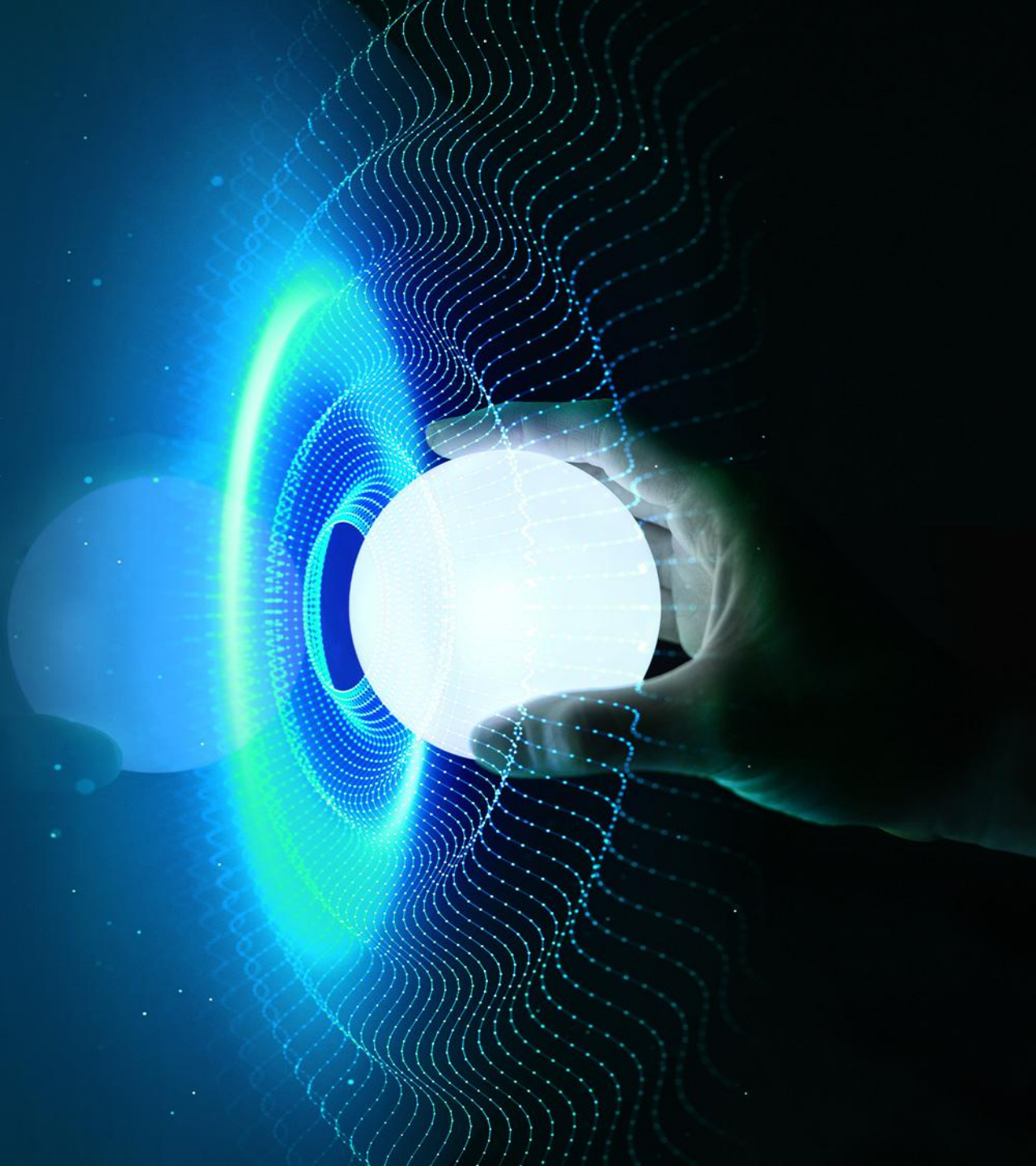




Q4/FY 2025 Investor Summary

January 13, 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 investments costs, the Company's stock price and market capitalization, the future growth and success of the Company's services and products, the potential benefits associated with use of the Company's generative artificial intelligence and other products, including productivity and engagement gains, investments, 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, may, will, provide, could and should 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, including consumer demand, interest rates, inflation, international tariffs, supply chains, and the conflicts in Ukraine and the Middle East, and tensions between India and Pakistan; 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 to 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 with the skills and expertise needed for the Company's business; increases in the cost of labor; the inability to successfully identify, complete and integrate strategic acquisitions or investments or realize anticipated benefits within the expected time; 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, 2024 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

\$9.8B

2025 Revenue⁽¹⁾

15.8%

Three-year
CAGR⁽²⁾

12.8%

NGOI⁽¹⁾

\$626M

Adj. Free Cash
Flow⁽¹⁾

2,000+

Clients

160+

Fortune Global
500 clients⁽³⁾

~16 years

Average tenure of
top 25 clients

