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BBOX/SD/SE/2026/75

August 12, 2026

To,

Corporate Relationship Department **Bombay Stock Exchange Limited** P.J. Towers, Dalal Street, Fort, Mumbai 400001	**Corporate Relationship Department** **National Stock Exchange Limited** Exchange Plaza, Bandra Kurla Complex, Bandra East, Mumbai 400051

Sub: Submission of Investor Presentation

Ref.: Scrip code: BSE: 500463/NSE: BBOX

Dear Sir/Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith Investor Presentation. The same will also be available on the website of the Company at www.blackbox.com.

This is for your information, record and necessary dissemination to all the stakeholders.

Thanking You,

For **Black Box Limited**

ADITYA GOSWAMI
Digitally signed by ADITYA GOSWAMI
Date: 2026.08.12 22:47:47 +05'30'

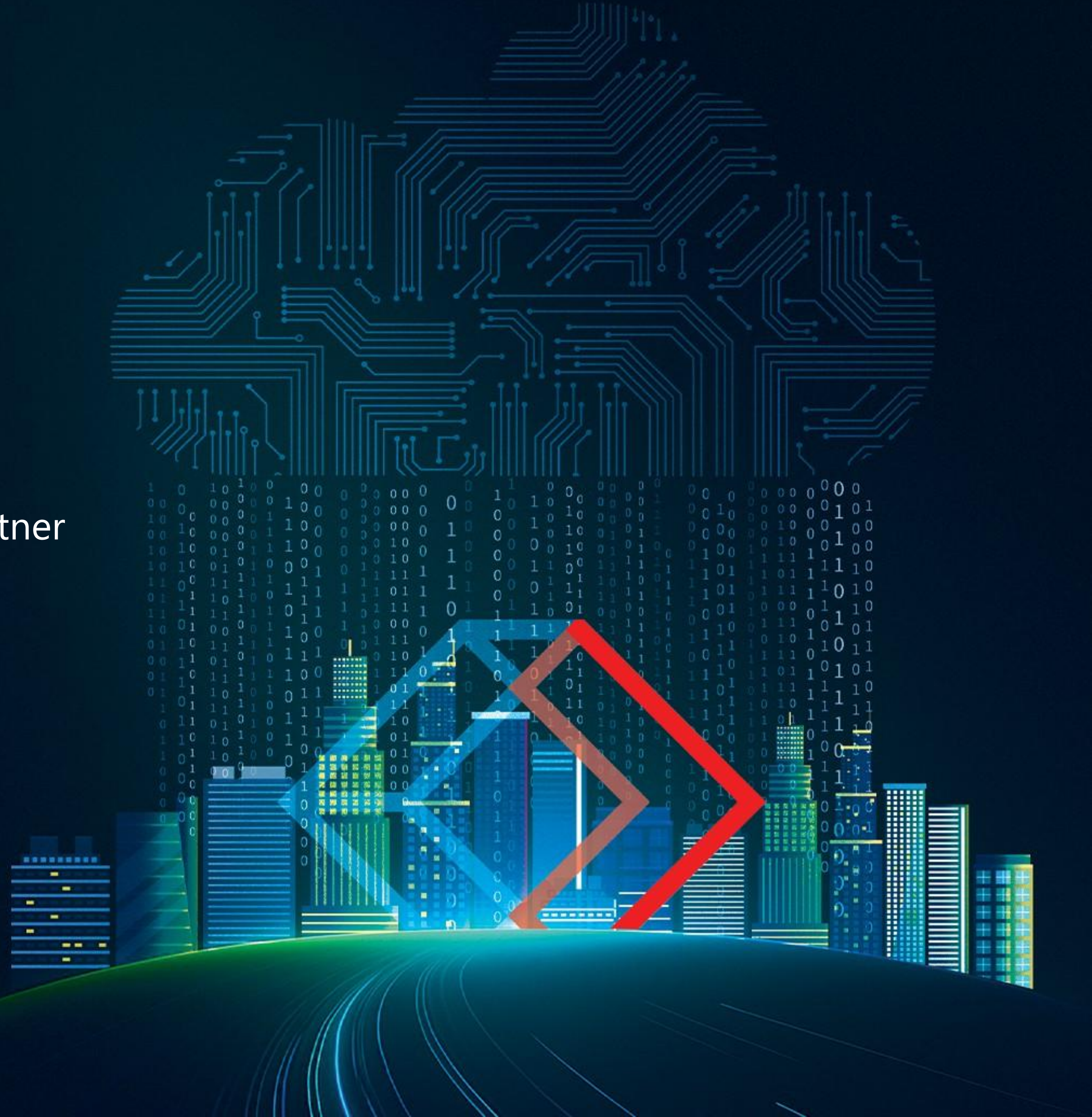
Aditya Goswami
Company Secretary & Compliance Officer

Encl.: A/a.

BLACK BOX

REDEFINE READY

Your Connect-Anything, Optimize-Everything Partner



Results Presentation

Q1 FY27

12 Aug 2026

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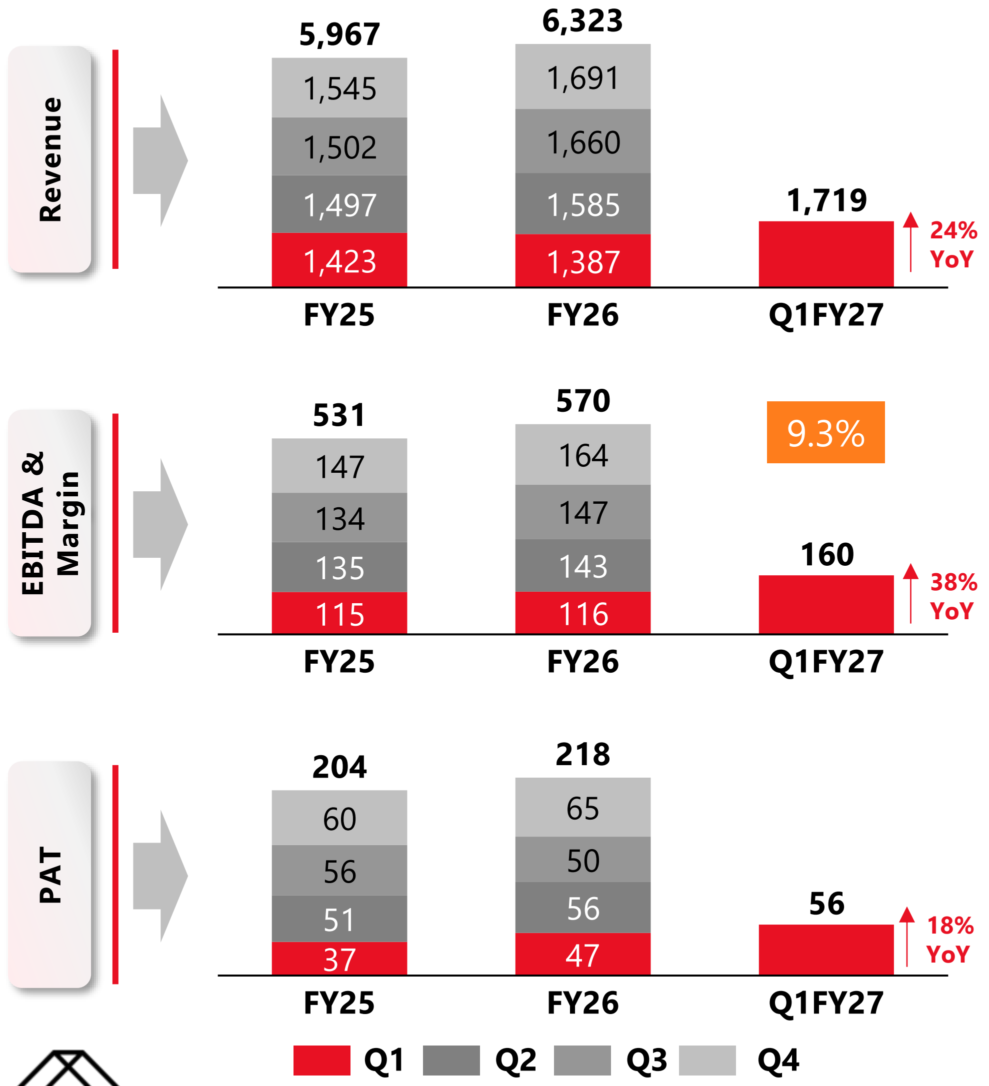
Q1 FY27 FINANCIAL HIGHLIGHTS

