

# FORM 20-F

**OR**

**For the fiscal year ended March 31, 2022**

**OR**

**For the transition period from**

**OR**

**Date of event requiring this shell company report**

**Commission file number 001-32945**

**Not Applicable**  
(Translation of Registrant's name into English)

**Jersey, Channel Islands**  
(Jurisdiction of incorporation or organization)

**Gate 4, Godrej & Boyce Complex  
Pirojshanagar, Vikhroli (W)  
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**Securities registered or to be registered pursuant to Section 12(b) of the Act.**

<u>Title of each class</u>	<u>Trading Symbol(s)</u>	<u>Name of each exchange on which registered</u>
<b>American Depositary Shares, each represented by one Ordinary Share, par value 10 pence per share</b>	<b>WNS</b>	<b>The New York Stock Exchange</b>

**Securities registered or to be registered pursuant to Section 12(g) of the Act.**

**None**  
(Title of Class)

Securities for which there is a reporting obligation pursuant to Section 15(d) of the Act

**None**  
(Title of Class)

Indicate the number of outstanding shares of each of the issuer's classes of capital or common stock as of the close of the period covered by the annual report.

As at March 31, 2022, 48,849,907 ordinary shares, par value 10 pence per share, were issued and outstanding, of which 48,618,585 ordinary shares were held in the form of American Depositary Shares (“ADSS”). Each ADS represents one ordinary share.

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.    ☒ Yes    ☐ No

If this report is an annual or transition report, indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934.    ☐ Yes    ☒ No

Note — Checking the box above will not relieve any registrant required to file reports pursuant to Section 13 or 15(d) of the Securities Exchange Act of 1934 from their obligations under those Sections.

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days.    ☒ Yes    ☐ No

Indicate by check mark whether the registrant has submitted electronically every Interactive Data File required to be submitted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit such files).    ☒ Yes    ☐ No

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or an emerging growth company. See definition of “large accelerated filer,” “accelerated filer,” and “emerging growth company,” in Rule 12b-2 of the Exchange Act.

Large accelerated filer ☒

Accelerated filer ☐

Non-accelerated filer ☐

Emerging growth company ☐

If an emerging growth company that prepares its financial statements in accordance with U.S. GAAP, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.    ☐

Indicate by check mark whether the registrant has filed a report on and attestation to its management’s assessment of the effectiveness of its internal control over financial reporting under Section 404(b) of the Sarbanes-Oxley Act (15 U.S.C. 7262(b)) by the registered public accounting firm that prepared or issued its audit report.    ☒

Indicate by check mark which basis of accounting the registrant has used to prepare the financial statements included in this filing:

U.S. GAAP ☐

International Financial Reporting Standards as issued by the International Accounting Standards Board ☒

Other ☐

If “Other” has been checked in response to the previous question, indicate by check mark which financial statement item the registrant has elected to follow:    ☐ Item 17    ☐ Item 18

If this report is an annual report, indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act).    ☐ Yes    ☒ No

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Ex-2.3 Description of securities registered under Section 12 of the Securities Exchange Act of 1934, as amended

Ex 4.4 Form of the Third Amended and Restated WNS (Holdings) Limited 2016 Incentive Award Plan — incorporated by reference to Exhibit 99.1 of WNS (Holdings) Limited’s Report on Form 6-K (File No. 001-32945), as furnished to the Commission on July 16, 2021

Ex 4.9 Lease Deed dated December 16, 2020 between WNS Global Services Private Limited and DLF Assets Private Limited with respect to the lease of office premises on the 10th floor of Block 10 at DLF IT Park.

Ex 4.10 Leave and License Agreement dated Feb 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 84,429 square feet at plant 10.

Ex 4.11 Leave and License Agreement dated Feb 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 1,08,000 square feet at plant 5.

Ex 4.12 Leave and License Agreement dated Feb 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 84,934 square feet at plant 11.

Ex-4.13 Facility Agreement dated March 10, 2017 among WNS (Mauritius) Limited, HSBC Bank (Mauritius) Limited and Standard Chartered Bank, UK

Ex-8.1 List of subsidiaries of WNS (Holdings) Limited

Ex-12.1 Certification by the Chief Executive Officer to 17 CFR 240, 15d-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

Ex-12.2 Certification by the Chief Financial Officer to 17 CFR 240, 15d-14(a), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002

Ex-13.1 Certification by the Chief Executive Officer to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

Ex-13.2 Certification by the Chief Financial Officer to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002

Ex-15.1 Consent of Grant Thornton Bharat LLP, independent registered public accounting firm

## CONVENTIONS USED IN THIS ANNUAL REPORT

In this annual report, references to “US” are to the United States of America, its territories and its possessions. References to “UK” are to the United Kingdom. References to “EU” are to the European Union. References to “India” are to the Republic of India. References to “China” are to the People’s Republic of China. References to “South Africa” are to the Republic of South Africa. References to “\$” or “dollars” or “US dollars” are to the legal currency of the US, references to “₹” or “Indian rupees” are to the legal currency of India, references to “pound sterling” or “£” are to the legal currency of the UK, references to “pence” are to the legal currency of Jersey, Channel Islands, references to “Euro” are to the legal currency of the European Monetary Union, references to “South African rand” or “R” or “ZAR” are to the legal currency of South Africa, references to “A\$” or “AUD” or “Australian dollars” are to the legal currency of Australia, references to “CHF” or “Swiss Franc” are to the legal currency of Switzerland, references to “RMB” are to the legal currency of China, references to “LKR” or “Sri Lankan rupees” are to the legal currency of Sri Lanka, references to “PHP” or “Philippine Peso” are to the legal currency of the Philippines and references to “NZD” or “New Zealand Dollar” are to the legal currency of New Zealand. Our financial statements are presented in US dollars. Our financial statements included in this annual report are prepared in accordance with the International Financial Reporting Standards and its interpretations (“IFRS”), as issued by the International Accounting Standards Board (“IASB”). Unless otherwise indicated, references to “GAAP” in this annual report are to IFRS, as issued by the IASB.

References to a particular “fiscal” year are to our fiscal year ended March 31 of that calendar year. Any discrepancies in any table between totals and sums of the amount listed are due to rounding. Any amount stated to be \$0.0 million represents an amount less than \$5,000.

In this annual report, unless otherwise specified or the context requires, the term “WNS” refers to WNS (Holdings) Limited, a public company incorporated under the laws of Jersey, Channel Islands, and the terms “our company,” “we,” “our” and “us” refer to WNS (Holdings) Limited and its subsidiaries.

In this annual report, references to “SEC” or “Commission” are to the United States Securities and Exchange Commission.

We also refer in various places within this annual report to “revenue less repair payments,” which is a non-GAAP financial measure that is calculated as (a) revenue less (b) in our auto claims business, payments to repair centers for “fault” repair cases where we act as the principal in our dealings with the third party repair centers and our clients. This non-GAAP financial information is not meant to be considered in isolation or as a substitute for our financial results prepared in accordance with GAAP.

We refer to information regarding the business process management (“BPM”) industry, our company and our competitors from market research reports, analyst reports and other publicly available sources. Although we believe that this information is reliable, we have not independently verified the accuracy and completeness of the information. We caution you not to place undue reliance on this data. BPM services are also sometimes referred to as business process outsourcing (“BPO”) services.

## SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS

This annual report contains “forward-looking statements” that are based on our current expectations, assumptions, estimates and projections about our company and our industry. The forward-looking statements are subject to various risks and uncertainties. Generally, these forward-looking statements can be identified by the use of forward-looking terminology such as “anticipate,” “believe,” “estimate,” “expect,” “intend,” “will,” “project,” “seek,” “should” and similar expressions. Those statements include, among other things, the discussions of our business strategy and expectations concerning our market position, future operations, margins, profitability, liquidity and capital resources, tax assessment orders and future capital expenditures. We caution you that reliance on any forward-looking statement inherently involves risks and uncertainties, and that although we believe that the assumptions on which our forward-looking statements are based are reasonable, any of those assumptions could prove to be inaccurate, and, as a result, the forward-looking statements based on those assumptions could be materially incorrect. These risks and uncertainties include but are not limited to:

- worldwide economic and business conditions;
- our dependence on a limited number of clients in a limited number of industries;
- the impact of the ongoing coronavirus disease 2019 (“COVID-19”) pandemic on our and our clients’ business, financial condition, results of operations and cash flows;
- currency fluctuations among the Indian rupee, the pound sterling, the US dollar, the Australian dollar, the Euro, the South African rand and the Philippine peso;
- political or economic instability in the jurisdictions where we have operations;
- regulatory, legislative and judicial developments;
- increasing competition in the BPM industry;
- technological innovation;
- our liability arising from cybersecurity attacks, fraud or unauthorized disclosure of sensitive or confidential client and customer data;
- telecommunications or technology disruptions;
- our ability to attract and retain clients;
- negative public reaction in the US or the UK to offshore outsourcing;
- our ability to collect our receivables from, or bill our unbilled services to, our clients;
- our ability to expand our business or effectively manage growth;
- our ability to hire and retain enough sufficiently trained employees to support our operations;
- the effects of our different pricing strategies or those of our competitors;
- our ability to successfully consummate, integrate and achieve accretive benefits from our strategic acquisitions, and to successfully grow our revenue and expand our service offerings and market share;
- future regulatory actions and conditions in our operating areas;
- our ability to manage the impact of climate change on our business; and
- volatility of our ADS price.

These and other factors are more fully discussed in “Part I — Item 3. Key Information — D. Risk Factors,” “Part I — Item 5. Operating and Financial Review and Prospects” and elsewhere in this annual report. In light of these and other uncertainties, you should not conclude that we will necessarily achieve any plans, objectives or projected financial results referred to in any of the forward-looking statements. Except as required by law, we do not undertake to release revisions of any of these forward-looking statements to reflect future events or circumstances.

**PART I**

**ITEM 1. IDENTITY OF DIRECTORS, SENIOR MANAGEMENT AND ADVISERS**

Not applicable.

**ITEM 2. OFFER STATISTICS AND EXPECTED TIMETABLE**

Not applicable.

**ITEM 3. KEY INFORMATION**

**A. [Reserved]**

**B. Capitalization and Indebtedness**

Not applicable.

**C. Reason for the Offer and the Use of Proceeds**

Not applicable.

## D. Risk Factors

*This annual report contains forward-looking statements that involve risks and uncertainties. Our actual results could differ materially from those anticipated in these forward-looking statements as a result of a number of factors, including those described in the following risk factors and elsewhere in this annual report. If any of the following risks actually occur, our business, financial condition, results of operations and cash flows could suffer and the trading price of our ADSs could decline.*

### Risks Related to Our Business

***The global economic and geo-political conditions have been and continue to be challenging and have had, and may continue to have, an adverse effect on the financial markets and the economy in general, which has had, and may continue to have, a material adverse effect on our business, clients, employees, financial performance, results of operations and cash flows and the prices of our equity shares and ADSs.***

The global outbreak and spread of the disease caused by the severe acute respiratory syndrome coronavirus known as COVID-19, which was reported to have surfaced in December 2019, has caused a slowdown in growth of the global economy. The global economy is entering a pronounced slowdown in 2022 after having shown some momentums of growth in 2021. The global spread of COVID-19 has created, and is likely to continue to create, significant volatility and uncertainty and economic disruption. Global prospects remain highly uncertain as the COVID-19 pandemic resurgence and economic recoveries diverge across countries and sectors, reflecting variations in pandemic-induced disruptions and the extent of policy support. In addition, volatility in the domestic politics of major markets may lead to changes in the institutional framework of the international economy. For further information, see “— Our business operations and future growth have been, and may continue to be, negatively impacted on account of the COVID-19 pandemic.”

In February 2022, a military conflict arose between Russia and Ukraine, with the latter being supported by countries in the NATO alliance as well as others around the globe, including imposition of financial and trade sanctions against Russia. Although the length, impact and outcome of the ongoing military conflict in Ukraine is highly unpredictable, this conflict could lead to significant market and other disruptions, including significant volatility in commodity prices, supply of energy resources, instability in financial markets, supply chain interruptions, political and social instability, changes in consumer or purchaser preferences as well as increase in cyberattacks and espionage. In the event the conflict continues or extends beyond Ukraine, together with reduction or stoppage of energy exports from Russia, the global economy could face a recessionary downturn. We have operations in Poland and Romania, which border Ukraine and are partly dependent on gas supplies from Russia for their energy needs. The economies of Poland and Romania may be materially and adversely affected in the event of any disruption of gas supplies or extension of the conflict beyond Ukraine. In addition, as a result of the ongoing military conflict, there has been a growing number of migrants in Poland and Romania. Such an influx of migrants could lead to rising inflations in these two countries, thereby resulting in an upward pressure on wages, which could have a material adverse effect on our operations in these two countries.

The withdrawal of the UK from the EU in January 2020, commonly referred to as “Brexit,” has also created significant political and economic uncertainty regarding the future trading relationship between the UK and the EU as well as other countries, such as the United States, Australia, and New Zealand. In particular, the UK and the EU have ratified a trade and cooperation agreement governing their future relationship and the UK continues to negotiate agreements on specific areas of trade and economic arrangements with other countries. The UK-EU trade and cooperation agreement addresses trade, economic arrangements, law enforcement, judicial cooperation and a governance framework including procedures for dispute resolution, among other things. Because the agreement merely sets forth a framework in many respects and will require complex additional bilateral negotiations between the UK and the EU as both parties continue to work on the rules for implementation, significant political and economic uncertainty remains about how the precise terms of the relationship between the parties will differ from the terms before withdrawal. These developments, or the perception that any of them could occur, have had and may continue to have a material adverse effect on global economic conditions and financial markets, and may significantly reduce global market liquidity, restrict the ability of key market participants to operate in certain financial markets or restrict our access to capital. Any of these factors could have a material adverse effect on our business, financial condition, results of operations and cash flows.

29.5% of our revenues and 23.8% of our revenue less repair payments (non-GAAP) in fiscal 2022 and 28.0% of our revenues and 24.4% of our revenue less repair payments (non-GAAP) in fiscal 2021 are denominated in pound sterling. The extent and duration of the decline in the value of the pound sterling to the US dollar and other currencies is unknown at this time. A long-term reduction in the value of the pound sterling as a result of Brexit or otherwise could adversely impact our earnings growth rate and profitability. We believe that our hedging program is effective, however there is no assurance that it will protect us against fluctuations in foreign currency exchange rates.

In many countries globally there are concerns over rising inflation and potential economic recessions, including due to the impacts of the COVID-19 pandemic. In particular, any worsening of the ongoing labor shortage and ongoing rise in inflation could significantly weaken global economies. In parts of Europe and India where we operate, there are similar signs of continued economic slowdown and weakness. Sri Lanka, where we have operations, is facing a significant economic crisis resulting from rapidly depleting foreign reserves, a depreciating local currency, and rising prices. Globally, countries have required and may continue to require additional financial support, sovereign credit ratings have declined and may continue to decline, and there may be default on sovereign debt obligations of certain countries. In addition, the U.S. Federal Reserve System and other regulatory bodies around the world may raise, or may announce intentions to raise, interest rates. Any of these global economic conditions may increase the cost of borrowing and cause credit to become more limited, which could have a material adverse effect on our business, financial condition, results of operations and cash flows. The global economic slowdown may be further prolonged by subsequent outbreaks of COVID-19 in countries which are taking, or which have taken, steps to ease lockdown measures; such outbreaks may require those countries to extend their lockdown measures or roll-back previous measures taken to facilitate the re-opening of their economies.

These economic and geo-political conditions have affected, and may continue to affect, our business in a number of ways, as we have operations in 12 countries and we service clients across multiple geographic regions. The general level of economic activity, such as decreases in business and consumer spending, may result in a decrease in demand for our services, thus reducing our revenue. The cost and availability of credit has been and may continue to be adversely affected by illiquid credit markets and wider credit spreads. The current global economic slowdown and the possibility of continued turbulence or uncertainty in the European, US, Asian and international financial markets and economies, and the political climate in the US and the UK, has adversely affected, and may continue to adversely affect, our liquidity and financial condition, and the liquidity and financial condition of our clients. If these market conditions continue or worsen, they may further limit our ability to access financing or increase our cost of financing to meet liquidity needs, and further affect the ability of our clients to use credit to purchase our services or to make timely payments to us, resulting in adverse effects on our financial condition and results of operations. In the US, there is concern over slowing economic growth and continuing trade tensions.

Changing economic conditions may also have an effect on foreign exchange rates, which in turn may affect our business. For further information, see “— Currency fluctuations among the Indian rupee, the pound sterling, the US dollar, the Australian dollar, the Euro, the South African rand and the Philippine peso could have a material adverse effect on our results of operations.”

The current global economic slowdown and uncertainty about the future global economic conditions could also continue to increase the volatility of our ADS price. We cannot predict the timing or duration of an economic slowdown or the timing or strength of a subsequent economic recovery generally or in our targeted industries, including the insurance and travel and leisure industries. If macroeconomic conditions worsen or the current global economic conditions continue for a prolonged period of time, we are not able to predict the impact that such conditions will have on our targeted industries, in general, and our results of operations specifically.

*A few major clients account for a significant portion of our revenue and any loss of business from these clients could reduce our revenue and significantly harm our business.*

We have derived and believe that we will continue to derive in the near term a significant portion of our revenue from a limited number of large clients. In fiscal 2022 and 2021, our five largest clients accounted for 27.1% and 26.8% of our revenue and 27.6% and 27.6% of our revenue less repair payments (non-GAAP), respectively. In fiscal 2022 and 2021, our three largest clients accounted for 18.1% and 19.2% of our revenue and 19.6% and 20.2% of our revenue less repair payments (non-GAAP), respectively. In fiscal 2022, our largest client individually accounted for 7.3% and 7.9% of our revenue and revenue less repair payments (non-GAAP), respectively, as compared to 8.1% and 8.5% in fiscal 2021, respectively. Any loss of business from any major client could reduce our revenue and significantly harm our business.

For example, in October 2021, we ceased to provide certain services to a telecommunications company which was one of our top fifteen customers by revenue contribution in fiscal 2021 as a result of consolidation initiatives of the customer. The customer accounted for 2.4% and 3.1% of our revenue and 2.6% and 3.2% of our revenue less repair payments (non-GAAP) in fiscal 2021 and in fiscal 2020, respectively.

We have derived, and we expect to continue deriving for the foreseeable future, a significant portion of our revenue from Aviva Global Services (Management Services) Private Limited (“Aviva MS”). Under our master services agreement with Aviva MS, Aviva MS is permitted to terminate the agreement without cause with 180 days’ notice upon payment of a termination fee.

In addition, the volume of work performed for specific clients is likely to vary from year to year, particularly since we may not be the exclusive outside service provider for our clients. Thus, a major client in one year may not provide the same level of revenue in any subsequent year. For example, until fiscal 2018, Aviva MS was our largest client and revenue from Aviva MS decreased from \$54.5 million in fiscal 2017 to \$51.9 million in fiscal 2018 to \$50.1 million in fiscal 2019 and increased to \$53.3 million in fiscal 2020. Part of this decline in revenue of fiscal 2018 and 2019 was attributable to revised pricing terms and part was attributable to a reduction of services due to automation performed by Aviva MS and the automation of certain services by WNS. The loss of some or all of the business of any large client could have a material adverse effect on our business, results of operations, financial condition and cash flows. A number of factors other than our performance could cause the loss of or reduction in business or revenue from a client, and these factors are not predictable. For example, a client may demand price reductions, change its outsourcing strategy or move work in-house. A client may also be acquired by a company with a different outsourcing strategy that intends to switch to another BPM service provider or return work in-house.



***Our revenue is highly dependent on clients concentrated in a few industries, as well as clients located primarily in the US, the UK, Europe and Australia. Economic slowdowns or factors that affect these industries or the economic environment in the US, the UK, Europe or Australia could reduce our revenue and seriously harm our business.***

A substantial portion of our clients are concentrated in the insurance industry, healthcare industry and the travel and leisure industry. In fiscal 2022 and 2021, 29.9% and 29.2% of our revenue, respectively, and 24.3% and 25.6% of our revenue less repair payments (non-GAAP), respectively, was derived from clients in the insurance industry. During the same periods, clients in the healthcare industry contributed 17.7% and 18.9% of our revenue, respectively, and 19.1% and 19.9% of our revenue less repair payments (non-GAAP), respectively and clients in the travel and leisure industry contributed 14.8% and 14.2% of our revenue, respectively, and 16.0% and 14.9% of our revenue less repair payments (non-GAAP), respectively. Our business and growth largely depend on continued demand for our services from clients in these industries and other industries that we may target in the future, as well as on trends in these industries to outsource business processes.

The current global economic slowdown has affected, and may continue to affect, both the industries in which our clients are concentrated and the geographies in which we do business. For more information, see “— The global economic and geo-political conditions have been and continue to be challenging and have had, and may continue to have, an adverse effect on the financial markets and the economy in general, which has had, and may continue to have, a material adverse effect on our business, clients, employees, financial performance, results of operations and cash flows and the prices of our equity shares and ADSs.” Certain of our targeted industries are especially vulnerable to crises in the financial and credit markets and potential economic downturns. Our results of operations depend on, among other things, our ability to maintain and increase our sales volume with existing clients and to attract new clients. The impact of the COVID-19 pandemic has affected, and may continue to affect, the demand for our services across industries from a number of clients, depending on the ability of each client, and the nature of their industries, products and services, in coping with the crisis. A downturn in any of our targeted industries, a slowdown or reversal of the trend to offshore business process outsourcing in any of these industries or the introduction of regulation which restricts or discourages companies from outsourcing could result in a decrease in the demand for our services and adversely affect our results of operations. For instance, the travel and leisure industry is presently impacted by travel restrictions imposed by governments across the globe, as a response to the COVID-19 outbreak, and the resulting reduction in business and personal travel. While such restrictions are being gradually eased over time, the volume of business from our travel and leisure clients may continue to be lower than in previous years. In addition, the ongoing military conflict between Russia and Ukraine, especially in the event of further escalation beyond the borders of Ukraine and potential cascading effects of the sanctions on Russia, could have a material adverse effect on global trade and travel. Our business has been, and we expect it will continue to be, impacted across industry verticals due to the COVID-19 pandemic and the Russia-Ukraine conflict. We have observed demand reductions in a range of verticals, particularly travel and leisure, insurance, diversified businesses (especially manufacturing and retail) and utilities during fiscal 2022, as compared to demand levels prior to the COVID-19 pandemic.

In addition, any further weakening of or continuing uncertainty in worldwide economic and business conditions could result in a few of our clients reducing or postponing their outsourced business requirements. Additionally, the COVID-19 pandemic has caused, and may continue to cause significant financial distress to some of our clients. These issues impacting our clients have in turn reduced, and may continue to reduce, the demand for our services and adversely affect our results of operations. In particular, our revenue is highly dependent on the economic environments in the US, the UK, Europe and Australia. In fiscal 2022 and 2021, 45.4% and 44.2% of our revenue, respectively, and 49.1% and 46.5% of our revenue less repair payments (non-GAAP), respectively, were derived from clients located in the US. During the same periods, 32.8% and 31.4% of our revenue, respectively, and 27.4% and 27.9% of our revenue less repair payments (non-GAAP), respectively, were derived from clients located in the UK, 6.1% and 6.7% of our revenue, respectively, and 6.6% and 7.1% of our revenue less repair payments (non-GAAP), respectively, were derived from clients located in Europe (excluding the UK), and 6.1% and 7.7% of our revenue, respectively, and 6.6% and 8.1% of our revenue less repair payments (non-GAAP), respectively, were derived from clients located in Australia. Although we have not had any significant project cancellations to date, we have agreed to limited volume commitment and payment term concessions with certain clients that have been significantly affected by the COVID-19 pandemic. Any further weakening of or continuing uncertainty in the US, UK, European or Australian economy will likely have a further adverse impact on our revenue.

Other developments may also lead to a decline in the demand for our services in our targeted industries. Significant changes in the financial services industry or any of the other industries on which we focus, or a consolidation in any of these industries or acquisitions, particularly involving our clients, may decrease the potential number of buyers of our services and have an adverse impact on our profitability. Any significant reduction in or the elimination of the use of the services we provide within any of these industries would result in reduced revenue and harm our business. Our clients may experience rapid changes in their prospects, substantial price competition and pressure on their profitability. Although such pressures can encourage outsourcing as a cost reduction measure, they may also result in increasing pressure on us from clients in these key industries to lower our prices which could negatively affect our business, results of operations, financial condition and cash flows.

***Our business operations and future growth have been, and may continue to be, negatively impacted on account of the COVID-19 pandemic.***

Countries around the world have started easing restrictions imposed over the past two years during the global outbreak of COVID-19, including the removal or relaxation of travel restrictions. However, the global outbreak of COVID-19 continues to evolve, with a resurgence of infections seen in several countries around the world and the re-imposition of restrictions as a result thereof. The COVID-19 pandemic continues to be active, at varying levels, in the majority of countries around the world, including countries where all of our delivery centers are located, and has created, and continues to create, significant uncertainty and disruption. Governmental measures and regulations, such as city or country-wide lockdowns, local, domestic and international travel restrictions as well as closures of the enabling ecosystem necessary for our business to operate smoothly, have impacted, and continue to impact, our ability to fully deliver services to our clients especially from our delivery centers. Such measures present concerns that may have affected, and continue to affect, our ability to conduct our business effectively, including, but not limited to adverse effects on employees’ health, a slowdown and often a stoppage of delivery, work, travel and other activities which are essential and critical for maintaining on-going business activities. Our ability to continue operations is dependent on a number of factors, such as the continued availability of high-quality internet bandwidth, an uninterrupted supply of electricity and the sustainability of social infrastructure to enable our remote-working employees to continue delivering services. See also “– If we cause disruptions to our clients’ businesses, provide inadequate service or are in breach of our representations or obligations, our clients may have claims for substantial damages against us. Our insurance coverage may be inadequate to cover these claims and, as a result, our profits may be substantially reduced.”

Given the uncertainty around the extent and timing of the future spread or mitigation of the COVID-19 and around the imposition or relaxation of protective measures, we cannot reasonably estimate the impact to our future results of operations, cash flows or financial condition. In addition, the unknown scale and duration of these developments has had, and continues to have, macro and micro negative effects on the financial markets and global economy, which has resulted in an economic downturn that has affected, and may continue to affect, demand for our services and has had, and may continue to have, a material adverse effect on our operations and financial results, earnings, cash flow, financial condition and our ADS price. These effects could be material and long-term in duration. Subsequent outbreaks of COVID-19 could therefore prolong the economic impact of the COVID-19 pandemic.

Following guidance from local public health authorities in the countries in which we operate, we have taken various measures, and transitioned into new processes, to help reduce the spread of the virus and maintain the health and safety of our workforce, including but not limited to, implementing remote-working arrangements, restricting access to sites and implementing other measures to help maintain the safety of our workforce, which will allow us to carry out operations from our delivery centers when the local public health authorities allow it. The effects of these policies have negatively impacted, and may continue to negatively impact, productivity and the magnitude of any effect will depend, in part, on the length and severity of the restrictions and other limitations on our ability to conduct our business in the ordinary course. Some of these measures have required, and continue to require, us to provide services and operate client processes in an unsupervised environment, and while this has been acknowledged by our clients, such alternative operating models may result in breaches of our contractual obligations. Also, if a natural disaster, power outage, connectivity issue, or other event occurs that impacts our employees’ ability to work remotely, it may be difficult or, in certain cases, impossible, for us to continue our business for a substantial period of time. The increase in remote working may also result in client privacy, IT security and fraud concerns as well as increase our exposure to potential wage and hour issues.

For example, in India, the Philippines, South Africa and the United States, we have large concentrations of employees performing critical operations. The closure or partial closure of those facilities, or restrictions inhibiting our employees’ ability to access those facilities, during the past two years had disrupted our ability to provide our services and solutions to our clients and had resulted in, among other things, losses of revenue. Similar closure and restrictions continue to be required to be imposed to varying degrees in different jurisdictions from time to time, and such closure and restrictions continue to cause such disruptions to our business. In addition, clients may defer decision making or delay planned work. Certain of our clients have entered into insolvency proceedings as a result of the COVID-19 pandemic, and terminated their current agreements with us. International, as well as domestic, travel bans imposed as emergency measures by governments, our reduced ability to hire new employees, disruptions to our supply chain, lockdowns in geographies where clients are located and temporary closure of our delivery centers have impaired, and may continue to impair, our ability to sell new business or expand our relationships with existing clients and hence may have an impact on our growth, financial condition, results and/or ADS price. Further, we might suffer delays in managerial and financial reporting and SEC filings, inability to perform audits and apply effective financial controls, or failures under other regulatory or compliance requirements to which we are subject.

To the extent that the COVID-19 pandemic has adversely affected, and continues to adversely affect, our business, financial condition, results of operations and cash flows, it may also have the effect of heightening many of the other risks described in this “Risk Factors” section, such as, but not limited to, those relating to:

- the global economic and geo-political conditions and financial markets and the economy in general and the resultant potential fluctuations in foreign exchange rates;
- our revenue being highly dependent on clients concentrated in a few industries, as well as clients located primarily in the US, the UK, Europe and Australia;
- us potentially causing disruptions to our clients’ businesses, providing inadequate service or being in breach of our representations or obligations;
- the negative public reaction to offshore outsourcing, proposed legislation or otherwise;
- our operating results, which may differ from period to period and make it difficult for us to prepare accurate internal financial forecasts for responding in a timely manner to offset such period-to-period fluctuations;
- a substantial portion of our assets and operations being located in India and we being subjected to regulatory, economic, social and political uncertainties in India;
- restrictions on entry visas that may affect our ability to compete for and provide services to clients in the US and the UK; and
- our ability to maintain effective controls that may materially impact or are reasonably likely to materially impact our disclosure controls and procedures and internal controls over financial reporting.

***Currency fluctuations among the Indian rupee, the pound sterling, the US dollar, the Australian dollar, the Euro, the South African rand and the Philippine peso could have a material adverse effect on our results of operations.***

Although substantially all of our revenue is denominated in pound sterling, US dollars, and to a lesser extent, Australian dollars, Euro and South African rand, a significant portion of our expenses (other than payments to repair centers, which are primarily denominated in pound sterling) are incurred and paid in Indian rupees and, to a lesser extent, in South African rand and Philippine peso. Therefore, a weakening of the rate of exchange for the pound sterling, the US dollar, Euro or the Australian dollar against the Indian rupee or, to a lesser extent, a weakening of the pound sterling against the South African rand or the Philippine peso would adversely affect our results. Furthermore, we report our financial results in US dollars and our results of operations would be adversely affected if the pound sterling, Euro or the Australian dollar depreciates against the US dollar, or if the Indian rupee or, to a lesser extent, the South African rand or the Philippine peso appreciates against the US dollar. Fluctuations between the Indian rupee, the Philippine peso, the pound sterling, the South African rand, the Euro or the Australian dollar, on the one hand, and the US dollar, on the other hand, expose us to translation risk when transactions denominated in such currencies are translated to US dollars, our reporting currency. The exchange rates between each of the Indian rupee, the Philippine peso, the pound sterling, the South African rand, the Euro or the Australian dollar, on the one hand, and the US dollar, on the other hand, have changed substantially in recent years and may fluctuate substantially in the future. The ongoing COVID-19 pandemic has impacted, and may continue to impact, the proper functioning of financial and capital markets and may result in unpredictable fluctuations in foreign currency exchange rates.

In addition, the military conflict between Russia and Ukraine may result in a global economic downturn and may result in unpredictable fluctuations in foreign currency exchange rates, and in particular, may negatively impact the Euro, the pound sterling and other currencies in which our revenue is denominated. The withdrawal of the UK from the EU in January 2020 has created significant political and economic uncertainty regarding the future trading relationship between the UK and the EU. See “— The UK’s withdrawal from the EU may have a negative effect on global economic conditions, financial markets and our operations in the UK and EU, which could reduce the value of our ADS.” These developments have caused, and may continue to cause, volatility in the exchange rates between the pound sterling and other currencies.

The average Indian rupee to US dollar exchange rate was approximately ₹74.49 per \$1.00 in fiscal 2022, which represented a depreciation of the Indian rupee by an average of 0.3% as compared with the average exchange rate of approximately ₹74.25 per \$1.00 in fiscal 2021, which in turn represented a depreciation of the Indian rupee by an average of 4.7% as compared with the average exchange rate of approximately ₹70.91 per \$1.00 in fiscal 2020.

The average pound sterling to US dollar exchange rate was approximately £0.73 per \$1.00 in fiscal 2022, which represented an appreciation of the pound sterling by an average of 4.6% as compared with the average exchange rate of approximately £0.77 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the pound sterling by an average of 2.7% as compared with the average exchange rate of approximately £0.79 per \$1.00 in fiscal 2020.

The average Australian dollar to US dollar exchange rate was approximately A\$1.35 per \$1.00 in fiscal 2022, which represented an appreciation of the Australian dollar by an average of 3.0% as compared with the average exchange rate of approximately A\$1.39 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Australian dollar by an average of 5.3% as compared with the average exchange rate of approximately A\$1.47 per \$1.00 in fiscal 2020.

The average Euro to US dollar exchange rate was approximately €0.860 per \$1.00 in fiscal 2022, which represented a depreciation of the Euro by an average of 0.3% as compared with the average exchange rate of approximately €0.857 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Euro by an average of 5.0% as compared with the average exchange rate of approximately €0.900 per \$1.00 in fiscal 2020.

The average South African rand to US dollar exchange rate was approximately R14.85 per \$1.00 in fiscal 2022, which represented an appreciation of the South African rand by an average of 9.3% as compared with the average exchange rate of approximately R16.37 per \$1.00 in fiscal 2021, which in turn represented a depreciation of the South African rand by an average of 10.9% as compared with the average exchange rate of approximately R14.76 per \$1.00 in fiscal 2020.

The average Philippine peso to US dollar exchange rate was approximately PHP50.07 per \$1.00 in fiscal 2022, which represented a depreciation of the Philippine peso by an average of 2.2% as compared with the average exchange rate of approximately PHP49.00 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Philippine peso by an average of 4.7% as compared with the average exchange rate of approximately PHP51.43 per \$1.00 in fiscal 2020.

Our results of operations would be adversely affected if the Indian rupee appreciates significantly against the pound sterling or the US dollar or if the pound sterling or the Australian dollar depreciates against the US dollar or, to a lesser extent, if the South African rand or the Philippine peso appreciates significantly against the US dollar.

For example, the depreciation of the Indian rupee and the Philippine peso and the appreciation of the pound sterling and the Australian dollar against the US dollar in fiscal 2022 positively impacted our results of operations whereas the appreciation of the South African rand against the US dollar negatively impacted our results of operations during that year.

The depreciation of the Indian rupee and the South African rand against the US dollar in fiscal 2021 positively impacted our results of operations whereas the appreciation of the Philippine peso against the US dollar negatively impacted our results of operations during that year.

We hedge a portion of our foreign currency exposures using options and forward contracts. We cannot assure you that our hedging strategy will be successful or will mitigate our exposure to currency risk.

***The international nature of our business exposes us to several risks, such as unexpected changes in the regulatory requirements and governmental policy changes of multiple jurisdictions.***

We have operations in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK and the US, and we service clients across Asia, Europe, South Africa, Australia and North America. Our corporate structure also spans multiple jurisdictions, with our parent holding company incorporated in Jersey, Channel Islands, and intermediate and operating subsidiaries (including branch offices) incorporated in Australia, Canada, China, Costa Rica, France, India, Mauritius, the Netherlands, the Philippines, Romania, South Africa, Singapore, Sri Lanka, Spain, Turkey, the United Arab Emirates, the UK and the US. As a result, we are exposed to risks typically associated with conducting business internationally, many of which are beyond our control. These risks include:

- legal uncertainty owing to the overlap of different legal regimes, and problems in asserting contractual or other rights across international borders;
- potentially adverse tax consequences, such as scrutiny of transfer pricing arrangements by authorities in the countries in which we operate;
- potential tariffs and other trade barriers;
- unexpected changes in legal regimes and regulatory requirements;

- policy changes due to changes in government;

For example, during the fourth quarter of fiscal 2017, proposed changes to the laws of the UK governing personal injury claims generated uncertainty regarding the future earnings trajectory of our legal services business in our WNS Auto Claims BPM segment, as a result of which we had expected that we would eventually exit from providing legal services in relation to personal injury claims. We also experienced a decrease in volume of and loss of business from certain clients of our traditional repair services in our WNS Auto Claims BPM segment in fiscal 2017. As a result, we had in fiscal 2017 expected the future performance of our WNS Auto Claims BPM segment to decline significantly and therefore significantly reduced our financial projections and estimates of our WNS Auto Claims BPM segment. Accordingly, we performed an impairment review of the goodwill associated with the companies we had acquired for our auto claims business and recorded an impairment charge of \$21.7 million to our results of operations in fiscal 2017.

During the fourth quarter of fiscal 2020, Brexit had a negative impact on the insurance industry and applied downward pressure on the expected future performance of the WNS Auto Claims reportable segment, due to contract renegotiations and loss of certain clients. These factors, together with the highly uncertain operating environment in the UK, have negatively impacted and caused us to significantly reduce our financial projections and estimates of the WNS Auto Claims BPM reportable segment from our previous estimates. Accordingly, we performed an impairment review of the goodwill associated with the companies we had acquired for our auto claims business and recorded an impairment charge of \$4.1 million to our results of operations in fiscal 2020 for the remaining goodwill balance of our auto claims business.

The occurrence of other changes in legal regimes or regulatory requirements, or any other events associated with the risks of conducting business internationally, could have a material adverse effect on our results of operations and financial condition.

***Our global operations expose us to numerous and sometimes conflicting legal and regulatory requirements. Failure to adhere to the laws and regulations that govern our business or our clients’ businesses that we are required to comply with in performing our services could harm our business.***

We have operations in 12 countries and our corporate structure spans multiple jurisdictions. Further, we service clients across multiple geographic regions and multiple industries. We are required to comply with numerous, and sometimes conflicting and uncertain, laws and regulations including on matters relating to import/export controls, trade restrictions, taxation, immigration, internal disclosure and control obligations, securities regulation, anti-competition, data privacy and protection, anti-corruption, and employment and labor relations. In addition, we are required to obtain and maintain permits and licenses for the conduct of our business in various jurisdictions. Our clients’ business operations are also subject to numerous regulations in the jurisdiction in which they operate or that are applicable to their industry, and our clients may contractually require that we perform our services in compliance with regulations applicable to them or in a manner that will enable them to comply with such regulations. For example, regulations to which our and our clients’ business operations are subject include the Gramm-Leach-Bliley Act, the Health Insurance Portability and Accountability Act, the Health Information Technology for Economic and Clinical Health Act and the California Consumer Privacy Act in the US, the Financial Services Act in the UK and the General Data Protection Regulation in the EU. Countries around the world, including those where we have business operations and where we service customers for our clients, have adopted or have proposed to adopt in the near future, comprehensive privacy and personal data protection laws, including the Protection of Personal Information Act (POPI) in South Africa and the upcoming Personal Data Protection Bill (PDPB) in India. In addition, HealthHelp, which we acquired in March 2017, administers programs offered by the Centers for Medicare & Medicaid Services, a United States federal agency that administers Medicare and Medicaid. Regulatory changes may result in our exiting certain parts of our business.

On account of the global nature of our and our clients’ operations, compliance with diverse legal and regulatory requirements is difficult, time-consuming and requires significant resources. Further, the extent of development of legal systems varies across the countries in which we operate and local laws may not be adequately developed or be able to provide us clear guidance to sufficiently protect our rights. Specifically, in many countries including those in which we operate and/or seek to expand to, the practices of local businesses may not be in accordance with international business standards and could violate anti-corruption laws and regulations, including the UK Bribery Act 2010 and the US Foreign Corrupt Practices Act 1977. Our employees, subcontractors, agents, business partners, the companies we acquire and their employees, subcontractors and agents, and other third parties with which we associate, could act in a manner which violates policies or procedures intended to ensure compliance with laws and regulations, including applicable anti-corruption laws or regulations.

Violations of such laws or regulations by us, our employees or any of these third parties could subject us to criminal or civil enforcement actions (whether or not we participated or were aware of the actions leading to the violations), including fines or penalties, breach of contract damages, disgorgement of profits and suspension or disqualification from work, any of which could materially and adversely affect our business, including our results of operations and our reputation. If we are unable to maintain our licenses, permits or other qualifications necessary to provide our services, we may not be able to provide services to existing clients or be able to attract new clients and could lose revenue, which could have a material adverse effect on our business.

***We face competition from onshore and offshore BPM companies and from information technology companies that also offer BPM services. Our clients may also choose to run their business processes themselves, either in their home countries or through captive units located offshore.***

The market for outsourcing services is very competitive and we expect competition to intensify and increase from a number of sources. We believe that the principal competitive factors in our markets are price, service quality, sales and marketing skills, business process transformation capabilities and industry expertise. We face significant competition from our clients’ own in-house groups including, in some cases, in-house departments operating offshore or captive units. Clients who currently outsource a significant proportion of their business processes or information technology services to vendors in India may, for various reasons, including diversifying geographic risk, seek to reduce their dependence on any one country. We also face competition from onshore and offshore BPM and information technology services companies. In addition, the trend toward offshore outsourcing, international expansion by foreign and domestic competitors and continuing technological changes will result in new and different competitors entering our markets. The COVID-19 pandemic further hastened the development and adoption of such technological changes that may accelerate the pace of disintermediation, which may impact the services that the BPM industry currently provides.

These competitors may include entrants from the communications, software and data networking industries or entrants in geographic locations with lower costs than those in which we operate. Technological changes include the development of complex automated systems for the processing of transactions that are formerly labor intensive, which may reduce or replace the need for outsourcing such transaction processing.

Some of these existing and future competitors have greater financial, human and other resources, longer operating histories, greater technological expertise, more recognizable brand names and more established relationships in the industries that we currently serve or may serve in the future. In addition, some of our competitors may enter into strategic or commercial relationships among themselves or with larger, more established companies in order to increase their ability to address client needs, or enter into similar arrangements with potential clients. Increased competition, our inability to compete successfully against competitors, pricing pressures or loss of market share could result in reduced operating margins which could harm our business, results of operations, financial condition and cash flows.

***Changes in technology could lead to changes in our clients’ businesses as well as their requirements for business process services, which may adversely impact our business and results of operations.***

Proliferation of accessible technology, such as smartphones and internet, has had an impact on the manner in which customers and businesses interact with each other. Companies are increasingly adopting social media platforms, online self-help portals and mobile applications for communicating with and servicing their customers rather than utilizing BPM companies such as ourselves to manage these interactions. Our clients also continue to invest in technology by upgrading their platforms and application capabilities towards increased automation of transactions. Advances in software, such as artificial intelligence, machine learning, robotic process automation and voice recognition, have the potential to reduce dependency on human processing transactions. Such developments and other innovations, such as autonomous vehicles, have the potential to significantly change the way our clients’ businesses operate and may reduce their dependency on BPM companies, including our company, for managing their business processes. We are therefore subject to a risk of disintermediation on account of such changes in technology, which could impact our future growth prospects and may require continued investments in our business.

***If we cause disruptions to our clients’ businesses, provide inadequate service or are in breach of our representations or obligations, our clients may have claims for substantial damages against us. Our insurance coverage may be inadequate to cover these claims and, as a result, our profits may be substantially reduced.***

Most of our contracts with clients contain service level and performance requirements, including requirements relating to the quality of our services and the timing and quality of responses to the client’s customer inquiries. In some cases, the quality of services that we provide is measured by quality assurance ratings and surveys which are based in part on the results of direct monitoring by our clients of interactions between our employees and our clients’ customers. Lockdowns and other measures imposed by governments around the world, as well as other resulting impacts of the COVID-19 pandemic, may result in our temporary inability to meet the service level and performance requirements of our clients. Failure to consistently meet service level requirements of a client or errors made by our associates or the software and/or platforms we use in the course of delivering services to our clients could disrupt the client’s business and result in a reduction in revenue or a claim for substantial damages against us. For example, some of our agreements stipulate standards of service that, if not met by us, will require us to pay penalties to our clients or result in lower payment to us. Failure to meet these service level requirements could result in the payment of significant penalties by us to our clients which in turn could have an adverse effect on our business, results of operations, financial condition and cash flows. In addition, in connection with acquiring new business from a client or entering into client contracts, our employees may make various representations, including representations relating to the quality of our services, abilities of our associates and our project management techniques. A failure or inability to meet a contractual requirement or our representations could seriously damage our reputation and affect our ability to attract new business or result in a claim for substantial damages against us.

Our dependence on our offshore delivery centers requires us to maintain active data and voice communications between our main delivery centers in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK and the US, our international technology hubs in the UK and the US and our clients’ offices. Although we maintain redundant facilities and communications links, disruptions could result from, among other things, technical and electricity breakdowns, computer glitches and viruses and adverse weather conditions. For instance, we depend on a continuous supply of electricity to operate our IT infrastructure. As a result of the COVID-19 pandemic, we have adopted a hybrid-working model, whereby a significant portion of our employees are working from home. While we have implemented multiple levels of electrical redundancies at our operating premises to mitigate against the risk of power shortage, such measures may not be available at our employees’ homes. Several countries where we operate from could face power shortage in the future, which may disrupt our operations, including for employees working from home, and slow down the expansion of our operations in these countries. For instance:

- South Africa has been facing widespread rolling power blackouts, with the current period of rolling blackouts taking place since March 2021, due to breakdowns in multiple power stations resulting in planned and unplanned power outages.
- Sri Lanka has been unable to import sufficient oil required for electricity generation due to a foreign exchange crisis since 2021 and has experienced nationwide power cuts.
- Poland and Romania are partly dependent on supply of gas from Russia for their electricity generation, which may be impacted as a result of the ongoing conflict between Ukraine and Russia.
- India faced temporary power shortages in October-November 2021 as a result of shortages of coal used to generate electricity.

Any significant failure of our equipment or systems, or any major disruption to basic infrastructure like power and telecommunications in the locations in which we operate, could impede our ability to provide services to our clients, have a negative impact on our reputation, cause us to lose clients, reduce our revenue and harm our business.

We depend on human resources to process transactions for our clients. Disruptive incidents, including man-made events such as military conflicts, civil strikes and shutdowns, may impact the ability of our employees to commute to and from our operating premises. Non-natural disasters, whether unintentional (such as those caused by accidents) or intentional (such as those caused by terrorist attacks), may also disrupt our operations. While we have implemented business continuity plans for clients where we have contractually agreed to do so, we may not always be able to provide services to our clients for the duration of such incidents. For further information on the impact of the COVID-19 pandemic on our human resources planning, see “— Our business operations and future growth have been, and may continue to be, negatively impacted on account of the COVID-19 pandemic.”

Although under most of our contracts with our clients, our liability for breach of our obligations is limited to actual damages suffered by the client and capped at a portion of the fees paid or payable to us under the relevant contract, our liability for breach of our obligations under certain of our contracts is unlimited. With respect to those of our contracts that contain limitations on liability, such limitations may be unenforceable or otherwise may not protect us from liability for damages. In addition, certain liabilities, such as claims of third parties for which we may be required to indemnify our clients, are generally not limited under those agreements. Further, although we have professional indemnity insurance coverage, the coverage may not continue to be available on reasonable terms or in sufficient amounts to cover one or more large claims and our insurers may disclaim coverage as to any future claims. The successful assertion of one or more large claims against us that exceed available insurance coverage, or changes in our insurance policies (including premium increases or the imposition of large deductible or co-insurance requirements), could have a material adverse effect on our business, reputation, results of operations, financial condition and cash flows.

***We are liable to our clients for damages caused by unauthorized disclosure of sensitive or confidential information, whether through a breach or circumvention of our or our clients’ computer systems and processes, through our employees or otherwise. Further, cybersecurity and data privacy considerations could impact our business.***

We are typically required to manage, utilize and store sensitive or confidential client data in connection with the services we provide. Under the terms of our client contracts, we are required to keep such information strictly confidential. Our client contracts do not include any limitation on our liability to them with respect to breaches of our obligation to maintain confidentiality of the information we receive from them. Although we seek to implement measures to protect sensitive and confidential client data, there can be no assurance that we would be able to prevent breaches of security. Further, some of our projects require us to conduct business functions and computer operations using our clients’ systems over which we do not have control and which may not be compliant with industry security standards. In addition, some of the client designed processes that we are contractually required to follow for delivering services to them and which we are unable to unilaterally change, could be designed in a manner that allows for control weaknesses to exist and be exploited. Any vulnerability in a client’s system or client designed process, if exploited, could result in breaches of security or unauthorized transactions and result in a claim for substantial damages against us. Although we have implemented appropriate policies, procedures and infrastructure to reduce the possibility of physical, logical and personnel security breaches, along with appropriate audit oversight for verifying continued operating effectiveness of the same through internal audits and external SSAE18 / ISAE3402, ISO27001 and PCI-DSS reviews, such measures can never completely eliminate the risk of cybersecurity attacks. Additionally, remote-working solutions deployed during the COVID-19 pandemic could potentially result in heightened information technology security and data protection risks on account of services being delivered in a physically unsupervised environment. If any person, including any of our employees, penetrates our or our clients’ network security or otherwise mismanages or misappropriates sensitive or confidential client data, we could be subject to significant liability and lawsuits from our clients or their customers for breaching contractual confidentiality provisions or privacy laws.

The threat of cyberattacks has increased and evolved in recent years. In particular, during the COVID-19 pandemic, many companies across the world, including us, have experienced a significant increase in attempted malicious attacks. To date, although there has not been a material cybersecurity attack that has had an adverse effect on our operations, there can be no assurance that there will be no material adverse effect in the future. Rapid advancements and changes to the technological landscape may require us to make significant further investments in the domain of cybersecurity in order to protect our and our clients’ data and infrastructure. In addition, such advancements coupled with the rise in the sophisticated nature of cyber threats and attacks make it possible that certain threats or vulnerabilities may not be detected in time to prevent an attack on our or our clients’ business. On account of the interconnected nature of our business, there is an interdependency between our clients, business partners and our business to implement appropriate cybersecurity controls in order to mitigate cybersecurity risk. A failure of cybersecurity controls at our client or business partners could therefore result in a breach at our company.

While we have insurance coverage for mismanagement or misappropriation of such information by our employees, that coverage may not continue to be available on reasonable terms or in sufficient amounts to cover one or more large claims against us, and our insurers may disclaim coverage as to any future claims. Penetration of the network security of our or our clients’ data centers or computer systems or unauthorized use or disclosure of sensitive or confidential client data, whether through breach of our or our clients’ computer systems, systems failure, loss or theft of assets containing confidential information or otherwise, could also have a negative impact on our reputation which would harm our business.

We also cannot be certain that advances in criminal capabilities (including cyber-attacks or cyber intrusions over the internet, malware, computer viruses and the like), discovery of new vulnerabilities or attempts to exploit existing vulnerabilities in our or our clients’ or business partners’ systems, other data thefts, physical system or network break-ins or inappropriate access, or other developments will not compromise or breach the technology protecting our or our client’s or business partners’ computer systems and networks that access and store sensitive information. Cyber threats, such as phishing and trojans, could intrude into our or our clients’ or business partners’ network to steal data or to seek sensitive information. Any intrusion into

our network or our clients’ or business partners’ network (to the extent attributed to us or perceived to be attributed to us) that results in any breach of security could cause damage to our reputation and adversely impact our business and financial results. A significant failure in security measures could have a material adverse effect on our business, reputation, results of operations and financial condition.



***Our business could be materially and adversely affected if we do not protect our intellectual property or if our services are found to infringe on the intellectual property of others.***

Our success depends in part on certain methodologies, practices, tools and technical expertise we utilize in designing, developing, implementing and maintaining applications and other proprietary intellectual property rights. In order to protect our rights in such intellectual properties, we rely upon a combination of nondisclosure and other contractual arrangements as well as trade secret, copyright and trademark laws. We also generally enter into confidentiality agreements with our employees, consultants, clients and potential clients, and limit access to and distribution of our proprietary information to the extent required for our business purpose.

India is a member of the Berne Convention, an international intellectual property treaty, and has agreed to recognize protections on intellectual property rights conferred under the laws of other foreign countries, including the laws of the United States. There can be no assurance that the laws, rules, regulations and treaties in effect in the United States, India and the other jurisdictions in which we operate and the contractual and other protective measures we take, are adequate to protect us from misappropriation or unauthorized use of our intellectual property, or that such laws will not change. We may not be able to detect unauthorized use and take appropriate steps to enforce our rights, and any such steps may not be successful. Infringement by others of our intellectual property, including the costs of enforcing our intellectual property rights, may have a material adverse effect on our business, results of operations and financial condition.

Our clients may provide us with access to, and require us to use, third party software in connection with our delivery of services to them. Our client contracts generally require our clients to indemnify us for any infringement of intellectual property rights or licenses to third party software when our clients provide such access to us. If the indemnities under our client contracts are inadequate to cover the damages and losses, we suffer due to infringement of third party intellectual property rights or licenses to third party software to which we were given access, our business and results of operations could be adversely affected. We are also generally required by our client contracts to indemnify our clients for any breaches of intellectual property rights by our services. Although we believe that we are not infringing on the intellectual property rights of others, claims may nonetheless be successfully asserted against us in the future. The costs of defending any such claims could be significant, and any successful claim may require us to modify, discontinue or rename any of our services. Any such changes may have a material adverse effect on our business, results of operations and financial condition.

***Our clients may terminate contracts before completion or choose not to renew contracts, which could adversely affect our business and reduce our revenue.***

The terms of our client contracts typically range from three to five years. Many of our client contracts can be terminated by our clients with or without cause, with three to six months' notice and, in most cases, without penalty. The termination of a substantial percentage of these contracts could adversely affect our business and reduce our revenue. Contracts that will expire on or before March 31, 2023 (including work orders/statement of works that will expire on or before March 31, 2023) represented approximately 12.8% of our revenue and 13.8% of our revenue less repair payments (non-GAAP) from our clients in fiscal 2022. Failure to meet contractual requirements could result in cancellation or non-renewal of a contract. Some of our contracts may be terminated by the client if certain of our key personnel working on the client project leave our employment and we are unable to find suitable replacements. In addition, a contract termination or significant reduction in work assigned to us by a major client could cause us to experience a higher than expected number of unassigned employees, which would increase our cost of revenue as a percentage of revenue until we are able to reduce or reallocate our headcount. We may not be able to replace any client that elects to terminate or not renew its contract with us, which would adversely affect our business and revenue. Further, we may face difficulties in providing end-to-end business solutions or delivering complex, large or unique projects for our clients that could cause clients to terminate or not renew their contracts with us, which in turn could harm our business and our reputation.

For example, in October 2021, we ceased to provide services to a telecommunications company which was one of our top fifteen customers by revenue contribution in fiscal 2021 as a result of consolidation initiatives of the customer. The customer accounted for 2.4% and 3.1% of our revenue and 2.6% and 3.2% of our revenue less repair payments (non-GAAP) in fiscal 2021 and in fiscal 2020, respectively. For more information, see “— A few major clients account for a significant portion of our revenue and any loss of business from these clients could reduce our revenue and significantly harm our business.”

***Some of our client contracts contain provisions which, if triggered, could result in lower future revenue and have an adverse effect on our business.***

In many of our client contracts, we agree to include certain provisions which provide for downward revision of our prices under certain circumstances. For example, certain contracts allow a client in certain limited circumstances to request a benchmark study comparing our pricing and performance with that of an agreed list of other service providers for comparable services. Based on the results of the study and depending on the reasons for any unfavorable variance, we may be required to make improvements in the service we provide or to reduce the pricing for services to be performed under the remaining term of the contract. Some of our contracts also provide that, during the term of the contract and for a certain period thereafter ranging from six to 12 months, we may not provide similar services to certain or any of their competitors using the same personnel. These restrictions may hamper our ability to compete for and provide services to other clients in the same industry, which may result in lower future revenue and profitability.

Some of our contracts specify that if a change in control of our company occurs during the term of the contract, the client has the right to terminate the contract. These provisions may result in our contracts being terminated if there is such a change in control, resulting in a potential loss of revenue.

***Fraud on account of circumvention of controls within our or our clients’ computer systems and processes could adversely impact our business.***

Our business is dependent on the secure and reliable operation of controls within our and our clients’ information systems and processes, whether operated or executed by our clients themselves or by us in connection with our provision of services to them. Although we take adequate measures to safeguard against system-related and other fraud, there can be no assurance that we would be able to prevent fraud or even detect them on a timely basis, particularly where it relates to our clients’ information systems which are not managed by us. For example, we have identified incidences where our employees have allegedly exploited weaknesses in information systems as well as processes in order to record fraudulent transactions. Additionally, the physically unsupervised nature of remote-working solutions adopted during the COVID-19 pandemic could potentially expose us to potential instances of fraud. We are generally required to indemnify our clients from third party claims arising out of such fraudulent transactions and our client contracts generally do not include any limitation on our liability to our clients’ losses arising from fraudulent activities by our employees. Our expansion into new markets may create additional challenges with respect to managing the risk of fraud due to the increased geographical dispersion and use of intermediaries. Accordingly, we may have significant liability arising from fraudulent transactions which may materially affect our business and financial results. Although we have professional indemnity insurance coverage for losses arising from fraudulent activities by our employees, that coverage may not continue to be available on reasonable terms or in sufficient amounts to cover one or more large claims against us, and our insurers may also disclaim coverage as to any future claims. We may also suffer reputational harm as a result of fraud committed by our employees, or by our perceived inability to properly manage fraud related risks, which could in turn lead to enhanced regulatory oversight and scrutiny.

***Our business may not develop in ways that we currently anticipate due to negative public reaction to offshore outsourcing, proposed legislation or otherwise.***

We have based our strategy of future growth on certain assumptions regarding our industry, services, and future demand in the market for such services. However, the trend to outsource business processes may not continue and could reverse. In addition, we cannot accurately predict the impact that the COVID-19 pandemic might have on our clients’ outsourcing demands and efforts, which might be lower in the future, as some of our clients might decide to refrain from offshore outsourcing due to the pressures they may face from increased unemployment in the regions in which they operate as a result of the COVID-19 pandemic.

The issue of domestic companies outsourcing services to organizations operating in other countries is a topic of political discussion in the United States, as well as in Europe, Asia Pacific and other regions in which we have clients. Some countries and special interest groups have expressed concerns about a perceived association between offshore outsourcing and the loss of jobs in the domestic economy. This has resulted in increased political and media attention, especially in the United States, where the subject of outsourcing and immigration reform has been a focus of the current presidential administration. It is possible that there could be a change in the existing laws that would restrict or require disclosure of offshore outsourcing or impose new standards that have the effect of restricting the use of certain visas in the foreign outsourcing context. The measures that have been enacted to date are generally directed at restricting the ability of government agencies to outsource work to offshore business service providers. These measures have not had a significant effect on our business because governmental agencies are not a focus of our operations. However, some legislative proposals would, for example, require contact centers to disclose their geographic locations, require notice to individuals whose personal information is disclosed to non-US affiliates or subcontractors, require disclosures of companies’ foreign outsourcing practices, or restrict US private sector companies that have federal government contracts, federal grants or guaranteed loan programs from outsourcing their services to offshore service providers. Potential changes in tax laws may also increase the overall costs of outsourcing or affect the balance of offshore and onshore business services. Such changes could have an adverse impact on the economics of outsourcing for private companies in the US, which could in turn have an adverse impact on our business with US clients.

Such concerns have also led the UK and other EU jurisdictions to enact regulations which allow employees who are dismissed as a result of transfer of services, which may include outsourcing to non-UK or EU companies, to seek compensation either from the company from which they were dismissed or from the company to which the work was transferred. This could discourage EU companies from outsourcing work offshore and/or could result in increased operating costs for us. In addition, there has been publicity about the negative experiences, such as theft and misappropriation of sensitive client data, of various companies that use offshore outsourcing, particularly in India.

Current or prospective clients may elect to perform such services themselves or may be discouraged from transferring these services from onshore to offshore providers to avoid negative perceptions that may be associated with using an offshore provider. Any slowdown or reversal of existing industry trends towards offshore outsourcing would seriously harm our ability to compete effectively with competitors that operate out of facilities located in the UK or the US.

***Adverse changes to our relationships with the companies with whom we have an alliance or in the business of the companies with whom we have an alliance could adversely affect our results of operations.***

We have alliances with companies whose capabilities complement our own. For example, some of our services and solutions are based on technology, software or platforms provided by these companies. The priorities and objectives of these companies with whom we have an alliance may differ from ours. As most of our alliance relationships are non-exclusive, these companies with whom we have an alliance are not prohibited from competing with us or forming closer or preferred arrangements with our competitors. One or more of these companies with whom we have an alliance may be acquired by a competitor, or may merge with each other, either of which could reduce our access over time to the technology, software or platforms provided by those companies. In addition, these companies with whom we have an alliance could experience reduced demand for their technology, software or platforms, including, for example, in response to changes in technology, which could lessen related demand for our services and solutions. If we do not obtain the expected benefits from our alliance relationships for any reason, we may be less competitive and our ability to offer attractive solutions to our clients may be negatively affected, which could have an adverse effect on our results of operations.

***If we are unable to collect our receivables from, or bill our unbilled services to, our clients, our results of operations and cash flows could be adversely affected.***

Our business depends on our ability to successfully obtain payment from our clients for work performed. We evaluate the financial condition of our clients and usually bill and collect on relatively short cycles. We maintain allowances, using the expected credit loss model, against receivables and unbilled services. Actual losses on client balances could differ from those that we currently anticipate and, as a result, we might need to adjust our allowances. We might not accurately assess the creditworthiness of our clients. Macroeconomic conditions, such as any domestic or global credit crisis and disruption of the global financial system, including on account of the COVID-19 pandemic, have also and may continue to result in financial difficulties for our clients, including, but not limited to, limited access to the credit markets, insolvency or bankruptcy and, as a result, have caused and may continue to cause, clients to delay payments to us, request modifications to their payment arrangements that could increase our receivables balance, or default on their payment obligations to us. Timely collection of client balances also depends on our ability to complete our contractual commitments and bill and collect our contracted revenues. If we are unable to meet our contractual requirements, we might experience delays in collection of and/or be unable to collect our client balances, and if this occurs, our results of operations and cash flows could be adversely affected. In addition, if we experience an increase in the time to bill and collect for our services, our cash flows could be adversely affected.

***We may face difficulties as we expand our operations to establish delivery centers in onshore locations and offshore in countries in which we have limited or no prior operating experience.***

In April 2014 our delivery center in South Carolina in the US became fully operational. We also opened an additional delivery center in Pennsylvania in the US in September 2014. In 2016, we opened an additional delivery center in the Philippines at Iloilo, and in fiscal 2017 we expanded into France, Germany and Turkey. In fiscal 2019, we added new facilities in Palma, Spain, and the Philippines. In fiscal 2020, we added new facilities in Pune and Gurgaon, India and the Philippines. In fiscal 2021, we added new facilities in Gurgaon, India, Australia and the Philippines. In fiscal 2022, we added new facilities in Hyderabad, India and the Philippines. We intend to continue to expand our global footprint in order to maintain an appropriate cost structure and meet our clients’ delivery needs. We plan to establish additional delivery centers in the Asia Pacific, North America and Europe, which may involve expanding into countries other than those in which we currently operate. Our expansion plans may also involve expanding into less developed countries, which may have less political, social or economic stability and less developed infrastructure and legal systems. As we expand our business into new countries, we may encounter regulatory, personnel, technological and other difficulties that increase our expenses or delay our ability to start up our operations or become profitable in such countries. This may affect our relationships with our clients and could have an adverse effect on our business, results of operations, financial condition and cash flows.

***We may be unable to effectively manage our growth and maintain effective internal controls, which could have a material adverse effect on our operations, results of operations and financial condition.***

We were founded in April 1996, and we have experienced growth and significantly expanded our operations. For example, over the last five fiscal years, our employees have increased to 52,081 as at March 31, 2022 from 34,547 as at March 31, 2017. In fiscal 2015, our delivery centers in South Carolina and Pennsylvania, in the US, as well as in South Africa, became fully operational, as did our newest facility in China. In fiscal 2016, we added new facilities in Durban and Port Elizabeth, South Africa and Iloilo, the Philippines. In fiscal 2017, we added new facilities in Durban and Centurion, South Africa. In fiscal 2019, we added new facilities in Palma, Spain and the Philippines. In fiscal 2020, we added new facilities in Pune and Gurgaon, India and the Philippines. In fiscal 2021, we added new facilities in Gurgaon, India, Australia and the Philippines. In fiscal 2022, we added new facilities in Hyderabad, India and the Philippines. We have delivery centers across 12 countries in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK, and the US. We intend to further expand our global delivery capability, and we are exploring plans to do so in Asia Pacific, North America and Europe.

We have also completed numerous acquisitions. For example, in the first quarter of fiscal 2017, we acquired Value Edge, a provider of commercial research and analytics services to clients in the pharma industry based in India, the US and Europe. In January 2017, we acquired Denali, a leading provider of strategic procurement BPM solutions based in the United States. In March 2017, we acquired HealthHelp, an industry leader in care management based in the United States. For more information about more recent acquisitions, see “— We may not succeed in identifying suitable acquisition targets or integrating any acquired business into our operations, which could have a material adverse effect on our business, results of operations, financial condition and cash flows.”

This growth places significant demands on our management and operational resources. In order to manage growth effectively, we must implement and improve operational systems, procedures and internal controls on a timely basis. If we fail to implement these systems, procedures and controls on a timely basis, we may not be able to service our clients’ needs, hire and retain new employees, pursue new business, complete future acquisitions or operate our business effectively. Failure to effectively transfer new client business to our delivery centers, properly budget transfer costs or accurately estimate operational costs associated with new contracts could result in delays in executing client contracts, trigger service level penalties or cause our profit margins not to meet our expectations or our historical profit margins. As a result of any of these potential problems associated with expansion, our business, results of operations, financial condition and cash flows could be materially and adversely affected.

***We are subject to various risks relating to human capital management.***

We face risks with respect to the management of human capital resources. If not managed properly, these risks could compromise our future success and harm our business. These risks are discussed in detail below.

***Our executive and senior management team and other key team members in our business units are critical to our continued success and the loss of such personnel could harm our business.***

Our future success substantially depends on the performance of the members of our executive and senior management team and other key team members in each of our business units. These personnel possess technical and business capabilities including domain expertise that are difficult to replace. There is intense competition for experienced senior management and personnel with technical and industry expertise in the BPM industry, and we may not be able to retain our key personnel due to various reasons, including the compensation philosophy followed by our company as described in “Part I — Item 6. Directors, Senior Management and Employees — Compensation”. Although we have entered into employment contracts with our executive officers, certain terms of those agreements may not be enforceable and in any event these agreements do not ensure the continued service of these executive officers. In the event of a loss of any key personnel, there is no assurance that we will be able to find suitable replacements for our key personnel within a reasonable time. The loss of key members of our senior management or other key team members, particularly to competitors, could have a material adverse effect on our business, results of operations, financial condition and cash flows.

***We may fail to attract and retain enough sufficiently trained employees to support our operations, as competition for highly skilled personnel is significant and we experience significant employee attrition. These factors could have a material adverse effect on our business, results of operations, financial condition and cash flows.***

The BPM industry relies on large numbers of skilled employees, and our success depends to a significant extent on our ability to attract, hire, train and retain qualified employees. The BPM industry, including our company, experiences high employee attrition. As companies, including our company, transition from a “work from home” model to a return to the office, we may face higher levels of attrition if employees are unwilling to return to pre-COVID working schedules. In addition, client mandates that restrict our delivery of services remotely could also adversely affect our ability to attract talents in the future. During each of fiscal 2022, 2021 and 2020, the attrition rate for our employees who have completed six months of employment with us was 36%, 22% and 30%, respectively. We cannot assure you whether our attrition rate will increase or decrease in the future. There is significant competition in the jurisdictions where our operation centers are located, including India, the Philippines, Romania, South Africa and Sri Lanka, for professionals with the skills necessary to perform the services we offer to our clients. Increased competition for these professionals, in the BPM industry or otherwise, could have an adverse effect on us. A significant increase in the attrition rate among employees with specialized skills could decrease our operating efficiency and productivity and could lead to a decline in demand for our services.

In addition, our ability to maintain and renew existing engagements and obtain new business will depend largely on our ability to attract, train and retain personnel with skills that enable us to keep pace with growing demands for outsourcing, evolving industry standards and changing client preferences. Our failure either to attract, train and retain personnel with the qualifications necessary to fulfill the needs of our existing and future clients or to assimilate new employees successfully could have a material adverse effect on our business, results of operations, financial condition and cash flows.

Our success in attracting talent depends on our ability to foster a culture of diversity, equity and inclusion at our workplace. We are focused on promoting a range of matters to help foster our workplace culture, including diversity, equal opportunities, non-discrimination, inclusion and employee health and safety. We have adopted policies to promote compliance with laws and regulations as well as to foster a respectful workplace for all employees. Any failure in adhering to these policies could harm our reputation and result in negative publicity, thereby negatively affecting our ability to attract and retain talent.

***Employee strikes and other labor-related disruptions may adversely affect our operations.***

Our business depends on a large number of employees executing client operations. Strikes or labor disputes with our employees at our delivery centers may adversely affect our ability to conduct business. Our employees are not unionized, although they may in the future form unions. We cannot assure you that there will not be any strike, lock out or material labor dispute in the future. Work interruptions or stoppages could have a material adverse effect on our business, results of operations, financial condition and cash flows.

***Our loan agreements impose operating and financial restrictions on us and our subsidiaries.***

While we had no indebtedness as of March 31, 2022, we had in the past incurred a substantial amount of indebtedness in connection with our acquisitions. See “Part I — Item 5. Operating and Financial Review and Prospects — Liquidity and Capital Resources.” Generally, our loan agreements contain a number of covenants and other provisions that, among other things, may impose operating and financial restrictions on us and our subsidiaries. These restrictions could put a strain on our financial position. For example:

- they may increase our vulnerability to general adverse economic and industry conditions;
- they may require us to dedicate a substantial portion of our cash flow from operations to payments on our loans, thereby reducing the availability of our cash flow to fund capital expenditure, working capital and other general corporate purposes;
- they may require us to seek lenders’ consent prior to paying dividends on our ordinary shares;
- they may limit our ability to incur additional borrowings or raise additional financing through equity or debt instruments; and
- they may impose certain financial covenants on us that we may not be able to meet, which may cause the lenders to accelerate the repayment of the remaining loan outstanding.

Further, the restrictions that may be contained in our loan agreements may limit our ability to plan for or react to market conditions, meet capital needs or make acquisitions or otherwise restrict our activities or business plans. Our ability to comply with the covenants of our loan agreements may be affected by events beyond our control, and any material deviations from our forecasts could require us to seek waivers or amendments of covenants or alternative sources of financing or to reduce expenditures. We cannot assure you that such waivers, amendments or alternative financing could be obtained, or if obtained, would be on terms acceptable to us.

***To fund our capital expenditures, service indebtedness and fund other potential liquidity requirements, we will require a significant amount of cash. Our ability to generate cash depends on many factors beyond our control and we may need to access the credit market to meet our liquidity requirements.***

Our ability to fund planned capital expenditures and to make payments on outstanding loans will depend on our ability to generate cash in the future. This, to a large extent, is subject to general economic, financial, competitive, legislative, regulatory and other factors that are beyond our control. Furthermore, given the recent global economic slowdown and that uncertainty over global economic conditions remains, including on account of the COVID-19 pandemic and the Russia-Ukraine military conflict, there can be no assurance that our business activity will be maintained at our expected level to generate the anticipated cash flows from operations, or that our credit facilities will be available or sufficient. If the current global economic slowdown and uncertainties continue, we may experience a decrease in demand for our services, resulting in our cash flows from operations being lower than anticipated. This may in turn result in our need to obtain financing, which may not be available to us on favorable terms or at all.

If we cannot fund our capital expenditures, service indebtedness or fund our other potential liquidity requirements, we may have to take actions such as seeking additional equity or reducing or delaying capital expenditures, strategic acquisitions and investments. We cannot assure you that any such actions, if necessary, could be effected on commercially reasonable terms or at all.

***If we fail to maintain an effective system of internal control over financial reporting, we may not be able to accurately report our financial results or prevent or detect fraud. As a result, current and potential investors could lose confidence in our financial reporting, which could harm our business and have an adverse effect on our ADS price.***

Effective internal control over financial reporting is necessary for us to provide reliable financial reports. The effective internal controls together with adequate disclosure controls and procedures are designed to prevent or detect fraud. Deficiencies in our internal controls may adversely affect our management’s ability to record, process, summarize, and report financial data on a timely basis. As a public company, we are required by Section 404 of the Sarbanes-Oxley Act of 2002 to include a report of management’s assessment on our internal control over financial reporting and an independent auditor’s attestation report on our internal control over financial reporting in our annual reports on Form 20-F.

If material weaknesses are identified in our internal controls over financial reporting, we could be required to implement remedial measures. If we fail to maintain effective disclosure controls and procedures or internal control over financial reporting, we could lose investor confidence in the accuracy and completeness of our financial reports, which could have a material adverse effect on our ADS price.

***Wage increases may prevent us from sustaining our competitive advantage and may reduce our profit margin.***

Salaries and related benefits of our operations staff and other employees in countries where we have delivery centers, in particular India, are among our most significant costs. Wage costs in India have historically been significantly lower than wage costs in the US and Europe for comparably skilled professionals, which has been one of our competitive advantages. However, rapid economic growth in India, increased demand for BPM outsourcing to India, increased competition for skilled employees in India, and regulatory developments resulting in wage increases in India, may reduce this competitive advantage. For example, the Code on Wages 2019, Industrial Relations Code 2020, Social Security Code 2020 and Occupational Safety, Health & Working Condition Code 2020 received assent from the President of India on September 28, 2020. However, the rules for these Acts have not yet been published and the effective date from which these changes are applicable is yet to be notified. Accordingly, while we are unable to determine with certainty the financial impact due to these changes, it is possible that our wage costs in India may increase as a result of these changes when they become effective. In addition, if the US dollar or the pound sterling declines in value against the Indian rupee, wages in the US or the UK will further decrease relative to wages in India, which may further reduce our competitive advantage. We may need to increase our levels of employee compensation more rapidly than in the past to remain competitive in attracting the quantity and quality of employees that our business requires. Wage increases may reduce our profit margins and have a material adverse effect on our financial condition and cash flows.

Further, following the establishment of our delivery centers in the US in 2014, our operations in the US have expanded and our wage costs for employees located in the UK and the US now represent a larger proportion of our total wage costs. Wage increases in the UK and the US may therefore also reduce our profit margins and have a material adverse effect on our financial condition and cash flows.

***Our operating results may differ from period to period, which may make it difficult for us to prepare accurate internal financial forecasts and respond in a timely manner to offset such period to period fluctuations.***

Our operating results may differ significantly from period to period due to factors such as client losses, variations in the volume of business from clients resulting from changes in our clients’ operations, the business decisions of our clients regarding the use of our services, delays or difficulties in expanding our operational facilities and infrastructure, changes to our pricing structure or that of our competitors, inaccurate estimates of resources and time required to complete ongoing projects, currency fluctuations and seasonal changes in the operations of our clients. For example, our clients in the travel and leisure industry experience seasonal changes in their operations in connection with the US summer holiday season, as well as episodic factors such as adverse weather conditions. Transaction volumes have been, and continue to be, impacted by market conditions affecting the travel industry, including natural disasters, outbreak of infectious diseases (such as the COVID-19 pandemic, which led to a significant fall in air travel volumes) or other serious public health concerns, military conflict and terrorist attacks. In addition, our contracts do not generally commit our clients to provide us with a specific volume of business.

In addition, the long sales cycle for our services, which typically ranges from three to 12 months, and the internal budget and approval processes of our prospective clients make it difficult to predict the timing of new client engagements. The extent to which the COVID-19 pandemic impacts the length of sales cycle for our services will depend on numerous evolving factors that we may not be able to accurately predict, including resurgence of the pandemic, the duration and scope thereof; the effect on our potential and existing clients and client demand for our services and solutions; our ability to sell and provide our services and solutions; the ability of our clients to pay for our services and solutions; and any further closures of our and our clients' offices and facilities. Commencement of work and ramping up of volume of work with certain new and existing clients have in the past been slower than we had expected and may in the future be slower than we expect. Revenue is recognized upon actual provision of services and when the criteria for recognition are achieved. Accordingly, the financial benefit of gaining a new client may be delayed due to delays in the implementation of our services. These factors may make it difficult for us to prepare accurate internal financial forecasts or replace anticipated revenue that we do not receive as a result of those delays. Due to the above factors, it is possible that in some future quarters our operating results may be significantly below the expectations of the public market, analysts and investors.

***If our pricing structures do not accurately anticipate the cost and complexity of performing our work, our profitability may be negatively affected.***

The terms of our client contracts typically range from three to five years. In many of our contracts, we commit to long-term pricing with our clients, and we negotiate pricing terms with our clients utilizing a range of pricing structures and conditions. Depending on the particular contract, these include input-based pricing (such as full-time equivalent-based pricing arrangements), fixed-price arrangements, output-based pricing (such as transaction-based pricing), outcome-based pricing, and contracts with features of all these pricing models. Our pricing is highly dependent on our internal forecasts and predictions about our projects and the marketplace, which are largely based on limited data and could turn out to be inaccurate. If we do not accurately estimate the costs and timing for completing projects, our contracts could prove unprofitable for us or yield lower profit margins than anticipated. Some of our client contracts do not allow us to terminate the contracts except in the case of non-payment by our client. If any contract turns out to be economically non-viable for us, we may still be liable to continue to provide services under the contract.

We intend to focus on increasing our service offerings that are based on non-linear pricing models (such as fixed-price and outcome-based pricing models) that allow us to price our services based on the value we deliver to our clients rather than the headcount deployed to deliver the services to them. Non-linear revenues may be subject to short-term pressure on margins as initiatives in developing the products and services take time to deliver. The risk of entering into non-linear pricing arrangements is that if we fail to properly estimate the appropriate pricing for a project, we may incur lower profits or losses as a result of being unable to execute projects with the amount of labor we expected or at a margin sufficient to recover our initial investments in our solutions. While non-linear pricing models are expected to result in higher revenue productivity per employee and improved margins, they also mean that we continue to bear the risk of cost overruns, wage inflation, fluctuations in currency exchange rates and failure to achieve clients' business objectives in connection with these projects.

Our profit margin, and therefore our profitability, is largely a function of our asset utilization and the rates we are able to recover for our services. An important component of our asset utilization is our seat utilization rate, which is the average number of work shifts per day, out of a maximum of three, for which we are able to utilize our work stations, or seats. During fiscal 2022, 2021 and 2020, we incurred significant expenditures to increase our number of seats by establishing additional delivery centers or expanding production capacities in our existing delivery centers. If we are not able to maintain the pricing for our services or an appropriate seat utilization rate, without corresponding cost reductions, our profitability will suffer. The rates we are able to recover for our services are affected by a number of factors, including our clients' perceptions of our ability to add value through our services, competition, introduction of new services or products by us or our competitors, our ability to accurately estimate, attain and sustain revenue from client contracts, margins and cash flows over increasingly longer contract periods and general economic and political conditions. Our profitability is also a function of our ability to control our costs and improve our efficiency. As we increase the number of our employees and execute our strategies for growth, we may not be able to manage the significantly larger and more geographically diverse workforce that may result, which could adversely affect our ability to control our costs or improve our efficiency. Further, because there is no certainty that our business will ramp-up at the rate that we anticipate, we may incur expenses for the increased capacity for a significant period of time without a corresponding growth in our revenue. Commencement of work and ramping up of volume of work with certain new and existing clients have in the past been slower than we had expected and may in the future be slower than we expect. If our revenue does not grow at our expected rate, we may not be able to maintain or improve our profitability. The COVID-19 pandemic has also led to, and may continue to lead to, increased costs, as we have to incur additional expenses in relation to the measures we have implemented to safeguard our employees' health and safety and client operations, such as enhanced sanitization measures at our office premises, laptop rental costs for employees who are working remotely, telecommunications costs for mobile broadband devices, additional software licenses and logistics costs for the movement of equipment and we may need to pay higher costs for compensation, rental, accommodation and other fixed costs as a result of disruptions caused by the continued spread of the virus.



We have in the past and may in the future enter into subcontracting arrangements for the delivery of services. For example, in China, in addition to delivering services from our own delivery center, we used to deliver services through a subcontractor’s delivery center. We could face greater risk when pricing our outsourcing contracts, as our outsourcing projects typically entail the coordination of operations and workforces with our subcontractor, and utilizing workforces with different skill sets and competencies. Furthermore, when outsourcing work we assume responsibility for our subcontractors’ performance. Our pricing, cost and profit margin estimates on outsourced work may include anticipated long-term cost savings from transformational and other initiatives that we expect to achieve and sustain over the life of the outsourcing contract. There is a risk that we will underprice our contracts, fail to accurately estimate the costs of performing the work or fail to accurately assess the risks associated with potential contracts. In particular, any increased or unexpected costs, delays or failures to achieve anticipated cost savings, or unexpected risks we encounter in connection with the performance of this work, including those caused by factors outside our control, could make these contracts less profitable or unprofitable, which could have an adverse effect on our profit margin.

***We may not succeed in identifying suitable acquisition targets or integrating any acquired business into our operations, which could have a material adverse effect on our business, results of operations, financial condition and cash flows.***

Our growth strategy involves gaining new clients and expanding our service offerings, both organically and through strategic acquisitions. It is possible that in the future, we may not succeed in identifying suitable acquisition targets available for sale or investments on reasonable terms, have access to the capital required to finance potential acquisitions or investments, or be able to consummate any acquisition or investments. Future acquisitions or joint ventures may also result in the incurrence of indebtedness or the issuance of additional equity securities, which may present difficulties in financing the acquisition or joint venture on attractive terms. The inability to identify suitable acquisition targets or investments or the inability to complete such transactions may affect our competitiveness and our growth prospects.

Historically, we have expanded some of our service offerings and gained new clients through strategic acquisitions. For example, in January 2017, we acquired Denali, a leading provider of strategic procurement BPM solutions in the high technology, retail and CPG, banking and financial services, utilities and healthcare verticals, and in March 2017, we acquired HealthHelp, an industry leader in care management whose solutions are delivered by combining a proprietary technology platform rooted in evidence-based medical research, high-end predictive analytics, and deep healthcare industry expertise. In June 2016, we acquired Value Edge, a provider of commercial research and analytics services to clients in the pharma industry. The lack of profitability of any of our acquisitions or joint ventures could have a material adverse effect on our operating results.

In addition, our management may not be able to successfully integrate any acquired business into our operations or benefit from any joint ventures that we enter into, and any acquisition we do complete or any joint venture we do enter into may not result in long-term benefits to us. For instance, if we acquire a company, we could experience difficulties in assimilating that company’s personnel, operations, technology and software, or the key personnel of the acquired company may decide not to work for us. There is no assurance that these acquisitions will be profitable for us. Further, we face the risk that the legal regime or regulatory requirements imposed on any business that we acquire may change following our acquisition and such changes may adversely affect our ability to achieve the expected accretive benefits from the acquisition, which could in turn require us to recognize an impairment of goodwill associated with the acquired business. For more information see “— The international nature of our business exposes us to several risks, such as unexpected changes in the regulatory requirements and government policy changes of multiple jurisdictions.”

We also face risks arising from acquisitions of businesses reliant upon a small number of key clients. The value of such acquisitions may decline in the event that their key clients decide not to renew their contracts, or decrease their volume of business or the prices paid for services. For example, HealthHelp is primarily reliant on one client. A decline in the volume of business from this client or in the pricing of our services to this client would likely adversely affect our ability to achieve the expected accretive benefits from our acquisition of HealthHelp.

Further, we may receive claims or demands by the sellers of the entities acquired by us on the indemnities that we have provided to them for losses or damages arising from any breach of contract by us. Conversely, while we may be able to claim against the sellers on their indemnities to us for breach of contract or breach of the representations and warranties given by the sellers in respect of the entities acquired by us, there can be no assurance that our claims will succeed, or if they do, that we will be able to successfully enforce our claims against the sellers at a reasonable cost. Acquisitions and joint ventures also typically involve a number of other risks, including diversion of management’s attention, legal liabilities and the need to amortize acquired intangible assets, any of which could have a material adverse effect on our business, results of operations, financial condition and cash flows.

***Goodwill, intangible or other assets that we carry on our balance sheet could give rise to significant impairment charges in the future.***

As at March 31, 2022, we had goodwill and intangible assets of approximately \$189.0 million, which primarily resulted from our acquisitions of HealthHelp, Denali and Value Edge. Under IFRS, we are required to review our goodwill, intangibles or other assets for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. In addition, goodwill, intangible or other assets with indefinite lives are required to be tested for impairment at least annually. For example, during the fourth quarter of fiscal 2017, proposed changes to the laws of the UK governing personal injury claims generated uncertainty regarding the future earnings trajectory of our legal services business in our WNS Auto Claims BPM segment, as a result of which we had expected that we would eventually exit from providing legal services in relation to personal injury claims. We also experienced a decrease in volume of and loss of business from certain clients of our traditional repair services in our WNS Auto Claims BPM segment in fiscal 2017. As a result, we had in fiscal 2017 expected the future performance of our WNS Auto Claims BPM segment to decline significantly and therefore significantly reduced our financial projections and estimates of our WNS Auto Claims BPM segment. Accordingly, we performed an impairment review of the goodwill associated with the companies we had acquired for our auto claims business and recorded an impairment charge of \$21.7 million to our results of operations in fiscal 2017. During the fourth quarter of fiscal 2020, Brexit had a negative impact on the insurance industry and applied downward pressure on the expected future performance of the WNS Auto Claims reportable segment, due to contract renegotiations and loss of certain clients. These factors, together with the highly uncertain operating environment in the UK, have negatively impacted and caused us to significantly reduce our financial projections and estimates of the WNS Auto Claims BPM reportable segment from our previous estimate. Accordingly, we performed an impairment review of the goodwill associated with the companies we had acquired for our auto claims business and recorded an impairment charge of \$4.1 million to our results of operations in fiscal 2020 for the remaining goodwill balance of our auto claims business. See also “— The international nature of our business exposes us to several risks, such as unexpected changes in the regulatory requirements of multiple jurisdictions.” We may be required to record further impairment charges to our goodwill and intangible assets associated with other acquisitions in the future. For example, if the research and analytics industry experiences a significant decline in business and we determine that we will not be able to achieve the cash flows that we had expected from our acquisitions of Marketics Technologies (India) Private Limited, a provider of offshore analytics services which we acquired in 2007, and Value Edge, we may have to record an impairment of all or a portion of the goodwill or intangible assets relating to those acquisitions. Any further impairment to our goodwill or intangible assets may have a significant adverse impact on our results of operations.

***We are incorporated in Jersey, Channel Islands and are subject to Jersey laws and regulations. If the tax benefits enjoyed by our company are withdrawn or changed, we may be liable for higher tax, thereby reducing our profitability.***

As a company incorporated in Jersey, Channel Islands, we are currently subject to Jersey income tax at a rate of 0%. Although we continue to enjoy the benefits of the Jersey business tax regime, if Jersey tax laws change or the tax benefits we enjoy are otherwise withdrawn or changed, we may become liable for higher tax, thereby reducing our profitability.

**Risks Related to Key Delivery Locations**

*A substantial portion of our assets and operations are located in India and we are subject to regulatory, economic, social and political uncertainties in India.*

Our primary operating subsidiary, WNS Global Services Private Limited (“WNS Global”), is incorporated in India, and a substantial portion of our assets and employees are located in India. The Government of India, however, has exercised and continues to exercise significant influence over many aspects of the Indian economy. The Government of India has provided significant tax incentives and relaxed certain regulatory restrictions in order to encourage foreign investment in specified sectors of the economy, including the BPM industry. Those programs that have benefited us include tax holidays, liberalized import and export duties and preferential rules on foreign investment and repatriation. We cannot assure you that such liberalization policies will continue. The Government of India may also enact new tax legislation or amend the existing legislation that could impact the way we are taxed in the future. For more information, see “— Tax legislation and the results of actions by taxing authorities may have an adverse effect on our operations and our overall tax rate.” Other legislation passed by the Government of India may also impact our business. For example, the Code on Wages 2019, Industrial Relations Code 2020, Social Security Code 2020 and Occupational Safety, Health & Working Condition Code 2020 received assent from the President of India on September 28, 2020. However, the rules for these Acts have not yet been published and the effective date from which these changes are applicable is yet to be notified. Accordingly, while we are unable to determine with certainty the financial impact due to these changes, it is possible that our wage costs in India may increase as a result of these changes when they become effective. In December 2019, the Parliament of India passed the Citizenship (Amendment) Act, 2019, which provides citizenship to religious minorities in Pakistan, Bangladesh and Afghanistan, prompting protests across India. In addition, there are concerns over the slowing growth of India’s economy and the negative impact that COVID-19 has had, and may continue to have, on our business, financial condition, results of operations and cash flows. Our financial performance and the market price of our ADSs may be adversely affected by changes in inflation, exchange rates and controls, interest rates, Government of India policies (including taxation regulations and policies), social stability or other political, economic or diplomatic developments affecting India in the future.

India has witnessed communal clashes in the past. Although such clashes in India have, in the recent past, been sporadic and have been contained within reasonably short periods of time, any such civil disturbance in the future could result in disruptions in transportation or communication networks, as well as have adverse implications for general economic conditions in India. Such events could have a material adverse effect on our business, the value of our ADSs and your investment in our ADSs.

*The UK’s withdrawal from the EU may have a negative effect on global economic conditions, financial markets and our operations in the UK and EU, which could reduce the value of our ADS.*

We have operations in the UK, Romania, Spain and Poland. Brexit has created significant political and economic uncertainty regarding the future trading relationship between the UK and the EU and could cause disruptions to, and create uncertainty surrounding, our operations in the UK and the EU. The long-term effects of Brexit will depend on the agreements or arrangements with the EU for the UK to retain access to EU markets either during a transitional period or more permanently. These developments may have an adverse effect on our operations in the UK and the EU, the value of our ADSs and your investment in our ADSs.

*Our business in South Africa is evaluated for compliance with the South African government’s Broad-Based Black Economic Empowerment (“BBBEE”) legislation. Failure to maintain a minimum BBBEE rating would result in a loss of certain government grants, and may also result in us losing certain business opportunities or clients imposing contractual penalties on us.*

Our business in South Africa is evaluated for compliance with the South African government’s BBBEE legislation against a BBBEE scorecard, which has different levels based on various criteria. South African government grants are available to businesses that meet specified conditions, including achieving a specified minimum BBBEE rating. A level one BBBEE rating has the most rigorous criteria. Additionally, many South African companies require their service providers to maintain a minimum BBBEE rating, and many of our South African client contracts contain clauses that allow our clients to terminate their contracts with us or impose specified penalties on us if we do not maintain a minimum BBBEE rating.

We conduct our domestic business in South Africa (serving clients based in South Africa) through our South Africa subsidiary, WNS South Africa (Pty) Ltd, and our international business in South Africa (serving clients based outside South Africa) through our South Africa subsidiary, WNS Global Services SA (Pty) Limited. During fiscal 2020, pursuant to the requirements of the South African government’s BBBEE Codes of Good Practice, the WNS B-BBEE Staff Share Trust subscribed to one participating preference share issued by WNS Global Services SA (Pty) Ltd, which entitles it to 45.56% of voting rights in WNS South Africa (Pty) Ltd. In fiscal 2022, the voting rights were increased to 48.84% to help ensure WNS South Africa (Pty) Ltd maintains the same level of rating. We achieved a level one rating in respect of WNS South Africa (Pty) Ltd in May 2022, which is valid until April 2023 whereas the BBBEE verification audit for WNS Global Services SA (Pty) Limited is currently in progress and the new rating is expected to be issued in the first quarter of fiscal 2023. Our program developed for the purpose of meeting the criteria to achieve the requisite BBBEE rating in respect of WNS Global Services SA (Pty) Limited includes, among other measures, divesting some of our interests in such subsidiary to address the criterion relating to the percentage of ownership of an entity by “black people” (as defined under the applicable legislation). We achieved a level six rating in respect of WNS Global Services SA (Pty) Limited in our last BBBEE verification audit in February 2021, which is valid until February 2022.

With the achievement of a level six rating in respect of WNS Global Services SA (Pty) Limited and a level one rating in respect of WNS South Africa (Pty) Ltd, we currently continue to meet the minimum BBBEE rating required under our contracts with South African clients and be eligible for government grants associated with our domestic and international business.

However, there is no assurance that we will maintain our existing BBBEE rating with respect to WNS Global Services SA (Pty) Limited or WNS South Africa (Pty) Ltd in our next annual BBBEE verification audits or thereafter. If we fail to maintain or achieve the required minimum BBBEE ratings, we will cease to be eligible for government grants, will be disqualified from bidding for certain business, and certain of our clients may terminate their contracts with us or impose penalties on us. These outcomes would have an adverse effect on our business, results of operations, financial condition and cash flows.

***Our facilities are at risk of damage by natural disasters.***

Our operational facilities and communication hubs may be damaged in natural disasters such as earthquakes, floods, heavy rains, tsunamis and cyclones. For example, Chennai was affected by severe flooding in November 2015. Although our clients experienced minimal disruptions during the Chennai flood due to the business continuity planning and infrastructure resiliency measures we have implemented with a view to minimizing the impact of natural disasters on our business, such measures may be rendered less effective in other circumstances. In addition, we have operational facilities and communication hubs located in regions which are considered to be particularly vulnerable to natural disasters, such as the Philippines and Houston in the United States, which have experienced severe natural disasters such as typhoons, hurricanes and floods. Such natural disasters may lead to disruption to information systems and telephone service for sustained periods. Damage or destruction that interrupts our provision of BPM services could damage our relationships with our clients and may cause us to incur substantial additional expenses to repair or replace damaged equipment or facilities. We may also be liable to our clients for disruption in service resulting from such damage or destruction. While we currently have property damage insurance and business interruption insurance, our insurance coverage may not be sufficient. Furthermore, we may be unable to secure such insurance coverage at premiums acceptable to us in the future or secure such insurance coverage at all. Prolonged disruption of our services as a result of natural disasters would also entitle our clients to terminate their contracts with us.

***If the tax benefits and other incentives that we currently enjoy are reduced or withdrawn or not available for any other reason, our financial condition would be negatively affected.***

We have benefitted from, and continue to benefit from, certain tax holidays and exemptions in various jurisdictions in which we have operations.

In fiscal 2022, fiscal 2021 and 2020, our tax rate in India, the Philippines and Sri Lanka impacted our effective tax rate. We would have incurred approximately \$20.9 million, \$11.1 million and \$17.7 million in additional income tax expense on our combined operations in our Special Economic Zone operations in India, the Philippines and Sri Lanka, if the tax holidays and exemptions described below had not been available for the respective periods.

We expect our tax rate in India, the Philippines and Sri Lanka to continue to impact our effective tax rate.

In the past, the majority of our Indian operations were eligible to claim income tax exemption with respect to profits earned from export revenue from operating units registered under the Software Technology Parks of India (“STPI”). The benefit was available for a period of 10 years from the date of commencement of operations, but not beyond March 31, 2011. Effective April 1, 2011, upon the expiration of this tax exemption, income derived from our operations in India became subject to the prevailing annual tax rate of 34.95% in fiscal 2022, fiscal 2021 and 2020. In December 2019, the Government of India enacted the India Tax Law effective retroactively to April 1, 2019, which enables Indian companies to elect to be taxed at a lower income tax rate of 25.17% as compared to the current rate of 34.95%. Once a company elects into the lower income tax rate, a company may not benefit from any tax holidays associated with Special Economic Zones and certain other tax incentives and may not reverse its election. Our current intent is to continue to be subject to the current rate of 34.95% and claim tax holidays associated with SEZ. See “Part I — Item 4. Information on the Company — B. Business Overview — Regulations.”

When any of our tax holidays or exemptions expire or terminate, or if the applicable government withdraws, changes the conditions or reduces the benefits of a tax holiday or exemption that we enjoy, our tax expense may materially increase and this increase may have a material impact on our results of operations. For example, any changes in the regulations relating to work from home arrangements may impact the tax exemption benefits available to us. The applicable tax authorities may also disallow deductions claimed by us and assess additional taxable income on us in connection with their review of our tax returns.

***Tax legislation and the results of actions by taxing authorities may have an adverse effect on our operations and our overall tax rate.***

The government of India, the US or other jurisdictions where we have a presence could enact new tax legislation which would have a material adverse effect on our business, results of operations and financial condition. In addition, our ability to repatriate surplus earnings from our delivery centers in a tax-efficient manner is dependent upon interpretations of local laws, possible changes in such laws and the renegotiation of existing double tax avoidance treaties. Changes to any of these may adversely affect our overall tax rate, or the cost of our services to our clients, which would have a material adverse effect on our business, results of operations and financial condition.

The UK has revised the corporate tax rate from 19% to 25% from fiscal 2024. South Africa has reduced the corporate tax rate from 28% to 27% from fiscal 2023. The US Government has proposed to increase the US corporate tax rate. Once effective, this tax rate increase will have an impact on the various current and deferred tax items recorded by the Company’s subsidiaries.

Member countries of the OECD/G20 Inclusive Framework on Base Erosion and Profit Shifting have agreed on a two Pillar approach to address the tax challenges arising from the digitalization of the global economy. This is expected to alter the global tax landscape. The rules to operationalize the implementation of these changes have been recently issued and may have an impact on the various current and deferred tax items recorded by the Company’s subsidiaries.

***We are subject to transfer pricing and other tax related regulations and any determination that we have failed to comply with them could materially adversely affect our profitability.***

Transfer pricing regulations to which we are subject require that any international transaction among our company and its subsidiaries, or the WNS group enterprises, be on arm’s-length terms. We believe that the international transactions among the WNS group enterprises are on arm’s-length terms. If, however, the applicable tax authorities determine that the transactions among the WNS group enterprises do not meet arm’s-length criteria, we may incur increased tax liability, including accrued interest and penalties. This would cause our tax expense to increase, possibly materially, thereby reducing our profitability and cash flows. We have signed an advance pricing agreement with the Government of India providing for the agreement on transfer pricing matters over certain transactions covered thereunder for a period of five years starting from April 2013, which has been renewed on similar terms for another five years starting from April 2018.

***We may be required to pay additional taxes in connection with audits by the tax authorities.***

From time to time, we receive orders of assessment from Indian tax authorities assessing additional taxable income on us and/or our subsidiaries in connection with their review of our tax returns. We currently have orders of assessment in fiscal 2003 through fiscal 2018 pending before various appellate authorities. These orders assess additional taxable income that could in the aggregate give rise to an estimated ₹1,867.0 million (\$24.6 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹470.9 million (\$6.2 million based on the exchange rate on March 31, 2022).

These orders of assessment allege, among others, that the transfer prices we applied to certain of the international transactions between WNS Global or WNS Business Consulting Services Private Limited (“WNS BCS”), each of which is one of our Indian subsidiaries, as the case may be, and our other wholly-owned subsidiaries were not on arm’s-length terms, disallow a tax holiday benefit claimed by us, deny the set-off of brought forward business losses and unabsorbed depreciation and disallow certain expenses claimed as tax deductible by WNS Global or WNS BCS, as the case may be. As at March 31, 2022 we have provided a tax reserve of ₹774.3 million (\$10.2 million based on the exchange rate on March 31, 2022) primarily on account of the Indian tax authorities’ denying the set off of brought forward business losses and unabsorbed depreciation. We have appealed against these orders of assessment before higher appellate authorities. For more details on these assessments, See “Part II — Management’s Discussion and Analysis of Financial Condition and Results of Operations —Tax Assessment Orders.”

In addition, we currently have orders of assessment pertaining to similar issues that have been decided in our favor by appellate authorities, vacating tax demands of ₹5,435.2 million (\$71.7 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹1,931.3 million (\$25.5 million based on the exchange rate on March 31, 2022). The income tax authorities have filed or may file appeals against these orders at higher appellate authorities.

In case of disputes, the Indian tax authorities may require us to deposit with them all or a portion of the disputed amounts pending resolution of the matters on appeal. Any amount paid by us as deposits will be refunded to us with interest if we succeed in our appeals. We have deposited ₹898.1 million (\$11.8 million based on the exchange rate on March 31, 2022) of the disputed amount with the tax authorities and may be required to deposit the remaining portion of the disputed amount with the tax authorities pending final resolution of the respective matters.

As at March 31, 2022, corporate tax returns in fiscal 2019 and thereafter remain subject to examination by tax authorities in India.

