

The background is a deep blue gradient featuring an abstract digital cityscape. It consists of several 3D rectangular blocks of varying heights, each composed of a grid of small white dots or binary code. Some of these blocks have glowing blue rectangular openings. Scattered throughout the scene are thin, diagonal lines of light in shades of blue, green, and red, along with several small, bright circular spots of light in similar colors. The overall effect is a futuristic, high-tech environment.

Technology Newsletter

April 2025

Outsourced Game Development

o3capital

Your Partners, Your Advisors

Hello Readers,

Welcome to the latest edition of the o3 Capital Technology Newsletter.

The **global video game market** is currently valued at over USD 275 Bn and is projected to reach USD 665 Bn by 2032, growing at a ~12% CAGR. The growth and scale is primarily driven by the widespread integration of smartphones into daily life, which has expanded the gaming audience.

To meet the growing demand, major industry players such as Activision, Ubisoft, 2K, Sony, and Epic Games are increasingly **outsourcing** portions of their **game development** to third-party developers. Outsourcing allows these companies to tap into niche expertise while gaining a competitive pricing edge through offshoring.

In recent years, larger outsourced game development firms have been consolidating and building strong onshore/ offshore capabilities by acquiring smaller companies.

Deal of the Month - In March, Coforge expanded its portfolio with the acquisition of two companies for ~USD 60 Mn: Rythmos, a US-based data solutions provider, and TMLabs, an Australian ServiceNow partner.

We have also highlighted additional M&A and PE transactions from March, along with an overall market analysis, to provide you with deeper insights into the industry.

Hope you enjoy reading the Newsletter.

Contents



Cover Story: Outsourced Game Development

03



Key Technology Transactions

07



Listed Market Landscape

10



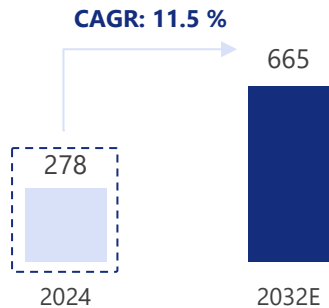
o3 Capital Overview

24

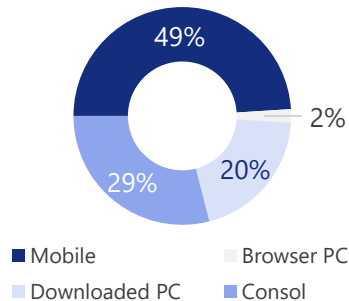
Global Video Game Market

Video Game Market

Global Market Size (USD Bn)



Segment Wise Market Split



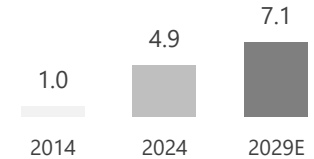
Growth Drivers & Market Trends



Mobile

- ✓ Explosion in the number of smartphone users across the world
- ✓ Increased internet penetration (68% globally)
- ✓ Continuous advancements in technology enabling complex, interactive and graphically intense games on mobile phones

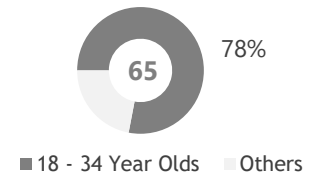
Smartphone Users (Bn)



Consol

- ✓ Next-gen consoles like PlayStation 5 and Xbox Series X have brought significant improvements in processing power, storage and graphics capabilities
- ✓ Innovations in gaming hardware - VR headsets enabling AR element in video games

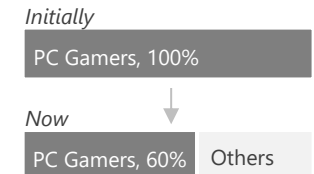
VR Users (Mn)



PC

- ! Non-serious gamers are shifting to mobile games due to increased convenience and accessibility
- ! Since PC hardware required for a high quality gaming experience is relatively expensive, consoles have become the popular choice

Evolution of Gaming



Prominent Game Developers

ACTIVISION

2K GAMES

UBISOFT

EA

Microsoft

EPIC GAMES

SONY

Nintendo®

BANDAI NAMCO

Game Development Process & Outsourcing

1 Pre-Production

- **Game Concept Development**
Genre selection, story building, core mechanics and identifying the target audience
- **Art & Visual Design**
Sketching characters, drafting environments/ worlds and designing menus, health bars, inventory screens, navigation layouts, etc i.e. UI/ UX
- **Selection of Game Engine**
Depending on the requirements of the game, the appropriate game engine is selected

A game engine is a software development tool/ platform used to develop video games

Common Game Engines

- **unity** Widely used in mobile game development
- **UNREAL ENGINE** Used for high-end graphics and AAA-level projects
- **GODOT** Open source and beginner friendly

Some studios develop their own engines tailored to specific needs.

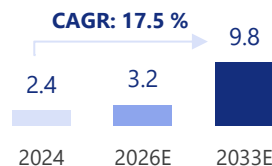
2 Production

- **3D Modelling & Animation**
Using tools like Blender, Maya, 3DS Max, game developers create digital characters, objects and worlds
- **Sound Engineering**
In-game sound effects and soundtracks are created/ integrated with the game
- **Coding & Programming**
Game developers write code and scripts to ensure the game story, worlds, characters, levels, etc are aligned and interactive for the gamer



Production is a critical phase of the game development process, involving high costs with scope for outsourcing

Outsourced Game Development Market (USD Bn)



3 Prototyping & Testing

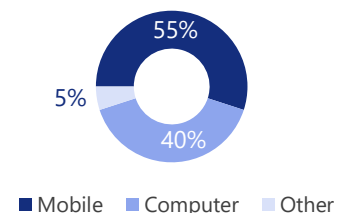
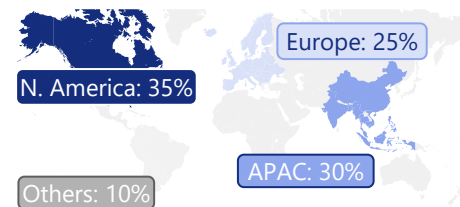
- **Prototype**
A demo version of the game is built, where its various aspects are put to test and bugs are identified
- **Environment Testing**
Ensuring that the characters and objects are interacting with each other in the intended manner
- **Rendering & Visual Effects**
Testing the limits of the game, to ensure smooth graphics
- **"Fun-Factor" Evaluation**
Sample distribution to gamers to get feedback on the overall gameplay, from a commercial viability perspective

A bug is an unexpected coding error in a computer program/ software

4 Launch & Post-Launch

- **Bug Fixing**
Any bugs that go unrectified in the testing/ production phase are fixed
- **Downloadable Content**
New content is injected into the game to keep existing players engaged
- **Updates**
Suitable updates/ modifications can also be made to the game to add new levels, modes, etc
- **New Game Development**
Post launch, work typically begins on the developing a new game/ next edition of the same game

