

A FIVE-YEAR FINANCIAL BENCHMARKING STUDY

India's IT Industry Outlook

Assessing financial performance across India's top 30 IT and technology services companies.

1. Executive Summary

India's IT sector has built one of the world's largest technology services industries over three decades, covering everything from large-scale software services and business process outsourcing to engineering R&D and enterprise software products. This benchmarking study tracks **30 leading companies** across these segments, spanning both listed and unlisted entities, and covers five years of audited financial data from FY21 through FY25.

Combined revenues for the sample grew from **₹3,79,399 crore in FY21 to ₹6,13,894 crore in FY25**, a four-year compound growth rate of approximately 12.8%. The sector's capital-light structure and strong cash generation are reflected in near-zero debt levels throughout the period, with total borrowings for all 30 companies amounting to just ₹7,647 crore in FY25.

Revenue and Profit Trends

- Sector revenues grew **61.8% in four years**, with particularly strong momentum in FY22 and FY23 as global digital transformation spending accelerated post-pandemic.
- Operating profit expanded from **₹1,07,631 crore in FY21 to ₹1,46,386 crore in FY25**, though operating margins compressed from 28.4% to 23.9% as companies absorbed elevated hiring and salary inflation costs during FY22 and FY23.

- Net profit grew consistently, rising from **₹80,331 crore in FY21 to ₹1,17,883 crore in FY25**, with net margins recovering to approximately 19.2% in FY25 after a dip to 18.1% in FY23.
- The sector is **structurally near-debt-free**: total borrowings across all 30 companies peaked at ₹8,927 crore in FY22 and stood at ₹7,647 crore in FY25, with most companies carrying zero long-term debt.
- Networth strengthened from **₹2,96,955 crore to ₹3,54,762 crore**, funded entirely by retained earnings rather than equity dilution.
- Total assets expanded from **₹4,08,679 crore to ₹5,35,135 crore**, with current assets forming the dominant share throughout, a characteristic of services businesses that deploy capital through people and receivables rather than heavy fixed infrastructure.
- Margin moderation through FY23 to FY25 reflects the transition from pandemic-era cost control to a normalised operating environment, with higher bench ratios, fresher cohort absorption, and competitive wage cycles weighing on near-term profitability.

PARTICULARS (INR CR.)	MAR-2021	MAR-2022	MAR-2023	MAR-2024	MAR-2025
Sales	3,79,398.5	4,51,846.7	5,50,684.9	5,76,549.4	6,13,894.4
Operating profit	1,07,631.2	1,19,751.0	1,32,122.0	1,37,444.4	1,46,386.1
Net profit	80,330.8	97,482.0	99,536.9	1,07,893.8	1,17,883.2
Networth	2,96,954.6	3,10,870.7	3,24,325.2	3,34,912.0	3,54,761.7
Borrowings	7,215.8	8,926.9	6,612.0	5,305.8	7,647.2
Assets	4,08,678.7	4,47,164.1	4,69,396.1	4,88,020.8	5,35,135.0
Operating Margin	28.37%	26.50%	23.99%	23.84%	23.85%
Net Margin	21.17%	21.57%	18.08%	18.71%	19.20%

2. Methodology

This study is based on five years of audited financial data for **30 leading IT companies** in India, covering both listed and unlisted entities across IT services, engineering software, banking technology, BPO/ITeS, and software products. The objective was to evaluate sector-wide performance trends, profitability patterns, balance-sheet health, and efficiency metrics using standardised financial data and comparable benchmarks.

2.1 Data Sources

All financial data used in this study was sourced exclusively from [Tofler.in](#), including:

- Profit & Loss Statements
- Balance Sheets
- Cash Flow Statements
- Financial Highlights
- Ratios & Margins

Only audited financials were considered for the analysis.

2.2 Company Selection

The study covers 30 companies representing the major segments of India's IT and technology services landscape. Companies were selected based on:

- **Scale** of operations (revenue and asset base)
- **Representation** across the IT value chain: large-cap exporters, mid-tier specialists, engineering services, banking software, and platform companies
- **Mix** of listed and unlisted entities to reflect the sector's true structure
- **Subsector diversity**: IT services, BPO/ITeS, engineering R&D, and software products
- **Availability** of consistent FY21 to FY25 audited financial data

Companies Used for Analysis:

1. TATA CONSULTANCY SERVICES LIMITED

L22210MH1995PLC084781

[Profile →](#)

2. MPHASIS LIMITED

L30007KA1992PLC025294

[Profile →](#)

3. WIPRO LIMITED

L32102KA1945PLC020800

[Profile →](#)

[View All Companies ↓](#)

These companies together represent the full range of India's technology services landscape, from large-cap offshore exporters and engineering R&D specialists to banking technology

platforms and digital transformation firms, spanning both listed and unlisted players.

2.3 Scope of Analysis & Metrics Used

This study covers five years of audited financial data (FY21 to FY25) for 30 major IT companies, with the objective of assessing sector-wide growth, profitability patterns, balance-sheet health, and operational efficiency.

