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BBOX/SD/SE/2026/96

November 13, 2026

To,

Corporate Relationship Department **Bombay Stock Exchange Limited** P.J. Tower, Dalal Street, Fort, Mumbai 400001	**Corporate Relationship Department** **The National Stock Exchange of India 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: 2026.11.13 17:53:03 +05'30'

Aditya Goswami
Company Secretary & Compliance Officer

Encl.: A/a.



REDEFINE READY

Your Connect-Anything, Optimize-Everything Partner

Results Presentation

Q2 & H1 FY27
13 Nov 2026

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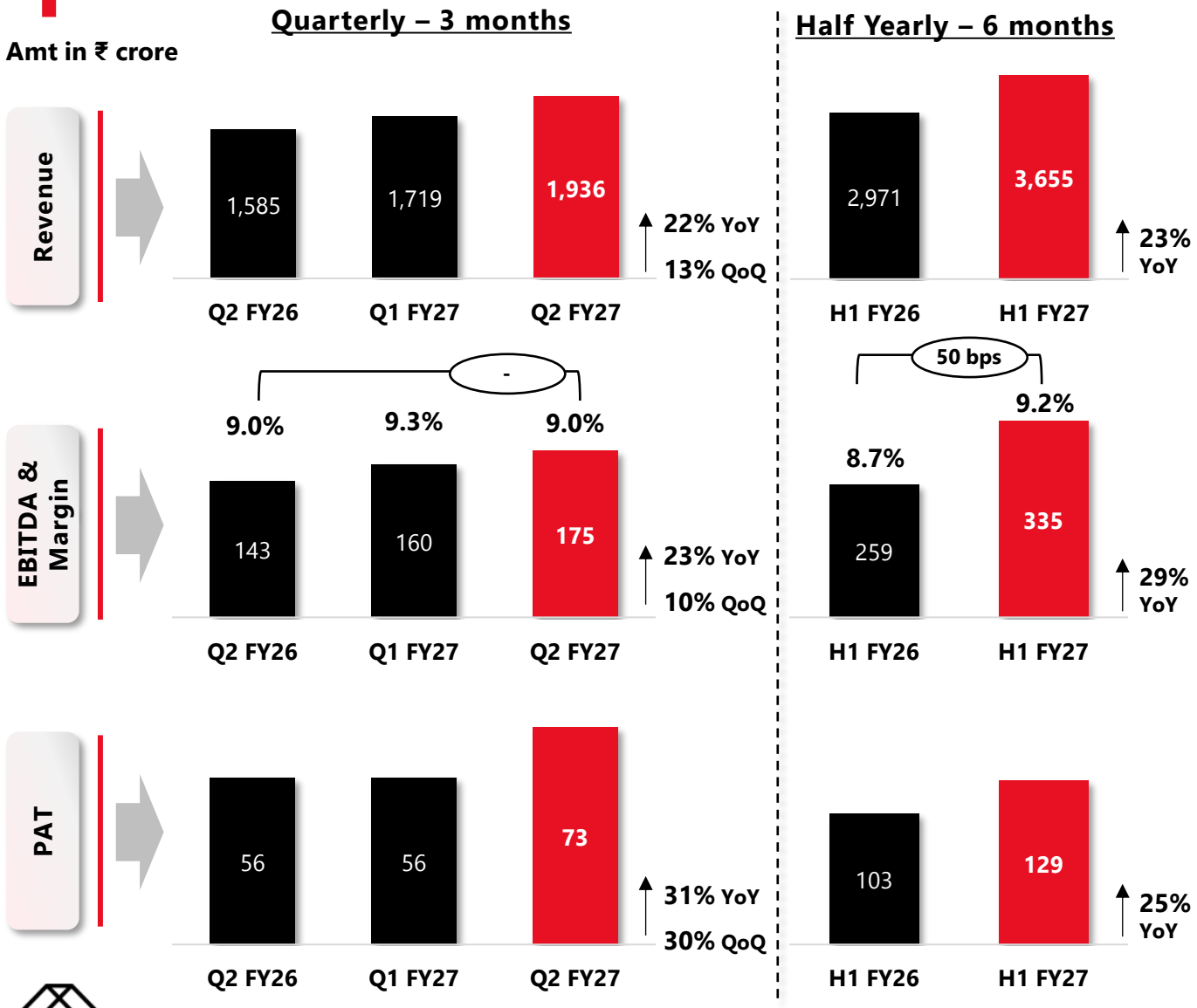
This presentation contains certain forward-looking statements concerning the Company's future business prospects and business profitability, which are subject to a number of risks and uncertainties, and the actual results could materially differ from those in such forward-looking statements. The risks 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.

