



Fluidic Enterprise

Nagarro SE



Disclaimer

The information contained in this document is provided as of the date of its publication and is subject to change without notice.

This presentation contains preliminary figures and forward-looking statements. Forward-looking statements may be identified by words such as “expect”, “forecast”, “anticipate”, “intend”, “plan”, “believe”, “seek”, “estimate”, “will”, “target” or words of similar meaning. These statements are based on the current views, expectations, assumptions and information of the management of Nagarro, of which many are beyond Nagarro’s control. Forward-looking statements involve known and unknown risks and uncertainties, and therefore actual results, performance or events may differ materially from those described in such statements due to, among other things, changes in the general economic and competitive environment, risks associated with capital markets, currency exchange rate fluctuations, changes in international and national laws and regulations, in particular with respect to tax laws and regulations, and other factors. All forward-looking statements only speak as of the date when they were made and Nagarro does not undertake any obligation to update any of the forward-looking statements.

The figures presented for Q3 and 9M 2023 are unaudited.

Gross profit, gross margin, adjusted EBITDA and adjusted EBITDA margin are non-IFRS/non-GAAP financial measures. These and other non-IFRS/non-GAAP financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS or other GAAP. You are cautioned not to place undue reliance on any non-IFRS/non-GAAP financial measures included herein. Please find further explanations regarding our financial key performance indicators in chapter “Section A – V. Financial Performance” in the Annual Report 2022 of the Company. These documents are available under the following internet link <https://www.nagarro.com/en/investor-relations/financial-reports-and-publications>

Due to rounding, numbers presented in this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures to which they refer.





Nagarro at a glance



Fast-growing, scaled, diversified, digital engineering leader with a full-service portfolio



Differentiated organization design based on entrepreneurship and global teams



A global company domiciled in Germany



19,000+ Nagarrians across 36 countries



Diverse and loyal blue-chip customer base, 1,000+ customers across 63 countries



Strong results through “CARING” core values

FY 2022

- €856 million revenue
- 56.8% YoY revenue growth
- 48.0% YoY constant currency revenue growth
- 39.3% YoY organic constant currency revenue growth
- 28.9% gross margin
- 17.3% adj. EBITDA margin

FY 2023 Guidance

- €915 million revenue not including future M&A
- 26% gross margin
- 13% adj. EBITDA margin

Employee data as of Sep 30, 2023



Our Mission Statement:

**To make distance and difference
irrelevant between intelligent people**





Our core values: a magnet for talent

Caring is our superpower...



