A hand is shown holding a glowing white sphere. The sphere is surrounded by a complex, multi-layered digital structure of blue and white dots and lines, resembling a tunnel or a series of concentric rings. The background is dark blue with faint, wavy digital patterns. The overall aesthetic is futuristic and technological.

# concentrix™

## Q1 2026 Investor Summary

March 24, 2026

# Safe Harbor Statement

This presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements include, but are not limited to, statements regarding the Company's expected future financial condition, growth and profitability, results of operations, including revenue and operating income, cash flows, and effective tax rate, capital expenditures and anticipated investment costs, the Company's stock price and market capitalization, the future growth and success of, and demand for, the Company's services and products, the potential benefits associated with use of the Company's generative artificial intelligence and other products, share repurchase and dividend activity, capital allocation, debt repayment and obligations, business strategy, product launches, foreign currency exchange rate fluctuations, and statements that include words such as believe, expect, intend, plan, may, will, anticipate, provide, could, should, target, estimate, outlook, and other similar expressions. These forward-looking statements are inherently uncertain and involve substantial risks and uncertainties that could cause actual results to differ materially from those expressed or implied by such statements. Risks and uncertainties include, among other things: risks related to general economic and geopolitical conditions and their effects on our clients' businesses and demand for our services, including consumer demand, interest rates, inflation, the price of oil and other petroleum-based products, international tariffs and global trade policies, supply chains, and the conflicts in the Middle East and Ukraine; cyberattacks on the Company's or its clients' networks and information technology systems; uncertainty around, and disruption from, new and emerging technologies, including the adoption and utilization of artificial intelligence ("AI"), including agentic and generative AI; the failure of the Company's staff and contractors to adhere to the Company's and its clients' controls and processes; the inability to protect personal and proprietary information; the effects of communicable diseases or other public health crises, natural disasters and adverse weather conditions; geopolitical, economic and climate- or weather-related risks in regions with a significant concentration of the Company's operations; the ability to successfully execute on the Company's strategy; the timing and success of product launches; competitive conditions in the Company's industry and consolidation of its competitors; variability in demand by the Company's clients or the early termination of the Company's client contracts; the level of business activity of the Company's clients and the market acceptance and performance of their products and services; the demand for end-to-end solutions and technology; damage to the Company's reputation through the actions or inactions of third parties; changes in law, regulations, or regulatory guidance, or changes in their interpretation or enforcement, including changes in law and policy that restrict travel or visas between countries in which we have operations; the operability of the Company's communication services and information technology systems and networks; the loss of key personnel or the inability to attract and retain staff across all geographies with the skills and expertise needed for the Company's business; increases in the cost of labor, including minimum wage rates in the countries in which the Company operates; the inability to successfully identify, complete, and integrate strategic acquisitions or investments or realize anticipated benefits within the expected time frame; higher than expected tax liabilities; currency exchange rate fluctuations; investigative or legal actions; and other factors contained in the Company's Annual Report on Form 10-K for the fiscal year ended November 30, 2025 filed with the Securities and Exchange Commission ("SEC") and subsequent SEC filings. The Company does not undertake a duty to update forward-looking statements, which speak only as of the date on which they are made.

# Who we are

- Leader in **intelligent business transformation solutions** that power a world that works
- Trusted partner to thousands of **global brands** across sectors
- Differentiated value-driven, **AI solutions**
- Growing, profitable business model** with strong cash generation
- Proven leadership team** with a history of disciplined capital allocation and value creation



Notes: (1) represents FY 2025 results as reported on January 13, 2026; (2) represents total revenue CAGR between 2022 and 2025 inclusive of acquisitions. Please see appendix for details and reconciliations of non-GAAP metrics to the most comparable GAAP metric; (3) Fortune and Fortune 500 are registered trademarks of Fortune Media IP Limited and are used under license.

# What we do

**concentrix**

**The intelligent  
transformation partner.**

We **power a world that works**,  
by **shaping companies** that are refreshingly  
**simple to work, interact and transact with.**

## Design.

We design fully integrated solutions, combining innovative thinking, data-driven insights, and sector expertise.

## Build.

We build and integrate technology solutions and the infrastructure that powers them.

