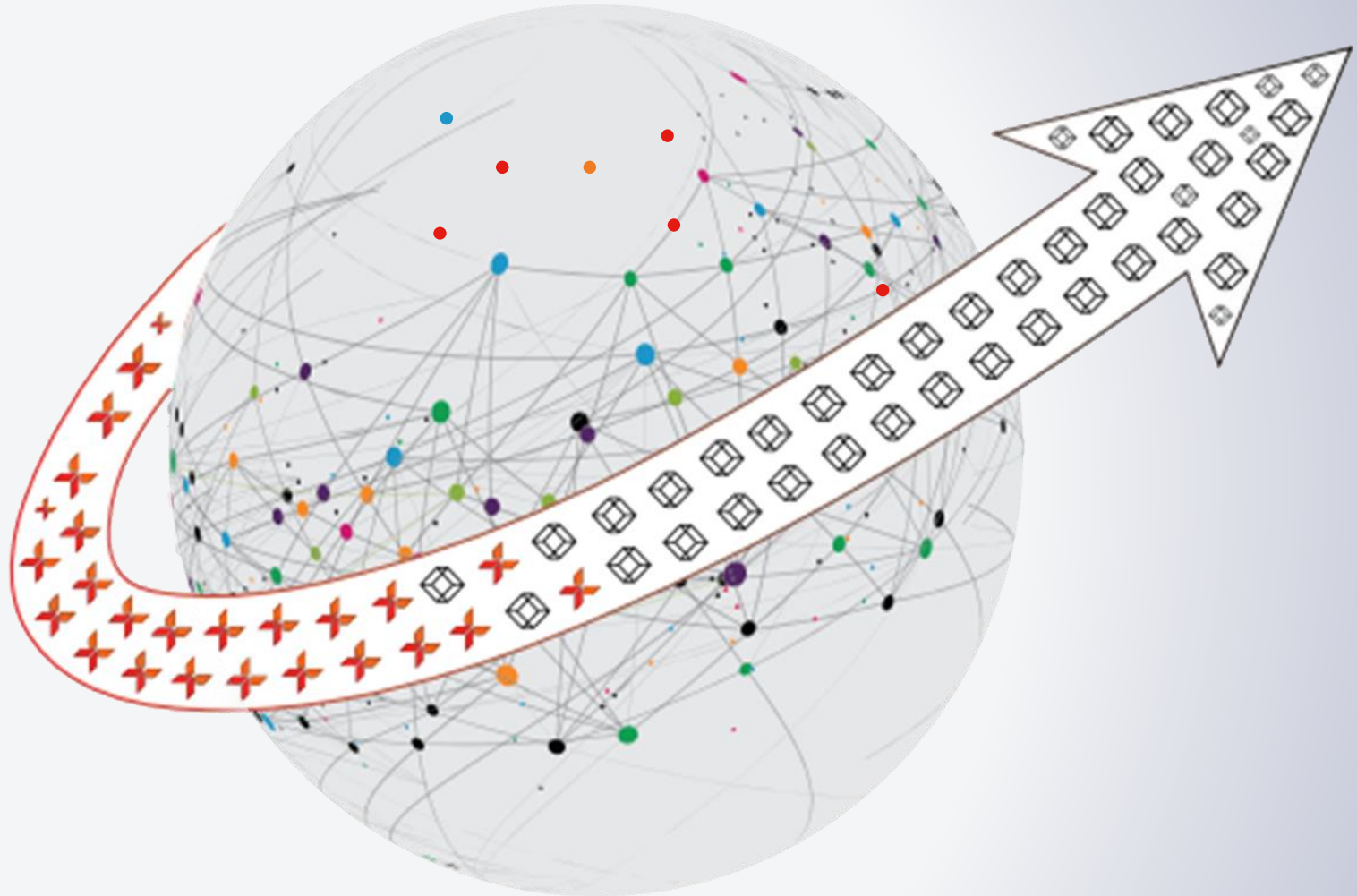


# BLACK BOX<sup>®</sup>

Black Box Limited

INVESTOR PRESENTATION

Q1FY23



TRANSFORM  
SUSTAIN & GROW

# SAFE HARBOUR



*This presentation and the accompanying slides (the “Presentation”), which have been prepared by **Black Box Limited** (Formerly AGC Networks Limited), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company.*

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*This presentation contains certain forward-looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.*



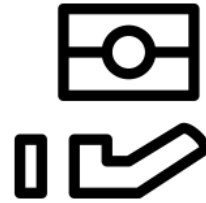
# Q1FY23 HIGHLIGHTS

TRANSFORM  
SUSTAIN & GROW

# Q1FY23 FINANCIAL HIGHLIGHTS



**Revenue**  
**Rs. 1,372 Crs**



**EBITDA**  
**Rs. 54 Crs**



**PAT**  
**Rs. 15 Crs**

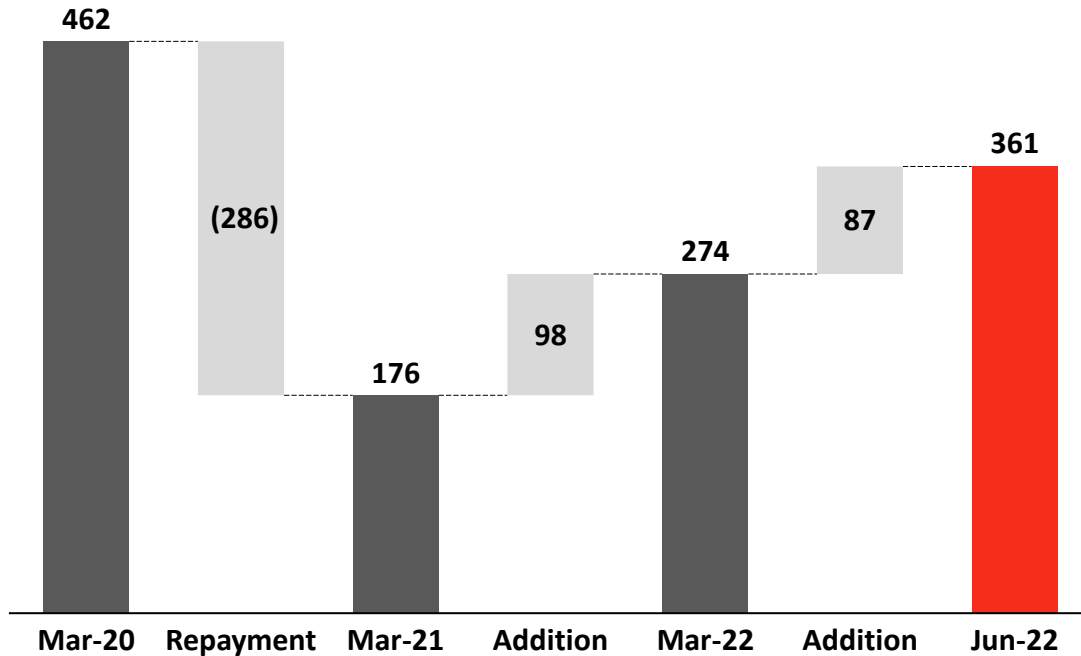
- **Revenue** in Q1FY23 grew by 15% YoY but declined by 5% on a QoQ basis. The sequential drop in sales is because a few projects took longer to finish than expected because of issues in the supply chain and late deliveries from OEMs. We continue to see momentum in our order book on the back of robust project backlogs
- **EBITDA** was impacted due to compression in gross margin caused by inflationary pressures on overall cost increase primarily on account of manpower and supply chain

# ROBUST BALANCE SHEET



## Total Borrowings

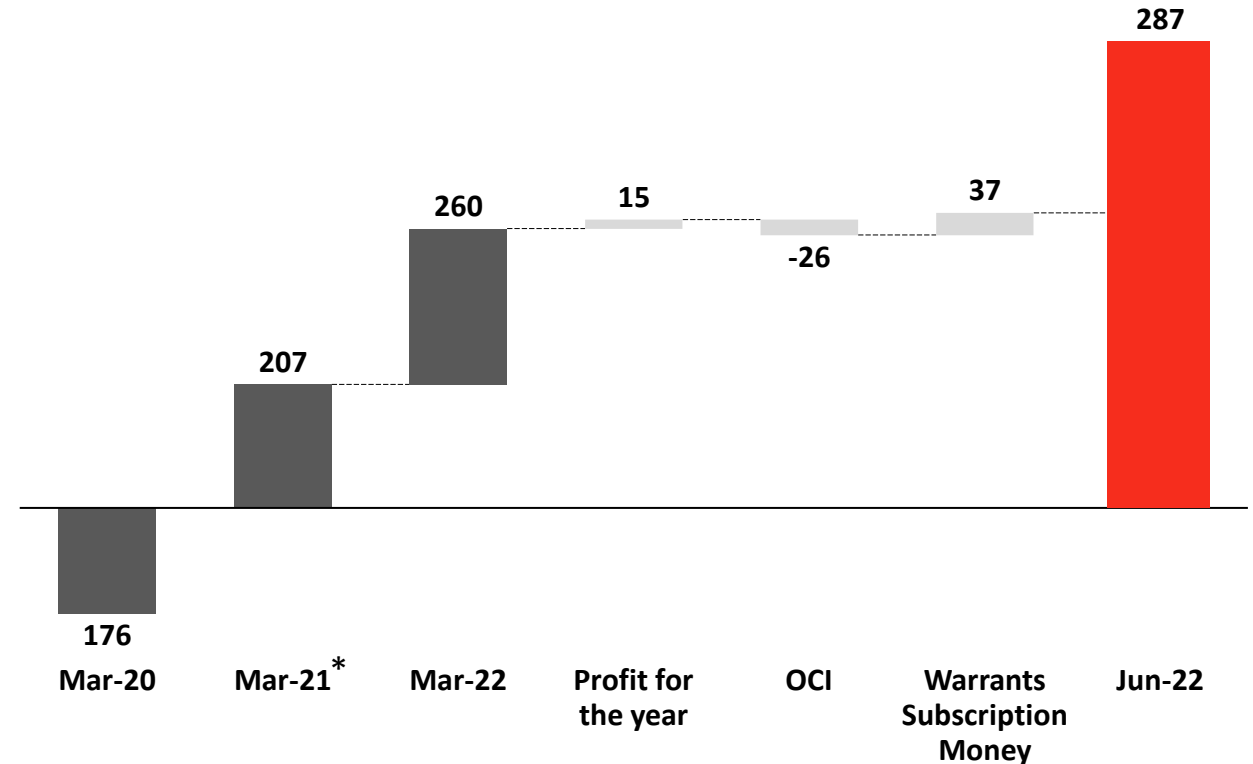
In Rs. Crores



- Additional debt drawn in Q1 FY23 for working capital requirements to mitigate supply chain disruptions and project delays
- As on 30th June 2022, company had cash and cash equivalents of Rs. 238 Crores

