



Thinking Breakthroughs

Disclaimer

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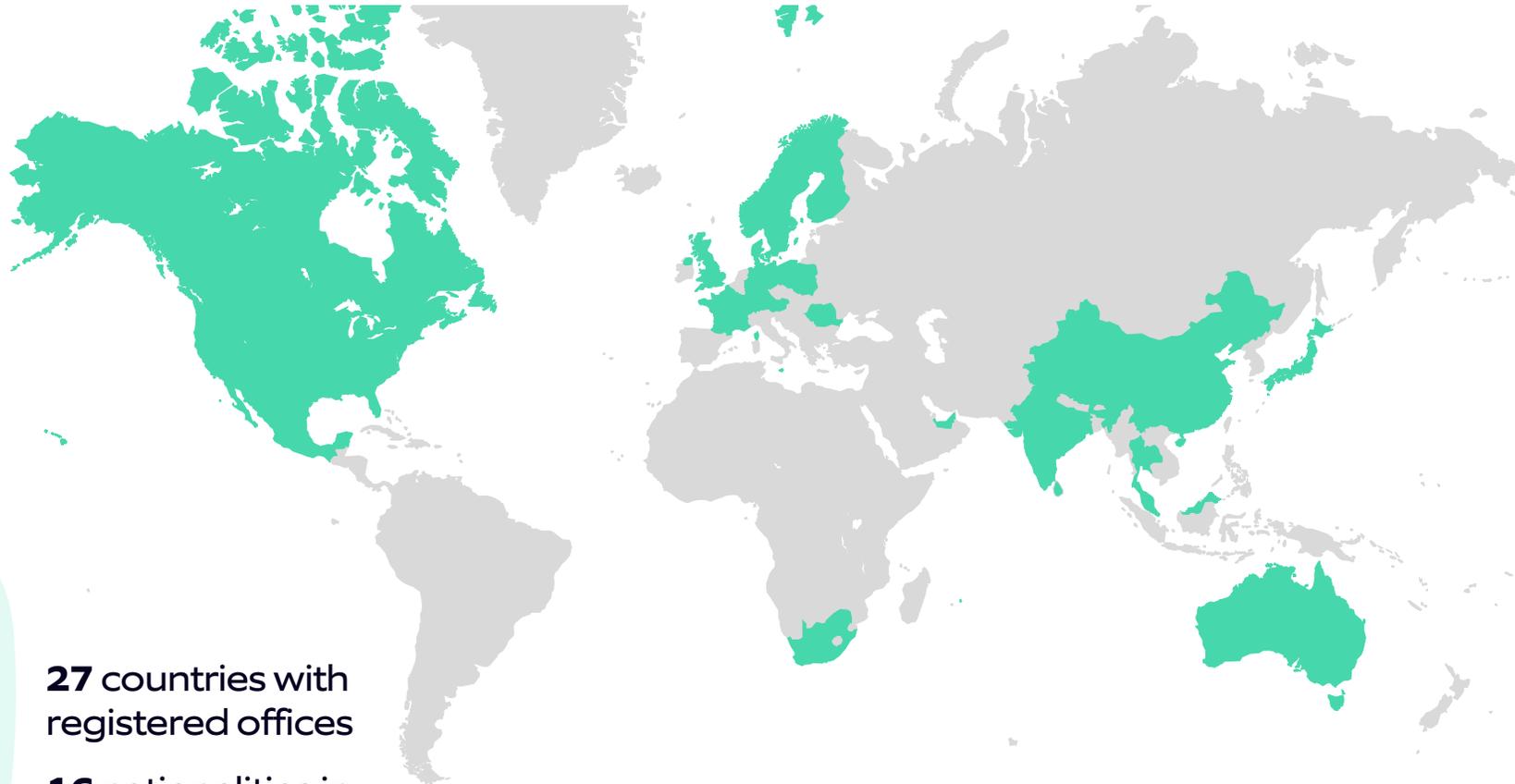
This presentation contains forward-looking statements. These statements are based on the current views, expectations, assumptions and information of the management of Nagarro. Forward-looking statements involve known and unknown risks and uncertainties and, therefore actual results, performance or events 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. Nagarro does not undertake any obligation to update any of the forward-looking statements.

