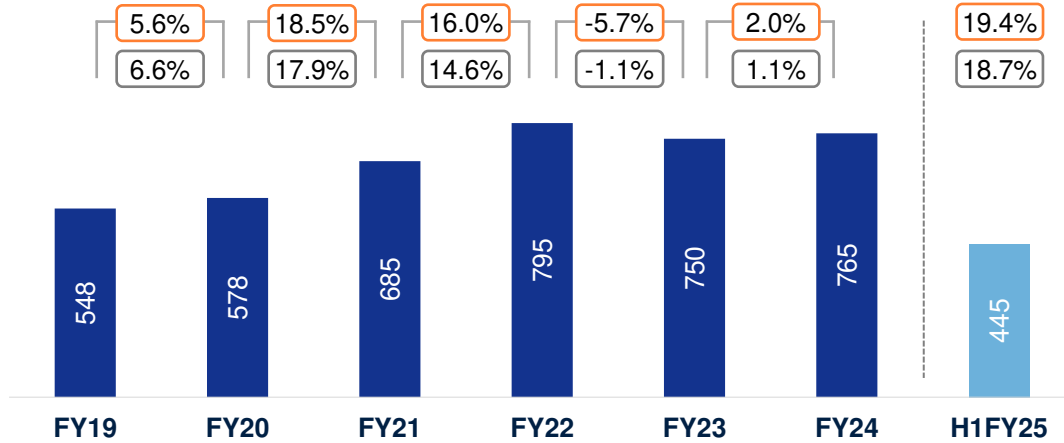
\* For employees in employment for more than 180 days and excludes Ascensos | # Excludes Ascensos

# Annexure

# Financial performance snapshot | H1FY25

## Revenue

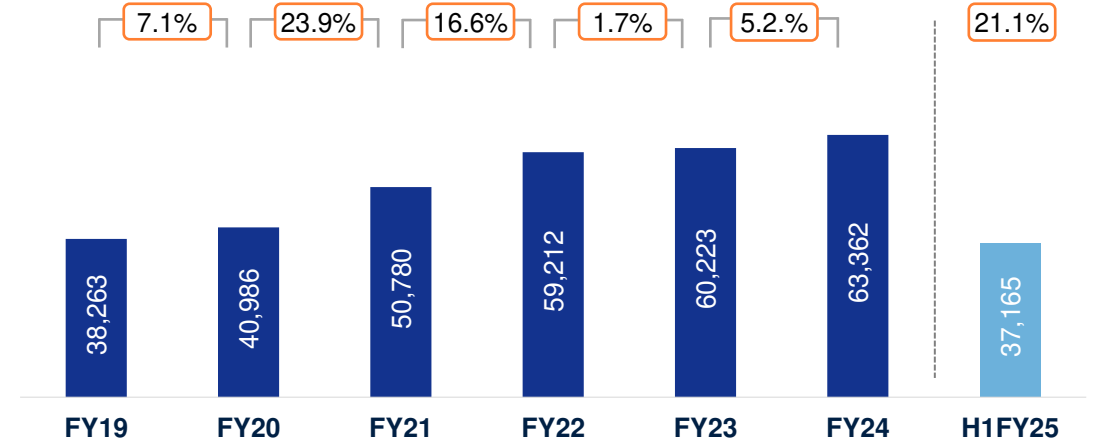
(in \$ million)



