

Thoughtworks Q1 2022 Investor Presentation

**Delivering extraordinary
impact together**



Safe harbor and non-GAAP reconciliation

Forward-looking Statements. Some of the information contained in this presentation by Thoughtworks Holding, Inc. (“Thoughtworks” or the “Company”) includes “forward-looking statements” within the meaning of the “safe harbor” provisions of the United States Private Securities Litigation Reform Act of 1995, as amended. Forward-looking statements include statements that are not historical facts and can be identified by terms such as: “believe,” “anticipate,” “plan,” “intend,” “estimate,” “expect,” “likely,” “seek,” “strive,” “may,” “could,” “should,” or “will” and similar references to future periods and the negative of such terms, but the absence of these words does not mean that a statement is not forward-looking. Examples of forward-looking statements that relate to our plans, projections, estimates and goals include, among others, statements we make regarding expected revenues and revenue growth, expected Adjusted EBITDA and Adjusted EBITDA Margin, guidance on our expectations around Adjusted Diluted Earnings per Share (“Adjusted Diluted EPS”), and our beliefs that the demand market will continue to support the projected growth rates stated herein.

Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on our current beliefs, expectations and assumptions regarding the future of our business, projections, anticipated events or trends, the economy and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict and many of which are outside of our control. Our actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not rely on any of these forward-looking statements. Important factors that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: our ability to attract skilled talent; the effects of competition on the future business of Thoughtworks; uncertainty regarding the demand for and market utilization of our services; the ability to maintain or acquire new client relationships; general business and economic conditions; and our ability to successfully execute our growth strategy and strategic plans. Additional information concerning these and other risks and uncertainties may be found in the “Risk Factors” section of Thoughtworks’ quarterly reports on Form 10-Q, our annual report on form 10-K, and other filings and reports that Thoughtworks may file from time to time with the SEC.

Any forward-looking statement made by us in this presentation is based only on information currently available to us and speaks only as of the date on which it is made. Except as required by law, Thoughtworks assumes no obligation to update any forward-looking statement, whether written or oral, that may be made from time to time, whether as a result of new information, future developments or otherwise.



Safe harbor and non-GAAP reconciliation

Non-GAAP Financial Measures. Certain financial metrics contained in this presentation, including among others, Adjusted Gross Profit, Adjusted Selling, General & Administrative expense, Adjusted Net Income, Adjusted Diluted EPS, Adjusted EBITDA, Adjusted EBITDA Margin, and Revenue Growth rates in constant currency, which exclude the effect of foreign currency rate fluctuations, are considered non-GAAP financial measures. We use these non-GAAP measures in conjunction with traditional GAAP measures to evaluate our financial performance. We believe that these non-GAAP measures provide our management and investors consistency and comparability with our past financial performance and facilitate period-to-period comparisons of our operations. The non-GAAP financial measures provided should not be considered as a substitute for the comparable measures of financial performance prepared in accordance with GAAP. For more information regarding the non-GAAP financial measures discussed in this presentation, including a reconciliation of these non-GAAP measures to their corresponding GAAP measures, please see the Appendix to this presentation. For definitions of these non-GAAP measures, please see our press release for the most recent quarterly or annual results posted to the Investor Relations page of our website.

Some non-GAAP measures related to our financial outlook included in this presentation, our press release and the associated webcast were not reconciled to the comparable GAAP financial measures because the GAAP measures are not accessible on a forward-looking basis. We are unable to reconcile these forward-looking non-GAAP financial measures to the most directly comparable GAAP measures without unreasonable efforts because we are currently unable to predict with a reasonable degree of certainty the type and extent of certain items that would be expected to impact GAAP measures for these periods but would not impact the non-GAAP measures. Such items may include stock-based compensation, acquisition costs, income tax effects of adjustments and other items. The unavailable information could have a significant impact on our GAAP financial results. Based on the foregoing, we believe that providing estimates of the amounts that would be required to reconcile the range of the non-GAAP measures to forecasted GAAP measures would imply a degree of precision that would be confusing or misleading to investors for the reasons identified above.

Industry & Market Data. The market data, industry forecasts and other statistical information used in this presentation are based on third-party industry publications and surveys and internal Company sources. Industry forecasts are based on industry surveys and the preparer's expertise in the industry, and there can be no assurance that any of the industry forecasts will be achieved. We believe these data are reliable, but we have not independently verified the accuracy of this information nor have we ascertained the underlying assumptions relied upon in those sources, and we cannot assure you of the accuracy or completeness of such information contained in this presentation. While we are not aware of any misstatements regarding our market, industry or similar data presented herein, such data, including industry forecasts and projections, involve risks and uncertainties and are subject to change based on various factors.



