



"Hinduja Global Solutions Q2 FY2020 and 1H FY2020 Earnings Conference Call"

Nov 13th, 2019

MANAGEMENT: **MR. PARTHA DESARKAR – CHIEF EXECUTIVE
OFFICER, HINDUJA GLOBAL SOLUTIONS**
**MR. SRINIVAS PALAKODETI – CHIEF FINANCIAL
OFFICER, HINDUJA GLOBAL SOLUTIONS**
**MR. R. RAVI – VICE PRESIDENT & HEAD INVESTOR
RELATIONS, HINDUJA GLOBAL SOLUTIONS**

Moderator: Ladies and gentlemen, good day, and a warm welcome to the Hinduja Global Solutions Q2FY20 Post-Results Conference Call. As a reminder, all the participant lines will be in the listen-only mode and there will be an opportunity for you to ask questions after the presentation concludes. Should you need any assistance during the conference call, please signal an operator by pressing '*' and '0' on your touchstone phone. Please note that this conference call is being recorded. I would now like to hand over the conference call proceedings to Mr. R. Ravi, Vice President and Head of Investor Relations. Thank you, and over to you sir.

R Ravi: Thank you, Melissa. Ladies and gentlemen, I, R Ravi, Head of Investor Relations at Hinduja Global Solutions, wishing all a very good evening and a warm welcome to the Second Quarter and First Half of FY2020 Post Results Conference Call.

To discuss the quarter and First Half FY20 Results, I am joined by Mr. Partha DeSarkar -- Executive Director and Chief Executive Officer; and Mr. Srinivas Palakodeti -- the Global CFO.

Before we begin the conference call, I would like to mention that some of the statements made and during the course of today's conference call might be forward-looking in nature, including those related to the future financial and operating performance, benefits and synergies of the company's strategy, future opportunities and the growth of market of the company's service and solutions. Further, I would like to mention that some of the statements made in today's conference call may be forward-looking in nature and may involve risks and uncertainties.

Before I hand over the call to Partha DeSarkar, I would like to inform you all that we are hosting our "Annual Investor Day on 21st November at

Sofitel at BKC Mumbai.” The Invitation to the HGS Investor Day is already uploaded in the BSE and NSE.

Now, I would like to invite Mr. Partha DeSarkar to provide his perspective on the performance for this quarter. Thank you, and over to Mr. Partha.

Partha DeSarkar: Thank you, Ravi. A very good afternoon and thank you all for joining us on the call today to discuss our Second Quarter and First Half FY2020 Financials and Business Performance. I hope that you have had an opportunity to review our ‘Earnings Press Release’ and ‘Attendant Fact Sheets’ of the reported financials, which are available under the ‘Investors’ section on our website, www.teamhgs.com, as well as uploaded in BSE and NSE.

I would like to begin the call with a brief overview of our financials for the first half and for the quarter under review, followed by strategic initiatives and operational outcomes. After that, like always, I will hand over the call to our CFO, Mr. Srinivas Palakodeti, to discuss the financial performance in greater detail. We will then open the conference call for the Q&A session.

First, some headline numbers for the H1 FY2020, accounted as per post IndAS 116. The net sales increased to Rs.25,811 million, year-on-year revenue growth of 14.2%, and in constant currency, growth of 13.3% on year-on-year basis. This growth was led by robust demand for both our Healthcare and CES verticals, especially with existing clients. Revenues from the top customer was up by 18% year-on-year in the first half of FY 2020 while revenue growth from the top-20 customers was up by 14% year-on-year in the same period.

The EBITDA stood at Rs.3,207 million, year-on-year growth of 108.7%. I am glad to share that the EBITDA margins stood at 12.4%, up by 560 basis points over H2FY19. Even with the elimination of the positive impact of IndAS 116, EBITDA margins in FY2020 was at 9.3%, up by 250 basis points over the 6.8% in H1 FY'19.

The net profit was at Rs.896 million, year-on-year increase of 5.3%, with net margin stood at 3.5%. Growth in net profit was modest due to the sharp drop in other income and sharp hike in the provisions for taxation over H1 of last year. In addition, the overall impact of the adoption of IndAS 116 had a negative impact of Rs.187 million on the H1 FY'2020 pretax profits.