## Net-Worth

In Rs. Crores



- The final tranche of Rs 37 Crores for the warrant issue is received on May 22. There is no outstanding amount against the Rs 225 Crores warrant subscriptions

\*March 2021 net worth includes warrant subscription amount of Rs. 188 crs

# MANAGEMENT COMMENTARY



Commenting on the results and performance **Mr. Sanjeev Verma, Whole Time Director, Black Box** said,



*“For the quarter, we witnessed a 15% growth on our topline which demonstrates our healthy order book and strong execution capabilities. However, we faced certain challenges related to rising inflation and labor cost. We have been able to pass on the prices rise to our customers and thus we expect situation to normalise over the coming quarters.*

*Given the current economic environment, enterprises are making significant investments in technology infrastructure to stay ahead of the curve. We continue to remain optimistic on business prospects going ahead.”*

**Mr. Deepak Kumar Bansal, Executive Director and Global Chief Financial Officer of Black Box**, said,



*“Comparing Q1FY23 to Q4FY22, revenue is lower owing to supply change restrictions and material delivery affecting project completion. The delivery of projects deferred to subsequent quarters. Given the order book, we continue to have an optimistic outlook.*

*Over the years, we have built a solid foundation of excellent customer connections which will help us to build strong partnerships.”*

# DEAL WINS OF \$1 MILLION+ DURING THE QUARTER



Transaction Value	Clients
\$22 Mn	<b>Connected Building and In-Building 5G/OnGo solutions</b> for an American not-for-profit Catholic health system operating 92 hospitals in 22 American states
\$8.4 Mn	<b>Data Center and In-Building 5G/OnGo solutions</b> for an American multinational technology conglomerate
\$4.4 Mn	<b>Digital Workplace and On-Demand solutions</b> for fifth-largest hospital system in America
\$2.4 Mn	<b>Digital Workplace solutions</b> for second-largest non-profit hospital chain in America

# Q1FY23 – CONSOLIDATED P&L



Particulars (Rs. Crs. )
<b>Revenue from Operations</b>
<b>Gross Profit</b>
<b>Gross Profit Margin</b>
Gain on foreign currency transaction (net)
Total Other Expenses
<b>EBITDA</b>
<b>EBITDA Margin</b>
Other Income
Depreciation (as per IND AS 116)
Depreciation (as per business)
<b>EBIT</b>
<b>EBIT Margin</b>
Finance Cost (as per IND AS 116)
Finance Cost (as per business)
Loss / (gain) on fair value of financial liability
Gain on settlement of financial liability
Exceptional Item Gain/(Loss)
<b>Profit before Tax</b>
<b>PBT Margin</b>
Tax
<b>PAT</b>
<b>PAT Margin %</b>
Other Comprehensive Income
<b>Total Comprehensive Income</b>
<b>TCI Margin %</b>
<b>Basic EPS</b>

Q1FY23	Q1FY22	YoY
<b>1,372</b>	<b>1,195</b>	<b>15%</b>
<b>380</b>	<b>356</b>	<b>7%</b>
<b>27.7%</b>	<b>29.8%</b>	
1	4	
327	303	
<b>54</b>	<b>57</b>	<b>-6%</b>
<b>3.9%</b>	<b>4.8%</b>	
20	5	
26	24	
10	11	
<b>47</b>	<b>38</b>	
<b>3.5%</b>	<b>3.2%</b>	
25	15	
20	12	
0	0	
0	14	
-5	-3	
<b>18</b>	<b>33</b>	<b>-45%</b>
<b>1.3%</b>	<b>2.7%</b>	
2	2	
<b>15</b>	<b>31</b>	<b>-50%</b>
<b>1.1%</b>	<b>2.6%</b>	
-26	-1	
<b>-11</b>	<b>31</b>	
<b>-0.8%</b>	<b>2.6%</b>	
<b>0.93</b>	<b>1.91</b>	

Q4FY22	QoQ
<b>1,442</b>	<b>-5%</b>
<b>415</b>	<b>-8%</b>
<b>28.7%</b>	
1	
336	
<b>80</b>	<b>-33%</b>
<b>5.5%</b>	
-1	
25	
14	
<b>54</b>	
<b>3.8%</b>	
24	
16	
0	
0	
-7	
<b>23</b>	<b>-23%</b>
<b>1.6%</b>	
7	
<b>16</b>	<b>-2%</b>
<b>1.1%</b>	
-18	
<b>-3</b>	
<b>-0.2%</b>	
<b>0.96</b>	

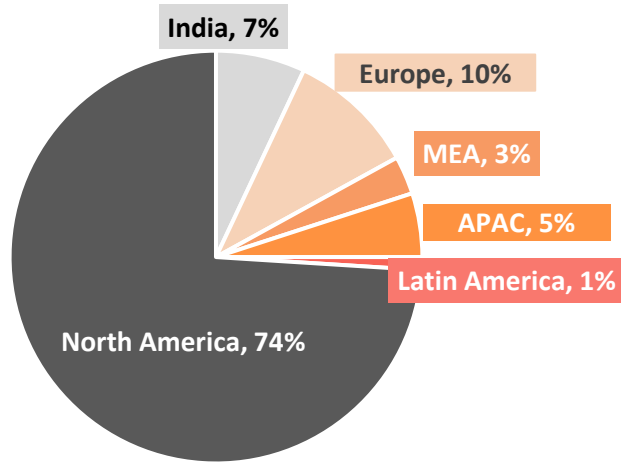
\*Normalised for impact of restatement



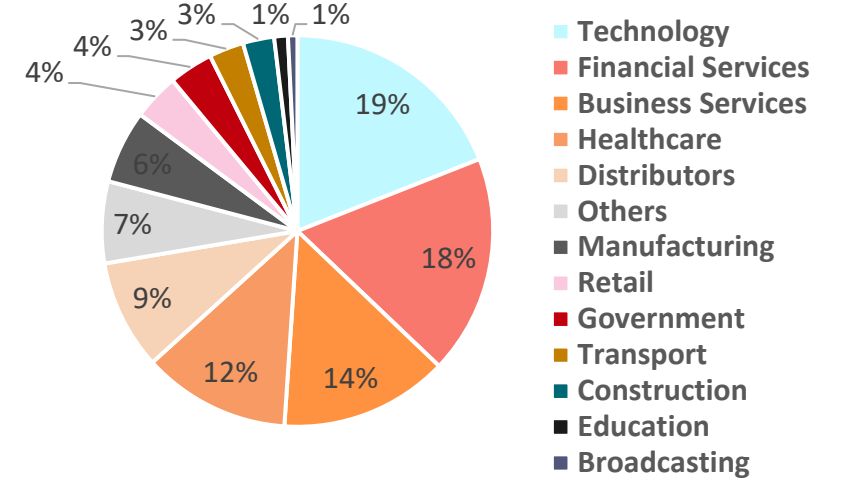
# WELL DIVERSIFIED GLOBAL BUSINESS MODEL – Q1FY23