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Who we are

**Integrity / Pursuit of Excellence / Global First / Cultivation / Curiosity /
Autonomous Teams / Inclusivity / Courageous**

We strive to create an extraordinary impact on the world through our culture and technology excellence

We aim to be an awesome partner for clients and their ambitions to become modern digital businesses

We are passionate about revolutionizing the technology industry, amplifying social change and advocating for an equitable tech future

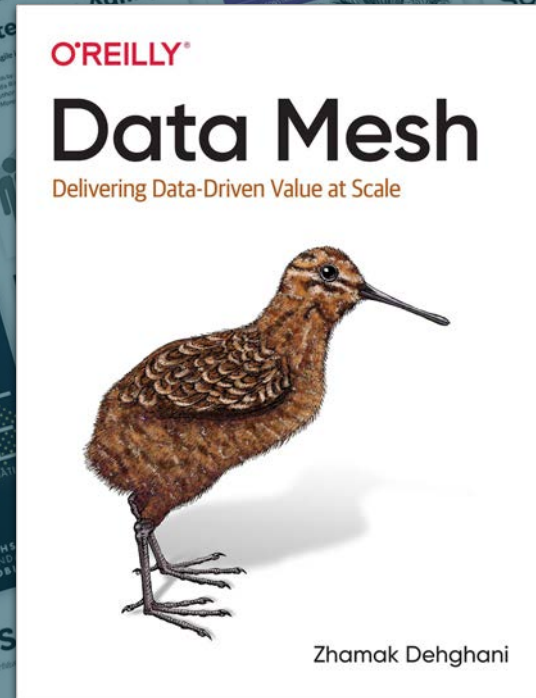
We look to foster a vibrant community of diverse and passionate technologists

We aim to achieve enduring commercial success and sustained growth

We've been a
shaping force of
digital technology
for 29 years

100+
books written

Agile development
CD / devops
Data engineering / platforms
Cloud native architecture
Organizational design



Through Thoughtworks' 29-year history

1990s

1993
Thoughtworks was founded

1999
Guo Xiao and **Dr. Rebecca Parsons** joined Thoughtworks

2000-2009

2000
Opened offices in **Australia** and the **United Kingdom**

Led the industry in adopting a **distributed agile development approach**

2001
Opened offices in **India** and **Canada**

Guo Xiao is featured in *The Economist* as an early adopter of **Extreme Programming (XP)**

Manifesto for Agile Software Development is published

Released **CruiseControl** open source software

2004
Opened offices in **China**

Selenium is developed based on work started internally at Thoughtworks

Surpassed **500 Thoughtworkers**

2005
Established **Thoughtworks University**

2009
Opened offices in **Brazil**

Surpassed **1,000 Thoughtworkers**

2010-2014

2010
Opened offices in **Germany**

Published **Continuous Delivery: Reliable Software Releases through Build, Test, and Deployment Automation**

2011
Published first edition of Thoughtworks **Technology Radar**

2012
Opened offices in **Singapore**

Started building **Bahmni**

2013
Opened offices in **Ecuador**

2014
Opened offices in **Italy**

Published **Microservices**

Surpassed **\$300mm¹** in annual revenues and **3,000 Thoughtworkers**

2015-2019

2015
Collaborated with **Save the Children** in the fight against Ebola

Published **Building Microservices**

2016
Opened offices in **Spain** and **Chile**

Winner of the AnitaB.org Institute's **Top Companies for Women Technologists**, winning again in 2017 and 2018, and recognized as a leader in 2019 and 2020

2017
The Apax Funds acquired Thoughtworks

Surpassed **\$500mm¹** in annual revenues

2018
Awarded **Daimler Supplier of the Year** for Innovation for 2017

Surpassed **5,000 Thoughtworkers**

2019
Published **The Digital Transformation Game Plan: 34 Tenets for Masterfully Merging Technology and Business and How to Move Beyond a Monolithic Data Lake to a Distributed Data Mesh**

Surpassed **\$700mm¹** in annual revenues

2020-2022

2020
Named **strong performer** in The Forrester Wave™: Digital Product Development Services, Q2 2020

Committed to the **Valuable 500**, the global movement putting disability on the business leadership agenda

Awarded **IT Vendor of the Year 2020** at the UK IT Industry Awards

2021
Acquired **Gemini** and **Fourkind**

Listed as a public company on **Nasdaq**. Ticker symbol **TWKS**

Surpassed **10,000 Thoughtworkers**

Published **Software Architecture: The Hard Parts**

2022
Announced plans to open office in **Vietnam²**

Acquired **Connected**, Canada³

With a growing global presence in 17 countries^{2,20}



11,000+
Employees⁴

40.8%
Women and
Underrepresented
Gender Minorities⁴

950+
Q1 new joiners⁵

4.49/5.0
Q1 overall
Glassdoor rating⁴

Thoughtworks Snapshot - Q1 2022

Q1 2022 revenues
\$321M
↑ from Q1 2021 of \$238M

Revenue growth⁶
35.0%
38.2% in constant currency^{6,7,8}

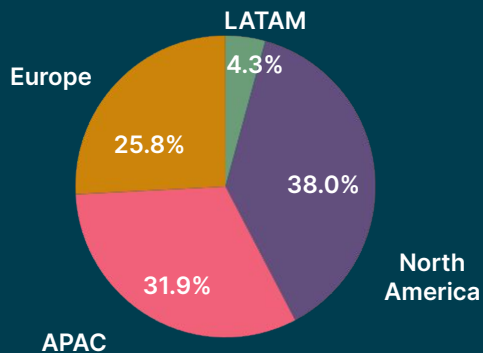
Adjusted Gross Margin⁸
45.6%
↑ from Q1 2021 of 44.7%

