



# 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 Y2024, 9M FY2024 and FY2023 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 at a glance



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



~18,000 Nagarrians across 36 countries



Differentiated organization design based on entrepreneurship and global teams



Diverse and loyal blue-chip customer base, 1,000+ customers across 68 countries



A global company domiciled in Germany



Strong results through “CARING” core values

## 9M FY 2024

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- €725.4 million revenue
- 5% YoY revenue growth; 6.1% in CC terms
- 30.8% gross margin
- 15.1% adj. EBITDA margin

## FY 2024 Guidance\*

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- ~€960 million revenue
- ~30% gross margin
- >14% adj. EBITDA margin

## FY 2025 Guidance\*

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- €1,020 – 1,080 million revenue
- ~30% gross margin
- 14.5 – 15.5% adj. EBITDA margin

Employee data as of Q3 2024

\*FY24 guidance per announcement on Oct 15, 2024, at that day's currency exchange rates and not including future acquisitions

\*FY25 guidance per announcement on Jan 23, 2025, at that day's currency exchange rates and not including future acquisitions



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Our Mission Statement:

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



# Our core values: a magnet for talent

Caring is our superpower...

*Caring*



Client-centric



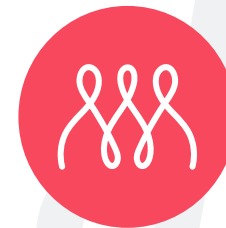
Agile



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

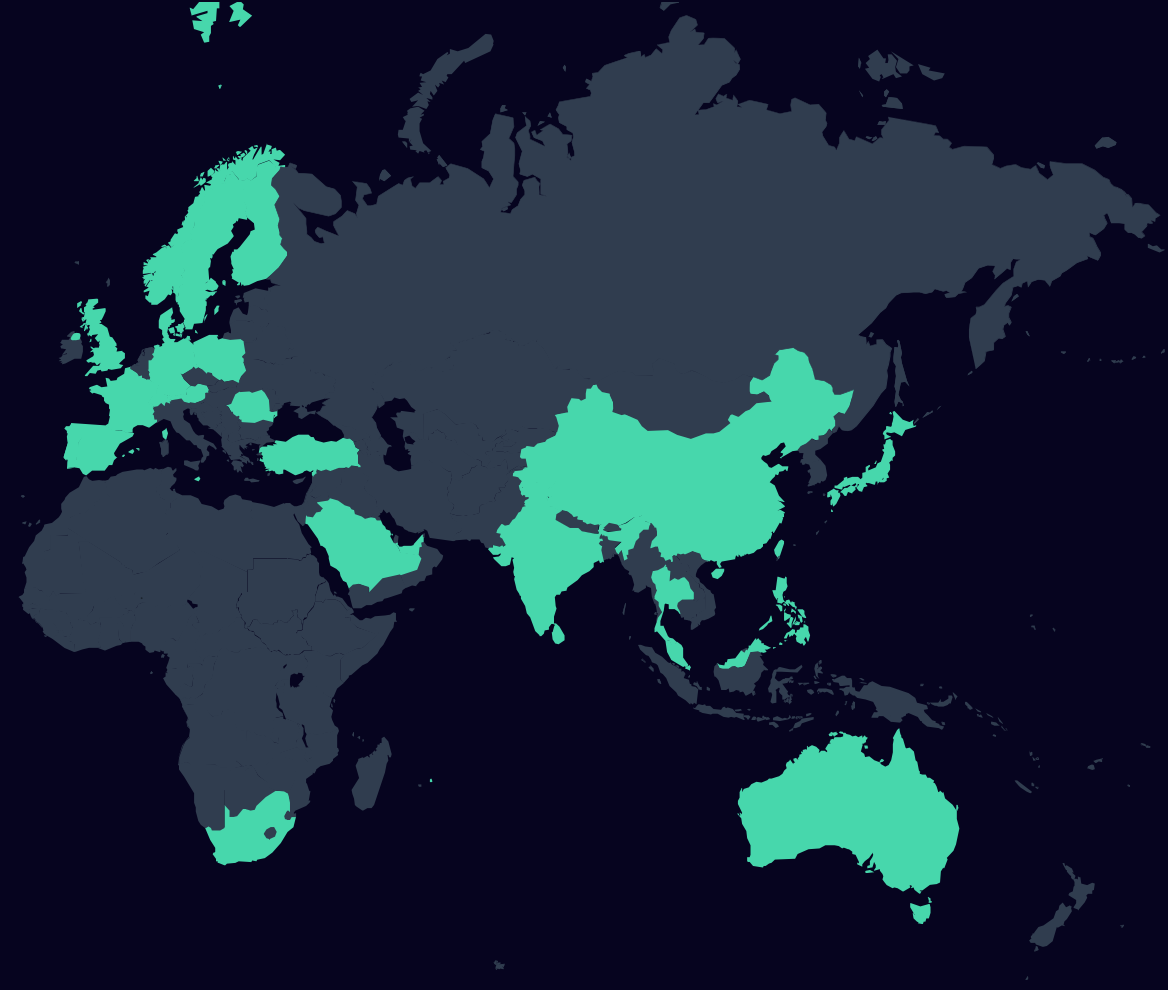
Canada  
Columbia  
Ecuador  
Mexico  
US