After consultation with our Indian tax advisors and based on the facts of these cases, certain legal opinions from counsel, the nature of the tax authorities’ disallowances and the orders from appellate authorities deciding similar issues in our favor in respect of assessment orders for earlier fiscal years, we believe these orders are unlikely to be sustained at the higher appellate authorities and we intend to dispute the orders of assessment.

In fiscal 2021, the Company received an assessment order from the Indian service tax authority, demanding payment of ₹148.9 million (\$2.0 million based on the exchange rate on March 31, 2022) towards service tax for the period April 1, 2014 to June 30, 2017. The tax authorities have rejected input service tax credit on certain types of input services. The Company has orders of assessment pertaining to similar issues for earlier fiscal years that have been decided in favor of the Company by appellate authorities. We intend to dispute the order of assessment.

In 2016, we also received an assessment order from the Sri Lankan Tax Authority, demanding payment of LKR 25.2 million (\$0.1 million based on the exchange rate on March 31, 2022) in connection with the review of our tax return in fiscal 2012. The assessment order challenges the tax exemption that we have claimed for export business. We have filed an appeal against the assessment order with the Sri Lankan Tax Appeal Commission. Based on consultations with our tax advisors, we believe this order of assessment is more likely than not to be upheld in our favor. We intend to continue to dispute the assessment.

No assurance can be given, however, that we will prevail in our tax disputes. If we do not prevail, payment of additional taxes, interest and penalties may adversely affect our results of operations, financial condition and cash flows. There can also be no assurance that we will not receive similar or additional orders of assessment in the future.

***Terrorist attacks, civil unrest and other acts of violence in any of the countries in which we operate or their neighboring countries could adversely affect our operations, resulting in a loss of client confidence and materially adversely affecting our business, results of operations, financial condition and cash flows.***

Terrorist attacks and other acts of violence or war in any of the countries in which we operate or their neighboring countries may adversely affect worldwide financial markets and could potentially lead to economic recession, which could adversely affect our business, results of operations, financial condition and cash flows. For example, South Asia has, from time to time, experienced instances of terrorism, civil unrest and hostilities in and among neighboring countries, including Sri Lanka, India and Pakistan. In February 2022, a military conflict arose between Russia and Ukraine, and we have operations in Poland and Romania, which border Ukraine. While the conflict has not presently spread beyond Ukraine, such an escalation in the future may directly impact our operations in those countries. In April 2019, several churches and hotels in Sri Lanka, including premises within one kilometer of one of our delivery centers, were targeted in a series of coordinated terrorist bombings. In previous years, military confrontations between India and Pakistan have occurred in the region of Kashmir and along the India/Pakistan border. There have also been incidents in and near India, such as the bombings of the Taj Mahal Hotel and Oberoi Hotel in Mumbai in 2008, a terrorist attack on the Parliament of India, troop mobilizations along the India/Pakistan border and an aggravated geopolitical situation in the region. Such military activity or terrorist attacks in the future could disrupt our operations or influence the Indian economy by disrupting communications and making travel more difficult. Resulting political tensions could create a greater perception that investments in Indian companies involve a high degree of risk. Such political tensions could similarly create a perception that there is a risk of disruption of services provided by India-based companies, which could have a material adverse effect on the market for our services. Furthermore, if India were to become engaged in armed hostilities, particularly hostilities that were protracted or involved the threat or use of nuclear weapons, we might not be able to continue our operations.

***Climate change risks, if not managed properly, can adversely affect our operations and profitability.***

Enterprises are increasingly focused on managing risks arising from climate change and compliance with relevant laws and regulations. Extreme weather due to climate change can lead to epidemics as well as business disruptions. Climate change events can result in physical damage to our building infrastructure and other physical assets, disrupt the continued functioning of infrastructures such as the transportation network and utilities in the countries where we operate and negative affect the morale of our employees. For example, drought can result in increases in food prices and food shortages. Changes in the availability of natural resources like water in countries where we operate could directly impact our operations and our employees’ livelihood, which could impact our ability to do business and to ensure business continuity.

In response to increasing awareness in climate change and other related socio-environmental issues, clients increasingly request for our emission performance during the RFP or bidding stage. This could translate into filtering criteria or other parameters in the clients’ process of selecting their service providers. If our performance is not managed in these areas, it may adversely impact our ability to compete and win contracts.

As countries worldwide undertake to lower greenhouse gas emissions, we may be increasingly subject to regulatory requirements relating to reduced emissions, including carbon tax and other emission reduction targets. Such new regulations can lead to increased cost of compliance including reporting and disclosure requirements. Risks resulting from potential violations or non-compliance with such laws and regulations can impact our profitability through penalties and/or by limiting our ability to operate in certain countries and can also adversely affect our reputation and brand.

***Restrictions on entry visas may affect our ability to compete for and provide services to clients in the US and the UK, which could have a material adverse effect on future revenue.***

The vast majority of our employees are Indian nationals. The ability of some of our executives to work with and meet our European and North American clients and our clients from other countries depends on the ability of our senior managers and employees to obtain the necessary visas and entry permits. In response to previous terrorist attacks and global unrest, US and European immigration authorities have sharply increased the level of scrutiny in granting visas. Immigration laws in those countries may also require us to meet certain other legal requirements as a condition to obtaining or maintaining entry visas. These restrictions have significantly lengthened the time requirements to obtain visas for our personnel, which has in the past resulted, and may continue to result, in delays in the ability of our personnel to meet with our clients. Further, the COVID-19 pandemic resulted in the temporary suspension of existing visas and several governments not granting new visas. While a number of countries have resumed the issuance of visas and are reopening of their borders for travel, continuing or intermittent restrictions on visas and travel may recur in the future. In addition, immigration laws are subject to legislative change and varying standards of application and enforcement due to political forces, economic conditions or other events, including terrorist attacks. We cannot predict the political or economic events that could affect immigration laws or any restrictive impact those events could have on obtaining or monitoring entry visas for our personnel. If we are unable to obtain the necessary visas for personnel who need to visit our clients’ sites or, if such visas are delayed, we may not be able to provide services to our clients or to continue to provide services on a timely basis, which could have a material adverse effect on our business, results of operations, financial condition and cash flows.

***If more stringent labor laws become applicable to us, our profitability may be adversely affected.***

India has stringent labor legislation that protects the interests of workers, including legislation that sets forth detailed procedures for dispute resolution and employee removal and legislation that imposes financial obligations on employers upon retrenchment. Though we are exempt from a number of these labor laws at present, there can be no assurance that such laws will not become applicable to the BPM industry in India in the future. In addition, our employees may in the future form unions. If these labor laws become applicable to our workers or if our employees unionize, it may become difficult for us to maintain flexible human resource policies, discharge employees or downsize, and our profitability may be adversely affected.

***Most of our delivery centers operate on leasehold property and our inability to renew our leases on commercially acceptable terms or at all may adversely affect our results of operations.***

Most of our delivery centers operate on leasehold property. Our leases are subject to renewal and we may be unable to renew such leases on commercially acceptable terms or at all. Our inability to renew our leases, or a renewal of our leases with a rental rate higher than the prevailing rate under the applicable lease prior to expiration, may have an adverse impact on our operations, including disrupting our operations or increasing our cost of operations. In addition, in the event of non-renewal of our leases, we may be unable to locate suitable replacement properties for our delivery centers or we may experience delays in relocation that could lead to a disruption in our operations. Any disruption in our operations could have an adverse effect on our results of operations.

**Risks Related to our ADSs**

***Substantial future sales of our shares or ADSs in the public market could cause our ADS price to fall.***

Sales by us or our shareholders of a substantial number of our ADSs in the public market, or the perception that these sales could occur, could cause the market price of our ADSs to decline. These sales, or the perception that these sales could occur, also might make it more difficult for us to sell securities in the future at a time or at a price that we deem appropriate or to pay for acquisitions using our equity securities. As at March 31, 2022, we had 48,849,907 ordinary shares outstanding (excluding Nil treasury shares), including 48,618,585 shares represented by 48,618,585 ADSs. In addition, as at March 31, 2022, a total of 2,943,777 ordinary shares or ADSs are issuable upon the exercise or vesting of options and restricted share units (“RSUs”) outstanding under our 2006 Incentive Award Plan (as amended and restated, the “2006 Incentive Award Plan”) and our 2016 Incentive Award Plan (as amended and restated, the “2016 Incentive Award Plan”). All ADSs are freely transferable, except that ADSs owned by our affiliates may only be sold in the US if they are registered or qualify for an exemption from registration, including pursuant to Rule 144 under the Securities Act of 1933, as amended (the “Securities Act”). The remaining ordinary shares outstanding may also only be sold in the US if they are registered or qualify for an exemption from registration, including pursuant to Rule 144 under the Securities Act.

***The market price for our ADSs may be volatile.***

The market price for our ADSs is likely to be highly volatile and subject to wide fluctuations in response to factors including the following:

- announcements of technological developments;
- regulatory developments in our target markets affecting us, our clients or our competitors;
- actual or anticipated fluctuations in our operating results;
- changes in financial estimates by securities research analysts;
- changes in the economic performance or market valuations of other companies engaged in BPM;
- addition or loss of executive officers or key employees;
- sales or expected sales of additional shares or ADSs;
- loss of one or more significant clients; and
- a change in control, or possible change of control, of our company.

In addition, securities markets generally and from time to time experience significant price and volume fluctuations that are not related to the operating performance of particular companies. These market fluctuations may also have a material adverse effect on the market price of our ADSs.



***We may not be able to pay any dividends on our shares and ADSs.***

We have never declared or paid any dividends on our ordinary shares. We cannot give any assurance that we will declare dividends of any amount, at any rate or at all. Because we are a holding company, we rely principally on dividends, if any, paid by our subsidiaries to us to fund our dividend payments, if any, to our shareholders. Any limitation on the ability of our subsidiaries to pay dividends to us could have a material adverse effect on our ability to pay dividends to you.

Any future determination to pay cash dividends will be at the discretion of our Board of Directors and will be dependent upon our results of operations and cash flows, our financial position and capital requirements, general business conditions, legal, tax, regulatory and any contractual restrictions on the payment of dividends and any other factors our Board of Directors deems relevant at the time.

Subject to the provisions of the Companies (Jersey) Law 1991 (the “1991 Law”) and our Articles of Association, we may by ordinary resolution declare annual dividends to be paid to our shareholders according to their respective rights and interests in our distributable reserves. Any dividends we may declare must not exceed the amount recommended by our Board of Directors. Our Board of Directors may also declare and pay an interim dividend or dividends, including a dividend payable at a fixed rate, if paying an interim dividend or dividends appears to the Board to be justified by our distributable reserves. We can only declare dividends if our directors who are to authorize the distribution make a prior statement that, having made full enquiry into our affairs and prospects, they have formed the opinion that:

- immediately following the date on which the distribution is proposed to be made, we will be able to discharge our liabilities as they fall due; and
- having regard to our prospects and to the intentions of our directors with respect to the management of our business and to the amount and character of the financial resources that will in their view be available to us, we will be able to continue to carry on business and we will be able to discharge our liabilities as they fall due until the expiry of the period of 12 months immediately following the date on which the distribution is proposed to be made or until we are dissolved under Article 150 of the 1991 Law, whichever first occurs.

Subject to the deposit agreement governing the issuance of our ADSs, holders of ADSs will be entitled to receive dividends paid on the ordinary shares represented by such ADSs. See “— Risks Related to Our Business — Our loan agreements impose operating and financial restrictions on us and our subsidiaries.”

***Holders of ADSs may be restricted in their ability to exercise voting rights.***

At our request, the depositary of our ADSs will mail to you any notice of shareholders’ meeting received from us together with information explaining how to instruct the depositary to exercise the voting rights of the ordinary shares represented by ADSs. If the depositary timely receives voting instructions from you, it will endeavor to vote the ordinary shares represented by your ADSs in accordance with such voting instructions. However, the ability of the depositary to carry out voting instructions may be limited by practical and legal limitations and the terms of the ordinary shares on deposit. We cannot assure you that you will receive voting materials in time to enable you to return voting instructions to the depositary in a timely manner. Ordinary shares for which no voting instructions have been received will not be voted.

As a foreign private issuer, we are not subject to the proxy rules of the Commission, which regulate the form and content of solicitations by US-based issuers of proxies from their shareholders. The form of notice and proxy statement that we have been using does not include all of the information that would be provided under the Commission’s proxy rules.

***Holders of ADSs may be subject to limitations on transfers of their ADSs.***

The ADSs are transferable on the books of the depositary. However, the depositary may close its transfer books at any time or from time to time when it deems necessary or advisable in connection with the performance of its duties. In addition, the depositary may refuse to deliver, transfer or register transfers of ADSs generally when the transfer books of the depositary are closed, or at any time or from time to time if we or the depositary deem it necessary or advisable to do so because of any requirement of law or of any government or governmental body or commission or any securities exchange on which the American Depositary Receipts or our ordinary shares are listed, or under any provision of the deposit agreement or provisions of or governing the deposited shares, or any meeting of our shareholders, or for any other reason.

***Holders of ADSs may not be able to participate in rights offerings or elect to receive share dividends and may experience dilution of their holdings, and the sale, deposit, cancellation and transfer of our ADSs issued after exercise of rights may be restricted.***

If we offer our shareholders any rights to subscribe for additional shares or any other rights, the depositary may make these rights available to them after consultation with us. We cannot make rights available to holders of our ADSs in the US unless we register the rights and the securities to which the rights relate under the Securities Act, or an exemption from the registration requirements is available. In addition, under the deposit agreement, the depositary will not distribute rights to holders of our ADSs unless we have requested that such rights be made available to them and the depositary has determined that such distribution of rights is lawful and reasonably practicable. We can give no assurance that we can establish an exemption from the registration requirements under the Securities Act, and we are under no obligation to file a registration statement with respect to these rights or underlying securities or to endeavor to have a registration statement declared effective. Accordingly, holders of our ADSs may be unable to participate in our rights offerings and may experience dilution of your holdings as a result. The depositary may allow rights that are not distributed or sold to lapse. In that case, holders of our ADSs will receive no value for them. In addition, US securities laws may restrict the sale, deposit, cancellation and transfer of ADSs issued after exercise of rights.

***We may be classified as a passive foreign investment company, which could result in adverse US federal income tax consequences to US holders of our ADSs or ordinary shares.***

Based on our financial statements and relevant market and shareholder data, we believe that we should not be treated as a passive foreign investment company for US federal income tax purposes (“PFIC”) with respect to our most recently closed taxable year. However, the application of the PFIC rules is subject to uncertainty in several respects, and we cannot assure you that we will not be a PFIC for any taxable year. A non-US corporation will be a PFIC for any taxable year if either (i) at least 75% of its gross income for such year is passive income or (ii) at least 50% of the value of its assets (based on an average of the quarterly values of the assets) during such year is attributable to assets that produce passive income or are held for the production of passive income. A separate determination must be made after the close of each taxable year as to whether we were a PFIC for that year. Because the value of our assets for purposes of the PFIC test will generally be determined by reference to the market price of our ADSs and ordinary shares, fluctuations in the market price of the ADSs and ordinary shares may cause us to become a PFIC. In addition, changes in the composition of our income or assets may cause us to become a PFIC. If we are a PFIC for any taxable year during which a US holder (as defined in “Part I — Item 10. Additional Information — E. Taxation — US Federal Income Taxation” of our annual report on Form 20-F for our fiscal year ended March 31, 2022) holds an ADS or ordinary share, certain adverse US federal income tax consequences could apply to such US holder.

***If a United States person is treated as owning at least 10% of our ordinary shares (or ADSs), such holder may be subject to adverse US federal income tax consequences.***

If a United States person is treated as owning (directly, indirectly or constructively) at least 10% of the value or voting power of our ordinary shares (or ADSs), such person may be treated as a “United States shareholder” with respect to each “controlled foreign corporation” in our group (if any). Because our group includes one or more US subsidiaries, certain of our non-US subsidiaries could be treated as controlled foreign corporations regardless of whether we are or are not treated as a controlled foreign corporation (although there is currently a pending legislative proposal to limit the application of these rules). A United States shareholder of a controlled foreign corporation may be required to annually report and include in its US taxable income its pro rata share of “Subpart F income,” “global intangible low-taxed income” and investments in US property by controlled foreign corporations, whether or not we make any distributions. An individual that is a United States shareholder with respect to a controlled foreign corporation generally would not be allowed certain tax deductions or foreign tax credits that would be allowed to a United States shareholder that is a US corporation. A failure to comply with these reporting obligations may subject such holder to significant monetary penalties and may prevent the statute of limitations with respect to such holder’s US federal income tax return for the year for which reporting was due from starting. We cannot provide any assurances that we will assist investors in determining whether any of our non-US subsidiaries are treated as a controlled foreign corporation or whether such investor is treated as a United States shareholder with respect to any of such controlled foreign corporations or furnish to any United States shareholders information that may be necessary to comply with the aforementioned reporting and tax paying obligations. The IRS has provided limited guidance on situations in which investors may rely on publicly available information to comply with their reporting and taxpaying obligations with respect to certain controlled foreign corporations. A United States investor should consult its own advisors regarding the potential application of these rules to its investment in our ordinary shares (or ADSs).

***Our share repurchase programs could affect the price of our ADSs.***

In March 2018, our shareholders authorized our 2018 share repurchase program for the repurchase of up to 3,300,000 of our ADSs, each representing one ordinary share, at a price range of \$10 to \$100 per ADS. Pursuant to the terms of our 2018 share repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from March 30, 2018, the date on which the shareholders approved our 2018 share repurchase program. To date, we have repurchased 3,300,000 ADSs in the open market under this repurchase program and completed the authorized repurchases under this share repurchase program. We funded the repurchases under this repurchase program with cash on hand.

In September 2020, our shareholders authorized a new share repurchase program for the repurchase of up to 3,300,000 of our ADSs, each representing one ordinary share, at a price range of \$10 to \$110 per ADS. Pursuant to the terms of the repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from April 1, 2021 to March 31, 2024. To date, we have repurchased 1,100,000 ADSs in the open market under this repurchase program.

We have funded, and intend to continue to fund, the repurchases of ADSs under our repurchase programs with cash on hand. We are not obligated under our repurchase programs to repurchase a specific number of ADSs, and our repurchase programs may be suspended at any time at our discretion. We intend to hold the shares underlying any such repurchased ADSs as treasury shares.

Any repurchases pursuant to our repurchase programs could affect the price of our ADSs and increase its volatility. The existence of a repurchase program could also cause the price of our ADSs to be higher than it would be in the absence of such a program and could potentially reduce the market liquidity of our ADSs. There can be no assurance that any repurchases will enhance shareholder value because the market price of our ADSs may decline below the levels at which we repurchase any ADSs. In addition, although our repurchase programs are intended to enhance long-term shareholder value, short-term price fluctuations in our ADSs could reduce the program's effectiveness. Significant changes in the price of our ADSs and our ability to fund our repurchase programs with cash on hand could impact our ability to repurchase ADSs. The timing and amount of future repurchases is dependent on our cash flows from operations, available cash on hand and the market price of our ADSs. Furthermore, our programs do not obligate us to repurchase any dollar amount or number of ADSs and may be suspended at any time at our discretion, and any suspension or discontinuation could cause the market price of our ADSs to decline.

***We have certain anti-takeover provisions in our Articles of Association that may discourage a change in control.***

Our Articles of Association contain anti-takeover provisions that could make it more difficult for a third party to acquire us without the consent of our Board of Directors. These provisions include:

- a classified Board of Directors with staggered three-year terms; and
- the ability of our Board of Directors to determine the rights, preferences and privileges of our preferred shares and to issue the preferred shares without shareholder approval, which could be exercised by our Board of Directors to increase the number of outstanding shares and prevent or delay a takeover attempt.

These provisions could make it more difficult for a third party to acquire us, even if the third party's offer may be considered beneficial by many shareholders. As a result, shareholders may be limited in their ability to obtain a premium for their shares.

***It may be difficult for you to effect service of process and enforce legal judgments against us or our affiliates.***

We are incorporated in Jersey, Channel Islands, and our primary operating subsidiary, WNS Global, is incorporated in India. A majority of our directors and senior executives are not residents of the US and the majority of our assets and the assets of those persons are located outside the US. As a result, it may not be possible for you to effect service of process within the US upon those persons or us. In addition, you may be unable to enforce judgments obtained in courts of the US against those persons outside the jurisdiction of their residence, including judgments predicated solely upon the securities laws of the US. Furthermore, shareholders of Jersey companies may not have standing to initiate a shareholders derivative action in courts of the US.

ITEM 4. INFORMATION ON THE COMPANY

A. History and Development of our Company

WNS (Holdings) Limited was incorporated as a private liability company on February 18, 2002 under the laws of Jersey, Channel Islands, and maintains a registered office in Jersey at 22 Grenville Street, St Helier, Jersey JE4 8PX, Channel Islands. We converted from a private limited company to a public limited company on January 4, 2006 in accordance with Article 17A of the 1991 Law, when we acquired more than 30 shareholders as calculated in accordance with Article 17A of the 1991 Law. We gave notice of this to the Jersey Financial Services Commission (“JFSC”) in accordance with Article 17(3) of the 1991 Law on January 12, 2006. Our principal executive office is located at Gate 4, Godrej & Boyce Complex, Pirojshanagar, Vikhroli (W), Mumbai 400 079, India, and the telephone number for this office is (91-22) 4095-2100. Our website address is *www.wns.com*. **Information contained on our website does not constitute part of this annual report.** Our agent for service in the US is our subsidiary, WNS North America Inc., 515 Madison Avenue, 8th Floor, New York, NY 10022.

We began operations as an in-house unit of British Airways in 1996 and became a business process outsourcing service provider for third parties in fiscal 2003. Warburg Pincus acquired a controlling stake in our company from British Airways in May 2002 and inducted a new senior management team.

Fiscal 2003 — 2008

We made a number of acquisitions that helped expand our service offerings. These acquisitions included:

- Town and Country Assistance Limited (which we subsequently rebranded as WNS Assistance and which is part of WNS Auto Claims BPM), a UK-based automobile claims handling company, in fiscal 2003;
- the health claims management business of Greensnow Inc. in fiscal 2004;
- Trinity Partners Inc. (which we subsequently merged into our subsidiary, WNS North America Inc.), a provider of BPM services to financial institutions, focusing on mortgage banking, in fiscal 2006;
- The fare audit services business of PRG Airlines Services Limited and the financial accounting business of GHS Holdings LLC in fiscal 2007;
- Marketics, a provider of offshore analytics services, in fiscal 2008; and
- Flovate (which we subsequently renamed as WNS Workflow Technologies Limited), a company engaged in the development and maintenance of software products and solutions, in fiscal 2008

In July 2006, we completed our initial public offering, whereupon our ADSs became listed on the New York Stock Exchange (the “NYSE”) under the symbol “WNS.” In February 2012, in connection with our follow-on offering, we issued new ordinary shares in the form of ADSs, at a price of \$9.25 per ADS, aggregating approximately \$50.0 million and at the same time, Warburg Pincus divested 6,847,500 ordinary shares in the form of ADSs. In February 2013, Warburg Pincus sold its remaining 14,519,144 ordinary shares in the form of ADSs, thereby divesting its entire stake in our company.

We invested in our infrastructure to expand our service portfolio from data-oriented processing to include complex voice and blended data/voice service capabilities, and commenced offering comprehensive processes in the travel and leisure, banking and financial services and insurance industries.

We opened facilities in a number of locations, including Gurgaon, India; Colombo, Sri Lanka; and Bucharest, Romania, thereby expanding our operating footprint across India, Sri Lanka and Romania. We also expanded our facilities in Gurgaon, Mumbai and Pune, India. In fiscal 2008, we transferred our delivery center in Sri Lanka to Aviva Global pursuant to “build-operate-transfer” contractual arrangement we had with Aviva.

We entered into a joint venture with ACS, a provider in BPM services and customer care in the Philippines, to form WNS Philippines Inc. (which became our wholly owned subsidiary following our acquisition of ACS’s shareholding in WNS Philippines Inc, in fiscal 2012)

Fiscal 2009 — Fiscal 2013

We acquired a number of companies, including:

- Chang Limited, an auto insurance claims processing services provider in the UK, in fiscal 2009;
- BizAps, a provider of SAP® solutions, in fiscal 2008 to optimize the enterprise resource planning functionality for our finance and accounting processes;
- Fusion (which we subsequently renamed as WNS Global Services SA (Pty) Ltd), a provider of a range of management services, including contact center, customer care and business continuity services, to both South African and international clients, in fiscal 2013.

We opened facilities in Manila, the Philippines; San Jose, Costa Rica; Vizag, India; and Gydnia, Poland; and also expanded various facilities in India, the Philippines, Costa Rica and Romania, as well as our sales office in the UK.

We completed a follow-on public offering of ADSs in fiscal 2012, which raised approximately \$50.0 million to fund our growth initiatives and enhance delivery capability.

Fiscal 2014 — 2018

We acquired the following companies in fiscal 2017:

- Value Edge Research Services Private Limited (“Value Edge”), a leading provider of commercial research and analytics services to clients in the pharmaceutical and biopharmaceutical industries;
- Denali Sourcing Services Inc. (“Denali”), a leading provider of strategic procurement BPM services; and
- MTS HealthHelp Inc. and its subsidiaries (“HealthHelp”), an industry leader in BPM care management.

Fiscal 2019 — present

- We added new facilities in Manila and Iloilo, the Philippines; Madrid, Spain; Vizag, Hyderabad and Pune, India; and New South Wales, Australia. We also expanded our facilities in Bangalore, Gurgaon, Nashik and Pune, India;
- We acquired the following companies in fiscal 2022:

- On August 1, 2021, we acquired all outstanding shares of MOL Information Processing Services (I) Private Limited. Subsequently, the name of the entity was changed to WNS Information Services (India) Private Limited.
- CEPROCS S.R.L. (“CEPROCS”), provider of global sourcing and procurement services in December 2021, pursuant to which we agreed to acquire its customer contract, skilled workforce and related assets.

In April 2017, we established the WNS B-BBEE Staff Share Trust with the principal objective of creating meaningful participation of the Black employees (as defined in the applicable legislation) of our South African subsidiaries in the growth of the company. We are committed to transformation in South Africa and are implementing this structure to benefit Black People in accordance with the objectives and requirements of the Codes of Good Practice on Black Economic Empowerment as promulgated by section 9(1) of the Broad-Based Black Economic Empowerment Act No. 53 of 2003 of South Africa. In June 2017, we established WNS New Zealand Limited, a wholly owned subsidiary of WNS Global Services (Australia) Pty Ltd. In July 2017, we merged Value Edge into WNS Global Services Private Limited. In September 2018, we established WNS Global Services (UK) International Limited, a wholly owned subsidiary of WNS (Mauritius) Limited. In October 2018, we established WNS Global Services North Americas Inc., a wholly owned subsidiary of WNS Global Services (UK) International Limited and WNS Global Services (UK) Limited, Sucursal En España, a new branch of WNS Global Services (UK) Limited. In December 2018, we established WNS SA Domestic (Pty) Ltd, a wholly owned subsidiary of WNS Global Services SA (Pty) Limited and WNS-Healthhelp Philippines Inc, a wholly owned subsidiary of HealthHelp LLC. In September 2019, we changed the name of our wholly-owned South African subsidiary, WNS SA Domestic (Pty) Ltd to WNS South Africa (Pty) Ltd. In November 2019, we established WNS Denali Sourcing Services Inc, a wholly-owned subsidiary of Denali. In January 2020, we changed the name of our wholly-owned Netherlands subsidiary, WNS Global Services Netherlands Cooperatief U.A., to WNS Global Services Netherlands B.V. and our Ireland branch, WNS Global Services Netherlands Cooperatief U.A. (Ireland Branch), to WNS Global Services Netherlands B.V. (Ireland Branch). In March 2020, we demerged our Netherlands subsidiary, WNS Global Services Netherlands B.V., and formed WNS Business Consulting Netherlands B.V. In April 2020, we established a new entity in Canada, WNS Gestion des Processus d’Affaire Inc., a wholly-owned subsidiary of our company. In July 2020, we changed the name of our Turkey branch, WNS Global Services Netherlands Cooperatief U.A. Merkezi Hollanda Istanbul Merkez to WNS Global Services Netherlands B.V Merkezi Hollanda Istanbul Merkez Subesi. In July 2021, we incorporated a new entity WNS Global Services AG in Switzerland. In August 2021, we incorporated a new entity in Portugal, WNS Global Services Lisbon, Unipessoal LDA. We acquired MOL Information Processing Services (India) Private Limited in August , 2021 and changed its name on December 01, 2021 to WNS Information Services (India) Private Limited. In December , 2021, we established a new branch at Romania, WNS Global Services (Romania) SRL-Punct De Lucru Sibiu. In April 2022, we dissolved WNS Denali Sourcing Services Inc, a wholly-owned subsidiary of Denali Sourcing Service Inc. Our organizational structure now comprises 42 entities in 25 countries, and 11 branches in Poland, UAE, China, Singapore, France, Romania, Turkey, Ireland and Spain. Of these 42 entities, WNS Cares Foundation, which is a wholly-owned subsidiary of WNS Global, is a not-for-profit organization registered under the Section 8 of the Indian Companies Act, 2013, India. The WNS Cares Foundation was formed for the purpose of promoting corporate social responsibilities and does not qualify as a subsidiary under IFRS 10 — Consolidated Financial Statements and hence is not considered for the purpose of preparing our consolidated financial statements.

We have our principal executive office in Mumbai, India, and we have client service offices in Beijing (China), Dubai (United Arab Emirates), Germany, London (the UK), New York (the US), Sydney (Australia) and Singapore, and we have delivery centers in Sydney (Australia) Guangzhou, Dalian and Shanghai (China), San Jose (Costa Rica), Bangalore, Chennai, Gurgaon, Mumbai, Nashik, Pune, Noida and Vizag (India), Manila, Iloilo and Alabang (the Philippines), Gydnia (Poland), Bucharest (Romania), Cape Town, Johannesburg, Durban and Port Elizabeth (South Africa), Colombo (Sri Lanka), Istanbul (Turkey), Ipswich and Manchester (the UK), Spain and Columbia, South Carolina, Pittsburgh, Bellevue, Houston and Texas (the US).

Our capital expenditures in fiscal 2022, 2021 and 2020 amounted to \$28.3 million, \$26.5 million and \$27.9 million, respectively. Our principal capital expenditures were incurred for the purposes of setting up new delivery centers, expanding existing delivery centers and developing new technology-enabled solutions to enable execution and management of clients’ business processes. We estimate that our expected capital expenditure in fiscal 2023 would be up to \$40.0 million. The geographical distribution, timing and volume of our capital expenditures in the future will depend on new client contracts we may enter into or the expansion of our business under our existing client contracts.

As at March 31, 2022, we had commitments for capital expenditures of \$9.5 million (net of advances to capital vendors) relating to the purchase of property and equipment for our delivery centers. Of this committed amount, we plan to spend approximately \$2.8 million in India, approximately \$4.2 million in Philippines, approximately \$0.7 million in South Africa, and approximately \$1.8 million in the rest of the world. We expect to fund these estimated capital expenditures from cash generated from operating activities, existing cash and cash equivalents and the use of existing credit facilities. See “Part I — Item 5. Operating and Financial Review and Prospects — Liquidity and Capital Resources” for more information.

**B. Business Overview**

We are a global BPM company, offering an array of end-to-end industry-specific and cross-industry solutions. We combine our deep industry knowledge with technology, analytics and process expertise to co-create innovative, digitally enabled transformational solutions with 414 clients across various industries as at March 31, 2022 (with each client generating more than \$0.01 million in revenue in fiscal 2022). Our solutions and capabilities encompass intelligent automation (robotic process automation (“RPA”), hyperautomation, artificial intelligence (“AI”) and cognitive computing), natural language processing and machine learning (“ML”), blockchain, internet of things (“IoT”), business process-as-a-service (“BPaaS”) platforms, embedded analytics and process re-engineering frameworks. Hyperautomation refers to an approach that organizations adopt to accelerate digital transformation and rapidly automate business processes. It involves the orchestrated use of technologies such as AI, RPA, ML and natural language processing.

A key element in all our transformation engagements is our ability to deliver business value through the co-creation of solutions and products with our clients and strategic partners. We seek to help our clients “transform” their businesses by identifying business and process optimization opportunities through technology-enabled solutions, improvements to their processes, global delivery capabilities, analytics and domain-led understanding of their business. This, combined with our client-centric approach, enables us to align our people, processes, technologies and delivery network with our clients’ business requirements. Our industry-aligned approach helps us provide a specialized focus on each of the sectors that we target, effectively transform and manage our clients’ business processes, and offer customized solutions and business insights designed to improve their competitive positioning. The major industry verticals that we currently focus on are: insurance, healthcare, diversified businesses (including manufacturing, retail and consumer packaged goods (“CPG”), media and entertainment, and telecommunication (telecom)), travel and leisure, shipping and logistics, hi-tech and professional services (formerly known as consulting and professional services), banking and financial services, and utilities.

Our cross-industry solutions, common across multiple industries, include customer experience services, finance and accounting (including procurement), research and analytics (now branded as “WNS Triange”), consulting and transformation, human resources, technology and automation, and governance, risk and compliance services.

We measure our execution of clients’ business processes against multiple performance parameters, and aim to consistently meet and exceed these parameters in order to maintain and expand our client relationships. We strive to build long-term client relationships, and typically sign multi-year contracts with our clients that provide us with recurring revenue. In fiscal 2022, 156 and 147 clients contributed more than \$1 million to our revenue and revenue less repair payments (non-GAAP), respectively.

As at March 31, 2022, we had 52,081 employees executing business processes for our 414 clients (with each client generating more than \$0.01 million in revenue in fiscal 2022).

In fiscal 2022, our revenue was \$1,109.8 million, our revenue less repair payments (non-GAAP) was \$1,026.8 million and our profit was \$132.1 million. Our revenue less repair payments is a non-GAAP financial measure. For a discussion of our revenue less repair payments (non-GAAP) and a reconciliation of our revenue less repair payments (non-GAAP) to revenue, see “Part I — Item 5. Operating and Financial Review and Prospects — Overview.”



**Industry Overview**

The global BPM market continues to evolve in response to a disruptive business landscape. While companies are still looking to benefit from process efficiency, cost advantage and labor arbitrage from their BPM solution providers, a continually evolving marketplace has resulted in a broader and more strategic narrative on outsourcing, with a strong focus on domain-led, technology-enabled, and innovative value creation. Customer experience, data-led insights and digital innovation are integral to business success, and enterprises now expect their BPM solution providers to play a bigger and more profound role in driving transformational outcomes. We are increasingly seeing BPM solution providers leverage the power of data, advanced analytics and AI to drive transformative and scalable solutions for enterprises. As companies outsource more of their complex and high-end business processes, the key consideration for them is the ability of the BPM provider to understand their unique industry and client-specific requirements, design and develop transformational plans, execute intricate, multi-layered process transitions, design a robust business continuity plan and successfully manage these processes on an ongoing basis. The increased focus on variable cost structures and the delivery of tangible business benefits have resulted in alternative service delivery and pricing models such as transaction-based, outcome-based and subscription models.

While BPM companies continue to address business disruptions caused by digital and technological changes and evolving customer expectations, they have also placed strong focus on cybersecurity, data privacy, and raising business continuity planning to extreme crisis continuity planning levels. Clients now expect BPM service providers to co-architect new, resilient and flexible solutions and models that will enable business safety and continuity during a wide array of adverse situations.

This ability to create and implement disaster recovery solutions is expected to become an important factor in evaluating BPM providers. BPM companies will be required to leverage a diversified geographical footprint and deliver continuity solutions that will enable clients to maximize operational agility, scalability and sustainability. These solutions will increasingly deploy technology and automation, and leverage the potential for increased adoption of “work-from-home” models.

In the next few years, clients will strengthen their focus on reducing costs, accelerating business transformation and digital adoption, leveraging data and analytics, and adopting outcome-based pricing models. We expect that BPM providers will play a key role in helping clients across industries to create and digitize end-to-end processes. It is important for BPM companies to leverage their geographical footprint and implement robust practices that help businesses achieve maximum operational agility, scalability and sustainability. Innovative digital ways of working and extensive adoption of hybrid working models have come into sharp focus, and are emerging as the new norms for BPM solutions.

In such an environment, businesses are thus undertaking a rigorous and multi-faceted evaluation process when selecting a BPM provider. Based on our experience, a client typically seeks the following key attributes in a BPM provider:

- Domain knowledge and industry-specific expertise
- Process expertise across horizontal service offerings
- “Skin in the game” approach denoting the ability to work as a true partner, absorb risks and prioritize outcomes
- Ability to invest in infrastructure and talent to innovate, automate, transform, provide operational expertise and drive best practices based on internal and external benchmarking
- Proven ability to execute a diverse range of mission-critical and often complex business processes
- Ability to tie service delivery, technology implementation and process automation with the client’s existing information technology (“IT”) infrastructure, negating the need for large IT overhauls
- Capabilities to drive improved process standardization across business units and multiple locations, demonstrating strong global delivery capabilities
- Comprehensive analytical capabilities to deliver actionable business insights; domain-led analytics solutions customized to industry requirements and embedded as part of the larger BPM services portfolio
- Ability to deliver technology-enabled services and solutions, including RPA, cognitive computing, intelligent automation, AI, natural language processing, IoT, industrial robotics, blockchain, cloud-based offerings and platform-based BPM
- Agility to build robust operational models that will swiftly and comprehensively manage disruptions and drive maximum business continuity, underpinned by an extensive geographical footprint, a seamless transition methodology, digital ways of working and a strong remote work model
- Possesses a strong global presence through a mix of offshore, nearshore and onshore delivery centers to access talent and capabilities, create cultural alignment, leverage language skills, and mitigate risks
- Capability to scale employees and infrastructure without a diminution in quality of service
- Ability to raise client’s competitive positioning by improving operating efficiency, reducing cost, enhancing the end-client experience, delivering actionable insights, and creating differentiation

The global BPM industry is a large and growing industry. According to the Gartner Forecast: IT Services, Worldwide, 2020-2026, 1Q22 Update, the worldwide Business Process Services (“BPS”) market comprising traditional and digital components is estimated to be at \$191.181 billion in the year ending 2022. Gartner has estimated that the revenues for the worldwide BPS market will grow from \$181.32 billion in 2021 to \$255.558 billion in 2026 at a compounded annual growth rate of 7.1% (compounded annual growth rate calculated by Gartner).

The following chart sets forth the estimated growth in revenue generated in the Worldwide BPS market:

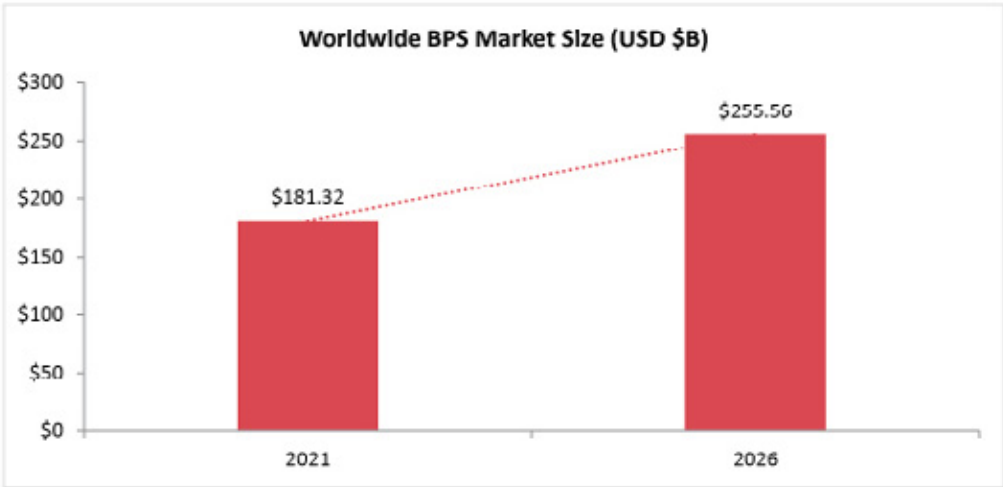


Chart / Graph created by WNS Global Services based on Gartner research.

Source: Gartner, Inc., Forecast: IT Services, Worldwide, 2020-2026, 1Q22 Update. Colleen Graham, Misako Sawai, Cathy Tornbohm, Twiggy Lo et al., March 30, 2022.

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The industry trends continue to drive BPM providers to be more innovative, strategic and forward-looking in their approach. Against the backdrop of this changing environment, we believe that WNS, with our focused domain, digital, and data-to-insights capabilities, guiding principles of co-creation and client centricity, extensive global footprint, robust business continuity planning methodologies, and transformational and re-engineering frameworks, is well positioned to deliver business value to our clients. We offer hyperautomation and technology-enabled BPaaS solutions that are designed help companies adapt rapidly to changing business scenarios and accelerate their business transformation. Further, we offer customized engagement models that cater to each client’s scale and transformation journey. In addition to traditional pricing models based on headcount (often referred to as full-time equivalents (FTE)), we offer transaction-, subscription- and outcome-based pricing models to provide clients with cost flexibility and measurable business benefits.

In fiscal 2022, 36.6% of our total revenues were generated from “non-FTE” models. These “non-linear” pricing models, which de-link the relationship between headcount and revenue for BPM providers, create an incentive for the providers to improve the productivity of their employees, increase the use of technology, and enhance the overall efficiency of their operations.

**Competitive Strengths**

We believe that we have the competitive strengths necessary to maintain and enhance our position as a leading global provider of BPM services.

***Well-positioned for the evolving BPM market***

The BPM industry, which started with the first wave of simple outsourced processes, has now expanded to include complex business processes and higher-value services that involve process re-engineering, business and digital transformation, management of mission-critical operations, and generation of business insights to aid decision-making. We believe that our industry-specific expertise, end-to-end service offerings, digital-led transformation capabilities, technology-enabled solutions, process management skills, advanced analytics, global delivery network and customer-centric approach position us at the forefront of the evolving BPM market.

To meet the needs of a rapidly evolving and growing BPM market, we continue to develop new innovation-driven and outcome-led capabilities across domain, digital, data and analytics, customer experience, hyperautomation and new technologies. We believe that our scalable digital accelerators, products and prototypes form the foundation of our ability to provide leading-edge industry solutions and collaborate with global organizations through the course of their transformation journeys.

For instance, our WNS Co-creation Labs, currently in New York, London and Pune (India), have been designed to provide clients with an environment conducive to ideating, prototyping and testing innovations before they are taken to the market. Equipped with state-of-the-art virtual capabilities and on-site immersive spaces, our WNS Co-creation Labs seek to enable businesses to solve crucial challenges, seize new opportunities and preempt risks, interweaving empathetic design principles at every step. They have been designed to foster real-time collaboration and deliver solutions that are customized to the markets, strategies and competitive challenges of our clients.

***Deep industry expertise***

We have established deep expertise in the industries we target as a result of our vertical organizational structure, legacy client relationships, proprietary technology offerings, key acquisitions, targeted training programs and the hiring of management with specific industry knowledge. Our deep domain expertise in each of the 13 industries we serve helps us develop keen insights and transform them into leading-edge impactful business solutions with the help of technology, analytics and process rigor. We have developed methodologies, frameworks, proprietary knowledge and industry-specific technology platforms applicable to our target industries that allow us to provide industry-focused solutions and help clients compete within these industries.

We have structured our company into business units aligned with each of the industries on which we focus. This gives us strong advantages of in-depth industry knowledge and industry-specific technology platforms and solutions, which in turn enable us to approach clients in each of our target industries with an integrated effort covering sales, marketing and delivery.

We have received numerous recognitions for our industry leadership. Our awards and recognitions in fiscal 2022 and 2021 are set forth below:

**Vertical-specific Recognitions**

**Insurance:**

- A “Leader” in ISG Provider Lens™ Insurance Services 2021 Quadrant Report for US in property and casualty insurance (“P&C”), life and retirement insurance, and retirement insurance third-party administrator
- A “Leader” in ISG Provider Lens™ Insurance Services 2021 Quadrant Report for Australia in P&C
- A “Leader” in NelsonHall’s Vendor Evaluation Assessment Tool (“NEAT”) for Life, Annuities and Pension: Operational Transformation 2021
- A “Leader” in NelsonHall’s NEAT for Commercial Property and Casualty Insurance Operations Transformation 2022
- A “Leader” in Everest Group’s P&C Insurance — Service Provider Landscape with Services PEAK Matrix® Assessment 2021
- A “Major Contender” in Everest Group’s Life and Pensions Insurance BPS/TPA — Service Provider Landscape with Services PEAK Matrix® Assessment 2022

**Healthcare:**

- A “Leader” in NelsonHall’s NEAT for Healthcare Commercial Payer BPS 2021
- A “Major Contender” in Everest Group’s Healthcare Payer Operations PEAK Matrix® Assessment 2022
- A “Major Contender” in Everest Group’s Life Sciences Operations — Services PEAK Matrix® Assessment 2021
- A “Major Contender” in Everest Group’s Revenue Cycle Management (RCM) Operations – Services PEAK Matrix® Assessment 2021

**Banking and Financial Services:**

- A “Leader” in NelsonHall’s NEAT for Digital Banking 2022
- A “Major Contender” in Everest Group’s Capital Markets Operations — Services PEAK Matrix® Assessment 2021
- A “Major Contender” in Everest Group’s Banking Operations — Services PEAK Matrix® Assessment 2022
- A “Major Contender” in Everest Group’s Mortgage Operations PEAK Matrix® Assessment 2022

**Utilities:**

- A “Leader” in ISG Provider Lens™ Utilities Services and Solutions North America Quadrant Report 2021 in Intelligent BPM and Digital Transformation midmarket sector

**Horizontal-specific Recognitions**

**Finance and Accounting:**

- A “Leader” in ISG Provider Lens™ Digital Finance and Accounting (“F&A”) Outsourcing Services 2021 Global Report across Procure-to-Pay, Order-to-Cash and Record-to-Report and a “Rising Star” in Financial Planning & Analysis
- A “Major Contender” in Everest Group’s Finance and Accounting Outsourcing (“FAO”) — Service Provider Landscape with PEAK Matrix® Assessment 2021

**Customer Experience Services:**

- A “Leader” in IDC MarketScape for Worldwide Digital Customer Care Services 2021-2022 Vendor Assessment (December 2021)
- A “Major Contender” in Everest Group’s Customer Experience Management — Service Provider Landscape with Services PEAK Matrix® Assessment 2021

**Research and Analytics:**

- A “Major Contender” in Everest Group’s Advanced Analytics & Insights Services PEAK Matrix® Assessment 2022

**Procurement:**

- A “Leader” in ISG’s Provider Lens™ Procurement BPO and Transformation Services 2022 Global Report
- A “Leader” in NelsonHall’s NEAT for Procurement Transformation 2021
- A “Major Contender” in Everest Group’s Procurement Outsourcing – Service Provider Landscape with Services PEAK Matrix® Assessment 2021

**Intelligent Automation:**

- A “Leader” in ISG Provider Lens™ Intelligent Automation — Solutions and Services 2021 Quadrant Report for the US and a “Rising Star” for the UK

**Human Resources:**

- A “Major Contender” in Everest Group’s Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2022

**Corporate:**

- The Association for Talent Development Best Award 2021 in the Talent Development category
- Economic Times’ Best Workplaces for Women 2021
- WNS Included in 2021 Bloomberg Gender-Equality Index
- National Energy Conservation Award 2021
- Energy and Environment Foundation Global Clean India Award 2021
- Golden Peacock Business Excellence Award 2021
- Five Stevie International Business Awards 2021
  - Financial Management Solution (Gold Award)
  - Achievement in Finance (Bronze Award)
  - Financial Management Solution (Bronze Award)
  - Artificial Intelligence/Machine Learning Solution (Bronze Award)
  - Business or Competitive Intelligence Solution (Bronze Award)
- Four Stevie Sales and Customer Service Awards 2021
  - Covid-19 Response Category (Silver Award)
  - Customer Service Team of the Year (Bronze Award)
  - Customer Service Department of the Year (Bronze Award)
  - Customer Service Management Team of the Year (Bronze Award)
- Five Stevie Sales and Customer Service Awards 2022
  - Customer Service Training Team of the Year — Internal — All Other Industries (Gold Award)
  - Best Use of Thought Leadership in Business Development (Silver Award)
  - Best Use of Technology in Customer Service — Other Service Industries (Silver Award)
  - Customer Service Team of the Year — Recovery Situation — Other Service Industries (Bronze Award)
  - Business Intelligence Solution — New (Bronze Award)
- The Share Services & Outsourcing Network’s Impact Award North America 2021 in the “Creative Talent Management” category

**Technology:**

- IDG’s CIO 100 “Hybrid Workplace Pioneer” Award 2021

**Risk Management:**

- DSCI Excellence Award for Industry Leaders — Security Leader of the Year

**Human Resources (“HR”):**

- Six Brandon Hall Human Capital Management (HCM) Excellence Awards
  - Best Strategy for a Corporate Learning University (Silver Award)
  - Best Learning Program Supporting a Change Transformation Business Strategy (Silver Award)
  - Best Advance in Employee Recognition Program (Bronze Award)
  - Best Advance in Leadership Development (Bronze Award)
  - Best Advance in Leadership Development Competency Models (Bronze Award)
  - Best Use of Social Collaborative Learning (Bronze Award)
- WNS China won the Liepin China Northeast Region Best Employer Award 2021 and 51 Job China Top Human Resources Management Award 2022
- KelpHR PoSH Awards® 2021 — 25 Safest Workplaces in India
- WNS was included in the 2022 Bloomberg Gender-Equality Index

**Corporate Social Responsibility (“CSR”):**

- India CSR Award in the category “Best Digital Education Project 2021 (BPM industry)”
- Golden Peacock Global Corporate Social Responsibility Award 2021
- 8<sup>th</sup> National CSR Times Award 2021: WNS Cares Foundation has won the CSR Times Award 2021 (Silver) for CyberSmart
- SABERA Awards 2021 — Special Jury Commendation in the category — Shiksha (Education)
- Stevie International Business Award 2021 in the category ‘CSR Program of the Year in Asia, Australia and New Zealand’ (Bronze Award)

***End-to-end service portfolio including higher-value transformational services and technology-enabled solutions***

We seek to focus our service portfolio on more complex processes and solutions, and to shift away from reliance on services that are less integral to our clients’ business operations, such as commoditized voice and transactional services (telemarketing and technical helpdesks), which characterized the business process outsourcing industry in its early days. We offer an array of higher-value, judgment-based services that seek to not only reduce cost and improve operating efficiency, but also enable improved decision-making, competitive positioning and business outcomes for our clients. These include high-end finance and accounting services, including strategic sourcing through supply chains, digital customer experience solutions, consulting and transformation services, technology-enabled offerings and analytics capabilities. We also provide a wide array of industry-specific solutions, which cut across traditional “horizontal” services. These solutions are designed to help clients address process efficiency requirements, provide digital capabilities, generate business insights, and improve competitive positioning within their respective industries.

We have also developed and continue to develop technology-enabled, or automated, solutions that utilize our proprietary software and licensed software in conjunction with our core BPM services. These integrated, technology-enabled solutions allow us to offer higher-value, differentiated services which are more scalable and repeatable and create value for our clients through increased process efficiency and quality. We also collaborate with technology companies, combining their software tools, platforms and expertise with our service capabilities to deliver business solutions to the marketplace. These technologies include RPA, cognitive computing, ML, AI, natural language processing and hyperautomation. We believe that technology-enabled automated solutions will enable us to grow our revenue in a non-linear way by decoupling revenue growth from headcount growth.

To this end, we offer platform-enabled BPM or BPaaS that tightly integrates our domain expertise, business processes, automation, embedded analytics and cloud-based infrastructure.

***Proven global delivery platform***

We deliver our services from 54 delivery centers in 12 countries around the world, located in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK and the US. Our ability to offer services delivered from a mix of onshore, nearshore and offshore locations benefits our clients from the perspectives of access to skills and talent, cultural alignment, language capabilities, business continuity, risk mitigation, scalability, efficiency and cost effectiveness.

We believe the breadth of our delivery capability allows us to meet our clients’ needs, diversifies our workforce and allows us to access local talent pools around the world. Additionally, we have put in place a distributed workforce model that comprises an efficient blend of in-office and remote working to tap the best talent and skills.

***Our client-centric focus***

We have a client-centric engagement model that leverages our industry-specific and shared-services expertise, flexible pricing models, “client-partner” relationship approach, as well as our global delivery platform to offer business solutions designed to meet our clients’ specific needs. We work closely with our clients to understand their specific requirements and to “co-create” unique, custom solutions that are designed to enable them to better compete and create differentiation within their respective industries.

We seek to enhance our value proposition to our clients by providing them with flexible pricing models that align our objectives with those of our clients. In addition to traditional FTE-based pricing, we provide alternative pricing models such as transaction-based pricing, outcome-based pricing and subscription pricing. A sizable percentage of our revenue, being 36.6% in fiscal 2022, is derived from these “non-FTE”-based pricing models. These models enable our clients to pay only for actual work performed or tangible benefit received.

We have also adopted a client-centric sales model, which is tightly integrated with our vertical organizational structure. Strategic client accounts are assigned a dedicated “client-partner” from our team who is responsible for managing the day-to-day relationship with the client. The “client-partner” is typically a seasoned resource with deep domain experience, who often works directly in the client’s local offices. Within our company, the “client-partner” is assigned to a specific vertical, and directly manages sales resources responsible for expanding client relationships. The “client-partner” is responsible for driving business value to our clients, monitoring quality of delivery and customer satisfaction, and managing account growth and profitability.

***Proven experience in transitioning processes and running them efficiently***

Many of the business processes that clients outsource to us are core to their operations, requiring substantial program management expertise to enable the transition of work to us. A well-planned and effectively managed transition is the cornerstone of our business proposition and helps our clients outsource their operations effectively and efficiently, focus on their business priorities and implement operating models that are designed to help them achieve their business strategies.

Our transition approach is structured to help deliver business outcomes to our clients by:

- Minimizing risk and achieving rapid transition of services;
- Ramping up operations with minimal disruption to existing business, metrics, customers and suppliers;
- Effectively managing changes brought about by transformative tools and technologies;
- Managing a seamless transfer of responsibilities from any incumbent service provider to us; and
- Continuing to engage with clients to adapt to and drive changes for a future-ready transition model by leveraging remote training.

At its core, all aspects of the transition process are governed by EnABLE, our proprietary transition toolkit, which has been tested and evolved over 20 years. EnABLE embeds multi-level governance, visibility, transparency, flexibility and compliance across the entire transition life cycle.

Our differentiators include:

- *Customer-centricity:* Our practice of “early transition voice of customer” identifies and addresses opportunities to do better at meeting clients’ objectives and success criteria.
- *Robust governance:* Our multi-level governance approach seeks to ensure that transition reviews are conducted at all levels up to executive leadership. Risks are assessed and proactive support is provided with a view to achieving clients’ objectives.
- *Strong leadership and experience:* We have a robust and mature transition methodology with a strong record in managing and delivering transitions from clients as well as from major incumbent players.
- *Global presence:* Our team of skilled transition managers operates from all our major global delivery locations. Our agile and readily deployable team is always available for clients’ needs.

***Extensive investment in human capital development***

At WNS, we have created a learning organization with the objective of empowering employees with skills that will help them to constantly collaborate, co-create and outperform in a changing business landscape. This learning organization is designed to offer developmental programs to every employee band level in the organization, across business units and enabling units. It is responsible for developing organization-wide skills within focus groups, such as behavioral, domain, technical, leadership, functional as well as process-related skills. See “— Human Capital — Training and Development.”



*Learning Academy (the “LA”)*: The LA not only focuses on developing initiatives and programs that aim to enable high-impact leadership and potential across all employee band levels and geographies, but also focuses on building internal capability to create a future-ready and digital-savvy workforce. The LA has over 300 unique programs for various employee band levels and behavioral skill areas that are conducted across locations based on the learning strategies defined for each team.

The learning organization comprises the following building blocks:

- **Digital Capability Building**
  - WNS Education Program: In line with the digital transformation strategy, WNS Education Program (a niche arm of the LA) strives to create bespoke certifications for capabilities that enable digital transformation in the BPM space.
  - Digital Future (“DiFU”) Digital Competency Framework: This four-step journey helps us identify, assess and build the competencies required for digital readiness. To put it into practice, we engaged with Deloitte Consulting who conducted a study with MIT Sloan to identify 23 critical indicators of digital readiness. These indicators have been customized to WNS-specific contexts to create a Digital Competency framework.
  - Immersive Learning Experience On-Demand (“GLINT”): This is an AI-led digital learning and knowledge platform comprising tailored modules mapped to specific business requirements. GLINT facilitates an environment of knowledge sharing and peer-to-peer learning, helping to drive collaboration among employees.
- **Leadership Programs**: These comprise unique interventions designed for leaders, from future first-level managers up to senior executive leadership. They also focus on grooming women leaders and next-generation leaders.
- **Accessible, On-demand and Personalized Learning**: We aim to achieve accessible, on-demand personalized learning through platform play, which leverages an AI-driven search engine to help employees learn on the go. The learning is available on demand and is accessible across regions over commonly used smart devices.
- **Business-aligned Learning**: To ensure learning is aligned to the goals of the business units and is performance driven, the business partner arm within the Learning Academy works in consultation with the business units’ leaders to create customized learning journeys for employees. The aim is to drive focused behavioral / potential development.

**Experienced management team**

We benefit from the effective leadership of a global management team with diverse backgrounds, including extensive experience in outsourcing. Members of our executive and senior management team have, on average, more than 20 years of experience in diverse industries, including in the business process and IT outsourcing sector, and in the course of their respective careers have gathered experience in developing long-standing client relationships, leveraging technology, launching practices in new geographies, developing new service offerings and successfully integrating acquisitions.

**Business Strategy**

Our objective is to further develop and strengthen our position as a leading global professional services and BPM provider, and continue to be a strategic partner of choice for our clients. Our various awards, new digital capabilities, and breadth of unique solutions and their impact on client business are a proof of progress. We seek to increase our client base and expand our existing relationships through deep industry expertise, our ability to develop trusted client relationships and by being a strategic partner to support our clients’ business strategies and transformational requirements. To serve our clients better, we continue to invest in domain expertise, digital capabilities including domain-led hyperautomation, data and analytics, technology, customer experience, intelligent automation, agile execution, consulting and transformation, and our employees to serve our clients better. We also make select acquisitions to fill capability gaps.

We believe that WNS’ strategic investment programs are aligned with the market changes towards the accelerated need for digital transformation and broader BPM services. We are confident that our differentiated capabilities, solid business momentum and proven ability to execute position us well to drive long-term sustainable value for all of our key stakeholders. We have made significant investments with a view to accelerate our growth and ensure we are competitive in a changing industry environment with a stronger focus on digital transformation requirements. These investments include:

- Expansion and development of our sales force and onshore digital transformation consulting teams, so as to be closer to our clients and address their business challenges and needs;
- Expansion of other sales channels including the development of new collaborations and alliances, and broadening our engagement with industry advisors and analysts;
- Increase in the range of services and solutions offered to our clients across different industries and business functions, including services to assess, design and execute digital transformations such as:
  - Building industry-specific and cross-industry digital solutions, and augmenting our digital capabilities through strategic partnerships and targeted acquisitions;
  - Building our business transformation capabilities with a digital focus including domain-led hyperautomation, intelligent automation, customer/user experience and design, technology, data and analytics, transformation program management and organization change management capabilities through new talent, internally developed intellectual property, strategic partnerships and acquisitions;
  - Focused interventions towards digitally enabled operations through automated metrics management, agent utilization monitoring, and digital training and quality assurance; and
  - Applying agile practices and approaches and setting up our WNS Co-creation Labs (London, New York, Pune) to support the design and delivery of our customer experience services, including the use of targeted operating model design, Center of Excellence (“CoE”) (a CoE approach refers to organizations meticulously bringing together the best of delivery models, innovative technology, process excellence frameworks and talent to orchestrate business transformation) or shared services approaches, business transformation assessments, solutions and execution, customer experience, and user experience and design thinking.
- Expansion of our domain CoEs as function-specific repositories combining WNS’ deep domain expertise, industry best practice knowledge, latest digital technologies and dedicated subject matter experts to create specialist capability and drive business value for clients;
- Increasing expertise, management and digital capability of our workforce;
- Expansion of our global delivery platform; and
- Focused strategic acquisitions to improve our capabilities.

The key elements of our growth strategy are described below:

***Increase business from existing clients and new clients***

We are focused on building a sales team with strategic offerings, and more consultative skills including transformation, digital technology enablement, and new operating models. We have organized our company into vertical business units. The addition of vertically focused practice leaders in key geographies is bringing senior-level domain and market focus, especially for large deals and strategic client relationships. These client-facing investments are expected to enable WNS to further drive innovation and co-creation.

Our sales force of 121 members as at March 31, 2022 provides broad sales coverage and management experience. Our sales force is organized into two groups, one focused primarily on expanding existing client relationships (which we refer to as “farmers”) and another focused on adding new clients (which we refer to as “hunters”).

We seek to expand our relationships with existing clients by cross-selling new services (such as digital transformations including technology, automation, and data and analytics offerings), moving up the value chain, and expanding into other lines of business and geographies within each client. Our account managers and “client-partners” have industry-specific knowledge and expertise, and are responsible for maintaining a thorough understanding of our clients’ strategies and outsourcing roadmaps, as well as identifying and advocating new business solutions and opportunities. As a result of this strategy, we have built a strong track record of extending the scope of our client relationships over time.

For new clients, we seek to provide value-added solutions by leveraging our deep industry knowledge built on the back of process expertise, digital enablement, customer experience, data and analytics, and digital transformation solutions. As a result of our capabilities and industry vertical go-to-market approach, we have been able to compete effectively for new opportunities.

***Reinforce leadership in existing industries***

Through our industry-focused operating model, we have established leading professional services and BPM practices in various industry verticals and business sectors. To complement our industry-focused approach, we continue to invest in digital capabilities (including data and analytics, customer experience, AI, intelligent automation and other new technologies), agile execution and talent acquisition and training with the goal of expanding our business and acquiring industry-specific expertise to improve our service offerings across industries.

We intend to leverage our knowledge of the following industries to penetrate additional client opportunities: insurance; healthcare; diversified businesses (including manufacturing, retail, CPG, media and entertainment and telecom); travel and leisure; shipping and logistics; hi-tech and professional services; banking and financial services; and utilities.

***Provide higher value-added services***

The BPM market is continuing to evolve and transform towards digital business models, user design and experience, innovation and transformation. Enterprises expect their BPM providers to be a strategic partner and key driver of business transformations involving digital solutions around new technologies, cognitive, intelligent automations, hyperautomation, and advanced data and analytics. We are further developing our client value proposition by combining our extensive domain and industry expertise with our capabilities in these areas to deliver enterprise-wide digital transformations for our customers that are designed to take their business performance to new levels. As the BPM market further evolves and matures, the demand for industry-specific services and new pricing models will increase. We continue to make significant investments in these areas which we believe will give us a competitive advantage. We intend to broaden the scope of our higher-value service offerings to capture new market opportunities. By delivering a wider portfolio of higher-value services to our clients, and migrating them towards subscription, transaction, and outcome-based pricing models, we aim to move up the value chain with our clients and thereby enhance the size, strength and profitability of these relationships.

Our focus has been on building capabilities, new services and product offerings around digital business including our new data and analytics positioning (“WNS Triange”), cognitive technologies, hyperautomation, intelligent automation, data and analytics, and technologies that are targeted to the challenges and requirements of specific industry sectors. We are also developing key complementary capabilities such as organization change management, co-creation facilitation, program management and agile enablement to help enable enterprise-wide transformation. We are proactively addressing the shift to technology, analytics and automation through a combination of internal capability development, strategic collaborations and acquisitions.

***Enhance awareness of the WNS brand name***

Our reputation for operational excellence, domain expertise, and technology and analytics capabilities among our clients has been instrumental in attracting and retaining clients as well as talented and skilled employees. We believe that our guiding principles of co-creation and client centricity resonate favorably with clients as they are indicative of our intent to completely align with client needs and leverage synergistic collaboration (with clients and strategic partners) to drive outcomes.

We also believe that we have benefited from strong client referrals that have helped us to scale our business. We are actively driving initiatives to enhance awareness of the WNS brand in our target client and employee markets. To accomplish this, we have a dedicated global marketing team comprising experienced industry talent. We are also focusing on developing channels to increase market awareness of the WNS brand, including participation in industry events and conferences, exposure in industry publications, publication of articles and white papers, webinars and podcasts, internet and digital media, social media, and other initiatives that create enhanced visibility of the WNS brand and establish WNS’ thought leadership capabilities in the BPM industry.

We are working to improve visibility and positioning with the BPM industry analysts, sourcing advisors, general management consulting firms, and boutique outsourcing firms, who are often retained by prospective clients to provide strategic advice, act as intermediaries in the sourcing processes, develop scope specifications, and aid in the partner selection and implementation process. We are also leveraging our global partner network for joint go-to-market strategies. Given COVID-19’s impact, we have augmented our digital engagement by leveraging various platforms to further enhance our brand presence.

***Expand our delivery capabilities***

We currently operate from 54 delivery centers located in 12 countries around the world. As at the end of fiscal 2022, we increased our delivery capacity by 130 seats, or approximately 4%, as compared to the end of fiscal 2021, as a result of expansion in some of our delivery locations. We intend to expand our global delivery capability, as necessary, through additional delivery centers in onshore, nearshore and offshore locations as well as through collaboration with other providers, based on client demand and market trends. In line with post-COVID trends, we plan to further expand to locations classified as tier 2 cities in India to access under-tapped talent pool and provide more flexibility to our employees. Additionally, we will continue to expand and/or consolidate our capacity requirements across our existing locations, as necessary, in line with client demands and through the adoption of a hybrid operating model that consists of both work-from-home and work-from-office arrangements in the medium to long term. This approach will allow us to offer our clients maximum value and flexibility and gain access to potential clients and markets that may have specific delivery requirements or constraints.

We remain focused on creating a delivery model that can provide certainty in outcomes despite business variability. Our focus remains on enhancing both our in-office and remote cybersecurity protocols and fine-tuning a new longer-term future-state hybrid model solution that will allow us to seamlessly move delivery between office and home. We have also set our sights on, and introduced, a hybrid people model with full time, temporary contract and gig workers, such as independent contractors, online platform workers, contract firm workers and on-call workers.

***Broaden industry expertise and enhance growth through selective acquisitions and partnerships***

Our guiding philosophy for inorganic growth remains capability-based. We continually endeavor to fill gaps in our capabilities and market coverage through acquisitions and partnerships, with the eventual aim to add more value to our clients. Specifically, our acquisition strategy is focused on adding new service offerings, technology-enabled automation tools and capabilities, and deeper industry expertise as well as expanding our geographic delivery platform. Towards that end, we run a structured and well-calibrated development program. Our acquisition track record demonstrates our proven ability to integrate, manage and develop the assets we acquire. We intend to continue our pursuit of calibrated and targeted acquisitions in the future and rely on our integration capabilities to expand our business.

**Business Process Management Service Offerings**

We offer our services to clients through industry-focused business units. We are organized into the following vertical business units to provide more specialized focus on each of these industries and more effectively manage our sales, solutions, marketing and delivery processes:

- Insurance;
- Healthcare;
- Diversified businesses (including manufacturing, retail, CPG, media and entertainment, and telecom);
- Travel and leisure;
- Shipping and logistics;
- Hi-tech and professional services (formerly known as consulting and professional services);
- Banking and financial services; and
- Utilities.

In addition to industry-specific services, we offer a range of services that are common across multiple industries (which we refer to as our horizontal services), including customer experience services, finance and accounting (including procurement), research and analytics and technology services. In addition, our global transformation practice offers higher-value services such as transformation and consulting services, which are designed to help our clients modify their business processes to enhance productivity, manage changes in the business environment, and leverage business knowledge to increase market competitiveness. We help clients drive these initiatives with technology-enabled solutions, process re-design including initiatives such as Six Sigma or Lean, and business analytics.

To achieve an in-depth understanding of our clients’ industries and the geographies in which they operate, we manage and conduct our sales processes in our four key markets – Europe, North America, Asia-Pacific and Africa. Our sales teams are led by senior professionals who focus on target industries, processes and clients. Each business unit is staffed by a dedicated team of managers and employees engaged in providing BPM client solutions. In addition, each business unit draws upon common support services from our information technology, human resources, training, corporate communications, corporate finance, risk management and legal departments, which we refer to as our corporate-enabling units.

Vertical Business Units:

Insurance

Our insurance services are structured into multiple lines of business and cater to a diverse and sizeable number of clients globally. We offer industry-specific and cross-industry solutions combining our deep industry knowledge with automation, digital technology, analytics and process expertise to co-create digitally enabled transformational solutions.

Our solutions target the various functions along the insurance value chain, including delegated underwriting, actuarial services, end-to-end claims management, financial planning and analysis, and Lloyd’s of London market insurance processes. Our service models provide go-to-market solutions for back-office support, customer experience services, capabilities for new product introductions and sales enablement.

We continually update our suite of comprehensive digital BPM solutions to meet the evolving technology needs of insurance our clients. We have invested in co-creation labs and digital transformation practices to develop end-to-end modularized digital solutions. These solutions leverage hyperautomation, robotics, cognitive automation, advanced analytics, AI, blockchain and IoT.

Some of our initiatives include Insurance-in-a-Box (a target operating model that combines technology platforms and BPaaS) service model and offerings for startups, brokers and insurers; WNS EXPIRIUS, a digitally integrated customer-experience service model to simplify processes across channels; business transformation-as-a-service, a gain share / outcome-based business transformation model to enable rapid business improvement; and an RPA-as-a-service model powered by our insurance RPA CoE to co-create robotics solutions for clients. In addition, we are collaborating with a host of technology platforms and insurtech companies (being companies that use technological innovations to introduce digitization to insurance services) to create a simplified and lean set of processes. The aim is to drive growth for insurers and deliver committed business outcomes.

As at March 31, 2022, we had 10,828 employees working in this business unit. In fiscal 2022 and 2021, this business unit accounted for 29.9% and 29.2% of our revenue, and 24.3% and 25.6% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key insurance sub-verticals and industry sectors we serve include:

- Life insurance, pensions and annuity providers;
- Property and casualty insurance providers;
- Reinsurers;
- Insurance and reinsurance brokers and managing general agents;
- Loss assessors;
- Motor insurance companies;
- Self-insured auto fleet owners; and
- Lloyd’s of London market.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Insurance — Service Offerings				
Operations	Actuarial Services	Enterprise Shared Services	Research and Analytics	Customer Experience Services
Underwriting support and delegated underwriting, supply chain, claims management, policy administration, risk and compliance, premium / billing management, mailroom operations, contract issuance/ change management ,channel management and reinsurance services;	In-force model projections / reporting, financial modeling, product management and pricing, capital management, asset-liability management, reserving and claims analysis, solvency II (a regulatory framework applicable to insurance companies) and capital modeling, pricing and underwriting support, and catastrophe modeling;	Finance and accounting, technology support, HR and payroll, and consulting services Sourcing and procurement (strategic sourcing, category management, contract management, spending analytics and transactional procurement) Platform consulting and implementation support, consulting and transformation services (automation, business process re-engineering and digital);	Claims analytics, subrogation and recovery analytics, fraud analytics, customer analytics, broker analytics, underwriting analytics, reserve estimation, risk selection and analytics, speech analytics, pricing analytics, digital analytics, data mining and management services, reporting, dashboarding and visualization, data science and predictive modeling across claims, and claims liability decision tool; and	Sales and service, customer analytics, customer inquiry management and customer information administration.

Technology Tools / Platforms. We utilize the following proprietary and collaboration tools and technologies to deliver services to our clients in this business unit:

- WNS EXPIRIUS microservices, which include:
  - EXPIRIUS Converse-EX – a conversational cognitive self-serve solution;
  - EXPIRIUS CloudServ-EX – an omni-channel cloud contact center-as-a-service offering;
  - EXPIRIUS Assist-EX – proactive agent assistance and automation;
  - EXPIRIUS Translate-EX – a real-time language translation solution;
  - EXPIRIUS Engage-EX – a workforce engagement suite;
  - EXPIRIUS Remote-EX – user monitoring for security and compliance;
  - EXPIRIUS Elevate-EX – comprehensive customer insights and integrated analytics-as-a-service; and
  - EXPIRIUS Journey-EX – a customer journey discovery and orchestration solution.
- Inspektlabs: A computer vision technology platform focused on automating inspections of any physical asset using photos and videos
- BAIL: An intelligent and versatile liability assessment and first notice of loss decision-making tool
- Attestiv: This is designed to authenticate digital media captured by any person or device using AI and blockchain

- Rightindem: A solution for electronic notification of loss for reporting motor and property claims in a conversational style;
- VIPR: This is designed to deliver a modern, comprehensive suite of dedicated software solutions that provide end-to-end management for the insurance market;
- Formotiv: This is designed to provide first-party behavioural data and intent scores to enable intuitive digital experiences and help create personalized digital experiences, that is, tailored to individual users;
- Dimension Universe: A life and annuities analytics solution that uses hyperautomation and operational data to provide clients with a 360-degree view of business planning and forecasting;
- Opliant: This automates risk alerts on risk registers for insurers using advanced data analytics and automation;
- Datazone.ai: An AI-based data capture and discovery tool that analyzes both structured and unstructured data using AI. It entails metadata management, access controls, centralized data catalogue and other key features;
- UW Workbench for London Markets: A digital orchestration of workflow and application to cover pre-bind, post-bind and non-bureau technical accounting administrative tasks; the orchestration is achieved via a hyperautomation platform that extracts, categorizes, contextualizes and consolidates structured and unstructured data from documents in a fully automated manner, applying business rules for automated processing;
- WNS Skense: A proprietary cognitive data capture and contextualization platform that extracts data from multiple unstructured and structured sources, without the need for an input template / rule-based set-up. It presents the contextualized information in a structured, usable format;
- SPiQ: A speech analytics platform that transcribes call center data into text and provides deeper analysis using natural language processing and text-mining techniques;
- Agilius: A data engineering and insights generation platform that uses big data and cloud technology;
- Risk offering: to assist clients in recognizing risk events and changes to claim rates early on, in order to move towards a more market responsive, risk-based pricing approach for the efficient deployment of capital and reduction in extreme risk-event losses;
- Simplified personal lines property and casualty underwriting models driven by data and analytics to for purposes of streamlining minimal question sets. These models are designed to make the policy-purchasing experience seamless with minimal clicks;
- WinBot: A proprietary cloud-based solution to enable digital self-service and automated customer interactions;
- Insurer Connect: A proprietary self-service Alexa and Google Assistant based solution for customer connection and query resolution;
- Broker Connect: An advanced mobility solution to meet the requirements of insurance brokers and financial advisors;
- eAdjudicator: An end-to-end adjudication tool powered by RPA and analytics;
- WNS' iPAS: An insurance policy administration system integrator that provides a unified view of operations spread across multiple geographies with the real-time distribution of work to manage high-transaction volumes;
- IMAGN: An image analytics platform used by home insurers for analyzing image / video data for rooftop hailstorm damage detection using ML / AI techniques;
- Subrogation Smart Network: A blockchain-based solution for insurers and collection houses supporting subrogation and recovery processes;
- Skan.AI: This offers customer journey analytics and process flow analytics, resulting in identification of future process re-engineering, transformation and automation opportunities; and
- E-FNOL: An app for smartphones and desktops that allows claim policy holders, brokers and third-party administrators to register claims through their mobile devices.

Healthcare

We deliver end-to-end BPM solutions across the healthcare value chain. We facilitate business transformation through the adoption of new-age digital solutions, data platforms and advanced analytics, business process re-engineering and RPA. Besides seeking to deliver significant cost reduction for our clients, we co-create innovative and high-impact solutions that focus on end customers with a view to enabling value creation. Our solutions are designed to help clients enhance the quality of care by driving improved compliance with clinical pathways and derive deeper insights for better decision-making through advanced analytics.

We are well-positioned in the pharmaceutical and biopharmaceutical industry with research and analytics expertise to support the product life cycle and commercial operations. We enable our clients to engage in data-driven decision-making by leveraging our proprietary solutions such as PRECIZON (a cloud-based, natural language processing driven fully customizable competitive intelligence platform), WNS Forecasto (a cloud-based forecasting platform for business planning cycles), Unified Analytics Platform (a proprietary cloud-based business intelligence self-serve analytics platform), WNS Skense (a proprietary cognitive data capture and contextualization platform), SocioSEERTM (a social media analytics platform), Therapy Area Analyzer (a proprietary therapy area knowledge repository, covering 12 disease areas and 120 indications and providing information on disease etiology, epidemiology and product analysis for 15 countries) and other technology or domain intellectual property (“IP”), which we have built with a view to delivering holistic value to our clients.

We specialize in enabling the end-to-end sales and marketing value chain with an industry-led talent pool supporting key functions like sales force sizing, sales force effectiveness, market mix modeling, multi-channel marketing and attribution, and next-best-action marketing. Our analytics knowledge center comprises more than 1,000 analytics experts who leverage deep pharmaceutical domain knowledge, strong analytics capabilities and proprietary frameworks to deliver actionable business insights to leading pharmaceutical companies. Supporting our analytics team is a strong group of technical experts skilled across various data-related domains, including platform-agnostic data hosting, curation and governance, data ingestion, visualization and big data feed for advanced analytics.

We seek to generate value for clients across the healthcare payer services landscape, driving claims transformation with a focus on value-based care, clinical programs and claims decision support using technology and domain to optimize cost, improve quality and provide superior member and provider experience. For providers, we deliver clinically empowered revenue cycle management designed to improve financial performance and modernize customer experience. For third-party administrators, we seek to enable high compliance and cost savings through our innovative bill review solution. Our solution modernizes workflow and leverages analytics, clinical knowledge and domain-backed technology to create an intelligent revenue cycle that seamlessly engages with providers, payers and patients with a view to delivering value-based care.

Further, we believe we are well-positioned to be a strategic provider, helping the healthcare industry deliver benefits management across several key specialty healthcare areas, including radiology, cardiology, oncology, sleep care, orthopedics and pain management. Our analytics-based medical-content-rules-driven platforms, ConsultTM and ProtusTM, seek to deliver the right care to patients and reduce cost of care for our clients in the process.

As at March 31, 2022, we had 6,161 employees in this business unit. In fiscal 2022 and 2021, this business unit accounted for 17.7% and 18.9% of our revenue and 19.1% and 19.9% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key healthcare sub-verticals and industry sectors we serve include:

- Durable medical equipment manufacturers;
- Health insurance companies;
- Healthcare provider practices, hospitals and diagnostic centers;
- Pharmaceutical, biotech and medical device companies; and
- Third-party administrators.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Healthcare — Service Offerings				
Providers	Payers	Durable Medical Equipment Manufacturers	Enterprise Shared Services	Pharmaceutical and Consumer Health
Revenue cycle management, medical coding, bill preparation, receivables management, payment posting, debt analysis;	Claims administration, member and provider services, clinical support, overpayment recovery, fraud detection and investigation, utilization management services (that is, optimizing payer healthcare spend on areas such as tests and procedures without compromising the patient care-quality-safety norms);	Billings and submissions, fulfillment support, collections, patient services, collection analytics, reporting and dashboarding, sales force effectiveness;	Finance and accounting, workflow / platforms, research and analytics (knowledge process outsourcing), technology solutions, front-end / mailroom, customer experience / helpdesk services; procurement support; and	Competitive intelligence, pipeline analysis, product profiling, key performance indicators reporting, epidemiology analysis, market opportunity assessment, social media analysis, key opinion leader research, modeling and tool building support, pricing analytics, patient data analytics, market mix model, big data platform development, data governance, and scientific content development and medical information management.

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- PRECIZON: A cloud-based, natural language processing driven fully customizable competitive intelligence platform;
- SocioSEERTM: A social media analytics platform;
- Unified Analytics Platform: A proprietary cloud-based business intelligence self-serve analytics platform;
- WNS Forecasto: A cloud-based forecasting platform for business planning cycles;
- Therapy Area Analyzer: A proprietary therapy area knowledge repository;
- ConsultTM: A clinical decision support technology platform;
- TrackBox: A proprietary workflow management solution; and

- WNS Skense: A proprietary cognitive data capture and contextualization platform.



***Diversified Businesses (including Manufacturing, Retail and CPG, Media and Entertainment and Telecom)***

We deliver comprehensive BPM solutions for diversified businesses, including manufacturing, retail and CPG, media and entertainment, and telecom. Across these industries, we have developed a suite of transformative digital and analytics solutions that are designed to optimize business performance and enhance customer experience. Our offerings include a host of platform-based and intelligent automation-driven solutions such as WNS’ Financial Intelligence-in-a-Box (“FIAB”) designed to prevent financial leakages, unlock working capital and bolster compliance; WNS EXPIRIUS designed for enhanced customer experience and higher sales; warranty management BPaaS; supply chain planning suite and control tower; CPO TRAC (a procurement management solution to assist chief procurement officers (“CPOs”)) for digital-led procurement management; e-commerce digital merchandising and digital order management.

Our offerings also encompass advanced analytics solutions that help drive business performance, including working capital optimization, sourcing spend reduction, marketing spend optimization, supply chain risk reduction and increased customer lifetime value.

As at March 31, 2022, we had 3,422 employees in this business unit. In fiscal 2022 and 2021, this business unit accounted for 13.5% and 15.3% of our revenue and 14.6% and 16.1% of our revenue less repair payments (non-GAAP), respectively.

**Manufacturing:** Our manufacturing team has rich experience in delivering metrics-driven solutions and transformation programs for our manufacturing clients.

Sub-verticals / Industry Sectors. The key manufacturing sub-verticals and industry sectors we serve include:

- Electronics manufacturers;
- Metal and mining companies;
- Optical equipment and imaging product manufacturers;
- Building and construction product manufacturers;
- Aeronautical product manufacturers;
- Precision engineering companies;
- Industrial manufacturing companies;
- Specialty chemicals companies;
- High-tech products companies; and
- Food processing companies.

Service Offerings. We provide the following key areas of services to clients in this business unit:

<u>Supply Chain Planning and Forecasting</u>	<u>Manufacturing – Service Offerings</u> <u>Sourcing and Procurement</u>	<u>Fulfillment and Logistics</u>
Sales and operations planning, demand forecasting, supply planning, inventory management, inventory analytics;	Strategic sourcing, category management, contract management, spend analytics, transactional procurement;	Order entry and processing, order tracking, billing / invoicing, transport management, logistics optimization;
<u>Warranty and Returns Management</u>	<u>Sales, Marketing and Customer Services</u>	<u>Enterprise Shared Services</u>
Warranty customer operations, warranty claims management, parts / repair management, warranty financial management, returns management, customer helpdesk;	Global market opportunities, brand building, go-to market strategy, customer experience services, order management, acquisition analytics, retention analytics; and	Finance and accounting services, statutory and compliance support, customer experience services, human resource services, IT service desk, application support.

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- FIAB: This combines advanced analytics-led techniques, applications and methods designed to enable end-to-end data management and help improve control, prevent financial leakages, unlock working capital and bolster compliance;
- CPO TRAC: A procurement management solution that leverages digital advancements coupled with predictive and functional analytics designed to transform procurement functions; and
- Warranty Management BPaaS: A platform-led offering that is designed to enable automated claims processing, improve customer satisfaction and reduce cost of warranty operations.

**Retail and Consumer Packaged Goods:** Our retail and CPG solutions are designed to help our clients derive consumer behavioral insights, optimize marketing expenditures, plan their growth strategy, reduce operational costs and streamline processes through efficiency, quality and productivity improvements, and improve customer service.

Our services are supported by a research and analytics platform, WADESM, which was designed and developed to enable retail and CPG companies to access, organize and analyze data from various external sources and further use the insights gained to make informed decisions.

Sub-verticals / Industry Sectors. The key retail and CPG sub-verticals and industry sectors we serve include:

- Beverage companies;
- Fast food chains and restaurants;
- Processed food suppliers;
- Cosmetics and healthcare companies;
- Apparel and footwear;
- General merchandize retailers;
- Specialty retailers; and
- E-commerce retailers.

Service Offerings. We provide the following key areas of services to clients in this business unit:

<u>Strategy Solutions</u>	<u>Retail and Consumer Packaged Goods – Service Offerings</u> <u>Customer Experience Services</u>	<u>Supply Chain Solutions</u>
Market entry strategy, balancing portfolio investments, consumer and market insights, innovation strategies, power brand strategy, marketing spending optimization;	Omni-channel (phone, e-mail, fax, website, live chat, social media) customer experience services;	Retailer-supplier collaboration for demand-driven supply chain and retail execution management, supply intelligence, supplier performance and risk monitoring, contract management, supply chain orchestration – global trade shared services, trading partner helpdesks, logistics;
<u>Revenue Management Solutions</u>	<u>Content Services</u>	<u>Enterprise Shared Services</u>
Planning and execution of transaction and interaction-based campaign strategies, loyalty management, credit control and collections;	Product catalogs, user-generated content moderation, digital content protection, web / print content, website analytics and optimization; and	Finance and accounting services, statutory and compliance support, sourcing and procurement services, human resource services, IT service desk and application support.

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- WADESM: A predictive analytics solution framework designed and developed to enable retail and CPG companies to access, organize and analyze data from various external sources and further use the insights gained to make informed decisions;
- WNS EXPIRIUS: A digital customer experience model that integrates human-assisted design and domain expertise with AI-driven conversational insights and consulting-led strategies; and
- SocioSEERTM: A social media analytics platform.

**Media and Entertainment:** Our media and entertainment offerings are designed to help our clients create new revenue streams, capitalize on emerging digital opportunities, attract next-generation consumers and boost margins.

Working with some of the largest media and entertainment companies in the world gives us an undisputed advantage in understanding the nuances of the business. We leverage years of industry and process experience, and a large team of digital media experts to deliver next-generation cost-effective solutions to clients in this industry.

Sub-verticals / Industry Sectors. The key media and entertainment sub-verticals and industry sectors we serve include:

- Music;
- Publishing;
- Television;
- Radio;
- Filmed entertainment;
- Gaming and animation;
- Sports entertainment; and
- Internet and outdoor advertising firms.

Service Offerings. We provide the following key areas of services to clients in this business unit:

<u>Media and Entertainment – Service Offerings</u>		
<u>Strategy Solutions</u>	<u>Digital Operations and Royalty Management Solutions</u>	<u>Sales, Marketing and Distribution Solutions</u>
Market entry strategy, balancing portfolio investments, consumer and market insights, innovation strategies, brand power strategy, marketing expense optimization;	Digital operations solutions to help companies successfully expand into the digital business; royalty management solutions to help clients manage rights and royalties in both new media and traditional media; piracy protection services to help companies prevent media piracy issues;	Seamless integration of traditional and digital product sales, marketing and distribution to enable clients to roll out timely innovative pricing / packaging strategies;
<u>Customer Experience Services</u>	<u>Content Services</u>	<u>Enterprise Shared Services</u>
Omni-channel (phone, e-mail, fax, website, live chat, social media) customer experience services;	Product catalogs, user-generated content moderation, digital content protection, web / print content, website analytics, optimization; and	Finance and accounting services, statutory and compliance support, sourcing and procurement services, human resource services, IT service desk, application support.

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- SocioSEER™: A social media analytics platform; and
- WNS EXPIRIUS: A digital customer experience model that integrates human-assisted design and domain expertise with AI-driven conversational insights and consulting-led strategies.

**Telecom:** Our experience in consolidating and centralizing the functions of our telecommunications clients with built-in variable capacity to meet business requirements helps us deliver business value. WNS’ end-to-end BPM solutions are designed to enable telecom companies to transform their value chain while tackling myriad challenges.

Our solutions are underpinned by the right mix of digital, analytics, and domain and process expertise that enables our clients to achieve cost efficiencies and drive sustainable growth.

Service Offerings: We provide the following key areas of services to clients in this business unit:

Telecom — Service Offerings			
Customer Acquisition	Order Provisioning and Order Management	Operations and Customer Experience Services	Enterprise Shared Services
Contract administration, sales order processing, service administration and data control;	New products and services, service delivery process creation, order provisioning, technical validation and support, rejected order tracking, order tracking, proactive order management, billing, data management (for example, forms and administration);	Inbound customer experience services, logging and monitoring service requests, customer relationship management (“CRM”) analytics, collection analytics, web correspondence, IT customer experience services (global service desk); and	Finance and accounting services, statutory and compliance support, sourcing and procurement services, human resource services, IT service desk, application support.

**Travel and Leisure**

We deliver end-to-end services to clients across the travel and leisure industry value chain.

Our endeavor to improve our clients’ competitive positioning is underpinned by a combination of domain expertise and digital-led solutions. We co-create intelligent, automated, resilient systems, and facilitate our clients’ adoption of digitalization. Through our digital product portfolio of cloud-based, as-a-service models and application programming interface (“API”)-integrated offerings, we seek to improve customer experience, enhance operational control and efficiency, and drive revenue uplift. We also collaborate with third-party global technology solution providers in our efforts to drive innovation in our service offerings that seek to provide customized and best-of-breed digital-driven solutions to our clients.

As at March 31, 2022, we had 12,911 employees in this business unit, several hundred of whom have International Air Transport Association, Universal Federation of Travel Agents or other travel industry related certifications. In fiscal 2022 and 2021, this business unit accounted for 14.8% and 14.2% of our revenue and 16.0% and 14.9% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key travel and leisure sub-vertical and industry sectors we serve include:

- Suppliers: Airlines, cargo, hotels, cruise lines, coach companies;
- Travel intermediaries: Online travel agencies, travel management companies, tour operators; and
- Other travel segments: Airports, hospitality brands, global distribution systems (GDS), travel technology companies.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Travel and Leisure — Service Offerings			
Operations	Enterprise Shared Services	Research and Analytics	Customer Experience Services
Commercial / Marketing: Passenger name record fulfillment, fares and distribution, billing information data tapes audit, campaign management and eCommerce;	Finance and accounting, procurement, human resources;	Loyalty and customer analytics, guest experience and customer satisfaction score analytics, market and campaign analytics, strategic research and market intelligence, business intelligence and data management; and	Bookings and reservations, cancellations and reschedules, rates enquiry, booking refunds, ancillary cross sell / up sell and corporate bookings;
Crew scheduling and rostering, disruption management, during travel services, maintenance and engineering, port operations and baggage desk, Right to Fly;			Guest relations, general queries, website assistance, complaint management and surveys, VIP desk / concierge / after hours, guest special requests and social customer experience management; and
Digital Content Services: Content loading, content parity, rate loading and content writing;			Member Services: Enrollment and administration, general program enquiries, redemption bookings, membership fulfillment, tier management and technical helpdesk.
Cargo: Commercial, revenue management, trucking, operations and BI, revenue accounting, rate / revenue audit and helpdesk;			

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- WNS EXPIRIUS: A digital customer experience model that integrates human-assisted design and domain expertise with AI-driven conversational insights and consulting-led strategies;
- SocioSEER™: A social media analytics platform;
- TruAgent: An intelligent analytics-powered solution that drives and manages the performance of contact centers;
- InTouch™: A social media engagement platform;
- Claim fraud analytics: An automated analytics solution to identify fraudulent passenger and baggage claims;
- Travel recovery tracking solution: An analytical platform providing insights related to the demand recovery patterns for the travel industry;
- QbaySM: A multi-GDS platform for queue management;
- Refunds application control: Streamlined refunds processing;
- SeatSure: Automated seating of minors;
- CFO TRAC: A unified and comprehensive suite of technology solutions designed to enable the futuristic agenda of chief financial officers (“CFOs”);
- Outperforming CFO Framework: A best-practice and digital-enablement toolkit designed to deliver finance and accounting process optimization;
- E-Close: A financial close management tool;
- Verifare Plus 3.0SM: A fare audit tool;
- AnciFly: An ancillary revenue analytics engine;
- Commercial Planning Suite: An integrated revenue analytics platform;
- Data monetization platform: An engine to mine available data and create revenue generation opportunities;
- Fintinel: Advanced financial analytics to identify audit targets by analyzing all the transactions;
- WNS ACOSS: An end-to-end cargo solution powered by intelligent automation, advanced analytics and domain expertise;
- WNS Skense: A proprietary cognitive data capture and processing platform to drive automation;
- CFO digital cockpit: One-view analytical insights of the finance organization; and
- Spend analytics: Automated spend classification and analysis.

Shipping and Logistics

We are one of only a few providers of BPM solutions for the shipping and logistics market. Our strategic focus is demonstrated through our organizational structure, where we have a separate logistics vertical and approximately 4,000 dedicated logistics BPM professionals who cater to more than 21 leading logistics brands worldwide. Our client solutions span the entire shipment life cycle, such as booking, documentation, core operations support, customer experience services, finance and accounting, customer experience services, business technology and data analytics.

We have a long-term strategic focus on developing and deploying new-age technologies, tools and platforms designed to create sustainable cost and quality advantage for our clients. We also leverage our analytics expertise in combination with industry domain knowledge and custom-built proprietary frameworks to help clients make informed decisions at the right time. We provide an array of services to our clients, such as complex data integration, cutting-edge advanced analytics, personalization and big data.

As at March 31, 2022, we had 5,666 employees working in this business unit. In fiscal 2022 and 2021, this business unit accounted for 7.7% and 7.0% of our revenue, and 8.3% and 7.3% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key shipping and logistics sub-verticals and industry sectors we serve include:

- Global air express and courier companies;
- Ocean shipping — Non-vessel operating common carrier, ocean liners, ports and terminals and shipping agencies;
- Trucking — Less-than-truckload, full truckload, truck rental and leasing, compliance, safety and accountability; companies
- Third-party logistics and fourth-party logistics services;
- Rail; and
- Transportation safety and compliance.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Shipping and Logistics — Service Offerings			
Sales and Marketing	Customer Experience Services	Document Processing	Operations Support
Tariff filing and maintenance, rate quotes, service contract / rate agreement creation and maintenance and actuarial services;	Customer file and debtor file administration, customer helpdesk, booking desk-phone / e-mail / electronic data interchange web, rating companies) and capital modeling, pricing and underwriting support, and catastrophe modeling;	Exports, bill of lading, processing, advance custom manifest submission, freight audit, billing and invoicing, vessel closures, imports, import data quality process / checks, arrival notifications, import general manifest filings with delivery order issuance, customers document processing, verified gross mass updating;	Vessel schedules — long-term support, vessel schedules — coastal, routing module maintenance, traffic control coordination, booking with carrier, hazardous cargo approvals, vendor management — vendor file administration, purchase order / job order creation, gate moves, ship husbanding, stowage planning, bay plan submission and distribution, inbound and outbound trans-shipment, maintenance and repairs, global stock reconciliation, container leasing validation, vessel performance reports, inventory management, chart corrections management, safety and environmental key performance indicator (“KPI”) monitoring onshore;
Transportation Safety and Compliance, and Analytics Services	Enterprise Shared Services	HR and Payroll	Sourcing and Procurement
Driver logs, driver qualification, video log monitoring, and miles without hours exceptions handling;	Accounts payable, accounts receivables, disbursement accounting, credit and collections, agency reconciliations, general ledger / bank reconciliation, cash reporting and audit / vendor reconciliation, financial management reporting, vendor helpdesk, monthly closing / quarterly / yearly closing, treasury support, agency audits, claims management;		Strategic sourcing, category management, contract management, spending analytics, and transactional procurement;
Research and Analytics	Technology Services		
Metrics realization and analysis, network design and optimization, transport management, shipping performance management, tonnage analytics, carrier sourcing analytics, fleet analysis and maintenance, reverse logistics analytics, revenue analytics, and distribution center analytics; and	Intranet support, claims management, data hubbing, e-commerce registration, e-learning module content management, e-learning module content creation and intelligent automation services across segments; platform consulting and implementation support, consulting and transformation services (automation, business process re-engineering, digital).		

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- WNS Malkom™: An AI- and ML-enabled optical character recognition billing platform designed to digitize and automate approximately 60-70 percent of a bill of lading with a front-end application;
- WNS Fire: A desktop app designed to enable organizations to build a world-class dispute management process by reducing resolution cycle time and maximizing customer satisfaction with real-time data and insights;
- WNS Bridge: A single enterprise-wide real-time visual dashboard to enable decision support;
- WNS EXPIRIUS: A digital customer experience model that integrates human-assisted design and domain expertise with AI-driven conversational insights and consulting-led strategies;
- Digital Freight Automation Services: Driving end-to-end transparency and intelligent process automation across the shipping management value chain of sales and marketing, customer service, operations, export and import documentation, finance and accounting, and human resources along with AI and ML-driven workflows and real-time data to drive intelligent operations;
- ACE: Intelligent automation BOTs for portals to raise and rectify disputes;
- iLearn: A digital learning platform;
- Bolt: Custom learning experience to address training needs around logistics sectors from domain perspective; and
- GLINT — A full-stack AI learning journey management platform.

Hi-Tech and Professional Services

Our hi-tech and professional services (“HPS”) business unit’s objective is to help clients gain a competitive edge and outperform in their respective industries by leveraging digital transformation and tech-enabled solutions under a consultancy-led approach. We currently cater to more than 35 clients from our key delivery centers in India, Romania, China, the Philippines and Sri Lanka.

Our HPS business unit offers an array of solutions to key sub-segments within the vertical. Our solutions range from complex trust and safety, fraud operations, business and market intelligence to simple data management and labeling operations. We have helped clients set up global business services centers encompassing horizontal services such as finance and accounting, human resource management, customer interaction services, procurement, and IT and infrastructure management.

As at March 31, 2022, we had 3,705 employees in the business unit. In fiscal 2022 and 2021, this business unit accounted for 6.2% and 6.2% of our revenue, and 6.7% and 6.5% revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key HPS sub-verticals and industry sectors we serve include:

- Content and information publishers;
- Background verification companies;
- High technology (“Hi-Tech”) firms;
- Legal services firms;
- Executive search firms;
- Real estate service firms; and
- Marketing service providers.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Hi-Tech and Professional Services — Service Offerings			
Background Verification Firms	Content and Information Publishers	Legal Services Firms	Executive Search Firms
Background checks, identity, education, employment, criminal background and social media checks, corporate investigative research, enhanced due diligence, international verification checks, occupational health checks, credit history checks, motor vehicle records checks for Federal Motor Carrier Safety Administration and Department of Transportation compliance;	Content sourcing, content creation, database creation, maintenance and update, aggregation, indexing and tagging, content copy editing and proofing, content enrichment, analysis and product creation, content review and quality assurance, design and production services for digital / print products, advertising operations and order fulfillment, analytics and CRM support;	Legal support, legal and business research, case management, document management, digital dictation transcription, pitch support, patent and trademark searches, contract management, title checking, lease management, company secretarial services, legal transcription and documentation, personal injury litigation support, property law (conveyancing);	Search lifecycle support, sourcing, pre-screening, name identification, interview and offer management, pitch book support, business intelligence, industry and company research, database clean-up, update and management, document management, marketing and business development support, talent consulting, contract checks and audits;
Real Estate Services Firms	Marketing Service Providers	Hi-Tech Firms	
Real estate accounting, lease management, surveying and lettings support, business and financial research, real estate analytics, portfolio and fund accounting, sales and marketing support, end-to-end conveyancing process, contract management and secretarial services;	Industry, company and product research, market research operations, market research analytics, shopper and CRM analytics, web / digital analytics, campaign management and analytics, database management, digital content management and production support (designing and development);	Revenue operations (lead generation and scrubbing, upper funnel management, advertisement sales, digital and print advertisement operations, campaign management, agency and partner support);  Trust and safety (transaction monitoring, vendor and customer due diligence, know your customer (“KYC”) / anti-money laundering (“AML”) document verification);  Annotation solutions (text, image, data, video, voice, exception management);  Business-to-business content moderation (ad monitoring and review, IP infringement, spam reporting, flagging false and misleading content);  BPaaS (Workforce Management as a Service, an end-to-end workforce management framework to forecast, schedule, monitor and report across the entire organization; Training as a Service, designed to provide training support to companies in a way that aligns with the way they work; Transition as a Service supports clients in all aspects of the transition process such as risk fit assessment and change management; and Quality as a Service enables clients to achieve desired quality business outcomes by leveraging a variety of approaches, tools and frameworks such as process re-engineering, end-to-end process diagnostics, customer satisfaction score and root cause analysis); and  Support services (customer lifecycle management, process consulting, decision support).	



**Banking and Financial Services**

Our banking and financial services practice supports more than 25 leading clients, including large commercial and retail banks, wholesale and retail lenders, wealth advisors, asset managers, investment banks, private equity firms, hedge funds, financial technology (or commonly referred to as FinTech) organizations and mortgage servicing companies, with a comprehensive suite of BPM and transformation solutions.

We seek to add value to our clients’ businesses by improving customer experience, unlocking cost efficiencies and revenue opportunities, streamlining processes, and leveraging a wide range of process re-engineering, automation (robotic and non-robotic), and digital and advanced analytics (AI and ML) solutions.