Q2 & H1 FY27 FINANCIAL HIGHLIGHTS



Financial Highlights – Q2 & H1 FY27

Amt in ₹ crore



Black Box achieved record overall performance. Company on track to achieve its stated FY27 guidance.

Revenue

- Order booking: Q2 ($298 mn), H1 ($637 mn); order wins are across company's operational geographies
- Data center order bookings added in H1 crossed $250 mn
- Backlog crossed $1 bn from improving pipeline conversion and orders from hyperscaler, pharma & healthcare, technology, retail, etc.
- Q2 revenue up 22% YoY with enterprise and data centre businesses both executing well
- Q2 data center revenue contribution touched 20%; 17% in FY26
- Data center revenue contribution to reach ~30% in FY27
- Company is executing multiple gigawatt-scale data center projects as an India-origin AI-led digital infrastructure provider

Operating Profits

- H1 FY27 EBITDA margin improved 50bps to 9.2%
- Company has front-loaded investment in skilled technical and project talent for the hyperscaler orders, predominantly in the U.S.
  - ~300 employees hired in the last 2 months; ~700 more to be added in next 6-9 months
- As hyperscaler revenue flows through in H2, higher cost absorption and operating leverage should help the company reach its 10% EBITDA margin target in Q4 FY27

Profit After Tax (PAT)

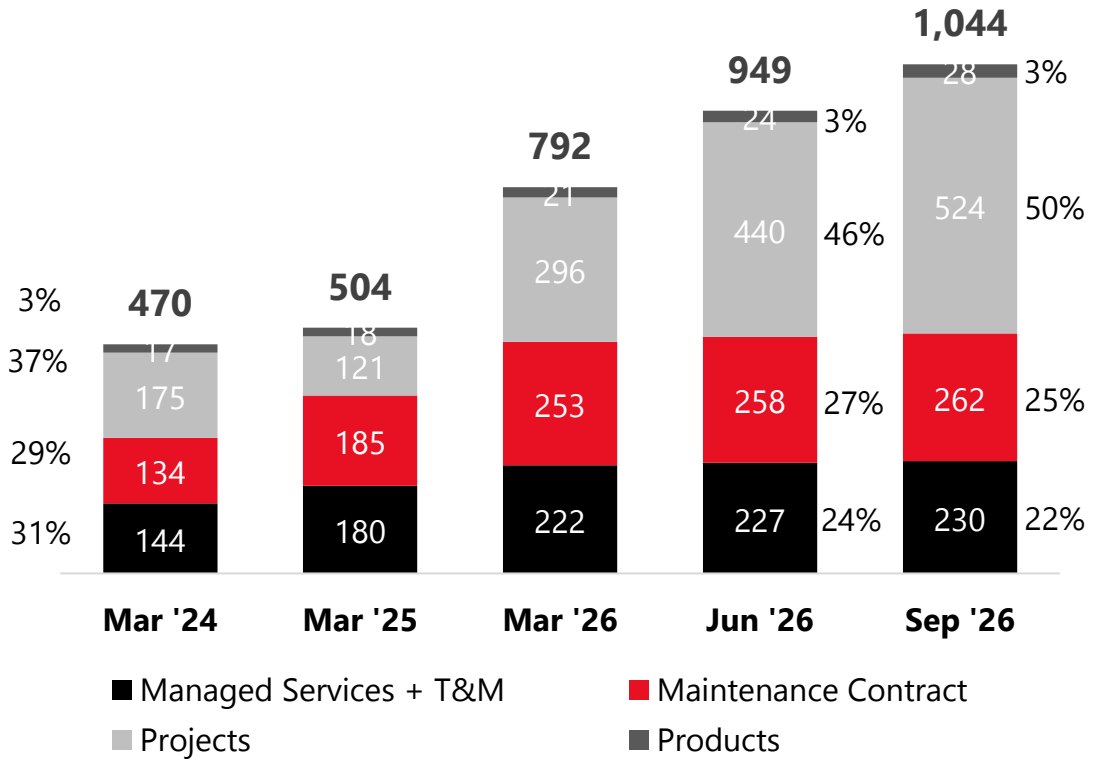
- PAT up 31% YoY on account of better EBITDA

