

# Sectorwatch: BPO

February 2019

# BPO

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# Overview

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7MA provides Investment Banking & Advisory Services to the Business Services and Technology Industries globally. We advise on M&A and private capital transactions, and provide market assessments and benchmarking. As a close knit team with a long history together and a laser focus on our target markets, we help our clients sell their companies, raise capital, grow through acquisitions, and evaluate new markets. We publish our sectorwatch, a review of M&A and operational trends in the industries we focus.

## Dashboard

- Summary metrics on the sector
- Commentary on market momentum by comparing the most recent 12-month performance against the last 3-year averages.



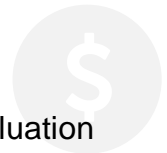
## Public Basket Performance

- Summary valuation and operating metrics for a basket of comparable public companies



## Valuation Comparison

- Graphical, detailed comparison of valuation multiples for the public basket



## Recent Deals

- The most recently announced deals in the sector



# Dashboard



## Revenue Growth Momentum

**↑ 1.2%**

1 - year revenue growth compared to revenue growth average for last 3 years

Current revenue growth rate exceeds the average of the last 3 years by this amount, indicating that market momentum is increasing

## Pricing / Gross Margin Momentum

**↑ 0.3%**

1 - year gross profit % compared to gross profit % average for last 3 years

Current gross profit margin exceeds the average of the last 3 years gross profit margin by this amount, indicating supplier pricing power

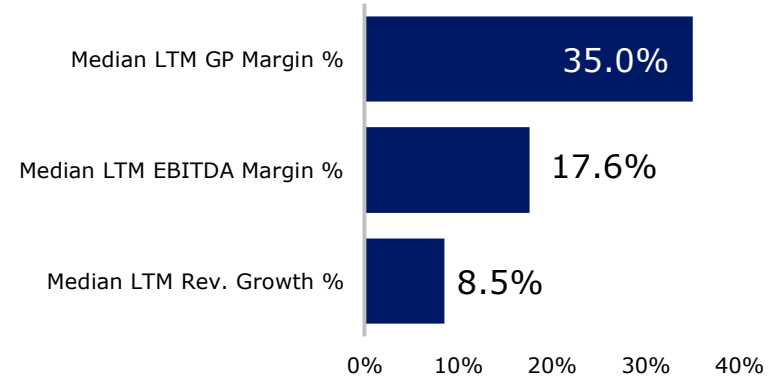
## Profitability

**↓ -0.5%**

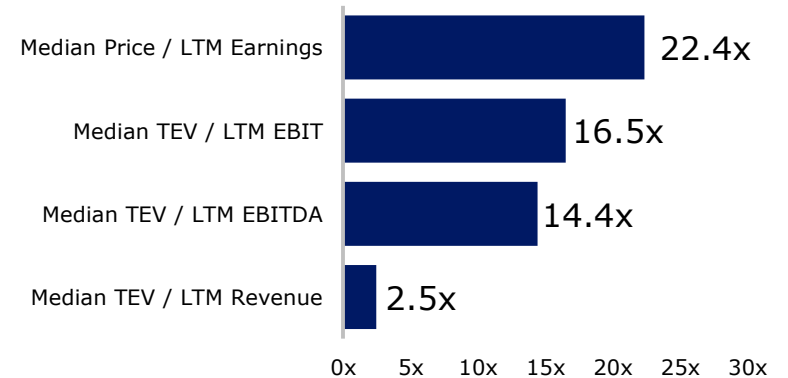
1 - year EBITDA % compared to EBITDA % average for last 3 years

Current EBITDA margin is less than the average of the last 3 years EBITDA margins, which may signal further consolidation

## Operating Metrics



## Valuation



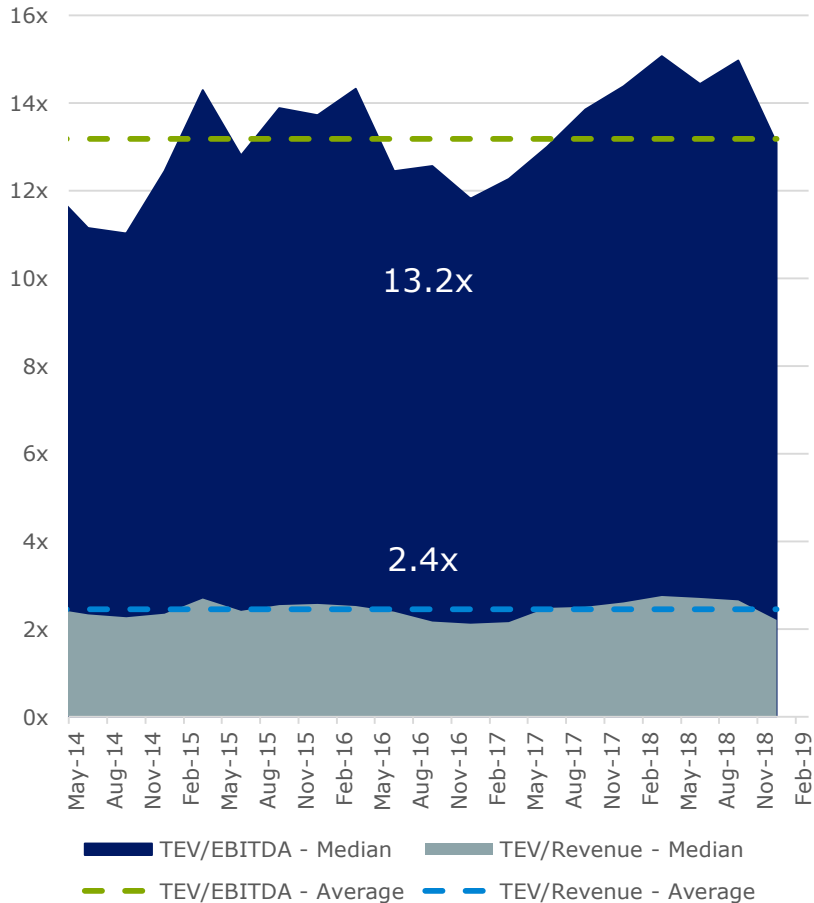
# Public Basket



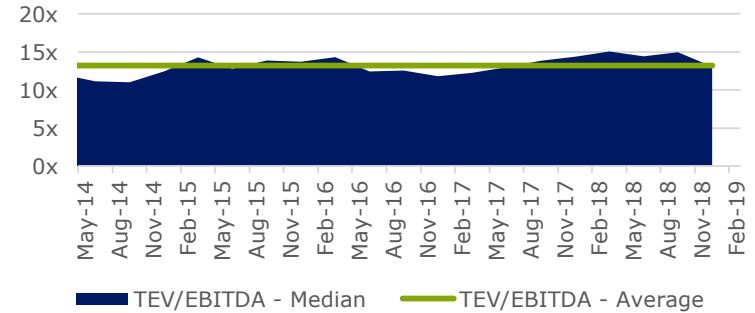
Company	TEV \$m	LTM Rev \$m	Rev Growth YoY	GP %	EBITDA %	TEV / Rev X	TEV / EBITDA X	# FTEs	Rev / FTE \$k
WNS (Holdings) Limited	2,638	801	12%	36%	17%	3.3	19.3	36,540	22
MAXIMUS, Inc.	4,694	2,434	-1%	25%	14%	1.9	13.5	18,600	131
Genpact Limited	7,228	3,001	10%	36%	15%	2.4	16.0	87,000	34
Wipro Limited	20,188	8,239	5%	30%	18%	2.5	13.8	163,827	50
Cognizant Technology Solutions Corporation	37,785	16,125	9%	39%	21%	2.3	11.4	281,600	57
Infosys Limited	41,129	11,545	8%	34%	26%	3.6	14.0	204,107	57
Automatic Data Processing, Inc.	66,008	13,839	8%	44%	23%	4.8	20.4	57,000	243
Accenture plc	97,841	40,295	11%	31%	16%	2.4	14.9	459,000	88
<b>Average</b>	34,689	12,035	8%	34%	19%	2.9	15.4	163,459	85
<b>Median</b>	28,986	9,892	9%	35%	18%	2.5	14.4	125,414	57