## EMEA Region

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

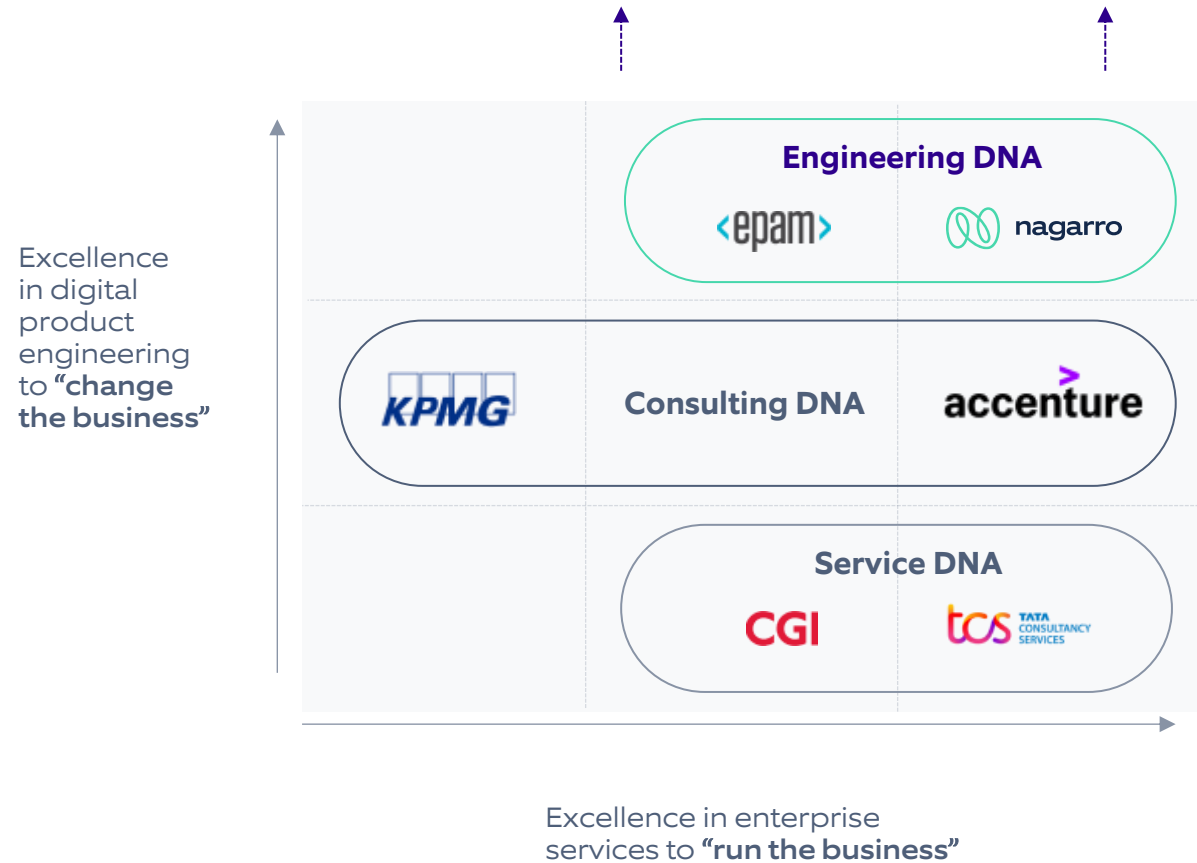
## Asia

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



# Differentiated market positioning

## AI-led transformation for our clients



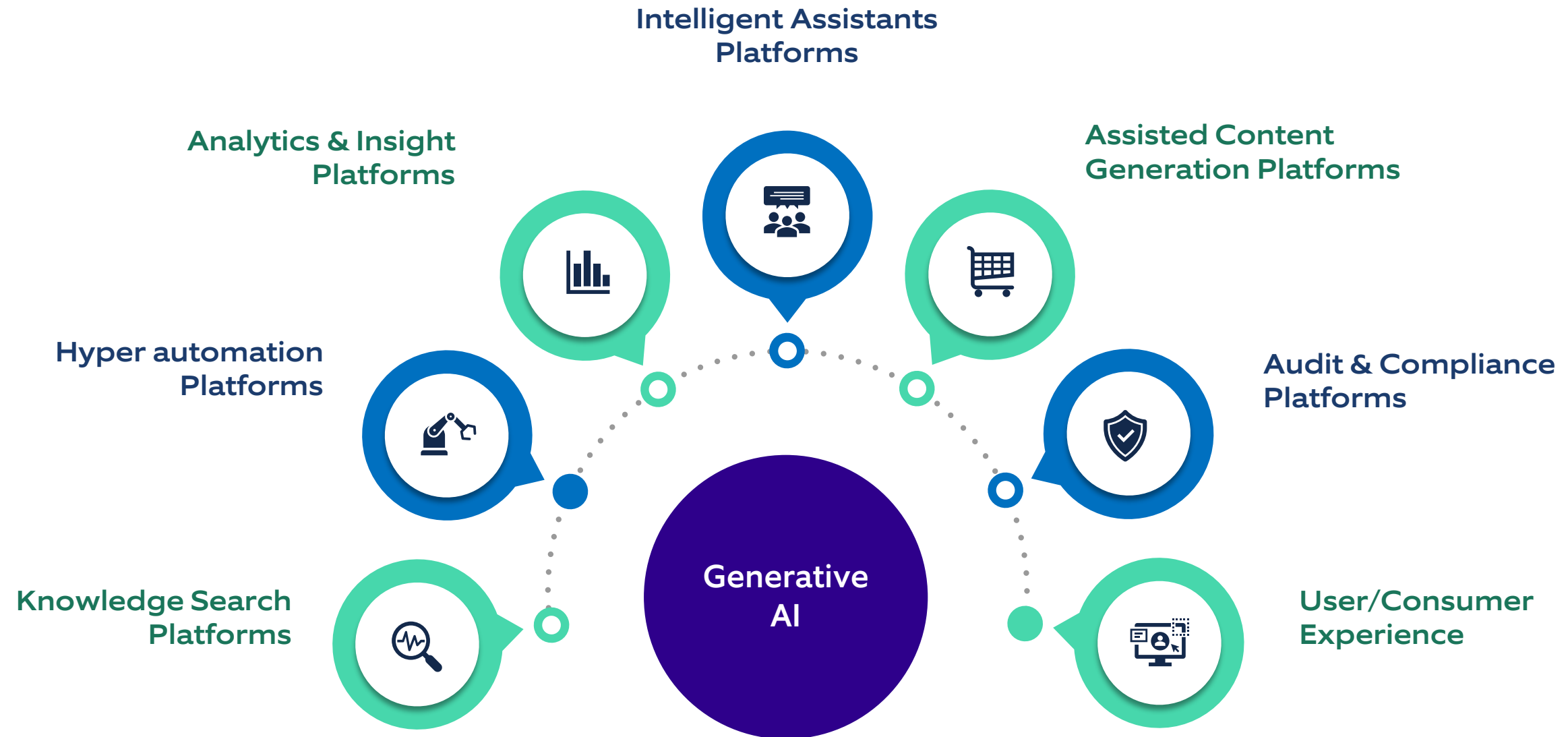
### Superior:

- 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.