Avg. cost of developing an AAA game is above USD 100 Mn



Outsourced Game Development Companies

	Key Players	Other Outsourced Game Developers	
Europe	<div><div>ROOM8 <small>studio</small></div><div></div><div>2D/ 3D art, design and animation services for games</div><div>Clients </div><div>Platforms </div><div>Delivery: Ukraine</div><div>Acquisition </div></div>	<div><div>Art, development and animations for games </div><div>Clients </div><div>Platforms </div><div>Delivery: Ukraine</div><div>Key Games - Star Wars and Fortnite</div></div>	<div><div>Design, development and launch assistance </div><div> </div><div> </div><div>Delivery: Ukraine</div></div>
			<div><div>Full cycle game design and development </div><div> </div><div> </div><div>Delivery: Ukraine</div></div>
APAC	<div><div>VIRTUOS</div><div></div><div>End-to-end game development, design, production and testing</div><div>Clients </div><div>Platforms </div><div>Delivery: China & Vietnam</div><div>Acquisitions </div></div>	<div><div>Art & design-led game development </div><div>Clients </div><div>Platforms </div><div>Delivery: India</div><div>Key Game - NBA2K21</div></div>	<div><div>Digital transformation, AI and game development </div><div> </div><div>Delivery: India</div></div>
			<div><div>SW dev for games, websites and e-commerce </div><div> </div><div>Delivery: India</div></div>
North America	<div><div>PTW</div><div></div><div>Game development, art, testing, audio engineering, etc</div><div>Clients </div><div>Platforms </div><div>Delivery: India & UK</div><div>Acquisition </div></div>	<div><div>Design, concept for games and app/ web dev </div><div> </div><div> </div><div>Delivery: Russia</div></div>	
		<div><div>Game concept, design, development, SW dev, AI </div><div> </div><div> </div><div>Deliverv: Pakistan</div></div>	

Insights

- ✓ Despite being HQ'd across the globe, most game development companies are following an **offshoring model**
- ✓ **Ukraine, India and other APAC regions** are the leading choice for offshore delivery
- ✓ Scaled up companies with 1,000+ employees are looking to consolidate with **acquisitions**

Key Trends & Consolidation in Outsourced Game Dev.

Acquirer	Target	Description	Delivery	Rationale
		 Acquisition of Pipeworks Studios, a US based game developer, capable of delivering AAA projects		Build Co-Development Capabilities
		 Acquisition of Abstraction, a Netherland based co-development studio focused on support services for AAA games		
		 Acquisition of Umanaia, a Canada based game studio focused on developing new IPs and technologies for game development		Strengthen AAA Game Development
		 Acquisition of Puga, a Brazil based game development focused on 2D/ 3D art, UI/ UX and object designing		Enhance Art & Design Capabilities
		 Acquisition of Massive Black, a US based art studio focused on concept art, storyboarding and cinematics		
		 Integration of Dragons Lake, the Cyprus based game art and design entity of Room8 Studio		Offshoring for Cheaper Delivery
		 Establishment of Solid Bash, the Canada based mobile game development wing of Room 8		
		 Acquisition of Ghostpunch, a US based game developer, having AI based design & QA automation capabilities (USD 13 Mn)		Enhance Art & Design Capabilities
		 Acquisition of a 5518 Studios, a US based game development company focused on art and design		Automated QA and Testing

Coforge Acquires Rythmos and TM Labs



India based product engineering company
specializing in cloud, integration, data and
automation

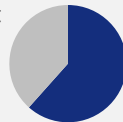


US based company focused on data and
cloud engineering services

Deal Value (USD Mn)Z1

48.7
USD Mn

Earnout
38%

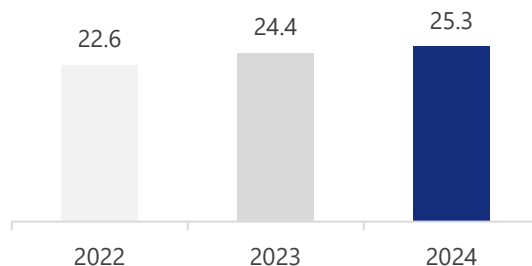


Initial payout
62%

Deal Rationale

The acquisition of Rythmos will expand Coforge's data capabilities and bring strong industry knowledge in the airlines industry

Rythmos Revenue (USD Mn)



1.9x

EV/ Revenue
(2024)



Australia based cloud software
consultant specializing in ServiceNow

Initial Payout (USD Mn)

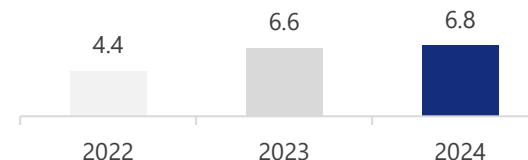
12.7
USD Mn

Additional earnout (undisclosed
amount) will be paid based on revenue
and EBITDA targets for FY26 and FY27

Deal Rationale

The acquisition enables Coforge to expand ServiceNow capabilities in the healthcare segment and in the Australian market

TM Labs Revenue (USD Mn)























200

ServiceNow
certifications

Key M&A Deals in the Month of March

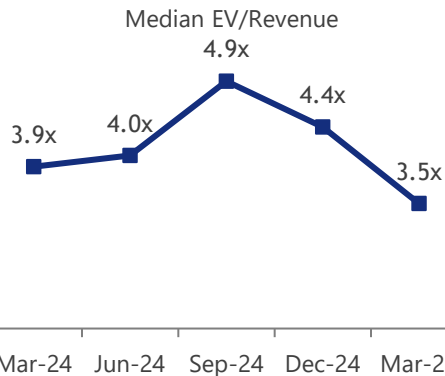
Investor	Target	Target Description	Deal Value
	 SEQUENTIAL TECH	US based customer experience service provider for the telecom and utilities industries	12
	 Alpha-Numero	US based product engineering company with a focus on semiconductor design	NA
	 Stratogent	US based company offering cloud and cybersecurity managed services	NA
	 ELEVATIVE NETWORKS	US based company engaged in managed IT and cybersecurity services	NA
	 Altus Consulting	UK based company engaged in transforming technology and customer experience for BFSI industry	NA
	 APSIDE	France based company specializing in data, AI, cloud and cybersecurity	NA
	 Mid-Atlantic Computer Solutions	US based company offering managed IT and network services	NA
	 DesignMind	US based Microsoft solutions partner focused on Azure data and AI	NA

Key Private Equity Deals in the Month of March

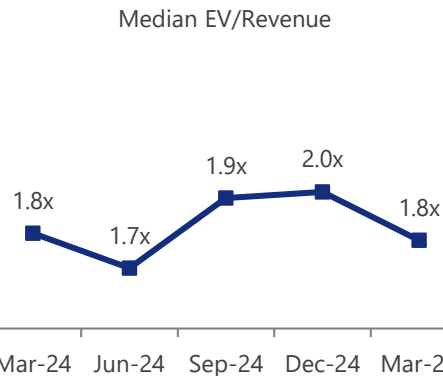
Investor	Target	Target Description	Deal Value
	 	US based company providing cloud migration and data services to higher education sector	NA
	 	US based Premium Salesforce Implementation Partner	NA
 	 	France based company specializing in geo-information and image processing solutions	NA
	 	US based offering cloud engineering and data services	NA
 	 	UK based company engaged in design and digital product engineering	NA
	 	Germany based company focused on customer experience, data & analytics	NA

