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 Q2 2025, 6M FY2025 are audited.

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 2023 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
Fluidic Enterprise

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

17,447 Nagarrians across 38 countries

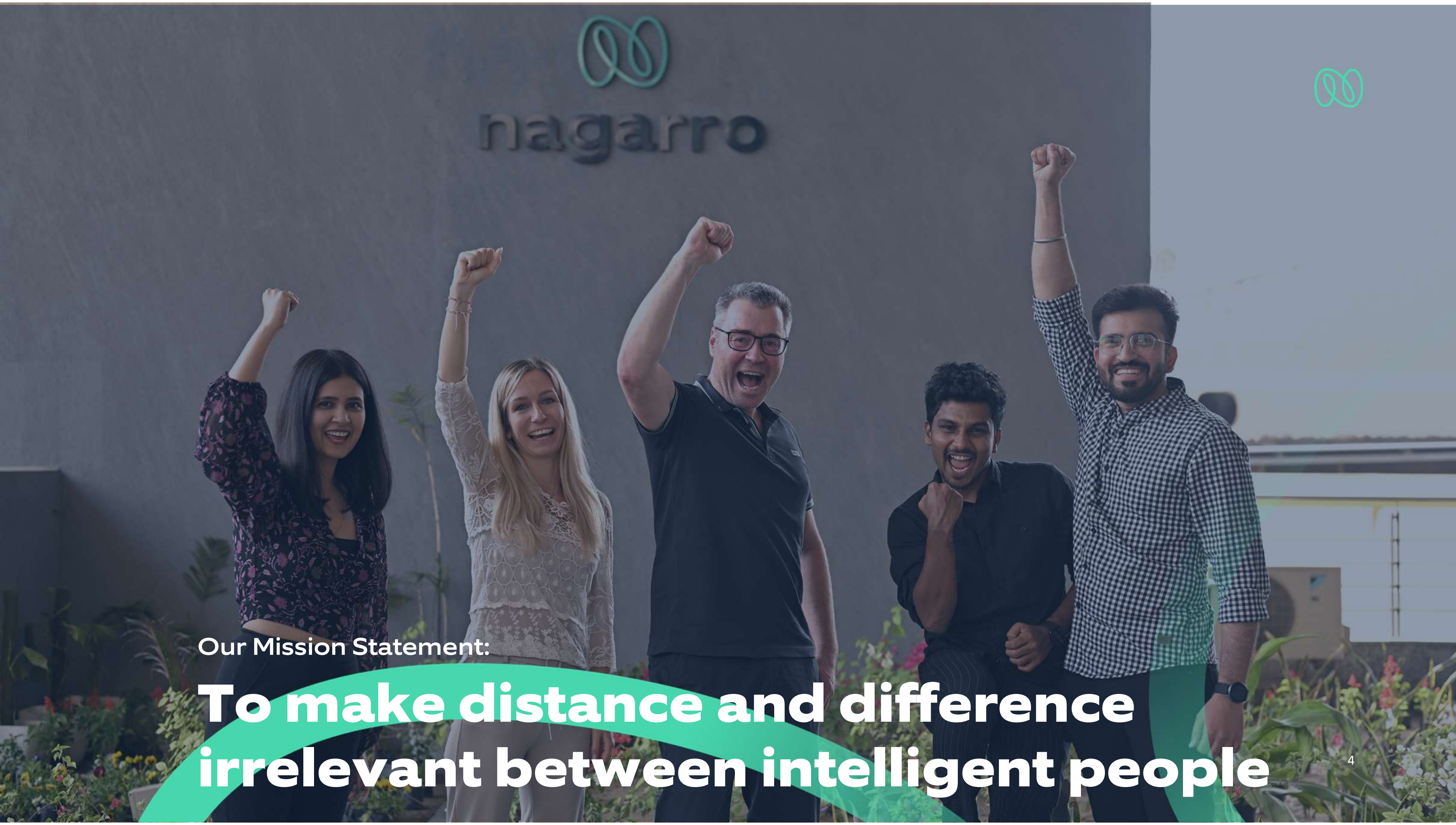
Differentiated organization design based on entrepreneurship and global teams