Client-centric



Agile



Responsible



Intelligent



Non-hierarchical



Global



Caring



A global company with no single HQ



36 countries
with registered offices

Over a dozen nationalities
in senior management

Americas

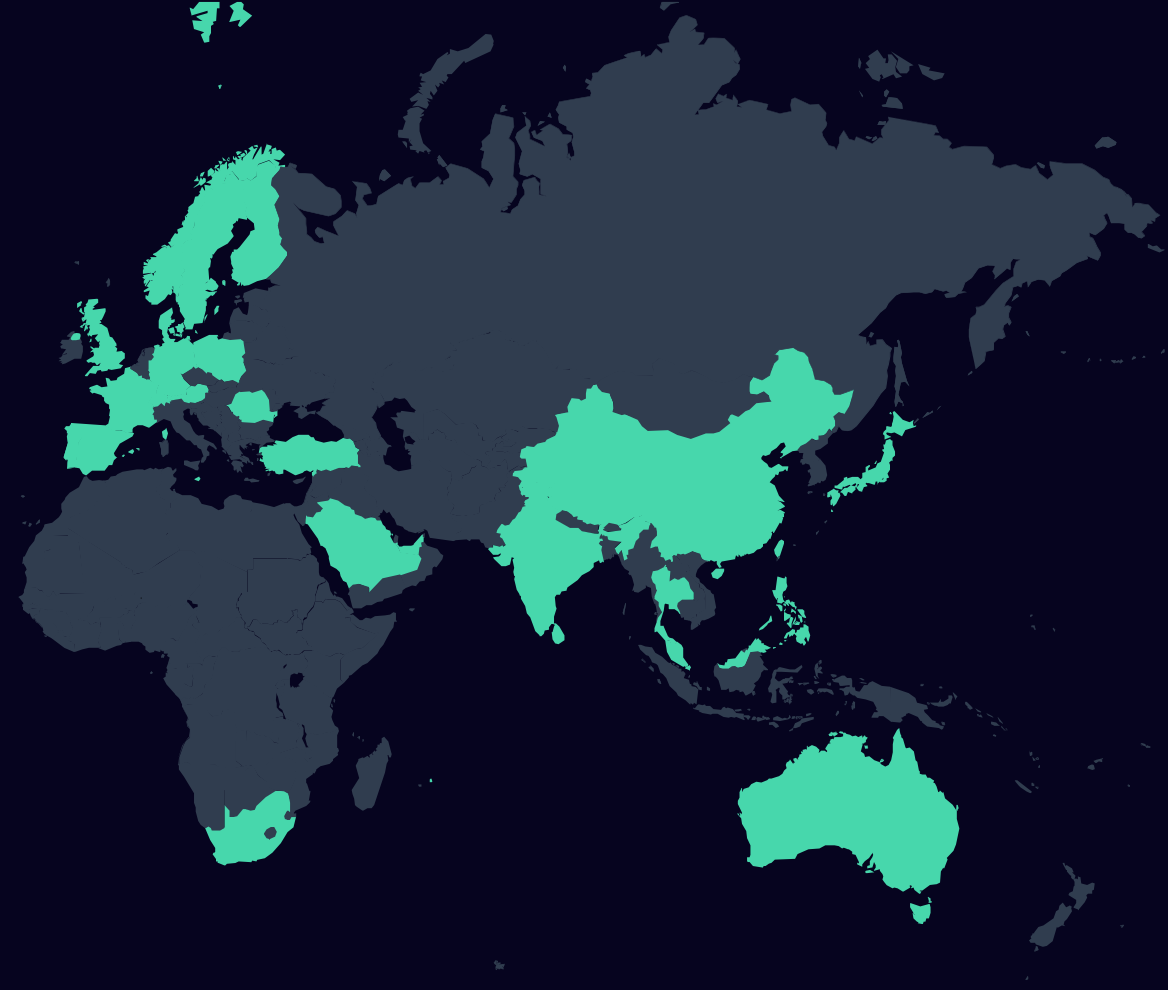
Canada
Columbia
Ecuador
Mexico
US

EMEA Region

Austria Poland
Bahrain Portugal
Denmark Romania
Finland Saudi Arabia
France Spain
Germany Sweden
Hungary Switzerland
Malta South Africa
Mauritius UAE
Norway UK

Asia

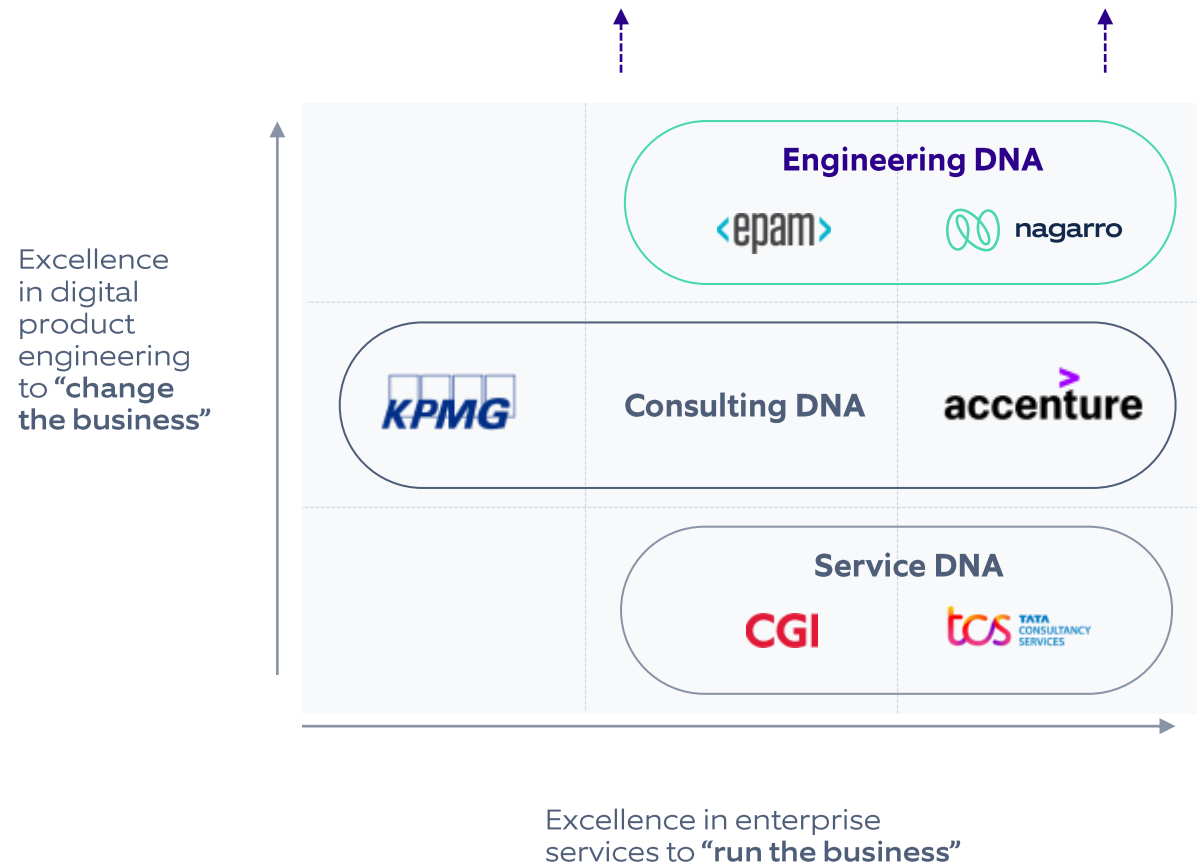
Australia
China
India
Japan
Malaysia
Philippines
Singapore
Sri Lanka
Thailand
Taiwan
Turkey



Data as of Q4, 2023

Differentiated market positioning

AI-led transformation for our clients



Superior:

- Client intimacy
- Rapid prototyping
- Agile development
- Lean, small-team culture
- Architecture and code quality
- Use of new technologies
- Product management

Companies presented do not include all peers. The representation here is the company’s view of the competitive landscape.



Ginger AI

Meet **Ginger**, the conversational AI solution for organizational performance and alignment

About

Ginger AI is an all-in-one workplace companion that revolutionizes the way employees consume information and perform day-to-day tasks by harnessing powerful nudge patterns, Generative AI, and NLP-based analytics, thereby enhancing efficiency and agility.