Coming specifically to the "Second Quarter of FY'2020." We reported year-on-year revenue growth of 11.4% to Rs.12,906 million. The revenue growth in constant currency terms was 11.5%. The 11.4% growth included an organic growth of 13.5%, FOREX impact of (-0.1%) and (-2%) due to drop in revenues from the sale of GuidePoint contract. The growth was led by Healthcare and some new client ramp-ups.

EBITDA was Rs.1,711 million, up by 120.5% on YoY basis. On the EBITDA margin front, HGS continue to expand through a combination of cost rationalization, rebalancing of the revenue mix towards more profitable revenue, signing of new customers and contracts that are higher than the blended average rate and improving the utilization rate across delivery centers. For Q2, the reported EBITDA margins improved from 6.7 % in Q2 FY 2019 to 13.3 % in Q2 FY 20 an increase of 660 basis points. If you were to exclude the positive impact of IndAS 116 on the EBITDA, then the EBITDA margin would be at 10%, year-on-year expansion of 330 basis points over Q2 FY 19.-

EBITDA margin expansion has been driven by strong performance of the India international business, significant improvement in the performance of the India domestic CRM business, enhanced profits from Element Solutions and reduction in losses of AxisPoint. Compared to Q2 FY19, there has been a drop in other income by Rs200 million and there has been a negative impact of Rs93 million due to IndAS 116. Despite this, the profit before tax for Q2FY20 is up nearly 60% sequentially and 39% on YoY basis. Due to some one-off tax items, the PAT for Q2FY'20 stood at Rs.491 million, an increase of 9.7% on YoY basis and 21.5% on a sequential basis. The PAT margin for the quarter was at 3.8%.

To share some color on the “Business Highlights in Q2FY2020,” –the demand of our service offerings from our clients continues to grow at a fast pace. During the quarter, we added 8 new clients across Healthcare, Retail, Consumer Electronics and Public Sector for core BPM services and six for HRO and payroll processing. As of 30th September 2019, HGS had 245 core BPM clients and 674 HROs payroll processing clients. We also expanded in engagement with 9 existing clients.

Our UK business have signed up with Disclosure and Barring Service, UK which is likely to start in late Q4FY2020 or early Q1FY2021. This will involve taking over an existing site in Liverpool, UK, which will be our 5th site in UK. We have also started doing some new onshore work for a large credit card issuer from our El Paso site in Texas, US. This client has been with us for now more than 15-years, but this is the first time that we are going to do onshore work for them. We are encouraged by this opportunity.

In Q2FY20, we launched HGS Digital, another exciting new practice focused on providing high-end digital strategy and transformative

digital first solutions to clients. With HGS Digital, we advance our capabilities well beyond traditional care to eCare transformation that will benefit stakeholders, such as the CIO, CTO, CFO and the CMO as well. Our solutions across DigiCX, Analytics, Cloud, Intelligent Automation, Machine Learning and Artificial Intelligence will help us provide more holistic digital experience solutions along the entire six stages of the consumer journey.

To give you a couple of examples, HGS works with a lot of provider companies as a part of its EBOS business, and there is a lot of data available. We have a team trying to collect correct claims that have not been paid by insurance companies. With the use of analytics, we have been able to identify which claims are likely to be paid early, when they are likely to be collected, and what is the bid strategy to be able to collect ~~correct~~ and clean up the books. We call it the 'Propensity to Pay' model that can have a big impact on the finance function for our clients.

For the marketing team of a client we have built a few bots that go to multiple eCommerce portals and look for details of various products including comparisons. It then provides daily pricing insights to the team even before their work begins which helps them make faster and better sales-related decision.

In the last couple of years, we have been making good progress in getting clients onto this transformation journey, especially with the existing customers. We believe the launch of "HGS Digital" will help us position ourselves better in the market both with existing and new clients and provide bigger opportunities for us.

In Q2FY2020, we won contracts from seven new and existing clients, for RPA, Digital, Analytics and Social Care Services. This includes a new service line that we started for the world's largest retailer from our US geography.

The pipeline looks strong and we continue to make significant technology-led investments, including platforms and partnerships. We already have over 900 digital specialists supporting several clients globally and are hiring more to meet the demand.

In Q2, we expanded in UK with a new center in Caerphilly, Wales, UK, to support a public sector client. In fact, we have seen good traction in this vertical and expect to expand further in this geo by end of this fiscal. HGS now has 71 global delivery centers across seven countries as on 30th of September 2019.