share price as of 21Feb19

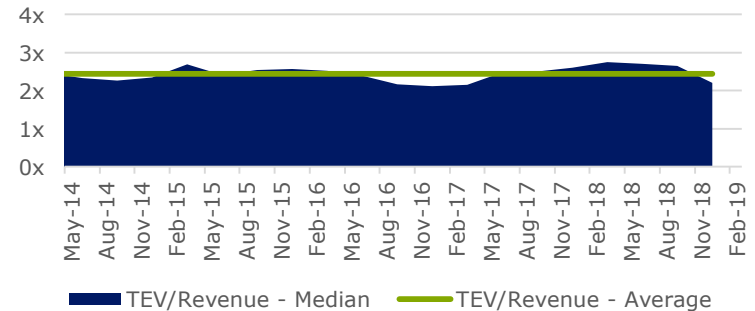
# Public Basket Valuation Trends



## Public EBITDA Multiples over Time



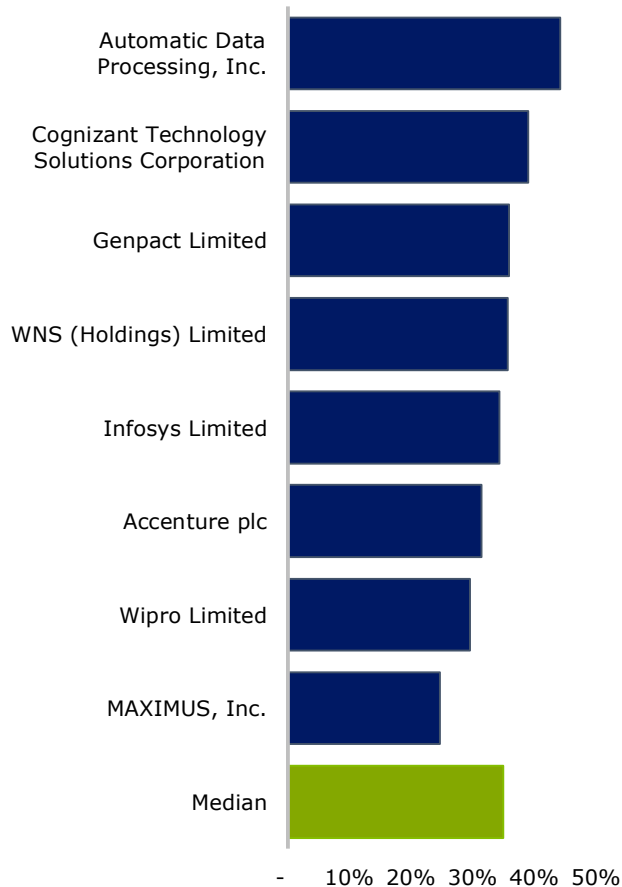
## Public Revenue Multiples over Time



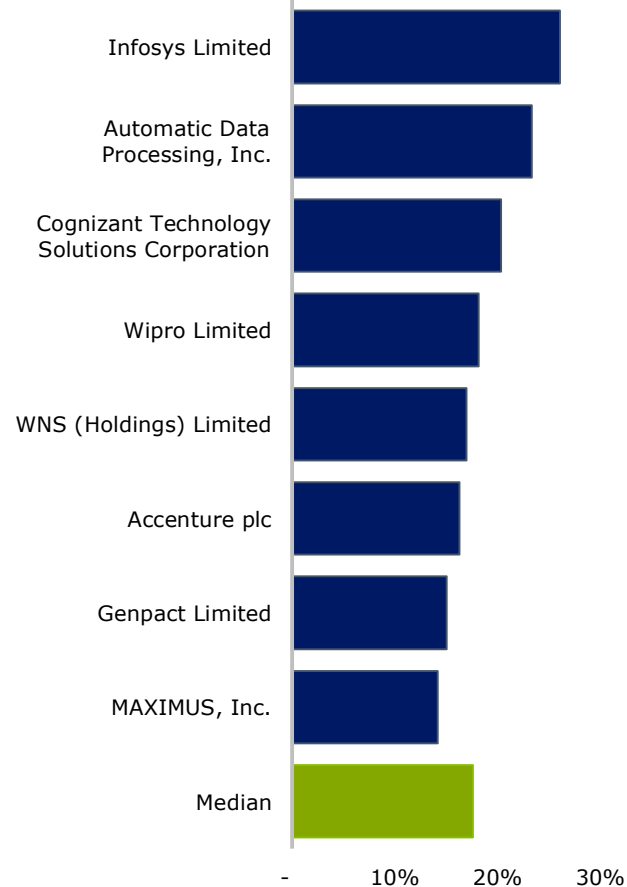
# Operational Metrics



## LTM Gross Profit Margin %



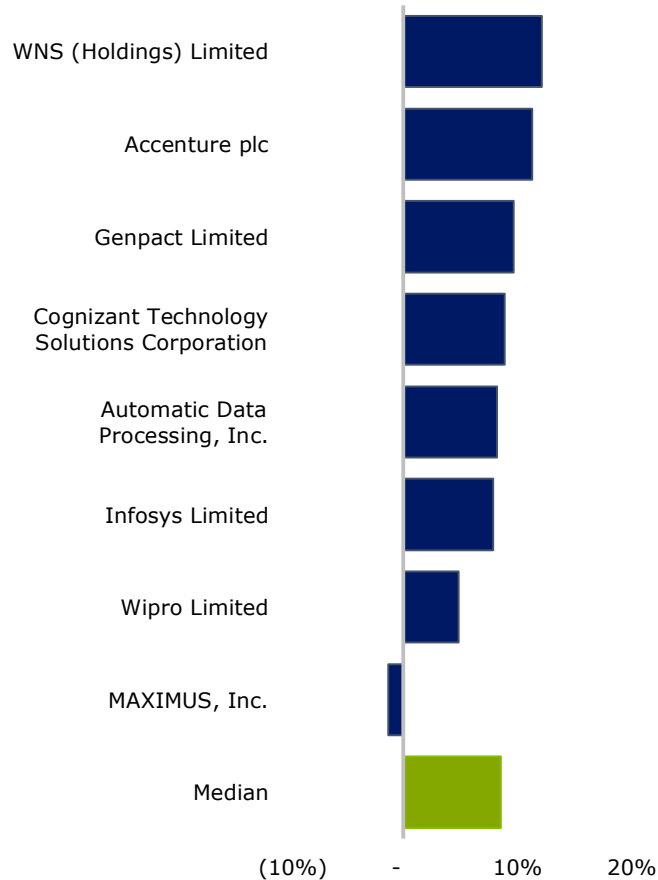
## LTM EBITDA %



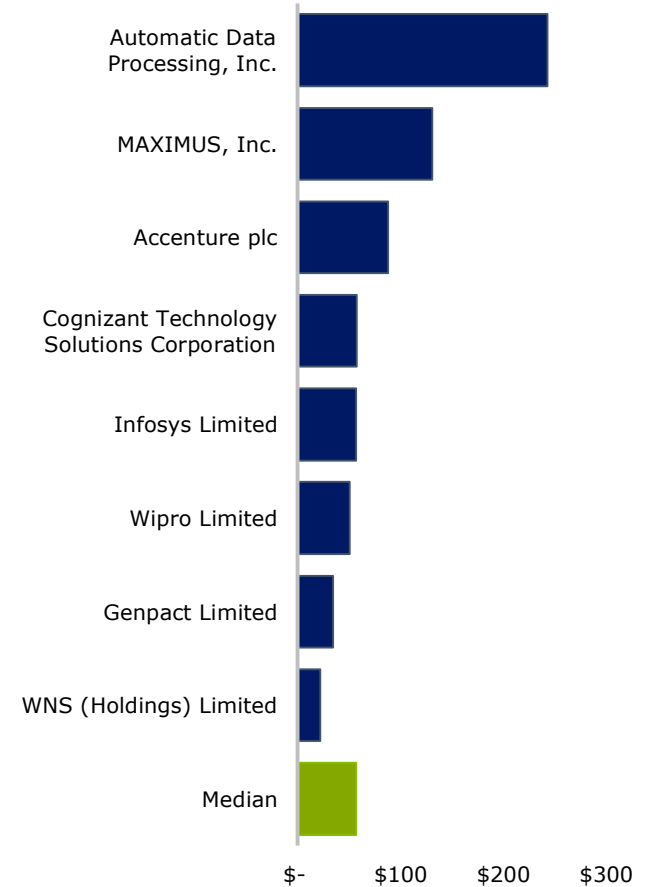
# Operational Metrics



LTM Revenue Growth %



LTM Revenue per Full Time Employee x 000's

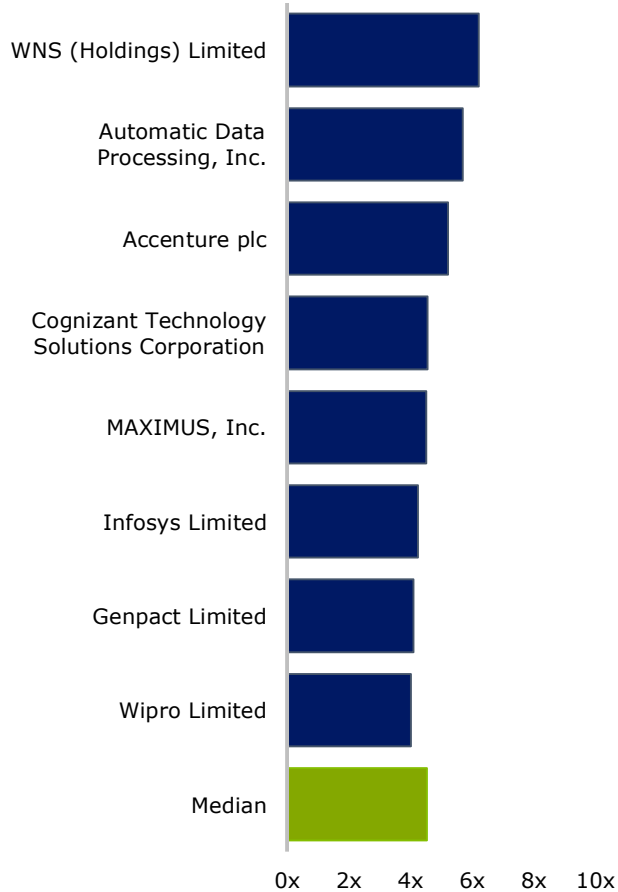




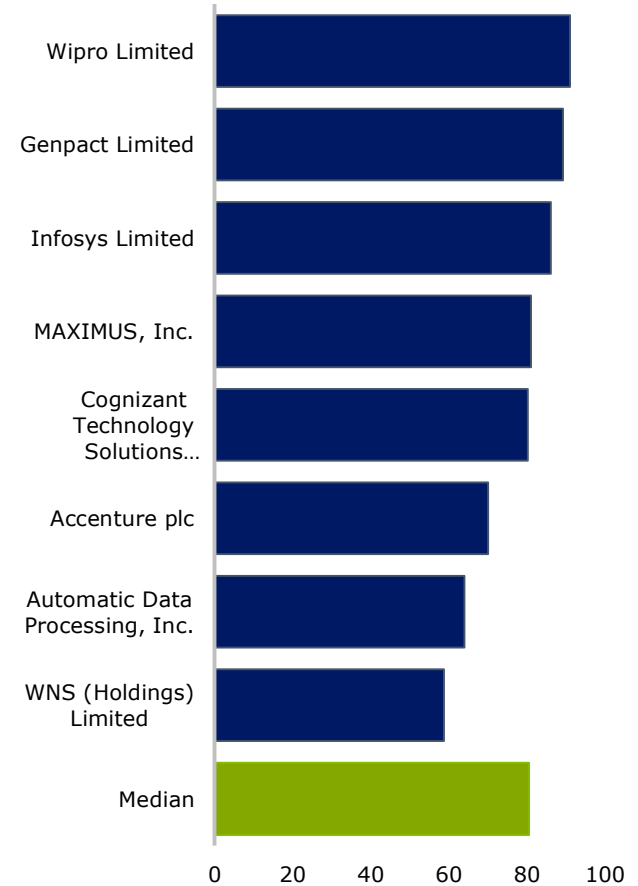
# Operational Metrics



## Accounts Receivable Turnover



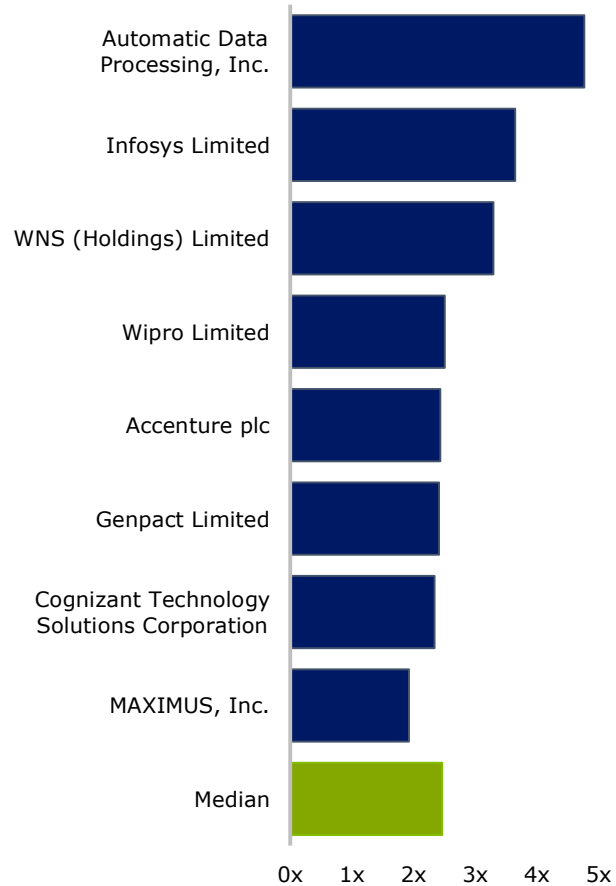
## Average Days Sales Outstanding



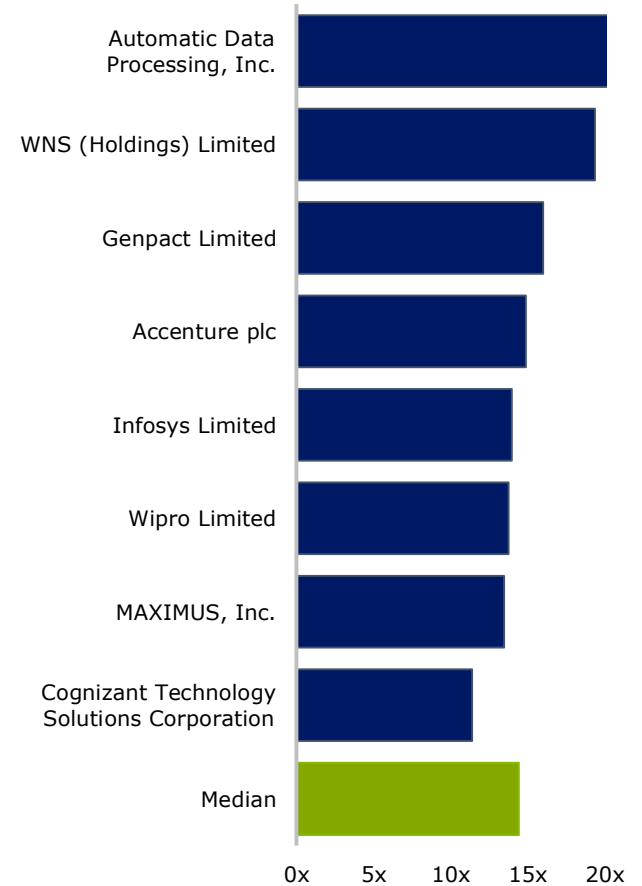
# Valuation



## TEV / LTM Revenue



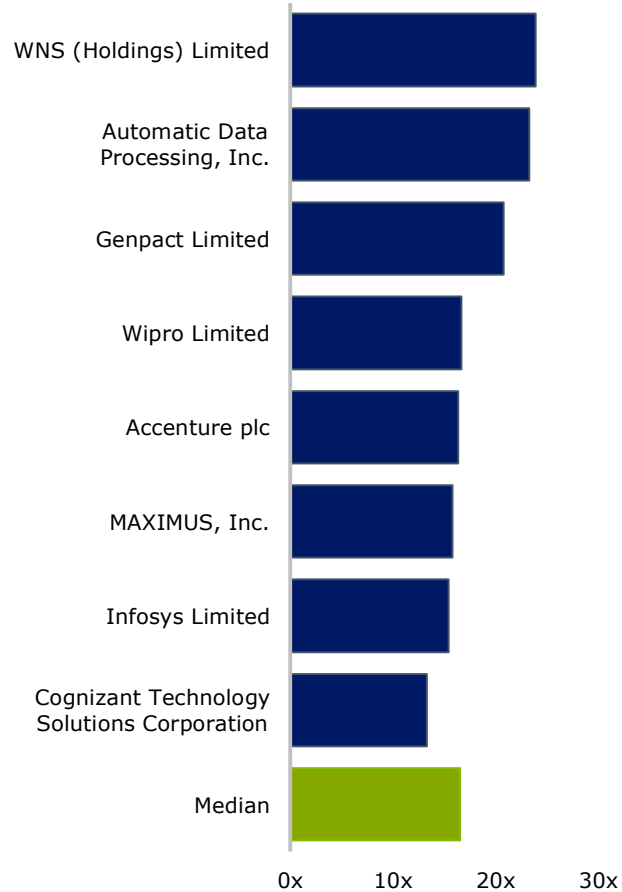
## TEV / LTM EBITDA



# Valuation



## TEV / LTM EBIT



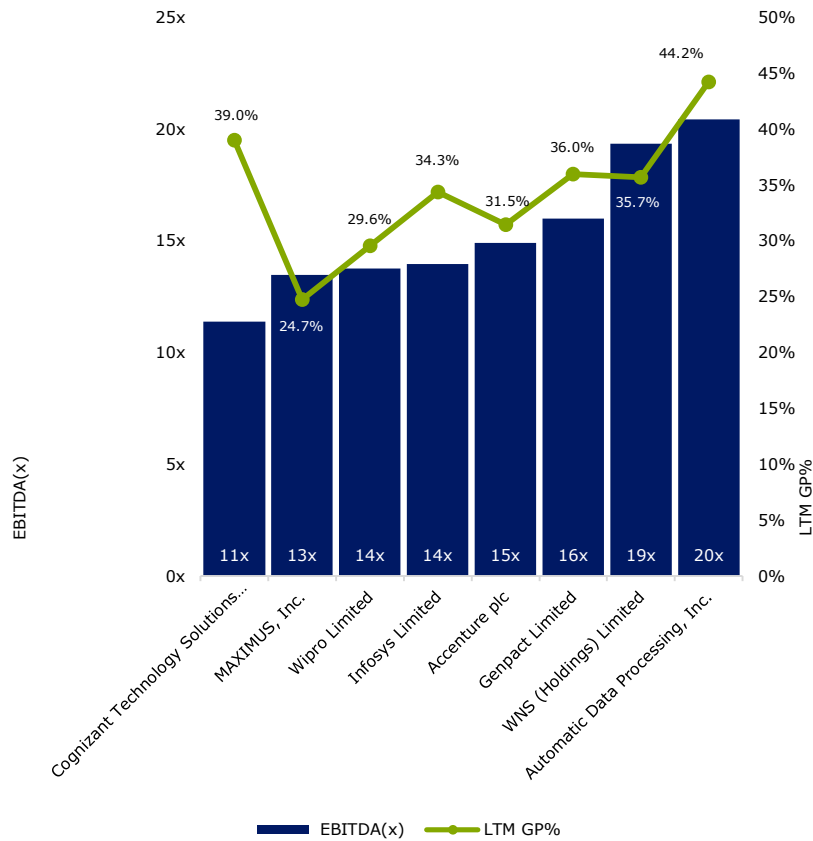
## Price / LTM Earnings



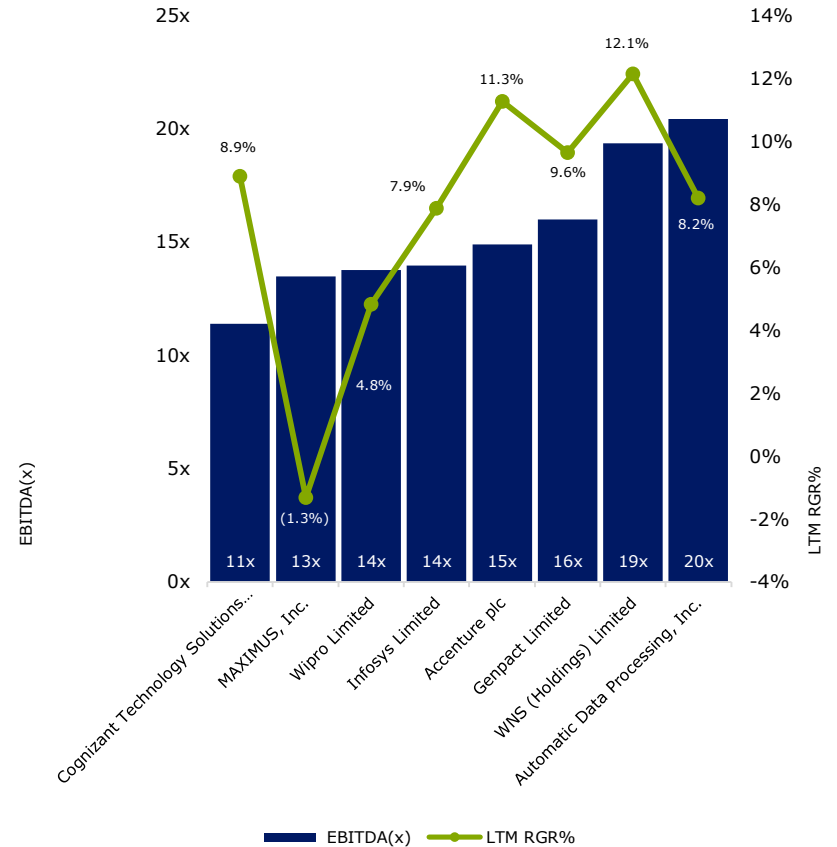
# Valuation



## Historical Valuation Multiples versus Gross Profit



## Historical Valuation Multiples versus Revenue Growth Rate



# Recent Transactions



<u>Date</u>	<u>Target</u>	<u>Buyer / Investor</u>	<u>Total Transaction Value</u>	<u>Target Revenue</u>	<u>TEV / Revenue</u>	<u>TEV / EBITDA</u>
14Dec18	Hitachi Procurement Service Co.,Ltd.	Panasonic Corporation; Pasona Group Inc.; Infosys Consulting Pte Ltd	-	-	-	-
6Nov18	Spear, Inc.	CALIBRE Systems, Inc.	-	-	-	-
19Oct18	JetPay Corporation	NCR Corporation	188.13	81.02	2.2x	50.5x
