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# INVESTOR PRESENTATION

Q4 FY2022



# Disclaimer

This presentation includes forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. All statements contained in this presentation, other than statements of historical facts, are forward-looking statements. The words “believe,” “estimate,” “expect,” “may,” “will” and similar expressions are intended to identify forward-looking statements. Such forward-looking statements include, but are not limited to, the statements regarding our business strategy and our plans and objectives for future operations, our addressable market, potential technological disruptions, and client demand for our services. Forward-looking statements involve known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from the results anticipated by these forward-looking statements, including, but not limited to: our business, results of operations and financial condition may be negatively impacted by the COVID-19 pandemic and the conflict between Russia and Ukraine or if general economic conditions in Europe, the United States or the global economy worsen; our ability to manage our rapid growth or achieve anticipated growth; our ability to retain existing clients and attract new clients, including our ability to increase revenue from existing clients and diversify our revenue concentration; our ability to attract and retain highly-skilled IT professionals at cost-effective rates; our ability to penetrate new industry verticals and geographies and grow our revenue in current industry verticals and geographies; our ability to maintain favourable pricing and utilisation rates; our ability to successfully identify acquisition targets, consummate acquisitions and successfully integrate acquired businesses and personnel; the effects of increased competition as well as innovations by new and existing competitors in our market; our ability to adapt to technological change and innovate solutions for our clients; our ability to collect on billed and unbilled receivables from clients; our ability to effectively manage our international operations, including our exposure to foreign currency exchange rate fluctuations; our ability to remediate the identified material weaknesses and maintain an effective system of disclosure controls and internal control over financial reporting and our future financial performance, including trends in revenue, cost of sales, gross profit, selling, general and administrative expenses, finance income and expense and taxes, as well as other risks and uncertainties discussed in the “Risk Factors” sections of our Annual Report filed with the Securities and Exchange Commission (the “SEC”) on September 28, 2021, as well as in any subsequent filings we may make with the SEC.

Except as required by law, we assume no duty to update any of these forward-looking statements after the date of this presentation to conform these statements to actual results or revised expectations. You should, therefore, not rely on these forward-looking statements as representing our views as of any date subsequent to the date of this presentation. Moreover, except as required by law, neither we nor any other person assumes responsibility for the accuracy and completeness of the forward-looking statements contained in this presentation.

This presentation also contains estimates and other statistical data made by independent parties and by us relating to market size and growth and other data about our industry. This data involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates. Neither we nor any other person makes any representation as to the accuracy or completeness of such data or undertakes any obligation to update such data after the date of this presentation. In addition, projections, assumptions and estimates of our future performance and the future performance of the markets in which we operate are necessarily subject to a high degree of uncertainty and risk.

By attending or receiving this presentation you acknowledge that you will be solely responsible for your own assessment of the market and our market position and that you will conduct your own analysis and be solely responsible for forming your own view of the potential future performance of our business.

This presentation includes non-IFRS financial measures which have certain limitations and should not be considered in isolation, or as alternatives to or substitutes for, financial measures determined in accordance with IFRS. The non-IFRS measures as defined by us may not be comparable to similar non-IFRS measures presented by other companies. Our presentation of such measures, which may include adjustments to exclude unusual or non-recurring items, should not be construed as an inference that our future results will be unaffected by these or other unusual or non-recurring items. See the IFRS to Non-IFRS Reconciliation section for a reconciliation of these non-IFRS financial measures to the most directly comparable IFRS financial measures.

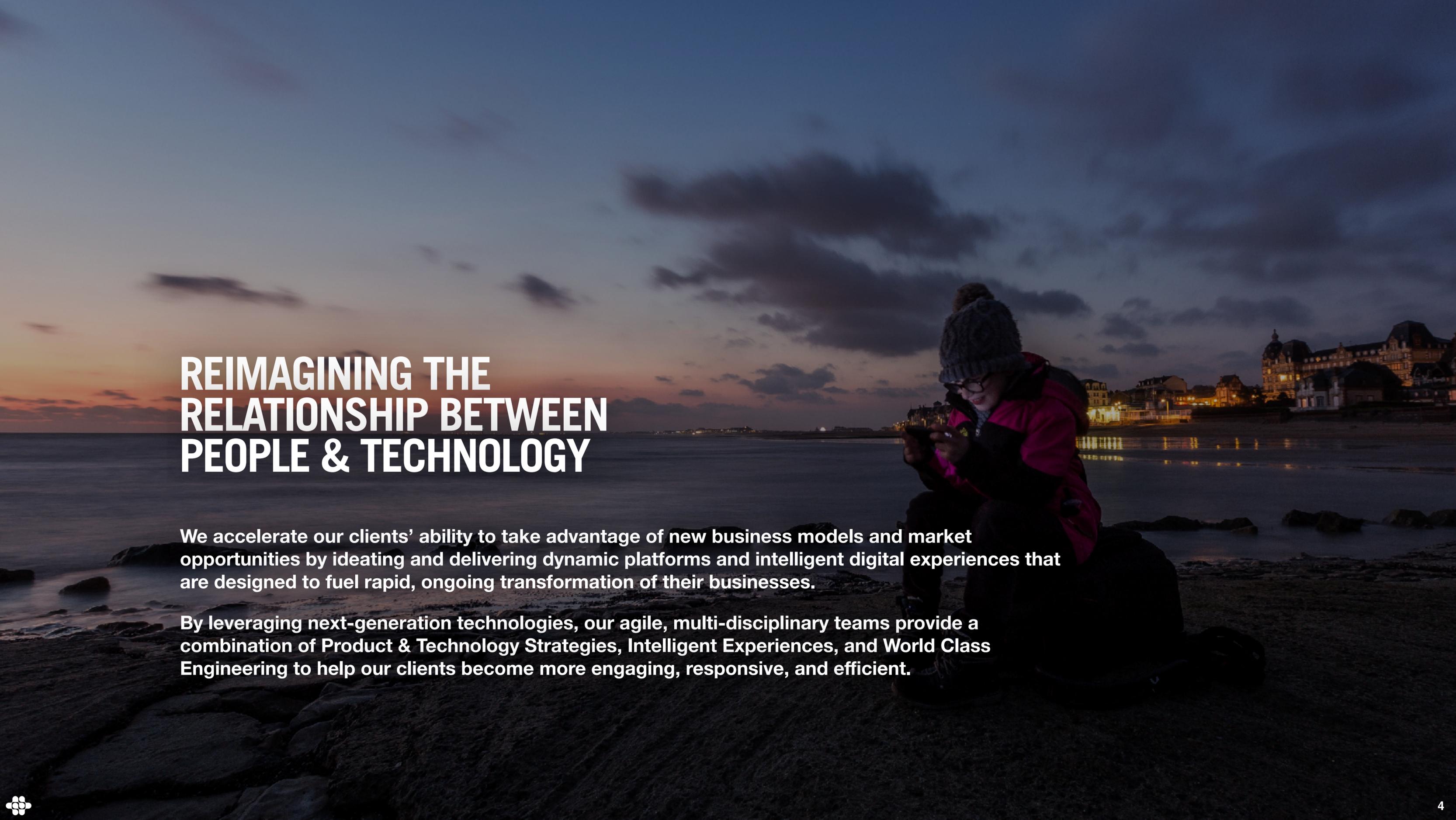




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# REIMAGINING THE RELATIONSHIP BETWEEN PEOPLE & TECHNOLOGY





# REIMAGINING THE RELATIONSHIP BETWEEN PEOPLE & TECHNOLOGY

We accelerate our clients' ability to take advantage of new business models and market opportunities by ideating and delivering dynamic platforms and intelligent digital experiences that are designed to fuel rapid, ongoing transformation of their businesses.

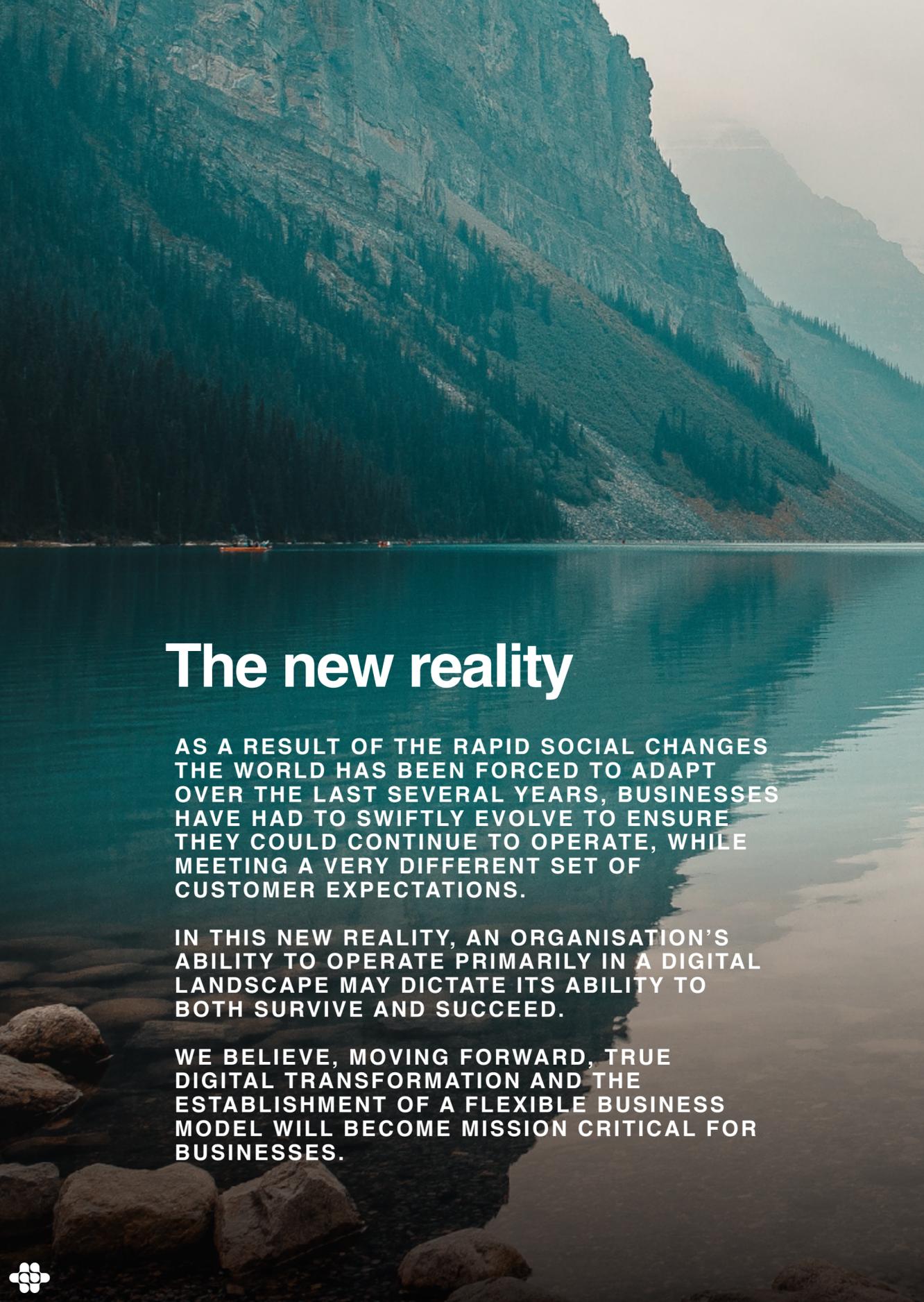
By leveraging next-generation technologies, our agile, multi-disciplinary teams provide a combination of Product & Technology Strategies, Intelligent Experiences, and World Class Engineering to help our clients become more engaging, responsive, and efficient.