70+

Countries

6

Continents

300+

Patents, IP & Proprietary
AI Technology

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

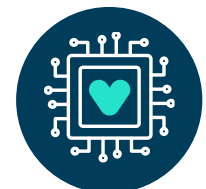
Data & Analytics



> 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⁽¹⁾

**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**

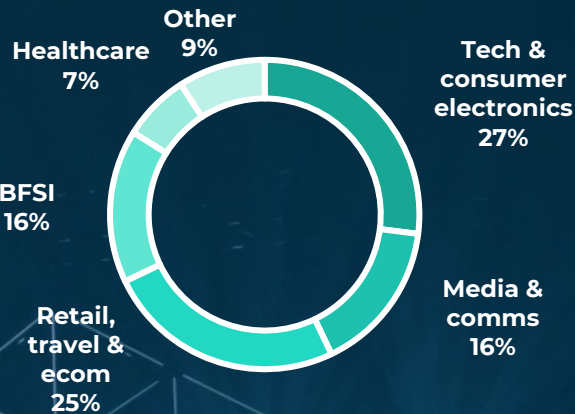
US banks

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

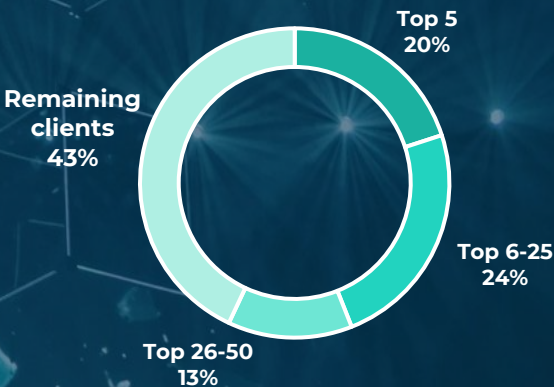
Sources: Based on data from Global Fortune 500 list published 2025 from Fortune ©2025 Fortune Media IP Limited.

<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%

First contact resolution

6%

Average Handle Time (AHT) improvement

Driving client value: Consumer Goods case study

Powered by ixHero™

BEFORE

- Inconsistent CSAT across channels
- Elevated AHT driven by manual processes
- Limited, fragmented insights
- Delayed advisor coaching and response



AFTER

- Faster, insight-led decisions
- Reduced AHT through automation
- Clearer, more consistent advisor communication
- Targeted coaching based on real-time insights

7%

Average Handle Time (AHT) improvement

1.8%

Customer Satisfaction (CSAT) increase

Industry view of Concentrix solutions

Recognized by Industry Leaders

FORRESTER®

- Customer Feedback Management Wave, Q4 2024 – Strong Performer and customer favourite
- CX Strategy Consulting Services Wave, Q4 2024 – Strong Performer
- Loyalty Services Wave, Q4 2024 – Contender

