

Q2/H1 '25

Earnings call



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 and H1 2025 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 – II. Fundamental information about the group” in the Company’s 2024 Annual Report. 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.





Our Mission Statement:

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

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		Geographical YoY growth range		
34% mgmt consulting & business information	-23% telecom, media, and entertainment	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⁾ 2025 revenue	13.5 – 14.5%⁽³⁾ 2025 Adj. EBITDA margin

(1) NPS score per new exclusion policy for very small engagements

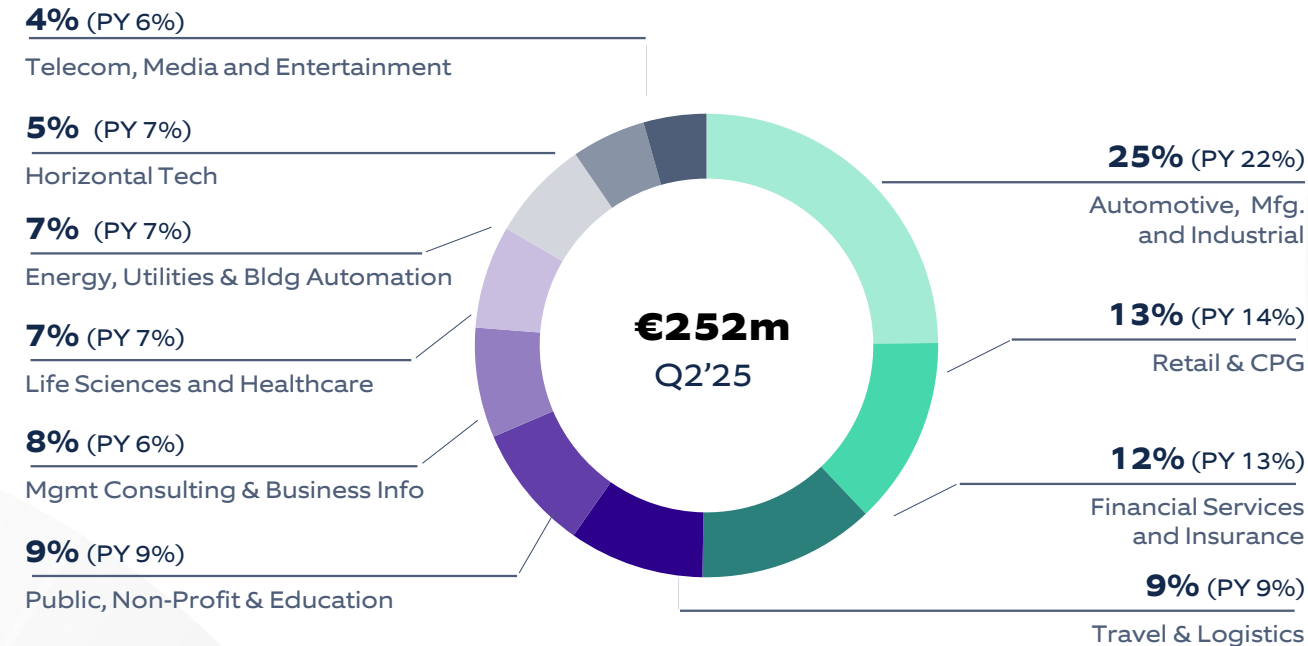
(2) Guidance issued on Jan 23, 2025; based on that day's exchange rates and not including future acquisitions