□ YoY constant currency revenue growth □ YoY US\$ revenue growth

## Revenue

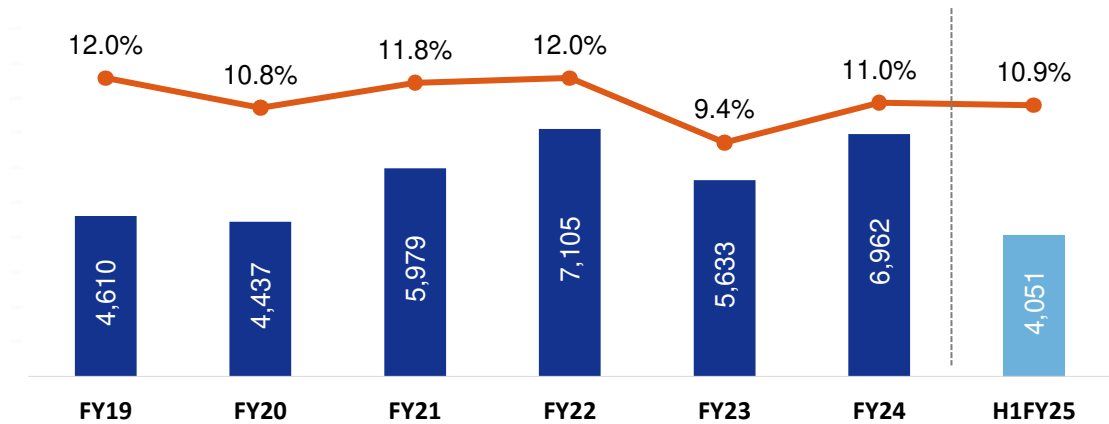
(in ₹ million)



□ YoY INR revenue growth

## EBIT and Margin (%)

(in ₹ million)

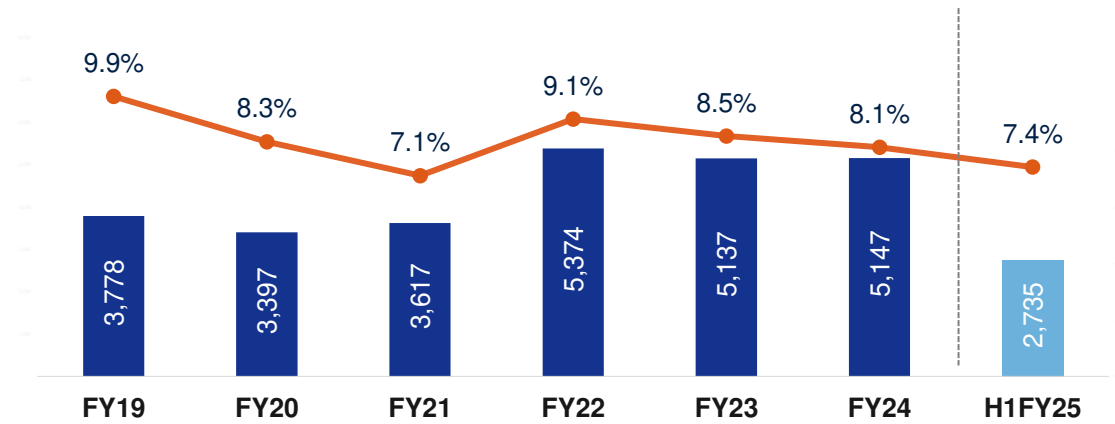


■ EBIT — EBIT Margin (%)

Note: FY24 EBIT margin was 11.1%, adjusted for one-time charges related to leadership changes in Q2FY24

## PAT and Margin (%)

(in ₹ million)



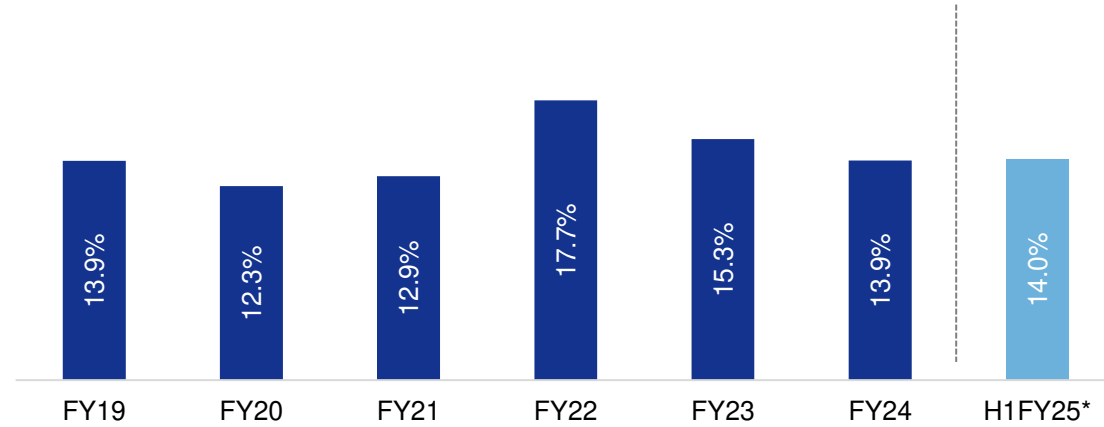
■ PAT — PAT Margin (%)