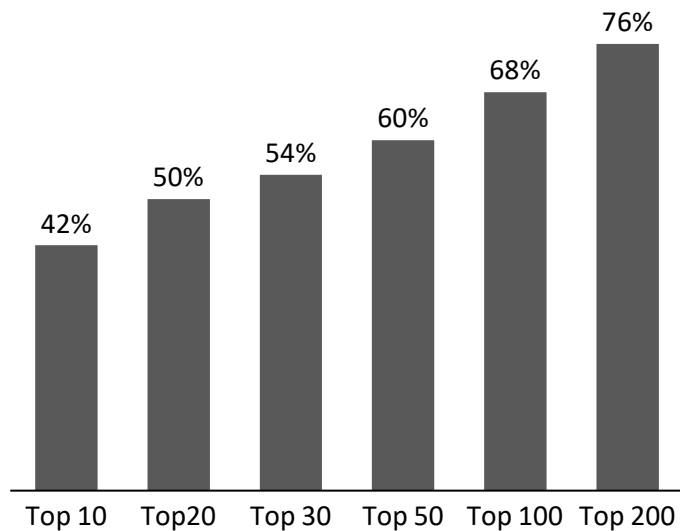
### Revenue by Geography



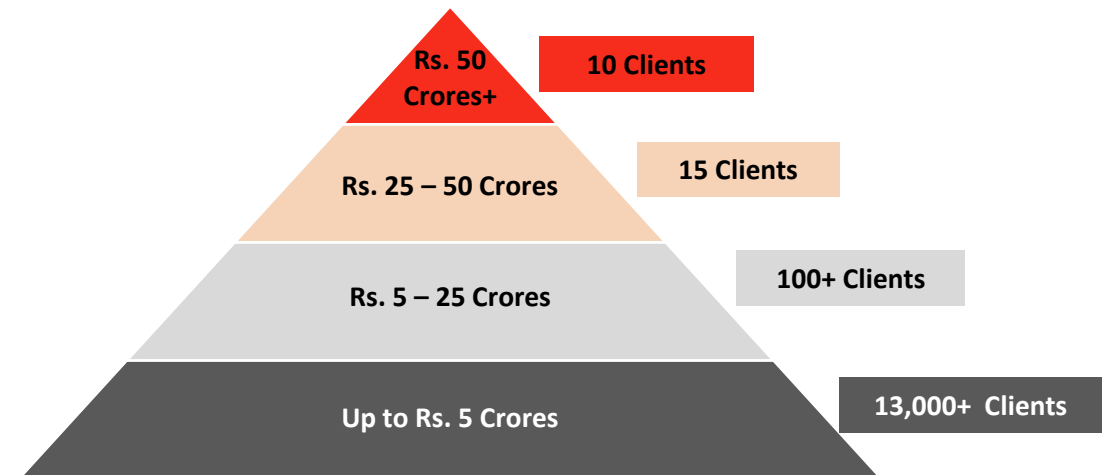
### Revenue by Industry



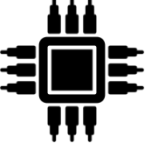
### Client Concentration - Revenue



### Client-wise Contracts – FY22 Revenue



# ENTRENCHED CUSTOMER RELATIONSHIP

**Technology**  
8 of the Fortune 100 Tech Companies



**Healthcare**  
4 of the 6 Largest Hospitals



**Manufacturing**  
7 of the 10 Largest Global Manufacturers



**Utilities**  
3 of the Fortune 50 Largest US Utility Companies



**Broadcasting**  
7 of Forbes' Top 10 US Broadcast Companies



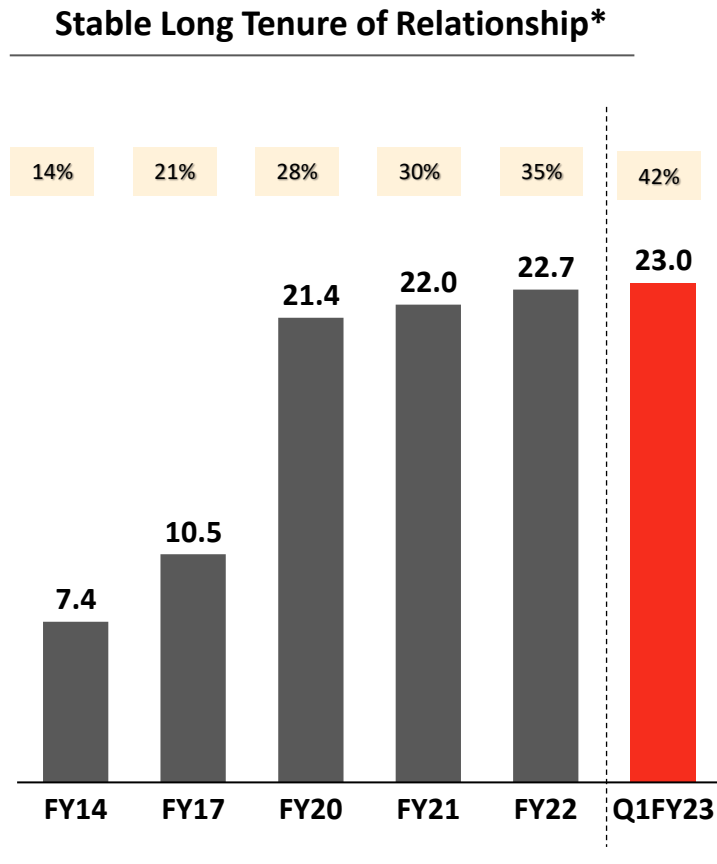
**Retail**  
3 of the 6 Largest US Retailers



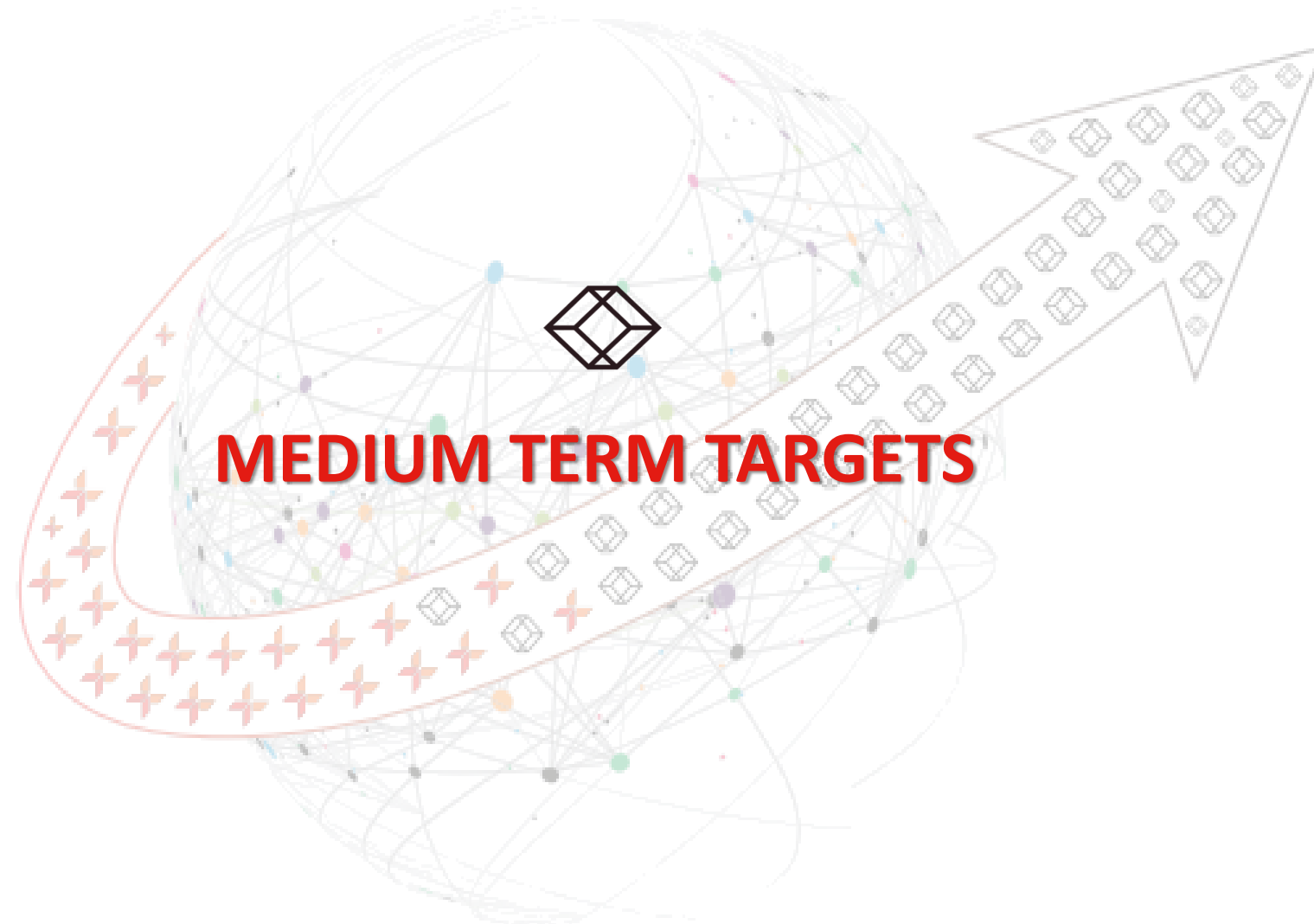
**Hospitality**  
The 3 HNN Largest Hotels in the World



**Banking**  
6 of Forbes' 10 Largest US Banks



Revenue Contribution  
\*Top10 Clients – Weighted Average No. of Years



# MEDIUM TERM TARGETS



TRANSFORM  
SUSTAIN & GROW

# MEDIUM-TERM TARGETS



	FY20	FY21	FY24
REVENUE (Rs. Crs)	4,994	4,674	7,000 to 7,500
Normalised EBITDA Margin (%)	6.6%	7.5%	9.0% - 10.0%
PBT Margin (%)	-1.5%	2.1%	6.0% - 6.5%

## Growth Drivers

- ✓ Increasing existing customers & market penetration + Addition of new clients
- ✓ Inorganic growth opportunities
- ✓ Optimize operational efficiencies
- ✓ Optimizing operating costs



# **BUSINESS OVERVIEW**

**TRANSFORM**  
**SUSTAIN & GROW**

# SNAPSHOT



## Who Are We

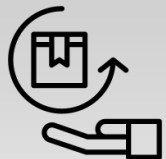


Black Box® is a trusted IT solutions provider delivering cutting-edge technology solutions and world-class consulting services to businesses around the globe

## What We Do



We deliver technology solutions for our customers by harnessing technology innovation to digitally transform and accelerate their business in the areas of Connected Buildings & IoT, Digital Workplace & Customer Experience, Data Center & Edge Networks, Wireless & Mobility (including 5G) and Cyber Security



We also sell and distribute technology infrastructure products to enhance customer experience through online web, distributors, integration partners and value-added resellers