Key Metrics Analyzed:

- **Growth Metrics:** Sales CAGR, EBITDA CAGR (3-year, FY22 to FY25)
- **Profitability Metrics:** Gross Margin, Operating Margin, Net Margin, EBITDA, Net Profit
- **Cost Structure:** Employee Costs, Cost of Goods, Other Operating Costs
- **Balance Sheet Metrics:** Borrowings (short-term and long-term), Networth, Total Assets, Debt/Equity
- **Efficiency Metrics:** Asset Turnover, Days Receivable, Days Payable, Working Capital Days, Cash Conversion Cycle

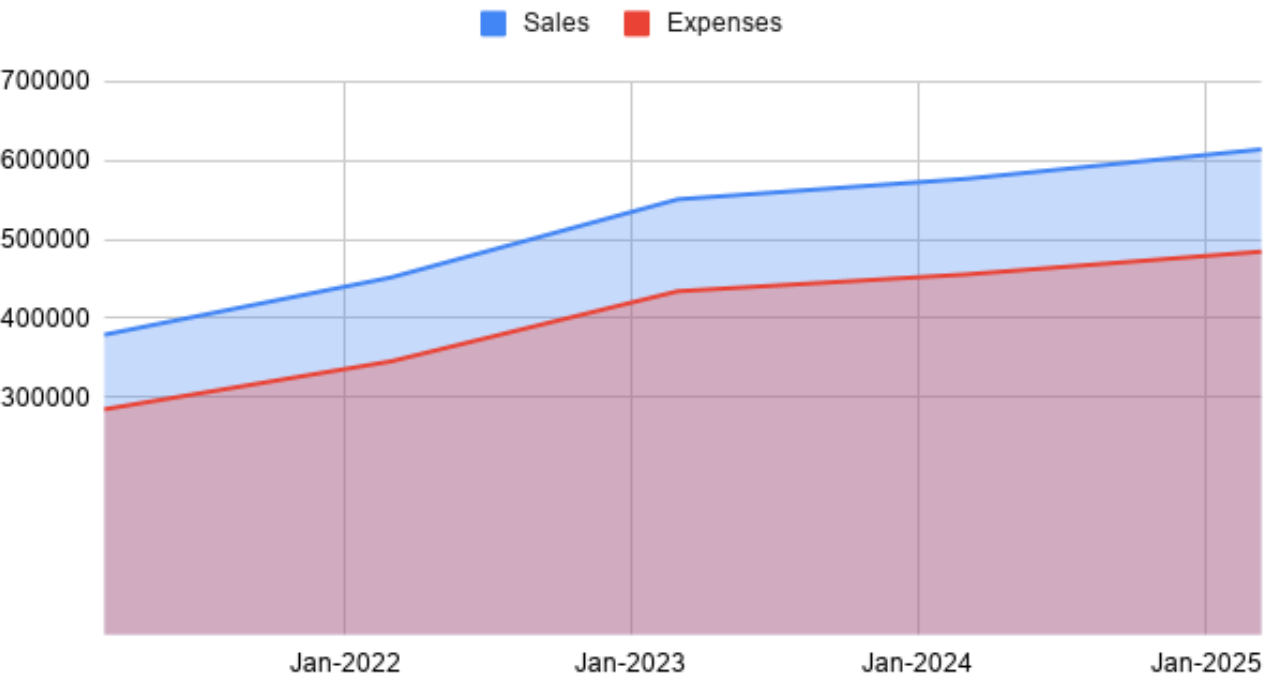
Analytical Approach:

- Aggregating all 30 companies to compute sector-level totals and trends across FY21 to FY25
- Computing 3-year CAGRs (FY22 to FY25) for sales and EBITDA at the individual company level
- Benchmarking ratios using sector means and medians for realistic cross-company comparisons
- Analysing cash efficiency through cash conversion cycle and working capital day metrics

3. Industry Aggregates And Trends

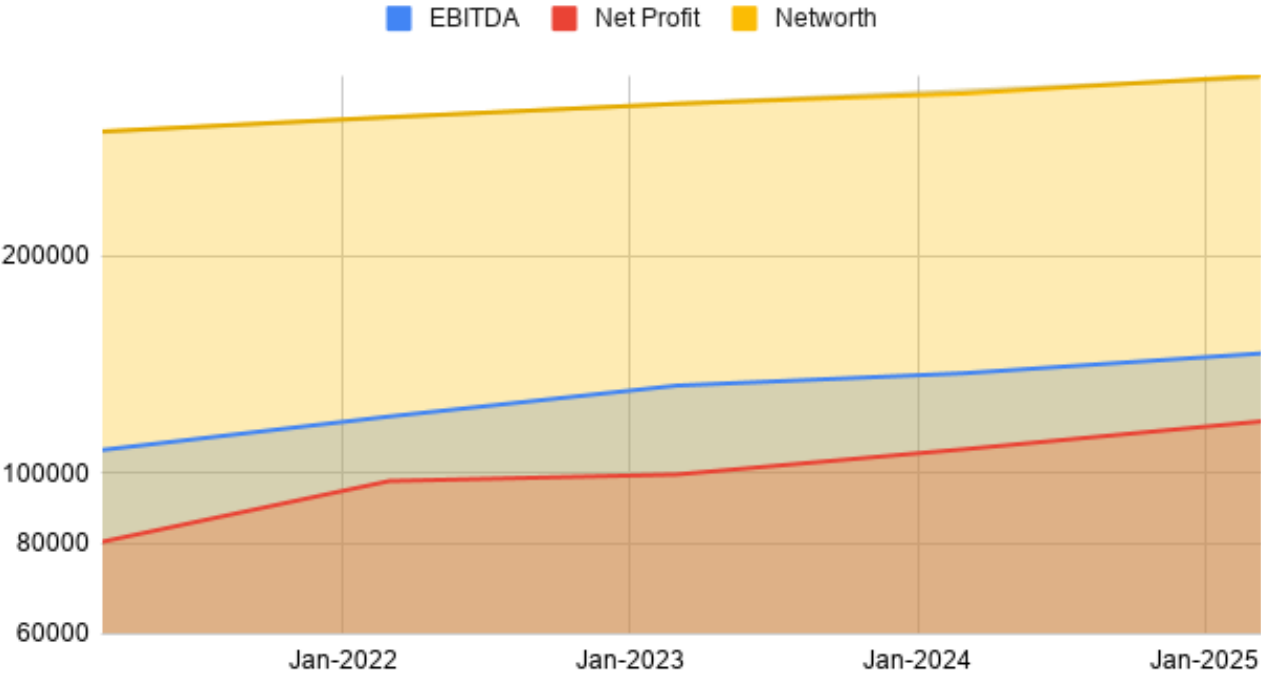
PARTICULARS (INR CR.)	MAR-2021	MAR-2022	MAR-2023	MAR-2024	MAR-2025
Sales	3,79,398.5	4,51,846.7	5,50,684.9	5,76,549.4	6,13,894.4
Expenses	2,85,021.7	3,45,706.6	4,34,391.1	4,55,594.7	4,84,497.7