18Sep18	VeBridge Holdings, Inc.	Konica Minolta Business Solutions, U.S.A., Inc.	-	-	-	-
29Aug18	Results-Based Outsourcing Inc.	Results-Based Outsourcing Inc.	-	0.03	-	-
20Aug18	Dalian MPG Marketing Consulting Co., Ltd.	Dalian Recomm CS CO., Ltd.	0.64	1.79	0.4x	-
7Aug18	Harvey Nash Group plc	DBAY Advisors Limited	159.91	1,200.69	0.1x	8.3x
30Jul18	Antworks Pte. Ltd.	SBI Investment Co., Ltd.; SBI AI & Blockchain Fund	15.01	-	-	-
26Jun18	Molina Information Systems, LLC	DXC Technology Company	266.00	-	-	-
18Jun18	Microtech Global Solutions Corp.	Intelegencia LLC	-	-	-	-
14Jun18	Intelenet Global Services Private Ltd.	Dutch Contact Centers (DCC) B.V.	1,000.00	449.00	2.2x	12.0x
1Jun18	Millennium Process Group Inc.	Merchants SA (Pty) LTD	-	-	-	-
9May18	Dansk Retail Services ApS	Baker Tilly Denmark Godkendt Revisionspartnerselskab	-	-	-	-
6Apr18	RJ Globus Solutions Inc.	Datamatics Global Services Corp.	-	3.87	-	-
5Apr18	Telerx Marketing Inc.	HCL America, Inc.	60.00	199.00	0.3x	-
4Apr18	Client Network Services, Inc.	A&M Capital Advisors, LLC	-	-	-	-
14Mar18	StarTek, Inc., Prior to Reverse Merger with CSP Alpha Midco Pte Ltd	CSP Alpha Midco Pte Ltd (nka:StarTek, Inc.)	-	292.60	-	-
12Mar18	Bolder Healthcare Solutions LLC	Cognizant Technology Solutions Corporation	477.00	-	-	-
8Feb18	Integrity Payment Systems, LLC	Payroc LLC	-	-	-	-
7Feb18	Fiserv Solutions, LLC	Warburg Pincus LLC	419.00	-	-	-
31Jan18	dinCloud, Inc.	Premier BPO, Inc.	-	-	-	-
2Feb18	FSK L&S Co., Ltd.	SK Telecom Co., Ltd.	16.56	-	-	-
26Jan18	DM (3000) Engineering Ltd.	Afcon Holdings Ltd.	11.94	-	-	-
