

The Concentrix logo features a stylized graphic of three curved lines in white, green, and orange above the word "CONCENTRIX" in a bold, white, sans-serif font, followed by a trademark symbol (TM).

CONCENTRIXTM

+



Concentrix agrees to acquire PK

November 22, 2021



Forward-Looking Statements

This presentation includes forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934. Forward-looking statements include, but are not limited to, statements regarding the acquisition of PK, including regulatory approvals and the satisfaction of other closing conditions and the timing thereof, the estimated size of the investment, the expected financing, the expected revenue and adjusted EBITDA contributions of the PK business to the Company, the expected growth of the PK business and the digital IT services market, that the transaction is expected to be accretive and the pace thereof, and the Company's ability to scale its CX digital capabilities and increase its margins, statements regarding the Company's expected future financial condition and results of operations, including revenue, operating income, profit margins, effective tax rate and leverage, 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. The Company does not undertake a duty to update forward-looking statements, which speak only as of the date on which they are made.

Risks and uncertainties include, among other things: risks relating to the transaction, including that the transaction will not be consummated; the ability to receive regulatory approval for the transaction; the ability to obtain financing for the transaction on a favorable basis if at all; the ability to retain key employees and successfully integrate the PK business; diversion of management's attention; risks related to general economic conditions, including uncertainty related to the COVID-19 pandemic and its impact on the global economy; the level of outsourced business services; the level of business activity of the Company's clients and the market acceptance and performance of their products and services; consolidation of the Company's competitors; competitive conditions in the Company's industry; currency exchange rate fluctuations; variability in demand by the Company's or PK's clients or the early termination of the Company's or PK's client contracts; competition in the CX solutions industry; political and economic stability in the countries in which the Company operates; the outbreak of communicable disease or other public health crises; cyberattacks on the Company's networks and information technology systems; the inability to protect personal and proprietary information; increases in the cost of labor; the operability of the Company's communication services and information technology systems and networks; changes in law, regulations or regulatory guidance; investigative or legal actions; the loss of key personnel; natural disasters, adverse weather conditions, terrorist attacks, work stoppages or other business disruptions; and other factors contained in the Company's Annual Report on Form 10-K for the fiscal year ended November 30, 2020 filed with the Securities and Exchange Commission and subsequent SEC filings.

Overview of Concentrix (CNXC)

Leading global provider of CX solutions and technology,
improving business performance for some of the world's best brands

UNPARALLELED

ability to deliver high-value CX and technology globally

DEEP

industry and domain knowledge

EXCEPTIONAL

technology, digital, and analytics expertise

~\$5.6B*

Projected 2021 Revenue

~\$730M*

Projected Non-GAAP OI 2021

~\$280M

Debt Reduction YTD Q3 2021



15 years
average tenure of the top 25 clients



161
industry awards FY20-YTD21



70+
languages



40+ countries
6 continents



270k+
staff



750+
clients



115+
global disruptors



100+
Fortune Global 500 clients

* Based on midpoint of Company guidance for fourth quarter 2021; Non-GAAP OI excludes share-based compensation and intangible amortization expense. See Appendix for reconciliation and more information.