Financial Highlights – Q1 FY27

Highest quarterly revenue, strong order booking and robust order backlog

Amt in ₹ crore



Revenue

- Robust order bookings during the quarter of $339 mn (₹3,208 cr)
- Order backlog strengthened to $949 mn (₹8,986 cr) due to improved conversion of pipeline, especially in the data center (DC) business; Win-rate for large deals has improved by over 2x
- Revenue up 24% YoY (despite Q1 typically being a softer quarter) on account of improved execution of orders, from a rising order backlog and contribution from the recently acquired Brazilian entity, "2S", effective May 1
- Revenue contribution from DC which was ~17% in FY26, will increase to ~30% in FY27 on account of execution of large DC orders
- Contribution of high-value strategic accounts increasing; focused strategy
- Majority growth is led by large enterprises in the U.S., including hyperscalers, and improving contribution from other geographies like Latin America and India

EBITDA and margin

- YoY EBITDA up 38% with margins improving by 90 bps YoY to 9.3%, due to improved operating leverage and productivity
- With expected growth in revenue on the back of higher backlog, fixed cost absorption will continue to be higher helping the company reach its targeted 10% EBITDA margin by the end of FY27

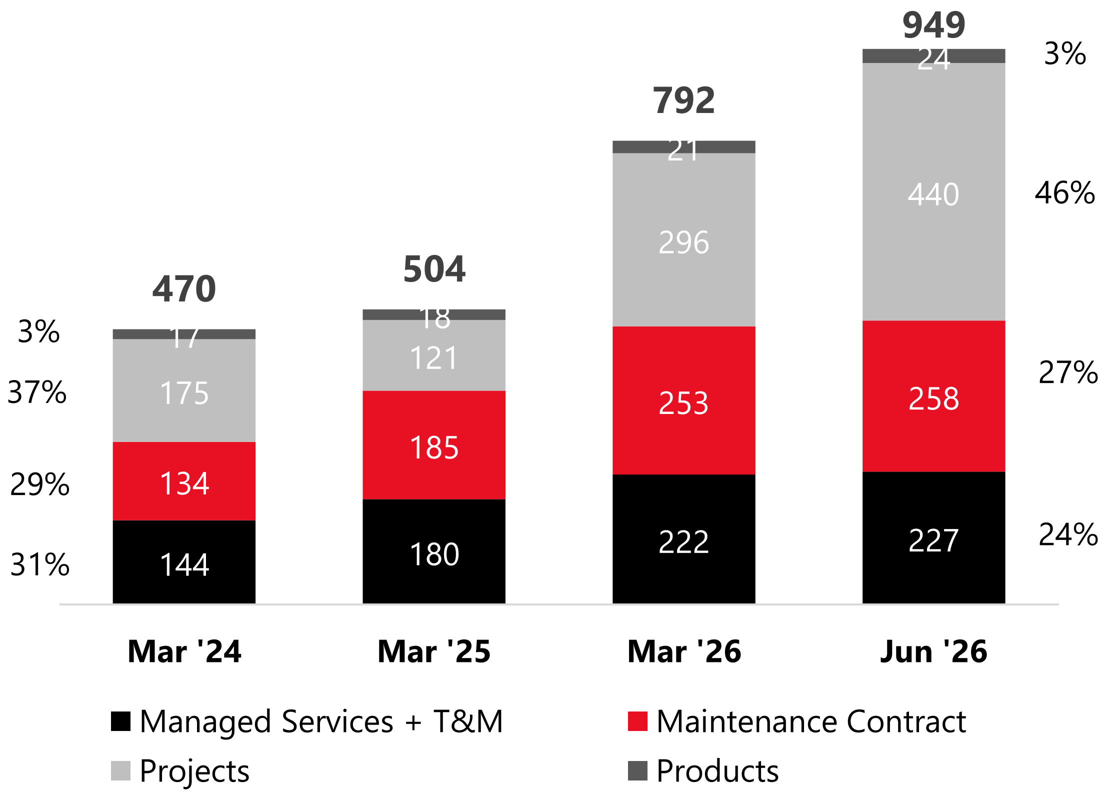
PAT

- PAT up 18% YoY on account of better EBITDA despite higher exceptional items and higher finance costs

Healthy Total Order Backlog

Increase in large value deals and large Project Wins; focus on higher conversion of pipeline continues

Order Backlog ($ million)



Order Book and Pipeline Update

- Order bookings during the quarter: $339 mn (₹3,208 cr)
- Order backlog increased by $157 mn (₹1,486 cr) sequentially to $949 mn (₹8,986 cr), up 28% QoQ
- Avg. tenure of order backlog has increased from 12-15 months in FY26 to approx. 18 months, increasing revenue quality and visibility
  - data center projects (24-36 months), enterprise projects (6-12 months), maintenance contracts (12-24 months) and managed services (12-24 months)
- Order backlog from project-led business increased ~50% QoQ, reflecting an improving quality of revenue and greater participation in longer-duration engagements with 24–36 months of revenue visibility
- **Q1 FY27 notable wins:**
  - Secured a $131 mn (~₹1,240 cr) engagement with a new U.S. based global hyperscaler,
  - Financial services, healthcare, public services and retail contributed ~$80 mn (~₹757 cr)
  - a large U.S. connectivity infrastructure and networking engagement with one of the world's largest chip manufacturers
  - a workplace solutions and connectivity engagement with a leading discount retailer
  - significant orders from a state government in the U.S. and a leading healthcare provider

Order book growth due to AI-led infrastructure investments

cr = crore

Management Commentary

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

"We have entered FY27 with strong momentum, delivering our highest-ever quarterly revenue of ₹1,719 crore, up 24% YoY, driven by improved execution of our expanding backlog and the contribution from our recently acquired Brazilian business, 2S. Strong order bookings of US$339 million lifted our backlog to an all-time high of US$949 million, providing greater visibility and a strong foundation for sustained growth.

Black Box today operates from a fundamentally stronger platform. Our growing participation in AI-led digital infrastructure, expanding hyperscaler relationships and deep presence across approximately 300 strategic enterprise accounts give us significant headroom to scale. Our priority is to convert this opportunity into disciplined, profitable growth as we build towards our ambition of becoming a US$2 billion revenue company by FY30."

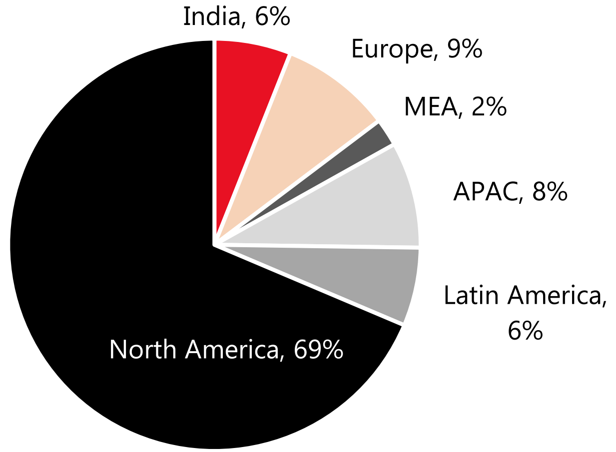
Mr. Deepak Kumar Bansal, Executive Director and Global Chief Financial Officer of Black Box, said,

"Q1 demonstrates the improving financial quality of the business, with EBITDA growth outpacing revenue growth and margins expanding by 90 bps. The increasing scale, quality and duration of our order book create a stronger base for growth and enhance revenue visibility.