- Eliminates silos with easy access to information
- Enables org alignment with proactive communication
- Boosts productivity using actionable insights
- Reduces overheads through intuitive workflows
- Amplifies agility through streamlined integrations

Ginger AI builds upon the vision of the Fluidic Enterprise



Hello, I am Ginger!
Nice to meet you! Woof!



Nagarro's **Genome AI** designed keeping in mind micro-data signals, next-gen AI and enterprise needs

Gen-AI, LLMs, Knowledge Graphs and Foundational-AI models to drive playbook-based automation across the ecosystem!

Available toolkits like customer-experience 360, supply-chain 360 etc.





Nagarro's AI partnership with Abdul Latif Jameel Group

Our AI-driven automotive lead management solution developed for ALJ Motors awarded the best AI use-case in World AI show in Dubai (May 2023)

*"...Thank you for pushing boundaries with us.
#Nagarro ...Looking forward for more success"*

Hesham Saad Al Ghamdi
Group Chief Data & Analytics Officer
ALJ Group

"...many thanks to Hesham for saluting Nagarro's role in the win..."

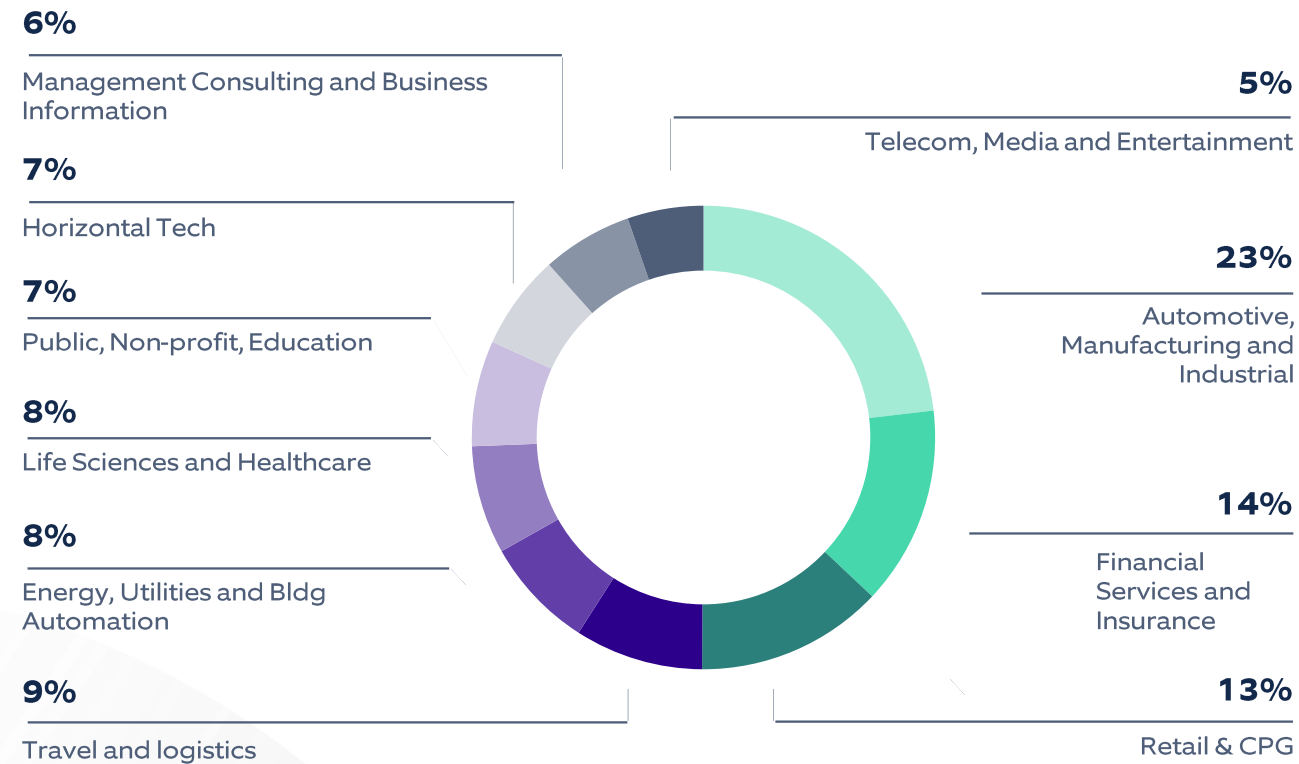
Manas Human
Co-founder, Nagarro



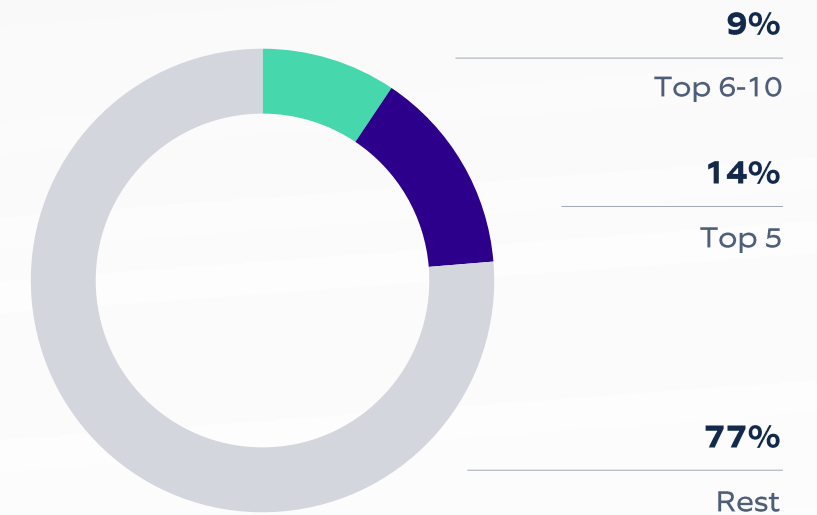
Diversified across industries and clients



