Firstsource Solutions
Investor Presentation



OCTOBER 2026

Disclaimer

Certain statements in this presentation concerning our future growth prospects are forward-looking statements, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, intense competition in BPS market including those factors which may affect our cost advantage, wage increases, our ability to attract and retain highly skilled professionals, time and cost overruns on client contracts, client concentration, our ability to manage ramp-ups and growth, our ability to manage our international operations, reduced demand in our key focus verticals, disruptions in telecom infrastructure and technology, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, performance of our subsidiaries, withdrawal of government fiscal incentives, political instability, legal restrictions on raising capital and acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry. Firstsource may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. The company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the company.

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We are a part of RP-Sanjiv Goenka Group

Group turnover of
~US$5 Bn*

Market Cap.
~US$6 Bn*



Asset base of
>US$8 Bn*

Over
1.1 Mn* Shareholders

One of India's **new-age and fastest growing** Conglomerates

Strong workforce of **55,000+** employees, belonging to different nationalities

Presence in **60+** countries

100+ offices worldwide

CESC LIMITED

India's first fully integrated utility company, serving **4.7 Mn consumers** across **7 locations**

TOO YUMM! Evita Naturali DR. VAIDYA'S

Too Yumm, a **flavorful & better-for-you snacking**

Innovating in the **personal care category** through new-age brands *Naturali* and *Within Beauty*

firstsource

A **global intelligence partner** leveraging **deep domain expertise** and agent-first operations to design, implement, and operate intelligent enterprises—**underwriting outcomes** at every stage.

LUCKNOW SUPER GIANTS

LSG is a premier IPL franchisee focused on **nurturing the future of Indian cricket**

PCBL CHEMICAL
AQUAPHARM

A **Global Specialty Chemical** company and **India's Largest** Carbon Black player

QUEST

Eastern India's definitive **destination for luxury, style, and curated lifestyle experiences**

sa re ga ma

An entertainment Company with **IP at its core** having diverse portfolio of **170k+** songs, **70+** films, **10k+ hrs** TV serials, **45+** web series, artist management & live events.

HARRISONS MALAYALAM LIMITED

India's **largest** producer of rubber & South India's **second largest** cultivator of tea

spencers
Nature's Basket

India's **finest gourmet and multi-format** organized retailer with varied assortments

FORTUNE HELLO! OPEN Hook

Delivering **sharp journalism, bold storytelling, and immersive experiences across print, digital, and video**—shaping conversations in business, culture, lifestyle and current affairs

*All figures are for FY26 or as on 31st March 2026

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Our Impact

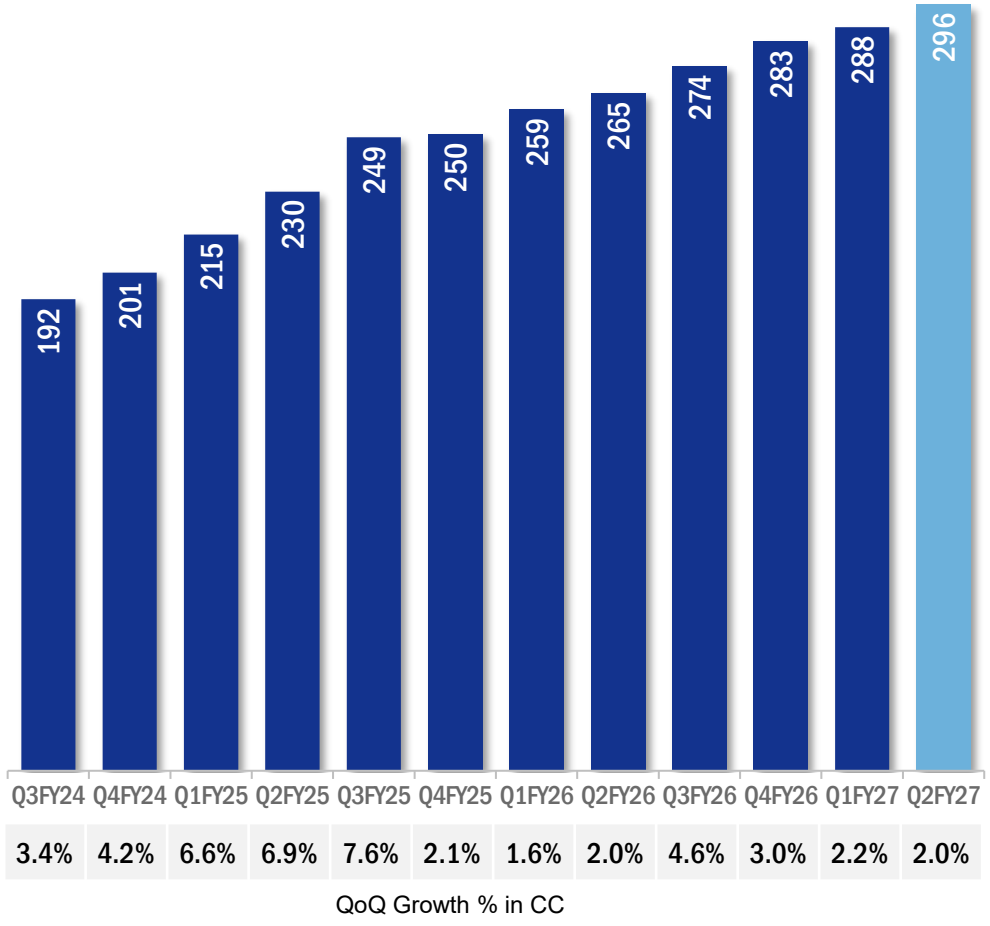


Our impact

We accelerated growth and expanded margins, even while investing in the business

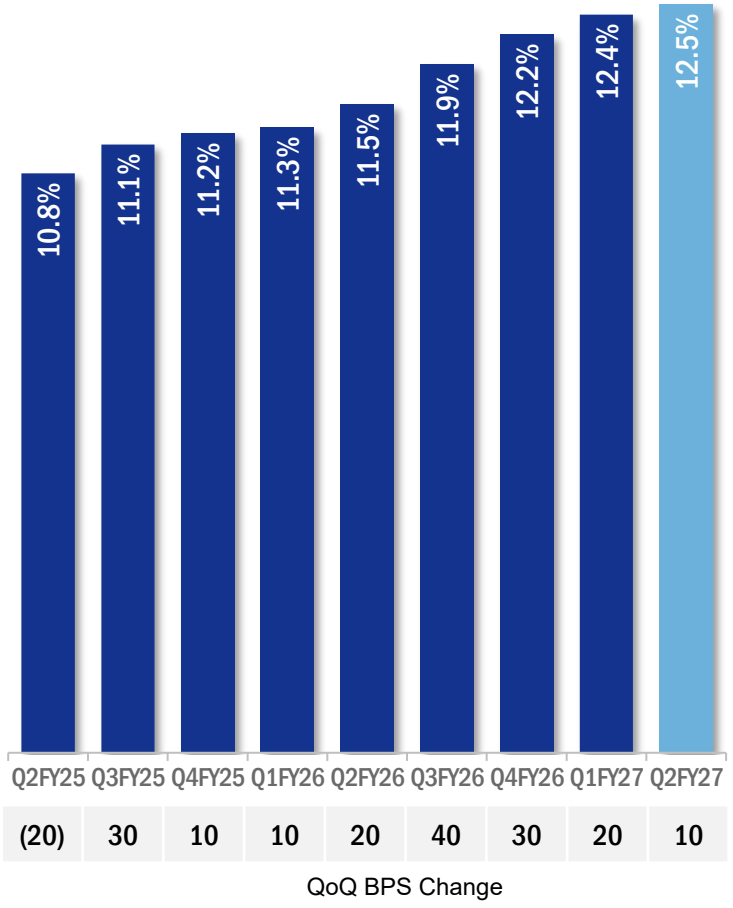
Revenue (in US$mn)