17Jan18	Paymark Limited	Ingenico Group - GCS	138.45	53.75	2.2x	5.5x
20Dec17	Computer Age Management Services Pvt. Ltd.	Great Terrain Investment Limited	26.12	73.69	5.6x	-
30Oct17	Xavient Information Systems Inc. (nka:Xavient Digital)	TELUS International, Inc.	130.00	-	-	-

# BPO

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## APPENDIX: Public Basket Constituents

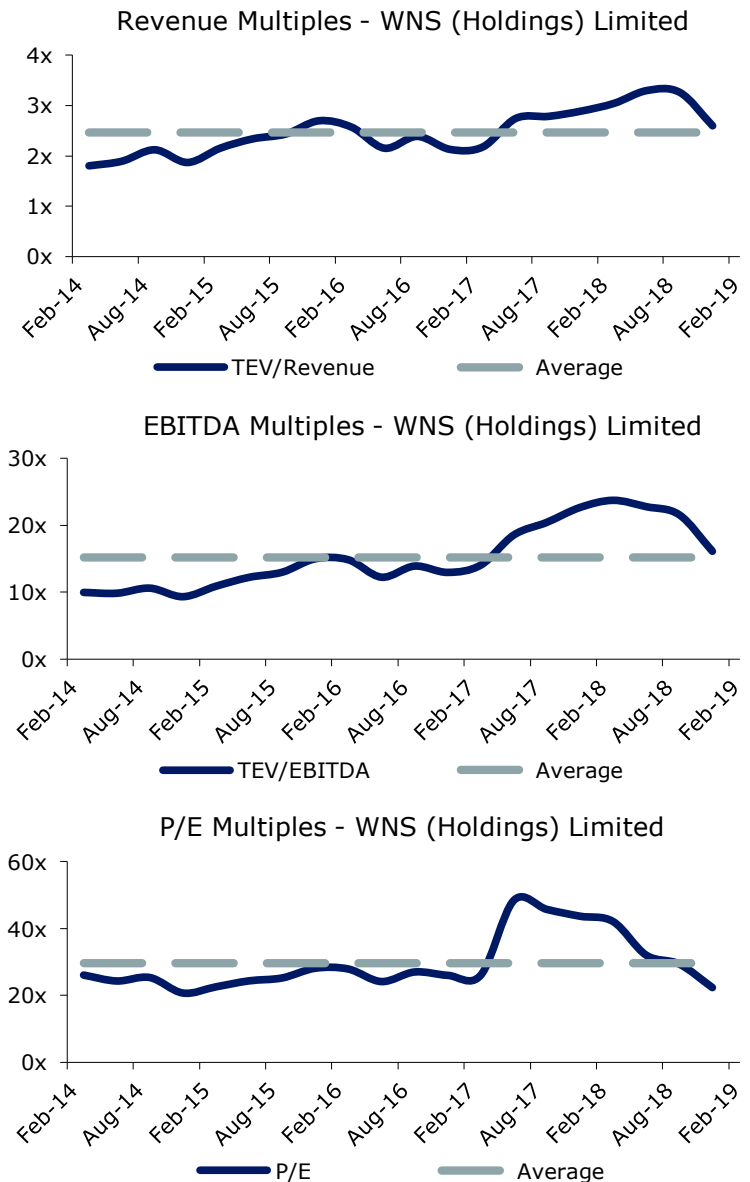
# Public Basket



## WNS (Holdings) Limited

WNS (Holdings) Limited, a business process management company, together with its subsidiaries, provides data, voice, analytical, and business transformation services worldwide. It operates through two segments, WNS Global BPM and WNS Auto Claims BPM. The company offers industry-specific services to clients primarily in insurance; travel and leisure; diversified businesses, including manufacturing, retail, consumer packaged goods, media and entertainment, and telecommunication; utilities; consulting and professional services; healthcare; banking and financial services; and shipping and logistics industries. It also provides shared services, such as customer interaction, finance and accounting, research and analytics, technology, legal, and human resources outsourcing services. In addition, the company offers transformation services designed to help its clients to modify their business processes to enhance productivity, as well as manage changes in the business environment and leverage business knowledge to increase market competitiveness. Further, it provides claims handling and