Revenue by industry



Revenue by customers

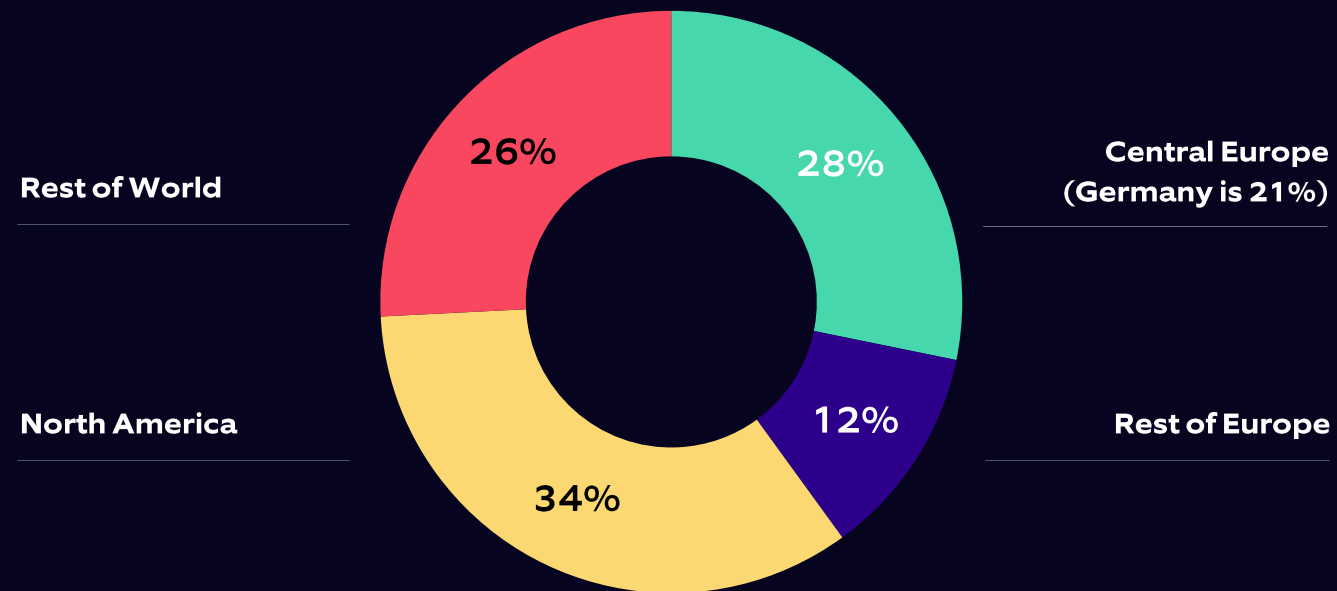


Revenue by industry is based on the company's own classification of each client (or its corporate group) by industry
 Each corporate group is counted as a single customer
 Percentages are individually rounded and may not add up to 100%

Global opportunities served with global talent



Revenue by client region



Personnel worldwide



19,182

Total professionals, of which...



17,728

Professionals in engineering

Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland
percentages are individually rounded and may not add up to 100% Number of personnel as of Sep 30, 2023