Sales vs Expenses Trendline Over the Years



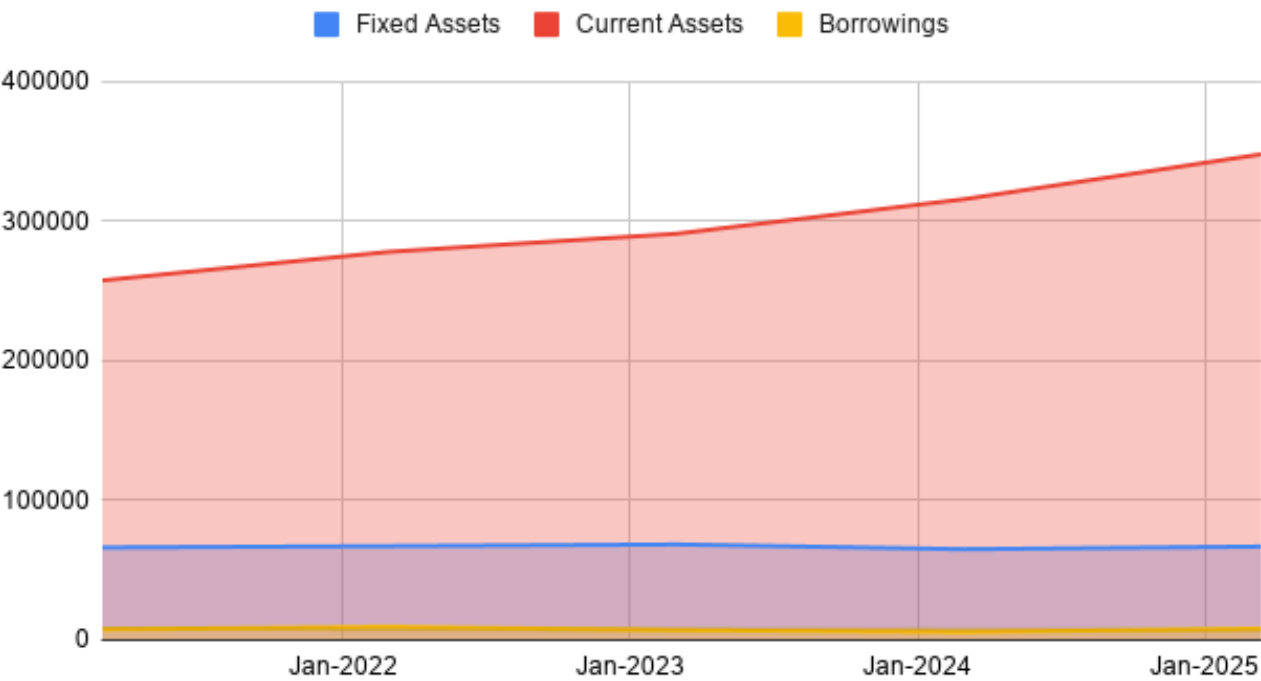
PARTICULARS (INR CR.)	MAR-2021	MAR-2022	MAR-2023	MAR-2024	MAR-2025
EBITDA	1,07,631.2	1,19,751.0	1,32,122.0	1,37,444.4	1,46,386.1
Net Profit	80,330.8	97,482.0	99,536.9	1,07,893.8	1,17,883.2
Networth	2,96,954.6	3,10,870.7	3,24,325.2	3,34,912.0	3,54,761.7

EBITDA vs PAT vs Network Trendline Over the Years



PARTICULARS (INR CR.)	MAR-2021	MAR-2022	MAR-2023	MAR-2024	MAR-2025
Fixed Assets	65,884.5	66,887.6	68,078.6	64,638.0	66,566.6
Current Assets	2,57,365.3	2,77,957.0	2,90,895.9	3,15,714.8	3,47,888.7
Borrowings	7,215.8	8,926.9	6,612.0	5,305.8	7,647.2

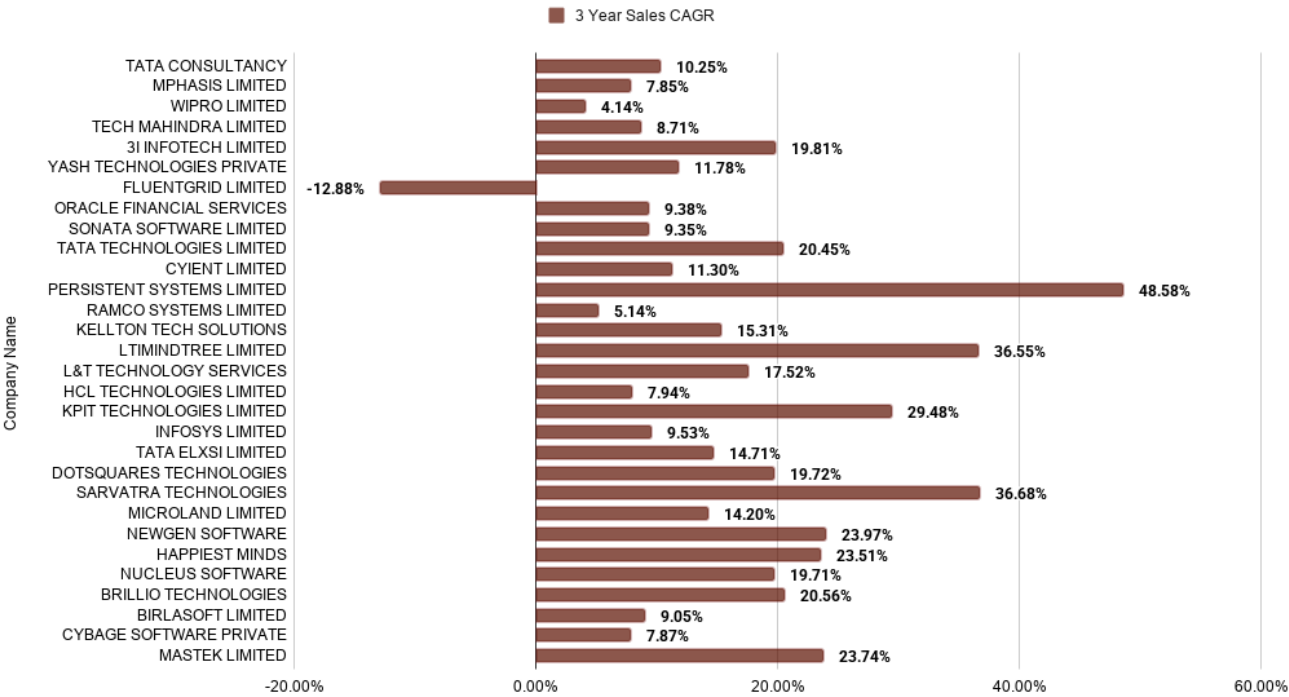
Fixed /Current Assets vs Borrowings Trendline Over the Years