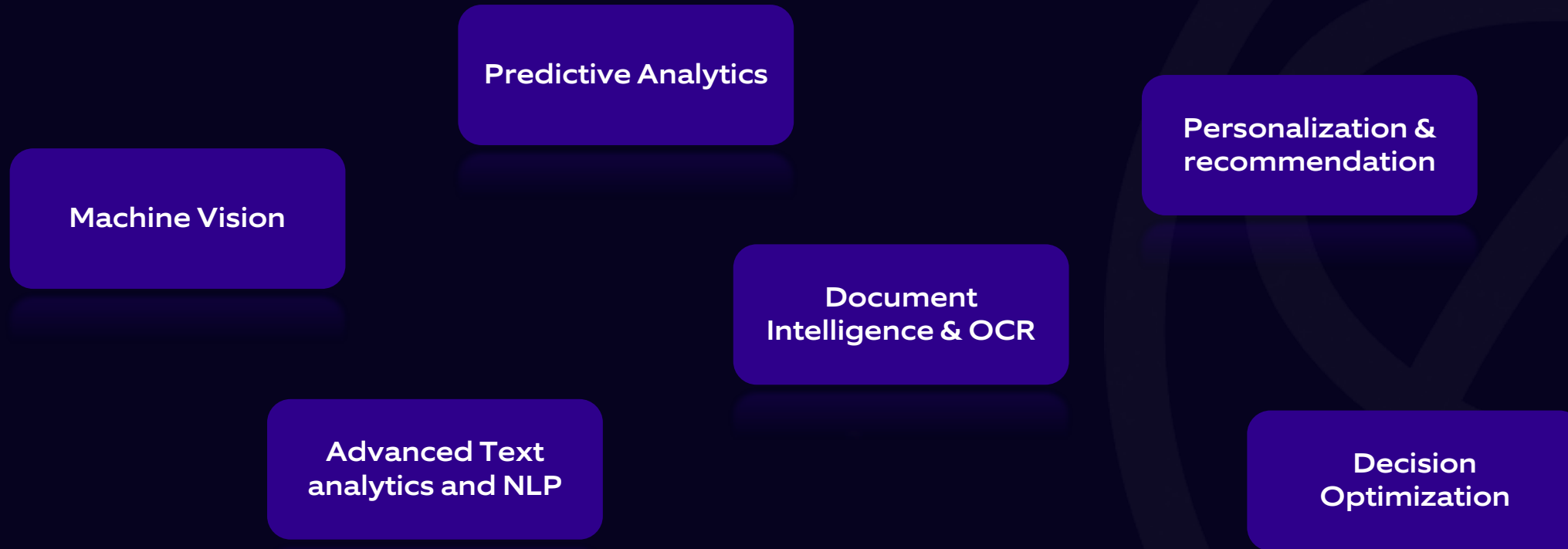
# At Nagarro, we are building various kinds of Generative AI platforms ...