$1 = ₹95.51

Healthy Total Order Backlog

Backlog crosses $1 bn, up 88% YoY

Order Backlog ($ million)



Order Book and Pipeline Update

- Order backlog: $1,044 mn (~₹9,975 cr)
- In H1 FY27, the total data center orders added were over $250 mn. A substantial pipeline of large hyperscale deals is expected to drive significant order wins and accelerate growth in the coming quarters.
- Avg. backlog tenure is ~18 months; data center projects (24-36 months), enterprise projects (6-12 months), maintenance contracts (12-24 months) and managed services (12-24 months)
- Project-led order backlog increased 50%, reflecting an improving quality of revenue and greater participation in longer-duration engagements with 24–36 months of revenue visibility
- **Q2 FY27 notable wins:**
  - Secured a new $55 mn multi-site data center order from a U.S. based global hyperscaler
  - Secured two large orders totaling over $17.5 mn in healthcare services
  - Other wins include orders with a leading Indian telecom operator, a global technology and semiconductor company, a major US financial institution, a leading U.S. retailer, a large U.S. based communications equipment company, one of Europe's largest renewable energy company

Order book growth primarily due to AI-led infrastructure investments in data centers

$1 = ₹95.51
cr = crore

Management Commentary



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

"Black Box is building strong growth momentum, with record quarterly revenue and an order backlog exceeding US$1 billion. These results reinforce our confidence in scaling the business towards our immediate growth goal of US$2 billion in revenue.

Our data centre business is a powerful growth engine, with significant orders from multiple hyperscalers and repeat wins expanding our role in their infrastructure investments. Our strong U.S. presence, deep expertise and proven execution position us to capture a greater share of accelerating data centre investment, supported by a substantial opportunity pipeline. Growing Enterprise and Technology Products businesses across the United States and international markets further strengthen our growth outlook.

With secured orders and proven delivery capabilities, we are ready to execute at greater scale. Continued hiring, investment in our people and expansion of delivery capacity strengthen our ability to deliver larger projects and drive our next phase of growth."



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

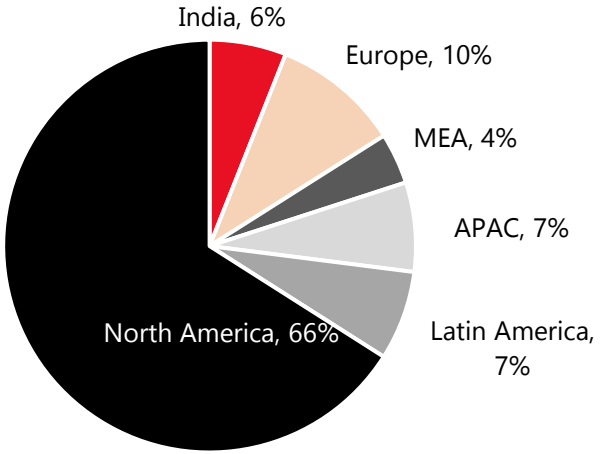
"Our Q2 performance demonstrates the growing earnings strength of Black Box, with PAT rising 31% to ₹73 crore, ahead of revenue growth of 22%. H1 EBITDA margin expanded 50 basis points to 9.2%, while operating cash flow reached ₹115 crore for the first half of FY27. We are translating growth into stronger profitability and cash generation.