As at March 31, 2022, we had 3,292 employees working in this business unit. In fiscal 2022 and 2021, this business unit accounted for 5.8% and 4.7% of our revenue, and 6.2% and 4.9% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key banking and financial services sub-verticals and industry sectors we serve include:

- Retail and commercial banking;
- Mortgage and loans;
- Wealth and investment banking;
- Financial technology;
- Asset management;
- Financial advisory firms;
- Financial research and financial market intelligence companies;
- Trade finance; and
- Private equity and hedge funds.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Banking and Financial Services — Service Offerings			
Retail Banking	Commercial Banking	Capital Markets	Mortgage
On-boarding: Application processing, document review and verification, KYC and customer due diligence, underwriting, spend limit;	On-boarding: Application processing, KYC / ultimate beneficial owner verification, document review and verification;	Front Office: Financial and business research, investment strategy and modeling, order entry, allocation / rebalancing; portfolio construction support, pitch book support; financial statement spreading	Origination: Application processing, KYC, pre-underwriting and underwriting support, credit evaluation, title commitment, pre-funding audit, disbursal;
Servicing: Maintenance, customer support, transaction processing, complaints and disputes handling, vulnerable customer management, fraud detection and management, chargebacks, AML transaction monitoring;	Credit Risk: Credit analysis, probability of default / loss given default, financial spreading, risk grading support;	Middle Office: Reference data management, cash flow forecasting, risk management, amendments / maintenance of existing data, manual trade allocations, manual trade booking, trade exception / rejection management, trade amendment, trade confirmation, queries handling;	Servicing: Customer service, loan boarding and set-up, adjustable rate mortgage audit, payments processing, assignments and endorsements, lien release, escrow management / periodic analysis, final documents follow up and audit;
	Operations: Collateral management, covenant monitoring, renewals, annual reviews, settlement, rollovers, billing;	Back Office: Clearing and settlement, custody / record keeping, stock transfer, collateral management, expense and income processing, fund accounting / net asset value calculations, reconciliations, financial reporting, settlement;	Default Management: Pre-loss mitigation, foreclosure support, borrower research, loan modification, forbearance support;
	Cash Management: Funds transfer, Nostro / Vostro (these terms are used with reference to one bank maintaining money at another bank), reconciliation, payment processing and investigation, AML transaction monitoring;		Secondary Market: Post close audit, due diligence of acquired packets, documentary fulfillment, trailing doc follow ups;
	Trade Finance: Processing of import / export letters of credit, standby letters of credit, guarantees, receivables financing, trade-based money laundering support;		
Fintech	Enterprise Shared Services	Research and Analytics	
Application processing support / helpdesk, customer service, complaints handling, exception management, customer screening, transaction monitoring, operations advisory and transformation consulting services;	Finance and Accounting: Accounts payable, travel and expenses management, general ledger, budgeting and forecasting, financial planning and analysis, reporting, capital management support, asset liability management;	Financial and business research, equity / fixed income / credit research, risk analytics, fraud analytics, model development and validation, loyalty analytics, customer interaction analytics.	
	Sourcing and Procurement: Strategic sourcing, category management, contract management, spend analytics, transactional procurement; vendor management; and		

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this business unit:

- RiskCheck: A negative news screening platform;
- iDetect: A fraud detection engine leveraging advanced analytics;

- CreditEvaluator: A credit evaluation / pre-underwriting tool for credit cards;
- KYC Researcher: An RPA-based tool for politically exposed person and sanctions screening;
- iDebt: An intelligent debt management solution designed to improve collections efficiency and effectiveness;
- Kwilo: An AI-based financial statement spreading tool;
- WNS Skense: A proprietary cognitive data capture and contextualization platform underpinned by AI and ML;
- Tookitaki: An analytics-led transaction monitoring platform;
- MozaIQ: An automation solution to enable digital mortgage origination;
- FCC Investigator: An intelligent automation tool that links data from multiple systems with risk and relevance scoring to discover red flags in a financial crime process; and
- FCC Accelerator: Enables end-to-end KYC flow and financial crime management.

Utilities

We are a leading utilities BPM solutions provider with domain expertise across the utilities value chain — generation, transmission and distribution. Our solutions portfolio supports utility companies catering to the residential, industrial, and small and medium enterprise segments.

We are a strategic transformation provider to clients from the US, the UK, and Asia-Pacific and African regions. We offer digital-driven, technology-enabled, analytics-led and automation-infused services. We support business-to-consumer and business-to-business processes for our clients through our solutions spanning meter-to-cash (including customer acquisition and management, billing and metering, payment processing, credit and collections) and other areas within the utilities value chain, including distribution and field services. Our long-standing relationships with leading global companies have helped us develop geography- and industry-specific domain expertise and capabilities in key segments. We enable business transformation by leveraging analytics, digital platforms, tools and solutions, and automation through AI and cognitive intelligence solutions.

Our capabilities to support clients across processes in oil and gas, electricity and water suppliers include end-customer support, back-office processes, new product offerings (including prepay meters), FAO services (including procurement services), debt management and other enabling services, such as meter reading, bill printing and digital support services (including smart metering). Our Utility-in-a-Box tool offers platform integration, application integration, data integration, process integration, component integration and system integration capabilities along with document control and digitization, master data management, enterprise resource planning implementation and support, and digital meter-to-cash.

WNS EXPIRIUS enables our customer experience services along with our following CoEs: Sales CoE (sales, up-sell or cross-sell), Fulfillment CoE (transaction processing, customer retention), Assisted Digital Channels and Smart Collections (debt management). The end-to-end services span the customer life cycle, namely customer acquisition, relationship management, customer retention and collections.

Using social media analytics and big data analytics across multiple channels, we help provide clients with a single view of the customer. Our analytics offerings include mining of structured and unstructured data, speech and text analytics, and revenue assurance analytics that includes bankruptcy analytics and fraud reduction and Energy Assistance Program (a program to assist low-income families in managing their energy costs) analysis with a view to enable clients to acquire more customers, and improve cross-sell, up-sell and collection rates. Our offerings in RPA, AI and ML include feasibility studies to identify processes, design and build solutions, and develop codes to automate processes for deployment in live environments. As an organization, we are also working on our oil and gas capability and building our renewable energy capability by evaluating a carbon emission model that is designed to not only help our clients but also their customers.

As at March 31, 2022, we had 3,258 employees working in this business unit. In fiscal 2022 and 2021, this business unit accounted for 4.4% and 4.6% of our revenue, and 4.7% and 4.8% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key utilities sub-verticals and industry sectors we serve include:

- Oil and gas;
- Electricity; and
- Water.

Service Offerings. We provide the following key areas of services to clients in this business unit:

Utilities — Service Offerings			
Digital Meter-to-Cash Revenue Cycle Operations	Customer Experience Services	RPA, AI and ML	Research and Analytics
Managing the customer life cycle, which covers acquisition, billing, payment and withdrawal along with dispute resolution, exception handling, customer debt management, payment management for electricity, gas and water utilities across residential and business customers, all-encompassing smart and analog meters, reduction in voids and gap properties, energy efficiency and zero carbon emission;	Sales CoE encompassing customer acquisitions, retention, enhancement, cross-selling / up-selling, customer experience services — queries, correspondence, and asset management; prepay to help our clients set up a completely new offering for the customers;	Feasibility studies to identify processes, build solution design, develop codes to automate processes for deployment in live environments;	Data mining, decision-support services, revenue assurance covering smart collections, fraud analytics, bankruptcy forecasting, fraud reduction, cash flow improvement and engagement with vulnerable customers; this also has customer analytics — segmentation, lifetime value analysis, net promoter score analysis, speech analytics and text analytics;
Utilities — Service Offerings			
Enterprise Shared Services			
Finance and accounting, supply chain management and procurement: E-sourcing, vendor rationalization, supplier management, procurement optimization, sourcing, procure-to-pay transactions, supply chain analytics, order-to-cash transactions and record-to-report; and			
Human resource management: Administration support and payroll services.			

Horizontal Units

Finance and Accounting

Our finance and accounting services encompassing an array of end-to-end industry-specific and cross-industry solutions are powered by deep domain knowledge, data-to-insights capabilities and digital innovation. We seek to drive end-to-end finance transformation leveraging intelligent automation, AI, cognitive computing, natural language processing, ML, blockchain, IoT, BPaaS platforms, embedded analytics and process re-engineering frameworks.

We continue to utilize our virtual transition models designed to enable fast, seamless and cost-effective transitions. We have also implemented shared service centers rationalizing financial systems and IT platforms for our clients.

As at March 31, 2022, we had 7,799 employees in this horizontal unit. In fiscal 2022 and 2021, this horizontal unit accounted for 22.4% and 23.3% of our revenue, and 24.2% and 24.5% of our revenue less repair payments (non-GAAP), respectively.

Sub-vertical / Industry Sectors. The key industry sectors we serve include:

- Retail and CPG;
- Insurance;
- Energy and utilities;
- Healthcare;
- Media and entertainment;
- Banking and financial services;
- Telecom;
- Manufacturing;
- Shipping and logistics;
- Travel and leisure; and
- Other emerging industries.

Service Offerings. We provide the following key areas of services to clients in this horizontal unit:

Finance and Accounting — Service Offerings			
Source-to-Pay (Procurement)	Quote-to-Sustain	Record-to-Report	Decision Support
Sourcing to Contract: Sourcing and supplier relationship management;	Quote-to-Order: Customer master data, credit management, customer contract management;	Record: Master data management, book keeping, fixed assets, intercompany and general accounting;	Budgeting, forecasting, variance analysis and management reporting;
Procurement: Procurement operations;	Order-to-Bill: Customer order management and customer billing management;	Report: Financial reporting, statutory reporting and taxation;	
Invoice to Pay: Document management, invoice processing and reporting, purchasing card and travel expense claims processing, payment remittances and accounts payable enquiries;	Bill-to-Cash: Collections and dispute management, manager cash application and customer deduction management;		
Miscellaneous activities and month-end close;	Report-to-Sustain: Customer request and inquiries, reports and analytics dashboards, and perform revenue assurance;		
Corporate Functions	Supply Chain Finance	Governance, Risk, Compliance and Audit Services	Industry-specific Accounting
Treasury, cash management, financial planning and analysis, tax and compliance, decision support and management accounting;	Product costing, inventory accounting, manufacturing accounting, supply chain analytics and supply chain fulfillment support;	Governance consulting, risk analytics services, compliance services and audit services; and	Passenger revenue accounting, revenue audit and recovery, claims management, loan account maintenance, royalty accounting, fiduciary accounting, trip records, freight and fuel charges accounting, cost accounting, franchise accounting, meter reading, pre-payment billing and disbursement accounting.

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in the horizontal unit:

- Outperforming CFO Framework: A best practices-enabled framework with toolkits for assessment and digital enablement, designed to create transformation roadmaps, enhance process optimization and target operating model redesign;
- FIAB: A suite of advanced analytics offerings for the CFO’s organization, providing insights to enhance visibility and financial controls. The following are the primary applications under FIAB:
  - JEAP — An app based on advanced statistical models, designed to transform how controllership works;
  - enC@SH — Working capital enhancement through advanced AP analytics and a range of simulators for ‘What-if Analysis’; provides a prioritized list of opportunities to enhance liquidity and bottom-line impact;
  - DoppelSkanner — A nimble and non-intrusive universal duplicate detection application with multiple cutting-edge features such as fuzzy matching (a technique that provides improved ability to process word-based matching queries to find matching phrases or sentences from a database), phonetic matching and user customizable strictness; and

- Fintinel — A risk and audit analytics application designed to identify the right set of audit targets from accounts payable invoices and travel and expense claims using a range of intelligent statistical and forensic methods.
- WNS eClose: A workflow solution for streamlining the period-end close process;
- WNS JE Rec TRACTM: A workflow solution for automatic reconciliation tracking, processing, validation and checklist;
- AP TRAC: An end-to-end invoice processing workflow solution;
- CashWiz: A cloud-based cash application platform leveraging fuzzy logic;
- WNS Trackpoint Pro: A web-based case management tool;
- Quote-to-Sustain: An integrated end-to-end solution powered by data, analytics and intelligent automation for managing order fulfillment, billing and receivables; and
- F&A TRAC: An e-forms and workflow solution that can be utilized across multiple management processes such as source-to-pay, quote-to-sustain and record-to-report..

Customer Experience Services

Our Customer Experience (“CX”) services leverage a human-centered design that seeks to ensure domain, digital and innovation are at the core to deliver superior business outcomes and build customer trust. We focus on co-creating business outcomes with our clients by combining our domain-focused digital solutions and CoEs.

WNS CX services are enabled by our proprietary solution WNS EXPIRIUS. It is a customer experience solution that integrates human-assisted design and domain expertise with AI-driven conversational insights and CX consulting-led strategies to create a holistic digital CX.

The EXPIRIUS model comprises eight modular solutions, or microservices, which are all led by return on investment. These solutions have been designed to meet the specific CX demands of businesses powered through consulting and four CoEs: Sales, Fulfillment, Assisted Digital Channels and Smart Collections. Our global network of WNS Co-creation Labs leverages a human-centered approach to support the design and delivery of CX services. The end-to-end services span the customer life cycle, namely customer acquisition, relationship management, customer retention and collections.

As at March 31, 2022, we had 14,665 employees in this horizontal unit. In fiscal 2022 and 2021, this horizontal unit accounted for 17.1% and 16.9% of our revenue, and 18.5% and 17.8% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Sectors. The key industry sectors we serve include:

- Healthcare;
- Manufacturing;
- Retail and CPG;
- Shipping and logistics;
- Banking and financial services;
- Travel and leisure;
- Media and entertainment;
- Telecom;
- Utilities; and
- Hi-Tech.

Service Offerings. We provide the following key areas of services to clients in this horizontal unit:

Customer Experience Services — Service Offerings			
Customer Experience Transformation	Centers of Excellence	Workforce Models	Engagement Models
Cutting-edge technology, proven methodologies and frameworks, and human-assisted solutions;	WNS’ industry-contextualized CoEs combine domain experts with WNS EXPIRIUS;	WNS Open Talent Model: Designed to foster communities of domain experts and enable enterprises to access best-in-class talent on demand; underpinned by open workforce, open workflow and open workspace;	Innovative, outcome-driven commercial models aimed at reducing the total cost of ownership and unlocking non-linear growth through levers across digital, domain and delivery during the deal tenure.
Expertise across CX initial state assessment, customer journey mapping, omni-channel engagement and hyper-personalized solutions, customer analysis, intelligent automation, realignment of CX strategy post COVID-19;	Four CoEs: WNS Sales CoE (A “Sales + Service” bundled offering designed to transform order-taking contact centers to revenue-generating profit centers), WNS Fulfillment CoE (designed to enable seamless, omni-channel, and unified fulfillment experiences through a digital and analytics driven approach), WNS Assisted Digital Channels CoE (leverages an integrated omni-channel contact strategy, underpinned by AI, cognitive and analytical solutions), and WNS’ Smart Collections CoE (a debt collections strategy driven by in-house smart tools);	Channels: Voice, email, chat, social media (traditional sites such as Facebook, Twitter, forums, blogs and review sites), digital engagement (mobile, web) and asynchronous messaging;  Languages: Support in English, French, Italian, Spanish, German, Arabic, Afrikaans and more than 20 key regional languages across the globe; and	

Technology Tools / Platforms. We utilize the following technology tools and platforms in delivering services to our clients in this horizontal unit:

- WNS EXPIRIUS Toolkit – We collaborate with leading enterprise software product providers, niche vendors and unique tools / platform providers to co-create domain-specific IP and solutions leveraging the right digital infrastructure. As a result, under the EXPIRIUS umbrella, we have created a toolkit of eight microservices, each of which is designed to address a specific business challenge.
  - EXPIRIUS ConverseEX (a conversational cognitive self-service solution);
  - EXPIRIUS CloudServEX (an omni-channel cloud contact center-as-a-service solution);
  - EXPIRIUS AssistEX (proactive agent assistance and automation);
  - EXPIRIUS TranslateEX (a real-time language translation solution);
  - EXPIRIUS EngageEX (a workforce engagement suite);
  - EXPIRIUS RemoteEX (user monitoring for security and compliance);
  - EXPIRIUS ElevateEX (360° customer insights and integrated analytics-as-a-service); and
  - EXPIRIUS JourneyEX (a customer journey discovery and orchestration solution).

Research and Analytics

Our research and analytics practice (now branded as “WNS Triange”) is designed to drive transformation by enabling businesses to define the right data, analytics and AI strategy, and execute that strategy with cloud-based platforms and solutions.

A deep domain understanding across industries as the foundation, WNS Triange aims to help businesses ask the right questions to accurately identify all the critical challenges, strategize on clear goals, translate them to impactful actions and achieve desired outcomes at speed and scale.

WNS Triange is underpinned by advanced analytics capabilities and domain knowledge, deep understanding of intelligent cloud platforms and technology deployments, outcome-driven models, specialized data and analytics CoE services, co-creation labs designed to deliver continuous innovation and experimentation, and strategic partnerships with leaders in analytics and technology solutions.

The three core pillars of our data, analytics and AI practice are Triange Consult, Triange NxT and Triange CoE.

As at March 31, 2022, we had 3,344 employees in this horizontal unit. In fiscal 2022 and 2021, this horizontal unit accounted for 10.5% and 10.4% of our revenue, and 11.3% and 10.9% of our revenue less repair payments (non-GAAP), respectively.

Sub-vertical / Industry Sectors. The key research and analytics sub-verticals we serve include:

- Retail and CPG;
- Banking and financial services;
- Insurance;
- Utilities;
- Travel and leisure;
- Healthcare; and
- Other emerging industries.

Service Offerings. We provide the following key areas of services to clients in this horizontal unit:

Triange Consult	Research and Analytics – Service Offerings Triange NxT	Triange CoE
Designed to enable clients to accelerate their data-driven digital transformation through consulting expertise, transformation roadmaps, proprietary frameworks across data strategy, governance, quality, AI / ML operations and domain-specific areas combined with design thinking principles;	Platform-driven offering built with core components that democratize data access with plug-and-play components;  Platforms are equipped to have a 360-degree view of data along with slice-and-dice dashboards, what-if scenario builders and ML operations;  Core components are leveraged to build various AI-powered industry analytics modules with seamless user interface to help solve specific business problems; and	CoE model that combines industry and domain expertise, AI assets, intelligent cloud offerings, frameworks, best practices and strategic partnerships to implement modernized enterprise data landscape and help accelerate client’s data-driven digital transformation journey.

Technology Tools / Platforms. Some of the key platform-driven offerings that are part of Triange NxT include:

- Unified Analytics Platform (“UAP”): UAP combines intelligent cloud, data engineering components and AI / ML operations with industry-specific modules to deliver an end-to-end analytics offering designed to cater to the needs of a specific industry. For example, Insurance Analytics in-a-Box is built to combine the platform’s core data components with analytics design patterns, API-driven architecture, insurance-specific algorithms (including claims, pricing, underwriting, fraud, marketing and customer analytics) and AI-powered decision models, and deliver seamless and visually intuitive insights to enable business users of insurance clients to make data-driven decisions; and
- WNS Skense: Skense is a proprietary cognitive data capture and contextualization platform; this enterprise-grade platform underpinned by AI and ML is designed to drive intelligent automation; it ingests structured / unstructured business data and applies proprietary algorithms to generate contextualized information, followed by summarization to create structured and harmonized data sets.

*Technology Services*

Our technology strategy for clients has been to leverage established and emerging technologies to re-define existing business models, embed process intelligence and automation into business operations, and drive organizational agility while simultaneously expediting the shift to the ‘Work from Anywhere’ model.

At the core of our technology strategy is “WNS TRAC ®,” which is a consolidated suite of comprehensive digital BPM solutions. It combines the strengths of deep domain and technology expertise, a global partner ecosystem and end-to-end service provisioning (from consulting / advisory to implementation, support and managed services).

WNS TRAC ® solutions are pre-configured with best practices and industrialized accelerators designed to drive development and adoption of cloud-native applications, intelligent automation, AI, advanced analytics, blockchain and IoT – with a host of deployment options and commercial models to choose from. Available as all-inclusive BPaaS or plug-and-play solutions that are designed to seamlessly integrate with clients’ existing technology environment, our digital solutions seek to drive transformation for today’s anytime-anywhere consumers.

As at March 31, 2022, we had 502 employees in this horizontal unit. In fiscal 2022 and 2021, this horizontal unit accounted for 2.1% and 2.2% of our revenue, and 2.2% and 2.3% of our revenue less repair payments (non-GAAP), respectively.

Sub-verticals / Industry Sectors. The key industry sectors we serve include:

- Travel and leisure;
- Insurance;
- Shipping and logistics;
- Utilities;
- Retail and CPG; and
- Healthcare.

Industry-specific Technology Tools / Platforms. We utilize the following industry-specific technology tools and platforms in delivering services to our clients in this horizontal unit:

- Travel TRAC
  - Verifare Plus 3.0<sup>SM</sup>: A fully automated, analytics-enabled and web-based fare audit solution designed to enable airlines to maximize revenue recovery and minimize revenue leakage;
  - Qbay<sup>SM</sup>: A fully automated and cloud-hosted workflow management platform designed to manage back-office operations across centers and geographies, minimize costs and enhance customer service;
  - SmartPro<sup>®</sup> Interline Audit Tool: A fully automated, analytics-led and web-enabled proration engine designed to help airlines make better revenue management decisions, arrest revenue leakage, prorate accurately, comply with industry regulations and reduce total cost of operations;
  - BIDT: A revenue integrity solution;
  - WNS ACOSS: A suite of agile solutions designed to enhance efficiencies across revenue and cost-critical cargo processes; and
  - Commercial Planning Suite: A cloud-based and unified decision support / analytics platform designed to drive actionable insights from disparate sources for functions such as revenue management, sales, pricing, network planning, code share and alliances.
- Insurance TRAC
  - WNS Insurance BPaaS / Insurance-in-a-Box: A target operating model designed to provide insurers with the combined advantage of technology platforms and BPaaS;
  - Mobile-enabled First Notice of Loss: A smartphone self-serve application designed for claims lodgment; and
  - eAdjudicator: An RPA- and analytics-led solution designed to automate the end-to-end adjudication process for various types of claims.
- Shipping and Logistics TRAC
  - WNS Malkom: A digital billing platform, underpinned by AI and ML, designed to automate the end-to-end bill of lading process; and
  - WNS CollecTRAC: A re-usable collections bot, plug-and-play or ready-to-integrate (solution) with customer-specific portals and enterprise applications, designed to improve aging AR and TAT for dispute resolution and response to customer queries.
- CPG and Retail TRAC
  - Warranty BPaaS: A platform-led offering designed to automate claims processing, improve customer satisfaction and reduce the cost of warranty operations.
- Healthcare
  - WNS TRACbox: A multi-channel workflow platform for advanced document handling for improvement in process and operational efficiency.

Cross-industry Technology Tools / Platforms. We utilize the following cross-industry technology tools and platforms in delivering services to our clients in this horizontal unit:

- CFO TRAC
  - Procure-to-Pay: A technology solution designed to facilitate multi-channel introduction of invoices, data extraction and processing, followed by seamless transfer to native enterprise resource planning systems for further action;
  - Order-to-Cash: A software-as-a-service solution designed to standardize the order-to-cash process in line with industry-leading practices; and



- Record-to-Report: A solutions suite designed to automate complex and high-volume transactional reconciliations for banks and large organizations.
- CPO TRAC, including ProjectTRAC and InsightTRAC
  - WNS Procurement Card: A fully integrated, compliant and automated solution designed to manage the reconciliation and settlement process in the client's existing enterprise resource planning system;
  - WNS Supplier Portal: A supplier self-service portal designed to enable efficient online exchange and flow of supplier communications; and
  - WNS Spend Analytics: A solution designed to centralize, classify, search and improve data quality to derive meaningful and actionable business insights in real-time.
- WNS Xpert
  - A proprietary low-code / no-code process-agnostic workflow automation platform with best-of-breed technology and scalable, secure architecture.
- Managed Services
  - TrackPoint Pro: A proprietary, web-based case management solution that is designed to transform operations, increase efficiency and drive higher stakeholder satisfaction; and
  - Zoho Desk: A cloud-hosted solution designed to streamline work practices and increase collaboration through easy and effective query resolution.
- Analytics
  - SocioSEER™: A social media analytics platform;
  - WNS Brandttitude™: A cloud-based business intelligence self-serve analytics platform;
  - WNS Agilius: A proprietary cloud-based business intelligence self-serve analytics platform;
  - WNS Sentinel: An AI-led tracking tool for early identification of trends for new product development; and
  - WNS Skense: A proprietary cognitive data extraction and contextualization platform underpinned by AI and ML; and
  - Data Management Suite: A comprehensive suite designed to enable enterprises to scale the data maturity curve faster.
- Customer Experience
  - WNS EXPIRIUS: A digital customer experience model designed to integrate human-assisted design and domain expertise with AI-driven conversational insights and consulting-led strategies, combining multiple solutions across the customer interaction life cycle.
- RPA and Intelligent Automation TRAC™: A proprietary suite of automation solutions developed on third-party collaborators' platforms for RPA, cognitive technologies, ML and AI systems. It is designed to deliver automation and transformation services to our clients.

**Sales and Marketing**

The sales cycle for BPM services is time-consuming and complex in nature. The extended sales cycle generally includes initiating client contact, submitting requests for information and requests for proposals for client business, hosting client visits to our delivery centers (in person or virtually), and performing analysis (including diagnostic studies, proofs-of-concept, and pilot implementations) to demonstrate our delivery capabilities, finally culminating into a contract with the client. Due to the complex nature of the sales cycle, we have aligned our sales teams to our vertical business units and staffed them with “hunting” or new relationship sales professionals (which we refer to as “hunters”), as well as “farming” or existing client relationship professionals (which we refer to as “farmers”). Our hunters and farmers have specialized industry knowledge and experience, which enable them to better understand prospective and existing clients’ business needs and to offer appropriate domain-specific solutions.

Our sales and sales support professionals are based in Australia, the UAE, Eastern Europe, India, Singapore, South Africa, the UK and the US. Our sales teams work closely with our global sales support team, which provides critical analytical support throughout the sales cycle. Other key capabilities offered by our sales support team include transformation, consulting, generating leads for potential business opportunities and research support.

Our sales teams comprise highly experienced professionals, with an average tenure at WNS exceeding five years. They bring a wealth of industry expertise and leverage their knowledge to orchestrate transformative deals with new and existing clients. As at March 31, 2022, our front-line sales teams consisted of 121 members including hunters and farmers.

Our hunting team’s focus post-pandemic is to continue strengthening WNS’ position in our key sectors and service lines and open up new sub-sectors and geographies to become a market leader. We continue to focus on large transformative opportunities that drive desired business outcomes for our clients. Our teams of farmers are responsible for identifying and initiating discussions with and selling services in new areas to existing clients, while our hunters are responsible for identifying opportunities with new clients who seek to outpace and outperform their peers by transforming their operational and digital service models.

Both farmers and hunters work with clients to co-create digital-led solutions that help our clients embrace change and deliver value to their end customers. By leveraging their detailed understanding of the clients’ business objectives gained through close interactions, our sales teams actively identify and target processes that can be better digitized and delivered by us with a view to improving self-service and cost efficiency, service accuracy and effectiveness, and financial control and systematized performance consistency. Through this forward-looking design philosophy, we have developed a strong track record of increasing our sales year-on-year as well as expanding our relationships with existing clients.

A key aspect of our sales growth has been the ability of our sales leaders, in collaboration with their expert solutions and operations team, to both foresee and adapt to market changes that impact clients’ respective industries, operating and revenue models. The pervasiveness of AI and ML and the integration of data into the human-centric and automated decision making process have changed WNS’ approach to BPM. Our team’s focus has evolved into developing service models that utilize digital offerings and services by means of our proprietary and our collaborators’ solutions. This helps us to address and often go beyond clients’ needs. We are an evolved digital solutions provider in key business verticals such as manufacturing, healthcare, travel, retail and insurance. Our proprietary solutions such as the domain-led hyperautomation suite, the pharmaceutical-specific PRECIZON (a cloud-based, natural language-processing driven fully customizable competitive intelligence platform), WNS EXPIRIUS (a digitally integrated customer-experience service model), and the cross-industry SocioSEER™ (a social media analytics platform) digitally scrape, aggregate and learn, while being overlaid with a human to cull dashboards into bespoke reports for leaders. We offer intelligent automation solutions to drive smart outcomes. For example, we recently collaborated with a leading provider of promotional solutions to leverage intelligent automation and the cloud to drive a seamless customer experience across channels.

We take a long-term, holistic approach toward building client relationships – from initial contact to business as usual, underpinned by a multi-layered governance methodology to ensure collaboration, co-creation and service evolution. We believe it is the commitment of our sales, service and leadership teams that is the core reason behind clients collaborating with and continuing with WNS through opportune and turbulent times.

Clients

As at March 31, 2022, we had a diverse client base of 414 clients (with each client generating more than \$0.01 million in revenue in fiscal 2022) across a variety of industries and service types, including companies that we believe are among the leading players in their respective industries.

We believe the diversity in our client profile differentiates us from our competitors. See “Part I – Item 5. Operating and Financial Review and Prospects – Revenue” for additional information on our client base.

The table below sets forth the number of our clients by revenue for the periods indicated. We believe that the large number of clients who generate more than \$1 million of annual revenue indicates our ability to extend the depth of our relationships with existing clients over time.

	Year ended March 31,	
	2022	2021
Below \$1.0 million	258	250
\$1.0 million to \$5.0 million	108	101
\$5.0 million to \$10.0 million	25	14
More than \$10.0 million	23	19

Competition

Competition in the BPM services industry is intense and growing steadily. See “Part I – Item 3. Key Information – D. Risk Factors – Risks Related to Our Business – We face competition from onshore and offshore BPM companies and from information technology companies that also offer BPM services. Our clients may also choose to run their business processes themselves, either in their home countries or through captive units located offshore.”

We compete primarily with:

- Focused BPM service companies with presence in offshore locations (primarily India), such as EXL Service Holdings, Inc., Firstsource Solutions Limited and Genpact Limited
- BPM divisions of numerous information technology service companies operating out of India, such as Cognizant Technology Solutions, Infosys Technologies Limited, Tata Consultancy Services Limited and Wipro Technologies Limited
- Global companies such as Accenture Limited, Capgemini, Electronic Data Systems Corporation, a division of Hewlett-Packard, and International Business Machines Corporation, which provide an array of products and services, including broad-based information technology, software, consulting and business process outsourcing services
- Global financial services and consulting firms such as Deloitte Private Limited, industry-focused niche technology players such as InterGlobe Enterprises Limited and Accelya Holding World SL, and specialty analytics service providers such as Mu Sigma Inc.

In addition, departments of certain companies may choose to perform their business processes in-house, and in some cases via an owned and operated facility in an offshore location such as India. Their employees provide these services as part of their regular business operations.

Intellectual Property

We use a combination of our own proprietary software platforms and systems, together with our clients’ software systems and third party software platforms and systems, to deliver our BPM and technology services. Our proprietary solutions combined with licensed software (including on-premise or cloud hosted services like software-as-a-service/ platform-as-a-service) allows us to position and market our services as integrated solutions under our WNS TRAC™ suite. In most of the cases, these technology solutions are combined with our core BPM service offerings. Our principal proprietary software solutions include:

- (1) WNS TRAC® industry-specific solutions, including the following:
  - a) Insurance TRAC™ solutions including digital claims platform, WNS InVog (Insurance-in-a-box), and other proprietary solutions in our Insurance business unit;
  - b) Travel TRAC™ solutions, including revenue accounting platform, fare audit platform (“Verifare Plus 3.0SM”), fare pro-ration solution (SmartPro), revenue integrity solution (“BIDT”), queue distribution and productivity management solution (QbaySM), ACOSS as suite of agile solutions designed to enhance efficiencies across revenue and cost-critical cargo processes, and other solutions which we use in our Travel business unit
  - c) S&L TRAC™ solutions including WNS Malkom, a cloud native digital platform that covers end-to-end freight automation for logistics carriers and shipping companies, and helps drive optimization using AI/ML algorithms
  - d) Healthcare TRAC™ solutions including multi-channel workflow platform for advanced document handling and improvement in process and operational efficiency (WNS TRACKBox) and
  - e) Industry-specific point-solutions used in other business units.
- (2) WNS auto claims software platform (Claimonix) for insurers and fleet services, which we use in our WNS Assistance business, as well as other insurance clients;
- (3) WNS TRAC® cross-industry solutions, including the following:
  - a) CFO TRAC™ solutions for our finance and accounting services, combining our proprietary software as well as solutions developed on 3rd party software. The suite includes AP TRAC™, solution for end-to-end invoice processing workflow,
  - b) Digital CIS TRAC™ solutions including WNS EXPIRIUS for our CIS (Customer Interaction Services) practice, combining multiple solutions across the customer interaction lifecycle
  - c) CPO TRAC™ solutions for procurement including proprietary solutions like ProjectTRAC, InsightTRAC, WNS Procurement Card and PIA chatbot for procurement services
- (4) WNS RPA and Intelligent Automation TRAC™, including our proprietary automation solutions and solutions developed on third party partner platforms for RPA, cognitive technologies, ML and AI systems for delivering automation and transformation services to our clients.

There are other proprietary software, point solutions and platform solutions developed on third party software used for cross-industry services including our Research and Analytics business unit.

We customarily enter into licensing and non-disclosure agreements with our clients with respect to the use of their software platforms and systems. We maintain intellectual property rights in our proprietary software platforms and systems, and license the use of third party software platforms and systems from their respective owners. Under our contracts with third-party software platform providers, any solutions developed by us based on such third party software platforms, using our domain knowledge, are our intellectual property (unless qualified otherwise). Our client contracts usually provide that all customized intellectual property created specifically for the use of our clients will be assigned to them, unless it is clearly identified as our intellectual property.

Our employees are also required to sign confidentiality agreements as a condition to their employment. These agreements include confidentiality undertakings regarding our company’s and the client’s intellectual property that bind our employees even after they cease to work with us. These agreements also ensure that all intellectual property created or developed by our employees in the course of their employment is assigned to us.

We have registered the trademarks “WNS,” “WNS-Extending Your Enterprise” and “WNS TRAC” in most of the countries where we have a presence.

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**Technology**

We have a dedicated team of technology experts who support clients at every stage of their engagement with us. The team designs, implements and supports technology solutions to enable delivery of business processes for our clients.

*Wide-area-network* — We have designed and built a highly redundant and resilient global multi-protocol label switching (“MPLS”) network, connecting all of our delivery centers and client datacenters. We run data, voice and video services on this global MPLS network to serve our clients.

*Customer experience services technology infrastructure* — We have deployed omni-channel contact center platforms with voice, web chat, e-mail, social media, and interactive voice response channels across all our delivery centers, designed to improve customer experience. These customized platforms orchestrate omni-channel customer journeys across digital channels including self-service and payment card industry data security standard compliance.

*Data centers* — We have built highly secure, redundant data centers for hosting our omni-channel contact center platforms, automation tools, corporate infrastructure and application services.

*Cloud computing* — We have adopted cloud computing services such as office productivity tools, virtual servers, virtual storage, and web and e-mail security, for some of our clients and our corporate use.

*Work from Anywhere:* We have designed a highly secure and resilient work-from-anywhere solution leveraging multi-cloud technology.

*Technology service management methodology* — Our technology service delivery management is based on an information technology infrastructure library framework. We assist over 400 clients with technology implementation, service delivery and support for end user computing, wide area network, local area network telecommunications, customer interaction management platform, IT security, datacenter systems and cloud computing technology platforms.

**Process and Quality Assurance and Risk Management**

Our process and quality assurance compliance programs are critical for the success of our operations. We have an independent quality team to monitor, analyze, provide feedback and report process performance and compliance. Our company-wide quality management system focuses on effectively managing our client processes on an ongoing basis. Our process delivery is managed by independent empowered teams and is measured regularly against pre-defined operational metrics. We have over 1,468 employees that help us meet quality assurance and ISO 9001 standards for Quality Management Systems and ensure continued compliance. We apply Lean Six Sigma methodologies, which are statistical and process-focused methodologies to improve and deliver consistent quality to customers. We apply well-defined quality management principles to improve and provide consistent levels of service quality to our clients. In fiscal 2022, more than 67 different projects were completed using Lean Six Sigma methodologies and over 462 additional projects are in progress. We also trained over 35,816 employees in ISO 9001 and Lean Six Sigma principles in fiscal 2022.

We have been honored with the following awards for our achievements in quality assurance in fiscal 2022:

- WNS won the Golden Peacock Business Excellence Award 2021; and
- WNS won two 2021 ISG Digital Case Study Awards for “standout” digital transformation engagements with its clients

Our Board of Directors is primarily responsible for overseeing our risk management processes. The Board of Directors receives and reviews reports from the Chief Risk Officer as considered appropriate regarding our company’s assessment of risks. The Board of Directors focuses on the most significant risks facing our company and our company’s general risk management strategy, and also ensures that risks taken by our company are consistent with the Board’s appetite for risk.

Our risk management framework also focuses on three important elements: business continuity planning, information security and operations risk management.

Our approach to business continuity planning involves implementation of an organization-wide business continuity management framework which includes continual self-assessment, strategy formulation, execution and review. Our business continuity strategy leverages our expanding network of delivery centers for operational and technological risk mitigation in the event of a disaster. To manage our business continuity planning program, we employ a dedicated team of experienced professionals. A customized business continuity strategy is developed for key clients, depending on their specific requirements. For mission-critical processes, operations are typically split across multiple delivery centers in accordance with client-approved customized business continuity plans.

We have further enhanced our business continuity strategy, in view of the ongoing COVID-19 pandemic, through the implementation of a secure hybrid “Work-from-Home and Work-from-Office” model.

“Our approach to information security involves implementation of an organization-wide information security management system, which complies with the ISO 27001:2013 to manage organizational information security risks. These measures seek to ensure that sensitive information pertaining to our company or our clients remains secure. Currently, information security systems at 55 delivery centers are ISO 27001:2013 certified, and we expect to seek similar certifications for our newer delivery centers. We also comply with the Payment Card Industry Data Security Standard (“PCI DSS”) which is a security standard aimed at helping companies proactively protect cardholder data and sensitive authentication data. In addition, on an annual basis, we undergo “Service Organization Controls (“SOC”) 1 Type 2” audits, pursuant to Statements on Standards for Attestation Engagement No. 18 and International Standards for Assurance Engagements No. 3402, with respect to our general control environment supporting operational delivery, and “SOC 2 Type 2” audits, with respect to the trust service categories of security, availability and confidentiality.

Our approach to operations risk management involves the implementation of a “three lines of defense” framework for our clients’ offshored business processes. Under this framework, the quality assurance teams embedded within the business units act as the first line of defense, an independent and centralized risk management team acts as the second line of defense and an independent centralized audit team acts as the third line of defense. Our lines of defense are designed to identify potential risks, evaluate design efficiency and operating effectiveness of controls embedded within the outsourced business processes that we manage for our clients, and propose additional controls as appropriate for mitigation of the identified risks.

In addition, our clients may be governed by regulations specific to their industries or in the jurisdictions where they operate or where their customers are domiciled which may require them to comply with certain process-specific requirements. As we serve a large number of clients globally and across various industries, we rely on our clients to identify the process-specific compliance requirements and the measures that must be implemented in order to comply with their regulatory obligations. We assist our clients to maintain and enforce compliance in their business processes by implementing control and monitoring procedures and providing training to our employees serving specific client programs. These control and monitoring procedures are separate from and in addition to our periodic internal audits.

**Human Capital**

As at March 31, 2022, we had 52,081 employees, of whom 34,201 are based in India, 10,858 are based in the Philippines, 2,988 are based in South Africa, 1,213 are based in the US, 1,025 are based in Sri Lanka, 473 are based in the UK, 429 are based in Romania, 412 are based in China, 124 are based in Poland, 115 are based in Costa Rica, 103 are based in Spain, 66 are based in Australia, 38 are based in Turkey, 11 are based in Germany, 11 are based in France, six are based in Canada, four are based in the United Arab Emirates, three are based in Singapore, and one is based in Switzerland. Most of our associates hold university degrees. As at March 31, 2021, we had 43,997 employees. Our employees are not unionized. We believe that our employee relations are good. We focus heavily on recruiting, training and retaining our employees.

***Recruiting and Retention***

We believe that talent acquisition is an integral part our overall organizational strategy. We have developed effective human resource strategies and demonstrated a strong track record in recruitment specific to the needs of our business units to optimize the training and development of our employees. As we continue to grow, we look to improve and enhance our candidate pool, which is sourced from recruitment agencies, job portals, advertisements, college campuses (where we focus on recruiting talented individuals) and walk-in applications. In addition, a significant number of our applicants are referred to us by existing employees. We recruited an average of 1,425 employees per month in fiscal 2022.

During fiscal 2022, 2021 and 2020, the attrition rate for our employees who had completed six months of employment with us was 36%, 22% and 30% respectively.

*Training and Development*

In the past three years, we have been growing at an accelerated pace with a diversified client base. Our talent strategy complements our business strategy to access, mobilize and optimize talents for the organization’s aspiration to impact clients and stakeholders. In the age of “new normal” and rapid digital transformation, we are poised to build a digital-capable and resilient workforce that is ready for the future.

We have created a learning strategy based on a combination of organizational, business-unit and horizontal strategies, employee input and leadership conversations. Our talent development team carries out an intensive analysis of our training needs at the organization, business unit and location levels each year. Final training plans are approved by the leaders of our business units in alignment with their respective strategies.

Our talent strategy consists of four main components: (i) future ready workforce, (ii) robust leadership bench, (iii) inclusive culture, and (iv) talent fungibility.

**Future-ready Workforce.** Digital technology is fast-evolving and is becoming increasingly more pervasive in our lives. We recognize the importance of a workforce that is ready for a digital future. We aim to prepare our workforce to become digital natives. Below are some of the programs that we have implemented to create a future-ready workforce.

- **Digital Future:** DiFU is a program through which we identify, assess and develop capabilities across the organization in order to be digitally ready for the future. We collaborated with Deloitte Consulting and MIT Sloan to establish a digital competency framework that has been tailored for employees at all levels. We assessed employees on their digital readiness last year and we have now moved to the second phase of the program, which focuses on building a “digital mindset” through a series of workshops with industry experts for 200 leaders.
- **WNS Education Program:** This is a curriculum-based certification program for developing technologically savvy domain specialists with the right temperament to thrive in a digital world. We aim to enroll 30% of our workforce in this program over the next three years. The idea is to develop domain experts with required knowledge of each emerging digital technology so as to spot application opportunity in current processes as well as cater to future work requirements.
- **FutureSkills:** FutureSkills is a new age learning experience platform established by NASSCOM, the National Association of Software and Service Companies. The FutureSkills platform aims to help IT professionals develop capabilities in digital technologies. The platform enables continuous learning and deep skills development in nine emerging technologies – RPA, big data, AI, cybersecurity, IoT, virtual reality, 3D printing, social and mobile and cloud computing. In addition to technical skills, FutureSkills users have the opportunity to develop professional skills such as digitalization, problem solving, design thinking, communication and story-telling, project management, negotiation and influencing, collaboration, product management, program management and continuous learning. WNS has made available access to this platform via license for each and every employee across the globe.
- **GLINT:** GLINT is an AI-led digital learning and knowledge platform designed to enable us to democratize learning, keep pace with digitization, create future-ready workforce and foster a culture of excellence. GLINT offers an immersive learning experience through modules that are tailored to our specific business needs. The platform also facilitates an environment of knowledge sharing and peer to peer learning to foster collaboration. This provides an excellent solution for us as an organization as we evolve to keep pace with digitization, creating a future-ready workforce and driving collaborative innovation. As digitization touches all aspects of our lives, virtual workplaces and learning environments are increasingly becoming the new normal.

**Robust Leadership Bench.** We have also established a number of programs that focus on nurturing and developing future leaders of the organization.

- **Signature Leadership Development Program (“SLDP”):** This unique engagement is designed for our top leaders and created in collaboration with Korn Ferry and Harvard Business Publishing. The key focus areas include driving strategic agility, driving BHAGs, client-wins, and collaboration and building a renewed digital perspective. SLDP is a 12-month program that includes face-to-face sessions, virtual sessions, one-on-one and group coaching, along with corporate immersions. The program aims to help participants with their continued career success and growth as enterprise leaders, which in turn will help support us in our digital transformation, thereby helping us achieve our overall strategic goals.
- **The CEO Millennial Council:** Approximately 80% of our workforce are millennials / “Generation Z”. The CEO Millennial Council is an initiative where young minds at WNS get the opportunity to work closely with senior leaders in the company. Council members are tasked with helping the WNS brand stay in alignment with changing trends. They also develop action plans for the organization in their chosen fields, including employee engagement, corporate social responsibility, technology and enhancement of the company’s brand presence.
- **The Millennium — WNS’ Leadership Academy:** The Millennium, a new initiative for leadership development, aims at offering customized, role-specific, competency-aligned leadership development solutions for our leaders in the role band C2 and above. The objective is to build leadership capabilities to enable the organization to reach its business goals. Programs are mapped to a competency set titled “Leadership Winning DNA” and includes competencies related to the client, business acumen, digital mindset, people leadership and personal mastery. The Millennium offers learning programs developed with academic institutions and business consulting / training firms such as Duarte Training, Deloitte, Strategic Proposals, Ariel Group and Wilson Learning.
- **The Trusted Client Advisor (“TCA”):** This program develops strategic client management capabilities of our client partnering teams across the globe to make them trusted advisors. This curated learning journey spreads over a total of 31 hours and comprises four modules, which are co-created with four leading learning providers.
- **“Q-rious” Awards:** WNS’ learning-excellence awards cover 12 categories and are designed to fuel curiosity, encourage knowledge acquisition and celebrate learning excellence; winners are announced every quarter and celebrated in an annual award ceremony.
- **i-Excel** — This leadership-learning intervention is designed for specific cohorts from business units, horizontals and support functions, based on key identified areas / themes. The programs are delivered by Harvard Business Publishing and Cornell University. A series of programs are conducted virtually over a period of a few months, using a blend of virtual classroom sessions, group assignments, simulations and self-paced learning modules.
  - **In collaboration with Harvard Business Publishing:** A total of four sessions on the theme “Leading in Turbulent Times” are spread over six months and facilitated by HBP moderators. This program focuses on three core areas, namely personal leadership, leading through crisis and being client-first in the new world.
  - **In collaboration with Cornell University:** A total of nine sessions (three sessions per theme) are facilitated by professors from Cornell
  - on three key themes of enterprise leadership, inspirational leadership and being future forward (i.e. developing an understanding of key trends impacting the organization’s future).
- **Gravitas:** Developed in collaboration with leading learning organizations, this is a curated 23-hour journey with two components — a programmatic journey focusing on self-introspection, impactful communication, professional presence and personal well-being; and a self-introspection journey, which gives 360-degree feedback in a virtual live and survey format.
- **Building Coaching Capabilities**
  - **WNS Certified Coach:** This program for mid-level managers has been conceptualized to enable a coaching mindset and build coaching capabilities across the enterprise.
  - **Leader as Mentor and Coach:** This program has been created to help leaders acquire coaching and mentoring tools and techniques to augment their leadership style.

These leadership programs are available on multiple platforms in different formats, including self-paced courses, virtual instructor-led sessions, simulation-based training and other blended learning methods.

**Inclusive Culture.** We are committed to creating an inclusive culture within the organization. To this end, some of the programs we have implemented include:

- **Centurion Program:** A talent management program for grooming women leaders within the organization, this program has so far given us about 45 women leaders for roles in middle management across business teams. The program has been launched to meet the following initiatives:
  - Build a talent pipeline of potential women leaders through structured development;
  - Provide an aspirational and structured career progression framework for high-potential female employees; and
  - Further our diversity and inclusion agenda.
- **Bloomberg Gender Equality Index:** WNS has been included in the Bloomberg Gender Equality Index for the second consecutive year (2022, 2021).

**Talent Fungibility.** The BPM industry has been revolutionized by AI, robotics and other digital disruptions. As such, there is an increasing need for a pool of fungible talents to meet changing business requirements. We have implemented a number of initiatives designed to keep our employees’ skills relevant in the competitive market and in different roles.

Examples include:

- **The “Aspire” Program:** The Aspire program enables the creation of talent pools for roles that are expected to develop in the near future. Employees are taken through a specially designed journey which includes tie-ups with reputed academic institutes, leader-speak sessions, live projects, etc.
- **HR Leadership Program:** This 18-month journey, created in collaboration with Deloitte Consulting, has been curated for HR managers to move into leadership roles for different HR functions.
- **COMPASS:** This is a dedicated, self-paced learning platform for managers transitioning into new roles.
- **Emerging Leaders Program:** This is a program that specifically caters to emerging leaders in tier II locations in India within our company. A few key focus areas are managing new expectations and changes; client collaboration and handling conversations; managing team performance and retention; building linguistic capability; and building a pool of self-sufficient front-line managers.





*Employee Health and Safety*

In response to the ongoing COVID-19 pandemic, we have taken the following measures to protect our employees:

- Established a command and control center for communication and coordination across the organization;
- Implemented proactive communication, education, and awareness programs on employee health, safety and prevention measures;
- Provided for preventive and detective health measures at our offices, including conducting temperature checks upon entry and providing face masks and hand sanitizers;
- Deployed trained medical staff on our premises;
- Created procedures for cleaning, sanitization and quarantine measures in the event of potential contamination; and
- Adhered to various advice, guidelines and directives of global, national, and local health and governmental agencies, including in relation to travel restrictions, social distancing, quarantines, virus prevention, and medical protocols.

**Environmental, Social and Governance**

We are dedicated towards building a sustainable business model and a socially conscious future, one that is driven by collaboration and people. Our business strategy is designed to help ensure that we continue to evolve our sustainability agenda and commit to the highest standards. We partner with our 50,000+ employees, 380+ clients, our partners and the community around us to co-create a better tomorrow. Our commitment towards sustainability across environment, social and governance (“ESG”) are guided by our five pillar approach –

- **Enabling our people to outperform:** Our inclusive talent management strategy prioritizes the empowerment of our digitally driven workforce and upskill them to stay relevant in this ever-evolving technological landscape. Respect, inclusivity and collaboration continue to be critical elements of our people management strategy.
- **Delivering value to our clients:** We leverage our domain expertise and prowess to drive and manage the data-to-insights journey as well as our ability to drive digital innovation to enable sustainable business transformation for our clients. As we strengthen our sustainability approach, we will continue to collaborate and partner with our clients in their sustainability journey.
- **Caring for our communities:** Through WNS Cares Foundation’s (WCF) numerous sustainable initiatives, we continue to work towards building an equitable society, guided by three pillars: educate, empower and enrich. Despite the pandemic, we undertook high-impact interventions that have contributed quality education, one of the sustainable development goals (SDGs) outlined by the United Nations.
- **Building a safe environment for all our stakeholders through ethics, integrity and compliance:** Values of trust, ethics and integrity are embedded in our company, internally and externally, to encompass the spirit of co-existence and collective action – be it in working with our clients and value chain partners, collaborating with our employees or nurturing the interests of the communities within which we function. We strive to comply with laws at all times and maintain transparency in our disclosures and communication. We have achieved ISO 27001 information security certification and are certified under “Payment Card Industry Data Security Standard (PCI DSS)” in the “Level 1 Service Provider” category.
- **Protecting our planet:** Energy, greenhouse gas emissions, waste management and water management are the key areas we have identified for monitoring and managing our environmental performance. Our company has already established an environment management system based on latest ISO 14001: 2015 standard which is also certified by one of the leading certification bodies.

Our five pillar approach has been ratified by an extensive materiality assessment which was conducted by an external agency in order to identify ESG priorities for internal and external stakeholders.

The assessment survey is available at [https://nasdaqomx.qualtrics.com/jfe/form/SV\\_7VsWronI3AY1LTg](https://nasdaqomx.qualtrics.com/jfe/form/SV_7VsWronI3AY1LTg).

**Regulations**

Due to the industry and geographic diversity of our operations and services, our operations are subject to a variety of rules and regulations, and several federal and state agencies in Australia, China, Costa Rica, Canada, France, Germany, India, Ireland, Mauritius, the Netherlands, New Zealand, the Philippines, Poland, Portugal, Romania, Singapore, South Africa, Spain, Sri Lanka, Switzerland, Turkey, United Arab Emirates, the UK and the US that regulate various aspects of our business. See “Part I — Item 3. Key Information — D. Risk Factors — Risks Related to our Business — Our global operations expose us to numerous and sometimes conflicting legal and regulatory requirements. Failure to adhere to the laws and regulations that govern our business or our clients’ businesses that we are required to comply with in performing our services could harm our business.” We have benefitted from, and continue to benefit from, certain tax holidays and exemptions in various jurisdictions in which we have operations.

In fiscal 2022, 2021 and 2020, our tax rate in India, the Philippines and Sri Lanka impacted our effective tax rate. We would have incurred approximately \$20.9 million, \$11.1 million and \$17.7 million in additional income tax expense on our combined operations in our SEZ operations in India, the Philippines and Sri Lanka in fiscal 2022, 2021 and 2020, respectively, if the tax holidays and exemptions described below had not been available for the respective periods.

We expect our tax rate in India, the Philippines and Sri Lanka to continue to impact our effective tax rate. Our tax rate in India has been impacted by the reduction in the tax exemption enjoyed by our delivery center operating under the SEZ scheme. Our effective tax rate in Sri Lanka had been impacted by the withdrawal of tax exemption on export income in Sri Lanka with effect from April 1, 2018 until December 31, 2019, following which the income from export of service had been subject to tax at 14% on net basis. From January 1, 2020, our operations in Sri Lanka are eligible to claim income tax exemption with respect to the profits earned from export revenue, as more fully described below. From fiscal 2016 until fiscal 2022, we started operations in various delivery centers in the Philippines that are eligible for tax exemption benefits expiring between fiscal 2020 and fiscal 2026. Following the expiry of the tax benefits, income generated by the Philippines subsidiary will be taxed at the prevailing special tax rate, which currently is 5% on gross profit. As per The Corporate Recovery and Tax Incentives for Enterprises Act (“CREATE”) which is effective from April 2021, enterprises will be taxed at 5% on gross profit for a fixed period of 10 years. Also, any changes in the regulations relating to work from home arrangements may impact the tax exemption benefits available to our Philippines subsidiary.

**India**

In the past, the majority of our Indian operations were eligible to claim income tax exemption with respect to profits earned from export revenue from operating units registered under the STPI. The benefit was available for a period of 10 years from the date of commencement of operations, but not beyond March 31, 2011. Effective April 1, 2011, upon the expiration of this tax exemption, income derived from our operations in India became subject to the prevailing annual tax rate of 34.95%.

In 2005, the Government of India implemented the SEZ legislation, with the effect that taxable income of new operations established in designated SEZs may be eligible for a 15-year tax holiday scheme consisting of a complete tax holiday for the initial five years and a partial tax holiday for the subsequent ten years, subject to the satisfaction of certain capital investment conditions in the last five years. From fiscal 2012 until fiscal 2021, the Company started operations in various delivery centers in Mumbai, Pune, Chennai, Gurgaon and Noida, India that were registered under the SEZ scheme. Some of these operations are eligible for a 100.0% income tax exemption for a period of five years from the date of commencement of operations, which are set to expire between fiscal 2022 and fiscal 2024. Following the expiry of the 100.0% income tax exemption, these operations are eligible for a 50.0% income tax exemption, which are set to expire between fiscal 2026 and fiscal 2034. Such income tax exemptions are only eligible for business units and operations set up under the SEZ legislation on or before March 31, 2020.

In addition to these tax holidays, our Indian subsidiaries are also entitled to certain benefits under relevant state legislation and regulations. These benefits include rebates and waivers in relation to payment for transfer of property and registration (including for purchase or lease of premises) and commercial usage of electricity.

The Government of India may enact new tax legislation that could impact the way we are taxed in the future. For example, the change in the law in fiscal 2017 has resulted in any new business units or operations set up under the SEZ legislation after March 31, 2020 not being eligible for the same income tax holidays that our existing SEZ operations currently enjoy. See “Part I — Item 3. Key Information — D. Risk Factors — Risks Related to Key Delivery Locations — Tax legislation and the results of actions by taxing authorities may have an adverse effect on our operations and our overall tax rate.”

**Philippines**

From fiscal 2016 until fiscal 2022, our company started operations in various delivery centers in the Philippines which are eligible for tax exemption benefits expiring between 2020 and 2026. Following the expiry of the tax benefits, income generated by the Philippines subsidiary will be taxed at the prevailing special tax rate, which currently is 5% on gross profit. As per the Corporate Recovery and Tax Incentives for Enterprises Act (“CREATE”) which is effective from April, 2021, enterprises will be taxed at 5% on gross profit for a fixed period of 10 years.

Any changes in the regulations relating to work from home arrangements may impact the tax exemption benefits available to our Philippines subsidiary.

**Sri Lanka**

Our operations in Sri Lanka were eligible to claim income tax exemption with respect to the profits earned from export revenue until fiscal 2018 and have since been taxed at 14% on net basis with effect from April 1, 2018 until December 31, 2019. From January 1, 2020, our operations in Sri Lanka are eligible to claim income tax exemption with respect to the profits earned from export revenue till such exemptions are revoked due to change in legislation.

**Enforcement of Civil Liabilities**

We are incorporated in Jersey, Channel Islands. Most of our directors and executive officers reside outside of the US. Substantially all of the assets of these persons and substantially all of our assets are located outside the US. As a result, it may not be possible for investors to effect service of process on these persons or us within the US, or to enforce against these persons or us, either inside or outside the US, a judgment obtained in a US court predicated upon the civil liability provisions of the federal securities or other laws of the US or any state thereof. A judgment of a US court is not directly enforceable in Jersey, but constitutes a cause of action which will be enforced by Jersey courts provided that:

- the court which pronounced the judgment has jurisdiction to entertain the case according to the principles recognized by Jersey law with reference to the jurisdiction of the US courts;
- the judgment is given on the merits and is final and conclusive — it cannot be altered by the courts which pronounced it;
- there is payable pursuant to the judgment a sum of money, not being a sum payable in respect of tax or other charges of a like nature or in respect of a fine or other penalty;
- the courts of the US have jurisdiction in the circumstances of the case;
- the judgment can be enforced by execution in the jurisdiction in which the judgment is given;
- the person against whom the judgment is given does not benefit from immunity under the principles of public international law;
- there is no earlier judgment in another court between the same parties on the same issues as are dealt with in the judgment to be enforced;
- the judgment was not obtained by fraud, duress and was not based on a clear mistake of fact; and
- the recognition and enforcement of the judgment is not contrary to public policy in Jersey, including observance of the principles of natural justice which require that documents in the US proceeding were properly served on the defendant and that the defendant was given the right to be heard and represented by counsel in a free and fair trial before an impartial tribunal.

It is the policy of Jersey courts to award compensation for the loss or damage actually sustained by the person to whom the compensation is awarded. Although the award of punitive damages is generally unknown to the Jersey legal system, there is no prohibition on them either by statute or by customary law. Whether a judgment is contrary to public policy depends on the facts of each case. Exorbitant, unconscionable, or excessive awards will generally be contrary to public policy. Moreover, if a US court gives a judgment for multiple damages against a qualifying defendant, the Protection of Trading Interests Act 1980, an Act of the UK extended to Jersey by the Protection of Trading Interests Act 1980 (Jersey) Order 1983 (“the Order”), provides that such judgment would not be enforceable in Jersey and the amount which may be payable by such defendant may be limited. The Order provides, among others, that such qualifying defendant may be able to recover such amount paid by it as represents the excess of such multiple damages over the sum assessed as compensation by the court that gave the judgment. A “qualifying defendant” for these purposes is a citizen of the UK and Colonies, a body corporate incorporated in the UK, Jersey or other territory for whose international relations the UK is responsible or a person carrying on business in Jersey.

Jersey courts cannot enter into the merits of the foreign judgment and cannot act as a court of appeal or review over the foreign courts. It is doubtful whether an original action based on US federal securities laws can be brought before Jersey courts. A plaintiff who is not resident in Jersey may be required to provide security for costs in the event of proceedings being initiated in Jersey. There is uncertainty as to whether the courts of Jersey would:

- recognize or enforce judgments of US courts obtained against us or our directors or officers predicated upon the civil liability provisions of the securities laws of the US or any state in the US; or
- entertain original actions brought in each respective jurisdiction against us or our directors or officers predicated upon the federal securities laws of the US or any state in the US.

In India, recognition and enforcement of foreign judgments is provided for under Section 13 and Section 44A of the Code of Civil Procedure, 1908 (India) (the “Civil Code”), as amended. Section 44A of the Civil Code provides that where a foreign judgment has been rendered by a superior court in any country or territory outside India which the Indian government has by notification declared to be a reciprocating territory, such foreign judgment may be enforced in India by proceedings in execution as if the judgment had been rendered by a competent court in India. However, Section 44A of the Civil Code is applicable only to monetary decrees not being in the nature of amounts payable in respect of taxes or other charges of a similar nature or in respect of fines or other penalties and does not include arbitration awards. The US has not been declared by the Indian government to be a reciprocating territory for the purposes of Section 44A of the Civil Code. Accordingly, a judgment of a foreign court, which is not a court in a reciprocating territory, may be enforced in India only by a fresh suit instituted in a court of India and not by proceedings in execution. Furthermore, the execution of the foreign decree under Section 44A of the Civil Code is also subject to the exception under Section 13 of the Civil Code, as discussed below.

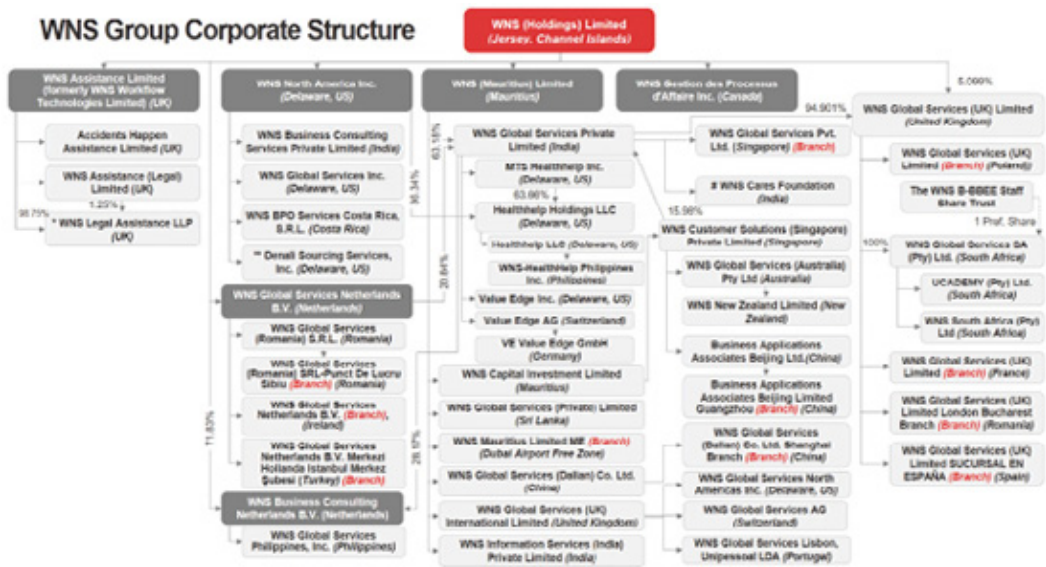
Section 13 of the Civil Code, states that a foreign judgment is conclusive as to any matter directly adjudicated upon except:

- where the judgment has not been pronounced by a court of competent jurisdiction;
- where the judgment has not been given on the merits of the case;
- where it appears on the face of the proceedings that the judgment is founded on an incorrect view of international law or a refusal to recognize the law of India in cases where such law is applicable;
- where the proceedings in which the judgment was obtained were opposed to natural justice;
- where the judgment has been obtained by fraud; or
- where the judgment sustains a claim founded on a breach of any law in force in India.

The suit must be brought in India within three years from the date of the judgment in the same manner as any other suit filed to enforce a civil liability in India. It is unlikely that a court in India would award damages on the same basis as a foreign court if an action is brought in India. Furthermore, it is unlikely that an Indian court would enforce foreign judgments if it viewed the amount of damages awarded as excessive or inconsistent with public policy in India. A party seeking to enforce a foreign judgment in India is required to obtain prior approval from the Reserve Bank of India under the Indian Foreign Exchange Management Act, 1999, to repatriate any amount recovered pursuant to such execution and such amount may be subject to tax in accordance with applicable laws. Any judgment in a foreign currency would be converted into Indian rupees on the date of judgment and not on the date of payment. We cannot predict whether a suit brought in a court in India will be disposed of in a timely manner.

C. Organizational Structure

The following diagram illustrates our company’s organizational structure and the place of organization of each of our subsidiaries as at the date hereof. Unless otherwise indicated, each of our subsidiaries is wholly owned, directly or indirectly, by WNS (Holdings) Limited. Directly owned subsidiaries of WNS are represented by shaded boxes.



Notes:

- (1) WNS Global Services AG, wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated in Switzerland on July 16, 2021.
- (2) On August 1, 2021, we acquired all outstanding shares of MOL Information Processing Services (I) Private Limited. The name of the entity was changed to WNS Information Services (India) Private Limited with effect from December 1, 2021.
- (3) WNS Global Services Lisbon, Unipessoal LDA, a wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated in Portugal on August 13, 2021.
- (4) WNS Global Services (Romania) SRL-Punct De Lucru Sibiu, new branch established on December 28, 2021.
- (5) WNS Denali Sourcing Services, Inc. a fully owned subsidiary of Denali Sourcing Services Inc. has been dissolved with effect from April 20, 2022.

D. Property, Plants and Equipment

As at March 31, 2022, we have an installed capacity of 34,494 production workstations, or seats, that can operate on an uninterrupted 24/7 basis and can be staffed on a three-shift per day basis.

The majority of our properties are leased by us, as described in the table below, and most of our leases are renewable at our option, as described below. The following table describes each of our delivery centers and sales offices, including centers under construction, and sets forth our lease expiration dates.

Location	Total Space (square feet)	Total number of work stations	Lease Expiration Date	Extendable Until (1)
<b>India:</b>				
Mumbai	421,387	3,103		
Godrej Plant 10			February 15, 2026	N/A
Godrej Plant 11			February 15, 2026	N/A
Godrej Plant 5			February 15, 2026	N/A
Raheja (SEZ), Airoli			May 31, 2029	N/A
Interface building, Malad – 4 <sup>th</sup> floor			March 31, 2025	N/A
Gurgaon	342,640	3,958		
World Tech park Block – B2 – 9 <sup>th</sup> floor			April 30, 2032	N/A
World Tech park Block – B3 – 9 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park – 8 <sup>th</sup> , 9 <sup>th</sup> , 10 <sup>th</sup> & part 11 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park– Remaining part of 11 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park – Block A3 – 11 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park – Block B3 – 10 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park – Block B2 – 10 <sup>th</sup> floor			April 30, 2032	N/A
World Tech Park – Block A2& A3 – 10 <sup>th</sup> floor			April 30, 2032	N/A
Pune	594,616	8,705		
Magarpatta			N/A	N/A
Weikfield – Phase I			February 14, 2023	N/A
Weikfield – Phase II			April 30, 2023	N/A
Weikfield – Phase III			June 14, 2023	N/A
Magarpatta (SEZ) – Level 5			February 14, 2026	N/A
Magarpatta (SEZ) – Level 6			October 26, 2026	N/A
Magarpatta (SEZ) – Level 7			February 28, 2027	N/A
Magarpatta – Tower 9			February 28, 2029	N/A
Pune Info city – 5 <sup>th</sup> floor			June 14, 2022	June 14, 2027
Pune Info city – 4 <sup>th</sup> floor			June 14, 2023	June 14, 2028
Pune Info city – 3 <sup>rd</sup> floor			September 30, 2023	September 30, 2033
Nashik	1,14,908	1,546		
Shreeniketan			June 30, 2023	N/A
Vtech			October 13, 2023	N/A
Ashoka Business Conclave – 6 <sup>th</sup> floor			November 19, 2024	N/A
Ashoka Business Conclave – 3 <sup>rd</sup> floor			November 19, 2025	N/A
Bangalore	191,890	1,990		
RMZ Centennial – Ground floor and Level 1			June 14, 2025	June 14, 2028
RMZ Centennial – Level 2 and 3			October 31, 2025	October 31, 2028
RMZ Centennial – Terrace			July 31, 2025	July 31, 2028
Chennai	125,644	945		
RMZ Millenia Ground and 1 <sup>st</sup> floor			March 31, 2024	March 31, 2045
DLF (SEZ) – Phase 1&2			March 15, 2026	March 31, 2031
DLF IT SEZ – 9 <sup>th</sup> floor			March 15, 2026	March 15, 2031
Vishakhapatnam	249,633	1,071		
MPS Plaza(2)			September 4, 2022	March 4, 2027
Vizag IT Park Ltd			April 1, 2034	N/A
Tech Mahindra			March 31, 2026	March 31, 2029
Noida	22,111	265		
Brookfield			January 22, 2023	January 22, 2033
Indore	52,214	573		
Brilliant Titanium – 5 <sup>th</sup> floor			May 15, 2032	N/A
Hyderabad	19,863	329		
Maximus Tower, 1 <sup>st</sup> floor			January 5, 2023	January 04, 2028



Location	Total Space (square feet)	Total number of work stations	Lease Expiration Date	Extendable Until (1)
<b>Sri Lanka:</b>				
Colombo (HNB) – Level 12 and 13	54,675	820	July 31, 2028	N/A
Colombo (Orion City)			August 24, 2023	August 24, 2028
<b>UK:</b>				
Ipswich (Museum Street)	14,810	170	May 23, 2028	N/A
Piccadilly (Malta House)			February 10, 2027	N/A
Sackville House,39-40 Piccadilly			January 9, 2025	January 9, 2030
Regus Manchester Didsbury			August 31, 2022	N/A
<b>US:</b>				
7909 Parklane Road, Columbia SC-1st floor	106,376	612	May 31, 2026	May 31, 2029
Bellevue (Sterling Plaza) – 5 <sup>th</sup> and 6 <sup>th</sup> floors			May 31, 2024	N/A
Pittsburg (One Waterfront Place)			July 31, 2022	July 31, 2027
Houston (Corporate Drive)(3)			June 30, 2022	N/A
Houston (Northchase Drive)			March 31, 2026	March 31, 2036
Jay Madison Avenue			June 30, 2024	N/A
<b>Turkey:</b>				
Istanbul (MeydanK Plaza)	N/A	10	April 30, 2023	N/A
<b>Switzerland:</b>				
Zurich (Bahnhofstrasse)(4)	2,077	—	Not specified	N/A
<b>Romania:</b>				
Bucharest (West Gate) – 2 <sup>nd</sup> and 3 <sup>rd</sup> floors	46,730	586	January 19, 2023	January 19, 2026
Centrul de Afacer – 8 <sup>th</sup> floor			December 31, 2024	December 31, 2025
<b>Philippines:</b>				
Manila				
Eastwood – 10 <sup>th</sup> floor	621,809	6,716	June 30, 2023	June 30, 2026
Eastwood – 9 <sup>th</sup> floor			June 30, 2023	June 30, 2026
Techno Plaza II			April 30, 2026	N/A
Zeta Tower – 10 <sup>th</sup> floor			May 14, 2024	May 14, 2029
Exxa tower – 15 <sup>th</sup> floor			March 19, 2023	March 19, 2028
Exxa Tower – 16 <sup>th</sup> floor			June 14, 2023	June 14, 2028
Exxa Tower – 17 <sup>th</sup> floor			November 30, 2023	November 30, 2028
Giga Tower – 8 <sup>th</sup> floor			October 15, 2024	October 15, 2029
Giga Tower – 9 <sup>th</sup> floor			April 30, 2025	April 30, 2030
Ilo Ilo				
One Global Centre			January 15, 2026	N/A
Three Techno Place – 4 <sup>th</sup> floor			March 16, 2027	March 16, 2032
Two Techno Place			April 30, 2024	April 30, 2029
Cybergate Tower 1- 7 <sup>th</sup> floor			December 31, 2026	N/A
Acclaim GST			November 14, 2022	N/A
Alabang				
Vector 2 – 9 <sup>th</sup> and 10 <sup>th</sup> floors			February 28, 2027	February 28, 2032
Capella – 15 <sup>th</sup> and 16 <sup>th</sup> floors			May 31, 2026	May 31, 2031
FiliInvest Axis – 21 <sup>st</sup> floor			August 14, 2023	August 14, 2028
FiliInvest Axis – 22 <sup>nd</sup> floor			November 30, 2023	November 30, 2028
Tera Towers			September 30, 2025	N/A
<b>Costa Rica:</b>				
San Jose (Forum H)	12,592	200	April 30, 2025	N/A
<b>United Arab Emirates:</b>				
Dubai Airport Free Trade Zone	510	N/A	November 22, 2023	N/A
<b>South Africa:</b>				
Cape Town				
Knowledge Park			March 31, 2025	March 31, 2030
Claremont – Level 4			June 30, 2022	June 30, 2027
Claremont – Level 5			June 30, 2022	June 30, 2027
Bellavile				
Ambition House – 4 <sup>th</sup> floor			October 31, 2022	N/A
Johannesburg				
DownSouth Ridge Park			April 30, 2023	August 31, 2026
Durban				
Hippopark Avenue – Sections 1 and 2			April 30, 2025	N/A
<b>Poland:</b>				
Gdynia (Luzycka Office Park)- Buildings C and D	17,400	217	August 31, 2027	N/A
<b>China:</b>				
Guangzhou (Zhongshan Street) – 22 <sup>nd</sup> and 30 <sup>th</sup> floor	47,598	515	April 30, 2024	N/A
Dalian (Dalian Software Park) – Building 22			May 15, 2023	N/A
Beijing (YongAnDongLi) – 5 <sup>th</sup> floor			May 31, 2023	N/A
Shanghai (Huangu PL)			January 31, 2024	N/A
<b>Germany:</b>				
Friedrich-Ebert-Anlage 36	32	—	October 31, 2022	N/A
<b>Australia:</b>				
Sydney (Berry Street)	1,216	—	March 27, 2023	N/A
<b>Spain:</b>				
4A, Mira II, Balear – 1 <sup>st</sup> floor	3,806	52	July 17, 2023	N/A
5A, Mira II, Balear – 1 <sup>st</sup> floor			September 6, 2023	N/A

Notes:

N/A means not applicable.

- (1) Reflects the expiration date if the applicable extension option is exercised.
- (2) We have issued a termination notice to MPS Plaza and will surrender the facility in September 2022.

- (3) We have issued a termination notice to Houston Corporate Drive and will surrender the facility in July 2022.
- (4) The lease may be terminated with three-months’ notice.
- (5) We have signed a lease for new premises located at Central Avenue, Mumbai, India (the second, third and fourth floors), effective starting from April 1, 2023; the premises have 187,457 square feet of total space.
- (6) We have signed a lease for new premises located at Cybergate Tower 1, Ilo Ilo, Philippines (the third and fourth floors), effective starting from July 31, 2022; the premises have 44,945 square feet of total space.

Our delivery centers are equipped with fiber optic connectivity and have backups to their power supply designed to achieve uninterrupted operations. In fiscal 2023, we intend to continue to streamline our operations by further consolidating production capacities in our delivery centers.

**ITEM 4A. UNRESOLVED STAFF COMMENTS**

None.

ITEM 5. OPERATING AND FINANCIAL REVIEW AND PROSPECTS

The following discussion on the financial condition and results of operations of our company should be read in conjunction with our consolidated financial statements and the related notes included elsewhere in this annual report. Some of the statements in the following discussion contain forward-looking statements that involve risks and uncertainties. See “Special Note Regarding Forward-Looking Statements.” Our actual results could differ materially from those anticipated in these forward-looking statements as a result of a number of factors, including, but not limited to, those described below and elsewhere in this annual report, particularly in the risk factors described in “Part I — Item 3 Key Information — D. Risk Factors.”

For a discussion of our results in fiscal 2021 compared to fiscal 2020 and certain comparative numbers in fiscal 2020, please refer to “Part I — Item 5. Operating and Financial Review and Prospects” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

Overview

We are a leading global provider of BPM services, offering comprehensive data, voice, analytical and business transformation services with a blended onshore, near shore and offshore delivery model. We transfer the business processes of our clients to our delivery centers, located in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK, and the US, with a view to offer cost savings, operational flexibility, improved quality and actionable insights to our clients. We seek to help our clients “transform” their businesses by identifying business and process optimization opportunities through technology-enabled solutions, improvements to their processes, global delivery capabilities, analytics and an understanding of their business.

We win outsourcing engagements from our clients based on our domain knowledge of their business, our experience in managing the specific processes they seek to outsource and our customer-centric approach. Our company is organized into vertical business units in order to provide more specialized focus on each of the industries that we target, to more effectively manage our sales and marketing process and to develop in-depth domain knowledge. The major industry verticals we currently target are the insurance; healthcare; travel and leisure; diversified businesses (including manufacturing, retail and CPG, media and entertainment, and telecom); shipping and logistics; hi-tech and professional services; banking and financial services; and utilities industries.

Our portfolio of services includes vertical-specific processes that are tailored to address our clients’ specific business and industry practices. In addition, we offer a set of shared services that are common across multiple industries, including finance and accounting, customer experience services, research and analytics, technology services, legal services, and human resources outsourcing.

Although we typically enter into long-term contractual arrangements with our clients, these contracts can usually be terminated with or without cause by our clients and often with short notice periods. Nevertheless, our client relationships tend to be long-term in nature given the scale and complexity of the services we provide coupled with risks and costs associated with switching processes in-house or to other service providers. We structure each contract to meet our clients’ specific business requirements and our target rate of return over the life of the contract. In addition, since the sales cycle for offshore BPM is long and complex, it is often difficult to predict the timing of new client engagements. As a result, we may experience fluctuations in growth rates and profitability from quarter to quarter, depending on the timing and nature of new contracts. Our operating results may also differ significantly from quarter to quarter due to seasonal changes in the operations of our clients. For example, our clients in the travel and leisure industry typically experience seasonal changes in their operations in connection with the US summer holiday season, as well as episodic factors such as adverse weather conditions. Our focus, however, is on deepening our client relationships and maximizing shareholder value over the life of a client’s relationship with us.

The following table represents our revenue (a GAAP financial measure) for the periods indicated:

	Year ended March 31,	
	2022	2021
	(US dollars in millions)	
Revenue	\$ 1,109.8	\$ 912.6

Our revenue is generated primarily from providing BPM services. We have two reportable segments for financial statement reporting purposes — WNS Global BPM and WNS Auto Claims BPM. In our WNS Auto Claims BPM segment, we provide both “fault” and “non-fault” repairs. For “fault” repairs, we provide claims handling and repair management services, where we arrange for automobile repairs through a network of third party repair centers. In our repair management services, where we act as the principal in our dealings with the third party repair centers and our clients, the amounts which we invoice to our clients for payments made by us to third party repair centers are reported as revenue. Where we are not the principal in providing the services, we record revenue from repair services net of repair cost. See Note 2(s) to our consolidated financial statements included elsewhere in this annual report. Since we wholly subcontract the repairs to the repair centers, we evaluate the financial performance of our “fault” repair business based on revenue less repair payments to third party repair centers, which is a non-GAAP financial measure. We believe that revenue less repair payments (a non-GAAP financial measure) for “fault” repairs reflects more accurately the value addition of the BPM services that we directly provide to our clients. Management believes that revenue less repair payments (non-GAAP) may be useful to investors as a more accurate reflection of our performance and operational results.

For our “non-fault” repairs business, we generally provide a consolidated suite of accident management services including credit hire and credit repair, and we believe that measurement of such business on a basis that includes repair payments in revenue is appropriate. Revenue including repair payments is therefore used as a primary measure to allocate resources and measure operating performance for accident management services provided in our “non-fault” repairs business. Our “non-fault” repairs business where we provide accident management services accounts for a relatively small portion of our revenue for our WNS Auto Claims BPM segment.

Revenue less repair payments is a non-GAAP financial measure which is calculated as (a) revenue less (b) in our auto claims business, payments to repair centers for “fault” repair cases where we act as the principal in our dealings with the third party repair centers and our clients. This non-GAAP financial information is not meant to be considered in isolation or as a substitute for our financial results prepared in accordance with GAAP. Our revenue less repair payments (non-GAAP) may not be comparable to similarly titled measures reported by other companies due to potential differences in the method of calculation.

The following table reconciles our revenue (a GAAP financial measure) to revenue less repair payments (a non-GAAP financial measure) for the periods indicated:

	Year ended March 31,	
	2022	2021
	(US dollars in millions)	
Revenue	\$ 1,109.8	\$ 912.6
Less: Payments to repair centers <sup>(1)</sup>	83.0	43.9
Revenue less repair payments (non-GAAP)	<u>\$ 1,026.8</u>	<u>\$ 868.7</u>

**Note:**

- (1) Consists of payments to repair centers in our auto claims business for “fault” repair cases where we act as the principal in our dealings with the third party repair centers and our clients.

The following table sets forth our constant currency revenue less repair payments (a non-GAAP financial measure) for the periods indicated. Constant currency revenue less repair payments is a non-GAAP financial measure. We present constant currency revenue less repair payments (non-GAAP) so that revenue less repair payments (non-GAAP) may be viewed without the impact of foreign currency exchange rate fluctuations, thereby facilitating period-to-period comparisons of business performance. Constant currency revenue less repair payments (non-GAAP) is presented by recalculating prior period’s revenue less repair payments (non-GAAP) denominated in currencies other than in US dollars using the foreign exchange rate used for the latest period, without taking into account the impact of hedging gains/losses. Our non-US dollar denominated revenue includes, but is not limited to, revenue denominated in pound sterling, the Australian dollar, the Euro and the South African rand. Management believes constant currency revenue less repair payments (non-GAAP) may be useful to investors in evaluating the underlying operating performance of our company. This non-GAAP financial information is not meant to be considered in isolation or as a substitute for our financial results prepared in accordance with GAAP. Our constant currency revenue less repair payments (non-GAAP) may not be comparable to similarly titled measures reported by other companies due to potential differences in the method of calculation.

	Year ended March 31,	
	2022	2021
	(US dollars in millions)	
Revenue less repair payments (non-GAAP)	\$ 1,026.8	\$ 868.7
Exchange rate impact	(3.5)	10.3
Constant currency revenue less repair payments (non-GAAP)	<u>\$ 1,023.4</u>	<u>\$ 879.0</u>

## Global Economic Conditions

Global economic conditions continue to show signs of turbulence. The COVID-19 pandemic has had, and is likely to continue to have, a significant impact on the global economy, our clients' businesses, and on our operations, financial performance and visibility, as described in further detail below, see "—Impact of COVID-19."

The global outbreak and spread of the COVID-19 disease caused by the severe acute respiratory syndrome coronavirus 2, which was reported to have surfaced in December 2019, has caused a slowdown in the growth of the global economy. The global economy is entering a pronounced slowdown in 2022 after having shown some momentums of growth in 2021. The global spread of COVID-19 has created, and is likely to continue to create, significant volatility and uncertainty and economic disruption. Global prospects remain highly uncertain as the COVID-19 pandemic resurgence and economic recoveries diverge across countries and sectors, reflecting variations in pandemic-induced disruptions and the extent of policy support. In addition, volatility in the domestic politics of major markets may lead to changes in the institutional framework of the international economy.

In February 2022, a military conflict arose between Russia and Ukraine, with the latter being supported by countries in the NATO alliance as well as others around the globe, including imposition of financial and trade sanctions against Russia. Although the length, impact and outcome of the ongoing military conflict in Ukraine is highly unpredictable, this conflict could lead to significant market and other disruptions, including significant volatility in commodity prices, supply of energy resources, instability in financial markets, supply chain interruptions, political and social instability, changes in consumer or purchaser preferences as well as increase in cyberattacks and espionage. In the event the conflict continues or extends beyond Ukraine, together with reduction or stoppage of energy exports from Russia, the global economy could face a recessionary downturn. We have operations in Poland and Romania, which border Ukraine and are partly dependent on gas supplies from Russia for their energy needs. The economies of Poland and Romania may be materially and adversely affected in the event of any disruption of gas supplies or extension of the conflict beyond Ukraine. In addition, as a result of the ongoing military conflict, there is an increasing number of migrants in Poland and Romania. Such an influx of migrants could lead to rising inflations in these two countries, thereby resulting in an upward pressure on wages, which could have a material adverse effect on our operations in these two countries.

The withdrawal of the UK from the EU in January 2020, commonly referred to as "Brexit," has also created significant political and economic uncertainty regarding the future trading relationship between the UK and the EU as well as other countries, such as the United States, Australia and New Zealand. In particular, the UK and the EU have ratified a trade and cooperation agreement governing their future relationship and the UK continues to negotiate agreements on specific areas of trade and economic arrangements with other countries. The UK-EU trade and cooperation agreement addresses trade, economic arrangements, law enforcement, judicial cooperation and a governance framework including procedures for dispute resolution, among other things. Because the agreement merely sets forth a framework in many respects and will require complex additional bilateral negotiations between the UK and the EU as both parties continue to work on the rules for implementation, significant political and economic uncertainty remains about how the precise terms of the relationship between the parties will differ from the terms before withdrawal. These developments, or the perception that any of them could occur, have had and may continue to have a material adverse effect on global economic conditions and financial markets, and may significantly reduce global market liquidity, restrict the ability of key market participants to operate in certain financial markets or restrict our access to capital. Any of these factors could have a material adverse effect on our business, financial condition, results of operations and cash flows.

In many countries globally there are concerns over rising inflation and potential economic recessions, including due to the impacts of the COVID-19 pandemic. In particular, any worsening of the ongoing labor shortage and ongoing rise in inflation could significantly weaken global economies. In parts of Europe and India where we operate, there are similar signs of continued economic slowdown and weakness. Sri Lanka, where we have operations, is facing a significant economic crisis resulting from rapidly depleting foreign reserves, a depreciating local currency and rising prices. Globally, countries have required and may continue to require additional financial support, sovereign credit ratings have declined and may continue to decline, and there may be default on sovereign debt obligations of certain countries. In addition, the U.S. Federal Reserve System and other regulatory bodies around the world may raise, or may announce intentions to raise, interest rates. Any of these global economic conditions may increase the cost of borrowing and cause credit to become more limited, which could have a material adverse effect on our business, financial condition, results of operations and cash flows. The global economic slowdown may be further prolonged by subsequent outbreaks of COVID-19 in countries which are taking, or which have taken, steps to ease lockdown measures; such outbreaks may require those countries to extend their lockdown measures or roll-back previous measures taken to facilitate the re-opening of their economies. For further information, see "Part I — Item 3. Key Information — D. Risk Factors — The global economic and geo-political conditions have been and continue to be challenging and have had, and may continue to have, an adverse effect on the financial markets and the economy in general, which has had, and may continue to have, a material adverse effect on our business, clients, employees, financial performance, results of operations and cash flows and the prices of our equity shares and ADSs."

These economic and geo-political conditions have affected, and may continue to affect, our business in a number of ways, as we have operations in 12 countries and we service clients across multiple geographic regions. The general level of economic activity, such as decreases in business and consumer spending, may result in a decrease in demand for some of our services, thus reducing our revenue. The cost and availability of credit has been and may continue to be adversely affected by illiquid credit markets and wider credit spreads. The current global economic slowdown and the possibility of continued turbulence or uncertainty in the European, US, Asian and international financial markets and economies, and the political climate in the US and the UK, has adversely affected, and may continue to adversely affect, our liquidity and financial condition, and the liquidity and financial condition of our clients. If these market conditions continue or worsen, they may further limit our ability to access financing or increase our cost of financing to meet liquidity needs, and further affect the ability of our clients to use credit to purchase our services or to make timely payments to us, resulting in adverse effects on our financial condition and results of operations. In the US, there is concern over slowing economic growth and continuing trade tensions.

Furthermore, a weakening of the rate of exchange for the pound sterling, the US dollar or, to a lesser extent, the Australian dollar or the Euro (in which our revenue is principally denominated) against the Indian rupee, or to a lesser extent, the Philippine peso or the South African rand (in which a significant portion of our costs are denominated) would also adversely affect our results.

Fluctuations between the Indian rupee, the Philippine peso, the pound sterling, the South African rand, the Euro, or the Australian dollar, on the one hand, and the US dollar, on the other hand, also expose us to translation risk when transactions denominated in these currencies are translated into US dollars, our reporting currency. The exchange rates between each of the Indian rupee, the Philippine peso, the pound sterling, the South African rand, the Euro, and the Australian dollar, on the one hand, and the US dollar, on the other hand, have changed substantially in recent years and may fluctuate substantially in the future.

For example, the Indian rupee depreciated against the US dollar by an average of 0.3%, the Philippine peso depreciated against the US dollar by an average of 2.2%, the Euro depreciated against the US dollar by an average of 0.3%, while the pound sterling appreciated against the US dollar by an average of 4.6%, the South African rand appreciated against the US dollar by an average of 9.3%, and the Australian dollar appreciated against the US dollar by an average of 3.0%, in fiscal 2022.

The depreciation of the Indian rupee, and the Philippine peso, and the appreciation of the pound sterling and the Australian dollar, in each case against the US dollar in fiscal 2022, positively impacted our results of operations, whereas the appreciation of the South African rand and the depreciation of the Euro, in each case against the US dollar, negatively impacted our results of operations in fiscal 2022.

The current global economic slowdown and uncertainty about the future global economic conditions could also continue to increase the volatility of our ADS price. We cannot predict the timing or duration of an economic slowdown or the timing or strength of a subsequent economic recovery generally or in our targeted industries, including the insurance and travel and leisure industries. If macroeconomic conditions worsen or the current global economic conditions continue for a prolonged period of time, we are not able to predict the impact that such conditions will have on our targeted industries, in general, and our results of operations specifically.

***Impact of COVID-19***

The COVID-19 pandemic has had and is likely to continue to have a significant impact on the global economy, our clients’ businesses, and on our operations, financial performance and visibility of business outlook. It has required organizations around the world, including WNS, to re-think their business strategies around service delivery, workforce management, information technology, cyber security and data privacy. Despite recent progress in the administration of vaccines, the outbreak of recent variants, including Delta and Omicron, and the related mitigation measures that have been put into place across the globe, have had and are likely to continue to have a significant impact on the global economy and demand for our services from a number of our clients across industries, depending on the ability of each client, and the nature of their industries, products and services, in coping with the crisis. While our revenues have increased in fiscal 2022, as compared to fiscal 2021, our business has been, and we expect will continue to be, impacted across industry verticals as the COVID-19 pandemic continues to affect the global economy across industries.

We have seen, and we continue to see, deterioration in many of our clients’ businesses, and the outlook going forward remains uncertain and volatile. Our revenue has faced, and continues to face, pressure from declining demand volumes from a number of clients (as their businesses continue to be negatively impacted), delays in new business ramp-ups, and lockdowns and other measures imposed by governments around the world, which has resulted and continues to result in our temporary inability to meet the service level and performance requirements of our clients. We have also received, and continue to receive, client requests for price reductions and discounts. However, for the three months ended September 30, 2021, December 31, 2021 and March 31, 2022, we experienced revenue improvement both sequentially and on a year-on-year basis. Such improvement was driven by broad-based revenue growth across verticals and service offerings and reduced COVID-19 headwinds. These benefits more than offset the impact of wage increases, the reinstatement of our corporate leave policy allowing our employees to carry forward unused leave entitlement, which resulted in a provision for such leave entitlement and increased facility related and business continuity costs. In addition, the number of our clients have increased, resulting in increased revenues in fiscal 2022, as compared to fiscal 2021.

We have a business continuity planning mechanism in place and continue to actively work to understand our clients’ changing requirements, adapt delivery to a “work from home” model, ensure data security, prioritize critical processes, adjust service levels and manage discretionary costs (such as travel costs) and fixed costs (such as personnel costs). While travel restrictions have had a short-term impact on our ability to deliver our services, we have been working to reduce our reliance on travel by changing our business model to be able to conduct meetings using virtual conferencing and collaboration tools. Our “work from home” delivery capability steadily improved throughout fiscal 2021, and the first quarter of fiscal 2022, from delivering over 80% of our clients’ requirements in April 2020 to almost 100% of our clients’ requirements in the second, third and fourth quarters of fiscal 2021. In addition, we have also worked, and will continue to work with national, state, and local authorities, so as to comply with applicable rules and regulations related to the COVID-19 pandemic.

Due to the need to ensure the continuity of our operations, the COVID-19 pandemic has required us to increase our expenses to ensure an adequate transition. For example, we have incurred costs as we significantly shifted towards a “work from home” model, where we purchased additional equipment (such as desktops and laptops) for our employees’ home use, software and internet connectivity devices, productivity enhancement technology tools, provided accommodation, meal and transportation allowances and overtime compensation to our employees and organized sanitization and cleaning of our offices and facilities. As a result of these early investments, we are now able to execute a “work from home” model for both existing and new clients. We expect that we will continue to require additional expenditures to meet evolving client requirements for flexible work arrangements and expanded services to support areas outside of their traditional business focus. We also expect that we will continue to incur additional costs to monitor and improve operational efficiency of our “work from home” model, invest in information technology solutions and security measures to safeguard against information security risks and incrementally transition to a hybrid “work from home” and office model on a limited basis as local restrictions ease and circumstances permit, including costs to implement safeguards to protect the health and safety of our employees as they gradually return to the office. We believe that these short-to-medium term costs incurred might benefit us in the long term, as these steps have broadened our “remote working” capabilities, which we expect to become an opportunity and a permanent feature in our future delivery strategy, as well as our business continuity plans, given that the COVID-19 pandemic has caused our clients to critically evaluate their business models and potentially adopt a shift towards BPM and a greater willingness to embrace digital transformation services and technology-enabled, automated process solutions.

In the short to medium term, we expect volatility to continue in the foreseeable future. We have observed demand reductions from a number of clients in a range of verticals, particularly travel and leisure, diversified businesses (especially manufacturing and retail) and utilities during fiscal 2021 and fiscal 2022, as compared to demand levels prior to the COVID-19 pandemic. However, beginning in June of fiscal 2021, we have observed a gradual resurgence of client engagement, particularly in the areas of competitive positioning and cost reduction, accelerating digital transformation and improving operational flexibility. In addition, we have experienced an increase in the number of clients, resulting in an increase in revenue in fiscal 2022, as compared to fiscal 2021.

In the longer term, while we remain confident in our business and the quality of our services, the magnitude of the impact to our business and financial performance in fiscal 2023 and beyond will be a function of several factors, including, but not limited to, the following:

- the level of demand for services from clients across the industries, including the demand within their own customer base that we serve;
- the extent of governmental restrictions, such as lockdowns and travel restrictions, which will affect our ability to sustain the delivery of services to clients and to gain new business in a “remote working” environment;
- our ability to implement policies and measures to ensure the health and safety of our employees, such as conducting temperature screening for all personnel and visitors, ensuring adequate cleaning of our offices and facilities and having adequately aware and trained medical staff;
- the impact and challenge of implementing “remote working” arrangements on the effectiveness of our productivity or operating capability, especially for our employees working in India, the Philippines, South Africa and Sri Lanka, due to varying local governmental regulations, client requirements, size and scale of operations and technology or infrastructure issues, such as hardware access, software compatibility and internet connectivity;
- the volatility in exchange rate movements; and
- the duration of the COVID-19 pandemic globally and the duration that it will take for our clients’ businesses to stabilize and recover.

We continue to work closely with our clients to maximize our ability to service their rapidly changing business requirements.

We are continually evaluating the impact of the COVID-19 pandemic on our liquidity and financial position. As at March 31, 2022, we have cash and investments of \$413.0 million, unutilized lines of credit amounting to \$96.1 million and no debt. Based on our current level of operations, we expect that our anticipated cash generated from operating activities, cash and cash equivalents on hand, and use of existing credit facilities will be sufficient to fund our estimated capital expenditures, share repurchases and working capital needs for the next 12 months. However, under the current challenging economic and business conditions as discussed under “— Global Economic Conditions,” there can be no assurance that our business activity would be maintained at the expected level to generate the anticipated cash flows from operations. Also, see “Part I — Item 5. Operating and Financial Review and Prospects — Liquidity and Capital Resources” for more information.

Further, in evaluating the recoverability of our trade receivables, including unbilled revenue, contract assets, goodwill, long lived assets and investments, we have considered the available internal and external information in the preparation of our consolidated financial statements. Having performed a sensitivity analysis based on the current assumptions and indicators of future economic conditions, we expect to recover the carrying amount of these assets. However, the impact of the COVID-19 pandemic may be different from the assumptions and estimates which we used and the scale and duration of COVID-19 related developments are unknown and could have macro and micro negative effects on the financial markets and global economy, which could in turn have a material adverse effect on our operations and financial results, earnings, cash flow and financial condition.

Following the COVID-19 pandemic, there is a possibility that more businesses globally will adopt delivery models with improved technology infrastructure, and incorporate elements of the “work from home” model. Countries may enact more flexible labor laws, which may potentially expand a company’s employee base to include a higher number of part-time and gig workers, such as independent contractors, online platform workers, contract firm workers and on-call workers. This may allow businesses such as ours to expand delivery models beyond the larger cities and into the smaller ones, for example, Tier 2 and Tier 3 cities in India.

For further information, see “Part I — Item 3. Key Information — D. Risk Factors — Our business operations and future growth may be negatively impacted on account of the COVID-19 pandemic.”



Revenue

We generate revenue by providing BPM services to our clients. The following table shows our revenue (a GAAP financial measure) and revenue less repair payments (a non-GAAP financial measure) for the periods indicated:

	Year ended March 31,		Change	
	2022	2021	\$	%
	(US dollars in millions)			
Revenue	\$ 1,109.8	\$ 912.6	197.2	21.6%
Revenue less repair payments (non-GAAP)	\$ 1,026.8	\$ 868.7	158.1	18.2%

We have a large client base diversified across industries and geographies. As at March 31, 2022, we had a diverse client base of 414 clients (with each client generating more than \$0.01 million in revenue in fiscal 2022).

Our revenue is characterized by client, industry, service type, geographic and contract type diversity, as the analysis below indicates.

Revenue by Top Clients

In fiscal 2022 and 2021, the percentage of revenue and revenue less repair payments (non-GAAP) that we derived from our largest clients were in the proportions set forth in the following table:

	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
Top client	7.3%	8.1%	7.9%	8.5%
Top five clients	27.1%	26.8%	27.6%	27.6%
Top ten clients	41.1%	42.3%	41.4%	43.4%
Top twenty clients	54.1%	58.8%	53.4%	58.5%

Revenue by Industry

For financial statement reporting purposes, we aggregate our operating segments, except for the WNS Auto Claims BPM (which we market under the WNS Assistance brand) as it does not meet the aggregation criteria under IFRS. See “— Results by Reportable Segment.”

We organize our company into the following industry-focused business units to provide more specialized focus on each of these industries: insurance; healthcare; travel and leisure; diversified businesses (including manufacturing, retail, CPG, media and entertainment, and telecom); shipping and logistics; hi-tech and professional services; banking and financial services; and utilities.

In fiscal 2022 and 2021, our revenue and revenue less repair payments (non-GAAP) were diversified across our industry-focused business units in the proportions set forth in the following table:

Service Type	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
Insurance	29.9%	29.2%	24.3%	25.6%
Healthcare	17.7%	18.9%	19.1%	19.9%
Travel and leisure	14.8%	14.2%	16.0%	14.9%
Diversified businesses including manufacturing, retail, CPG, media and entertainment, and telecom	13.5%	15.3%	14.6%	16.1%
Shipping and logistics	7.7%	7.0%	8.3%	7.3%
Hi-tech and professional services	6.2%	6.2%	6.7%	6.5%
Banking and financial services	5.8%	4.7%	6.2%	4.9%
Utilities	4.4%	4.5%	4.8%	4.8%
Total	100.0%	100.0%	100.0%	100.0%

Certain services that we provide to our clients are subject to the seasonality of our clients’ business. Accordingly, we typically see an increase in transaction related services within the travel and leisure industry during holiday seasons, such as during the US summer holidays (our fiscal second quarter); an increase in business in the insurance industry during the beginning and end of the fiscal year (our fiscal first and last quarters) and during the US peak winter season (our fiscal third quarter); and an increase in business in the consumer product industry during the US festive season towards the end of the calendar year when new product launches and campaigns typically happen (our fiscal third quarter).

