



Key KPI – YEL 2024

| AMS OBU - Testing | F | F' | B | R' | F - F' | F - B | F - R' |
|------------------------------|----------|----------|----------|----------|--------|--------|---------|
| Headcount (CSS) | 3,874 | 3,949 | 4,306 | 4,287 | -1.9% | -10.0% | -9.6% |
| Headcount (DSP) | - | - | - | - | 0.0% | 0.0% | 0.0% |
| Headcount (DSS) | - | - | - | - | 0.0% | 0.0% | 0.0% |
| DSP & DSS as a % of Total HC | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Billable FTE | 3,338 | 3,353 | 3,565 | 3,613 | -0.4% | -6.4% | -7.6% |
| Grade A% (Average) | 32.7% | 32.7% | 34.2% | 37.2% | 0.0% | -1.5% | -4.5% |
| Grade C% (Landing) | 28.7% | 28.3% | 27.0% | 27.9% | 0.4% | 1.6% | 0.8% |
| Grade A Intake (%) | 72.4% | 71.8% | 46.6% | 50.0% | 0.6% | 25.8% | 22.4% |
| Grade B Attrition (%) | 16.8% | 15.1% | 18.5% | 17.8% | 1.7% | -1.7% | -1.0% |
| CSS Attrition (%) | 14.1% | 12.7% | 12.9% | 12.9% | 1.4% | 1.2% | 1.2% |
| Lateral ARVE | 91.4% | 91.4% | 92.5% | 92.6% | 0.0% | -1.1% | -1.2% |
| Freshers ARVE | 64.2% | 64.1% | 64.3% | 66.2% | 0.1% | -0.1% | -2.0% |
| ADRC 21 | -49.1 | -49.3 | -49.8 | -48.0 | -0.4% | -1.3% | 2.3% |
| Landing ARC | -929 | -921 | -918 | -914 | 0.9% | 1.3% | 1.7% |
| Net Total Cost/ Billed Hour | -7.7 | -7.7 | -7.7 | -7.5 | -0.3% | 0.2% | 2.1% |
| CSS Rem | (44,549) | (44,986) | (48,261) | (46,798) | -1.0% | -7.7% | -4.8% |
| DSP Rem | (0) | (0) | - | (1) | 20.0% | 0.0% | -100.0% |
| DSS Rem | (1) | (0) | - | - | 223.7% | 0.0% | 0.0% |
| Total Payroll Cost | (44,550) | (44,987) | (48,261) | (46,799) | -1.0% | -7.7% | -4.8% |
| L&D | (391) | (401) | (424) | (343) | -2.4% | -7.7% | 14.2% |
| Travel (NBT) | (15) | (19) | (37) | (40) | -22.2% | -59.9% | -62.5% |
| Other | (500) | (510) | (589) | (589) | -2.0% | -15.1% | -15.2% |
| Net Controllable Cost | (45,456) | (45,916) | (49,311) | (47,771) | -1.0% | -7.8% | -4.8% |
| Total Allocation | (7,923) | (7,923) | (7,923) | (8,335) | 0.0% | 0.0% | -4.9% |
| Net Total Cost | (53,378) | (53,839) | (57,234) | (56,105) | -0.9% | -6.7% | -4.9% |
| Pass through Exp | (520) | (537) | (691) | (404) | -3.2% | -24.7% | 28.8% |
| Internal & External Subcon | (178) | (184) | (372) | (221) | -3.4% | -52.2% | -19.5% |
| Gross Total Cost | (54,076) | (54,560) | (58,296) | (56,730) | -0.9% | -7.2% | -4.7% |
| Travel | (333) | (337) | (431) | (365) | -1.0% | -22.8% | -8.6% |
| Total Revenue | 52,682 | 53,045 | 56,781 | 54,866 | -0.7% | -7.2% | -4.0% |
| GOP | (1,394) | (1,515) | (1,516) | (1,864) | 8.0% | 8.0% | 25.2% |
| GOP % of Total Revenue | -2.6% | -2.9% | -2.7% | -3.4% | 0.2% | 0.0% | 0.8% |