Our expanding data centre business and significant order pipeline provide a strong foundation to scale revenue and earnings. As secured orders convert into revenue, we see further opportunities to improve operating leverage and build on this earnings momentum.

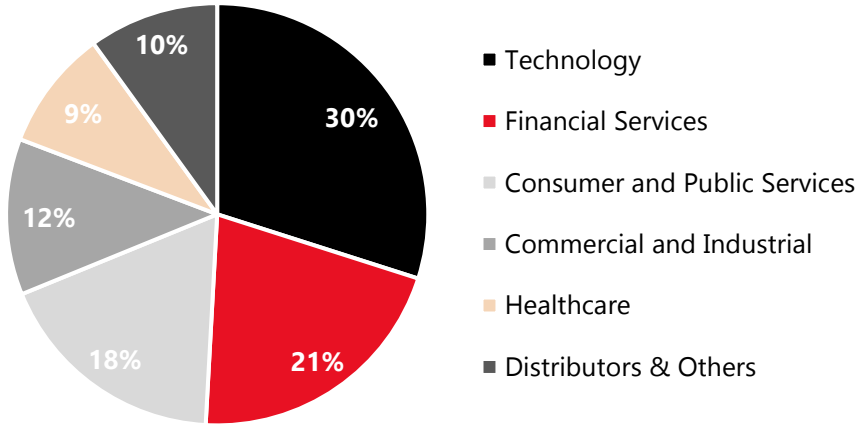
We are confident of achieving our FY27 guidance of 23–27% revenue growth and 38–50% PAT growth, with profit growth expected to remain in high double digits for the next few years along with stronger cash flow generation. Disciplined working capital management and prudent capital allocation remain central to converting this opportunity into sustained shareholder value."