Listed Market Multiples – Segment Snapshot

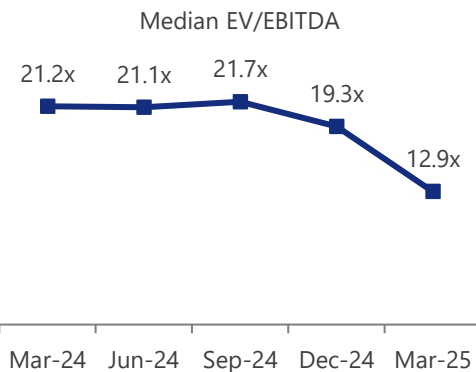
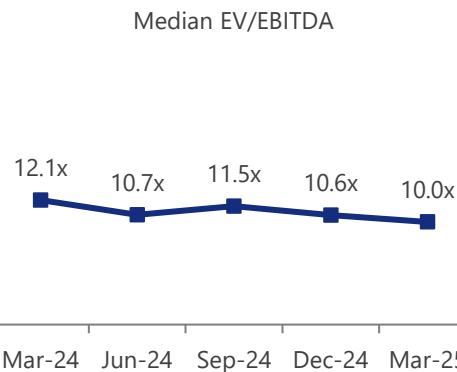
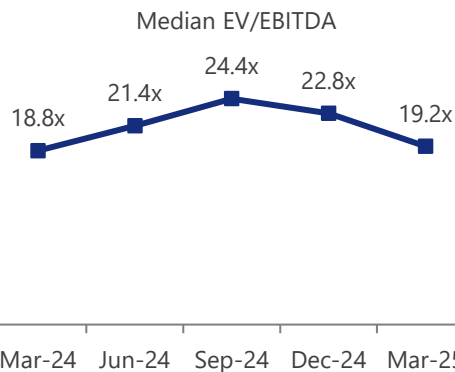
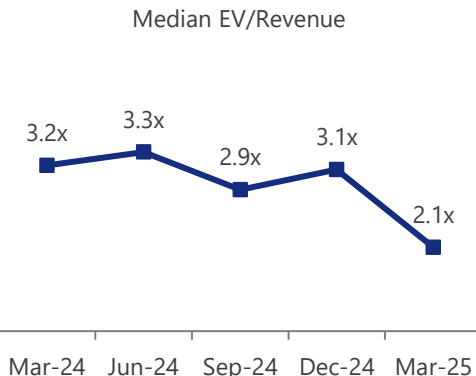
Large Cap IT Services - India



Large Cap IT Services - RoW

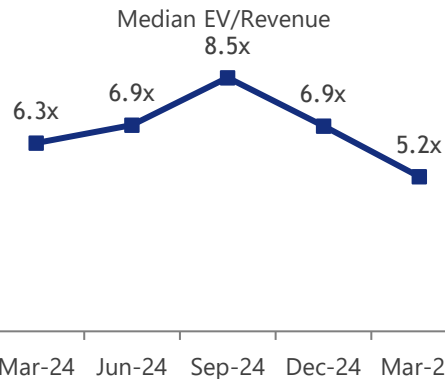


Mid & Small Cap India

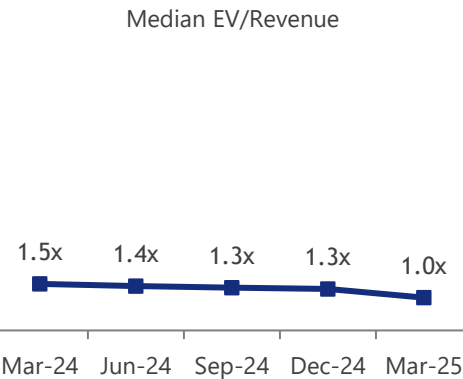


Listed Market Multiples – Segment Snapshot

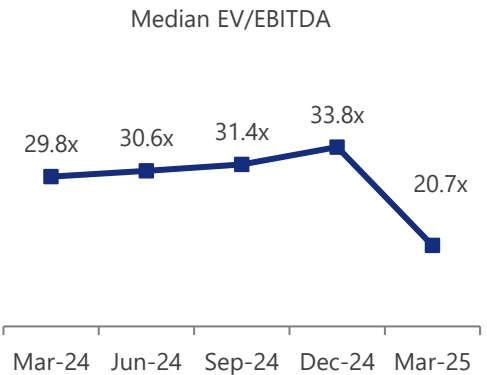
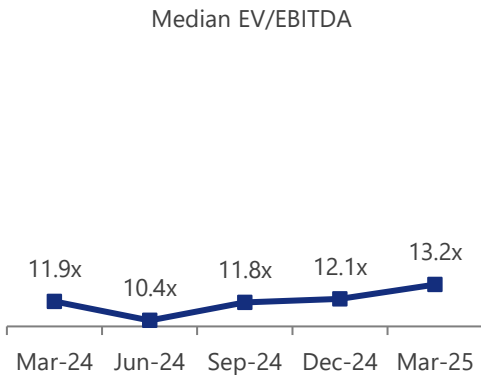
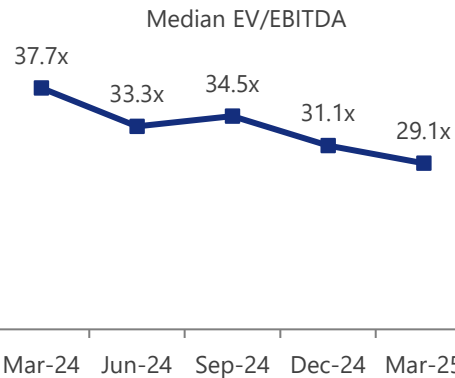
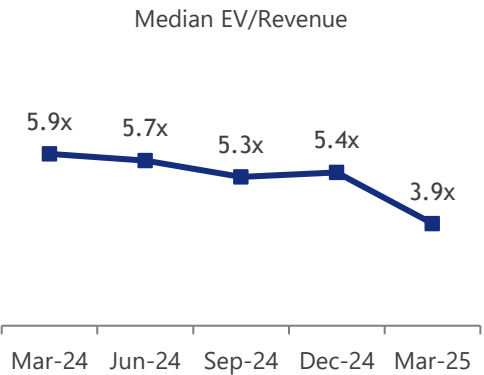
ER&D - India