12th straight quarter of QoQ revenue growth



EBIT Margin

8th straight quarter of margin expansion



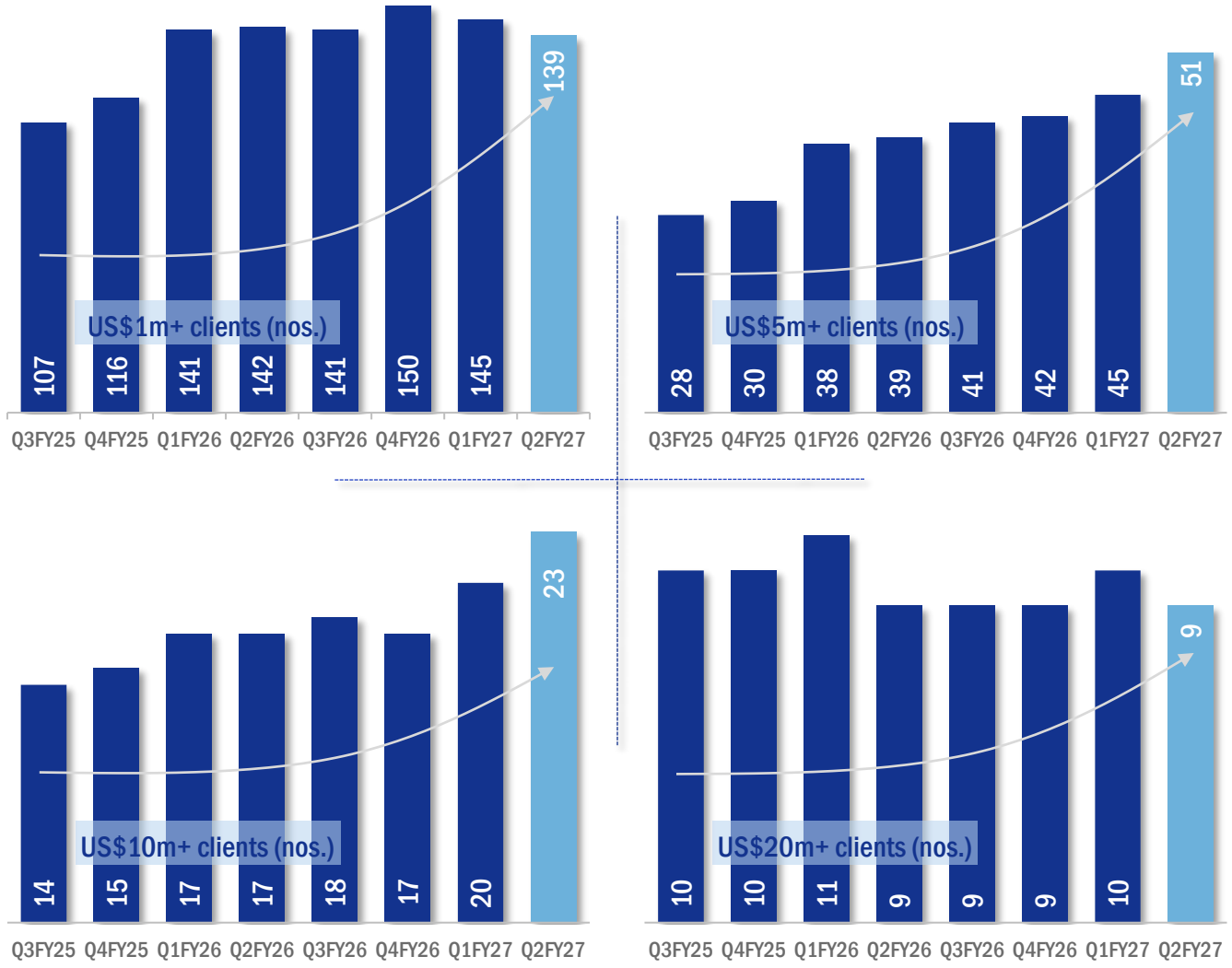
Key investments areas

- Expanded sales team
- Senior leadership hires
- New roles to drive strategic initiatives
- Capability expansion
- AI infusion across services
- Vertical-specific language models
- Brand amplification

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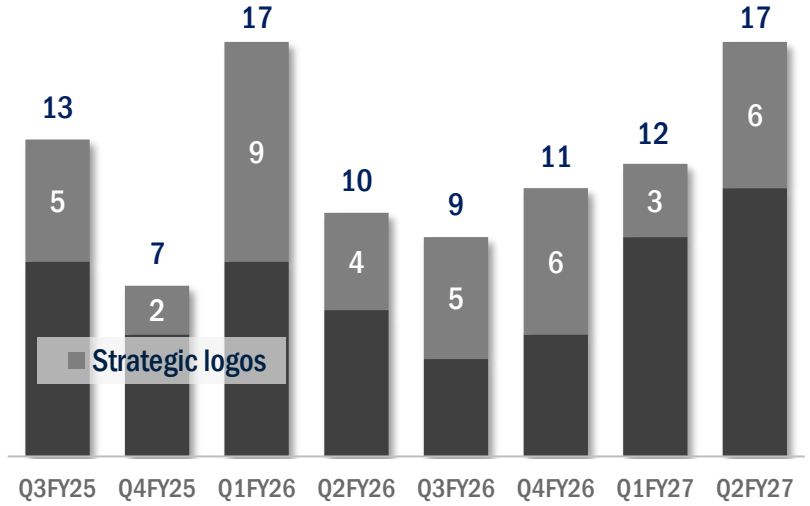
Our impact

We have strengthened our client relationships

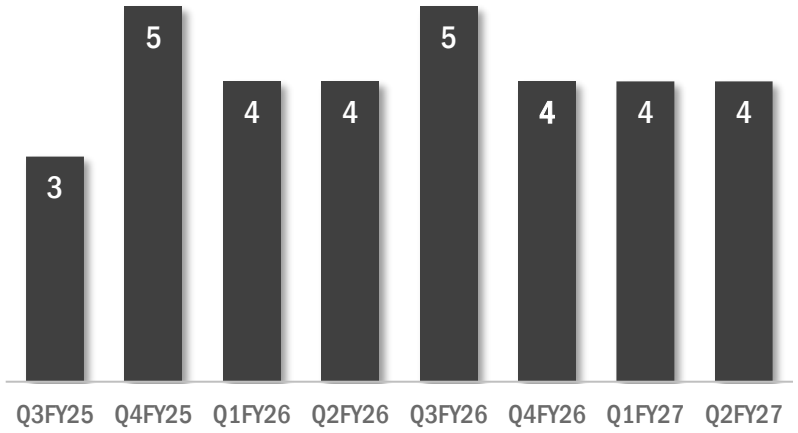


Number of clients across revenue buckets on a TTM basis

We are adding new logos at a healthy pace...



...And winning more large deals



Strategic logo defined as one with potential of US$5m+ relationship
Large deal defined as one with annual contract value of US$5m+

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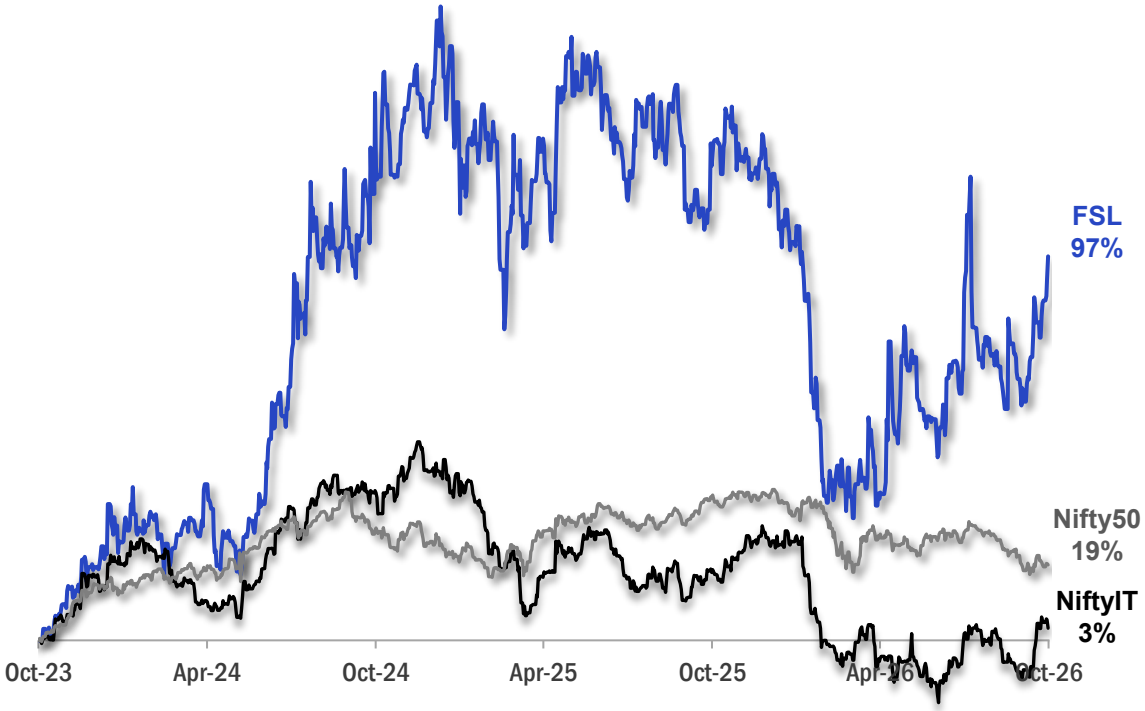
Shareholder Returns