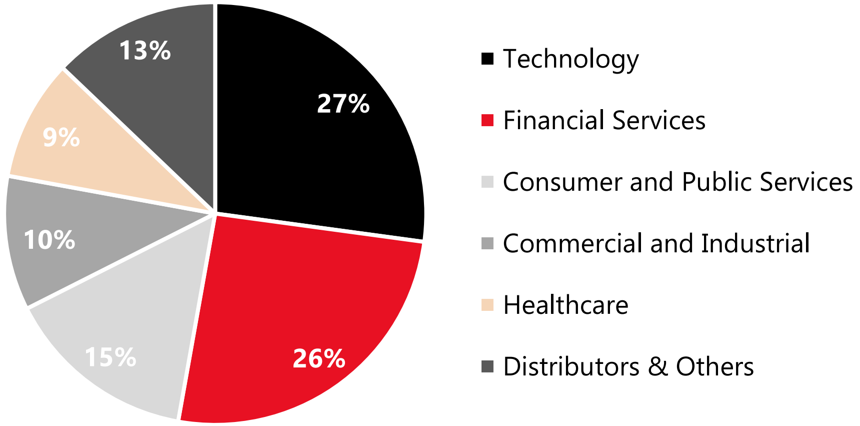
Our focus remains on translating this momentum into stronger cash flows and returns through operating leverage, disciplined working capital management and prudent capital allocation, while selectively investing in capabilities that can create sustainable long-term value."

Well Diversified Global Business Model – Q1 FY27

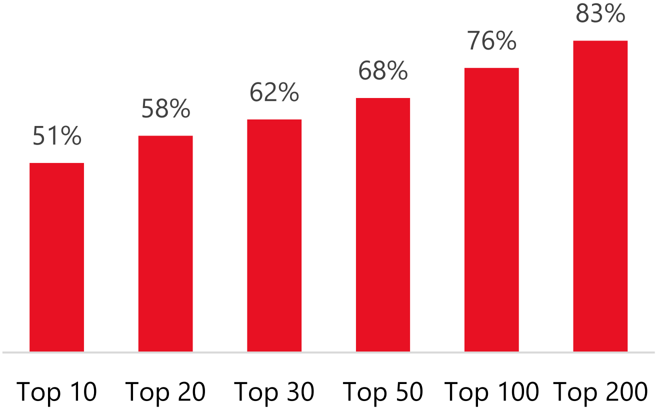
Revenue by Geography



Revenue by Industry

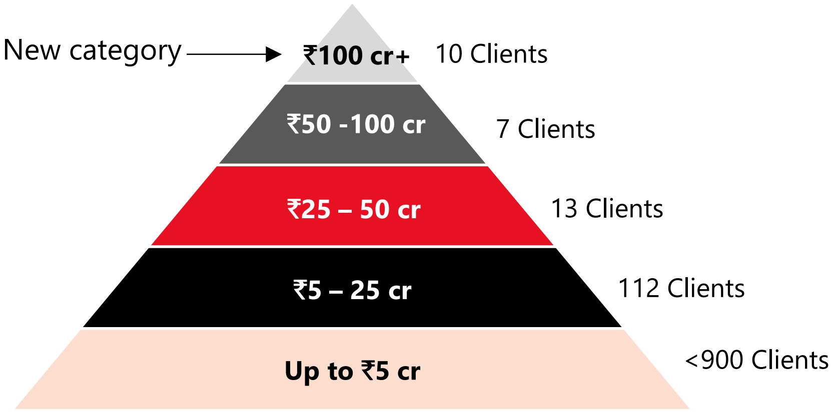


Client Concentration % - Revenue



Top 10 clients' tenure continues to remain above 20 years*

Client-wise Contracts (FY26)



* Weighted average number of years

Consolidated P&L – Q1 FY27

Particulars (in ₹ crore)	Q1 FY27	Q1 FY26	*YoY*	Q4 FY26	FY26
Revenue from Operations	**1,719**	1,387	*24%*	1,691	6,322
Gross Profit	**524**	**428**	***26%***	**517**	**1,930**
Gross Profit Margin	**30.5%**	**30.9%**		**30.6%**	**30.5%**
Total Other Expenses	364	323		353	1,360
EBITDA	**160**	**116**	***38%***	**164**	**570**
EBITDA Margin	**9.3%**	**8.4%**		**9.7%**	**9.0%**
Other Income	4	2		2	6
Depreciation	36	27		31	116
EBIT	**128**	**91**	***40%***	**135**	**460**
EBIT Margin	**7.5%**	**6.6%**		**8.0%**	**7.3%**
Finance Cost	48	34		45	158
Exceptional Item Gain/(Loss)	-19	-13		-14	-63 #
Profit before Tax	**61**	**45**	***35%***	**76**	**239**
PBT Margin	**3.6%**	**3.3%**		**4.5%**	**3.8%**
Tax	5	-2		11	22
PAT	**56**	**47**	***18%***	**65**	**218 #**
PAT Margin	**3.3%**	**3.4%**		**3.8%**	**3.4%**
Basic EPS	**3.15***	**2.80***		3.78*	12.78

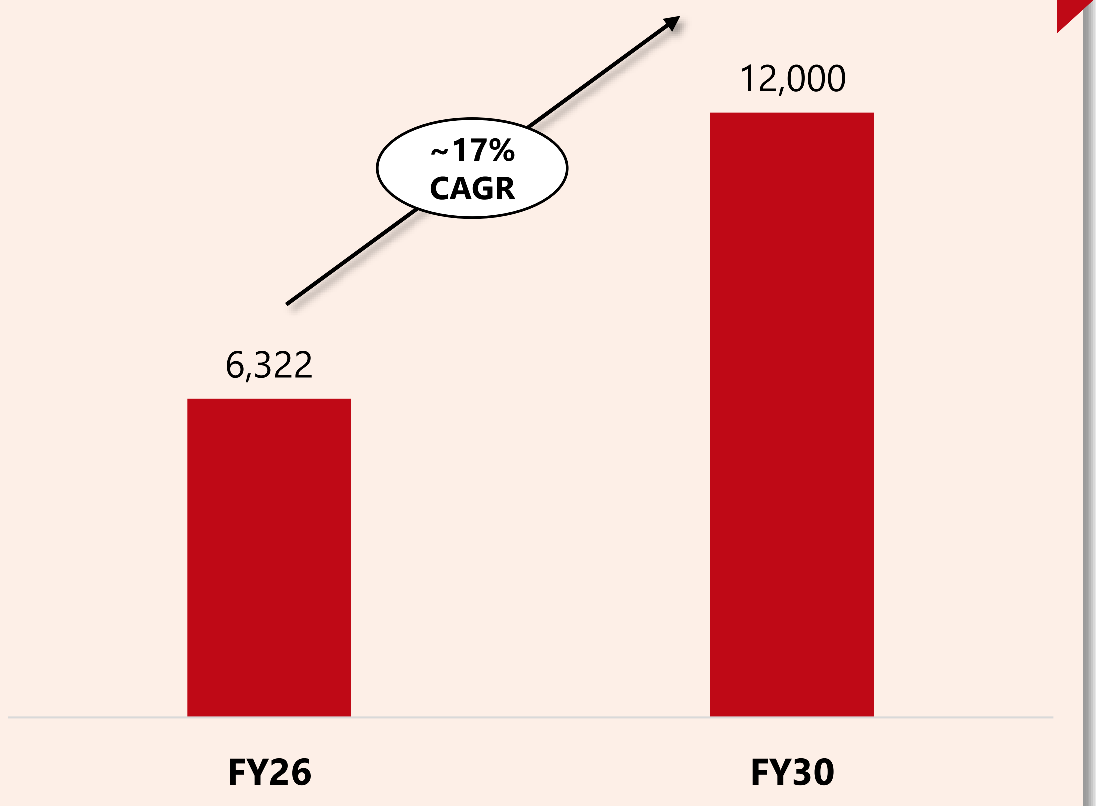
*Not annualised

GUIDANCE

Aim to double organic revenue by FY30 to ~₹12,000cr (~$1.3bn)