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# Opportunity & Approach





## The new reality

AS A RESULT OF THE RAPID SOCIAL CHANGES THE WORLD HAS BEEN FORCED TO ADAPT OVER THE LAST SEVERAL YEARS, BUSINESSES HAVE HAD TO SWIFTLY EVOLVE TO ENSURE THEY COULD CONTINUE TO OPERATE, WHILE MEETING A VERY DIFFERENT SET OF CUSTOMER EXPECTATIONS.

IN THIS NEW REALITY, AN ORGANISATION'S ABILITY TO OPERATE PRIMARILY IN A DIGITAL LANDSCAPE MAY DICTATE ITS ABILITY TO BOTH SURVIVE AND SUCCEED.

WE BELIEVE, MOVING FORWARD, TRUE DIGITAL TRANSFORMATION AND THE ESTABLISHMENT OF A FLEXIBLE BUSINESS MODEL WILL BECOME MISSION CRITICAL FOR BUSINESSES.

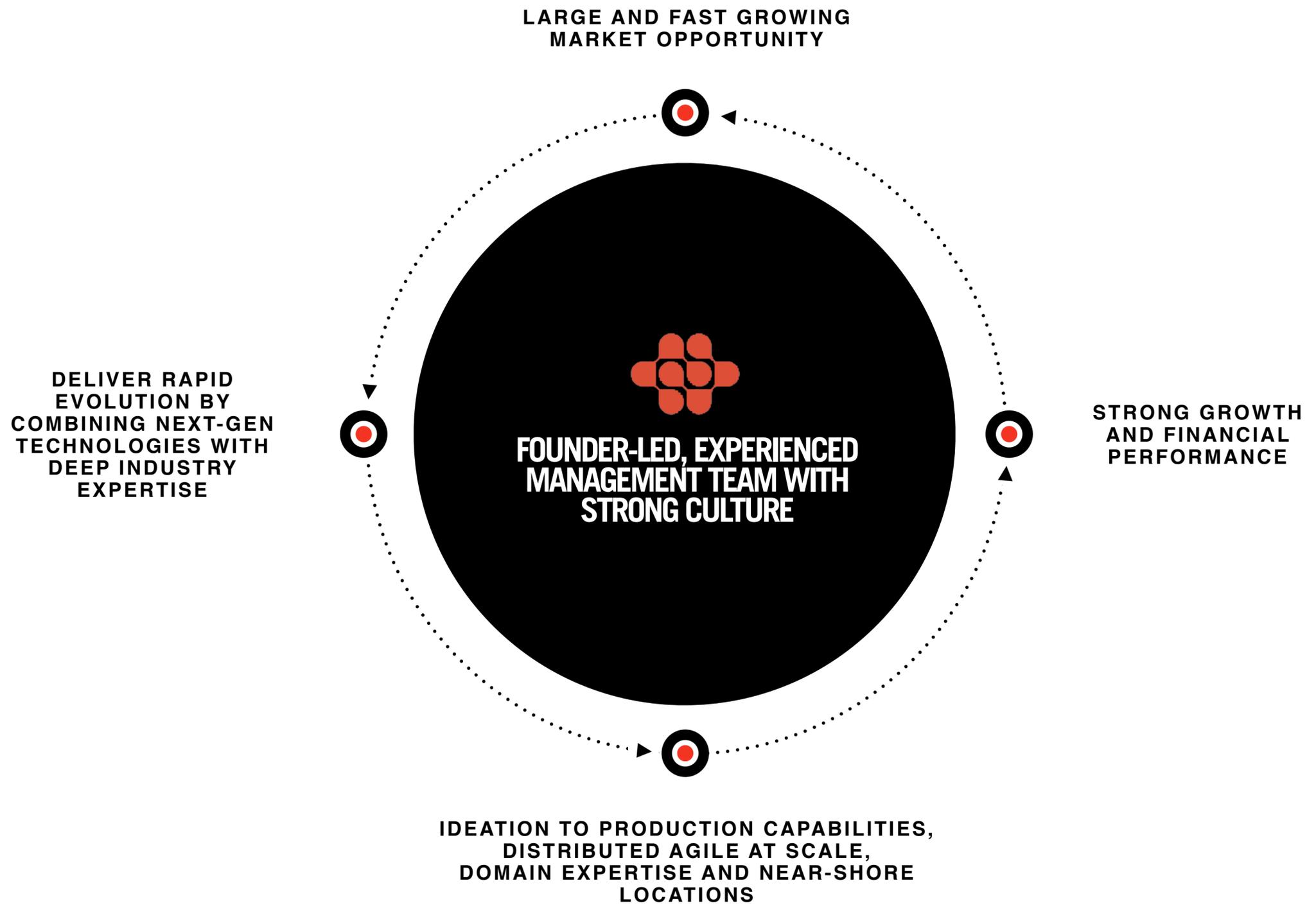
## We enable change

WE ARE A LEADING NEXT-GEN TECHNOLOGY SERVICES PROVIDER AND HELP ACCELERATE DISRUPTION BY DELIVERING RAPID EVOLUTION TO ENTERPRISES.

OUR PEOPLE SYNTHESIZE CREATIVITY, TECHNOLOGY, AND DELIVERY AT SCALE IN MULTI-DISCIPLINARY TEAMS, ENABLING US TO SUPPORT OUR CLIENTS FROM IDEATION TO PRODUCTION.

FROM PROOF OF CONCEPT, TO PROTOTYPE, TO PRODUCTION, WE USE OUR ENGINEERING EXPERTISE TO DELIVER ENTERPRISE PRODUCTS AND PLATFORMS CAPABLE OF HANDLING MILLIONS OF TRANSACTIONS PER DAY.

IN THIS NEW REALITY, WE'LL BUILD THE EXPERIENCES, TECHNICAL SCAFFOLDING, AND INFRASTRUCTURE DESIGNED TO ENABLE AN ENTIRELY NEW SET OF INTERACTIONS BETWEEN PEOPLE AND TECHNOLOGY.