Diverse and loyal blue–chip customer base, 1,000+ customers across 67 countries

A global company domiciled in Germany

Strong results through “CARING” core values

Employee data as of June 30, 2025



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

38 countries
with registered offices

Over a dozen nationalities
in senior management

Americas

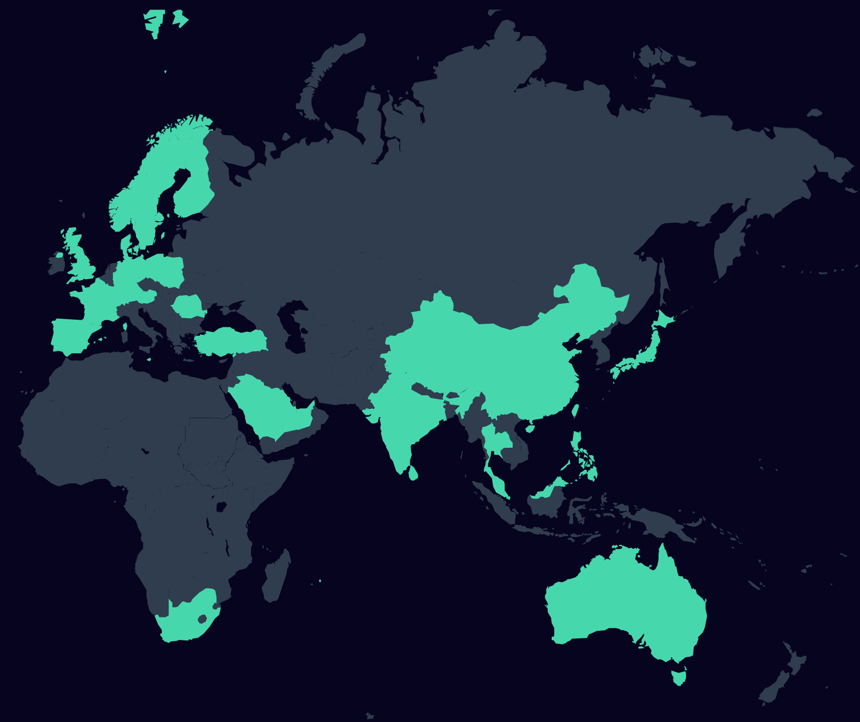
Canada
Columbia
Ecuador
Mexico
US

EMEA Region

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

Asia

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



Data as of Q2, 2025

Differentiated market positioning

AI-led transformation for our clients

Excellence in digital product engineering to **“change the business”**

Engineering DNA

epam nagarro

KPMG **Consulting DNA** accenture

Service DNA

CGI tcs TATA CONSULTANCY SERVICES

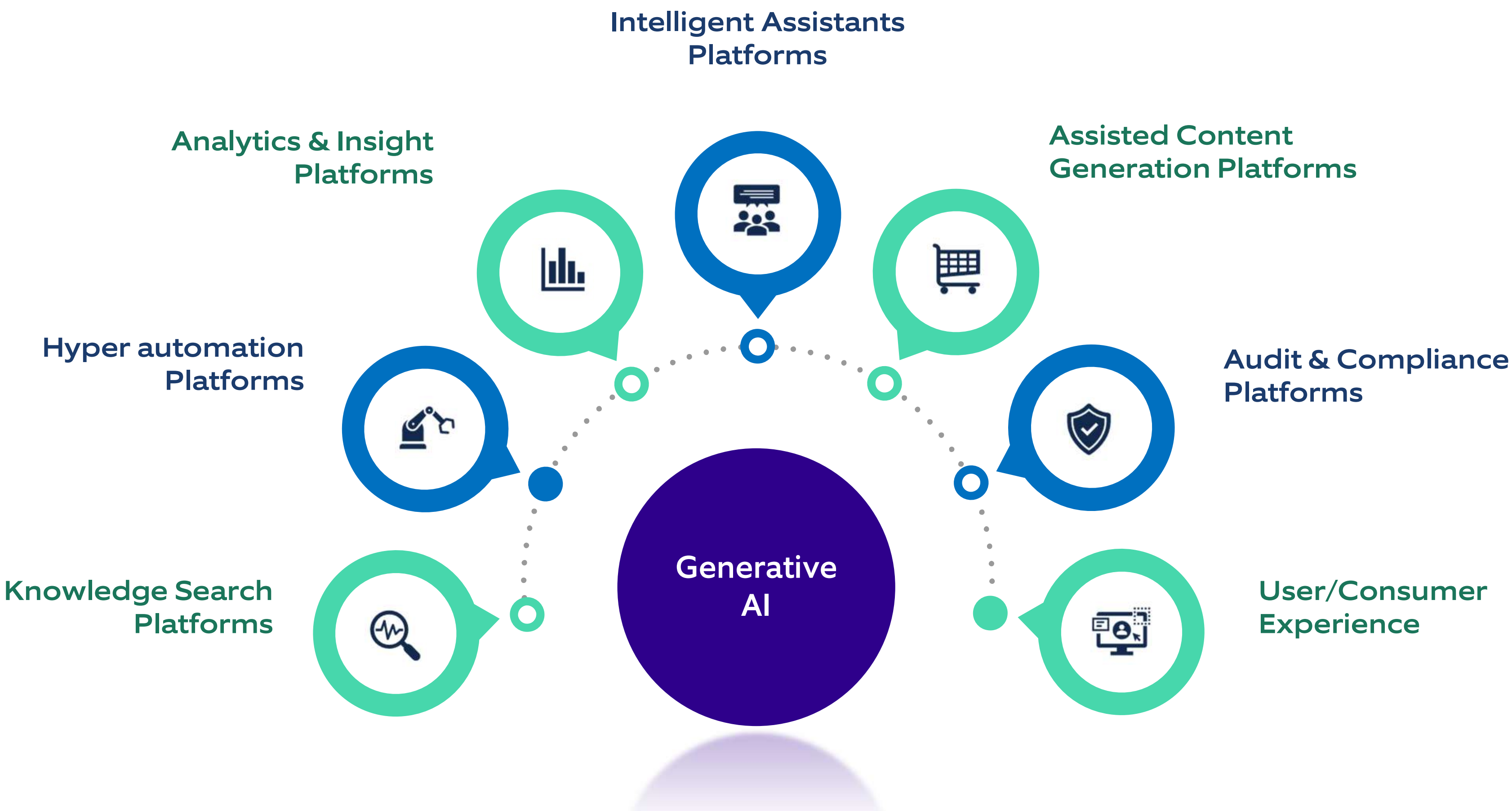
Excellence in enterprise services to **“run the business”**

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.

At Nagarro, we are building various kinds of Generative AI platforms …



… and other types of AI solution areas

…and other types of AI solution areas

Predictive Analytics

Personalization & recommendation

Machine Vision

Document Intelligence & OCR

Advanced Text analytics and NLP

Decision Optimization

Large Scale AI solution Engineering & MLOps

Cloud • Edge • On-premise

Working with the leaders in each industry

Automotive, Manufacturing and Industrial

Audi · BMW GROUP · COX AUTOMOTIVE · MARUTI SUZUKI · SIEMENS

Travel and Logistics