The impact of the COVID-19 pandemic has affected, and we expect it to continue to affect, the demand for our services across industries from a number of our clients, depending on the ability of each client, and the nature of their industries, products and services, in coping with the crisis. Our business has been, and we expect will be, impacted across industry verticals as the COVID-19 pandemic continues to affect the global economy across industries. For further information, see “— Global Economic Conditions — Impact of COVID-19.”

**Revenue by Service Type**

In fiscal 2022 and 2021, our revenue and revenue less repair payments (non-GAAP) were diversified across service types in the proportions set forth in the following table:

Service Type	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
Industry-specific	38.9%	40.8%	42.0%	42.9%
Finance and accounting	22.4%	23.3%	24.2%	24.5%
Customer experience services	17.1%	16.9%	18.5%	17.8%
Research and analytics	10.5%	10.4%	11.3%	10.9%
Auto claims	8.7%	6.0%	1.3%	1.2%
Others <sup>(1)</sup>	2.4%	2.6%	2.7%	2.7%
Total	100.0%	100.0%	100.0%	100.0%

**Note:**

(1) Others includes revenue from technology services, legal services and human resources outsourcing services.

Revenue by Geography

In fiscal 2022 and 2021, our revenue and revenue less repair payments (non-GAAP) were derived from the following geographies (based on the location of our clients) in the proportions set forth below in the following table:

Geography	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
North America (primarily the US)	45.4%	44.2%	49.1%	46.5%
UK	32.8%	31.4%	27.4%	27.9%
Europe (excluding the UK)	6.1%	6.7%	6.6%	7.1%
Australia	6.1%	7.7%	6.6%	8.1%
South Africa	2.0%	2.9%	2.2%	3.0%
Rest of world	7.6%	7.1%	8.1%	7.4%
Total	100.0%	100.0%	100.0%	100.0%

Our business in South Africa is evaluated for compliance with the South African government’s BBBEE legislation against a BBBEE scorecard, which has different levels based on various criteria. South African government grants are available to businesses that meet specified conditions, including achieving a specified minimum BBBEE rating. A level one BBBEE rating has the most rigorous criteria. Additionally, many South African companies require their service providers to maintain a minimum BBBEE rating, and many of our South African client contracts contain clauses that allow our clients to terminate their contracts with us or impose specified penalties on us if we do not maintain a minimum BBBEE rating.

We conduct our domestic business in South Africa (serving clients based in South Africa) through our South Africa subsidiary, WNS South Africa (Pty) Ltd, and our international business in South Africa (serving clients based outside South Africa) through our South Africa subsidiary, WNS Global Services SA (Pty) Limited. During fiscal 2020, pursuant to the requirements of the South African government’s BBBEE Codes of Good Practice, the WNS B-BBEE Staff Share Trust subscribed to one participating preference share issued by WNS Global Services SA (Pty) Ltd, which entitles it to 45.56% of voting rights in WNS South Africa (Pty) Ltd. In fiscal 2022, the voting rights were increased to 48.84% to help ensure WNS South Africa (Pty) Ltd maintains the same level. We achieved a level one rating in respect of WNS South Africa (Pty) Ltd in May 2022, which is valid until April 2023 whereas the BBBEE verification audit for WNS Global Services SA (Pty) Limited is currently in progress and the new rating is expected to be issued in the first quarter of fiscal 2023. To help us achieve the requisite BBBEE rating for WNS Global Services SA (Pty) Limited, we have implemented a program that includes divesting some of our interests in such subsidiary to address the requirement relating to the percentage of ownership of an entity by “black people” (as defined under the applicable legislation). We expect to maintain a level one rating in respect of WNS South Africa (Pty) Ltd and achieve a level six rating in respect of WNS Global Services SA (Pty) Limited, which would help ensure that we continue to meet the minimum BBBEE rating required under our contracts with South African clients and be eligible for government grants associated with our domestic and international business. However, there is no assurance that WNS South Africa (Pty) Ltd or WNS Global Services SA (Pty) Limited will maintain their existing BBBEE ratings in the future annual BBBEE verification audits. If we fail to maintain or achieve the required minimum BBBEE ratings, we will cease to be eligible for government grants, will be disqualified from bidding for certain business, and certain of our clients may terminate their contracts with us or impose penalties on us. These outcomes would have an adverse effect on our business, results of operations, financial condition and cash flows.

Revenue by Location of Delivery Centers

For fiscal 2022 and 2021, our revenue and revenue less repair payments (non-GAAP) were derived from the following geographies (based on the location of our delivery centers) in the proportions set forth in the following table:

Location of Delivery Center	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
India	50.1%	50.8%	54.1%	53.4%
United States	15.2%	16.5%	16.4%	17.3%
Philippines	12.9%	13.1%	13.9%	13.8%
UK <sup>(1)</sup>	11.5%	7.9%	4.4%	3.3%
South Africa	5.1%	5.7%	5.5%	5.9%
Sri Lanka	1.5%	1.7%	1.6%	1.8%
China	1.3%	1.4%	1.4%	1.5%
Romania	1.1%	1.4%	1.2%	1.5%
Spain	0.5%	0.6%	0.5%	0.6%
Poland	0.4%	0.5%	0.5%	0.6%
Costa Rica	0.3%	0.4%	0.4%	0.3%
Australia <sup>(2)</sup>	0.1%	—	0.1%	—
Total	100.0%	100.0%	100.0%	100.0%

Note:

- (1) Includes revenue and revenue less repair payments (non-GAAP) derived from Turkey, which was not significant.
- (2) Revenue from Australia is for process being delivered under our “work from home” model. We do not have any delivery center in Australia.

Our Contracts

We provide our services under contracts with our clients, which typically range from three to five years, with some being rolling contracts with no end dates. Typically, these contracts can be terminated by our clients with or without cause and with short notice periods. However, we tend to have long-term relationships with our clients given the complex and comprehensive nature of the business processes executed by us, coupled with the switching costs and risks associated with relocating these processes in-house or to other service providers.

Each client contract has different terms and conditions based on the scope of services to be delivered and the requirements of that client. Occasionally, we may incur significant costs on certain contracts in the early stages of implementation, with the expectation that these costs will be recouped over the life of the contract to achieve our targeted returns. Each client contract has corresponding service level agreements that define certain operational metrics based on which our performance is measured. Some of our contracts specify penalties or damages payable by us in the event of failure to meet certain key service level standards within an agreed upon time frame.

When we are engaged by a client, we typically transfer that client’s processes to our delivery centers over a six-month period. This transfer process is subject to a number of potential delays. Therefore, we may not recognize significant revenue until several months after commencing a client engagement.

In the WNS Global BPM segment, we charge for our services based on the following pricing models:

- 1) per full-time-equivalent arrangements, which typically involve billings based on the number of full-time employees (or equivalent) deployed on the execution of the business process outsourced;
- 2) per transaction arrangements, which typically involve billings based on the number of transactions processed (such as the number of e-mail responses, or airline coupons or insurance claims processed);
- 3) subscription arrangements, which typically involve billings based on per member per month, based on contractually agreed rates;
- 4) fixed-price arrangements, which typically involve billings based on achievements of pre-defined deliverables or milestones;
- 5) outcome-based arrangements, which typically involve billings based on the business result achieved by our clients through our service efforts (such as measured based on a reduction in days sales outstanding, an improvement in working capital, an increase in collections or a reduction in operating expenses); or
- 6) other pricing arrangements, including cost-plus arrangements, which typically involve billing the contractually agreed direct and indirect costs and a fee based on the number of employees deployed under the arrangement.

Apart from the above-mentioned pricing methods, a small portion of our revenue is comprised of reimbursements of out-of-pocket expenses incurred by us in providing services to our clients.

Outcome-based arrangements are examples of non-linear pricing models where revenues from platforms and solutions and the services we provide are linked to usage or savings by clients rather than the efforts deployed to provide these services. We intend to focus on increasing our service offerings that are based on non-linear pricing models that allow us to price our services based on the value we deliver to our clients rather than the headcount deployed to deliver the services to them. We believe that non-linear pricing models help us to grow our revenue without increasing our headcount. Accordingly, we expect increased use of non-linear pricing models to result in higher revenue per employee and improved margins. Non-linear revenues may be subject to short-term pressure on margins, however, as initiatives in developing the products and services take time to deliver. Moreover, in outcome-based arrangements, we bear the risk of failure to achieve clients’ business objectives in connection with these projects. For more information, see “Part I — Item 3. Key Information — D. Risk Factors — If our pricing structures do not accurately anticipate the cost and complexity of performing our work, our profitability may be negatively affected.”

In our WNS Auto Claims BPM segment, we earn revenue from claims handling, repair management services and legal services relating to personal injury claims. For claims handling, we charge on a per claim basis or a fixed fee per vehicle over a contract period. For automobile repair management services, where we arrange for the repairs through a network of repair centers that we have established, we invoice the client for the amount of the repair. When we direct a vehicle to a specific repair center, we receive a referral fee from that repair center. We also provide a consolidated suite of services towards accident management including credit hire and credit repair for “non-fault” repairs business. Further, we provide legal services relating to personal injury claims through our subsidiary WNS Legal Assistance LLP.

Revenue by Contract Type

For fiscal 2022 and 2021, our revenue and revenue less repair payments (non-GAAP) were diversified by contract type in the proportions set forth in the following table:

Revenue by Contract type	As a percentage of revenue		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
Full-time-equivalent	63.4%	65.0%	68.5%	68.2%
Transaction	17.0%	14.6%	10.3%	10.3%
Subscription	9.3%	10.8%	10.0%	11.3%
Fixed price	5.7%	4.6%	6.2%	4.9%
Others (1)	4.6%	5.0%	5.0%	5.3%
Total	100.0%	100.0%	100.0%	100.0%

Note:

- (1) Others includes revenue from “outcome-based arrangements”, which typically involve billings based on the business result achieved by our clients through our service efforts (such as measured based on a reduction in days sales outstanding, an improvement in working capital, an increase in collections or a reduction in operating expenses).

**Expenses**

The majority of our expenses consist of cost of revenue and operating expenses. The key components of our cost of revenue are employee costs, payments to repair centers, facilities costs, depreciation, legal and professional costs, and travel expenses. Our operating expenses include selling and marketing expenses, general and administrative expenses, foreign exchange gains and losses and amortization of intangible assets. Our non-operating expenses include finance expenses as well as other expenses recorded under “other income, net.”

*Cost of Revenue*

Employee costs represent the largest component of cost of revenue. In addition to employee salaries, employee costs include costs related to recruitment, training and retention, and share-based compensation expense. Historically, our employee costs have increased primarily due to increases in the number of employees to support our growth and, to a lesser extent, to recruit, train and retain employees. Salary levels in India and our ability to efficiently manage and retain our employees significantly influence our cost of revenue. See “Part I — Item 4. Information on the Company — B. Business Overview — Human Capital.” Regulatory developments may, however, result in wage increases in India and increase our cost of revenue.

For example, the Code on Wages 2019, Industrial Relations Code 2020, Social Security Code 2020 and Occupational Safety, Health & Working Condition Code 2020 received assent from the President of India on September 28, 2020. However, the rules implementing these Acts have not yet been published and the effective date from which these changes are applicable has yet to be announced. Accordingly, while we are unable to ascertain with certainty the financial impact due to these changes, it is possible that our wage costs in India may increase as a result of these changes when they become effective. See “Part I — Item. 3. Key Information. — D. Risk Factors — Risks Related to Our Business — Wage increases may prevent us from sustaining our competitive advantage and may reduce our profit margin.” We seek to mitigate these cost increases through improvements in employee productivity, employee retention and asset utilization.

Our WNS Auto Claims BPM segment includes repair management services, where we arrange for automobile repairs through a network of third party repair centers. This cost is primarily driven by the volume of accidents and the amount of the repair costs related to such accidents. It also includes incremental and direct costs incurred to contract with claimants by WNS Legal Assistance LLP.

Our facilities costs comprise lease rentals, utilities cost, facilities management and telecommunication network cost. Most of our leases for our facilities are long-term agreements and have escalation clauses which provide for increases in rent at periodic intervals. Most of these agreements have clauses that have fixed escalation of lease rentals.

We create capacity in our operational infrastructure ahead of anticipated demand as it takes six to nine months to build up a new site. Hence, our cost of revenue as a percentage of revenue may be higher during periods in which we carry such additional capacity.

Once we are engaged by a client in a new contract, we normally have a transition period to transfer the client’s processes to our delivery centers and accordingly incur costs related to such transfer.

*Selling and Marketing Expenses*

Our selling and marketing expenses comprise primarily employee costs for sales and marketing personnel, share-based compensation expense, brand building expenses, legal and professional fees, travel expenses, and other general expenses relating to selling and marketing.

Selling and marketing expenses as a proportion of revenue was 4.9% in fiscal 2022 as compared with 5.4% for fiscal 2021. Selling and marketing expenses as a proportion of revenue less repair payments (non-GAAP) was 5.2% in fiscal 2022 as compared with 5.7% for fiscal 2021. Due to the uncertainty of the COVID-19 pandemic, we have limited visibility at this time on its impact on our sales team and selling and marketing expenses, if any, and are unable to forecast whether or to what extent selling and marketing expenses as a proportion of revenue or revenue less repair payments will increase or decrease in fiscal 2023.

*General and Administrative Expenses*

Our general and administrative expenses comprise primarily employee costs for senior management and other support personnel, share-based compensation expense, legal and professional fees, travel expenses, and other general expenses not related to cost of revenue and selling and marketing.

General and administrative expenses as a proportion of revenue was 13.6% in fiscal 2022 as compared with 13.8% in fiscal 2021. General and administrative expenses as a proportion of revenue less repair payments (non-GAAP) was 14.7% in fiscal 2022 as compared with 14.5% in fiscal 2021. Due to the uncertainty of the COVID-19 pandemic, we have limited visibility at this time on its impact on our general and administrative expenses, if any, and are unable to forecast whether or to what extent general and administrative expenses in absolute terms will increase or decrease in fiscal 2023.

*Foreign Exchange Loss / (Gain), Net*

Foreign exchange loss / (gain), net include:

- marked to market gains or losses on derivative instruments that do not qualify for “hedge” accounting and are deemed ineffective;
- realized foreign currency exchange gains or losses on settlement of transactions in foreign currency and derivative instruments; and
- unrealized foreign currency exchange gains or losses on revaluation of other assets and liabilities.

We had a foreign exchange gain of \$6.0 million in fiscal 2022 as compared to a loss of \$0.8 million in fiscal 2021.

*Amortization of Intangible Assets*

Amortization of intangible assets is primarily associated with our acquisitions of Fusion Outsourcing Services (Proprietary) Limited in June 2012, Value Edge in June 2016, Denali in January 2017, HealthHelp in March 2017, the acquisition of a customer contract from Telkom SA SOC Limited in May 2015, and CEPROCS in December 2021.

*Other Income, Net*

Other income, net comprises interest income, income from investments, gain or loss on sale of assets and other miscellaneous income and expenses.

*Finance Expense*

Finance expense primarily relates to interest charges payable on our term loans and short-term borrowings, transaction costs and the gains/losses on settlement of related derivative instruments. On adoption of IFRS 16, with effect from April 1, 2019, interest expense on lease liabilities is also reflected in this line item. We expect our interest payable on our term loans to be lower in fiscal 2023 as compared to fiscal 2022, when we fully repaid loans which we obtained to fund our acquisition of HealthHelp.

Operating Data

Our profit margin is largely a function of our asset utilization and the rates we are able to recover for our services. One of the most significant components of our asset utilization is our seat utilization rate which is the average number of work shifts per day, out of a maximum of three, for which we are able to utilize our seats. Generally, an improvement in seat utilization rate will improve our profitability unless there are other factors which increase our costs such as an increase in lease rentals, large ramp-ups to build new seats, and increases in costs related to repairs and renovations to our existing or used seats. In addition, an increase in seat utilization rate as a result of an increase in the volume of work will generally result in a lower cost per seat and a higher profit margin as the total fixed costs of our built up seats remain the same while each seat is generating more revenue.

The following table presents certain operating data as at the dates indicated:

	As at March 31,	
	2022	2021
Total headcount	52,081	43,997
Built up seats(1)	34,494	34,365
Used seats(1)	—	—
Seat utilization rate(1) (2)	—	—

Notes:

- (1) “Built up seats” refers to the total number of production seats (excluding support functions like finance, human resources, administration and seats dedicated for business continuity planning) that are set up in any premises. “Used seats” refers to the number of built up seats that are being used by employees. The remainder would be termed “vacant seats.” The vacant seats would get converted into used seats when we increase headcount.

The service delivery capacities of our remote-working employees may not be equivalent to their normal capacities when working in our delivery centers.

The “work from home” model continued to be used in fiscal 2022 and fiscal 2021. Accordingly, the used seats details and seat utilization rate details are not relevant for fiscal 2022 and fiscal 2021.
- (2) The seat utilization rate is calculated by dividing the average total headcount by the average number of built up seats to show the rate at which we are able to utilize our built up seats. Average total headcount and average number of built up seats are calculated by dividing the aggregate of the total headcount or number of built up seats, as the case may be, as at the beginning and end of the fiscal year by two.

We expect our total headcount in fiscal 2023 to increase as compared to fiscal 2022 as the impact of an increased flow of business from new and existing clients is expected to continue to increase our hiring requirements in fiscal 2023.

Foreign Exchange

Exchange Rates

We report our financial results in US dollars and our results of operations would be adversely affected if the pound sterling or, to a lesser extent, the Euro or the Australian dollar depreciates against the US dollar, or if the Indian rupee or, to a lesser extent, the Philippine peso or the South African rand appreciates against the US dollar. Although a substantial portion of our revenue and revenue less repair payments (non-GAAP) is denominated in US dollars (55.6% and 60.1%, respectively, in fiscal 2022 and 54.0% and 56.7%, respectively, in fiscal 2021), pound sterling (29.5% and 23.8%, respectively, in fiscal 2022 and 28.0% and 24.4%, respectively, in fiscal 2021), and, to a lesser extent, Australian dollars (5.7% and 6.2%, respectively, in fiscal 2022 and 7.3% and 7.7%, in fiscal 2021), the Euro (5.7% and 6.1%, respectively, in fiscal 2022 and 6.3% and 6.6%, respectively, in fiscal 2021), and the South African rand (2.0% and 2.1%, respectively, in fiscal 2022 and 2.9% and 3.1%, respectively, in fiscal 2021), most of our expenses (net of payments to repair centers) are incurred and paid in Indian rupees (45.8% in fiscal 2022 and 43.5% in fiscal 2021) and, to a lesser extent, in the Philippine peso (12.3% in fiscal 2022 and 13.3% in fiscal 2021) and the South African rand (5.7% in fiscal 2022 and 6.2% in fiscal 2021). The exchange rates between these currencies and the US dollar have changed substantially in recent years and may fluctuate substantially in the future.



The average Indian rupee to US dollar exchange rate was approximately ₹74.49 per \$1.00 in fiscal 2022, which represented a depreciation of the Indian rupee of 0.3% as compared with the average exchange rate of ₹74.25 per \$1.00 in fiscal 2021, which in turn represented a depreciation of the Indian rupee of 4.7% as compared with the average exchange rate of approximately ₹70.91 per \$1.00 in fiscal 2020.

The average pound sterling to US dollar exchange rate was approximately £0.73 per \$1.00 in fiscal 2022, which represented an appreciation of the pound sterling of 4.6% as compared with the average exchange rate of approximately £0.77 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the pound sterling of 2.7% as compared with the average exchange rate of approximately £0.79 per \$1.00 in fiscal 2020.

The average Australian dollar to US dollar exchange rate was approximately A\$1.35 per \$1.00 in fiscal 2022, which represented an appreciation of the Australian dollar of 3.0% as compared with the average exchange rate of approximately A\$1.39 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Australian dollar of 5.3% as compared with the average exchange rate of approximately A\$1.47 per \$1.00 in fiscal 2020.

The average Euro to US dollar exchange rate was approximately €0.860 per \$1.00 in fiscal 2022, which represented a depreciation of the Euro of 0.3% as compared with the average exchange rate of approximately €0.857 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Euro of 5.0% as compared with the average exchange rate of approximately €0.900 per \$1.00 in fiscal 2020.

The average South African rand to US dollar exchange rate was approximately R14.85 per \$1.00 in fiscal 2022, which represented an appreciation of the South African rand of 9.3% as compared with the average exchange rate of approximately R16.37 per \$1.00 in fiscal 2021, which in turn represented a depreciation of the South African rand of 10.9% as compared with the average exchange rate of approximately R14.76 per \$1.00 in fiscal 2020.

The average Philippine peso to US dollar exchange rate was approximately PHP50.07 per \$1.00 in fiscal 2022, which represented a depreciation of the Philippine peso of 2.2% as compared with the average exchange rate of approximately PHP49.00 per \$1.00 in fiscal 2021, which in turn represented an appreciation of the Philippine peso of 4.7% as compared with the average exchange rate of approximately PHP51.43 per \$1.00 in fiscal 2020.

The depreciation of the Indian rupee against the US dollar by 0.3% and 4.7% in fiscal 2022 and 2021, as compared with the average exchange rate in fiscal 2021 and 2020, respectively had a positive impact on our expenses in those years. As a result, increases in our cost of revenue, and to a lesser extent, our general and administrative expenses were partially offset by the positive impact of the depreciation of Indian rupee in fiscal 2022 and 2021. The appreciation of the Australian dollar and pound sterling in fiscal 2022 and fiscal 2021, the depreciation of the Philippine peso in fiscal 2022, the depreciation of South African rand and the appreciation of the Euro in fiscal 2021, in each case against the US dollar, positively impacted our results of operations in those years. The appreciation of South African rand and the depreciation of the Euro against the US dollar in fiscal 2022 and the appreciation of the Philippine peso against the US dollar in fiscal 2021 negatively impacted our results of operations in those years. See “Part I — Item 11. Quantitative and Qualitative Disclosures About Market Risk — B. Risk Management Procedures — Components of Market Risk — Exchange Rate Risk.”

We have subsidiaries in several countries and hence, the functional currencies of these entities differ from our reporting currency, the US dollar. The financial statements of these entities are translated to the reporting currency as at the balance sheet date. Adjustments resulting from the translation of these financial statements from functional currency to reporting currency are accumulated and reported as other comprehensive income/(loss), which is a separate component of equity and such exchange differences are recognized in our consolidated statement of income in the period in which such subsidiaries are disposed. Foreign currency transaction gains and losses are recorded as other income or expense.

**Currency Regulation**

Our Indian subsidiaries are registered as exporters of BPM services with STPI or Special Economic Zone (“SEZ”). According to the prevailing foreign exchange regulations in India, an exporter of BPM services registered with STPI or SEZ is required to receive its export proceeds in India within a period of nine months from the date of such exports in order to avail itself of the tax and other benefits. In the event that such a registered exporter has received any advance against exports in foreign exchange from its overseas customers, it is required to render the requisite services so that such advances are earned within a period of one year from the date of such receipt. If such a registered exporter does not meet these conditions, it will be required to obtain permission from the Reserve Bank of India to receive and realize such foreign currency earnings.

A majority of the payments we receive from our clients are denominated in pound sterling and US dollars. For most of our clients, our subsidiaries in Mauritius, the Netherlands, Australia, the UK and the US enter into contractual agreements directly with our clients for the provision of BPM services by our Indian subsidiaries, which hold the foreign currency receipts in an export earners’ foreign currency account. All foreign exchange requirements, such as for the import of capital goods, expenses incurred during overseas travel by employees and discharge of foreign exchange expenses or liabilities, can be met using the foreign currency in the export earners’ foreign currency account in India. As and when funds are required by us, the funds in the export earners’ foreign currency account may be transferred to an ordinary rupee-denominated account in India.

There are currently no Jersey, UK or US foreign exchange control restrictions on the payment of dividends on our ordinary shares or on the conduct of our operations.

**Income Taxes**

We operate in multiple tax jurisdictions including Australia, China, Costa Rica, Canada, France, Germany, India, Ireland, Mauritius, the Netherlands, New Zealand, the Philippines, Poland, Portugal, Romania, Singapore, South Africa, Spain, Sri Lanka, Switzerland, Turkey, United Arab Emirates, the UK and the US. As a result, our effective tax rate changes from year to year based on recurring factors such as the geographical mix of income before taxes, state and local taxes, the ratio of permanent items to pre-tax book income and the implementation of various global tax strategies, as well as non-recurring events.

In fiscal 2022, 2021 and 2020, our tax rate in India, the Philippines and Sri Lanka impacted our effective tax rate. We would have incurred approximately \$20.9 million, \$11.1 million and \$17.7 million in additional income tax expense on our combined operations in our SEZ operations in India, the Philippines and Sri Lanka in fiscal 2022, 2021 and 2020, respectively, if the tax holidays and exemptions described below had not been available for the respective periods.

We expect our tax rate in India, the Philippines and Sri Lanka to continue to impact our effective tax rate. Our tax rate in India has been impacted by the reduction in the tax exemption enjoyed by our delivery center operating under the SEZ scheme as discussed below. From fiscal 2016 until fiscal 2022, we started operations in various delivery centers in the Philippines that are eligible for tax exemption benefits expiring between fiscal 2020 and fiscal 2026. Following the expiry of the tax benefits, income generated by the Philippines subsidiary will be taxed at the prevailing special tax rate, which currently is 5% on gross profit. As per The Corporate Recovery and Tax Incentives for Enterprises Act (“CREATE”) which is effective from April, 2021, enterprises will be taxed at 5% on gross profit for a fixed period of 10 years. Our effective tax rate in Sri Lanka had been impacted by the withdrawal of tax exemption on export income in Sri Lanka with effect from April 1, 2018 until December 31, 2019, following which the income from export of service had been subject to tax at 14% on net basis. From January 1, 2020, our operations in Sri Lanka are eligible to claim income tax exemption with respect to the profits earned from export revenue, as more fully described below.

**India**

In the past, the majority of our Indian operations were eligible to claim income tax exemption with respect to profits earned from export revenue from operating units registered under the STPI. The benefit was available for a period of 10 years from the date of commencement of operations, but not beyond March 31, 2011. Effective April 1, 2011, upon the expiration of this tax exemption, income derived from our operations in India became subject to the prevailing annual tax rate, which was 34.95% in fiscal 2022, 2021 and 2020.

In 2005, the Government of India implemented the SEZ legislation, with the effect that taxable income of new operations established in designated SEZs may be eligible for a 15-year tax holiday scheme consisting of a complete tax holiday for the initial five years and a partial tax holiday for the subsequent ten years, subject to the satisfaction of certain capital investment conditions in the last five years. From fiscal 2012 until fiscal 2022, the Company started operations in various delivery centers in Mumbai, Pune, Chennai, Gurgaon and Noida, India that were registered under the SEZ scheme. Some of these operations are eligible for a 100% income tax exemption for a period of five years from the date of commencement of operations, which are set to expire between fiscal 2022 and fiscal 2024. Following the expiry of the 100% income tax exemption, these operations are eligible for a 50% income tax exemption which are set to expire between fiscal 2026 and fiscal 2034. Such income tax exemption are only eligible for business units and operations set up under the SEZ legislation on or before March 31, 2020.

In addition to these tax holidays, our Indian subsidiaries are also entitled to certain benefits under relevant state legislation and regulations. These benefits include rebates and waivers in relation to payment for transfer of property and registration (including for purchase or lease of premises) and commercial usage of electricity.

The Government of India may enact new tax legislation that could impact the way we are taxed in the future. For example, the change in the law in fiscal 2017 has resulted in any new business units or operation units set up under the SEZ legislation after March 31, 2020 not being eligible for the same income tax holidays that our existing SEZ operations currently enjoy. See “Part I — Item 3. Key Information — D. Risk Factors — Risks Related to Key Delivery Locations — Tax legislation and the results of actions by taxing authorities may have an adverse effect on our operations and our overall tax rate.

***Philippines***

From fiscal 2016 until fiscal 2022, our company started operations in various delivery centers in the Philippines which are eligible for tax exemption benefits expiring between 2020 and 2026. Following the expiry of the tax benefits, income generated by the Philippines subsidiary will be taxed at the prevailing special tax rate, which currently is 5% on gross profit. As per The Corporate Recovery and Tax Incentives for Enterprises Act (“CREATE”) which is effective from April 2021, enterprises will be taxed at 5% on gross profit for a fixed period of 10 years.

Any changes in the regulations relating to work-from-home arrangements may impact the tax exemption benefits available to our Philippines subsidiary.

***Sri Lanka***

Our operations in Sri Lanka were eligible to claim income tax exemption with respect to the profits earned from export revenue until fiscal 2018 and have since been taxed at 14% on net basis with effect from April 1, 2018 until December 31, 2019. From January 1, 2020, our operations in Sri Lanka are eligible to claim income tax exemption with respect to the profits earned from export revenue till such exemptions are revoked due to change in legislation.

Results of Operations

The following table sets forth certain financial information as a percentage of revenue and revenue less repair payments (non-GAAP) for the periods indicated:

	As a percentage of			
	Revenue		Revenue less repair payments (non-GAAP)	
	Year ended March 31,		Year ended March 31,	
	2022	2021	2022	2021
Cost of revenue	66.2%	64.3%	63.5%	62.5%
Gross profit	33.8%	35.7%	36.5%	37.5%
Operating expenses:				
Selling and marketing expenses	4.9%	5.4%	5.2%	5.7%
General and administrative expenses	13.6%	13.8%	14.7%	14.5%
Foreign exchange (gain)/loss, net	(0.5)%	0.1%	(0.6)%	0.1%
Amortization of intangible assets	1.0%	1.5%	1.1%	1.6%
Operating profit	14.8%	14.8%	16.0%	15.5%
Other income, net	(1.2)%	(1.4)%	(1.4)%	(1.4)%
Finance expense	1.2%	1.6%	1.3%	1.7%
Income tax expense	2.9%	3.3%	3.2%	3.5%
Profit after tax	11.9%	11.2%	12.9%	11.8%

The following table reconciles revenue (a GAAP financial measure) to revenue less repair payments (a non-GAAP financial measure) and sets forth payments to repair centers and revenue less repair payments (non-GAAP) as a percentage of revenue for the periods indicated:

	Year ended March 31,			
	2022	2021	2022	2021
	(US dollars in millions)			
Revenue	\$ 1,109.8	\$ 912.6	100.0%	100.0%
Less: Payments to repair centers	83.0	43.9	7.5%	4.8%
Revenue less repair payments (non-GAAP)	<u>\$ 1,026.8</u>	<u>\$ 868.7</u>	<u>92.5%</u>	<u>95.2%</u>

The following table presents our results of operations for the periods indicated:

	Year ended March 31,	
	2022	2021
	(US dollars in millions)	
Revenue	\$ 1,109.8	\$ 912.6
Cost of revenue <sup>(1)</sup>	735.2	587.2
Gross profit	374.6	325.4
Operating expenses:		
Selling and marketing expenses <sup>(2)</sup>	53.9	49.6
General and administrative expenses <sup>(3)</sup>	151.1	126.3
Foreign exchange (gain)/loss, net	(6.0)	0.8
Amortization of intangible assets	11.5	13.7
Operating profit	164.1	135.1
Other income, net	(13.9)	(12.5)
Finance expense	13.4	14.8
Profit before income taxes	164.5	132.7
Income tax expense	32.4	30.1
Profit after tax	<u>\$ 132.1</u>	<u>\$ 102.6</u>

Notes:

- (1) Includes share-based compensation expense of \$5.2 million in fiscal 2022 and \$4.9 million in fiscal 2021.
- (2) Includes share-based compensation expense of \$4.9 million in fiscal 2022 and \$4.3 million in fiscal 2021.
- (3) Includes share-based compensation expense of \$34.1 million in fiscal 2022 and \$29.0 million in fiscal 2021.

Fiscal 2022 Compared to Fiscal 2021

Revenue

The following table sets forth our revenue and percentage change in revenue for the periods indicated:

	Year ended March 31,			
	2022	2021	Change	% Change
	(US dollars in millions)			
Revenue	\$1,109.8	\$912.6	\$197.2	21.6%

The increase in revenue of \$197.2 million was primarily attributable to an increase in revenue from existing clients of \$160.0 million, and revenue from new clients of \$38.0 million, partially offset by a decrease in the hedging gain on our revenue by \$0.8 million to a gain of \$3.5 million in fiscal 2022 from a gain of \$4.2 million in fiscal 2021. The increase in revenue was primarily due to higher volumes in our insurance, travel and leisure, healthcare, shipping and logistics, banking and financial services, hi-tech and professional services, diversified businesses, and utilities verticals and an appreciation of the pound sterling, the South African rand, and the Australian dollar by an average of 4.6%, 9.3%, and 3.0%, respectively, against the US dollar in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021. This increase in revenue was partially offset by a depreciation of the Euro by an average of 0.3% against the US dollar in fiscal 2022, as compared to the average exchange rate in fiscal 2021.

Revenue by Geography

The following table sets forth the composition of our revenue based on the location of our clients in our key geographies for the periods indicated:

	Revenue		As a percentage of revenue	
	Year ended March 31,		2022	2021
	2022	2021	2022	2021
	(US dollars in millions)			
North America (primarily the US)	\$ 504.3	\$ 403.5	45.4%	44.2%
UK	363.9	286.6	32.8%	31.4%
Europe (excluding the UK)	67.9	61.4	6.1%	6.7%
Australia	67.4	70.3	6.1%	7.7%
South Africa	22.3	26.4	2.0%	2.9%
Rest of world	84.1	64.3	7.6%	7.1%
Total	\$ 1,109.8	\$ 912.6	100.0%	100.0%

The increase in revenue in the North America (primarily the US) region was primarily attributable to higher volumes in our travel and leisure, diversified businesses, healthcare, banking and financial services, insurance, shipping and logistics, hi-tech and professional services, and utilities verticals. The increase in revenue from the UK region was primarily attributable to higher volumes in our insurance, utilities, hi-tech and professional services, healthcare, banking and financial services, travel and leisure, and shipping and logistics verticals and an appreciation of the pound sterling against the US dollar by an average of 4.6%, as compared to the average exchange rate in fiscal 2021, partially offset by a lower volume in our diversified businesses vertical. The increase in revenue from the rest of world region was primarily attributable to higher volumes in our shipping and logistics, banking and financial services, travel and leisure, hi-tech and professional services, insurance, and healthcare verticals, partially offset by a lower volume in our diversified businesses vertical. The increase in revenue from the Europe (excluding the UK) region was primarily attributable to higher volumes in our shipping and logistics, diversified businesses, travel and leisure, healthcare, insurance, and banking and financial services verticals, partially offset by a lower volume in our hi-tech and professional services vertical and a depreciation of the Euro against the US dollar by an average of 0.3%, as compared to the average exchange rate in fiscal 2021. The decrease in revenue from the South Africa region was primarily attributable to lower volumes in our diversified businesses, and banking and financial services verticals, partially offset by a higher volume in our travel and leisure vertical and an appreciation of the South African rand against the US dollar by an average of 9.3%, as compared to the average exchange rate in fiscal 2021. The decrease in revenue from the Australia region was primarily attributable to lower volumes in our insurance, shipping and logistics, and hi-tech and professional services verticals, partially offset by higher volumes in our healthcare, travel and leisure, and diversified businesses verticals, and an appreciation of the Australian dollar against the US dollar by an average of 3.0%, as compared to the average exchange rate in fiscal 2021.

Revenue Less Repair Payments (non-GAAP)

The following table sets forth our revenue less repair payments (non-GAAP) and percentage change in revenue less repair payments (non-GAAP) for the periods indicated:

	<u>Year ended March 31,</u>		<u>Change</u>	<u>% Change</u>
	<u>2022</u>	<u>2021</u>		
	(US dollars in million)			
Revenue less repair payments (non-GAAP)	\$ 1,026.8	\$ 868.7	\$158.1	18.2%

The increase in revenue less repair payments (non-GAAP) of \$158.1 million was primarily attributable to an increase in revenue less repair payments (non-GAAP) from existing clients of \$129.3 million, and revenue less repair payments (non-GAAP) from new clients of \$29.7 million, partially offset by a decrease in the hedging gain on our on our revenue less repair payments (non-GAAP) by \$0.8 million to a gain of \$3.5 million in fiscal 2022 from a gain of \$4.2 million in fiscal 2021. The increase in revenue less repair payments (non-GAAP) was primarily due to higher volumes in our travel and leisure, insurance, healthcare, shipping and logistics, banking and financial services, hi-tech and professional services, diversified businesses, and utilities verticals and an appreciation of the pound sterling, the South African rand, and the Australian dollar by an average of 4.6%, 9.3%, and 3.0%, respectively, against the US dollar in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021. This increase in revenue was partially offset by a depreciation of the Euro by an average of 0.3% against the US dollar in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021.

Revenue Less Repair Payments (non-GAAP) by Geography

The following table sets forth the composition of our revenue less repair payments (non-GAAP) based on the location of our clients in our key geographies for the periods indicated:

	Revenue less repair payments (non-GAAP)		As a percentage of revenue less repair payments (non-GAAP)	
	Year ended March 31,		2022	2021
	2022	2021	2022	2021
	(US dollars in millions)			
North America (primarily the US)	\$ 504.3	\$ 403.5	49.1%	46.5%
UK	280.9	242.7	27.4%	27.9%
Europe (excluding the UK)	67.9	61.4	6.6%	7.1%
Australia	67.4	70.3	6.6%	8.1%
South Africa	22.3	26.4	2.2%	3.0%
Rest of world	84.1	64.3	8.1%	7.4%
Total	\$ 1,026.8	\$ 868.7	100.0%	100.0%

The increase in revenue less repair payments (non-GAAP) from the North America (primarily the US) region was primarily attributable to higher volumes in our travel and leisure, diversified businesses, healthcare, banking and financial services, insurance, shipping and logistics, hi-tech and professional services, and utilities verticals. The increase in revenue less repair payments (non-GAAP) from the UK region was primarily attributable to higher volumes in our insurance, utilities, hi-tech and professional services, healthcare, banking and financial services, travel and leisure, and shipping and logistics verticals and an appreciation of the pound sterling against the US dollar by an average of 4.6%, as compared to the average exchange rate in fiscal 2021, partially offset by a lower volume in our diversified businesses vertical. The increase in revenue less repair payments (non-GAAP) from the rest of world region was primarily attributable to higher volumes in our shipping and logistics, banking and financial services, travel and leisure, hi-tech and professional services, insurance, and healthcare verticals, partially offset by a lower volume in our diversified businesses vertical. The increase in revenue less repair payments (non-GAAP) from the Europe (excluding the UK) region was primarily attributable to higher volumes in our shipping and logistics, diversified businesses, travel and leisure, healthcare, insurance, and banking and financial services verticals, partially offset by a lower volume in our hi-tech and professional services vertical and a depreciation of the Euro against the US dollar by an average of 0.3%, as compared to the average exchange rate in fiscal 2021. The decrease in revenue less repair payments (non-GAAP) from the South Africa region was primarily attributable to lower volumes in our diversified businesses, and banking and financial services verticals, partially offset by a higher volume in our travel and leisure vertical and an appreciation of the South African rand against the US dollar by an average of 9.3%, as compared to the average exchange rate in fiscal 2021. The decrease in revenue less repair payments (non-GAAP) from the Australia region was primarily attributable to lower volumes in our insurance, shipping and logistics, and hi-tech and professional services verticals, partially offset by higher volumes in our healthcare, travel and leisure, and diversified businesses verticals, and an appreciation of the Australian dollar against the US dollar by an average of 3.0%, as compared to the average exchange rate in fiscal 2021.

Cost of Revenue

The following table sets forth the composition of our cost of revenue for the periods indicated:

	<u>Year ended March 31,</u>		
	<u>2022</u>	<u>2021</u>	<u>Change</u>
	(US dollars in millions)		
Employee costs	\$ 503.7	\$ 404.4	\$ 99.3
Repair payments	83.0	43.9	39.0
Facilities costs	56.4	51.3	5.1
Depreciation	48.6	47.8	0.8
Legal and professional costs	10.2	14.1	(4.0)
Travel costs	3.0	1.4	1.7
Other costs	30.3	24.3	6.0
<b>Total cost of revenue</b>	<b>\$ 735.2</b>	<b>\$ 587.2</b>	<b>\$148.0</b>
As a percentage of revenue	66.2%	64.3%	

The increase in cost of revenue was primarily due to higher employee costs on account of a higher headcount, wage inflation and the reinstatement of our corporate leave policy allowing our employees to carry forward unused leave entitlement which resulted in a provision for such leave entitlement; higher repair payments; higher other costs; higher facilities running costs due to increase in facilities utilization; higher travel costs due to increased travel on account of the easing of COVID-19 related travel restrictions in many countries; and higher depreciation costs. Further, the appreciation of the South African rand and the pound sterling against the US dollar by an average of 9.3% and 4.6%, respectively, in fiscal 2022 as compared to the respective average exchange rates in fiscal 2021, which resulted in an increase in our cost of revenue by approximately \$5.0 million.

These increases were partially offset by lower legal and professional costs, and a depreciation of the Philippine peso and Indian rupee against the US dollar by an average of 2.2% and 0.3%, respectively, in fiscal 2022 as compared to the respective average exchange rates in fiscal 2021, which resulted in a decrease in our cost of revenue by approximately \$2.6 million. Further, the cost of revenue associated with COVID-19 related business continuity costs, such as costs arising from towards the provision of accommodation to our employees, rental laptops and WIFI dongles, which are devices that allow remote access via the Internet as we shifted to a “work from home” model, decreased by \$1.8 million to \$14.1 million in fiscal 2022 as compared to \$15.9 million in fiscal 2021.

Gross Profit

The following table sets forth our gross profit for the periods indicated:

	<u>Year ended March 31,</u>		
	<u>2022</u>	<u>2021</u>	<u>Change</u>
	(US dollars in millions)		
Gross profit	\$ 374.6	\$ 325.4	\$ 49.2
As a percentage of revenue	33.8%	35.7%	
As a percentage of revenue less repair payments (non-GAAP)	36.5%	37.5%	

Gross profit as a percentage of revenue decreased in fiscal 2022 from fiscal 2021, due to a higher cost of revenue as discussed above.

Gross profit as revenue less repair payments (non-GAAP) decreased in fiscal 2022 from fiscal 2021, primarily due to a higher cost of revenue (excluding repair payments) as a percentage of revenue less repair payments (non-GAAP) as discussed above.

During fiscal 2022, our built up seats increased by 0.4% from 34,365 as at the end of fiscal 2021 to 34,494 as at the end of fiscal 2022 due to the expansion of facilities in the Philippines and the addition of a new facility in Hyderabad, India after we acquired MOL IPS in August 2021, partially offset by the surrender of a few of our facilities in South Africa, to streamline our operations by consolidating existing capacities in our delivery centers. Our total headcount increased by 18.4% from 43,997 to 52,081 during the same period, in line with the increase in revenue generation by such hires.

For further information, see notes (1) and (2) to the table presenting certain operating data in “— Operating Data” above.



*Selling and Marketing Expenses*

The following table sets forth the composition of our selling and marketing expenses for the periods indicated:

	<u>Year ended March 31,</u>		
	<u>2022</u>	<u>2021</u>	<u>Change</u>
	(US dollars in millions)		
Employee costs	\$ 46.6	\$ 43.6	\$ 3.0
Other costs	7.2	6.0	1.2
Total selling and marketing expenses	<u>\$ 53.9</u>	<u>\$ 49.6</u>	<u>\$ 4.2</u>
As a percentage of revenue	4.9%	5.4%	
As a percentage of revenue less repair payments (non-GAAP)	5.2%	5.7%	

The increase in our selling and marketing expenses was primarily due to an increase in employee costs due to wage inflation and higher share-based compensation costs; an increase in other costs due to higher marketing costs and higher travel costs, partially offset by lower legal and professional costs; and an appreciation of the pound sterling and South African rand against the US dollar by an average of 4.6% and 9.3%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, resulting in an increase of selling and marketing expenses by approximately \$0.8 million.

*General and Administrative Expenses*

The following table sets forth the composition of our general and administrative expenses for the periods indicated:

	<u>Year ended March 31,</u>		
	<u>2022</u>	<u>2021</u>	<u>Change</u>
	(US dollars in millions)		
Employee costs	\$ 121.5	\$ 104.1	\$ 17.4
Other costs	29.6	22.2	7.4
Total general and administrative expenses	<u>\$ 151.1</u>	<u>\$ 126.3</u>	<u>\$ 24.8</u>
As a percentage of revenue	13.6%	13.8%	
As a percentage of revenue less repair payments (non-GAAP)	14.7%	14.5%	

The increase in general and administrative expenses was primarily due to an increase in employee costs due to higher salaries on account of a higher headcount, wage inflation, the reinstatement of our corporate leave policy, as explained above, and higher share-based compensation costs; and an increase in other costs due to higher legal and professional costs and higher travel costs. Further, an appreciation of the South African rand and pound sterling against the US dollar by an average of 9.3% and 4.6%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, resulted in an increase of general and administrative expenses by approximately \$1.0 million.

These increases were partially offset by a depreciation of Indian rupee and Philippine peso against the US dollar by an average of 0.3% and 2.2%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, which resulted in a decrease of general and administrative expenses by approximately \$0.3 million.

Foreign Exchange Loss / (Gain), Net

The following table sets forth our foreign exchange loss / (gain), net for the periods indicated:

	<u>Year ended March 31,</u>		
	<u>2022</u>	<u>2021</u>	<u>Change</u>
	<u>(US dollars in millions)</u>		
Foreign exchange (gain)/loss, net	\$ (6.0)	\$ 0.8	\$ (6.7)

We recorded foreign exchange gain of \$6.0 million in fiscal 2022, primarily on account of a revaluation gain of \$5.9 million and a foreign exchange gain on de-designation of hedges of \$0.1 million as compared to a foreign exchange loss of \$0.8 million in fiscal 2021, primarily on account of a revaluation loss of \$0.6 million and a foreign exchange loss on de-designation of hedges of \$0.2 million.

Amortization of Intangible Assets

The following table sets forth our amortization of intangible assets for the periods indicated:

	Year ended March 31,		
	2022	2021	Change
	(US dollars in millions)		
Amortization of intangible assets	\$ 11.5	\$ 13.7	\$ (2.2)

The decrease in amortization of intangible assets was primarily attributable to the completion of the amortization of certain intangible assets associated with our Denali and HealthHelp acquisitions, partially offset by an increase in amortization of certain intangible assets associated with our acquisition of CEPROCS and software costs and an appreciation of the pound sterling and South African rand against the US dollar by an average of 4.6% and 9.3%, respectively, in fiscal 2022 as compared to the respective average exchange rates in fiscal 2021.

Operating Profit

The following table sets forth our operating profit for the periods indicated:

	Year ended March 31,		
	2022	2021	Change
	(US dollars in millions)		
Operating profit	\$ 164.1	\$ 135.1	\$ 29.0
As a percentage of revenue	14.8%	14.8%	
As a percentage of revenue less repair payments (non-GAAP)	16.0%	15.5%	

Operating profit as a percentage of revenue was similar in fiscal 2022 as compared to fiscal 2021 notwithstanding higher revenues in fiscal 2022 due to higher cost of revenue as a percentage of revenue, offset by lower selling and marketing expenses, general and administrative expenses and amortization of intangible assets and higher foreign exchange gains as a percentage of revenue.

Operating profit as a percentage of revenue less repair payments (non-GAAP) was higher in fiscal 2022 from fiscal 2021, due to lower selling and marketing expenses, amortization of intangible assets and higher foreign exchange gains as a percentage of revenue less repair payments (non-GAAP), partially offset by higher cost of revenue (excluding repair payments) and general and administrative expenses as a percentage of revenue less repair payments (non-GAAP).

Other Income, net

The following table sets forth our other income, net for the periods indicated:

	<u>Year ended March 31,</u>		<u>Change</u>
	<u>2022</u>	<u>2021</u>	
	(US dollars in millions)		
Other income, net	\$ (13.9)	\$ (12.5)	\$ (1.4)

Other income, net was higher in fiscal 2022 as compared with fiscal 2021, primarily due to interest income of \$1.8 million, received in relation to an income tax refund in fiscal 2022 and higher cash and cash equivalents and investments as compared to interest income of \$0.8 million received in relation to income tax refund in fiscal 2021, partially offset by lower interest yield.

Finance Expense

The following table sets forth our finance expense for the periods indicated:

	<u>Year ended March 31,</u>		<u>Change</u>
	<u>2022</u>	<u>2021</u>	
	(US dollars in millions)		
Finance expense	\$ 13.4	\$ 14.8	\$ (1.4)

Finance expense decreased primarily due to lower interest on the right of use assets under IFRS 16, and lower interest on our long-term loans taken for the acquisition of HealthHelp, as we repaid the debt in full in fiscal 2022.

Income Tax Expense

The following table sets forth our income tax expense for the periods indicated:

	<u>Year ended March 31,</u>		<u>Change</u>
	<u>2022</u>	<u>2021</u>	
	(US dollars in millions)		
Income tax expense	\$ 32.4	\$ 30.1	\$ 2.4

The increase in income tax expense was primarily due to an increase in taxable profits in fiscal 2022, partially offset by higher taxable profits in tax exempt jurisdictions.

Profit After Tax

The following table sets forth our profit after tax for the periods indicated:

	<u>Year ended March 31,</u>		<u>Change</u>
	<u>2022</u>	<u>2021</u>	
	(US dollars in millions)		
Profit after tax	\$ 132.1	\$ 102.6	\$ 29.5
As a percentage of revenue	11.9%	11.2%	
As a percentage of revenue less repair payments (non-GAAP)	12.9%	11.8%	

The increase in profit after tax as a percentage of revenue as well as a percentage of revenue less repair payments (non-GAAP) was primarily on account of similar operating profit as a percentage of revenue and higher operating profit as a percentage of revenue less repair payments (non-GAAP), lower finance expense, and higher other income, partially offset by higher income tax expense, as explained above.

Fiscal 2021 Compared to Fiscal 2020

For a discussion of our results in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results of Operations — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

**Results by Reportable Segment**

For purposes of evaluating operating performance and allocating resources, we have organized our company by operating segments. See Note 28 to our consolidated financial statements included elsewhere in this annual report. For financial statement reporting purposes, we aggregate the segments that meet the criteria for aggregation as set forth in IFRS 8 “*Operating Segments*” (“IFRS 8”). We have separately reported our Auto Claims BPM segment, as it does not meet the aggregation criteria under IFRS 8. Accordingly, pursuant to IFRS 8, we have two reportable segments: WNS Global BPM and WNS Auto Claims BPM.

WNS Global BPM is delivered out of our delivery centers in China, Costa Rica, India, the Philippines, Poland, Romania, South Africa, Spain, Sri Lanka, Turkey, the UK and the US. This segment includes all of our business activities with the exception of WNS Auto Claims BPM. WNS Auto Claims BPM is our automobile claims management business which is primarily based in the UK and is part of our insurance business unit. See “Part I — Item 4. Information on the Company — B. Business Overview — Business Process Management Service Offerings.” We report WNS Auto Claims BPM as a separate segment for financial statement reporting purposes since a substantial part of our reported revenue in this business consists of amounts invoiced to our clients for payments made by us to third party automobile repair centers, resulting in lower long-term gross margins when measured on the basis of revenue, relative to the WNS Global BPM segment.

Our revenue is generated primarily from providing BPM services.

In our WNS Auto Claims BPM segment, we provide both “fault” and “non-fault” repairs. For “fault” repairs, we provide claims handling and repair management services, where we arrange for automobile repairs through a network of third party repair centers. In our repair management services, where we act as the principal in our dealings with the third party repair centers and our clients, the amounts which we invoice to our clients for payments made by us to third party repair centers are reported as revenue. Where we are not the principal in providing the services, we record revenue from repair services net of repair cost. Since we wholly subcontract the repairs to the repair centers, we evaluate the financial performance of our “fault” repair business based on revenue less repair payments (non-GAAP) to third party repair centers, which is a non-GAAP financial measure. We believe that revenue less repair payments (non-GAAP) for “fault” repairs reflects more accurately the value addition of the BPM services that we directly provide to our clients.

For our “non-fault” repairs business, we generally provide a consolidated suite of accident management services including credit hire and credit repair, and we believe that measurement of such business on a basis that includes repair payments in revenue is appropriate. Revenue including repair payments is therefore used as a primary measure to allocate resources and measure operating performance for accident management services provided in our “non-fault” repairs business. Our “non-fault” repairs business where we provide accident management services accounts for a relatively small portion of our revenue for our WNS Auto Claims BPM segment. In our WNS Auto Claims BPM segment, effective July 1, 2015, WNS Legal Assistance LLP, a subsidiary of WNS Assistance Limited, commenced providing legal services in relation to personal injury claims.

Revenue less repair payments is a non-GAAP financial measure which is calculated as (a) revenue less (b) in our auto claims business, payments to repair centers for “fault” repair cases where we act as the principal in our dealings with the third party repair centers and our clients. This non-GAAP financial information is not meant to be considered in isolation or as a substitute for our financial results prepared in accordance with GAAP. Our revenue less repair payments (non-GAAP) may not be comparable to similarly titled measures reported by other companies due to potential differences in the method of calculation.

We allocate resources based on segment revenue less repair payments (non-GAAP) and measures segment performance based on revenue less repair payments (non-GAAP) and to a lesser extent on segment operating income. The accounting policies of our reportable segments are the same as those of our company.

We may in the future change our reportable segments based on how our business evolves.

The following table shows revenue and revenue less repair payments (non-GAAP) for our two reportable segments for the periods indicated:

	Year ended March 31,			
	2022	(US dollars in millions)		2021
	WNS Global BPM	WNS Autoclaims BPM	WNS Global BPM	WNS Autoclaims BPM
Segment revenue <sup>(1)</sup>	\$1,014.7	\$ 96.1	\$858.4	\$ 54.6
Less: Payments to repair centers	—	83.0	—	43.9
Revenue less repair payments (non-GAAP) <sup>(1)</sup>	<b>1,014.7</b>	<b>13.2</b>	<b>858.4</b>	<b>10.7</b>
Cost of revenue (excluding payments to repair centers) <sup>(2)</sup>	635.7	12.4	528.7	10.0
Other costs <sup>(3)</sup>	156.4	3.7	140.1	3.2
Segment operating profit / (loss)	222.6	(2.9)	189.6	(2.6)
Other income, net	(13.1)	(0.7)	(11.8)	(0.6)
Finance expense	13.3	0.1	14.8	0.1
Segment profit before income taxes	222.5	(2.2)	186.7	(2.0)
Income tax expense	32.7	(0.3)	29.7	(0.4)
<b>Segment profit / (loss)</b>	<b>\$ 189.8</b>	<b>\$ (1.9)</b>	<b>\$157.0</b>	<b>\$ (2.4)</b>

Notes:

- (1) Segment revenue and revenue less repair payments (non-GAAP) include inter-segment revenue of \$1.0 million and \$0.3 million in fiscal 2022 and 2021, respectively.
- (2) Cost of revenue includes inter-segment expenses of \$1.0 million and \$0.3 million in fiscal 2022 and 2021, respectively, and excludes share-based compensation expense of \$5.2 million and \$4.9 million in fiscal 2022 and 2021, respectively, which are not allocable between our segments.
- (3) Other costs include selling and marketing expenses, general and administrative expenses and foreign exchange loss / (gains). Excludes share-based compensation expense of \$39.0 million and \$33.3 million in fiscal 2022 and 2021, respectively, which are not allocable between our segments.

WNS Global BPM accounted for 91.4% of our revenue and 98.8% of our revenue less repair payments (non-GAAP) in fiscal 2022, as compared to 94.1% of our revenue and 98.8% of our revenue less repair payments (non-GAAP) in fiscal 2021.

**WNS Global BPM**

**Segment Revenue**

**Fiscal 2022 Compared to Fiscal 2021**

Revenue in the WNS Global BPM segment increased by 18.2% to 1,014.7 million in fiscal 2022 from \$858.4 million in fiscal 2021. This increase was primarily attributable to the increase in the volume of transactions executed for existing clients by \$128.5 million, revenue from new clients of \$28.6 million and an appreciation of the pound sterling, the South African rand, and the Australian dollar by an average of 4.6%, 9.3% and 3.0%, respectively, against the US dollar in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021. This increase was partially offset by \$0.8 million being attributable to the decrease in hedging gains on our revenue to \$3.5 million in fiscal 2022 from \$4.2 million in fiscal 2021.

**Fiscal 2021 Compared to Fiscal 2020**

For a discussion of our segment revenue in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Global BPM — Segment Revenue — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

**Segment Operating Profit**

**Fiscal 2022 Compared to Fiscal 2021**

Segment operating profit in the WNS Global BPM segment increased by 17.4% to \$222.6 million in fiscal 2022 from \$189.6 million in fiscal 2021. The increase was primarily attributable to higher segment revenue, and higher foreign exchange gains, partially offset by higher cost of revenue, higher general and administrative expenses, and higher selling and marketing expenses.

Our cost of revenue includes employee costs, facilities costs, legal and professional costs, depreciation, travel costs and other related costs. Employee related costs represent the largest component of our cost of revenue for the WNS Global BPM segment.

Our cost of revenue increased by \$107.0 million to \$635.7 million in fiscal 2022 from \$528.7 million in fiscal 2021, primarily on account of an increase in employee costs on account of a higher headcount, wage inflation, the reinstatement of our corporate leave policy allowing our employees to carry forward unused leave entitlement, which resulted in a provision for such leave entitlement, higher other costs, higher facilities running costs, higher travel costs, and higher depreciation costs. Further, the appreciation of the South African rand and the pound sterling against the US dollar by an average of 9.3% and 4.6% respectively, in fiscal 2022 as compared to the respective average exchange rates in fiscal 2021, resulted in an increase in our cost of revenue by approximately \$5.0 million.

These increases were partially offset by lower legal and professional costs, and a depreciation of the Philippine peso, and Indian rupee against the US dollar by an average of 2.2%, and 0.3% respectively, in fiscal 2022 as compared to the respective average exchange rates in fiscal 2021, which resulted in a decrease in our cost of revenue by approximately \$2.6 million. Further, the cost of revenue decreased due to decrease in COVID-19 related business continuity costs, such as costs arising from towards the provision of accommodation to our employees, rental laptops and WIFI dongles, which are devices that allow remote access via the Internet as we shifted to a “work from home” model by \$1.8 million to \$14.1 million in fiscal 2022 as compared to \$15.9 million in fiscal 2021.

Our other costs include selling and marketing expenses, general and administrative expenses and foreign exchange loss or gain. Our other costs increased by \$16.3 million to \$156.4 million in fiscal 2022 from \$140.1 million in fiscal 2021, primarily on account of an increase in general and administrative expenses by \$19.5 million, and selling and marketing expenses by \$3.6 million, partially offset by higher foreign exchange gain by \$6.9 million to a gain of \$6.0 million in fiscal 2022 as compared to a loss of \$0.9 million in fiscal 2021.

General and administrative expenses increased by \$19.5 million to \$113.7 million in fiscal 2022 from \$94.2 million in fiscal 2021, primarily due to an increase in employee costs due to higher salaries on account of higher headcount, wage inflation, the reinstatement of our corporate leave policy, as explained above, and higher share-based compensation costs, and an increase in other costs due to higher legal and professional costs and higher travel costs. Further, an appreciation of the South African rand, and pound sterling against the US dollar by an average of 9.3% and 4.6%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, resulted in an increase of general and administrative expenses by approximately \$1.0 million.

Selling and marketing expenses increased by \$3.6 million to \$48.7 million in fiscal 2022 from \$45.0 million in fiscal 2021, primarily due to an increase in employee costs due to wage inflation, and higher share-based compensation costs, an increase in other costs due to higher marketing costs, higher travel costs, and an appreciation of the pound sterling, and South African rand against the US dollar by an average of 4.6% and 9.3%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, which resulted in an increase of selling and marketing expenses by approximately \$0.8 million, partially offset by lower legal and professional costs.

These increases were partially offset by a depreciation of Indian rupee and Philippine peso against the US dollar by an average of 0.3% and 2.2%, respectively, in fiscal 2022, as compared to the respective average exchange rates in fiscal 2021, which resulted in a decrease of general and administrative expenses by approximately \$0.3 million.

We recorded foreign exchange loss of \$6.0 million in fiscal 2022, primarily on account of a revaluation gain of \$5.9 million and a foreign exchange gain on de-designation of hedges of \$0.1 million as compared to a foreign exchange loss of \$0.8 million in fiscal 2021, primarily on account of a revaluation loss of \$0.6 million and a foreign exchange loss on de-designation of hedges of \$0.2 million.

**Fiscal 2021 Compared to Fiscal 2020**

For a discussion of our segment operating profit in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Global BPM — Segment Operating Profit — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

***Segment Profit***

***Fiscal 2022 Compared to Fiscal 2021***

Segment profit in the WNS Global BPM segment increased by 20.9% to \$189.8 million in fiscal 2022 from \$157.0 million in fiscal 2021. The increase in profit was primarily attributable to higher operating profit, lower finance expenses, and higher other income, net, partially offset by higher income tax expense.

The finance expense in fiscal 2022 was \$13.3 million as compared to \$14.8 million in fiscal 2021 primarily due to lower interest on the right of use assets under IFRS 16, and lower interest on our long-term loans taken for the acquisition of HealthHelp, as we repaid the debt in full in fiscal 2022.

The other income, net increased by \$1.3 million in fiscal 2022 to \$13.1 million from \$11.8 million in fiscal 2021 primarily due to higher interest income associated with an income tax refund of \$1.0 million, and higher cash and cash equivalents and investments, partially offset by lower interest yield.

The income tax expense in fiscal 2022 was \$32.7 million as compared to \$29.7 million in fiscal 2021. The increase in income tax expense was primarily due to an increase in taxable profits in fiscal 2022, partially offset by higher taxable profits in tax exempt jurisdictions.

***Fiscal 2021 Compared to Fiscal 2020***

For a discussion of our segment profit in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Global BPM — Segment Profit — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

***WNS Auto Claims BPM***

***Segment Revenue***

***Fiscal 2022 Compared to Fiscal 2021***

Revenue in the WNS Auto Claims BPM segment increased by \$41.5 million to \$96.1 million in fiscal 2022 from \$54.6 million in fiscal 2021. The increase was primarily on account of an increase in revenue from existing clients by \$32.2 million, revenue from new clients of \$9.3 million and an appreciation of the pound sterling against the US dollar by an average of 4.6% in fiscal 2022 as compared to the average exchange rate in fiscal 2021. Payments made to repair centers in fiscal 2022 increased by \$39.0 million to \$83.0 million in fiscal 2022 from \$43.9 million in fiscal 2021.

Revenue less repair payments (non-GAAP) in this segment increased by \$2.5 million to \$13.2 million in fiscal 2022 from \$10.7 million in fiscal 2021. The increase was primarily on account of an increase in revenue from existing clients by \$1.4 million, revenue from new clients of \$1.0 million and an appreciation of the pound sterling against the US dollar by an average of 4.6% in fiscal 2022 as compared to the average exchange rate in fiscal 2021.

***Fiscal 2021 Compared to Fiscal 2020***

For a discussion of our segment revenue in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Auto Claims BPM — Segment Revenue — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.



***Segment Operating Profit***

***Fiscal 2022 Compared to Fiscal 2021***

The segment reported an operating loss of \$2.9 million in fiscal 2022 as compared to an operating loss of \$2.6 million in fiscal 2021. The higher segment operating loss recorded in fiscal 2022 was primarily due to higher cost of revenue (excluding payments to repair centers), higher general and administrative expenses, and higher foreign exchange loss, partially offset by lower selling and marketing expenses.

Our cost of revenue (excluding payments to repair centers) increased by \$2.4 million to \$12.4 million in fiscal 2022 from \$10.0 million in fiscal 2021. The increase in cost of revenue (excluding payments made to repair centers) was primarily on account of an increase in our employee costs by \$2.7 million, partially offset by a decrease in facilities costs by \$0.4 million

Our other costs include selling and marketing expenses, general and administrative expenses, and foreign exchange loss or gain. Our other costs increased by \$0.4 million to \$3.7 million in fiscal 2022 from \$3.2 million in fiscal 2021, primarily due to, an increase in general and administrative expenses by \$0.3 million to \$3.4 million in fiscal 2022 from \$3.1 million in fiscal 2021, an increase in foreign exchange losses by \$0.2 million.

***Fiscal 2021 Compared to Fiscal 2020***

For a discussion of our segment operating profit in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Auto Claims BPM — Segment Operating Profit — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

***Segment Profit***

***Fiscal 2022 Compared to Fiscal 2021***

The segment reported a loss of \$1.9 million in fiscal 2022 as compared to a loss of \$2.4 million in fiscal 2021. This was primarily attributable to lower income tax expense, and higher other income, net in fiscal 2022 of \$0.7 million as compared to \$0.6 million in fiscal 2021, partially offset by higher segmental operating losses.

***Fiscal 2021 Compared to Fiscal 2020***

For a discussion of our segment profit in fiscal 2021 compared to fiscal 2020, please see “Part I — Item 5. Operating and Financial Review and Prospects — Results by Reportable Segment — WNS Auto Claims BPM — Segment Profit — Fiscal 2021 Compared to Fiscal 2020” contained in our Annual Report on Form 20-F for fiscal 2021 filed with the SEC on May 14, 2021.

**Tax Assessment Orders**

Transfer pricing regulations to which we are subject require that any international transaction among the WNS group enterprises be on arm’s-length terms. We believe that the international transactions among the WNS group enterprises are on arm’s-length terms. If, however, the applicable tax authorities determine that the transactions among the WNS group enterprises do not meet arm’s-length criteria, we may incur increased tax liability, including accrued interest and penalties. This would cause our tax expense to increase, possibly materially, thereby reducing our profitability and cash flows. We have signed an advance pricing agreement with the Government of India providing for the agreement on transfer pricing matters over certain transactions covered thereunder for a period of five years starting from April 2013 which has been renewed on similar terms for another five years starting from April 2018. The applicable tax authorities may also disallow deductions or tax holiday benefits claimed by us and assess additional taxable income on us in connection with their review of our tax returns.

From time to time, we receive orders of assessment from the Indian tax authorities assessing additional taxable income on us and/or our subsidiaries in connection with their review of our tax returns. We currently have orders of assessment for fiscal 2003 through fiscal 2018 pending before various appellate authorities. These orders assess additional taxable income that could in the aggregate give rise to an estimated ₹1,867.0 million (\$24.6 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹470.9 million (\$6.2 million based on the exchange rate on March 31, 2022).

The following sets forth the details of these orders of assessment:

Entity	Tax year(s)	Amount demanded (including interest)			Interest on amount Demanded		
		(₹ and US dollars in millions)					
Permanent establishment of WNS North America Inc (“WNS NA Inc”) in India	Fiscal 2003	₹	0.1	\$ (0.1) <sup>(1)</sup>	₹	0.1	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS Global Services UK Limited (“WNS UK”) in India	Fiscal 2004	₹	8.1	\$ (0.1) <sup>(1)</sup>	₹	2.2	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS UK in India	Fiscal 2005	₹	4.1	\$ (0.1) <sup>(1)</sup>	₹	1.2	\$ (0.1) <sup>(1)</sup>
WNS Global Services Private Limited (“WNS Global”)	Fiscal 2006	₹	29.8	\$ (0.4) <sup>(1)</sup>	₹	7.7	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS UK in India	Fiscal 2006	₹	13.2	\$ (0.2) <sup>(1)</sup>	₹	5.6	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc. and WNS UK in India	Fiscal 2007	₹	23.1	\$ (0.3) <sup>(1)</sup>	₹	5.4	\$ (0.1) <sup>(1)</sup>
WNS Global	Fiscal 2009	₹	55.2	\$ (0.7) <sup>(1)</sup>	₹	—	\$ —
WNS Business Consulting Services Private Limited (“WNS BCS”)	Fiscal 2010	₹	1.0	\$ (0.1) <sup>(1)</sup>	₹	—	\$ —
Permanent establishment of WNS NA Inc in India	Fiscal 2011	₹	31.0	\$ (0.4) <sup>(1)</sup>	₹	8.2	\$ (0.1) <sup>(1)</sup>
WNS Global	Fiscal 2015	₹	258.6	\$ (3.4) <sup>(1)</sup>	₹	94.9	\$ (1.3) <sup>(1)</sup>
WNS Global	Fiscal 2016	₹	908.4	\$ (11.9) <sup>(1)</sup>	₹	345.6	\$ (4.2) <sup>(1)</sup>
WNS Global	Fiscal 2017	₹	286.1	\$ (3.7) <sup>(1)</sup>	₹	—	\$ —
WNS Global	Fiscal 2018	₹	248.3	\$ (3.2) <sup>(1)</sup>	₹	—	\$ —
Total		₹	1,867.0	\$ (24.6) <sup>(1)</sup>	₹	470.9	\$ (6.3) <sup>(1)</sup>

Note:

(1) Based on the exchange rate as at March 31, 2022.

The aforementioned orders of assessment allege that the transfer prices we applied to certain of the international transactions between WNS Global or WNS BCS (each of which is one of our Indian subsidiaries), as the case may be, and our other wholly-owned subsidiaries named above were not on arm’s-length terms, disallow a tax holiday benefit claimed by us, deny the set off of brought forward business losses and unabsorbed depreciation and disallow certain expenses claimed as tax deductible by WNS Global or WNS BCS, as the case may be. As at March 31, 2022, we have provided a tax reserve of ₹774.3 million (\$10.2 million based on the exchange rate on March 31, 2022) primarily on account of the Indian tax authorities’ denying the set-off of brought forward business losses and unabsorbed depreciation. We have appealed against these orders of assessment before higher appellate authorities.

In addition, we currently have orders of assessment pertaining to similar issues that have been decided in our favor by appellate authorities, vacating tax demands of ₹5,435.2 million (\$71.7 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹1,931.3 million (\$25.5 million based on the exchange rate on March 31, 2022). The income tax authorities have filed or may file appeals against these orders at higher appellate authorities.

In case of disputes, the Indian tax authorities may require us to deposit with them all or a portion of the disputed amounts pending resolution of the matters on appeal. Any amount paid by us as deposits will be refunded to us with interest if we succeed in our appeals. We have deposited ₹898.1 million (\$11.8 million based on the exchange rate on March 31, 2022) of the disputed amount with the tax authorities and may be required to deposit the remaining portion of the disputed amount with the tax authorities pending final resolution of the respective matters.

As at March 31, 2022, corporate tax returns for fiscal year 2019 and thereafter remain subject to examination by tax authorities in India.

After consultation with our Indian tax advisors and based on the facts of these cases, legal opinions from counsel on certain matters, the nature of the tax authorities’ disallowances and the orders from appellate authorities deciding similar issues in our favor in respect of assessment orders for earlier fiscal years, we believe these orders are unlikely to be sustained at the higher appellate authorities and we intend to vigorously dispute the orders of assessment.

In 2021, we received an assessment order from the Indian service tax authority, demanding payment of ₹148.9 million (\$2.0 million based on the exchange rate on March 31, 2022) towards service tax for the period April 1, 2014 to June 30, 2017. The tax authorities have rejected input service tax credit on certain types of input services. We have orders of assessment pertaining to similar issues for earlier fiscal years that have been decided in our favor by appellate authorities. We intend to vigorously dispute the assessment.

In 2016, we also received an assessment order from the Sri Lankan Tax Authority, demanding payment of LKR 25.2 million (\$0.1 million based on the exchange rate on March 31, 2022) in connection with the review of our tax return for fiscal year 2012. The assessment order challenges the tax exemption that we have claimed for export business. We have filed an appeal against the assessment order with the Sri Lankan Tax Appeal Commission in this regard. Based on consultations with our tax advisors, we believe this order of assessment is more likely than not to be upheld in our favor. We intend to continue to vigorously dispute the assessment.

No assurance can be given, however, that we will prevail in our tax disputes. If we do not prevail, payment of additional taxes, interest and penalties may adversely affect our results of operations, financial condition and cash flows. There can also be no assurance that we will not receive similar or additional orders of assessment in the future.

**Liquidity and Capital Resources**

Our capital requirements are principally for the establishment of operating facilities to support our growth and acquisitions, any debt repayment and to fund the repurchase of ADSs under our share repurchase programs, as described in further detail below, see “— Share Repurchases.” Our sources of liquidity include cash and cash equivalents and cash flow from operations, supplemented by equity and debt financing and bank credit lines as required.

As at March 31, 2022, we had cash and cash equivalents of \$108.2 million which were primarily held in Indian rupees, South African rand, US dollars, Philippine pesos and pound sterling. We typically seek to invest our available cash on hand in bank deposits and money market instruments. Our investments include primarily bank deposits, marketable securities and mutual funds which totaled \$304.8 million as at March 31, 2022.

As at March 31, 2022, we had \$Nil debt outstanding. We also had available lines of credit amounting to \$96.1 million, all of which were available as at March 31, 2022. These limits can be utilized in accordance with the agreed terms and prevailing interest rates at the time of borrowing. We are continually evaluating the impact of the COVID-19 pandemic on our liquidity position, and we believe that we are able to source additional lines of credit, if required.

As at March 31, 2022, our Indian subsidiary, WNS Global, had an unsecured line of credit of ₹840 million (\$11.1 million based on the exchange rate on March 31, 2022) from The Hongkong and Shanghai Banking Corporation Limited, ₹600 million (\$7.9 million based on the exchange rate on March 31, 2022) from BNP Paribas, ₹800 million (\$10.6 million based on the exchange rate on March 31, 2022) from Citibank N.A., ₹750 million (\$9.9 million based on the exchange rate on March 31, 2022) from Axis Bank, ₹600 million (\$7.9 million based on the exchange rate on March 31, 2022) from DBS Bank, ₹600 million (\$7.9 million based on the exchange rate on March 31, 2022) from HDFC Bank, ₹600 million (\$7.9 million based on the exchange rate on March 31, 2022) from ICICI Bank and ₹600 million (\$7.9 million based on the exchange rate on March 31, 2022) from Standard Chartered Bank for working capital purposes. Interest on these lines of credit would be determined on the date of the borrowing. These lines of credit generally can be withdrawn by the relevant lender at any time. As at March 31, 2022, there was no amount utilized from these lines of credit.

WNS UK renewed its working capital facility obtained from HSBC Bank plc. of £9.9 million (\$13.0 million based on the exchange rate on March 31, 2022) until April 30, 2022. The working capital facility bears interest at Bank of England base rate plus a margin of 2.45% per annum. Interest is payable on a quarterly basis. The facility is subject to conditions to drawdown and can be withdrawn by the lender at any time by notice to the borrower. As at March 31, 2022, there was no outstanding amount under this facility.

As at March 31, 2022 our South African subsidiary, WNS Global Services SA (Pty) Ltd., had an unsecured line of credit of ZAR 30.0 million (\$2.0 million based on the exchange rate on March 31, 2022) from The HSBC Bank plc. for working capital purposes. This facility bears interest at prime rate less a margin of 2.25% per annum. This line of credit can be withdrawn by the lender at any time. As at March 31, 2022, there was no outstanding amount under this facility.

As at March 31, 2022 WNS North America Inc., had an unsecured line of credit of \$10.0 million from The HSBC Bank plc. for working capital purposes. This facility bears interest at prime rate or LIBOR plus a margin of 1.75% per annum. This line of credit can be withdrawn by the lender at any time. As at March 31, 2022, there was no outstanding amount under this facility.

In March 2017, our Mauritius subsidiary, WNS (Mauritius) Limited, obtained a term loan facility for \$84.0 million from HSBC Bank (Mauritius) Ltd. and Standard Chartered Bank, UK. The proceeds from this loan facility were used to finance our acquisition of HealthHelp. The loan bears interest at a rate equivalent to the three-month US dollar LIBOR plus a margin of 0.95% per annum. In connection with the term loan, we have entered into interest rate swaps with banks to swap the variable portion of the interest based on the three-month US dollar LIBOR to a fixed rate of 1.9635%. WNS (Mauritius) Limited’s obligations under the term loan are guaranteed by WNS. The term loan is secured by a pledge of shares of WNS (Mauritius) Limited held by WNS. The facility agreement for the term loan contains certain covenants, including restrictive covenants relating to our indebtedness and financial covenants relating to our EBITDA to debt service ratio and total borrowings to EBITDA ratio, each as defined in the facility agreement. The loan matures in March 2022 and the principal is repayable in ten semiannual installments of \$8.4 million each. On September 14, 2017, March 14, 2018, September 17, 2018, March 14, 2019, September 16, 2019, March 16, 2020, September 14, 2020, March 15, 2021, September 14, 2021 we made scheduled repayments of \$8.4 million each and on March 14, 2022 we repaid the final installment of \$8.4 million. As a result of our repayment of the final instalment, HSBC Bank (Mauritius) Limited has released the pledge on shares of WNS (Mauritius) Limited.

Off-Balance Sheet Arrangements

Bank guarantees amounting to \$0.9 million were provided on behalf of certain of our subsidiaries to regulatory authorities and other third parties as at March 31, 2022.

Contractual Obligations

Our principal commitments consist of expected principal cash payments relating to our obligations under operating leases for office space, which represent minimum lease payments for office space, and purchase obligations for property and equipment. The following table sets out our total future contractual obligations as at March 31, 2022 on a consolidated basis:

	Payments Due By Period				
	Total	Less than 1 year	1-3 years	3-5 years	More than 5 years
	(US dollars in millions)				
Trade payables	\$ 27.8	\$ 27.8	\$ —	\$ —	\$ —
Lease liabilities	216.2	37.3	67.2	49.5	62.2
Purchase obligations (net of capital advances)	9.5	9.5	—	—	—
Total	<u>\$253.5</u>	<u>\$ 74.7</u>	<u>\$ 67.2</u>	<u>\$ 49.5</u>	<u>\$ 62.2</u>

Based on our current level of operations, we expect that our anticipated cash generated from operating activities, cash and cash equivalents on hand, and use of existing credit facilities will be sufficient to fund our estimated capital expenditures, share repurchases and working capital needs for the next 12 months. However, if our lines of credit were to become unavailable for any reason, we would require additional financing to fund our capital expenditures, share repurchases and working capital needs. We currently expect our capital expenditures needs in fiscal 2023 to be approximately \$40.0 million. The geographical distribution, timing and volume of our capital expenditures in the future will depend on new client contracts we may enter into or the expansion of our business under our existing client contracts. Our capital expenditure in fiscal 2022 amounted to \$28.3 million and our capital commitments (net of capital advances) as at March 31, 2022 were \$9.5 million. Of the capital expenditure incurred in fiscal 2022, approximately \$13.7 million was incurred in India, approximately \$5.0 million was incurred in the Philippines, approximately \$4.9 million was incurred in the US, approximately \$2.5 million was incurred in UK, approximately, \$2.3 million was incurred in the rest of the world. Of the capital commitments amount of \$9.5 million, we plan to spend approximately \$4.2 million in the Philippines, approximately \$2.8 million in India approximately \$0.7 million in South Africa, and approximately \$1.8 million in the rest of the world.

Further, under the current challenging economic and business conditions as discussed under “— Global Economic Conditions” above, there can be no assurance that our business activity would be maintained at the expected level to generate the anticipated cash flows from operations. If the current market conditions deteriorate, we may experience a decrease in demand for our services, resulting in our cash flows from operations being lower than anticipated. If our cash flows from operations are lower than anticipated, including as a result of the ongoing downturn in the market conditions or otherwise, we may need to obtain additional financing to meet our debt repayment obligations and pursue certain of our expansion plans. Further, we may in the future make further acquisitions. If we have significant growth through acquisitions or require additional operating facilities beyond those currently planned to service new client contracts, we may also need to obtain additional financing. We believe in maintaining maximum flexibility when it comes to financing our business. We regularly evaluate our current and future financing needs. Depending on market conditions, we may access the capital markets to strengthen our capital position, and provide us with additional liquidity for general corporate purposes, which may include capital expenditures acquisitions, refinancing of indebtedness and working capital. If current market conditions deteriorate, we may not be able to obtain additional financing or any such additional financing may be available to us on unfavorable terms. An inability to pursue additional opportunities will have a material adverse effect on our ability to maintain our desired level of revenue growth in future periods.

The following table shows our cash flows in fiscal 2022 and 2021:

	Year ended March 31,	
	2022	2021
	(US dollars in millions)	
Net cash provided by operating activities	\$ 187.5	\$ 213.7
Net cash used in investing activities	\$ (48.8)	\$ (92.8)
Net cash used in financing activities	\$ (127.1)	\$ (117.8)

Cash Flows from Operating Activities

Net cash provided by operating activities decreased to \$187.5 million in fiscal 2022 from \$213.7 million in fiscal 2021. The decrease in net cash provided by operating activities was attributable to an increase in cash outflow on account of working capital changes by \$48.2 million, an increase in taxes paid by \$5.3 million and a decrease in interest received by \$1.4 million which was partially offset by an increase in profit as adjusted for non-cash and other items by \$27.6 million and a decrease in interest paid on our long-term debt and lease liabilities by \$1.1 million.

The profit after tax as adjusted for non-cash and other items, primarily comprised the following: (i) profit after tax of \$132.1 million in fiscal 2022 as compared to \$102.6 million in fiscal 2021; (ii) unrealized loss on derivative instruments of \$3.3 million in fiscal 2022 as compared to an unrealized gain of \$4.1 million on derivative instruments in fiscal 2021; (iii) share-based compensation expense of \$44.2 million in fiscal 2022 as compared to \$38.2 million in fiscal 2021; (iv) income tax expense (current tax and deferred tax) of \$32.4 million in fiscal 2022 as compared to \$30.1 million in fiscal 2021; (v) unrealized exchange gain of \$4.5 million in fiscal 2022 as compared to an unrealized loss of \$8.4 million in fiscal 2021; (vi) interest expense of \$13.3 million in fiscal 2022 as compared to \$14.7 million in fiscal 2021; (vii) depreciation and amortization expense of \$61.6 million in fiscal 2022 as compared to \$62.6 million in fiscal 2021; (viii) reversal in allowances for expected credit losses of \$0.1 million for fiscal 2022 as compared to allowances for expected credit losses of \$0.9 million for fiscal 2021; (ix) income from marketable securities of \$7.1 million in fiscal 2022 as compared to \$6.4 million in fiscal 2021.

Cash outflow on account of working capital changes was \$33.8 million in fiscal 2022 as compared to a cash inflow of \$14.4 million in fiscal 2021. This was primarily on account of a decrease in cash inflow from trade receivables by \$44.7 million and a decrease in cash inflow in relation to other assets by \$31.5 million, partially offset by a decrease in cash outflow in relation to other liabilities by \$25.0 million, trade payables by \$3.0 million and contract liabilities by \$0.1 million.

Cash Flows from Investing Activities

Net cash used in investing activities decreased to \$48.8 million in fiscal 2022 from \$92.8 million in fiscal 2021. This was primarily on account net cash outflow of \$16.0 million for the purchase of marketable securities in fiscal 2022 as compared to \$75.8 million in fiscal 2021 and cash inflow from income on marketable securities of \$2.3 million in fiscal 2022 as compared to \$0.5 million in fiscal 2021, partially offset by a net cash outflow from our investments in fixed deposits of \$4.4 million in fiscal 2022 as compared to a net cash inflow of \$8.9 million in fiscal 2021 towards investments in fixed deposits, cash outflow of \$2.9 in fiscal 2022 towards payment of consideration for our acquisitions related to MOL IPS and CEPROCS as compared to \$nil in fiscal 2021 and cash outflow of \$28.3 million in fiscal 2022 towards the purchase of property and equipment (comprising mainly leasehold improvements, furniture and fixtures, office equipment and information technology equipment) and intangible assets (comprising computer software), as compared to \$26.5 million in fiscal 2021 .

Cash Flows from Financing Activities

Net cash used in financing activities increased to \$127.1 million in fiscal 2022 from \$117.8 million in fiscal 2021. This was primarily on account of an increase in cash outflow towards share repurchases to \$85.0 million in fiscal 2022 from \$78.6 million in fiscal 2021 and an increase in cash outflow to \$26.2 million towards the principal payment of lease liabilities in fiscal 2022 from \$23.1 million in fiscal 2021, partially offset by an increase in cash inflow from excess tax benefit on share-based compensation expense to \$1.1 million in fiscal 2022 from \$0.7 million in fiscal 2021.

**Research and Development**

We have committed, and expect to continue to commit in the future, a portion of our resources to research and development. We are investing substantially in Triange, our analytics practice, to strengthen our offerings to enable business growth and digital transformation for our clients. We partner with clients on their data driven transformation journey and enhance the returns on their analytics investments through our cloud-based AI/ML driven offerings and platforms with next-gen technologies.

**Trend Information**

Please refer to “—Results of Operations” for a discussion of the most recent trends in our services, sales and expenses by the end of fiscal 2022. In addition, please refer to discussions included therein for a discussion of known trends, uncertainties, demands, commitments or events that we believe are reasonably likely to have a material effect on our net sales or revenues, income from continuing operations, profitability, liquidity or capital resources, or that would cause reported financial information to be not necessarily indicative of our future operating results or financial condition.

**Critical Accounting Estimates**

The discussion and analysis of our financial condition and results of operations are based on our consolidated financial statements included elsewhere in this annual report which have been prepared in accordance with IFRS, as issued by the IASB. Note 2 to our consolidated financial statements included elsewhere in this annual report describes our significant accounting policies and is an essential part of our consolidated financial statements.

We believe the following to be critical accounting estimates. By “critical accounting estimates,” we mean policies that are both important to our financial condition and financial results and require critical management judgments and estimates. Although we believe that our judgments and estimates are appropriate, actual future results may differ from our estimates.

The discussion and analysis of our financial condition and results of operations are based on our consolidated financial statements included elsewhere in this annual report which have been prepared in accordance with IFRS, as issued by the IASB. Note 2 to our consolidated financial statements included elsewhere in this annual report describes our significant accounting policies and is an essential part of our consolidated financial statements.

We believe the following to be critical accounting policies. By “critical accounting policies,” we mean policies that are both important to the portrayal of our financial condition and financial results and require critical management judgments and estimates. Although we believe that our judgments and estimates are appropriate, actual future results may differ from our estimates.

**Revenue Recognition**

We derive revenue from BPM services, comprising back office administration, data management, customer experience services management, and auto claims handling services.

Revenue from rendering services is recognized on an accrual basis when the promised services are performed for an amount that reflects the consideration to which we expect to be entitled in exchange for those services. Revenue from the end of last billing to the reporting date is recognized as unbilled revenue. Unbilled revenue for certain contracts is classified as contract assets, as the right to consideration is conditional on factors other than the passage of time. Revenue is net of value-added taxes and includes reimbursements of out-of-pocket expenses.

Back office administration, data management and customer experience services contracts are based on the following pricing models:

- a) per full-time-equivalent arrangements, which typically involve billings based on the number of full-time employees (or equivalent) deployed on the execution of the business process outsourced;
- b) per transaction arrangements, which typically involve billings based on the number of transactions processed (such as the number of e-mail responses, or airline coupons or insurance claims processed);
- c) subscription arrangements, which typically involve billings based on per member per month, based on contractually agreed rates;
- d) fixed-price arrangements, which typically involve billings based on achievements of pre-defined deliverables or milestones;
- e) outcome-based arrangements, which typically involve billings based on the business result achieved by our clients through our service efforts (such as measured based on a reduction in days sales outstanding, improvement in working capital, increase in collections or a reduction in operating expenses); or
- f) other pricing arrangements, including cost-plus arrangements, which typically involve billing the contractually agreed direct and indirect costs and a fee based on the number of employees deployed under the arrangement.

Revenues under time-and-material contracts and subscription arrangements are recognized as the related services are provided in accordance with the client contract. Revenues are recognized on cost-plus contracts on the basis of contractually agreed direct and indirect costs incurred on a client contract plus an agreed upon profit mark-up. Revenues are recognized on unit-price based contracts based on the number of specified units of work delivered to a client.

Revenue for performance obligations that are satisfied over time is recognized in accordance with the methods prescribed for measuring the progress. The input method (cost or efforts expended) has been used to measure progress towards completion as there is a direct relationship between inputs and productivity.

In respect of arrangements involving sub-contracting, in part or whole of the assigned work, we evaluate revenues to be recognized under criteria established by IFRS 15 “Revenue from Contract with Customers (“IFRS 15”), application guidance in paragraphs B34 to B38 “Principal versus agent considerations.”

Contracts with customers include variability in transaction price primarily due to service level agreements, gain share, minimum commitment and volume discounts. Revenues relating to such arrangements are accounted for as variable consideration when the amount of revenue to be recognized can be estimated to the extent that it is probable that a significant reversal of any incremental revenue will not occur.

Amounts billed or payments received, where revenue recognition criteria have not been met, are recorded as deferred revenue and classified as contract liabilities. These are recognized as revenue when all the recognition criteria have been met. The costs related to the performance of BPM services unrelated to transition services (discussed below) are fulfilment costs classified as contract assets and recognized in our consolidated statement of income when the conditions for revenue recognition have been met. Any upfront payment received towards future services is classified as a contract liability and is recognized in our consolidated statement of income over the period when such services are provided.

All incremental and direct costs incurred for acquiring contracts, such as certain sales commission, are classified as contract assets. Such costs are amortized over the expected life of the contract.

Other upfront fees paid to customers are classified as contract assets. Such costs are amortized over the life of the contract and recorded as an adjustment to the transaction price and reduced from revenue.

For certain BPM customers, we perform transition activities at the outset of entering into a new contract. We have determined these transition activities do not meet the criteria of IFRS 15 to be accounted for as a separate performance obligation and has deferred revenue attributable to these activities. Accordingly, transition revenues are classified as contract liabilities and are subsequently recognized ratably over the period in which the BPM services are performed. Costs related to such transition services are fulfillment costs which are directly related to the contract and result in generation or enhancement of resources and are expected to be recoverable under the contract and thereby classified as contract assets and are recognized ratably over the estimated life of the contract.

All contracts entered into by us specify the payment terms. Usual payment terms range between 30 to 60 days.

Auto claims handling services include claims handling and administration (“Claims Handling”), car hire and arranging for repairs with repair centers across the UK and the related payment processing for such repairs (“Accident Management”). With respect to Claims Handling, we receive either a per-claim fee or a fixed fee. Revenue for per claim fee is recognized over the estimated processing period of the claim, which currently ranges from one to two months and revenue for fixed fee is recognized on a straight line basis over the period of the contract. In certain cases, the fee is contingent upon the successful recovery of a claim on behalf of the customer. In these circumstances, the revenue is deferred until the contingency is resolved. Revenue in respect of car hire is recognized over the car hire term.

In order to provide Accident Management services, we arrange for the repair through a network of repair centers. The repair costs are invoiced to customers. In determining whether the receipt from the customers related to payments to repair centers should be recognized as revenue, we consider the criteria established by IFRS 15 under the application guidance in paragraphs B34 to B38 “Principal versus agent considerations.” When we determine that it is the principal in providing Accident Management services, amounts received from customers are recognized and presented as third-party revenue and the payments to repair centers are recognized as cost of revenue in our consolidated statement of income. Factors considered in determining whether we are the principal in the transaction include whether:

- a) we have the prime responsibility for providing the services,
- b) we negotiate labor rates with repair centers, and
- c) we are responsible for timely and satisfactory completion of repairs.

If there are circumstances where the above criteria are not met and therefore we are not the principal in providing accident management services, amounts received from customers are recognized and presented net of payments to repair centers in our consolidated statement of income. Revenue from Accident Management services is recorded net of the repairer referral fees passed on to customers.

Revenue from legal services in the Auto Claims BPM segment is recognized on the admission of liability by the third party to the extent of fixed fees earned at each stage and any further income on the successful settlement of the claim.

Incremental and direct costs incurred to contract with a claimant are classified as contract assets and amortized over the expected period of benefit, not exceeding 15 months. All other costs to us are expensed as incurred.



## ***Leases***

We lease most of our delivery centers and office facilities under operating lease agreements that are renewable on a periodic basis at the option of the lessor and the lessee. The lease agreements contain rent free periods and rent escalation clauses.

We assess whether a contract contains a lease at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, we assess whether: (i) the contract involves the use of an identified asset, (ii) we have substantially all of the economic benefits from the use of the asset through the period of the lease, and (iii) we have the right to direct the use of the asset.

At the date of commencement of the lease, we recognize a right of use (“ROU”) asset and a corresponding lease liability for all lease arrangements under which we are a lessee, except for short-term leases and low value leases. ROU assets represent our right to use an underlying asset for the lease term and lease liabilities represent our obligation to make lease payments arising from the lease. For short-term leases and low value leases, we recognize the lease payments as an expense on a straight-line basis over the term of the lease. The lease arrangements include options to extend or terminate the lease before the end of the lease term.

ROU assets and lease liabilities include these options when it is reasonably certain that they will be exercised. The ROU assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses. ROU assets are depreciated from the date of commencement of the lease on a straight-line basis over the shorter of the lease term and the useful life of the underlying asset.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. For leases under which the rate implicit in the lease is not readily determinable, we use its incremental borrowing rate based on the information available at the date of commencement of the lease in determining the present value of lease payments. Lease liabilities are remeasured with a corresponding adjustment to the related ROU asset if we change our assessment as to whether we will exercise an extension or a termination option.

We account for a modification of the lease contract as a separate contract for an additional right of use not included in the original lease and the increase in lease payment is commensurate with the standalone price for the additional right of use, adjusted for the circumstances of the particular contract. Modifications which are not accounted for as a separate contract are reassessed as at the effective date of the modifications based on the modified terms and conditions and the facts and circumstances as at that date. Upon modification, we remeasure the lease liability to reflect changes to the remaining lease payments and discount rates and recognize the amount of the remeasurement of the lease liability as an adjustment to the ROU assets. However, if the carrying amount of the ROU assets is reduced to zero as a result of modification, any remaining amount of the remeasurement is recognized as an expense in the consolidated statement of income.

We have applied practical expedient under an amendment to IFRS 16 for COVID-19 related rent concessions to determine whether the concession provided by lessor occurring as a direct consequence of the COVID-19 pandemic meets the conditions mentioned in paragraph 46B of the amendment and accounted the eligible concessions in the consolidated statement of income.

In the case of sub-leases, where we are an intermediate lessor, the lease is classified as a finance lease or operating lease. A sub-lease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. In the case of a finance lease, we have accounted for its interest in the head-lease and the sub-lease separately and recognized a net investment in the sub-lease accordingly. Rental income received from the sub-lease is treated as finance income in the consolidated statement of income. In the case of an operating lease, rental income is recognized in the consolidated statement of income over the term of the sub-lease.

**Share-based Compensation**

We provide share-based awards such as share options and RSUs to our employees, directors and executive officers through various equity compensation plans. We account for share-based compensation expense relating to share-based payments using a fair-value method in accordance with IFRS 2 “*Share-based Payments*” (“IFRS 2”) addresses the accounting for share-based payment transactions in which an enterprise receives employee services in exchange for equity instruments of the enterprise or liabilities that are based on the fair value of the enterprise’s equity instruments or that may be settled by the issuance of such equity instruments.

Equity instruments granted is measured by reference to the fair value of the instrument at the date of grant. The grants vest in a graded manner. Under the fair value method, the estimated fair value of awards is charged to income over the requisite service period, which is generally the vesting period of the award, for each separately vesting portion of the award as if the award was, in substance, multiple awards. We include a forfeiture estimate in the amount of compensation expense being recognized based on our estimate of equity instrument that will eventually vest.

Our South African subsidiary has issued share appreciation rights to certain employees to be settled with our shares. As part of the settlement, we granted certain RSUs during fiscal 2021, a portion of which will vest on the nine months anniversary from the grant date and the remainder of which will vest on the third anniversary, from the grant date and we granted certain RSUs during fiscal 2020, 2019 and 2018, which will vest on the fourth, third and fourth anniversaries, respectively, from the grant date, subject to such grantee’s continued employment with us through the applicable vesting date. The grant date fair value of these RSUs was estimated using a binomial lattice model.

We are required to estimate the share-based awards that we expect to vest and to reduce share-based compensation expense for the effects of estimated forfeitures of awards over the expense recognition period. Although we estimate forfeitures based on historical experience and other factors, actual forfeitures in the future may differ. To the extent our actual forfeitures are different than our estimates, we record a true-up for the difference in the period in which the awards vest, and such true-ups could materially affect our operating results.

We record deferred tax assets for share-based awards based on the future tax deduction which will be based on our ADS price at the reporting date. If the amount of the future tax deduction exceeds the cumulative amount of share-based compensation expense, the excess deferred tax is directly recognized in equity.

***Business Combinations, Goodwill and Intangible Assets***

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred at the date of acquisition. The cost of the acquisition also includes the fair value of any contingent consideration. As a part of acquisition accounting, we allocate the purchase price of acquired companies to the identified tangible and intangible assets based on the estimated fair values on the date of the acquisition. The purchase price allocation process requires management to make significant estimates and assumptions, especially at the acquisition date with respect to intangible assets, income taxes, contingent consideration and estimated restructuring liabilities. Although we believe the assumptions and estimates we have made in the past have been reasonable and appropriate, they are based in part on historical experience and information obtained from the management of the acquired companies and are inherently uncertain. Examples of critical estimates in valuing certain of the intangible assets we have acquired or may acquire in the future include but are not limited to the appropriate method of valuation, future cash flow projections, weighted average cost of capital, discount rates, risk-free rates, market rate of return and risk premiums.

Unanticipated events and circumstances may occur which may affect the accuracy or validity of such assumptions, estimates or actual results.

Goodwill is initially measured at cost, being the excess of the cost of the acquisition of the acquiree over our share of the net fair value of the acquiree’s identifiable assets, liabilities and contingent liabilities on the date of the acquisition. If the cost of acquisition is less than the fair value of the net assets of the business acquired, the difference is recognized immediately in the income statement. Goodwill is tested for impairment at least annually and when events occur or changes in circumstances indicate that the recoverable amount of the cash generating unit is less than its carrying value. The goodwill impairment test is performed at the level of cash-generating unit or groups of cash-generating units which represent the lowest level at which goodwill is monitored for internal management purposes.

We use market related information and estimates (generally risk adjusted discounted cash flows) to determine the fair values. Cash flow projections take into account past experience and represents management’s best estimate about future developments. Key assumptions on which management has based its determination of fair value less costs of disposal and value in use include estimated growth rates, weighted average cost of capital and tax rates. These estimates, including the methodology used, can have a material impact on the respective values and ultimately the amount of any goodwill impairment. See also the discussion on impairment testing under “—Impairment of Goodwill and Intangible Assets” below.

Intangible assets are recognized only when it is probable that the expected future economic benefits attributable to the assets will accrue to us and the cost can be reliably measured. Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is its fair value as at the date of acquisition determined using generally accepted valuation methods appropriate for the type of intangible asset. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and any accumulated impairment losses. Intangible assets with finite lives are amortized over the estimated useful life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization of an intangible asset with a finite useful life reflects the manner in which the economic benefit is expected to be generated and consumed. These estimates are reviewed at least at each fiscal year end. Intangible assets with indefinite lives are not amortized, but instead are tested for impairment at least annually and written down to the fair value as required. See also the discussion on impairment testing under “— Impairment of Goodwill and Intangible Assets” below.

***Software Development Costs***

Costs incurred for developing software or enhancements to the existing software products to be sold and/or used for internal use are capitalized once the research phase is complete, technological feasibility and commercial feasibility have been established, future economic benefits are probable, we have an intention and ability to complete and use or sell the software and the costs can be measured reliably. Technological feasibility is established upon completion of a detailed design program or, in its absence, completion of a working model. Significant management judgments and estimates are utilized in the assessment of when technological feasibility is established, as well as in the ongoing assessment of the recoverability of capitalized costs. Costs that qualify as software development costs include external direct costs of materials and services utilized in developing or obtaining software and compensation and related benefits for employees who are directly associated with the software project. The capitalized costs are amortized on a straight-line basis over the estimated useful life. Costs associated with research phase activities, training, maintenance and all post-implementation stage activities are expensed as incurred.

***Impairment of Goodwill and Intangible Assets***

Goodwill is not subject to amortization and is instead tested annually for impairment and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Intangible assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset’s carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset’s fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the cash generating unit level, which is the lowest level for which there are separately identifiable cash flows. Impairment losses recognized in respect of cash generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash generating units (or group of cash generating units) and then to reduce the carrying amount of the other assets in the cash generating unit (or group of cash generating units) on a pro rata basis. Intangible assets except goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

An impairment loss is recognized for the amount by which an asset’s or cash-generating unit’s carrying amount exceeds its recoverable amount. To determine the value in use, management estimates expected future cash flows from each asset or cash-generating unit and determines a suitable interest rate in order to calculate the present value of those cash flows. In the process of measuring expected future cash flows management makes assumptions about future operating results. These assumptions relate to future events and circumstances. In arriving at our forecasts, we consider past experience, economic trends including underlying current dynamics of the business and inflation as well as industry and market trends. The projections also take into account factors such as the expected impact from new client contracts and expansion of business from existing clients, efficiency initiatives, and the maturity of the markets in which each business operates. To determine the fair value less costs of disposal the management uses Level 3 inputs under the “Income Approach — Discounted Cash Flow Analysis” method. See Note 9 to our consolidated financial statements included elsewhere in this annual report. The actual results of recoverable amount may vary, and may cause significant adjustments to our assets within the next fiscal year. The calculation of impairment loss involves significant estimates and assumptions which include revenue and earnings multiples, inputs used by market participants, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate, and future economic and market conditions.