## Run.

We run operations as an extension of our clients' brands – powered by operational excellence and cutting-edge automation.

# Our services

## Strategy & Design



Transforming experiences with human-centered design and tech-enabled innovation

Business Transformation  
Experience Design  
Digital Innovation  
Lifecycle Engagement

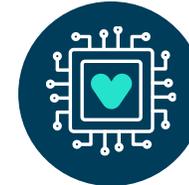
## Data & Analytics



Harnessing data and AI to power transformation, optimization, and innovation throughout the enterprise

Data & Analytics Transformation  
Data Annotation/Engineering  
AI Readiness  
Advanced Analytics  
Enterprise Intelligence  
Operational Insights  
Industry & Domain Solutions

## Enterprise Technology



Engineering, modernizing, and integrating technologies for enhanced efficiency and next-gen experiences, powered by AI

Technology Transformation  
Application Services  
Enterprise Automation  
Experience Platforms  
Testing Services  
CX Technology  
Generative AI  
Cybersecurity

## Digital Operations



Combining expert knowledge, cutting-edge technologies, and distinct operating models, using the best of human and AI capabilities, to solve business challenges

Marketing  
B2B Sales  
Customer Service  
Trust & Safety  
Finance & Compliance

A broad portfolio of services that harness data, advanced technology and operational excellence to transform our clients' experiences across the enterprise

# Who we serve

## Partnering with leading brands globally

**4 of the Top 5**

Most valuable companies<sup>(1)</sup>

**8 of the Top 10**

Tech and consumer electronics companies

**3 of the Top 5**

Global healthcare companies

**2 of the Top 5**

Retail and e-commerce companies

**5 of the Top 5**

US health insurance companies

**8 of the Top 10**

Fintech companies

**8 of the Top 10**

European banks

**10 of the Top 10**

Global automotive companies

**7 of the Top 10**

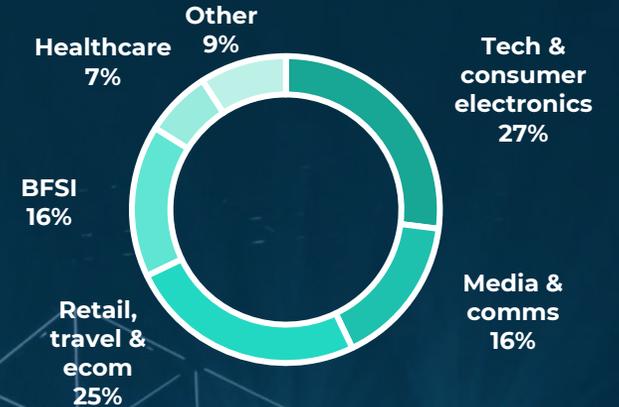
US banks

Notes: (1) Measured by total market capitalization as of December 2025.

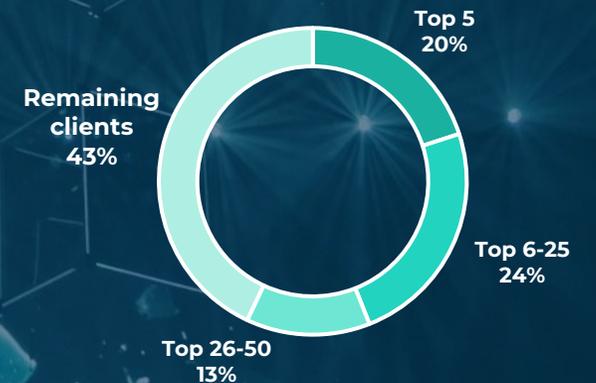
Sources: Based on data from Global Fortune 500 list published 2025 from Fortune ©2025 Fortune Media IP Limited.

<https://fortune.com/ranking/global500/>  
<https://fortune.com/ranking/fortune500/>

## Attractive industry mix\*



## Diverse client base\*



Note \*Data as of 11/30/25.

# How we deliver

Our teams deliver world class experiences for **thousands** of global brand leaders

**Hundreds of thousands** of active users put our AI through its paces

**Millions** of customer interactions fuel our data & insight model



## ix Platform



### Enabling Self-Service

Enabling customers and internal teams to self-serve across channels, reducing effort and improving issue resolution and productivity.