Adjusted EBITDA⁸
\$73M
↑ from Q1 2021 of \$54M

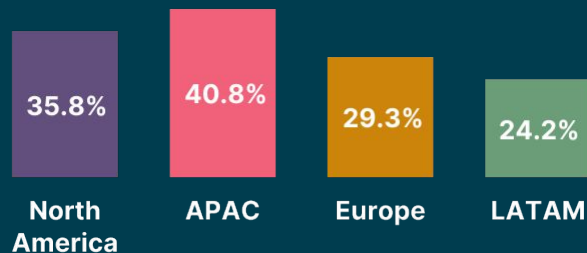
Adjusted EBITDA Margin⁸
22.7%
flat from Q1 2021 of 22.7%

Adjusted Diluted EPS⁸
\$0.13
↓ from Q1 2021 of \$0.14

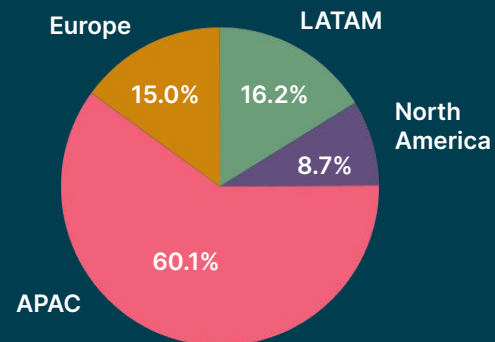
Revenues by customer location⁵



Revenue growth by customer location⁶



Employees by geography⁴



Founded in 1993 | 11,000+ employees⁴ | 17 countries² | TWKS Nasdaq listed

Our market is large and growing fast

\$1.3TN⁹
2020



>2x
GROWTH
FOR DIGITAL
TRANSFORMATION
SERVICES



\$2.8TN⁹
2025

Key tailwinds

Cloud computing,
digital platforms
and IoT

Rapid
advancement of
AI and ML

Customer
experience at the
forefront of growth

Acceleration of
digital IT adoption
partly due to
COVID-19

What market leaders are saying about the digital transformation market

- Global “Whole Cloud” spending at 16.9% CAGR to 2025¹⁰
- Artificial intelligence market to grow 19.6% in 2022, and exceed \$500bn in 2023¹¹
- Customer experience management market growing at 12.3% CAGR to 2026¹²
- 60% of C-suite executives say that digital transformation is their most critical growth driver in 2022¹³
- Continued adoption of cloud computing could eliminate a billion metric tons of CO2 emissions from 2021 to 2024¹⁴



With technology mega trends driving market growth

Expansion of computing boundaries

Rapid development of platforms, cloud and internet of things are pushing the technology industry to new heights

Rapid advancement of AI- and ML-based tools

AI and ML enhance productivity and drive digital transformation by making predictions to assist humans in making decisions, and in some cases, by automating decision-making and tasks completely

Enhanced consumer experience

The pervasiveness of technology has enhanced modern consumer experiences with the integration of digital and physical worlds, such as augmented reality, virtual reality and mixed reality

Accelerating towards sustainability

Increasing focus on sustainability requires business to examine their environmental impact and to adopt more sustainable strategies and technologies, such as green cloud optimization

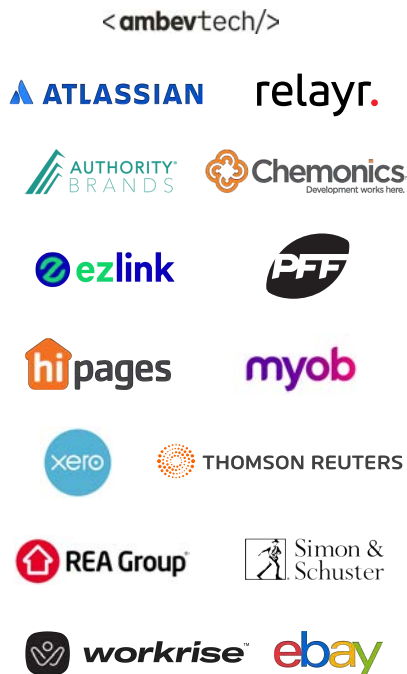
Growing impact of hostile tech and increased focus on information privacy