**Rs 5,370 Crs**  
FY22 Revenue



**8,000+**  
Global Customers



**250+**  
Fortune 500 Companies



**30+**  
Global Technology  
Partnerships



**3,900+**  
Global Representatives



**75**  
Delivery and support  
Centres Across 6  
Regions



**5,000+**  
Active Client Locations  
Served On-Site

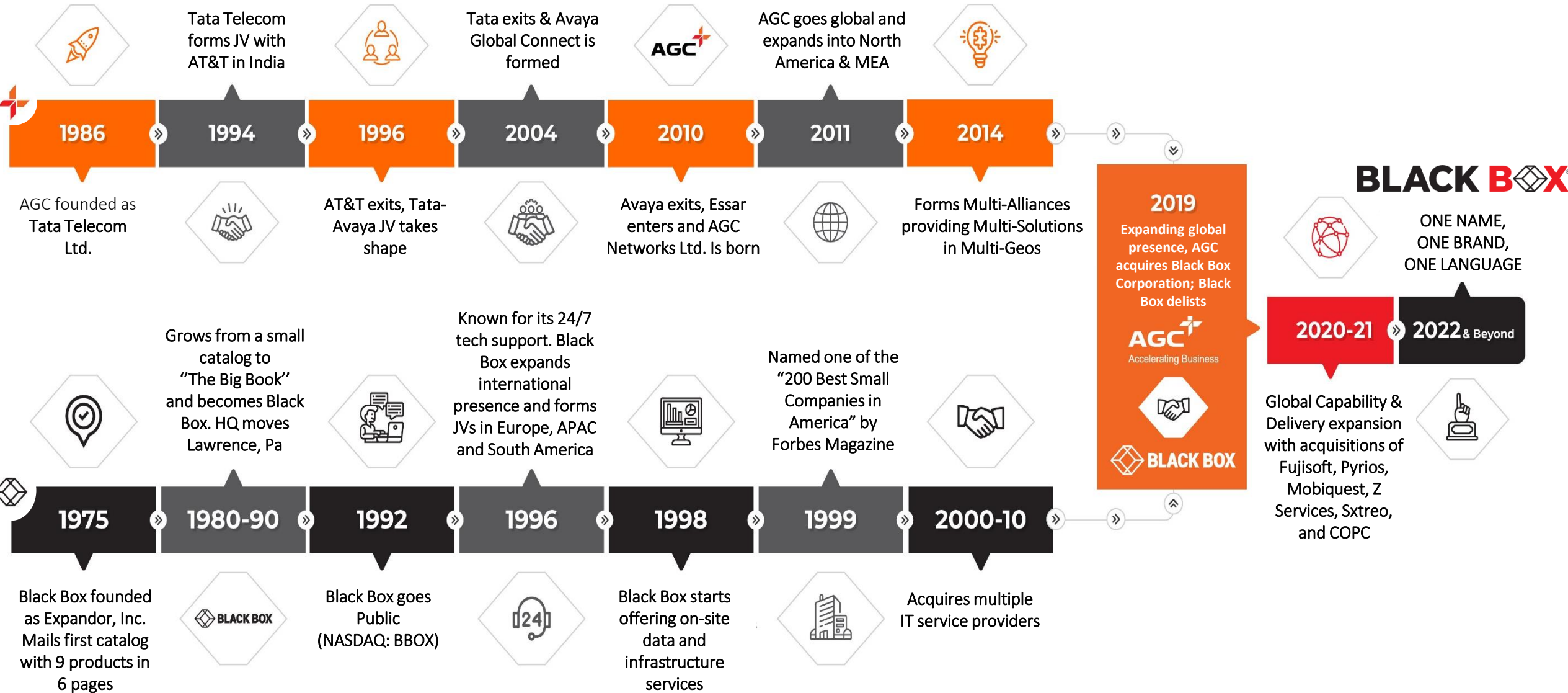


**35+**  
Presence in  
Countries



**4,000+**  
Technical  
Certifications

# AGC & BLACK BOX – MOVING FORWARD AS ONE

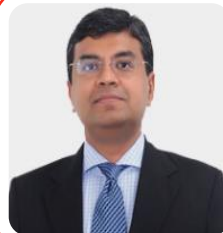


# OUR BOARD OF DIRECTORS



**Sanjeev Verma**  
Whole time Director

Experience: 29 years



**Sujay Sheth**  
Chairman – Independent  
Director

Experience: 26 years



**Neha Nagpal**  
Independent Director

Experience: 14 years



**Deepak Kumar Bansal**  
Executive Director &  
Global CFO

Experience: 25 years



**Dilip Thakkar**  
Independent Director

Experience: 55 years



**Anshuman Ruia**  
Executive Director

Experience: 31 years



**Mahua Mukherjee**  
Executive Director

Experience: 23 years



**Naresh Kothari**  
Non-Executive Director

Experience: 26 years



# OUR MANAGEMENT TEAM



**Sanjeev Verma**  
President

Experience: 29 years



**Deepak Kumar Bansal**  
Executive Director &  
Global CFO

Experience: 25 years



**Rick Gannon**  
Head of GSI Business

Experience: 21 years



**Lisa Davidson**  
Head of HR North America  
& Europe

Experience: 17 years



**Mahua Mukherjee**  
Head of HR APAC, India &  
MEA Business

Experience: 23 years



**Todd Oseth**  
Senior VP, GM, Technology  
Product Solution

Experience: 30+ years



**Bikram Sahoo**  
CTO

Experience: 25 years



**Mike Carney**  
Head of Corporate  
Development

Experience: 19 years



**Khirodra Mishra**  
Global Head – Cybersecurity

Experience: 20+ years

# IMPROVING FINANCIAL FLEXIBILITY



## Promoter Funding



## Balance Sheet Strength



## Credit Rating

- In May 2022, the final warrant tranche of Rs. 37 crores is received. With this, Rs 225 Crores from the warrant offer has been fully received and the shares has been issue. Promoter shareholding stands at 71.21% as of 30<sup>th</sup> June 2022
- Money is being utilized to meet the growth requirements of the company, reduction in liabilities and general corporate purposes

- Transformation at Black box has improved the financial strength
- Promoter funding to help in increasing the net worth further and reduce the liabilities
- Cash & Cash equivalents as on 30<sup>th</sup> Jun'22: Rs. 238 Crores

- CRISIL has assigned BBB/Stable rating (Investment Grade) to the long-term facilities and CRISIL A3+ for short-term facilities
- Ratings reflect upon healthy business risk profile, driven by the established market position and the improving profitability & cashflows of the company

### The Financial Flexibility will help to:

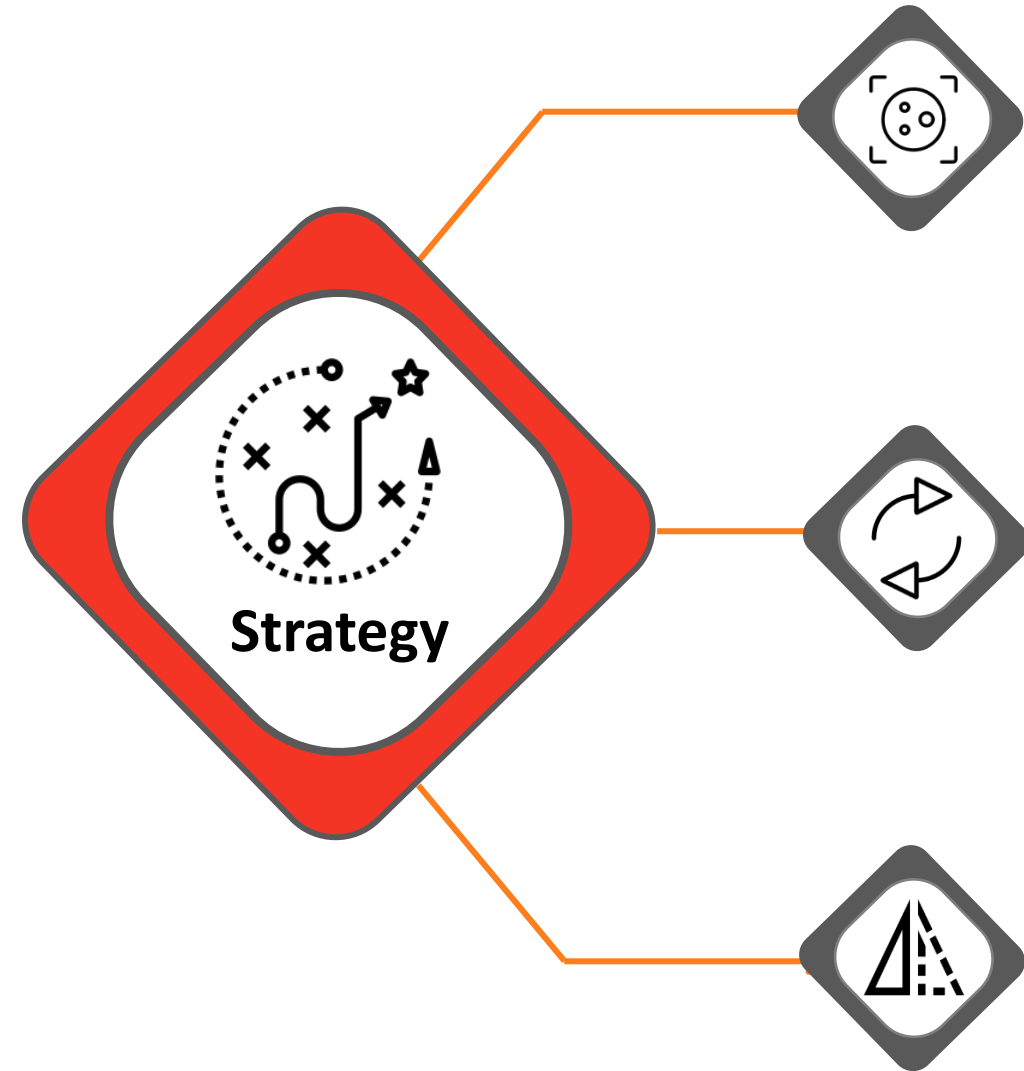
- ✓ Improve business offerings and acquire larger customers
- ✓ Extend business within existing markets to build scale and size
- ✓ Faster growth through inorganic acquisitions



# INORGANIC STRATEGY

TRANSFORM  
SUSTAIN & GROW

# INORGANIC GROWTH STRATEGY



## Identify Businesses that provides expansion through scale and revenues currently operating with sub-optimal margin profile

- ✓ Capability expansion in areas like Cloud, Data center, Cyber Security, IOT
- ✓ Geographic expansion within US and Europe and APAC

## Complementary to existing business

- ✓ Scale up existing businesses
- ✓ Acquire new customers
- ✓ Diversify to newer geographic locations
- ✓ Acquire capabilities in newer delivery verticals and solutions

## Transform the acquired entities

- ✓ Execute short term synergies
- ✓ Identify and implement mid-term transformation opportunities
- ✓ Exit non-strategic, low margin revenue segments
- ✓ Simplify capital, financial and tax structure