### Empowering Teams

Augmenting human experts with AI to drive productivity, proficiency and enhanced experiences while saving costs.



### Enhancing Data

Harnessing the power of data to train SLMs and LLMs to provide specific and superior, personalized experiences.

# Why we win with AI

## We extend our market

Clients turn to **trusted outsourcing partners** that have the scale, technology and domain expertise to successfully design, build & run AI solutions that enhance brand integrity and work at scale

## We broaden our value

We introduce **adjacent and complementary technology + services solutions** using our own IP and partner technologies

## We expand our share of wallet

By proactively automating transactions while driving productivity and proficiency, clients **centralize spend with fewer, more strategic partners** and award us new, higher-value programs



Market



Value



Share



# Driving client value: Energy client case study

Powered by ixHero™

## BEFORE

- Limited visibility into customer conversations
- Missed resolution drivers and repeat-contact patterns
- Inconsistent advisor coaching
- Longer resolution cycles increasing cost to serve



## AFTER

- Clear insight into drivers of first-contact resolution
- Fewer repeat contacts through targeted interventions
- Consistent, data-driven advisor coaching
- Faster resolution and improved operational efficiency

# 16.5%

Improvement in first contact resolution

# 6%

Average Handle Time (AHT) improvement

# Empowering Advisors to Close More Deals: Retail & Ecommerce | Agentic AI case study

Powered by **ixHero**™

## BEFORE

- A premier moving and storage brand wanted to turn every customer conversation into an opportunity to drive sales and foster trust



## AFTER

- Agentic AI converts raw conversations into clear, actionable insights during live customer interactions
- Insights led to fast & effective answers and a significant increase in sales close rates

# 175k

Calls transcribed into actionable insights

# 85%

Accuracy in intelligent sales insights

# 4%

Increase in sales close rates

# Why invest

- **Growing revenue** with diverse client base of global brands
- **Strong competitive advantage** driven by trusted expertise, proven, global-scale AI solutions and geographic breadth
- **Expanding market share** through a broad portfolio of services that **addresses client demand** for intelligent business transformation
- **Growing, profitable business model** with strong cash generation
- Track record of **shareholder returns and value creation**

## 2,000 clients

160+ Fortune 500 clients  
~16-year retention

## Global-scale AI

Deployed across 1,000+ clients,  
400,000+ desktops

## Free Cash Flow

\$626M Adjusted Free Cash Flow<sup>(1)</sup>  
FY 2025

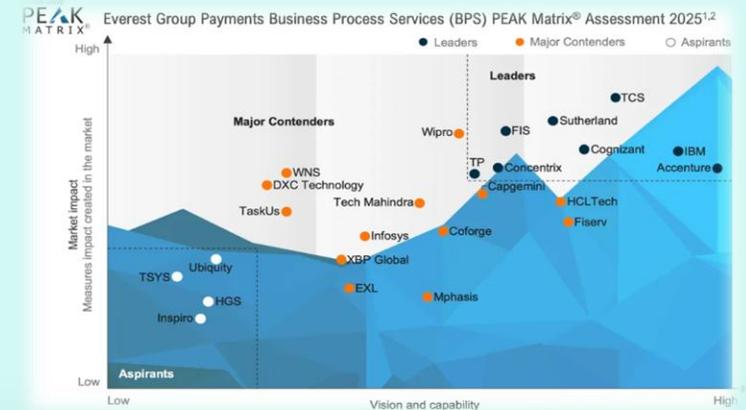
# Q1 2026 Results

Q1 FY2026

# Industry Analyst & Awards Highlights

## Industry Analysts

Everest Group recognized us as a **Market Leader in the Payments Business Process Services (BPS) PEAK Matrix Assessment 2025.**



## 24 Industry Awards - Highlights include:



- iX Hero recognized with a Brandon Hall Excellence in Technology Award in the category of Best Advance in Generative AI for Business Impact.



- Concentrix Agentic Operating Framework recognized as a leader in delivering foundational technology and driving the future of artificial intelligence.



- iX Hero wins two IA Customer Relations Awards for Hyperpersonalization & Customer Prediction and Best Augmented Agent



- ChangeMakers partner award honoring organizations for demonstrating exceptional commitment to strengthening digital ecosystems, advancing cybersecurity, and driving innovation at scale.