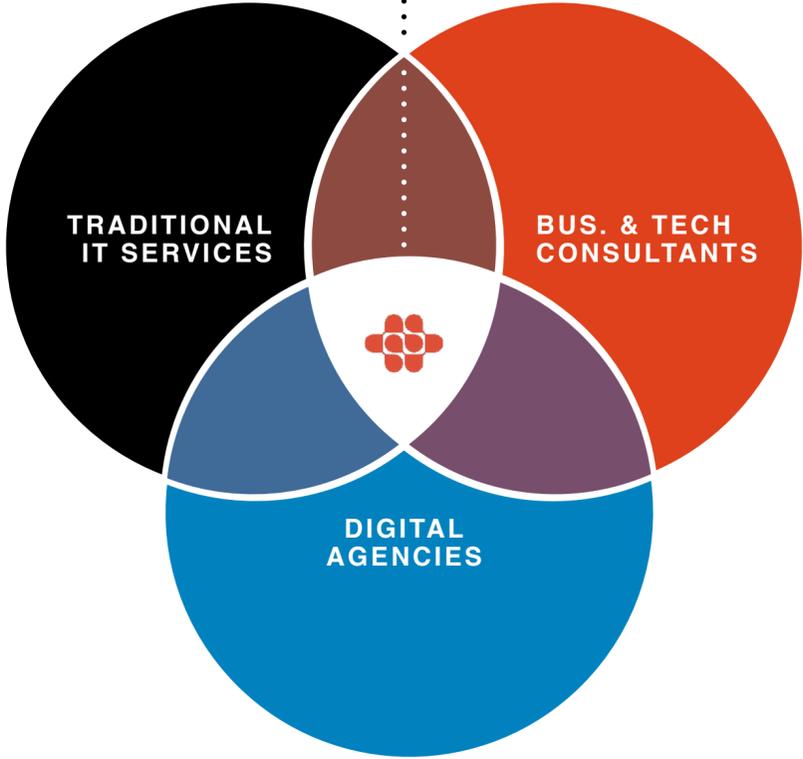




**WE ARE A PURE PLAY  
NEXT-GEN TECHNOLOGY COMPANY**

**ENGINEERING  
ENTERPRISE AGILE  
AUTOMATION**

**NEXT-GEN TECH  
STRATEGY  
USER EXPERIENCE**



**16.6**<sup>%</sup> FOR  
DIGITAL  
TRANSFORMATION  
INVESTMENTS

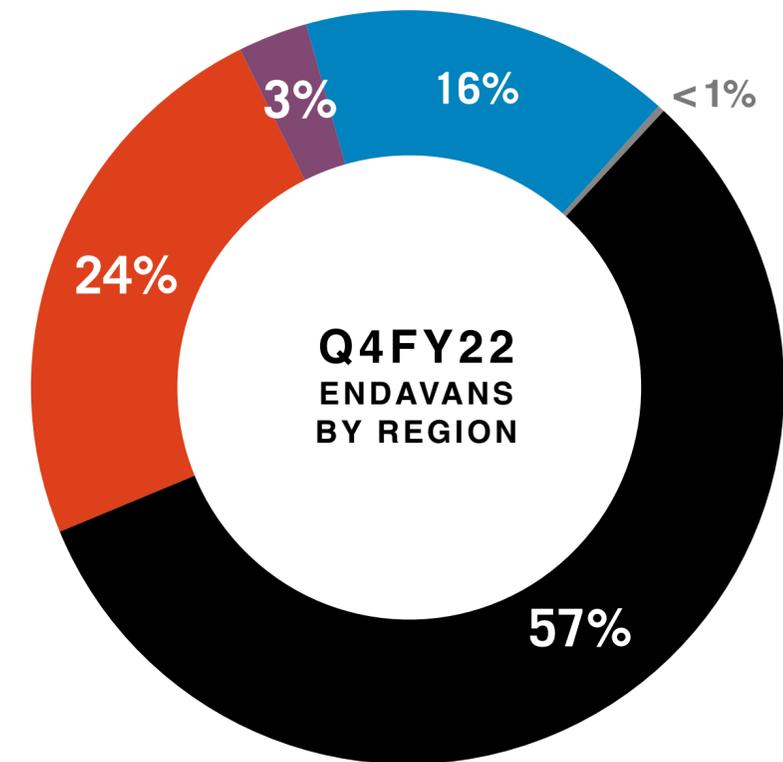
**2021 - 2025 CAGR**

**\$1.8T**

**2022**  
FORECAST

**We serve a  
large addressable  
market.**

Our people are at the heart of who we are and drive our success as a business. We enable Endavans to be the best they can be, through our positive working experience ensuring everyone feels respected, included, and connected to our culture.



- EUROPEAN UNION
- EUROPE NON-EU
- NORTH AMERICA
- LATIN AMERICA
- APAC & MIDDLE EAST

ENDAVANS BY GEOGRAPHY	FY19	FY20	FY21	FY22
Western Europe	254	448	493	602
Central Europe - EU Countries	3,062	3,368	4,469	6,093
<b>Central Europe - Non-EU Countries</b>	<b>3,316</b>	<b>3,816</b>	<b>4,962</b>	<b>6,695</b>
Latin America	1,583	1,810	2,361	2,842
North America	780	895	1,244	1,927
North America	75	103	311	348
APAC			5	38
Middle East				3
<b>TOTAL</b>	<b>5,754</b>	<b>6,624</b>	<b>8,883</b>	<b>11,853</b>



# 59 cities 26 countries

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## NEARSHORE LOCATIONS

**European Union:**  
Bulgaria, Croatia, Poland, Romania and Slovenia

**Central Europe:**  
Bosnia & Herzegovina, Moldova, North Macedonia and Serbia

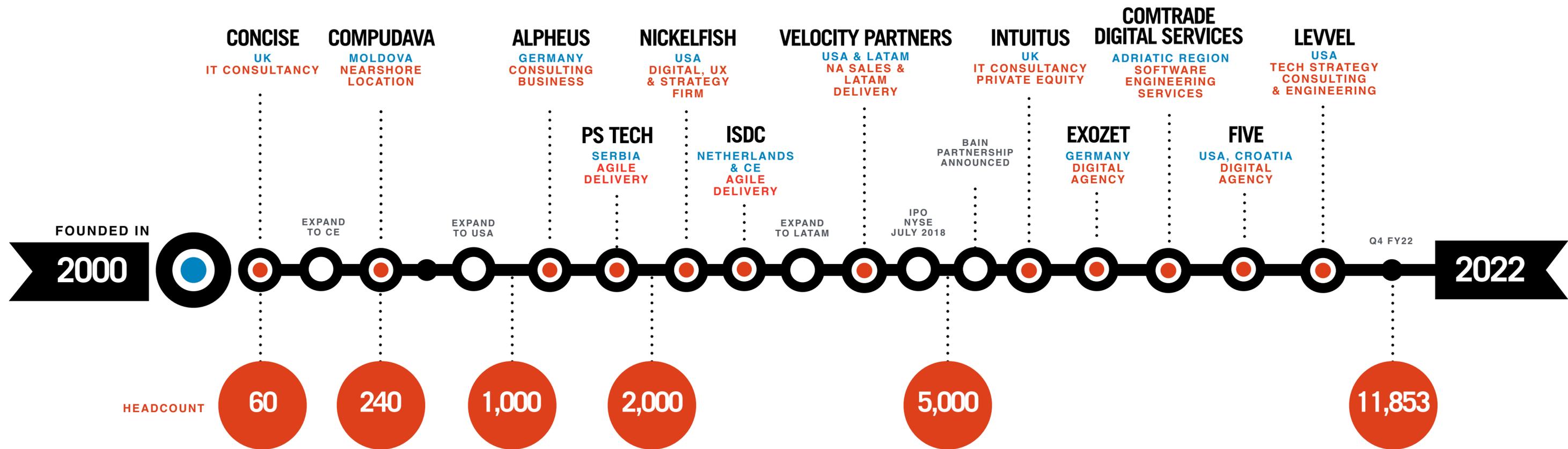
**Latin America:**  
Argentina, Colombia, Mexico and Uruguay

**Asia Pacific:**  
Malaysia

## CLOSE TO CLIENT

Australia  
Austria  
Canada  
Denmark  
Germany  
Ireland  
Netherlands  
Singapore  
Switzerland  
United Kingdom  
United Arab Emirates  
United States