Transaction rationale

Two companies that deeply complement each other's expertise and client base



Brings strong portfolio of intellectual assets and advanced CX technology



Significantly enhances CX digital transformation capabilities at scale



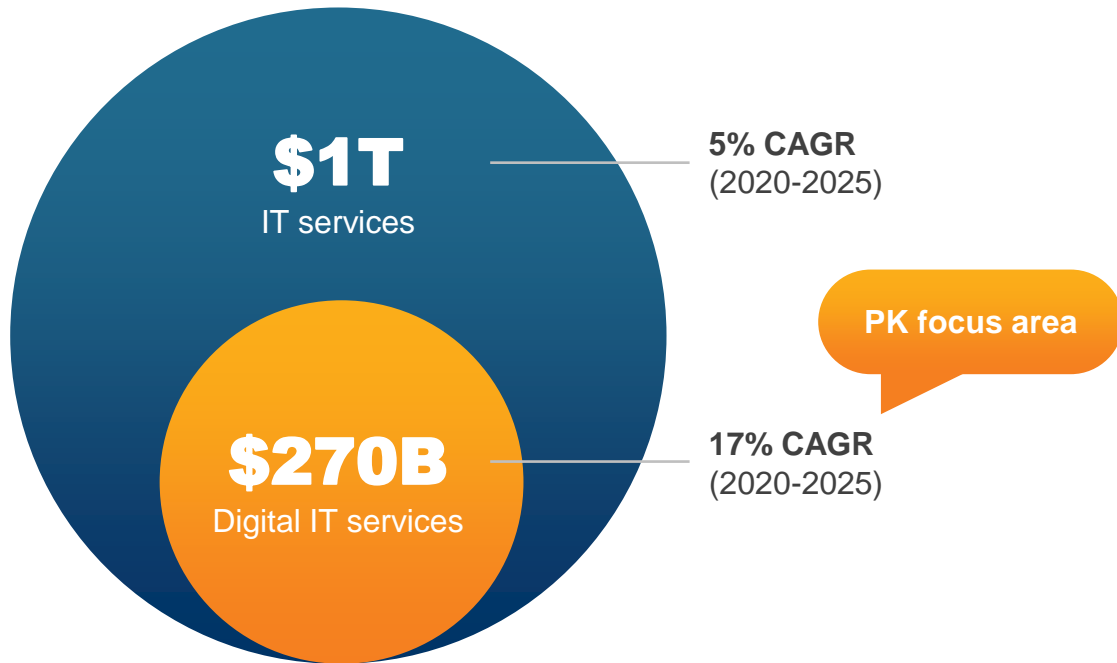
Strengthens presence in high growth, \$270B digital IT services market



Enhances financial profile through accretion to EPS and growth rate

Digital CX is a strategic imperative

Global outsourced IT services market



Top 3 Digital IT Business Priorities



Source: Gartner, McKinsey, client feedback.