| AMS OBU - overall | F | F' | B | R' | F - F' | F - B | F - R' |
|------------------------------|----------|----------|----------|----------|--------|--------|--------|
| Headcount (CSS) | 4,290 | 4,369 | 4,716 | 4,694 | -1.8% | -9.0% | -8.6% |
| Headcount (DSP) | 79 | 78 | 84 | 78 | 1.3% | -6.0% | 1.3% |
| Headcount (DSS) | 71 | 71 | 71 | 56 | 0.0% | 0.0% | 26.8% |
| DSP & DSS as a % of Total HC | 3.4% | 3.3% | 3.2% | 2.8% | 0.1% | 0.2% | 0.6% |
| Billable FTE | 3,703 | 3,716 | 3,889 | 3,932 | -0.4% | -4.8% | -5.8% |
| Grade A% (Average) | 30.4% | 30.4% | 31.9% | 35.0% | 0.0% | -1.6% | -4.7% |
| Grade C% (Landing) | 29.8% | 29.4% | 27.7% | 28.8% | 0.5% | 2.2% | 1.1% |
| Grade A Intake (%) | 65.6% | 66.4% | 45.7% | 46.6% | -0.7% | 19.9% | 19.0% |
| Grade B Attrition (%) | 16.9% | 15.1% | 18.0% | 17.8% | 1.8% | -1.2% | -0.9% |
| CSS Attrition (%) | 14.0% | 12.6% | 12.9% | 12.9% | 1.4% | 1.1% | 1.1% |
| Lateral ARVE | 91.2% | 91.2% | 91.2% | 90.2% | 0.0% | 0.0% | 1.0% |
| Freshers ARVE | 64.6% | 64.5% | 64.2% | 66.1% | 0.1% | 0.4% | -1.5% |
| ADRC 21 | -52.4 | -52.4 | -52.9 | -51.4 | -0.1% | -0.9% | 2.0% |
| Landing ARC | -996 | -984 | -977 | -968 | 1.3% | 2.0% | 2.9% |
| Net Total Cost/ Billed Hour | -8.7 | -8.7 | -8.7 | -8.7 | -0.1% | -0.1% | 0.9% |
| CSS Rem | (52,299) | (52,609) | (56,023) | (55,269) | -0.6% | -6.6% | -5.4% |
| DSP Rem | (1,850) | (1,880) | (2,101) | (1,969) | -1.6% | -12.0% | -6.1% |
| DSS Rem | (983) | (1,006) | (1,060) | (980) | -2.3% | -7.3% | 0.3% |
| Total Payroll Cost | (55,131) | (55,495) | (59,184) | (58,218) | -0.7% | -6.8% | -5.3% |
| L&D | (545) | (545) | (567) | (403) | 0.0% | -3.8% | 35.4% |
| Travel (NBT) | (121) | (121) | (151) | (194) | 0.0% | -19.9% | -37.7% |
| Other | (1,818) | (1,818) | (1,575) | (1,567) | 0.0% | 15.4% | 16.0% |
| Net Controllable Cost | (57,616) | (57,979) | (61,477) | (60,382) | -0.6% | -6.3% | -4.6% |
| Total Allocation | (9,745) | (9,745) | (9,745) | (9,828) | 0.0% | 0.0% | -0.8% |
| Net Total Cost | (67,360) | (67,724) | (71,222) | (70,210) | -0.5% | -5.4% | -4.1% |
| Pass through Exp | (2,636) | (2,821) | (3,393) | (3,056) | -6.6% | -22.3% | -13.8% |
| Internal & External Subcon | (10,250) | (10,502) | (11,149) | (14,641) | -2.4% | -8.1% | -30.0% |
| Gross Total Cost | (80,246) | (81,048) | (85,764) | (87,908) | -1.0% | -6.4% | -8.7% |
| Travel | (1,863) | (1,982) | (2,472) | (2,202) | -6.0% | -24.6% | -15.4% |
| Total Revenue | 82,187 | 82,431 | 85,338 | 88,902 | -0.3% | -3.7% | -7.6% |
| GOP | 3,221 | 2,780 | 1,401 | 2,550 | 15.9% | 129.9% | 26.3% |
| GOP % of Total Revenue | 3.9% | 3.4% | 1.6% | 2.9% | 0.5% | 2.3% | 1.1% |

Overall OBU top and bottom-line is better than the budget despite headwinds

Improving on Forecast

On BFTEs, better on Q2 sequentially, ambition to improve in H2

| CSS BFTEs | Forecast | YoY % | Seq % |
|-----------|----------|-------|-------|
| Q1 | 3,699 | -8.9% | -3.9% |
| Q2 | 3,753 | -3.5% | 1.5% |
| Q3 | 3,721 | -5.4% | -0.9% |
| Q4 | 3,639 | -5.4% | -2.2% |
| H1 | 3,726 | -6.2% | -4.2% |
| H2 | 3,681 | -5.4% | -1.2% |
| YEL | 3,703 | -5.8% | |