Stock performance: Last 3 years^

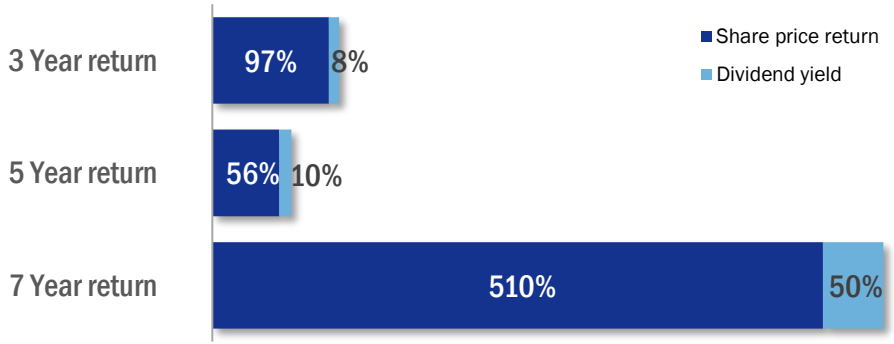
NSE: FSL | BSE: 532809 | Reuters: FISO.BO | Bloomberg: FSOL:IN

Market Capitalization: US$2.3bn

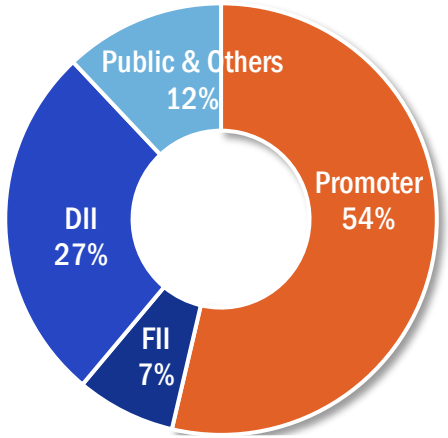
Average daily trading volume (TTM): US$9mn



Total Shareholder Return^



Shareholding Pattern*



Key institutional shareholders

- HDFC Mutual Fund
- Life Insurance Corporation
- SBI Mutual Fund
- Vanguard Group
- Tata Mutual Fund
- Motilal Oswal Mutual Fund
- Aditya Birla Sun Life Mutual Fund
- SBI Life Insurance
- BlackRock
- Abu Dhabi Investment Authority

^Till 28th October 2026

*As on 30th September 2026

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Our Core Strengths



Our Verticals

BANKING & FINANCIAL SERVICES

US$379m* 33%

14 of Top 20
Mortgage lenders & servicers in the US

7 of Top 10
Credit card issuers in the US

4 of Top 6
Retail banks in the UK

HEALTHCARE

US$374m* 33%

11 of Top 15
Health plans in the US

200+
Health systems in the US

COMMUNICATION, MEDIA & TECHNOLOGY

US$235m* 21%

1 of Top 2
Media & broadcast companies in the UK

4 of Top 5
Telecom companies in the UK

3 of Top 5
Telecom & media companies in the US

4 of Top 5
Consumer Tech companies in the US

DIVERSE INDUSTRIES

US$154m* 13%

5 of Top 6
Energy providers in the UK

2 of Top 10
Retailers in the UK

*US$ revenue and % revenue contribution on TTM basis

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Our core strengths

Our services are AI-enabled

CUSTOMER EXPERIENCE

- Domain led solutions tailored for industry-specific pain points
- Tech-embedded global delivery operations
- AI-powered solutions for AI-first CX operations

35%+ improvement in customer feedback
Top 5 retail bank in the UK

85%+ resolution by autonomous agents
Leading financial services firm in the US

60%+ reduction in mean-time-to-repair
Top 5 telecom & media company in the US

20%+ reduction in cost-to-serve
One of the largest media player in the UK

COLLECTIONS

- E2E collection capabilities, covering first-party, third-party and legal collections
- AI/ML infusion for hyper-personalized engagement
- AI-driven, privacy-first compliance and monitoring systems

20%+ improvement in collections
Leading auto lender in the US

24%+ increase in 6-month liquidation rate
'Emerging50' fintech player in the US

21%+ reduction in cost-to-collect
Top 3 credit card issuer in the US

20%+ savings in 1st party servicing
Top3 consumer bank in the US

DOMAIN-LED PLATFORMS & SOLUTIONS

- AI embedded into existing platforms for smarter workflows
- Leverage models (hyper-personalization, SLM) for scalable and reliable outcomes
- Applied agentic workflows/co-pilots to aid decisions and automate L1 support

30%+ improvement in content extraction
HealthTech Digital Intake Platform

500mn+ claim documents processed
HealthTech Digital Intake Platform

40%+ reduction in cycle-time
Mortgage Workflow Platform

10%+ improvement in collections
CX Tech Platform

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Our core strengths

Our Employee Value Proposition

Brilliant People.
Bold Tech.
Uncommon Careers.

This is not who we want to be.
It's who we already are.



Brilliant People

At Firstsource, we build bold technology with brilliant people who turn ideas into impact. Curiosity fuels us, failure teaches us, and growth comes from pushing what's possible.



Bold Tech

Technology amplifies human potential. We harness innovation to deliver uncommon outcomes — not just automate processes, but reimagine them entirely.



Uncommon Careers

Careers built the UnBPO™ way — where brilliance meets purpose, and every individual can shape their unique path forward.

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Our core strengths

Rooted in shared values



RISK TAKING
Courage | Innovation | Entrepreneurial Mindset

EXECUTION EXCELLENCE
Achievement, not activity | Clarity | Getting Things Done!

AGILITY
Growth Mindset | Progress over perfection | Learnability

CUSTOMER FIRST
Simplicity | Curiosity | Authenticity

CREDIBILITY
Honesty | Selflessness | Trust

HUMANENESS
Vulnerability | Humility | Professionalism

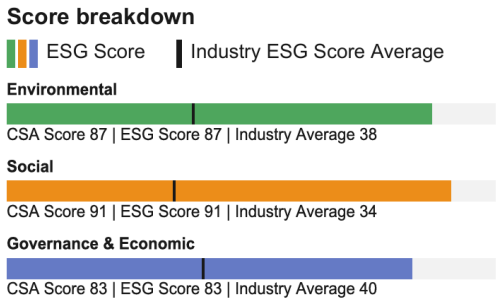
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Our core strengths

Focused on driving sustainable impact

Firstsource Tops Professional Services Sector in S&P Global Sustainable1 FY25 ESG and CSA score of 87





CDP

Supplier Engagement Assessment
2025

'A' RATING

BRONZE | Top 35%
ecovadis
Sustainability Rating
MAR 2026

Bronze RATING
Overall score of 70/100 & ranking in the 81st percentile globally

GOLDEN PEACOCK AWARDS
Winner of ESG 2025

Firstsource was awarded the Golden Peacock Award for ESG Performance 2025

CDP

Climate and Water Security
2025

'B' RATING

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Near-Term and Net Zero targets have been validated by the SBTi