# ... and other types of AI solution areas



**Large Scale AI solution Engineering & MLOps**

Cloud • Edge • On-premise



# 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..."*

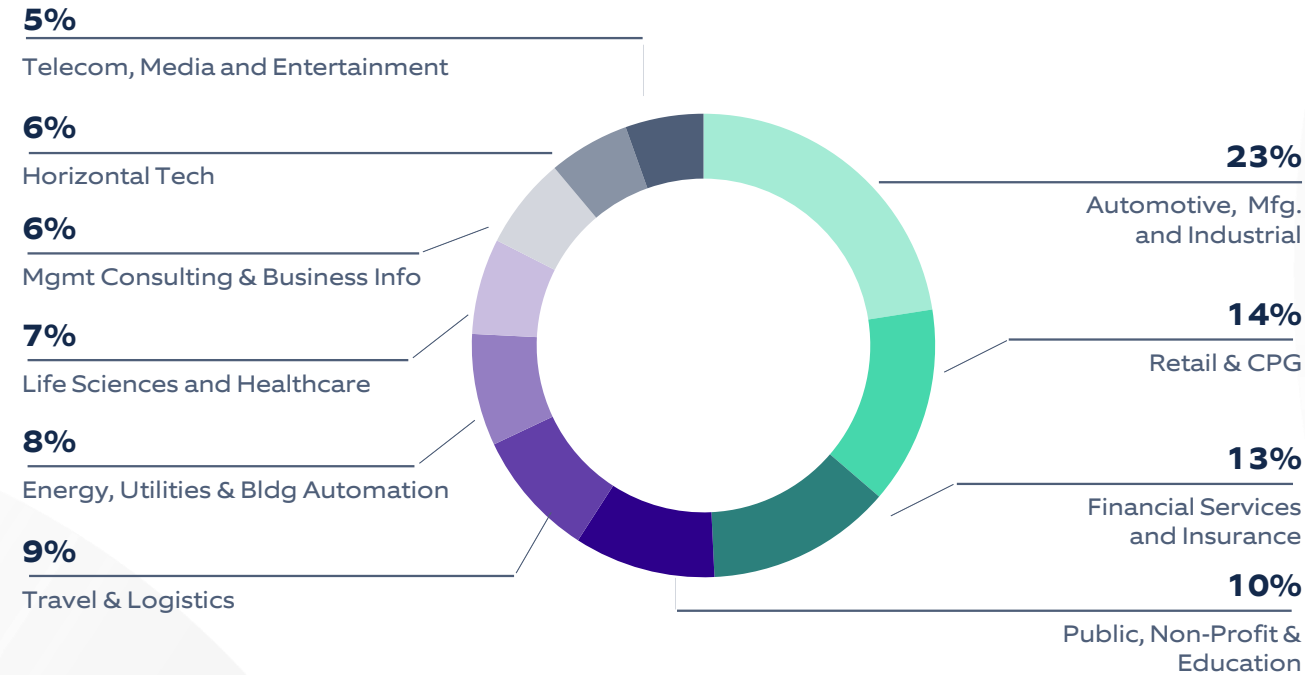
Manas Human  
Co-founder, Nagarro



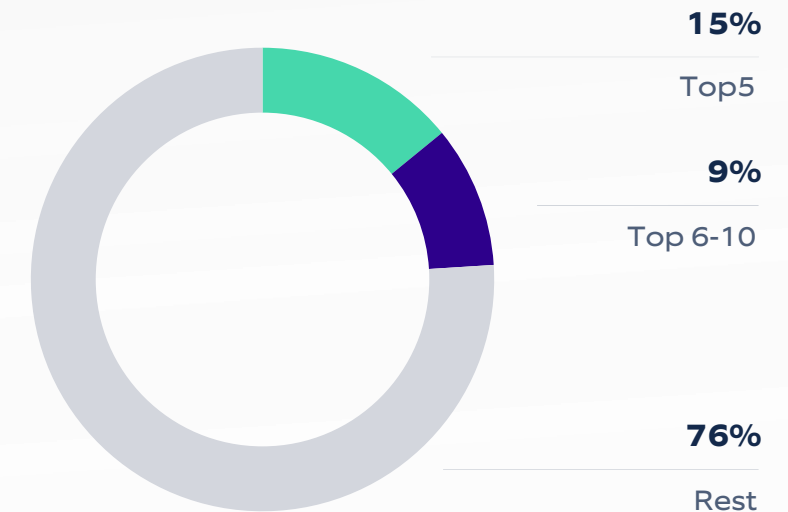


# Diversified across industries and clients

## Revenue by industry



## Revenue by customers

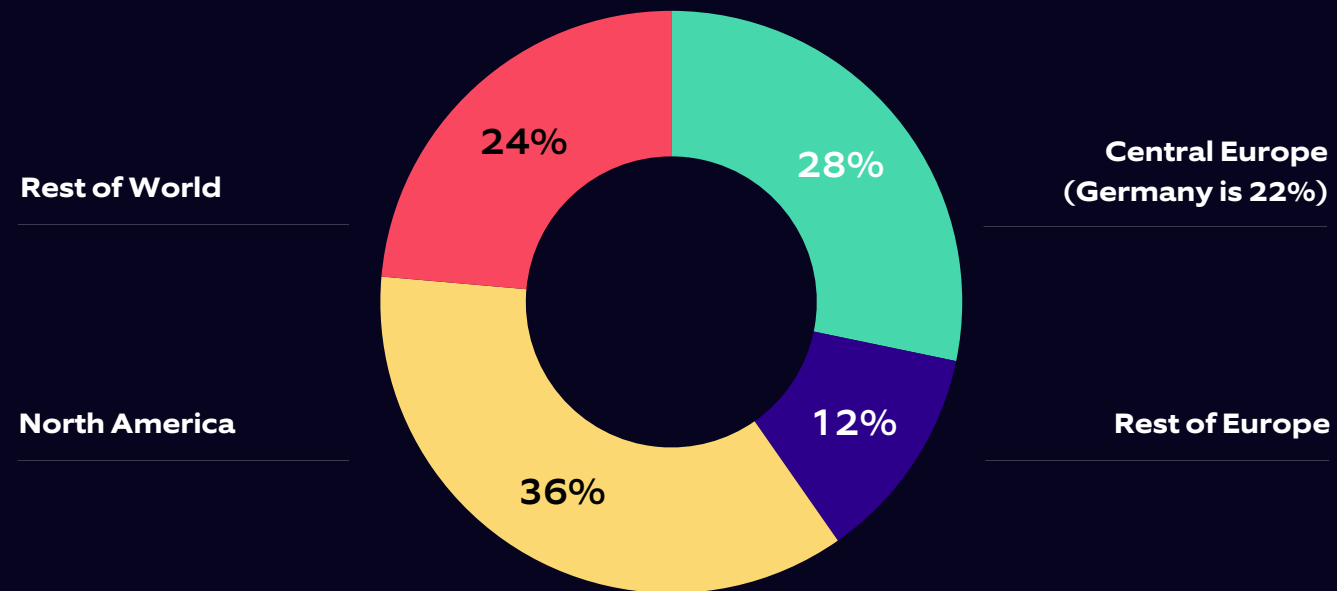


Revenue by industry is based on the company's own classification of each client (or its corporate group) by industry  
Each corporate group is counted as a single customer  
Percentages are individually rounded and may not add up to 100%

# Global opportunities served with global talent



## Revenue by geography



## Personnel worldwide



**17,938**

Total professionals, of which...