Working with the leaders in each industry

Automotive, Manufacturing and Industrial



Travel and Logistics



Telecom, Media and Entertainment



Retail and CPG



Financial Services and Insurance



Energy, Utilities and Building Automation



Public, Non-profit and Education



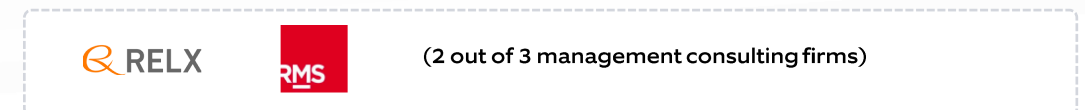
Life Sciences and Healthcare



Horizontal Tech

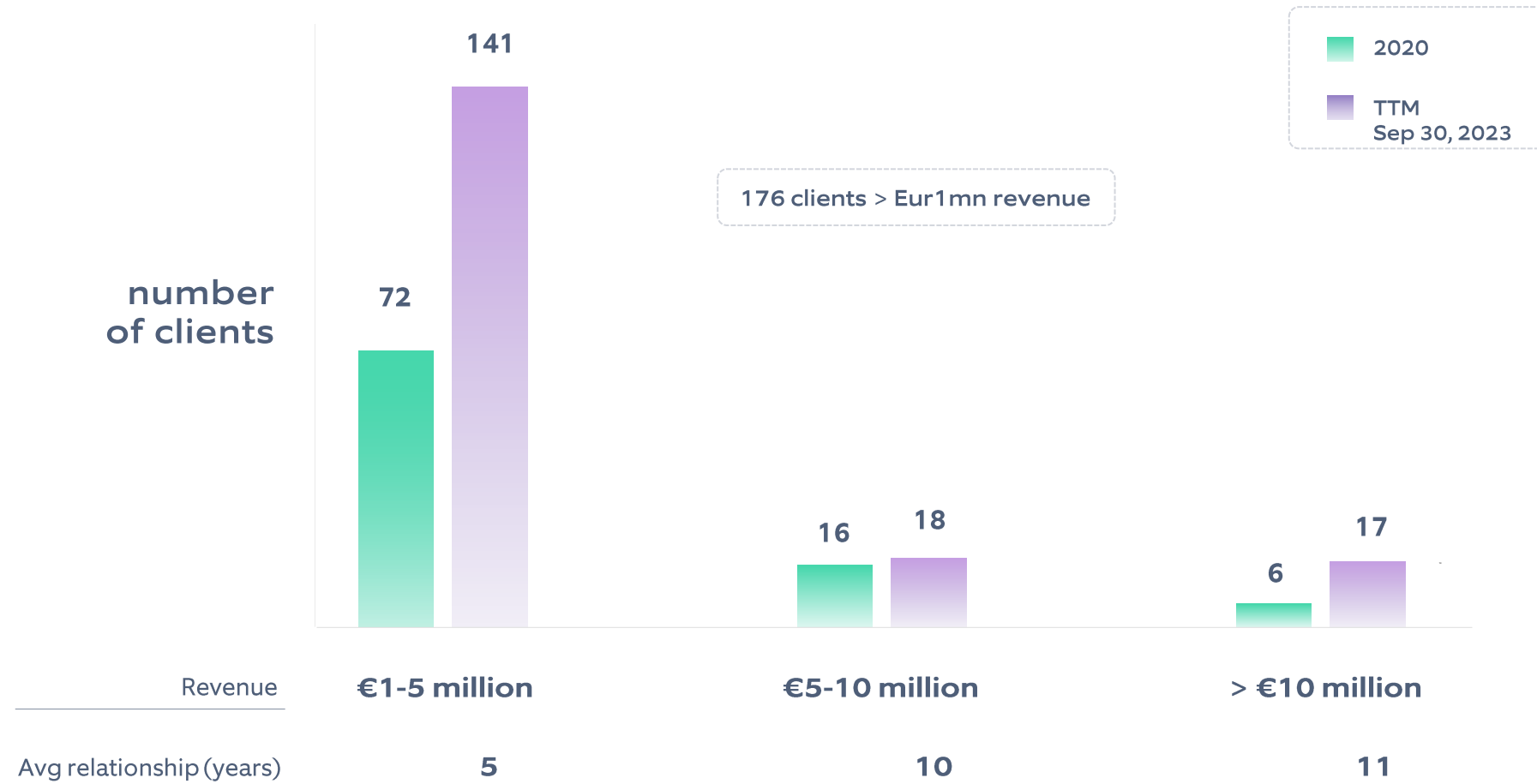


Management Consulting and Business Information



The term "Big 3 management consulting firms" is used for McKinsey, the Boston Consulting Group and Bain Consulting.

Large client base to develop over time



Data from acquired entities is included from date of acquisition; 2023 data is TTM as of Sep 30, 2023





Why customers choose us

Nagarro's "Enterprise Agile" mindset, processes and organization design deliver:

- Enterprise-class robust engineering
- Agility in projects, agility in adapting to changing business and technology environments
- Expertise across industries and regions



NPS numbers are from the CSAT survey for Q3, 2023. The question posed was: "On a scale of 1-10, how likely are you to recommend Nagarro to a friend or colleague?" Promoters are those who gave a score of 9 or 10, Passive are those who gave a score of 7 or 8, and Detractors are those who responded with a score below 7. The NPS score is calculated as (Number of Promoters – number of Detractors) * 100 / (total number of NPS responses).

Powered by a unique org design and culture

Virtual, global organization

rather than a federation of national orgs or legal entities

Emphasis on autonomy and choice

via internal marketplaces, not top-down decision making

Flat, entrepreneurial management

50+ top-level leaders, >25% of them entrepreneurs

Proprietary “business operating system”

embedding the org design and the culture





Open, global culture drives post-merger integration and synergies




Bringing the target's capabilities to the world, bringing global capabilities to the target's clients



ESG@Nagarro

Key ESG focus areas



Environment

- Climate action
- Sustainable digital engineering
- Zero waste to landfill
- Responsible water management
- Responsible sustainability awareness



Social

- Diversity, equity and inclusion
- Talent development
- Health and well-being
- Local welfare initiatives



Governance

- Information security and data privacy
- Business integrity and ethics
- Sustainability governance
- Sustainable procurement

We are centered on cultivating an authentic and organic culture of thinking and doing good through our **CARING** value system

Alignment with Global Guiding Principles

WOMEN'S
EMPOWERMENT
PRINCIPLES



Our Sustainability Assessment Performance



Reporting



Net Zero Commitment



Bronze Medal



Rated As C-
*Within Top 32% of Top IT Companies



Socially responsible around the globe

1. With **WWF** against single-use plastic
2. **Testing Pro** for people with autism
3. Incubating a **university**
4. Making **art accessible**
5. **Saving lives** via road safety (India Vision Zero - Safer Streets. Safer Cities.)
6. Organizing **car-free days**