4. Three Year Sales CAGR of the Companies

COMPANY NAME	FY2022 (INR CR.)	FY2025 (INR CR.)	3-YEAR SALES CAGR
TATA CONSULTANCY SERVICES LIMITED	1,60,341.0	2,14,853.0	10.25%
MPHASIS LIMITED	7,389.6	9,271.0	7.85%
WIPRO LIMITED	59,574.4	67,292.8	4.14%
TECH MAHINDRA LIMITED	34,726.1	44,617.2	8.71%
3I INFOTECH LIMITED	212.0	364.6	19.81%
View All Companies ↓			

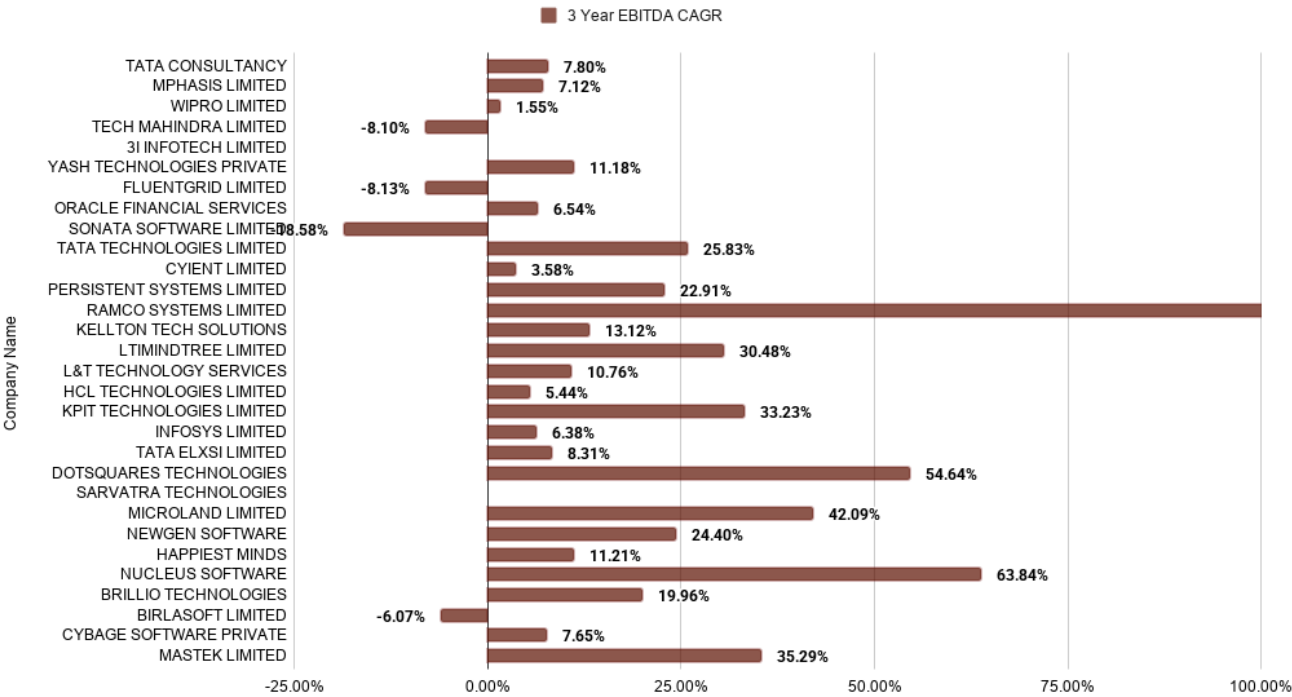
3 Year Sales CAGR Analysis



5. Three Year EBITDA CAGR of the Companies

COMPANY NAME	FY2022 (INR CR.)	FY2025 (INR CR.)	3-YEAR EBITDA CAGR
TATA CONSULTANCY SERVICES LIMITED	46,245.0	57,929.0	7.80%
MPHASIS LIMITED	1,705.1	2,095.8	7.12%
WIPRO LIMITED	12,411.2	12,998.3	1.55%
TECH MAHINDRA LIMITED	5,485.3	4,258.0	-8.10%
3I INFOTECH LIMITED	-3.8	8.9	NA
View All Companies ↓			