Well Diversified Global Business Model – H1 FY27

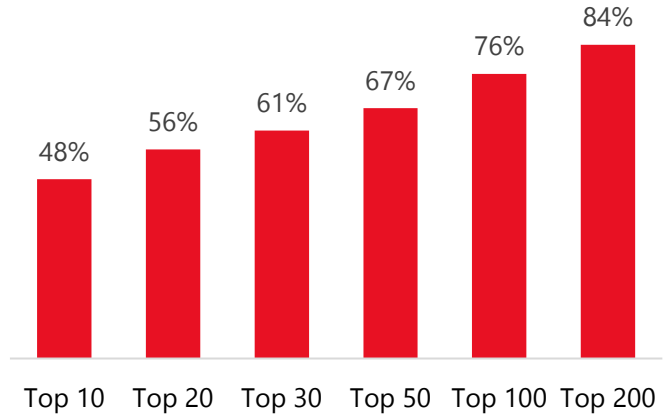
Revenue by Geography



Revenue by Industry

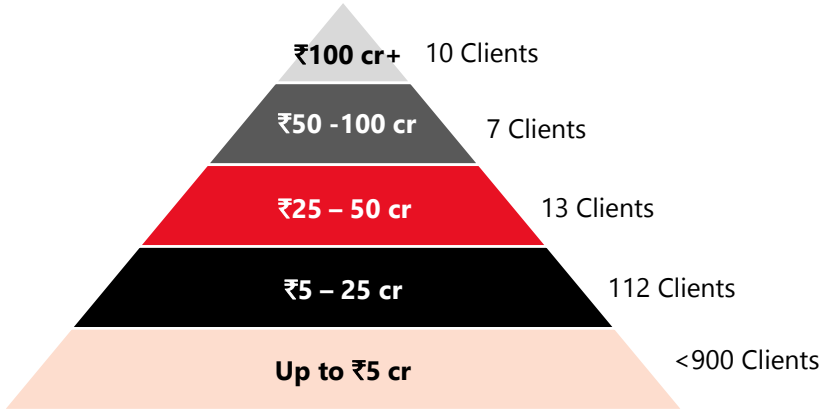


Client Concentration % - Revenue



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

Client-wise Contracts (FY26)



* Weighted average number of years

Consolidated P&L – Q2 & H1 FY27

Particulars (in ₹ crore)	Q2 FY27	Q2 FY26	*YoY*	Q1 FY27	*QoQ*	H1 FY27	H1 FY26	*YoY*
Revenue from Operations	**1,936**	**1,585**	***22%***	**1,719**	***13%***	**3,655**	**2,971**	***23%***
Gross Profit	573	478	*20%*	524	*9%*	1,097	906	*21%*
Gross Profit Margin	**29.6%**	**30.2%**		**30.5%**		**30.0%**	**30.5%**	
Total Other Expenses	398	335		364		762	647	
EBITDA	**175**	**143**	***23%***	**160**	***10%***	**335**	**259**	***29%***
EBITDA Margin	**9.0%**	**9.0%**		**9.3%**		**9.2%**	**8.7%**	
Other Income	3	1		4		7	3	
Depreciation	35	29		36		70	56	
EBIT	143	115		128		271	206	
EBIT Margin	7.4%	7.2%		7.5%		7.4%	6.9%	
Finance Cost	50	39		48		98	73	
Exceptional Item Gain/(Loss)	-13	-14		-19		-31	-27	
Profit before Tax	**81**	**61**	***33%***	**61**	***33%***	**142**	**106**	***34%***
Tax	9	5		5		14	3	
PAT	**73**	**56**	***31%***	**56**	***30%***	**129**	**103**	***25%***
PAT Margin	**3.8%**	**3.5%**		**3.3%**		**3.5%**	**3.5%**	
Basic EPS	4.09*	3.28*		3.15*		7.24*	6.08*	

*Not annualised

Consolidated Balance Sheet

Particulars (in INR Crore)	Sep-26	Mar-26
ASSETS		
Non-Current Assets		
Property, Plant And Equipment	126	128
Right Of Use Asset	297	283
Goodwill	963	381
Other Intangible Assets	150	92
Financial Assets	46	40
Tax Assets (net)	40	48
Other Non-Current Assets	110	87
Total Non-Current Assets	**1,731**	**1,058**
Current Assets		
Inventories	346	323
Trade Receivables	908	1,153
Cash And Cash Equivalents	610	540
Financial Assets	656	543
Contract assets	562	280
Other Current Assets	547	397
Sub-Total - Current Assets	**3,629**	**3,236**
Total - Assets	**5,360**	**4,294**

Particulars (in INR Crore)	Sep-26	Mar-26
EQUITY AND LIABILITIES		
Equity		
Equity Share Capital	36	36
Other Equity	1,380	1,251
Total Equity	**1,416**	**1,287**
Non-Current Liabilities		
Borrowing	1,185	797
Lease Liabilities	266	263
Other Financial Liabilities	155	100
Contract liabilities	33	41
Other Non-Current Liabilities & Provisions	281	37
Sub-Total - Non-Current Liabilities	**1,920**	**1,238**
Current Liabilities		
Borrowing	26	30
Trade Payables	664	790
Lease Liabilities	74	63
Other Financial Liabilities	315	257
Contract liabilities	844	535
Other Current Liabilities	34	38
Provisions	67	55
Sub-Total - Current Liabilities	**2,024**	**1,769**
Total - Equity And Liabilities	**5,360**	**4,294**