During the quarter, our headcount also increased by 1,840 people on a net basis to 42,218 from Q1. We added people across our geos except the India domestic CRM business. I would like to call out that our Philippines operations have crossed the 9,000 mark in Q2.

The total number of seats across delivery centers is 43,815 with OPEX led seats accounting for 23.4% in Q2 FY20.

To sum it all, overall, the state of our core business continues to be strong. We have reported reasonably strong revenue growth especially in the past six quarters. Most of our businesses are doing much better than how we started at the beginning of the fiscal.

Looking ahead, the sales pipeline for the second half of the current financial year looks encouraging. And with open enrollment and the

holiday season coming up in Q3, HGS is well positioned to deliver better second half. We expect the next two quarters to be key for healthcare. We are ramping up across many accounts for the open enrollment season especially for voice support in the Philippines, Jamaica and the US. Apart from driving top line growth, we would focus on further improving the EBITDA margin, both for the legacy business as well as the entities acquired in early FY2019.

With that, I will now hand over the call to Pala to walk us through the Q2 FY2020 and H1FY2020 financials in greater detail. Thank you once again for being with us on the call today.

Srinivas Palakodeti: Thank you, Partha. A very good afternoon to all the participants on this call, and thank you once again for joining us for our Q2FY20 and H1FY20 Results Earning Discussion. As in the past, we would like to start by repeating that for the purpose of this discussion, the EBITDA and EBITDA margins have been computed excluding FOREX losses and gains which have been taken as part of other income.

Now we turn to the financials of Q2FY20. On YoY basis revenues for the Q2 increased by 11.4%. You may recall, towards the end of December 2018, some contracts of the GuidePoint business of AxisPoint were sold off. These identified GuidePoint contracts have generated revenues of Rs.230 million in the quarter-ended 30th September 2018.

Obviously, with the sale of the contracts in December 2018, those revenues are no longer here for the quarter-ended September 2019. If the revenues for Rs. 230 million of quarter-ended September 2018 are backed off, the YoY growth is 13.5% after factoring a marginal negative impact of 0.1% due to foreign exchange variations.

Revenue growth on a sequential basis may appear flat.

In the earlier call, we had mentioned the launch of a new vertical of logistics support, and this contract came with some pass-through revenues. For Q1FY20, we had Rs815million of pass-through revenues. We have had a change in the contractual terms and the pass-through revenues ended in July 2019. So we had only one month of pass-through revenues of about Rs268 million in Q2FY20. Ignoring the impact of pass-through revenues, sequential growth is around 4.5%.

Coming to some of the factors which drove the growth of revenues in second quarter, performance of India international, our offshore business was very strong, with YoY revenue growth from this segment increasing nearly 19% in INR terms. Performance of the India domestic business which includes India CRM revenues improved over the past period as our strategy of rebalancing towards non-telecom is paying off. In Q2FY19, telecom clients used to account 66.7% of total domestic revenues. Now the same is at about 46.1%.

In terms of revenue growth, we have seen revenue growth across almost all businesses. Revenues of the Healthcare vertical grew 12.9% over Q2 FY19. We have seen strong growth in the BFS as well as the logistics support vertical which is included under the 'Others' in the 'Fact Sheet' circulated. The drop in Telecom vertical in absolute terms is primarily on account of the drop of telecom revenues in India domestic business.

In Q2 of FY20, revenues originating in USD currency continue to perform well and grew 18.1% in rupee terms on top of 25.5% YoY growth in Q1 of FY20. The revenues originating from US continue to be in excess of

70%, and for Q2FY20, it was at 73%, around 400 basis points higher than Q2 of FY19.

The Element acquisition that we made in early FY2019 continues to perform well and leads our a Cloud, Digital and Consulting offerings. In Q2 FY20, its revenues were US\$4.6 million, up 35% from US\$3.4 million of revenues in Q2 FY19. EBITDA has increased from US\$0.12 million in Q2 FY19 to around US\$0.85 million in Q2 FY20.

Coming to AxisPoint in Q2 of FY19, AxisPoint had revenues of US\$6.5 million, of which around US\$3.3 million came from CarePoint business and around US\$3.2 million came from the GuidePoint business. With the sale of GuidePoint contracts, the revenues of AxisPoint felt in Q2FY20 have come down to around US\$3.4 million, but EBITDA losses have been substantially reduced from \$4.7 million in Q2 of FY19 to around US\$1.9 million in Q2 of FY20. The steep improvement in performance reflects the cost rationalization and synergy measures which have been put in place over the last 12-months.