repair management services for automobile repairs through a network of third party repair centers; and a suite of accident management services, such as credit hire and credit repair. WNS (Holdings) Limited was founded in 1996 and is based in Mumbai, India.

Date	Key Development Headline
6/10/18	WNS Mulls Acquisitions



# Public Basket

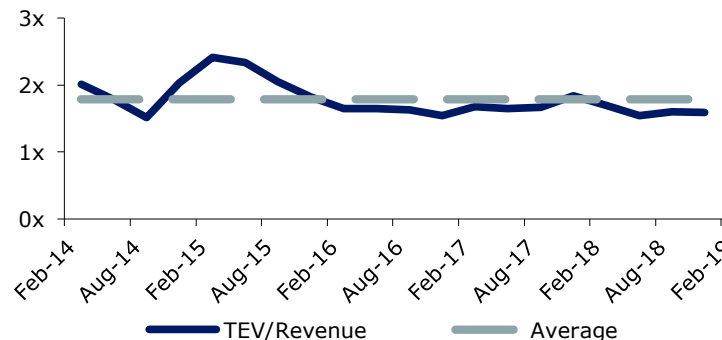


## MAXIMUS, Inc.

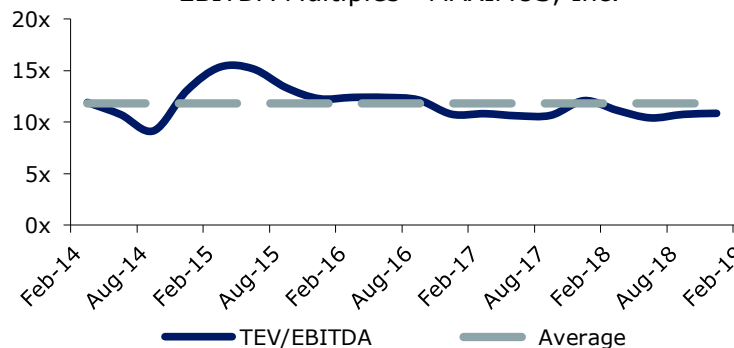
MAXIMUS, Inc. provides business process services (BPS) to government health and human services programs in the United States, the United Kingdom, Australia, Canada, Singapore, and Saudi Arabia. The company's Health Services segment offers various BPS, appeals, and assessments, as well as related consulting services for state, provincial, and national government programs comprising Medicaid, Children's Health Insurance Program, the Affordable Care Act, Health Insurance British Columbia, the Health Assessment Advisory Service, and Preadmission Screening and Resident Reviews. Its services include health insurance exchange customer contact center operations and support; health insurance program eligibility and enrollment; beneficiary outreach and education; application assistance and independent health plan enrollment counseling; premium payment processing and administration; eHealth solutions; independent disability, long-term sick, and health assessments; occupational health clinical assessments; and specialized program consulting services. MAXIMUS, Inc. was founded in 1975 and is headquartered in Reston, Virginia.