On track

Organic Revenue



Key Enablers of Sustained Growth

- Creating multi-million-dollar deal wins with large hyperscalers across their new AI campus builds - becoming the partner of choice
- Expanding Fortune-500 mega account relationships through multi-solution selling and growing managed services attach rates
- Accelerating RoW growth - doubling down on India and scaling across Europe
- Elevating delivery to the next level - treating strategic programs with the highest rigor, discipline and execution excellence
- Best-in-class leadership at the top, backed by a highly skilled, well-trained and retained workforce driving execution

Growing backlog, longer-duration high-value high-margin contracts and sustained order inflows provide multi-year revenue visibility

$1 = ₹90

Intend to boost revenues by ₹6,000cr (~$700mn) through inorganic acquisitions

To add annualized ₹500 cr in revenue in FY27 from the Brazil-based acquisition of "2S Inovações Tecnológicas"

Our 3-pronged approach to realizing value from acquisitions

Identify sub-optimal margin businesses

- **Capability expansion** in areas like cloud, data center, cyber security, internet of things (IOT)
- **Geographic expansion** within US and Europe and APAC

Complementary to existing business

- **Scale existing businesses** and expand customer base
- Drive growth through **geographic expansion** and **new capability acquisition**

Transform the acquired entities

- **Execute synergies** and drive mid-term transformation
- **Exit non-strategic, low margin revenue segments** and simplify capital, financial and tax structure

Acquire → Scale → Transform

Organic and inorganic growth will help us achieve our revenue aspiration of ₹18,000cr ($2bn) by FY30

Aspiration to achieve ₹18,000cr ($2bn) revenue by FY30

Organic Growth

Driven by strong execution and backlog conversion

~₹12,000cr
(~$1.3bn Revenue)

- **Robust order book** providing multi-year revenue visibility
- **Accelerated conversion** supported by easing supply chain constraints

+

Inorganic Growth

Augmenting capabilities through proven M&A engine

~₹6,000cr
(~$0.7bn Revenue)

- **Existing track record** of successful acquisitions
- **Completed acquisition of a Brazil-based company with ~$50mn revenue; Healthy pipeline** of opportunities identified

Clear visibility through balanced organic scale-up and disciplined inorganic expansion

$1 = ₹90

FY27 Guidance

Backlog and booking guidance implies multi-year visibility

Particulars	Actual FY26	Guidance FY27*	YoY Growth %
Order Backlog (in $mn)	792	**1,300 – 1,400**	**65-75%**
Order Booking (in $mn)	1,003	**1,325 – 1,450**	**32-45%**
Revenue (in ₹ crore)	6,322	**7,800 – 8,000**	**23-27%**
EBITDA (in ₹ crore)	570	**725 – 750**	**27-32%**
EBITDA Margin	9.0%	**9.3% – 9.4%**	**30-40bps**
PAT (in ₹ crore)	218	**300 – 325**	**38-50%**

A strengthened order book underpins strong growth visibility and improving profitability in FY27

* Includes consolidation of Brazil-based entity “2S Inovações Tecnológicas”, effective May 1, 2026

INDUSTRY GROWTH

Digital Infrastructure Demand Stack

Black Box sits across the enabling layers of AI-led enterprise modernization

- AI / Cloud workloads
- Data center build-out
- Connectivity infrastructure
- Enterprise networking
- Modern workplace
- Cybersecurity + managed services

Secular tech megatrends translate into demand for integration, deployment, support and lifecycle services

15

Data center infrastructure and enterprise IT are massive addressable markets underpinned by secular technology megatrends

Scale of the opportunity globally

$0.6tn+

Data center infra market in 2025
- Black Box addressable spends through network infra

$6.0tn+

Enterprise IT spend in 2025
- Addressable spends across networking & connectivity, unified communication & collaboration, cybersecurity, IT services

$240 – $250bn

Black Box TAM across both markets (DC, Non-DC)

4 megatrends driving next wave of growth

01 **Artificial Intelligence** - AI workloads to grow 6x by 2030 & have a transformational impact across all industries

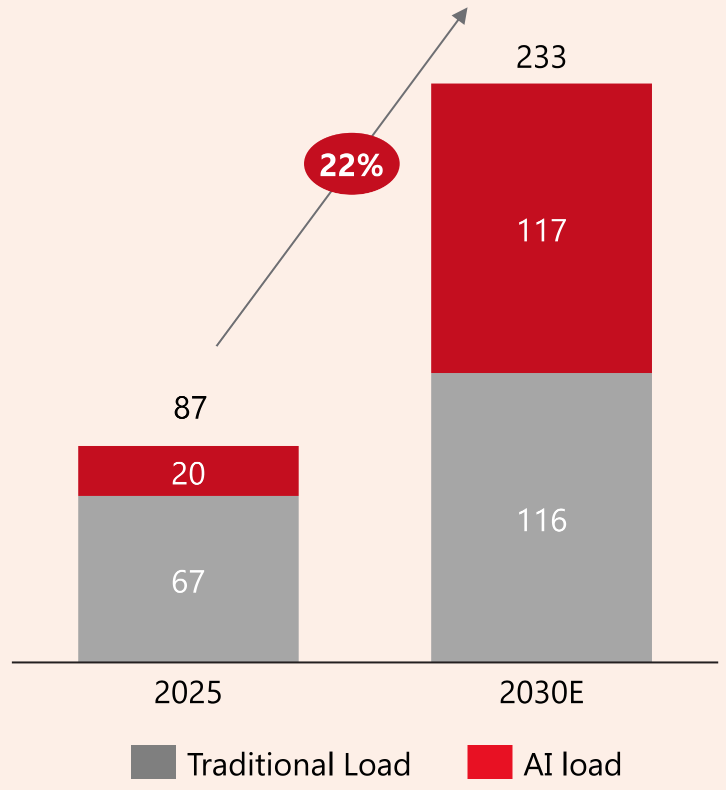
02 **Data Centers** – 2.5x growth in GW capacity over next 5 yrs due to increased requirement of computational power

03 **Migration to cloud** – 4x growth expected by 2030 to manage huge volumes of data being generated

04 **5G Technology** – Is going to serve as foundation of tomorrow's economy, with pan-industry use-cases

Global data center capacity expected to double by 2030; AI driving next wave of growth

Global Data center IT load capacity (in GW)



Data center global market growing at ~22% CAGR, expected **>100 GW of new supply; ~$3T investments** announced

AI load scales rapidly toward ~50% of total demand by 2030, materially increasing power density, cooling needs, & technical sophistication

Hyperscalers increasingly looking to offshore DC to emerging markets (e.g., India) to bypass grid congestion, land constraints, cost inflation

Virginia continues to dominate the DC activity with both the highest current DC capacity, & upcoming investments ($90b+)

Texas leads the nation in new DC construction with 2 clusters (one around Austin, and other around Dallas)

Global digital infra penetration is increasing; fueled by AI-led DC buildout, 5G industrialization, and hybrid workspace evolution

	2025		Net add across next 5 years
Networking & connectivity	$1,255B	+	$200B
Unified communications and collaborations	$444B	+	$50B
Cybersecurity	$187B	+	$100B

Major growth drivers include…

01 **5G private networks going mainstream across factories**, hospitals, airports and warehouses - creating large-scale deployment opportunities in networking and connectivity