Q3 + 9M

2023

Q3 2023, described



Highlights

6.6% YoY constant currency revenue growth, 2.3% YoY organic CC

Clients remain very engaged, high levels of client satisfaction

Expansion of offerings, including next-gen AI tools

Improved cash conversion

Cost streamlining efforts continue

Improved ESG standing, Bronze Medal rating by EcoVadis

Q3 2023, by the numbers



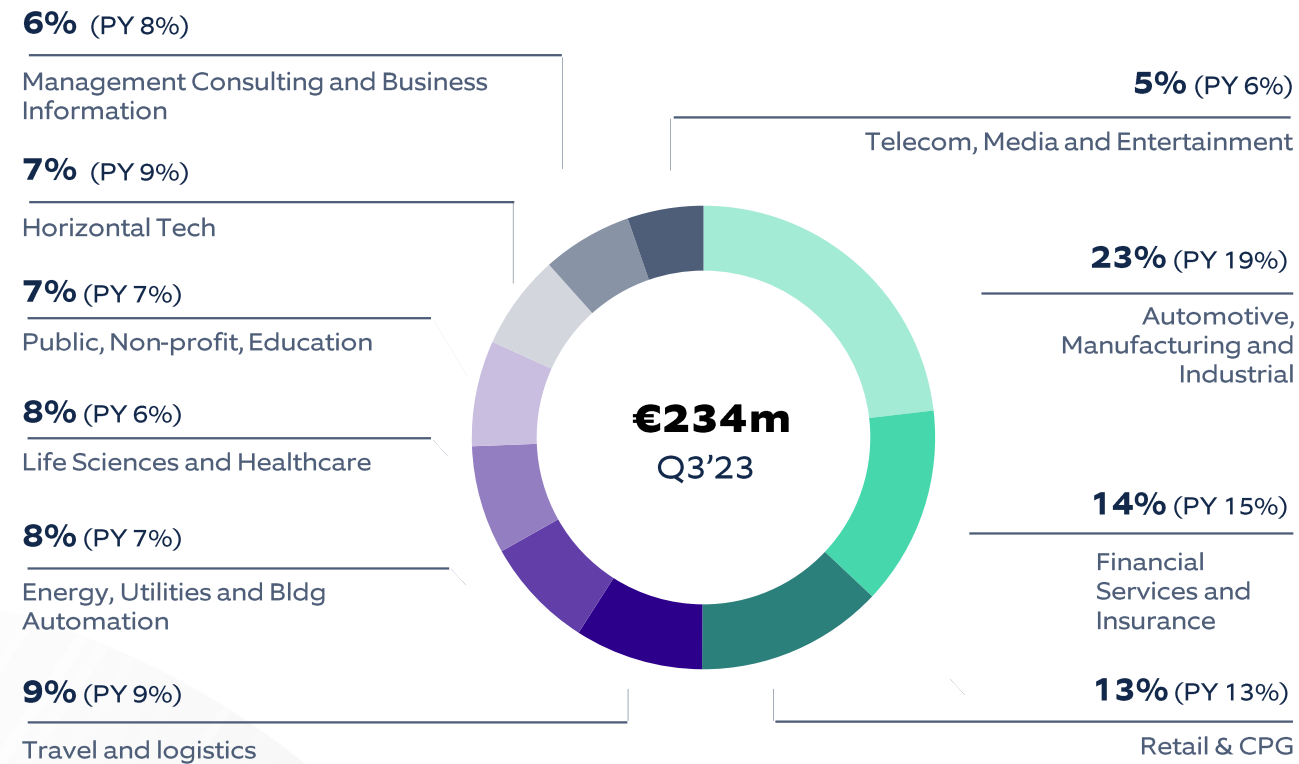
€234m revenue	2.8% QoQ revenue growth in constant currency	6.6% YoY revenue growth in constant currency	23.9% gross margin	€32.0m adjusted EBITDA
Industries' YoY growth range		Segments' YoY growth range		14% Top 5 client revenue
29% life sciences and healthcare	-26% horizontal tech	21% rest of world	-15% North America	
€92m Cash balance	176 > € 1m accounts TTM	67 NPS	Guidance	
			~€915 2023 revenue*	~13.0% 2023 adjusted EBITDA margin

* Guidance issued on Aug 11, 2023; based on that day's currency exchange rates and not including later acquisitions

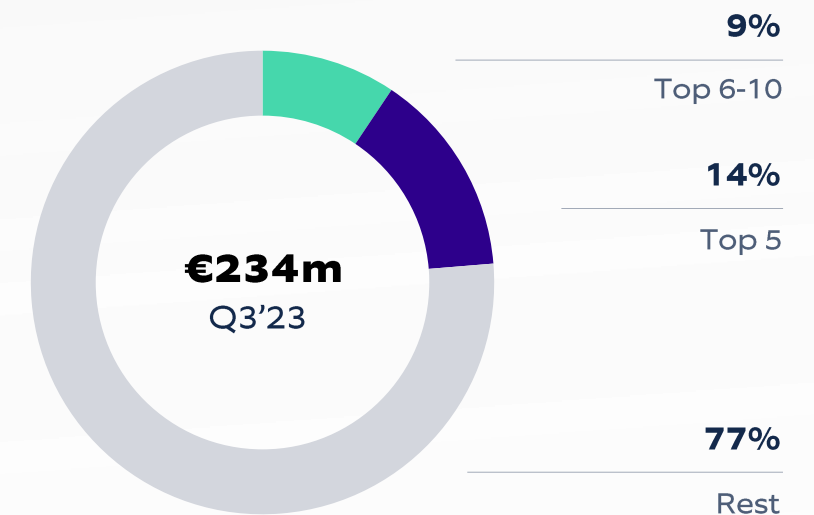
Diversification across industries and clients