ARRIVA a DB company · CSX · DB · Fraport · Lufthansa · ÖBB · STAR ALLIANCE

Telecom, Media and Entertainment

A1 Telekom Austria Group · ADMIRAL · NETENT · T · verizon

Retail and CPG

Amway · coop · dm · vf · Walmart Labs

Financial Services and Insurance

Bank of Ireland UK · Emirates NBD · ERSTE Group · NetRoadshow · SAXO BANK

Energy, Utilities and Building Automation

ASSA ABLOY · AVISTA · ENGIE · LUTRON · Schneider Electric · Verbund

Public, Non-profit and Education

blackbaud · NEW YORK STATE · NYC · PLAKSHA UNIVERSITY · unicef · WWF

Life Sciences and Healthcare

KLOSTERFRAU HEALTHCARE GROUP · RADIOMETER

Horizontal Tech

emitac ENTERPRISE SOLUTIONS · TUNGSTEN NETWORK · X

Management Consulting and Business Information

RELX · RMS · (2 out of 3 management consulting firms)

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

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

Capital allocation initiatives

Focus on maximizing stakeholder value via efficient allocation of capital

- **Share buybacks** up to €400 mn over the next 3 years
- Sustainable annual **dividend** policy of distributing between 10% – 20% of EBIT
- Capital deployment for **inorganic growth** with an energetic ramp-up in M&A activities

Per adhoc announcement on Jan 23, 2025

Open, global culture drives post-merger integration and synergies

Post spin-off

2014
- **Softcon** Managed services
- **Hexa** Cloud

2016
- **Mokriya** Design
- **Conduct** Information security

2017
- **Ciber** SAP

2018
- **iQuest** Lifesciences, IoT
- **Objectiva** Product engineering
- **Anecon** Testing