# HISTORY OF ENDAVA

**PRODUCT & TECHNOLOGY  
STRATEGIES**



**WE CREATE  
VALUE THROUGH  
THE DELIVERY OF**

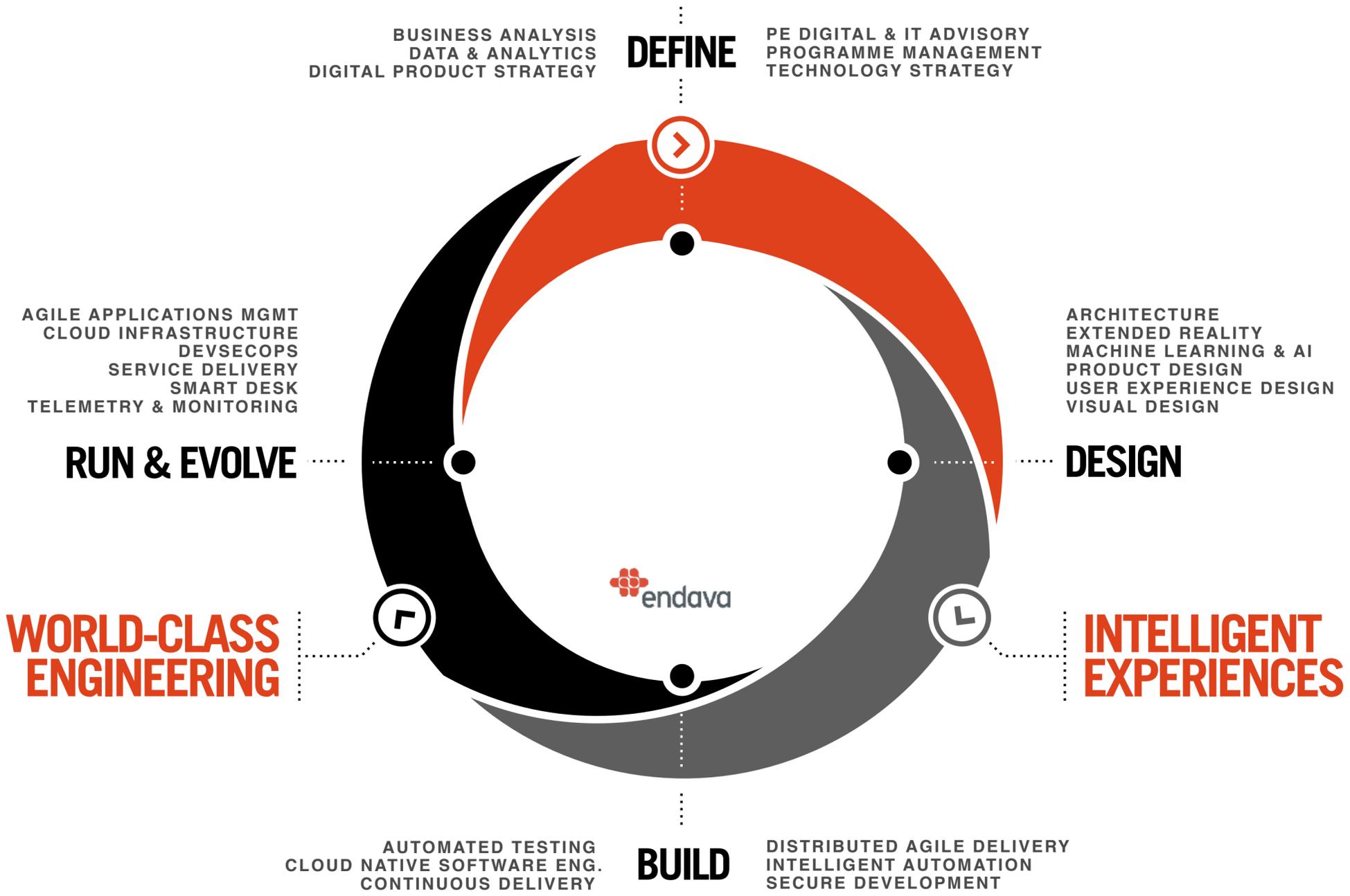
**WORLD-CLASS  
ENGINEERING**

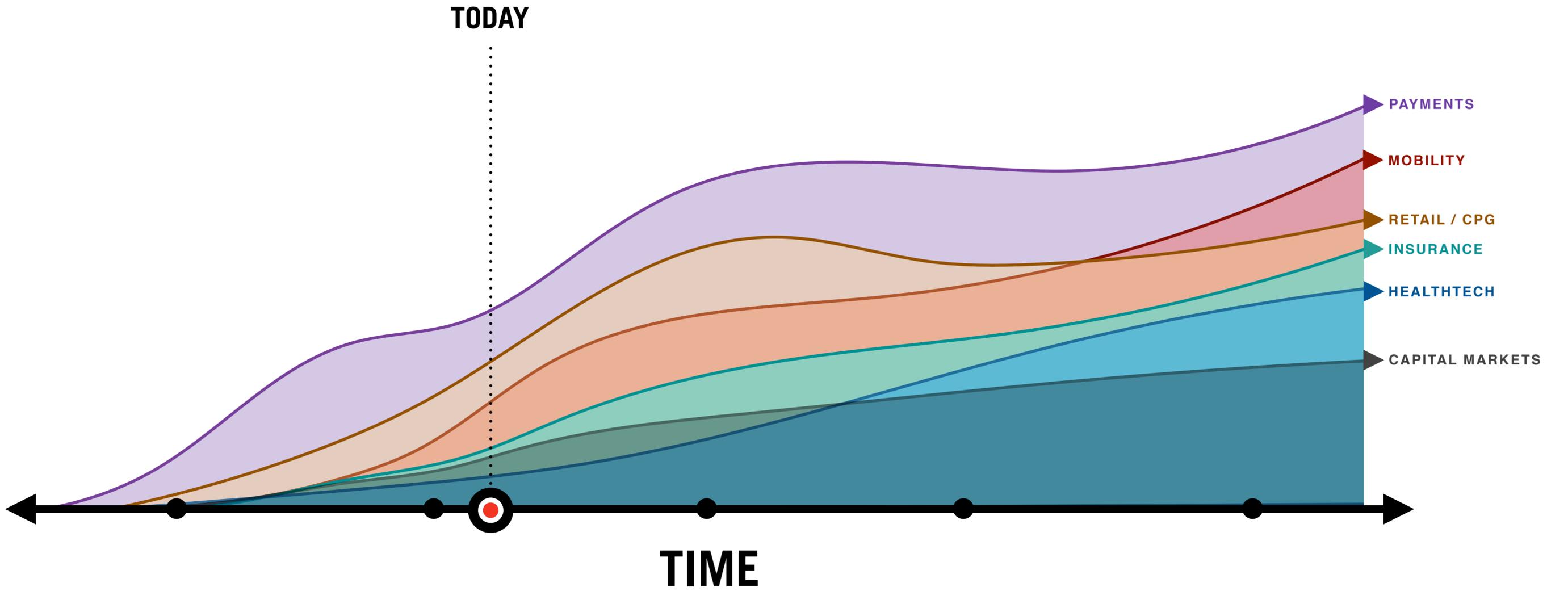


**INTELLIGENT  
EXPERIENCES**



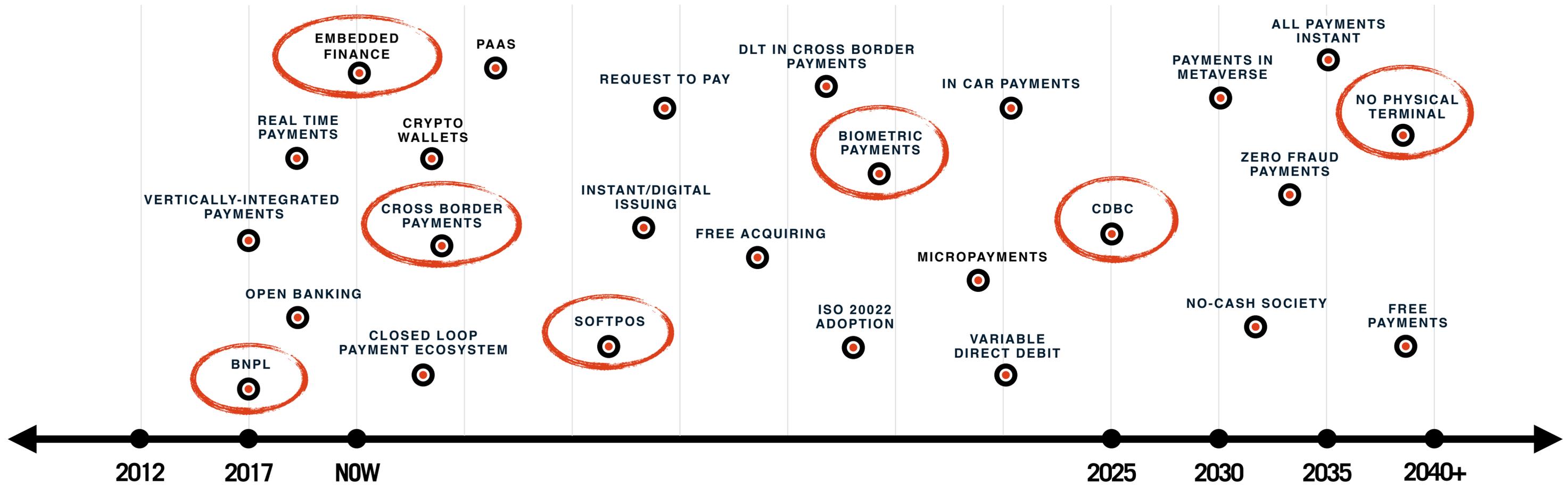
# PRODUCT & TECHNOLOGY STRATEGIES





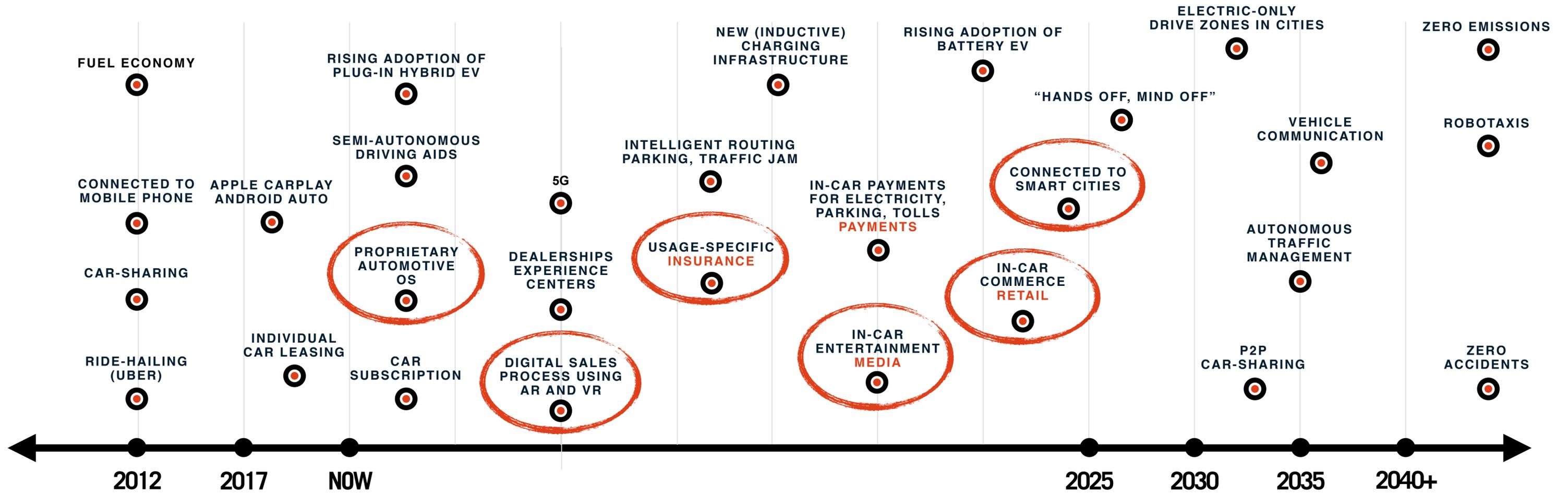
**TECHNOLOGY DISRUPTION WAVES & CONVERGENCE**





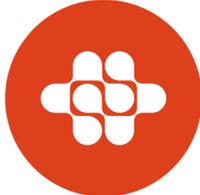
# PAYMENTS INDUSTRY TRENDS





# AUTOMOTIVE INDUSTRY TRENDS





# Scalability



AS WE STRIVE TO BE THE **ASPIRATIONAL BRAND** FOR IT PROFESSIONALS IN THE REGIONS IN WHICH WE OPERATE, WE ATTRACT HIGH QUALITY TALENT.



TO SUPPORT THIS GROWTH, WE NEED LEADERSHIP AND HAVE DEVELOPED THE '**PASS IT ON**' INITIATIVE WHICH DRIVES LOYALTY AND LOWERS ATTRITION.



WE USE TUCK-IN ACQUISITIONS TO ACCELERATE OUR GROWTH STRATEGY - TO EITHER ESTABLISH OURSELVES IN A NEW **GEO** OR TO ESTABLISH A NEW AREA OF **EXPERTISE** AND MARKET GROWTH.





**OUR  
PEOPLE**

**SOCIAL  
IMPACT**

**OPERATING  
RESPONSIBLY**

**INNOVATION &  
DATA INTEGRITY**

**ENVIRONMENTAL  
IMPACT**

## ENDAVA'S FIVE KEY SUSTAINABILITY FOCUS AREAS

## OUR PEOPLE

We enable our people to be the best they can be by fostering an inclusive culture, providing career and progression opportunities, and supporting their wellbeing.