Read our FY26 ESG Report here

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Our core strengths

Recognized strength in our key capabilities

Major Contender
Revenue Cycle Management
Peak Matrix Assessment
2026

Leader
Healthcare Payer Intelligent Operations
Peak Matrix Assessment
2026

Leader
GenAI and Process Automation in Banking
NelsonHall NEAT
2025

Leader
CX Services Transformation
NelsonHall NEAT
2025

Leader
Healthcare Payer Agility & Innovation
NelsonHall NEAT
2026

Horizon 3
CX Services
HFS Horizons
2026

Global Leader
Agentic AI Services
ISG Provider Lens
2026

Global Leader
Generative AI Services
ISG Provider Lens
2026

Global Leader
Contact Center – CX Services
ISG Provider Lens
2025

Market Leader
Star Performer
Banking Operations
Peak Matrix Assessment
2025

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Our core strengths

Experienced leadership team



Ritesh Idnani

MD & CEO



Dinesh Jain

Chief Financial Officer



Sohit Brahmawar

Chief Operating Officer



Shamita Mukherjee

Chief Human Resources Officer



Aniket Maindarkar

Chief Marketing Officer



Hasit Trivedi

Chief Digital & AI Officer



Kumaran Shanmuhan

Chief Strategy Officer



Vivek Sharma

Head – CMT, BFS and Emerging Geos



Rajiv Malhotra

Head – Europe, Middle East & Africa



Arjun Mitra

Head – Collections



Ashish Chawla

Head – CX and Consulting



Sundara Sukavanam

Head – Enterprise Transformation Office



Scott Schrader

Head – Healthcare Provider



Matthew Barlow

Head – Health Plan and Healthcare Services



Ravishankar Chandran

Chief Risk Officer

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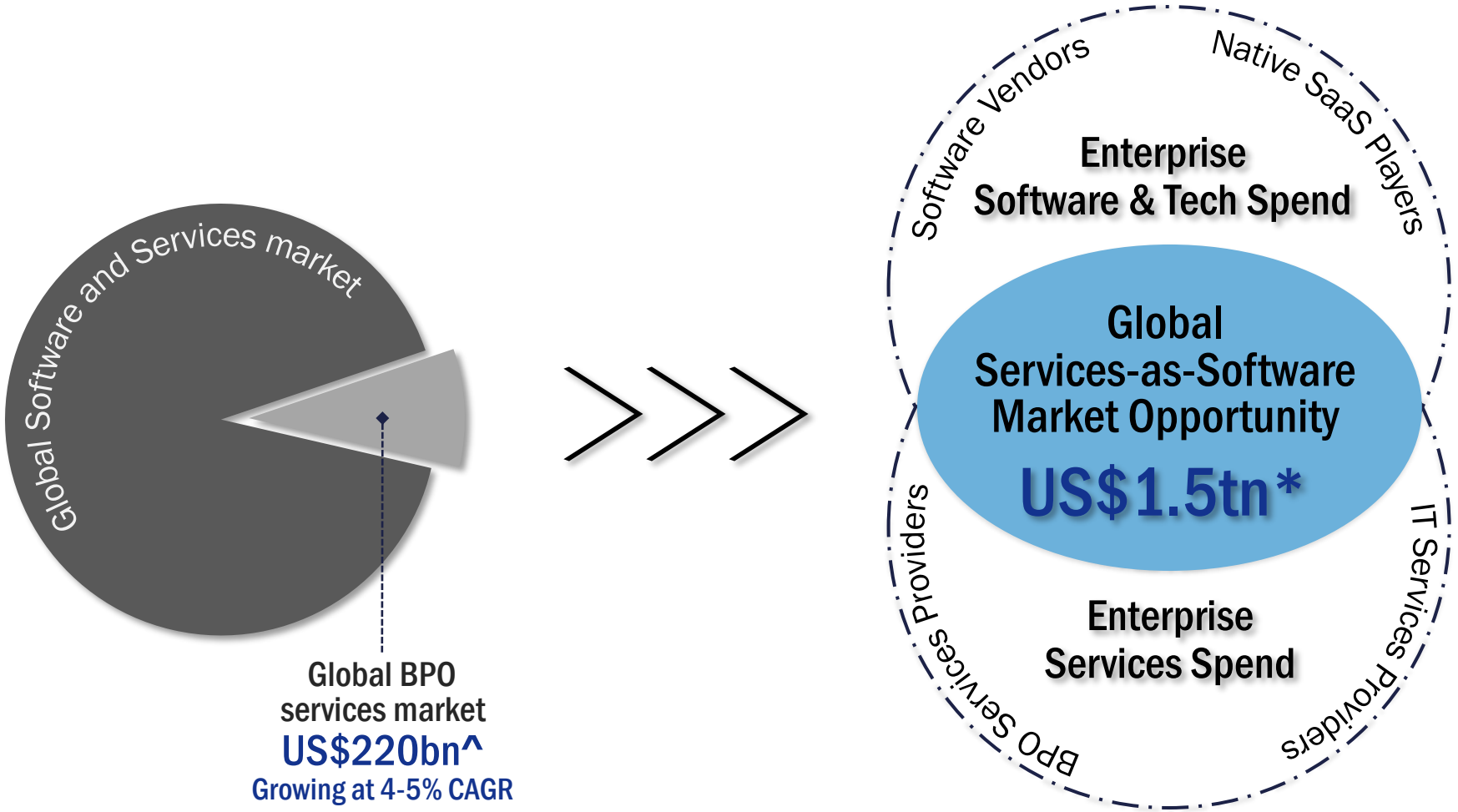
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Our Strategy in Action
From UnBPO™ to Intelligence That Operates



Our strategy in action

A ~7x larger addressable market — services-as-software



^Source: Gartner Research
*By 2035; Source: HfS Research

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Our strategy in action

Enterprises are Challenged with Capturing the Value of AI

AI capability scales exponentially. Human comprehension follows a far slower, linear curve.

Strategy work doesn't close that gap. Demos don't close that gap. Only **operations that learn, adapt, and compound** do.



Illustrative. The shape, not the numbers, is the point.

> *The companies that win close the gap operationally — running real workloads, with intelligence that compounds with every decision.*

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Our strategy in action

The Problem with Most AI Partners

Closing the gap takes a partner who can do all three. Most can't.

01

Some offer strategy.

They produce decks, frameworks, and recommendations. Then they hand it off.

→ **But they don't implement.**

CONSULTING FIRMS

02

Some implement.

They build the systems, integrate the models, ship to production. Then they walk away.

→ **But they don't run operations.**

SYSTEM INTEGRATORS

03

Some run operations.

They keep the lights on, hit SLAs, manage the workforce. With yesterday's playbook.

→ **But they don't transform.**

LEGACY BPS

Strategy without operations is theatre. Operations without transformation is decay. The gap closes only when the same partner does all three.

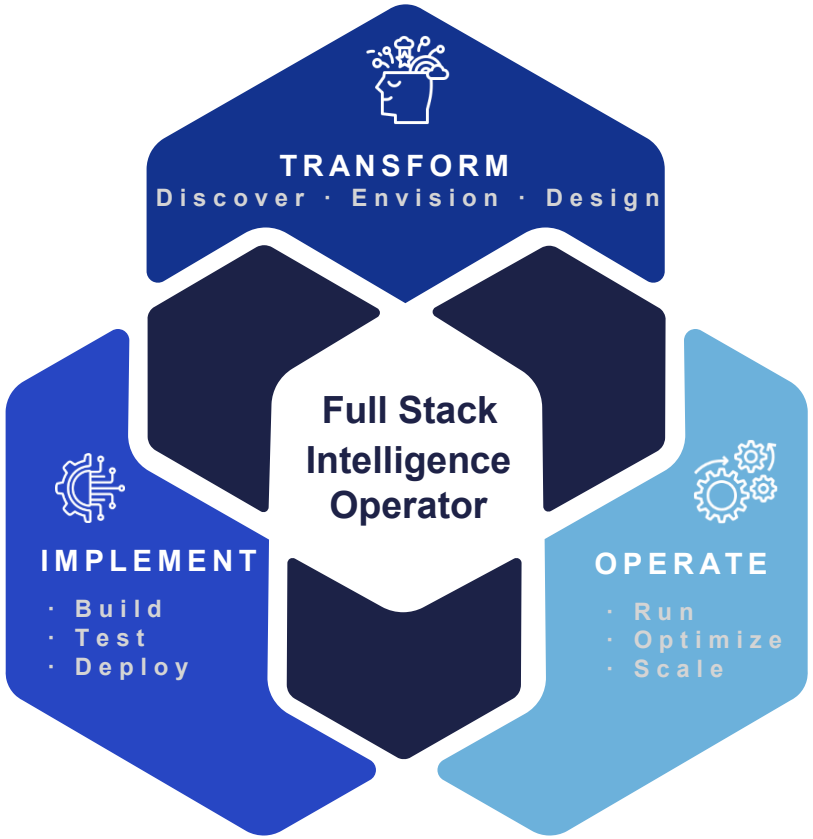
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How our Clients See Us Today: The Full Stack Intelligence Operator.

Born from UnBPO™. Built for the Intelligence Era.

Not a strategist. Not an integrator. Not an outsourcer.

A new kind of partner — one that does all three, as one continuous motion.



DEFINITION

A partner that **redesigns** your operating model, **builds** the AI-native systems, and **operates** them in production — with intelligence that compounds with every decision.

- **Underwrites the outcome.** Skin in the game on commercials, not just inputs.
- **Owns the full motion.** Strategy, build, run — one contract.
- **Compounds intelligence.** The system learns every time it operates.
- **Governs autonomy.** Trust earned per skill — never assumed.

ONE PARTNER · ONE CONTRACT · ONE CONTINUOUS MOTION

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Kairos — the operating system for AI-native operations

The operating system that helps our advisors and AI agents take the right action during moments that matter

καιρός

kai·ros · Ancient Greek · noun

The decisive moment.

When AI Capability becomes Enterprise Value.

01 **Engagement Model**

Transform · Implement · Operate — a structured path from ambition to agentic operations at scale.

02 **Architecture**

A five-layer intelligence stack — from raw data to AI-native operations — purpose-built for business process services.

03 **Deep-Domain Tech Assets**

Accelerators, platforms, and reusable domain harnesses that encode 25 years of operational expertise.

04 **Outcomes We Underwrite**

Every engagement is outcomes-linked. We don't just advise — we put skin in the game.

Built inside an operations business, not a lab. Powered by 25 years of domain expertise. Compounding with every engagement.

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Kairos Deep-Domain Tech Platforms

The Evidence

Healthcare | Digital Intake AI



Healthcare Provider | RCM AI



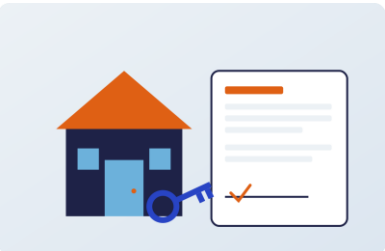
Healthcare Provider | Medical Coding AI



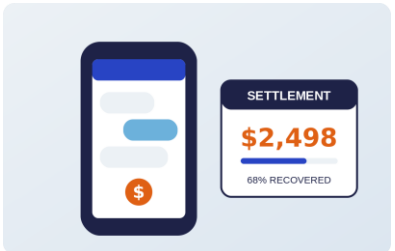
Banking | Loan Evaluation AI



Banking | Mortgage Post Closing AI



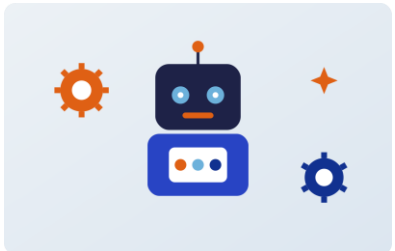
Debt Collections AI



Crowdsourcing Platform



Agentic AI Studio



Kairos AI Ecosystem — Governed & Responsible AI

AI ASSISTANTS

CUSTOM AI APPS

AGENTIC AI PLATFORMS

SPECIALIST PARTNERS

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In summary...