*Not annualised

Summary of Consolidated Cash Flows

Particulars (in ₹ Crore)	H1 FY27	H1 FY26
Operating profit before working capital changes	308	244
Changes in working capital	-200	-135
Cash generated from operations	**108**	**109**
Direct taxes paid (net of refund)	7	-12
Net Cash from Operating Activities (A)	**115**	**97**
Net Cash from Investing Activities (B)	**-276**	**-18**
Net Cash from Financing Activities (C)	**229**	**-18**
Net Change in cash and cash equivalents	**68**	**61**
Cash and cash equivalents at the beginning of the year*	**528**	**214**
Unrealised loss on foreign currency cash and cash equivalents	-	-
Cash and cash equivalents at the end of the year*	**596**	**275**

*Not annualised

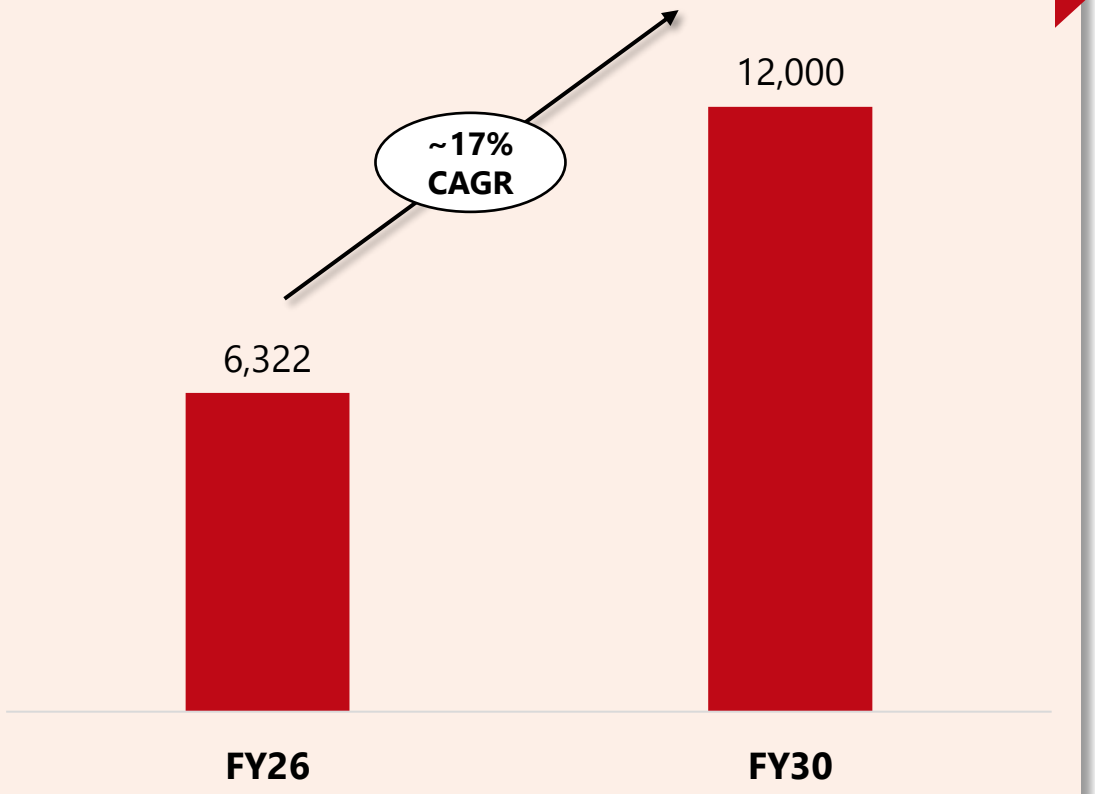
GUIDANCE



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