## ENVIRONMENTAL IMPACT

We follow sound environmental practices to lower our energy footprint, reduce waste, choose greener infrastructures and equipment, and promote environmentally friendly ways of working.

## INNOVATION & DATA INTEGRITY

We help our clients to accelerate industry transformation by reimagining the relationship between people and technology, while safeguarding our clients' privacy and protecting the assets entrusted to us according to industry standards.



## SOCIAL IMPACT

We contribute to the societies we are part of, and more broadly the Technology & Services industry, through community and fundraising activities in the areas of Education, Health and the Environment.

## OPERATING RESPONSIBILITY

We apply the highest standards of business conduct and ethics to work situations and strive to make the right decisions that benefit our people, inventors, customers, suppliers and society.

# KEY SUSTAINABILITY COMMITMENTS

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# Financials

# Financial Highlights

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MASTER SERVICE AGREEMENTS WITH CLIENTS

PRIMARILY T&M BASED PRICING

LONG-TERM CLIENT RELATIONSHIPS

STRONG REVENUE GROWTH

HEALTHY MARGINS

LOW CAPEX REQUIREMENTS

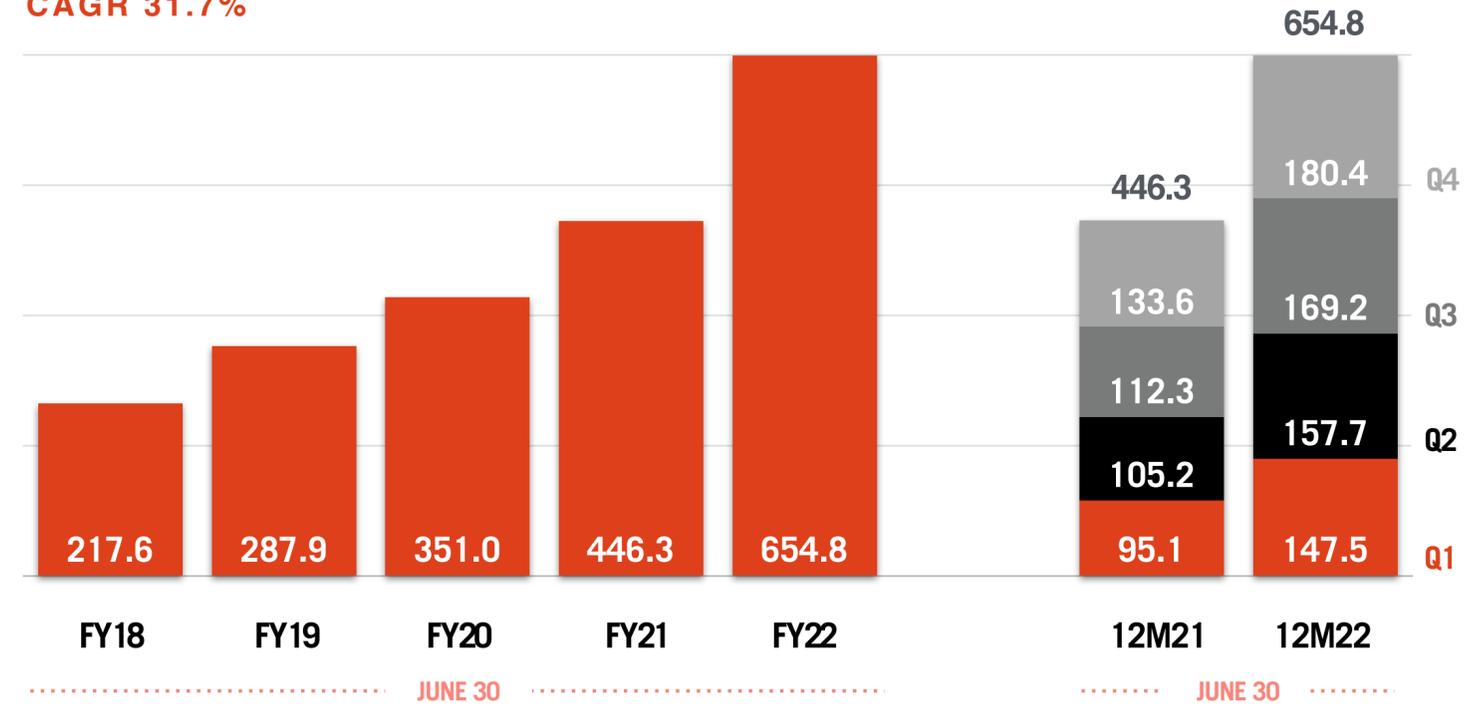
POSITIVE ADJUSTED FREE CASH FLOW



# Revenue (£m)

CAGR 31.7%

+46.7% YOY

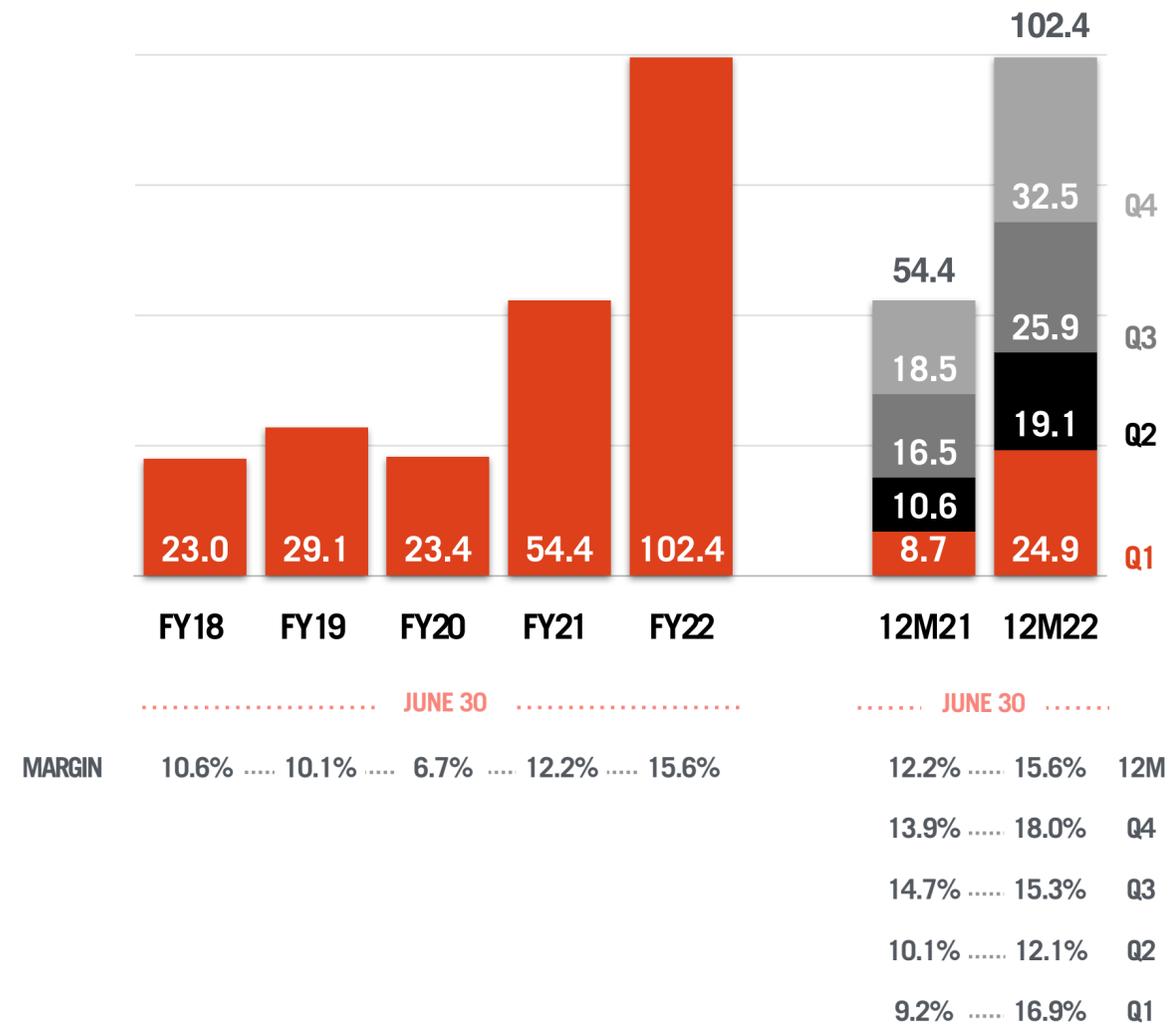


OVER LAST 5 YEARS, 88.6% OF REVENUE (ON AVERAGE) EACH FISCAL YEAR WAS GENERATED FROM CLIENTS IN THE PREVIOUS YEAR.