Everest Group

- Adobe Services PEAK 2025 – Major Contender
- Payments Business Process Services (BPS) - Leader
- B2B Sales Services PEAK 2025 - Leader
- CXM Services PEAK 2025 - Leader in Global Leader and Star Performer, Leader in Americas, APAC & EMEA
- CX Services in Insurance Operations Services PEAK 2025 - Leader
- FCC Operations Services PEAK 2025 – Major Contender
- Marketing Services PEAK 2025 – Major Contender
- Trust and Safety PEAK 2025 – Leader



- HFS Digital Marketing and Sales Services Horizon 2025 – Market Leader
- HFS Travel and Hospitality Service Provider Ecosystem 2025 – Disruptor



- CX Services in High Tech and Automotive 2024 - Leader
- Healthcare Payer BPS NEAT 2024 – Leader
- CX Services Transformation NEAT 2025 – Leader

Gartner

- Magic Quadrant for VOC Platforms 2025 – Niche Player



- MarketScape for Worldwide VOC Platforms 2025 – Leader



Why invest

concentrix[™]

Powering a world that works

- ➊ **Growing revenue** with diverse client base of global brands
- ➋ **Strong competitive advantage** driven by trusted expertise, proven, global-scale AI solutions and geographic breadth
- ➌ **Expanding market share** through a broad portfolio of services that **addresses client demand** for intelligent business transformation
- ➍ **Growing, profitable business model** with strong cash generation
- ➎ 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⁽¹⁾
FY 2025

Q4/FY 25 Results

CEO commentary

“The investments we’ve made in the business are paying off with **growth in our intelligent transformation solutions**. As we enter 2026, we believe we are in a favorable position with the right strategy and the right model to drive **ongoing growth and free cash flow**.”



**Chris Caldwell,
CEO, Concentrix**

Q4 results

Exited the year with 3.1% CC revenue growth

	<u>Q4 2025</u>	<u>Q4 2024</u>	<u>Change Y/Y</u>
Revenue (\$B)	\$2.55	\$2.45	4.3%
Constant currency revenue growth %	3.1%		
Non-GAAP operating income (\$M)	\$323.2	\$346.7	(6.8)%
Non-GAAP EPS	\$2.95	\$3.26	\$(0.31)

	<u>Q4 2025</u>	<u>Q4 2024</u>	<u>Change Y/Y</u>
Adjusted Free cash flow (\$M)	\$287.1	\$218.7	\$68.4
Net debt (\$M)	\$4,311.2	\$4,495.0	\$(183.8)
Shareholder returns (\$M)	\$79.2	\$57.1	\$22.1

Commentary

Revenue growth of 3.1% on constant currency basis year-over-year driven by strong demand in BFSI, Travel and Media verticals

NGOI decreased year-over-year but increased \$18M or 6% sequentially from Q3

Non-GAAP EPS decreased year-over-year due to lower NGOI but increased \$0.17 sequentially from Q3

Adjusted Free Cash Flow marked a record quarterly cash flow for the company

Net Debt reduction continues

Shareholder returns driven by ongoing share repurchases and dividend (3.5% yield as of 12/31/25)

FY 2025 summary

- Exceeded revenue guidance every quarter
- Generated **\$626M** of adjusted free cash flow
- Returned **more than \$258 million** to shareholders through share repurchases and dividends
- Achieved breakeven on our investments in **our iX Suite** exiting the year
- Invested to accelerate growth and leadership to meet **ongoing demand for integrated human+AI solutions at scale**

\$9.8B

Revenue

2.1% constant currency
revenue growth

\$11.22

per share

Non-GAAP diluted EPS

\$626M

Adjusted Free Cash
Flow

FY 2025 results and FY 2026 guidance

On track for revenue growth and free cash flow growth in 2026

	<u>FY 2025</u>	<u>FY 2024</u>	<u>Change Y/Y</u>	<u>FY 2026 guidance</u>
Revenue (\$B)	\$9.83	\$9.62	2.2%	\$10.04-\$10.18
Constant currency revenue growth %	2.1%			1.5-3.0%
Non-GAAP operating income (\$M)	\$1,253.5	\$1,317.9	(4.9)%	\$1,240-\$1,290
Non-GAAP EPS	\$11.22	\$11.42	\$(0.20)	\$11.48 - \$12.07