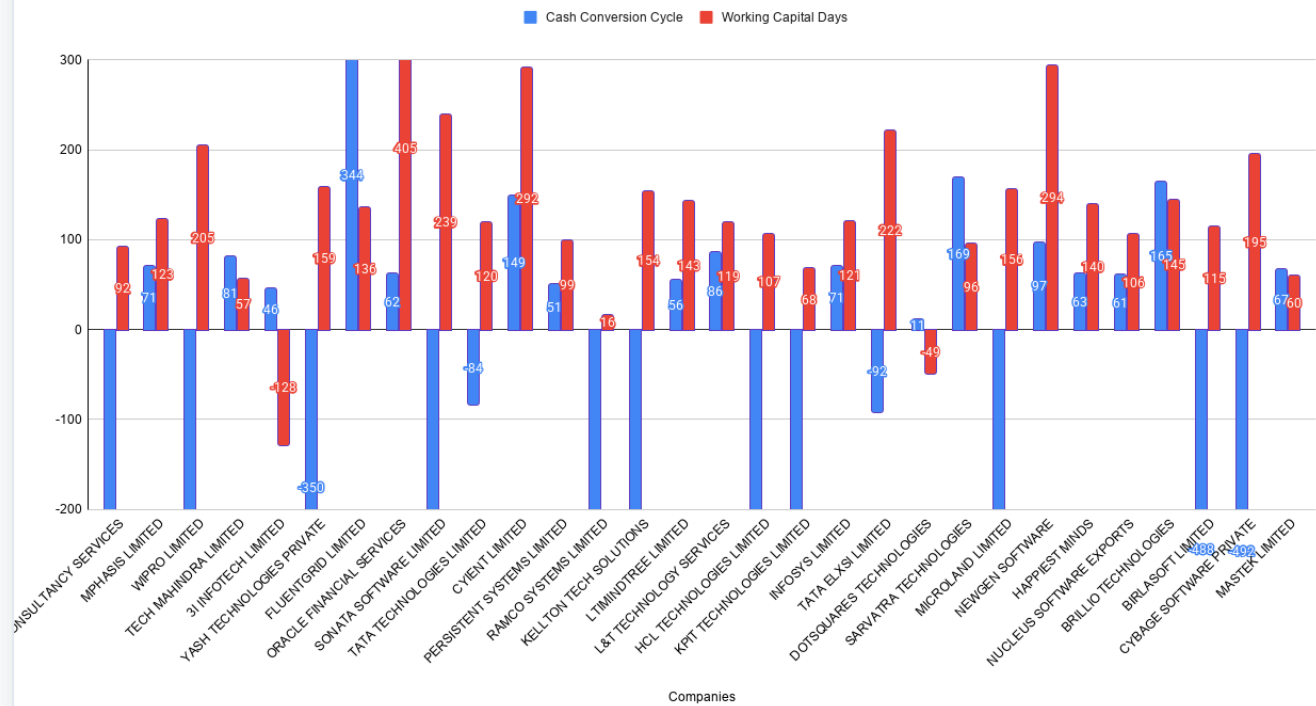
3 Year EBITDA CAGR Analysis



6. Cash Efficiency Comparison Between Companies

Company Name	Cash Conversion Cycle (Days)	Working Capital Days
Tata Consultancy Services Limited	-1,32,704	92
Mphasis Limited	71	123
Wipro Limited	-11,164	205
Tech Mahindra Limited	81	57
3i Infotech Limited	46	-128
View All Companies ↓		