PK a leading CX design engineering company

\$530M expected revenue*

\$85M expected adjusted EBITDA*

20%+ expected revenue growth*

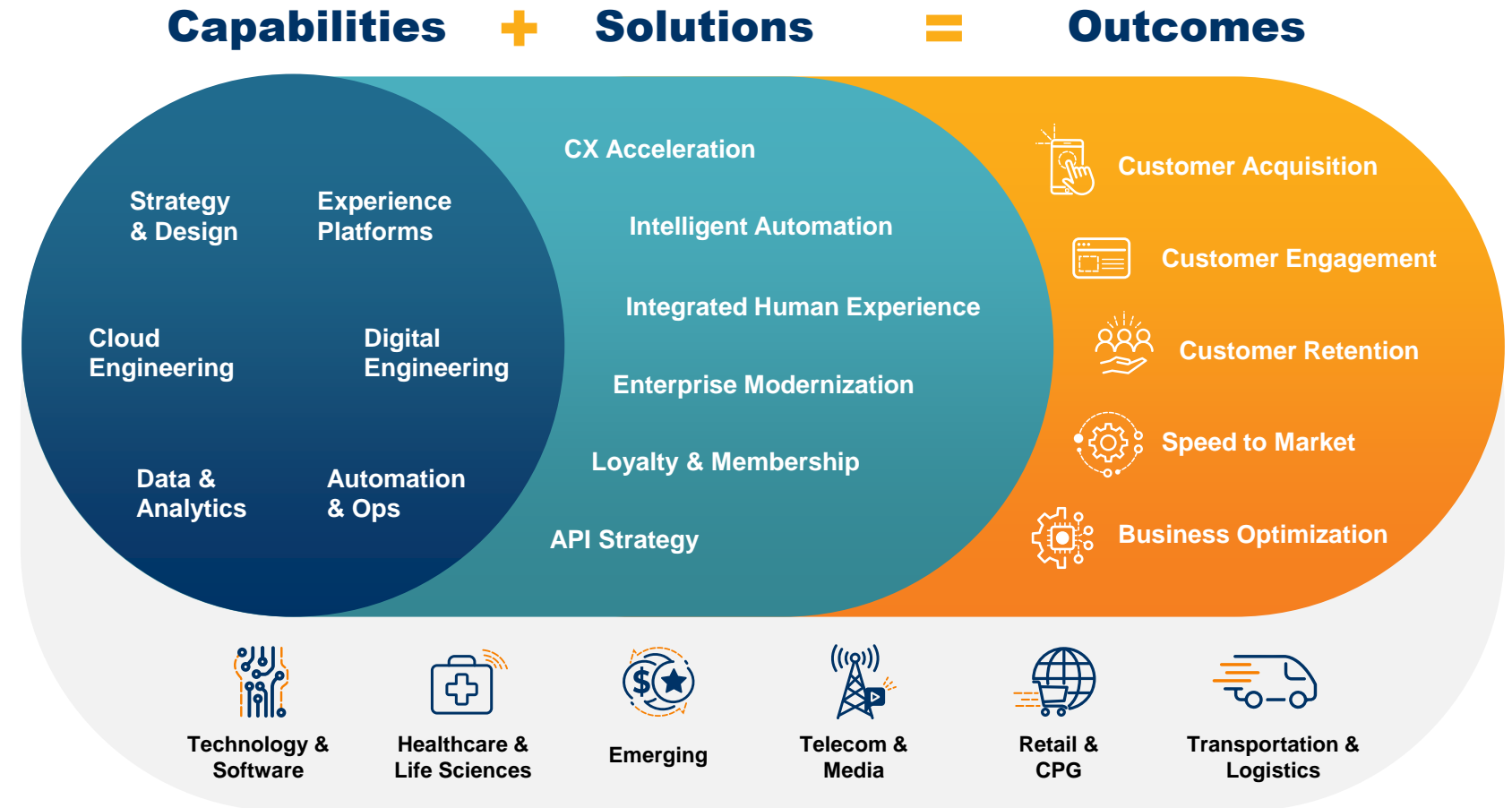
5,000+ employees

11 locations across **4** countries

65+ NPS

200+ IP Assets

80% of revenue with F250 clients

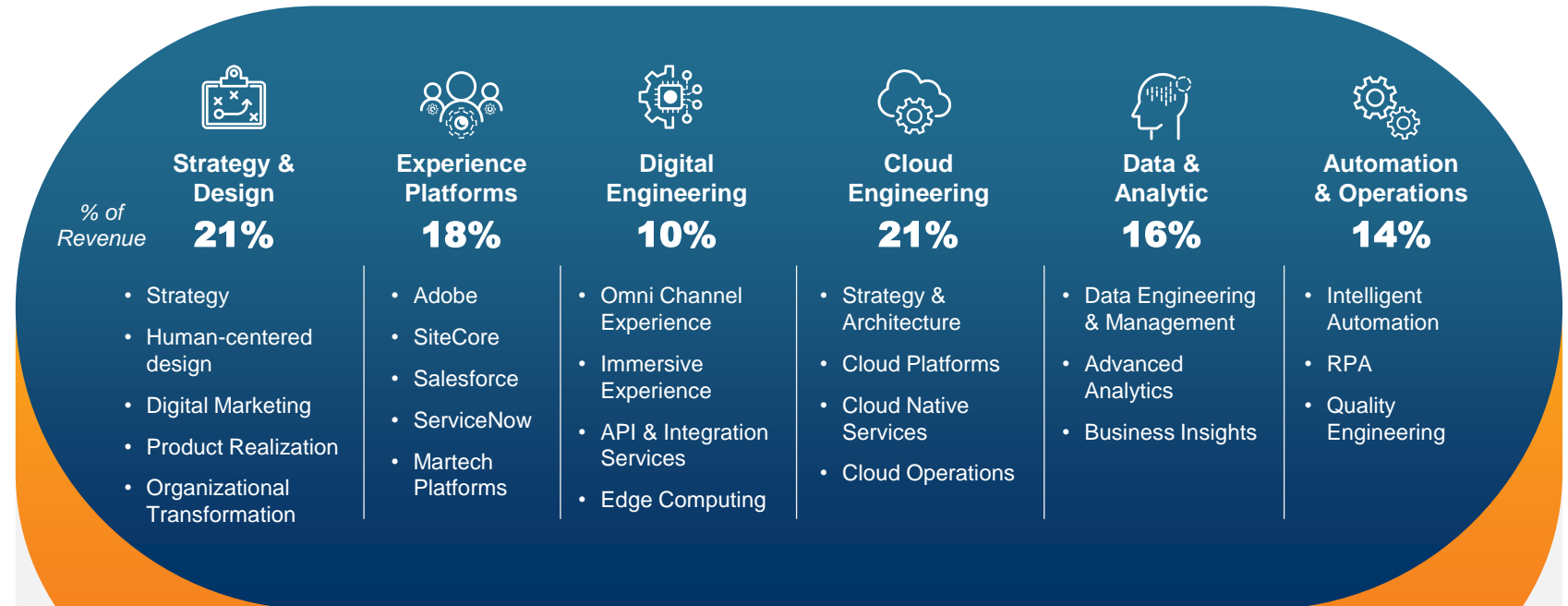


PK accelerates digital outcomes for clients by combining expertise and solutions to design and engineer pioneering CX

*Based on expected financial results for the first full year following the acquisition. Adjusted EBITDA is a non-GAAP financial measure and excludes transaction and integration costs, share-based compensation and amortization of intangibles. See Appendix for more information.