# CEO commentary

“We continue to **help clients capture measurable value from AI** by being a trusted partner for these solutions. Our focus continues to be on winning the right long-term programs, **combining integrated technology solutions and services.**”



**Chris Caldwell,  
President & CEO,  
Concentrix**

# Q1 2026 results

	<u>Q1 2026</u>	<u>Q1 2025</u>	<u>Change Y/Y</u>
Revenue (\$B)	<b>\$2.50</b>	\$2.37	5.4%
Constant currency revenue growth %	<b>1.9%</b>		
Non-GAAP operating income (\$M)	<b>\$295.0</b>	\$321.5	(8.2)%
Non-GAAP EPS	<b>\$2.61</b>	\$2.79	\$(0.18)

	<u>Q1 2026</u>	<u>Q1 2025</u>	<u>Change Y/Y</u>
Adjusted Free cash flow (\$M)	<b>\$(144.6)</b>	\$(39.8)	\$(104.8)
Net debt (\$M)	<b>\$4,511.3</b>	\$4,593.9	\$(82.6)
Shareholder returns (\$M)	<b>\$66.3</b>	\$48.2	\$18.1

## Q1 Commentary

### Delivers revenue and profit within guidance

**1.9% revenue growth on constant currency basis** year-over-year driven by AI-enabled, high-quality revenue and strong demand in BFSI, Travel and Retail verticals

**NGOI** decrease reflects increased investments to support long-term growth

# Q1 2026 summary

- Delivers revenue and profit within guidance
- Maintains consistent full year outlook
- Saw continued demand for integrated solutions and iX Hero proprietary AI product
- Strong momentum in iX Suite enterprise wins

**\$2.5B**  
**Revenue**

1.9% constant currency  
revenue growth

---

**\$2.61**  
**per share**

Non-GAAP diluted EPS

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# Appendix

# Use of Non-GAAP Information

In addition to disclosing financial results that are determined in accordance with GAAP, we also disclose certain non-GAAP financial information, including:

- Constant currency revenue growth, which is revenue growth adjusted for the translation effect of foreign currencies so that certain financial results can be viewed without the impact of fluctuations in foreign currency exchange rates, thereby facilitating period-to-period comparisons of our business performance. Constant currency revenue growth is calculated by translating the revenue of each fiscal year in the billing currency to U.S. dollars using the comparable prior year's currency conversion rate in comparison to prior year's revenue. Generally, when the U.S. dollar either strengthens or weakens against other currencies, revenue growth at constant currency rates or adjusting for currency will be higher or lower than revenue growth reported at actual exchange rates.
- Non-GAAP operating income, which is operating income, adjusted to exclude acquisition-related, integration and restructuring expenses, step-up depreciation, amortization of intangible assets, loss on held for sale and share-based compensation.
- Non-GAAP operating margin, which is non-GAAP operating income, as defined above, divided by revenue.
- Adjusted earnings before interest, taxes, depreciation, and amortization, or adjusted EBITDA, which is non-GAAP operating income, as defined above, plus depreciation (exclusive of step-up depreciation).
- Free cash flow, which is cash flows from operating activities less capital expenditures, and adjusted free cash flow, which is free cash flow excluding the effect of changes in the outstanding factoring balance. We believe that free cash flow is a meaningful measure of cash flows since capital expenditures are a necessary component of ongoing operations. We believe that adjusted free cash flow is a meaningful measure of cash flows because it removes the effect of factoring which changes the timing of the receipt of cash for certain receivables. However, free cash flow and adjusted cash flow have limitations because they do not represent the residual cash flow available for discretionary expenditures. For example, free cash flow and adjusted free cash flow do not incorporate payments for business acquisitions.
- Non-GAAP net income, which is net income excluding the tax-effected impact of acquisition-related, integration and restructuring expenses, step-up depreciation, amortization of intangible assets, loss on held for sale, share-based compensation, certain debt costs, imputed interest related to the sellers' note, change in acquisition contingent consideration and foreign currency losses (gains), net. Non-GAAP net income also excludes the income tax effect of certain tax law changes.