Cash Conversion Cycle and Working Capital Days

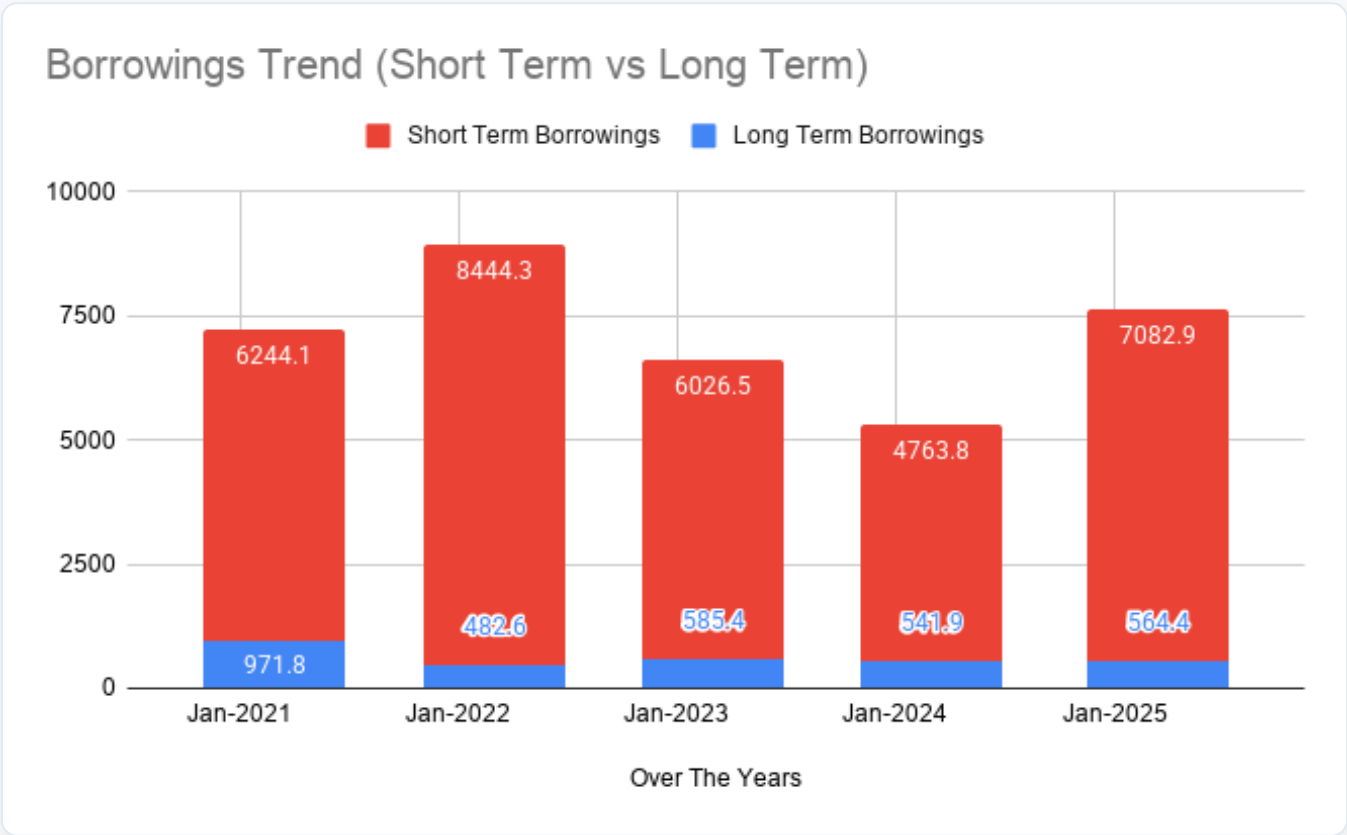


7. Ratios And Benchmarks

PARTICULARS	MEAN BENCHMARK	MEDIAN BENCHMARK	MINIMUM VALUE	MAXIMUM VALUE
Total Debt/Equity	0.10	0.00	0.00	0.70
Net Debt/Equity	0.08	0.00	0.00	0.70
Total Debt/Assets	0.05	0.00	0.00	0.30
Total Assets/Equity	1.53	1.40	1.10	3.20
Current Ratio	3.30	2.30	0.40	11.80
Quick Ratio	3.29	2.30	0.40	11.80
Interest Coverage	119.08	31.55	1.30	2,038.60
Gross Margin (%)	98.44	100.00	77.30	100.00
Operating Margin (%)	20.62	19.85	2.40	52.00
Net Margin (%)	16.85	15.70	-3.10	49.10
Return on Equity (%)	24.42	22.70	-1.30	63.50
Pre-tax ROCE (%)	30.74	32.35	-68.60	83.20
Return on Assets (%)	16.35	15.25	-1.10	40.20
Pre-tax ROIC (%)	22.10	20.60	-9.20	71.00
Days Receivable	90.40	71.00	11.00	344.00
Fixed Asset Turnover	10.45	7.45	0.90	43.30
Total Asset Turnover	0.97	1.00	0.30	2.10
Working Capital Days	133.57	122.00	-128.00	405.00

8. Borrowings Trend (Short Term vs Long Term)

PARTICULARS (INR CR.)	MAR-2021	MAR-2022	MAR-2023	MAR-2024	MAR-2025
Short Term Borrowings	6,244.1	8,444.3	6,026.5	4,763.8	7,082.9
Long Term Borrowings	971.8	482.6	585.4	541.9	564.4
Borrowings	7,215.8	8,926.9	6,612.0	5,305.8	7,647.2



9. Top 3 Companies by Metrics (As of March 2025)

9.1 Top 3 Companies by Net Margin

Company Name	Sales (INR Cr.)	Net Profit (INR Cr.)	Net Margin (%)
Oracle Financial Services Software Limited	5,099.1	3,350.7	65.7
Cyient Limited	2,413.6	1,124.6	46.6
Cybage Software Private Limited	1,813.2	958.5	52.9

9.2 Top 3 Companies by Sales

Company Name	Sales (INR Cr.)	Net Profit (INR Cr.)	EBITDA (INR Cr.)
Tata Consultancy Services Limited	2,14,853.0	48,057.0	57,929.0
Infosys Limited	1,36,592.0	25,568.0	33,499.0
Wipro Limited	67,292.8	10,792.4	12,998.3

9.3 Top 3 Companies by Borrowings

Company Name	Sales (INR Cr.)	Net Profit (INR Cr.)	Borrowings (INR Cr.)
Wipro Limited	67,292.8	10,792.4	6,000.0
Happiest Minds Technologies Limited	2,060.8	184.7	1,100.0
Yash Technologies Private Limited	1,178.2	72.0	1,000.0

10. Industry Context & Market Landscape

10.1 Market Landscape (National View)

India's IT sector has grown from a niche export business in the 1990s into one of the country's defining economic pillars. The sector is among the largest contributors to India's GDP, its

biggest source of foreign exchange, and one of the largest formal employment generators in the country.

Growth moderated in FY24 and FY25 after the strong post-pandemic highs of FY22 and FY23, as clients in North America and Europe pulled back on discretionary technology spending. As seen in the aggregate data for the 30 companies tracked in this report, sector revenues grew from **₹3,79,399 crore in FY21 to ₹6,13,894 crore in FY25**, a four-year expansion of over 60%. Operating margins narrowed from 28.4% to 23.9% over the same period, reflecting wage inflation absorbed during the hiring surge of FY22 and FY23.

Core characteristics of the sector:

- **Export dominance:** North America is the primary revenue market, with BFSI as the largest vertical. Europe is the second-largest geography.
- **Capital-light structure:** Total borrowings across all 30 companies in this study stood at just ₹7,647 crore in FY25, with most companies carrying negligible or zero long-term debt.
- **Employment engine:** The sector provides one of the largest pools of formal, salaried employment in India, spanning tier-1 cities and, increasingly, tier-2 towns.
- **AI transition underway:** The shift from labour-arbitrage IT delivery to value-added, outcome-oriented services is reshaping hiring patterns, pricing models, and margin structures across the sector.

10.2 Regional Distribution

Tier-1 IT Hubs

- The established clusters (Bengaluru, Hyderabad, Pune, Chennai, Delhi-NCR, and Mumbai) host the large majority of GCC operations and large-scale IT services delivery.
- Bengaluru remains the dominant technology hub, with the highest concentration of GCCs, R&D labs, and AI delivery centres in the country.
- Hyderabad has grown rapidly as a tier-1 hub, with strong government support and notable strength in BFSI and cloud services delivery.
- Chennai anchors embedded software and automotive R&D, with strong linkages to manufacturing and semiconductor clients.