02 **Enterprise communications moving to the cloud**; businesses consolidating voice, video and collaboration onto single platforms - with AI-powered tools (transcripts, summaries, sentiment analysis) now expected as standard

03 **Post-COVID AV equipment entering its first major upgrade cycle**; with AV systems now running on same network as IT infra- driving demand for integrated infra

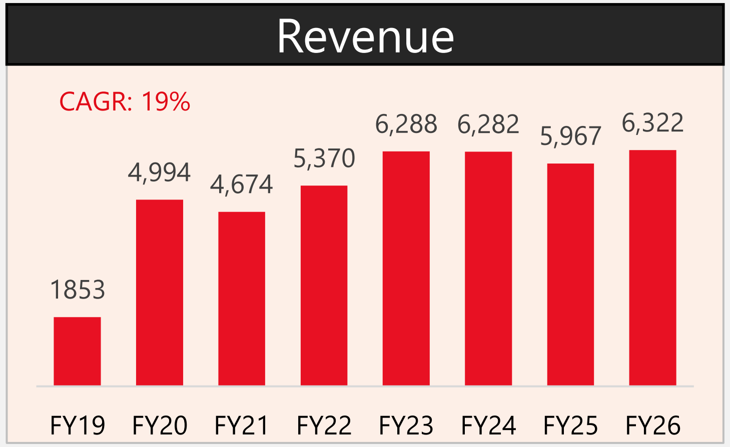
04 **Edge computing and Wi-Fi 7** driving campus network redesign; IoT and vision workloads consuming 10–15× traditional bandwidth, creating multi-year **fiber-first cabling refresh** wave

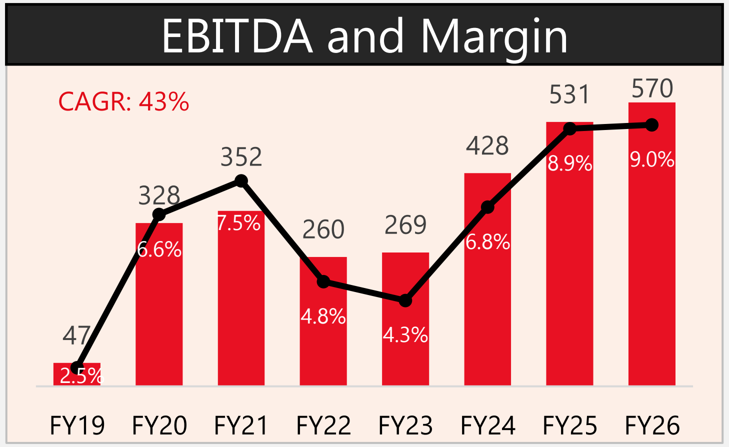
05 Increasing **risk of identity breaches;** Expanding regulatory landscape and corporate governance requirements

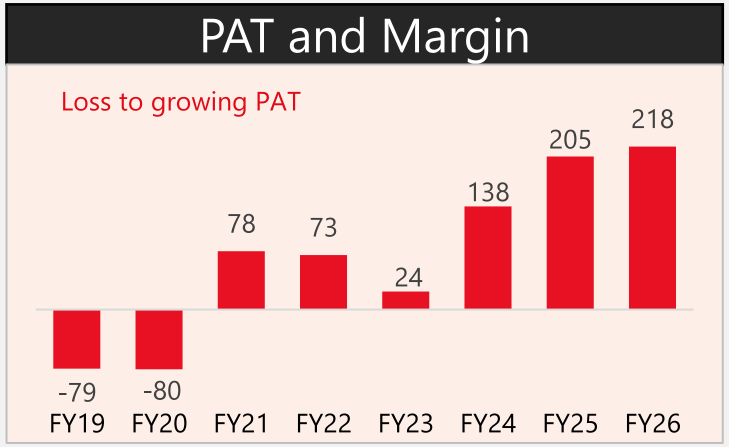
HISTORICAL FINANCIAL HIGHLIGHTS

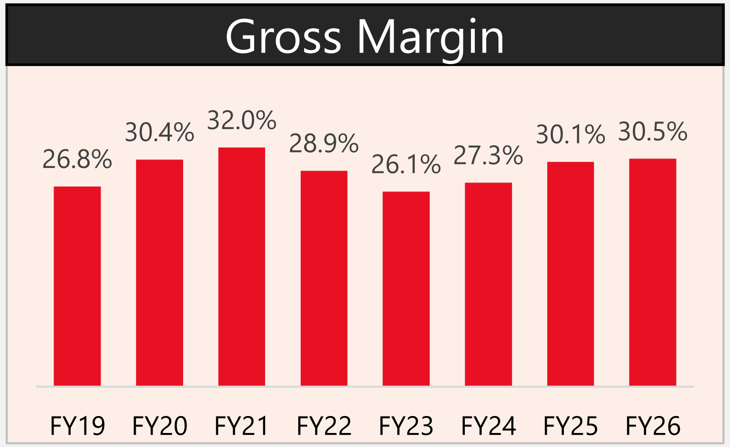
Historical Performance Snapshot – Annual

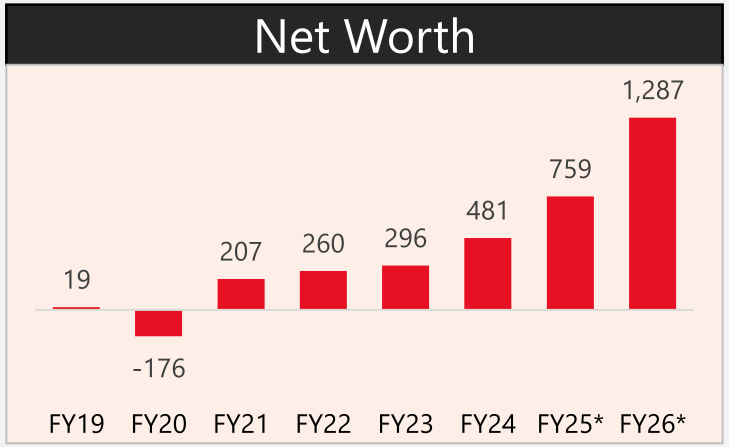
Amt in ₹cr

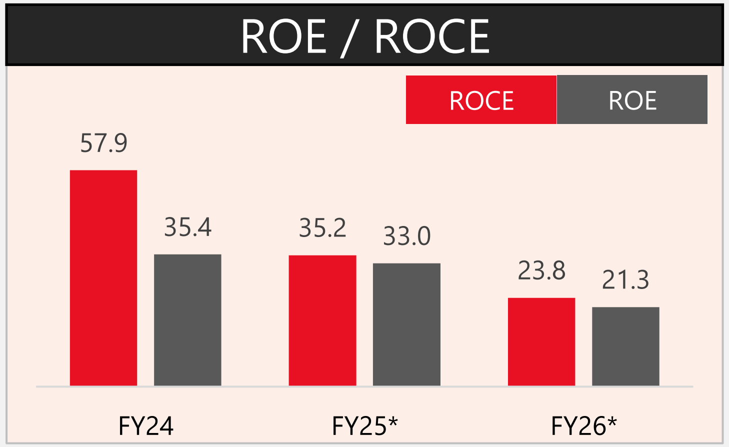












* Raised INR 386 crore through a preferential issue. 25% raised in FY25 and 75% raised end of Mar 2026, as per regulatory timelines. Having raised 75% at the end of Mar 2026, ROE and ROCE dropped in FY26. Company's target level is >27%.