Date	Key Development Headline
8/9/18	MAXIMUS Seeks Acquisitions
5/10/18	MAXIMUS Seeks Acquisitions

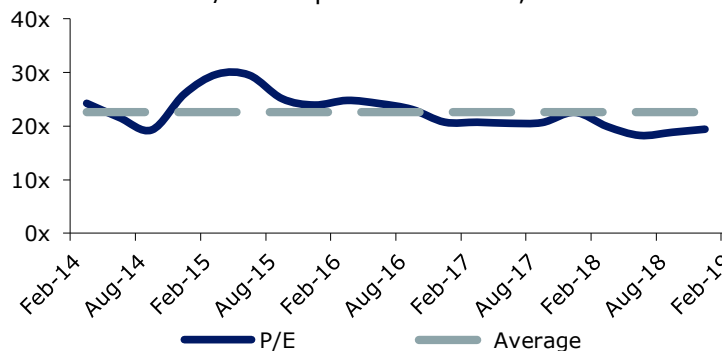
Revenue Multiples - MAXIMUS, Inc.



EBITDA Multiples - MAXIMUS, Inc.



P/E Multiples - MAXIMUS, Inc.





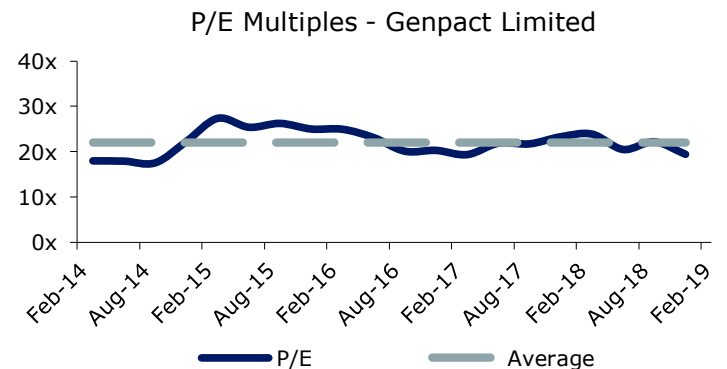
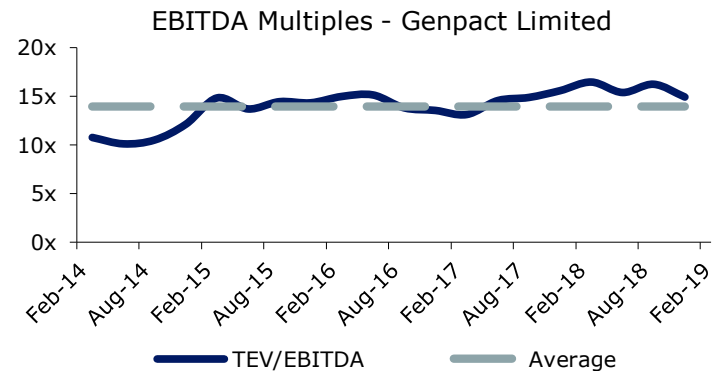
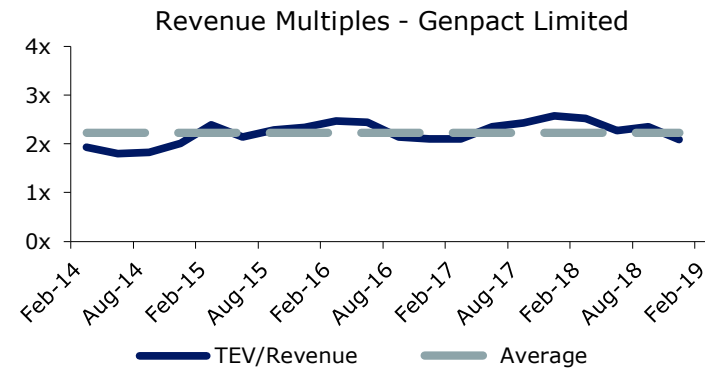
# Public Basket



## Genpact Limited

Genpact Limited provides business process outsourcing and information technology (IT) services North and Latin America, India, rest of Asia, and Europe. Its finance and accounting services include accounts payable, such as document management, invoice processing, approval and resolution management, and travel and expense processing; over-the-counter services, including customer master data management, credit and contract management, fulfillment, billing, collections, and dispute management services; record to report services comprising accounting, treasury, tax, product cost accounting, and closing and reporting services; enterprise performance management consisting of budgeting, forecasting, and business performance reporting. Genpact Limited was founded in 1997 and is based in Hamilton, Bermuda.

Date	Key Development Headline
1/7/19	Genpact Limited (NYSE:G) acquired riskCanvas Holdings, LLC from Booz Allen Hamilton Holding Corporation (NYSE:BAH).
8/29/18	Genpact Limited (NYSE:G) completed the acquisition of Barkawi Management Consultants GmbH & Co. KG from Barkawi Group for \$0.10 million.



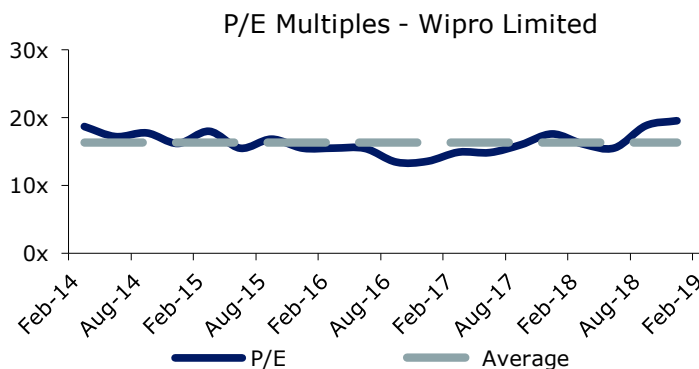
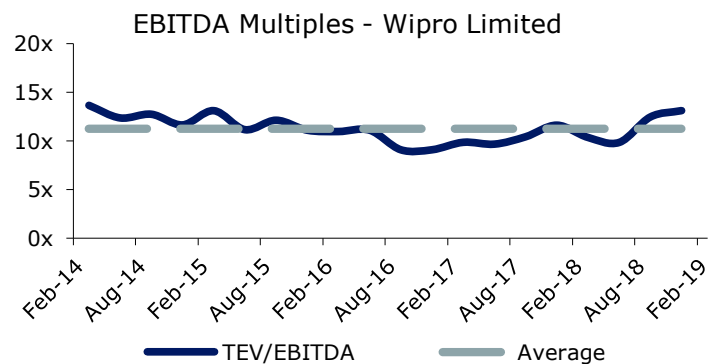
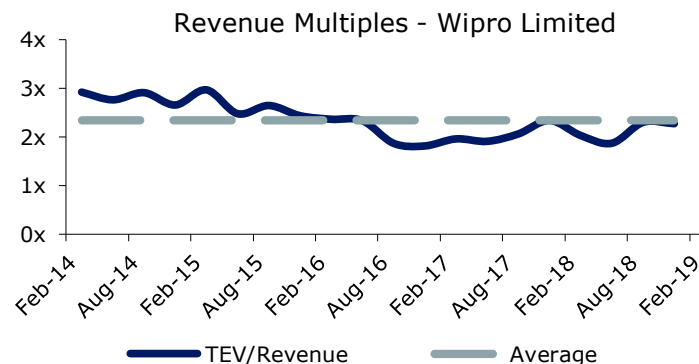
# Public Basket



## Wipro Limited

Wipro Limited operates as an information technology (IT), consulting, and business process services (BPS) company worldwide. The company's IT Services segment offers a range of IT and IT-enabled services, including digital strategy advisory, customer centric design, technology consulting, IT consulting, custom application design, development, re-engineering and maintenance, systems integration, package implementation, infrastructure services, analytics services, BPS, research and development services, and hardware and software design services to various enterprises. Wipro Limited was founded in 1945 and is headquartered in Bengaluru, India.