(3) Guidance issued on Aug 14, 2025; based on current USD/EUR exchange rates

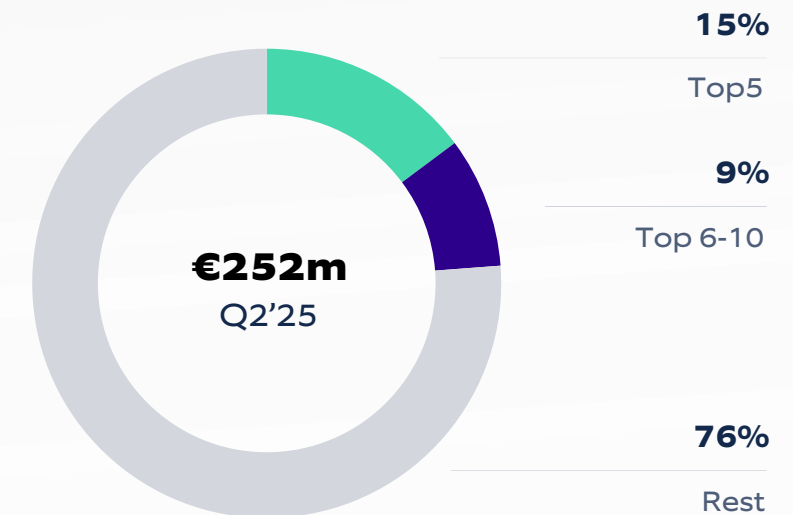


Diversification is both our defense and our offense

Revenue by industry



Revenue by customers

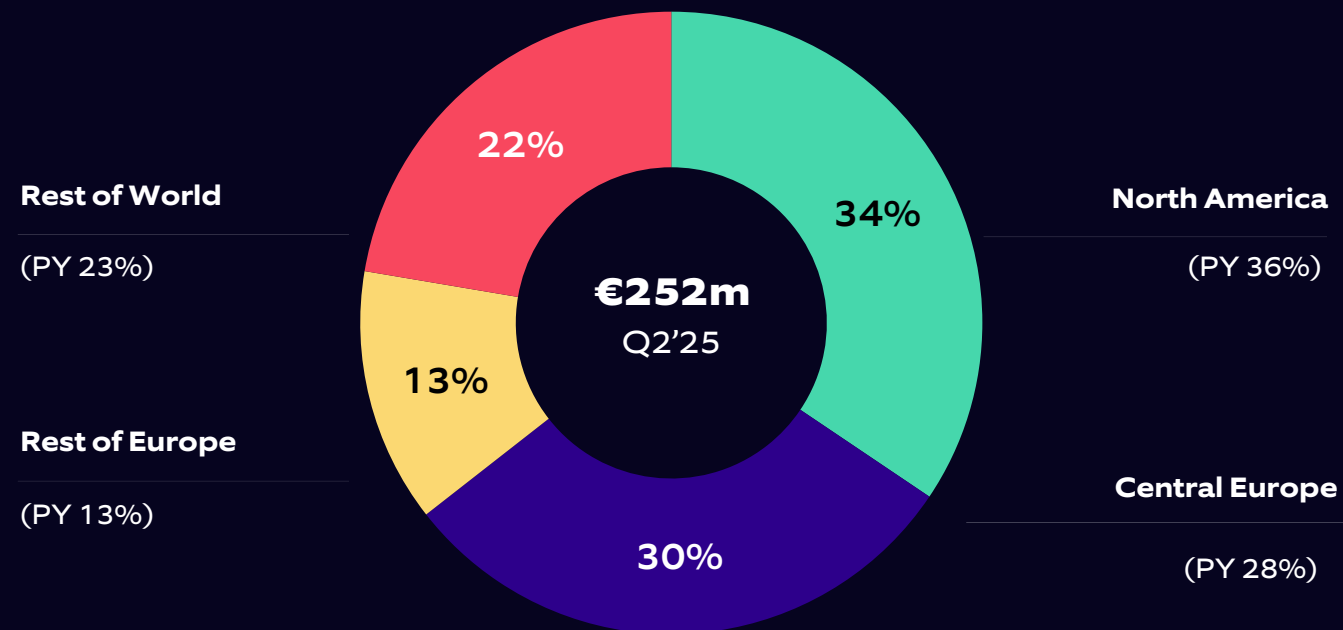


Revenue by industry is based on the company's own classification of each client (or its corporate group) by industry
Each corporate group is counted as a single customer
Numbers in brackets represent previous year (PY) data, i.e. for Q2 '24
Percentages are individually rounded and may not add up to 100%