PK's digital offerings

Differentiated capabilities and solutions targeting high-growth industries



A strong portfolio of IP



200+ IP assets: Technology IP, point of view, patents, trademarks, publications

Partnerships with 20+ leading platforms



CX transformation partner for leading brands



Global software technology company

15 year relationship

90 NPS

PK, as a full-service enablement partner, drove the company's sales transformation through digital channels

- Average deal size was **3x** higher with an unprecedented **55%** conversation rate



Leading healthcare provider

10 year relationship

83 NPS

PK transformed online membership into a feature-rich, self-service digital platform that functions as a powerful customer engagement lever

- Increased digitally enabled self-service by **23%**
- Increased customer engagement and loyalty



Global lifestyle footwear retailer

5 year relationship

PK delivered an innovative, digitally-led membership program

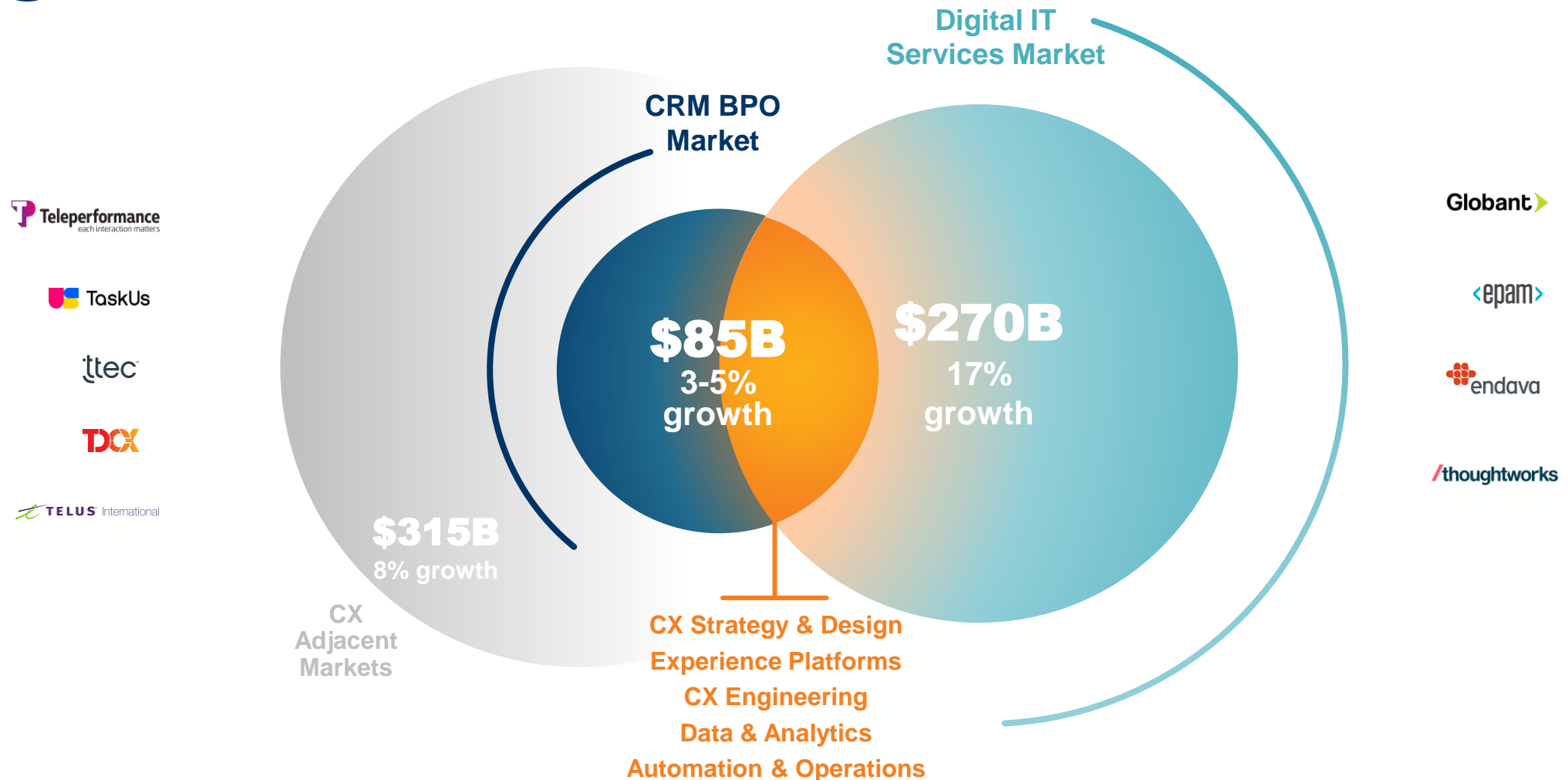
- More than **1M** new members joined within the first month
- Loyalty members had a **5%** higher average order value and an **18%** higher purchase frequency via app within 8 months