Turning to Overall Profitability: For the quarter-ended 30th September 2018, HGS had reported EBITDA of Rs.776 million. For Q2 FY'20, excluding the impact of IndAS 116, EBITDA was Rs.1,286 million, an increase of 66%, reflecting an overall improvement in the performance of business. EBITDA margins have improved from 6.7% in Q2 of FY19 to around 10% (pre IndAS) for Q2 FY20 and 140 basis points improvement over EBITDA margin of 8.6% in Q1 FY20.

Factoring the impact of IndAS 116, EBITDA for Q2 FY20 has improved 120% over Q2 FY19 and 14% over Q1 FY20. The reported EBITDA margin for Q2 FY20 is 13.3% as compared to 11.6% in Q1 FY20. As I

mentioned earlier, there has been a reduction in pass-through revenues from Q1 to Q2. Consequently, there has been a reduction in other expenses between Q1 and Q2.

Depreciation for Q2 FY20 excluding the impact of IndAS 116 is Rs437.4 million which is lower than Rs.465.7 million in Q2 of FY19; however, due to the impact of IndAS 116, the reported depreciation for Q2 FY20 is Rs780.4 million.

Similarly, interest cost for Q2 FY20, excluding the impact of IndAS is Rs.81.8 million which is lower than Rs.90.9 million reported in Q2 FY'19; however, due to the impact of IndAS 116, the reported interest for Q2 FY'20 is Rs.255.9 million.

At an overall level, impact of IndAS 116 has lowered the PBT and Profit After Tax by about Rs.92.7 million as compared to around Rs.94 million in Q1 of FY'20. Other income for Q2 FY'20 was Rs.233.1 million, substantially lower than Rs.431.6 million for Q2 FY'19.

This drop is primarily on account of exchange rate variations. Despite drop in other income by around Rs.199 million and adverse impact of Rs.92.97 million due to IndAS 116, Profit After Tax (PAT) has increased 9.7% over Q2 FY'19 and stood at Rs.491.3 million; PAT increase on a sequential basis is 21.5%.

Our gross debt at the end of 30th September 2019 stood at Rs.5,726 million, a reduction of Rs.270 million over March 2019.

I am glad to share that we have turned net cash this quarter with a net cash of Rs.298 million at the end of 30th September 2019.

At the end of last financial year, debtor's days were around 83-days, which has dropped to 71-days as at 30th September 2019. After successfully renegotiating the commercials with clients and collecting the past overdues, the EBITDA to free cash flow conversion at the end of Q2 was 179%. CAPEX for the quarter was Rs.310 million, and the total capital expenditure in the first half of FY'20 is Rs.439 million.

Coming to return on capital employed, it was 13.8% for first quarter excluding the impact of IndAS 116 and 13% post the impact of IndAS 116. In Q2 of FY'20, ROCE stood at 19.6%, excluding the impact of IndAS; and post the impact of IndAS 116, ROCE came in at 15.9%.

Our endeavor to take more seats on OPEX basis continues. At the end of Q2 FY'20, OPEX seats accounted for 23.4% of total seats up from 21.2% of Q2 FY'19.

Our efforts to increase revenue productivity continue and at the end of Q2 FY'20, our average revenue per employee stood at Rs.99,366 per month, up from Rs.86,146 for the quarter-ended September 2018. This has been a consistent improvement in the average revenue per employee per month over the last few quarters.

At the end of Q2 FY'20, total headcount stood at 44,218 as compared to 42,371 in Q1 FY '20.

Our endeavors to improve margins and return ratios across different geographies, operations and businesses continue.

I would like to throw the floor open for question-and-answer session.

But before that I just wanted to remind and invite you all to attend the “Investor Day” which is scheduled for November 21 at Sofitel Hotel in BKC in Bombay. Look forward to meeting you all again and having increased interactions.

Thank you. And with this, I throw the floor open for Q&A.

Moderator: Thank you. Ladies and gentlemen, we will now begin the question-and-answer session. The first question is from the line of Mohit Jain from Anand Rathi. Please go ahead.

Mohit Jain: Just two things. Our tax rate has shot up in this particular quarter. So what is your outlook for the full year and obviously for next year, are we going to see reduction in overall tax rate, or do we intend to continue with the current rate?