**STRONG REVENUE GROWTH**

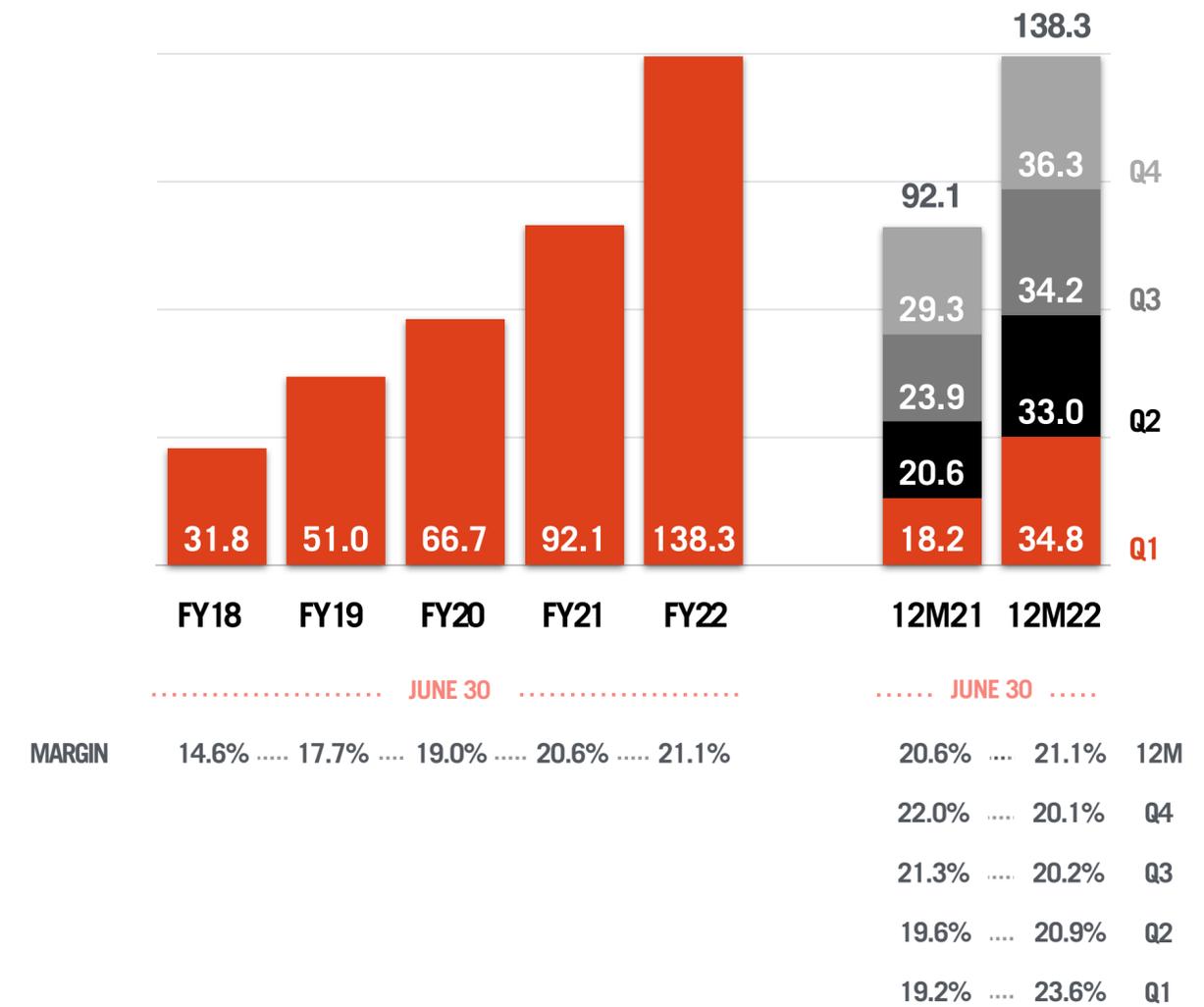


## Profit Before Tax (£m)



## Adjusted Profit Before Tax (£m)\*

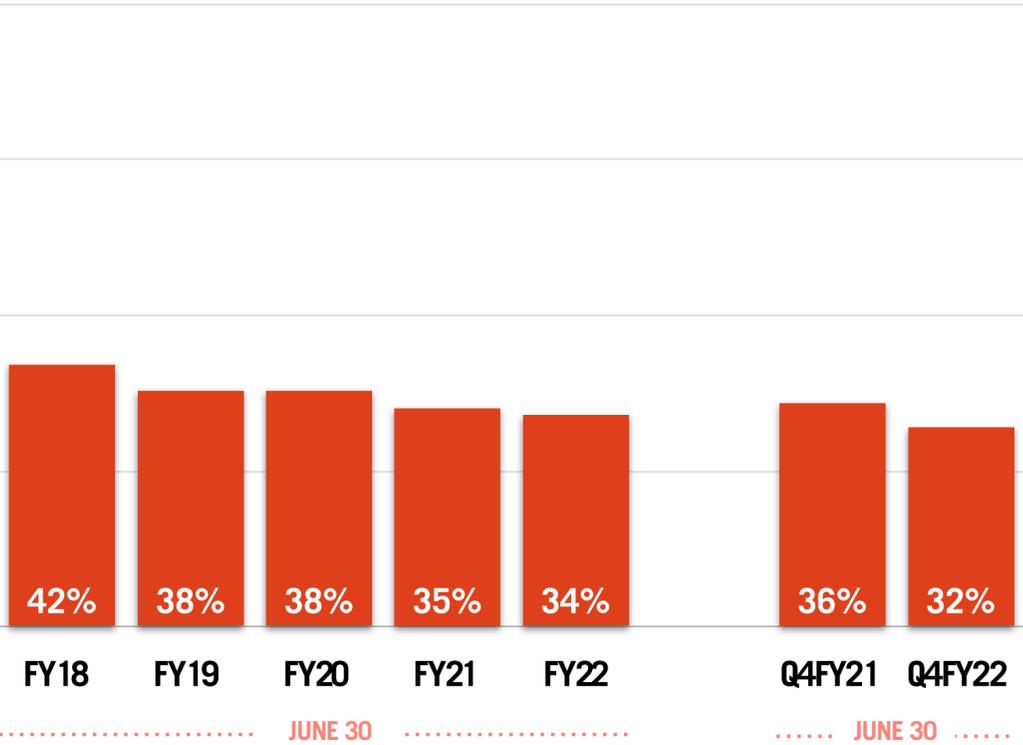
CAGR 44%



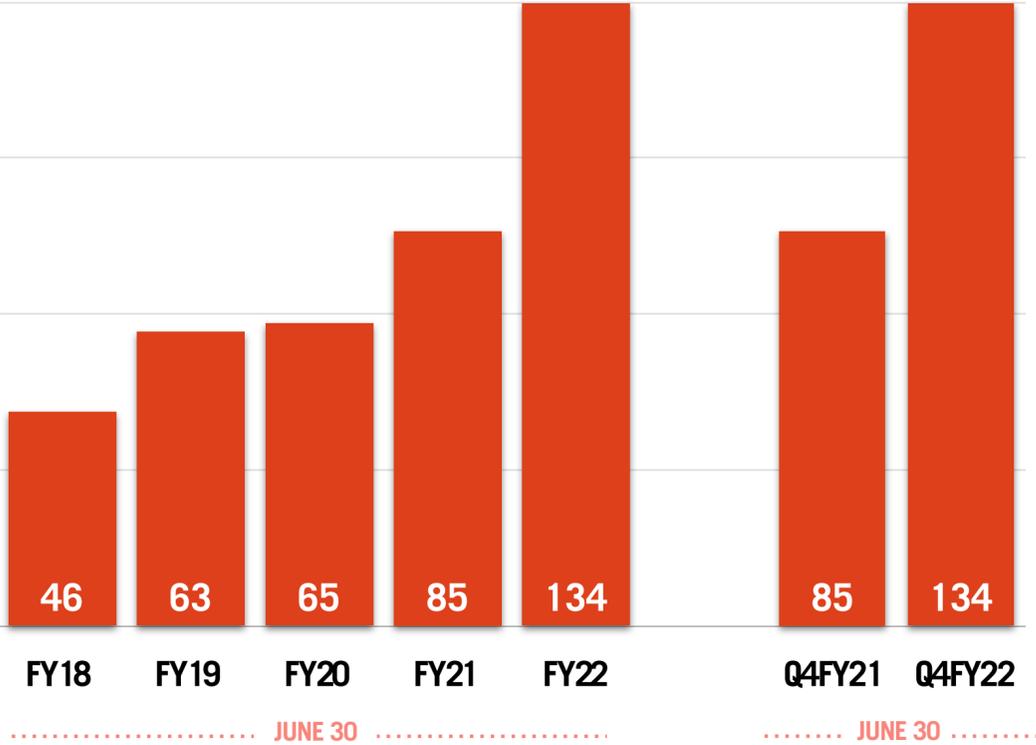
**ROBUST PROFITABILITY**

\* See page 30 for reconciliation of IFRS to Non-IFRS metrics 24

### Top Client Revenue % ■ TOP TEN



### No. of Clients / Revenue > £1m\*

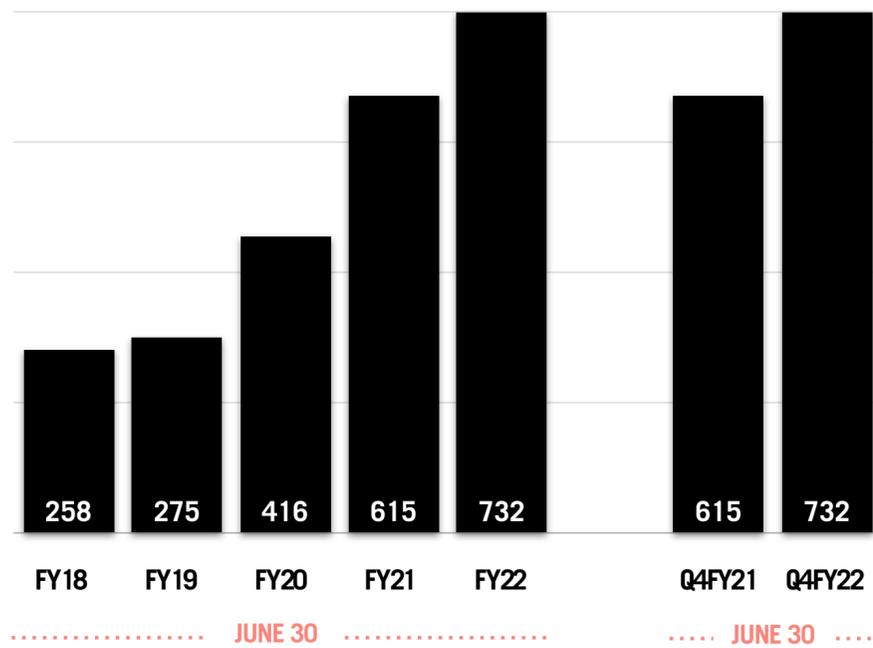