ER&D - RoW



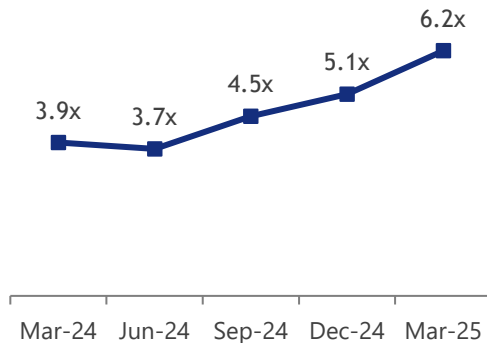
Enterprise Software



Listed Market Multiples – Segment Snapshot

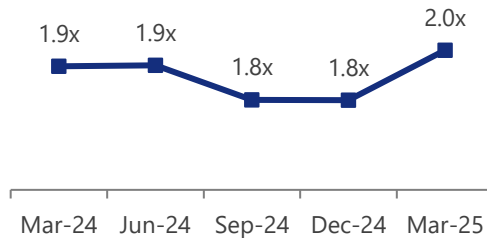
Analytics & BPO - India

Median EV/Revenue



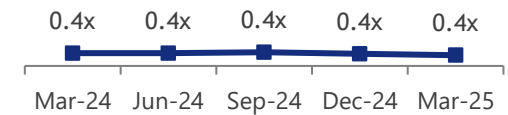
Analytics & BPO - RoW

Median EV/Revenue

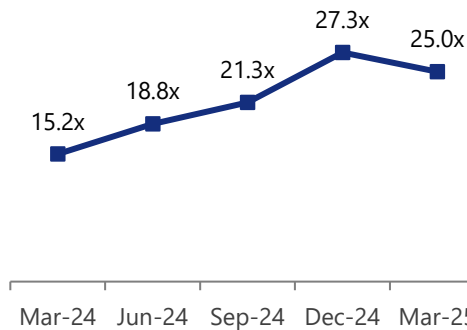


Staffing

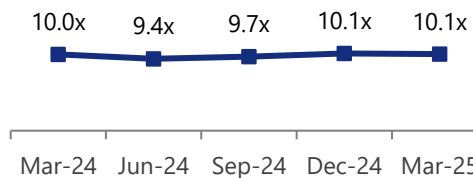
Median EV/Revenue



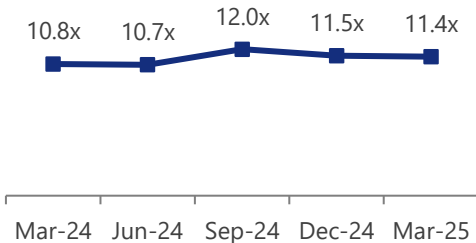
Median EV/EBITDA



Median EV/EBITDA



Median EV/EBITDA



Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
TCS	152,696	146,988	(13%)	5.8x	5.0x	7,278	7,670	7,475	(3%)	28,691	29,456	3%
Infosys	76,147	73,556	(17%)	4.8x	3.8x	4,663	4,894	4,939	1%	18,552	19,112	3%
HCL	50,512	48,015	(18%)	4.4x	3.5x	3,415	3,445	3,533	3%	13,075	13,772	5%
Wipro	32,086	27,803	(16%)	3.2x	2.7x	2,668	2,662	2,608	(2%)	10,901	10,375	(5%)
Tech Mahindra	14,685	14,245	(17%)	2.8x	2.3x	1,574	1,589	1,552	(2%)	6,348	6,132	(3%)
LTIMindtree	15,574	14,618	(21%)	4.3x	3.4x	1,083	1,162	1,129	(3%)	4,243	4,339	2%
Persistent	9,595	9,526	(14%)	8.8x	7.2x	300	346	358	3%	1,141	1,323	16%
Mphasis	5,563	5,392	(13%)	3.9x	3.3x	401	422	416	(1%)	1,589	1,628	2%
Coforge	6,346	6,498	(16%)	6.5x	5.0x	279	366	388	6%	1,080	1,302	21%
Hexaware	4,984	4,818	NA	NA	3.4x	314	374	369	(2%)	1,247	1,399	12%
		Mean	(16%)	4.9x	4.0x							
		Median	(16%)	4.4x	3.5x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
TCS	152,696	146,988	(13%)	21.6x	18.6x	25%	7,687	26%	16%	72%	0%	12%
Infosys	76,147	73,556	(17%)	20.0x	15.9x	23%	4,412	23%	61%	0%	13%	31%
HCL	50,512	48,015	(18%)	20.4x	16.5x	21%	2,799	20%	25%	61%	0%	14%
Wipro	32,086	27,803	(16%)	16.5x	13.7x	18%	1,960	19%	27%	56%	4%	12%
Tech Mahindra	14,685	14,245	(17%)	25.5x	19.2x	10%	692	11%	80%	11%	0%	9%
LTIMindtree	15,574	14,618	(21%)	24.1x	20.1x	18%	694	16%	86%	0%	0%	14%
Persistent	9,595	9,526	(14%)	53.9x	44.5x	16%	204	15%	39%	0%	34%	27%
Mphasis	5,563	5,392	(13%)	22.8x	19.2x	17%	258	16%	47%	40%	0%	12%
Coforge	6,346	6,498	(16%)	48.5x	40.4x	13%	153	12%	75%	0%	1%	24%
Hexaware	4,984	4,818	NA	NA	20.6x	0%	233	17%	8%	75%	2%	15%
		Mean	(16%)	28.1x	23.1x							
		Median	(16%)	22.8x	19.2x							