# Use of Non-GAAP Information

- Non-GAAP diluted EPS, which is diluted EPS excluding the per share, tax-effected impact of acquisition-related, integration and restructuring expenses, step-up depreciation, amortization of intangible assets, loss on held for sale, share-based compensation, certain debt costs, imputed interest related to the sellers' note, certain legal settlement costs, change in acquisition contingent consideration and foreign currency losses (gains), net. Non-GAAP EPS also excludes the per share income tax effect of certain tax law changes. Non-GAAP EPS also reflects a per share adjustment to exclude non-GAAP net income attributable to participating securities.

We believe that providing this additional information is useful to the reader to better assess and understand our base operating performance, especially when comparing results with previous periods and for planning and forecasting in future periods, primarily because management typically monitors the business adjusted for these items in addition to GAAP results. Management also uses these non-GAAP measures to establish operational goals and, in some cases, for measuring performance for compensation purposes. These non-GAAP financial measures exclude amortization of intangible assets. Although intangible assets contribute to our revenue generation, the amortization of intangible assets does not directly relate to the services performed for our clients. Additionally, intangible asset amortization expense typically fluctuates based on the size and timing of our acquisition activity. Accordingly, we believe excluding the amortization of intangible assets, along with the other non-GAAP adjustments, which neither relate to the ordinary course of our business nor reflect our underlying business performance, enhances our and our investors' ability to compare our past financial performance with its current performance and to analyze underlying business performance and trends. These non-GAAP financial measures also exclude share-based compensation expense. Given the subjective assumptions and the variety of award types that companies can use when calculating share-based compensation expense, management believes this additional information allows investors to make additional comparisons between our operating results and those of our peers. As these non-GAAP financial measures are not calculated in accordance with GAAP, they may not necessarily be comparable to similarly titled measures employed by other companies. These non-GAAP financial measures should not be considered in isolation or as a substitute for the comparable GAAP measures and should be used as a complement to, and in conjunction with, data presented in accordance with GAAP.

# Reconciliation of GAAP to Non-GAAP Measures – Q1 2026 and Q1 2025

(in thousands)

	<b>Three Months Ended February 28, 2026</b>
Revenue	\$ 2,500,391
Revenue growth, as reported under U.S. GAAP	5.4%
Foreign exchange impact	(3.5)%
Constant currency revenue growth	<u>1.9%</u>

	<b>Three Months Ended</b>	
	<b>February 28, 2026</b>	<b>February 28, 2025</b>
Operating income	\$ 118,559	\$ 168,867
Acquisition-related, integration and restructuring expenses	34,869	18,024
Step-up depreciation	2,755	2,376
Amortization of intangibles	103,456	105,619
Loss on held for sale	5,929	—
Share-based compensation	29,455	26,600
Non-GAAP operating income	<u>\$ 295,023</u>	<u>\$ 321,486</u>

	<b>Three Months Ended</b>	
	<b>February 28, 2026</b>	<b>February 28, 2025</b>
Net cash provided by (used in) operating activities	\$ (83,220)	\$ 1,408
Purchases of property and equipment	(53,902)	(50,618)
Free cash flow	(137,122)	(49,210)
Change in outstanding factoring balances	(7,491)	9,394
Adjusted free cash flow	<u>\$ (144,613)</u>	<u>\$ (39,816)</u>

# Reconciliation of GAAP to Non-GAAP Measures – Q1 2026 and Q1 2025

(in thousands)

	Three Months Ended	
	February 28, 2026	February 28, 2025
Net income	\$ 21,589	\$ 70,257
Interest expense and finance charges, net	75,317	72,994
Provision for income taxes	7,142	30,535
Other expense (income), net	14,511	(4,919)
Acquisition-related, integration and restructuring expenses	34,869	18,024
Step-up depreciation	2,755	2,376
Amortization of intangibles	103,456	105,619
Loss on held for sale	5,929	—
Share-based compensation	29,455	26,600
Depreciation (exclusive of step-up depreciation)	53,158	52,721
Adjusted EBITDA	<u>\$ 348,181</u>	<u>\$ 374,207</u>