# DEEP CLIENT RELATIONSHIPS

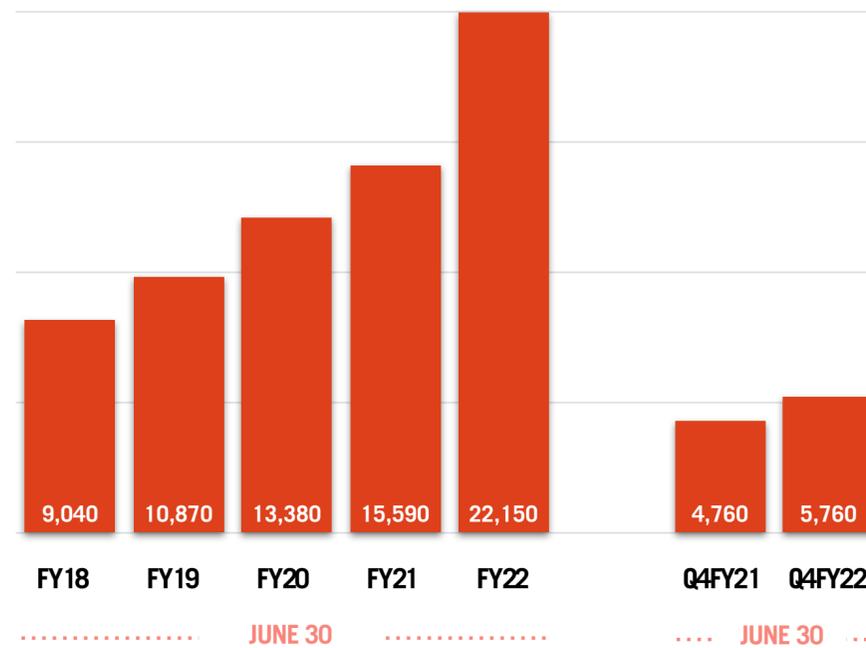
\* Calculated on a 12 month rolling basis. 25



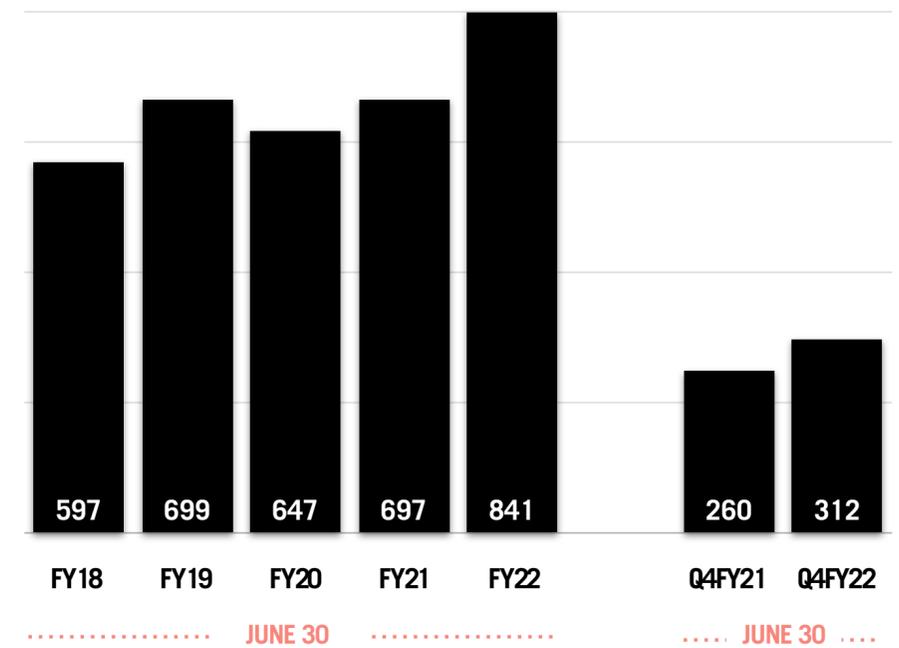
## Total No. of Clients



## Average Spend: TOP TEN CLIENTS (£000s)



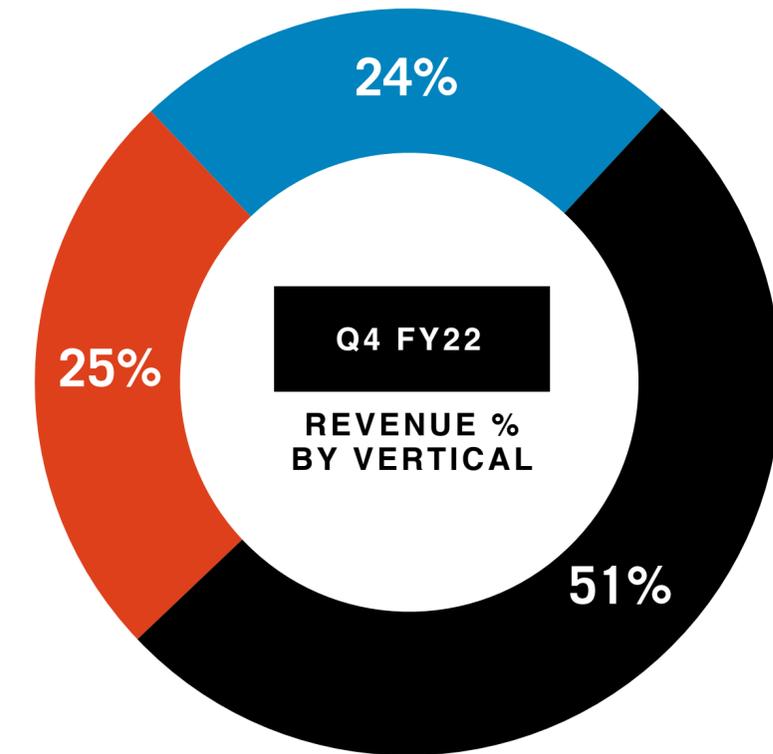
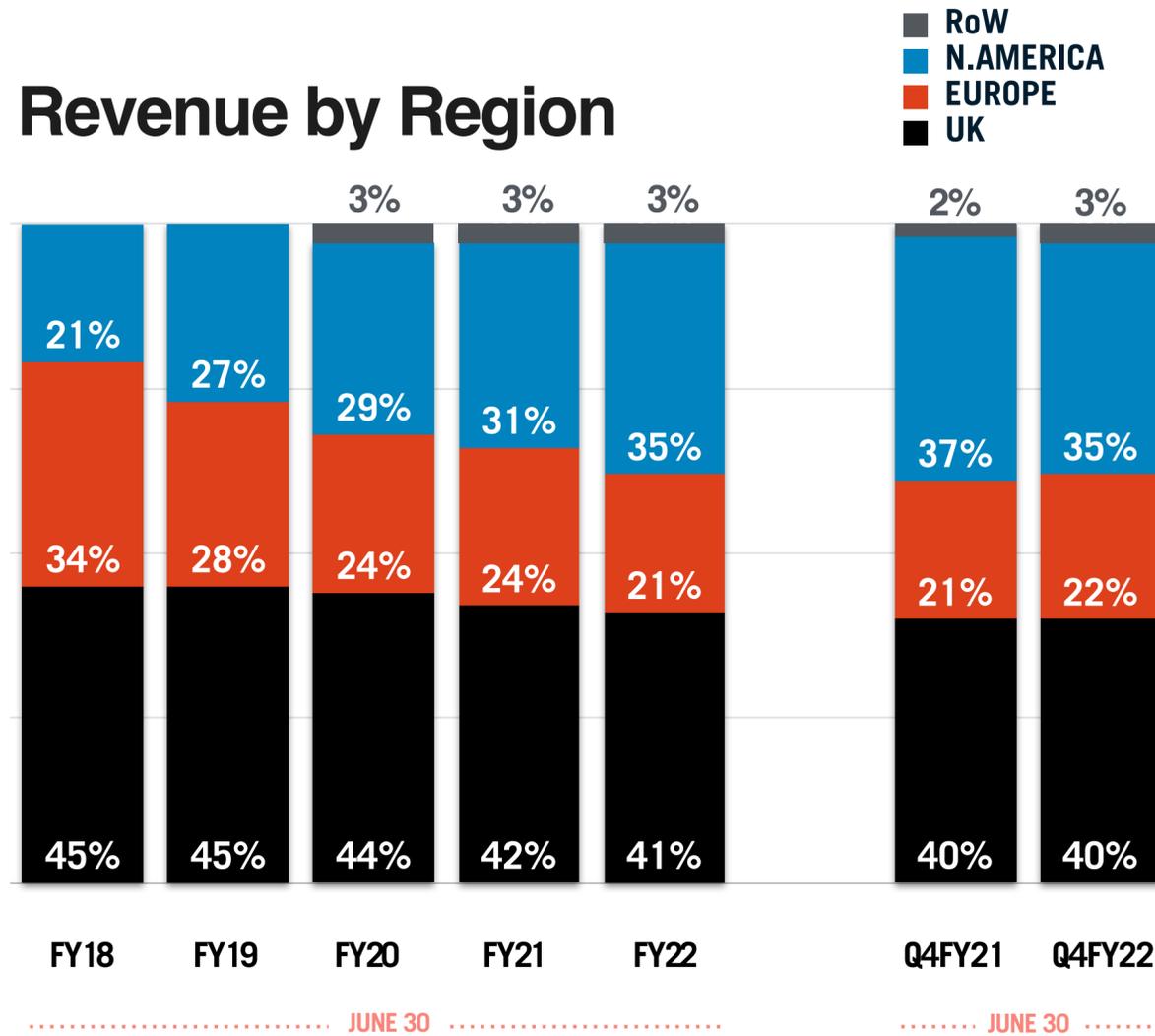
## Average Spend: REMAINING CLIENTS (£000s)