Large Cap - India

Mid & Small Cap India

ER&D - India

Analytics BPO - India

Large Cap - RoW

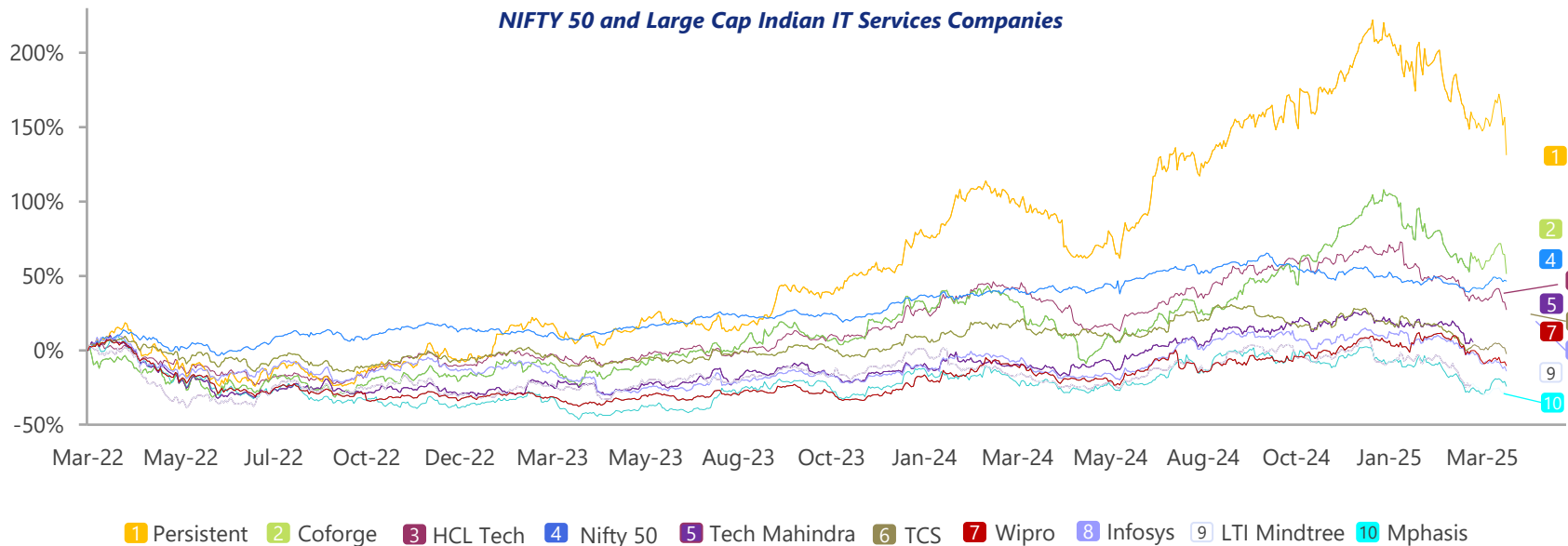
ER&D - RoW

Analytics BPO RoW

Enterprise Software

Name	Revenue (USD Mn)	Revenue from Geo (%)			Revenue from Verticals (%)					Employee Count ('000)		Revenue/Emp (USD)
		USA	Europe	RoW	BFSI	HC/LS	TMT	Industrial	Other	Dec '23	Dec '24	
TCS	29,456	18% 31%	51%		32%	11%	15%	9%	21%	615+	602+	48,930
Infosys	19,112	13% 30%	57%		27%	7%	20%		16%	343+	323+	59,170
HCL	13,772	6% 28%	66%		20%	16%	26%	19%	33%	225+	221+	62,317
Wipro	10,375	41% 32%	27%		34%	15%	15%	17%	11%	240+	233+	44,530
Tech Mahindra	6,132	26% 24%	50%		16%	8%	47%		17%	146+	150+	40,879
LTIMindtree	4,339	12% 14%	74%		36%	6%	24%	19%	8%	82+	87+	49,869
Persistent	1,323	11% 8%	81%		32%	28%	41%		13%	23+	24+	55,111
Mphasis	1,628	8% 10%	82%		60%			17%	13%	34+	37+	43,999
Coforge	1,302	10% 34%	56%		53%			18%	29%	25+	33+	39,445
Hexaware	1,399	6% 20%	74%		37%	21%	17%		25%	28+	32+	40,289

NIFTY 50 and Large Cap Indian IT Services Companies



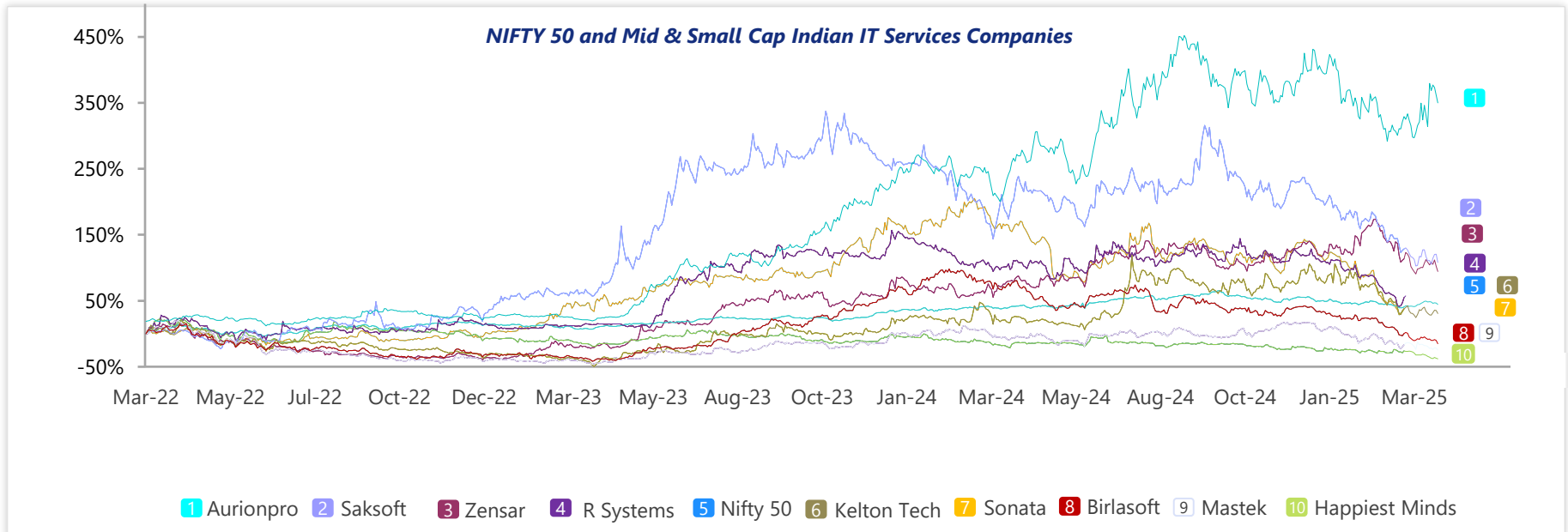
Source: Capital IQ
All figures are in USD Mn, wherever applicable

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Sonata Software	1,123	1,131	(42%)	1.8x	1.0x	300	259	332	28%	1,001	1,137	14%
Birlasoft	1,261	1,095	(33%)	2.6x	1.7x	161	166	159	(4%)	618	633	3%
Zensar	1,863	1,704	(7%)	3.1x	2.8x	145	156	155	(1%)	587	602	3%
Happiest Minds	1,043	871	(31%)	6.0x	3.8x	49	62	62	0%	190	226	19%
Aurionpro	999	966	(6%)	8.7x	7.6x	28	33	36	8%	100	128	28%
R Systems	452	466	(29%)	3.3x	2.3x	50	53	52	(1%)	202	204	1%
Saksoft	220	205	(33%)	3.2x	2.1x	23	26	27	3%	90	98	9%
Kellton Tech	122	136	(27%)	1.5x	1.1x	29	32	33	1%	117	124	5%
Mastek	790	818	(26%)	2.9x	2.1x	94	104	102	(2%)	359	389	9%
		Mean	(26%)	3.7x	2.7x							
		Median	(29%)	3.1x	2.1x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Sonata Software	1,123	1,131	(42%)	22.1x	12.6x	8%	87	8%	30%	3%	38%	29%
Birlasoft	1,261	1,095	(33%)	17.7x	12.6x	15%	83	13%	40%	39%	1%	20%
Zensar	1,863	1,704	(7%)	19.3x	17.7x	17%	91	15%	41%	38%	0%	21%
Happiest Minds	1,043	871	(31%)	32.4x	22.2x	19%	36	16%	12%	12%	34%	43%
Aurionpro	999	966	(6%)	41.4x	38.5x	21%	25	20%	15%	10%	49%	26%
R Systems	452	466	(29%)	22.4x	15.5x	14%	30	15%	59%	1%	21%	20%
Saksoft	220	205	(33%)	18.9x	12.2x	17%	16	16%	0%	49%	28%	23%
Kellton Tech	122	136	(27%)	13.8x	8.9x	9%	15	12%	0%	39%	3%	58%
Mastek	790	818	(26%)	17.9x	12.9x	17%	62	16%	13%	3%	49%	35%
		Mean	(26%)	22.9x	17.0x							
		Median	(29%)	19.3x	12.9x							