# Reconciliation of GAAP to Non-GAAP Measures – Q1 2026 and Q1 2025

	<b>Three Months Ended</b>	
	<b>February 28, 2026</b>	<b>February 28, 2025</b>
Diluted earnings per common share (“EPS”)	\$ 0.33	\$ 1.04
Acquisition-related, integration and restructuring expenses	0.57	0.28
Step-up depreciation	0.04	0.04
Debt costs	0.10	—
Imputed interest related to sellers’ note included in interest expense and finance charges, net	—	0.07
Change in acquisition contingent consideration included in other expense (income), net	(0.01)	(0.03)
Foreign currency losses (gains), net	0.20	(0.07)
Amortization of intangibles	1.69	1.65
Loss on held for sale	0.10	—
Share-based compensation	0.48	0.42
Income taxes related to the above	(0.78)	(0.58)
Income tax effect of change in tax law	—	0.07
Adjustment for participating securities	(0.11)	(0.10)
Non-GAAP Diluted EPS	<u>\$ 2.61</u>	<u>\$ 2.79</u>

# Reconciliation of GAAP to Non-GAAP Measures – Q2 2026 and FY2026 Guidance

(in thousands)

	Forecast			
	Three Months Ending May 31, 2026		Fiscal Year Ending November 30, 2026	
	Low	High	Low	High
Revenue	\$ 2,460,000	\$ 2,485,000	\$ 10,035,000	\$ 10,180,000
Revenue growth, as reported under U.S. GAAP	1.75%	2.75%	2.1%	3.6%
Foreign exchange impact	(0.75)%	(0.75)%	(0.6)%	(0.6)%
Constant currency revenue growth	1.0%	2.0%	1.5%	3.0%

	Forecast			
	Three Months Ending May 31, 2026		Fiscal Year Ending November 30, 2026	
	Low	High	Low	High
Operating income	\$ 128,200	\$ 138,200	\$ 635,871	\$ 685,871
Amortization of intangibles	103,000	103,000	394,000	394,000
Share-based compensation	26,000	26,000	110,000	110,000
Acquisition-related, integration and restructuring expenses	30,000	30,000	85,000	85,000
Step-up depreciation	2,800	2,800	9,200	9,200
Loss on held for sale	—	—	5,929	5,929
Non-GAAP operating income	\$ 290,000	\$ 300,000	\$ 1,240,000	\$ 1,290,000

# Reconciliation of GAAP to Non-GAAP Measures – Historical + 2026 Forecast

(in millions)

Fiscal Year Ending November 30,

	2021A	2022A	2023A	2024A	2025A	2026E <sup>(1)</sup>	CAGR '22A-'25A
Revenue	\$5,587.0	\$6,324.5	\$7,114.7	\$9,618.9	\$9,825.8	\$10,107.5	16%
<i>% Growth</i>	18.4%	13.2%	12.5%	35.2%	2.2%	2.9%	
Operating income (loss)	\$572.4	\$640.2	\$661.3	\$596.4	\$(918.2)	\$660.9	
Amortization of intangibles	136.9	162.7	214.8	458.9	434.3	394.0	
Share-based compensation	36.8	47.5	62.6	95.9	97.9	110.0	
Acquisition-related, integration and restructuring expenses	0.8	33.7	71.3	156.8	101.5	85.0	
Step-up depreciation	-	-	-	9.9	10.3	9.2	
Loss on held for sale	-	-	-	-	-	5.9	
Impairment charges	-	-	-	-	1,527.7	-	
Gain on divestitures and related transaction costs	(13.2)	-	-	-	-	-	
Non-GAAP operating income	\$733.7	\$884.1	\$1,010.0	\$1,317.9	\$1,253.5	\$1,265.0	12%
<i>% Margin</i>	13.1%	14.0%	14.2%	13.7%	12.8%	12.5%	

Note: USD in millions. (1) Amounts at midpoint of guidance range provided as part of Q1 2026 earnings release.

# Reconciliation of GAAP to Non-GAAP Measures – FY 2025

*(in millions)*

	<b>Fiscal Year Ended</b>	
	<b>November 30, 2025</b>	
Net cash provided by operating activities	\$	806,967
Purchases of property and equipment		(234,496)
Free cash flow		572,471
Change in outstanding factoring balances		53,933
Adjusted free cash flow	\$	626,404