In most cases, determining the applicable discount rate involves estimating the appropriate adjustment to market risk and the appropriate adjustment to asset-specific risk factors.

We cannot predict the occurrence of future events that might adversely affect the reported value of goodwill and/or intangible assets. Such events include, but are not limited to, strategic decisions made in response to economic and competitive conditions, the impact of the environment on our customer base, and material negative changes in relationships with significant customers.

***Income Taxes***

Income tax comprises current and deferred tax. Income tax expense is recognized in our consolidated statement of income except to the extent it relates to items directly recognized in equity, in which case it is recognized in equity.

***Current Income Tax***

As part of the process of preparing our consolidated financial statements, we are required to estimate our income taxes in each of the jurisdictions in which we operate. We are subject to tax assessments in each of these jurisdictions. Current income taxes for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the taxable profit for the period. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date and applicable for the period. We offset current tax assets and current tax liabilities, where we have a legally enforceable right to set off the recognized amounts and where we intend either to settle on a net basis, or to realize the asset and liability simultaneously.

Significant judgments are involved in determining the provision for income taxes including judgment on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods. The recognition of taxes that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances. Though we have considered all these issues in estimating our income taxes, there could be an unfavorable resolution of such issues that may affect results of our operations.

***Deferred Income Tax***

We recognize deferred income tax using the balance sheet approach. Deferred income tax assets and liabilities are recognized for all deductible and taxable temporary differences arising between the tax bases of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of transaction.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred income tax assets in respect of carry forward of unused tax credits and unused tax losses are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

The measurement of deferred tax assets involves judgment regarding the deductibility of costs not yet subject to taxation and estimates regarding sufficient future taxable income to enable utilization of unused tax losses in different tax jurisdictions. We consider the expected reversal of deferred tax assets and projected future taxable income in making this assessment. All deferred tax assets are subject to review of probable utilization. The assessment of the probability of future taxable profit in various years in which deferred tax assets can be utilized is based on the latest approved budget forecast, which is adjusted for significant non-taxable profit and expenses and specific limits to the use of any unused tax loss or credit. The tax rules in the various jurisdictions in which we operate are also carefully taken into consideration. If a positive forecast of taxable profit indicates the probable use of a deferred tax asset, especially when it can be utilized without a time limit, that deferred tax asset is usually recognized in full. The recognition of deferred tax assets that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances.

We recognize deferred tax liabilities for all taxable temporary differences, except those associated with investments in subsidiaries and associates where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

As part of our accounting for business combinations, some of the purchase price is allocated to goodwill and intangible assets. Impairment charges associated with goodwill are generally not tax deductible and will result in an increased effective income tax rate in the quarter any impairment is recorded. Amortization expenses associated with acquired intangible assets are generally not tax deductible pursuant to our existing tax structure; however, deferred taxes have been recorded for non-deductible amortization expenses as a part of the purchase price allocation process. We have taken into account the allocation of these identified intangibles among different taxing jurisdictions, including those with nominal or zero percent tax rates, in establishing the related deferred tax liabilities. Income tax contingencies existing as at the acquisition dates of the acquired companies are evaluated quarterly and any adjustments are recorded as adjustments to goodwill during the measurement period.

Uncertainties in income taxes are measured in accordance with IFRIC 23 “*Uncertainties over Income Tax Treatments*”. Uncertain tax positions are reflected at the amount likely to be paid to the taxation authorities. A liability is recognized in connection with each item that is not probable of being sustained on examination by the taxing authority. The liability is measured using single best estimate of the most likely outcome for each position taken in the tax return. Thus, the provision would be the aggregate liability in connection with all uncertain tax positions.

Evaluation of tax positions and recognition of provisions, as discussed above, involves interpretation of tax laws, estimates of probabilities of tax positions being sustained and the amounts of payments to be made under various scenarios. Although we believe we are adequately reserved for our unresolved disputes with the taxation authorities, no assurance can be given with respect to the final outcome on these matters. To the extent that the final outcome on these matters is different to the amounts recorded, such differences will impact our provision for income taxes in the period in which such a determination is made.

***Derivative Financial Instruments and Hedge Accounting***

We are exposed to foreign currency fluctuations on foreign currency assets, liabilities, net investment in foreign operations, forecasted cash flows denominated in foreign currency and fluctuation in interest rates. We limit the effect of foreign exchange rate fluctuation by following established risk management policies including the use of derivatives. We enter into derivative financial instruments where the counterparty is a bank. We use derivative financial instruments such as foreign exchange forward and option contracts, currency swaps and interest rate swaps to hedge certain foreign currency and interest rate exposures. Forward and option contracts on various foreign currencies are entered into to manage the foreign currency exchange rate risk on forecasted transactions denominated in foreign currencies and monetary assets and liabilities held in non-functional currencies. Interest rate swaps are entered into to manage interest rate risk associated with floating rate borrowings. Our primary exchange rate exposures are with the US dollar or the pound sterling against the Indian rupee.

***Cash Flow Hedges***

We recognize derivative instruments as either assets or liabilities in the statement of financial position at fair value. Derivative instruments qualify for hedge accounting when the instrument is designated as a hedge; the hedged item is specifically identifiable and exposes us to risk; and it is expected that a change in fair value of the derivative instrument and an opposite change in the fair value of the hedged item will have a high degree of correlation. Determining that there is a high degree of correlation between the change in fair value of the hedged item and the derivative instruments involves significant judgment including the probability of the occurrence of the forecasted transaction. Although our estimates of the forecasted transactions are based on historical experience and we believe that they are reasonable, the final occurrence of such transactions could be different as a result of external factors such as industry and economic trends, and internal factors such as changes in our business strategy and our internal forecasts, which will have a material effect on our earnings.

For derivative instruments where hedge accounting is applied, we record the effective portion of derivative instruments that are designated as cash flow hedges in other comprehensive income/(loss) in the statement of comprehensive income, which is reclassified into earnings in the same period during which the hedged item affects earnings. The remaining gain or loss on the derivative instrument in excess of the cumulative change in the present value of future cash flows of the hedged item, if any (i.e. the ineffective portion), or hedge components excluded from the assessment of effectiveness, and changes in fair value of other derivative instruments not designated as qualifying hedges are recorded as gains/losses, net in our consolidated statement of income. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in the cash flow hedging reserve (in other comprehensive income/(loss)) until the period the hedges was effective remains in the cash flow hedging reserve until the forecasted transaction occurs. Cash flow hedge on interest rate swaps are recorded under finance expense, net. Cash flows from the derivative instruments are classified within cash flows from operating activities in the statement of cash flows.

When it is highly probable that a forecasted transaction will not occur, we discontinue the hedge accounting and recognize immediately, in our consolidated statement of income, the gains and losses attributable to such derivative instrument that were accumulated in other comprehensive income/(loss).

Gains/losses on cash flow hedges on forecasted revenue transactions are recorded in foreign exchange gains/losses forming part of revenue. Changes in fair value of foreign currency derivative instruments not designated as cash flow hedges are recognized in our consolidated statement of income and reported within foreign exchange gains, net within results from operating activities.

***Fair Value Measurements***

IFRS 13 “*Fair Value Measurements*” (“IFRS 13”) defines fair value as the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm’s length transaction. The fair value of financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices or dealer price quotations, without any deduction for transaction costs. For financial instruments not traded in an active market, the fair value is determined using appropriate valuation models. Where applicable, these models project future cash flows and discount the future amounts to a present value using market-based observable inputs including interest rate curves, credit risk, foreign exchange rates, and forward and spot prices for currencies.

IFRS 7 “*Financial Instruments: Disclosures*” also requires the classification of fair value measurements using fair value hierarchy that reflects the significance of the inputs used in making the measurements as follows:

- Level 1 — quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 — other techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and
- Level 3 — techniques which use inputs which have a significant effect on the recorded fair value that are not based on observable market data.

The fair value is estimated using the discounted cash flow approach and market rates of interest. The valuation technique involves assumptions and judgments regarding risk characteristics of the instruments, discount rates and future cash flows.

Management uses valuation techniques in measuring the fair value of financial instruments, where active market quotes are not available. In applying the valuation techniques, management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm’s length transaction at the reporting date.

***Allowance for Expected Credit Losses***

We apply the forward-looking expected credit loss (“ECL”) model for recognizing impairment loss on financial assets that are measured at amortized cost or at fair value through other comprehensive income. We apply the simplified approach for determining the lifetime ECL allowance using our historical credit loss experience adjusted for factors that are specific to the debtor. For all other financial assets, we recognize lifetime ECL when there has been a significant increase in credit risk since initial recognition.

***Accounting for Defined Benefit Plans***

In accounting for pension and post-retirement benefits, several statistical and other factors that attempt to anticipate future events are used to calculate plan expenses and liabilities. These factors include expected return on plan assets, discount rate assumptions and rate of future compensation increases. To estimate these factors, actuarial consultants also use estimates such as withdrawal, turnover, and mortality rates which require significant judgment. The actuarial assumptions used by us may differ materially from actual results in future periods due to changing market and economic conditions, regulatory events, judicial rulings, higher or lower withdrawal rates, or longer or shorter participant life spans.

***Leases***

We determine the lease term as the non-cancellable period of a lease including any option to extend or terminate the lease, if the use of such option is reasonably certain. We make an assessment on the expected lease term on a lease-by-lease basis and thereby assess whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, we consider factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to operations, taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

We have applied an incremental borrowing rate for the purpose of computing lease liabilities based on the rate prevailing in respective geographies.

*Estimation uncertainty relating to the COVID-19 pandemic*

In evaluating the recoverability of trade receivables, including unbilled revenue, contract assets, goodwill, long lived assets and investments, we have considered all internal and external information in the preparation of our consolidated financial statements including credit reports and economic outlook. We have performed sensitivity analysis on the assumptions used and based on current indicators of future economic conditions, we expect to recover the carrying amount of these assets. The impact of the COVID-19 pandemic may be different from the estimates used to prepare our consolidated financial statements included elsewhere in this annual report and we will continue to closely monitor any material changes to future economic conditions.

**Share Repurchases**

In March 2018, our shareholders authorized a share repurchase program for the repurchase of up to 3,300,000 of our ADSs, at a price range of \$10 to \$100 per ADS. Pursuant to the terms of the repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from March 30, 2018, the date the shareholders resolution approving the repurchase program was passed.

In fiscal 2019, we purchased 1,101,300 ADSs in the open market for a total consideration of \$56.4 million (including transaction costs). We also paid \$0.1 million towards cancellation fees for ADSs in relation to share repurchase of 1,100,000 ADSs. and cancelled, 4.4 million ADSs that were held as treasury shares for an aggregate cost of \$134.2 million. The effect of cancellation of these treasury shares was recognized in share capital amounting to \$0.6 million and in share premium amounting to \$133.6 million, in compliance with Jersey Law. There was no effect on the total shareholders’ equity as a result of this cancellation.

In fiscal 2020, we purchased 1,098,700 ADSs in the open market for a total consideration of \$63.7 million (including transaction costs). We cancelled, 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$120.1 million. The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$0.3 million and in share premium amounting to \$119.9 million, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.

In fiscal 2021, we paid \$0.1 million towards cancellation fees for ADSs in relation to the repurchase of 1,100,000 ADSs in fiscal 2020. In fiscal 2021, we purchased the remaining 1,100,000 ADSs in the open market for a total consideration of \$78.6 million (including transaction costs) and completed the authorized repurchases under the above-mentioned share repurchase program. We funded the repurchases under the repurchase program with cash on hand. The shares underlying the repurchased ADSs are held as treasury shares.

In fiscal 2021, our shareholders authorized a new share repurchase program for the repurchase of up to 3,300,000 of our ADSs, at a price range of \$10 to \$110 per ADS. Pursuant to the terms of the repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from April 1, 2021, the date the shareholders resolution approving the repurchase program was passed. We intend to fund the repurchase with cash on hand. We are not obligated under the repurchase program to repurchase a specific number of ADSs, and the repurchase program may be suspended at any time at our discretion. We intend to hold the shares underlying any such repurchased ADSs as treasury shares.

In fiscal 2022, we purchased 1,100,000 ADSs in the open market for a total consideration of \$85 million (including transaction costs) under the above-mentioned share repurchase program. We funded the repurchases under the repurchase program with cash on hand.

In fiscal 2022, we cancelled, 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$163.7 million (including share cancellation charges \$0.1 million). The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$0.3 million and in share premium amounting to \$163.4 million, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.



## New accounting pronouncements not yet adopted

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for our accounting periods beginning on or after April 1, 2022 or later periods. Those which are considered to be relevant to our operations are set out below.

- i. In January 2020, the IASB issued amendments to IAS 1 “*Presentation of Financial Statements*” regarding the ‘Classification of Liabilities as Current or Non-current’. The amendments in Classification of Liabilities as Current or Non-current (Amendments to IAS 1) affect only the presentation of liabilities in the statement of financial position, and not the amount or timing of recognition of any asset, liability, income or expenses, or the information that entities disclose about those items. The amendments:
- clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the “right” to defer settlement by at least twelve months and make explicit that only rights in place “at the end of the reporting period” should affect the classification of a liability;
  - clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and
  - make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The above amendments are effective for annual reporting periods beginning on or after January 1, 2023 and are to be applied retrospectively. Early application is permitted.

We are currently evaluating the impact of these amendments on our consolidated financial statements.

- ii. In February 2021, the IASB issued “Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) in relation to determining which accounting policies are to be disclosed in the financial statements. These amendments:
- require an entity to disclose its material accounting policy information instead of its significant accounting policies.
  - clarify that accounting policy information may be material because of its nature, even if the related amounts are immaterial; and also clarifies if users of an entity’s financial statements would need it to understand other material information in the financial statements;
  - clarify that accounting policy information is material; and
  - the amendments clarify that if an entity discloses immaterial accounting policy information, such information shall not obscure material accounting policy information.

The amendments are effective for annual periods beginning on or after January 1, 2023 and are to be applied prospectively. Early application is permitted.

We are currently evaluating the impact of these amendments on our consolidated financial statements.

- iii. In February 2021, the IASB issued “Disclosure of Accounting Estimates (Amendments to IAS 8) in relation to distinction between accounting policies and accounting estimates. These amendments:
- replace the definition of change in accounting estimates with a definition of accounting estimate as “monetary amounts in financial statements that are subject to measurement uncertainty”;
  - clarify that a change in accounting estimate that results from new information or new developments is not the correction of an error. In addition, the effects of a change in an input or a measurement technique used to develop an accounting estimate are changes in accounting estimates if they do not result from the correction of prior period errors;
  - states that a change in an accounting estimate may affect only the current period’s profit or loss, or the profit or loss of both the current period and future periods. It also requires that the effect of the change relating to the current period is recognised as income or expense in the current period and the effect, if any, on future periods is recognised as income or expense in those future periods.

The amendments are effective for annual periods beginning on or after January 1, 2023 and are to be applied prospectively. Early application is permitted.

We are currently evaluating the impact of these amendments on our consolidated financial statements

- iv. In May 2021, the IASB issued ‘Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)’ in relation to clarify the accounting for deferred tax on transactions such as leases and decommissioning obligations. These amendments:
- clarify that the initial recognition exemption does not apply to transactions in which equal amounts of deductible and taxable temporary differences arise on initial recognition.

The Company shall apply the amendments to transactions that occur on or after the beginning of the earliest comparative period presented. The Company shall, at the beginning of the earliest comparative period presented, recognize deferred tax for all temporary differences related to leases and decommissioning obligations and recognize the cumulative effect of initially applying the amendments as an adjustment to the opening balance of retained earnings at that date.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023. Early adoption is permitted.

We are currently evaluating the impact of these amendments on our consolidated financial statements.

ITEM 6. DIRECTORS, SENIOR MANAGEMENT AND EMPLOYEES

A. Directors and Executive Officers

Our Board of Directors consists of ten directors.

The following table sets forth the name, age (as at March 31, 2022) and position of each of our directors and executive officers as at the date hereof.

<u>Name</u>	<u>Age</u>	<u>Designation</u>
<b>Directors</b>		
Timothy L. Main <sup>(1)(2)</sup>	64	Non-Executive Chairman
Gareth Williams <sup>(2)(3)</sup>	69	Director
Jason Liberty <sup>(4)</sup>	46	Director
John Freeland <sup>(1)(2)</sup>	68	Director
Keshav R. Murugesh	58	Director and Group Chief Executive Officer
Michael Menezes <sup>(5)</sup>	69	Director
Françoise Gri <sup>(1)(6)</sup>	64	Director
Keith Haviland <sup>(4)</sup>	63	Director
Mario P. Vitale <sup>(4)</sup>	66	Director
Lan Tu <sup>(1)(2)</sup>	54	Director
<b>Executive Officers</b>		
Keshav R. Murugesh	58	Group Chief Executive Officer
Sanjay Puria	49	Group Chief Financial Officer
Gautam Barai	47	Chief Operating Officer
Swaminathan Rajamani	45	Chief People Officer

Notes:

- (1) Member of our Compensation Committee.
- (2) Member of our Nominating and Corporate Governance Committee.
- (3) Chairman of our Compensation Committee
- (4) Member of our Audit Committee.
- (5) Chairman of our Audit Committee.
- (6) Chairman of our Nominating and Corporate Governance Committee.

Summarized below is relevant biographical information covering at least the past five years for each of our directors and executive officers.

**Directors**

**Timothy L Main** was appointed to the WNS Board in June 2021, and he also serves on WNS’ Compensation and NCG Committee. In September 2021, he was appointed as the Non- Executive Chairman of the Board. Currently, Mr. Main serves on the Board of Quest Diagnostics as Chair of the Cybersecurity Committee and a member of the Audit & Finance and Governance committees. He is also on the Board of SCP & CO Healthcare Acquisition Co., where he serves as a member of the Audit & Finance Committee. He has spent his entire career in the B2B services or outsourcing environment, including more than 25 years at Jabil, a leading provider of manufacturing services with a global operational footprint. Most recently, he was the non-executive Chairman of the Board of Directors and a member of the Cyber Committee at Jabil Inc. During his tenure as Chief Executive Officer of Jabil, he led the company’s transformation and growth to a USD 17.6 billion, 141,000 employee organization through organic growth and strategic acquisitions. He comes with a rich experience and distinguished track record in international operations, corporate governance, vision and strategy, and technology-led growth. Main holds degrees from Michigan University and the Thunderbird School of Global Management. The business address of Mr. Main is 515, Madison Avenue, 8th Floor, New York, NY 10022

**Gareth Williams** was appointed to our Board of Directors in January 2014. Presently, Mr. Williams serves as a member of the Board of Trustees of Cicely Saunders International, a charity that funds research and education on palliative care. Mr. Williams also served as an independent director of SAGA plc until December 2020. He served as a Chairman of YSC until November 2017. He also served as a member of the Board of YSC from 2013 to 2017. He also served as the advisor to the Chief Executive Officer of Diageo plc until June 2014. Prior to his appointment to our Board, he was Director, Human Resources at Diageo plc, one of the world’s leading premium drink companies. Prior to taking over as Head of Human Resources at Diageo in January 1999, Mr. Williams held a series of key positions in HR at Grand Metropolitan, plc in North America and the UK from 1984 to 1998, leading up to the merger with Guinness that formed Diageo. Before joining Grand Metropolitan, he spent 10 years with Ford of Britain in a number of HR roles. Mr. Williams graduated with a Bachelor of Arts degree in Economics from the Warwick University. The business address of Mr. Williams is High Tees, Wildernesse Avenue, Sevenoaks, Kent TN15 0EA, United Kingdom.

**John Freeland** was appointed to our Board of Directors in September 2014. Currently, Mr. Freeland is the Chairman and founder of JF Manufacturing LLC and the founder of JF Fitness of North America. He is on the Board of Trout River Lumber, LLC and Scout Logic, Inc and also serves as an advisory partner of Next Horizon Capital (Erstwhile North Star Capital Investors). He was on the Board of Compuware Corporation during the year 2014. He brings over 35 years of experience to WNS. Most recently he was the Chief Executive Officer of Symphony Information Resources, Inc. from October 2007 to May 2012, a leading global provider of information, insights and decision solutions. In his previous roles, he was President – Worldwide Operations for salesforce.com and a Managing Partner at Accenture in the areas of global Insurance and global Customer Relationship Management. During his 26-year career at Accenture, he was also appointed a member of Accenture’s executive committee. Mr. Freeland has a Bachelor of Arts degree in Economics and a Master of Business Administration from Columbia University. The business address of Mr. Freeland is 435 East 52nd Street, Apartment 8B, NY, NY 10022, USA.

**Keshav R. Murugesh** was appointed as our Group Chief Executive Officer and director in February 2010. Mr. Murugesh is based out of UK since March 18, 2022. Prior to joining WNS, Mr. Murugesh was the Chief Executive Officer of Syntel Inc., a Nasdaq-listed information technology company. He holds a Bachelor of Commerce degree and is a Fellow of The Institute of Chartered Accountants of India. Prior to Syntel, he worked in various capacities with ITC Limited, an affiliate of BAT Plc. between 1989 and 2002. Presently, he is an Executive Council member of the National Association of Software and Service Companies (“NASSCOM”). He is also a Charter Member of the Board of Trustees for TiE Mumbai, which is a non-profit organisation focusing on fostering entrepreneurship through mentoring, networking, funding and incubation and a member on advisory board of Atlas Skilltech University, a self-financed academic university. Previously, he held the position of Chairman and a Director at the Data Security Council of India, a not-for-profit, industry body on data protection in India set up by NASSCOM (from 2019 to 2020) and Vice-Chairman of the Executive Council of NASSCOM . He was the Chairman of the Audit Committee of NASSCOM (from 2017 to 2018) of which he stepped off on being elected Vice Chairman and the Honorary Chairman of The Confederation of Indian Industry – Western India’s Education Committee (from 2017-to 2018). He has also served as a former chairman of the BPM Council at NASSCOM. NASSCOM is the industry association for the IT-BPM sector in India. He is on the Board of WNS Cares Foundation, a company that focuses on WNS’s CSR arm and sustainability initiatives. He was the Chairman of SIFE (Students in Free Enterprise) India, which is a global organization involved in educational outreach projects in partnership with businesses across the globe, from 2005 to 2011. The business address of Mr. Murugesh is Malta House, 36-38 Piccadilly, W1J 0DP, London, United Kingdom.

**Michael Menezes** was appointed to our Board of Directors in January 2014. Mr. Menezes presently serves as an Executive-in-Residence to the Master of Business Administration students at Ryerson University in Toronto on a voluntary basis. He is the President of Acumentor Inc. a sole proprietary business engaged in providing consulting and other services. Most recently, he was the special advisor to the Continental Bank of Canada and an advisor to Fairfax India. He was also Chief Financial Officer, Technology, Operations and Corporate Group at Bank of Montreal from 2000 to 2012. Mr. Menezes has over two decades of global exposure, both as Chief Executive Officer and Chief Financial Officer in the Financial Services, Consumer Goods and Agri-business sectors. In his previous stints, he has been the Chief Financial Officer for ONIC (Holding), Chief Executive Officer of ITC Agro Tech Ltd., India apart from holding various senior finance roles at ITC Ltd in India. Mr. Menezes received a Bachelor of Arts Degree in Economics from University of Delhi, India, a Master’s degree in Economics from London School of Economics, UK and also qualified as a Member of the Institute of Chartered Accountants of India. The business address of Mr. Menezes is LPH 02, Landmark 2, 7825 Bayview Avenue, Thornhill, Ontario, Canada, L3T 7N2.

**Françoise Gri** was appointed to our Board of Directors in May 2015. Ms. Gri brings over 30 years of international business experience to WNS, most recently as Chief Executive Officer of Pierre & Vacances-Center Parcs Group, a European leader in local tourism. In her previous roles, she was Executive Vice President – France, and then for all of Southern Europe, at Manpower, Inc., a workforce solutions company which she joined in 2007. During her 26-year career at IBM, she served in various executive positions, being at last as the President and Country GM for IBM France. She is a chairperson of Omes Education erstwhile known as INSEEC U, which is a private multidisciplinary higher education and research institution, and a member of the Board of Directors and chairperson of the Risk Committee at Credit Agricole. She is also on the board of Francaise Des Jeux, Credit Agricole Investment Banking and acts as an independent lead director at Edenred. Ms. Gri has a Master of Science degree in Computer Engineering from Ecole Nationale Supérieure d’Informatique et Mathématiques Appliquées ENSIMAG) in Grenoble, France. The business address of Ms. Gri is 25, Rue des Vausours, 92500 Rueil Malmaison, France.

**Keith Haviland** was appointed to our Board of Directors in July 2017. He brings 35 years of global technology and business experience to WNS, including strategic vision, executive leadership, operational execution and C-suite relationships. He spent 23 years with Accenture where he was a key founder of their offshore business model and global delivery network for their Technology Services later becoming responsible for all client –facing technology. He finished his tenure at Accenture in 2013 as Senior Managing Director of Technology Services and a member of their Global Leadership Council. Currently, Keith is an Emmy nominated film producer and the founder of Haviland Digital Limited, a company dedicated to creating award-winning intelligent film, television and digital media. He also serves on the board of Mission Control Productions Limited, Caravan Media Limited, Haviland Digital Co-Productions Limited, 35 Yard Development Limited and Tin Goose Films Ltd. Mr. Haviland received a Master of Arts degree from Gonville and Caius College, Cambridge University in Mathematics and Management Science and is Fellow of the British Computer Society, a Fellow of the Institution of Engineering and Technology and a Liveryman of the Worshipful Company of Information Technologists. The business address of Mr. Haviland is 8 Albany Park Road, Kingston Upon Thames, London, KT2 5SW, United Kingdom.

**Mario P. Vitale** was appointed to our Board of Directors in October 2017. He has over 40 years of experience in the insurance industry. Currently, Mr. Vitale serves as the Chief Executive Officer of Resilience Cyber Insurance Solutions, a startup of a cyber-insurance platform for insurance, a member of the advisory board of Kalepa Insurance and Director on the Board of Broad Street Partners, an insurance brokerage Services Company. He also serves as the Trustee of St John’s University College of Insurance and the Director of Growthsource Academy, a non-profit organization. Most recently, he was the Chief Executive Officer of Aspen Insurance, a leading specialty insurer. In his previous roles, he has been the Chief Executive Officer of Zurich Insurance Group’s Global Corporate business in North America from October 2006 to March 2011 and the Chief Executive Officer of Willis North America from January 2000 to October 2006. He was the Chairman of the Board of Blue Marble, a micro-insurance company from February 2016 to April 2017. The business address of Mr. Vitale is 1300 S Miami Ave, Unit 3705, Miami FL 33130 United States.

**Jason Liberty** was appointed to our Board of Directors in February 2020. Mr. Liberty brings over 24 years of finance experience and deep domain expertise in the travel and leisure vertical. Currently, Mr. Liberty is the Director, President and Chief Executive Officer for Royal Caribbean Cruises Ltd (“Royal Caribbean”). Since joining Royal Caribbean in 2005, Mr. Liberty has had many roles, most recently as Executive Vice President and Chief Financial Officer in his former role. He was responsible for overseeing their finance and accounting, strategy, shared service operations, technology, supply chain, port operations, legal and risk management functions. Before joining Royal Caribbean Cruises Ltd. in 2005, he was a senior manager with KPMG, LLP. Mr Liberty earned his MBA from University of North Carolina at Chapel- Hill, Kenan-Flagler Business School. The business address of Mr. Liberty is 1050, Caribbean Way, Miami FL33131.

**Lan Tu** was appointed to the WNS Board in February 2022 and serves on our Compensation and NCG Committees. Currently, Ms. Tu is on the board of Shawbrook Bank Ltd and Shawbrook group PLC and a member of the nominations, remuneration, risk and audit committees. She also serves as a director on the Board of King’s College London and is a member of its Remuneration, Audit and Risk Committees as well. Lan brings more than 30 years of diverse business experience to WNS, especially in strategic growth and financial services. Most recently, she served as the first CEO of Virgin Money Investments and as a Non-Executive Director at Arrow Global Group plc. Lan’s prior experience includes serving as the Chief Strategy Officer at abrdn plc. She spent 12 years at American Express in a variety of roles, including leading the Emerging Payments and Services for EMEA, as well as the Merchant Business in the UK and Nordics. She began her career at McKinsey & Company in its London office. Lan holds an MBA degree from Harvard Business School and a Joint Honors BSc. degree from King’s College London. The business address of Ms. Tu is 1 Blakemore Villas, Blakemore Gardens, London SW13 9EH, United Kingdom.

**Executive Officers**

*Keshav R. Murugesh* is our Group Chief Executive Officer. Please see “— Directors” above for Mr. Murugesh’s biographical information.

*Sanjay Puria* serves as our Group Chief Financial Officer. He is based out of Mumbai, India and leads WNS’s global finance, information technology and procurement services functions. Presently, he serves on the Board of WNS Cares Foundation. Mr. Puria has over 23 years of experience, out of which over 19 years have been in the offshore services industry. He is a veteran at WNS, having managed several key finance functions including corporate strategy, mergers and acquisitions, financial planning and analysis, and strategic business development before taking over as the Group Chief Financial Officer. Prior to WNS, he was at the helm of operations for a global provider of integrated information technology and knowledge process outsourcing solutions, where his role centered around managing acquisitions, joint ventures, complex and multi-year contracts, strategizing on geographical expansion, revenue and cost management, pricing and commercials and implementation of LEAN initiatives. Mr. Puria is also a Member of NASSCOM BPM Council , a not -for-profit industry association for IT\_BPM sector in India.Mr. Puria is a Chartered Accountant from the Institute of Chartered Accountants of India and has passed the Certified Public Accountant examination from the American Institute of Certified Public Accountants. The business address of Mr. Puria is Gate 4, Godrej & Boyce Complex, Pirojshanagar, Vikhroli (West), Mumbai 400079, India.

*Gautam Barai* serves as our Chief Operating Officer. He is based out of Mumbai and is responsible for operations, sales, client relations, technology and capability creation across the organization. He began his tenure at WNS leading operations for the Aviva business in 2009, and helped to grow our insurance vertical before becoming the leader of the banking and financial services, insurance and healthcare business units. Most recently he was Chief Business Officer at WNS from May 2018 to January 2019. Prior to joining WNS, Mr. Barai was Senior Vice President—Business Executive Operations at Bank of America. Prior to Bank of America, he served as Senior Vice President and Head of BPO at Countrywide Financial Corporation. At Countrywide, he was instrumental in setting up and managing BPO operations in both India and Costa Rica. He holds Masters of Business Administration degrees from Columbia University and London Business School. The business address of Mr. Barai is Gate 4, Godrej & Boyce Complex, Pirojshahnagar, Vikhroli (West), Mumbai 400079, India.

*Swaminathan Rajamani* is our Chief People Officer. Presently, he serves on the Board of WNS Cares Foundation. He leads WNS’s Human Resources function and is responsible for the entire gamut of people-oriented processes. Prior to joining WNS, he was with CA Technologies, where he served as Vice President — Human Resources and was the Country Head — HR for India. He has also served as Head of HR Operations at Syntel and thereafter, for a short while, was its Global HR Head. Prior to Syntel, he had a long tenure at GE spanning multiple roles such as Master Black Belt — HR and Assistant Vice President and Head — Operations for HR, Customer Research and Operational Analytics, apart from other roles in mergers and acquisitions. He is a certified Change Acceleration Coach and a keen practitioner of Six Sigma. He has a Masters in Social Work degree from the University of Madras. The business address of Mr. Rajamani is No. 143, Campus 1A, RMZ Millenia Business Park North Veeranam Rd, Perungudi, Kandanchavadi, Chennai, Tamil Nadu.

**B. Compensation**

**Compensation Discussion and Analysis**

**Compensation Objectives**

Our compensation philosophy is to align employee compensation with our business objectives, so that compensation is used as a strategic tool that helps us recruit, motivate and retain highly talented individuals who are committed to our core values: clients first, integrity, respect, collaboration, learning and excellence. We believe that our compensation programs are integral to achieving our goal of “One WNS One Goal — Outperform!”

Our Compensation Committee is responsible for reviewing the overall goals and objectives of our executive compensation programs, as well as our compensation plans, and making changes to such goals, objectives and plans. Our Compensation Committee bases our executive compensation programs on the following objectives, which guide us in establishing and maintaining all of our compensation programs:

- **Pay Differentiation: Based on the Job Responsibility, Individual Performance and Company Performance.** As employees progress to higher levels in our company, their ability to directly impact our results and strategic initiatives increases. Therefore, as employees progress, an increasing proportion of their pay is linked to company performance and tied to creation of shareholder value.
- **Pay for Performance.** Our compensation is designed to pay for performance and thus we provide higher compensation for strong performance and, conversely, lower compensation for poor performance and/or where company performance falls short of expectations. Our compensation programs are designed to ensure that successful, high-performing employees remain motivated and committed during periods of temporary downturns in our performance.
- **Balanced in Focus on Long-Term versus Short-Term Goals.** As part of our compensation philosophy, we believe that equity-based compensation should be higher for employees with greater levels of responsibility and influence on our long-term results. Therefore, a significant portion of these individuals’ total compensation is dependent on our long-term share price appreciation. In addition, our compensation philosophy seeks to incentivize our executives to focus on achieving short-term performance goals in a manner that supports and encourages long-term success and profitability.
- **Competitive Value of the Job in the Marketplace.** In order to attract and retain a highly skilled work force in a global market space, we remain competitive with the pay of other employers who compete with us for talent in relevant markets.
- **Easy to understand.** We believe that all aspects of executive compensation should be clearly, comprehensibly and promptly disclosed to employees in order to effectively motivate them. Employees need to easily understand how their efforts can affect their pay, both directly through individual performance accomplishments and indirectly through contributions to achieving our strategic, financial and operational goals. We also believe that compensation for our employees should be administered uniformly across our company with clear-cut objectives and performance metrics to eliminate the potential for individual supervisor bias.

Our Compensation Committee also considers risk when developing our compensation programs and believes that the design of our compensation programs should not encourage excessive or inappropriate risk taking.

***Components of Executive Compensation***

The compensation of our executive officers consists of the following five primary components:

- Base salary or, in the case of executive officers based in India, fixed compensation;
- Cash bonus or variable incentive;
- Equity incentive grants of RSUs;
- Other benefits and perquisites; and
- Severance benefits.

The following is a discussion of our considerations in determining each of the compensation components for our executive officers.

*Base Salary or Fixed Compensation*

Base salary is a fixed element of our executives’ annual cash compensation, which is not tied to any performance criteria. We consider base salary an important part of an executive’s compensation and our Compensation Committee reviews each executive officer’s base salary annually as well as at the time of a promotion or other change in responsibility. Any base salary adjustments are usually approved early in the fiscal year, effective as at April 1, or as set out in the relevant employment agreement. The specific amount of base salary for each executive officer depends on the executive’s role, scope of responsibilities, experience and skills. Market practices are also considered in setting base salaries. Base salaries are intended to assist us in attracting executives and recognizing differing levels of responsibility and contribution among executives.

*Cash Bonus or Variable Incentive*

In addition to base salary, annual cash bonuses are another important piece of total compensation for our executive officers. Annual bonus opportunities are intended to support the achievement of our business strategies by tying a meaningful portion of compensation to the achievement of established objectives for the year. These objectives are discussed in more detail below. Annual bonus opportunities also are a key tool in attracting highly sought-after executives, and cash bonuses add a variable component to our overall compensation structure.

### *Equity Incentive Grants of RSUs*

Our equity-based incentive program, through which we grant RSUs, is a key element of the total compensation for our executive officers. This equity-based incentive program is intended to attract and retain highly qualified individuals, align their long-term interests with those of our shareholders, avoid short-term focus and effectively execute our long-term business strategies. Our equity-based compensation is subject to multi-year vesting requirements by which executives' gains can either be realized through (i) the achievement of set performance criteria and continued employment through the vesting period, or, simply, (ii) continued employment through the vesting period.

We believe that our executive officers should also own and hold our equity to further align their interests with the long-term interests of our shareholders and further promote our commitment to sound corporate governance practices. To achieve this, we have adopted share ownership guidelines, pursuant to which each executive officer is required to achieve their respective target share ownership level over a period of five years. For further details see "Part I – Item 6E. Share Ownership – Share Ownership Guidelines."

### *Other Benefits and Perquisites*

We provide benefits and perquisites to our executive officers that are generally available to and consistent with those provided to our other employees in the country in which the executive officer is located. We believe these benefits are consistent with the objectives of our compensation philosophy and allow our executive officers to work more efficiently. Such benefits and perquisites are intended to enhance the competitiveness of our overall compensation program. Such benefits normally include medical, accidental and life insurance coverage, retirement benefits, club membership, reimbursement of telephone expenses, a car and related maintenance expenses, leased residential accommodation and other miscellaneous benefits which are customary in the location where the executive officer resides and are generally available to other employees in the country. All executive officers are covered by the directors' and officers' liability insurance policy maintained by us.

### *Severance Benefits*

Under the terms of our employment agreements, we are sometimes obligated to pay severance or other enhanced benefits to our executive officers upon termination of their employment.

Our executive officers globally have enhanced levels of benefits based on their job level, seniority and probable loss of employment after a change in control. Executive officers generally are paid severance for a longer period as compared to other employees.

- *Accelerated vesting of equity awards.* All granted but unvested share options and RSUs would vest immediately and become exercisable (in the case of share options) by our executive officers subject to certain conditions set out in the applicable equity incentive plans or their individual employment agreements.
- *Severance and notice payment.* Eligible terminated executive officers would receive severance and notice payments as reflected in their individual employment agreements.
- *Benefit continuation.* Eligible terminated executive officers would receive basic employee benefits such as medical and life insurance and other perquisites as reflected in their individual employment agreements.

In addition, we provide change in control severance protection to certain executive officers. Our Compensation Committee believes that such protection is intended to preserve employee morale and productivity and encourage retention in the face of the disruptive impact of an actual or rumored change in control. In addition, for executive officers, the program is intended to align executive officers' and shareholders' interests by enabling executive officers to consider corporate transactions that are in the best interests of our shareholders and other constituents without undue concern over whether the transactions may jeopardize the executive officers' own interest or employment.



***Our Assessment Process***

Our Compensation Committee has established a number of processes to assist it in ensuring that our executive compensation programs are achieving their objectives. Our Compensation Committee typically reviews each component of compensation at least every 12 months with the goal of allocating compensation between long-term and currently paid compensation and between cash and non-cash compensation, and combining the compensation elements for each executive in a manner we believe best fulfills the objectives of our compensation programs.

Our Compensation Committee is responsible for reviewing the performance of each of our executive officers, approving the compensation level of each of our executive officers, establishing criteria for the grant of equity awards for each of our executive officers and approving such equity grants. Each of these tasks is generally performed annually by our Compensation Committee.

There are no predetermined individual or corporate performance factors or goals that are used by our Compensation Committee to establish the amounts or mix of any elements of compensation for the executive officers. Our Compensation Committee works closely with our Group Chief Executive Officer, discussing with him our company’s overall performance and his evaluation of and compensation recommendations for our executive officers. From time to time, our Compensation Committee also seeks the advice and recommendations of an external compensation consultant to benchmark certain components of our compensation practices against those of its peers. The companies selected for such benchmarking include companies in similar industries and generally of similar sizes and market capitalizations. Where compensation information is not available for any specific position an executive officer holds for companies that provide business and technology services, our Compensation Committee reviews data corresponding to the most comparable position and also considers the comparative experience of executives.

Our Compensation Committee then utilizes its judgment and experience in making all compensation determinations. Our Compensation Committee’s determination of compensation levels is based upon what the members of the committee deem appropriate, considering information such as the factors listed above, as well as input from our Group Chief Executive Officer and, from time to time, information and advice provided by an independent compensation consultant.

Other processes that our Compensation Committee has established to assist in ensuring that our compensation programs operate in line with their objectives are:

- *Assessment of Company Performance:* Our Compensation Committee uses financial performance measures to determine a significant portion of the size of payouts under our cash bonus program. The financial performance measures, adopted on improving both top line (which refers to our revenue less repair payments (non-GAAP) as described in “Part I — Item 5. Operating and Financial Review and Prospects — Overview”) and bottom line (which refers to our adjusted net income (“ANI”) (non-GAAP), which is calculated as our profit excluding impairment of goodwill, share-based compensation expense and amortization of intangible assets including the tax effect thereon) and other measures, such as our adjusted operating margin are pre-established by our Compensation Committee annually. When the pre-determined financial measures are achieved, executive officers receive amounts that are set for these targets. These measures reflect targets that are intended to be aggressive but attainable. The remainder of an individual’s payout under our cash bonus program is determined by the achievement of individual performance objectives.
- *Assessment of Individual Performance:* Individual performance has a strong impact on the compensation of all employees, including our executive officers. The evaluation of an individual’s performance determines a portion of the size of payouts under our cash bonus program and also influences any changes in base salary. Our Compensation Committee, along with our Group Chief Executive Officer, set the respective performance objectives for the fiscal year for the executive officers. The performance objectives are initially proposed by our Group Chief Executive Officer and modified, as appropriate, by our Compensation Committee based on the performance assessment conducted for the preceding fiscal year and also looking at goals for the current fiscal year. Every evaluation metric is supplemented with key performance indicators. At the end of the fiscal year, our Group Chief Executive Officer discusses individuals’ respective achievement of the pre-established objectives as well as their contribution to our company’s overall performance and other leadership accomplishments. This evaluation is shared with our Compensation Committee. After the discussion, our Compensation Committee, in discussion with our Group Chief Executive Officer, assigns a corresponding numerical performance rating that translates into specific payouts under our cash bonus program and also influences any changes in base salary.

The Compensation Committee approves awards under our cash bonus or variable incentive program consistent with the achievement of applicable goals.

The Committee on occasion makes exceptions to payments in strict accordance with achievement of goals based on unusual or extraordinary circumstances. Executive officers must be on the payroll of our company on the last day of the fiscal year, March 31, to be eligible for payment under our cash bonus or variable incentive program.

Compensation decisions are designed to promote our fundamental business objectives and strategy. Our Compensation Committee periodically reviews matters such as succession planning, management performance and the business environment and considers such matters in making compensation decisions.

**Benchmarking and Use of Compensation Consultant in Fiscal 2022**

During fiscal 2022, our Compensation Committee reviewed compensation programs for our executive officers against publicly available compensation data, which was compiled directly by our external compensation consultant. The companies selected by our external compensation consultant for its survey for benchmarking our executive officers’ compensation included companies in similar industries and generally of similar sizes and market capitalizations.

The list of peer companies against which we benchmarked the compensation of our Group Chief Executive Officer and named executive officers in fiscal 2022 included the following:

Peer Group Companies for Named Executive Officers other than the Group Chief Executive Officer*		
Accenture (BPM)	FirstSource Solutions	Mphasis
Capgemini (IT/ BPM)	Genpact Limited	Tata Consultancy Services (BPM)
Cognizant Technologies	HCL Technologies	Teleperformance
Conduent	ICICI Bank	Wipro Technologies (BPM)
EXL Services Holding Inc.	Infosys (BPM)	
Peer Group Companies for the Group Chief Executive Officer		
Cognizant Technologies	Genpact Limited	Teleperformance
Conduent	HCL Technologies	Wipro Technologies (BPM)
EXL Services Holding Inc.		

\* Different subsets of the peer group were used for different named executive officers depending on the officer’s position and geographic location.

Our Compensation Committee used the data derived by our external compensation consultant primarily to ensure that our executive compensation programs are competitive. A selected subset of peer companies from those listed above that were found most closely comparable as benchmark for a particular position were considered to arrive at the compensation benchmark review of individual executive officers. Where compensation information was not publicly disclosed for a specific management position in the relevant industry, our Compensation Committee reviewed data corresponding to the most comparable position and also considered the comparative experience of the relevant executive officers.

There is enough flexibility in the existing compensation programs to respond and adjust to the evolving business environment. Accordingly, an individual’s compensation elements could be changed by our Compensation Committee based on changes in job responsibilities of the executive. In addition to input from our external compensation consultant’s survey, our Compensation Committee also took into consideration our performance and industry indicators in deciding our compensation for fiscal 2022.

Based on the elements listed above and in line with our compensation philosophy, in fiscal 2022 our Compensation Committee adjusted our executive officers compensation as described in “—Executive Compensation for Fiscal 2022” below.

**Executive Compensation for Fiscal 2022**

*Total Compensation of Executive Officers*

The following table sets forth the total compensation paid or proposed to be paid to each of our Group Chief Executive Officer, Group Chief Financial Officer and other named executive officers for services rendered in fiscal 2022 (excluding grants of RSUs which are described below).

Name	Base salary <sup>(1)</sup>	Benefits	Bonus	Total
Keshav R. Murugesh	\$ 890,712	\$ 128,189	\$ 2,493,883	\$ 3,512,784
Sanjay Puria	\$ 360,197	\$ 25,057	\$ 869,110	\$ 1,254,364
Gautam Barai	\$ 381,555	\$ 62,362	\$ 713,979	\$ 1,157,896
Swaminathan Rajamani	\$ 326,438	\$ 21,817	\$ 790,100	\$ 1,138,355
<b>Total</b>	<b>\$ 1,958,902</b>	<b>\$ 237,425</b>	<b>\$ 4,867,072</b>	<b>\$ 7,063,399</b>

**Note:**

(1) Base salary does not include amount contributed towards provident fund which is set out in the table under “— Other Benefits and Perquisites.”

*Base Salary or Fixed Compensation*

In reviewing base salaries for executive officers, our Compensation Committee reviewed compensation programs for our executive officers against publicly available compensation data compiled by our external compensation consultant and considered local market conditions, market data, the executive officer’s experience and responsibilities, the perceived risk of having to replace the named executive officer and the fact that the executive officers in fiscal 2022 had satisfactorily performed against their prior year’s individual performance objectives.

Our Compensation Committee has made the following determinations on the executive officers base salary:

- Mr. Keshav R. Murugesh’s base salary was revised from \$844,333 to \$911,880 in April 2022. The salary revision was effective February 19, 2022.
- Mr. Sanjay Puria’s base salary (including employer contribution towards Provident Fund (Retirement Benefit)) was \$318,768 to \$369,208 in fiscal 2022. The salary revision was effective April 1, 2021.
- Mr. Gautam Barai’s base salary (including employer contribution towards Provident Fund (Retirement Benefit) was \$336,235 to \$389,347 in fiscal 2022. The salary revision was effective April 1, 2021.
- Mr. Swaminathan Rajamani’s base salary (including employer contribution towards Provident Fund (Retirement Benefit) was revised from \$282,935 to \$335,644 in fiscal 2022. The salary revision effective April 1, 2021.

*Cash Bonus or Variable Incentive*

Our Compensation Committee believes that the executive officers must work as a team and focus primarily on company goals rather than solely on individual goals. Our Compensation Committee believes that enhancing the long-term value of our company requires increased revenue (both from existing and new clients), improved contribution and increased ANI (non-GAAP). Finally our Compensation Committee believes it must also reward and encourage individual performance and therefore assigned certain weightages of the variable incentive to company and individual objectives, including achievement of targets for our revenue less repair payments (non-GAAP), ANI (non-GAAP), adjusted operating margin (non-GAAP) and certain individual goals for various executive officers. Such bonuses are typically paid in April and/or May each year. The aggregate amount of all cash bonuses to be paid for fiscal 2022 does not exceed the aggregate cash bonus pool approved by our Compensation Committee for fiscal 2022. Each of our executive officers’ variable incentive packages for fiscal 2022 are as described below:

Our Compensation Committee set Mr. Murugesh’s target variable incentive, or cash bonus, at \$1,063,952 for 100% achievement of objectives. Our Compensation Committee assigned as Mr. Murugesh’s performance objectives the achievement of targets for our revenue less repair payments (non-GAAP) and ANI (non-GAAP), and individual performance objectives. Mr. Murugesh earned 234.4% of his target variable incentive amount on an overall basis.

Our Compensation Committee set Mr. Puria’s target variable incentive for 2022 at \$369,208 for 100% achievement of objectives. Our Compensation Committee assigned as Mr. Puria’s performance objectives the achievement of targets for our revenue less repair payments (non-GAAP) and ANI (non-GAAP), and individual performance objectives. Based on actual performance against these various objectives, Mr. Puria earned 235.4% of his target variable incentive amount on an overall basis.

Our Compensation Committee set Mr. Barai’s target variable incentive for 2022 at \$389,347 for 100% achievement of objectives. Our Compensation Committee assigned as Mr. Barai’s performance objectives the achievement of targets for our revenue less repair payments (non-GAAP), ANI (non-GAAP), adjusted operating margin (non-GAAP), adjusted gross contribution (non-GAAP), and individual performance objectives. Based on actual performance against these objectives, Mr. Barai earned 183.4% of his target variable incentive amount on an overall basis.

Our Compensation Committee set Mr. Swaminathan’s target variable incentive for 2022 at \$335,644 for 100% achievement of objectives. Our Compensation Committee assigned as Mr. Swaminathan’s performance objectives the achievement of targets for our revenue less repair payments (non-GAAP) and ANI (non-GAAP), and individual performance objectives. Based on actual performance against these various objectives, Mr. Swaminathan earned 235.4% of his target variable incentive amount on an overall basis.

Equity Incentive Grants of RSUs

During fiscal 2022, we continued the equity incentive scheme which has a vesting schedule linked to continued employment with our company through vesting date, achievement of financial performance targets and achievement of total shareholder return performance targets.

Consistent with our philosophy on equity grants to our executive officers, we awarded the following number of RSUs to our executive officers during fiscal 2022:

Name	Date of grant	Total RSUs granted for fiscal 2022	Weighted average grant date fair value (\$)(1)
Keshav R. Murugesh	April 21, 2021	185,250 <sup>(2)</sup>	73.33
Sanjay Puria	April 21, 2021	26,700 <sup>(3)</sup>	73.33
Gautam Barai	April 21, 2021	26,550 <sup>(3)</sup>	73.33
Swaminathan Rajamani	April 21, 2021	22,200 <sup>(3)</sup>	73.33

Notes:

- (1) The amounts shown under this column reflect the dollar amount of the weighted average grant date fair value of equity-based RSUs granted during the year.
- (2) The RSUs granted (comprising a base award and an additional award of up to 50% of the base award granted for the achievement of specified performance criteria) vests according to the following schedule: 3.75% of the base award vests quarterly on the completion of each of the first eight quarters following the grant date, subject to the grantee’s continued employment with our company through the vesting date; 2.50% of the base award vests quarterly on the completion of each of the following four quarters, subject to the grantee’s continued employment with our company through the vesting date; and 60% of the base award vests on the third anniversary of the grant date, subject to the grantee’s continued employment with our company through the vesting date and the achievement of conditions relating to our Company’s financial and total shareholder’s return performance as determined by our Compensation Committee. The grantee will be eligible for additional RSUs of up to 50% of the base award on the third anniversary of the grant date, subject to the grantee’s continued employment with our company through the vesting date and the achievement of conditions relating to our Company’s financial and total shareholder’s return performance as determined by our Compensation Committee. The fair value of RSUs based on service and achievement of financial performance is generally the market price of our shares on the date of grant and for total shareholder’s return performance based RSUs, it is determined using the Monte-Carlo simulation.
- (3) The RSUs granted (comprising a base award and an additional award of up to 50% of the base award granted for the achievement of specified performance criteria) vest according to the following schedule: 3.33% of the base award vests quarterly on the completion of each of the first twelve quarters following the grant date, subject to the grantee’s continued employment with our company through the vesting date; and 60% of the base award vests on the third anniversary of the grant date, subject to the grantee’s continued employment with our company through the vesting date and the achievement of conditions relating to our Company’s financial and total shareholder’s return performance as determined by our Compensation Committee. The grantee will be eligible for additional RSUs of up to 50% of the base award on the third anniversary of the grant date, subject to the grantee’s continued employment with our company through the vesting date and the achievement of conditions relating to our Company’s financial and total shareholder’s return performance as determined by our Compensation Committee. The fair value of RSUs based on service and achievement of financial performance is generally the market price of our shares on the date of grant and for total shareholder’s return performance based RSUs, it is determined using the Monte-Carlo simulation.

Other Benefits and Perquisites

The retirement plans, health and welfare benefits provided to executive officers are the same plans and benefits available to all other employees of our company.

All directors and officers, including executive officers, are covered by the directors’ and officers’ liability insurance policy maintained by our company.

Additional perquisites provided to our executive officers in fiscal 2022 are summarized below:

Name	Provident Fund	Insurance benefits	Tax Reimbursement	Total
Keshav R. Murugesh	\$ 63,258	\$ 50,163	\$ 14,768	\$ 128,189
Sanjay Puria	\$ 17,722	\$ 3,979	\$ 3,356	\$ 25,057
Gautam Barai	\$ 26,508	\$ 3,187	\$ 32,667	\$ 62,362
Swaminathan Rajamani	\$ 16,111	\$ 2,350	\$ 3,356	\$ 21,817
Total	\$123,599	\$ 59,679	\$ 54,147	\$237,425

Non-executive Director Compensation for Fiscal 2022

Total Compensation of Non-executive Directors

The following table sets forth the compensation paid or proposed to be paid to our non-executive directors for services rendered in fiscal 2022 (excluding grants of RSUs which are described below):

Name	Retainership Fees (1)	Retainership fees for Board/Committee Chairman	Total
Adrian T. Dillon	\$ —	\$ 75,556 <sup>(2)</sup>	\$ 75,556
Gareth Williams	\$ 73,692	\$ 20,000 <sup>(3)</sup>	\$ 93,692
John Freeland	\$ 73,692	\$ —	\$ 73,692
Michael Menezes	\$ 73,692	\$ 30,000 <sup>(4)</sup>	\$ 103,692
Françoise Gri	\$ 73,692	\$ 15,000 <sup>(5)</sup>	\$ 88,692
Keith Haviland	\$ 73,692	\$ —	\$ 73,692
Mario P. Vitale	\$ 73,692	\$ —	\$ 73,692
Jason Liberty	\$ 73,692	\$ —	\$ 73,692
Timothy L Main <sup>(6)(7)</sup>	\$ 22,441	\$ 84,444	\$ 106,885
Lan Tu <sup>(8)</sup>	\$ 11,830	\$ —	\$ 11,830
Total	\$ 550,115	\$ 225,000	\$ 775,115

Notes:

- (1) Retainership fees for Board of Directors revised to \$75,000 from earlier \$70,000 per annum w.e.f 14th July 2021. (The above calculation is based on prorate basis as per revision in fees)
- (2) Fee paid to Mr. Adrian T. Dillon for serving as Chairman of our Board of Directors in fiscal 2022 till September 20, 2021. He retired as a chairman on September 21, 2021.
- (3) Fee paid to Mr. Gareth Williams for serving as Chairman of our Compensation Committee in fiscal 2022.
- (4) Fee paid to Mr. Michael Menezes for serving as Chairman of our Audit Committee in fiscal 2022.
- (5) Fee paid to Ms. Françoise Gri for serving as Chairman of our Nominating and Corporate Governance Committee in fiscal 2022.
- (6) Fees paid to Mr. Timothy L Main as a director w.e.f his date of appointment June 1, 2021
- (7) Fees paid to Mr. Timothy L Main for serving as a Chairman of our Board of Directors in fiscal 2022 w.e.f September 21, 2021
- (8) Fees paid to Ms. Lan Tu as a director w.e.f. her date of appointment February 4, 2022.

Equity Incentive Grants of RSUs to Non-executive Directors

The following table sets forth information concerning RSUs awarded to our non-executive directors in fiscal 2022 with a vesting period of one year. No options were granted in fiscal 2022.

Name	Date of grant	Total RSUs granted for fiscal 2022	Grant date fair value (\$ (1)
Timothy L Main	July 14, 2021	3,397	80.56
	Oct 27, 2021	843	85.03
Adrian T. Dillon	July 14, 2021	3,458	80.56
Michael Menezes	July 14, 2021	1,853	80.56
Gareth Williams	July 14, 2021	1,853	80.56
John Freeland	July 14, 2021	1,853	80.56
Francoise Gri	July 14, 2021	1,853	80.56
Keith Haviland	July 14, 2021	1,853	80.56
Mario Vitale	July 14, 2021	1,853	80.56
Jason Liberty	July 14, 2021	1,853	80.56

Note:

- (1) The amounts shown under this column reflect the dollar amount of the aggregate grant date fair value of equity-based RSUs granted during the year. The fair value of RSUs is generally the market price of our shares on the date of grant.

Future grants of awards will continue to be determined by our Board of Directors or our Compensation Committee under the 2016 Incentive Award Plan.

**Employment Agreement of our Executive Director**

We entered into an employment agreement with Mr. Keshav R. Murugesh in February 2010, to serve as our Group Chief Executive Officer. The agreement was amended with effect from February 19, 2013, February 19, 2014, February 19, 2017 and March 18, 2022, in each case to revise Mr. Murugesh’s compensation (including share grants). The agreement provides for Mr. Murugesh’s appointment for an initial five-year term, which is renewed automatically for three additional successive terms of three years each (up to Mr. Murugesh attains the age of 60 years), unless either we or Mr. Murugesh elects not to renew the term. Mr. Murugesh’s term of appointment under the current agreement expires in August 2023 when Mr. Murugesh attains the age of 60 years. We are in the process of negotiating a new employment agreement with Mr. Murugesh that, if executed, is expected to replace the current agreement and take effect retroactively on April 1, 2022. The terms of this proposed new agreement have not been finalized and are still under discussion.

Under the terms of the current agreement, Mr. Murugesh is entitled to receive compensation, health and other benefits and perquisites commensurate with his position. Pursuant to the current agreement, Mr. Murugesh will be eligible to receive annually such number of RSUs to be computed based on our average share price (taking the daily US dollar closing price) during March of the fiscal year preceding the date of such determination and the value of such grant shall not be less than eight times the sum of his annual base salary. Mr. Murugesh is entitled to receive additional performance-based grants for meeting additional performance-based criteria, the value of such grant being up to 50% of eight times the sum of his annual base salary. Any grants of RSUs to Mr. Murugesh will be made pursuant to and in accordance with our 2016 Incentive Award Plan.

If Mr. Murugesh’s employment is terminated by us without cause or by Mr. Murugesh for good reason (each as defined in the current agreement) or is terminated for any reason other than those specified in the current agreement (including, without limitation, expiration of his employment period or we elect not to extend his employment), he would be entitled to all accrued and unpaid salary, accrued and unused vacation and any unreimbursed expenses. Mr. Murugesh would also be entitled to vested benefits and other amounts due to him under our employee benefit plans. Further, where Mr. Murugesh’s employment is terminated for any reason other than those specified in the current agreement (including without limitation, expiration of his employment period or we elect not to extend his employment), he will also be entitled to his base salary for a period of 12 months from the effective date of termination and his target bonus for the year in which the termination occurs, both of which will be paid immediately, and all of the share options and RSUs granted to him will vest and the share options and RSUs would become exercisable on a fully accelerated basis.

Further, where Mr. Murugesh’s employment is terminated for reasons of death, disability or retirement as specified in the current agreement, he would be entitled to all accrued and unpaid salary and bonus, accrued and unused vacation, any unreimbursed expenses and vested benefits and other amounts due to him under our employee benefit plans, and all of the share options and RSUs granted to him will vest and the share options and RSUs would become exercisable on a fully accelerated basis.

In addition to the above, if Mr. Murugesh’s employment is terminated by us without cause or by Mr. Murugesh for good reason, and Mr. Murugesh executes and delivers a non-revocable general release of claims in favor of our company, subject to his continued compliance with certain non-competition and confidentiality obligations, Mr. Murugesh would be entitled to receive the following severance payments and benefits from us:

1. His base salary for a period of 12 months from the effective date of termination, which will be paid immediately;
2. His target bonus for the year in which the termination occurs, which will be paid immediately; and
3. Automatic accelerated vesting of RSUs or share options granted to him that would have vested with him through the next two vesting dates of each grant from the effective date of termination. Full accelerated vesting will occur in case of termination of employment for good reason.

If we experience a change in control (as defined in our 2006 Incentive Award Plan for awards granted under that plan or as defined in our 2016 Incentive Award Plan for awards granted under that plan) while Mr. Murugesh is employed under the current agreement, all of the share options and RSUs granted to Mr. Murugesh under the current agreement will vest and the share options and RSUs would become exercisable on a fully accelerated basis.



**Employee Benefit Plans**

***2006 Incentive Award Plan***

We adopted our 2006 Incentive Award Plan on June 1, 2006. The purpose of the 2006 Incentive Award Plan was to promote the success and enhance the value of our company by linking the personal interests of the directors, employees and consultants of our company and our subsidiaries to those of our shareholders and by providing these individuals with an incentive for outstanding performance. The 2006 Incentive Award Plan was further intended to provide us with the ability to motivate, attract and retain the services of these individuals. On February 13, 2009, we adopted the amended and restated 2006 Incentive Award Plan. The amended and restated 2006 Incentive Award Plan reflects, among other changes to our 2006 Incentive Award Plan, an increase in the number of ordinary shares and ADSs available for grant under the plan from 3.0 million to 4.0 million shares/ADSs, subject to specified adjustments under the plan. On September 13, 2011, we adopted the second amended and restated 2006 Incentive Award Plan that reflects an increase in the number of ordinary shares and ADSs available for granted under the plan to 6.2 million shares/ADSs, subject to specified adjustments under the plan. On September 25, 2013, we adopted the third amended and restated 2006 Incentive Award Plan that reflects an increase in the number of ordinary shares and ADSs available for grant under the plan to 8.6 million shares/ADSs, subject to specified adjustments under the plan. On May 31, 2016, our 2006 Incentive Award Plan expired pursuant to its terms.

*Shares Available for Awards*

Subject to certain adjustments set forth in the 2006 Incentive Award Plan, the maximum number of shares that could be issued or awarded under the 2006 Incentive Award Plan was equal to the sum of (x) 8,600,000 shares, (y) any shares that remained available for issuance under our 2002 Stock Incentive Plan (which was adopted on July 3, 2002 and terminated upon the effective date of our 2006 Incentive Award Plan), and (z) any shares subject to awards under the 2002 Stock Incentive Plan which terminated, expired or lapsed for any reason or were settled in cash on or after the effective date of our 2006 Incentive Award Plan. As at the date of termination of the 2002 Stock Incentive Plan on July 25, 2006, the day immediately preceding the date of pricing of our initial public offering, an aggregate of 6,082,042 of our ordinary shares had been authorized for grant under the 2002 Stock Incentive Plan. The maximum number of shares which could be subject to awards granted to any one grantee during any calendar year was 500,000 shares and the maximum amount that could be paid to a grantee in cash during any calendar year with respect to cash-based awards was \$10,000,000. To the extent that an award terminated or was settled in cash, any shares subject to the award would again be available for the grant. Any shares tendered or withheld to satisfy the grant or exercise price or tax withholding obligation with respect to any award would not be available for subsequent grant. Except as described below with respect to independent directors, no determination was made as to the types or amounts of awards that would be granted to specific individuals pursuant to the 2006 Incentive Award Plan.

*Administration.* The 2006 Incentive Award Plan is administered by our Board of Directors, which may delegate its authority to a committee. We anticipate that our Compensation Committee will administer the 2006 Incentive Award Plan, except that our Board of Directors will administer the plan with respect to awards granted to our independent directors. The plan administrator determined eligibility, the types and sizes of awards, the price and timing of awards and the acceleration or waiver of any vesting restriction, provided that the plan administrator would not have the authority to accelerate vesting or waive the forfeiture of any performance-based awards.

*Eligibility.* Our employees, consultants and directors and those of our subsidiaries were eligible to be granted awards, except that only employees of our company and our qualifying corporate subsidiaries were eligible to be granted options that are intended to qualify as “incentive share options” under Section 422 of the United States Internal Revenue Code of 1986, as amended (the “Code”).

*Awards*

*Options:* The plan administrator was able to grant options on shares. The per share option exercise price of all options granted pursuant to the 2006 Incentive Award Plan would not be less than 100% of the fair market value of a share on the date of grant. No incentive share option could be granted to a grantee who owned more than 10% of our outstanding shares unless the exercise price was at least 110% of the fair market value of a share on the date of grant. To the extent that the aggregate fair market value of the shares subject to an incentive share option became exercisable for the first time by any option holder during any calendar year exceeded \$100,000, such excess would be treated as a non-qualified option. The plan administrator would determine the methods of payment of the exercise price of an option, which could include cash, shares or other property acceptable to the plan administrator (and could involve a cashless exercise of the option). The plan administrator designated in the award agreement evidencing each share option grant whether such share option would be exercisable for shares or ADSs. The award agreement could, in the sole discretion of the plan administrator, permit the option holder to elect, at the time of exercise, whether to receive shares or ADSs in respect of the exercised share option or a portion thereof. The term of options granted under the 2006 Incentive Award Plan could not exceed ten years from the date of grant. However, the term of an incentive share option granted to a person who owns more than 10% of our outstanding shares on the date of grant could not exceed five years. Under the 2006 Incentive Award Plan, the number of awards to be granted to our independent directors was determined by our Board of Directors or our Compensation Committee.

*Restricted Shares.* The plan administrator could grant shares subject to various restrictions, including restrictions on transferability, limitations on the right to vote and/or limitations on the right to receive dividends.

*Share Appreciation Rights.* The plan administrator could grant share appreciation rights representing the right to receive payment of an amount equal to the excess of the fair market value of a share on the date of exercise over the fair market value of a share on the date of grant. The term of share appreciation rights granted could not exceed ten years from the date of grant. The plan administrator could elect to pay share appreciation rights in cash, in shares or in a combination of cash and shares.

*Performance Shares and Performance Share Units.* The plan administrator could grant awards of performance shares denominated in a number of shares and/or awards of performance share units denominated in unit equivalents of shares and/or units of value, including dollar value of shares. These awards could be linked to performance criteria measured over performance periods as determined by the plan administrator.

*Share Payments.* The plan administrator could grant share payments, including payments in the form of shares or options or other rights to purchase shares. Share payments could be based upon specific performance criteria determined by the plan administrator on the date such share payments were made or on any date thereafter.

*Deferred Shares.* The plan administrator could grant awards of deferred shares linked to performance criteria determined by the plan administrator. Shares underlying deferred share awards would not be issued until the deferred share awards have vested, pursuant to a vesting schedule or upon the satisfaction of any vesting conditions or performance criteria set by the plan administrator. Recipients of deferred share awards generally have no rights as shareholders with respect to such deferred shares until the shares underlying the deferred share awards have been issued.

*Restricted Share Units.* The plan administrator could grant RSUs, subject to various vesting conditions. On the maturity date, we will transfer to the grantee one unrestricted, fully transferable share for each vested RSU scheduled to be paid out on such date. The plan administrator specified the purchase price, if any, to be paid by the grantee for such shares. Generally, a grantee will have to be employed by us on the date of payment of vested RSUs to be eligible to receive the payment of shares issuable upon vesting of the RSUs.

*Performance Bonus Awards.* The plan administrator could grant a cash bonus payable upon the attainment of performance goals based on performance criteria and measured over a performance period determined appropriate by the plan administrator. Any such cash bonus paid to a “covered employee” within the meaning of Section 162(m) of the Code could be a performance-based award as described below.

*Performance-Based Awards.* The plan administrator could grant awards other than options and share appreciation rights to employees who are or may be “covered employees,” as defined in Section 162(m) of the Code, that are intended to be performance-based awards within the meaning of Section 162(m) of the Code in order to preserve the deductibility of these awards for federal income tax purposes. Grantees are only entitled to receive payment for performance-based awards for any given performance period to the extent that pre-established performance goals set by the plan administrator for the period are satisfied. The plan administrator determined the type of performance-based awards to be granted, the performance period and the performance goals. Generally, a grantee will have to be employed by us on the date the performance-based award is paid to be eligible for a performance-based award for any period.

*Adjustments.* In the event of certain changes in our capitalization, the plan administrator has broad discretion to adjust awards, including without limitation, (i) the aggregate number and type of shares that could be issued under the 2006 Incentive Award Plan, (ii) the terms and conditions of any outstanding awards, and (iii) the grant or exercise price per share for any outstanding awards under such plan to account for such changes. The plan administrator also has the authority to cash out, terminate or provide for the assumption or substitution of outstanding awards in the event of a corporate transaction.

*Change in Control.* In the event of a change in control of our company in which outstanding awards are not assumed by the successor, such awards will generally become fully exercisable and all forfeiture restrictions on such awards will lapse. Upon, or in anticipation of, a change in control, the plan administrator may cause any awards outstanding to terminate at a specific time in the future and give each grantee the right to exercise such awards during such period of time as the plan administrator, in its sole discretion, determines.

*Vesting of Full Value Awards.* Full value awards (generally, any award other than an option or share appreciation right) will vest over a period of at least three years (or, in the case of vesting based upon attainment of certain performance goals, over a period of at least one year). However, full value awards that result in the issuance of an aggregate of up to 5% to the total issuable shares under the 2006 Incentive Award Plan may be granted without any minimum vesting periods. In addition, full value awards may vest on an accelerated basis in the event of a grantee’s death, disability, or retirement, or in the event of our change in control or other special circumstances.

*Non-transferability.* Awards granted under the 2006 Incentive Award Plan are generally not transferable.

*Withholding.* We have the right to withhold, deduct or require a grantee to remit to us an amount sufficient to satisfy federal, state, local or foreign taxes (including the grantee’s employment tax obligations) required by law to be withheld with respect to any tax concerning the grantee as a result of the 2006 Incentive Award Plan.

*Termination or Amendment.* On May 31, 2016, our 2006 Incentive Award Plan expired pursuant to its terms.

*Outstanding Awards.* As at March 31, 2022, RSUs to purchase an aggregate of 188,371 ordinary shares were outstanding, out of which RSUs to purchase 59,400 ordinary shares were held by all our directors and executive officers as a group. There is no purchase price for the RSUs.

***RSU Grants Outside of our Plans***

On June 1, 2016, June 14, 2016 and July 13, 2016, we issued an aggregate of 44,284 restricted share units to certain of our employees and directors pursuant to an exemption from registration under the United States federal securities laws. We did not seek shareholder approval for these issuances as they are not required under the laws of Jersey.

***2016 Incentive Award Plan***

We adopted our 2016 Incentive Award Plan on September 27, 2016. The purpose of the 2016 Incentive Award Plan is to promote the success and enhance the value of our company by linking the personal interests of the directors, employees, and consultants of our company and our subsidiaries to those of our shareholders and by providing such individuals with an incentive for outstanding performance to generate superior returns to our shareholders. The 2016 Incentive Award Plan is further intended to provide us with flexibility in our ability to motivate, attract, and retain the services of these individuals, upon whose judgment, interest, and special effort the successful conduct of our company’s operation is largely dependent. On September 27, 2018, we adopted the first amended and restated 2016 Incentive Award Plan, which reflects an increase in the number of ordinary shares and ADSs available for grant under the plan from 2.5 million to 3.9 million shares/ADSs, subject to specified adjustments under the plan. On September 24, 2020, we adopted the second amended and restated 2016 Incentive Award Plan which reflects an increase in the number of ordinary shares and ADSs available for grant under the plan from 3.9 million to 6.1 million shares/ADSs subject to specific adjustments under the plan. On July 15, 2021, we adopted the Third amended and restated plan which reflects deletion of reload provisions.

*Shares Available for Awards:* Subject to certain adjustments set forth in the 2016 Incentive Award Plan, the maximum number of shares and ADSs, in the aggregate, which may be issued or transferred pursuant to awards under the 2016 Incentive Award Plan is equal to the sum of (x) 6,100,000 shares, and (y) any shares or ADSs which immediately prior to the expiration of the 2006 Incentive Award Plan were available for issuance or transfer as new awards under the 2006 Incentive Award Plan, and (z) any shares or ADSs subject to awards under the 2006 Incentive Award Plan which terminate, expire, forfeit, lapse for any reason or are settled in cash on or after the effective date of the 2016 Incentive Award Plan. Immediately prior to the expiration of the 2006 Incentive Award Plan, 1,112,825 shares were available for issuance or transfer as new awards thereunder. To the extent that an award terminates, expires, or lapses for any reason, or is settled in cash, any shares or ADSs subject to the award shall again be available for the grant of an award pursuant to the 2016 Incentive Award Plan. Any shares or ADSs tendered or withheld to satisfy the grant or exercise price or tax withholding obligation pursuant to any award shall not subsequently be available for grant of an award pursuant to the 2016 Incentive Award Plan.

*Administration.* The 2016 Incentive Award Plan is administered by our Board of Directors, which may delegate its authority to a committee. We anticipate that our Compensation Committee will administer the 2016 Incentive Award Plan, except that our Board of Directors will administer the plan with respect to awards granted to our independent directors. The plan administrator will determine eligibility, the types and sizes of awards, the price and timing of awards and the acceleration or waiver of any vesting restriction, provided that the plan administrator will not have the authority to accelerate vesting or waive the forfeiture of any performance-based awards.

*Eligibility.* Our employees, consultants and directors and those of our subsidiaries are eligible to be granted awards, except that only employees of our company and our qualifying corporate subsidiaries are eligible to be granted options that are intended to qualify as “incentive share options” under Section 422 of the Code.

## *Awards*

*Options:* The plan administrator may grant options on shares. The per share option exercise price of all options granted pursuant to the 2016 Incentive Award Plan will not be less than 100% of the fair market value of a share on the date of grant. No incentive share option may be granted to a grantee who owns more than 10% of our outstanding shares unless the exercise price is at least 110% of the fair market value of a share on the date of grant. To the extent that the aggregate fair market value of the shares subject to an incentive share option become exercisable for the first time by any option holder during any calendar year exceeds \$100,000, such excess will be treated as a non-qualified option. The plan administrator will determine the methods of payment of the exercise price of an option, which may include cash, shares or other property acceptable to the plan administrator (and may involve a cashless exercise of the option). The plan administrator shall designate in the award agreement evidencing each share option grant whether such share option shall be exercisable for shares or ADSs. The award agreement may, in the sole discretion of the plan administrator, permit the option holder to elect, at the time of exercise, whether to receive shares or ADSs in respect of the exercised share option or a portion thereof. The term of options granted under the 2016 Incentive Award Plan may not exceed ten years from the date of grant. However, the term of an incentive share option granted to a person who owns more than 10% of our outstanding shares on the date of grant may not exceed five years. Under the 2016 Incentive Award Plan, the number of awards to be granted to our independent directors will be determined by our Board of Directors or our Compensation Committee.

*Restricted Shares.* The plan administrator may grant shares subject to various restrictions, including restrictions on transferability, limitations on the right to vote and/or limitations on the right to receive dividends.

*Share Appreciation Rights.* The plan administrator may grant share appreciation rights representing the right to receive payment of an amount equal to the excess of the fair market value of a share on the date of exercise over the fair market value of a share on the date of grant. The term of share appreciation rights granted may not exceed ten years from the date of grant. The plan administrator may elect to pay share appreciation rights in cash, in shares or in a combination of cash and shares.

*Performance Shares and Performance Share Units.* The plan administrator may grant awards of performance shares denominated in a number of shares and/or awards of performance share units denominated in unit equivalents of shares and/or units of value, including dollar value of shares. These awards may be linked to performance criteria measured over performance periods as determined by the plan administrator.

*Share Payments.* The plan administrator may grant share payments, including payments in the form of shares or options or other rights to purchase shares. Share payments may be based upon specific performance criteria determined by the plan administrator on the date such share payments are made or on any date thereafter.

*Deferred Shares.* The plan administrator may grant awards of deferred shares linked to performance criteria determined by the plan administrator. Shares underlying deferred share awards will not be issued until the deferred share awards have vested, pursuant to a vesting schedule or upon the satisfaction of any vesting conditions or performance criteria set by the plan administrator. Recipients of deferred share awards generally will have no rights as shareholders with respect to such deferred shares until the shares underlying the deferred share awards have been issued.

*Restricted Share Units.* The plan administrator may grant RSUs, subject to various vesting conditions. On the maturity date, we will transfer to the grantee one unrestricted, fully transferable share for each vested RSU scheduled to be paid out on such date. The plan administrator will specify the purchase price, if any, to be paid by the grantee for such shares. Generally, a grantee will have to be employed by us on the date of payment of vested RSUs to be eligible to receive the payment of shares issuable upon vesting of the RSUs.

*Performance Bonus Awards.* The plan administrator may grant a cash bonus payable upon the attainment of performance goals based on performance criteria and measured over a performance period determined appropriate by the plan administrator. Any such cash bonus paid to a “covered employee” within the meaning of Section 162(m) of the Code may be a performance-based award as described below.

*Performance-Based Awards.* The plan administrator may grant awards other than options and share appreciation rights to employees who are or may be “covered employees,” as defined in Section 162(m) of the Code, that are intended to be performance-based awards within the meaning of Section 162(m) of the Code in order to preserve the deductibility of these awards for federal income tax purposes. Grantees are only entitled to receive payment for performance-based awards for any given performance period to the extent that pre-established performance goals set by the plan administrator for the period are satisfied. The plan administrator will determine the type of performance-based awards to be granted, the performance period and the performance goals. Generally, a grantee will have to be employed by us on the date the performance-based award is paid to be eligible for a performance-based award for any period.

*Adjustments.* In the event of certain changes in our capitalization, the plan administrator has broad discretion to adjust awards, including without limitation, (i) the aggregate number and type of shares that may be issued under the 2006 Incentive Award Plan, (ii) the terms and conditions of any outstanding awards, and (iii) the grant or exercise price per share for any outstanding awards under such plan to account for such changes. The plan administrator also has the authority to cash out, terminate or provide for the assumption or substitution of outstanding awards in the event of a corporate transaction.

*Change in Control.* In the event of a change in control of our company in which outstanding awards are not assumed by the successor, such awards will generally become fully exercisable and all forfeiture restrictions on such awards will lapse. Upon, or in anticipation of, a change in control, the plan administrator may cause any awards outstanding to terminate at a specific time in the future and give each grantee the right to exercise such awards during such period of time as the plan administrator, in its sole discretion, determines.

*Vesting of Full Value Awards.* Full value awards (generally, any award other than an option or share appreciation right) will vest over a period of at least three years (or, in the case of vesting based upon attainment of certain performance goals, over a period of at least one year). However, full value awards that result in the issuance of an aggregate of up to 5% to the total issuable shares under the 2016 Incentive Award Plan may be granted without any minimum vesting periods. In addition, full value awards may vest on an accelerated basis in the event of a grantee’s death, disability, or retirement, or in the event of our change in control or other special circumstances.

*Non-transferability.* Awards granted under the 2016 Incentive Award Plan are generally not transferable.

*Withholding.* We have the right to withhold, deduct or require a grantee to remit to us an amount sufficient to satisfy federal, state, local or foreign taxes (including the grantee’s employment tax obligations) required by law to be withheld with respect to any tax concerning the grantee as a result of the 2016 Incentive Award Plan.

*Termination or Amendment.* An award of performance shares, performance share units, deferred shares, share payments and RSUs shall only vest or be exercisable or payable while the grantee is an employee, consultant or a member of the Board, as applicable; *provided, however* , that the Committee in its sole and absolute discretion may provide that an award of performance shares, performance share units, share payments, deferred shares or RSUs may vest or be exercised or paid subsequent to a termination of employment or service, as applicable, or following a change in control of the Company, or because of the grantee’s retirement, death or disability, or otherwise; *provided, however* , that, to the extent required to preserve tax deductibility under Section 162(m) of the Code, any such provision with respect to performance shares or performance share units that are intended to constitute qualified performance-based compensation shall be subject to the requirements of Section 162(m) of the Code that apply to qualified performance-based compensation.

*Outstanding Awards.* As at March 31, 2022, RSUs to purchase an aggregate of 2,755,406 ordinary shares were outstanding, out of which RSUs to purchase 1,277,623 ordinary shares were held by all our directors and executive officers as a group. The weighted average grant date fair value of RSUs granted during fiscal 2022, 2021 and 2020 was \$74.14, \$43.26 and \$56.23 per ADS, respectively. There is no purchase price for the RSUs.

**Other Employee Benefits**

We also maintain other employee benefit plans in the form of certain statutory and incentive plans covering substantially all of our employees. In fiscal 2022, the total amount accrued by us to provide for pension, retirement or similar benefits was \$15.7 million.

*Provident Fund*

In accordance with Indian, Philippines and Sri Lankan laws, all of our employees in these countries are entitled to receive benefits under the respective government provident fund, a defined contribution plan to which both we and the employee contribute monthly at a pre-determined rate (for India and Sri Lanka, currently 12% of the employee’s base salary and for the Philippines, 100 Philippine peso per month for every employee). These contributions are made to the respective government provident fund and we have no further obligation under this fund apart from our monthly contributions. We contributed an aggregate of \$11.6 million, \$9.4 million and \$9.4 million in each of fiscal 2022, 2021 and 2020, respectively, to the government provident fund.

*US Savings Plan*

Eligible employees in the US participate in a savings plan (the “US Savings Plan”), pursuant to Section 401(k) of the Code. The US Savings Plan allows our employees to defer a portion of their annual earnings on a pre-tax basis through voluntary contributions there under. The US Savings Plan provides that we can make optional contributions up to the maximum allowable limit under the Code. We contributed an aggregate of \$2.1 million, \$1.8 million and \$1.5 million in each of fiscal 2022, 2021 and 2020, respectively, to the US Savings Plan.

*UK Pension Scheme*

Eligible employees in the UK contribute to a defined contribution pension scheme operated in the UK. The assets of the scheme are held separately from ours in an independently administered fund. The pension expense represents contributions payable to the fund by us. We contributed an aggregate of \$0.8 million, \$0.9 million and \$0.9 million in each of fiscal 2022, 2021 and 2020, respectively, to the UK pension scheme.

*Gratuity*

In accordance with Indian, the Philippines and Sri Lankan laws, we provide for gratuity liability pursuant to a defined benefit retirement plan covering all our employees in India, the Philippines and Sri Lanka. Our gratuity plan provides for a lump sum payment to eligible employees on retirement, death, incapacitation or on termination of employment (provided such employee has worked for at least five years with our company) which is computed on the basis of employee’s salary and length of service with us (subject to a maximum of approximately \$26,388 per employee in India). In India, we provide the gratuity benefit through determined contributions pursuant to a non-participating annuity contract administered and managed by the Life Insurance Corporation of India (“LIC”) and Aviva Life Insurance Company Private Limited (“ALICPL”). Under this plan, the obligation to pay gratuity remains with us although LIC and ALICPL administer the plan. We contributed an aggregate of \$2.4 million, \$1.0 million and \$1.2 million in fiscal 2022, 2021 and 2020, respectively, to LIC and ALICPL.

Our Sri Lankan subsidiary, Philippines subsidiary and one Indian subsidiary have unfunded gratuity obligations.

*Compensated Absence*

Our liability for compensated absences, is determined on the basis of an actuarial valuation using the projected unit credit method and is charged to income in the year in which they accrue.

**C. Board Practices**

**Composition of the Board of Directors**

Our Memorandum and Articles of Association provide that our Board of Directors consists of not less than three directors and such maximum number as our directors may determine from time to time. Our Board of Directors currently consists of nine directors. Each of Messrs. Main, Williams, Freeland, Vitale, Haviland, Menezes, Liberty, Ms. Gri and Ms. Tu satisfies the “independence” requirements of the NYSE rules.

All directors hold office until the expiry of their term of office, their resignation or removal from office for gross negligence or criminal conduct by a resolution of our shareholders or until they cease to be directors by virtue of any provision of law or they are disqualified by law from being directors or they become bankrupt or make any arrangement or composition with their creditors generally or they become of unsound mind. The term of office of the directors is divided into three classes:

- Class I, whose term will expire at the annual general meeting to be held in fiscal 2023;
- Class II, whose term will expire at the annual general meeting to be held in fiscal 2024; and
- Class III, whose term will expire at the annual general meeting to be held in fiscal 2025.

Our directors are classified as follows:

- Class I: Mr. Gareth Williams, Mr. Mario P. Vitale, Mr. Timothy L Main and Ms. Lan Tu ;
- Class II: Mr. Keshav R. Murugesh, Mr. Keith Haviland and Mr. Michael Menezes; and
- Class III: Ms. Françoise Gri, Mr. John Freeland and Mr. Jason Liberty.

The appointments of Messers. Gareth Williams, Mario Vitale, Timothy L Main and Ms. Lan Tu will expire at the upcoming annual general meeting, which we expect to hold in September 2022. Messers. Gareth Williams, Mario Vitale, Timothy L Main and Ms. Lan Tu have expressed their willingness to be re-elected and, accordingly, we propose to seek shareholders’ approval for their re-election at the upcoming annual general meeting. However, as Mr. Gareth Williams was first appointed as our Director in January 2014 and our corporate governance guidelines provide for a maximum term of directorship of nine years, Mr. Gareth Williams, if re-elected, can only serve until December 31, 2022.

At each annual general meeting after the initial classification or special meeting in lieu thereof, the successors to directors whose terms will then expire serve from the time of election until the third annual meeting following election or special meeting held in lieu thereof. Any additional directorships resulting from an increase in the number of directors will be distributed among the three classes so that, as nearly as possible, each class will consist of one-third of the directors. This classification of the Board of Directors may have the effect of delaying or preventing changes in control of management of our company.

There are no family relationships among any of our directors or executive officers. The employment agreement governing the services of one of our directors provides for benefits upon termination of employment as described above.

Our Board of Directors held five meetings in fiscal 2022.

**Board Leadership Structure and Board Oversight of Risk**

Different individuals currently serve in the roles of Chairman of the Board and Group Chief Executive Officer of our company. Our Board believes that splitting the roles of Chairman of the Board and Group Chief Executive Officer is currently the most appropriate leadership structure for our company. This leadership structure will bring in greater efficiency as a result of vesting two important leadership roles in separate individuals and increased independence for the Board of Directors.

**Board’s Role in Risk Oversight**

Our Board of Directors is primarily responsible for overseeing our risk management processes. The Board of Directors receives and reviews periodic reports from the Head of Risk Management and Audit as considered appropriate regarding our company’s assessment of risks. The Board of Directors focuses on the most significant risks facing our company and our company’s general risk management strategy, and also ensures that risks undertaken by our company are consistent with the Board’s appetite for risk. While the Board oversees our company’s risk management, management is responsible for day-to-day risk management processes. We believe this division of responsibilities is the most effective approach for addressing the risks facing our company and that our Board leadership structure supports this approach.

The Audit Committee has special responsibilities with respect to financial risks, and regularly reports to the full Board of Directors on these issues. Among other responsibilities, the Audit Committee reviews our company’s policies with respect to contingent liabilities and risks that may be material to our company, our company’s policies and procedures designed to promote compliance with laws, regulations, and internal policies and procedures, and major legislative and regulatory developments which could materially impact our company.

The Compensation Committee also plays a role in risk oversight as it relates to our company’s compensation policies and practices. Among other responsibilities, the Compensation Committee designs and evaluates our company’s executive compensation policies and practices so that our company’s compensation programs promote accountability among employees and the interests of employees are properly aligned with the interests of our shareholders.

**Committees of the Board**

Our Board of Directors has three standing committees: an Audit Committee, a Compensation Committee and a Nominating and Corporate Governance Committee.

*Audit Committee*

The Audit Committee comprises four directors: Mr. Michael Menezes (Chairman), Mr. Jason Liberty, Mr. Keith Haviland and Mr. Mario P. Vitale. Each of Messrs. Menezes, Haviland, Liberty and Vitale satisfies the “independence” requirements of Rule 10A-3 of the Securities Exchange Act of 1934, as amended (the “Exchange Act”), and the NYSE listing standards. The principal duties and responsibilities of our Audit Committee are as follows:

- to serve as an independent and objective party to monitor our financial reporting process and internal control systems;
- to review and appraise the audit efforts of our independent accountants and exercise ultimate authority over the relationship between us and our independent accountants; and
- to provide an open avenue of communication among the independent accountants, financial and senior management and the Board of Directors.

The Audit Committee has the power to investigate any matter brought to its attention within the scope of its duties. It also has the authority to retain counsel and advisors to fulfill its responsibilities and duties. Messers. Menezes and Liberty serves as our Audit Committee financial experts, within the requirements of the rules promulgated by the Commission relating to listed-company audit committees.

We have posted our Audit Committee charter on our website at *www.wns.com*. **Information contained in our website does not constitute a part of this annual report.**

The Audit Committee held four meetings in fiscal 2022.

*Compensation Committee*

The Compensation Committee comprises four directors: Messrs. Gareth Williams (Chairman), John Freeland, Timothy L Main Ms Francoise Gri and Ms. Lan Tu Each of Messrs. Williams, Freeland , Main and Ms.Gri and Ms. Tu satisfies the “independence” requirements of the NYSE listing standards. The scope of this committee’s duties includes determining the compensation of our executive officers and other key management personnel. The Compensation Committee also administers the 2006 Incentive Award Plan and the 2016 Incentive Award Plan, reviews performance appraisal criteria and sets standards for and decides on all employee shares options allocations when delegated to do so by our Board of Directors.

We have posted our Compensation Committee charter on our website at *www.wns.com*. **Information contained in our website does not constitute a part of this annual report.**

The Compensation Committee held four meetings in fiscal 2022.

*Nominating and Corporate Governance Committee*

The Nominating and Corporate Governance Committee comprises four directors: Ms. Françoise Gri (Chairperson) and Ms. Lan Tu and Messrs. Timothy L Main , John Freeland and Gareth Williams. Each of Ms. Gri and Ms. Tu and Messrs. Main , Freeland and Williams satisfies the “independence” requirements of the NYSE listing standards. The principal duties and responsibilities of the nominating and governance committee are as follows:

- to assist the Board of Directors by identifying individuals qualified to become board members and members of board committees, to recommend to the Board of Directors nominees for the next annual meeting of shareholders, and to recommend to the Board of Directors nominees for each committee of the Board of Directors;
- to monitor our corporate governance structure; and
- to periodically review and recommend to the Board of Directors any proposed changes to the corporate governance guidelines applicable to us.



We have posted our Nominating and Corporate Governance Committee charter on our website at *www.wns.com*. **Information contained in our website does not constitute a part of this annual report.**

The Nominating and Corporate Governance Committee uses its judgment to identify well qualified individuals who are willing and able to serve on our Board of Directors. Pursuant to its charter, the Nominating and Corporate Governance Committee may consider a variety of criteria in recommending candidates for election to our board, including an individual’s personal and professional integrity, ethics and values; experience in corporate management, such as serving as an officer or former officer of a publicly held company, and a general understanding of marketing, finance and other elements relevant to the success of a publicly-traded company in today’s business environment; experience in our company’s industry and with relevant social policy concerns; experience as a board member of another publicly held company; academic expertise in an area of our company’s operations; and practical and mature business judgment, including ability to make independent analytical inquiries.

The Nominating and Corporate Governance Committee considers director nominees with a diverse range of backgrounds, skills, national origins, values, experiences and occupations.

The Nominating and Corporate Governance Committee held four meetings in fiscal 2022.

**Executive Sessions**

Our non-executive directors meet regularly in executive session without executive directors or management present. The purpose of these executive sessions is to promote open and candid discussion among the non-executive directors. Our non-executive directors held four executive sessions in fiscal 2022.

Shareholders and other interested parties may communicate directly with the presiding director or with our non-executive directors as a group by writing to the following address: WNS (Holdings) Limited, Attention: Non-Executive Directors, Gate 4, Godrej & Boyce Complex, Pirojshanagar, Vikhroli (W), Mumbai 400 079, India.

**D. Employees**

For a description of our employees, see “Part I — Item 4. Information on the Company — Business Overview — Human Capital.”

Share Ownership

The following table sets forth information with respect to the beneficial ownership of our ordinary shares by each of our directors and by all our directors and executive officers as a group as at March 31, 2022. As used in this table, beneficial ownership means the sole or shared power to vote or direct the voting or to dispose of or direct the sale of any security. A person is deemed to be the beneficial owner of securities that can be acquired within 60 days upon the exercise of any option, warrant or right. Ordinary shares subject to options, warrants or rights that are currently exercisable or exercisable within 60 days are deemed outstanding for computing the ownership percentage of the person holding the options, warrants or rights, but are not deemed outstanding for computing the ownership percentage of any other person. The amounts and percentages as at March 31, 2022 are based on an aggregate of 48,849,907 ordinary shares outstanding as at that date.

Name	Number of Ordinary Shares Beneficially Owned	
	Number	Percent
<b>Directors</b>		
Timothy L. Main <sup>(1)</sup>	10,000	0.020
Gareth Williams	20,794	0.043
John Freeland <sup>(2)</sup>	41,300	0.085
Keshav R. Murugesh	651,444	1.334
Michael Menezes	16,598	0.034
Jason Liberty	5,631	0.012
Françoise Gri	19,802	0.041
Keith Haviland	13,597	0.028
Mario P. Vitale	10,137	0.021
<b>Executive Officers</b>		
Sanjay Puria	41,101	0.084
Swaminathan Rajamani	56,730	0.116
Gautam Barai	64,820	0.133
All our directors and executive officers as a group (12 persons as at March 31, 2022)	951,954	1.949

Notes:

- (1) Timothy L Main holds 10,000 shares in the form of ADSs.
- (2) Of the 41,300 shares beneficially owned by Mr. John Freeland, 17,250 shares are in the form of ADSs.

As at March 31, 2022, there were no options held by our directors and executive officers. The following table sets forth information concerning RSUs held by our directors and executive officers as at March 31, 2022:

RSU Summary				
Name	Number of shares underlying unexercised RSUs held that have vested but unexercised	Number of shares underlying unexercised RSUs to be vested within 60 days after Mar 31, 2022	Vesting dates	Number of shares underlying unexercised RSUs held that have not vested
<b>Non-executive Directors</b>				
Timothy L. Main	—	—	—	4,240
Michael Menezes	—	—	—	1,853
Gareth Williams	—	—	—	1,853
John Freeland	—	—	—	1,853
Francoise Gri	—	—	—	1,853
Keith Haviland	—	—	—	1,853
Mario Vitale	—	—	—	1,853
Jason Liberty	—	—	—	1,853
<b>Executive Officers</b>				
Keshav R. Murugesh	484,403	156,406	24-Apr-22	352,904
		6,004	22-Apr-22	
		4,631	21-Apr-22	
Sanjay Puria	16,364	23,547	24-Apr-22	45,642
		600	22-Apr-22	
		590	21-Apr-22	
Gautam Barai	27,823	22,044	24-Apr-22	46,019
		4,500	24-Apr-22	
		606	22-Apr-22	
		593	21-Apr-22	
Swaminathan Rajamani	37,803	15,230	24-Apr-22	38,224
		2,700	24-Apr-22	
		504	22-Apr-22	
		493	21-Apr-22	

Share Ownership Guidelines

In July 2014, our Board of Directors adopted a share ownership policy, which was amended in January 2015 and effective from April 1, 2015, outlining the share ownership guidelines for, among other employees, our directors and executive officers. Our share ownership policy was further amended for other employees and executive officers effective July 2019. We believe that this policy further aligns the interests of our directors and executive officers with the long-term interests of our shareholders and promotes our commitment to sound corporate governance practices.

Under our amended policy, each of our non-executive directors must hold at least the amount of vested shares of our company by the fifth anniversary of such director’s initial election to the Board as shown in the table below:

Position	Share Ownership Guidelines
For Non-Executive Directors (except Chairman of the Board)	3.0 x value of annual share grant in \$
For the Chairman of the Board	4.0 x value of annual share grant in \$

In the event a non-executive director holds at least the required valued of our ordinary shares during the required time period, but the value of the director’s shares decreases below the shareholding requirement due to a decline in the price of our ADSs, the director shall be deemed to have complied with this policy so long as the director does not sell any shares.

Our amended policy provides that our executive officers are required to hold a multiple of their annual base salary in shares of our company as shown in the table below.

Position	Share Ownership Guidelines
Group Chief Executive Officer	4.0 x annual base salary
Chief Operating Officer	2.0 x annual base salary
Group Chief Financial Officer	2.0 x annual base salary
Chief People Officer	2.0 x annual base salary

Executive officers have five years to achieve the specified ownership level according to the following build-up schedule: achieving a share ownership level equivalent to 5%, 15%, 30%, 60% and 100% of their specified ownership level in the first, second, third, fourth and fifth year, respectively.

For our Group Chief Financial Officer, our Compensation Committee changed the share ownership level from 1.5 times to 2 times his annual base salary. The additional ownership level of 0.5 times his annual base salary was to be attained over the period of five years in the same ratio as outlined above.

For our Chief Operating Officer and Chief People Officer, our Compensation Committee changed the share ownership level from 1 time to 2 times his annual base salary. The additional ownership level of 1 time his annual base salary was to be attained over the period of five years in the same ratio as outlined above.

Shares owned by immediate family members and any trust for the benefit only of the executive officer/director or his or her family members are included in the determination of such executive officer/director’s share ownership level.

ITEM 7. MAJOR SHAREHOLDERS AND RELATED PARTY TRANSACTIONS

A. Major Shareholders

The following table sets forth information regarding beneficial ownership of our ordinary shares as at March 31, 2022 held by each person who is known to us to have a 5.0% or more beneficial share ownership based on an aggregate of 48,849,907 ordinary shares outstanding as at that date. Beneficial ownership is determined in accordance with the rules of the Commission and includes shares over which the indicated beneficial owner exercises voting and/or investment power or receives the economic benefit of ownership of such securities. Ordinary shares subject to options currently exercisable or exercisable within 60 days are deemed outstanding for the purposes of computing the percentage ownership of the person holding the options but are not deemed outstanding for the purposes of computing the percentage ownership of any other person.

<u>Name of Beneficial Owner</u>	<u>Number of Shares Beneficially Owned</u>	<u>Percentage Beneficially Owned (1)</u>
Waddell & Reed Financial Inc. <sup>(2)</sup>	5,284,083	10.82%
FMR LLC <sup>(3)</sup>	4,872,972	9.98%
Nalanda India Fund Limited <sup>(4)</sup>	4,122,196	8.44%
Grandeur Peak Global Advisors, LLC <sup>(5)</sup>	2,870,051	5.88%
Macquarie Group Limited <sup>(6)</sup>	2,595,917	5.31%

Notes:

- (1) Based on an aggregate of 48,849,907 ordinary shares outstanding as at March 31, 2022.
- (2) Information is based on Amendment No.10 to a report on Schedule 13G jointly filed with the Commission on February 12, 2021 by Waddell & Reed Financial, Inc. (“WDR”) and Ivy Investment Management Company (“IICO”), an investment advisory subsidiary of WDR. These shares are beneficially owned by one or more open-end investment companies or other managed accounts which are advised or sub-advised by IICO. The investment advisory contracts grant IICO all investment and/or voting power over securities owned by such advisory clients. The investment sub-advisory contracts grant IICO investment power over securities owned by such sub-advisory clients and, in most cases, voting power. Any investment restriction of a sub-advisory contract does not restrict investment discretion or power in a material manner. Therefore, IICO may be deemed the beneficial owner of these shares. IICO and WDR are of the view that they are not acting as a “group” for purposes of Section 13(d) under the Exchange Act. Indirect “beneficial ownership” is attributed to the respective parent companies solely because of the parent companies’ control relationship to IICO.
- (3) Information is based on Amendment No. 19 to a report on Schedule 13G jointly filed with the Commission on February 9, 2022 by FMR LLC and Abigail P. Johnson. FMR LLC and Abigail P. Johnson filed Amendment No. 19 to a report on Schedule 13G jointly filed with the Commission on February 9, 2022 reporting beneficial ownership of 4,872,972 shares. Abigail P. Johnson is a Director, the Chairman and the Chief Executive Officer of FMR LLC. According to this Amendment No. 19, members of the Johnson family, including Abigail P. Johnson, are the predominant owners, directly or through trusts, of Series B voting common shares of FMR LLC, representing 49% of the voting power of FMR LLC. The Johnson family group and all other Series B shareholders have entered into a shareholders’ voting agreement under which all Series B voting common shares will be voted in accordance with the majority vote of Series B voting common shares. Accordingly, through their ownership of voting common shares and the execution of the shareholders’ voting agreement, members of the Johnson family may be deemed, under the US Investment Company Act of 1940, to form a controlling group with respect to FMR LLC. Neither FMR LLC nor Abigail P. Johnson has the sole power to vote or direct the voting of the shares owned directly by the various investment companies registered under the US Investment Company Act of 1940 (“Fidelity Funds”), advised by Fidelity Management & Research Company LLC (“FMR Co. LLC”), a wholly-owned subsidiary of FMR Co. LLC. Such power resides with the Fidelity Funds’ Boards of Trustees. FMR Co carries out the voting of the shares under written guidelines established by the Fidelity Funds’ Boards of Trustees. According to this Amendment No. 18, of these shares, FMR LLC and Abigail P. Johnson each has the sole power to vote or direct the vote over 679,067 shares and the sole power to dispose or direct the disposition of all 4,872,972 shares.
- (4) Information is based on Amendment No. 5 to a report on Schedule 13G filed with the Commission on February 14, 2019 by Nalanda India Fund Limited.
- (5) Information is based on a report on Schedule 13G filed with the Commission on February 14, 2022 by Grandeur Peak Global Advisors, LLC (“Grandeur”).
- (6) Information based on a report on Schedule 13G filed with Commission on February 14, 2022 by Macquarie Group Limited

The following summarizes the significant changes in the percentage ownership held by our major shareholders during the past three years:

- WDR reported its percentage ownership of our ordinary shares to be 11.6% (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No. 9 to a report on Schedule 13G filed with the Commission on February 14, 2020 and 10.6% based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No. 10 to a report on Schedule 13G filed with the Commission on February 12, 2021.
- Wellington Management Group LLP reported its percentage ownership of our ordinary shares to be and 3.67% (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No. 1 to a report on Schedule 13G jointly filed with the Commission on February 14, 2020.
- FMR LLC reported its percentage ownership of our ordinary shares to ,be 9.626% (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No.16 to a report on Schedule 13G jointly filed with the Commission on February 7, 2020 10.00 % (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No.17 to a report on Schedule 13G jointly filed with the Commission on July 10, 2021 9.422% (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No. 18 to a report on Schedule 13G jointly filed with the Commission on February 8, 2021 and 9.995% (based on the then number of our ordinary shares reported as outstanding at that time) in Amendment No.19 to a report on Schedule 13G jointly filed with the Commission on February 9,2022
- Grandeur reported its percentage ownership of our ordinary shares to be 5.15% (based on the then number of our ordinary shares reported as outstanding at that time) in a report on Schedule 13G filed with the Commission on February 17, 2021,and 5.88% (based on the then number of ordinary shares reported as outstanding at that time) in a report on Schedule 13G filed with the Commission on February 14, 2022.