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

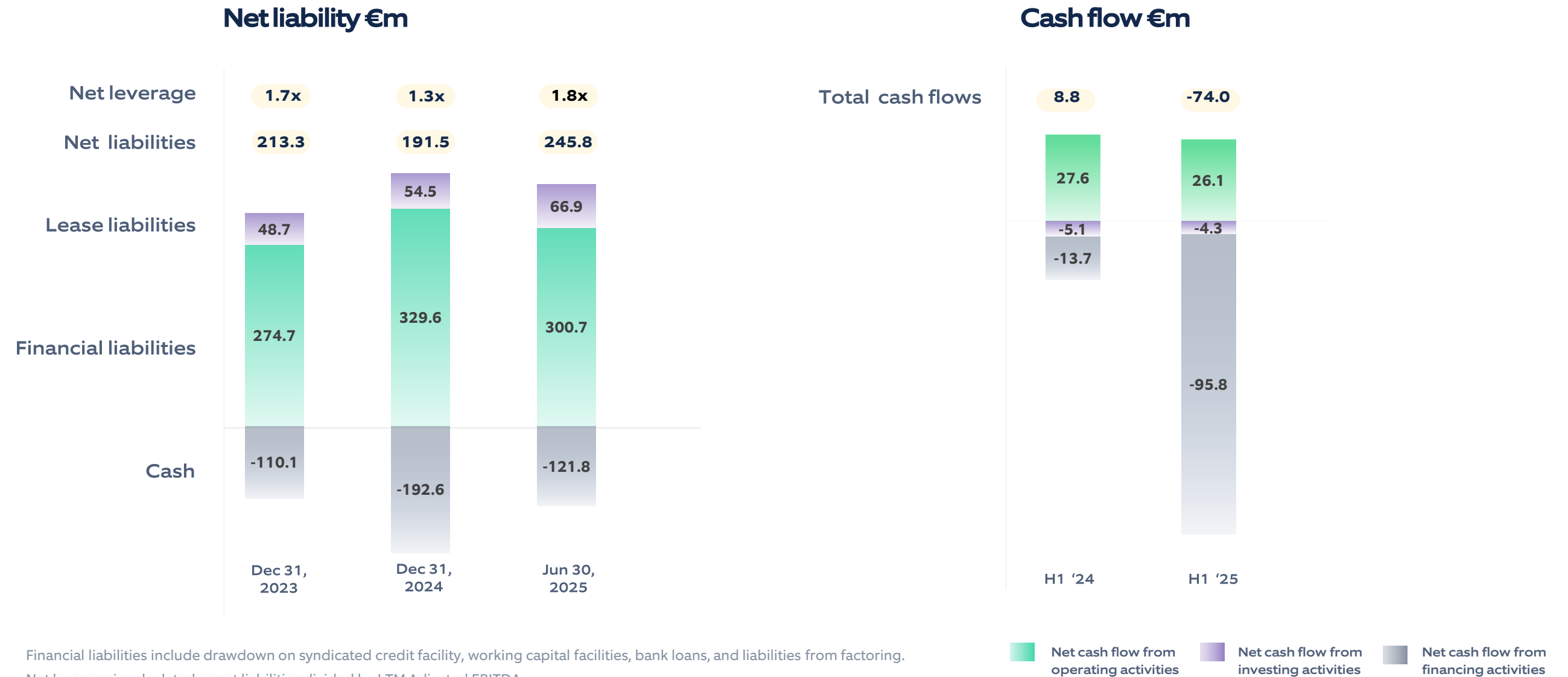


Layering on non-linear growth opportunities

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





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

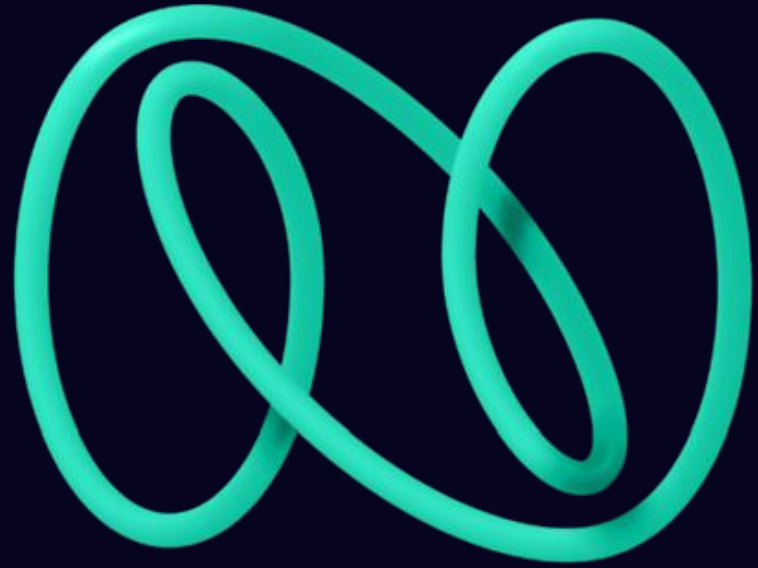
*Per adhoc announcement on Jan 23, 2025

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