# ACQUISITION HISTORY



Company Acquired	Rationale
<b>Dragonfly Technologies Pty Ltd (Sept'21)</b>	<ul style="list-style-type: none"> <li>Provides a wide range of solutions/Service Offerings largely classified into Cyber Security, Enterprise Networking, Automation and Consulting Services</li> <li>Rationale is to strengthen its presence in Australia and also add cybersecurity capabilities to offer wider range of services to our customers. This will also give rise to an opportunity to cross sell to the current customers</li> </ul>
<b>Mobiquest (Singapore) (Jan'21)</b>	<ul style="list-style-type: none"> <li>Custom application development to enable clients to manage data integration with legacy systems</li> <li>Digitized and automated processes and workflows to monitor and manage key performance indicators (KPIs) to improve visibility and boost operational efficiency</li> <li>Digital transformation services with end-to-end lifecycle management of software applications with application services through technologies such as RPA, blockchain, AI/ML and IoT</li> </ul>
<b>Pyrios Pty Ltd (Australia) Pyrios Pty Ltd (New Zealand) (Aug'20)</b>	<ul style="list-style-type: none"> <li>Increase and strengthen Company's presence and offerings in the Australia and New Zealand market</li> <li>Enhance the current solution portfolio the Company in the Unified Communications and Contact center space and Cloud services</li> </ul>
<b>Fujisoft Technologies UAE (May'20)</b>	<ul style="list-style-type: none"> <li>Establish and scale presence in Middle East region</li> <li>Enhance the current solution portfolio across Cloud Computing &amp; Virtualization, Cyber Security, Managed SoC &amp; NoC, Managed Services, Data Center and Collaboration solutions</li> <li>Opportunity to cross sell between the current customers of Black Box and the acquired Companies</li> </ul>
<b>Black Box Corporation (Jan'19)</b>	<ul style="list-style-type: none"> <li>Expands offerings, scale, and Geographic reach to Service Global Enterprise Clients</li> <li>Increased combined revenues of the Company by over \$600mn</li> </ul>

## Strategic Objectives Fulfilled

- ✓ Business that provides expansion through scale and revenues currently operating with sub-optimal margin profile
- ✓ Complementary to existing business
- ✓ Transform the acquired entities

# IMPROVED SERVICE OFFERINGS & SCALE VIA ACQUISITION OF BLACK BOX



**BLACK BOX**

Focus on Global Solutions Integration Business (GSI)

Focus on Global Solutions Integration (GSI) + Technology Product Solutions business (TPS)



Unified Communications & Collaboration



Data Center & Edge IT



Cyber Security



Digital Transformation & Applications



Managed Services



**BLACK BOX**

**FY22 Revenues of Rs.5,370 Crs**

Connected Buildings



5G / Wireless



Signal Switching & Visualization



IoT & Networking



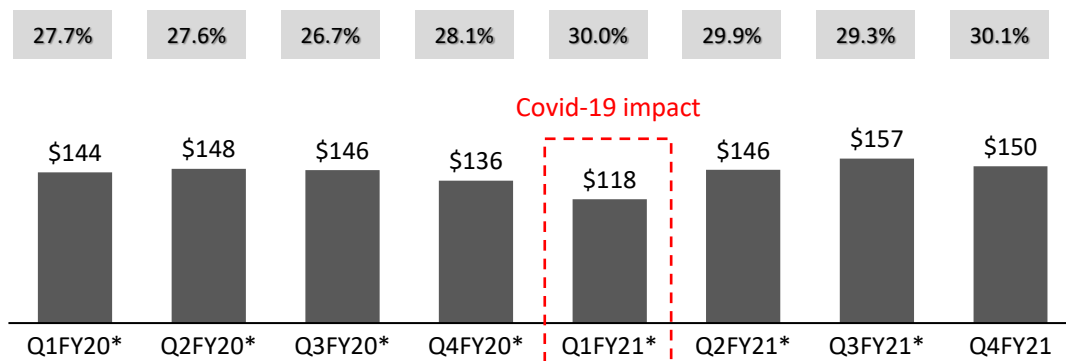
Infrastructure & Connectivity



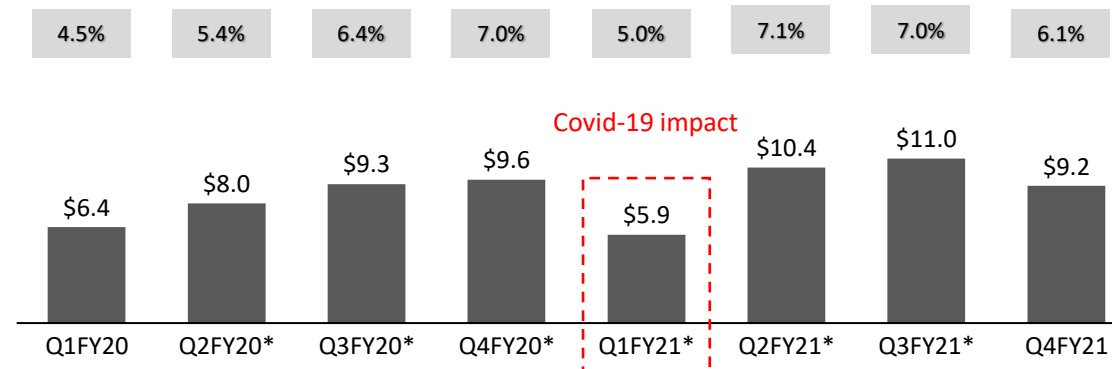
# BLACK BOX TRANSFORMATION SINCE ACQUISITION



Revenue# (in Mn \$) & Gross Margins



Adjusted# EBITDA (in Mn \$) & EBITDA Margins



## Rationalized Resources Regionally

- Contributed to improved Gross Profit and EBITDA



## Reduced Statutory Costs

- Transition from Public to Private Company implicitly reduces costs



## Procurement Costs

- Reduced procurement costs for products services including conversion of Sub-contractor labour to lower cost employees



## Insurance Costs

- Significant improvement in Insurance costs including reduction in retentions



## Facility Optimization

- Underutilized spaces being negotiated including consolidation of spaces in North America and Europe



## Reduced Admin Costs

- Reduced costs on account of improved policies on Outside service costs, travel etc.



## Reduced IT and Communication Costs

- Reductions in carrier costs, improved IT systems, overseas help desk, etc.



## ERP Consolidation

- Integration of legacy ERP instances into SAP, Salesforce CRM, ServiceNow and others

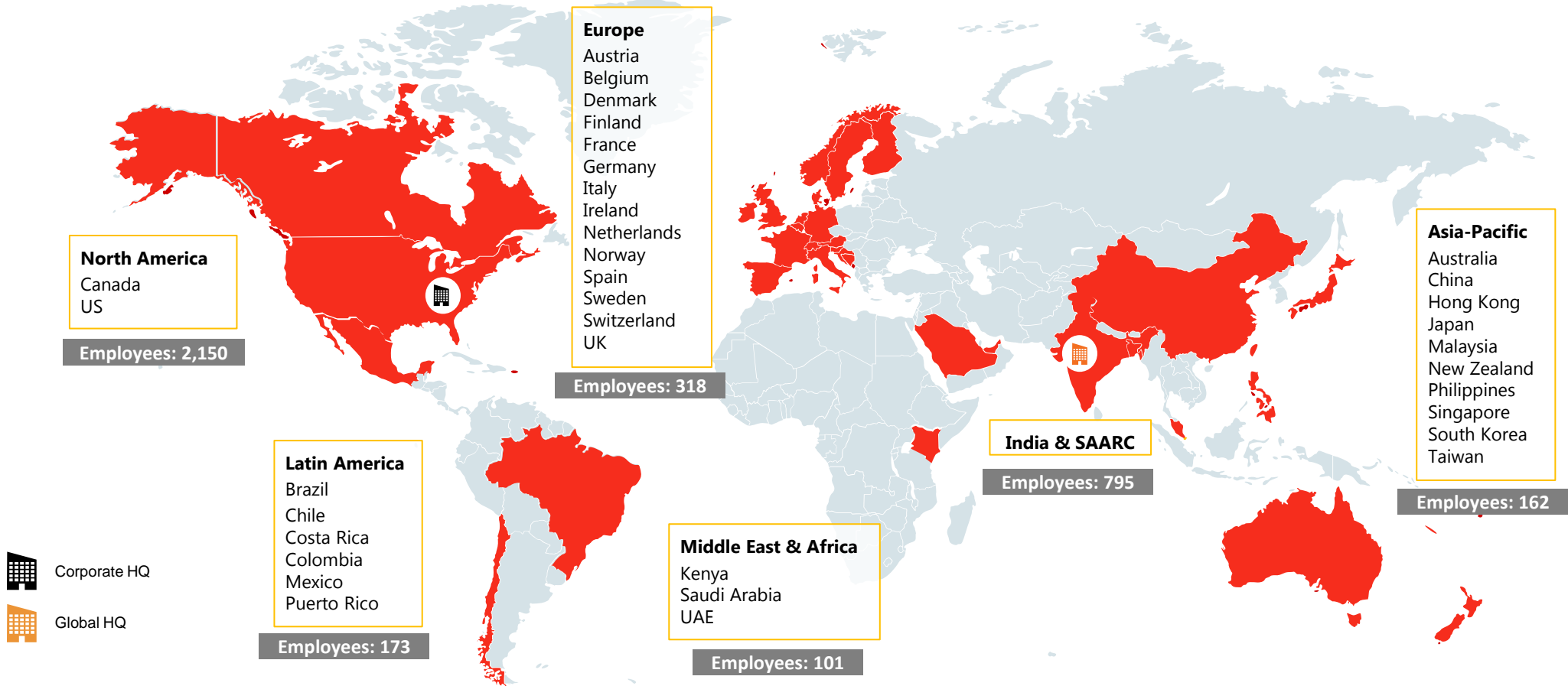


Since AGC's Acquisition in Early 2019, Black Box has Stabilized Revenue and Gross Margins & Adjusted EBITDA has grown over the quarters

# GLOBAL FOOTPRINT



Seamlessly transforming technology across enterprises economically, uniformly, and with scale at a global level  
Across 6 Regions and 35+ Countries...