Srinivas Palakodeti: Hi Mohit! Pala here. Thank you. There were certain one-off items both on current tax and deferred tax. That impact is roughly about USD.1.1 million. So, if you back that off and going forward we expect tax rates to see what you have seen in Q1 and earlier.

Mohit Jain: You will get a reversal in the next two quarters or incremental because....

Srinivas Palakodeti: There was a one-time tax entry. So those tax cost lines would not be there going forward.

Mohit Jain: But there is no reversal in the second half of...?

Srinivas Palakodeti: No, that extra expense will not be there.

Mohit Jain: Second is on AxisPoint. Like when do you guys expect it to breakeven and then eventually become profitable now?

Srinivas Palakodeti: So, as I said earlier, there is already an improvement in the performance. Lot of cost rationalization has already happened. Now it is a matter of bringing in extra revenues, and there are a number of pursuits which are being followed. Sometimes the sales cycle takes longer, but the sales pipeline looks pretty strong.

Mohit Jain: Is it like you need to sort of double your revenue to cover for the losses given the cost rationalization is complete because we are running at US\$2 million loss quarterly on a revenue rate of \$3.4 million?

Srinivas Palakodeti: Correct, but it is a high fixed cost. So, any revenues comes in, will come in at a high gross margin which will absorb the overheads and our efforts to continue to reduce costs -will continue.

Mohit Jain: Third is on your CAPEX plan for the year. We saw an increase in the first half was broadly in line. What is the plan for second half now?

Srinivas Palakodeti: As I said, it is a function of where the growth is happening. And as we have demonstrated, there is a lot of focus on taking OPEX seats so that, that CAPEX is reduced. Also, on some of the technology items, the traditional system was to invest in CAPEX.

We are also now looking at opportunities to move into some of that CAPEX into the cloud and you pay on pay-per-use or whatever is the model being worked out. So, we do expect CAPEX for the full year to be lower than what it was in FY2019.

Mohit Jain: You said in your opening remarks, you are also looking to open a new center. So that is included in this because that will be on top of whatever in your business.

Srinivas Palakodeti: That will come, but, yes, the cost there should not be significant because it is taking over from an existing site, so there should not be significant CAPEX.

Mohit Jain: That is also an OPEX model, is it?

Srinivas Palakodeti: Yes.

Mohit Jain: Receivables, sir like what should we – is this sustainable or do you think second quarter was exceptionally good in terms of cash flow generation and then we should see some normalization of receivables, or do you think this is the number to be looked at?

Srinivas Palakodeti: If you recall, we had a challenge in Q4 of FY19 and that has pulled down cash generation because there were some contracts which had gone live in Q4. There were some commercial negotiations going on for rate increases which have been agreed, but it took time to sign the contracts. Obviously, in the last six months, all that is behind us, and we have seen significant reduction in our receivables position. This is at a level which is I think is more normative, of course, there is always scope for some improvement, but it would not be the type of reduction which we have seen between March and September.

Mohit Jain: So in terms of receivable days, we can broadly assume that you will remain at normal?

Srinivas Palakodeti: Yes, in that 65 to 70 range.

Mohit Jain: Now that on a net basis, we have turned net cash, still generating cash and second half outlook is also better. What is your view there on a gross loan repayment?

Srinivas Palakodeti: Wherever possible, we will reduce debt, but debt as you know comes with two forms; it is either working capital or term loan. We have flexibility on the working capital to utilize less credit facilities, but term loans typically come with some penalties for prepayment unless you are able to negotiate something differently. So, we will see how it goes, and see whatever makes sense to do from prepayment of debt.

Mohit Jain: So, is there a view like you want to be like zero debt or something in two years or one year, are you actually looking at penalty and interest expense or interest rate?

Srinivas Palakodeti: For instance there is an ECB which we have which comes with certain constraints in terms of being able to prepay because RBI guidelines do not allow for that immediately. But, we will pay down debt wherever possible. And when I am talking of consolidated numbers, obviously, it is in different businesses and different geographies. So, we do not have a specific target number, but the focus is really to reduce debt through improvement in operations, collections and reduce the CAPEX intensity.

Mohit Jain: Last for Partha sir. Any plan for capital allocation in the next 12-months, like is there a possibility of increasing dividend, are you looking to acquire some capability, or is there a possibility of repayment, what is your thought from next 12-months perspective?