	<u>FY 2025</u>	<u>FY 2024</u>	<u>Change Y/Y</u>	<u>FY 2026 outlook</u>
Adjusted Free cash flow (\$M)	\$626.4	\$474.5	\$151.9	\$630-\$650
Net debt (\$M)	\$4,311.2	\$4,495.0	\$(183.8)	
Shareholder returns (\$M)	\$258.3	\$219.9	\$38.4	~\$250

2026 Guidance Commentary

Revenue expectations for ongoing growth based on our positive track record of share gains with existing accounts and our pipeline which indicates demand from existing and new clients for our integrated transformation solutions

NGOI reflects increased investments to support long-term growth

Non-GAAP EPS increases due to higher NGOI, lower interest expense and reduced share count

Adjusted free cash flow continues to grow year-over-year

Net debt reduction continues to be primary use of cash flow

Expected shareholder returns driven by ongoing share repurchases and dividend



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 (loss), adjusted to exclude impairment charges, acquisition-related, integration and restructuring expenses, step-up depreciation, amortization of intangible assets, 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 diluted EPS, which is diluted EPS excluding the per share, tax-effected impact of impairment charges, acquisition-related, integration and restructuring expenses, step-up depreciation, amortization of intangible assets, 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 total per share income tax effect of certain tax law changes and legal entity restructuring activities. Non-GAAP EPS also reflects a per share adjustment to exclude non-GAAP net income attributable to participating securities.

Use of Non-GAAP Information

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 – Q4 2025 and Q4 2024

(in millions)

	Three Months Ended		Fiscal Years Ended	
	November 30, 2025	November 30, 2024	November 30, 2025	November 30, 2024
Revenue	\$2,552.9	\$2,448.0	\$9,825.8	\$9,618.9
Reported growth, as reported under U.S. GAAP	4.3%	1.3%	2.2%	1.4%
Foreign exchange impact	(1.2) %	0.2%	(0.1)%	1.3%
Constant currency revenue growth	3.1 %	1.5 %	2.1 %	2.7 %

(in millions)

	Three Months Ended		Fiscal Years Ended	
	November 30, 2025	November 30, 2024	November 30, 2025	November 30, 2024
Operating income (loss)	\$(1,382.4)	\$144.5	\$(918.2)	\$596.4
Impairment charges	1,527.7	-	1,527.7	-
Acquisition-related, integration and restructuring expenses	48.1	59.7	101.5	156.8
Step-up depreciation	2.7	2.5	10.3	9.9
Amortization of intangibles	107.7	110.0	434.3	458.9
Share-based compensation	19.4	30.0	97.9	95.9
Non-GAAP operating income	\$323.2	\$346.7	\$1,253.5	\$1,317.9

(in millions)

	Three Months Ended		Fiscal Years Ended	
	November 30, 2025	November 30, 2024	November 30, 2025	November 30, 2024
Net cash provided by operating activities	\$344.2	\$284.4	\$807.0	\$667.5
Purchases of property and equipment	(63.0)	(59.9)	(234.5)	(238.8)
Free cash flow	281.2	224.5	572.5	428.7
Change in outstanding factoring balances	5.9	(5.8)	53.9	45.8
Adjusted free cash flow	\$287.1	\$218.7	\$626.4	\$474.5

Reconciliation of GAAP to Non-GAAP Measures – Q4 2025 and Q4 2024

(in millions)