2019
- **Farabi-S4M** Mobile banking

2020
- **GES** SAP
- **Maihiro** SAP

2021
- **Livisi** IoT
- **ATCS** Product engineering

2022
- **Ripe Concepts** Design
- **Techmill** Fintech
- **BC-Unity** SAP

2023
- **Infocore** Product lifecycle management
- **MBIS** SAP
- **APSL** AI/ML/Cloud
- **Telesis7** Telecom consulting

2024
- **FWD View** Financial services

2025
- **Notion Edge** SAP

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

Social

- Health, safety and wellbeing
- Diverse and inclusive workspace
- Learning and empowerment
- Civic and social responsibility

Governance

- Business ethics
- Information security and data privacy
- Sustainability stewardship
- 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

Our Sustainability Assessment Performance

Above industry threshold

Top 40% of IT companies

Net zero commitment

Reporting and disclosure

Socially responsible – globally

1. Embracing diversity
   #ThrivingTogether

2. Understanding the science of language for inclusion
   #PowerofWords #BiasBreakers

3. Nagarro's innovative neuro-inclusion program highlighted in WEF DEI Lighthouses report

4. Eliminating single use plastics by switching to reusables

5. Road safety program for Sanath Road in Gurugram

6. 76% workspace in certified green buildings

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Q2/H1

FY 2025

Q2 2025, described

Demonstrated Nagarro’s resilience amid a tough macro and ongoing demand slowdown

Strong operating margin improvement masked by FX fluctuations

Clients generating revenue > €1mn continued to increase

Acquired the business of Notion Edge France, an SAP gold partner specializing in the SAP Customer Experience suite

Wage inflation and attrition levels remained moderate

Increased clarity around AI drove design activity for the next phase of growth

Q2 2025, by the numbers

€252m revenue	**4.7%** YoY revenue growth constant currency	**3.2%** YoY revenue growth	**33.2%** gross margin	**€30.5m** adjusted EBITDA

Industries' YoY growth range

34% mgmt consulting & business information	**-23%** telecom, media, and entertainment

Geographical YoY growth range

9% central europe	**-1%** north america

15% Top 5 client revenue

€122m cash balance	**188** > € 1m accounts TTM	**66** NPS (1)

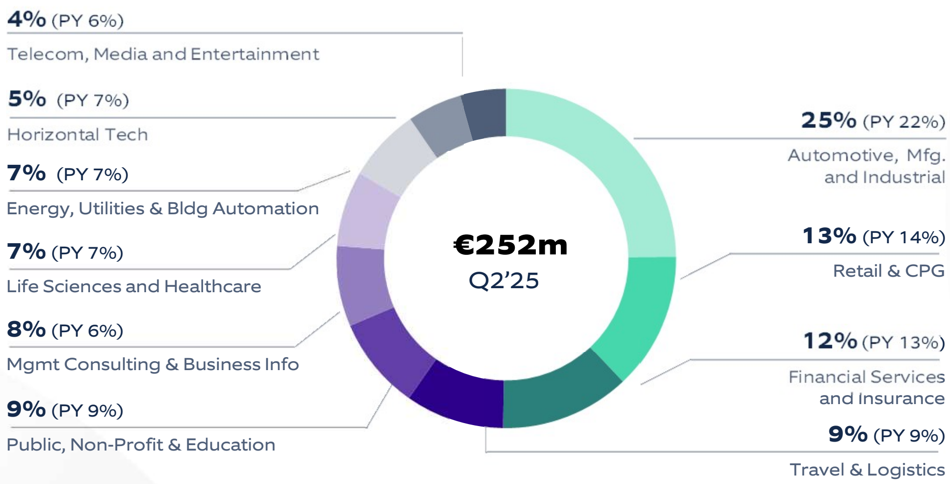
Guidance for 2025

Lower end of prior guidance range(2)	**13.5 – 14.5%(3)**
2025 revenue	2025 Adj. EBITDA margin