We see potential to grow at an **accelerated** pace over the medium term...

- Macro and technology shifts are opening up new market opportunities
- We are disrupting the traditional business model with the **Intelligence That Operates** playbook
- Our scale is an advantage: large enough to deliver, agile enough to disrupt

...Helped by our unique **differentiators**...

- Roster of long-standing relationships with quality clients with large spend
- Recognized leadership with strong domain expertise
- AI applied to each client's context through **Kairos** to solve business problems
- Scrappy culture that stands behind business outcomes

...And continue with the **playbook**...

- Focus on account mining and expanding capabilities
- Steady upward movement in client numbers across revenue buckets
- Speed-to-market, clear accountability and improved market visibility are key imperatives

...Even as we remain focused on **execution** in the near term

- Four large deal wins in Q2FY27; seventh straight quarter of 4 or more deals
- Q2FY27 exit deal pipeline remains healthy
- FY27 revenue growth guidance at the top decile of the peer group

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Our FY27 guidance



10.5-13%

Constant currency revenue growth

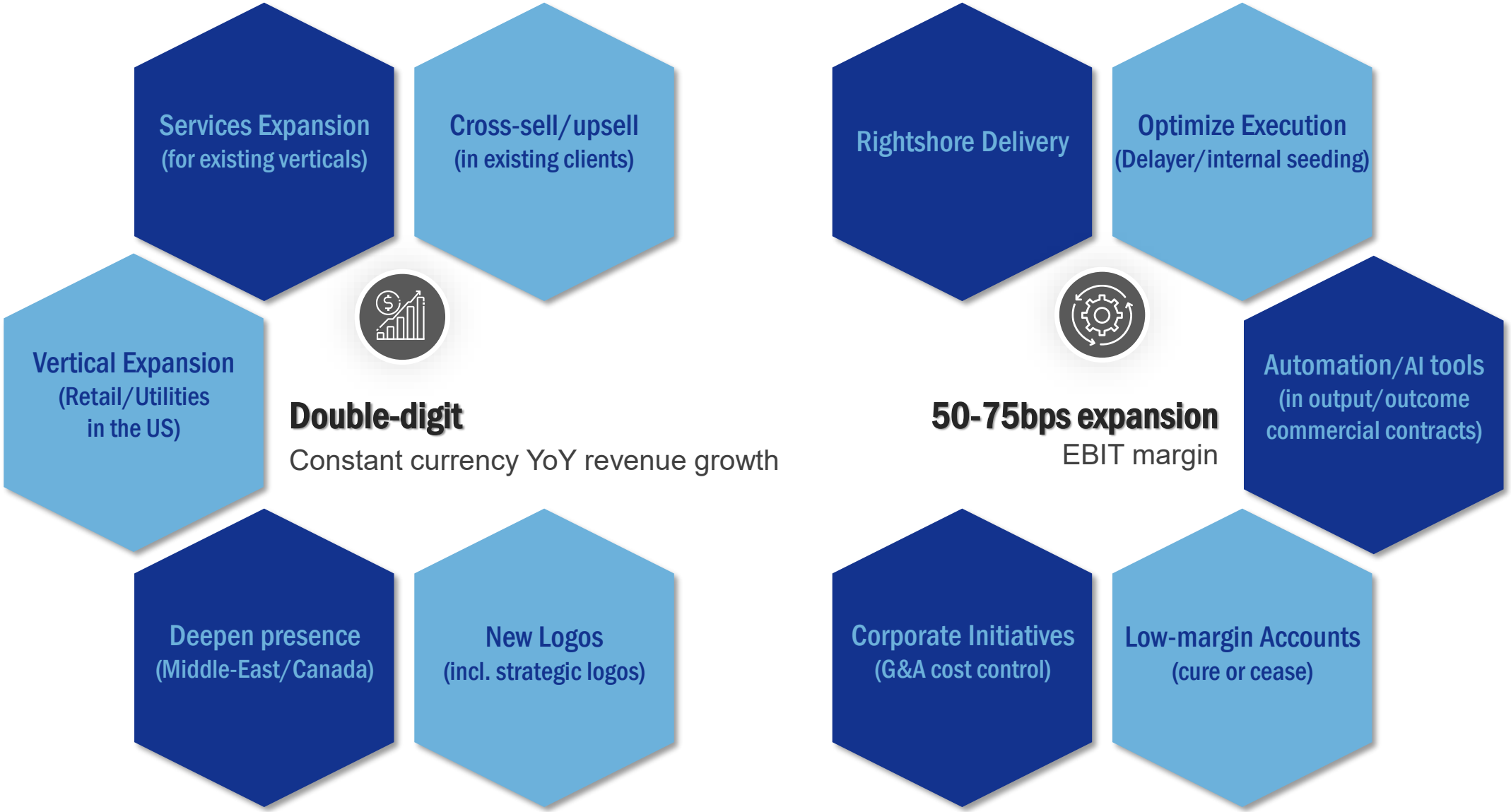


12.25-12.75%

EBIT margin

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Our medium-term aspirations



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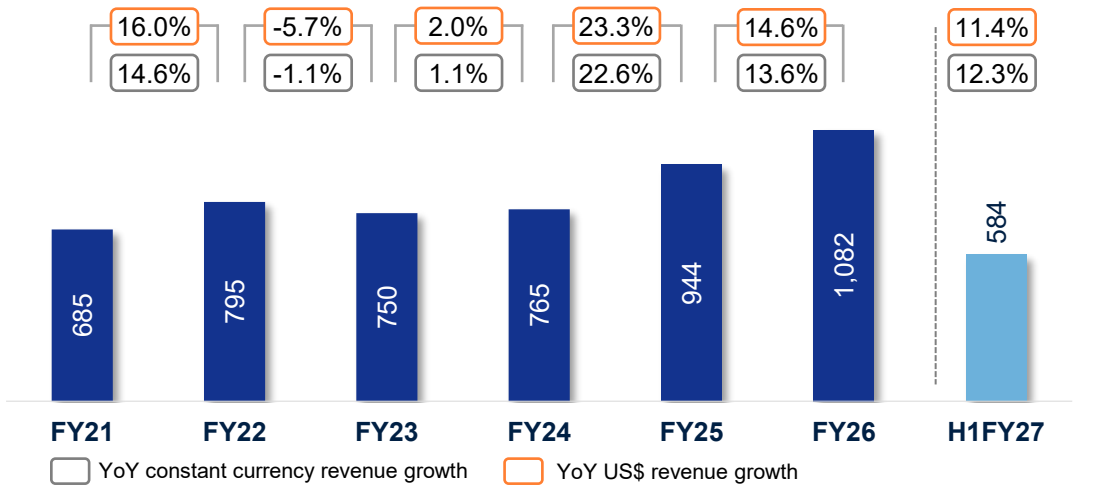
Factsheet



Financial performance snapshot | H1FY27

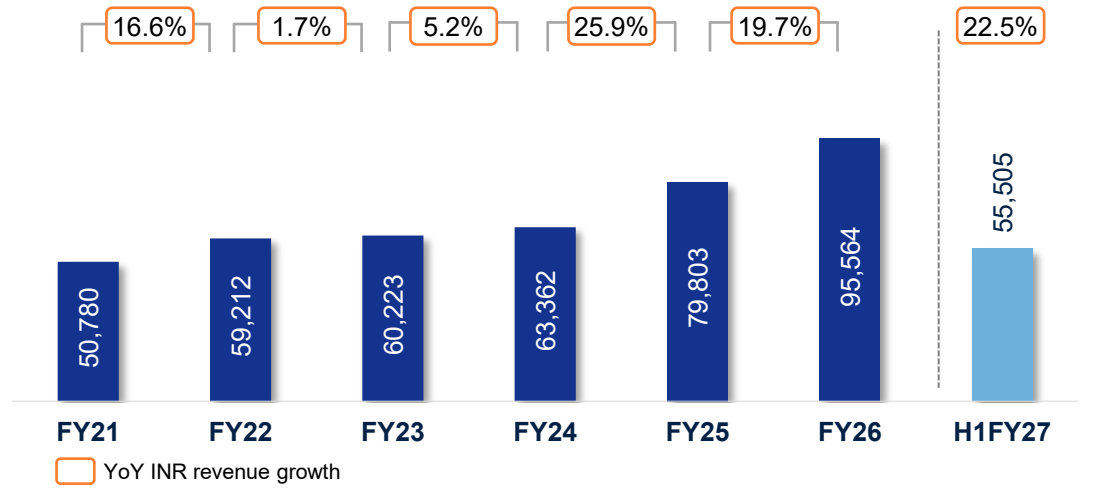
Revenue

(in $ million)