Consolidated P&L Statement

Particulars (in ₹ crore)	FY21	FY22	FY23	FY24	FY25	FY26
Revenue from Operations	**4,674**	**5,370**	**6,288**	**6,282**	**5,967**	**6,322**
Gross Profit	**1,497**	**1,549**	**1,640**	**1,714**	**1,794**	**1,930**
Gross Profit Margin	**32.0%**	**28.9%**	**26.1%**	**27.3%**	**30.1%**	**30.5%**
Total Other Expenses	**1,145**	**1,289**	**1,370**	**1,286**	**1,263**	**1,360**
EBITDA	**352**	**260**	**269**	**428**	**531**	**570**
EBITDA Margin	**7.5%**	**4.8%**	**4.3%**	**6.8%**	**8.9%**	**9.0%**
Other Income	11	6	22	19	5	6
Depreciation	96	99	107	114	113	116
EBIT	**267**	**168**	**204**	**336**	**422**	**460**
EBIT Margin	**5.7%**	**3.1%**	**3.2%**	**5.3%**	**7.1%**	**7.3%**
Finance Cost	98	74	111	141	145	158
Exceptional Item Gain/(Loss)	-32	-22	-52	-40	-66	-63
Profit before Tax	**96**	**86**	**29**	**156**	**212**	**239**
PBT Margin	**2.1%**	**1.6%**	**0.5%**	**2.5%**	**3.6%**	**3.8%**
Tax	18	13	6	19	7	22
PAT	**78**	**73**	**24**	**138**	**205**	**218**
PAT Margin	**1.7%**	**1.4%**	**0.4%**	**2.2%**	**3.4%**	**3.4%**
Basic EPS	**5.21**	**4.45**	**1.42**	**8.20**	**12.16**	**12.78**

Consolidated Balance Sheet

Asset-light with low leverage

Particulars (in ₹ crore)	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Non-Current Assets						
Property, Plant And Equipment	164	190	161	120	102	128
Right Of Use Asset	146	194	259	291	254	283
Goodwill	269	300	316	334	335	381
Other Intangible Assets	43	47	61	63	77	92
Investment accounted for using the equity method	0	0	30	32	33	-
Financial Assets	28	24	18	35	23	40
Tax Assets (net)	67	63	60	32	28	48
Other Non-Current Assets	31	26	71	57	89	87
Total Non-Current Assets	**749**	**845**	**976**	**964**	**942**	**1,058**
Current Assets						
Inventories	149	226	362	246	210	323
Trade Receivables	240	374	421	386	567	1,153
Cash And Cash Equivalents	410	311	210	223	229	540
Financial Assets	533	560	678	508	549	543
Contract assets	0	44	114	246	219	280
Other Current Assets	223	291	242	227	357	397
Sub-Total - Current Assets	**1,554**	**1,807**	**2,026**	**1,837**	**2,130**	**3,236**
Total - Assets	**2,303**	**2,652**	**3,002**	**2,800**	**3,072**	**4,294**

Particulars (in ₹ crore)	Mar-21	Mar-22	Mar-23	Mar-24	Mar-25	Mar-26
Equity						
Equity Share Capital	33	33	34	34	34	36
Other Equity	174	228	262	447	725	1,251
Total Equity	**207**	**260**	**296**	**481**	**759**	**1,287**
Non-Current Liabilities						
Borrowing	119	229	305	362	633	797
Lease Liabilities	94	116	222	267	234	263
Other Financial Liabilities	87	10	7	7	12	100
Contract liabilities	0	51	55	54	41	41
Other Non-Current Liabilities & Provisions	103	70	74	54	32	37
Sub-Total - Non-Current Liabilities	**403**	**477**	**663**	**743**	**952**	**1,238**
Current Liabilities						
Borrowing	57	45	47	35	21	30
Trade Payables	516	1,009	1,158	722	556	790
Lease Liabilities	58	90	54	48	54	63
Other Financial Liabilities	373	176	90	162	202	257
Contract liabilities	0	472	505	501	459	535
Other Current Liabilities	564	50	121	32	15	38
Provisions	127	72	69	75	55	55
Sub-Total - Current Liabilities	**1,694**	**1,915**	**2,044**	**1,576**	**1,362**	**1,769**
Total - Equity And Liabilities	**2,303**	**2,652**	**3,002**	**2,800**	**3,072**	**4,294**

Summary of Consolidated Cash Flows

Low capex business model

Particulars (in ₹ crore)	FY21	FY22	FY23	FY24	FY25	FY26
Operating profit before working capital changes	407	224	296	407	466	453
Changes in working capital	-156	-108	-282	-301	-551	-342
Cash generated from operations	**251**	**117**	**13**	**106**	**-85**	**111**
Direct taxes paid (net of refund)	52	-21	-0	24	-2	-27
Net Cash from Operating Activities --- (A)	**303**	**95**	**13**	**129**	**-88**	**84**
Net Cash from Investing Activities --- (B)	**-32**	**-71**	**19**	**1**	**-47**	**-57**
Net Cash from Financing Activities --- (C)	**-277**	**-43**	**-58**	**-155**	**192**	**197**
Net Change in cash and cash equivalents	**-6**	**-18**	**-26**	**-25**	**58**	**224**
Cash and cash equivalents at the beginning of the year**	**316**	**357**	**302**	**200**	**214**	**214**
Unrealised loss on foreign currency cash and cash equivalents	48	-37	-76	33	-58	90
Cash and cash equivalents transferred pursuant to acquisition of subsidiary	-	-	-	6	-	-
Cash and cash equivalents at the end of the year**	**357**	**302**	**200**	**214**	**214**	**528**

** Excludes restricted cash

ABOUT
THE COMPANY

Corporate Overview

A global digital infrastructure services provider

Black Box Limited is a global digital infrastructure integrator delivering network and system integration services and solutions, support services, and technology products to businesses in the United States, Europe, India, Asia-Pacific, the Middle East & Africa, and Latin America.

Black Box has strong service offerings in network integration, digital connectivity infrastructure, data center build-out, modern workplace, and cybersecurity for businesses across various industries including financial services, technology, healthcare, retail, public services like airports; manufacturing, and other sectors.

35
Presence in Countries

30+
Global Technology Partnerships

5,000+
Active Client Locations Serviced On-Site

75
Delivery & Support Centers Across 6 Continents

~4,000
Global Representatives

3,000+
Certifications

120
Fortune 500 Clients

1,000+
Global Customers

Black Box Services Portfolio

Black Box delivers end-to-end digital infrastructure solutions & services - built for the AI-driven infrastructure era

Global Solutions Integration (~84% of Revenue)(1)

Black Box's global solutions integration platform provides end-to-end digital infrastructure services across connectivity, data centers, enterprise networking, modern workplace and cybersecurity

Data Center
- ✓ **Builds data center infrastructure and connectivity**
- ✓ Supports hyperscale and colocation customers
- ✓ **Provides networking and ongoing support services**

Connectivity Infrastructure
- ✓ **Installs fiber and structured cabling**
- ✓ **Supports multi-site infrastructure rollouts**
- ✓ **Provides IoT, security, and surveillance infrastructure**

BLACK BOX
Moving Across The Stack To Entrench Itself In The Infrastructure Lifecycle

Enterprise Networking
- ✓ **Designs LAN, WAN, wireless, and cloud networks**
- ✓ **Deploys private LTE and connectivity solutions**
- ✓ Supports enterprise network modernization

Modern Workplace
- ✓ **Provides AV, UC, and contact center solutions**
- ✓ Improves employee and customer experience
- ✓ **Supports workplace setup and managed services**

Data Center

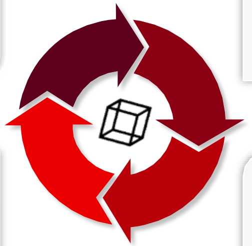
Managed Security	Threat Protection	Risk Advisory
Provides managed XDR and security monitoring	Protects critical systems, networks, and data from cyber threats	Offers advisory, governance, risk, and compliance support

Technology Product Solutions (~14% of Revenue)(1)

Provides hardware, support and professional services that help customers deploy, integrate and maintain critical technology infrastructure

KVM Solutions
Secure switching, extension, and remote access for mission critical systems

Audio-Visual Solutions
AV switching, extension, video distribution, and collaboration displays