**16,438**

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, 2024



# 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



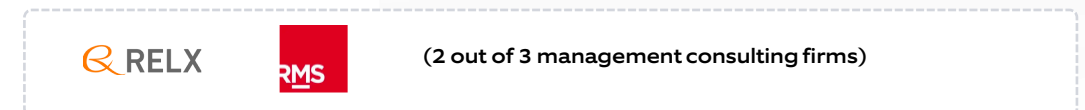
## Life Sciences and Healthcare



## Horizontal Tech

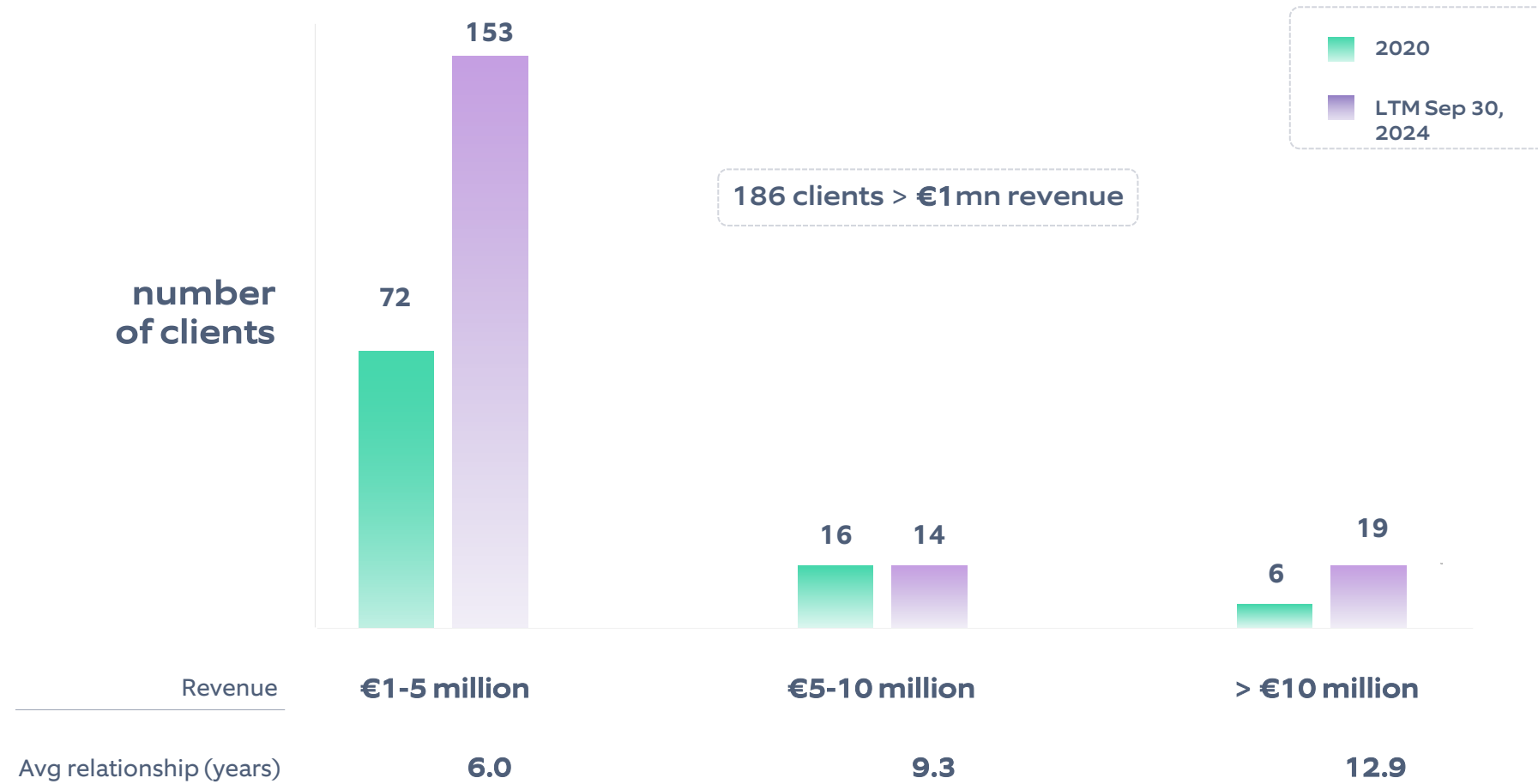


## Management Consulting and Business Information



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; 2024 data is LTM as of Sep 30, 2024





# 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 number is a composite NPS score for FY 2023 based on quarterly CSAT surveys. 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). NPS score shown for 9M 2024

# 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

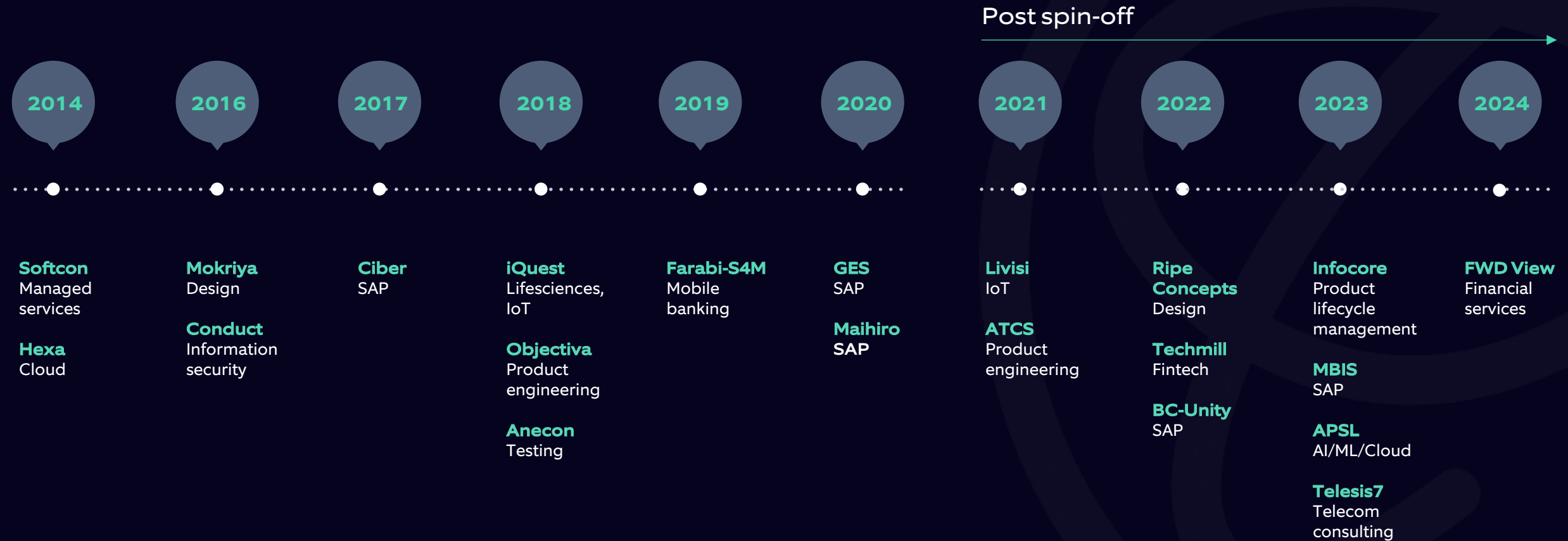
## Focus on maximizing stakeholder value via efficient allocation of capital