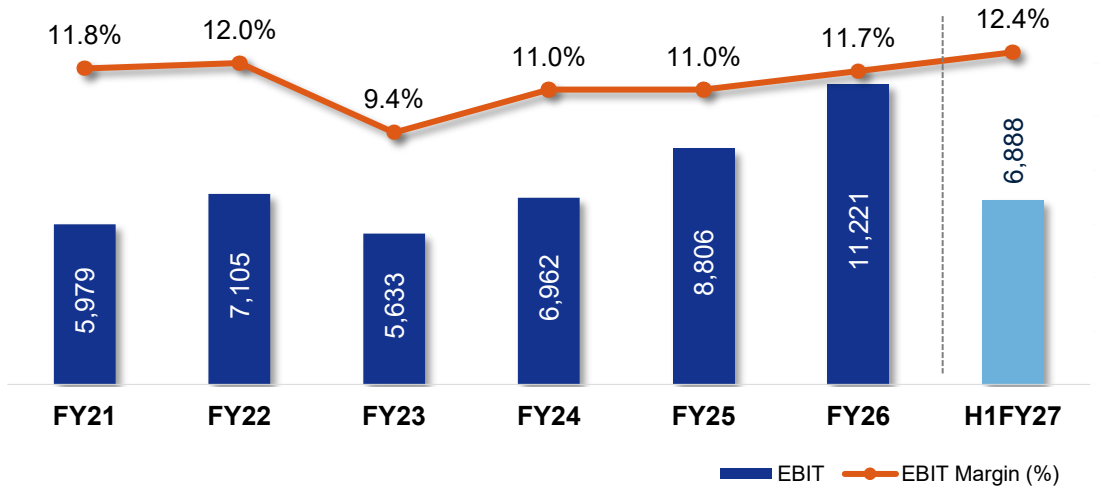
Revenue

(in ₹ million)



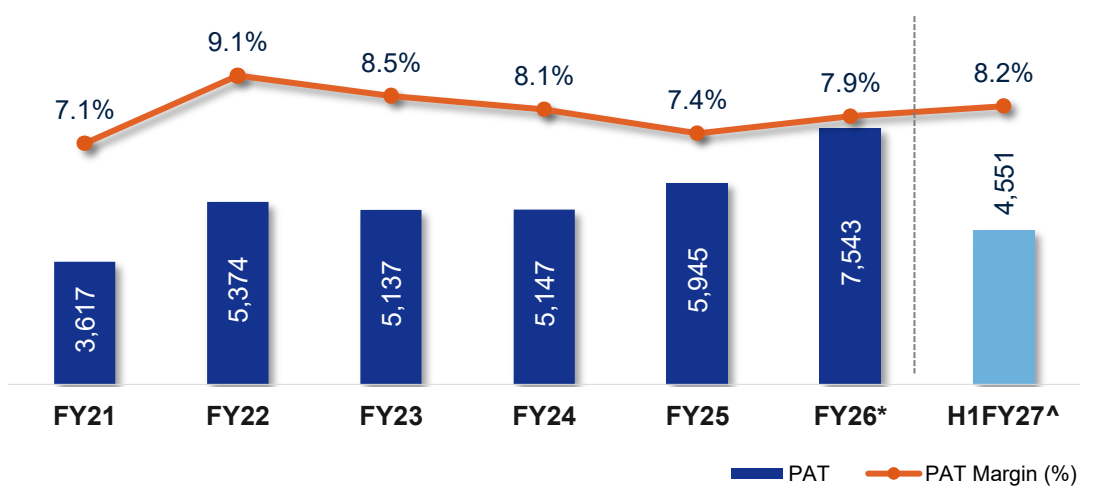
EBIT and Margin (%)

(in ₹ million)



PAT and Margin (%)

(in ₹ million)

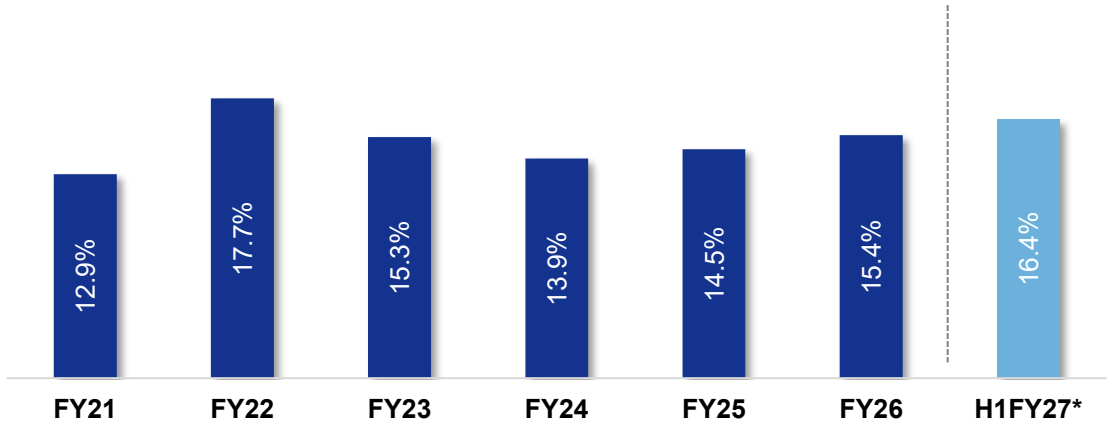


* Adjusted for exceptional items | ^ H1FY27 is excluding exceptional items of INR 563 million, net of tax, announced in Q1FY27

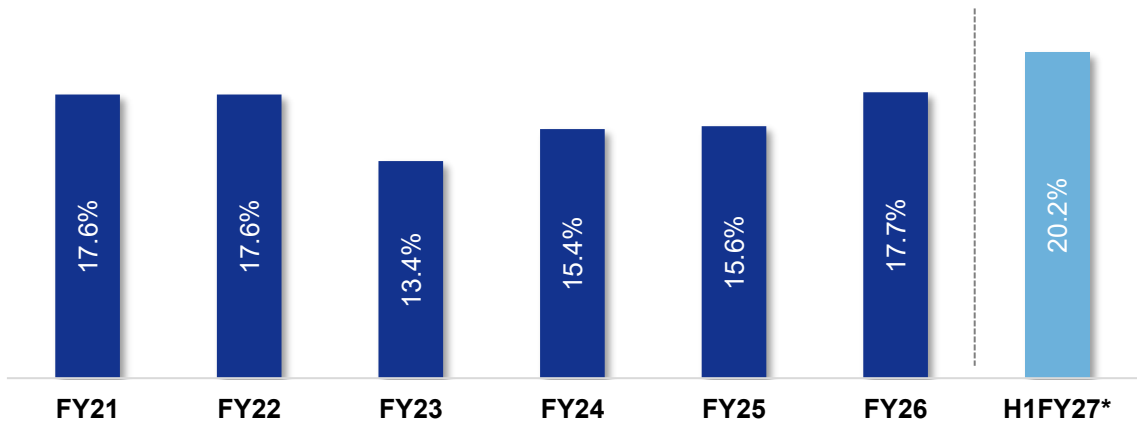
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Key performance indicators | H1FY27

Return on Equity (%)

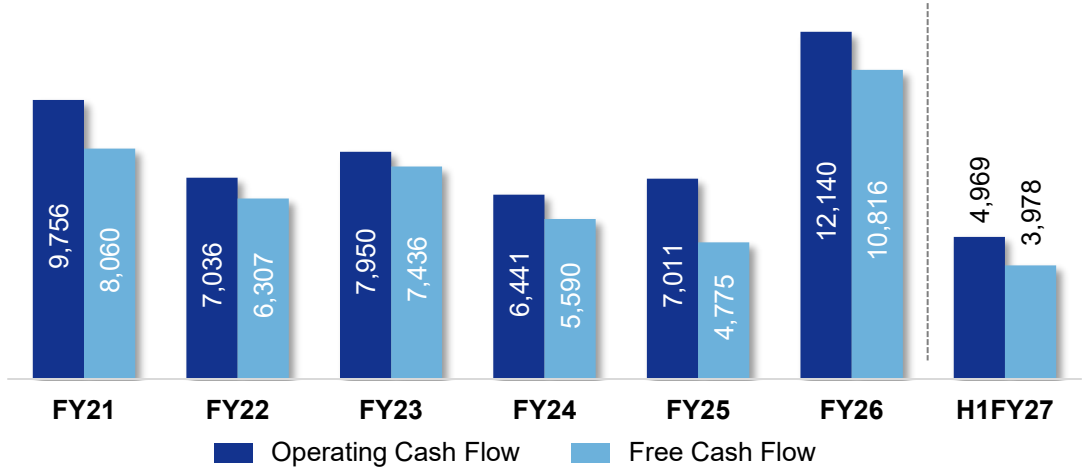


Return on Capital Employed (%)