The increased complexity of technology presents a heightened risk of cyber attacks, computer malware, viruses, social engineering, employee misuse as well as data and security breaches

A diverse customer portfolio across geographies and verticals

Technology and
Business Services

26.6%⁵



Energy, Public and
Health Services

24.0%⁵



Retail and
Consumer

19.5%⁵



Financial Services
and Insurance

18.2%⁵



Automotive, Travel
and Transportation

11.7%⁵

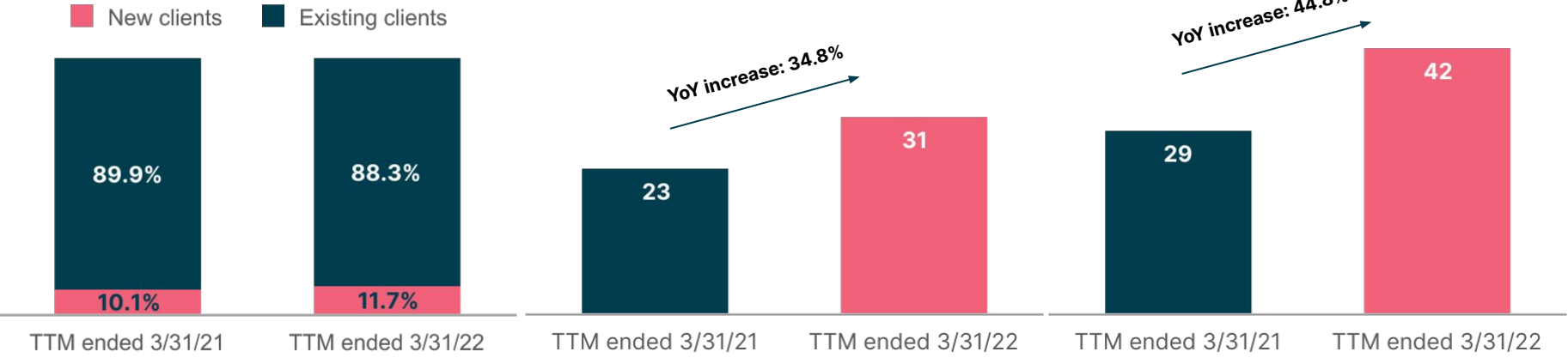


Rapid growth and a strong capability to develop client relationships

% of trailing twelve month (TTM) revenue from existing clients¹⁵

of clients with TTM revenues of \$10M+

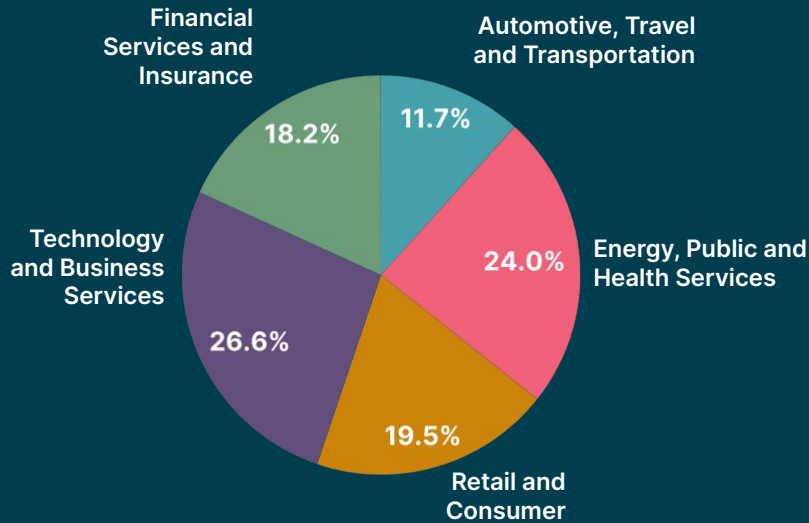
of clients with TTM bookings \$10M+



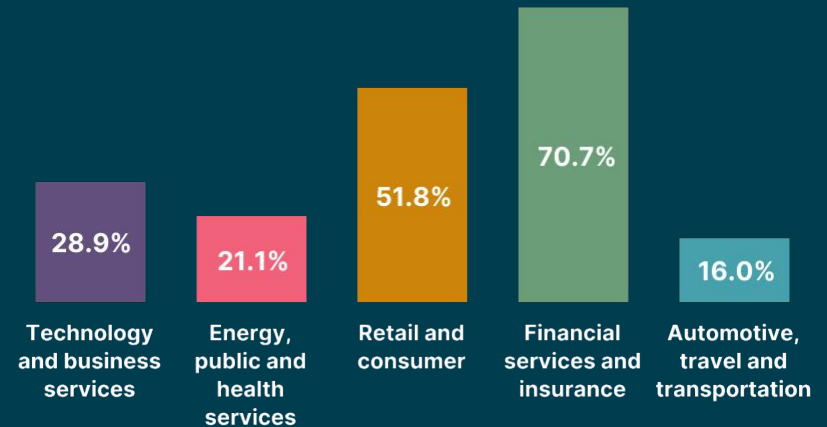
Average relationship of seven years for top 10 clients¹⁶