- **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




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



In support of

**WOMEN'S  
EMPOWERMENT  
PRINCIPLES**

Established by UN Women and the UN Global Compact Office



## Our Sustainability Assessment Performance



Above industry threshold



Top 40% of IT companies



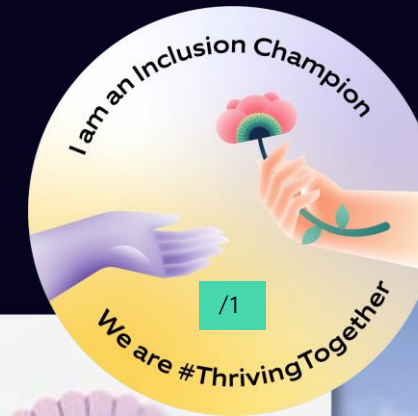
Net zero commitment



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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TestingPro

Nagarro highlighted in the WEF DEI Lighthouses report for its innovative neuro-inclusion program



**Q3/9M**

**FY 2024**



## Q3 2024, described

5.0% organic CC YoY growth in a slow demand environment

Clients generating revenue > €1mn continued to increase

Data and AI continue to be conversation drivers

Some pressure on margins due to slower growth than expected

Solid operating cash flows



# Q3 2024, by the numbers

<b>€243m</b> revenue	<b>0.5%</b> QoQ revenue growth in constant currency	<b>5.6%</b> YoY revenue growth in constant currency	<b>31.5%</b> gross margin <sup>(1)</sup>	<b>€35m</b> adjusted EBITDA
<b>Industries' YoY growth range</b>		<b>Segments YoY growth range</b>		
<b>39%</b> public, non-profit & education	<b>-11%</b> horizontal tech	<b>10%</b> north america	<b>-5%</b> rest of world	<b>15%</b> Top 5 client revenue
<b>€141m</b> Cash balance	<b>186</b> > € 1m accounts TTM	<b>59</b> NPS	<b>Guidance issued on Oct 15, 2024<sup>(2)</sup></b>	
			<b>~€960m</b> 2024 revenue	<b>~14.0%</b> 2024 adjusted EBITDA margin

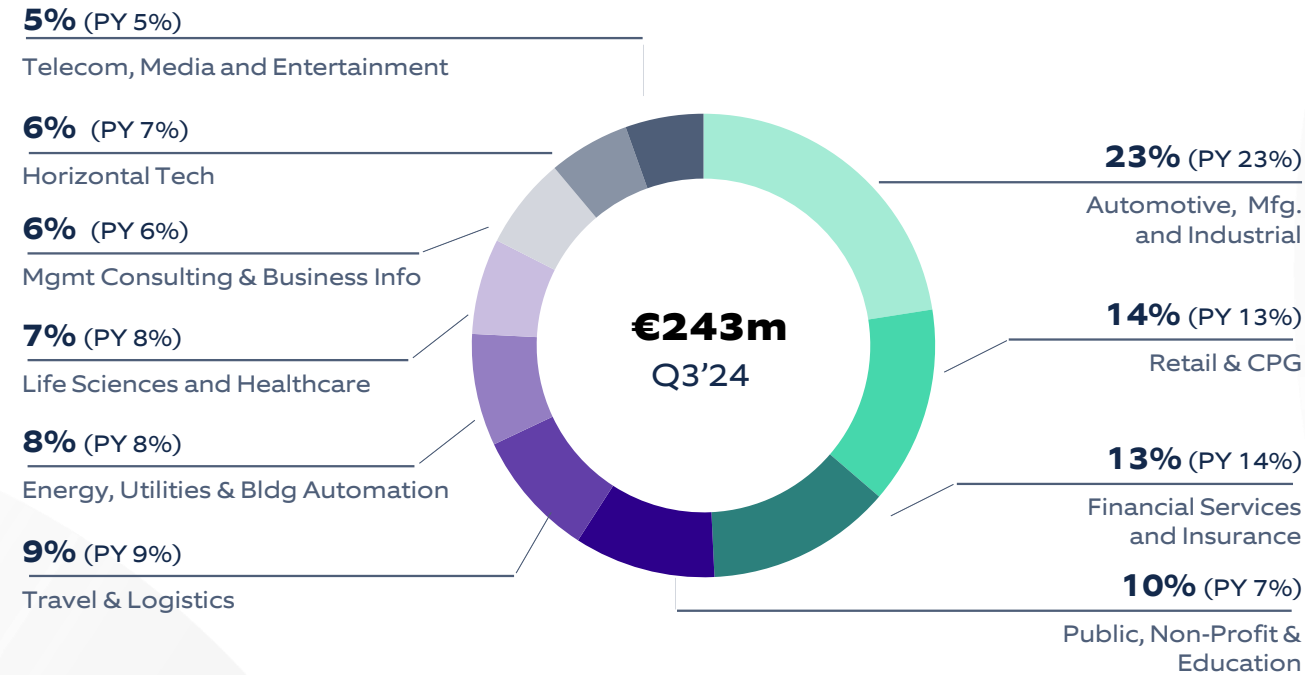
(1) Gross margin for Q3 2024 per current method; comparable number per previous method is 27.4%