Note: FY21 PAT was ₹ 4,499m excluding exceptional items

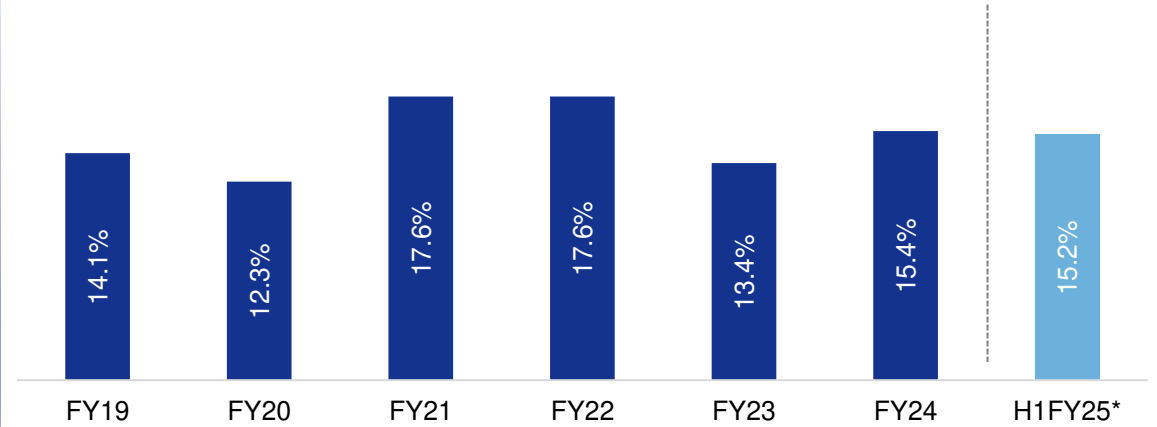


# Key performance indicators | H1FY25

## Return on Equity (%)

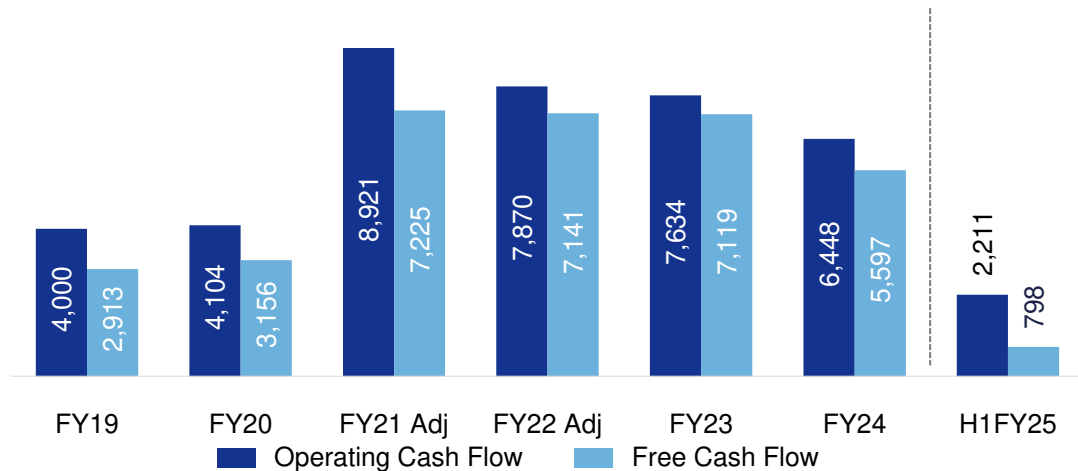


## Return on Capital Employed (%)



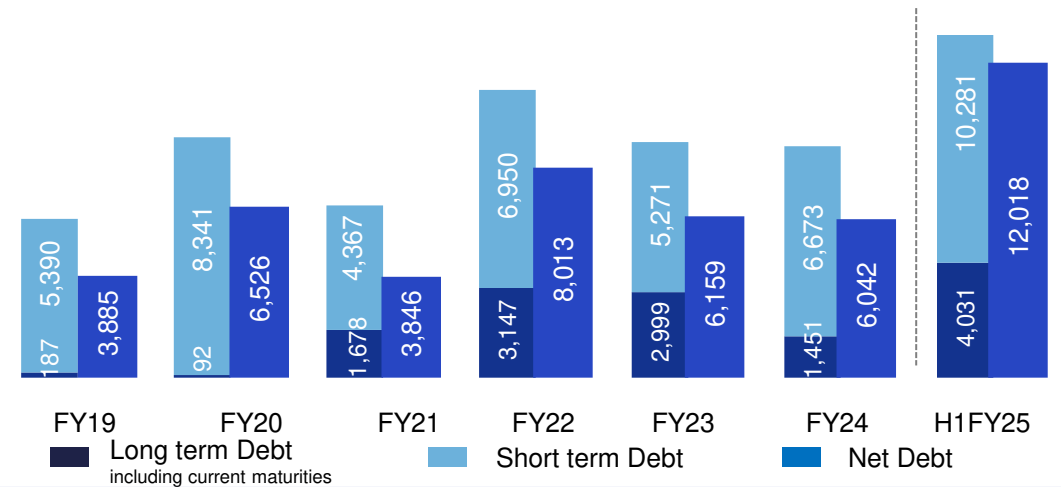
## Cash Flow

(in ₹ million)