The figures presented for Q1, Q2, Q3 and H1 2021 are unaudited.

Gross profit, gross margin, adjusted EBITDA and adjusted EBITDA margin are non-IFRS financial measures. These and other non-IFRS 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. You are cautioned not to place undue reliance on any non-IFRS financial measures included herein. Please find further explanations regarding our financial key performance indicators in chapter „ Section A – VI. Financial Performance “ in the Annual Report 2020 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 — a global company with no single HQ



27 countries with registered offices

16 nationalities in senior management

N America

Atlanta	Indianapolis	New York
Boston	Jacksonville	San Jose
Chicago	Monterrey	Toronto

EMEA

Brasov	Helsinki	Strassbourg
Bucharest	Johannesburg	Stockholm
Cluj-Napoca	Karlsruhe	Stuttgart
Cologne	London	Timisoara
Copenhagen	Leipzig	Valletta
Craiova	Leverkusen	Vienna
Dubai	Munich	Warsaw
Ebene	Oslo	Wiesbaden
Frankfurt	Paris	Zurich
Freiburg	Pirmasens	
Hamburg	Sibiu	

APAC

Bangkok	Jaipur	Sydney
Beijing	Kuala Lumpur	Tokyo
Bengaluru	Manama	Xi'an
Colombo	Melbourne	
Gurugram	Pune	
Hyderabad	Singapore	

Nagarro at a glance



- A **global tech services** company domiciled in Germany
- Fast-growing, scaled, diversified, **digital engineering leader** with a full-service portfolio
- ~12,000 Nagarrians across 27 countries
- Differentiated organization design based on **entrepreneurship** and **global teams**
- Diverse and loyal **blue-chip customer base**, 750+ customers
- Strong results through “**CARING**” core values

FY 2020

- **€430 million** revenue
- **€76 million** adjusted EBITDA
- **18%** adjusted EBITDA margin

9M 2021

- **€384 million** revenue
- **€59 million** adjusted EBITDA
- **15%** adjusted EBITDA margin