Award winning digital capabilities



- Seasoned digital management team
- Culturally aligned to Concentrix with focus on client success
- Developing disruptive digital solutions
- Supports multiple platform technologies
- Recognized industry leader
- Patented technology

Further expands into the large and growing digital services market



Source: Gartner, IDC, Everest, HFS, MarketsandMarkets research firm and other industry research.

Enhances our financial profile



- Expect first full year revenue of ~\$530M, adjusted EBITDA of ~\$85M*, and 20%y-o-y growth
- Complementary expertise and client base
- Highly effective global delivery model
- Truly differentiated CX driven capabilities and comprehensive suites of solutions
- Multiple levers to drive further margin expansion



- Accelerates our revenue growth and further expands our addressable market
- Cross-sell opportunities and revenue synergies
- EPS immediately accretive and value creating to our shareholders
- Unique combination of the best of digital CX solutions and services
- Margin expansion possibilities on both sides

*Adjusted EBITDA is a non-GAAP financial measure and excludes transaction and integration costs, share-based compensation and amortization of intangibles. See Appendix for more information.

Transaction Overview

Structure

- Investment of approximately \$1.6 billion
 - All-cash consideration
 - Transaction expected to be financed primarily through additional bank debt borrowings under amended credit facility
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Financial Overview

- Expect non-GAAP diluted earnings per common share* accretion of at least \$0.50 in the first full year, with further accretion expected in the second full year
 - Net leverage expected to be 2.5x at close on a trailing twelve-month pro forma basis. Concentrix expects to reduce net leverage within the first twelve months after the transaction closes
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Timeline

- Expected to close in our first fiscal quarter of 2022
- Subject to regulatory requirements and other customary closing conditions

*Non-GAAP diluted EPS is a non-GAAP financial measure and excludes transaction and integration costs, share-based compensation and amortization of intangibles. See Appendix for more information.

Our Digital Vision for CX



- Committed to helping our clients transform their customer journey
- Significant opportunity to build more complex digital engagements to take CX to the next level
- Unmatched capabilities in pure CX services at scale
- Continue our investment in technology and innovation, driving organic and inorganic growth
- Well positioned to deliver sustained profitability and enhance shareholder returns

Appendix

Non-GAAP Financial Measures

We refer to certain non-GAAP financial measures in this presentation, including:

- Non-GAAP operating income, which is operating income, adjusted to exclude acquisition-related and integration expenses, including related restructuring costs, amortization of intangible assets, share-based compensation and gain on divestitures and related transaction costs.
- Adjusted earnings before interest, taxes, depreciation, and amortization, or adjusted EBITDA, which is non-GAAP operating income, as defined above, plus depreciation.
- Non-GAAP diluted earnings per common share (“EPS”), which is diluted EPS excluding the per share, tax effected impact of acquisition-related and integration expenses, including related restructuring costs, amortization of intangible assets, and share-based compensation.

We believe that providing this additional information is useful to better assess and understand 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. 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. A reconciliation of the forward-looking adjusted EBITDA and non-GAAP diluted EPS to the most directly comparable GAAP financial measures is not provided because we are unable to provide such reconciliation without unreasonable effort, due to the uncertainty and inherent difficulty of predicting the occurrence and the financial impact of such items and the periods in which such items may be recognized. For the same reasons, we are unable to address the probable significance of the unavailable information, which could be material to future results.

Non-GAAP Reconciliation

	<u>Fiscal Year Ended November 30, 2021 (Projected)*</u>
Operating income	\$569.1
Amortization of intangibles	137.2
Share-based compensation	37.3
Gain on divestitures and related transaction costs	(13.2)
Non-GAAP Operating Income	<u>\$730.3</u>

* Based on actual results for nine months ended August 31, 2021 and midpoint of Company's guidance for quarter ended November 30, 2021

Note: USD in Millions