Video Wall Control
Control room displays, digital signage, and operating picture systems

IoT Monitoring
Sensors and gateways for monitoring rooms, buildings, and equipment

Other Services (~2% of Revenue)(1)

Includes consulting, training and design services that help customers plan, implement and effectively use technology solutions

Training
Customer education and technical enablement after implementation

Consulting
Advisory support for IT needs, gaps, and transformation plans

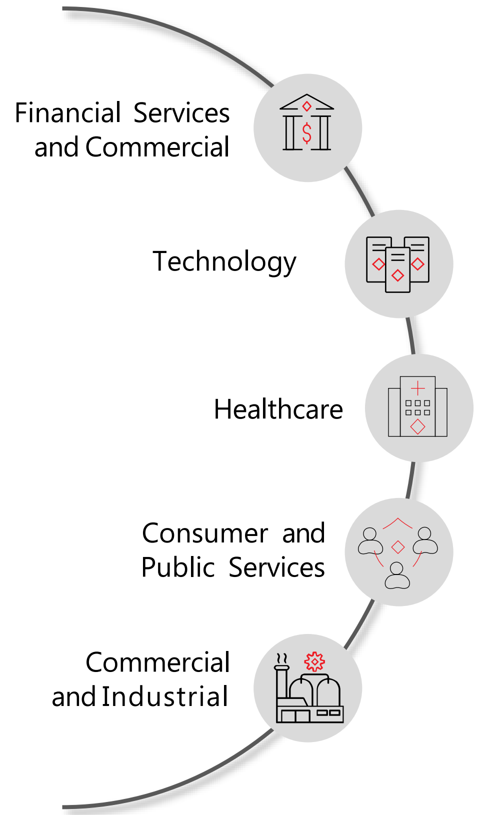
Design Services
Tailored design, configuration, and deployment planning

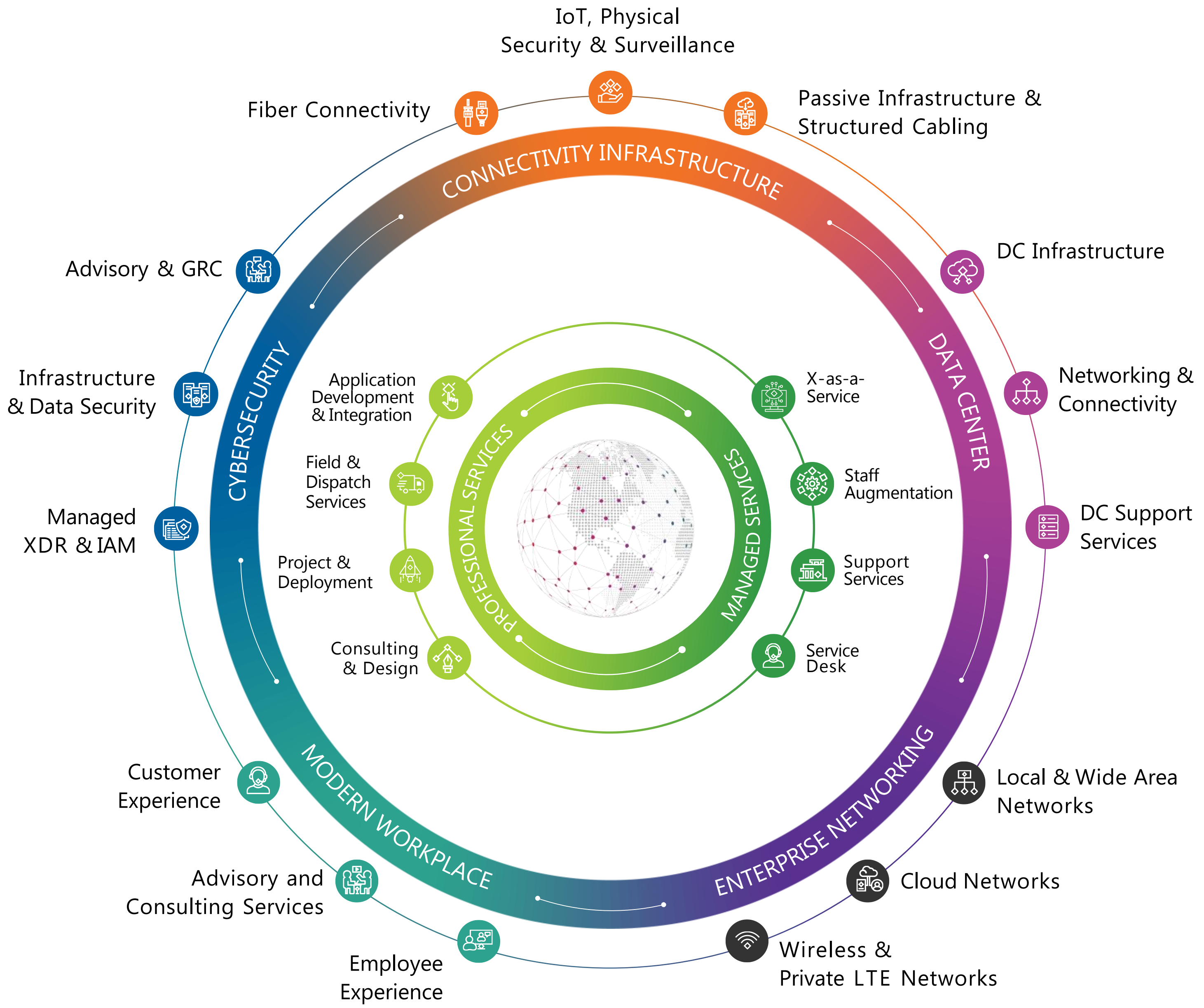
Connect → Network → Modernise → Secure

(1) Information as of March 2026.

Global Solutions Integration

~84% revenue contribution as of FY26





Technology Product Solutions

~14% revenue contribution as of FY26

High-Performance IP KVM Matrix Switching

KVM and AV Switching and Extension

Video Wall Control and Digital Signage

IoT Monitoring, Sensors, and Gateways

Server Rooms / Sources

Signal Management

Operator Consoles

Video Wall Management

Consulting

Tailored combinations of technologies and products

Factory Pre-Configuration

IT infrastructure, hardware and software setup and maintenance

Support

Through all project and product lifecycle stages

Well-Positioned To Capture Growth In The Digital Infrastructure Industry

Full-Stack of Offerings, Creating Differentiation

Black Box has a presence across the entire tech stack spanning five horizontals and several industry verticals

Data Centers | Networking | Cabling | Modern Workplace | Cybersecurity

TMT | Healthcare | Financial Services | Consumer

Large Geographic Presence

Broad international footprint and U.S. coverage, enabling it to support customers across distributed, multi-site environments

Key Highlights

- **35+** Countries
- **40+** US States Covered
- **800+** US Zip Codes Where Workers Deployed

BLACK BOX

Strong and Relevant Existing Logos

- **4/5** Largest US Banks
- **3/5** Top US Tech Firms
- **5/10** Largest Hospitals(1)

Bank of America, citi, J.P.Morgan, Wells Fargo | Meta, Google, Microsoft | Cleveland Clinic, CommonSpirit, HCA Healthcare, Mount Sinai, Trinity Health

Ability to Work in Versatile Work Environments

Proven capability to operate seamlessly in both unionized and non-unionized settings

Customer Success Story

"All the work was so well synchronized that it passed totally unnoticed by everyone, which earned us compliments. Not only did we ensure business continuity with zero downtime, but everything went according to plan and without complications"
(IT Operations Leader, Top Food Producer)