Our Mission Statement

**To make distance
irrelevant between
intelligent people**

Our core values

Caring is our superpower



Client-centric



Agile



Responsible



Intelligent



Non-hierarchical

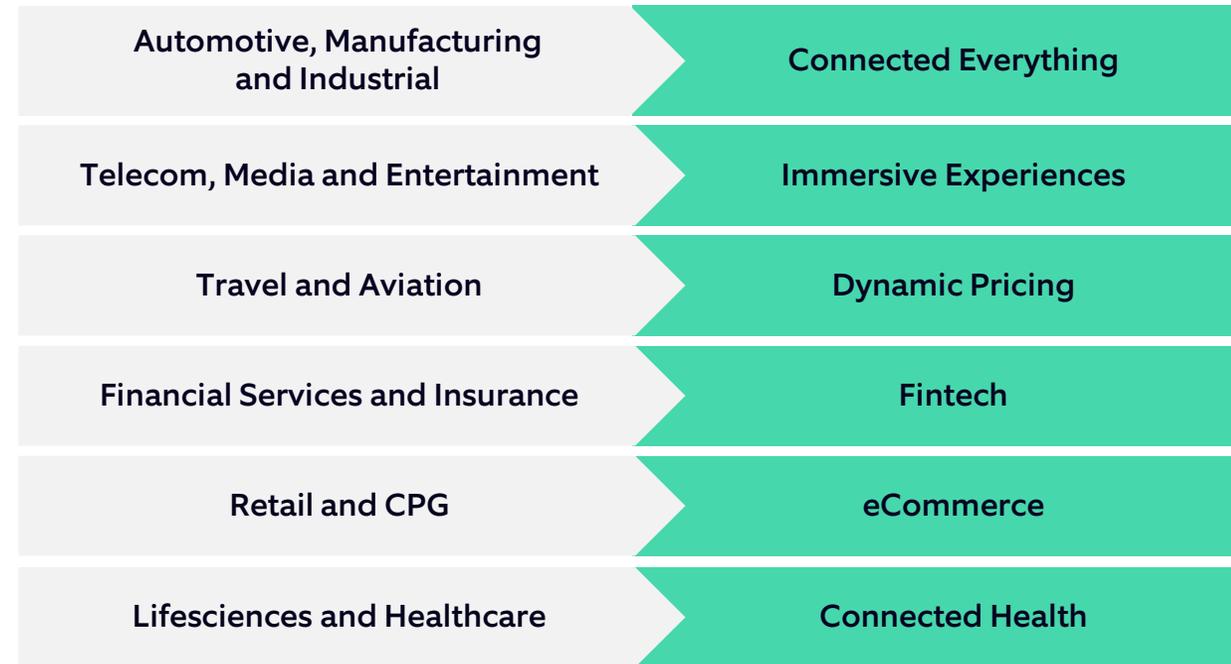
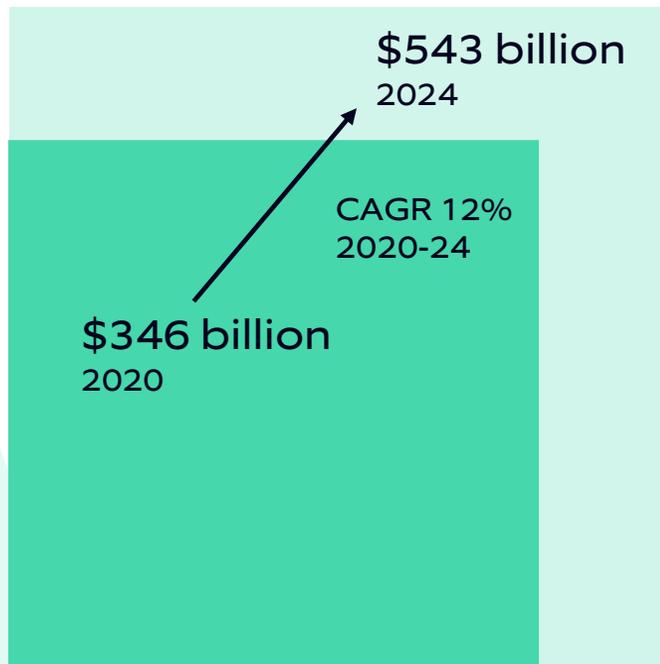