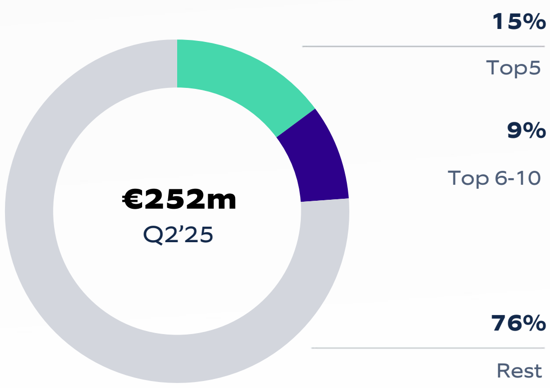
(1) NPS score per new exclusion policy for very small engagements
(2) Guidance issued on Jan 23, 2025; based on that day's exchange rates and not including future acquisitions
(3) Guidance issued on Aug 14, 2025; based on current USD/EUR exchange rates

Diversification is both our defense and our offense

Revenue by industry



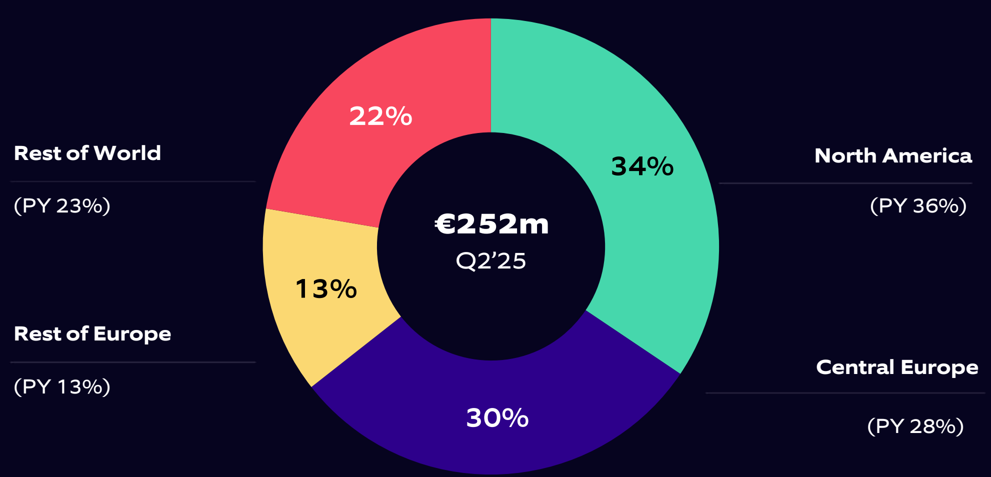
Revenue by customers



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
Numbers in brackets represent previous year (PY) data, i.e. for Q2 '24
Percentages are individually rounded and may not add up to 100%

Central Europe leads the gains

Revenue by geography



Personnel worldwide

17,447
Total professionals, of which...

15,907
Professionals in engineering

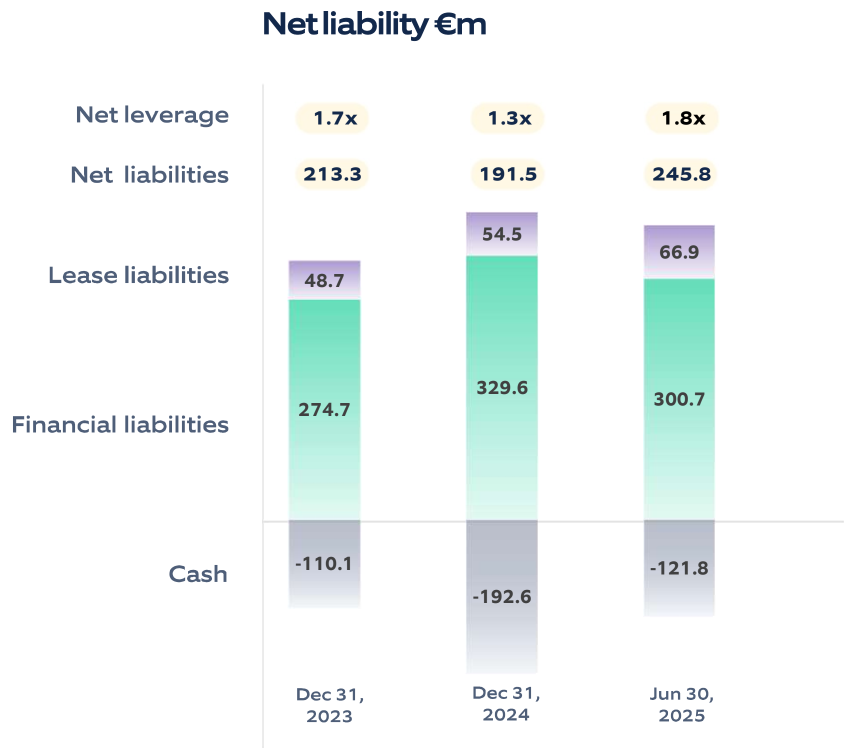
Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland
Numbers in brackets represent previous year (PY) data, i.e. for Q2 '24; percentages are individually rounded and may not add up to 100%
Number of personnel as of Jun 30, 2025