<b>3,900+*</b> <b>Total Headcount</b>	<b>2,393</b> <b>Services &amp; Delivery</b>	<b>694</b> <b>Sales</b>	<b>612</b> <b>Support</b>
--	--	----------------------------	------------------------------

\*including contractual employees

The Map provided is for pictorial representation only ← 24 →



# ORGANIC GROWTH OPPORTUNITIES



## Investment in talent acquisition

Investment in refreshing the sales team, hiring of partner managers and solution architects for new offerings

01

## Cross Selling

Increased focus on cross-selling opportunities between Solution Integration and Technology Product divisions

02

## Global Deployment Opportunities

Investment to tap global deployment opportunities with US based clients and relevant partnerships with OEMs

03

Focus on Organic Growth Opportunities

## Data Center

Investment in data center practice

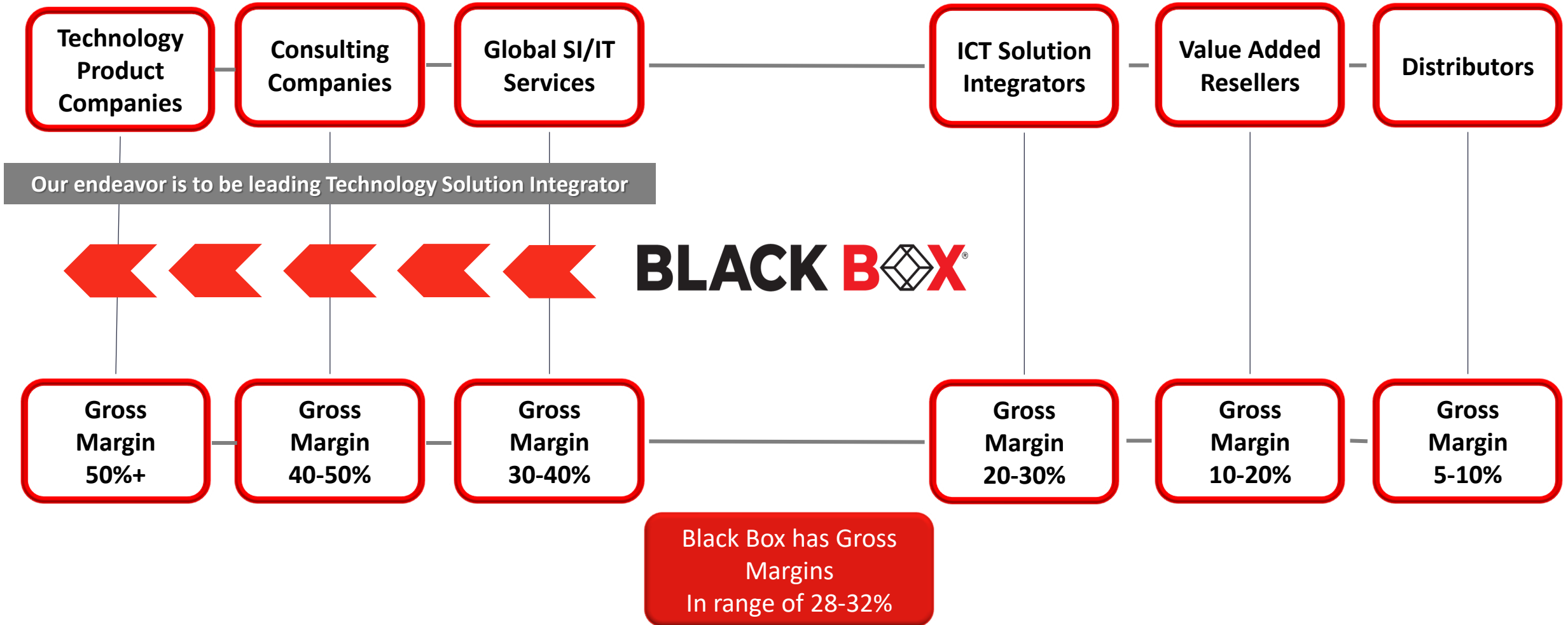
04

## Cloud based Offerings

Launching of new cloud-based offerings

05

# OUR ENDEAVOR



# WAY FORWARD



**To become a Leading IT Solution Partner for Global Clients**



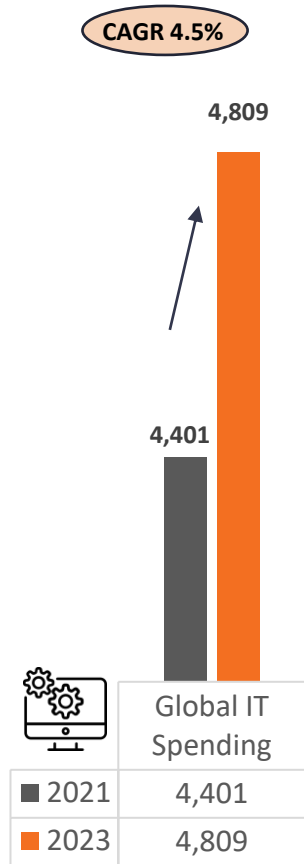
# INDUSTRY OVERVIEW

TRANSFORM  
SUSTAIN & GROW

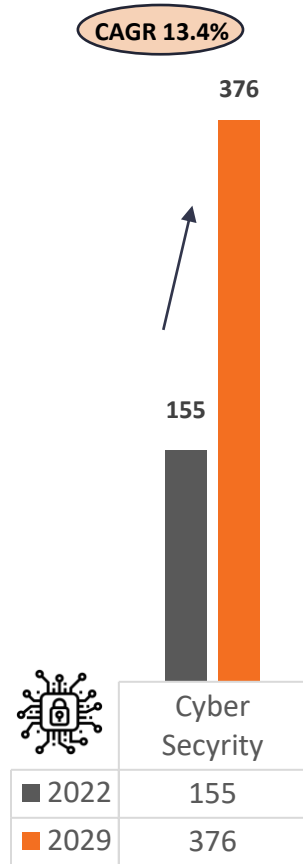
# GLOBAL INDUSTRY: TOTAL ADDRESSABLE MARKET



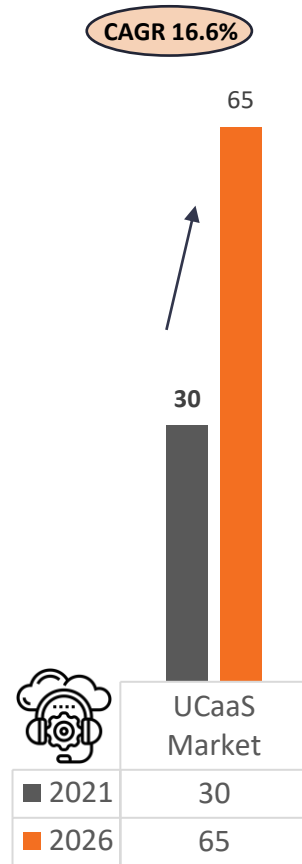
Amount In Billion \$



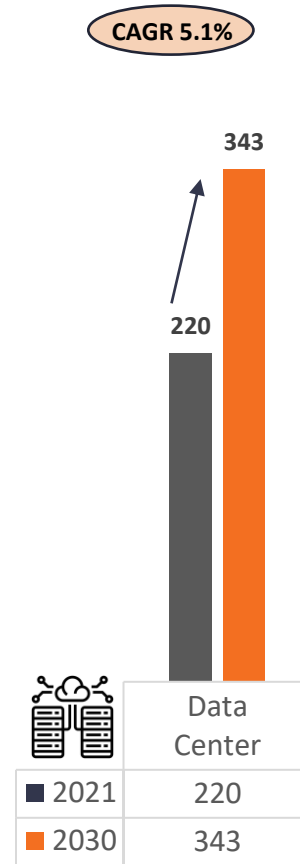
Source: Gartner



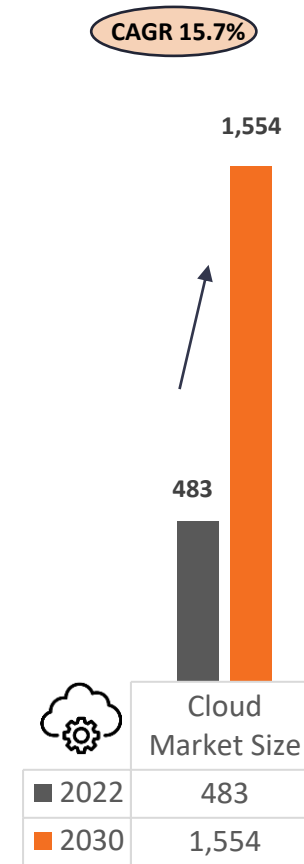
Source: Fortune Business Insights



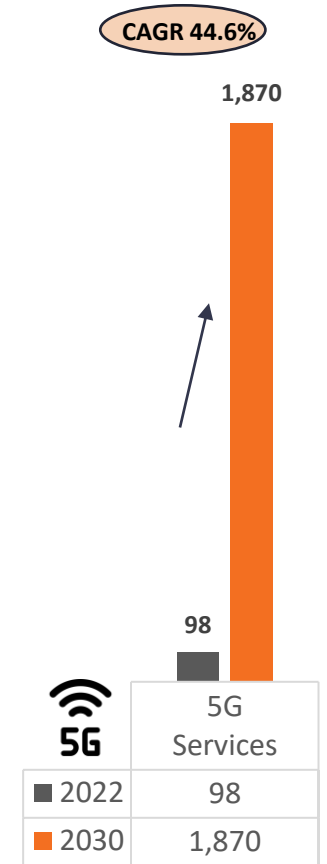
Source: ReportLinker



Source: Prescient Strategic Intelligence



Source: Grand View Research



Source: Precedence Research



# BUSINESS OVERVIEW

TRANSFORM  
SUSTAIN & GROW

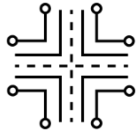
# PRODUCT SOLUTIONS & SERVICES OFFERINGS



1

## Global Solutions Integration Business (GSI)

Delivers digital transformation solutions that helps to design, deploy, manage and strategize IT operations



Digital Infrastructure



Unified Communications & Collaboration (UCC) and Customer Experience



Data Center & Enterprise Networking and 5G / OnGo



Cybersecurity

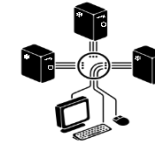
2

## Technology Product Solutions (TPS)

Markets, sells, and distributes IT infrastructure products primarily through distributors and system integrators



KVM & Audio-Visuals



IoT



Networking



Infrastructure and Connectivity

Well Diversified across Industries

Financial Services

Business Services

Healthcare

Manufacturing

Retail

Technology

Distributors

# KEY PILLARS IN GSI PORTFOLIO



## Solutions

### Connected Buildings



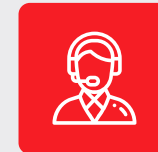
Global Multisite Deployments  
Structured Cabling  
Digital Transformation Implementation  
Deployment of IoT Devices