Global

Addressing a large, fast-growing digital services market

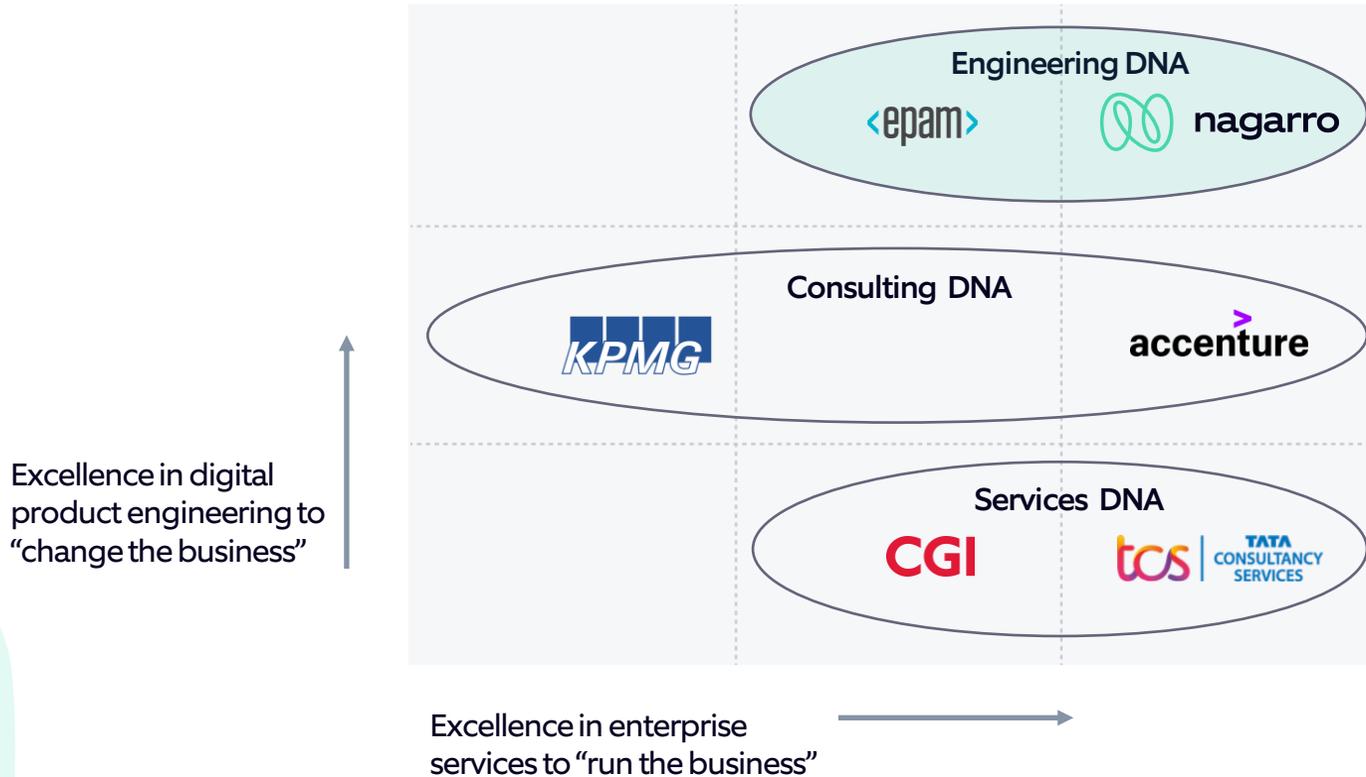


Growing spend on digital IT services, supported by structural tailwinds



The estimate of the digital services market is based on the “3rd Platform IT Services” forecast in the IDC Worldwide Black Book, 3rd Platform Edition (August 2020). IDC defines the 3rd Platform as made up of four pillars: cloud, mobile, big data, and social. These pillars represent a new architecture for ICT, based on a cloud-first, mobile-first approach to the management and usage of devices, infrastructure, software, and services. In addition to the four pillars, IDC also added new technologies that it refers to as innovation accelerators, which include 3D printing, AR/VR, artificial intelligence, IoT, blockchain, robotics and security.

Differentiated market positioning



Engineering DNA strengths:

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

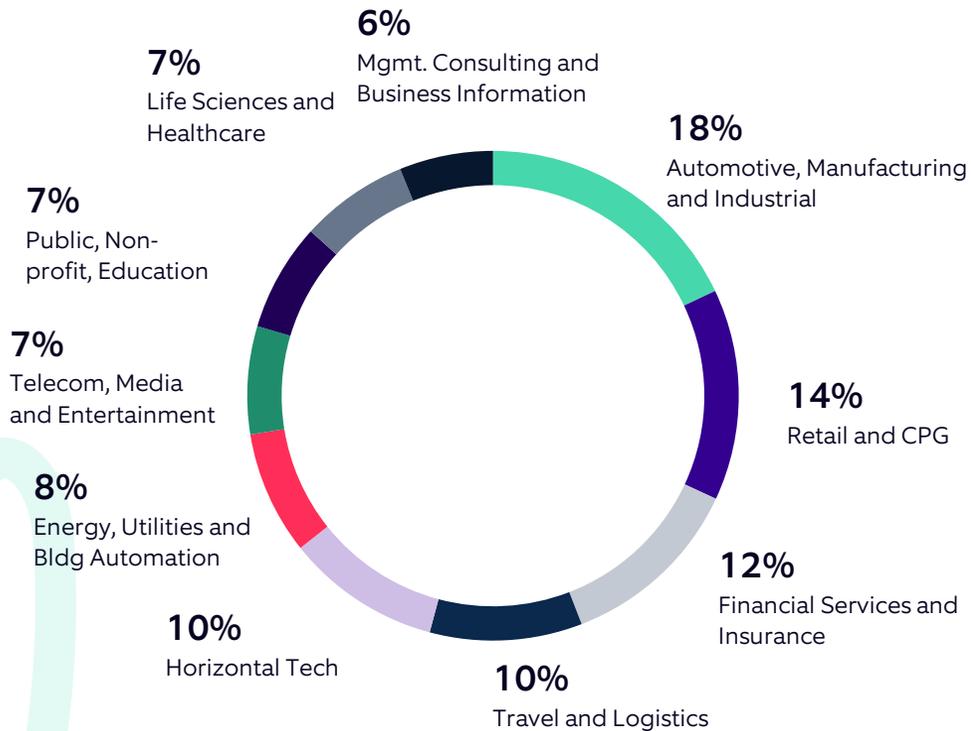
Nagarro’s differentiated position:

Excellence in digital product engineering combined with a full portfolio of enterprise services

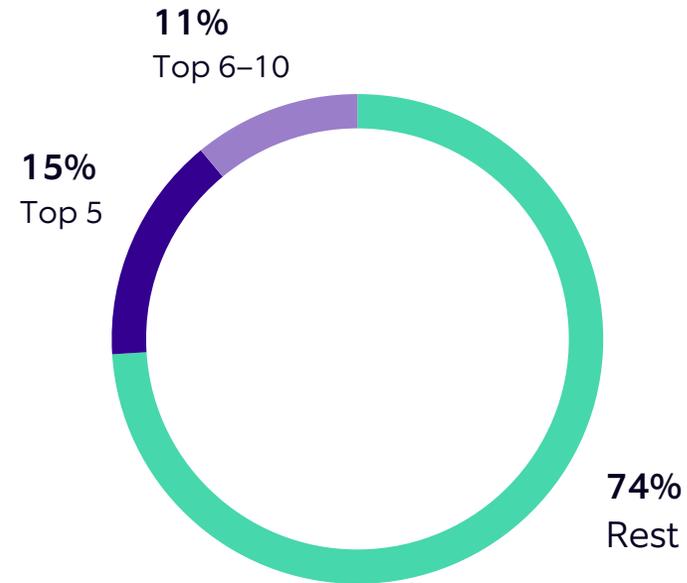
Diversified across industries and customers



Revenue by industry



Revenue by customers

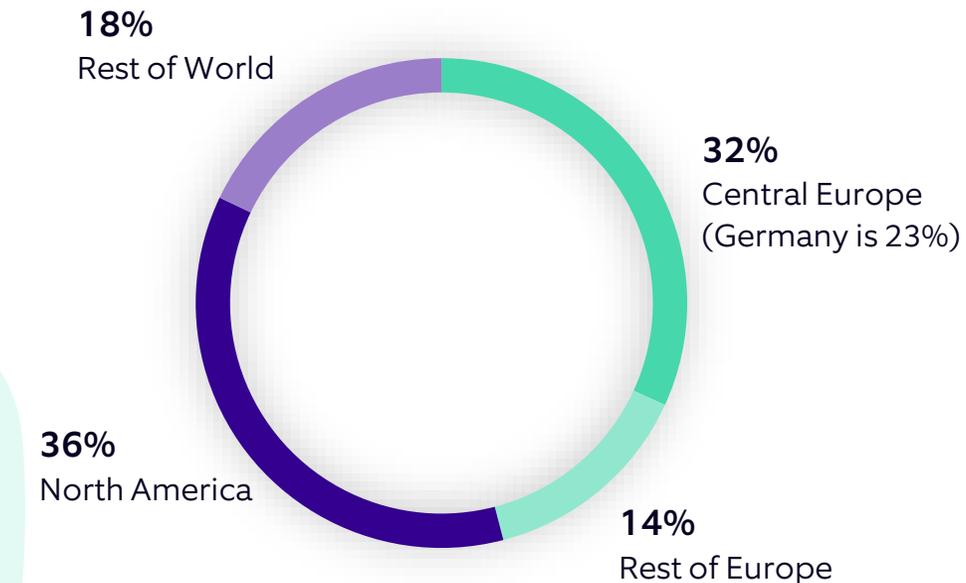


Revenue by industry is based on the company's own classification of each client (or its corporate group) by industry. Each corporate group is counted as a single customer. Data based on Q3 2021. Percentages are individually rounded and may not add up to 100%.

Serving global opportunities with global talent



Revenue by client region



Personnel worldwide



Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland. A portion of the new hires in Q3 are fresh graduates, to be trained further, and not likely to be immediately deployed on client projects. Data based on Q3 2021.

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.