(2) Based on constant currency terms

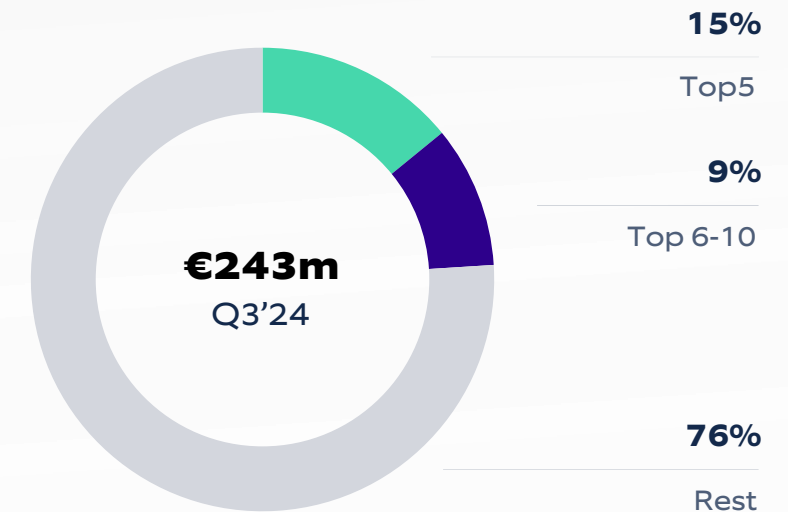


# Diversification is our shield

## Revenue by industry



## Revenue by customers



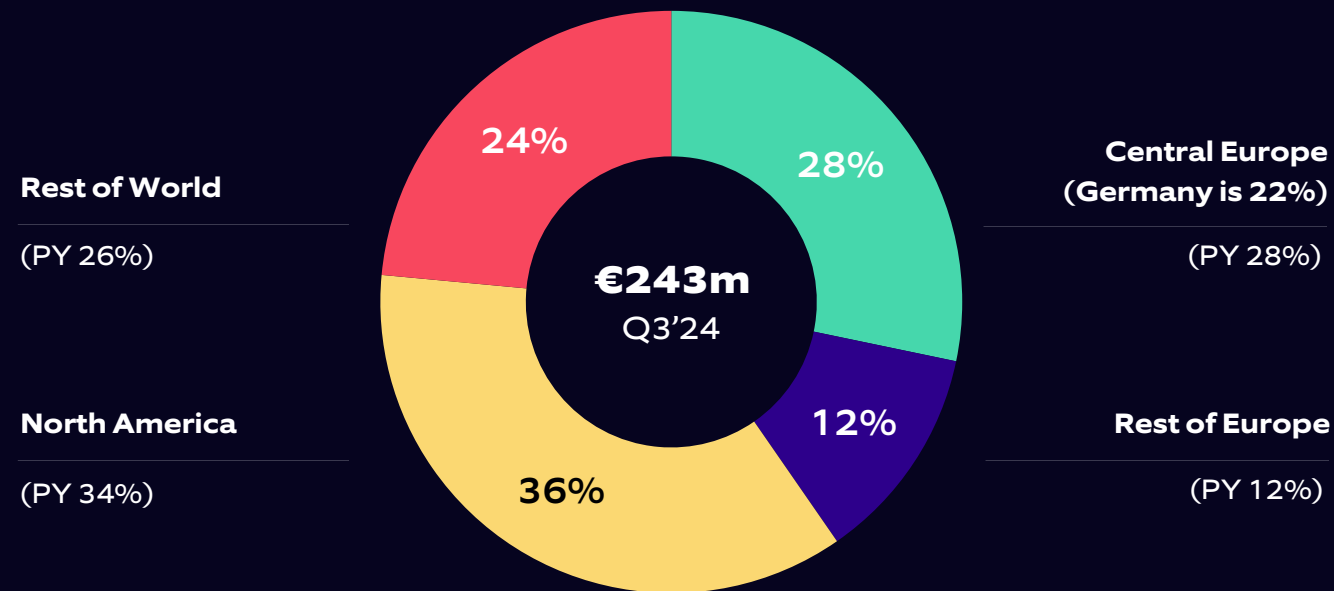
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 Numbers in brackets represent previous year (PY) data, i.e. for Q3 '23  
 Percentages are individually rounded and may not add up to 100%





# North America leads the gains

## Revenue by geography



## Personnel worldwide



**17,938**

Total professionals, of which...