None of our major shareholders have different voting rights from our other shareholders.

As at March 31, 2022, 48,618,585 of our ordinary shares, representing 99.53% of our outstanding ordinary shares, were held as ADSs by Deutsche Bank Trust Company Americas, the depository for our ADS holders. We are aware of 14 record shareholders being a US citizen or an entity incorporated in the US, including the depository, as at March 31, 2022. Since certain of these ordinary shares and ADSs were held by brokers or other nominees, the number of record holders in the US may not be representative of the number of beneficial holders or where the beneficial holders are resident. All holders of our ordinary shares are entitled to the same voting rights.

**B. Related Party Transactions**

(Amounts in thousands)

The following is a description of our related party transactions, determined in accordance with the rules and regulations promulgated under the Exchange Act that were either material to us or the related party.

Mr. Keshav Murugesh is a member of the Executive Council at NASSCOM. During fiscal 2022, we paid membership and subscription charges and sponsorship fees for various events conducted by NASSCOM amounting to \$81.

Mr. Timothy L. Main is a director in Quest Diagnostics Inc. During fiscal 2022, we paid charges towards health checkup and various tests conducted in relation to new joinees amounting to \$24.

See also “Part I — Item 6. Directors, Senior Management and Employees — B. Compensation — Employment Agreement of our Executive Director” for a description of our employment agreement with Mr. Keshav R. Murugesh, our Group Chief Executive Officer and director.

**C. Interests of Experts and Counsel**

Not applicable.

ITEM 8. FINANCIAL INFORMATION

A. Consolidated Statements and Other Financial Information

Please see “Part III — Item 18. Financial Statements” for a list of the financial statements filed as part of this annual report.

*Tax Assessment Orders*

Transfer pricing regulations to which we are subject require that any international transaction among the WNS group enterprises be on arm’s-length terms. We believe that the international transactions among the WNS group enterprises are on arm’s-length terms. If, however, the applicable tax authorities determine that the transactions among the WNS group enterprises do not meet arm’s-length criteria, we may incur increased tax liability, including accrued interest and penalties. This would cause our tax expense to increase, possibly materially, thereby reducing our profitability and cash flows. We have signed an advance pricing agreement with the Government of India providing for the agreement on transfer pricing matters over certain transactions covered thereunder for a period of five years starting from April 2013 which has been renewed on similar terms for another five years starting from April 2018. The applicable tax authorities may also disallow deductions or tax holiday benefits claimed by us and assess additional taxable income on us in connection with their review of our tax returns.

From time to time, we receive orders of assessment from the Indian tax authorities assessing additional taxable income on us and/or our subsidiaries in connection with their review of our tax returns. We currently have orders of assessment for fiscal 2003 through fiscal 2018 pending before various appellate authorities. These orders assess additional taxable income that could in the aggregate give rise to an estimated ₹1,867.0 million (\$24.6 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹470.9 million (\$6.2 million based on the exchange rate on March 31, 2022).



The following sets forth the details of these orders of assessment:

Entity	Tax year(s)	Amount demanded (including interest)			Interest on amount Demanded		
		(₹ and US dollars in millions)					
Permanent establishment of WNS North America Inc (“WNS NA Inc”) in India	Fiscal 2003	₹	0.1	\$ (0.1) <sup>(1)</sup>	₹	0.1	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS Global Services UK Limited (“WNS UK”) in India	Fiscal 2004	₹	8.1	\$ (0.1) <sup>(1)</sup>	₹	2.2	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS UK in India	Fiscal 2005	₹	4.1	\$ (0.1) <sup>(1)</sup>	₹	1.2	\$ (0.1) <sup>(1)</sup>
WNS Global Services Private Limited (“WNS Global”)	Fiscal 2006	₹	29.8	\$ (0.4) <sup>(1)</sup>	₹	7.7	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc and WNS UK in India	Fiscal 2006	₹	13.2	\$ (0.2) <sup>(1)</sup>	₹	5.6	\$ (0.1) <sup>(1)</sup>
Permanent establishment of WNS NA Inc. and WNS UK in India	Fiscal 2007	₹	23.1	\$ (0.3) <sup>(1)</sup>	₹	5.4	\$ (0.1) <sup>(1)</sup>
WNS Global	Fiscal 2009	₹	55.2	\$ (0.7) <sup>(1)</sup>	₹	—	\$ —
WNS Business Consulting Services Private Limited (“WNS BCS”)	Fiscal 2010	₹	1.0	\$ (0.1) <sup>(1)</sup>	₹	—	\$ —
Permanent establishment of WNS NA Inc in India	Fiscal 2011	₹	31.0	\$ (0.4) <sup>(1)</sup>	₹	8.2	\$ (0.1) <sup>(1)</sup>
WNS Global	Fiscal 2015	₹	258.6	\$ (3.4) <sup>(1)</sup>	₹	94.9	\$ (1.3) <sup>(1)</sup>
WNS Global	Fiscal 2016	₹	908.4	\$ (11.9) <sup>(1)</sup>	₹	345.6	\$ (4.2) <sup>(1)</sup>
WNS Global	Fiscal 2017	₹	286.1	\$ (3.7) <sup>(1)</sup>	₹	—	\$ —
WNS Global	Fiscal 2018	₹	248.3	\$ (3.2) <sup>(1)</sup>	₹	—	\$ —
Total		₹	1,867.0	\$ (24.6) <sup>(1)</sup>	₹	470.9	\$ (6.3) <sup>(1)</sup>

**Note:**

(1) Based on the exchange rate as at March 31, 2022.

The aforementioned orders of assessment allege that the transfer prices we applied to certain of the international transactions between WNS Global or WNS BCS (each of which is one of our Indian subsidiaries), as the case may be, and our other wholly-owned subsidiaries named above were not on arm’s-length terms, disallow a tax holiday benefit claimed by us, deny the set off of brought forward business losses and unabsorbed depreciation and disallow certain expenses claimed as tax deductible by WNS Global or WNS BCS, as the case may be. As at March 31, 2022, we have provided a tax reserve of ₹774.3 million (\$10.2 million based on the exchange rate on March 31, 2022) primarily on account of the Indian tax authorities’ denying the set-off of brought forward business losses and unabsorbed depreciation. We have appealed against these orders of assessment before higher appellate authorities.

In addition, we currently have orders of assessment pertaining to similar issues that have been decided in our favor by appellate authorities, vacating tax demands of ₹5,435.2 million (\$71.7 million based on the exchange rate on March 31, 2022) in additional taxes, including interest of ₹1,931.3 million (\$25.5 million based on the exchange rate on March 31, 2022). The income tax authorities have filed or may file appeals against these orders at higher appellate authorities. In case of disputes, the Indian tax authorities may require us to deposit with them all or a portion of the disputed amounts pending resolution of the matters on appeal. Any amount paid by us as deposits will be refunded to us with interest if we succeed in our appeals. We have deposited ₹898.1 million (\$11.8 million based on the exchange rate on March 31, 2022) of the disputed amount with the tax authorities and may be required to deposit the remaining portion of the disputed amount with the tax authorities pending final resolution of the respective matters.

As at March 31, 2022, corporate tax returns for fiscal years 2019 and thereafter remain subject to examination by tax authorities in India.

After consultation with our Indian tax advisors and based on the facts of these cases, legal opinions from counsel on certain matters, the nature of the tax authorities’ disallowances and the orders from appellate authorities deciding similar issues in our favor in respect of assessment orders for earlier fiscal years, we believe these orders are unlikely to be sustained at the higher appellate authorities and we intend to vigorously dispute the orders of assessment.

In 2021, we received an assessment order from the Indian service tax authority, demanding payment of ₹148.9 million (\$2.0 million based on the exchange rate on March 31, 2022) towards service tax for the period April 1, 2014 to June 30, 2017. The tax authorities have rejected input service tax credit on certain types of input services. We have orders of assessment pertaining to similar issues for earlier fiscal years that have been decided in our favor by appellate authorities. We intend to vigorously dispute the assessment.

In 2016, we also received an assessment order from the Sri Lankan Tax Authority, demanding payment of LKR 25.2 million (\$0.1 million based on the exchange rate on March 31, 2022) in connection with the review of our tax return for fiscal year 2012. The assessment order challenges the tax exemption that we have claimed for export business. We have filed an appeal against the assessment order with the Sri Lankan Tax Appeal Commission in this regard. Based on consultations with our tax advisors, we believe this order of assessment is more likely than not to be upheld in our favor. We intend to continue to vigorously dispute the assessment.

No assurance can be given, however, that we will prevail in our tax disputes. If we do not prevail, payment of additional taxes, interest and penalties may adversely affect our results of operations, financial condition and cash flows. There can also be no assurance that we will not receive similar or additional orders of assessment in the future.

***Dividend Policy***

Subject to the provisions of the 1991 Law and our Articles of Association, we may by ordinary resolution declare dividends to be paid to our shareholders according to their respective rights. Any dividends we may declare must not exceed the amount recommended by our Board of Directors. Our Board may declare and pay an interim dividend or dividends, including a dividend payable at a fixed rate, if paying an interim dividend or dividends appears to the Board to be justified. See “Part I — Item 10. Additional Information — B. Memorandum and Articles of Association.” We can only declare dividends if our directors who are to authorize the distribution make a prior statement that, having made full enquiry into our affairs and prospects, they have formed the opinion that:

- immediately following the date on which the distribution is proposed to be made, we will be able to discharge our liabilities as they fall due; and
- having regard to our prospects and to the intentions of our directors with respect to the management of our business and to the amount and character of the financial resources that will in their view be available to us, we will be able to continue to carry on business and we will be able to discharge our liabilities as they fall due until the expiry of the period of 12 months immediately following the date on which the distribution is proposed to be made or until we are dissolved under Article 150 of the 1991 Law, whichever first occurs.

We have never declared or paid any dividends on our ordinary shares. Any future determination to pay cash dividends will be at the discretion of our Board of Directors and will be dependent upon our results of operations and cash flows, our financial position and capital requirements, general business conditions, legal, tax, regulatory and any contractual restrictions on the payment of dividends and any other factors our Board of Directors deems relevant at the time.

Subject to the deposit agreement governing the issuance of our ADSs, holders of ADSs will be entitled to receive dividends paid on the ordinary shares represented by such ADSs.

**B. Significant Changes**

None

**ITEM 9. THE OFFER AND LISTING**

**A. Offer and Listing Details**

Our ADSs, commenced trading on the NYSE on July 26, 2006 under the symbol “WNS”. The ADSs were issued by our depositary, Deutsche Bank Trust Company Americas, pursuant to a deposit agreement. The number of our outstanding ordinary shares (including the ordinary shares underlying ADSs) as at March 31, 2022 was 48,849,907. As at March 31, 2022, there were 48,618,585 ADSs outstanding (representing 48,618,585 ordinary shares).

**B. Plan of Distribution**

Not applicable.

**C. Markets**

Our ADSs are listed on the NYSE under the symbol “WNS.”

**D. Selling Shareholders**

Not applicable.

**E. Dilution**

Not applicable.

**F. Expenses of the Issue**

Not applicable.

ITEM 10. ADDITIONAL INFORMATION

A. Share Capital

Not applicable.

B. Memorandum and Articles of Association

General

We were incorporated in Jersey, Channel Islands, as a private limited company (with registered number 82262) on February 18, 2002 pursuant to the 1991 Law. We converted from a private limited company to a public limited company on January 4, 2006 when we acquired more than 30 shareholders as calculated in accordance with Article 17A of the 1991 Law. We gave notice of this to the JFSC in accordance with Article 17(3) of the 1991 Law on January 12, 2006.

The address of our secretary, Mourant Secretaries (Jersey) Limited, and share registrar, Mourant Governance Services (Jersey) Limited is 22 Grenville Street, St Helier, Jersey JE4 8PX. Our share register is maintained at the premises of Mourant Governance Services (Jersey) Limited.

Our activities are regulated by our Memorandum and Articles of Association. We adopted an amended and restated Memorandum and Articles of Association by special resolution of our shareholders passed on May 22, 2006. This amended and restated Memorandum and Articles of Association came into effect immediately prior to the completion of our initial public offering in July 2006. The material provisions of our amended and restated Memorandum and Articles of Association are described below. In addition to our Memorandum and Articles of Association, our activities are regulated by (among other relevant legislation) the 1991 Law. Our Memorandum of Association states our company name, that we are a public company, that we are a par value company, our authorized share capital and that the liability of our shareholders is limited to the amount (if any) unpaid on their shares. Below is a summary of some of the provisions of our Articles of Association. It is not, nor does it purport to be, complete or to identify all of the rights and obligations of our shareholders. The summary is qualified in its entirety by reference to our Memorandum and Articles of Association. See “Part III — Item 19. Exhibits — Exhibit 1.1” and “Part III — Item 19. Exhibits — Exhibit 1.2.”

The rights of shareholders described in this section are available only to persons who hold our certificated shares. ADS holders do not hold our certificated shares and therefore are not directly entitled to the rights conferred on our shareholders by our Articles of Association or the rights conferred on shareholders of a Jersey company by the 1991 Law, including, without limitation: the right to receive dividends and the right to attend and vote at shareholders meetings; the rights described in “— Other Jersey Law Considerations — Mandatory Purchases and Acquisitions” and “— Other Jersey Law Considerations — Compromises and Arrangements,” the right to apply to a Jersey court for an order on the grounds that the affairs of a company are being conducted in a manner which is unfairly prejudicial to the interests of its shareholders; and the right to apply to the JFSC to have an inspector appointed to investigate the affairs of a company. ADS holders are entitled to receive dividends and to exercise the right to vote only in accordance with the deposit agreement.

***Share Capital***

As at March 31, 2022, the authorized share capital is £6,100,000, divided into 60,000,000 ordinary shares of 10 pence each and 1,000,000 preferred shares of 10 pence each. As at March 31, 2022, 2021 and 2020, we had 48,849,907, 49,402,203 shares (excluding 1,100,000 treasury shares), and 49,733,640 shares, respectively. The increase in the number of ordinary shares outstanding during the last three fiscal years resulted from the issuance of ordinary shares pursuant to our three share-based incentive plans: our 2002 Stock Incentive Plan, our 2006 Incentive Award Plan (as amended and restated) and our 2016 Incentive Award Plan (as amended and restated). Other than pursuant to our incentive award plans, we have not issued any shares for consideration other than cash. There are no preferred shares outstanding.

Pursuant to Jersey law and our Memorandum and Articles of Association, our Board of Directors by resolution may establish one or more classes of preferred shares having such number of shares, designations, dividend rates, relative voting rights, liquidation rights and other relative participation, optional or other special rights, qualifications, limitations or restrictions as may be fixed by the board without any further shareholder approval. Such rights, preferences, powers and limitations as may be established could also have the effect of discouraging an attempt to obtain control of us. None of our shares have any redemption rights.

***Capacity***

Under the 1991 Law, the doctrine of *ultra vires* in its application to companies is abolished and accordingly the capacity of a Jersey company is not limited by anything in its memorandum or articles or by any act of its members.

***Changes in Capital or our Memorandum and Articles of Association***

Subject to the 1991 Law and our Articles of Association, we may by special resolution at a general meeting:

- increase our authorized or paid-up share capital;
- consolidate and divide all or any part of our shares into shares of a larger amount than is fixed by our Memorandum of Association;
- sub-divide all or any part of our shares into shares of smaller amount than is fixed by our Memorandum of Association;
- convert any of our issued or unissued shares into shares of another class;
- convert all our issued par value shares into no par value shares and vice versa;
- convert any of our paid-up shares into stock, and reconvert any stock into any number of paid-up shares of any denomination;
- convert any of our issued limited shares into redeemable shares which can be redeemed;
- cancel shares which, at the date of passing of the resolution, have not been taken or agreed to be taken by any person, and diminish the amount of the authorized share capital by the amount of the shares so cancelled;
- reduce our issued share capital; or
- alter our Memorandum or Articles of Association.

***General Meetings of Shareholders***

We may at any time convene general meetings of shareholders. We hold an annual general meeting for each fiscal year. Under the 1991 Law, no more than 18 months may elapse between the date of one annual general meeting and the next.

Our Articles of Association provide that annual general meetings and meetings calling for the passing of a special resolution require 21 days’ notice of the place, day and time of the meeting in writing to our shareholders. Any other general meeting requires no less than 14 days’ notice in writing. Our directors may, at their discretion, and upon a request made in accordance with the 1991 Law by shareholders holding not less than one tenth of our total voting rights our directors shall, convene a general meeting. Our business may be transacted at a general meeting only when a quorum of shareholders is present. Two shareholders entitled to attend and to vote on the business to be transacted (or a proxy for a shareholder or a duly authorized representative of a corporation which is a shareholder) and holding shares conferring not less than one-third of the total voting rights, constitute a quorum provided that if at any time all of our issued shares are held by one shareholder, such quorum shall consist of the shareholder present in person or by proxy.

The annual general meetings deal with and dispose of all matters prescribed by our Articles of Association and by the 1991 Law including:

- the consideration of our annual financial statements and report of our directors and auditors;
- the election of directors (if necessary);
- the appointment of auditors and the fixing of their remuneration;
- the sanction of dividends; and
- the transaction of any other business of which notice has been given.

Failure to hold an annual general meeting is an offence by our company and our directors under the 1991 Law and carries a potential fine of up to £10,000 for our company and each director.

***Voting Rights***

Subject to any special terms as to voting on which any shares may have been issued or may from time to time be held, at a general meeting, every shareholder who is present in person (including any corporation present by its duly authorized representative) shall on a show of hands have one vote and every shareholder present in person or by proxy shall on a poll have one vote for each share of which he is a holder. In the case of joint holders only one of them may vote and in the absence of election as to who is to vote, the vote of the senior who tenders a vote, whether in person or by proxy, shall be accepted to the exclusion of the votes of the other joint holders.

A shareholder may appoint any person (whether or not a shareholder) to act as his proxy at any meeting of shareholders (or of any class of shareholders) in respect of all or a particular number of the shares held by him. A shareholder may appoint more than one person to act as his proxy and each such person shall act as proxy for the shareholder for the number of shares specified in the instrument appointing the person a proxy. If a shareholder appoints more than one person to act as his proxy, each instrument appointing a proxy shall specify the number of shares held by the shareholder for which the relevant person is appointed his proxy. Each duly appointed proxy has the same rights as the shareholder by whom he was appointed to speak at a meeting and vote at a meeting in respect of the number of shares held by the shareholder for which the relevant proxy is appointed his proxy.

For the purpose of determining shareholders entitled to notice of or to vote at any meeting of shareholders or any adjournment thereof or in order to make a determination of shareholders for any other proper purpose, our directors may fix in advance a date as the record date for any such determination of shareholders.

***Shareholder Resolutions***

An ordinary resolution requires the affirmative vote of a simple majority (that is, more than 50%) of our shareholders entitled to vote in person (or by corporate representative in case of a corporate entity) or by proxy at a general meeting.

A special resolution requires the affirmative vote of a majority of not less than two-thirds of our shareholders entitled to vote in person (or by corporate representative in the case of a corporate entity) or by proxy at a general meeting.

Our Articles of Association prohibit the passing of shareholder resolutions by written consent to remove an auditor or to remove a director before the expiry of his term of office.

***Dividends***

Subject to the provisions of the 1991 Law and of the Articles of Association, we may, by ordinary resolution, declare dividends to be paid to shareholders according to their respective rights and interests in our distributable reserves. However, no dividend shall exceed the amount recommended by our directors.

Subject to the provisions of the 1991 Law, we may declare and pay an interim dividend or dividends, including a dividend payable at a fixed rate, if an interim dividend or dividends appears to us to be justified by our distributable reserves.

Except as otherwise provided by the rights attached to any shares, all dividends shall be declared and paid according to the amounts paid up (as to both par and any premium) otherwise than in advance of calls, on the shares on which the dividend is paid. All dividends unclaimed for a period of ten years after having been declared or become due for payment shall, if the directors so resolve, be forfeited and shall cease to remain owing by us and shall henceforth belong to us absolutely.

We may, with the authority of an ordinary resolution, direct that payment of any dividend declared may be satisfied wholly or partly by the distribution of assets, and in particular of paid-up shares or debentures of any other company, or in any one or more of those ways.

We may also with the prior authority of an ordinary resolution, and subject to such conditions as we may determine, offer to holders of shares the right to elect to receive shares, credited as fully paid, instead of the whole, or some part, to be determined by us, of any dividend specified by the ordinary resolution.

For the purposes of determining shareholders entitled to receive a dividend or distribution, our directors may fix a record date for any such determination of shareholders. A record date for any dividend or distribution may be on or at any time before any date on which such dividend or distribution is paid or made and on or at any time before or after any date on which such dividend or distribution is declared.

***Ownership Limitations***

Our Articles of Association and the 1991 Law do not contain limits on the number of shares that a shareholder may own.

***Transfer of Shares***

Every shareholder may transfer all or any of his shares by instrument of transfer in writing in any usual form or in any form approved by us. The instrument must be executed by or on behalf of the transferor and, in the case of a transfer of a share which is not fully paid up, by or on behalf of the transferee. The transferor is deemed to remain the holder until the transferee’s name is entered in the register of shareholders.

We may, in our absolute discretion and without giving any reason, refuse to register any transfer of a share or renunciation of a renounceable letter of allotment unless:

- it is in respect of a share which is fully paid-up;
- it is in respect of only one class of shares;
- it is in favor of a single transferee or not more than four joint transferees;
- it is duly stamped, if so required; and
- it is delivered for registration to our registered office for the time being or another place that we may from time to time determine accompanied by the certificate for the shares to which it relates and any other evidence as we may reasonably require to prove the right of the transferor or person renouncing to make the transfer or renunciation.

***Share Register***

We maintain our register of members in Jersey. It is open to inspection during business hours by shareholders without charge and by other persons upon payment of a fee not exceeding £5. Any person may obtain a copy of our register of members upon payment of a fee not exceeding £0.50 per page and providing a declaration under oath as required by the 1991 Law.



***Variation of Rights***

If at any time our share capital is divided into different classes of shares, the special rights attached to any class, unless otherwise provided by the terms of issue of the shares of that class, may be varied or abrogated with the consent in writing of the holders of the majority of the issued shares of that class, or with the sanction of an ordinary resolution passed at a separate meeting of the holders of shares of that class, but not otherwise. To every such separate meeting all the provisions of our Articles of Association and of the 1991 Law relating to general meetings or to the proceedings thereat shall apply, *mutatis mutandis*, except that the necessary quorum shall be two persons holding or representing at least one-third in nominal amount of the issued shares of that class but so that if at any adjourned meeting of such holders a quorum as above defined is not present, those holders who are present in person shall be a quorum.

The special rights conferred upon the holders of any class of shares issued with preferred or other special rights shall be deemed to be varied by the reduction of the capital paid up on such shares and by the creation of further shares ranking in priority thereto, but shall not (unless otherwise expressly provided by our Articles of Association or by the conditions of issue of such shares) be deemed to be varied by the creation or issue of further shares ranking after or *pari passu* therewith. The rights conferred on holders of ordinary shares shall be deemed not to be varied by the creation, issue or redemption of any preferred or preference shares.

***Capital Calls***

We may, subject to the provisions of our Articles of Association and to any conditions of allotment, from time to time make calls upon the members in respect of any monies unpaid on their shares (whether on account of the nominal value of the shares or by way of premium) provided that (except as otherwise fixed by the conditions of application or allotment) no call on any share shall be payable within 14 days of the date appointed for payment of the last preceding call, and each member shall (subject to being given at least 14 clear days’ notice specifying the time or times and place of payment) pay us at the time or times and place so specified the amount called on his shares.

If a member fails to pay any call or installment of a call on or before the day appointed for payment thereof, we may serve a notice on him requiring payment of so much of the call or installment as is unpaid, together with any interest (at a rate not exceeding 10% per annum to be determined by us) which may have accrued and any expenses which may have been incurred by us by reason of such non-payment. The notice shall name a further day (not earlier than 14 days from the date of service thereof) on or before which and the place where the payment required by the notice is to be made, and shall state that in the event of non-payment at or before the time and at the place appointed, the shares on which the call was made will be liable to be forfeited.

***Borrowing Powers***

Our Articles of Association contain no restrictions on our power to borrow money or to mortgage or charge all or any part of our undertaking, property and assets.

***Issue of Shares and Pre-emptive Rights***

Subject to the provisions of the 1991 Law and to any special rights attached to any shares, we may allot or issue shares with those preferred, deferred or other special rights or restrictions regarding dividends, voting, return of capital or other matters as our directors from time to time determine. We may issue shares that are redeemable or are liable to be redeemed at our option or the option of the holder in accordance with our Articles of Association. Subject to the provisions of the 1991 Law, the unissued shares at the date of adoption of our Articles of Association and shares created thereafter shall be at the disposal of our directors. We cannot issue shares at a discount to par value. Securities, contracts, warrants or other instruments evidencing any preferred shares, option rights, securities having conversion or option rights or obligations may also be issued by the directors without the approval of the shareholders or entered into by us upon a resolution of the directors to that effect on such terms, conditions and other provisions as are fixed by the directors, including, without limitation, conditions that preclude or limit any person owning or offering to acquire a specified number or percentage of shares in us in issue, other shares, option rights, securities having conversion or option rights or obligations of us or the transferee of such person from exercising, converting, transferring or receiving the shares, option rights, securities having conversion or option rights or obligations.

There are no pre-emptive rights for the transfer of our shares either within the 1991 Law or our Articles of Association.

***Directors’ Powers***

Our business shall be managed by the directors who may exercise all of the powers that we are not by the 1991 Law or our Articles of Association required to exercise in a general meeting. Accordingly, the directors may (among other things) borrow money, mortgage or charge all of our property and assets (present and future) and issue securities.

***Meetings of the Board of Directors***

A director may, and the secretary on the requisition of a director shall, at any time, summon a meeting of the directors by giving to each director and alternate director not less than 24 hours’ notice of the meeting provided that any meeting may be convened at shorter notice and in such manner as each director or his alternate director shall approve provided further that unless otherwise resolved by the directors notices of directors’ meetings need not be in writing.

Subject to our Articles of Association, our Board of Directors may meet for the conducting of business, adjourn and otherwise regulate its proceedings as it sees fit. The quorum necessary for the transaction of business may be determined by the Board of Directors and unless otherwise determined shall be three persons, each being a director or an alternate director of whom two shall not be executive directors. Where more than three directors are present at a meeting, a majority of them must not be executive directors in order for the quorum to be constituted at the meeting. A duly convened meeting of the Board of Directors at which a quorum is present is necessary to exercise all or any of the board’s authorities, powers and discretions.

Our Board of Directors may from time to time appoint one or more of their number to be the holder of any executive office on such terms and for such periods as they may determine. The appointment of any director to any executive office shall be subject to termination if he ceases to be a director. Our Board of Directors may entrust to and confer upon a director holding any executive office any of the powers exercisable by the directors, upon such terms and conditions and with such restrictions as they think fit, and either collaterally with or to the exclusion of their own powers and may from time to time revoke, withdraw, alter or vary all or any of such powers.

***Remuneration of Directors***

Our directors shall be entitled to receive by way of fees for their services as directors any sum that we may, by ordinary resolution in general meeting from time to time determine. That sum, unless otherwise directed by the ordinary resolution by which it is voted, shall be divided among the directors in the manner that they agree or, failing agreement, equally. The remuneration (if any) of an alternate director shall be payable out of the remuneration payable to the director appointing him as may be agreed between them. The directors shall be repaid their traveling and other expenses properly and necessarily expended by them in attending meetings of the directors or members or otherwise on our affairs.

If any director shall be appointed agent or to perform extra services or to make any special exertions, the directors may remunerate such director therefor either by a fixed sum or by commission or participation in profits or otherwise or partly one way and partly in another as they think fit, and such remuneration may be either in addition to or in substitution for his above mentioned remuneration.

***Directors’ Interests in Contracts***

Subject to the provisions of the 1991 Law, a director may hold any other office or place of profit under us (other than the office of auditor) in conjunction with his office of director and may act in a professional capacity to us on such terms as to tenure of office, remuneration and otherwise as we may determine and, provided that he has disclosed to us the nature and extent of any of his interests which conflict or may conflict to a material extent with our interests at the first meeting of the directors at which a transaction is considered or as soon as practical after that meeting by notice in writing to the secretary or has otherwise previously disclosed that he is to be regarded as interested in a transaction with a specific person, a director notwithstanding his office (1) may be a party to, or otherwise interested in, any transaction or arrangement with us or in which we are otherwise interested, (2) may be a director or other officer of, or employed by, or a party to any transaction or arrangement with, or otherwise interested in, anybody corporate promoted by us or in which we are otherwise interested, and (3) shall not, by reason of his office, be accountable to us for any benefit which he derives from any such office or employment or from any such transaction or arrangement or from any interest in any such body corporate and no such transaction or arrangement shall be liable to be avoided on the ground of any such interest or benefit.

***Restrictions on Directors’ Voting***

A director, notwithstanding his interest, may be counted in the quorum present at any meeting at which any contract or arrangement in which he is interested is considered and, subject as provided above, he may vote in respect of any such contract or arrangement. A director, notwithstanding his interest, may be counted in the quorum present at any meeting at which he is appointed to hold any office or place of profit under us, or at which the terms of his appointment are arranged, but the director may not vote on his own appointment or the terms thereof or any proposal to select that director for re-election.

***Number of Directors***

Our board shall determine the maximum and minimum number of directors provided that the minimum number of directors shall be not less than three.

***Directors’ Appointment, Resignation, Disqualification and Removal***

Our board is divided into three classes that are, as nearly as possible, of equal size. Each class of directors (other than initially) is elected for a three-year term of office but the terms are staggered so that the term of only one class of directors expires at each annual general meeting. Any additional directorships resulting from an increase in the number of directors will be distributed among the three classes so that, as nearly as possible, each class will consist of one-third of the directors. This classification of the Board of Directors may have the effect of delaying or preventing changes in control of management of our company. Our Board of Directors shall have power (unless they determine that any vacancy should be filled by us in general meeting) at any time and from time to time to appoint any person to be a director, either to fill any vacancy or as an addition to the existing directors. A vacancy for these purposes only will be deemed to exist if a director dies, resigns, ceases or becomes prohibited or disqualified by law from acting as a director, becomes bankrupt or enters into an arrangement or composition with his creditors, becomes of unsound mind or is removed by us from office for gross negligence or criminal conduct by ordinary resolution. A vacancy for these purposes will not be deemed to exist upon the expiry of the term of office of a director. At any general meeting at which a director retires or at which a director’s period of office expires we shall elect, by ordinary resolution of the general meeting, a director to fill the vacancy, unless our directors resolve to reduce the number of directors in office. Where the number of persons validly proposed for election or re-election as a director is greater than the number of directors to be elected, the persons receiving the most votes (up to the number of directors to be elected) shall be elected as directors and an absolute majority of the votes cast shall not be a pre-requisite to the election of such directors.

The directors shall hold office until they resign, they cease to be a director by virtue of a provision of the 1991 Law, they become disqualified by law or the terms of our Articles of Association from being a director, they become bankrupt or make any arrangement or composition with their creditors generally or they become of unsound mind or they are removed from office by us for gross negligence or criminal conduct by ordinary resolution in general meeting.

A director is not required to hold any of our shares.

***Capitalization of Profits and Reserves***

Subject to our Articles of Association, we may, upon the recommendation of our directors, by ordinary resolution resolve to capitalize any of our undistributed profits (including profits standing to the credit of any reserve account), any sum standing to the credit of any reserve account as a result of the sale or revaluation of an asset (other than goodwill) and any sum standing to the credit of our share premium account or capital redemption reserve.

Any sum which is capitalized shall be appropriated among our shareholders in the proportion in which such sum would have been divisible amongst them had the same been applied in paying dividends and applied in (1) paying up the amount (if any) unpaid on the shares held by the shareholders, or (2) issuing to shareholders, fully paid shares (issued either at par or a premium) or (subject to our Articles of Association) our debentures.

***Unclaimed Dividends***

Any dividend which has remained unclaimed for a period of 10 years from the date of declaration thereof shall, if the directors so resolve, be forfeited and cease to remain owing by us and shall thenceforth belong to us absolutely.

***Indemnity, Limitation of Liability and Officers Liability Insurance***

Insofar as the 1991 Law allows and, to the fullest extent permitted thereunder, we may indemnify any person who was or is involved in any manner (including, without limitation, as a party or a witness), or is threatened to be made so involved, in any threatened, pending or completed investigation, claim, action, suit or proceeding, whether civil, criminal, administrative or investigative including, without limitation, any proceeding by or in the right of ours to procure a judgment in our favor, but excluding any proceeding brought by such person against us or any affiliate of ours by reason of the fact that he is or was an officer, secretary, servant, employee or agent of ours, or is or was serving at our request as an officer, secretary, servant, employee or agent of another corporation, partnership, joint venture, trust or other enterprise against all expenses (including attorney’s fees), judgments, fines and amounts paid in settlement actually and reasonably incurred by him in connection with such proceeding. Such indemnification shall be a contract right and shall include the right to receive payment in advance of any expenses incurred by the indemnified person in connection with such proceeding, provided always that this right is permitted by the 1991 Law.

Subject to the 1991 Law, we may enter into contracts with any officer, secretary, servant, employee or agent of ours and may create a trust fund, grant a security interest, make a loan or other advancement or use other means (including, without limitation, a letter of credit) to ensure the payment of such amounts as may be necessary to effect indemnification as provided in the indemnity provisions in our Articles of Association.

Our directors are empowered to arrange for the purchase and maintenance in our name and at our expense of insurance cover for the benefit of any current or former officer of ours, our secretary and any current or former agent, servant or employee of ours against any liability which is incurred by any such person by reason of the fact that he is or was an officer of ours, our secretary or an agent, servant or employee of ours.

Subject to the 1991 Law, the right of indemnification, loan or advancement of expenses provided in our Articles of Association is not exclusive of any other rights to which a person seeking indemnification may otherwise be entitled, under any statute, memorandum or articles of association, agreement, vote of shareholders or disinterested directors or otherwise, both as to action in his official capacity and as to action in another capacity while holding such office. The provisions of our Articles of Association inure for the benefit of the heirs and legal representatives of any person entitled to indemnity under our Articles of Association and are applicable to proceedings commenced or continuing after the adoption of our Articles of Association whether arising from acts or omissions occurring before or after such adoption.

If any provision or provisions of our Articles of Association relative to indemnity are held to be invalid, illegal or unenforceable for any reason whatsoever: (i) the validity, legality and enforceability of the remaining provisions thereof shall not in any way be affected or impaired; and (ii) to the fullest extent possible, the provisions of our Articles of Association relative to indemnity shall be construed so as to give effect to the intent manifested by the provision held invalid, illegal or unenforceable.

Nothing in our Articles of Association prohibits us from making loans to officers, our secretary, servants, employees or agents to fund litigation expenses prior to such expenses being incurred.

***Distribution of Assets on a Winding-up***

Subject to any particular rights or limitations attached to any shares, if we are wound up, our assets available for distribution among our shareholders shall be applied first in repaying to our shareholders the amount paid up (as to both par and any premium) on their shares respectively, and if such assets shall be more than sufficient to repay to our shareholders the whole amount paid up (as to both par and any premium) on their shares, the balance shall be distributed among our shareholders in proportion to the amount which at the time of the commencement of the winding up had been actually paid up (as to both par and any premium) on their shares respectively.

If we are wound up, we may, with the approval of a special resolution and any other sanction required by the 1991 Law, divide the whole or any part of our assets among our shareholders in specie and our liquidator or, where there is no liquidator, our directors, may, for that purpose, value any assets and determine how the division shall be carried out as between our shareholders or different classes of shareholders. Similarly, with the approval of a special resolution and subject to any other sanction required by the 1991 Law, all or any of our assets may be vested in trustees for the benefit of our shareholders.

**Other Jersey Law Considerations**

***Purchase of Own Shares***

The 1991 Law provides that we may, with the sanction of a special resolution and subject to certain conditions, purchase any of our shares which are fully paid.

We may fund the purchase of our own shares from any source provided that our directors are satisfied that immediately after the date on which the purchase is made, we will be able to discharge our liabilities as they fall due and that having regard to (i) our prospects and to the intentions of our directors with respect to the management of our business and (ii) the amount and character of the financial resources that will in their view be available to us, we will be able to (a) continue to carry on our business and (b) discharge our liabilities as they fall due until the expiry of the period of 12 months immediately following the date on which the purchase was made or until we are dissolved, whichever occurs first.

We cannot purchase our shares if, as a result of such purchase, only redeemable shares would be in issue. Any shares that we purchase (other than shares that are, immediately after being purchased, held as treasury shares) are treated as cancelled upon purchase.

***Mandatory Purchases and Acquisitions***

The 1991 Law provides that where a person (which we refer to as the “offeror”) makes an offer to acquire all of the shares (or all of the shares of any class of shares) (other than treasury shares and any shares already held by the offeror and its associates at the date of the offer), if the offeror has by virtue of acceptances of the offer acquired or contracted to acquire not less than 90% in nominal value of the shares (or class of shares) to which the offer relates, the offeror by notice may compulsorily acquire the remaining shares. A holder of any such shares may apply to the Jersey court for an order that the offeror not be entitled to purchase the holder’s shares or that the offeror purchase the holder’s shares on terms different to those of the offer.

Where, prior to the expiry of the offer period, the offeror has by virtue of acceptances of the offer acquired or contracted to acquire not less than 90% in nominal value of all of the shares of the target company (other than treasury shares and any shares already held by the offeror and its associates at the date of the offer), the holder of any shares (or class of shares) to which the offer relates who has not accepted the offer may require the offeror to acquire those shares. In such circumstances, each of the offeror and the holder of the shares are entitled to apply to the Jersey court for an order that the offeror purchase the holder’s shares on terms different to those of the offer.

***Compromises and Arrangements***

Where a compromise or arrangement is proposed between a company and its creditors, or a class of them, or between the company and its shareholders, or a class of them, the Jersey court may on the application of the company or a creditor or member of it or, in the case of a company being wound up, of the liquidator, order a meeting of the creditors or class of creditors, or of the shareholders of the company or class of shareholders (as the case may be), to be called in a manner as the court directs.

If a majority in number representing 3/4ths in value of the creditors or class of creditors, or 3/4ths of the voting rights of shareholders or class of shareholders (as the case may be), present and voting either in person or by proxy at the meeting agree to a compromise or arrangement, the compromise or arrangement, if sanctioned by the court, is binding on all creditors or the class of creditors or on all the shareholders or class of shareholders, and also on the company or, in the case of a company in the course of being wound up, on the liquidator and contributories of the company.

***No Pre-Emptive Rights***

Neither our Articles of Association nor the 1991 Law confers any pre-emptive rights on our shareholders.

***No Mandatory Offer Requirements***

In some countries, the trading and securities legislation contains mandatory offer requirements when shareholders have reached certain share ownership thresholds. There are no mandatory offer requirements under Jersey legislation. The Companies (Takeovers and Mergers Panel) (Jersey) Law 2009 empowers the Minister for Economic Development in Jersey (the “Minister”) to appoint a Panel on Takeovers and Mergers (the “Jersey Panel”) as the body responsible for regulating takeovers and mergers of companies incorporated in Jersey. The Minister has appointed the UK Panel on Takeovers and Mergers (the “UK Panel”) to carry out the functions of the Jersey Panel. The Jersey Panel will be empowered to promulgate rules regulating takeovers and mergers of Jersey companies (the “Jersey Code”). The rules applicable to the regulation of takeovers and mergers promulgated by the UK Panel as set out in The City Code on Takeovers and Mergers (the “UK Code”) have been adopted as the Jersey Code. Rule 9 of the UK Code contains rules relative to mandatory offers. However, the UK Code only applies to (i) offers for Jersey companies if any of their securities are admitted to trading on a regulated market in the United Kingdom or any stock exchange in the Channel Islands or the Isle of Man and (ii) to public or certain private Jersey companies which are considered by the Panel to have their place of central management and control in the United Kingdom, the Channel Islands or the Isle of Man. As none of our securities are listed on a regulated market in the United Kingdom or on any stock exchange in the Channel Islands or the Isle of Man and as we are not centrally managed and controlled in the United Kingdom, the Channel Islands or the Isle of Man, it is not anticipated that the UK Code (which has been adopted as the Jersey Code) will apply to us.

In 2012, the UK Panel published consultation paper ‘PCP 2012/3: Companies subject to the Takeover Code’, which sought views on proposed amendments to the rules for determining the companies that are subject to the UK Code. No changes have yet been made to the UK Code on the basis of that consultation. It is possible that future changes to the rules for determining the companies that are subject to the UK Code, made on the basis of that consultation or otherwise, could result in the UK Code (which has been adopted as the Jersey Code) applying to us.

***Non-Jersey Shareholders***

There are no limitations imposed by Jersey law or by our Articles of Association on the rights of non-Jersey shareholders to hold or vote on our ordinary shares or securities convertible into our ordinary shares.

***Rights of Minority Shareholders***

Under Article 141 of the 1991 Law, a shareholder may apply to court for relief on the ground that our affairs are being conducted or have been conducted in a manner which is unfairly prejudicial to the interests of our shareholders generally or of some part of our shareholders (including at least the shareholder making the application) or that an actual or proposed act or omission by us (including an act or omission on our behalf) is or would be so prejudicial. What amounts to unfair prejudice is not defined in the 1991 Law. There may also be a common law personal actions available to our shareholders.

Under Article 143 of the 1991 Law (which sets out the types of relief a court may grant in relation to an action brought under Article 141 of the 1991 Law), the court may make an order regulating our affairs, requiring us to refrain from doing or continuing to do an act complained of, authorizing civil proceedings and providing for the purchase of shares by us or by any of our other shareholders.

**Jersey Law and our Memorandum and Articles of Association**

The content of our Memorandum and Articles of Association reflects the requirements of the 1991 Law. Jersey company law draws very heavily from company law in England and there are various similarities between the 1991 Law and English company law. However, the 1991 Law is considerably more limited in content than English company law and there are some notable differences between English and Jersey company law. There are, for example, no provisions under Jersey law (as there are under English law):

- controlling possible conflicts of interests between us and our directors, such as loans by us or directors, and contracts between us and our directors other than a duty on our directors to disclose an interest in any transaction to be entered into by us or any of our subsidiaries which to a material extent conflicts with our interest;
- specifically requiring particulars to be shown in our accounts of the amount of loans to officers or directors’ emoluments and pensions, although these would probably be required to be shown in our accounts in conformity to the requirement that accounts must be prepared in accordance with generally accepted accounting principles;
- requiring us to file details of charges other than charges of Jersey realty; or
- as regards statutory pre-emption provisions in relation to further issues of shares.

**Comparison of Shareholders’ Rights**

We are incorporated under the laws of Jersey, Channel Islands. The following discussion summarizes certain material differences between the rights of holders of our ordinary shares and the rights of holders of the common stock of a typical corporation incorporated under the laws of the State of Delaware which result from differences in governing documents and the laws of Jersey, Channel Islands and Delaware. The rights of holders of our ADSs differ in certain respects from those of holders of our ordinary shares.

This discussion does not purport to be a complete statement of the rights of holders of our ordinary shares under applicable law in Jersey, Channel Islands and our Memorandum and Articles of Association or the rights of holders of the common stock of a typical corporation under applicable Delaware law and a typical certificate of incorporation and bylaws.

**Corporate Law Issue**  
***Special Meetings of Shareholders***

**Delaware Law**

Shareholders of a Delaware corporation generally do not have the right to call meetings of shareholders unless that right is granted in the certificate of incorporation or by-laws. However, if a corporation fails to hold its annual meeting within a period of 30 days after the date designated for the annual meeting, or if no date has been designated for a period of 13 months after its last annual meeting, the Delaware Court of Chancery may order a meeting to be held upon the application of a shareholder.

**Jersey Law**

Under the 1991 Law, directors shall, notwithstanding anything in a Jersey company’s articles of association, call a general meeting on a shareholders’ requisition. A shareholders’ requisition is a requisition of shareholders holding not less than one-tenth of the total voting rights of the shareholders of the company who have the right to vote at the meeting requisitioned. Failure to call an annual general meeting in accordance with the requirements of the 1991 Law is a criminal offense on the part of a Jersey company and its directors. The JFSC may, on the application of any officer, secretary or shareholder call, or direct the calling of, an annual general meeting.

Interested director transactions are not voidable if (i) the material facts as to the interested director’s relationship or interests are disclosed or are known to the Board of Directors and the board in good faith authorizes the transaction by the affirmative vote of a majority of the disinterested directors, (ii) the material facts are disclosed or are known to the shareholders entitled to vote on such transaction and the transaction is specifically approved in good faith by vote of the majority of shares entitled to vote on the matter or (iii) the transaction is fair as to the corporation as of the time it is authorized, approved or ratified by the Board of Directors, a committee or the shareholders.

A director of a Jersey company who has an interest in a transaction entered into or proposed to be entered into by the company or by a subsidiary which conflicts or may conflict with the interests of the company and of which the director is aware, must disclose the interest to the company. Failure to disclose an interest entitles the company or a member to apply to the court for an order setting aside the transaction concerned and directing that the director account to the company for any profit. A transaction is not voidable and a director is not accountable notwithstanding a failure to disclose if the transaction is confirmed by special resolution and the nature and extent of the director’s interest in the transaction are disclosed in reasonable detail in the notice calling the meeting at which the resolution is passed. Without prejudice to its power to order that a director account for any profit, a court shall not set aside a transaction unless it is satisfied that the interests of third parties who have acted in good faith thereunder would not thereby be unfairly prejudiced and the transaction was not reasonable and fair in the interests of the company at the time it was entered into.



**Corporate Law Issue**  
***Cumulative Voting***

**Delaware Law**

Delaware law does not require that a Delaware corporation provide for cumulative voting. However, the certificate of incorporation of a Delaware corporation may provide that shareholders of any class or classes or of any series may vote cumulatively either at all elections or at elections under specified circumstances.

**Jersey Law**

There are no provisions in the 1991 Law relating to cumulative voting.

***Approval of Corporate Matters by Written Consent***

Unless otherwise specified in a Delaware corporation’s certificate of incorporation, action required or permitted to be taken by shareholders at an annual or special meeting may be taken by shareholders without a meeting, without notice and without a vote, if consents in writing setting forth the action, are signed by shareholders with not less than the minimum number of votes that would be necessary to authorize the action at a meeting. All consents must be dated. No consent is effective unless, within 60 days of the earliest dated consent delivered to the corporation, written consents signed by a sufficient number of holders to take action are delivered to the corporation.

Insofar as the memorandum or articles of a Jersey company do not make other provision in that behalf, anything which may be done at a meeting of the company (other than remove an auditor) or at a meeting of any class of its shareholders may be done by a resolution in writing signed by or on behalf of each shareholder who, at the date when the resolution is deemed to be passed, would be entitled to vote on the resolution if it were proposed at a meeting. A resolution shall be deemed to be passed when the instrument, or the last of several instruments, is last signed or on such later date as is specified in the resolution.

***Business Combinations***

With certain exceptions, a merger, consolidation or sale of all or substantially all the assets of a Delaware corporation must be approved by the Board of Directors and a majority of the outstanding shares entitled to vote thereon.

A sale or disposal of all or substantially all the assets of a Jersey company must be approved by the Board of Directors and, only if the Articles of Association of the company require, by the shareholders in general meeting. A merger involving a Jersey company must be generally documented in a merger agreement which must be approved by special resolution of that company.

**Corporate Law Issue**  
***Limitations on Directors Liability***

**Delaware Law**

A Delaware corporation may include in its certificate of incorporation provisions limiting the personal liability of its directors to the corporation or its shareholders for monetary damages for many types of breach of fiduciary duty. However, these provisions may not limit liability for any breach of the director’s duty of loyalty, acts or omissions not in good faith or that involve intentional misconduct or a knowing violation of law, the authorization of unlawful dividends, or unlawful share purchase or redemption, or any transaction from which a director derived an improper personal benefit. Moreover, these provisions would not be likely to bar claims arising under US federal securities laws.

***Indemnification of Directors and Officers***

A Delaware corporation may indemnify a director or officer of the corporation against expenses (including attorneys’ fees), judgments, fines and amounts paid in settlement actually and reasonably incurred in defense of an action, suit or proceeding by reason of his or her position if (i) the director or officer acted in good faith and in a manner he or she reasonably believed to be in or not opposed to the best interests of the corporation and (ii) with respect to any criminal action or proceeding, the director or officer had no reasonable cause to believe his or her conduct was unlawful.

**Jersey Law**

The 1991 Law does not contain any provisions permitting Jersey companies to limit the liability of directors for breach of fiduciary duty. Any provision, whether contained in the articles of association of, or in a contract with, a Jersey company or otherwise, whereby the company or any of its subsidiaries or any other person, for some benefit conferred or detriment suffered directly or indirectly by the company, agrees to exempt any person from, or indemnify any person against, any liability which by law would otherwise attach to the person by reason of the fact that the person is or was an officer of the company is void (subject to what is said below).

The prohibition referred to above does not apply to a provision for exempting a person from or indemnifying the person against (a) any liabilities incurred in defending any proceedings (whether civil or criminal) (i) in which judgment is given in the person’s favor or the person is acquitted, (ii) which are discontinued otherwise than for some benefit conferred by the person or on the person’s behalf or some detriment suffered by the person, or (iii) which are settled on terms which include such benefit or detriment and, in the opinion of a majority of the directors of the company (excluding any director who conferred such benefit or on whose behalf such benefit was conferred or who suffered such detriment), the person was substantially successful on the merits in the person’s resistance to the proceedings, (b) any liability incurred otherwise than to the company if the person acted in good faith with a view to the best interests of the company, (c) any liability incurred in connection with an application made to the court for relief from liability for negligence, default, breach of duty or breach of trust under Article 212 of the 1991 Law in which relief is granted to the person by the court or (d) any liability against which the company normally maintains insurance for persons other than directors.

**Corporate Law Issue**  
*Appraisal Rights*

**Delaware Law**

A shareholder of a Delaware corporation participating in certain major corporate transactions may, under certain circumstances, be entitled to appraisal rights pursuant to which the shareholder may receive cash in the amount of the fair value of the shares held by that shareholder (as determined by a court) in lieu of the consideration the shareholder would otherwise receive in the transaction.

**Jersey Law**

The 1991 Law does not confer upon shareholders any appraisal rights.

*Shareholder Suits*

Class actions and derivative actions generally are available to the shareholders of a Delaware corporation for, among other things, breach of fiduciary duty, corporate waste and actions not taken in accordance with applicable law. In such actions, the court has discretion to permit the winning party to recover attorneys’ fees incurred in connection with such action.

Under Article 141 of the 1991 Law, a shareholder may apply to court for relief on the ground that a company’s affairs are being conducted or have been conducted in a manner which is unfairly prejudicial to the interests of its shareholders generally or of some part of its shareholders (including at least the shareholder making the application) or that an actual or proposed act or omission by the company (including an act or omission on its behalf) is or would be so prejudicial. There may also be common law personal actions available to shareholders. Under Article 143 of the 1991 Law (which sets out the types of relief a court may grant in relation to an action brought under Article 141 of the 1991 Law), the court may make an order regulating the affairs of a company, requiring a company to refrain from doing or continuing to do an act complained of, authorizing civil proceedings and providing for the purchase of shares by a company or by any of its other shareholders.

*Inspection of Books and Records*

All shareholders of a Delaware corporation have the right, upon written demand under oath stating the purpose thereof, to inspect or obtain copies of the corporation’s shares ledger and its other books and records for any proper purpose.

The register of shareholders and books containing the minutes of general meetings or of meetings of any class of shareholders of a Jersey company must during business hours be open to the inspection of a shareholder of the company without charge. The register of directors and secretaries must during business hours (subject to such reasonable restrictions as the company may by its articles or in general meeting impose, but so that not less than two hours in each business day be allowed for inspection) be open to the inspection of a shareholder or director of the company without charge.

**Corporate Law Issue**  
***Amendments to Charter***

**Delaware Law**

Amendments to the certificate of incorporation of a Delaware corporation require the affirmative vote of the holders of a majority of the outstanding shares entitled to vote thereon or such greater vote as is provided for in the certificate of incorporation; a provision in the certificate of incorporation requiring the vote of a greater number or proportion of the directors or of the holders of any class of shares than is required by Delaware corporate law may not be amended, altered or repealed except by such greater vote.

**Jersey Law**

The memorandum and articles of association of a Jersey company may only be amended by special resolution (being a two-third majority if the articles of association of the company do not specify a greater majority) passed by shareholders in general meeting or by written resolution signed by all the shareholders entitled to vote.

**Transfer Agent and Registrar**

The transfer agent and registrar for our ADSs is Deutsche Bank Trust Company Americas.

**C. Material Contracts**

The following is a summary of each contract that is or was material to us during the last two years.

***(1) Stock Purchase Agreement dated as at January 10, 2017 by and among WNS North America Inc. and the Sellers, the Optionholders and the Sellers Representative (each as defined therein).***

In January 2017, WNS North America Inc. entered into the stock purchase agreement dated as at January 10, 2017 with the Sellers, the Optionholders and the Sellers Representative (each as defined therein). Under the agreement, we acquired all outstanding shares of Denali, a provider of strategic procurement BPM solutions for a purchase consideration of \$38.7 million (including contingent consideration of up to \$6.3 million, dependent on the achievement of revenue targets over a period of three years and deferred consideration of \$0.5 million payable in the first quarter of fiscal 2018), subject to adjustments for cash and working capital. We have funded the acquisition through a three-year secured term loan with BNP Paribas, Hong Kong, described in item 4 below.

***(2) Stock Purchase Agreement and Plan of Merger dated as at March 15, 2017 by and among WNS Global Services Private Limited, WNS North America Inc., WNS Healthcare North America LLC, HealthHelp Holdings, LLC, MTS HealthHelp Inc., the stockholders of MTS HealthHelp Inc., Cherrill Farnsworth and the Sellers’ Representative (as defined therein).***

In March 2017, WNS Global Services Private Limited, WNS North America Inc. and WNS Healthcare North America LLC entered into the stock purchase agreement and plan of merger dated as at March 15, 2017 with HealthHelp Holdings, LLC, MTS HealthHelp Inc., the stockholders of MTS HealthHelp Inc., Cherrill Farnsworth and the Sellers’ Representative (as defined therein). Under the agreement, we acquired all ownership interests of HealthHelp, which provides benefits management across several specialty healthcare areas, including radiology, cardiology, oncology, sleep care, orthopedics, and pain management, for a total consideration of \$68.9 million, subject to adjustments for cash and working capital adjustments of \$ 0.6 million and a contingent consideration of up to \$8.5 million, payable over a period of two years and dependent on the achievement of revenue targets and continuation of a specified client contract. We have funded the acquisition primarily with a five year term loan with HSBC Bank (Mauritius) Limited, and Standard Chartered Bank, UK, described in item 5 below.

***(3) Share Purchase Agreement dated March 11, 2016 between WNS Global Services Private Limited, the Sellers (as defined therein) and Value Edge Research Services Private Limited and (4) Amendment Agreement dated May 25, 2016 between WNS Global Services Private Limited, the Sellers (as defined therein) and Value Edge Research Services Private Limited.***

In March 2016, WNS Global Services Private Limited entered into the share purchase agreement dated March 11, 2016 with the Sellers (as defined therein) and Value Edge Research Services Private Limited. Under the agreement, we acquired all outstanding equity shares of Value Edge, which provides business research and analytics reports and databases across the domains of pharmaceutical, biotech and medical devices. The purchase price payable by us was \$18.3 million including working capital adjustments of \$0.8 and contingent consideration of \$5.1 million, subject to compliance with certain conditions and payable over a period of three years. We funded this acquisition with cash on hand.

***(4) Facility Agreement dated January 18, 2017 between WNS North America Inc. and BNP Paribas, Hong Kong.***

In January 2017, WNS North America Inc. obtained a term loan facility for \$34.0 million from BNP Paribas, Hong Kong. The proceeds from this loan facility were used to finance our acquisition of Denali. The loan bears interest at a rate equivalent to the three-month US dollar LIBOR plus a margin of 1.27% per annum. WNS North America Inc.’s obligations under the term loan were guaranteed by WNS. The term loan was secured by a pledge of shares of Denali held by WNS North America Inc. and security over substantially all of the assets of WNS North America Inc. The facility agreement for the term loan contained certain covenants, including restrictive covenants relating to our indebtedness and financial covenants relating to our EBITDA to debt service ratio and total borrowings to EBITDA ratio, each as defined in the facility agreement. The loan matured in January 2020 and the principal has been repaid in six semi-annual instalments. The first five repayment instalments, commencing in July 2017, were \$5.65 million each and the sixth and final repayment instalment was \$5.75 million.

***(5) Facility Agreement dated March 10, 2017 among WNS (Mauritius) Limited, HSBC Bank (Mauritius) Limited, and Standard Chartered Bank, UK.***

In March 2017, WNS (Mauritius) Limited obtained a term loan facility for \$84.0 million from HSBC Bank (Mauritius) Limited and Standard Chartered Bank, UK. The proceeds from this loan facility were used to finance our acquisition of HealthHelp. The loan bears interest at a rate equivalent to the three-month US dollar LIBOR plus a margin of 0.95% per annum. WNS (Mauritius) Limited’s obligations under the term loan are guaranteed by WNS. The term loan is secured by a pledge of shares of WNS (Mauritius) Limited held by WNS. The facility agreement for the term loan contains certain covenants, including restrictive covenants relating to our indebtedness and financial covenants relating to our EBITDA to debt service ratio and total borrowings to EBITDA ratio, each as defined in the facility agreement. The loan matures in March 2022 and the principal is repayable in 10 semi-annual instalments of \$8.4 million each, commencing in September 2017.

***(6) Employment Agreement dated February 1, 2010 between Keshav R. Murugesh and WNS Global Services Private Limited, and as amended thereafter.***

Please see “Part I — Item 6. Directors, Senior Management and Employees — B. Compensation — Employment Agreement of our Executive Director.”

D. Exchange Controls

There are currently no Jersey or United Kingdom foreign exchange control restrictions on the payment of dividends on our ordinary shares or on the conduct of our operations. Jersey is in a monetary union with the United Kingdom. There are currently no limitations under Jersey law or our Articles of Association prohibiting persons who are not residents or nationals of United Kingdom from freely holding, voting or transferring our ordinary shares in the same manner as United Kingdom residents or nationals.

Exchange Rates

Substantially all of our revenue is denominated in pound sterling or US dollars and large part of our expenses, other than payments to repair centers, are incurred and paid in Indian rupees. We report our financial results in US dollars. The exchange rates among the Indian rupee, the pound sterling and the US dollar have changed substantially in recent years and may fluctuate substantially in the future. The results of our operations are affected as the Indian rupee and the pound sterling appreciate or depreciate against the US dollar and, as a result, any such appreciation or depreciation will likely affect the market price of our ADSs in the US.

The following table sets forth, for the periods indicated, information concerning the exchange rates between Indian rupees and US dollars based on the spot rate released by the Federal Reserve Board:

<u>Fiscal year:</u>	<u>Period End(1)</u>	<u>Average(2)</u>	<u>High</u>	<u>Low</u>
2018	₹ 65.11	₹ 64.46	₹65.71	₹63.38
2019	69.16	69.87	74.33	64.92
2020	75.39	70.89	76.37	68.40
2021	73.14	74.25	76.95	72.37
2022	75.87	74.50	77.07	72.42
2023 (until May 13, 2022)	77.42	76.42	77.45	75.31

Notes:

- (1) The spot rate at each period end and the average rate for each period may differ from the exchange rates used in the preparation of financial statements included elsewhere in this annual report.
- (2) Represents the average of the daily exchange rates during the period.

The following table sets forth, for the periods indicated, information concerning the exchange rates between Indian rupees and US dollars based on the spot rate released by the Federal Reserve Board:

<u>Month:</u>	<u>High</u>	<u>Low</u>
November 2021	₹75.12	₹73.91
December 2021	76.38	74.39
January 2022	75.18	73.77
February 2022	75.63	74.60
March 2022	77.07	75.48
April 2022	76.72	75.31
May 2022 (until May 13, 2022)	77.45	76.24

The following table sets forth, for the periods indicated, information concerning the exchange rates between the pound sterling and US dollars based on the spot rate released by the Federal Reserve Board:

<u>Fiscal year:</u>	<u>Period End(1)</u>		<u>Average(2)</u>		<u>High</u>	<u>Low</u>
2018	£	0.71	£	0.75	£0.81	£0.70
2019		0.77		0.76	0.80	0.70
2020		0.80		0.79	0.87	0.75
2021		0.73		0.72	0.73	0.72
2022		0.76		0.73	0.77	0.70
2023 (until May 13, 2022)		0.82		0.78	0.82	0.76

Notes:

- (1) The spot rate at each period end and the average rate for each period may differ from the exchange rates used in the preparation of financial statements included elsewhere in this annual report.
- (2) Represents the average of the daily exchange rates during the period.

The following table sets forth, for the periods indicated, information concerning the exchange rates between the pound sterling and US dollars based on the spot rate released by the Federal Reserve Board:

<u>Month:</u>	<u>High</u>	<u>Low</u>
November 2021	£0.75	£0.73
December 2021	0.76	0.74
January 2022	0.75	0.73
February 2022	0.75	0.73
March 2022	0.77	0.75
April 2022	0.80	0.76
May 2022 (until May 13, 2022)	0.82	0.80

**E. Taxation**

**Jersey Tax Consequences**

*General*

*Jersey tax considerations*

The following summary of the anticipated treatment of the company and holders of ordinary shares (other than residents of Jersey) is based on Jersey taxation law and practice as it is understood to apply at the date of this annual report. It does not constitute legal or tax advice and does not address all aspects of Jersey tax law and practice. Holders of our ordinary shares (or ADSs) should consult their professional advisers on the implications of acquiring, buying, holding, selling or otherwise disposing of ordinary shares (or ADSs) under the laws of the jurisdictions in which they may be liable to taxation. Shareholders (and holders of ADSs) should be aware that tax laws, rules and practice and their interpretation may change.

*Taxation of the company*

Jersey taxation legislation provides that the general basic rate of income tax on the profits of companies regarded as resident in Jersey or having a permanent establishment in Jersey will be 0% and that only a limited number of companies active in specific sectors (not applicable to us) shall be subject to income tax at a rate of more than 0%.

Under the Income Tax (Jersey) Law 1961, we are regarded as tax resident in Jersey but, not being a financial services company nor a specified utility company for the purposes of Jersey taxation legislation, are subject to the general basic rate of income tax on profits of 0%.

If the company derives any income from the ownership, disposal or exploitation of land in Jersey or the importation into Jersey or supplying in Jersey of hydrocarbon oil, such income will be subject to Jersey income tax at the rate of 20%. It is not expected that the company will derive any such income.

A 5% goods and services tax is generally paid in Jersey on the sale or exchange of goods and services in Jersey. All businesses with a 12-month taxable turnover in excess of £300,000 must, by Jersey law, register for this tax unless they are an international services entity (“ISE”). For so long as the company is an ISE within the meaning of the Goods and Services (Jersey) Law 2007, having satisfied the requirements of the Goods and Services Tax (International Services Entities) (Jersey) Regulations 2008, as amended, a supply of goods or services made by or to the company shall not be a taxable supply for the purposes of Jersey law.

*Taxation of holders of ordinary shares and ADSs*

The company will be entitled to pay dividends to holders of ordinary shares and ADSs without any withholding or deduction for, or on account of, Jersey tax. The holders of ordinary shares and ADSs (other than residents of Jersey) will not be subject to any tax in Jersey in respect of the holding, sale or other disposition of such ordinary shares or ADSs.

*Foreign Account Tax Compliance Act (“FATCA”)*

Pursuant to U.S. Foreign Account Tax Compliance Act, commonly known as FATCA, certain payments of (or attributable to) US-source income could be subject to 30% withholding tax unless the company agrees to adopt certain reporting and withholding requirements if the Company is treated as a financial institution (“FI”) as defined under FATCA. Although we do not currently believe we are an FI and would use reasonable efforts to avoid the imposition of such withholding tax if we were to be treated as an FI, no assurance can be given that we will be able to do so.

On December 13, 2013 the Chief Minister of Jersey signed the US-Jersey Intergovernmental Agreement (“US IGA”), which imposes certain due diligence and reporting requirements on Jersey FIs. Where applicable information regarding shareholders, their ultimate beneficial owners and/or controlling persons, and their investment in and returns from the company, may need to be reported to the local States of Jersey tax authority.

Following the US implementation of FATCA, the UK introduced their own information reporting regime with certain Crown Dependencies and Overseas Territories such as Jersey. On October 22, 2013 the Chief Minister of Jersey signed the UK-Jersey IGA (“UK IGA”). The application of this UK FATCA regime is similar to US FATCA except that it imposes disclosure requirements in respect of certain shareholders who are, or are entities that are controlled by one or more, residents of the UK.

Both the US and UK IGAs are implemented through Jersey’s domestic legislation, in accordance with guidance notes which are published in draft form and updated on a regular basis. The first reporting deadline under the US IGA was June 30, 2015 and that under the UK IGA was June 30, 2016. Reporting is due annually thereafter with UK FATCA merging fully into Common Reporting Standard (“CRS”) over the coming years.



**Common Reporting Standard**

The Organization for Economic Co-operation and Development (“OECD”) has developed a Common Reporting Standard (the “CRS”) and model competent authority agreement (the “Multilateral Agreement”) to enable the multilateral and automatic exchange of financial account information. This global standard was modelled largely on the US FATCA regime but with some notable differences. Over 100 jurisdictions have committed to implementing the CRS or have already implemented the CRS (including the UK and Jersey). The first exchanges of information under the CRS occurred in 2017. Pursuant to the Multilateral Agreement, certain disclosure requirements may be imposed in respect of certain shareholders who are, or are entities that are controlled by one or more, residents of any of the signatory jurisdictions. Where applicable, information that would need to be disclosed will include certain information about shareholders, their ultimate beneficial owners and/or controllers, and their investment in and returns from the company. The US is not a participant in the regime.

**Stamp duty**

No stamp duty is payable in Jersey on the issue or inter vivos transfer of ordinary shares or ADSs.

Upon the death of a holder of ordinary shares or ADSs, a grant of probate or letters of administration will be required to transfer ordinary shares or ADSs of the deceased person to the extent that the ordinary shares or ADSs are considered moveable estate situated in Jersey, except that, where the deceased person was domiciled outside of Jersey at the time of death, the company may (at its discretion) dispense with this requirement where the value of the deceased’s movable estate in Jersey does not exceed £10,000.

Upon the death of a holder of ordinary shares or ADSs (and to the extent that the ordinary shares or ADSs are considered movable estate situated in Jersey), Jersey probate stamp duty will be payable on the registration in Jersey of a grant of probate or letters of administration, which will be required in order to transfer or otherwise deal with:

- (A) (where the deceased person was domiciled in Jersey at the time of death) the deceased person’s personal estate wherever situated (including any ordinary shares or ADSs to the extent that the ordinary shares or ADSs are considered movable estate situated in Jersey) if the net value of such personal estate exceeds £10,000; or
- (B) (if the deceased person was domiciled outside of Jersey at the time of death) the deceased person’s personal estate situated in Jersey (including any ordinary shares or ADSs to the extent that the ordinary shares or ADSs are considered movable estate situated in Jersey) if the net value of such personal estate exceeds £10,000.

The rate of probate stamp duty payable is:

- (A) (where the net value of the deceased person’s relevant personal estate does not exceed £100,000) 0.5% of the net value of the deceased person’s relevant personal estate;
- (B) (where the net value of the deceased person’s relevant personal estate exceeds £100,000) £500 for the first £100,000 plus 0.75% of the net value of the deceased person’s relevant personal estate which exceeds £100,000; or
- (C) (where the net value of the deceased person’s relevant personal estate exceeds £13,360,000) the sum of £100,000.

In addition, application and other fees may be payable. Jersey does not otherwise levy taxes upon capital, inheritances, capital gains or gifts, nor are there any other estate duties

**US Federal Income Taxation**

The following discussion describes certain material US federal income tax consequences to US Holders (defined below) under present law of an investment in the ADSs or ordinary shares. This summary applies only to US Holders that hold the ADSs or ordinary shares as capital assets and that have the US dollar as their functional currency. This discussion is based on the tax laws of the US as in effect on the date of this annual report and on US Treasury regulations in effect or, in some cases, proposed, as at the date of this annual report, as well as judicial and administrative interpretations thereof available on or before such date. All of the foregoing authorities are subject to change, which change could apply retroactively and could affect the tax consequences described below.

The following discussion does not address the Medicare contribution tax on net investment income or any state, local or non-US tax or any other tax consequences other than US federal income tax consequences. Furthermore, this summary does not address the tax consequences to any particular investor or to persons in special tax situations, such as:

- banks;
- certain financial institutions;
- insurance companies;
- broker dealers;
- traders that elect to mark-to-market;
- tax-exempt entities;
- persons liable for alternative minimum tax;
- real estate investment trusts;
- regulated investment companies;
- US expatriates;
- persons holding ADSs or ordinary shares as part of a straddle, hedging, conversion or integrated transaction;
- entities treated as partnerships or other pass-through entities, or persons holding ADSs or ordinary shares through such entities; or
- persons that actually or constructively own 10% or more of our stock by vote or by value;
- persons who acquired ADSs or ordinary shares pursuant to the exercise of any employee share option or otherwise as compensation; or
- persons who are subject to special tax accounting rules as a result of any item of gross income with respect to the ADSs or ordinary shares being taken into account in an applicable financial statement.

**US HOLDERS OF OUR ADSs OR ORDINARY SHARES ARE URGED TO CONSULT THEIR TAX ADVISORS ABOUT THE APPLICATION OF THE US FEDERAL TAX RULES TO THEIR PARTICULAR CIRCUMSTANCES AS WELL AS THE STATE AND LOCAL AND NON-US TAX CONSEQUENCES TO THEM OF THE PURCHASE, OWNERSHIP AND DISPOSITION OF OUR ADSs OR ORDINARY SHARES.**

The discussion below of the US federal income tax consequences to “US Holders” will apply to you if you are a beneficial owner of ADSs or ordinary shares and you are, for US federal income tax purposes:

- an individual who is a citizen or resident of the US;
- an entity taxable as a corporation organized in or under the laws of the United States, any State thereof or the District of Columbia;
- an estate whose income is subject to US federal income taxation regardless of its source; or
- a trust that (1) is subject to the primary supervision of a court within the United States and the control of one or more US persons for all substantial decisions of the trust or (2) has a valid election in effect under applicable US Treasury regulations to be treated as a US person.

If you are a partner in an entity treated as a partnership that holds ADSs or ordinary shares, your tax treatment will depend on your status and the activities of such entity.

The discussion below assumes that the representations contained in the deposit agreement are true and that the obligations in the deposit agreement and any related agreement will be complied with in accordance with their terms. If you hold ADSs, you should be treated as the holder of the underlying ordinary shares represented by those ADSs for US federal income tax purposes. The US Treasury has expressed concerns that intermediaries in the chain of ownership between the holder of an ADS and the issuer of the security underlying the ADS may be taking actions that are inconsistent with the beneficial ownership of the underlying security (for example, pre-releasing ADSs to persons that do not have the beneficial ownership of the securities underlying the ADSs). Accordingly, the creditability of any foreign taxes paid and the availability of the reduced tax rate for any dividends received by certain non-corporate US Holders, including individuals US Holders (as discussed below), could be affected by actions taken by intermediaries in the chain of ownership between the holders of ADSs and us if as a result of such actions the holders of ADSs are not properly treated as beneficial owners of the underlying ordinary shares.

***Distributions***

Subject to the rules applicable to PFICs, discussed below, the gross amount of distributions made by us with respect to the ADSs or ordinary shares (including the amount of any taxes withheld therefrom) generally will be includable in your gross income in the year received (or deemed received) as dividend income to the extent that such distributions are paid out of our current or accumulated earnings and profits as determined under US federal income tax principles. To the extent the amount of the distribution exceeds our current and accumulated earnings and profits (as determined under US federal income tax principles), such excess amount will be treated first as a tax-free return of your tax basis in your ADSs or ordinary shares, and then, to the extent such excess amount exceeds your tax basis in your ADSs or ordinary shares, as capital gain. We do not intend to calculate our earnings and profits under US federal income tax principles. Therefore, a US Holder should expect that a distribution will be treated as a dividend for US federal income tax purposes. No dividends received deduction will be allowed for US federal income tax purposes with respect to dividends paid by us.

With respect to non-corporate US Holders, including individual US Holders, under current law dividends may be “qualified dividend income” that is taxed at the lower applicable capital gains rate provided that (1) we are neither a PFIC nor treated as such with respect to you (as discussed below) for either our taxable year in which the dividend is paid or the preceding taxable year, (2) certain holding period and other requirements are met, and (3) the ADSs or ordinary shares, as applicable, are readily tradable on an established securities market in the US. Under US Internal Revenue Service (“IRS”) authority, common shares, or ADSs representing such shares, are considered to be readily tradable on an established securities market in the US if they are listed on the NYSE, as our ADSs are. However, based on existing guidance, it is not entirely clear whether any dividends you receive with respect to the ordinary shares will be taxed as qualified dividend income, because the ordinary shares are not themselves listed on US exchange. You should consult your tax advisors regarding the availability of the lower rate for dividends paid with respect to ADSs or ordinary shares, including the effects of any change in law after the date of this annual report.

The amount of any distribution paid in a currency other than the US dollar (a foreign currency) will be equal to the US dollar value of such foreign currency on the date such distribution is received by the depositary, in the case of ADSs, or by you, in the case of ordinary shares, regardless of whether the payment is in fact converted into US dollars at that time. Gain or loss, if any, realized on the sale or other disposition of such foreign currency will be US source ordinary income or loss, subject to certain exceptions and limitations. If such foreign currency is converted into US dollars on the date of receipt, a US Holder generally should not be required to recognize foreign currency gain or loss in respect of the dividend. The amount of any distribution of property other than cash will be the fair market value of such property on the date of distribution.

Subject to certain exceptions, for foreign tax credit purposes, dividends distributed by us with respect to ADSs or ordinary shares generally will constitute foreign source income. The limitation on foreign taxes eligible for credit is calculated separately with respect to specific classes of income. For this purpose, dividends distributed by us with respect to the ADSs or ordinary shares will generally constitute “passive category income.” To the extent the dividends would be taxable as qualified dividend income with respect to non-corporate US Holders, including individual US Holders (subject to the discussion above), the amount of the dividends taken into account for purposes of calculating the foreign tax credit limitation will in general be limited to the gross amount of the dividend, multiplied by the reduced tax rate applicable to qualified dividend income and divided by the highest tax rate normally applicable to dividends. You are urged to consult your tax advisors regarding the foreign tax credit limitation and source of income rules with respect to distributions on the ADSs or ordinary shares.

***Sale or Other Disposition of ADSs or Ordinary Shares***

Subject to the PFIC rules discussed below, upon a sale or other taxable disposition of ADSs or ordinary shares, you generally will recognize capital gain or loss for US federal income tax purposes in an amount equal to the difference between the US dollar value of the amount realized and your adjusted tax basis in such ADSs or ordinary shares. If the consideration you receive for the ADSs or ordinary shares is not paid in US dollars, the amount realized will be the US dollar value of the payment received determined by reference to the spot rate of exchange on the date of the sale or other disposition. However, if the ADSs or ordinary shares, as applicable, are treated as traded on an “established securities market” and you are either a cash basis taxpayer or an accrual basis taxpayer that has made a special election (which must be applied consistently from year to year and cannot be changed without the consent of the IRS), you will determine the US dollar value of the amount realized in a foreign currency by translating the amount received at the spot rate of exchange on the settlement date of the sale. An accrual basis taxpayer that does not make the special election will recognize exchange gain or loss to the extent attributable to the difference between the exchange rates on the sale date and the settlement date, and such exchange gain or loss generally will constitute US-source ordinary income or loss. Your initial tax basis in your ADSs or ordinary shares will equal the US dollar value of the cost of such ADSs or ordinary shares, as applicable. If you use foreign currency to purchase ADSs or ordinary shares, the cost of such ADSs or ordinary shares will be the US dollar value of the foreign currency purchase price determined by reference to the spot rate of exchange on the date of purchase. However, if the ADSs or ordinary shares, as applicable, are treated as traded on an established securities market, for US federal income tax purposes, and you are either a cash basis taxpayer or an accrual basis taxpayer who has made the special election described above, you will determine the US dollar value of the cost of such ADSs or ordinary shares, as applicable, by translating the amount paid at the spot rate of exchange on the settlement date of the purchase.

Subject to certain exceptions and limitations, gain or loss on a sale or other taxable disposition of ADSs or ordinary shares generally will be capital gain or loss and will be treated as long-term capital gain or loss, if your holding period in the ADSs or ordinary shares exceeds one year. Subject to the PFIC rules discussed below and other limitations, if you are a non-corporate US Holder, including an individual US Holder, any long-term capital gain will be subject to US federal income tax at preferential rates. The deductibility of capital losses is subject to significant limitations.

***Passive Foreign Investment Company***

A non-US corporation is considered a PFIC for any taxable year if either:

- at least 75% of its gross income for such year is passive income, or
- at least 50% of its value of assets (determined on the basis of a quarterly average) during such year is attributable to assets that produce or are held for the production of passive income.

We will be treated as owning our proportionate share of the assets and earning our proportionate share of the income of any other corporation in which we own, directly or indirectly, 25% or more (by value) of the stock.

Based on our financial statements and relevant market price of our ADSs and ordinary shares, we believe that we should not be treated as a PFIC with respect to our most recently closed taxable year. If we were treated as a PFIC for any year during which you held ADSs or ordinary shares, we will continue to be treated as a PFIC for all succeeding years during which you hold ADS or ordinary shares, absent a special election as discussed below. The application of the PFIC rules is subject to uncertainty in several respects, and we cannot assure you we will not be a PFIC for any taxable year.

If we are a PFIC for any taxable year during which you hold ADSs or ordinary shares, you will be subject to special tax rules with respect to any “excess distribution” you receive and any gain you recognize from a sale or other disposition (including a pledge) of the ADSs or ordinary shares, unless you make a “mark-to-market” or qualified electing fund (“QEF”) election (if available) as discussed below. Distributions you receive in a taxable year that are greater than 125% of the average annual distributions you received during the shorter of the three preceding taxable years or your holding period for the ADSs or ordinary shares will be treated as an excess distribution.

Under these special tax rules:

- the excess distribution or gain will be allocated ratably over your holding period for the ADSs or ordinary shares,
- the amount allocated to the current taxable year, and any taxable year prior to the first taxable year in which we became a PFIC, will be treated as ordinary income, and
- the amount allocated to each other year will be subject to tax at the highest tax rate in effect for that year and the interest charge normally applicable to underpayments of tax will be imposed on the resulting tax attributable to each such year.

The tax liability for amounts allocated to years prior to the year of disposition or “excess distribution” cannot be offset by any net operating losses for such years, and gains (but not losses) realized on the sale of the ADSs or ordinary shares cannot be treated as capital, even if you hold the ADSs or ordinary shares as capital assets.

In addition, if we are a PFIC, to the extent any of our subsidiaries are also PFICs, you may be deemed to own shares in such subsidiaries that are directly or indirectly owned by us in that proportion which the value of the shares you own so bears to the value of all of our shares, and may be subject to the adverse tax consequences described above with respect to the shares of such subsidiaries you would be deemed to own.

If we are a PFIC, you may avoid taxation under the rules described above by making a QEF election to include your share of our income on a current basis in any taxable year that we are a PFIC, provided we agree to furnish you annually with certain tax information. However, we do not presently intend to prepare or provide such information.

Alternatively, if the ADSs are “marketable stock” (as defined below), you can avoid taxation under the unfavorable PFIC rules described above in respect of the ADSs by making a mark-to-market election in respect of the ADSs by the due date (determined with regard to extensions) for your tax return in respect of your first taxable year during which we are treated as a PFIC. If you make a mark-to-market election for the ADSs or ordinary shares, you will include in income in each of your taxable years during which we are a PFIC an amount equal to the excess, if any, of the fair market value of the ADSs or ordinary shares as at the close of your taxable year over your adjusted basis in such ADSs or ordinary shares. You are allowed a deduction for the excess, if any, of the adjusted basis of the ADSs or ordinary shares over their fair market value as at the close of the taxable year. However, deductions are allowable only to the extent of any net mark-to-market gains on the ADSs or ordinary shares included in your income for prior taxable years. Amounts included in your income under a mark-to-market election, as well as gain on the actual sale or other disposition of the ADSs or ordinary shares, are treated as ordinary income. Ordinary loss treatment also applies to the deductible portion of any mark-to-market loss on the ADSs or ordinary shares, as well as to any loss realized on the actual sale or disposition of the ADSs or ordinary shares, to the extent that the amount of such loss does not exceed the net mark-to-market gains previously included for such ADSs or ordinary shares. Your basis in the ADSs or ordinary shares will be adjusted to reflect any such income or loss amounts. Further, distributions would be taxed as described above under “— Distributions,” except the preferential dividend rates with respect to “qualified dividend income” would not apply. You will not be required to recognize mark-to-market gain or loss in respect of your taxable years during which we were not at any time a PFIC.

The mark-to-market election is available only for “marketable stock,” which is stock that is traded in other than *de minimis* quantities on at least 15 days during each calendar quarter on a qualified exchange, including the NYSE, or other market, as defined in the applicable US Treasury regulations. Our ADSs are listed on the NYSE and consequently, if you hold ADSs the mark-to-market election would be available to you, provided the ADSs are traded in sufficient quantities. US Holders of ADSs or ordinary shares should consult their tax advisors as to whether the ADSs or ordinary shares would qualify for the mark-to-market election.

You also generally can make a “deemed sale” election in respect of any time we cease being a PFIC, in which case you will be deemed to have sold, at fair market value, your ADSs or ordinary shares (and shares of our PFIC subsidiaries, if any, that you are deemed to own) on the last day of our taxable year immediately prior to our taxable year in respect of which we are not a PFIC. If you make this deemed sale election, you generally would be subject to the unfavorable PFIC rules described above in respect of any gain realized on such deemed sale, but as long as we are not a PFIC for future years, you would not be subject to the PFIC rules for those future years.

If you hold ADSs or ordinary shares in any year in which we or any of our subsidiaries are a PFIC, you would be required to file an annual information report with the US Internal Revenue Service, for each entity that is a PFIC, regarding distributions received on the ADSs or ordinary shares and any gain realized on the disposition of the ADSs or ordinary shares. You should consult your tax advisors regarding the potential application of the PFIC rules to your ownership of ADSs or ordinary shares and the elections discussed above.

***US Information Reporting and Backup Withholding***

Dividend payments with respect to ADSs or ordinary shares and proceeds from the sale, exchange or redemption of ADSs or ordinary shares may be subject to information reporting to the IRS and US backup withholding. Backup withholding will not apply, however, to a US Holder who furnishes a correct taxpayer identification number and makes any other required certification or who is otherwise exempt from backup withholding and establishes such exempt status. US Holders should consult their tax advisors regarding the application of the US information reporting and backup withholding rules.

Backup withholding is not an additional tax. Amounts withheld as backup withholding may be credited against your US federal income tax liability, and you may obtain a refund of any excess amounts withheld under the backup withholding rules by timely filing the appropriate claim for refund with the IRS and furnishing any required information.

***Additional Reporting Requirements***

Certain US holders who are individuals (and certain entities) that own “specified foreign financial assets” with an aggregate value in excess of certain amounts are generally required to file an information report with respect to such assets with their tax returns. “Specified foreign financial assets” include any financial accounts maintained by foreign financial institutions, as well as any of the following, but only if they are not held in accounts maintained by financial institutions: (i) stocks and securities issued by non-US persons, (ii) financial instruments and contracts held for investment that have non-US issuers or counterparties, and (iii) interests in foreign entities. Under certain circumstances, an entity may be treated as an individual for purposes of these rules. Our ADSs or ordinary shares may be subject to these rules. US Holders should consult their tax advisers regarding the application of this requirement to their ownership of our shares.

**F. Dividends and Paying Agents**

Not applicable.

**G. Statement by Experts**

Not applicable.

**H. Documents on Display**

Publicly filed documents concerning our company which are referred to in this annual report may be inspected and copied at the public reference facilities maintained by the Commission at 100 F Street, N.E., Washington, D.C. 20549. Copies of these materials can also be obtained from the Public Reference Room at the Commission’s principal office, 100 F Street, N.E., Washington D.C. 20549, after payment of fees at prescribed rates.

The Commission maintains a website at [www.sec.gov](http://www.sec.gov) that contains reports, proxy and information statements and other information regarding registrants that make electronic filings through its Electronic Data Gathering, Analysis, and Retrieval (“EDGAR”) system. We have made all our filings with the Commission using the EDGAR system.

**I. Subsidiary Information**

For more information on our subsidiaries, please see “Part I—Item 4. Information on the Company — C. Organizational Structure.”

ITEM 11. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

A. General

Market risk is attributable to all market sensitive financial instruments including foreign currency receivables and payables. The value of a financial instrument may change as a result of changes in the interest rates, foreign currency exchange rates, commodity prices, equity prices and other market changes that affect market risk sensitive instruments.

Our exposure to market risk is primarily a function of our revenue generating activities and any future borrowings in foreign currency. The objective of market risk management is to avoid excessive exposure of our earnings to losses. Most of our exposure to market risk arises from our revenue and expenses that are denominated in different currencies.

The following risk management discussion and the estimated amounts generated from analytical techniques are forward-looking statements of market risk assuming certain market conditions. Our actual results in the future may differ materially from these projected results due to actual developments in the global financial markets.

B. Risk Management Procedures

We manage market risk through our treasury operations. Our senior management and our Board of Directors approve our treasury operations’ objectives and policies. The activities of our treasury operations include management of cash resources, implementation of hedging strategies for foreign currency exposures, implementation of borrowing strategies and monitoring compliance with market risk limits and policies. Our Foreign Exchange Committee, comprising the Chairman of the Board, our Group Chief Executive Officer and our Group Chief Financial Officer, is the approving authority for all our hedging transactions.

Components of Market Risk

Exchange Rate Risk

Our exposure to market risk arises principally from exchange rate risk. Although substantially all of our revenue less repair payments (non-GAAP) is denominated in pound sterling and US dollars, approximately 45.8% of our expenses (net of payments to repair centers made as part of our WNS Auto Claims BPM segment) in fiscal 2022 were incurred and paid in Indian rupees. The exchange rates between each of the pound sterling, the Indian rupee, the Australian dollar, the South African rand and the Philippine peso, on the one hand, and the US dollar, on the other hand, have changed substantially in recent years and may fluctuate substantially in the future. See “Part I — Item 5 Operating and Financial Review Prospects — Foreign Exchange — Exchange Rates.”

Our exchange rate risk primarily arises from our foreign currency-denominated receivables. Based upon our level of operations in fiscal 2022, a sensitivity analysis shows that a 10% appreciation or depreciation in the pound sterling against the US dollar would have increased or decreased revenue by approximately \$32.7 million and increased or decreased revenue less repair payments (non-GAAP) by approximately \$24.4 million in fiscal 2022, a 10% appreciation or depreciation in the Australian dollar against the US dollar would have increased or decreased revenue and revenue less repair payments (non-GAAP) by approximately \$6.4 million in fiscal 2022, and a 10% appreciation or depreciation in the South African rand against the US dollar would have increased or decreased revenue and revenue less repair payments (non-GAAP) by approximately \$2.2 million in fiscal 2022. Similarly, a 10% appreciation or depreciation in the Indian rupee against the US dollar would have increased or decreased our expenses incurred and paid in Indian rupee in fiscal 2022 by approximately \$41 million, a 10% appreciation or depreciation in the South African rand against the US dollar would have increased or decreased our expenses incurred and paid in South African rand in fiscal 2022 by approximately \$5.1 million and a 10% appreciation or depreciation in the Philippine peso against the US dollar would have increased or decreased our expenses incurred and paid in Philippine peso in fiscal 2022 by approximately \$11 million.

To protect against foreign exchange gains or losses on forecasted revenue and inter-company revenue, we have instituted a foreign currency cash flow hedging program. We hedge a part of our forecasted revenue and inter-company revenue denominated in foreign currencies with forward contracts and options.

Interest Rate Risk

Our exposure to interest rate risk arises from our borrowings which have a floating rate of interest, which is linked to the US dollar LIBOR. We manage this risk by maintaining an appropriate mix of fixed and floating rate borrowings and through the use of interest rate swap contracts. The costs of floating rate borrowings may be affected by fluctuations in the interest rates. In connection with the term loan facilities entered into in fiscal 2017, we entered into interest rate swap agreements with the banks in fiscal 2017. These swap agreements effectively convert the term loans from a variable US dollar LIBOR interest rate to a fixed rate, thereby managing our exposure to changes in market interest rates under the term loans. There was no amount outstanding under these swap agreements as at March 31, 2022.

We monitor our positions and do not anticipate non-performance by the counterparties. We intend to selectively use interest rate swaps, options and other derivative instruments to manage our exposure to interest rate movements. These exposures are reviewed by appropriate levels of management on a periodic basis. We do not enter into hedging agreements for speculative purposes.

ITEM 12. DESCRIPTION OF SECURITIES OTHER THAN EQUITY SECURITIES

A. Debt Securities

Not applicable.

B. Warrants and Rights

Not applicable.

C. Other Securities

Not applicable.

D. American Depositary Shares

Our ADR facility is maintained with Deutsche Bank Trust Company Americas, (the “Depository”), pursuant to a Deposit Agreement, dated as at July 18, 2006, among us, our Depository and the holders and beneficial owners of ADSs. We use the term “holder” in this discussion to refer to the person in whose name an ADR is registered on the books of the Depository.

In accordance with the Deposit Agreement, the Depository may charge fees up to the amounts described below:

	Type of Service	Fees
1.	Issuance of ADSs, including upon the deposit of ordinary shares or to any person to whom an ADS distribution is made pursuant to share dividends or other free distributions of shares, bonus distributions, share splits or other distributions (except where converted to cash)	\$5.00 per 100 ADSs (or any portion thereof)
2.	Surrender of ADSs for cancellation and withdrawal of ordinary shares underlying such ADSs (including cash distributions made pursuant to a cancellation or withdrawal)	\$5.00 per 100 ADSs (or any portion thereof)
3.	Distribution of cash proceeds, including cash dividends or sale of rights and other entitlements, not made pursuant to a cancellation or withdrawal	\$2.00 per 100 ADSs (or any portion thereof)
4.	Issuance of ADSs upon the exercise of rights	\$5.00 per 100 ADSs (or any portion thereof)
5.	Operations and maintenance costs in administering the ADSs (provided that the total fees assessed under this item, combined with the total fees assessed under item 3 above, should not exceed \$0.02 per ADS in any calendar year)	\$0.02 per ADS per calendar year

In addition, holders or beneficial owners of our ADS, persons depositing ordinary shares for deposit and persons surrendering ADSs for cancellation and withdrawal of deposited securities will be required to pay the following charges:

- taxes (including applicable interest and penalties) and other governmental charges;
- registration fees for the registration of ordinary shares or other deposited securities with applicable registrar and applicable to transfers of ordinary shares or other deposited securities in connection with the deposit or withdrawal of ordinary shares or other deposited securities;
- certain cable, telex, facsimile and electronic transmission and delivery expenses;
- expenses and charges incurred by the Depository in the conversion of foreign currency into US dollars;
- fees and expenses incurred by the Depository in connection with compliance with exchange control regulations and other regulatory requirements applicable to ordinary shares, deposited securities, ADSs and ADRs;
- fees and expenses incurred by the Depository in connection with the delivery of deposited securities; and
- any additional fees, charges, costs or expenses that may be incurred by the Depository from time to time.

In the case of cash distributions, the applicable fees, charges, expenses and taxes will be deducted from the cash being distributed. In the case of distributions other than cash, such as share dividends, the distribution generally will be subject to appropriate adjustments for the deduction of the applicable fees, charges, expenses and taxes. In certain circumstances, the Depository may dispose of all or a portion of such distribution and distribute the net proceeds of such sale to the holders of ADS, after deduction of applicable fees, charges, expenses and taxes.

If the Depository determines that any distribution in property is subject to any tax or other governmental charge which the Depository is obligated to withhold, the Depository may withhold the amount required to be withheld and may dispose of all or a portion of such property in such amounts and in such manner as the Depository deems necessary and appropriate to pay such taxes or charges and the Depository will distribute the net proceeds of any such sale after deduction of such taxes or charges to the holders of ADSs entitled to the distribution.



## PART II

### ITEM 13. DEFAULTS, DIVIDEND ARREARAGES AND DELINQUENCIES

None.

### ITEM 14. MATERIAL MODIFICATIONS TO THE RIGHTS OF SECURITY HOLDERS AND USE OF PROCEEDS

Not applicable.

### ITEM 15. CONTROLS AND PROCEDURES

#### Evaluation of Disclosure Controls and Procedures

As required by Rules 13a-15 and 15d-15 under the Exchange Act, management has evaluated, with the participation of our Group Chief Executive Officer and Group Chief Financial Officer, the effectiveness of our disclosure controls and procedures as at the end of the period covered by this annual report. Disclosure controls and procedures refer to controls and other procedures designed to ensure that information required to be disclosed in the reports we file or submit under the Exchange Act is recorded, processed, summarized and reported, within the time periods specified in the rules and forms of the Commission. Disclosure controls and procedures include, without limitation, controls and procedures designed to ensure that information required to be disclosed by us in our reports that we file or submit under the Exchange Act is accumulated and communicated to management, including our Group Chief Executive Officer and Group Chief Financial Officer, as appropriate to allow timely decisions regarding our required disclosure.

Based on the foregoing, our Group Chief Executive Officer and Group Chief Financial Officer have concluded that, as at March 31, 2022, our disclosure controls and procedures were effective and provide a reasonable level of assurance.

#### Management's Report on Internal Control over Financial Reporting

Management is responsible for establishing and maintaining adequate internal control over financial reporting.

Internal control over financial reporting refers to a process designed by, or under the supervision of, our Group Chief Executive Officer and Group Chief Financial Officer and effected by our Board of Directors, management and other personnel, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles and includes those policies and procedures that:

- pertain to the maintenance of records that in reasonable detail accurately and fairly reflect the transactions and dispositions of our assets;
- provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that our receipts and expenditures are being made only in accordance with authorizations of our management and members of our Board of Directors; and
- provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of our assets that could have a material effect on our financial statements.

Management recognizes that there are inherent limitations in the effectiveness of any system of internal control over financial reporting, including the possibility of human error and the circumvention or override of internal control. Accordingly, even effective internal control over financial reporting can provide only reasonable assurance with respect to financial statement preparation, and may not prevent or detect all misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate due to changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Management assessed the effectiveness of internal control over financial reporting as at March 31, 2022, based on the criteria established in the 2013 *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission. The scope of management's assessment of the effectiveness of internal control over financial reporting includes all of WNS' consolidated operations except for the acquired operations of MOL Information Processing Services (MOLIPS), which was acquired in August 2021 and whose financial statements reflect total assets and revenues constituting 0.4% and 0.0%, respectively, of our consolidated assets and revenue in the financial statements as of and for the year ended March 31, 2022.

Based on the above criteria, and as a result of this assessment, management concluded that, as at March 31, 2022, our internal control over financial reporting was effective in providing reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles.

The effectiveness of our internal control over financial reporting as at March 31, 2022, has been audited by Grant Thornton Bharat LLP, an independent registered public accounting firm, as stated in their report set out below.

REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Board of Directors and Shareholders  
WNS (Holdings) Limited

Opinion on internal control over financial reporting

We have audited the internal control over financial reporting of WNS (Holdings) Limited and subsidiaries (the “Company”) as of March 31, 2022, based on criteria established in the 2013 *Internal Control—Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”). In our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of March 31, 2022, based on criteria established in the 2013 *Internal Control—Integrated Framework* issued by COSO.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (“PCAOB”), the consolidated financial statements of the Company as of and for the year ended March 31, 2022, and our report dated May 17, 2022 expressed an unqualified opinion on those consolidated financial statements.

Basis for opinion

The Company’s management is responsible for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management’s Report on Internal Control over Financial Reporting (“Management’s Report”). Our responsibility is to express an opinion on the Company’s internal control over financial reporting based on our audit. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audit in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

Our audit of, and opinion on, the Company’s internal control over financial reporting does not include the internal control over financial reporting of MOL Information Processing Services (MOLIPS), a wholly owned subsidiary, whose financial statements reflect total assets and revenues constituting 0.4% and 0.0% percent, respectively, of the related consolidated financial statement amounts as of and for the year ended March 31, 2022. As indicated in Management’s Report, MOLIPS was acquired on August 01, 2021. Management’s assertion on the effectiveness of the Company’s internal control over financial reporting excluded internal control over financial reporting of MOLIPS.

Definition and limitations of internal control over financial reporting

A company’s internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

/s/ GRANT THORNTON BHARAT LLP

Gurugram, India  
May 17, 2022

Changes in Internal Control over Financial Reporting

Management has evaluated, with the participation of our Group Chief Executive Officer and Group Chief Financial Officer, whether any changes in our internal control over financial reporting that occurred during the period covered by this annual report on Form 20-F have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting. Based on the evaluation we conducted, management has concluded that no such changes have occurred.

ITEM 16A. AUDIT COMMITTEE FINANCIAL EXPERT

Our Audit Committee members are Messrs. Michael Menezes (Chairman), Keith Haviland, Mario P. Vitale and Jason Liberty. Each of Messrs. Menezes, Haviland, Vitale, and Liberty is an independent director pursuant to the applicable rules of the Commission and the NYSE. See “Part I — Item 6. Directors, Senior Management and Employees — A. Directors and Executive Officers” for the experience and qualifications of the members of the Audit Committee. Our Board of Directors has determined that Messers. Menezes and Liberty qualifies as an “audit committee financial expert” as defined in Item 16A of Form 20-F.

ITEM 16B. CODE OF ETHICS

We have adopted a Code of Business Ethics and Conduct that is applicable to all of our directors, senior management and employees. The Code of Business Ethics and Conduct was amended in October 2016 and July 2018 to refresh our core purposes and values in July 2019 to change the limit on the gift value in line with market standards and in October 2021 to the new link for reporting violations to the code. We have posted the code on our website at [www.wns.com](http://www.wns.com). **Information contained in our website does not constitute a part of this annual report.** We will also make available a copy of the Code of Business Ethics and Conduct to any person, without charge, if a written request is made to our General Counsel at our principal executive offices at Gate 4, Godrej & Boyce Complex, Pirojshanagar, Vikhroli (W), Mumbai 400 079, India.