Why customers choose us

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

- Enterprise-class robust engineering
- Agility in projects and in client engagements
- Expertise applied flexibly across industries and regions
- Agility in adapting to changing business and technology environments



Powered by a unique org design and culture

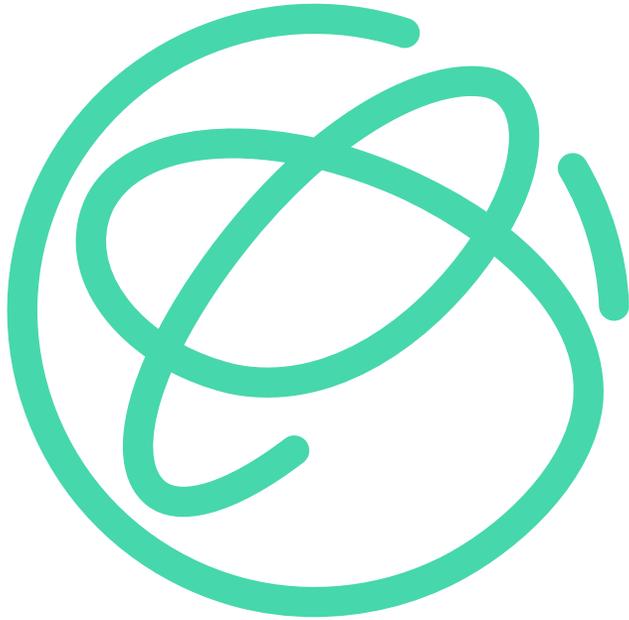


Powered by a unique org design and culture

- **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 culture



Open, global culture driving post-merger integration and synergies



Bringing the target's capabilities to the world...

...and bringing global capabilities to the target's clients

Socially responsible around the globe



Testing Pro for people with autism



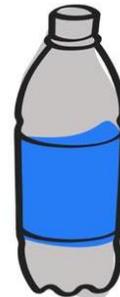
Saving lives via road safety



Incubating a university



Making art accessible



With WWF against single-use plastic



Organizing car-free days



Q3 2021



Q3 described

Highlights

- Another quarter of **strong, broad-based growth**
- **Excellent client satisfaction** despite largely remote working
- Continued **competition for top engineering talent**
- **Margin pressure** from wage inflation, with billing rate increases lagging wage increases

Milestones

- **33.6% YoY** revenue growth in constant currency
- **10.7% QoQ** revenue growth
- **~12,000 Nagarrians**
1,149 net new additions

Post-Q3 developments

- **Acquisition of ATCS**
- **Rollover of management participation**¹

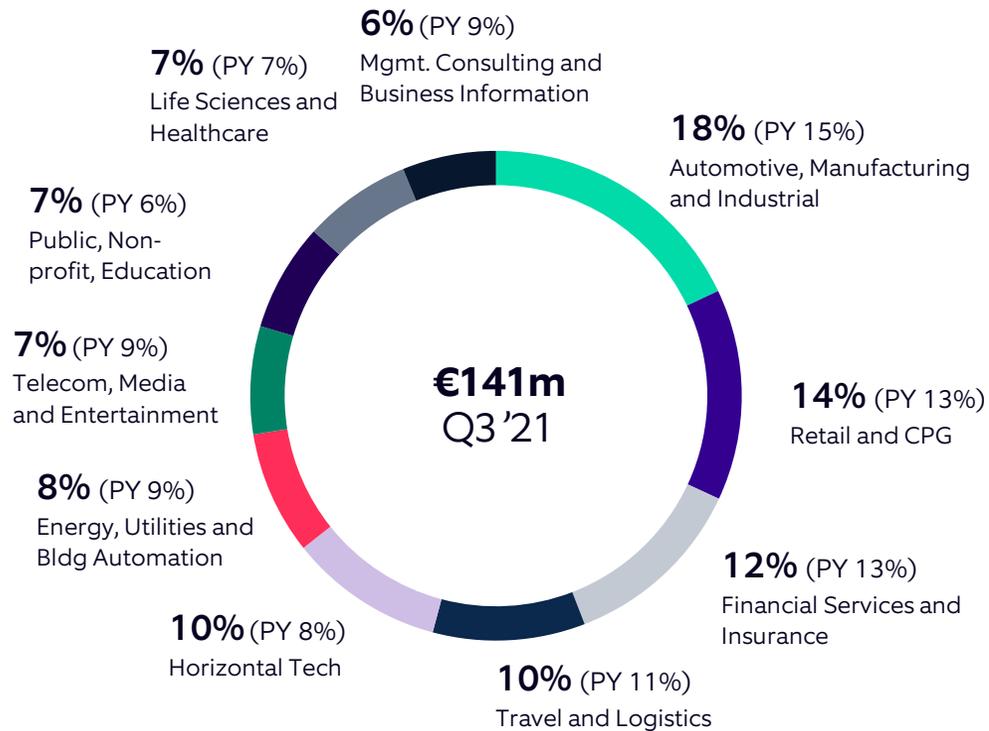
1. On October 26, 2021, we successfully completed the merger of Nagarro Holding GmbH and Nagarro SE, thus concluding the reorganization of the company related to the spin-off from Allgeier SE in December 2020.