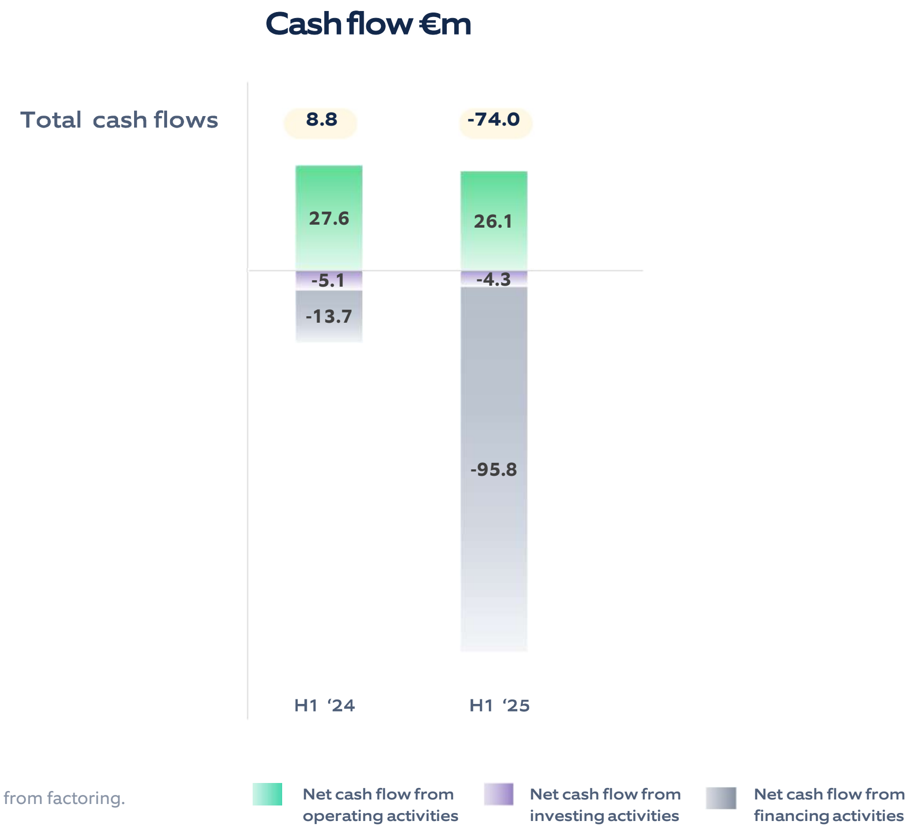
Update on strategic initiatives

Layering on non-linear growth opportunities

1. **Strategic partnerships in Japan**
2. **Business opportunities with German Mittelstand**
3. **Co-creating Edge AI and IoT solutions**

Maintaining a healthy net leverage ratio





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

Capital allocation initiatives

Focus on maximizing stakeholder value via efficient allocation of capital

- **Share buybacks** up to €400 mn over the next 3 years*
  - Bought back ~684k shares for €50m, as of June 30, 2025
- Sustainable annual **dividend** policy of distributing between 10% – 20% of EBIT
  - Announced €1.00 dividend per share
- **Inorganic growth** with increased focus on M&A
  - Acquired the business of Notion Edge, a French co with SAP CX capabilities

*Per adhoc announcement on Jan 23, 2025
Dividend declared at the Annual General Meeting on June 30, 2025

Strengthening the Supervisory Board

- Strategy Committee
  - Hans-Paul Bürkner (Chair)
  - Christian Bacherl (Deputy Chair)
  - Martin Enderle (Member)

- Audit Committee
  - Jack Clemons (Chair)
  - Christian Bacherl (Deputy Chair)
  - Vishal Gaur (member)

- Nomination & Remuneration Committee
  - Martin Enderle (Chair)
  - Shalini Sarin (Deputy Chair)
  - Jack Clemons (Member)

Thank you