**INCREASING NUMBER & SPEND OF CLIENTS**



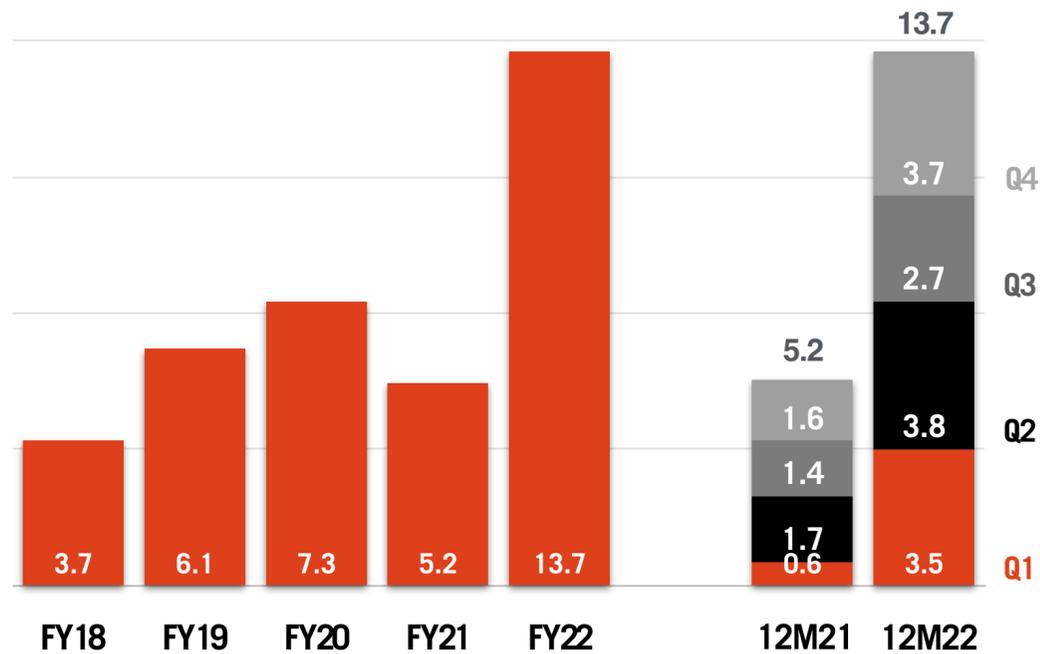
## Revenue by Region



- PAYMENTS AND FINANCIAL SERVICES
- TECHNOLOGY, MEDIA & TELECOMMUNICATIONS
- OTHER \*

**DIVERSE REVENUE BASE: GEOGRAPHY & INDUSTRY VERTICALS**

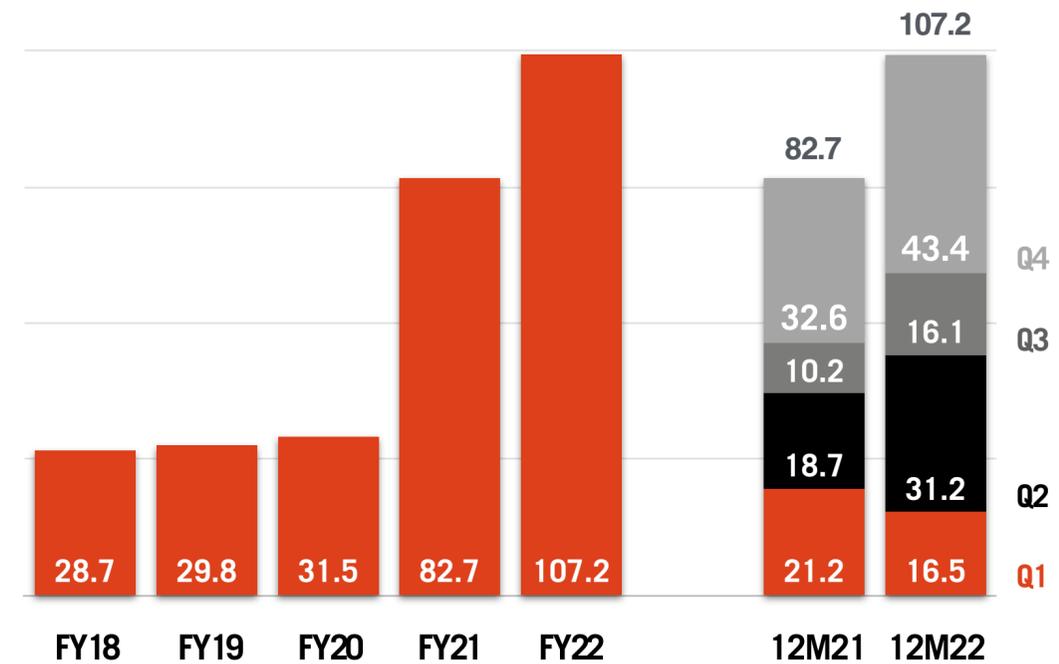
## Capital Expenditures (£m)



..... JUNE 30 .....

Period	% OF REVENUE
FY18	1.7%
FY19	2.1%
FY20	2.1%
FY21	1.2%
FY22	2.1%
12M21 (Total)	1.2%
12M21 (Q1)	0.6%
12M21 (Q2)	1.6%
12M21 (Q3)	1.2%
12M21 (Q4)	1.2%
12M22 (Total)	2.1%
12M22 (Q1)	2.3%
12M22 (Q2)	2.4%
12M22 (Q3)	1.6%
12M22 (Q4)	2.1%

## Adjusted Free Cash Flow (£m)\*



..... JUNE 30 .....

Period	% OF REVENUE
FY18	13.2%
FY19	10.4%
FY20	9.0%
FY21	18.5%
FY22	16.4%
12M21 (Total)	18.5%
12M21 (Q1)	22.3%
12M21 (Q2)	17.7%
12M21 (Q3)	9.1%
12M21 (Q4)	24.4%
12M22 (Total)	16.4%
12M22 (Q1)	11.2%
12M22 (Q2)	19.8%
12M22 (Q3)	9.5%
12M22 (Q4)	24.1%

**LOW CAPEX & POSITIVE ADJUSTED FCF**



Q4 FY2022

# Appendix



SUPPLEMENTAL NON-IFRS FINANCIAL INFORMATION

	TWELVE MONTHS ENDED JUNE 30			THREE MONTHS ENDED JUNE 30	
	2020 <sup>(1)</sup>	2021 <sup>(1)</sup>	2022	2021 <sup>(1)</sup>	2022
<b>Reconciliation of Revenue Growth at Constant Currency to Revenue Growth as Reported under IFRS</b>					
<b>Revenue Growth as Reported under IFRS</b>	21.9 %	27.2 %	46.7 %	47.7 %	35.0 %
Foreign exchange rates impact	(0.9)%	2.4 %	0.9 %	7.2 %	(4.1)%
<b>Revenue Growth at Constant Currency Including Worldpay Captive</b>	<b>21.0 %</b>	<b>29.6 %</b>	<b>47.6 %</b>	<b>54.9 %</b>	<b>30.9 %</b>
Impact of Worldpay Captive	3.2 %	0.8 %	— %	— %	— %
<b>Proforma Revenue Growth Rate at Constant Currency Excluding Worldpay Captive</b>	<b>24.2 %</b>	<b>30.4 %</b>	<b>47.6 %</b>	<b>54.9 %</b>	<b>30.9 %</b>
<b>Reconciliation of Adjusted Profit Before Tax and Adjusted Profit for the Period</b>					
<b>£ in 000s</b>					
Profit before Tax	23,364	54,368	102,379	18,538	32,491
Adjustments:					
Share based compensation expense	15,663	24,427	35,005	6,909	7,463
Discretionary EBT bonus	27,874	—	—	—	—
Amortization of acquired intangible assets	4,075	6,725	10,823	3,380	3,077
Foreign currency exchange (gains) losses, net	(2,054)	6,546	(9,944)	515	(6,785)
Net gain on disposal of subsidiary	(2,215)	—	—	—	—
<b>Total Adjustments</b>	<b>43,343</b>	<b>37,698</b>	<b>35,884</b>	<b>10,804</b>	<b>3,755</b>
<b>Adjusted Profit Before Tax</b>	<b>66,707</b>	<b>92,066</b>	<b>138,263</b>	<b>29,342</b>	<b>36,246</b>
<b>Margin % (Adjusted Profit Before Tax as a percentage of Revenue)</b>	<b>19.0 %</b>	<b>20.6 %</b>	<b>21.1 %</b>	<b>22.0 %</b>	<b>20.1 %</b>
<b>Profit for the Period</b>	19,991	43,450	83,093	15,957	27,039
Adjustments:					
Adjustments to profit before tax	43,343	37,698	35,884	10,804	3,755
Tax impact of adjustments	(8,787)	(7,241)	(6,933)	(3,158)	(1,448)
<b>Adjusted Profit for the Period</b>	<b>54,547</b>	<b>73,907</b>	<b>112,044</b>	<b>23,603</b>	<b>29,346</b>
<b>Reconciliation of Net Cash from Operating Activities to Adjusted Free Cash Flow</b>					
<b>Net Cash from Operating Activities</b>	37,877	87,668	120,719	34,234	47,112
Adjustments:					
Grant received	888	228	139	(39)	49
Net purchase of non-current assets (tangible and intangible)	(7,319)	(5,236)	(13,695)	(1,634)	(3,741)
<b>Adjusted Free Cash Flow</b>	<b>31,446</b>	<b>82,660</b>	<b>107,163</b>	<b>32,561</b>	<b>43,420</b>
<b>Margin % (Adjusted Free Cash Flow as a percentage of Revenue)</b>	<b>9.0 %</b>	<b>18.5 %</b>	<b>16.4 %</b>	<b>24.4 %</b>	<b>24.1 %</b>

(1) Restated to include the effect of IFRIC agenda decision on cloud configuration and customisation costs.

In 2021, IFRIC issued an agenda decision on configuration and customisation costs in a cloud-computing arrangement. In response, Endava's accounting policy on intangible assets has been updated, specifically to expense costs incurred in the implementation of business systems built upon software that is contracted on a SaaS basis and hosted in a public cloud where these do not give rise to an identifiable intangible asset that Endava controls. This change in accounting policy is applied retrospectively. Endava's most significant configuration and customisation costs were incurred in the fiscal years 2017 to 2020, when Oracle ERP system was implemented.

## IFRS TO NON-IFRS RECONCILIATION