Date	Key Development Headline
8/30/18	Wipro Limited (BSE:507685) completed the acquisition of Alight HR Services India Pvt Ltd from Alight Solutions.
7/27/18	Wipro Seeks Acquisitions
7/19/18	Wipro Limited (BSE:507685) signed an agreement to acquire Alight HR Services India Pvt Ltd from Alight Solutions for approximately \$120 million.
6/26/18	Ensono Holdings, LLC completed the acquisition of Wipro Data Centre and Cloud Services, Inc. and Portion of Datacenter Business In Germany and UK from Wipro Limited (BSE:507685).
4/5/18	Antariksh Softtech Private Limited acquired 63% stake in Wipro Airport IT Services Limited from Wipro Limited (BSE:507685) for INR 31.5 million.



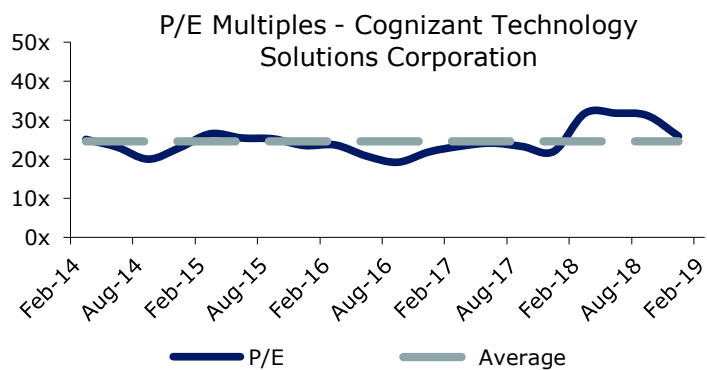
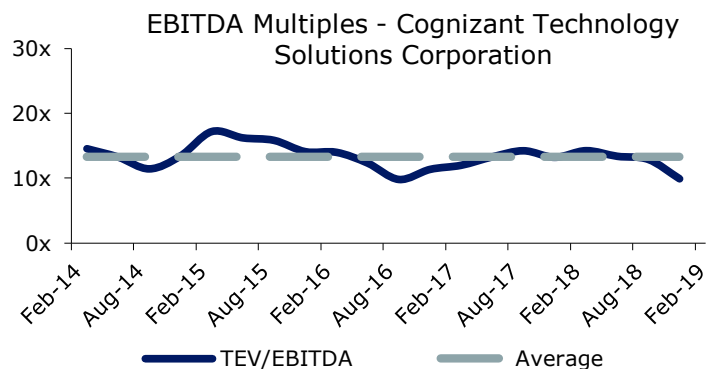
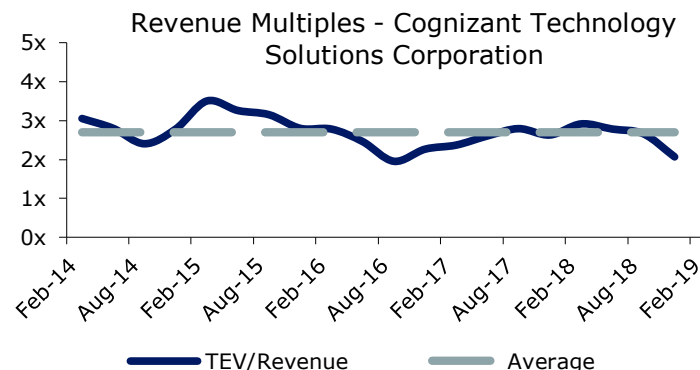
# Public Basket



## Cognizant Technology Solutions Corporation

Cognizant Technology Solutions Corporation, a professional services company, provides consulting and technology, and outsourcing services worldwide. The company operates through four segments: Financial Services; Healthcare; Products and Resources; and Communications, Media and Technology. It offers business, process, operations, and technology consulting services; application design and development, and systems integration services; application testing, consulting, and engineering services; and enterprise information management services. The company was founded in 1994 and is headquartered in Teaneck, New Jersey.

Date	Key Development Headline
1/22/19	Cognizant Technology Solutions Corporation (NasdaqGS:CTSH) agreed to acquire Oy Samlink AB from Posti Group Oyj, Aktia Bank p.l.c. (HLSE:AKTIA), Oma Säästöpankki Oyj (HLSE:OMASP), Savings Bank Group, Svenska Handelsbanken AB (publ), Asset Management Arm, POP Pankkiliitto osk and other minority shareholders.
12/10/18	Cognizant Technology Solutions Corporation (NasdaqGS:CTSH) agreed to acquire Mustache LLC.
12/4/18	Cognizant Technology Intends To Seek Acquisitions
10/3/18	Cognizant Technology Solutions Corporation (NasdaqGS:CTSH) entered into a definitive agreement to acquire Softvision, LLC from Tower Arch Capital.
9/17/18	Cognizant Technology Solutions Corporation (NasdaqGS:CTSH) entered into agreement to acquire Advanced Technology Group, Inc.



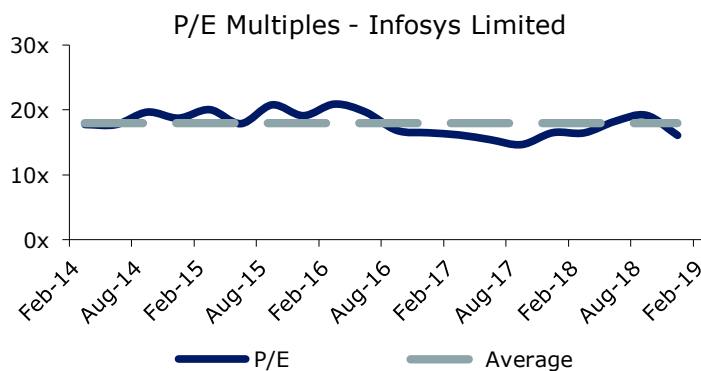
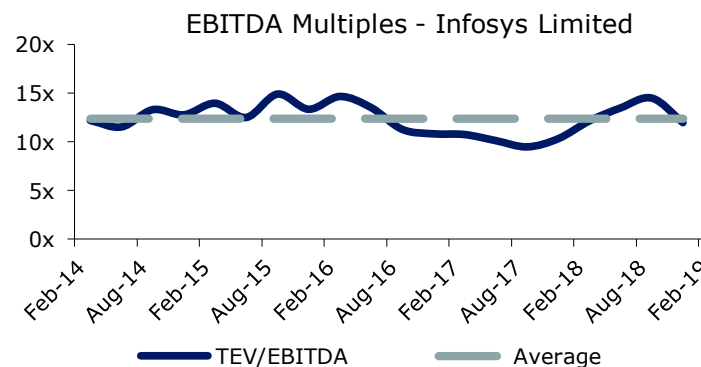
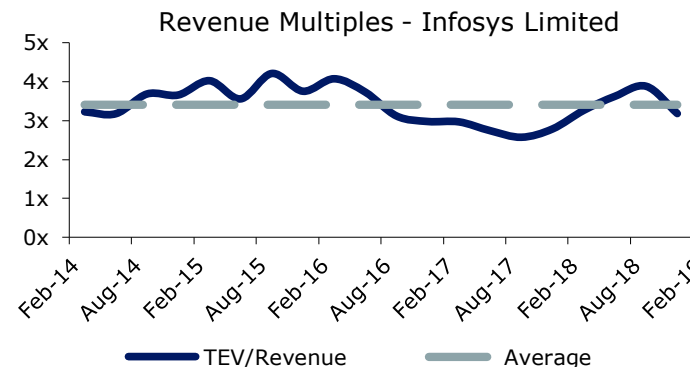
# Public Basket



## Infosys Limited

Infosys Limited, together with its subsidiaries, provides consulting, technology, and outsourcing services in North America, Europe, India, and internationally. It provides business information technology services, including application development and maintenance, independent validation, infrastructure management, and business process management services, as well as engineering services, such as engineering and life cycle solutions; and consulting and systems integration services comprising consulting, enterprise solutions, systems integration, and advanced technologies. Infosys Limited was founded in 1981 and is headquartered in Bengaluru, India.