	Three Months Ended		Fiscal Year Ended	
	November 30, 2025	November 30, 2024	November 30, 2025	November 30, 2024
Net income (loss)	\$(1,479.4)	\$115.7	\$(1,278.9)	\$251.2
Interest expense and finance charges, net	69.9	76.1	290.3	321.8
Provision (benefit) for income taxes	33.2	(2.7)	96.7	48.1
Other income, net	(6.1)	(44.5)	(26.3)	(24.7)
Impairment charges	1,527.7	-	1,527.7	-
Acquisition-related, integration and restructuring expenses	48.1	59.7	101.5	156.8
Step-up depreciation	2.7	2.5	10.3	9.9
Amortization of intangibles	107.7	110.0	434.3	458.9
Share-based compensation	19.4	30.0	97.9	95.9
Depreciation (exclusive of step-up depreciation)	55.4	56.1	215.8	237.0
Adjusted EBITDA	\$378.6	\$402.9	\$1,469.3	\$1,554.9

Reconciliation of GAAP to Non-GAAP Measures – Q4 2025 and Q4 2024

	Three Months Ended		Fiscal Year Ended	
	November 30, 2025	November 30, 2024	November 30, 2025	November 30, 2024
Diluted earnings (loss) per common share	\$(23.85)	\$1.72	\$(20.36)	\$3.71
Impairment charges	24.58	-	24.22	-
Acquisition-related, integration and restructuring expenses	0.77	0.93	1.61	2.41
Step-up depreciation	0.04	0.04	0.16	0.15
Debt costs	-	-	0.02	-
Imputed interest related to Sellers' note included in interest expense and finance charges, net	0.02	0.07	0.23	0.26
Legal settlement	-	-	0.03	-
Change in acquisition contingent consideration included in other income, net	(0.10)	(0.28)	(0.03)	(0.45)
Foreign currency gains, net	-	(0.43)	(0.46)	(0.03)
Amortization of intangibles	1.73	1.71	6.89	7.05
Share-based compensation	0.31	0.47	1.55	1.47
Income taxes related to the above	(0.69)	(0.61)	(2.46)	(2.67)
Income tax effect of change in tax law	0.01	-	0.09	-
Income tax effect of restructuring	0.21	(0.27)	0.21	(0.19)
Adjustment for participating securities	(0.08)	(0.09)	(0.48)	(0.29)
Non-GAAP diluted earnings per common share	\$2.95	\$3.26	\$11.22	\$11.42

Reconciliation of GAAP to Non-GAAP Measures – Q1 2026 and FY 2026 Guidance

(in millions)

	Forecast			
	Three Months Ending February 28, 2026		Fiscal Year Ending November 30, 2026	
	Low	High	Low	High
Revenue	\$ 2,475.0	\$ 2,500.0	\$ 10,035.0	\$ 10,180.0
Revenue growth, as reported under U.S. GAAP	4.4%	5.4%	2.1%	3.6%
Foreign exchange impact	(2.9)%	(2.9)%	(0.6)%	(0.6)%
Constant currency revenue growth	1.5%	2.5%	1.5%	3.0%

(in millions)

	Forecast			
	Three Months Ending February 28, 2026		Fiscal Year Ending November 30, 2026	
	Low	High	Low	High
Operating income	\$ 139.5	\$ 149.5	\$ 687.5	\$ 737.5
Amortization of intangibles	103.0	103.0	394.0	394.0
Share-based compensation	30.0	30.0	120.0	120.0
Acquisition-related, integration and restructuring expenses	15.0	15.0	30.0	30.0
Step-up depreciation	2.5	2.5	8.5	8.5
Non-GAAP operating income	\$ 290.0	\$ 300.0	\$ 1,240.0	\$ 1,290.0

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

(in millions)

	Fiscal Year Ending November 30,						
	2021A	2022A	2023A	2024A	2025A	2026E ⁽¹⁾	CAGR '22A-'25A
Revenue	\$5,587.0	\$6,324.5	\$7,114.7	\$9,618.9	\$9,825.8	\$10,107.5	16%
% Growth	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)	\$712.5	
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	120.0	
Acquisition-related, integration and restructuring expenses	0.8	33.7	71.3	156.8	101.5	30.0	
Step-up depreciation	-	-	-	9.9	10.3	8.5	
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%
% Margin	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 Q4 2025 earnings release.