**16,438**

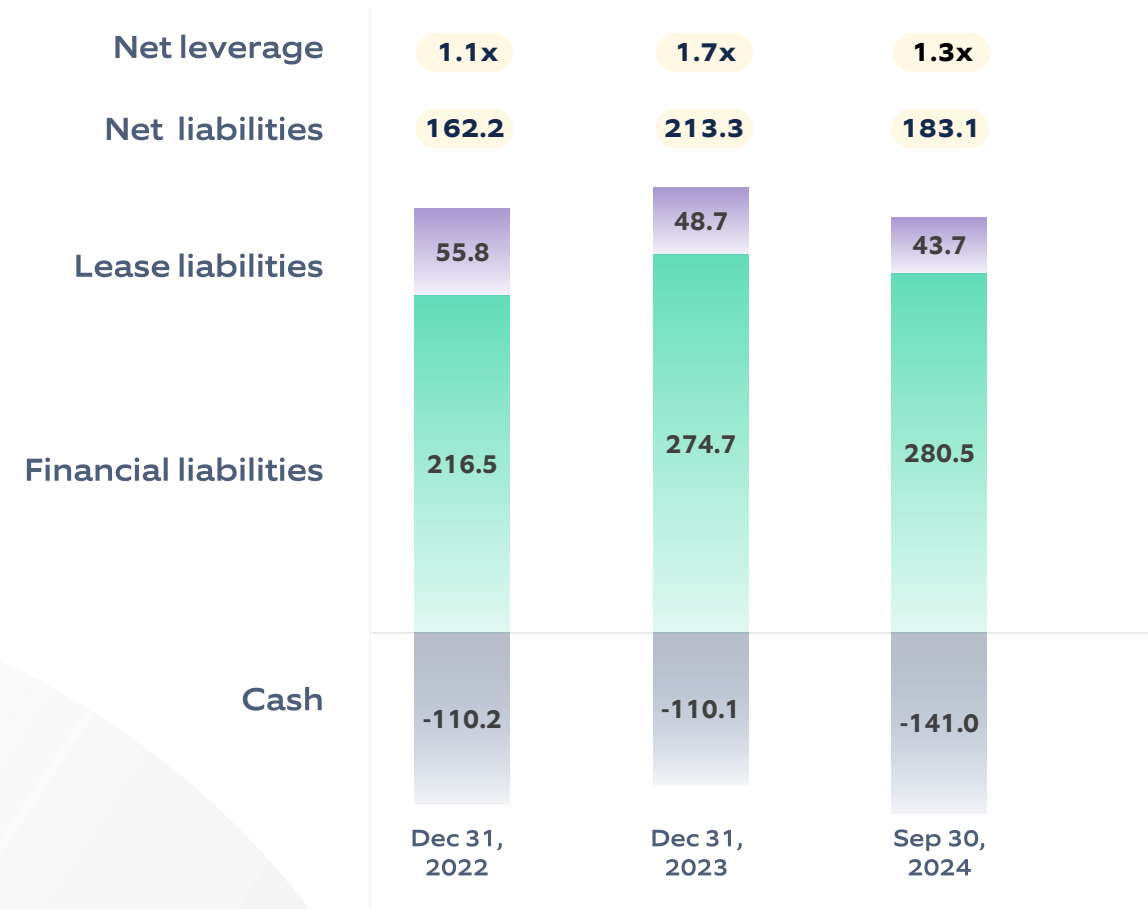
Professionals in engineering

Central Europe comprises Austria, Croatia, Czech Republic, Germany, Hungary, Poland, Romania, Serbia, Slovakia, Slovenia and Switzerland  
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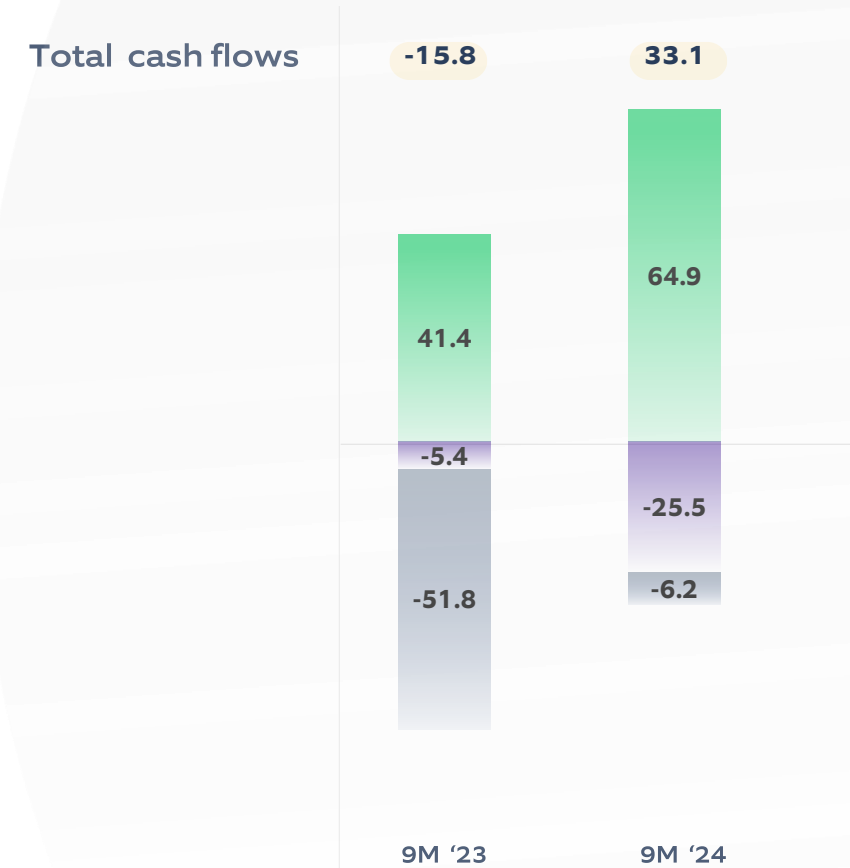


# Net liabilities and cash flows healthy

### 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

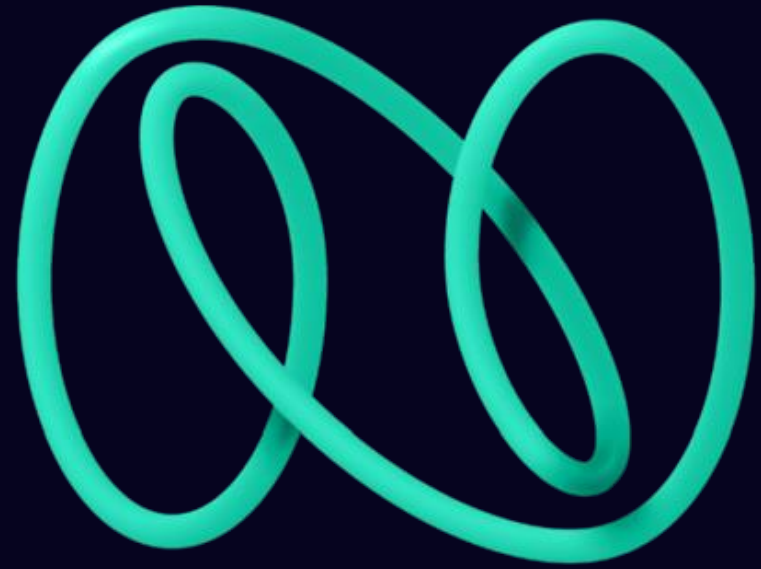
Net cash flow from operating activities  
 Net cash flow from financing activities  
 Net cash flow from investing activities

# Outlook

	2024 guidance	2025 guidance
 <b>Revenue</b>	~€960 mn	€1,020 – 1,080 mn
 <b>Gross Margin</b>	~30%	~30%
 <b>Adjusted EBITDA</b>	>14%	14.5 – 15.5%

FY24 guidance per announcement on Oct 15, 2024, at that day's currency exchange rates and not including future acquisitions  
FY25 guidance per announcement on Jan 23, 2025, at that day's currency exchange rates and not including future acquisitions





**Thank you**