Diverse revenue base and strong growth across all industry verticals

Revenues by industry⁵



Revenue growth by industry^{5,6}



Valued by our clients



Our ability to digitally transform global enterprises at scale by applying strategic consulting and cutting-edge technologies



Our deep agile and technical expertise and thought leadership



Our poly-skilled, transformational and global talent



Our global distributed agile delivery with a strong local presence



Our award-winning and cultivating culture



Our core services

Enterprise Modernization, Platforms and Cloud

Modernize complex IT estates, operations, platforms, development and delivery practices to rapidly unleash business value

Customer Experience, Product and Design

Accelerate value creation through extraordinary digital products and customer experiences powered by integrated technology and design

Data and AI

Enable data-driven intelligent products and business insights with pragmatic data strategies, governance, engineering, predictive AI, automation and ML capabilities

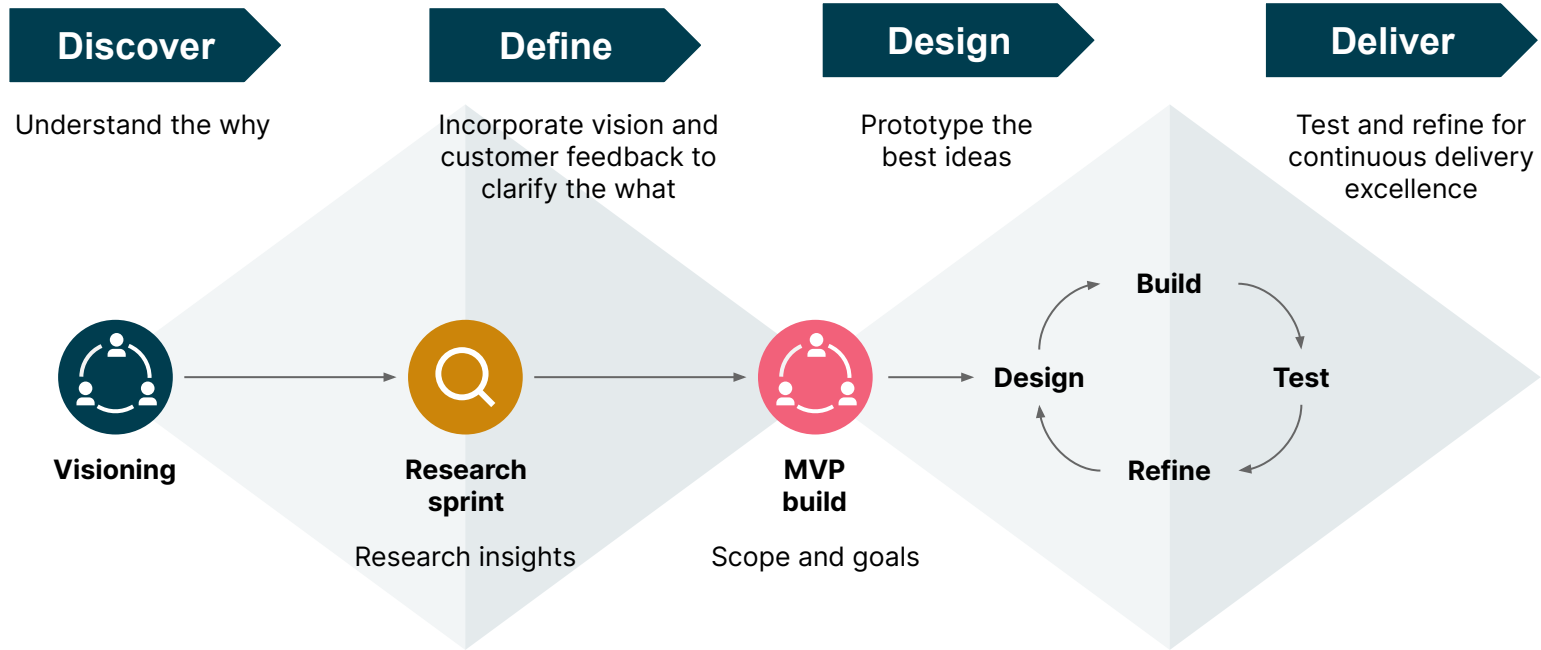
Digital Transformation and Operations

Provide organizations with executable digital strategies, frictionless operating models and transformation services