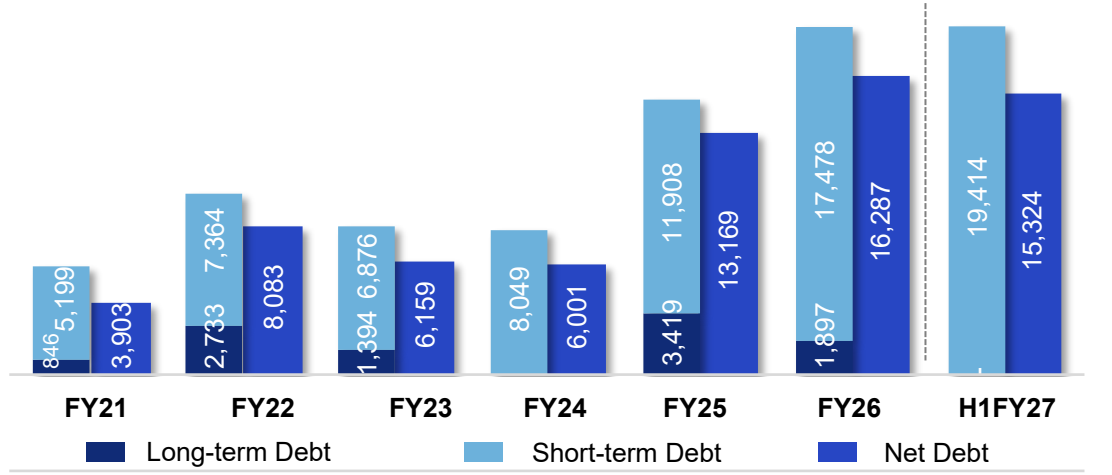
Cash Flow

(in ₹ million)



Debt Position

(in ₹ million)



*Annualized

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Performance Summary | Q2FY27

REVENUE

₹ 28,256 Million (US$ 296 Million)

YoY growth of 22.2%
YoY constant currency growth of 12.3%
QoQ constant currency growth of 2.0%

EBIT

₹ 3,521 Million (Margin 12.5%)

YoY growth of 32.1%
YoY margin expansion of 100bps
QoQ margin expansion of 10bps

PROFIT AFTER TAX

₹ 2,328 Million (Margin 8.2%)

YoY growth of 29.7%
QoQ growth of 4.8%*

EARNINGS PER SHARE (Diluted)

₹ 3.31 per share

Q1FY27 at ₹ 2.36 per share
Q2FY26 at ₹ 2.54 per share

*Q1FY27 is excluding exceptional items of INR 563 million, net of tax

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Performance Summary | H1FY27

REVENUE

₹ 55,505 Million (US$ 584 Million)

YoY growth of 22.5%
YoY constant currency growth of 12.3%

EBIT

₹ 6,888 Million (Margin 12.4%)

YoY growth of 33.4%
YoY margin expansion of 100bps

PROFIT AFTER TAX*

₹ 4,551 Million (Margin 8.2%)

YoY growth of 30.4%

EARNINGS PER SHARE (Diluted)

₹ 5.66 per share

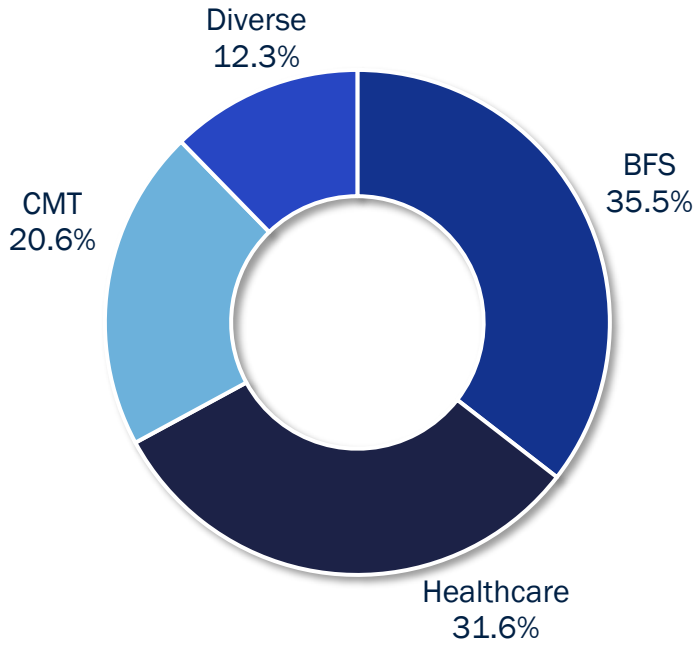
H1FY26 at ₹ 4.95 per share
FY26 at ₹ 9.56 per share

*H1FY27 PAT including exceptional items (announced in Q1FY27) is INR 3,987 million

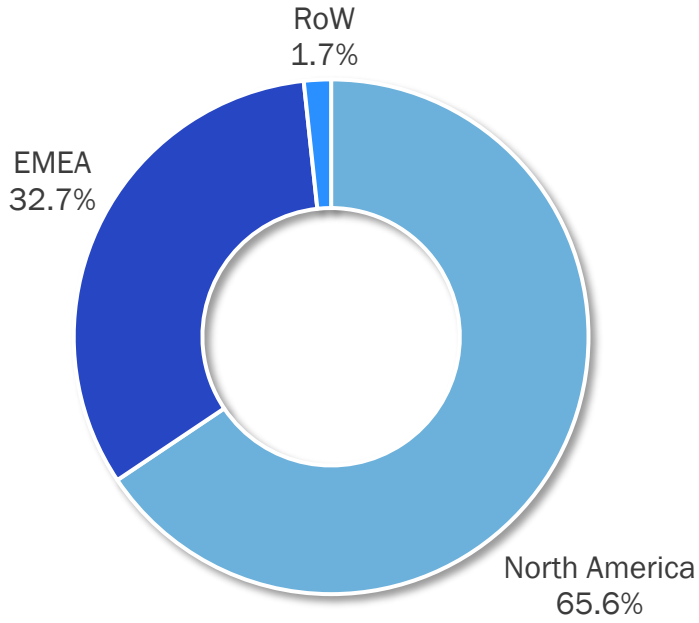
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Revenue distribution | Q2FY27

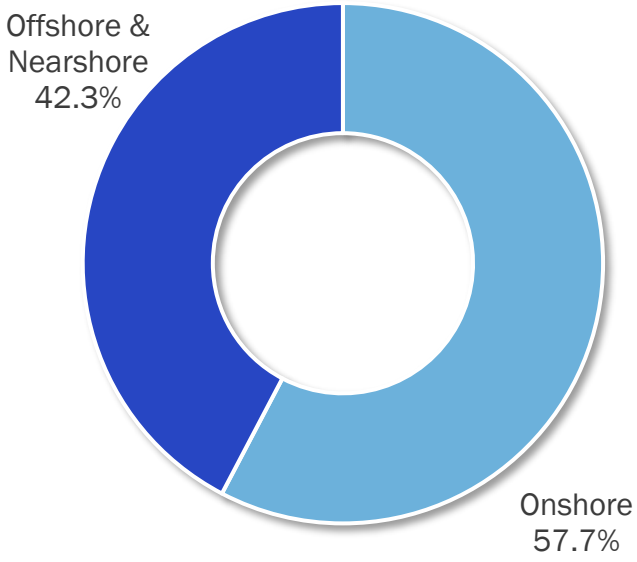
By verticals



By geography



By delivery location



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Cons. IndAS financials | Profit & Loss Statement