Revenue by industry



Revenue by customers

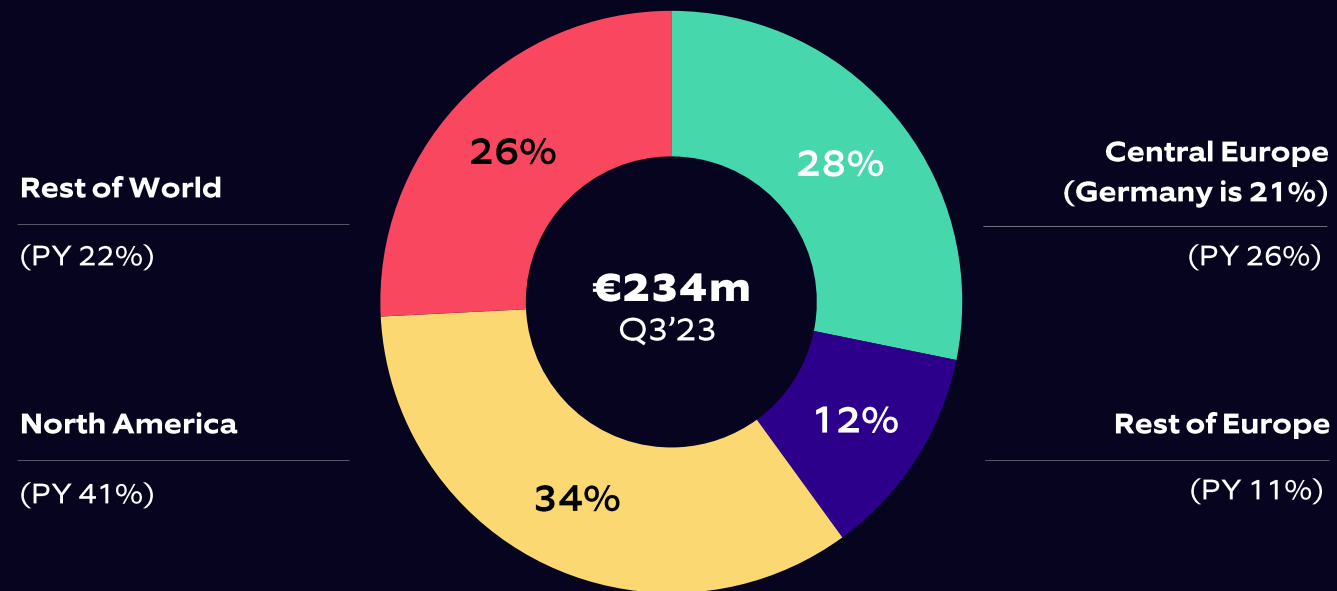


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 Each corporate group is counted as a single customer
 Numbers in brackets represent previous year (PY) data, i.e. for Q3'22
 Percentages are individually rounded and may not add up to 100%