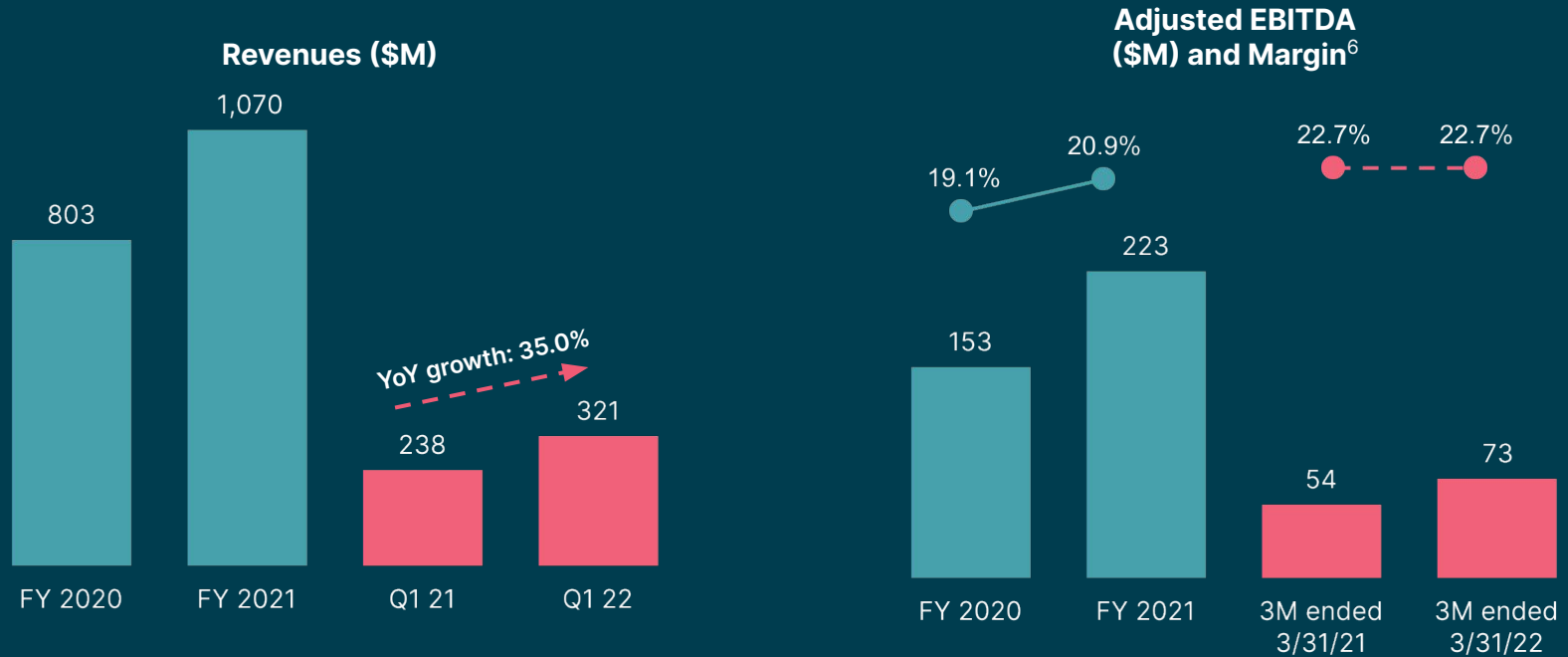
End-to-end digital partner combining strategy, software engineering, design and organizational transformation

Thoughtworks' approach delivers value fast

We deliver extraordinary impact for our clients via a collaborative and co-creative process that utilizes a thin slice approach to deliver value with incremental change on an accelerated timeline.



A history of robust financials



Led by a highly-experienced team

Board of directors



Ian Davis, Chair
Former Worldwide Managing Director of McKinsey & Company



Guo Xiao
Chief Executive Officer and Director



Robert Brennan, Director
Former Executive Director of CA Technologies, former CEO Veracode



Jane Chwick, Director
Former Partner at Goldman Sachs



Rohan Haldea, Director
Partner at Apax Partners and formerly at Bain Capital



Gina Loftén, Director
Former Chief Technology Officer Microsoft US, formerly at IBM



Salim Nathoo, Director
Partner at Apax Partners



William Parrett, Director
Former Senior Partner of Deloitte & Touche USA LLP



Roxanne Taylor, Director
Chief Marketing and Communications Officer at Memorial Sloan Kettering Cancer Center, former CMO of Accenture