Partha DeSarkar: Acquiring new capabilities is an ongoing search for improving our position as a technology-enabled BPM player. As you well know, we have gone past the stage of playing in the labor arbitrage field only. We are now in the knowledge arbitration and technology arbitration and working with technology partners to implement technology in the

customer experience transformation space. So, in that space, if we find somebody who has capabilities that fits in well with our strategy to differentiate ourselves, we will continue to look for that. That is the string of pearls approach that we have taken with recent acquisitions that we have done. So, that is what I can comment on.

Mohit Jain: Is it fair to assume we will not wait for AxisPoint to become profitable before we look for another acquisition?

Partha DeSarkar: The right way to look at AxisPoint is an investment for the future of healthcare. If you were to organically grow this business, the spend on this would have been much-much higher, and it would probably have been taken us five years to build that capability. I do not want investors to get unduly anxious about investments in new capability building that is happening with AxisPoint right now. It is extremely important for the future of healthcare that we have capabilities like AxisPoint. But, no, we are not looking at earnings-dilutive kind of acquisitions going forward, but we are definitely looking at new capability building.

Mohit Jain: Because from IRR perspective, it actually pulls down our ROE unnecessarily.

Partha DeSarkar: This is what I keep saying that while I understand what you are saying, on short-term, yes, it is painful, but if we do not invest in building future capabilities then very soon, we are going to chopping wood with a blunt axe. We are right now trying to sharpen that to chop the wood going forward, and there is some pain of that.

Mohit Jain: So that is your priority. Second is, whatever targets you are looking at from an M&A perspective? You would like to allocate something for

repayment, or do you see some CAPEX requirement or there is a possibility that dividend can be increased in FY'21?

Partha DeSarkar: The dividend idea has been discussed with the board in the past. As you know there is a new board. And I need to have the discussion with the board and take their thoughts. So, your suggestion is welcome. It is not something that I can comment on this call, but what I can definitely tell you is that it is a discussion that we will have with the new board that has come in place as of September 30th.

Mohit Jain: Sir, from a priority perspective like if I generate this kind of cash and return net cash, from capital allocation perspective, your priority would be M&A followed by dividend followed by debt repayment, is that a fair order?

Partha DeSarkar: Debt repayment has a schedule. So we will have to follow that schedule unless we want to incur the penalties of premature payment which I do not think is a great idea and frankly our debt levels are so low, it does not concern me at all. In a ratio of EBITDA, if you look at our debt, it is negligible. So the debt does not concern me. Whenever we need to pay, we will pay.

M&A, I think the sense that you are getting is we are only looking at acquisitive growth. That is not the only thing that we are looking at M&A. We have also said in the past that we have businesses that do not generate the kind of return that we want, and therefore, we are also open to looking at letting go some of the businesses that do not generate the kind of levels of return that we are looking forward. So, it is not just an acquisition strategy.

You could also see divestments going forward for that part of the portfolio which does not generate the return that we are looking for.

Moderator: Thank you. The next question is from the line of Subhankar Ojha from SKS Capital. Please go ahead.

Subhankar Ojha: If you guys can consider increasing the payout?

Partha DeSarkar: Subhankar, as I answered, we have got a new board. We had discussed dividends with the earlier board. But with the changes in board, I need to have a fresh discussion with the new board. Your suggestion is welcome. I am not in a position to commit myself to anything right now on this call. But I will take the suggestions coming from investors and analysts to the board and we will see what that discussion goes.

Subhankar Ojha: I hope you guys continue to improve the performance like you have been doing.

Partha DeSarkar: Thank you, sir. That is the hope.

Moderator: Thank you. This was the last question and I would like to hand the conference over to Mr. R. Ravi for closing comments.

R Ravi: This is Ravi here. Thank you to all the participants for joining us in the first half results conference call. If there are any further questions or clarifications about the Q2 FY'20 and first half FY'2020 financials, please e-mail it to me or to Pala and we will be happy to get back to you. This is Ravi signing off on behalf of the HGS management. Thank you to all.

Partha DeSarkar: Thank you. Bye-bye.

Srinivas Palakodeti: Bye.

Moderator: Thank you. Ladies and gentlemen, on behalf of Hinduja Global Solutions Limited, this does conclude today's conference call. Thank you for joining us and you may now disconnect your lines.

Note: This transcript has been edited to improve readability. For the sake of brevity, the edited version of the above content has certain abbreviations/abridgement of words and sentences.