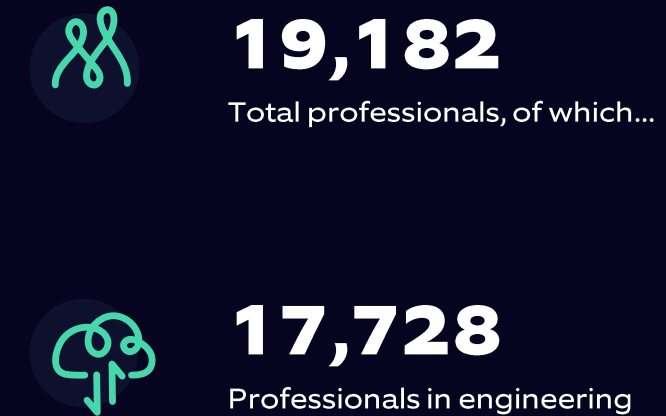
Rest of World leads growth



Revenue by client region



Personnel worldwide

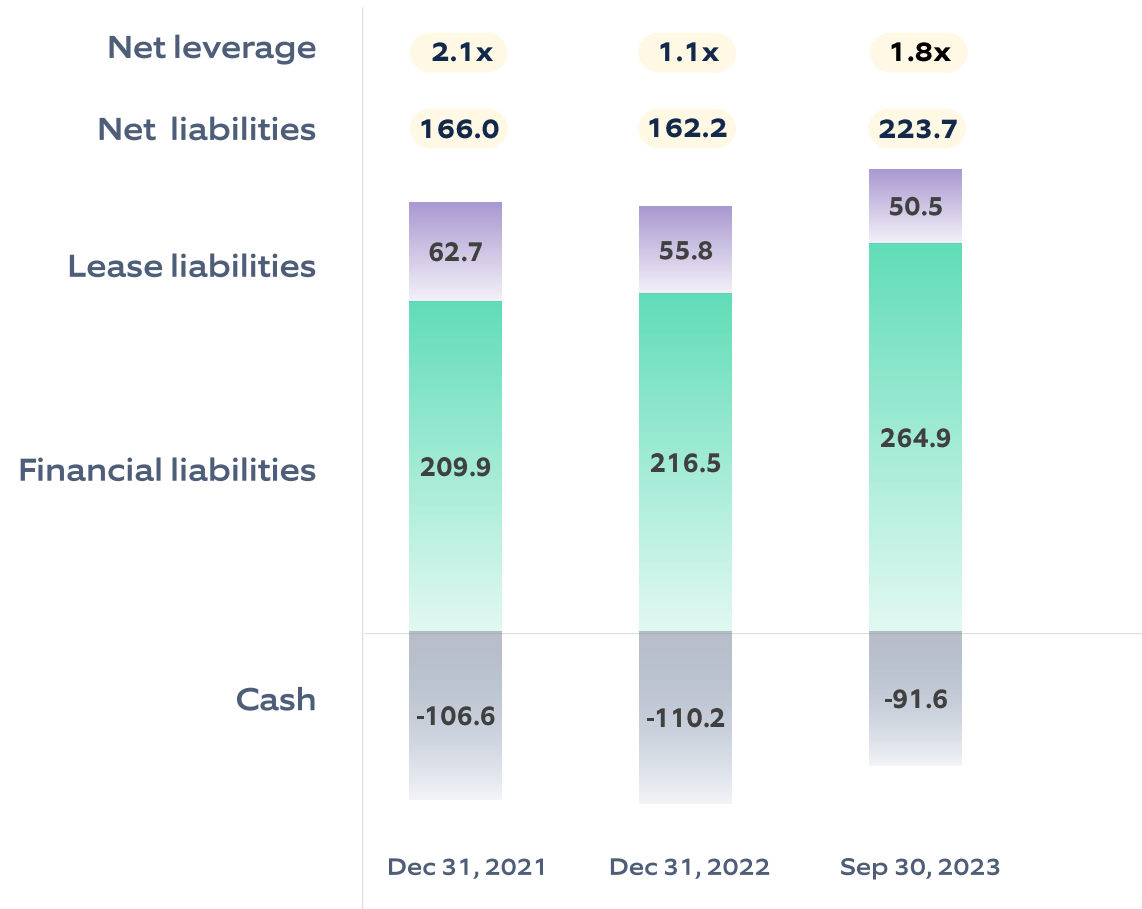


Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland
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Number of personnel as of Sep 30, 2023



Net liabilities and cash flows

Net liability €m



Cash flow €m



Financial liabilities include drawdown on syndicated credit facility, working capital facilities, bank loans, and liabilities from factoring.

Net leverage is calculated as net liabilities divided by LTM Adjusted EBITDA

■ Net cash flow from operating activities
 ■ Net cash flow from investing activities
 ■ Net cash flow from financing activities

Capital allocation



Strategic bolt-on M&A

- Synergistic, strategic M&A with small targets
- Focus on 'client-access'
- Conservative purchase price with larger portion paid as earn-outs over multiple years
- Full integration into Nagarro brand, systems, and culture



Opportunistic share buyback

- Buybacks during periods of relative under-valuation
- May-Aug '23: 350,000 shares for ~€30mn



Sustainable debt levels

- Optimal use of debt for financing growth while retaining sustainable leverage levels



No dividends




- Retention of all available funds & future earnings to support operations and to finance future growth
- No dividends planned in the near future



Low capex

- Asset-light low capex model

Outlook

	2023 target	Medium-term target
 Revenue	~€915m	~20% YoY organic growth
 Gross Margin	~26%	---
 Adjusted EBITDA	~13%	Rising to 18% in 2026

Guidance per announcement on August 11, 2023, excludes future acquisitions





Nagarro investment highlights, reiterated

Positioning

“Engineering DNA” digital leader with a special “Enterprise Agile” Approach

Organization

Agile, entrepreneurial and global org design and culture

Growth

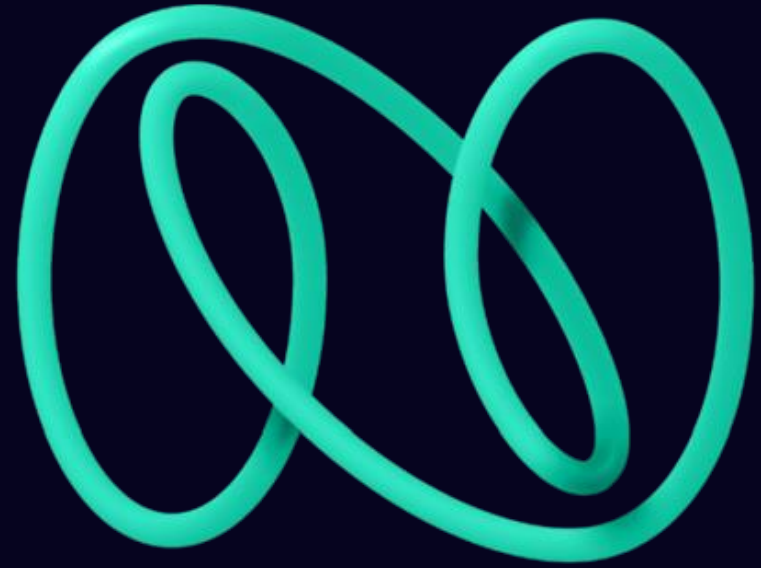
Sustainable organic growth capabilities, plus synergistic M&A

Clients

Large, global blue-chip customer base

Financials

Strong revenue growth, attractive margins and upside potential



Thank you