Senior management - average tenure of 17 years⁴



Guo Xiao
Chief Executive Officer
23-year tenure



Rebecca Parsons
Chief Technology Officer
22-year tenure



Martin Fowler
Chief Scientist
22-year tenure



Sai Mandapaty
Chief Commercial Officer
12-year tenure



Erin Cummins
Chief Financial Officer
17-year tenure



Chad Wathington
Chief Strategy Officer
18-year tenure



Dave Whalley
Chief Information Officer
19-year tenure



Joanna Parke
Chief Talent Officer
19-year tenure



Julie Woods-Moss
Chief Marketing Officer
3-year tenure



Ramona Mateiu
General Counsel
13-year tenure



Ange Ferguson
Chief Transformation Officer
16-year tenure



Chris Murphy
Chief Executive Officer North America
17-year tenure

Building on an established commitment to ESG



Environmental

- Commitment to Science Based Target initiative (SBTi); targets awaiting validation
- We expect to cut scope 1 & 2 GHG emissions by 50% by 2030 and scope 3 by 85%¹⁷
- 100% of our electricity from renewable sources by 2030
- Co-founder of the Green Software Foundation
- Creator of Cloud Carbon Footprint - an open source multi-cloud carbon footprint calculator



Social

- Top 5% of the technology industry for diversity, equity and inclusion with a score of 8.9¹⁸
- 40.8% women and underrepresented gender minorities globally (WUGM)⁴
- 38.3% WUGM in tech roles⁴
- Member of the Digital Public Goods Alliance
- Thought leader in responsible technology



Governance

- 33% WUGM board of directors⁴
- 60% WUGM executive officers^{4,19}
- Social impact reporting since 2018
- Separate Chair and CEO
- Independent board members (eight of nine)

With an unwavering commitment to creating positive social impact through our technology contributions

UN Sustainable Development Goals



Healthcare as a human right



Striving for equity in tech



Responsible tech and innovation



Inclusivity, social justice and equity



Climate action and sustainability

Select ongoing partnerships



Healthcare for all

APAC and Africa



Women in Tech Education

China



Tech for public good

Global



Equity and Empowerment

North America



Cloud Carbon Footprint

Global

And the growth strategies to win in this large and fast growing market

Deepen our relationships with existing clients

Establish new client relationships

Focused geographic Expansion

Announced entry into Vietnam²

Develop and grow our strategic partnerships

Develop new technical capabilities and client solutions

Pursue strategic, targeted acquisitions

Acquired Connected, Canada³

Investment highlights



1

Digital-native consultancy with differentiated thought leadership

2

Diverse client base - geography and industry vertical

3

Global talent where our clients operate

4

Culture that attracts and retains the highest quality talent

5

Premium position and high gross margins

6

Rapidly growing with robust Adjusted EBITDA margins

Premium brand | Rapid growth | Strong margins | Highly-diversified

Footnotes

1. Unaudited financial information for 2014 through 2018. 2014 through 2018 revenues were calculated according to a prior accounting standard, ASC 605, and may not be directly comparable to our 2019 to 2022 revenues, which use ASC 606. Our adoption of ASC 606 as of January 1, 2019 did not materially impact our revenues.
2. Thoughtworks operated in 17 countries as of March 31, 2022. On April 26, 2022, Thoughtworks announced it was establishing operations in Ho Chi Minh City, Vietnam.
3. Announced April 27, 2022. See:
<https://investors.thoughtworks.com/news-releases/news-release-details/thoughtworks-acquires-leading-product-development-consultancy>
4. As of March 31, 2022
5. For the three months ended March 31, 2022
6. Reported YoY percentage growth rates calculated by comparison to prior year's corresponding period
7. Revenue Growth Rate at Constant Currency is calculated by translating the current period revenues into U.S. dollars at the weighted average exchange rates of the prior period of comparison
8. Adjusted EBITDA, and certain other measures in this deck, are Non-GAAP financial measures. For more information regarding the non-GAAP financial measures discussed in this presentation including a reconciliation of these non-GAAP measures to their corresponding GAAP measures, please see the Appendix to this presentation. For definitions of these non-GAAP measures, please see our press release for the most recent quarter-ended posted to the Investor Relations page of our website
9. Source: IDC Press Release, <https://www.idc.com/getdoc.jsp?containerId=prUS48372321>
10. Source: IDC, Worldwide Whole Cloud Forecast, 2021–2025, Doc # US47397521, Sep 2021 <https://www.idc.com/getdoc.jsp?containerId=prUS48208321>
11. Source: IDC Press Release <https://www.idc.com/getdoc.jsp?containerId=prUS48881422>
12. Source: MarketsandMarkets <https://www.marketsandmarkets.com/Market-Reports/customer-experience-management-cem-market-543.html>
13. Source: PwC Pulse Survey - Executive views on business in 2022 <https://www.pwc.com/us/en/library/pulse-survey/executive-views-2022.html>
14. Source: IDC, Worldwide CO2 Emissions Savings from Cloud Computing Forecast, 2021–2024, Doc # US47426420, Feb 2021
<https://www.idc.com/getdoc.jsp?containerId=prUS47513321>
15. Defined as clients for whom we have done work and generated revenues in excess of \$25,000 within the preceding twelve months
16. Top 10 clients are determined by spend for the year ended December 31, 2021
17. 85% reduction per employee
18. Peakon employment survey October 2021
19. Executive officer is defined as an “officer” pursuant to Rule 16a-1(f) of the Securities Exchange Act of 1934, as amended
20. Employee concentration as of March 31, 2022