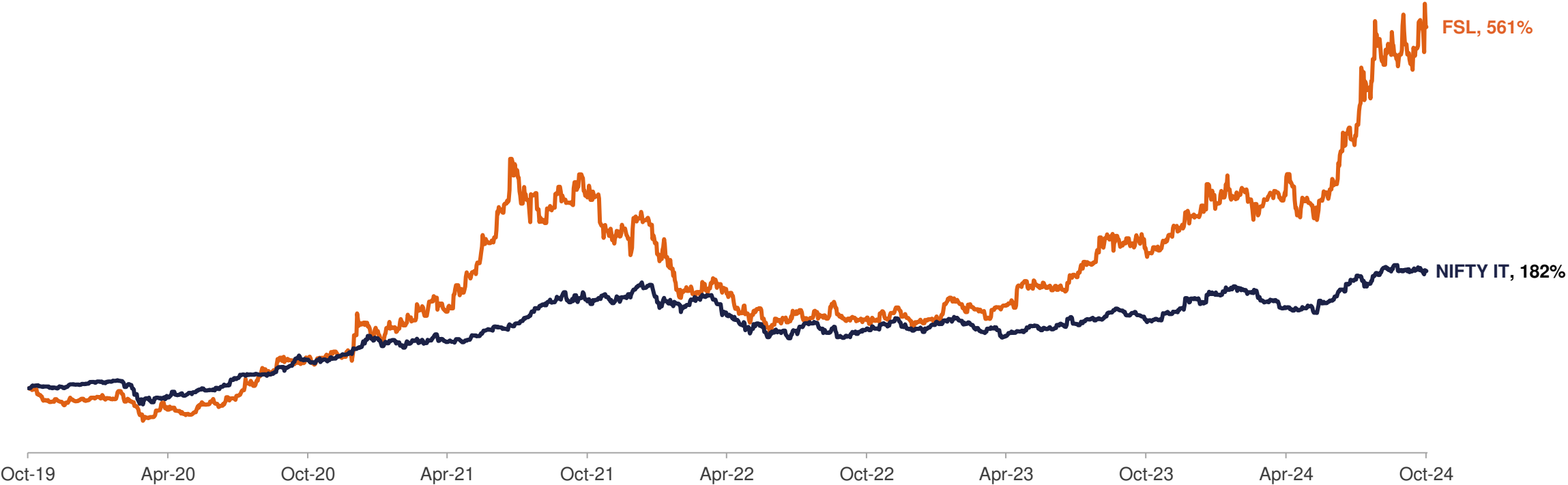
## Debt Position

(in ₹ million)



\*Annualised

# Total Shareholder Return | Trailing 5 years



**Total Shareholders Return (including dividends) of 592% in past 5 years**

Based on closing prices as of 25<sup>th</sup> October 2024

# THANK YOU

[Investor relations](#)