ITEM 16C. PRINCIPAL ACCOUNTANT FEES AND SERVICES

Principal Accountant Fees and Services

Grant Thornton Bharat LLP served as our independent public accountant for fiscal 2022. The following table shows the fees we paid or accrued for audit and other services provided by Grant Thornton Bharat LLP and Grant Thornton member firms for fiscal 2022 and 2021.

	Fiscal	
	2022	2021
Audit fees	\$ 635,105	\$ 636,430
Audit-related fees	—	9,000
<b>Total</b>	<b>\$ 635,105</b>	<b>\$ 645,430</b>

Notes:

*Audit fees:* This category consists of fees billed for the audit of financial statements, quarterly review of financial statements, tax audits and other audit services, which are normally provided by the independent auditors in connection with statutory and accounting matters that arose during, or as a result of, the audit or the review of interim financial statements and include the group audit; statutory audits required by non-US jurisdictions; consents and attest services.

*Audit-related fees:* This category consists of fees billed for assurance and related services that are reasonably related to the performance of the audit or review of our financial statements or that are traditionally performed by an external auditor, and includes service tax certifications and out-of-pocket expenses.

Audit Committee Pre-approval Process

Our Audit Committee reviews and pre-approves the scope and the cost of all audit and permissible non-audit services performed by our independent auditor. All of the services provided by Grant Thornton Bharat LLP and Grant Thornton member firms during the last fiscal year have been pre-approved by our Audit Committee.

**ITEM 16D. EXEMPTIONS FROM THE LISTING STANDARDS FOR AUDIT COMMITTEES**

Not applicable.

**ITEM 16E. PURCHASES OF EQUITY SECURITIES BY THE ISSUER AND AFFILIATED PURCHASERS**

In March 2016, our shareholders authorized a share repurchase program for the repurchase of up to 3,300,000 of our ADSs, each representing one ordinary share, at a price range of \$10 to \$50 per ADS. Pursuant to the terms of the repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from March 16, 2016, the date the shareholders resolution approving the repurchase program was passed. In October 2017, we completed repurchases under our share repurchase program of 3,300,000 ADSs authorized by our shareholders on March 16, 2016. Purchases of ADSs under the repurchase program during fiscal 2018 and 2017 were funded with cash on hand. The shares underlying these ADSs are recorded as treasury shares.

In March 2018, our shareholders authorized the repurchase of up to 3,300,000 of our ADSs, each representing one ordinary share, at a price range of \$10 to \$100 per ADS. Pursuant to the terms of the share repurchase program, our ADSs may be purchased in the open market from time to time over 36 months from March 30, 2018, the date the shareholders resolution approving the repurchase program was passed. We intend to fund the proposed share repurchase program with cash on hand.

In fiscal 2019, we purchased 1,101,300 ADSs in the open market for a total consideration of \$56.4 million (including transaction costs of \$0.01 million). We also paid \$0.1 million towards cancellation fees for ADSs in relation to share repurchase of 1,100,000 ADSs. We cancelled, 4,400,000 ADSs that were held as treasury shares for an aggregate cost of \$134.2 million. The effect of cancellation of these treasury shares was recognized in share capital amounting to \$0.6 million and in share premium amounting to \$133.6 million, in compliance with Jersey Law. There was no effect on the total shareholders’ equity as a result of this cancellation.

In fiscal 2020, we purchased 1,098,700 ADSs in the open market for a total consideration of \$63.7 million (including transaction costs of \$0.01 million) under the above-mentioned share repurchase program.

We cancelled, 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$120.1 million. The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$0.3 million, and in share premium amounting to \$119.9 million, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.

In fiscal 2021, we paid \$0.1 million towards cancellation fees for ADSs in relation to the repurchase of 1,100,000 ADSs in fiscal 2020. In fiscal 2021, we purchased the remaining 1,100,000 ADSs in the open market for a total consideration of \$78.6 million (including transaction costs of \$0.01 million) and completed the above-mentioned share repurchase program, which was authorized in March 2018. We funded the repurchases under the repurchase program with cash on hand. The shares underlying the repurchased ADSs are held as treasury shares.

In fiscal 2021, our shareholders authorized a new share repurchase program for the repurchase of up to 3,300,000 ADSs, at a price range of \$10 to \$110 per ADS. Pursuant to the terms of the repurchase program, our ADSs may be purchased in the open market from time to time for 36 months from April 1, 2021, the date the shareholders resolution approving the repurchase program was passed.

In fiscal 2022, we purchased 1,100,000 ADSs in the open market for a total consideration of \$85 million (including transaction costs) under the above-mentioned share repurchase program. We funded the repurchases under the repurchase program with cash on hand.

In fiscal 2022, we cancelled 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$163.7 million (including share cancellation charges \$0.1 million). The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$0.3 million and in share premium amounting to \$163.4 million, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.

The table below sets forth the details of ADSs repurchased during fiscal 2022, April 2022 and May 2022 (till May 17, 2022) under the above mentioned share repurchase programs:

Period	No. of ADSs Purchased	Average price paid per ADS (in \$)	Total number of ADSs purchased as part of publicly announced plans or programs	Approximate US dollar value (in thousands) of ADSs that may yet be repurchased under the program (assuming purchase price of \$110 per ADS)
April 1 to April 30, 2021	—	—	—	363,000
May 1 to May 31, 2021	224,695	74.32	224,695	338,284
June 1 to June 30, 2021	875,305	78.06	875,305	242,000
July 1 to July 31, 2021	—	—	—	242,000
August 1 to August 31, 2021	—	—	—	242,000
September 1 to September 30, 2021	—	—	—	242,000
October 1 to October 31, 2021	—	—	—	242,000
November 1 to November 30, 2021	—	—	—	242,000
December 1 to December 31, 2021	—	—	—	242,000
January 1 to January 31, 2022	—	—	—	242,000
February 1 to February 28, 2022	—	—	—	242,000
March 1 to March 31, 2022	—	—	—	242,000
April 1 to April 30, 2022	—	—	—	242,000
May 1 to May 17, 2022	—	—	—	242,000

ITEM 16F. CHANGE IN REGISTRANT’S CERTIFYING ACCOUNTANT

Not applicable.

ITEM 16G. CORPORATE GOVERNANCE

Our Corporate Governance Guidelines were last amended in July 2021. We have posted our amended Corporate Governance Guidelines on our website at [www.wns.com](http://www.wns.com). **Information contained in our website does not constitute a part of this annual report.**

Messrs. Timothy L Main, John Freeland and Gareth Williams and Ms. Françoise Gri and Ms. Lan Tu are members of our Board of Directors and they serve on our Nominating and Corporate Governance Committee and Compensation Committee. Messrs. Michael Menezes, Keith Haviland, Mario P. Vitale and Jason Liberty serve on our Audit Committee. Each of Messrs. Main, Freeland, Menezes, Liberty, Williams, Haviland and Vitale and Ms. Gri and Ms. Tu satisfies the “independence” requirements of the NYSE listing standards and the “independence” requirements of Rule 10A-3 of the Exchange Act.

We are not aware of any significant differences between our corporate governance practices and those required to be followed by US issuers under the NYSE listing standards. As a foreign private issuer, we are exempt from the rules under the Exchange Act governing the furnishing and content of proxy statements, including disclosure relating to any conflicts of interests concerning the issuer’s compensation consultants, and our directors, senior management and principal shareholders are exempt from the reporting and “short-swing profit” recovery provisions contained in Section 16 of the Exchange Act.

ITEM 16H. MINE SAFETY DISCLOSURE

Not applicable.

ITEM 16I. DISCLOSURE REGARDING FOREIGN JURISDICTIONS THAT PREVENT INSPECTIONS

Not applicable.

## **PART III**

### **ITEM 17. FINANCIAL STATEMENTS**

See “Part III — Item 18. Financial Statements” for a list of our consolidated financial statements included elsewhere in this annual report.

### **ITEM 18. FINANCIAL STATEMENTS**

The following statements are filed as part of this annual report, together with the report of the independent registered public accounting firm:

- Report of Independent Registered Public Accounting Firm
- Consolidated Statements of Financial Position as at March 31, 2022 and 2021
- Consolidated Statements of Income for the years ended March 31, 2022, 2021 and 2020
- Consolidated Statements of Comprehensive Income for the years ended March 31, 2022, 2021 and 2020
- Consolidated Statements of Changes in Equity for the years ended March 31, 2022, 2021 and 2020
- Consolidated Statements of Cash Flows for the years ended March 31, 2022, 2021 and 2020
- Notes to Consolidated Financial Statements

## ITEM 19. EXHIBITS

The following exhibits are filed as part of this annual report:

- 1.1 [Memorandum of Association of WNS \(Holdings\) Limited, as amended — incorporated by reference to Exhibit 3.1 of the Registration Statement on Form F-1 \(File No. 333-135590\) of WNS \(Holdings\) Limited, as filed with the Commission on July 3, 2006.](#)
- 1.2 [Articles of Association of WNS \(Holdings\) Limited, as amended — incorporated by reference to Exhibit 3.2 of the Registration Statement on Form F-1 \(File No. 333-135590\) of WNS \(Holdings\) Limited, as filed with the Commission on July 3, 2006.](#)
- 2.1 [Form of Deposit Agreement among WNS \(Holdings\) Limited, Deutsche Bank Trust Company Americas, as Depositary, and the holders and beneficial owners of American Depositary Shares evidenced by American Depositary Receipts, or ADRs, issued thereunder \(including the Form of ADR\) — incorporated by reference to Exhibit 4.1 of the Registration Statement on Form F-1 \(File No. 333-135590\) of WNS \(Holdings\) Limited, as filed with the Commission on July 3, 2006.](#)
- 2.2 [Specimen Ordinary Share Certificate of WNS \(Holdings\) Limited — incorporated by reference to Exhibit 4.4 of the Registration Statement on Form 8-A \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on July 14, 2006.](#)
- 2.3 [Description of Securities Registered under Section 12 of the Securities Exchange Act of 1934, as amended, incorporated by reference to Exhibit 2.3 of the Annual Report on Form 20-F for fiscal 2021 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 14, 2021.](#)
- 4.1 [Form of the Third Amended and Restated WNS \(Holdings\) Limited 2006 Incentive Award Plan — incorporated by reference to Appendix A to WNS \(Holdings\) Limited's Proxy Statement which was furnished as Exhibit 99.3 of its Report on Form 6-K \(File No. 001-32945\), as furnished to the Commission on August 23, 2013.](#)
- 4.2 [Form of the First Amended and Restated WNS \(Holdings\) Limited 2016 Incentive Award Plan — incorporated by reference to Appendix A to WNS \(Holdings\) Limited's Proxy Statement which was furnished as Exhibit 99.3 of its Report on Form 6-K \(File No. 001-32945\), as furnished to the Commission on August 23, 2018.](#)
- 4.3 [Form of the Second Amended and Restated WNS \(Holdings\) Limited 2016 Incentive Award Plan — incorporated by reference to Appendix A to WNS \(Holdings\) Limited's Proxy Statement which was furnished as Exhibit 99.3 of its Report on Form 6-K \(File No. 001-32945\), as furnished to the Commission on August 21, 2020.](#)
- 4.4 [Form of the Third Amended and Restated WNS \(Holdings\) Limited 2016 Incentive Award Plan — incorporated by reference to Exhibit 99.1 of WNS \(Holdings\) Limited's Report on Form 6-K \(File No. 001-32945\), as furnished to the Commission on July 16, 2021.](#)
- 4.5 [Lease Deed dated January 20, 2012 between Sri Divi Satya Mohan, Sri Attaluri Praveen and Sri Divi Satya Sayee Babu, on the one hand, and WNS Global Services Private Limited, on the other hand, with respect to lease of office premises — incorporated by reference to Exhibit 4.8 of the Annual Report on Form 20-F for fiscal 2012 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on April 26, 2012.](#)
- 4.6 [Addendum to Lease Deed dated July 23, 2012 between Sri Divi Satya Mohan, Sri Attaluri Praveen and Sri Divi Satya Sayee Babu, on the one hand, and WNS Global Services Private Limited and WNS Business Consulting Services Private Limited, on the other hand. — incorporated by reference to Exhibit 4.5 of the Annual Report on Form 20-F for fiscal 2013 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 2, 2013.](#)
- 4.7 [Contract of Lease dated September 27, 2012 between Megaworld Corporation and WNS Global Services Philippines, Inc. with respect to lease of office premises — incorporated by reference to Exhibit 4.6 of the Annual Report on Form 20-F for fiscal 2013 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 2, 2013.](#)
- 4.8 [Lease Deed commencing April 28, 2014 between WNS Global Services Private Limited and DLF Assets Private Limited with respect to the lease of office premises on the 10<sup>th</sup> floor of Blocks A2 and A3 at World Tech Park — incorporated by reference to Exhibit 4.12 of the Annual Report on Form 20-F for fiscal 2015 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 5, 2015.](#)
- 4.9 [Lease Deed commencing April 28, 2014 between WNS Global Services Private Limited and DLF Assets Private Limited with respect to the lease of office premises on the 8<sup>th</sup>, 9<sup>th</sup> and 11<sup>th</sup> floors of Blocks A2 and A3 at World Tech Park — incorporated by reference to Exhibit 4.13 of the Annual Report on Form 20-F for fiscal 2015 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 5, 2015.](#)
- 4.10 [Lease Deed dated December 16, 2020 between WNS Global Services Private Limited and DLF Assets Private Limited with respect to the lease of office premises on the 10<sup>th</sup> floor of Block 10 at DLF IT Park — incorporated by reference to Exhibit 4.8 of the Annual Report on Form 20-F for fiscal 2021 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 14, 2021.](#)
- 4.11 [Leave and License Agreement dated February 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 84,429 square feet at plant 10 — incorporated by reference to Exhibit 4.9 of the Annual Report on Form 20-F for fiscal 2021 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 14, 2021.](#)

- 4.12 [Leave and License Agreement dated February 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 108,000 square feet at plant 5 — incorporated by reference to Exhibit 4.11 of the Annual Report on Form 20-F for fiscal 2021 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 14, 2021.](#)
- 4.13 [Leave and License Agreement dated February 15, 2021 between Godrej and Boyce Manufacturing Company Limited and WNS Global Services Private Limited with respect to the lease of the office premises with an aggregate area of 84,934 square feet at plant 11 — incorporated by reference to Exhibit 4.12 of the Annual Report on Form 20-F for fiscal 2021 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on May 14, 2021.](#)
- 4.14 [Facility Agreement dated March 10, 2017 among WNS \(Mauritius\) Limited, HSBC Bank \(Mauritius\) Limited, and Standard Chartered Bank, UK — incorporated by reference to Exhibit 4.15 of the Annual Report on Form 20-F for fiscal 2017 \(File No. 001-32945\) of WNS \(Holdings\) Limited, as filed with the Commission on June 29, 2017.](#)
- 8.1 [List of subsidiaries of WNS \(Holdings\) Limited.\\*\\*](#)
- 12.1 [Certification by the Chief Executive Officer to 17 CFR 240, 15d-14\(a\), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\\*\\*](#)
- 12.2 [Certification by the Chief Financial Officer to 17 CFR 240, 15d-14\(a\), as adopted pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.\\*\\*](#)
- 13.1 [Certification by the Chief Executive Officer to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.\\*\\*](#)
- 13.2 [Certification by the Chief Financial Officer to 18 U.S.C. Section 1350, as adopted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.\\*\\*](#)
- 15.1 [Consent of Grant Thornton Bharat LLP, independent registered public accounting firm.\\*\\*](#)

\*\* Filed herewith.



## SIGNATURES

The registrant hereby certifies that it meets all of the requirements for filing on Form 20-F and that it has duly caused and authorized the undersigned to sign this annual report on its behalf.

Date: May 17, 2022

**WNS (HOLDINGS) LIMITED**

By: /s/ Keshav R. Murugesh

Name: Keshav R. Murugesh

Title: Group Chief Executive Officer

INDEX TO WNS (HOLDINGS) LIMITED’S CONSOLIDATED FINANCIAL STATEMENTS

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## REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

Board of Directors and Shareholders  
WNS (Holdings) Limited

### Opinion on the financial statements

We have audited the accompanying consolidated statement of financial position of WNS (Holdings) Limited and subsidiaries (the “Company”) as of March 31, 2022 and 2021, the related consolidated statements of income, comprehensive income, changes in equity, and cash flows for each of the three years in the period ended March 31, 2022, and the related notes (collectively referred to as the “financial statements”). In our opinion, the financial statements present fairly, in all material respects, the financial position of the Company as of March 31, 2022 and 2021, and the results of its operations and its cash flows for each of the three years in the period ended March 31, 2022, in conformity with International Financial Reporting Standards, as issued by the International Accounting Standards Board.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States) (“PCAOB”), the Company’s internal control over financial reporting as of March 31, 2022, based on criteria established in the 2013 *Internal Control — Integrated Framework* issued by the Committee of Sponsoring Organizations of the Treadway Commission (“COSO”), and our report dated May 17, 2022 expressed an unqualified opinion on the Company’s internal control over financial reporting.

### Basis for opinion

These financial statements are the responsibility of the Company’s management. Our responsibility is to express an opinion on the Company’s financial statements based on our audits. We are a public accounting firm registered with the PCAOB and are required to be independent with respect to the Company in accordance with the U.S. federal securities laws and the applicable rules and regulations of the Securities and Exchange Commission and the PCAOB.

We conducted our audits in accordance with the standards of the PCAOB. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether due to error or fraud. Our audits included performing procedures to assess the risks of material misstatement of the financial statements, whether due to error or fraud, and performing procedures that respond to those risks. Such procedures included examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements. Our audits also included evaluating the accounting principles used and significant estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that our audits provide a reasonable basis for our opinion.

### Critical Audit Matter

The critical audit matter communicated below is a matter arising from the current period audit of the consolidated financial statements that were communicated or required to be communicated to the audit committee and that: (i) relates to accounts or disclosures that are material to the consolidated financial statements and (ii) involved our especially challenging, subjective, or complex judgments. The communication of critical audit matter does not alter in any way our opinion on the consolidated financial statements, taken as a whole, and we are not, by communicating the critical audit matter below, providing separate opinions on the critical audit matter or on the accounts or disclosures to which they relate.

### Revenue recognition in accordance with IFRS 15

The Company derives revenue from BPM services, comprising back-office administration, data management, customer experience services management which are provided to customers across industries from multiple geographies. The Company recognizes revenue upon transfer of control of promised services to customers for an amount that reflects the consideration to which the Company expects to be entitled in exchange for those services.

Refer Note 20 and Note 2(s) to the accompanying financial statements for revenue recorded during the year and related accounting policy adopted by the Company respectively.

The Company enters into large number of contracts with its customers with varying commercial terms based on type of service arrangement, industry and geography. Because of such varying terms included in contracts, significant judgement and efforts are required by the management in determining revenue recognition for customer agreements in accordance with IFRS 15 requirements like identification and measurement of variable consideration, determination and allocation of transaction price, identification of performance obligations and determination of timing of satisfaction of performance obligations etc.

Given the significant volume of sales transactions and significant management judgments and efforts involved in contract evaluation as aforementioned, the related audit efforts were significant and required a high degree of auditor judgment, and therefore, revenue recognition has been considered as a critical audit matter.

### How the Critical Audit Matter was addressed in the audit

Our principal audit procedures related to the revenue recognition included the following:

- We understood the revenue recognition process of the Company and evaluated related significant accounting policies for its appropriateness in accordance with the requirements of IFRS 15, Revenue from Contracts with Customers (‘IFRS 15’).
- We evaluated the design and tested the operating effectiveness of internal controls related to the evaluation of customer agreements and determination of revenue recognition in accordance with IFRS 15.
- We selected samples for customer agreements and performed the following procedures:
  - Obtained and read contract source documents for each selection, including master agreements, and other documents that were part of the agreement.
  - Tested management’s identification of significant terms in the customer agreements for completeness as relevant for revenue recognition under IFRS 15.
  - Tested the appropriateness of management’s application of accounting policies along with their use of judgements, in the determination of revenue recognition including identification and satisfaction of performance obligations and measurement of variable considerations, as per terms of the agreements based on verification of supporting documents and records maintained by the Company in this respect.

We have served as the Company’s auditor since 2011.

Gurugram, India  
May 17, 2022

**WNS (HOLDINGS) LIMITED**  
**CONSOLIDATED STATEMENTS OF FINANCIAL POSITION**  
(Amounts in thousands, except share and per share data)

		As at	
	Notes	March 31, 2022	March 31, 2021
<b>ASSETS</b>			
Current assets:			
Cash and cash equivalents	5	\$ 108,153	\$ 105,633
Investments	6	211,398	203,676
Trade receivables, net	7	100,522	83,118
Unbilled revenue	7	87,032	66,403
Funds held for clients		11,643	12,139
Derivative assets	14	10,351	7,974
Contract assets	20	10,169	7,753
Prepayments and other current assets	8	28,822	23,211
Total current assets		568,090	509,907
Non-current assets:			
Goodwill	9	123,537	123,979
Intangible assets	10	65,421	65,141
Property and equipment	11	49,257	52,272
Right-of-use assets	12	142,623	166,766
Derivative assets	14	3,249	1,749
Deferred tax assets	25	34,765	33,022
Investments	6	93,442	85,875
Trade receivables, net	7	—	269
Contract assets	20	39,833	27,136
Other non-current assets	8	44,275	40,032
Total non-current assets		596,402	596,241
<b>TOTAL ASSETS</b>		<b>\$1,164,492</b>	<b>\$1,106,148</b>
<b>LIABILITIES AND EQUITY</b>			
Current liabilities:			
Trade payables		\$ 27,829	\$ 28,015
Provisions and accrued expenses	16	36,752	23,933
Derivative liabilities	14	6,042	4,491
Pension and other employee obligations	15	105,768	82,586
Current portion of long-term debt	13	—	16,748
Contract liabilities	17	13,723	12,685
Current taxes payable	25	2,279	1,489
Lease liabilities	12	26,954	26,027
Other liabilities	18	11,351	11,492
Total current liabilities		230,698	207,466
Non-current liabilities:			
Derivative liabilities	14	831	2,037
Pension and other employee obligations	15	16,238	19,589
Contract liabilities	17	13,314	16,645
Lease liabilities	12	140,040	165,880
Other non-current liabilities	18	78	211
Deferred tax liabilities	25	9,290	10,228
Total non-current liabilities		179,791	214,590
<b>TOTAL LIABILITIES</b>		<b>\$ 410,489</b>	<b>\$ 422,056</b>
Shareholders' equity:			
Share capital (ordinary shares \$0.16 (10 pence) par value, authorized 60,000,000 shares; issued: 48,849,907 shares and 50,502,203 shares each as at March 31, 2022 and March 31, 2021, respectively)	19	7,751	7,977
Share premium		110,327	227,708
Retained earnings		818,402	688,957
Other reserves		2,656	—
Other components of equity		(185,133)	(161,987)
Total shareholder's equity, including shares held in treasury		754,003	762,655
Less: Nil shares as at March 31, 2022 and 1,100,000 shares as at March 31, 2021, held in treasury, at cost	19	—	(78,563)
Total shareholders' equity		754,003	684,092
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$1,164,492</b>	<b>\$1,106,148</b>

See accompanying notes.

WNS (HOLDINGS) LIMITED  
CONSOLIDATED STATEMENTS OF INCOME  
(Amounts in thousands, except share and per share data)

	Notes	Year ended March 31,		
		2022	2021	2020
Revenue	20	\$ 1,109,800	\$ 912,643	\$ 928,258
Cost of revenue	21	735,165	587,205	583,920
Gross profit		374,635	325,438	344,338
Operating expenses:				
Selling and marketing expenses	21	53,860	49,613	52,802
General and administrative expenses	21	151,124	126,295	128,592
Foreign exchange (gain)/loss, net		(5,959)	754	(3,382)
Impairment of goodwill	9	—	—	4,085
Amortization of intangible assets	10	11,550	13,722	15,653
Operating profit		164,060	135,054	146,588
Other income, net	23	(13,867)	(12,464)	(14,375)
Finance expense	22	13,387	14,827	17,011
Profit before income taxes		164,540	132,691	143,952
Income tax expense	25	32,439	30,074	27,183
Profit after tax		\$ 132,101	\$ 102,617	\$ 116,769
Earnings per ordinary share	26			
Basic		\$ 2.70	\$ 2.06	\$ 2.35
Diluted		\$ 2.58	\$ 1.97	\$ 2.24

See accompanying notes.

**WNS (HOLDINGS) LIMITED**  
**CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME**  
(Amounts in thousands, except share and per share data)

	<u>Notes</u>	<u>Year ended March 31,</u>		
		<u>2022</u>	<u>2021</u>	<u>2020</u>
Profit after tax		\$ 132,101	\$ 102,617	\$ 116,769
<b>Other comprehensive income/(loss), net of taxes</b>				
<b>Items that will not be reclassified to profit or loss:</b>				
Pension adjustment, net of tax		1,146	(1,164)	(610)
<b>Items that will be reclassified subsequently to profit or loss:</b>				
Changes in fair value of cash flow hedges:				
Current period gain		9,395	2,684	8,717
Net change in time value of option contracts designated as cash flow hedges		647	(1,204)	(2,919)
Reclassification to profit or loss		(3,327)	(3,555)	(13,409)
Foreign currency translation (loss) /gain		(28,309)	36,713	(42,196)
Income tax (expense)/benefit relating to above	25	(2,698)	(1,089)	2,939
		<u>\$ (24,292)</u>	<u>\$ 33,549</u>	<u>\$ (46,868)</u>
Total other comprehensive (loss)/income, net of taxes		<u>\$ (23,146)</u>	<u>\$ 32,385</u>	<u>\$ (47,478)</u>
Total comprehensive income		<u><u>\$108,955</u></u>	<u><u>\$135,002</u></u>	<u><u>\$ 69,291</u></u>

See accompanying notes.

**WNS (HOLDINGS) LIMITED**  
**CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY**  
(Amounts in thousands)

	Share capital		Share premium	Retained earnings	Other components of equity			Treasury shares		Total shareholders' equity
	Number	Par value			Foreign currency translation reserve	Cash flow hedging reserve	Pension adjustments	Number	Amount	
Balance as at March 31, 2019	51,153,220	\$ 8,056	\$ 269,529	\$478,145	\$(155,195)	\$ 5,954	\$ 2,347	1,101,300	\$ (56,417)	\$ 552,419
Adoption of IFRS 16 (net of tax)	—	—	—	(8,574)	—	—	—	—	—	(8,574)
Balance as at April 1, 2019	51,153,220	8,056	269,529	469,571	(155,195)	5,954	2,347	1,101,300	(56,417)	543,845
Shares issued for exercised options and RSUs (Refer Note 24)	780,420	99	(99)	—	—	—	—	—	—	—
Cancellation of treasury shares (Refer Note 19)	(2,200,000)	(281)	(119,873)	—	—	—	—	(2,200,000)	120,154	—
Purchase of treasury shares (Refer Note 19)	—	—	—	—	—	—	—	1,098,700	(63,737)	(63,737)
Share-based compensation expense (Refer Note 24)	—	—	37,520	—	—	—	—	—	—	37,520
Excess tax benefits relating to share-based options and RSUs (Refer Note 25)	—	—	191	—	—	—	—	—	—	191
Transactions with owners	(1,419,580)	(182)	(82,261)	—	—	—	—	(1,101,300)	56,417	(26,026)
Profit after tax	—	—	—	116,769	—	—	—	—	—	116,769
Other comprehensive loss, net of taxes	—	—	—	—	(42,196)	(4,672)	(610)	—	—	(47,478)
Total comprehensive income/(loss) for the period	—	—	—	116,769	(42,196)	(4,672)	(610)	—	—	69,291
Balance as at March 31, 2020	<u>49,733,640</u>	<u>\$ 7,874</u>	<u>187,268</u>	<u>\$586,340</u>	<u>\$(197,391)</u>	<u>\$ 1,282</u>	<u>\$ 1,737</u>	<u>—</u>	<u>\$ —</u>	<u>\$ 587,110</u>

See accompanying notes.



WNS (HOLDINGS) LIMITED											
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY											
(Amounts in thousands)											
	Share capital		Share premium	Retained earnings	Other components of equity			Treasury shares		Total shareholders' equity	
	Number	Par value			Foreign currency translation reserve	Cash flow hedging reserve	Pension adjustments	Number	Amount		
Balance as at April 1, 2020	49,733,640	\$ 7,874	\$ 187,268	\$ 586,340	\$(197,391)	\$ 1,282	\$ 1,737	—	—	\$ 587,110	
Shares issued for exercised options and RSUs (Refer Note 24)	768,563	103	(103)	—	—	—	—	—	—	—	
Transaction charges on cancellation of treasury shares (Refer Note 19)	—	—	(55)	—	—	—	—	—	—	(55)	
Purchase of treasury shares (Refer Note 19)	—	—	—	—	—	—	—	1,100,000	(78,563)	(78,563)	
Share-based compensation expense (Refer Note 24)	—	—	38,230	—	—	—	—	—	—	38,230	
Excess tax benefits relating to share-based options and RSUs (Refer Note 25)	—	—	2,368	—	—	—	—	—	—	2,368	
Transactions with owners	768,563	103	40,440	—	—	—	—	1,100,000	(78,563)	(38,020)	
Profit after tax	—	—	—	102,617	—	—	—	—	—	102,617	
Other comprehensive income/(loss), net of taxes	—	—	—	—	36,713	(3,164)	(1,164)	—	—	32,385	
Total comprehensive income/(loss) for the period	—	—	—	102,617	36,713	(3,164)	(1,164)	—	—	135,002	
Balance as at March 31, 2021	50,502,203	\$ 7,977	\$ 227,708	\$ 688,957	\$(160,678)	\$ (1,882)	\$ 573	1,100,000	\$(78,563)	\$ 684,092	

	Share capital		Share Premium	Retained earnings	Other reserves*	Other components of equity			Treasury shares		Total shareholders' equity
	Number	Par value				Foreign currency translation reserve	Cash flow hedging reserve	Pension adjustments	Number	Amount	
Balance as at April 1, 2021	50,502,203	7,977	227,708	\$ 688,957	—	\$(160,678)	\$ (1,882)	\$ 573	1,100,000	\$(78,563)	\$ 684,092
Shares issued for exercised options and RSUs (Refer Note 24)	547,704	76	(76)	—	—	—	—	—	—	—	—
Purchase of treasury shares (Refer Note 19)	—	—	—	—	—	—	—	—	1,100,000	(85,148)	(85,148)
Cancellation of treasury shares (Refer Note 19)	(2,200,000)	(302)	(163,409)	—	—	—	—	—	(2,200,000)	163,711	—
Share-based compensation expense (Refer Note 24)	—	—	44,165	—	—	—	—	—	—	—	44,165
Excess tax benefits relating to share-based options and RSUs	—	—	1,939	—	—	—	—	—	—	—	1,939
Transfer to other reserves	—	—	—	(5,067)	5,067	—	—	—	—	—	—
Transfer from other reserves on utilization	—	—	—	2,411	(2,411)	—	—	—	—	—	—
Transactions with owners	(1,652,296)	(226)	(117,381)	(2,656)	2,656	—	—	—	(1,100,000)	78,563	(39,044)
Profit after tax	—	—	—	132,101	—	—	—	—	—	—	132,101
Other comprehensive income/(loss), net of taxes	—	—	—	—	—	(28,309)	4,017	1,146	—	—	(23,146)
Total comprehensive income/(loss) for the period	—	—	—	132,101	—	(28,309)	4,017	1,146	—	—	108,955

Balance as at												
March 31,												
2022	<u>48,849,907</u>	<u>7,751</u>	<u>110,327</u>	<u>\$818,402</u>	<u>\$ 2,656</u>	<u>\$(188,987)</u>	<u>\$ 2,135</u>	<u>\$ 1,719</u>	<u>—</u>	<u>\$ —</u>	<u>\$ 754,003</u>	

\* Other reserves include the Special Economic Zone Re-Investment Reserve created out of the profits of eligible Special Economic Zones (“SEZ”) units in terms of the provisions of the Indian Income-tax Act, 1961. Further, these provisions require the reserve to be utilized by the Company for acquiring new plant and machinery for the purpose of its business (Refer Note 25).

**WNS (HOLDINGS) LIMITED**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(Amounts in thousands)

		Year ended March 31,		
	Notes	2022	2021	2020
<b>Cash flows from operating activities:</b>				
Profit after tax		\$ 132,101	\$ 102,617	\$ 116,769
<b>Adjustments to reconcile profit after tax to net cash generated from operating activities:</b>				
Depreciation and amortization		61,553	62,645	62,873
Impairment of goodwill	9	—	—	4,085
Share-based compensation expense		44,165	38,230	37,520
Amortization of debt issue cost		52	126	231
Allowances for expected credit losses (“ECL”)		(115)	924	712
Unrealized exchange (gain)/loss, net		(4,502)	8,383	44
Income tax expense		32,439	30,074	27,183
Interest expense		13,335	14,701	16,780
Interest income		(3,772)	(3,702)	(3,840)
Income from marketable securities		(7,137)	(6,352)	(7,547)
(Gain)/loss on sale of property and equipment		(329)	67	(23)
Deferred rent		—	—	(2)
Rent concession		(21)	(416)	—
Excess tax benefit from share-based compensation expense		(1,062)	(729)	(998)
Unrealized loss/(gain) on derivative instruments		3,254	(4,145)	4,110
<b>Changes in operating assets and liabilities:</b>				
Trade receivables and unbilled revenue		(39,667)	4,994	(13,483)
Other assets		(24,325)	7,174	(24,154)
Trade payables		(1,456)	(4,412)	13,876
Contract liabilities		(2,627)	(2,687)	19,017
Other liabilities		34,255	9,288	18,991
<b>Cash generated from operating activities before interest and income taxes</b>		<b>236,141</b>	<b>256,780</b>	<b>272,144</b>
Income taxes paid		(38,872)	(33,535)	(31,180)
Interest paid		(13,392)	(14,454)	(15,180)
Interest received		3,577	4,935	2,837
<b>Net cash provided by operating activities</b>		<b>187,454</b>	<b>213,726</b>	<b>228,621</b>
<b>Cash flows from investing activities:</b>				
Acquisition of CEPROCS, net of cash acquired	4(a)	(566)	—	—
Acquisition of MOL IPS, net of cash acquired	4(b)	(2,310)	—	—
Payment of contingent considerations in relation to acquisitions	4(c)	—	—	(1,745)
Payment for property and equipment and intangible assets		(28,327)	(26,530)	(27,860)
Proceeds from sale of property and equipment		401	189	82
Investment in fixed deposits		(99,472)	(73,736)	(75,977)
Proceeds from maturity of fixed deposits		95,106	82,592	43,258
Marketable securities (purchased)/sold, net (short-term)		(15,951)	(75,797)	(37,410)
Profit on sale of marketable securities		2,321	505	2,657
Investment in mutual funds		—	—	(118)
Proceeds from redemption of mutual funds		—	—	125
<b>Net cash used in investing activities</b>		<b>(48,798)</b>	<b>(92,777)</b>	<b>(96,988)</b>
<b>Cash flows from financing activities:</b>				
Payment for repurchase of shares		(85,038)	(78,563)	(63,737)
Transaction charges on cancellation of treasury shares		(110)	(55)	—
Repayment of long-term debt		(16,800)	(16,800)	(28,200)
Principal payment for lease liabilities		(26,235)	(23,073)	(20,793)
Excess tax benefit from share-based compensation expense		1,062	729	998
<b>Net cash used in financing activities</b>		<b>(127,121)</b>	<b>(117,762)</b>	<b>(111,732)</b>
Exchange difference on cash and cash equivalents		(9,015)	5,517	(8,416)
Net change in cash and cash equivalents		2,520	8,704	11,485
Cash and cash equivalents at the beginning of the year		105,633	96,929	85,444
<b>Cash and cash equivalents at the end of the year</b>		<b>\$ 108,153</b>	<b>\$ 105,633</b>	<b>\$ 96,929</b>
<b>Non-cash transactions:</b>				
<b>Investing activities</b>				
(i) Liability towards property and equipment and intangible assets purchased on credit		\$ 8,604	\$ 3,036	\$ 6,314
(ii) Release of restricted cash, held in escrow	4(d)	—	—	1,535
(iii) Deferred consideration payable towards acquisition	4(b)	493	—	—

See accompanying notes.

Reconciliation of liabilities arising from financing activities as at March 31, 2022 and March 31, 2021 is as follows\*:

	Opening balance April 1, 2021	Cash flows	Non-cash changes Amortization of debt issuance cost	Closing balance March 31, 2022
Long-term debt (including current portion)	\$ 16,748	\$(16,800)	\$ 52	\$ —

	Opening balance April 1, 2020	Cash flows	Non-cash changes Amortization of debt issuance cost	Closing balance March 31, 2021
Long-term debt (including current portion)	\$ 33,422	\$(16,800)	\$ 126	\$ 16,748

\*For reconciliation of lease liabilities Refer Note 12.

**WNS (HOLDINGS) LIMITED**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**(Amounts in thousands, except share and per share data)**

**1. Company overview**

WNS (Holdings) Limited (“WNS Holdings”), along with its subsidiaries (collectively, “the Company”), is a global business process management (“BPM”) company with client service offices in Sydney (Australia), Canada, Dubai (United Arab Emirates), Germany, London (UK), New Jersey (US), New Zealand, Singapore and Switzerland and delivery centers in the People’s Republic of China (“China”), Costa Rica, India, the Philippines, Poland, Romania, Republic of South Africa (“South Africa”), Sri Lanka, Turkey, Spain, the United Kingdom (“UK”) and the United States (“US”). The Company’s clients are primarily in the travel, shipping and logistics services, utilities, retail and consumer products group, banking and financial and hi-tech and professional services, insurance services, healthcare, auto claims and others.

WNS Holdings is incorporated in Jersey, Channel Islands and maintains a registered office in Jersey at 22, Grenville Street, St Helier, Jersey JE4 8PX.

These consolidated financial statements were approved by the Board of Directors and authorized for issue on May 17, 2022.

**2. Summary of significant accounting policies**

**a. Basis of preparation**

These consolidated financial statements have been prepared in compliance with International Financial Reporting Standards (“IFRS”) as issued by the International Accounting Standard Board (“IASB”).

These consolidated financial statements correspond to the classification provisions contained in IAS 1(*revised*), “*Presentation of Financial Statements*.”

Accounting policies applied are consistent with the policies that were applied for the preparation of the consolidated financial statements for the year ended March 31, 2021.

**b. Basis of measurement**

These consolidated financial statements have been prepared on a historical cost convention and on an accrual basis, except for the following material items that have been measured at fair value as required by relevant IFRS:

- a. Derivative financial instruments;
- b. Share-based payment transactions;
- c. Marketable securities and investments in mutual funds;
- d. Investments in FMPs; and
- e. Contingent consideration.

**c. Use of estimates and judgments**

The preparation of financial statements in conformity with IFRS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from those estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimates are revised and in any future period affected. In particular, information about significant areas of estimation, uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amount recognized in the consolidated financial statements is included in the following notes:

**WNS (HOLDINGS) LIMITED**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**(Amounts in thousands, except share and per share data)**

**i. Revenue recognition**

The Company's determination of whether BPM services are considered distinct performance obligations that should be accounted for separately versus together may require significant judgment.

The Company provides automobile claims handling services, wherein the Company enters into contracts with its clients to process all their claims over the contract period and the fees are determined either on a per claim basis or as a fixed payment for the contract period. Where the contracts are on a per claim basis, the Company invoices the client at the inception of the claim process. The Company estimates the processing period for the claims and recognizes revenue over the estimated processing period. This processing period generally ranges between one to two months. The processing time may be greater for new clients and the estimated service period is adjusted accordingly. The processing period is estimated based on historical experience and other relevant factors, if any.

**ii. Current income taxes**

The major tax jurisdictions for the Company are India, the Philippines, South Africa, UK, and US, though the Company also files tax returns in other foreign jurisdictions. Significant judgments are involved in determining the provision for income taxes including judgment on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods. The recognition of taxes that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances.

**iii. Deferred income taxes**

The assessment of the probability of future taxable profit in which deferred tax assets can be utilized is based on the Company's latest approved budget forecast, which is adjusted for significant non-taxable profit and expenses and specific limits to the use of any unused tax loss or credit. The tax rules in the numerous jurisdictions in which the Company operates are also carefully taken into consideration. If a positive forecast of taxable profit indicates the probable use of a deferred tax asset, especially when it can be utilized without a time limit, that deferred tax asset is usually recognized in full. The recognition of deferred tax assets that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances.

**iv. Impairment**

An impairment loss is recognized for the amount by which an asset's or cash-generating unit's carrying amount exceeds its recoverable amount. To determine the recoverable amount, management estimates expected future cash flows from each asset or cash-generating unit and determines a suitable interest rate in order to calculate the present value of those cash flows. In the process of measuring expected future cash flows management makes assumptions about future operating results. These assumptions relate to future events and circumstances. The actual results may vary, and may cause significant adjustments to the Company's assets within the next financial year. The calculation of impairment loss involves significant estimates and assumptions which include revenue and earnings multiples, growth rates and net margins used to calculate projected future cash flows, risk-adjusted discount rate and future economic and market conditions.

In most cases, determining the applicable discount rate involves estimating the appropriate adjustment to market risk and the appropriate adjustment to asset-specific risk factors.

**Estimation uncertainty relating to COVID-19 pandemic**

In evaluating the recoverability of trade receivables including unbilled revenue, contract assets, goodwill, long lived assets and investments, the Company has considered all internal and external information in the preparation of the consolidated financial statements including credit reports and economic outlook. The Company has performed sensitivity analysis on the assumptions used and based on current indicators of future economic conditions, the Company expects to recover the carrying amount of these assets. The impact of COVID-19 may be different from that estimated on preparation of these consolidated financial statements and the Company will continue to closely monitor any material changes to future economic conditions.

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**v. Valuation of derivative financial instruments**

Management uses valuation techniques in measuring the fair value of derivative financial instruments, where active market quotes are not available. In applying the valuation techniques, management makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, management uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm's length transaction at the reporting date.

**vi. Accounting for defined benefit plans**

In accounting for pension and post-retirement benefits, several statistical and other factors that attempt to anticipate future events are used to calculate plan expenses and liabilities. These factors include expected return on plan assets, discount rate assumptions and rate of future compensation increases. To estimate these factors, actuarial consultants also use estimates such as withdrawal, turnover, and mortality rates which require significant judgment. The actuarial assumptions used by the Company may differ materially from actual results in future periods due to changing market and economic conditions, regulatory events, judicial rulings, higher or lower withdrawal rates, or longer or shorter participant life spans.

**vii. Share-based compensation expense**

The share-based compensation expense is determined based on the Company's estimate of equity instruments that will eventually vest and valuation using the Monte-Carlo simulation and the binomial lattice model.

**viii. Business combinations**

Business combinations are accounted for using the acquisition method under the provisions of IFRS 3 (Revised), *"Business Combinations."*

The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued, and liabilities incurred at the date of acquisition. The cost of the acquisition also includes the fair value of any contingent consideration. Identifiable tangible and intangible assets acquired, and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair value on the date of acquisition. Significant estimates are required to be made in determining the value of contingent consideration and intangible assets.

**xi. Impairment of non-derivative financial assets**

The Company applies the forward-looking expected credit loss ("ECL") model for recognizing impairment loss on financial assets that are measured at amortized cost or at fair value through other comprehensive income ("FVOCI"). The Company applies the simplified approach for determining the lifetime ECL allowance using the Company's historical credit loss experience adjusted for factors that are specific to the debtor. For all other financial assets, the Company recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition.

**xii. Leases**

The Company determines the lease term as the non-cancellable period of a lease including any option to extend or terminate the lease, if the use of such option is reasonably certain. The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to operations, taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future periods is reassessed to ensure that the lease term reflects the current economic circumstances.

The Company has applied an incremental borrowing rate for the purpose of computing lease liabilities based on the rate prevailing in respective geographies.

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**d. Basis of consolidation**

The Company consolidates entities over which it has control. Control exists when the Company has existing rights that give the Company the current ability to direct the activities which affect the entity's returns; the Company is exposed to or has rights to returns which may vary depending on the entity's performance; and the Company has the ability to use its power to affect its own returns from its involvement with the entity. Subsidiaries are consolidated from the date control commences until the date control ceases.

**i. Business combinations**

Business combinations are accounted for using the acquisition method under the provisions of IFRS 3 (Revised), "*Business Combinations*."

The cost of an acquisition is measured at the fair value of the assets transferred, equity instruments issued and liabilities incurred at the date of acquisition. The consideration of the acquisition also includes the fair value of any contingent consideration. Identifiable tangible and intangible assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair value on the date of acquisition. Significant estimates are required to be made in determining the value of contingent consideration and intangible assets.

Transaction costs that the Company incurs in connection with a business combination such as finders' fees, legal fees, due diligence fees, and other professional and consulting fees are expensed as incurred.

**ii. Transactions eliminated on consolidation**

All inter-company and intra-company balances, transactions, income and expenses including unrealized income or expenses are eliminated on consolidation.

**e. Functional and presentation currency**

The financial statements of each of the Company's subsidiaries are presented using the currency of the primary economic environment in which these entities operate (i.e. the functional currency). The consolidated financial statements are presented in US dollars ("USD") which is the presentation currency of the Company and has been rounded off to the nearest thousands.

**f. Foreign currency transactions and translation**

**i. Transactions in foreign currency**

Transactions in foreign currency are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the exchange rates prevailing at the reporting date of monetary assets and liabilities denominated in foreign currencies are recognized in the consolidated statement of income. Gains/losses relating to translation or settlement of trading activities are disclosed under foreign exchange gains/losses and translation or settlements of financing activities are disclosed under finance expenses. In the case of foreign exchange gains/losses on borrowings that are considered as a natural economic hedge for the foreign currency monetary assets, such foreign exchange gains/losses, net are presented within results from operating activities.

**ii. Foreign operations**

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Company's foreign operations that have local functional currency are translated into US dollars using exchange rates prevailing at the reporting date. Income and expense are translated at the monthly average exchange rate for the respective period. Exchange differences arising, if any, are recorded in equity as part of the Company's other comprehensive income. Such exchange differences are recognized in the consolidated statement of income in the period in which such foreign operations are disposed. Goodwill and fair value adjustments arising on the acquisition of foreign operation are treated as assets and liabilities of the foreign operation and translated at the exchange rate prevailing at the reporting date.

Foreign currency exchange differences arising from intercompany receivables or payables relating to foreign operations, the settlement of which is neither planned nor likely to occur in the foreseeable future, are considered to form part of net investment in foreign operation and are recognized in foreign currency translation reserve.

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**g. Financial instruments — initial recognition and subsequent measurement**

Financial instruments are classified in the following categories:

- Non-derivative financial assets at amortized cost or at fair value through profit or loss (“FVTPL”).
- Non-derivative financial liabilities at FVTPL or at amortized cost.
- Derivative financial instruments under the category of financial assets or financial liabilities at FVTPL or at FVOCI.

The classification of financial instruments depends on the purpose for which those were acquired. Management determines the classification of the Company’s financial instruments at initial recognition.

Non-derivative financial instruments are recognized initially at fair value. Financial assets are derecognized when substantial risks and rewards of ownership of the financial asset have been transferred. In cases where substantial risks and rewards of ownership of the financial assets are neither transferred nor retained, financial assets are derecognized only when the Company has not retained control over the financial asset.

Subsequent to initial recognition, non-derivative financial instruments are measured as described below:

**i. Non-derivative financial assets**

**a) Financial assets at amortized cost**

Financial assets that meet the following criteria are measured at amortized cost (except for investments that are designated at FVTPL on initial recognition):

- i) the asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- ii) the contractual terms of the instrument give rise on specified dates to cash flows that are solely payment of principal and interest on the principal amount outstanding.

Financial assets at amortized cost are presented as current assets, except for those maturing later than 12 months after the balance sheet date which are presented as non-current assets. They are measured initially at fair value plus transaction costs and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses.

**b) Financial assets at FVTPL**

Financial assets that do not meet the amortized cost or FVOCI criteria are measured at FVTPL. Financial assets at FVTPL are measured at fair value at the end of each reporting period, with any gains or losses arising on re-measurement recognized in the consolidated statement of income. The gains or losses on disposal of financial assets at FVTPL are recognized in the consolidated statement of income.

Interest income on financial assets at FVTPL is recognized in the consolidated statement of income. Dividend on financial assets at FVTPL is recognized when the Company’s right to receive the dividend is established.

**ii. Non-derivative financial liabilities**

All financial liabilities are recognized initially at fair value, except in the case of loans and borrowings which are recognized at fair value, net of directly attributable transaction costs. The Company’s financial liabilities include trade and other payables, bank overdrafts, contingent consideration and loans and borrowings.

Trade and other payables maturing later than 12 months after the reporting date are presented as non-current liabilities.

After initial recognition, interest bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate method. Gains and losses are recognized in the consolidated statement of income when the liabilities are derecognized as well as through the effective interest rate method amortization process.

After initial recognition, contingent consideration is subsequently measured at fair value and the changes to the fair value are recognized in the consolidated statement of income.



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**iii. Derivative financial instruments and hedge accounting**

The Company is exposed to foreign currency fluctuations on foreign currency assets, liabilities, net investment in foreign operations and forecasted cash flows denominated in foreign currency. The Company limits the effect of foreign exchange rate fluctuation by following established risk management policies including the use of derivatives. The Company enters into derivative financial instruments where the counterparty is primarily a bank. The Company holds derivative financial instruments such as foreign exchange forward and option contracts and interest rate swaps to hedge certain foreign currency and interest rate exposures.

**Cash flow hedges**

The Company recognizes derivative instruments as either assets or liabilities in the statement of financial position at fair value. Derivative instruments qualify for hedge accounting when the instrument is designated as a hedge; the hedged item is specifically identifiable and exposes the Company to risk; and it is expected that a change in fair value of the derivative instrument and an opposite change in the fair value of the hedged item will have a high degree of correlation.

For derivative instruments where hedge accounting is applied, the Company records the effective portion of derivative instruments that are designated as cash flow hedges in other comprehensive income/(loss) in the statement of comprehensive income, which is reclassified into earnings in the same period during which the hedged item affects earnings. The remaining gain or loss on the derivative instrument in excess of the cumulative change in the present value of future cash flows of the hedged item, if any (i.e., the ineffective portion) or hedge components excluded from the assessment of effectiveness, and changes in fair value of other derivative instruments not designated as qualifying hedges is recorded as gains/losses, net in the consolidated statement of income. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in the cash flow hedging reserve (in other comprehensive income/(loss)) until the period the hedge was effective remains in the cash flow hedging reserve until the forecasted transaction occurs. Cash flow hedge on interest rate swaps are recorded under finance expense, net. Cash flows from the derivative instruments are classified within cash flows from operating activities in the statement of cash flows.

When it is highly probable that a forecasted transaction will not occur, the Company discontinues the hedge accounting and recognizes immediately, in the consolidated statement of income, the gains and losses attributable to such derivative instrument that were accumulated in other comprehensive income/(loss).

Gains/(losses) on cash flow hedges on forecasted revenue transactions are recorded in foreign exchange gains/(losses) forming part of revenue. Changes in fair value of foreign currency derivative instruments not designated as cash flow hedges are recognized in the consolidated statement of income and reported within foreign exchange gains, net within results from operating activities.

**iv. Offsetting of financial instruments**

Financial assets and financial liabilities are offset against each other and the net amount reported in the consolidated statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

**v. Fair value of financial instruments**

The fair value of financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices or dealer price quotations, without any deduction for transaction costs. For financial instruments not traded in an active market, the fair value is determined using appropriate valuation models. Where applicable, these models project future cash flows and discount the future amounts to a present value using market-based observable inputs including interest rate curves, credit risk, foreign exchange rates, and forward and spot prices for currencies.

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**vi. Impairment of non-derivative financial assets**

The Company applies the forward-looking ECL model for recognizing impairment loss on financial assets that are measured at amortized cost or at FVOCI. Loss allowance for trade receivables and unbilled revenue with no significant financing component are measured at an amount equal to lifetime ECL. The Company applies the simplified approach for determining the lifetime ECL allowance using the Company's historical credit loss experience adjusted for factors that are specific to the debtor.

For all other financial assets, the Company recognizes lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instruments has not increased significantly since the initial recognition, the Company measures the loss allowance for that financial instrument equal to 12-month ECL. The amount of ECL (or reversal) that is required to adjust the loss allowance at the reporting date is recognized as an impairment gain/loss in the consolidated statement of income.

**h. Equity and share capital**

**i. Share capital, share premium and treasury shares**

The Company has only one class of equity shares. Par value of the equity share is recorded as the share capital and the amount received in excess of par value is classified as share premium. The credit corresponding to the share-based compensation expense and excess tax benefit related to the exercise of share options and restricted share units is recorded in share premium.

Treasury shares represent the consideration paid by the Company, including any directly attributable costs, to repurchase its own ordinary shares. Treasury shares are presented as a deduction from total equity. On cancellation of treasury shares, the amount paid is adjusted against share capital, to the extent of the par value of ordinary shares repurchased, and the balance is adjusted against share premium.

**ii. Retained earnings**

Retained earnings comprise the Company's undistributed earnings after taxes.

**iii. Other components of equity**

Other components of equity consist of the following:

**Cash flow hedging reserve**

Changes in fair value of derivative hedging instruments designated and effective as a cash flow hedge are recognized net of taxes.

**Foreign currency translation reserve**

Foreign currency translation reserve consists of (i) the exchange difference arising from the translation of the financial statements of foreign subsidiaries and (ii) foreign currency differences arising from intercompany receivables or payables relating to foreign operations, the settlement of which is neither planned nor likely to occur in the foreseeable future, which are considered to form part of net investment in foreign operation.

**Other Reserves**

Other reserves include the Special Economic Zone Re-Investment Reserve created out of the profits of eligible Special Economic Zones ("SEZ") units in terms of the provisions of the Indian Income-tax Act, 1961. Further, these provisions require the reserve to be utilized by the Company for acquiring new plant and machinery for the purpose of its business.

**Pension adjustments**

This reserve represents cumulative actuarial gain and losses recognized, net of taxes on defined benefits plans.

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**i. Cash and cash equivalents**

The Company considers all highly liquid investments with an initial maturity of up to three months to be cash equivalents. Cash equivalents are readily convertible into known amounts of cash and subject to an insignificant risk of changes in value.

**j. Investments**

**i. Marketable securities and mutual funds**

The Company's marketable securities represent liquid investments and are acquired principally for the purpose of earning daily income. Investments in mutual funds represent investments in mutual fund schemes wherein the mutual fund issuer has invested these funds in enterprise development funds. Investments which are expected to be redeemed after 12 months from the reporting date are classified as non-current investments, otherwise they are classified as current investments.

These investments are designated at fair value through profit or loss and changes in fair value recognized in the consolidated statement of income. The fair value represents the original cost of the investment and the investment's fair value at each reporting period.

**ii. Investments in fixed maturity plans**

The Company's investments in FMPs represent investments in mutual fund schemes wherein the mutual fund issuer has invested these funds in certificates of deposits with banks in India. The investments in FMPs are designated as fair value through profit or loss and change in fair value is recognized in the consolidated statement of income. The fair value represents original cost of an investment and the investment's fair value at each reporting period or net asset value as quoted.

The Company manages FMPs on a fair value basis in accordance with the entity's documented risk management, investment strategy and information provided to the key managerial personnel. The returns on the investment are measured based on the fair value movement rather than looking at the overall returns on the maturity. The Company's investment purchase and sale decisions are also based on the fair value fluctuations rather than a predetermined policy to hold the investment until maturity. Key management personnel believe that recording these investments through the consolidated statement of income would provide more relevant information to measure the performance of the investment.

**iii. Investments in fixed deposits**

Investments in fixed deposits consist of term deposits with original maturities of more than three months with banks. These are designated as financial assets at amortized cost.

**k. Funds held for clients**

Some of the Company's agreements in the auto claims handling services allow the Company to temporarily hold funds on behalf of the client. The funds are segregated from the Company's funds and there is usually a short period of time between when the Company receives these funds from the client and when the payments are made on their behalf.

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**l. Property and equipment**

Property and equipment are stated at historical cost. Cost includes expenditures directly attributable to the acquisition of the asset. Depreciation and amortization is computed using the straight-line method over the estimated useful lives of the assets, which are as follows:

<u>Asset description</u>	<u>Asset life (in years)</u>
Buildings	20
Computers and software	3-4
Furniture, fixtures and office equipment	2-5
Vehicles	3
Leasehold improvements	Lesser of estimated useful life or lease term

Assets acquired under finance leases are capitalized as assets by the Company at an amount equal to the fair value of the leased asset or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. Assets under finance leases and leasehold improvements are depreciated over the shorter of the lease term or the estimated useful life of the assets.

Advances paid towards the acquisition of property and equipment and the cost of property and equipment not ready for use before the reporting date are disclosed as capital work-in-progress in Note 11.

The Company assesses property and equipment for impairment whenever events or changes in circumstances indicate that the carrying amount of an asset or group of assets may not be recoverable. If any such indication exists, the Company estimates the recoverable amount of the asset. The recoverable amount of an asset or cash generating unit is the higher of its fair value less cost of disposal (“FVLCD”) and its value-in-use (“VIU”). If the recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount. The reduction is treated as an impairment loss and is recognized in the consolidated statement of income. If at the reporting date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and the impairment losses previously recognized are reversed such that the asset is recognized at its recoverable amount but not exceeding the written down value which would have been reported if the impairment losses had not been recognized initially.

**m. Goodwill**

Goodwill represents the excess of the cost of an acquisition over the fair value of the Company’s share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill is allocated to the cash-generating units expected to benefit from the synergies of the combination for the purpose of impairment testing. Goodwill is tested, at the cash-generating unit (or group of cash generating units) level, for impairment annually or if events or changes in circumstances indicate that the carrying amount may not be recoverable. Goodwill is carried at cost less accumulated impairment losses. Impairment loss on goodwill is not reversed. See further discussion on impairment testing under “Impairment of intangible assets and goodwill” below.

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**n. Intangible assets**

Intangible assets are recognized only when it is probable that the expected future economic benefits attributable to the assets will accrue to the Company and the cost can be reliably measured. Intangible assets acquired in a business combination are recorded at fair value using generally accepted valuation methods appropriate for the type of intangible asset. Intangible assets with definite lives are amortized over the estimated useful lives and are reviewed for impairment, if indicators of impairment arise. Intangible assets with indefinite lives are not amortized but instead are tested for impairment at least annually and written down to the fair value. See further discussion on impairment testing under “Impairment of intangible assets and goodwill” below.

**Software development costs**

Costs incurred for developing software or enhancements to the existing software products to be sold and/or used for internal use are capitalized once the research phase is complete, technological feasibility and commercial feasibility has been established, future economic benefits are probable, the Company has an intention and ability to complete and use or sell the software and the costs can be measured reliably. Technological feasibility is established upon completion of a detailed design program or, in its absence, completion of a working model. Significant management judgments and estimates are required in the assessment of when technological feasibility is established, as well as in the ongoing assessment of the recoverability of capitalized costs. Costs that qualify as software development costs include external direct costs of materials and services utilized in developing or obtaining software and compensation and related benefits for employees who are directly associated with the software project. The capitalized costs are amortized on a straight-line basis over the estimated useful life. Costs associated with research phase activities, training, maintenance and all post-implementation stage activities are expensed as incurred.

The Company’s definite lived intangible assets are amortized over the estimated useful life of the assets on a straight-line basis, as given below.

<u>Asset description</u>	<u>Weighted average amortization period (in months)</u>
Customer contracts	46
Customer relationships	218
Covenant not-to-compete	48
Trade names	34
Technology	94
Intellectual Property and other rights	24
Software	50
Service mark	Indefinite useful life

**o. Impairment of intangible assets and goodwill**

Goodwill is not subject to amortization and tested at least annually for impairment or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Intangible assets that are subject to amortization are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset’s carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset’s FVLCD and VIU. For the purposes of assessing impairment, assets are grouped at the cash generating unit level which is the lowest level for which there are separately identifiable cash flows. Impairment losses recognized in respect of cash generating units are allocated first to reduce the carrying amount of any goodwill allocated to the cash generating units (or group of cash generating units) and then, to reduce the carrying amount of the other assets in the cash generating unit (or group of cash generating units) on a pro rata basis based on the carrying amount of each asset in the cash generating unit. Intangible assets except goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

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**p. Employee benefits**

**i. Defined contribution plans**

*US savings plan*

Eligible employees of the Company in the US participate in a savings plan (“the Plan”) under Section 401(k) of the United States Internal Revenue Code (“the Code”). The Plan allows for employees to defer a portion of their annual earnings on a pre-tax basis through voluntary contributions to the Plan. The Plan provides that the Company can make optional contributions up to the maximum allowable limit under the Code.

*UK pension scheme*

Eligible employees in the UK contribute to a defined contribution pension scheme operated in the UK. The assets of the scheme are held separately in an independently administered fund. The pension expense represents contributions payable to the fund maintained by the Company.

*Provident fund*

Eligible employees of the Company in India, the Philippines, South Africa, Sri Lanka and the UK participate in a defined contribution fund in accordance with the regulatory requirements in the respective jurisdictions. Both the employee and the Company contribute an equal amount to the fund which is equal to a specified percentage of the employee’s salary.

The Company has no further obligation under defined contribution plans beyond the contributions made under these plans. Contributions are charged to profit or loss and are included in the consolidated statement of income in the year in which they accrue.

**ii. Defined benefit plan**

Employees in India, the Philippines and Sri Lanka are entitled to a defined benefit retirement plan covering eligible employees of the Company. The plan provides for a lump-sum payment to eligible employees, at retirement, death, and incapacitation or on termination of employment, of an amount based on the respective employees’ salary and tenure of employment (subject to a maximum of approximately \$26 per employee in India). In India contributions are made to funds administered and managed by the Life Insurance Corporation of India (“LIC”) and Aviva Life Insurance Company Private Limited (“ALICPL”) (together, the “Fund Administrators”) to fund the gratuity liability of an Indian subsidiary. Under this scheme, the obligation to pay gratuity remains with the Company, although the Fund Administrators administer the scheme. The Company’s Sri Lanka subsidiary, Philippines subsidiary and one Indian subsidiary have unfunded gratuity obligations.

Gratuity liabilities are determined by actuarial valuation, performed by an independent actuary, at each reporting date using the projected unit credit method. The Company recognizes the net obligation of a defined benefit plan in its balance sheet as an asset or liability, as the case may be, in accordance with IAS 19 – “*Employee Benefits*.” The discount rate is based on the government securities yield. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are recorded in other comprehensive income in the statement of comprehensive income in the period in which they arise.

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**iii. Compensated absences**

The Company's liability for compensated absences is determined on the basis of an actuarial valuation using the projected unit credit method and is charged to consolidated statement of income in the year in which they accrue.

**q. Share-based payments**

The Company accounts for share-based compensation expense relating to share-based payments using a fair value method in accordance with IFRS 2 "*Share-based Payments*." Grants issued by the Company vest in a graded manner. Under the fair value method, the estimated fair value of awards is charged to income over the requisite service period, which is generally the vesting period of the award, for each separately vesting portion of the award as if the award was, in substance, multiple awards. The Company includes a forfeiture estimate in the amount of compensation expense being recognized based on the Company's estimate of equity instruments that will eventually vest.

**r. Provisions and accrued expenses**

A provision is recognized in the statement of financial position when the Company has a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefits will be required to settle the obligation. If the effect is material, provisions are recognized at present value by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money.

Provisions for onerous contracts are recognized when the expected benefits to be derived by the Company from a contract are lower than the unavoidable costs of meeting the future obligations under the contract. The provision is measured at the present value of the lower of the expected cost of terminating the contract and the expected net cost of continuing with the contract. Before a provision is established, the Company recognizes any impairment loss on the assets associated with that contract.

**s. Revenue recognition**

The Company derives revenue from BPM services, comprising back-office administration, data management, customer experience services management, and auto claims handling services.

Revenue from rendering services is recognized on an accrual basis when the promised services are performed for an amount that reflects the consideration to which the Company expects to be entitled in exchange for those services. Revenue from the end of last billing to the reporting date is recognized as unbilled revenue. Unbilled revenue for certain contracts is classified as contract assets, as the right to consideration is conditional on factors other than the passage of time. Revenue is net of value-added taxes and includes reimbursements of out-of-pocket expenses.

***Revenue earned by back-office administration, data management and customer experience services management services***

Back-office administration, data management and customer experience services contracts are based on the following pricing models:

- a) per full-time-equivalent arrangements, which typically involve billings based on the number of full-time employees (or equivalent) deployed on the execution of the business process outsourced;
- b) per transaction arrangements, which typically involve billings based on the number of transactions processed (such as the number of e-mail responses, or airline coupons or insurance claims processed);
- c) subscription arrangements, which typically involve billings based on per member per month, based on contractually agreed rates;
- d) fixed-price arrangements, which typically involve billings based on achievements of pre-defined deliverables or milestones;
- e) outcome-based arrangements, which typically involve billings based on the business result achieved by our clients through our service efforts (such as measured based on a reduction in days sales outstanding, improvement in working capital, increase in collections or a reduction in operating expenses); or
- f) other pricing arrangements, including cost-plus arrangements, which typically involve billing the contractually agreed direct and indirect costs and a fee based on the number of employees deployed under the arrangement.

Revenues under time-and-material contracts and subscription arrangements are recognized as the related services are provided in accordance with the client contract. Revenues are recognized on cost-plus contracts on the basis of contractually agreed direct and indirect costs incurred on a client contract plus an agreed upon profit mark-up. Revenues are recognized on unit-price based contracts based on the number of specified units of work delivered to a client.

Revenue for performance obligations that are satisfied over time is recognized in accordance with the methods prescribed for measuring the progress. The input method (cost or efforts expended) has been used to measure progress towards completion as there is a direct relationship between inputs and productivity.

In respect of arrangements involving sub-contracting, in part or whole of the assigned work, the Company evaluates revenues to be recognized under criteria established by IFRS 15 "*Revenue from Contract with Customers (IFRS 15)*", application guidance in paragraphs B34 to B38 "*Principal versus agent considerations*."

Contracts with customers include variability in transaction price primarily due to service level agreements, gain share, minimum commitment and volume discounts. Revenues relating to such arrangements are accounted for as variable consideration when the amount of revenue to be recognized can be estimated to the extent that it is probable that a significant reversal of any incremental revenue will not occur.

Amounts billed or payments received, where revenue recognition criteria have not been met, are recorded as deferred revenue and classified as contract liabilities. These are recognized as revenue when all the recognition criteria have been met. The costs related to the performance of BPM services unrelated to transition services (discussed below) are fulfilment costs classified as contract assets and recognized in the consolidated statement of income when the conditions for revenue recognition have been met. Any upfront payment received towards future services is classified as a contract liability and is recognized in the consolidated statement of income over the period when such services are provided.

All incremental and direct costs incurred for acquiring contracts, such as certain sales commission, are classified as contract assets. Such costs are amortized over the expected life of the contract.

Other upfront fees paid to customers are classified as contract assets. Such costs are amortized over the life of the contract and recorded as an adjustment to the transaction price and reduced from revenue.

For certain BPM customers, the Company performs transition activities at the outset of entering into a new contract. The Company has determined these transition activities do not meet the criteria of IFRS 15 to be accounted for as a separate performance obligation and has deferred revenue attributable to these activities. Accordingly, transition revenues are classified as contract liabilities and are subsequently recognized ratably over the period in which the BPM services are performed. Costs related to such transition services are fulfillment costs which are directly related to the contract and result in generation or enhancement of resources and are expected to be recoverable under the contract and thereby classified as contract assets and are recognized ratably over the estimated life of the contract.

All contracts entered into by the Company specify the payment terms. Usual payment terms range between 30 to 60 days.



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***Revenue earned by auto claims handling services***

Auto claims handling services include claims handling and administration (“Claims Handling”), car hire and arranging for repairs with repair centers across the UK and the related payment processing for such repairs (“Accident Management”). With respect to Claims Handling, the Company receives either a per-claim fee or a fixed fee. Revenue for per claim fee is recognized over the estimated processing period of the claim, which currently ranges from one to two months and revenue for fixed fee is recognized on a straight-line basis over the period of the contract. In certain cases, the fee is contingent upon the successful recovery of a claim on behalf of the customer. In these circumstances, the revenue is deferred until the contingency is resolved. Revenue in respect of car hire is recognized over the car hire term.

In order to provide Accident Management services, the Company arranges for the repair through a network of repair centers. The repair costs are invoiced to customers. In determining whether the receipt from the customers related to payments to repair centers should be recognized as revenue, the Company considers the criteria established by IFRS 15 under the application guidance in paragraphs B34 to B38 *“Principal versus agent considerations.”* When the Company determines that it is the principal in providing Accident Management services, amounts received from customers are recognized and presented as third-party revenue and the payments to repair centers are recognized as cost of revenue in the consolidated statement of income. Factors considered in determining whether the Company is the principal in the transaction include whether:

- a) the Company has the primary responsibility for providing the services,
- b) the Company negotiates labor rates with repair centers, and
- c) the Company is responsible for timely and satisfactory completion of repairs.

If there are circumstances where the above criteria are not met and therefore the Company is not the principal in providing Accident Management services, amounts received from customers are recognized and presented net of payments to repair centers in the consolidated statement of income. Revenue from Accident Management services is recorded net of the repairer referral fees passed on to customers.

Revenue from legal services in the Auto Claims BPM segment is recognized on the admission of liability by the third party to the extent of fixed fees earned at each stage and any further income on the successful settlement of the claim.

Incremental and direct costs incurred to contract with a claimant are classified as contract assets and amortized over the expected period of benefit, not exceeding 15 months. All other costs to the Company are expensed as incurred.

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**t. Leases**

The Company leases most of its delivery centers and office facilities under operating lease agreements that are renewable on a periodic basis at the option of the lessor and the lessee. The lease agreements contain rent free periods and rent escalation clauses.

The Company assesses whether a contract contains a lease at the inception of the contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the company assesses whether: (i) the contract involves the use of an identified asset, (ii) the company has substantially all of the economic benefits from the use of the asset through the period of the lease, and (iii) the company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a ROU asset and a corresponding lease liability for all lease arrangements under which it is a lessee, except for short-term leases and low value leases. ROU assets represent the Company's right to use an underlying asset for the lease term and lease liabilities represent the Company's obligation to make lease payments arising from the lease. For short-term leases and low value leases, the Company recognizes the lease payments as an expense on a straight-line basis over the term of the lease.

The lease arrangements include options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities include these options when it is reasonably certain that they will be exercised.

The ROU assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses.

ROU assets are depreciated from the date of commencement of the lease on a straight-line basis over the shorter of the lease term and the useful life of the underlying asset.

The lease liability is initially measured at amortized cost at the present value of the future lease payments. For leases under which the rate implicit in the lease is not readily determinable, the Company uses its incremental borrowing rate based on the information available at the date of commencement of the lease in determining the present value of lease payments. Lease liabilities are remeasured with a corresponding adjustment to the related ROU asset if the Company changes its assessment as to whether it will exercise an extension or a termination option.

The Company accounts for a modification of a lease contract as a separate contract for an additional right of use not included in the original lease and the increase in lease payment is commensurate with the standalone price for the additional right of use, adjusted for the circumstances of the particular contract. Modifications which are not accounted for as a separate contract are reassessed as at the effective date of the modifications based on the modified terms and conditions and the facts and circumstances as at that date. Upon modification, the Company remeasures the lease liability to reflect changes to the remaining lease payments and discount rates and recognizes the amount of the remeasurement of the lease liability as an adjustment to the ROU assets. However, if the carrying amount of the ROU assets is reduced to zero as a result of modification, any remaining amount of the remeasurement is recognized as an expense in consolidated statement of income.

The Company has applied practical expedient under an amendment to IFRS 16 for COVID-19 related rent concessions to determine whether the concession provided by lessor occurring as a direct consequence of the covid-19 pandemic meets the conditions mentioned in paragraph 46B of the amendment and accounted the eligible concessions in the consolidated statement of income.

In the case of sub-leases, where the Company is an intermediate lessor, the lease is classified as a finance lease or operating lease. A sub-lease is classified as a finance or operating lease by reference to the right-of-use asset arising from the head lease. In the case of a finance lease, the Company has accounted for its interest in the head-lease and the sub-lease separately and recognized a net investment in the sub-lease accordingly. Rental income received from the sub-lease is treated as finance income in the consolidated statement of income. In case of an operating lease, rental income is recognized in the consolidated statement of income over the term of the sub-lease.

**u. Finance expense**

Finance expense comprises interest cost on borrowings, transaction costs, interest expense on lease liabilities and the gains/losses on settlement of related derivative instruments. The foreign exchange gains/losses on borrowings are considered as a natural economic hedge for the foreign currency monetary assets which are classified as foreign exchange gains/losses, net within results from operating activities. Borrowing costs are recognized in the consolidated statement of income using the effective interest method.

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**v. Income taxes**

Income tax comprises current and deferred tax. Income tax expense is recognized in the consolidated statement of income except to the extent it relates to items directly recognized in equity, in which case it is recognized in equity.

**i. Current income tax**

Current income tax for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities based on the taxable profit for the period. The tax rates and tax laws used to compute the amount are those that are enacted by the reporting date and applicable for the period. The Company offsets current tax assets and current tax liabilities where it has a legally enforceable right to set off the recognized amounts and where it intends either to settle on a net basis, or to realize the asset and liability simultaneously.

Significant judgments are involved in determining the provision for income taxes including judgment on whether tax positions are probable of being sustained in tax assessments. A tax assessment can involve complex issues, which can only be resolved over extended time periods. The recognition of taxes that are subject to certain legal or economic limits or uncertainties is assessed individually by management based on the specific facts and circumstances. Though the Company has considered all these issues in estimating its income taxes, there could be an unfavorable resolution of such issues that may affect results of the Company's operations.

**ii. Deferred income tax**

Deferred income tax is recognized using the balance sheet approach. Deferred income tax assets and liabilities are recognized for all deductible and taxable temporary differences arising between the tax bases of assets and liabilities and their carrying amount in financial statements, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profits or loss at the time of transaction.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the asset is realized or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred income tax asset in respect of carry forward of unused tax credits and unused tax losses are recognized to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilized.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilized.

The Company recognizes deferred tax liabilities for all taxable temporary differences except those associated with the investments in subsidiaries where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

**w. Earnings per share**

Basic earnings per share are computed using the weighted-average number of ordinary shares outstanding during the period. Diluted earnings per share is computed by considering the impact of the potential issuance of ordinary shares, using the treasury stock method, on the weighted average number of shares outstanding during the period, except where the results would be anti-dilutive.

**x. Government grants**

The Company recognizes government grants only when there is reasonable assurance that the conditions attached to them shall be complied with, and the grants will be received. Government grants related to depreciable assets are treated as deferred income and are recognized in the consolidated statement of income on a systematic and rational basis over the useful life of the asset. Government grants related to revenue are recognized on a systematic basis in the consolidated statement of income, generally over the periods necessary to match them with the related costs that they are intended to compensate.

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**3. New accounting pronouncements not yet adopted by the Company**

Certain new standards, interpretations and amendments to existing standards have been published that are mandatory for the Company's accounting periods beginning on or after April 1, 2022 or later periods. Those which are considered to be relevant to the Company's operations are set out below.

- i. In January 2020, the IASB issued amendments to IAS 1 "*Presentation of Financial Statements*" regarding the 'Classification of Liabilities as Current or Non-current'. The amendments in Classification of Liabilities as Current or Non-current (Amendments to IAS 1) affect only the presentation of liabilities in the statement of financial position, and not the amount or timing of recognition of any asset, liability, income or expenses, or the information that entities disclose about those items. The amendments:
- clarify that the classification of liabilities as current or non-current should be based on rights that are in existence at the end of the reporting period and align the wording in all affected paragraphs to refer to the "right" to defer settlement by at least twelve months and make explicit that only rights in place "at the end of the reporting period" should affect the classification of a liability;
  - clarify that classification is unaffected by expectations about whether an entity will exercise its right to defer settlement of a liability; and
  - make clear that settlement refers to the transfer to the counterparty of cash, equity instruments, other assets or services.

The above amendments are effective for annual reporting periods beginning on or after January 1, 2023 and are to be applied retrospectively. Early application is permitted.

The Company is currently evaluating the impact of these amendments on its consolidated financial statements.

- ii. In January 2020, the IASB issued amendments to IAS 16 "*Property, Plant and Equipment*" regarding proceeds from selling items produced while bringing an asset into the location and condition necessary for it to be capable of operating in the manner intended by management. These amendments:
- prohibit deducting from the cost of an item of property, plant and equipment any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management; and
  - require an entity to recognize the proceeds from selling such items, and the cost of producing those items, in profit or loss.

An entity is required to apply the amendments retrospectively only to items of property, plant and equipment that are brought to the location and condition necessary for them to be capable of operating in the manner intended by management on or after the beginning of the earliest period presented in the financial statements in which the entity first applies the amendments. The amendments are effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company is currently evaluating the impact of these amendments on its consolidated financial statements.

- iii. In May 2020, the IASB issued amendments to IAS 37 "*Provisions, Contingent Liabilities and Contingent Assets*" regarding costs a company should include as the cost of fulfilling a contract when assessing whether a contract is onerous. These amendments:
- specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'; and
  - state that costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour or materials) or an allocation of other costs that relate directly to fulfilling contracts (an example would be the allocation of the depreciation charge for an item of property, plant and equipment used in fulfilling the contract).

An entity is required to apply the amendments to contracts for which the entity has not yet fulfilled all its obligations at the beginning of the annual reporting period in which the entity first applies the amendments. Comparatives are not required to be restated. The amendments are effective for annual periods beginning on or after January 1, 2022. Early application is permitted.

The Company is currently evaluating the impact of these amendments on its consolidated financial statements.

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**4. Business Combinations**

**a) Payment for business transfer (‘CEPROCS’)**

On December 31, 2021, the Company entered into an agreement with CEPROCS S.R.L. (‘‘CEPROCS’’), a provider of global sourcing and procurement services across multiple industries, including automotive, manufacturing, and retail/consumer packaged goods (‘‘CPG’’), pursuant to which the Company agreed to acquire its customer contract, skilled workforce and related assets, effective December 31, 2021 (‘‘Acquisition Date’’). The purchase price of the transaction, which was paid in cash, was \$566. The excess of purchase price over the assets acquired amounted to \$14, which has been recognized as goodwill.

The Company incurred acquisition related costs of \$78, which have been included in ‘‘General and administrative expenses’’ in the consolidated statement of income for the year ended March 31, 2022.

Goodwill is attributable mainly to the benefits expected from the acquired assembled workforce and is not expected to be deductible for tax purposes.

**b) MOL Information Processing Services (I) Private Limited (‘‘MOL IPS’’)**

On August 1, 2021, the Company acquired all outstanding equity shares of MOL IPS from the shareholder of MOL IPS, MOL Hong Kong Limited (‘‘the seller’’), for a total purchase consideration of \$2,958 including deferred consideration of \$1,054, payable upon realization of receivables by MOL IPS, subject to adjustments for working capital, if any. MOL IPS is engaged in the business of performing back-office activities and data entry including information technology enabled services.

The Company paid \$2,310 to the seller (net of cash) as part of purchase consideration for the year ended March 31, 2022. The Company has recognized an amount of \$1,298 as goodwill in the books as a result of this acquisition.

The Company incurred acquisition related costs of \$62, which have been included in ‘‘General and administrative expenses’’ in the consolidated statement of income for the year ended March 31, 2022.

The purchase price has been allocated on a provisional basis, as set out below, to the assets acquired and liabilities assumed in the business combination.

	<u>Amount</u>
Total assets	\$ 3,981
Less: Total liabilities	(2,321)
Net assets acquired	1,660
Less: Purchase consideration	(2,958)
<b>Goodwill on acquisition</b>	<b><u>\$ 1,298</u></b>

Goodwill is attributable mainly to assembled workforce arising from the acquisition. Goodwill arising on acquisition is not expected to be tax deductible.

**c) Denali**

On January 20, 2017 (‘‘Acquisition Date’’), the Company acquired all outstanding shares of Denali, a provider of strategic procurement BPM solutions for a purchase consideration of \$38,668 (including the contingent consideration of \$6,277, dependent on the achievement of revenue targets over a period of three years and deferred consideration of \$522 payable in the first quarter of the year ended March 31, 2018), including adjustments for working capital. The Company funded the acquisition through a three-year secured term loan. Denali delivers global sourcing and procurement services to high-tech, retail and Consumer Packaged Goods (‘‘CPG’’), banking and financial services, utilities, and healthcare verticals. The acquisition of Denali is expected to add a strategic procurement capability to the Company’s existing Finance and Accounting services and will enable the Company to offer procurement solutions to its clients.

The Company made payment of \$522 towards deferred consideration and reduced the purchase consideration by \$968 towards working capital adjustments during the year ended March 31, 2018. During the year ended March 31, 2020, 2019 and 2018, contingent consideration of \$1,745, \$2,484 and \$2,351, respectively, was paid by the Company to the sellers on achievement of the revenue target related to the respective measurement period.

**d) Value Edge**

On June 14, 2016 (‘‘Acquisition Date’’), the Company acquired all outstanding equity shares of Value Edge which provides business research and analytics reports and databases across the domains of pharmaceutical, biotech and medical devices, for a total consideration of \$18,265 including working capital adjustments of \$765 and contingent consideration of \$5,112 (held in escrow), subject to compliance with certain conditions, payable over a period of three years. The acquisition is expected to deepen the Company’s domain and specialized analytical capabilities in the growing pharma market, and provide the Company with a technology asset, which is leverageable across clients and industries.

During the year ended March 31, 2020, 2019 and 2018, the Company released from escrow an amount of \$1,535 each towards contingent consideration payable to the sellers.

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**5. Cash and cash equivalents**

The Company considers all highly liquid investments with an initial maturity of up to three months to be cash equivalents. Cash and cash equivalents consist of the following:

	As at	
	March 31, 2022	March 31, 2021
Cash and bank balances	\$ 78,578	\$ 73,398
Short-term deposits with banks*	29,575	32,235
<b>Total</b>	<b>\$108,153</b>	<b>\$105,633</b>

\* Short-term deposits can be withdrawn by the Company at any time without prior notice and are readily convertible into known amounts of cash with an insignificant risk of changes in value.

**6. Investments**

Investments consist of the following:

	As at	
	March 31, 2022	March 31, 2021
Investments in marketable securities and mutual funds	\$263,013	\$250,852
Investment in fixed deposits	41,827	38,699
<b>Total</b>	<b>\$304,840</b>	<b>\$289,551</b>

	As at	
	March 31, 2022	March 31, 2021
Current investments	\$211,398	\$203,676
Non-current investment	93,442	85,875
<b>Total</b>	<b>\$304,840</b>	<b>\$289,551</b>

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**7. Trade receivables and unbilled revenue, net**

Trade receivables and unbilled revenue consist of the following:

	As at	
	March 31, 2022	March 31, 2021
Trade receivables and unbilled revenue*	\$ 189,952	\$ 152,414
Less: Allowances for ECL	(2,398)	(2,624)
<b>Total</b>	<b>\$187,554</b>	<b>\$149,790</b>
Non-current trade receivables	\$ —	\$ 269
Current trade receivables and unbilled revenue*	\$ 187,554	\$ 149,521

\* As at March 31, 2022 and March 31, 2021 unbilled revenue includes contract assets amounting to \$246 and \$191, respectively.

The movement in the ECL is as follows:

	Year ended March 31,		
	2022	2021	2020
Balance at the beginning of the year	\$ 2,624	\$ 1,590	\$ 1,182
Charged to consolidated statement of income	1,504	1,971	1,316
Write-offs, net of collections	(1,308)	(589)	(299)
Reversals	(397)	(637)	(533)
Translation adjustment	(25)	289	(76)
<b>Balance at the end of the year</b>	<b>\$ 2,398</b>	<b>\$2,624</b>	<b>\$1,590</b>

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**8. Prepayments and other assets**

Prepayment and other assets consist of the following:

	As at	
	March 31, 2022	March 31, 2021
<b>Current:</b>		
Service tax and other tax receivables	\$ 8,833	\$ 5,997
Employee receivables	1,045	1,044
Advances to suppliers	2,987	2,667
Prepaid expenses	10,169	9,261
Other assets	5,788	4,242
<b>Total</b>	<b>\$ 28,822</b>	<b>\$ 23,211</b>
<b>Non-current:</b>		
Deposits	\$ 11,263	\$ 10,508
Income tax assets	15,068	12,151
Service tax and other tax receivables	13,079	12,786
Other assets	4,865	4,587
<b>Total</b>	<b>\$ 44,275</b>	<b>\$ 40,032</b>

**9. Goodwill**

A summary of the carrying value of goodwill is as follows:

	As at	
	March 31, 2022	March 31, 2021
Gross carrying amount	\$150,684	\$152,459
Accumulated impairment of goodwill	(27,147)	(28,480)
<b>Total</b>	<b>\$123,537</b>	<b>\$123,979</b>

The movement in goodwill balance by reportable segment as at March 31, 2022 and 2021 is as follows:

**Gross carrying amount**

	WNS Global BPM	WNS Auto Claims BPM	Total
<b>Balance as at April 1, 2020</b>	\$ 121,304	\$ 25,520	\$146,824
Translation adjustment	2,675	2,960	5,635
<b>Balance as at March 31, 2021</b>	<b>\$ 123,979</b>	<b>\$ 28,480</b>	<b>\$152,459</b>
Goodwill arising on acquisitions (Refer Note 4(a),4(b))	1,312	—	1,312
Translation adjustment	(1,754)	(1,333)	(3,087)
<b>Balance as at March 31, 2022</b>	<b>\$ 123,537</b>	<b>\$ 27,147</b>	<b>\$150,684</b>



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Accumulated impairment losses

	WNS Global BPM	WNS Auto Claims BPM	Total
Balance as at April 1, 2020	\$ —	\$ 25,520	\$25,520
Impairment of goodwill recognized during the year	—	—	—
Translation adjustment	—	2,960	2,960
Balance as at March 31, 2021	<u>\$ —</u>	<u>\$ 28,480</u>	<u>\$28,480</u>
Impairment of goodwill recognized during the year	—	—	—
Translation adjustment	—	(1,333)	(1,333)
Balance as at March 31, 2022	<u>\$ —</u>	<u>\$ 27,147</u>	<u>\$27,147</u>

The carrying value of goodwill allocated to the cash generating units (“CGU”) is as follows:

	As at	
	March 31, 2022	March 31, 2021
Research and Analytics	\$ 42,051	\$ 43,594
HealthHelp	39,082	39,082
Denali	29,542	29,542
WNS Global BPM*	4,934	3,717
South Africa	4,522	4,471
Technology services	3,406	3,573
	<u>\$123,537</u>	<u>\$123,979</u>

\* Excludes South Africa, Research and Analytics, Technology services, Denali and HealthHelp goodwill.

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Key assumptions on which the Company has based its determination of VIUs include:

- a) Estimated cash flows for five years based on management approved internal budgets with extrapolation for the remaining period, wherever such budgets were shorter than five years period.
- b) Terminal value arrived by extrapolating last forecasted year cash flows to perpetuity using long-term growth rates. These long-term growth rates take into consideration external macro-economic sources of data. Such long-term growth rate considered does not exceed that of the relevant business and industry sector.
- c) The discount rates used are based on weighted average cost of capital of a comparable market participant, which are adjusted for specific country risks.

The key assumptions used in performing the impairment test, by each CGU, were as follows:

CGU's – As at March 31, 2022						
	WNS Global BPM*	South Africa	Denali	Research and Analytics	HealthHelp	Technology services
Discount rate	14.9%	15.5%	11.7%	14.9%	11.7%	13.0%
Perpetual growth rate	3.0%	3.0%	2.5%	3.0%	2.5%	2.0%

CGU's – As at March 31, 2021						
	WNS Global BPM*	South Africa	Denali	Research and Analytics	HealthHelp	Technology services
Discount rate	15.3%	16.2%	12.0%	15.3%	12.0%	14.0%
Perpetual growth rate	3.0%	3.0%	2.5%	3.0%	2.5%	2.0%

\* Excludes South Africa, Research and Analytics, Technology services, HealthHelp and Denali CGUs.

The assumptions used were based on the Company’s management approved internal budgets. The Company projected revenue, operating margins and cash flows for a period of five years and applied a perpetual long-term growth rate thereafter.

In arriving at its forecasts, the Company considered past experience, economic trends and inflation as well as industry and market trends including the impact of COVID-19. The projections also took into account factors such as the expected impact from new client wins and expansion from existing client’s businesses and efficiency initiatives, and the maturity of the markets in which each business operates.

Based on the above, no impairment was identified as at March 31, 2022, as the recoverable amount of the CGUs exceeded the carrying value.

An analysis of the calculation’s sensitivity to a change in the key parameters (revenue growth, operating margin, discount rate and long-term growth rate) did not identify any probable scenarios where the other CGU’s recoverable amount would fall below its carrying amount.

**Impairment charge recognized in the year March 31, 2020**

During the fourth quarter of the year ended March 31, 2020, the withdrawal of the UK from the EU, commonly referred to as “Brexit”, affecting insurance industry and downward revision in the expectation for future performance within WNS Auto Claims reportable segment due to contract renegotiations and loss of certain clients caused the financial projections and estimates of WNS Auto Claims BPM reportable segment to significantly decrease from the previous estimates. These factors arising in the fourth quarter of the year ended March 31, 2020 and with the operating environment in UK currently being highly uncertain had a significant and negative impact on the VIU of the WNS Auto Claims BPM reportable segment, and the Company determined that the carrying value of the reportable segment for WNS Auto Claims BPM exceeded the VIU as at the date of its annual impairment review. The Company further performed the valuation of FVL COD of the impairment test.

The Company determined the FVL COD of reportable segment using the “Income Approach — Discounted Cash Flow Analysis” method. Under the “Income Approach — Discounted Cash Flow Analysis” method the key assumptions consider projected sales, cost of sales, and operating expenses for five years. These assumptions were determined by management utilizing our internal operating plan, growth rates for revenues and operating expenses, and margin assumptions using market participant perspective. An additional key assumption under this approach is the discount rate, which represents the expected return on capital and is based on the estimated weighted average cost of capital for a market participant. If our assumptions relative to growth rates were to change, our fair value calculation may change, which could impact the results.

The fair value of the WNS Auto Claims BPM reportable segment was determined using level 3 inputs through an income approach which includes assumptions for discount rate of 14.5% with annual and perpetual growth rate of 0.6% to 5.1% and 2.0% respectively. The Company used the “Market Approach-Guideline Public Company Method” to corroborate the results of the income approach. The FVL COD was higher than the VIU, which is considered as the recoverable amount of the CGU amounting to \$33,592. The next step of the goodwill impairment test resulted in an impairment charge of \$4,085 for goodwill related to the WNS Auto Claims BPM reportable segment during the year ended March 31, 2020. This impairment charge of \$4,085 was recorded in operating expenses in the consolidated statement of income, which reduced the goodwill in WNS Auto Claims BPM to Nil as at March 31, 2020.

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**10. Intangible assets**

The changes in the carrying value of intangible assets for the year ended March 31, 2022 are as follows:

<u>Gross carrying value</u>	<u>Customer Contracts</u>	<u>Customer Relationships</u>	<u>Intellectual Property and Other rights</u>	<u>Trade names</u>	<u>Technology</u>	<u>Leasehold Benefits</u>	<u>Covenant not-to-compete</u>	<u>Service mark</u>	<u>Software</u>	<u>Total</u>
Balance as at April 1, 2021	\$ 158,014	\$ 121,622	\$ 4,511	\$ 641	\$ 5,987	\$ 1,835	\$ 9,161	\$ 400	\$53,152	\$355,323
Additions	—	—	—	—	—	—	—	—	12,246	12,246
On acquisitions (Refer Note 4(a), 4(b))	536	—	—	—	—	—	—	—	146	682
Translation adjustments	(2,387)	(570)	(199)	(3)	(40)	—	(96)	—	(2,325)	(5,620)
Balance as at March 31, 2022	\$ 156,163	\$ 121,052	\$ 4,312	\$ 638	\$ 5,947	\$ 1,835	\$ 9,065	\$ 400	\$63,219	\$362,631
<b>Accumulated amortization</b>										
Balance as at April 1, 2021	\$ 158,014	\$ 76,739	\$ 4,511	\$ 641	\$ 3,230	\$ 1,835	\$ 9,161	\$ —	\$36,051	\$290,182
Amortization	133	3,645	—	—	766	—	—	—	7,006	11,550
Translation adjustments	(2,377)	(554)	(199)	(3)	(31)	—	(96)	—	(1,262)	(4,522)
Balance as at March 31, 2022	\$ 155,770	\$ 79,830	\$ 4,312	\$ 638	\$ 3,965	\$ 1,835	\$ 9,065	\$ —	\$41,795	\$297,210
<b>Net carrying value as at March 31, 2022</b>	<b>\$ 393</b>	<b>\$ 41,222</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 1,982</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 400</b>	<b>\$21,424</b>	<b>\$ 65,421</b>

The changes in the carrying value of intangible assets for the year ended March 31, 2021 are as follows:

<u>Gross carrying value</u>	<u>Customer Contracts</u>	<u>Customer Relationships</u>	<u>Intellectual Property and Other rights</u>	<u>Trade names</u>	<u>Technology</u>	<u>Leasehold Benefits</u>	<u>Covenant not-to-compete</u>	<u>Service mark</u>	<u>Software</u>	<u>Total</u>
Balance as at April 1, 2020	\$ 155,214	\$ 120,427	\$ 4,068	\$ 638	\$ 5,950	\$ 1,835	\$ 9,060	\$ 400	\$43,615	\$341,207
Additions	—	—	—	—	—	—	—	—	7,544	7,544
Translation adjustments	2,800	1,195	443	3	37	—	101	—	1,993	6,572
Balance as at March 31, 2021	\$ 158,014	\$ 121,622	\$ 4,511	\$ 641	\$ 5,987	\$ 1,835	\$ 9,161	\$ 400	\$53,152	\$355,323
<b>Accumulated amortization</b>										
Balance as at April 1, 2020	\$ 154,093	\$ 71,965	\$ 4,068	\$ 638	\$ 2,440	\$ 1,835	\$ 7,474	\$ —	\$28,594	\$271,107
Amortization	1,123	3,631	—	—	765	—	1,587	—	6,616	13,722
Translation adjustments	2,798	1,143	443	3	25	—	100	—	841	5,353
Balance as at March 31, 2021	\$ 158,014	\$ 76,739	\$ 4,511	\$ 641	\$ 3,230	\$ 1,835	\$ 9,161	\$ —	\$36,051	\$290,182
<b>Net carrying value as at March 31, 2021</b>	<b>\$ —</b>	<b>\$ 44,883</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 2,757</b>	<b>\$ —</b>	<b>\$ —</b>	<b>\$ 400</b>	<b>\$17,101</b>	<b>\$ 65,141</b>

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As at March 31, 2022, the estimated remaining weighted average amortization periods for definite lived intangible assets are as follows:

	Balance life (in months)
Customer relationships	167
Customer contracts	9
Technology	34
Software	16

The estimated annual amortization expense based on remaining weighted average amortization periods for intangible assets and exchange rates, each as at March 31, 2022 are as follows:

	Amount
2023	\$13,207
2024	11,319
2025	8,102
2026	4,431
2027	3,272
Thereafter	24,690
	<u>\$65,021*</u>

\* Excludes service mark, as it has an indefinite useful life.

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**11. Property and equipment**

The changes in the carrying value of property and equipment for the year ended March 31, 2022 are as follows:

	Building	Computers and software	Furniture, fixtures and office equipment	Vehicles	Leasehold improvements	Total
<b>Gross carrying value</b>						
Balance as at April 1, 2021	\$ 9,733	\$ 78,850	\$ 84,335	\$ 876	\$ 76,043	\$249,837
Additions	—	13,966	2,449	—	2,348	18,763
On acquisitions (Refer Note 4(a), 4(b))	—	217	102	10	116	445
Disposals/retirements	—	(1,901)	(1,016)	(74)	(2,765)	(5,756)
Translation adjustments	(142)	(3,558)	(3,228)	(28)	(3,038)	(9,994)
Balance as at March 31, 2022	\$ 9,591	\$ 87,574	\$ 82,642	\$ 784	\$ 72,704	\$253,295
<b>Accumulated depreciation</b>						
Balance as at April 1, 2021	\$ 5,945	\$ 65,421	\$ 68,141	\$ 737	\$ 58,568	\$198,812
Depreciation	483	8,771	6,412	120	6,004	21,790
Disposals/retirements	—	(1,864)	(988)	(70)	(2,727)	(5,649)
Translation adjustments	(90)	(2,754)	(2,599)	(23)	(2,376)	(7,842)
Balance as at March 31, 2022	\$ 6,338	\$ 69,574	\$ 70,966	\$ 764	\$ 59,469	\$207,111
Capital work-in-progress						3,073
<b>Net carrying value as at March 31, 2022</b>						<b>\$ 49,257</b>

The changes in the carrying value of property and equipment for the year ended March 31, 2021 are as follows:

	Building	Computers and software	Furniture, fixtures and office equipment	Vehicles	Leasehold improvements	Total
<b>Gross carrying value</b>						
Balance as at April 1, 2020	\$ 9,602	\$ 74,388	\$ 78,403	\$ 838	\$ 70,928	\$234,159
Additions	—	9,618	4,096	—	2,591	16,305
Disposals/retirements	—	(9,044)	(1,988)	—	(1,293)	(12,325)
Translation adjustments	131	3,888	3,824	38	3,817	11,698
Balance as at March 31, 2021	\$ 9,733	\$ 78,850	\$ 84,335	\$ 876	\$ 76,043	\$249,837
<b>Accumulated depreciation</b>						
Balance as at April 1, 2020	\$ 5,385	\$ 63,896	\$ 60,044	\$ 514	\$ 50,287	\$180,126
Depreciation	484	7,203	6,995	193	6,605	21,480
Disposals/retirements	—	(9,003)	(1,855)	—	(1,038)	(11,896)
Translation adjustments	76	3,325	2,957	30	2,714	9,102
Balance as at March 31, 2021	\$ 5,945	\$ 65,421	\$ 68,141	\$ 737	\$ 58,568	\$198,812
Capital work-in-progress						1,247
<b>Net carrying value as at March 31, 2021</b>						<b>\$ 52,272</b>

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**12. Leases**

The changes in the carrying value of ROU assets for the year ended March 31, 2022 are as follows:

<u>Gross carrying value</u>	<u>Premises</u>	<u>Computers</u>	<u>Equipment</u>	<u>Motor vehicles</u>	<u>Total</u>
Balance as at April 1, 2021	\$219,078	\$ 39	\$ 25	\$ 639	\$219,781
Additions	5,620	—	—	216	5,836
On acquisition (Refer Note 4(b))	1,528	—	—	—	1,528
Terminations/modifications	3,174	—	—	—	3,174
Translation adjustments	(9,215)	1	(1)	(42)	(9,257)
Balance as at March 31, 2022	\$220,185	\$ 40	\$ 24	\$ 813	\$221,062
<b>Accumulated depreciation</b>					
Balance as at April 1, 2021	\$ 52,497	\$ 35	\$ 17	\$ 466	\$ 53,015
Depreciation	28,100	4	3	106	28,213
Terminations/modifications	(47)	—	—	—	(47)
Translation adjustments	(2,716)	1	(1)	(26)	(2,742)
Balance as at March 31, 2022	\$ 77,834	\$ 40	\$ 19	\$ 546	\$ 78,439
<b>Net carrying value as at March 31, 2022</b>	<b>\$142,351</b>	<b>\$ —</b>	<b>\$ 5</b>	<b>\$ 267</b>	<b>\$142,623</b>

The changes in the carrying value of ROU assets for the year ended March 31, 2021 are as follows:

<u>Gross carrying value</u>	<u>Premises</u>	<u>Computers</u>	<u>Equipment</u>	<u>Motor vehicles</u>	<u>Total</u>
Balance as at April 1, 2020	\$183,839	\$ 34	\$ 32	\$ 515	\$184,420
Additions	26,336	—	—	118	26,454
Terminations/modifications	(985)	—	(8)	(22)	(1,015)
Translation adjustments	9,888	5	1	28	9,922
Balance as at March 31, 2021	\$219,078	\$ 39	\$ 25	\$ 639	\$219,781
<b>Accumulated depreciation</b>					
Balance as at April 1, 2020	\$ 25,015	\$ 16	\$ 12	\$ 279	\$ 25,322
Depreciation	27,236	16	10	181	27,443
Terminations/modifications	(1,503)	—	(5)	(9)	(1,517)
Translation adjustments	1,749	3	—	15	1,767
Balance as at March 31, 2021	\$ 52,497	\$ 35	\$ 17	\$ 466	\$ 53,015
<b>Net carrying value as at March 31, 2021</b>	<b>\$166,581</b>	<b>\$ 4</b>	<b>\$ 8</b>	<b>\$ 173</b>	<b>\$166,766</b>

The movement in lease liabilities for the year ended March 31, 2022 and 2021 is as follows:

<u>Lease liabilities</u>	<u>March 31, 2022</u>	<u>March 31, 2021</u>
Opening balance	\$191,907	\$178,892
<b>Cash outflows</b>		
Principal payment of lease liabilities	(26,235)	(23,073)
Interest payment on lease liabilities	(12,826)	(13,442)
<b>Non-cash adjustments</b>		
On acquisition (Refer Note 4(b))	1,521	—
Additions	5,403	25,506
Terminations/modifications	2,282	1,313
Interest accrued	12,657	13,689
Rent concessions	(21)	(416)
Translation adjustments	(7,694)	9,438
<b>Closing balance</b>	<b>\$166,994</b>	<b>\$191,907</b>

Rental expense charged for short-term leases was \$1,125 and \$857, rental expense charged for low value leases was \$65 and \$675 and variable lease payments was \$1,599 and \$1,730 for the year ended March 31, 2022 and March 31, 2021, respectively.