Delivering extraordinary impact together



 **thoughtworks**

Appendix



Reconciliation of Non-GAAP financial measures

(in thousands, except percentages, number of shares and earnings per share)

	Three Months Ended March 31,		Year Ended December 31,	
	2022	2021	2021	2020
Net (loss) income	\$ (59,904)	\$ 18,585	\$ (23,623)	\$ 79,283
Income tax expense	301	4,623	10,148	23,164
Interest expense	4,647	6,194	25,456	25,767
Other (income)/expense, net	(88)	(61)	1,671	(185)
Unrealized foreign exchange (gains) losses	(5,847)	3,929	5,024	(5,351)
Stock-based compensation	120,736	1,874	157,946	1,667
Depreciation and amortization	8,582	6,884	29,528	26,528
Acquisition costs (a)	20	6,403	8,524	633
Certain professional fees (b)	803	1,648	1,991	56
Non-recurring tender offer compensation expense (c)	—	2,714	2,715	—
Business rationalization (d)	—	—	—	1,316
IPO-related costs (e)	—	1,043	2,713	315
Employer payroll tax on employee equity incentive plans (f)	3,622	—	1,154	—
Adjusted EBITDA	\$ 72,872	\$ 53,836	\$ 223,247	\$ 153,193
Net (loss) income margin	(18.7)%	7.8 %	(2.2)%	9.9 %
Adjusted EBITDA Margin	22.7 %	22.7 %	20.9 %	19.1 %

(a) Reflects costs for certain professional fees and retention wage expenses related to certain acquisitions.

(b) Adjusts for certain transaction expenses, non-recurring legal expenses, and one-time professional fees.

(c) Adjusts for the additional compensation expense related to the tender offer completed in the first quarter of 2021.

(d) Adjusts for business rationalization revenues and costs related to closing Thoughtworks Studios, which ceased operations as of December 31, 2020.

(e) Adjusts for IPO-readiness costs and expenses that do not qualify as equity issuance costs.

(f) We exclude employer payroll tax expense on equity incentive plans as these expenses are tied to the exercise or vesting of underlying equity awards and the price of our common stock at the time of vesting or exercise. As a result, these taxes may vary in any particular period independent of the financial and operating performance of our business.

Reconciliation of Non-GAAP financial measures

(in thousands, except percentages, number of shares and earnings per share)

	Three Months Ended March 31,	
	2022	2021
Net (loss) income allocated to common shareholders	\$ (59,904)	\$ 15,174
Earnings allocated to Preferred Stock	—	3,411
Net (loss) income	(59,904)	18,585
Unrealized foreign exchange (gains) losses	(5,847)	3,929
Stock-based compensation	120,736	1,874
Amortization of acquisition-related intangibles	2,992	2,981
Acquisition costs (a)	20	6,403
Certain professional fees (b)	803	1,648
Non-recurring tender offer compensation expense (c)	—	2,714
IPO-related costs (d)	—	1,043
Employer payroll tax on employee equity incentive plans (e)	3,622	—
Income tax effects of adjustments (f)	(18,430)	(4,098)
Adjusted Net Income	<u>\$ 43,992</u>	<u>\$ 35,079</u>
GAAP diluted weighted average common shares outstanding	306,189,816	249,125,028
Employee stock options and RSUs	24,555,214	—
Adjusted diluted weighted average common shares outstanding	<u>330,745,030</u>	<u>249,125,028</u>
GAAP diluted earnings per common share	\$ (0.20)	\$ 0.06
Adjusted Diluted EPS	\$ 0.13	\$ 0.14
Gross profit, GAAP	\$ 57,591	\$ 102,871
Stock-based compensation	83,493	782
Employer payroll tax on employee equity incentive plans (e)	2,376	—
Depreciation expense	2,736	2,538
Adjusted Gross Profit	<u>\$ 146,196</u>	<u>\$ 106,191</u>
Gross margin, GAAP	17.9 %	43.3 %
Adjusted Gross Margin	45.6 %	44.7 %

(a) Reflects costs for certain professional fees and retention wage expenses related to certain acquisitions.

(b) Adjusts for certain transaction expenses, non-recurring legal expenses, and one-time professional fees.

(c) Adjusts for the additional compensation expense related to the tender offer completed in the first quarter of 2021.

(d) Adjusts for IPO-readiness costs and expenses that do not qualify as equity issuance costs.

(e) We exclude employer payroll tax expense on equity incentive plans as these expenses are tied to the exercise or vesting of underlying equity awards and the price of our common stock at the time of vesting or exercise. As a result, these taxes may vary in any particular period independent of the financial and operating performance of our business.

(f) Adjusts for the income tax effects of the foregoing adjusted items.