Q3 by the numbers

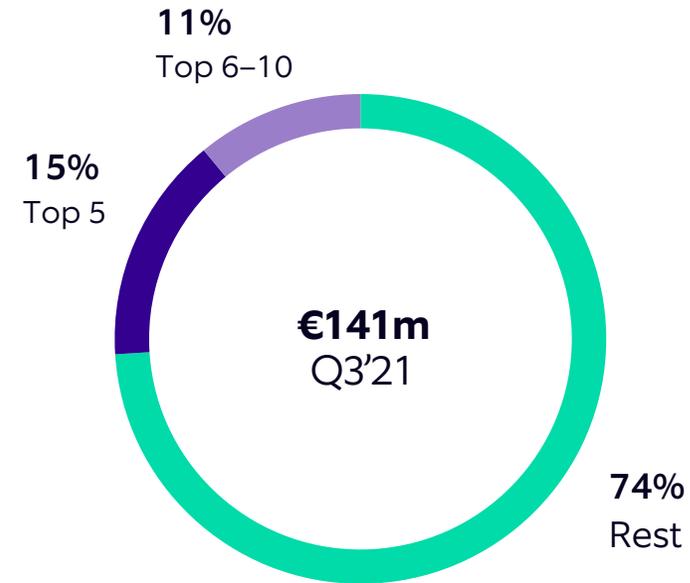
€141m revenue	33.7% YoY revenue growth	10.7% QoQ revenue growth	28.4% gross margin	€21.7m adjusted EBITDA
INDUSTRIES' YoY GROWTH RANGE		SEGMENTS' YoY GROWTH RANGE		
63% horizontal tech	-12% mgmt. consulting & business info	73% rest of world	15% central europe	15% top 5 clients' revenue
€110m cash balance	1,149 professionals added	94% CSAT score	GUIDANCE	
			~€525m 2021 revenue	~14.0% 2021 adjusted EBITDA margin

Broad growth, led by Auto, Mfg & Industrial, Retail & CPG

Revenue by industry



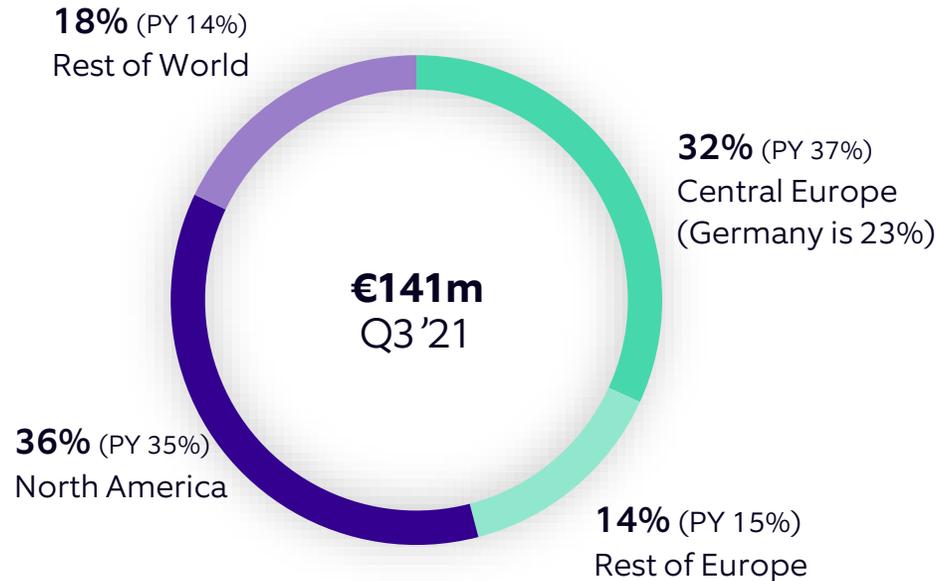
Revenue by customers



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Serving global opportunities with global talent