(1) By number of beds

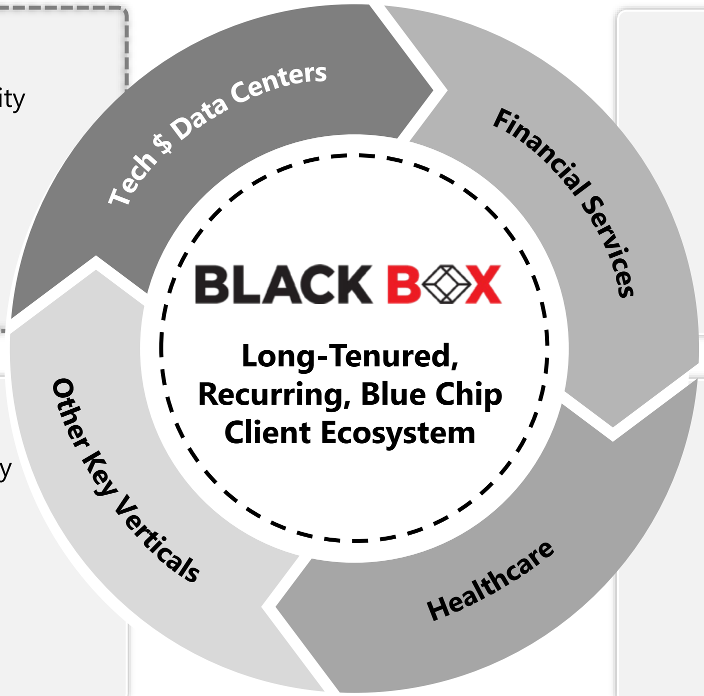
1,000+ Global Customers, Including 120+ Fortune 500 Clients, Across Mission Critical Verticals

Technology and Data Centers

- ✓ Supports hyperscale data center buildouts and connectivity
- ✓ Provides cabling, networking, and infrastructure support
- ✓ **Enables scalable delivery across large, complex data center environments**

Financial Services

- ✓ **Delivers multi-site network and infrastructure deployments**
- ✓ **Supports branch, data center, and connectivity modernization**
- ✓ Replicates long standing Bank of America (Black Box's largest customer) delivery model across large banks



Other Key Verticals

- ✓ Covers retail, airports, industrials, public sector, and energy
- ✓ **Supports digital transformation, RTLS, AV, and network modernization**
- ✓ **Provides infrastructure services across mission critical sites**

Healthcare

- ✓ Supports private 5G, cabling, and smart infrastructure
- ✓ **Serves hospitals and large healthcare systems**
- ✓ **Helps modernize clinical, facility, and network infrastructure**

Scaled, Global Delivery Model With Strong Local Execution Capabilities

Global Talent, Local Execution, and Continuous Upskilling…

Global Workforce

~4,000 employees (1,500+ tech experts) across 35+ countries, supported by a highly localized workforce

Employee Connectedness

A purpose-driven culture built on active listening, communication, engagement, and empowerment

India Capability Center

630+ employees in the India Capability Center, supporting global delivery growth

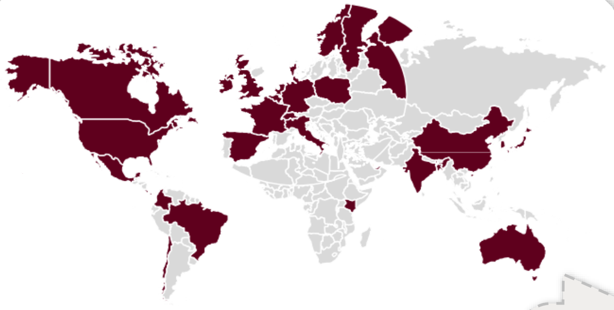
Learning Culture

Continuous upskilling through 600+ learning sessions, 3,000+ certificates,15,000+ learning hours, and 4 learning academies

Scalable Delivery Model
Global workforce and India delivery capabilities support efficient execution across large, multi site customer projects

Growth-Ready Talent Base
Investment in learning helps Black Box strengthen retention, improve service quality, and support its broader transformation plan

…With Global Reach



~4,000 Employees Geography Split[1]

- North America: ~2,200 (~55%)
- India: ~1,000 (~25%)
- Europe: ~400 (~10%)
- Other: ~400 (~10%) across APAC, LatAm, and MEA

Black Box's global footprint enables localized delivery at scale across 35+ countries and 6 continents

Europe includes UK, Netherlands, Sweden, Ireland, Germany, Belgium, Denmark, Finland, France, Italy, Norway, Spain, and Switzerland

People Infrastructure Supporting Enterprise Scale

Operating Lever

People strategy is positioned to support revenue acceleration, margin expansion, and sustained growth

Delivery Quality

Continuous upskilling, project management discipline, and delivery tracking help strengthen execution consistency

Workforce Efficiency

Offshoring increased to 20%, supporting people cost optimization and direct EBITDA improvement

Transformation Support

Talent refresh and a vertical-by-practice GTM structure help align talent to the company's growth priorities

(1) Information as of March 2026

Black Box Leadership Combines Deep Institutional Knowledge with Transformation Experience

Leadership at a glance: **200+ years** combined experience | **4,000+** professionals managed across departments

Sanjeev Verma
- Pure-play digital infra leader; 30+ years ICT
- Architected 2019 merger
- Ex-Wipro

Deepak Bansal
- 28+ years at Reliance, Vedanta, Essar
- Expertise in fund raising, M&A, treasury, planning, and corporate finance
- Expertise in governance, risk management and compliance

Mike Carney
- Founded BB's North America business
- Strategy & M&A leader; ex-XETA
- Responsible for company's transformation

Kannan Ramaiah
- Ex-Wipro Global HR Head; 25+ years scale
- Deep cross-cultural fluency
- Experienced in organisational design and human capital transformation

Rick Gannon
- Runs Black Box's largest engine; manages ~2,200 employees
- 27-year veteran; execution muscle
- Telecom field-services experience; ex-AT&T

Bikram Sahoo
- 20+ years of technology experience; prior VP-Technology at telecom leaders
- Network operations specialist; multi-domain expertise

Sean Maguire
- Ex-Digital Realty, NTT, Olsson; hyperscale & colocation
- 25+ years selling data center infrastructure at global scale
- Founder of DC advisory Strategy

Jai Venkat
- 35+ yrs of experience
- Industry veteran: Ex-Allied Digital, Zones LLC, HPE, Cognizant, Capgemini, and Infosys

Sameer Batra
- Built global IT-services GTM engines for 30+ years
- Ex-SVP Tech Mahindra; multi-geo. growth leader
- IBM India & APAC

Paul Williams
- 3 decades of experience in tech and product driven organizations
- Extensive expertise in IoT, software, and integrated technology solutions

Key Company Strengths

KEY STRENGTHS

- 120+ Fortune 500 clients & Global Marquee Enterprises
- Strong Global Delivery Model With Local Expertise
- Entrenched Customer Relationship
- Well Positioned to Capitalize on Strong Industry Tailwinds
- Strategic OEM Partnerships Globally
- Extensive Portfolio of Solutions and Services
- Strategic Presence in High-Growth Markets
- Trusted Partner for Mission-Critical Deployments

Select Customers

Associated with many of the global marquee and fortune 500 companies

BANK OF AMERICA	intel	DELL	Meta	enel Green Power	GENERAL DYNAMICS
NETFLIX	hp	IBM	WELLS FARGO	Deloitte.	Disney
Infosys	cognizant	tcs TATA CONSULTANCY SERVICES	HCLTech	airtel	VI
Mount Sinai	Cleveland Clinic	SYNNEX CORPORATION	Trinity Health	CommonSpirit	CDW
IKEA	MIA MIAMI INTERNATIONAL AIRPORT	Genentech	LOWE'S	cms Charlotte-Mecklenburg Schools	Bloomberg
FSU FLORIDA STATE UNIVERSITY	HONDA	GRUPO BIMBO	arm	UNI QLO	TJX

* Logos Are The Property Of Their Respective Owners

Technology Partners

Furthering Digital Acceleration on Strong Partnerships

* Logos Are The Property Of Their Respective Owners

Contact Us

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