Tier-2 and Emerging Hubs

- Non-metro cities such as Coimbatore, Jaipur, Nagpur, and Indore are recording materially faster hiring growth than established metros.

- Talent costs and real estate in these cities are significantly lower than in Bengaluru or NCR, making them attractive for cost-disciplined delivery expansion.
- Government-backed IT parks and infrastructure incentives are accelerating the pace of new centre openings across these cities.

11. Industry Structure And Business Model

India's IT industry operates through four primary segments serving different parts of the global technology delivery chain. The offshore model, which pairs cost-competitive Indian talent with client-facing onshore teams, remains the structural backbone. Over time, this has evolved from pure cost arbitrage toward a hybrid of labour efficiency, platform-based delivery, and outcome-based contracts.

11.1 Industry Structure Overview

SEGMENT	ROLE / EXAMPLES	CORE STRENGTHS	LIMITATIONS
IT Services Companies	Application development, managed services, infrastructure, testing, consulting for global clients	Deep client relationships, multi-vertical expertise, large talent pool, scale delivery	Commoditisation pressure in legacy services; pricing compression as automation rises
BPO / ITeS Companies	Finance and accounting, customer support, HR operations, KPO, data annotation	Cost efficiency at scale; recurring revenue; strong process depth in regulated verticals	High headcount intensity; vulnerable to automation of routine process work
Global Capability Centers (GCCs)	Wholly owned offshore units of multinationals delivering R&D, engineering, AI, and corporate functions	High-value work with direct parent mandate; stronger margin retention; faster decision cycles	Intense talent competition with large IT services firms; complex cross-timezone governance
Software Product & SaaS Companies	Proprietary software sold on licence or subscription; India-built products competing in global markets	High margins, recurring revenue, global scalability without proportional headcount growth	Require sustained R&D investment; compete against deep-pocketed global product companies

11.2 Value Chain and Delivery Model

The typical IT services value chain runs from client engagement onshore, to solution design, to offshore development and testing, through to quality assurance, deployment, and ongoing managed services. The offshore leverage ratio is the primary margin driver. Firms with a higher share of offshore delivery consistently achieve better operating margins, which is reflected in the wide operating margin range across this report's 30-company sample, from 2.4% to 52.0%.

The model has evolved from pure offshore to a hybrid: onshore teams handle client proximity and account management, while offshore teams execute development and run-and-maintain work. Leading firms now operate delivery centres across multiple geographies, blending offshore efficiency with local agility.

11.3 Margin Pools by Service Type

- **Legacy application maintenance and support:** Large in volume, lowest in margin. Under increasing pressure from automation tooling and productivity-linked pricing expectations.
- **Application development and testing:** Mid-range margin. Shifting toward platform-based delivery to improve cycle times and reuse.
- **Digital and cloud transformation:** Higher margin; strong deal flow from enterprise cloud migration across BFSI, retail, and manufacturing.
- **Engineering R&D and embedded software:** Premium margins; harder to commoditise; high demand from GCCs and semiconductor and automotive software clients.
- **AI and GenAI-integrated services:** Fastest-growing pool; outcome-priced rather than time-and-materials; highest margin upside but still a small share of total revenue.

12. Innovation And Upcoming Business Models

12.1 GenAI-native delivery and agentic AI

India's IT sector is moving from AI-assisted delivery to AI-native delivery. Generative AI tools are being embedded into software development pipelines, automated testing frameworks, and customer support operations. Agentic AI, where autonomous systems execute multi-step workflows with limited human intervention, is being piloted in finance automation, code generation, infrastructure monitoring, and document processing.

Hybrid teams of engineers working alongside AI agents are becoming common in leading delivery centres, expanding throughput without proportional headcount growth. This puts pressure on the traditional pyramid model but opens better margin profiles for firms that manage the transition well.

12.2 Platform engineering and outcome-based contracts

The shift from time-and-materials billing to outcome-priced contracts is one of the most significant structural changes underway. Clients increasingly pay for delivered outputs, such as a working module or a measurable reduction in incident volume, rather than for person-hours. Platform engineering, where standard reusable components are assembled rather than built from scratch, compresses timelines and shifts the margin equation toward software-defined value over labour volume.

12.3 GCCs evolving into innovation centres

India hosts one of the world's largest concentrations of GCCs, and the nature of their work is changing fast. These centres are progressively taking on product ownership, AI centre of excellence mandates, and end-to-end engineering responsibilities that previously sat with parent company headquarters. The shift from execution to ownership is the defining trend in this segment, and it is creating sustained demand for talent, real estate, and IT services support.

12.4 India-built software product companies

India's software product segment is producing globally competitive companies. Several mid-size companies in our sample, including those in the banking software and enterprise automation segments, are seeing revenue growth rates well above the sector average, as tracked in the 3-year Sales CAGR data in Section 4. The broader shift is clear: India is increasingly an origination point for enterprise software, not only a delivery location.

13. Policy, Schemes & Recent Developments

13.1 IndiaAI Mission

The IndiaAI Mission is deploying computing infrastructure through public-private partnership models and funding indigenous AI foundational model development. GPU availability under the mission is being expanded in phases, with a focus on making compute accessible to academic

institutions and startups alongside large enterprises. The broader push toward domestic AI infrastructure is relevant for the IT sector as demand for AI-integrated delivery grows.

13.2 Software Technology Parks of India (STPI), SEZs, and PLI

STPI centres across the country provide export-oriented status, tax benefits, and shared infrastructure support for IT companies, with particular benefit for small and mid-size exporters. Special Economic Zones offer additional duty exemptions and simplified compliance for IT exporters. Production Linked Incentive schemes for IT hardware are aimed at reducing India's dependence on imported server and networking infrastructure.