The Company has applied practical expedient for rent concessions as a direct consequence of the COVID-19 pandemic and recognized \$21 and \$416 in its consolidated income statement for the year ended March 31, 2022 and March 31, 2021, respectively.

The table below provides details regarding the contractual maturities of lease liabilities as at March 31, 2022, on an undiscounted basis:

<u>Tenure</u>	<u>As at</u>	
	<u>March 31, 2022</u>	<u>March 31, 2021</u>
Less than 1 year	\$ 37,330	\$ 39,591
1-3 years	67,177	73,833
3-5 years	49,449	63,462
More than 5 years	62,234	79,419
<b>Total</b>	<b>\$216,190</b>	<b>\$256,305</b>

The total future cash outflows for leases that had not yet commenced were \$82,013 and \$Nil for the year ended March 31, 2022 and March 31, 2021, respectively.

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13. Loans and borrowings

Long-term debt

The long-term loans and borrowings consist of the following:

<u>Currency</u>	<u>Interest rate</u>	<u>Final maturity (financial year)</u>	<u>As at</u>	
			<u>March 31, 2022</u>	<u>March 31, 2021</u>
US dollars	3M USD LIBOR+0.95%	2022	—	16,800
<b>Total</b>			—	<b>16,800</b>
Less: Debt issuance cost			—	(52)
<b>Total</b>			—	<b>16,748</b>
Current portion of long-term debt			\$ —	\$ 16,748
Long-term debt			\$ —	\$ —

The Company has entered into a floating to fixed interest rate swap in relation to these debts.

In March 2017, WNS (Mauritius) Limited obtained from HSBC Bank (Mauritius) Ltd. and Standard Chartered Bank, UK a five-year term loan facility of \$84,000 at an interest rate equal to the three-month US dollar LIBOR plus a margin of 0.95% per annum to finance the acquisition of HealthHelp. The Company had pledged its shares of WNS (Mauritius) Limited as security for the loan. In connection with the term loan, the Company had entered into interest rate swaps with banks to swap the variable portion of the interest based on the three-month US dollar LIBOR to a fixed rate of 1.9635%. On September 14, 2017, March 14, 2018, September 17, 2018, March 14, 2019, September 16, 2019, March 16, 2020, September 14, 2020, March 15, 2021, September 14, 2021 the Company made scheduled repayments of \$8,400 each and on March 14, 2022 the Company repaid the final installment of \$8,400 and the charges created against this facility was released.

Short-term lines of credit

The Company’s Indian subsidiary, WNS Global Services Private Limited (“WNS Global”), has unsecured lines of credit with banks amounting to \$71,115 (based on the exchange rate on March 31, 2022). The Company has also established a line of credit in the UK amounting to \$12,980 (based on the exchange rate on March 31, 2022). The Company has also established a line of credit in North America amounting to \$10,000. Further the Company has also established a line of credit in South Africa amounting to \$2,054 (based on the exchange rate March 31, 2022).

As at March 31, 2022, no amounts were drawn under these lines of credit.

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**14. Financial instruments**

**Financial instruments by category**

The carrying value and fair value of financial instruments by class as at March 31, 2022 are as follows:

**Financial assets**

	Financial assets at amortized cost	Financial assets at FVTPL	Financial assets at FVOCI	Total carrying value	Total fair value
Cash and cash equivalents	\$ 108,153	\$ —	\$ —	\$ 108,153	\$ 108,153
Investment in fixed deposits	41,827	—	—	41,827	41,827
Investments in marketable securities and mutual funds	—	263,013	—	263,013	263,013
Trade receivables	100,522	—	—	100,522	100,522
Unbilled revenue (1)	86,786	—	—	86,786	86,786
Funds held for clients	11,643	—	—	11,643	11,643
Prepayments and other assets (2)	6,283	—	—	6,283	6,283
Other non-current assets (3)	13,509	—	—	13,509	13,509
Derivative assets	—	556	13,044	13,600	13,600
<b>Total carrying value</b>	<b>\$ 368,723</b>	<b>\$ 263,569</b>	<b>\$ 13,044</b>	<b>\$ 645,336</b>	<b>\$ 645,336</b>

**Financial liabilities**

	Financial liabilities at amortized cost	Financial liabilities at FVTPL	Financial liabilities at FVOCI	Total carrying value	Total fair Value
Trade payables	\$ 27,829	\$ —	\$ —	\$ 27,829	\$ 27,829
Other employee obligations (4)	95,098	—	—	95,098	95,098
Provisions and accrued expenses	36,752	—	—	36,752	36,752
Lease liabilities	166,994	—	—	166,994	166,994
Other liabilities (5)	2,015	—	—	2,015	2,015
Derivative liabilities	—	2,295	4,578	6,873	6,873
<b>Total carrying value</b>	<b>\$ 328,688</b>	<b>\$ 2,295</b>	<b>\$ 4,578</b>	<b>\$ 335,561</b>	<b>\$ 335,561</b>

**Notes:**

- (1) Excluding non-financial assets \$246.
- (2) Excluding non-financial assets \$22,539.
- (3) Excluding non-financial assets \$30,766.
- (4) Excluding non-financial liabilities \$26,908.
- (5) Excluding non-financial liabilities \$9,414.



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The carrying value and fair value of financial instruments by class as at March 31, 2021 are as follows:

**Financial assets**

	Financial assets at amortized cost	Financial assets at FVTPL	Financial assets at FVOCI	Total carrying value	Total fair value
Cash and cash equivalents	\$ 105,633	\$ —	\$ —	\$ 105,633	\$ 105,633
Investment in fixed deposits	38,699	—	—	38,699	38,699
Investments in marketable securities and mutual funds	—	250,852	—	250,852	250,852
Trade receivables	83,387	—	—	83,387	83,387
Unbilled revenue (1)	66,212	—	—	66,212	66,212
Funds held for clients	12,139	—	—	12,139	12,139
Prepayments and other assets (2)	4,757	—	—	4,757	4,757
Other non-current assets (3)	13,790	—	—	13,790	13,790
Derivative assets	—	2,619	7,104	9,723	9,723
<b>Total carrying value</b>	<b>\$ 324,617</b>	<b>\$ 253,471</b>	<b>\$ 7,104</b>	<b>\$ 585,192</b>	<b>\$ 585,192</b>

**Financial liabilities**

	Financial liabilities at amortized cost	Financial liabilities at FVTPL	Financial liabilities at FVOCI	Total carrying value	Total fair Value
Trade payables	\$ 28,015	\$ —	\$ —	\$ 28,015	\$ 28,015
Long-term debt (includes current portion) (4)	16,800	—	—	16,800	16,800
Other employee obligations (5)	74,511	—	—	74,511	74,511
Provisions and accrued expenses	23,933	—	—	23,933	23,933
Lease liabilities	191,907	—	—	191,907	191,907
Other liabilities (6)	1,803	—	—	1,803	1,803
Derivative liabilities	—	1,068	5,460	6,528	6,528
<b>Total carrying value</b>	<b>\$ 336,969</b>	<b>\$ 1,068</b>	<b>\$ 5,460</b>	<b>\$343,497</b>	<b>\$343,497</b>

**Notes:**

- (1) Excluding non-financial assets \$191.
- (2) Excluding non-financial assets \$18,454.
- (3) Excluding non-financial assets \$26,241.
- (4) Excluding non-financial asset (unamortized debt issuance cost) \$52.
- (5) Excluding non-financial liabilities \$27,664.
- (6) Excluding non-financial liabilities \$9,900.

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For the financial assets and liabilities subject to offsetting or similar arrangements, each agreement between the Company and the counterparty allows for net settlement of the relevant financial assets and liabilities when both elect to settle on a net basis. In the absence of such an election, financial assets and liabilities will be settled on a gross basis.

Financial assets and liabilities subject to offsetting, enforceable master netting arrangements or similar agreements as at March 31, 2022 are as follows:

Description of types of financial assets	Gross amounts of recognized financial assets	Gross amounts of recognized financial liabilities offset in the statement of financial position	Net amounts of financial assets presented in the statement of financial position	Related amount not set off in financial instruments		
				Financial Instruments	Cash collateral received	Net Amount
Derivative assets	\$ 13,600	\$ —	\$ 13,600	\$ (646)	\$ —	\$12,954
<b>Total</b>	<b>\$ 13,600</b>	<b>\$ —</b>	<b>\$ 13,600</b>	<b>\$ (646)</b>	<b>\$ —</b>	<b>\$12,954</b>

Description of types of financial liabilities	Gross amounts of recognized financial liabilities	Gross amounts of recognized financial assets offset in the statement of financial position	Net amounts of financial liabilities presented in the statement of financial position	Related amount not set off in financial instruments		
				Financial instruments	Cash collateral pledged	Net Amount
Derivative liabilities	\$ 6,873	\$ —	\$ 6,873	\$ (646)	\$ —	\$6,227
<b>Total</b>	<b>\$ 6,873</b>	<b>\$ —</b>	<b>\$ 6,873</b>	<b>\$ (646)</b>	<b>\$ —</b>	<b>\$6,227</b>

**WNS (HOLDINGS) LIMITED**  
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Financial assets and liabilities subject to offsetting, enforceable master netting arrangements or similar agreements as at March 31, 2021 are as follows:

Description of types of financial assets	Gross amounts of recognized financial assets	Gross amounts of recognized financial liabilities offset in the statement of financial position	Net amounts of financial assets presented in the statement of financial position	Related amount not set off in financial instruments		
				Financial Instruments	Cash collateral received	Net Amount
Derivative assets	\$ 9,723	\$ —	\$ 9,723	\$ (4,392)	\$ —	\$5,331
<b>Total</b>	<b>\$ 9,723</b>	<b>\$ —</b>	<b>\$ 9,723</b>	<b>\$ (4,392)</b>	<b>\$ —</b>	<b>\$5,331</b>

Description of types of financial liabilities	Gross amounts of recognized financial liabilities	Gross amounts of recognized financial assets offset in the statement of financial position	Net amounts of financial liabilities presented in the statement of financial position	Related amount not set off in financial instruments		
				Financial instruments	Cash collateral pledged	Net Amount
Derivative liabilities	\$ 6,528	\$ —	\$ 6,528	\$ (4,392)	\$ —	\$2,136
<b>Total</b>	<b>\$ 6,528</b>	<b>\$ —</b>	<b>\$ 6,528</b>	<b>\$ (4,392)</b>	<b>\$ —</b>	<b>\$2,136</b>

**Fair value hierarchy**

The following is the hierarchy for determining and disclosing the fair value of financial instruments by valuation technique:

Level 1 — quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 — other techniques for which all inputs have a significant effect on the recorded fair value are observable, either directly or indirectly.

Level 3 — techniques which use inputs that have a significant effect on the recorded fair value that are not based on observable market data.

The fair value is estimated using the discounted cash flow approach and market rates of interest. The valuation technique involves assumptions and judgments regarding risk characteristics of the instruments, discount rates and future cash flows.

The Company uses valuation techniques in measuring the fair value of financial instruments, where active market quotes are not available. In applying the valuation techniques, the Company makes maximum use of market inputs, and uses estimates and assumptions that are, as far as possible, consistent with observable data that market participants would use in pricing the instrument. Where applicable data is not observable, the Company uses its best estimate about the assumptions that market participants would make. These estimates may vary from the actual prices that would be achieved in an arm’s length transaction at the reporting date.

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The assets and liabilities measured at fair value on a recurring basis as at March 31, 2022 are as follows:

Description	Fair value measurement at reporting date using			
	March 31, 2022	Quoted prices in active markets for identical assets (Level 1)	Significant other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
<b>Assets</b>				
<i>Financial assets at FVTPL</i>				
Foreign exchange contracts	\$ 556	\$ —	\$ 556	\$ —
Investments in marketable securities and mutual funds	263,013	262,602	411	—
<i>Financial assets at FVOCI</i>				
Foreign exchange contracts	13,044	—	13,044	—
<b>Total assets</b>	<b>\$276,613</b>	<b>\$ 262,202</b>	<b>\$ 14,011</b>	<b>\$ —</b>
<b>Liabilities</b>				
<i>Financial liabilities at FVTPL</i>				
Foreign exchange contracts	\$ 2,295	\$ —	\$ 2,295	\$ —
<i>Financial liabilities at FVOCI</i>				
Foreign exchange contracts	4,578	—	4,578	—
Interest rate swaps	—	—	—	—
<b>Total liabilities</b>	<b>\$ 6,873</b>	<b>\$ —</b>	<b>\$ 6,873</b>	<b>\$ —</b>

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The assets and liabilities measured at fair value on a recurring basis as at March 31, 2021 are as follows:

Description	March 31, 2021	Fair value measurement at reporting date using		
		Quoted prices in active markets for identical assets (Level 1)	Significant Other observable inputs (Level 2)	Significant unobservable inputs (Level 3)
<b>Assets</b>				
<i>Financial assets at FVTPL</i>				
Foreign exchange contracts	\$ 2,619	\$ —	\$ 2,619	\$ —
Investments in marketable securities and mutual funds	250,852	250,439	413	—
<i>Financial assets at FVOCI</i>				
Foreign exchange contracts	7,104	—	7,104	—
<b>Total assets</b>	<b><u>\$260,575</u></b>	<b><u>\$ 250,439</u></b>	<b><u>\$ 10,136</u></b>	<b><u>\$ —</u></b>
<b>Liabilities</b>				
<i>Financial liabilities at FVTPL</i>				
Foreign exchange contracts	\$ 1,068	\$ —	\$ 1,068	\$ —
<i>Financial liabilities at FVOCI</i>				
Foreign exchange contracts	5,234	—	5,234	—
Interest rate swaps	226	—	226	—
<b>Total liabilities</b>	<b><u>\$ 6,528</u></b>	<b><u>\$ —</u></b>	<b><u>\$ 6,528</u></b>	<b><u>\$ —</u></b>

During the years ended March 31, 2022 and 2021, there were no transfers between Level 1 and Level 2 fair value measurements, and no transfers into and out of Level 3 fair value measurements.

Fair value on a non-recurring basis as at March 31, 2020

The non-recurring fair value measurement for the Auto Claim BPM CGU of \$34,086 (before cost of disposal of \$494) has been categorized as Level 3 fair value based on the inputs to the valuation technique used (Refer Note 9).

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**Derivative financial instruments**

The primary risks managed by using derivative instruments are foreign currency exchange risk and interest rate risk. Forward and option contracts up to 24 months on various foreign currencies are entered into to manage the foreign currency exchange rate risk on forecasted revenue denominated in foreign currencies and monetary assets and liabilities held in non-functional currencies. Interest rate swaps are entered to manage interest rate risk associated with the Company’s floating rate borrowings. The Company’s primary exchange rate exposure is with the US dollar and pound sterling against the Indian rupee. For derivative instruments which qualify for cash flow hedge accounting, the Company records the effective portion of gain or loss from changes in the fair value of the derivative instruments in other comprehensive income/(loss), which is reclassified into earnings in the same period during which the hedged item affects earnings. Derivative instruments qualify for hedge accounting when the instrument is designated as a hedge; the hedged item is specifically identifiable and exposes the Company to risk; and it is expected that a change in fair value of the derivative instrument and an opposite change in the fair value of the hedged item will have a high degree of correlation. Determining the high degree of correlation between the change in fair value of the hedged item and the derivative instruments involves significant judgment including the probability of the occurrence of the forecasted transaction. When it is highly probable that a forecasted transaction will not occur, the Company discontinues the hedge accounting and recognizes immediately in the consolidated statement of income, the gains and losses attributable to such derivative instrument that were accumulated in other comprehensive income/(loss).

The following table presents the notional values of outstanding foreign exchange forward contracts, foreign exchange option contracts and interest rate swap contracts:

	As at	
	March 31, 2022	March 31, 2021
<b>Forward contracts (Sell)</b>		
In US dollars	\$316,651	\$260,999
In Pound Sterling	99,006	104,638
In Euro	21,811	26,395
In Australian dollars	27,290	29,076
Others	20,406	21,017
	<u><b>\$485,164</b></u>	<u><b>\$442,125</b></u>
<b>Option contracts (Sell)</b>		
In US dollars	\$204,773	\$137,687
In Pound Sterling	88,899	92,159
In Euro	26,147	33,202
In Australian dollars	38,004	45,022
Others	—	—
	<u><b>\$357,823</b></u>	<u><b>\$308,070</b></u>
<b>Interest rate swap contracts</b>		
In US dollars	—	16,800

The amount of gain/ (loss) reclassified from other comprehensive income into consolidated statement of income in respective line items for the years ended March 31, 2022, 2021 and 2020 are as follows:

	Year ended March 31,		
	2022	2021	2020
Revenue	\$ 3,451	4,237	\$12,695
Foreign exchange gain/(loss), net	93	(222)	543
Finance expense	(217)	(460)	171
Income tax related to amounts reclassified into consolidated statement of income	(1,150)	425	(1,947)
<b>Total</b>	<u><b>\$ 2,177</b></u>	<u><b>3,980</b></u>	<u><b>\$11,462</b></u>

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As at March 31, 2022, a gain amounting to \$2,135 on account of cash flow hedges in relation to forward and option contracts entered is expected to be reclassified from other comprehensive income into the consolidated statement of income over a period of 24 months.

Due to the discontinuation of cash flow hedge accounting on account of non-occurrence of original forecasted transactions by the end of the originally specified time period, the Company recognized in the consolidated statement of income a gain of \$93, a loss of \$222 and a gain of \$543 for the years ended March 31, 2022, 2021 and 2020, respectively. The loss of \$222 and a gain of \$543 for the year ended March 31, 2021 and 2020, respectively are due to impact on account of COVID-19.

**Financial risk management**

**Financial risk factors**

The Company’s activities expose it to a variety of financial risks: market risk, interest rate risk, credit risk and liquidity risk. The Company’s primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Company is foreign exchange risk. The Company uses derivative financial instruments to mitigate foreign exchange related risk exposures. The Company’s exposure to credit risk is influenced mainly by the individual characteristic of each customer and the concentration of risk from the top few customers. The demographics of the customer including the default risk of the industry and country in which the customer operates also has an influence on credit risk assessment. The Company does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes.

**Risk management procedures**

The Company manages market risk through treasury operations. Senior management and the Board of Directors approve the Company’s treasury operations’ objectives and policies. The activities of treasury operations include management of cash resources, implementation of hedging strategies for foreign currency exposures, implementation of borrowing strategies and monitoring compliance with market risk limits and policies. The Company’s foreign exchange committee, comprising the Director nominated by the Board, Group Chief Executive Officer and Group Chief Financial Officer, is the approving authority for all hedging transactions.

**Components of market risk**

**Exchange rate or currency risk**

The Company’s exposure to market risk arises principally from exchange rate risk. Although substantially all of the Company’s revenue is denominated in pound sterling and US dollars, a significant portion of expenses for the year ended March 31, 2022 (net of payments to repair centers made as part of the Company’s WNS Auto Claims BPM segment) were incurred and paid in Indian rupees. The exchange rates among the Indian rupee, the pound sterling and the US dollar have changed substantially in recent years and may fluctuate substantially in the future. The Company hedges a portion of forecasted external and inter-company revenue denominated in foreign currencies with forward contracts and options.

Based upon the Company’s level of operations for the year ended March 31, 2022, a sensitivity analysis shows that a 10% appreciation or depreciation in the pound sterling against the US dollar would have increased or decreased, respectively, the Company’s revenue for the year ended March 31, 2022 by approximately \$32,736. Similarly, a 10% appreciation or depreciation in the Indian rupee against the US dollar would have increased or decreased, respectively, the Company’s expenses incurred and paid in Indian rupee for the year ended March 31, 2022 by approximately \$40,997.

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The foreign currency risk from non-derivative financial instruments as at March 31, 2022 is as follows:

	As at March 31, 2022						
	US Dollar	Pound Sterling	Indian Rupees	Australian Dollar	Euro	Other currencies	Total
Cash and cash equivalents	\$ 3,412	1,813	—	54	899	196	\$ 6,374
Investment	600	—	—	—	—	—	600
Trade receivables	127,640	22,934	1,363	7,366	11,631	3,064	173,998
Unbilled revenue	7,105	4,460	—	—	4,304	537	16,406
Prepayments and other current assets	205	66	55	2	246	—	574
Other non-current assets	3	—	—	—	—	16	19
Trade payables	(33,849)	(74,701)	(5,576)	(103)	(20,627)	(467)	(135,323)
Provisions and accrued expenses	(4,493)	(1,084)	(56)	—	(446)	(71)	(6,150)
Pension and other employee obligations	—	(794)	—	—	(1)	(441)	(1,236)
Lease liabilities	—	—	—	—	(4,736)	(27)	(4,763)
Other liabilities	—	(14)	—	—	(2)	—	(16)
<b>Net assets/ (liabilities)</b>	<b>\$100,623</b>	<b>(47,320)</b>	<b>(4,214)</b>	<b>7,319</b>	<b>(8,732)</b>	<b>2,807</b>	<b>\$ 50,483</b>

The foreign currency risk from non-derivative financial instruments as at March 31, 2021 is as follows:

	As at March 31, 2021						
	US Dollar	Pound Sterling	Indian Rupees	Australian Dollar	Euro	Other currencies	Total
Cash and cash equivalents	\$ 2,739	1,818	—	61	1,024	314	\$ 5,956
Trade receivables	116,135	34,041	1,269	7,411	10,911	3,543	173,310
Unbilled revenue	4,569	3,954	—	—	3,271	275	12,069
Prepayments and other current assets	108	44	57	—	43	—	252
Other non-current assets	3	—	—	—	—	16	19
Trade payables	(44,492)	(91,359)	(5,770)	—	(20,540)	(1,248)	(163,409)
Provisions and accrued expenses	(3,886)	(1,035)	—	(83)	(587)	—	(5,591)
Pension and other employee obligations	(302)	—	—	—	(29)	(347)	(678)
Lease liabilities	—	—	—	—	(3,635)	(52)	(3,687)
Other liabilities	(1)	(7)	—	(2)	(2)	(7)	(19)
<b>Net assets/ (liabilities)</b>	<b>\$ 74,873</b>	<b>(52,544)</b>	<b>(4,444)</b>	<b>7,387</b>	<b>(9,544)</b>	<b>2,494</b>	<b>\$ 18,222</b>



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Other currencies include currencies such as the Swiss Franc (CHF), Singapore Dollar (SGD), Philippine Peso (PHP), Canadian Dollar (CAD), Polish Zloty (PLN), Sri Lankan Rupee (LKR), Romanian Leu (RON), South African Rand (ZAR), New Zealand Dollar (NZD), Hong Kong Dollar (HKD), United Arab Emirates Dirham (AED), Chinese Yuan Renminbi (CNY), Costa Rican colon (CRC), Danish Krone (DKK), Swedish Krona (SEK), Malaysian Ringgit (MYR), Omani Riyal (OMR) and Turkish Lira (TRY).

As at March 31, 2022, every 10% appreciation or depreciation of the respective foreign currencies compared to the functional currency of the Company would impact the Company’s profit before tax from operating activities by approximately \$5,876.

Interest rate risk

The Company’s exposure to interest rate risk arises from borrowings which have a floating rate of interest, which is linked to the US dollar LIBOR. The risk is managed by the Company by maintaining an appropriate mix of fixed and floating rate borrowings and by the use of interest rate swap contracts. The costs of floating rate borrowings may be affected by the fluctuations in the interest rates. In connection with the term loan facilities entered into during the year ended March 31, 2017, the Company entered into interest rate swap agreements with the banks in during the year ended March 31, 2017. These swap agreements effectively convert the term loans from variable US dollar LIBOR interest rates to fixed rates, thereby managing the Company’s exposure to changes in market interest rates under the term loans. As at March 31, 2022, there was no amount outstanding under these swap agreements.

The Company monitors its positions and does not anticipate non-performance by the counterparties. The Company intends to selectively use interest rate swaps, options and other derivative instruments to manage exposure to interest rate movements. These exposures are reviewed by appropriate levels of management on a periodic basis. The Company does not enter into hedging agreements for speculative purposes.

Credit risk

Credit risk arises from the possibility that customers may not be able to settle their obligations as agreed. Trade receivables are typically unsecured and are derived from revenue earned from customers primarily located in the UK and the US. Credit risk is managed through periodic assessment of the financial reliability of customers, taking into account the financial condition, current economic trends, analysis of historical bad debts and ageing of trade receivables. The credit risk on marketable securities, FMPs, mutual funds, bank deposits and derivative financial instruments is limited because the counterparties are banks and mutual funds with high credit ratings assigned by international credit-rating agencies. The maximum exposure to credit risk at the reporting date is primarily from trade receivables and unbilled revenue which amounted to \$100,522 and \$87,032, respectively as at March 31, 2022 and \$83,387 and \$66,403, respectively, as at March 31, 2021.

The Company provides loss allowance using the ECL model on trade receivables and unbilled revenue with no significant financing component at an amount equal to lifetime ECL (Refer Note 7).

The following table gives details in respect of the percentage of revenue generated from the Company’s top customer and top five customers:

	Year ended March 31,		
	2022	2021	2020
Revenue from top customer	7.3%	8.1%	6.9%
Revenue from top five customers	27.1%	26.8%	25.1%

Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Company’s approach to managing liquidity risk is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under normal and stressed conditions, without incurring unacceptable losses or risking damage to its reputation. Typically, the Company ensures that it has sufficient cash on demand to meet expected operational expenses and service financial obligations. In addition, the Company has concluded arrangements with reputable banks and has unused lines of credit of \$96,149 as at March 31, 2022 that could be drawn upon, should there be a need.

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The contractual maturities of financial liabilities are as follows:

	As at March 31, 2022			
	Less than 1 Year	1-2 years	2-5 years	Total
Trade payables	\$ 27,829	\$ —	\$ —	\$ 27,829
Provisions and accrued expenses	36,752	—	—	36,752
Other liabilities	2,015	—	—	2,015
Other employee obligations	95,098	—	—	95,098
Derivative financial instruments	6,042	831	—	6,873
<b>Total (2) (3)</b>	<b>\$167,736</b>	<b>\$ 831</b>	<b>\$ —</b>	<b>\$168,567</b>

**Notes:**

- (1) For contractual maturities of lease liabilities refer note 12.
- (2) Non-financial liabilities are explained in the financial instruments categories table above.

	As at March 31, 2021			
	Less than 1 Year	1-2 years	2-5 years	Total
Long-term debt (includes current portion) (1)	\$ 16,800	\$ —	\$ —	\$ 16,800
Trade payables	28,015	—	—	28,015
Provisions and accrued expenses	23,933	—	—	23,933
Other liabilities	1,803	—	—	1,803
Other employee obligations	74,511	—	—	74,511
Derivative financial instruments	4,491	2,037	—	6,528
<b>Total (2) (3)</b>	<b>\$149,553</b>	<b>\$ 2,037</b>	<b>\$ —</b>	<b>\$151,590</b>

**Notes:**

- (1) Before netting off debt issuance cost of \$52.
- (2) For contractual maturities of lease liabilities refer note 12.
- (3) Non-financial liabilities are explained in the financial instruments categories table above.

The balanced view of liquidity and financial indebtedness is stated in the table below. This calculation of the net cash position is used by the management:

	As at	
	March 31, 2022	March 31, 2021
Cash and cash equivalents	\$108,153	\$105,633
Investments	304,840	289,551
Long-term debt (includes current portion) (1)	—	(16,800)
<b>Net cash position</b>	<b>\$412,993</b>	<b>\$378,384</b>

**Note:**

- (1) Before netting off debt issuance cost of \$Nil and \$52 as at March 31, 2022 and March 31, 2021, respectively.

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**15. Pension and other employee obligations**

Pension and other employee obligations consist of the following:

	As at	
	March 31, 2022	March 31, 2021
<b>Current:</b>		
Salaries and bonus	\$ 93,210	\$ 72,314
Pension	1,365	115
Withholding taxes on salary and statutory payables	11,193	10,157
<b>Total</b>	<b>\$105,768</b>	<b>\$ 82,586</b>
<b>Non-current:</b>		
Pension and other obligations	\$ 16,238	\$ 19,589
<b>Total</b>	<b>\$ 16,238</b>	<b>\$ 19,589</b>

Employee benefit costs consist of the following:

	Year ended March 31,		
	2022	2021	2020
Salaries and bonus	\$608,064	\$498,431	\$487,246
Employee benefit plans:			
Defined contribution plan	15,296	12,648	12,675
Defined benefit plan	4,339	2,839	2,634
Share-based compensation expense (Refer Note 24)	44,165	38,230	37,520
<b>Total</b>	<b>\$671,864</b>	<b>\$552,148</b>	<b>\$540,075</b>

Employee benefit costs is recognized in the following line items in the consolidated statement of income:

	Year ended March 31,		
	2022	2021	2020
Cost of revenue	\$503,748	\$404,431	\$399,441
Selling and marketing expenses	46,614	43,601	40,816
General and administrative expenses	121,502	104,116	99,818
<b>Total</b>	<b>\$671,864</b>	<b>\$552,148</b>	<b>\$540,075</b>

**Defined contribution plan**

The Company’s contributions to defined contribution plans are as follows:

	Year ended March 31,		
	2022	2021	2020
India	\$10,758	\$ 8,681	\$ 8,772
United States	2,110	1,770	1,548
United Kingdom	825	898	892
South Africa	801	596	789
Sri Lanka	567	512	480
Philippines	235	191	194
<b>Total</b>	<b>\$15,296</b>	<b>\$12,648</b>	<b>\$12,675</b>

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**Defined benefit plan**

The net periodic cost recognized by the Company in respect of gratuity payments under the Company’s gratuity plans covering eligible employees of the Company in India, the Philippines and Sri Lanka is as follows:

	Year ended March 31,		
	2022	2021	2020
Service cost	\$3,368	\$2,047	\$1,915
Interest on the net defined benefit liability	971	792	719
<b>Net gratuity cost</b>	<b>\$4,339</b>	<b>\$2,839</b>	<b>\$2,634</b>

	As at	
	March 2022	March 2021
<b>Change in projected benefit obligations</b>		
Obligation at beginning of the year	\$ 17,220	\$ 13,524
Foreign currency translation	(790)	441
Service cost	3,368	2,047
Interest cost	1,097	869
Benefits paid	(2,374)	(1,116)
Business combinations	1,223	—
Actuarial (gain)/loss		
From changes in demographic assumptions	(1,334)	1,061
From changes in financial assumptions	238	341
From actual experience compared to assumptions	(188)	53
<b>Benefit obligation at end of the year</b>	<b>\$ 18,460</b>	<b>\$ 17,220</b>
<b>Change in plan assets</b>		
Plan assets at beginning of the year	\$ 1,314	\$ 1,146
Foreign currency translation	(51)	40
Expected return on plan assets	126	77
Actual contributions	2,415	1,031
Benefits paid	(2,260)	(1,023)
Business combinations	1,191	—
Actuarial gain	10	43
<b>Plan assets at end of the year</b>	<b>\$ 2,745</b>	<b>\$ 1,314</b>
<b>Accrued pension liability</b>		
Current	\$ 1,365	\$ 115
Non-current	14,350	15,791
<b>Net amount recognized</b>	<b>\$ 15,715</b>	<b>\$ 15,906</b>
Present value of funded defined benefit obligation	\$ 18,035	\$ 16,378
Fair value of plan assets	(2,745)	(1,314)
	15,290	15,064
<b>Present value of unfunded defined benefit obligation</b>	<b>\$ 425</b>	<b>\$ 842</b>
Weighted average duration of defined benefit obligation (both funded and unfunded)	5.1 years	8.9 years

Net amount recognized relating to the Company’s India plan, Philippines plan and Sri Lanka plan was \$15,336, \$64 and \$315 as at March 31, 2022 and was \$15,131, \$95 and \$680 as at March 31, 2021, respectively.

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The assumptions used in accounting for the gratuity plans are as follows:

	Year ended March 31,		
	2022	2021	2020
Discount rate:			
India	6.2% to 6.6%	6.4%	6.3% to 6.6%
Philippines	1.7%	3.1%	3.7%
Sri Lanka	16.4%	8.1%	9.8%
Rate of increase in compensation level	8.0% to 10.0%	7.0% to 8.0%	7.0% to 8.0%
Expected rate of return on plan assets	6.5% to 6.6%	6.4%	6.6%

The Company evaluates these assumptions annually based on its long-term plans of growth and industry standards. The discount rates are based on current market yields on government securities adjusted for a suitable risk premium to reflect the additional risk for high quality corporate bonds.

As at March 31, 2022, for each of the Company’s defined benefit plans, the sensitivity of the defined benefit obligation to a change in each significant actuarial assumption is as follows:

	India	Philippines	Sri Lanka
Discount rate:			
Increase in discount rate by 1%	(4.7)%	(1.1)%	(5.2)%
Decrease in discount rate by 1%	5.2%	1.1%	5.8%
Rate of increase in compensation level:			
Increase in salary escalation rate by 1%	3.7%	0.6%	5.7%
Decrease in salary escalation rate by 1%	(3.5)%	(0.6)%	(5.1)%

Each sensitivity amount is calculated assuming that all other assumptions are held constant. The Company is not able to predict the extent of likely future changes in these assumptions, but based on past experience, the discount rate for each plan could change by up to 1% within a 12-month period.

As at March 31, 2022, \$1,162 and \$1,583 (\$4 and \$1,310 as at March 31, 2021) of the fund assets are invested with LIC and ALICPL, respectively. Of the funds invested with LIC, approximately 40% and 60% of the funds are invested in unquoted government securities and money market instruments, respectively. Of the funds invested with ALICPL, approximately 77% and 23% are invested in unquoted government securities and money market instruments, respectively. Since the Company’s plan assets are managed by third party fund administrators, the contributions made by the Company are pooled with the corpus of the funds managed by such fund administrators and invested in accordance with regulatory guidelines. The Company’s funding policy is to contribute to the plan amounts necessary on an actuarial basis to, at a minimum, satisfy the minimum funding requirements. Additional discretionary contributions above the minimum funding requirement can be made and are generally based on adjustment for any over or under funding.

The expected benefits are based on the same assumptions used to measure the Company’s defined benefit obligations as at March 31, 2022. The Company expects to contribute \$3,029 to defined benefit plan for the year ending March 31, 2023. The maturity analysis of the Company’s defined benefit payments is as follows:

	Amount
2023	\$ 3,164
2024	3,128
2025	3,194
2026	3,195
2027	3,437
Thereafter	16,143
	<u>\$32,261</u>

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**16. Provisions and accrued expenses**

Provisions and accrued expenses consist of the following:

	As at	
	March 31, 2022	March 31, 2021
Accrued expenses	36,752	23,933
<b>Total</b>	<b>\$ 36,752</b>	<b>\$ 23,933</b>

**17. Contract liabilities**

Contract liabilities consists of the following:

	As at	
	March 31, 2022	March 31, 2021
<b>Current:</b>		
Payments in advance of services	\$ 8,344	\$ 8,998
Advance billings	5,081	3,489
Others	298	198
<b>Total</b>	<b>\$ 13,723</b>	<b>\$ 12,685</b>
<b>Non-current:</b>		
Payments in advance of services	\$ 12,072	\$ 15,876
Advance billings	1,226	752
Others	16	17
<b>Total</b>	<b>\$ 13,314</b>	<b>\$ 16,645</b>

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**18. Other liabilities**

Other liabilities consist of the following:

	As at	
	March 31, 2022	March 31, 2021
<b>Current:</b>		
Withholding taxes and value added tax payables	\$ 8,164	\$ 9,288
Other liabilities	3,187	2,204
<b>Total</b>	<b>\$ 11,351</b>	<b>\$ 11,492</b>
<b>Non-current:</b>		
Other liabilities	78	211
<b>Total</b>	<b>\$ 78</b>	<b>\$ 211</b>

**19. Share capital**

As at March 31, 2022, the authorized share capital was £6,100 divided into 60,000,000 ordinary shares of 10 pence each and 1,000,000 preferred shares of 10 pence each. The Company had 48,849,907 ordinary shares outstanding as at March 31, 2022. There were no preferred shares outstanding as at March 31, 2022.

As at March 31, 2021, the authorized share capital was £6,100 divided into 60,000,000 ordinary shares of 10 pence each and 1,000,000 preferred shares of 10 pence each. The Company had 49,402,203 ordinary shares (excluding 1,100,000 treasury shares) outstanding as at March 31, 2021. There were no preferred shares outstanding as at March 31, 2021.

**Treasury shares**

In March 2018, the shareholders of the Company authorized the repurchase of up to 3,300,000 of the Company’s ADSs, at a price range of \$10 to \$100 per ADS. Pursuant to the terms of the repurchase program, the Company’s ADSs may be purchased in the open market from time to time for 36 months from March 30, 2018, the date of shareholders’ approval.

During the year ended March 31, 2020, the Company received authorization from the Board of Directors to cancel, and cancelled, 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$120,154. The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$281 and in share premium amounting to \$119,873, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.

During the year ended March 31, 2021, the Company purchased the balance 1,100,000 ADSs in the open market for a total consideration of \$78,563 (including transaction costs \$11) and completed the authorized repurchases under the above-mentioned share repurchase program. The Company paid \$55 towards cancellation fees for ADSs in relation to the repurchase of 1,100,000 ADSs. The Company funded the repurchases under the repurchase program with cash on hand.

During the year ended March 31, 2021, the shareholders of the Company authorized a new share repurchase program for the repurchase of up to 3,300,000 of the Company’s ADSs, each representing one ordinary share, at a price range of \$10 to \$110 per ADS. Pursuant to the terms of the repurchase program, the Company’s ADSs may be purchased in the open market from time to time for 36 months from April 1, 2021 to March 31, 2024. The Company is not obligated under the repurchase program to repurchase a specific number of ADSs, and the repurchase program may be suspended at any time at the Company’s discretion. The Company intends to fund the repurchase with cash on hand.

During the year ended March 31, 2022, the Company purchased 1,100,000 ADSs in the open market for a total consideration of \$85,038 (including transaction costs \$11) under the above-mentioned share repurchase program. The Company funded the repurchases under the repurchase program with cash on hand.

During the year ended March 31, 2022, the Company received authorization from the Board of Directors to cancel, and cancelled, 2,200,000 ADSs that were held as treasury shares for an aggregate cost of \$163,711 (including share cancellation charges \$110). The effect of the cancellation of these treasury shares was recognized in share capital amounting to \$302 and in share premium amounting to \$163,409, in compliance with Jersey law. There was no effect on the total shareholders’ equity as a result of this cancellation.

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20. Revenue

Disaggregation of revenue

In the following tables, revenue is disaggregated by service type, major industries serviced, contract type and geography.

Revenue by service type

	Year ended March 31,		
	2022	2021	2020
Industry-specific	\$ 431,770	\$ 372,505	\$ 364,022
Finance and accounting	248,572	212,563	211,069
Customer experience services	189,615	154,368	192,466
Research and analytics	116,081	94,545	96,337
Auto claims	96,123	54,620	46,418
Others	27,639	24,042	17,946
Total	\$1,109,800	\$912,643	\$928,258

Revenue by industry

	Year ended March 31,		
	2022	2021	2020
Insurance*	\$ 332,335	\$ 266,669	\$ 257,586
Healthcare	196,614	172,878	146,622
Diversified businesses including manufacturing, retail, CPG, media and entertainment, and telecom	149,884	139,449	152,973
Travel and leisure	163,849	129,231	166,766
Shipping and logistics	85,258	63,530	56,064
Hi-tech and professional services	69,278	56,386	49,698
Banking and financial services	64,034	42,555	40,485
Utilities	48,548	41,945	58,064
Total	\$1,109,800	\$912,643	\$928,258

\* Includes revenue disclosed under the Auto Claims BPM segment in Note 28.

Revenue by contract type

	Year ended March 31,		
	2022	2021	2020
Full-time-equivalent	\$ 703,440	\$ 592,868	\$ 615,765
Transaction*	188,357	133,423	144,637
Subscription	102,859	98,176	83,135
Fixed price	63,570	42,371	43,518
Others	51,574	45,805	41,203
Total	\$1,109,800	\$912,643	\$928,258

\* Includes revenue disclosed under the Auto Claims BPM segment in Note 28.



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*Revenue by delivery location*

	Year ended March 31,		
	2022	2021	2020
India	\$ 555,796	\$463,908	\$476,078
United States	168,493	150,418	134,031
Philippines	143,238	119,855	130,350
UK*	127,826	72,178	60,244
South Africa	56,735	51,625	68,051
Sri Lanka	16,282	15,748	13,766
China	13,880	12,740	12,399
Romania	12,756	13,107	17,433
Spain	5,314	5,224	8,959
Poland	4,989	4,816	3,649
Costa Rica	3,643	3,024	3,298
Australia	848	—	—
<b>Total</b>	<b>\$1,109,800</b>	<b>\$912,643</b>	<b>\$928,258</b>

\* Includes revenue disclosed under the Auto Claims BPM segment in Note 28.

*Revenue by geography*

Refer Note 28 — External revenue.

**Contract balances**

**Contract assets**

The movement in contract assets during the year ended March 31, 2022 is as follows:

	As at			
	March 31, 2022			
	Sales Commission	Transition activities	Upfront payment / Others	Total
Opening balance	\$ 8,112	\$ 17,656	\$ 9,121	\$ 34,889
Additions during the year	5,209	17,923	10,811	33,943
Amortization/recognition during the year	(2,190)	(7,352)	(7,736)	(17,278)
Impairment loss recognized during the year	(46)	—	—	(46)
Translation adjustments	(240)	(866)	(400)	(1,506)
<b>Closing balance</b>	<b>\$ 10,845</b>	<b>\$ 27,361</b>	<b>\$ 11,796</b>	<b>\$ 50,002</b>

The movement in contract assets during the year ended March 31, 2021 is as follows:

	As at			
	March 31, 2021			
	Sales Commission	Transition activities	Upfront payment / Others	Total
Opening balance	\$ 7,427	\$ 19,006	\$ 9,932	\$ 36,365
Additions during the year	2,365	7,151	5,008	14,524
Amortization/recognition during the year	(1,816)	(9,216)	(6,725)	(17,757)
Impairment loss recognized during the year	(351)	—	—	(351)
Translation adjustments	487	715	906	2,108
<b>Closing balance</b>	<b>\$ 8,112</b>	<b>\$ 17,656</b>	<b>\$ 9,121</b>	<b>\$ 34,889</b>

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**Contract liabilities**

	As at	
	March 31, 2022	March 31, 2021
<b>Contract liabilities:</b>		
Payments in advance of services	\$ 20,416	\$ 24,874
Advance billings	6,307	4,241
Others	314	215
<b>Total</b>	<b>\$ 27,037</b>	<b>\$ 29,330</b>

Revenue recognized during the year ended March 31, 2022 and 2021, which was included in the contract liabilities balance at the beginning of the respective periods is as follows:

	As at	
	March 31, 2022	March 31, 2021
Payments in advance of services	\$ 9,114	\$ 7,695
Advance billings	2,742	3,168
Others	136	492
<b>Total</b>	<b>\$ 11,992</b>	<b>\$ 11,355</b>

The estimated revenue expected to be recognized in the future relating to remaining performance obligations as at March 31, 2022 and March 31, 2021 is as follows:

	As at March 31, 2022				
	Less than 1 Year	1-2 years	2-5 years	More than 5 years	Total
Transaction price allocated to remaining performance obligations	\$15,141	\$ 5,475	\$2,086	\$ —	\$22,702

	As at March 31, 2021				
	Less than 1 Year	1-2 years	2-5 years	More than 5 years	Total
Transaction price allocated to remaining performance obligations	\$ 8,807	\$ 7,842	\$6,206	\$ 14	\$22,869

The Company does not disclose the value of unsatisfied performance obligations for:

- (i) contracts with an original expected length of one year or less; and
- (ii) contracts for which the Company recognizes revenue at the amount to which the Company has the right to invoice for services performed.

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**21. Expenses by nature**

Expenses by nature consist of the following:

	Year ended March 31,		
	2022	2021	2020
Employee cost	\$671,864	\$552,148	\$540,075
Repair payments	82,954	43,942	32,047
Facilities cost	61,238	54,563	62,743
Depreciation	50,003	48,923	47,220
Legal and professional expenses	22,207	23,298	21,996
Travel expenses	4,878	1,927	22,373
Others	47,005	38,312	38,860
<b>Total cost of revenue, selling and marketing and general and administrative expenses</b>	<b>\$940,149</b>	<b>\$763,113</b>	<b>\$765,314</b>

**22. Finance expense**

Finance expense consists of the following:

	Year ended March 31,		
	2022	2021	2020
Interest expense on lease liabilities	\$12,657	\$13,689	\$ 14,782
Interest expense	461	552	2,169
Loss/(gain) on interest rate swaps	217	460	(171)
Debt issuance cost	52	126	231
<b>Total</b>	<b>\$13,387</b>	<b>\$14,827</b>	<b>\$ 17,011</b>

**23. Other income, net**

Other income, net consists of the following:

	Year ended March 31,		
	2022	2021	2020
Net gain arising on financial assets designated as FVTPL	\$ 7,137	\$ 6,352	\$ 7,547
Interest income	3,772	3,702	3,840
Others, net	2,958	2,410	2,988
<b>Total</b>	<b>\$13,867</b>	<b>\$12,464</b>	<b>\$14,375</b>

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**24. Share-based payments**

The Company has two share-based incentive plans: the 2006 Incentive Award Plan adopted on June 1, 2006, as amended and restated in February 2009, September 2011 and September 2013 (which has expired) the “2006 Incentive Award Plan”, and the 2016 Incentive Award Plan effective from September 27, 2016, as amended and restated in September 2018 (the “2016 Incentive Award Plan”) (collectively referred to as the “Plans”). All the Plans are equity settled. Under the Plans, share-based options and RSUs may be granted to eligible participants. Options are generally granted for a term of ten years. Options and RSUs have a graded vesting period of up to four years. The Company settles employee share-based options and RSU exercises with newly issued ordinary shares. As at March 31, 2022, the Company had 3,317,713 ordinary shares available for future grants.

Share-based compensation expense during the years ended March 31, 2022, 2021 and 2020 is as follows:

	Year ended March 31,		
	2022	2021	2020
Share-based compensation expense recorded in:	\$	\$	\$
Cost of revenue	5,155	4,890	4,589
Selling and marketing expenses	4,948	4,327	4,789
General and administrative expenses	34,062	29,013	28,142
<b>Total share-based compensation expense</b>	<b>\$44,165</b>	<b>\$38,230</b>	<b>\$37,520</b>

Upon exercise of RSUs, the Company issued 547,704, 768,563 and 780,420 shares during the years ended March 31, 2022, 2021 and 2020, respectively.

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Restricted share units

The 2006 Incentive Award Plan and the 2016 Incentive Award Plan also allow for the grant of RSUs. Each RSU represents the right to receive one ordinary share and vests over a period of up to three years.

- (i) Movements in the number of RSUs dependent on non-market performance condition outstanding under the 2006 Incentive Award Plan and the 2016 Incentive Award Plan and their related weighted average fair values are as follow:

	Shares	Weighted average fair value	Aggregate intrinsic value
Outstanding as at March 31, 2020	884,590	\$ 44.07	\$ 38,020
Granted	362,795	43.26	
Exercised	(304,822)	42.14	
Forfeited	(18,514)	51.26	
Outstanding as at March 31, 2021	924,049	\$ 44.25	\$ 66,938
Granted	295,441	74.14	
Exercised	(293,769)	47.24	
Forfeited	(40,264)	56.52	
Outstanding as at March 31, 2022	885,457	\$ 52.67	\$ 75,698
RSUs exercisable	488,608	\$ 45.53	\$ 41,771

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The fair value of RSUs is generally the market price of the Company’s shares on the date of grant. As at March 31, 2022, there was \$8,397 of unrecognized compensation cost related to unvested RSUs. This amount is expected to be recognized over a weighted average period of 2.7 years. To the extent the actual forfeiture rate is different than what the Company has anticipated, share-based compensation expense related to these RSUs will be different from the Company’s expectations.

The weighted average grant date fair value of RSUs granted during the year ended March 31, 2022, 2021 and 2020 was \$74.14, \$43.26, and \$56.23, per ADS, respectively. The aggregate intrinsic value of RSUs exercised during the year ended March 31, 2022, 2021 and 2020 was \$23,194, \$20,354, and \$26,522, respectively. The total grant date fair value of RSUs vested during the year ended March 31, 2022, 2021 and 2020 was \$18,240, \$15,912, and \$16,213, respectively.

The weighted average share price of RSU exercised during the year ended March 31, 2022, 2021 and 2020 was \$78.95, \$66.77, and \$61.03, respectively.

- (ii) The 2006 Incentive Award Plan and the 2016 Incentive Award Plan also allow for the grant of RSUs based on the market price of the Company’s shares achieving a specified target over a period of time. The fair value of market-based share awards is determined using Monte-Carlo simulation.

Movements in the number of RSUs dependent on market performance condition outstanding under the 2006 Incentive Award Plan and the 2016 Incentive Award Plan and their related weighted average fair values are as follows:

	Shares	Weighted average fair value	Aggregate intrinsic value
Outstanding as at March 31, 2020	198,990	\$ 13.09	\$ 7,908
Granted	—	—	
Exercised	(123,345)	12.62	
Forfeited	—	—	
Lapsed	—	—	
Outstanding as at March 31, 2021	75,645	\$ 14.10	\$ 5,480
Granted	—		
Exercised	(16,245)	13.39	
Forfeited	—		
Lapsed	—		
Outstanding as at March 31, 2022	59,400	14.30	\$ 5,078
RSUs exercisable	59,400	\$ 14.30	\$ 5,078

On March 15, 2017, the Company modified the vesting period in respect of the RSUs as follows:

- a. for RSUs granted in April 2014, the vesting date has been extended to the fifth anniversary of the grant date (i.e. April 2019)
- b. for RSUs granted in April 2015, the vesting date has been extended to the fourth anniversary of the grant date (i.e. April 2019)
- c. for RSUs granted in April 2016, the vesting date has been extended to the fourth anniversary of the grant date (i.e. April 2020)

Subsequent vesting of RSUs for each of the remaining years would be subject to continued employment.

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The incremental fair value was determined using Monte-Carlo simulation by reference to the difference between fair value of original RSUs as at modification date and the fair value of modified RSUs as at modification date. The additional cost as a result of such modification in respect of modified share awards amounted to \$1,185. The additional cost is spread over the period from the modification date until the vesting date of the modified award, which differs from the vesting date of the original award. The incremental cost recognized in the current year (March 31, 2021: \$3) in respect of such modified share awards amounted to \$Nil.

The aggregate intrinsic value of RSUs exercised during the year ended March 31, 2022, 2021 and 2020 was \$1,205, \$8,973, and \$285, respectively. The weighted average share price of RSU exercised during the year ended March 31, 2022, 2021 and 2020 was \$74.18, \$72.75, and \$56.97, respectively.

As at March 31, 2022, there was \$Nil of unrecognized compensation cost related to unvested market based RSUs. The weighted average grant date fair value of the RSUs granted during the years ended March 31, 2022, 2021 and 2020 was \$Nil.

(iii) RSUs related to total shareholder’s return (“TSR”)

Movements in the number of RSUs linked to the TSR condition outstanding under the 2016 Incentive Award Plan and their related weighted average fair values are as follows:

	Shares	Weighted Average fair value	Aggregate Intrinsic value
Outstanding as at March 31, 2020	533,253	\$ 51.07	\$ 22,919
Granted	314,771	35.22	
Exercised	(19,039)	36.52	
Forfeited	(2,775)	34.53	
Lapsed	—	—	
Outstanding as at March 31, 2021	826,210	\$ 45.45	\$ 59,851
Granted	154,110	78.80	
Exercised	(15,209)	50.22	
Forfeited	(15,111)	38.70	
Lapsed	(50,550)	57.20	
Outstanding as at March 31, 2022	899,450	50.53	76,894
RSUs exercisable	268,777	\$ 42.92	\$ 22,978

During the year ended March 31, 2022, the Company issued 154,110 RSUs (March 31, 2021: 314,771 RSUs) to certain employees. The conditions for the vesting of these RSUs are linked to the TSR of the Company in addition to the condition of continued employment with the Company through the applicable vesting period.

The performance of these RSUs shall be assessed based on the TSR of the custom peer group (based on percentile rank) and the industry index (based on outperformance rank). The RSUs granted with the TSR condition shall vest on the third anniversary of the grant date, subject to the participant’s continued employment with the Company through the applicable vesting date and achievement of the specified conditions of stock performance and TSR parameters.

The fair value of these RSUs is determined using Monte-Carlo simulation. The weighted average grant date fair value of RSUs granted during the year ended March 31, 2022, 2021 and 2020 was \$78.80, \$35.22 and \$63.10, per ADS, respectively. The stock compensation expense charged during the year ended March 31, 2022 was \$5,892 (March 31, 2021: \$5,213). As at March 31, 2022, there was \$6,405 of unrecognized compensation cost related to these RSUs. This amount is expected to be recognized over a weighted average period of 1.9 years. The total grant date fair value of these RSUs vested during the year ended March 31, 2022, 2021 and 2020 was \$5,338, \$7,651, and \$Nil, respectively.

The aggregate intrinsic value of RSUs exercised during the year ended March 31, 2022, 2021 and 2020 was \$1,201, \$1,413, and \$Nil, respectively. The weighted average share price of RSU exercised during the year ended March 31, 2022, 2021 and 2020 was \$78.97, \$74.20, and \$Nil, respectively.

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***Performance share units***

The 2006 Incentive Award Plan and 2016 Incentive Award Plan also allow for grant of performance share units (“PSUs”). Each PSU represents the right to receive one ordinary share based on the Company’s performance against specified non-market performance conditions and vests over a period of three years.

Movements in the number of PSUs outstanding under the 2006 Incentive Award Plan and the 2016 Incentive Award Plan and their related weighted average fair values are as follow:

	Shares	Weighted average fair value	Aggregate intrinsic value
Outstanding as at March 31, 2020	911,518	\$ 36.67	\$ 39,176
Granted	193,249	68.05	
Exercised	(321,357)	30.36	
Forfeited	(12,121)	53.38	
Outstanding as at March 31, 2021	771,289	\$ 43.21	\$ 55,870
Granted	275,245	73.46	
Exercised	(192,053)	35.65	
Forfeited	(16,173)	60.58	
Outstanding as at March 31, 2022	838,308	49.19	71,667
PSUs exercisable	341,072	\$ 38.64	\$ 29,158

The fair value of PSUs is generally the market price of the Company’s shares on the date of grant, and assumes that performance targets will be achieved. As at March 31, 2022, there was \$9,763 of unrecognized compensation costs related to unvested PSUs, net of forfeitures. This amount is expected to be recognized over a weighted average period of 1.6 years. Over the performance period, the number of shares that will be issued will be adjusted upward or downward based upon the probability of achievement of the performance targets. The ultimate number of shares issued and the related compensation cost recognized as expense will be based on a comparison of the final performance metrics to the specified targets.

The weighted average grant date fair value of PSUs granted during the years ended March 31, 2022, 2021 and 2020 was \$73.46, \$68.05, and \$52.14, per ADS, respectively. The aggregate intrinsic value of PSUs exercised during the year ended March 31, 2022, 2021 and 2020 was \$14,958, \$22,207 and \$20,333, respectively. The total grant date fair value of PSUs vested during the year ended March 31, 2022, 2021 and 2020 was \$13,599, \$13,049 and \$10,154 respectively.

The weighted average share price of PSU exercised during the year ended March 31, 2022, 2021 and 2020 was \$77.89, \$69.10 and \$59.65, respectively.

**BBBEE program in South Africa**

The Company’s South African subsidiary has issued share appreciation rights to certain employees to be settled with the Company’s shares. As part of the settlement, the Company granted 1,135 RSUs during the year ended March 31, 2022 and 11,400 and 1,850 RSUs during the year ended March 31, 2021 which shall vest on the second anniversary, nine months and third anniversary, respectively, from the grant date. During the years ended March 31, 2020, 2019 and 2018, the Company granted 3,365, 14,250 and 32,050 RSUs, which shall vest on the fourth, third and fourth anniversaries, respectively, from the grant date, subject to such grantee’s continued employment with the Company through the applicable vesting date. The grant date fair value was estimated using a binomial lattice model.

The total stock compensation expense in relation to these RSUs was \$3,483 to be amortized over the vesting period of four years. The stock compensation expense charged during the years ended March 31, 2022 and 2021 was \$324 and \$871, respectively.



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**25. Income taxes**

The domestic and foreign source component of profit/(loss) before income taxes is as follows:

	Year ended March 31,		
	2022	2021	2020
Domestic	\$ (11,150)	\$ (8,176)	\$ (2,795)
Foreign	175,690	140,867	146,747
<b>Profit before income taxes</b>	<b><u>\$164,540</u></b>	<b><u>\$132,691</u></b>	<b><u>\$143,952</u></b>

The Company’s income tax expense consists of the following:

	Year ended March 31,		
	2022	2021	2020
<b>Current taxes</b>			
Domestic taxes	\$ —	\$ —	\$ —
Foreign taxes	37,579	31,326	31,270
	<u>37,579</u>	<u>31,326</u>	<u>31,270</u>
<b>Deferred taxes</b>			
Domestic taxes	—	—	—
Foreign taxes	(5,140)	(1,252)	(4,087)
	<u>(5,140)</u>	<u>(1,252)</u>	<u>(4,087)</u>
<b>Income tax expense</b>	<b><u>\$32,439</u></b>	<b><u>\$30,074</u></b>	<b><u>\$27,183</u></b>

Domestic taxes are Nil as the corporate rate of tax applicable to companies in Jersey, Channel Islands is 0%. Foreign taxes are based on applicable tax rates in each subsidiary’s jurisdiction.

From fiscal 2012 until the year ended March 31, 2021, the Company started operations in various delivery centers in Mumbai, Pune, Chennai, Gurgaon, Noida, India registered under the Special Economic Zone scheme. Some of these operations are eligible for a 100% income tax exemption for a period of five years from the date of commencement of operations expiring between fiscal 2022 and fiscal 2024. Following the expiry of the 100% income tax exemption, these operations are eligible for a 50% income tax exemption expiring between fiscal 2026 and fiscal 2034. The Company’s operations in Costa Rica are eligible for a 50% income tax exemption from fiscal 2018 to fiscal 2021. Between fiscal 2016 and fiscal 2022, the Company commenced operations in delivery centers in the Philippines that are eligible for various tax exemption benefits expiring between fiscal 2020 and fiscal 2026. Following the expiry of the tax benefits, income generated by our Philippines subsidiary, WNS Global Services Philippines Inc., will be taxed at the prevailing special tax rate, which is currently 5.0% on gross profit. As per The Corporate Recovery and Tax Incentives for Enterprises Act (“CREATE”) which is effective from April, 2021, enterprises will be taxed at 5% on gross profit for a fixed period of 10 years. Our operations in Sri Lanka were eligible to claim income tax exemption with respect to the profits earned from export revenue until fiscal 2018 and have been taxed at 14% on a net basis with effect from April 1, 2018 until December 31, 2019. From January 1, 2020, our operations in Sri Lanka are eligible to claim income tax exemption with respect to the profits earned from export revenue.

If the income tax exemptions described above were not available, the additional income tax expense at the respective statutory rates in India, Sri Lanka and Philippines would have been approximately \$20,885, \$11,102 and \$17,692 for the years ended March 31, 2022, 2021 and 2020, respectively. Such additional tax would have decreased the basic and diluted earnings per share for the year ended March 31, 2022 by \$0.43 and \$0.41, respectively (\$0.22 and \$0.21, respectively for the year ended March 31, 2021 and \$0.36 and \$0.34, respectively, for the year ended March 31, 2020).

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Income taxes recognized directly in equity are as follows:

	Year ended March 31,		
	2022	2021	2020
<b>Current taxes:</b>			
Excess tax deductions related to share-based payments	(1,062)	(729)	(998)
	<u>\$ (1,062)</u>	<u>\$ (729)</u>	<u>\$ (998)</u>
<b>Deferred taxes:</b>			
Excess tax deductions related to share-based payments	(877)	(1,640)	807
	<u>\$ (877)</u>	<u>\$ (1,640)</u>	<u>\$ 807</u>
<b>Total income tax recognized directly in equity</b>	<b><u>\$ (1,939)</u></b>	<b><u>\$ (2,369)</u></b>	<b><u>\$ (191)</u></b>

Income taxes recognized in other comprehensive income are as follows:

	Year ended March 31,		
	2022	2021	2020
<b>Current taxes</b>	—	—	—
<b>Deferred taxes:</b>			
Unrealized gain/(loss) on cash flow hedging derivatives	2,698	1,089	(2,939)
Pension liability	148	(248)	(189)
<b>Total income tax recognized directly in other comprehensive income</b>	<b><u>\$2,846</u></b>	<b><u>\$ 841</u></b>	<b><u>\$ (3,128)</u></b>

The reconciliation of estimated income tax to income tax expense:

	Year ended March 31,		
	2022	2021	2020
Profit before income taxes	\$ 164,540	\$ 132,691	\$ 143,952
Income tax expense at tax rates applicable to individual entities	50,954	41,268	43,379
Effect of:			
Items not deductible for tax	358	401	414
Exempt income	(20,557)	(11,340)	(18,380)
Non tax deductible goodwill impairment	—	—	776
Losses in respect of which deferred tax asset not recognized due to uncertainty and ineligibility to carry forward	2,183	106	178
Recognition of unutilized tax benefits / Unrecognized losses utilized	(56)	(472)	(264)
Temporary difference that will reverse during tax holiday period	2,828	1,139	2,138
Change in tax rate and law	(160)	1,228	55
Provision for uncertain tax position	—	—	(409)
State taxes	345	458	61
Employment related tax incentive	(2,123)	(1,734)	(1,253)
Others, net	(1,333)	(980)	488
<b>Income tax expense</b>	<b><u>\$ 32,439</u></b>	<b><u>\$ 30,074</u></b>	<b><u>\$ 27,183</u></b>

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Deferred taxes for the year ended March 31, 2022 arising from temporary differences and unused tax losses can be summarized below:

	Opening Balance	Additions due to acquisition	Recognized in statement of income	Recognized in equity	Recognized in/ Reclassified from other comprehensive income	Foreign currency translation	Closing balance
Deferred tax assets:							
Property and equipment	\$ 6,188	\$ 237	\$ 254	\$ —	\$ —	\$ (152)	\$ 6,527
Net operating loss carry forward	1,249	—	(294)	—	—	(23)	932
Accruals deductible on actual payment	10,549	153	1,743	—	(148)	(295)	12,002
Share-based compensation expense	21,036	—	3,678	877	—	(661)	24,930
Others	799	—	(33)	—	—	(12)	754
<b>Total deferred tax assets</b>	<b>\$39,821</b>	<b>\$ 390</b>	<b>\$ 5,348</b>	<b>\$ 877</b>	<b>\$ (148)</b>	<b>\$ (1,143)</b>	<b>\$45,145</b>
Deferred tax liabilities:							
Intangible assets	11,967	1	32	—	—	(17)	11,983
Unrealized gain/(loss) on cash flow hedging and investments	1,387	—	(117)	—	2,698	(114)	3,854
Others	3,674	—	293	—	—	(134)	3,833
<b>Total deferred tax liabilities</b>	<b>\$17,028</b>	<b>\$ 1</b>	<b>\$ 208</b>	<b>\$ —</b>	<b>\$ 2,698</b>	<b>\$ (265)</b>	<b>\$19,670</b>
<b>Net deferred tax assets/(liabilities)</b>	<b>\$22,793</b>	<b>\$ 389</b>	<b>\$ 5,140</b>	<b>\$ 877</b>	<b>\$ (2,846)</b>	<b>\$ (878)</b>	<b>\$25,475</b>

Deferred taxes for the year ended March 31, 2021 arising from temporary differences and unused tax losses can be summarized below:

	Opening Balance	Additions due to acquisition	Recognized in statement of income	Recognized in equity	Recognized in/ Reclassified from other comprehensive income	Foreign currency translation	Closing balance
Deferred tax assets:							
Property and equipment	\$ 5,592	\$ —	\$ 40	\$ —	\$ —	\$ 556	\$ 6,188
Net operating loss carry forward	779	—	417	—	—	53	1,249
Accruals deductible on actual payment	9,825	—	(120)	—	248	596	10,549
Share-based compensation expense	16,101	—	1,861	1,640	—	1,434	21,036
Minimum alternate tax	629	—	(654)	—	—	25	—
Others	130	—	610	—	—	59	799
<b>Total deferred tax assets</b>	<b>\$33,056</b>	<b>\$ —</b>	<b>\$ 2,154</b>	<b>\$ 1,640</b>	<b>\$ 248</b>	<b>\$ 2,723</b>	<b>\$39,821</b>
Deferred tax liabilities:							
Intangible assets	11,437	—	312	—	—	218	11,967
Unrealized gain/(loss) on cash flow hedging and investments	352	—	(52)	—	1,089	(2)	1,387
Others	2,380	—	642	—	—	652	3,674
<b>Total deferred tax liabilities</b>	<b>\$14,169</b>	<b>\$ —</b>	<b>\$ 902</b>	<b>\$ —</b>	<b>\$ 1,089</b>	<b>\$ 868</b>	<b>\$17,028</b>
<b>Net deferred tax assets/(liabilities)</b>	<b>\$18,887</b>	<b>\$ —</b>	<b>\$ 1,252</b>	<b>\$ 1,640</b>	<b>\$ (841)</b>	<b>\$ 1,855</b>	<b>\$22,793</b>

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Deferred taxes for the year ended March 31, 2020 arising from temporary differences and unused tax losses can be summarized below:

	Opening Balance	Transition adjustments on adoption of IFRS 16	Recognized in statement of income	Recognized in equity	Recognized in/ Reclassified from other comprehensive income	Foreign currency translation	Closing balance
Deferred tax assets:							
Property and equipment	\$ 7,073	\$ —	\$ (736)	\$ —	\$ —	\$ (745)	\$ 5,592
Net operating loss carry forward	1,287	—	(430)	—	—	(78)	779
Accruals deductible on actual payment	7,358	2,106	1,226	—	189	(1,054)	9,825
Share-based compensation expense	14,120	—	3,917	(807)	—	(1,129)	16,101
Minimum alternate tax	552	—	135	—	—	(58)	629
Others	482	—	(295)	—	—	(57)	130
<b>Total deferred tax assets</b>	<b>\$30,872</b>	<b>\$ 2,106</b>	<b>\$ 3,817</b>	<b>\$ (807)</b>	<b>\$ 189</b>	<b>\$ (3,121)</b>	<b>\$33,056</b>
Deferred tax liabilities:							
Intangible assets	12,183	—	(753)	—	—	7	11,437
Unrealized gain/(loss) on cash flow hedging and investments	3,539	—	(5)	—	(2,939)	(243)	352
Others	2,084	—	488	—	—	(192)	2,380
<b>Total deferred tax liabilities</b>	<b>\$17,806</b>	<b>\$ —</b>	<b>\$ (270)</b>	<b>\$ —</b>	<b>\$ (2,939)</b>	<b>\$ (428)</b>	<b>\$14,169</b>
<b>Net deferred tax assets/(liabilities)</b>	<b>\$13,066</b>	<b>\$ 2,106</b>	<b>\$ 4,087</b>	<b>\$ (807)</b>	<b>\$ 3,128</b>	<b>\$ (2,693)</b>	<b>\$18,887</b>

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Deferred tax presented in the consolidated statement of financial position is as follows:

	As at	
	March 31, 2022	March 31, 2021
Deferred tax assets	34,765	33,022
Deferred tax liabilities	(9,290)	(10,228)
Net deferred tax assets	\$ 25,475	\$ 22,794

There are unused tax losses amounting to \$18,709 as at March 31, 2022 for which no deferred tax asset has been recognized as these losses relate to a tax jurisdiction where the group entity has had past losses and there is no conclusive evidence to support the view that sufficient taxable profit will be generated by such group entity in the future to offset such losses. The expiry dates of the tax benefit for these losses depend on the local tax laws of the jurisdiction and, if not utilized, would expire on various dates starting from financial year 2022 to 2027. However, in the US, Germany and New Zealand there is no expiry period for the unused tax losses.

Deferred income tax liabilities on earnings of the Company’s subsidiaries have not been provided as such earnings are deemed to be permanently reinvested in the business and the Company is able to control the timing of the reversals of temporary differences associated with these investments. Accordingly, temporary difference on which deferred tax liability has not been recognized amounts to \$984,475, \$840,607 and \$737,776 as at March 31, 2022, 2021 and 2020, respectively.

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From time to time, the Company receives orders of assessment from the Indian tax authorities assessing additional taxable income on the Company and/or its subsidiaries in connection with their review of their tax returns. The Company currently has orders of assessment outstanding for various years through fiscal 2018, which assess additional taxable income that could in the aggregate give rise to an estimated \$24,718 (March 31, 2021: \$27,590) in additional taxes, including interest of \$6,214 (March 31, 2021: \$9,450). These orders of assessment allege that the transfer prices the Company applied to certain of the international transactions between WNS Global and its other wholly-owned subsidiaries were not on arm's length terms, disallow a tax holiday benefit claimed by the Company, deny the set off of brought forward business losses and unabsorbed depreciation and disallow certain expenses claimed as tax deductible by WNS Global. The Company has appealed against these orders of assessment before higher appellate authorities.

In addition, the Company has orders of assessment pertaining to similar issues that have been decided in favor of the Company by appellate authorities, vacating the tax demands of \$71,712 (March 31, 2021: \$57,175) in additional taxes, including interest of \$25,481 (March 31, 2021: \$19,381). The income tax authorities have filed or may file appeals against these orders at higher appellate authorities.

Uncertain tax positions are reflected at the amount likely to be paid to the taxation authorities. A liability is recognized in connection with each item that is not probable of being sustained on examination by taxing authority. The liability is measured using single best estimate of the most likely outcome for each position taken in the tax return. Thus, the provision would be the aggregate liability in connection with all uncertain tax positions. As of March 31, 2022, the Company has provided a tax reserve of \$10,216 (March 31, 2021: \$10,591) primarily on account of the Indian tax authorities' denying the set off of brought forward business losses and unabsorbed depreciation.

As at March 31, 2022, corporate tax returns for years ended March 31, 2019 and onward remain subject to examination by tax authorities in India.

Based on the facts of these cases, the nature of the tax authorities' disallowances and the orders from appellate authorities deciding similar issues in favor of the Company in respect of assessment orders for earlier fiscal years and after consultation with the Company's external tax advisors, the Company believes these orders are unlikely to be sustained at the higher appellate authorities. The Company has deposited \$11,849 (March 31, 2021: \$12,534) of the disputed amounts with the tax authorities and may be required to deposit the remaining portion of the disputed amounts with the tax authorities pending final resolution of the respective matters.

***Others***

The Company received an assessment order from the Indian service tax authority, demanding payment of \$1,965 towards service tax for the period April 1, 2014 to June 30, 2017. The tax authorities have rejected input service tax credit on certain types of input services. The Company has orders of assessment pertaining to similar issues for earlier fiscal years that have been decided in favor of the Company by appellate authorities. The Company intends to dispute the order of assessment.

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26. Earnings per share

The following table sets forth the computation of basic and diluted earnings per share:

	Year ended March 31,		
	2022	2021	2020
Numerator:			
Profit after tax	\$ 132,101	\$ 102,617	\$ 116,769
Denominator:			
Basic weighted average ordinary shares outstanding	48,891,004	49,765,672	49,726,636
Dilutive impact of equivalent share-based options and RSUs	2,357,573	2,343,077	2,310,304
Diluted weighted average ordinary shares outstanding	51,248,577	52,108,749	52,036,940

The computation of earnings per ordinary share (“EPS”) was determined by dividing profit by the weighted average ordinary shares outstanding during the respective periods.

The Company excluded from the calculation of diluted EPS RSUs for the issuance of 3,165, 4,995 and 3,365 shares for the year ended March 31, 2022, 2021 and 2020, respectively, because their effect will be anti-dilutive.

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**27. Related party**

The following is a list of the Company’s subsidiaries as at March 31, 2022:

<u>Direct subsidiaries</u>	<u>Step subsidiaries</u>	<u>Place of incorporation</u>
WNS Global Services Netherlands B.V. <sup>(1)</sup>		The Netherlands
	WNS Global Services (Romania) S.R.L.	Romania
WNS North America Inc.		Delaware, USA
	WNS Business Consulting Services Private Limited	India
	WNS Global Services Inc.	Delaware, USA
	WNS BPO Services Costa Rica, S.R.L.	Costa Rica
	Denali Sourcing Services Inc.	Delaware, USA
	- WNS Denali Sourcing Services Inc. <sup>(2)</sup>	Delaware, USA
WNS Assistance Limited (previously WNS Workflow Technologies Limited)		United Kingdom
	WNS Assistance (Legal) Limited	United Kingdom
	Accidents Happen Assistance Limited	United Kingdom
	WNS Legal Assistance LLP	United Kingdom
WNS (Mauritius) Limited		Mauritius
	WNS Capital Investment Limited	Mauritius
	- WNS Customer Solutions (Singapore) Private Limited	Singapore
	-WNS Global Services (Australia) Pty Ltd	Australia
	- WNS New Zealand Limited	New Zealand
	- Business Applications Associates Beijing Ltd	China
	WNS Global Services Private Limited <sup>(3)</sup>	India
	- WNS Global Services (UK) Limited <sup>(4)</sup>	United Kingdom
	- WNS Global Services SA (Pty) Limited	South Africa
	- WNS B-BBEE Staff Share Trust <sup>(5)</sup>	South Africa
	- Ucademy (Pty) Limited	South Africa
	- WNS South Africa (Pty) Limited <sup>(6)</sup>	South Africa
	- MTS HealthHelp Inc.	Delaware, USA
	- HealthHelp Holdings LLC	Delaware, USA
	- HealthHelp LLC	Delaware, USA
	- WNS-HealthHelp Philippines Inc.	Philippines
	- Value Edge Inc.	Delaware, USA
	- Value Edge AG.	Switzerland
	-VE Value Edge GmbH	Germany
	WNS Global Services (Private) Limited	Sri Lanka
	WNS Global Services (Dalian) Co. Ltd.	China
	WNS Global Services (UK) International Limited	United Kingdom
	- WNS Global Services North Americas Inc.	Delaware, USA
	- WNS Global Services AG <sup>(7)</sup>	Switzerland
	- WNS Global Services Lisbon Unipessoal LDA <sup>(8)</sup>	Portugal
	WNS Information Services (India) Private Limited <sup>(9)</sup>	India
WNS Business Consulting Netherlands B.V. <sup>(10)</sup>		The Netherlands
	WNS Global Services Philippines Inc.	The Philippines
WNS Gestion des Processus d’Affaire Inc. <sup>(11)</sup>		Canada

**Notes:**

- (1) WNS Global Services Netherlands Cooperatief U.A. was converted into a BV entity with effect from January 9, 2020. As a consequence, the name of WNS Global Services Netherlands Cooperatief U.A. was changed to WNS Global Services Netherlands B.V. with effect from January 9, 2020.
- (2) WNS Denali Sourcing Services Inc., a wholly-owned subsidiary of Denali Sourcing Services Inc., was incorporated on November 27, 2019.
- (3) WNS Global Services Private Limited is held jointly by WNS (Mauritius) Limited, WNS Global Services Netherlands B.V. and WNS Customer Solutions (Singapore) Private Limited. The percentage of holding of WNS (Mauritius) Limited is 63.18%, of WNS Global Services Netherlands B.V. is 20.84%, and of WNS Customer Solutions (Singapore) Private Limited is 15.98%.
- (4) WNS Global Services (UK) Limited is jointly held by WNS Global Services Private Limited and WNS (Holdings) Limited. The percentage of holding of WNS Global Services Private Limited is 94.9% and of WNS (Holdings) Limited is 5.1%.



- (5) The WNS B-BBEE Staff Share Trust (the “trust”) was registered on April 26, 2017 in relation to the grant of share appreciation rights by WNS Global Services SA (Pty) Limited. The trust holds 10% of the equity capital of WNS Global Services SA (Pty) Limited and the balance 90% is held by WNS Global Services (UK) Limited. During the year ended March 31, 2020, the trust subscribed to one participating preference share issued by WNS Global Services SA (Pty) Limited, which entitles the trust to 45.56% voting rights in WNS South Africa (Pty) Limited.
- (6) WNS South Africa (Pty) Limited was incorporated as a subsidiary of WNS Global Services SA (Pty) Limited on December 19, 2018. The name of the entity was changed to WNS South Africa (Pty) Ltd with effect from September 25, 2019.
- (7) WNS Global Services AG, a wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated on July 16, 2021.
- (8) WNS Global Services Lisbon Unipessoal LDA, a wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated on August 13, 2021.
- (9) On August 1, 2021, the Company acquired all outstanding shares of MOL Information Processing Services (I) Private Limited. The name of the entity was changed to WNS Information Services (India) Private Limited with effect from December 1, 2021.
- (10) WNS Business Consulting Netherlands B.V., a wholly-owned subsidiary of WNS (Holdings) Limited, was incorporated on March 17, 2020 pursuant to the execution of deed of demerger on March 16, 2020. The shares of WNS Global Services Philippines Inc. were transferred from WNS Global Services Netherlands B.V. to WNS Business Consulting Netherlands B.V. pursuant to the proposal of demerger.
- (11) WNS Gestion des Processus d’Affaire Inc. was incorporated on April 28, 2020.

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<b><u>Key management personnel</u></b>	
Adrian T. Dillon (Ceased to be Chairman from September 20, 2021)	Chairman
Timothy L. Main (Appointed on September 21, 2021)	Chairman
Keshav R. Murugesh	Director and Group Chief Executive Officer
Renu S. Karnad (Ceased to be Director from February 14, 2020)	Director
Jason Liberty (Appointed on February 14, 2020)	Director
Swaminathan Rajamani	Chief People Officer
Gautam Barai	Chief Operating Officer
Sanjay Puria	Group Chief Financial Officer
Gareth Williams	Director
Michael Menezes	Director
John Freeland	Director
Françoise Gri	Director
Keith Haviland	Director
Mario P. Vitale	Director
Lan Tu (Appointed on February 4, 2022)	Director

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Nature of transaction with related parties	Year ended March 31,		
	2022	2021	2020
Key management personnel*			
Remuneration and short-term benefits	7,601	7,380	6,959
Defined contribution plan	124	105	114
Other benefits	114	47	54
Share-based compensation expense	15,264	14,830	17,167

\* Defined benefit plan related costs are not disclosed as these are determined for the Company as a whole.

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**28. Operating segments**

The Company has several operating segments based on a mix of industry and the types of services. The composition and organization of these operating segments currently is designed in such a way that the back office shared processes, i.e. the horizontal structure, delivers service to industry specific back office and front office processes i.e. the vertical structure. These structures represent a matrix form of organization structure, accordingly operating segments have been determined based on the core principle of segment reporting in accordance with IFRS 8 “*Operating segments*” (“IFRS 8”). Segment managers are responsible for the performance of the operating segments on a combined vertical structure which includes travel, shipping and logistics services; utilities, retail and consumer products group; banking and financial, healthcare and insurance services including auto claims; hi-tech and professional services; and others. Effective February 1, 2019, the Company realigned its segment managers responsible for the performance of operating segments on a combined vertical structure with the appointment of a segment manager as Chief Operating Officer. The revised structure includes travel, shipping and logistics services, utilities, retail and consumer products group; banking and financial and hi-tech and professional services; insurance services; healthcare; auto claims and others. The segment managers’ performance is reviewed by the Group Chief Executive Officer, who has been identified as the Chief Operating Decision Maker (“CODM”). The CODM evaluates the Company’s performance and allocates resources based on revenue growth of combined vertical structure.

The Company believes that the business process management services that it provides to customers in industries other than auto claims such as travel, shipping and logistics services; utilities, retail and consumer products group; banking and financial, healthcare and insurance; hi-tech and professional services; and others are similar in terms of services, service delivery methods, use of technology, and average long-term gross profit and hence meet the aggregation criteria in accordance with IFRS 8. WNS Assistance Limited and Accidents Happen Assistance Limited (which provide automobile repair through a network of third party repair centers), and WNS Assistance (Legal) Limited and WNS Legal Assistance LLP (which provide legal services in relation to personal injury claims), constitute WNS Auto Claims BPM, the performance of which is evaluated by the CODM separately. The WNS Auto Claims BPM segment does not meet the aggregation criteria. Accordingly, the Company has determined that it has two reportable segments, “WNS Global BPM” and “WNS Auto Claims BPM.”

In order to provide accident management services, the Company arranges for the repair through a network of repair centers. Repair costs paid to automobile repair centers are invoiced to customers and recognized as revenue except in cases where the Company has concluded that it is not the principal in providing claims handling services and hence it would be appropriate to record revenue from repair services on a net basis, i.e. net of repair cost. The Company uses revenue less repair payments (non-GAAP) for “Fault” repairs as a primary measure to allocate resources and measure segment performance. Revenue less repair payments is a non-GAAP measure which is calculated as (a) revenue less (b) in the Company’s auto claims business, payments to repair centers for “Fault” repair cases where the Company acts as the principal in its dealings with the third party repair centers and its clients. For “Non-fault repairs,” revenue including repair payments is used as a primary measure. As the Company provides a consolidated suite of accident management services including credit hire and credit repair for its “Non-fault” repairs business, the Company believes that measurement of that line of business has to be on a basis that includes repair payments in revenue.

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The segment results for the year ended March 31, 2022 are as follows:

	Year ended March 31, 2022			
	WNS Global BPM	WNS Auto Claims BPM	Inter segments (1)	Total
Revenue from external customers	\$1,013,677	\$ 96,123	\$ —	\$1,109,800
Segment revenue	\$1,014,671	\$ 96,123	\$ (994)	\$1,109,800
Payments to repair centers	—	82,954	—	82,954
Revenue less repair payments (non-GAAP)	1,014,671	13,169	(994)	1,026,846
Depreciation	49,277	726	—	50,003
Other costs	742,745	15,317	(994)	757,068
Segment operating profit/(loss)	222,649	(2,874)	—	219,775
Other income, net	(13,134)	(733)	—	(13,867)
Finance expense	13,323	64	—	13,387
Segment profit/(loss) before income taxes	222,460	(2,205)	—	220,255
Income tax expense	32,703	(264)	—	32,439
Segment profit/(loss)	189,757	(1,941)	—	187,816
Amortization of intangible assets				11,550
Share-based compensation expense				44,165
Profit after tax				\$ 132,101
Addition to non-current assets (2)	\$ 39,094	\$ 2,232	\$ —	\$ 41,326
Total assets, net of elimination	1,044,865	119,627	—	1,164,492
Total liabilities, net of elimination	\$ 319,936	\$ 90,553	\$ —	\$ 410,489

(1) Transactions between inter segments represent business process management services rendered by WNS Global BPM to WNS Auto Claims BPM.  
(2) Addition to non-current assets include additions made to property and equipment, right-of-use assets and intangible assets.

No client individually accounted for more than 10% of the total revenue during the year ended March 31, 2022.

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The segment results for the year ended March 31, 2021 are as follows:

	Year ended March 31, 2021			
	WNS Global BPM	WNS Auto Claims BPM	Inter segments (1)	Total
<b>Revenue from external customers</b>	\$ 858,023	\$ 54,620	\$ —	\$ 912,643
Segment revenue	\$ 858,368	\$ 54,620	\$ (345)	\$ 912,643
Payments to repair centers	—	43,942	—	43,942
<b>Revenue less repair payments (non-GAAP)</b>	858,368	10,678	(345)	868,701
Depreciation	48,302	621	—	48,923
Other costs	620,487	12,630	(345)	632,772
<b>Segment operating profit/(loss)</b>	189,579	(2,573)	—	187,006
Other income, net	(11,847)	(617)	—	(12,464)
Finance expense	14,758	69	—	14,827
<b>Segment profit/(loss) before income taxes</b>	186,668	(2,025)	—	184,643
Income tax expense	29,661	413	—	30,074
<b>Segment profit/(loss)</b>	157,007	(2,438)	—	154,569
Amortization of intangible assets				13,722
Share-based compensation expense				38,230
<b>Profit after tax</b>				<u>\$ 102,617</u>
Addition to non-current assets (2)	\$ 46,806	\$ 1,792	\$ —	\$ 48,598
Total assets, net of elimination	979,281	126,867	—	1,106,148
Total liabilities, net of elimination	\$ 329,192	\$ 92,864	\$ —	\$ 422,056

(1) Transactions between inter segments represent business process management services rendered by WNS Global BPM to WNS Auto Claims BPM.  
(2) Addition to non-current assets include additions made to property and equipment, right-of-use assets and intangible assets.

No client individually accounted for more than 10% of the total revenue during the year ended March 31, 2021.

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The segment results for the year ended March 31, 2020 are as follows:

	Year ended March 31, 2020			
	WNS Global BPM	WNS Auto Claims BPM	Inter segments <sup>(1)</sup>	Total
<b>Revenue from external customers</b>	\$ 881,840	\$ 46,418	\$ —	\$ 928,258
Segment revenue	\$ 882,016	\$ 46,418	\$ (176)	\$ 928,258
Payments to repair centers	—	32,047	—	32,047
<b>Revenue less repair payments (non-GAAP)</b>	882,016	14,371	(176)	896,211
Depreciation	46,722	498	—	47,220
Other costs	630,375	14,946	(176)	645,145
Impairment of goodwill (Refer Note 9)	—	4,085	—	4,085
<b>Segment operating profit/(loss)</b>	204,919	(5,158)	—	199,761
Other income, net	(13,298)	(1,077)	—	(14,375)
Finance expense	16,932	79	—	17,011
<b>Segment profit/(loss) before income taxes</b>	201,285	(4,160)	—	197,125
Income tax expense	27,387	(204)	—	27,183
<b>Segment profit/(loss)</b>	173,898	(3,956)	—	169,942
Amortization of intangible assets				15,653
Share-based compensation expense				37,520
<b>Profit after tax</b>				<u>\$ 116,769</u>
Addition to non-current assets <sup>(2)</sup>	\$ 42,973	\$ 1,760	\$ —	\$ 44,733
Total assets, net of elimination	892,572	119,757	—	1,012,329
Total liabilities, net of elimination	\$ 339,660	\$ 85,559	\$ —	\$ 425,219

(1) Transactions between inter segments represent business process management services rendered by WNS Global BPM to WNS Auto Claims BPM.  
(2) Addition to non-current assets include additions made to property and equipment, right-of-use assets and intangible assets.

No client individually accounted for more than 10% of the total revenue during the year ended March 31, 2020.

**WNS (HOLDINGS) LIMITED**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**(Amounts in thousands, except share and per share data)**

**External revenue**

Revenues from the geographic segments based on domicile of the customer. The Company’s external revenue by geographic area is as follows:

	Year ended March 31,		
	2022	2021	2020
Jersey, Channel Islands	\$ —	\$ —	\$ —
North America (primarily the US)	504,260	403,527	392,601
UK	363,871	286,646	291,295
Australia	67,409	70,297	79,875
Europe (excluding the UK)	67,918	61,381	74,308
South Africa	22,270	26,450	35,429
Rest of the world	84,072	64,342	54,750
<b>Total</b>	<b>\$1,109,800</b>	<b>\$912,643</b>	<b>\$928,258</b>

The Company’s non-current assets by geographic area, which consists of property and equipment and right-of-use assets are as follows:

	As at March 31,	
	2022	2021
Jersey, Channel Islands	\$ —	\$ —
India	90,272	108,971
Philippines	59,030	58,149
South Africa	12,136	16,737
North America	14,707	16,601
UK	5,066	6,396
Rest of the world	10,669	12,184
<b>Total</b>	<b>\$191,880</b>	<b>\$219,038</b>



**WNS (HOLDINGS) LIMITED**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
**(Amounts in thousands, except share and per share data)**

**29. Commitment and contingencies**

**Capital commitments**

As at March 31, 2022 and 2021, the Company had committed to spend approximately \$9,522 and \$7,027, respectively, under agreements to purchase property and equipment. These amounts are net of capital advances paid in respect of these purchases.

***Bank guarantees and others***

Certain subsidiaries of the Company hold bank guarantees aggregating \$868 and \$1,264 as at March 31, 2022 and March 31 2021, respectively. These guarantees have a remaining expiry term ranging from one to five years.

Restricted time deposits placed with bankers as security for guarantees given by them to regulatory authorities and other third parties aggregating \$666 and \$766 as at March 31, 2022 and March 31 2021, respectively, are included in other current assets. These deposits represent cash collateral against bank guarantees issued by the banks on behalf of the Company to third parties.

**Contingencies**

In the ordinary course of business, the Company is involved in lawsuits, claims and administrative proceedings. While uncertainties are inherent in the final outcome of these matters, the Company believes, after consultation with counsel, that the disposition of these proceedings will not have a material adverse effect on the Company's financial position, results of operations or cash flows.

WNS (HOLDINGS) LIMITED  
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS  
(Amounts in thousands, except share and per share data)

30. Additional capital disclosures

The key objective of the Company’s capital management is to ensure that it maintains a stable capital structure with the focus on total equity to uphold investor, creditor, and customer confidence and to ensure future development of its business. The Company focuses on keeping a strong total equity base to ensure independence, security, as well as a high financial flexibility for potential future borrowings, if required, without impacting the risk profile of the Company.

The capital structure as at March 31, 2022 and 2021 was as follows:

	As at March 31,		
	2022	2021	% Change
Total equity attributable to the equity shareholders of the Company	\$754,003	\$684,092	10%
As percentage of total capital	100%	98%	
Long-term debt (1)	—	16,800	(100)%
Total debt	\$ —	\$ 16,800	(100)%
As percentage of total capital	—	2%	
Total capital (debt and equity)	<u>\$754,003</u>	<u>\$700,892</u>	8%

Note:

(1) Before netting off debt issuance cost of Nil and \$52 as at March 31, 2022 and March 31, 2021, respectively.

The Company is fully equity-financed. This is also evident from the fact that debt represents only 0% and 2% of total capital as at March 31, 2022 and 2021, respectively.

WNS (HOLDINGS) LIMITED  
LIST OF SUBSIDIARIES

<u>S/No.</u>	<u>Name of Subsidiary</u>	<u>Place of Incorporation</u>
1.	WNS Global Services Netherlands B.V.	Netherlands
2.	WNS North America, Inc.	Delaware, USA
3.	WNS Global Services (UK) Limited	United Kingdom
4.	WNS (Mauritius) Limited	Mauritius
5.	WNS Global Services (Romania) S.R.L.	Romania
6.	WNS Global Services Philippines, Inc.	Philippines
7.	WNS Business Consulting Services Private Limited	India
8.	WNS Assistance Limited	United Kingdom
9.	Accidents Happen Assistance Limited	United Kingdom
10.	WNS Global Services Inc.	Delaware, USA
11.	Business Applications Associates Beijing Limited	China
12.	WNS Capital Investment Limited	Mauritius
13.	WNS Global Services (Private) Limited	Sri Lanka
14.	WNS Customer Solutions (Singapore) Private Limited	Singapore
15.	WNS Global Services Private Limited	India
16.	WNS BPO Services Costa Rica, S.R.L.	Costa Rica
17.	WNS Global Services (Australia) Pty Ltd	Australia
18.	WNS Mauritius Limited ME (Branch)	Dubai Airport Free Zone
19.	WNS Cares Foundation <sup>(2)</sup>	India
20.	WNS Global Services (UK) Limited (Branch) Poland	Poland
21.	WNS Global Services SA (Pty) Limited	South Africa
22.	Business Applications Associates Beijing Limited Guangzhou Branch (Branch)	China
23.	WNS Global Services (Dalian) Co. Ltd.	China
24.	WNS Global Services Private Limited (Singapore Branch)	Singapore
25.	WNS Legal Assistance LLP	United Kingdom
26.	WNS Assistance (Legal) Limited	United Kingdom
27.	WNS Global Services (UK) Limited London Bucharest Branch	Romania
28.	WNS Global Services (UK) Limited (France Branch)	France
29.	Denali Sourcing Services Inc. <sup>(1)</sup>	Delaware, USA
30.	WNS Global Services Netherlands B.V Merkezi Hollanda Istanbul Merkez Subesi (Turkey Branch)	Turkey
31.	MTS HealthHelp Inc.	Delaware, USA
32.	HealthHelp Holdings LLC	Delaware, USA
33.	HealthHelp LLC	Delaware, USA
34.	Value Edge AG <sup>(2)</sup>	Switzerland
35.	Value Edge Inc.	Delaware, USA
36.	VE Value Edge Gmbh	Germany
37.	WNS Global Services (Dalian) Co. Ltd. Shanghai Branch	China
38.	Ucademy (Pty) Ltd	South Africa
39.	The WNS B-BBEE Staff Share Trust	South Africa
40.	WNS Global Services Netherlands B.V. Ireland Branch	Ireland
41.	WNS New Zealand Limited	New Zealand
42.	WNS Global Services (UK) International Limited	United Kingdom
43.	WNS-HealthHelp Philippines Inc.	Philippines
44.	WNS Global Services North Americas Inc.	Delaware, USA
45.	WNS South Africa (Pty) Ltd.	South Africa
46.	WNS Global Services (UK) Limited (SUCURSAL EN ESPANA Branch)	Spain
47.	WNS Business Consulting Netherlands B.V.	Netherlands
48.	WNS Gestion des Processus d’Affaire Inc.	Canada
49.	WNS Information Services (India) Private Limited (formerly known as MOL Information Processing Services (I) Private Limited) <sup>(3)</sup>	India
50.	WNS Global Services Lisbon Unipessoal LDA <sup>(4)</sup>	Portugal

Notes:

- (1) WNS Denali Sourcing Services, Inc. a fully owned subsidiary of Denali Sourcing Services Inc. has been dissolved with effect from April 20, 2022.
- (2) WNS Global Services AG, wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated in Switzerland on July 16, 2021.
- (3) On August 1, 2021, we acquired all outstanding shares of MOL Information Processing Services (I) Private Limited. The name of the entity was changed to WNS Information Services (India) Private Limited with effect from December 1, 2021.
- (4) WNS Global Services Lisbon, Unipessoal LDA, a wholly-owned subsidiary of WNS Global Services (UK) International Limited, was incorporated in Portugal on August 13, 2021.
- (5) WNS Global Services (Romania) SRL-Punct De Lucru Sibiu, new branch established on December 28, 2021.

**Certification of Chief Executive Officer  
Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002**

I, Keshav R. Murugesh, certify that:

1. I have reviewed this annual report on Form 20-F of WNS (Holdings) Limited;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the company as of, and for, the periods presented in this report;
4. The company's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15(d)-15(f)) for the company and have:
  - (a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the company, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) evaluated the effectiveness of the company's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) disclosed in this report any change in the company's internal control over financial reporting that occurred during the period covered by the annual report that has materially affected, or is reasonably likely to materially affect, the company's internal control over financial reporting; and
5. The company's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the company's auditors and the Audit Committee of the company's Board of Directors (or persons performing the equivalent functions):
  - (a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the company's ability to record, process, summarize and report financial information; and
  - (b) any fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control over financial reporting.

Date: May 17, 2022

By: /s/ Keshav R. Murugesh  
Name: Keshav R. Murugesh  
Title: Group Chief Executive Officer

**Certification of Chief Financial Officer  
Pursuant to Section 302 of the Sarbanes-Oxley Act of 2002**

I, Sanjay Puria, certify that:

1. I have reviewed this annual report on Form 20-F of WNS (Holdings) Limited;
2. Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;
3. Based on my knowledge, the financial statements, and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the company as of, and for, the periods presented in this report;
4. The company's other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15(d)-15(f)) for the company and have:
  - (a) designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the company, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;
  - (b) designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;
  - (c) evaluated the effectiveness of the company's disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and
  - (d) disclosed in this report any change in the company's internal control over financial reporting that occurred during the period covered by the annual report that has materially affected, or is reasonably likely to materially affect, the company's internal control over financial reporting; and
5. The company's other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the company's auditors and the Audit Committee of the company's Board of Directors (or persons performing the equivalent functions):
  - (a) all significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the company's ability to record, process, summarize and report financial information; and
  - (b) any fraud, whether or not material, that involves management or other employees who have a significant role in the company's internal control over financial reporting.

Date: May 17, 2022

By: /s/ Sanjay Puria  
Name: Sanjay Puria  
Title: Group Chief Financial Officer

**Certification of Chief Executive Officer  
Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**

Pursuant to 18 U.S.C. Section 1350, as created by Section 906 of the Sarbanes-Oxley Act of 2002, the undersigned officer of WNS (Holdings) Limited (the “Company”) hereby certifies, to such officer’s knowledge, that:

- (i) the accompanying annual report on Form 20-F of the Company for the year ended March 31, 2022 (the “Report”) fully complies with the requirements of Section 13(a) or Section 15(d), as applicable, of the Securities Exchange Act of 1934, as amended; and
- (ii) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: May 17, 2022

By: /s/ Keshav R. Murugesh  
Name: Keshav R. Murugesh  
Title: Group Chief Executive Officer

The foregoing certification is being furnished solely to accompany the Report pursuant to 18 U.S.C. Section 1350, and is not being “filed” either as part of the Report or as a separate disclosure statement, and is not to be incorporated by reference into the Report or any other filing of the Company, whether made before or after the date hereof, regardless of any general incorporation language in such filing. The foregoing certification shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of Section 18 or Sections 11 and 12(a)(2) of the Securities Act of 1933, as amended.

**Certification of Chief Financial Officer  
Pursuant to Section 906 of the Sarbanes-Oxley Act of 2002**

Pursuant to 18 U.S.C. Section 1350, as created by Section 906 of the Sarbanes-Oxley Act of 2002, the undersigned officer of WNS (Holdings) Limited (the “Company”) hereby certifies, to such officer’s knowledge, that:

- (i) the accompanying annual report on Form 20-F of the Company for the year ended March 31, 2022 (the “Report”) fully complies with the requirements of Section 13(a) or Section 15(d), as applicable, of the Securities Exchange Act of 1934, as amended; and
- (ii) the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.

Date: May 17, 2022

By:     /s/ Sanjay Puria  
Name: Sanjay Puria  
Title:  Group Chief Financial Officer

The foregoing certification is being furnished solely to accompany the Report pursuant to 18 U.S.C. Section 1350, and is not being “filed” either as part of the Report or as a separate disclosure statement, and is not to be incorporated by reference into the Report or any other filing of the Company, whether made before or after the date hereof, regardless of any general incorporation language in such filing. The foregoing certification shall not be deemed “filed” for purposes of Section 18 of the Securities Exchange Act of 1934, as amended, or otherwise subject to the liabilities of Section 18 or Sections 11 and 12(a)(2) of the Securities Act of 1933, as amended.



CONSENT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM

We have issued our reports dated May 17, 2022 with respect to the consolidated financial statements and internal control over financial reporting included in the Annual Report of WNS (Holdings) Limited on Form 20-F for the year ended March 31, 2022.

We hereby consent to the incorporation by reference of said reports in the Registration Statements of WNS (Holdings) Limited on Form S-8 (File No. 333-136168, File No. 333-157356, File No. 333-176849, File No. 333-191416, File No. 333-214042, File No. 333-228070 and File No. 333-249577).

/s/ GRANT THORNTON BHARAT LLP

Gurugram, India  
May 17, 2022