Revenue by client region



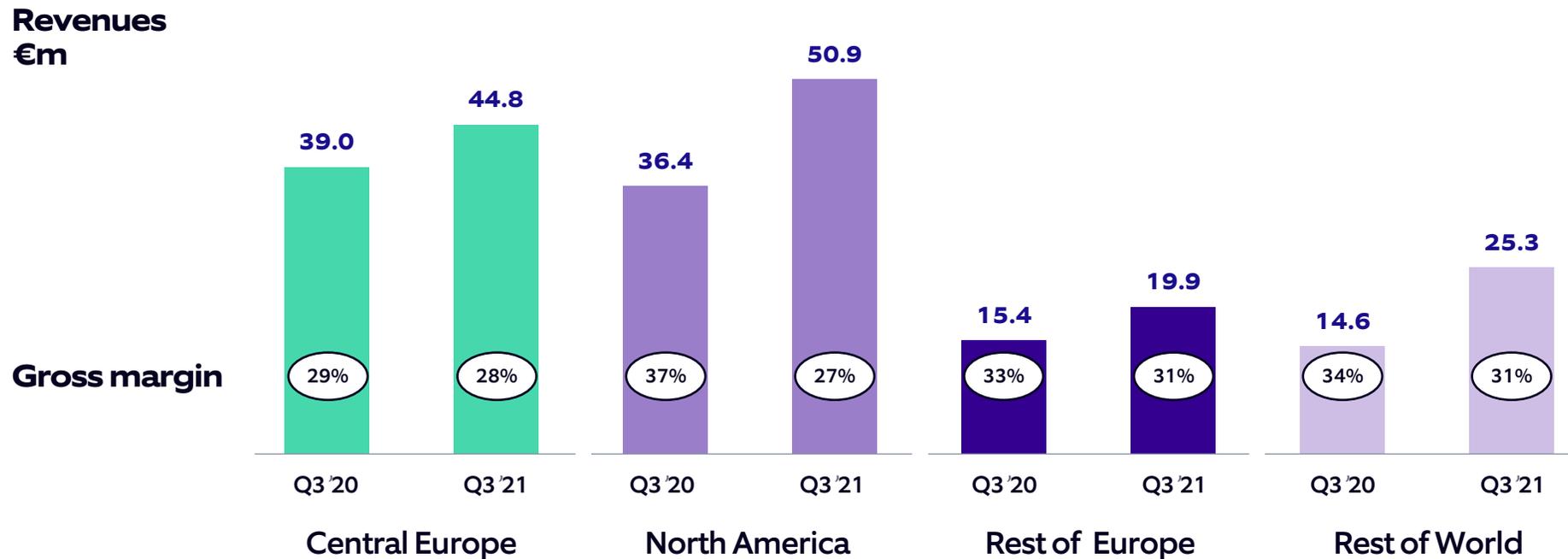
Personnel worldwide

12,052
total professionals, of which...

11,116
professionals in engineering

Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland. A portion of the new hires in Q3 are fresh graduates, to be trained further, and not likely to be immediately deployed on client projects.

Segment revenues and gross margins



Net liabilities and cash flows



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 adjusted EBITDA.

Outlook

2021

Revenue

~€525m
(~22% growth)

Gross margin

~28%

Adjusted EBITDA

~14%



Nagarro: investment highlights

- 1. Positioning** “Engineering DNA” digital leader with a special “Enterprise Agile” approach
- 2. Clients** Large, global, blue-chip customer base
- 3. Organization** Agile, entrepreneurial and global org design and culture
- 4. Financials** Strong revenue growth, attractive margins and upside potential
- 5. Growth** Sustainable organic growth capabilities, plus synergistic M&A



Thank you