Date	Key Development Headline
1/11/19	Infosys Drops Plan To Sell Panaya, Skava and Kallidus
1/9/19	Amazon Web Services, Inc. completed the acquisition of CloudEndure Ltd. from Infosys Limited (NSEI:INFY) and others.
12/26/18	Infosys Seeks Investments
12/14/18	Amazon Web Services, Inc. entered into an agreement to acquire CloudEndure Ltd. from Infosys Limited (NSEI:INFY) and others.
12/13/18	Infosys Announces Joint Venture with Hitachi, Panasonic and Pasona in Japan



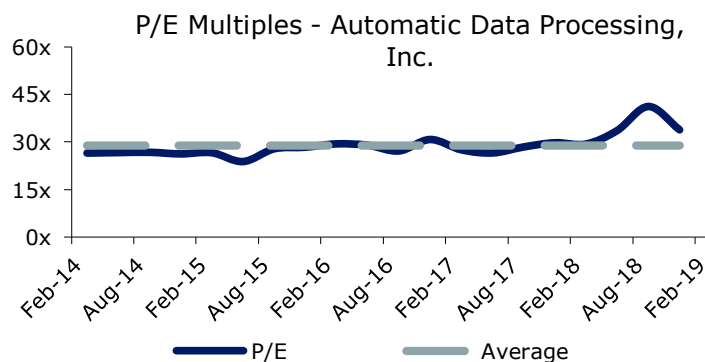
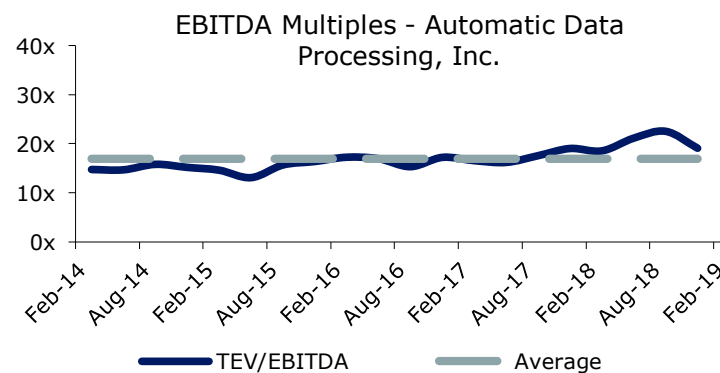
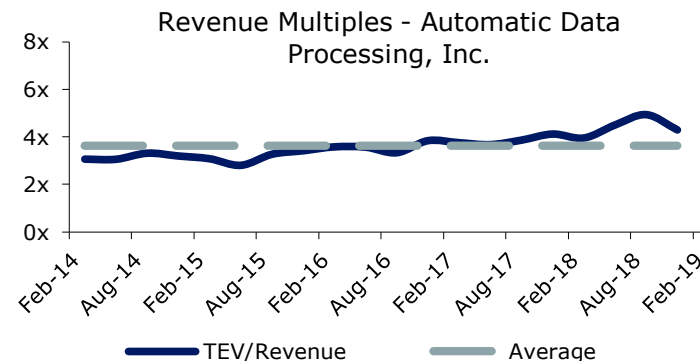
# Public Basket



## Automatic Data Processing, Inc.

Automatic Data Processing, Inc. provides business process outsourcing services worldwide. The company operates through two segments, Employer Services and Professional Employer Organization (PEO) Services. The Employer Services segment offers various human resources (HR) business process outsourcing and technology-enabled human capital management solutions. Its offerings include payroll services, benefits administration, talent management, HR management, time and attendance management, insurance, retirement, and tax and compliance services. The company was founded in 1949 and is headquartered in Roseland, New Jersey.

Date	Key Development Headline
7/31/18	Automatic Data Processing Inc. (NASDAQ:ADP) acquired Celergo LLC from Frontier Capital, LLC.
5/2/18	Automatic Data Processing Seeks Acquisitions



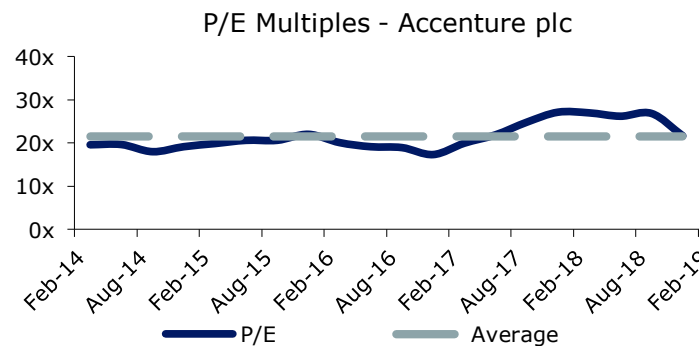
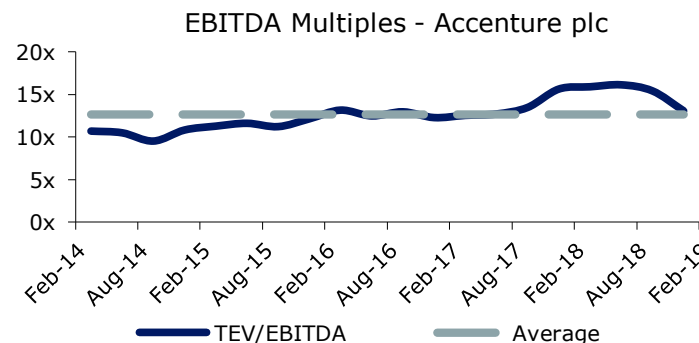
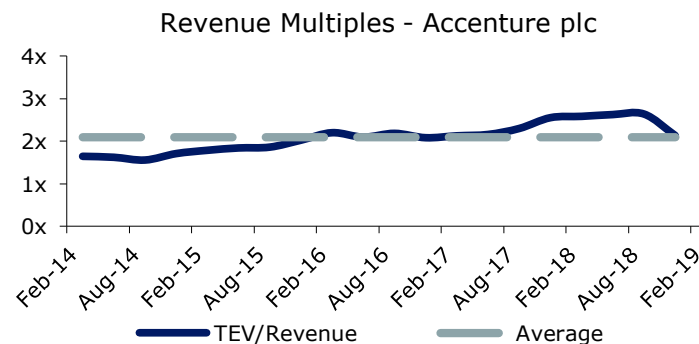
# Public Basket



## Accenture plc

Accenture plc provides consulting, technology, and outsourcing services worldwide. Its Communications, Media & Technology segment provides professional services that help clients accelerate and deliver digital transformation, and enhance business results through industry-specific solutions for communications, media, and high tech industries, as well as for software platforms. The company's Financial Services segment offers services that address profitability pressures, industry consolidation, regulatory changes, and the need to continually adapt to new digital technologies. This segment serves clients in banking, capital markets, and insurance industries. Accenture plc was founded in 1989 and is based in Dublin, Ireland.

Date	Key Development Headline
2/4/19	Accenture Plc, Microsoft Corporation and Avanade Announce the Launch of the Accenture Microsoft Business Group
1/16/19	Accenture plc (NYSE:ACN) completed the acquisition of Knowledge Group Inc.
1/8/19	Accenture plc (NYSE:ACN) agreed to acquire Orbium Holding Ag.
12/19/18	Accenture plc (NYSE:ACN) entered into an agreement to acquire Knowledge Group Inc.
12/19/18	Accenture plc (NYSE:ACN) acquired Adapty Inc.



# CONTACT INFO

7MA provides Investment Banking & Advisory Services to the Business Services and Technology Industries globally. We advise on M&A and private capital transactions and provide market assessments and benchmarking. As a close-knit team with a long history together and a laser focus on our target markets, we help our clients sell their companies, raise capital, grow through acquisitions, and evaluate new markets. Securities offered through 7M Securities LLC.

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