In ₹ million	FY25	Q1FY26	Q2FY26	Q3FY26	Q4FY26	FY26	Q1FY27	Q2FY27	QoQ	YoY
Income from services	79,721	22,209	23,147	24,674	26,130	96,161	27,518	28,306	2.9%	22.3%
Other operating income	82	(33)	(25)	(244)	(296)	(597)	(269)	(50)	-	-
Revenue from operations	**79,803**	**22,177**	**23,122**	**24,431**	**25,835**	**95,564**	**27,249**	**28,256**	**3.7%**	**22.2%**
Revenue from operations (US$m)	**$944**	**$259**	**$265**	**$274**	**$283**	**$1,082**	**$288**	**$296**	**2.6%**	**11.7%**
QoQ growth % - constant currency	-	*1.6%*	*2.0%*	*4.6%*	*3.0%*	-	*2.2%*	*2.0%*	-	-
YoY growth % - constant currency	*22.6%*	*19.2%*	*13.8%*	*10.6%*	*11.6%*	*13.6%*	*12.3%*	*12.3%*	-	-
Manpower expenses	49,958	13,207	13,618	14,312	14,766	55,903	15,316	15,786	3.1%	15.9%
Operating expenses	17,769	5,499	5,744	6,093	6,764	24,099	7,420	7,765	4.6%	35.2%
EBITDA	**12,076**	**3,471**	**3,760**	**4,027**	**4,304**	**15,562**	**4,513**	**4,705**	**4.3%**	**25.1%**
EBITDA margin	***15.1%***	***15.7%***	***16.3%***	***16.5%***	***16.7%***	***16.3%***	*16.6%*	***16.7%***	***10bp***	***40bp***
Depreciation & amortization	3,270	972	1,096	1,112	1,161	4,341	1,146	1,184	3.3%	8.1%
EBIT	**8,806**	**2,498**	**2,665**	**2,915**	**3,143**	**11,221**	**3,367**	**3,521**	**4.6%**	**32.1%**
EBIT margin	***11.0%***	***11.3%***	***11.5%***	***11.9%***	***12.2%***	***11.7%***	*12.4%*	***12.5%***	***10bp***	***100bp***
Finance cost	1,479	434	428	433	520	1,815	518	510	-1.5%	19.3%
Other income, net	(9)	68	(13)	36	(17)	75	61	(18)	-	-
Exceptional items, net	88	-	19	(1,001)	-	(982)	(717)	-	-	-
Profit before taxes	7,407	2,132	2,243	1,517[#]	2,606	8,498[#]	**2,193**	2,994	36.5%	33.4%
Taxes and minority interest	1,462	439	448	313	554	1,754	534	665	24.5%	48.4%
Profit after tax	**5,945**	**1,693**	**1,795**	**1,203[#]**	**2,052**	**6,744[#]**	**1,659**	**2,328**	**40.3%**	**29.7%**
Net margin	*7.4%*	*7.6%*	*7.8%*	*4.9%*	*7.9%*	*7.1%*	*6.1%*	*8.2%*	*210bp*	*40bp*
Diluted EPS (₹/share)	8.42	2.40	2.54	1.71[#]	2.91	9.56[#]	2.36	3.31	40.3%	30.3%

[#]Post exceptional items including one-time impact of new Labour Codes

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Cons. IndAS financials | Balance Sheet

In ₹ million	As on Mar 31, 2026	As on Sep 30, 2026
Assets		
Non-current assets		
Fixed assets	3,403	3,533
Right-of-use assets	8,558	8,475
Goodwill on consolidation	42,655	43,088
Other intangible assets	1,351	1,088
Intangible assets under development	-	233
Financial assets		
Investments	658	693
Other financial assets	918	1,060
Deferred tax assets	3,910	3,783
Income tax assets, net	896	1,033
Other non-current assets	3,228	1,840
Total non-current assets	**65,577**	**64,826**
Current assets		
Financial assets		
Current investments	502	572
Trade receivables	20,786	23,471
Cash and cash equivalents	2,586	3,518
Other bank balances	107	73
Other financial assets	235	1,538
Other current assets	3,407	3,491
Total current assets	**27,623**	**32,663**
Total assets	**93,200**	**97,489**

In ₹ million	As on Mar 31, 2026	As on Sep 30, 2026
Equity and liabilities		
Shareholder's Funds		
Equity share capital	6,970	6,970
Reserve and surplus	36,875	41,805
Non-controlling interest	4	-
Total equity	**43,849**	**48,775**
Non-current liabilities		
Financial liabilities		
Long-term borrowings	1,897	-
Lease liabilities	7,315	7,028
Other financial liabilities	2,328	2,059
Provisions	1,140	1,152
Deferred tax liabilities	1,886	1,881
Total non-current liabilities	**14,566**	**12,120**
Current liabilities		
Financial liabilities		
Short-term and other borrowings	17,478	19,414
Trade payables	5,579	6,816
Lease liabilities	2,529	2,764
Other financial liabilities	6,469	4,632
Other current liabilities	1,405	1,701
Provisions	973	1,040
Provision for tax, net	352	227
Total current liabilities	**34,785**	**36,594**
Total liabilities	**93,200**	**97,489**

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Cons. IndAS financials | Cash Flow Statement

In ₹ million	Half-year ended Sep 30, 2025	Half-year ended Sep 30, 2026
Cash flow from operating activities		
Net profit before taxation and non-controlling interest	4,376	5,187
Depreciation and amortization	2,068	2,330
Finance costs (for borrowings & lease liabilities)	862	1,027
Non-cash expense	353	563
Non-operating items	(22)	(63)
Exceptional items, net	(19)	717
Working capital changes	(1,004)	(3,390)
Income taxes paid	(688)	(1,403)
Net cash generated from/(used in) operating activities (A)	**5,927**	**4,969**
Cash flow from investing activities		
Capital expenditure, net	(503)	(991)
Interest income received	15	20
(Increase)/decrease in current investments	(50)	(37)
Investment in short-term fixed deposits	(4)	(39)
Purchase of non-current investment	(221)	(28)
Earmarked balances with banks	58	73
Payment of contingent consideration towards acquisition	(27)	(514)
Net cash generated from/(used in) investing activities (B)	**(731)**	**(1,515)**
Cash Flow from financing activities		
Net change in borrowings	(2,232)	(200)
Net interest paid	(851)	(1,029)
Payment of lease liabilities	(1,298)	(1,319)
Movement of treasury shares, net	(134)	17
Purchase of non controlling interest in subsidiary	-	-
Net cash generated from/(used in) financing activities (C)	**(4,516)**	**(2,531)**
Net increase/(decrease) in cash and cash equivalents (A+B+C)	**680**	**923**
Cash and cash equivalents at the beginning of the period	1,542	2,586
Foreign exchange (loss)/gain on translating cash and cash equivalents	33	10
Closing cash and cash equivalents	**2,255**	**3,518**
Current investments	694	572
Cash and cash equivalents including investments	**2,949**	**4,090**

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Operating Metrics | Q2FY27

		Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26	Q3FY26	Q4FY26	Q1FY27	Q2FY27
Revenue by Vertical	Banking & Financial Services	34.4%	32.4%	33.4%	32.5%	33.2%	31.7%	32.2%	33.2%	35.5%
	Healthcare	36.3%	34.0%	33.8%	33.4%	33.5%	32.1%	34.4%	33.0%	31.6%
	Communication, Media & Tech	21.3%	20.3%	21.0%	22.4%	21.7%	21.2%	19.9%	20.6%	20.6%
	Diverse Industries	8.0%	13.3%	11.8%	11.7%	11.6%	15.0%	13.5%	13.2%	12.3%
Revenue by Geography	North America	68.5%	66.3%	67.7%	68.7%	69.4%	67.2%	68.0%	66.4%	65.6%
	Europe, Middle East, and Africa	31.4%	33.4%	31.5%	30.1%	29.4%	31.7%	30.6%	31.7%	32.7%
	Rest of World	0.1%	0.3%	0.8%	1.2%	1.2%	1.1%	1.4%	1.9%	1.7%
Revenue by Delivery	Offshore & Nearshore	35.8%	40.1%	37.8%	41.2%	41.6%	43.4%	43.0%	43.5%	42.3%
	Onshore	64.2%	59.9%	62.2%	58.8%	58.4%	56.6%	57.0%	56.5%	57.7%
Client Addition	New logos (*added during the quarter*)	13	13	7	17	10	9	11	12	17
	Strategic logos (*added during the quarter*)	3	5	2	9	4	5	6	3	6
Client Concentration	Top 5 clients *(share of total revenues)*	32.5%	29.0%	29.3%	29.6%	28.9%	28.1%	28.0%	27.4%	27.0%
	Top 10 clients *(share of total revenues)*	48.6%	43.4%	43.7%	42.6%	42.3%	40.7%	39.9%	39.2%	38.9%
Client Distribution	US$ 1m+ clients *(nos.)*	105	107	116	141	142	141	150	145	139
	US$ 5m+ clients *(nos.)*	26	28	30	38	39	41	42	45	51
	US$ 10m+ clients *(nos.)*	13	14	15	17	17	18	17	20	23
	US$ 20m+ clients *(nos.)*	11	10	10	11	9	9	9	10	9
	US$ 50m+ clients *(nos.)*	2	2	2	2	2	2	2	2	2
Revenue by Currency	USD	68.2%	64.9%	65.7%	67.9%	68.5%	66.1%	67.4%	67.4%	64.5%
	GBP	30.9%	34.2%	32.7%	30.1%	29.2%	31.9%	30.3%	30.3%	31.7%
	Others	0.9%	0.9%	1.6%	2.0%	2.3%	2.0%	2.3%	2.3%	3.8%
Employee Metrics	Total employees *(period-end)*	32,898	34,144	34,651	34,495	35,997	36,689	36,205	36,875	39,937
	Net addition	3,667	1,246	507	(156)	1,502	692	(484)	670	3,062
	Attrition* *(TTM)*	30.6%	31.4%	29.8%	28.9%	28.0%	27.4%	29.7%	33.1%	34.0%

* For employees in continuous employment for more than 180 days

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