Source: Capital IQ
All figures are in USD Mn, wherever applicable

Name	Revenue (USD Mn)	Revenue from Geo (%)			Revenue from Verticals (%)					Employee Count ('000)		Revenue/Emp (USD)
		USA	Europe	RoW	BFSI	HC/LS	TMT	Industrial	Other	Dec '23	Dec '24	
Sonata Softwar	1,137	15% 13%		72%	17%	11%	31%	31%	42%	6+	6+	1,75,350
Birlasoft	633	13%		87%	23%	21%		56%		12+	13+	50,360
Zensar	602	12% 21%		67%	40%	11%	21%	28%		10+	11+	57,235
Happiest Minds	226	26% 9%		65%	23%	16%	39%	10%	27%	5+	7+	34,337
Aurionpro	128	91%		7%	69%			11%	20%	2+	3+	47,298
R Systems	204	18% 8%		74%	16%	14%	18%			4+	4+	48,457
Saksoft	98	34% 23%		43%	31%	42%		16%	11%	2+	2+	47,536
Kellton Tech	124	13% 4%		83%	9%	14%	37%	7%	27%	2+	2+	68,768
Mastek	389	15% 57%		28%	12%	22%		52%		6+	5+	74,819



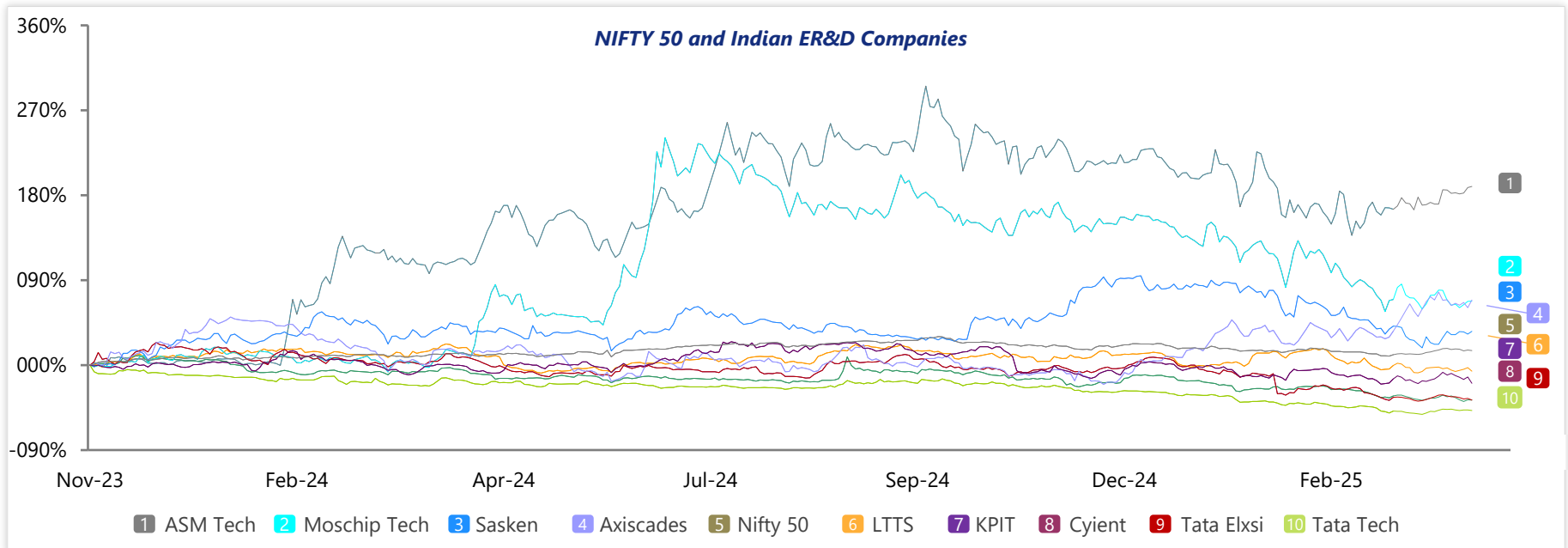
Source: Capital IQ

All figures are in USD Mn, wherever applicable; Aurionpro's share price movement scaled from a 1400% to a 450% graph

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Tata Elsi	3,802	3,672	(24%)	11.1x	8.4x	110	114	110	(4%)	419	437	4%
L&T Tech	5,578	5,344	(5%)	4.8x	4.5x	291	307	310	1%	1,043	1,195	15%
KPIT Tech	4,150	4,075	(11%)	7.2x	6.2x	151	176	173	(2%)	549	658	20%
Tata Tech	3,228	3,142	(24%)	6.9x	5.2x	155	155	154	(1%)	627	606	(3%)
Cyient	1,643	1,588	(32%)	2.8x	1.9x	219	221	225	2%	846	854	1%
Axiscades	442	458	40%	2.9x	3.8x	28	32	32	2%	111	119	8%
Sasken	275	269	(27%)	6.8x	4.5x	12	16	17	5%	48	60	24%
Moschips	326	332	(28%)	10.6x	7.0x	11	15	15	(2%)	33	48	46%
ASM Tech	176	176	(6%)	7.5x	6.7x	7	7	8	9%	25	26	5%
		Mean	(13%)	6.7x	5.3x							
		Median	(24%)	6.9x	5.2x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Tata Elsi	3,802	3,672	(24%)	39.0x	30.4x	29%	115	26%	17%	42%	0%	41%
L&T Tech	5,578	5,344	(5%)	25.4x	24.2x	20%	206	17%	89%	0%	1%	11%
KPIT Tech	4,150	4,075	(11%)	36.8x	31.6x	17%	122	19%	31%	33%	7%	29%
Tata Tech	3,228	3,142	(24%)	38.1x	29.2x	17%	102	17%	73%	0%	1%	26%
Cyient	1,643	1,588	(32%)	16.5x	11.6x	17%	124	15%	49%	19%	5%	28%
Axiscades	442	458	40%	21.7x	28.9x	14%	14	12%	64%	0%	3%	33%
Sasken	275	269	(27%)	NM	NM	10%	1	2%	18%	9%	42%	31%
Moschips	326	332	(28%)	NM	NM	7%	4	8%	3%	48%	10%	39%
ASM Tech	176	176	(6%)	NM	NM	2%	3	11%	0%	5%	69%	26%
		Mean	(13%)	29.6x	26.0x							
		Median	(24%)	31.1x	29.1x							

Name	Revenue (USD Mn)	Revenue from Geo (%)			Revenue from Verticals (%)					Employee Count ('000)		Revenue/Emp (USD)
		USA	Europe	RoW	BFSI	HC/LS	TMT	Industrial	Other	Dec '23	Dec '24	
Tata Elxsi	437	29%	40%	31%	12%	32%		55%	1%	13+	13+	33,601
L&T Tech	1,195	31%	18%	51%		36%		33%	31%	23+	23+	51,949
KPIT Tech	658	26%	48%	26%				100%		12+	12+	54,840
Tata Tech	606	40%	25%	35%				NA		13+	13+	46,595
Cyient	854	22%	29%	49%		47%		35%	18%	16+	14+	61,029
Axiscades	119	39%	26%	35%	12%			88%		3+	3+	39,740
Sasken	60	37%	25%	38%				NA		1+	2+	29,907
Moschips	48			NA		77%		20%	3%	1+	1+	47,623
ASM Tech	26			NA				NA		1+	1+	26,306



Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec'24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Firstsource	2,750	2,986	(9%)	4.0x	3.4x	192	230	246	7%	748	875	0.17
BLS International	1,919	1,863	(18%)	10.4x	8.2x	53	59	60	1%	202	228	13%
eClerx	1,528	1,464	(19%)	5.0x	3.9x	90	99	100	0%	343	378	10%
Latent View	888	825	(26%)	13.2x	9.0x	20	25	27	7%	74	92	25%
Hinduja Global	253	37	(77%)	NM	NM	145	130	124	(4%)	551	507	(0.08)
Datamatics	444	401	1%	2.2x	2.1x	44	49	50	2%	187	192	3%
MPS Ltd.	565	555	45%	5.1x	6.8x	16	21	22	3%	63	81	29%
Ceinsys	278	256	(30%)	10.2x	6.2x	8	11	13	22%	30	41	0.39
		Mean	(17%)	7.1x	5.6x							
		Median	(19%)	5.1x	6.2x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Firstsource	2,750	2,986	(9%)	27.3x	24.2x	11%	107	12%	80%	0%	0%	20%
BLS International	1,919	1,863	(18%)	40.5x	30.5x	19%	60	26%	7%	44%	28%	21%
eClerx	1,528	1,464	(19%)	19.2x	15.2x	26%	91	24%	30%	0%	55%	15%
Latent View	888	825	(26%)	59.5x	43.5x	20%	18	20%	4%	0%	73%	23%
Hinduja Global	253	37	(77%)	NM	NM	2%	(7)	(1%)	12%	70%	7%	11%
Datamatics	444	401	1%	15.6x	15.5x	16%	25	13%	1%	18%	51%	30%
MPS Ltd.	565	555	45%	18.2x	25.0x	32%	22	27%	1%	69%	4%	25%
Ceinsys	278	256	(30%)	46.5x	29.3x	21%	7	17%	3%	34%	31%	32%
		Mean	(17%)	32.4x	26.2x							
		Median	(19%)	27.3x	25.0x							

Source: Capital IQ
All figures are in USD Mn, wherever applicable

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Accenture	195,345	195,846	(11%)	3.3x	2.9x	16,224	16,406	17,690	8%	64,588	66,362	3%
IBM	230,574	274,465	10%	4.0x	4.4x	17,380	14,967	17,553	17%	61,860	62,753	1%
Cognizant	37,838	37,098	(2%)	2.0x	1.9x	4,758	5,044	5,082	1%	19,353	19,736	2%
Capgemini	25,359	28,936	(10%)	1.4x	1.2x	6,132	6,111	5,672	(7%)	24,894	22,876	(8%)
NTT Data	25,107	47,630	1%	1.6x	1.6x	7,787	7,874	7,427	(6%)	30,223	29,252	(3%)
CGI	22,423	23,534	(9%)	2.5x	2.3x	2,728	2,709	2,631	(3%)	10,941	10,327	(6%)
EPAM System	9,605	8,482	(25%)	2.5x	1.8x	1,157	1,168	1,248	7%	4,691	4,728	1%
DXC Technology	3,087	6,127	(17%)	0.6x	0.5x	3,399	3,241	3,225	0%	13,872	13,088	(6%)
Sopra Steria	3,626	4,565	(13%)	0.8x	0.7x	1,639	1,577	1,464	(7%)	6,417	5,981	(7%)
		Mean	(8%)	2.1x	1.9x							
		Median	(10%)	2.0x	1.8x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Accenture	195,345	195,846	(11%)	18.0x	15.8x	18%	11,358	17%	79%	0%	0%	21%
IBM	230,574	274,465	10%	18.8x	23.4x	22%	10,442	17%	63%	0%	0%	37%
Cognizant	37,838	37,098	(2%)	9.9x	9.9x	18%	3,519	18%	98%	0%	0%	2%
Capgemini	25,359	28,936	(10%)	9.6x	8.4x	13%	2,858	12%	64%	0%	0%	35%
NTT Data	25,107	47,630	1%	10.6x	10.0x	14%	4,534	15%	80%	0%	0%	20%
CGI	22,423	23,534	(9%)	13.6x	12.2x	18%	1,840	18%	41%	0%	1%	58%
EPAM System	9,605	8,482	(25%)	15.8x	11.3x	15%	693	15%	93%	0%	3%	4%
DXC Technology	3,087	6,127	(17%)	4.1x	3.5x	3%	1,395	11%	95%	0%	1%	4%
Sopra Steria	3,626	4,565	(13%)	6.7x	5.6x	10%	637	11%	43%	21%	7%	29%
		Mean	(8%)	11.9x	11.1x							
		Median	(10%)	10.6x	10.0x							

Source: Capital IQ
All figures are in USD Mn, wherever applicable

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Fujitsu	35,146	37,136	13%	1.4x	1.5x	6,603	6,049	5,882	(3%)	26,388	23,755	(10%)
Globant SA	5,185	5,509	(41%)	4.0x	2.3x	581	615	642	5%	2,096	2,416	15%
Alten SA	3,367	3,456	19%	0.7x	0.8x	1,117	3,245	1,054	(68%)	4,497	4,290	(5%)
Endava	1,159	1,303	(35%)	2.0x	1.4x	234	261	245	(6%)	975	951	(2%)
Grid Dynamics	1,312	990	(39%)	5.0x	2.8x	78	87	100	15%	313	351	12%
AFRY	2,152	2,750	25%	0.9x	1.0x	709	591	640	8%	2,683	2,454	(9%)
Assystem SA	496	590	(21%)	1.2x	0.9x	163	164	NA	-	638	639	0%
Bertrandt	253	461	18%	0.3x	0.4x	341	296	276	(7%)	1,310	1,185	(10%)
Expleo Solutions	145	116	(49%)	1.9x	1.0x	30	31	30	(3%)	113	120	6%
Etteplan	326	402	16%	0.9x	1.0x	105	89	95	6%	398	374	(6%)
		Mean	(8%)	1.8x	1.3x							
		Median	(2%)	1.3x	1.0x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Fujitsu	35,146	37,136	13%	11.5x	13.2x	9%	2,637	11%	51%	5%	0%	45%
Globant SA	5,185	5,509	(41%)	23.7x	13.4x	15%	373	15%	98%	0%	2%	0%
Alten SA	3,367	3,456	19%	6.3x	7.1x	9%	467	11%	46%	10%	5%	39%
Endava	1,159	1,303	(35%)	23.6x	16.4x	14%	63	7%	66%	0%	27%	7%
Grid Dynamics	1,312	990	(39%)	NM	NM	2%	18	5%	93%	0%	6%	1%
AFRY	2,152	2,750	25%	8.2x	9.2x	8%	273	11%	70%	3%	0%	26%
Assystem SA	496	590	(21%)	28.0x	34.6x	7%	38	6%	15%	64%	0%	21%
Bertrandt	253	461	18%	24.1x	31.3x	7%	-11	-1%	53%	25%	10%	12%
Expleo Solutions	145	116	(49%)	12.1x	6.4x	15%	18	15%	3%	71%	0%	25%
Etteplan	326	402	16%	8.0x	9.5x	10%	27	7%	11%	67%	14%	8%
		Mean	(8%)	16.2x	15.7x							
		Median	(2%)	12.1x	13.2x							