13.3 Digital Personal Data Protection (DPDP) Act

The DPDP Act was notified in late 2025, with substantive provisions coming into effect in phases. For the IT sector, key implications include: contractual liability for data processors handling global client data, cross-border data transfer restrictions that may affect certain offshore delivery models, and compliance requirements that fall more heavily on smaller BPO and data-handling companies. The compliance gap across the industry is likely to drive near-term demand for privacy readiness services.

13.4 Digital India and broader policy framework

India's public digital infrastructure, including UPI, the Account Aggregator framework, ONDC, and DigiLocker, continues to create platform-level opportunities for IT companies building services on top of these systems. The IndiaStack ecosystem is a structural differentiator that global technology firms increasingly seek access to, and its continued expansion underpins domestic IT services demand.

14. Sector Challenges & Risks

CHALLENGE	IMPACT ON THE SECTOR	WHO IS MOST AFFECTED
US immigration policy and visa constraints	Tightening of work visa availability and rising salary thresholds for skilled workers are constraining onshore delivery capacity and increasing client-proximity costs for Indian IT firms operating in North America.	Large IT services firms with high North America revenue dependence and significant onshore delivery teams.
AI disruption to the headcount-led growth model	GenAI tools are compressing person-hours needed per project. Outcome-based pricing reduces topline revenue per engagement even as productivity improves. The traditional pyramid model, where margin is driven by large junior cohorts, is under structural pressure.	Tier-1 IT services firms and BPOs with large entry-level workforces and high run-the-business revenue mix.
Talent attrition and AI reskilling gap	Roles in AI, cloud architecture, and cybersecurity see elevated churn. The skills gap in these areas is widening faster than existing training programmes can close it, creating delivery risk and wage inflation in niche profiles.	All IT segments; most acute for mid-tier firms that cannot match the compensation of large IT firms and hyperscalers.
Currency risk on margins	Revenue is largely foreign-currency-denominated while costs are predominantly INR-based. Rupee appreciation erodes reported margins for exporters, and this sensitivity is difficult to fully hedge. The operating margin compression seen in this report from FY21 to FY25 reflects, in part, this structural exposure.	Large pure-play exporters, including TCS, Infosys, Wipro, and HCL Technologies, all tracked in this study.
DPDP compliance and data localisation uncertainty	Evolving data protection rules create compliance costs and delivery model uncertainty. Cross-border data flow restrictions, if tightened further, could require restructuring of offshore delivery pipelines for clients in regulated sectors.	BPO and ITeS firms with global data-handling mandates; IT services companies serving BFSI and healthcare clients.
Pricing pressure in legacy and commoditised services	Application maintenance, helpdesk operations, and routine testing face structural pricing compression as AI-assisted coding and hyperscaler tooling reduce the value of traditional labour-intensive delivery.	Companies with a high share of application management services, especially in mid-tier IT services.

Revenue concentration in North America	A high share of IT export revenues comes from North American clients. Any macro slowdown or trade friction amplifies earnings impact on firms with limited geographic diversification.	Broad-based IT services exporters; smaller firms without meaningful Europe or Asia-Pacific revenue are most exposed.
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15. Opportunities & Future Outlook

15.1 Growth areas

- **GCC expansion:** India's GCC ecosystem continues to grow rapidly. New formations are accelerating across BFSI, technology, retail, and manufacturing, including from mid-market global companies setting up India centres for the first time. This creates sustained demand for build-operate-transfer services, talent, and IT infrastructure.
- **AI infrastructure:** Large hyperscalers and domestic infrastructure players are making significant investments in Indian data centre capacity. This is building the compute substrate that will underpin AI-native services delivery at scale, and IT companies with data centre management and cloud services capabilities stand to benefit.
- **Engineering R&D and embedded software:** Automotive electrification, industrial automation, semiconductor design, and connected devices are driving strong demand for embedded software and hardware-software co-design. Companies in our sample specialising in engineering services, such as KPIT Technologies and Tata Elxsi, have recorded among the highest sales CAGRs in the study period.
- **Domestic IT spending:** Domestic BFSI digitisation, government technology programmes, and retail modernisation are growing at rates above the sector's export headline, providing a second growth engine that reduces dependence on North American client budgets.

15.2 Strategic priorities for companies

- **Build AI-augmented delivery:** Firms demonstrating measurable AI-driven productivity gains are winning larger transformation mandates and holding margin against outcome-based pricing pressure. This is now a near-term competitive requirement, not a longer-term option.
- **Move toward products and platforms:** Services companies building proprietary platforms capture higher and more stable margins than pure services delivery. The product revenue stream also reduces earnings volatility tied to client budget cycles.
- **Expand tier-2 delivery:** Lower-cost talent in cities like Coimbatore, Jaipur, Nagpur, and Indore reduces delivery cost and attrition relative to saturated metro markets, and de-risks

over-concentration in Bengaluru and Hyderabad.

- **GCC advisory and build-operate-transfer:** Helping new GCC entrants set up and transition to self-managed operations is a growing professional services line with strong downstream attachment for managed services and staffing.

16. Conclusion

The data in this report tells a clear story. Across 30 companies and five years, combined revenues grew from ₹3,79,399 crore to ₹6,13,894 crore, net profit expanded from ₹80,331 crore to ₹1,17,883 crore, and total borrowings across the entire sample remained below ₹9,000 crore throughout. This is a sector with strong underlying economics: high margins, near-zero leverage, and cash generation that funds growth without dilution.

The structural challenges are real. Margin compression from FY21 to FY25, the shift to outcome-based pricing, AI pressure on traditional revenue models, and visa constraints limiting onshore capacity are all forces that will shape the next phase of the sector's growth. But the companies that are navigating these well, as evidenced by the wide spread in CAGR and margin performance across this sample, are doing so through specialisation, platform investment, and early moves into AI-integrated delivery.

The sector's capital-light model, talent depth, and cost position remain structural advantages that are difficult to replicate. The question for each company is not whether the market opportunity is there. It is whether the business model is positioned to capture it profitably.