### Digital Workplace



Premise & Hybrid UC&C  
Managed UCaaS (Cloud)  
Premise to Cloud Upgrade  
Carrier Services

### Customer Experience



Omnichannel Experience  
Digital First/AI  
Resilient Staffing Solutions  
Agent Engagement

## Enabling Technology

### In-Buildings 5G / OnGo



4G to 5G Upgrade  
5G and Public Safety DAS  
OnGo Networking  
RTLS

### Enterprise Networking & Data Centers



Core Networking  
Wi-Fi 6  
SD-WAN & Connectivity  
DC Operations  
Hyperscale

### Cybersecurity



Advisory & Consulting Services  
System Integration Services  
Next-gen as-a-Service Solution  
Managed Security Services

## Delivery Models



### Xcelerate Services

Professional (Consult, Assess, Design, Project Management) & Field (On-Site, Deploy)  
Support (Monitoring (NoC & SoC), Incidents, Remote Activities), Managed Services (XaaS, Custom)  
Customer Success



# CASE STUDY – DIGITAL INFRASTRUCTURE



## Contact Center Infrastructure Upgrade for an Indian Logistics Company



### THE CLIENT

Our client is an Indian Logistics Company providing courier delivery services & has a subsidiary cargo airline that operates in South Asian countries



### THE CHALLENGE

The client decided to upgrade their existing Contact Center technology that was obsolete and move on to a robust optimized architecture so as to ensure maximum uptime



### THE SOLUTION

Black Box demonstrated the benefits of a centralised vs. decentralised set-up and optimised the design by utilising their current infrastructure. This involved Contact Center consolidation with back-office soft-phones. This agreement showed Black Box's Professional Services as a Solution Integrator



### BENEFIT

A future-ready solution with low Total Cost of Ownership and high uptime

# CASE STUDY – UNIFIED COMMUNICATIONS & COLLABORATION (UCC)



## Seamless Migration for Voice Technology Service



### THE CLIENT

This healthcare provider is acknowledged globally for its clinical competence in six specialities, from cardiology/heart surgery to neurology/neurosurgery



### THE CHALLENGE

The client was utilizing PRI, an outdated voice technology service that lacks redundancy and scalability. In addition, the client's current service provider (as well as others) were phasing out legacy PRI services in the region



### THE SOLUTION

Black Box provided an up-to-date voice technology service delivering 2,000 SIP call paths over a redundant MPLS network. The on-site Black Box technical team enabled a seamless migration from the old to the new system



### BENEFIT

The new centralized SIP service gave the client flexibility and scalability to add capacity as needed and redundancy with failover between circuits. Best of all, it reduced the client's voice technology service costs by nearly 30%



# CASE STUDY – DATA CENTER & ENTERPRISE NETWORKING AND 5G / ONGO



## Ubiquitous, 5G-Ready Wireless Coverage



### THE CLIENT

This large, university-based healthcare system cares for tens of thousands of patients a year. It is world renowned for its neuroscience, cancer research and treatment capabilities



### THE CHALLENGE

The client needs to provide mission-critical cellular coverage in multiple existing and new buildings across its very large campus. The wireless coverage is designed for use by physicians, staff, patients, and visitors



### THE SOLUTION

Black Box has, so far, designed and installed the CommScope IONera Digital Distributed Antenna (DAS) System with more than 500 universal access points (UAPs) in nine buildings across the campus



### BENEFIT

Future-ready and 5G capable, the DAS system provides ubiquitous, multioperator, in-building wireless coverage to support physician/staff communications and patient/visitor satisfaction

# CASE STUDY – CYBERSECURITY



## Cybersecurity for banking industry



### THE CLIENT

Banking Industry client required to meet RBI guidelines



### THE CHALLENGE

- Security Policy and Guidelines not meeting RBI need
- IT set up without required baseline
- Data leakage problem



### THE SOLUTION

- Understood Business and its critical dependencies
- Provided GRC services to build Policy
- Performed Security Posture Audit-Technical
- Provided Managed Security Services



### BENEFIT

- IT Policy and Standard SOP/Baseline Achieved
- Security Configuration standardized
- Critical Vulnerabilities patched
- Constant monitoring to meet compliance

# STRONG RELATIONSHIP WITH GLOBAL TECH PARTNERS





# TECHNOLOGY PRODUCT SOLUTIONS



**TPS provides connectivity that enables businesses to better visualize and analyse information**

- ✓ Strong brand awareness with 40+ years of history with sizable installed base
- ✓ We are a market leader in control room designs and deployments with reputation for being the best at complex signals and challenging environments

## Our Role



R&D / IP



White Labelling



Marketing



Selling



Distribute



Technical Support



Distributors

Value Added Resellers

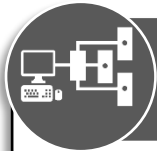
Web Retailers

System Integrators



End Consumers

# TECHNOLOGY PRODUCT SOLUTIONS PORTFOLIO



## KVM

- Extenders
- KVM Manager
- LCD Console Trays
- Matrix Systems
- Multiviewers
- Secure
- Single-User Switches
- Accessories



## IoT

- BLE Beacons & ID Cards
- Connected Buildings
- Container Tracking
- GPS Personal Tracking
- Gateways & Data Acquisition
- Smart Sensors
- IoT Software Platform



## A / V

- Adapters
- AV-over-IP
- Control Systems
- Converters
- Digital Signage
- Room Schedulers
- Extenders
- Repeaters
- Scalars
- Splitters
- Switchers
- Video Walls



## Infrastructure

- Accessories
- Cabinets
- Lockers
- Power
- Racks
- Testers
- Tools
- Cooling



## Networking

- Console Servers
- Device Servers
- Ethernet Extenders
- Ethernet Switches
- Media Converters
- SFP Transceivers
- Wireless
- Docks/Hubs
- Power over Ethernet (PoE)



## Cables

- AV Cables
- Cable Management
- Coaxial
- Active Optical
- Serial
- Network Copper
- Network Fiber Optics
- USB Cables

# OUR PRODUCT PARTNERS



## Leveraging our Relationships with Global Distributors





# CASE STUDY - KVM



## Broadcaster Builds Studios on Black Box Emerald KVM-over-IP Platform



### THE CLIENT

A broadcaster teamed with a global systems integrator to plan and deploy his new broadcast center with multiple control rooms, studios, and workplaces for 3000 employees



### THE CHALLENGE

Customer's desire was to enable flexible IP-based signal switching and extension connecting physical and virtual systems, with studios, control rooms, and operators using a high degree of automation putting people and news at the center



### THE SOLUTION

The Black Box Emerald KVM-over-IP solution became the favored choice to deliver reliable, flexible IP-based signal switching and extension. The system connects in total 1.000 endpoints using a variety of Emerald models that meet individual requirements while working perfectly together



### BENEFIT

The complete Emerald solution delivered high availability and scalability, interoperability between 4K and HD, remote app, and a market-leading low bandwidth consumption for maximum expandability and flexibility

# CASE STUDY – NETWORKING



## KVM Solutions deployed for the Defence Sector in the NORDICS



### THE CLIENT

A solutions integrator and Black Box customer involved in secure networking systems



### THE CHALLENGE

The customer needed a software solution that enabled them to improve security by locking custom-built servers in an EMP-shielded server room while employees worked in an open-office environment



### THE SOLUTION

The customer already had KVM extender solutions they were happy with, but they lacked secure HDMI connections. Black Box designed a DKM KVM extension network that met the customer's exact connectivity requirements plus had transparent support for USB card readers at 44 user desks



### BENEFIT

Customer can now secure 44 PCs in an EMP-shielded environment to avoid exposure to outside interference or tampering. Because Black Box provided a pilot installation before the customer placed an order, the customer was able to test the solution before placing the large order



# CASE STUDY – NETWORKING



## Environmental Monitoring for a Railway System



### THE CLIENT

The client is one of the oldest Ministry of Transportation and Communications in the world operating and maintaining more than 60 in-house data centers



### THE CHALLENGE

Replace the railway's legacy remote environmental monitoring system that included some damaged hardware and out-of-date, proprietary, customized software which tied them to using only the original supplier



### THE SOLUTION

To keep the railway's network operating without heat or humidity damage, Black Box deployed the AlertWerks Wired Monitoring System. The system was installed in 18 control rooms with the dual temperature & humidity controls, smoke detectors, and door access sensors



### BENEFIT

The system integrates with other devices, such as IP cameras and UPSs, for flexibility. It also provides personnel flexibility as no professional training is needed for system configuration. Managed by a GUI-enabled software program, IT administrators can easily expand or update the system ← 43 →

# OUR CUSTOMERS



Bank of America.