Source: Capital IQ
All figures are in USD Mn, wherever applicable; NM – Not Meaningful

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Telus Digital	21,741	42,754	5%	2.9x	3.1x	3,904	3,732	3,705	(1%)	15,148	13,997	(8%)
Genpact	8,850	9,620	14%	1.8x	2.0x	1,146	1,211	1,249	3%	4,477	4,767	6%
ExlService	7,662	7,688	6%	4.1x	4.2x	414	472	481	2%	1,631	1,838	13%
Teleperformance	5,913	10,123	4%	1.0x	0.9x	2,424	2,902	2,694	(7%)	9,224	10,643	15%
Concentrix	3,551	8,145	(3%)	0.9x	0.8x	2,231	2,387	2,448	3%	7,115	9,619	35%
WNS (Holdings)	2,671	2,821	24%	1.7x	2.1x	326	323	333	3%	1,301	1,315	1%
Teradata	2,127	2,283	(29%)	1.8x	1.3x	457	440	409	(7%)	1,833	1,750	(5%)
Verint Systems	1,109	1,780	(26%)	2.6x	2.0x	265	224	NA	-	882	921	4%
TaskUs	1,227	1,340	(18%)	1.7x	1.3x	234	255	274	7%	924	995	8%
		Mean	(3%)	2.1x	2.0x							
		Median	4%	1.8x	2.0x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar'25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Telus Digital	21,741	42,754	5%	11.7x	10.1x	28%	3,944	28%	55%	0%	0%	45%
Genpact	8,850	9,620	14%	9.7x	11.2x	16%	792	17%	99%	0%	1%	0%
ExlService	7,662	7,688	6%	20.9x	23.1x	17%	306	17%	98%	0%	2%	0%
Teleperformance	5,913	10,123	4%	5.7x	5.1x	17%	1,680	16%	48%	8%	2%	42%
Concentrix	3,551	8,145	(3%)	5.7x	5.6x	16%	1,452	15%	92%	0%	3%	5%
WNS (Holdings)	2,671	2,821	24%	9.0x	10.5x	15%	237	18%	98%	0%	2%	0%
Teradata	2,127	2,283	(29%)	11.0x	7.4x	16%	302	17%	93%	0%	1%	6%
Verint Systems	1,109	1,780	(26%)	14.6x	11.5x	13%	140	15%	98%	0%	1%	1%
TaskUs	1,227	1,340	(18%)	6.9x	7.2x	18%	153	15%	72%	0%	28%	0%
		Mean	(3%)	11.0x	10.2x							
		Median	4%	10.1x	10.1x							

Source: Capital IQ
All figures are in USD Mn, wherever applicable

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ Rev (LTM)		Revenue (Quarter)				Revenue (LTM)		
				Dec '24	Mar '25	Dec '23	Sep '24	Dec '24	Q-o-Q Growth	Dec '23	Dec '24	Growth
Oracle	7,972	7,347	(41%)	15.4x	9.3x	219	200	200	0%	745	791	6%
Affle	2,643	2,501	(10%)	11.5x	9.8x	60	65	70	9%	203	254	25%
Newgen Software	1,645	1,565	(42%)	16.8x	9.3x	39	43	45	3%	141	167	19%
Intellect Design	1,125	1,099	(28%)	5.4x	3.9x	76	67	71	7%	301	279	(7%)
RateGain	614	496	(44%)	7.2x	4.0x	30	33	33	(2%)	106	125	18%
Tanla	736	683	(32%)	2.1x	1.5x	120	119	117	(2%)	451	468	4%
Nucleus Software	247	210	(24%)	2.9x	2.2x	25	24	24	0%	99	95	(4%)
Accelya Solutions	222	208	(14%)	4.1x	3.4x	15	15	16	3%	59	61	2%
Subex	79	72	(47%)	3.8x	2.1x	10	9	8	(4%)	33	35	6%
		Mean	(31%)	7.7x	5.1x							
		Median	(32%)	5.4x	3.9x							

Name	Mkt Cap	EV	% Change in EV Q-o-Q	EV/ EBITDA (LTM)		EBITDA (LTM)			Shareholding			
				Dec '24	Mar '25	Margin Dec'23	Dec '24	Margin Dec '24	Institutions + Public Corps	Pvt Corps	Individuals / Insider	Public & Other
Oracle	7,972	7,347	(41%)	33.2x	20.6x	43%	353	45%	85%	0%	0%	14%
Affle	2,643	2,501	(10%)	67.3x	57.0x	16%	43	17%	26%	55%	0%	18%
Newgen Software	1,645	1,565	(42%)	71.0x	37.6x	21%	40	24%	22%	0%	55%	23%
Intellect Design	1,125	1,099	(28%)	34.4x	26.2x	17%	40	14%	26%	23%	14%	37%
RateGain	614	496	(44%)	39.7x	20.8x	16%	23	19%	37%	0%	48%	15%
Tanla	736	683	(32%)	12.3x	7.9x	19%	85	18%	10%	7%	47%	36%
Nucleus Software	247	210	(24%)	14.3x	12.0x	29%	17	18%	5%	45%	30%	20%
Accelya Solution	222	208	(14%)	11.3x	9.5x	35%	21	34%	3%	75%	1%	21%
Subex	79	72	(47%)	NM	NM	-24%	0	-1%	4%	4%	0%	92%
		Mean	(31%)	35.4x	24.0x							
		Median	(32%)	33.8x	20.7x							

Source: Capital IQ
 All figures are in USD Mn, wherever applicable; NM – Not Meaningful

o3 Capital — Overview

o3 Capital - Global Reach



222

Transactions
Closed



















12

Total Value of
Transactions (USD Bn)

17

Transactions Closed
in Last 12 Months

Recent Technology Transactions

  <p>Intelliswift acquired by LTTS for USD 110 Mn</p>	  <p>TAO Digital raised growth funding from Vesper Company</p>	  <p>Excelsoft raised funding from Investec</p>	  <p>People Tech Group acquired by Quest Global</p>	  <p>Invecas acquired by Cadence Design Systems</p>	  <p>TriGeo Technologies acquired by TAO Digital Solutions</p>	  <p>Merilytics acquired by Accordion Partners</p>	  <p>Sryas acquired by Orion Innovation (backed by One Equity Partners)</p>	  <p>AXISCADES raised debt funding for closing the acquisition of Mistral Solutions</p>
---	--	---	---	---	--	--	---	---

● Color denotes o3 Capital's client

To contact us, please reach out at techbd@o3capital.com