Infosys®



Cognizant



HCL



Genentech

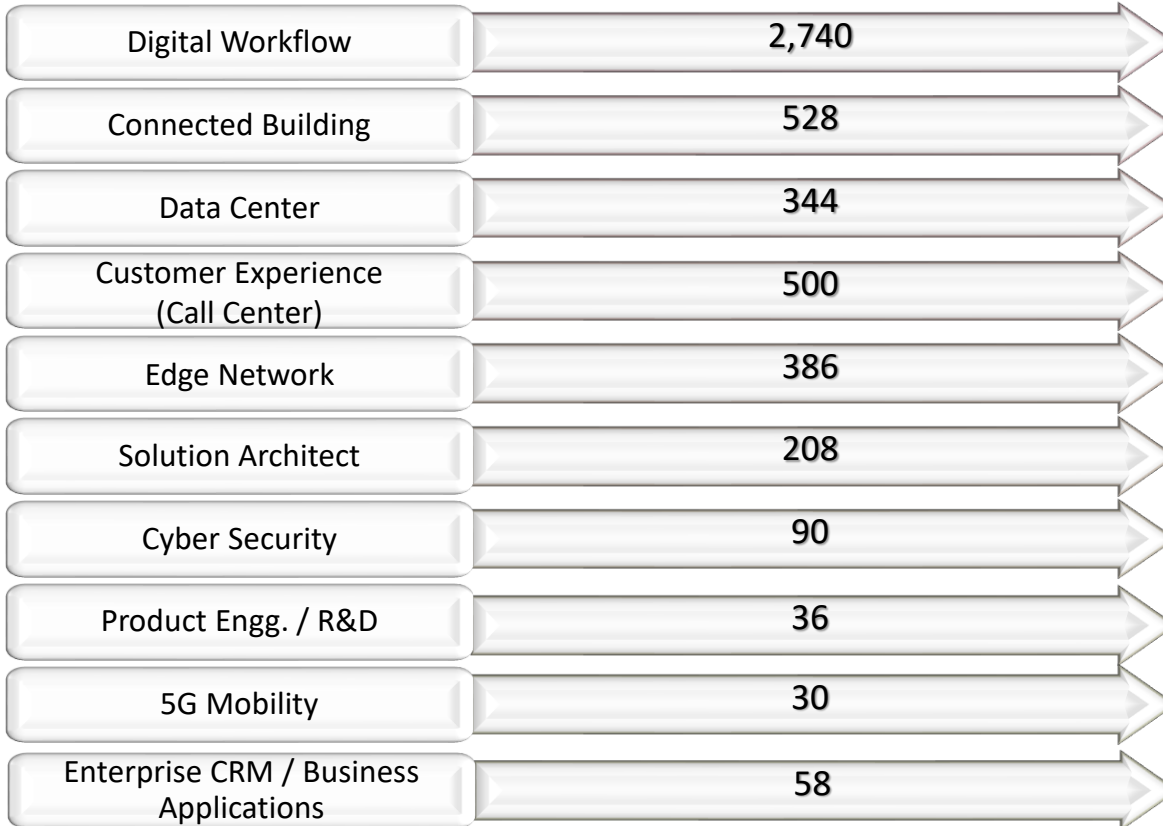


Bloomberg

# ORGANIZATION SIZED TO SCALE GROWTH



## Black Box Skills Across



Investment to hire sales resource continue

### Talent Acquisition:

- Ratio-centric manpower including sales, delivery and services team – capable and technically competent to achieve growth
- Dedicated talent acquisition team focusing on high quality hires across functions globally
- Focus on newer and future ready technology capabilities
- Multi-skilled
- Investment in refreshing the sales team and hiring of partner managers

### Training & Development:

- Building the organizational capability level with requisite training
- Core & new skill up-gradation to enhance business prospects
- Various Certifications by OEMs



# HISTORICAL FINANCIAL HIGHLIGHTS

TRANSFORM  
SUSTAIN & GROW

# IMPROVING FINANCIALS OVER LAST 4 YEARS



Particulars (Rs. Crs. )	FY18	FY19	FY20*	FY21	FY22
<b>Revenue from Operations</b>	<b>733</b>	<b>1,853</b>	<b>4,994</b>	<b>4,674</b>	<b>5,370</b>
<b>Gross Profit</b>	<b>204</b>	<b>496</b>	<b>1,521</b>	<b>1,497</b>	<b>1,549</b>
<b>Gross Profit Margin</b>	<b>27.8%</b>	<b>26.8%</b>	<b>30.4%</b>	<b>32.0%</b>	<b>28.9%</b>
Total Other Expenses	170	450	1,192	1,145	1,289
<b>EBITDA</b>	<b>33</b>	<b>47</b>	<b>328</b>	<b>352</b>	<b>260</b>
<b>EBITDA Margin</b>	<b>4.5%</b>	<b>2.5%</b>	<b>6.6%</b>	<b>7.5%</b>	<b>4.8%</b>
Other Income	5	6	7	11	6
Depreciation (as per IND AS 116)	8	15	92	96	99
Depreciation (as per business)	8	15	41	33	49
<b>EBIT</b>	<b>30</b>	<b>38</b>	<b>244</b>	<b>267</b>	<b>168</b>
<b>EBIT Margin</b>	<b>4.1%</b>	<b>2.1%</b>	<b>4.9%</b>	<b>5.7%</b>	<b>3.1%</b>
Finance Cost (as per IND AS 116)	25	45	132	98	74
Finance Cost (as per business)	25	45	123	86	56
Change in Fair value of warrant liability	-	-	(37)	(42)	0
Amortization of debt issuance cost	-	-	(23)	-	14
Exceptional Item Gain/ Loss	14	(73)	(125)	(32)	(22)
<b>Profit before Tax</b>	<b>19</b>	<b>(79)</b>	<b>(73)</b>	<b>96</b>	<b>86</b>
<b>PBT Margin</b>	<b>2.6%</b>	<b>-4.3%</b>	<b>-1.5%</b>	<b>2.1%</b>	<b>1.6%</b>
Tax	4	(1)	7	18	13
<b>PAT</b>	<b>15</b>	<b>(79)</b>	<b>(80)</b>	<b>78</b>	<b>73</b>
<b>PAT Margin %</b>	<b>2.0%</b>	<b>-4.3%</b>	<b>-1.6%</b>	<b>1.7%</b>	<b>1.4%</b>
<b>Basic EPS (in Rs.)</b>	<b>5.15</b>	<b>(26.97)</b>	<b>(26.89)</b>	<b>26.05</b>	<b>22.25</b>

\*Restated

# CONSOLIDATED BALANCE SHEET



Particulars (Rs in Cr)	Mar-18	Mar-19	Mar-20*	Mar-21	Mar-22
<b>Non-Current Assets</b>					
Property, Plant And Equipment	23	156	164	164	190
Right Of Use Asset	-	0	116	146	194
Goodwill	84	205	234	269	300
Other Intangible Assets	7	38	43	43	47
Financial Assets	7	11	25	28	24
Deferred tax assets	60	95	93	67	61
Other Non-Current Assets	5	29	84	31	26
<b>Total Non-Current Assets</b>	<b>184</b>	<b>535</b>	<b>759</b>	<b>749</b>	<b>843</b>
<b>Current Assets</b>					
Inventories	31	151	137	149	226
Trade Receivables	208	862	361	240	374
Cash And Cash Equivalentents	12	263	369	410	311
Financial Assets	42	99	405	533	604
Other Current Assets	104	522	275	223	291
<b>Sub-Total - Current Assets</b>	<b>396</b>	<b>1,897</b>	<b>1,547</b>	<b>1,554</b>	<b>1,807</b>
<b>Total - Assets</b>	<b>580</b>	<b>2,432</b>	<b>2,306</b>	<b>2,303</b>	<b>2,650</b>

Particulars (Rs in Cr)	Mar-18	Mar-19	Mar-20*	Mar-21	Mar-22
<b>EQUITY AND LIABILITIES</b>					
<b>Equity</b>					
Equity Share Capital	28	30	30	33	33
Other Equity	62	(11)	(206)	174	228
<b>Total Equity</b>	<b>90</b>	<b>19</b>	<b>(176)</b>	<b>207</b>	<b>260</b>
<b>Non-Current Liabilities</b>					
Borrowing	20	587	15	119	229
Lease Liabilities	-	2	65	94	116
Other Financial Liabilities	5	2	157	87	10
Other Non-Current Liabilities	12	47	63	25	51
Provisions	11	117	197	85	78
<b>Sub-Total - Non-Current Liabilities</b>	<b>47</b>	<b>755</b>	<b>499</b>	<b>410</b>	<b>485</b>
<b>Current Liabilities</b>					
Borrowing	118	207	242	57	45
Trade Payables	139	551	548	516	898
Lease Liabilities	-	2	68	58	90
Other Financial Liabilities	46	275	569	373	288
Other Current Liabilities	137	490	472	564	522
Provisions	4	133	85	119	63
<b>Sub-Total - Current Liabilities</b>	<b>444</b>	<b>1,658</b>	<b>1,983</b>	<b>1,686</b>	<b>1,905</b>
<b>Total - Equity And Liabilities</b>	<b>580</b>	<b>2,432</b>	<b>2,306</b>	<b>2,303</b>	<b>2,650</b>

\*Restated



# SUMMARY OF CONSOLIDATED CASH FLOWS



Particulars (Rs in Cr)	Mar-18	Mar-19	Mar-20**	Mar-21	Mar-22
Operating profit before working capital changes	24	(33)	346	329	253
Changes in working capital	18	(13)	817	35	(61)
Cash generated from operations	42	(46)	1,163	364	192
Direct taxes paid (net of refund)	10	(26)	(26)	49	(21)
<b>Net Cash from Operating Activities (A)</b>	<b>52</b>	<b>(72)</b>	<b>1,137</b>	<b>412</b>	<b>171</b>
<b>Net Cash from Investing Activities (B)</b>	<b>(5)</b>	<b>(357)</b>	<b>(328)</b>	<b>(131)</b>	<b>(147)</b>
<b>Net Cash from Financing Activities (C)</b>	<b>(54)</b>	<b>629</b>	<b>(645)</b>	<b>(288)</b>	<b>(43)</b>
<b>Net Change in cash and cash equivalents</b>	<b>(7)</b>	<b>201</b>	<b>164</b>	<b>(6)</b>	<b>(19)</b>
<b>Cash and cash equivalents at the beginning of the year*</b>	<b>16</b>	<b>9</b>	<b>206</b>	<b>316</b>	<b>357</b>
<b>Cash and cash equivalents at the end of the year*</b>	<b>9</b>	<b>206</b>	<b>316</b>	<b>357</b>	<b>301</b>

\*Excludes restricted cash

\*\*Restated

# Annexure – Links to Stock Exchange Intimations



Particulars	Links
CRISIL Ratings Rationale	<a href="#">Press Release</a>
Black Box Corporation Acquisition	<a href="#">Press Release 4</a> <a href="#">Press Release 3</a> <a href="#">Press Release 2</a> <a href="#">Press Release 1</a>
Fujisoft Technologies UAE	<a href="#">Press Release</a>
Pyrios Pty Ltd (Australia) Pyrios Pty Ltd (New Zealand)	<a href="#">Press Release 2</a> <a href="#">Press Release 1</a>
Dragon Fly Technologies Limited	<a href="#">Press Release</a>
Q1 FY23 Results	<a href="#">Results</a>



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**Company :**

**BLACK BOX<sup>®</sup>**

**Black Box Limited**

CIN: L32200MH1986PLC040652

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**Investor Relations Advisors :**

**SGA** Strategic Growth Advisors

**Strategic Growth Advisors Private Limited**

CIN: U74140MH2010PTC204285

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