Contributed ₹177 cr in revenue in H1 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 achieve 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	Actual H1 FY27	Guidance FY27	YoY Growth %
Order Backlog (in $mn)	792	**1,044**	**1,300 – 1,400**	**65-75%**
Order Booking (in $mn)	1,003	**637**	**1,325 – 1,450**	**32-45%**
Revenue (in ₹ crore)	6,322	**3,655**	**7,800 – 8,000**	**23-27%**
EBITDA (in ₹ crore)	570	**335**	**725 – 750**	**27-32%**
EBITDA Margin	9.0%	**9.2%**	**9.3% – 9.4%**	**30-40bps**
PAT (in ₹ crore)	218	**129**	**300 – 325**	**38-50%**

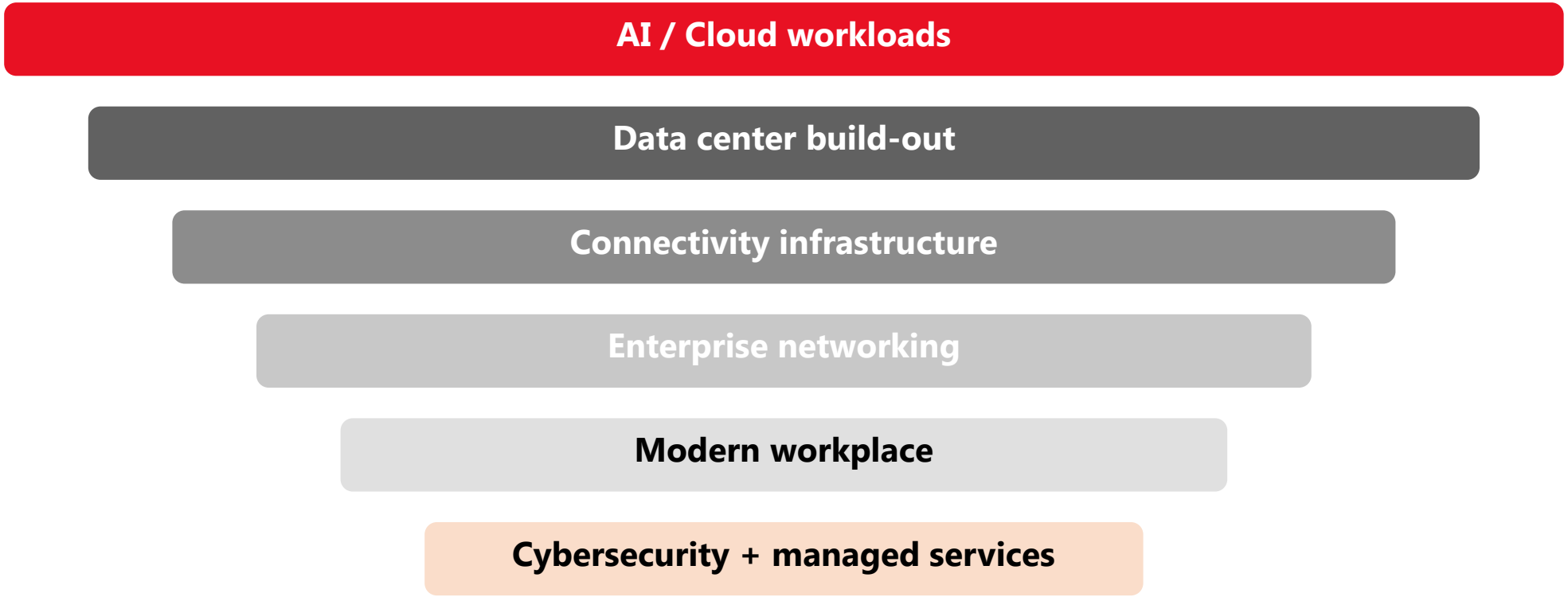
On track and confident to achieve the stated FY27 guidance

INDUSTRY GROWTH



Digital Infrastructure Demand Stack

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



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

17

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

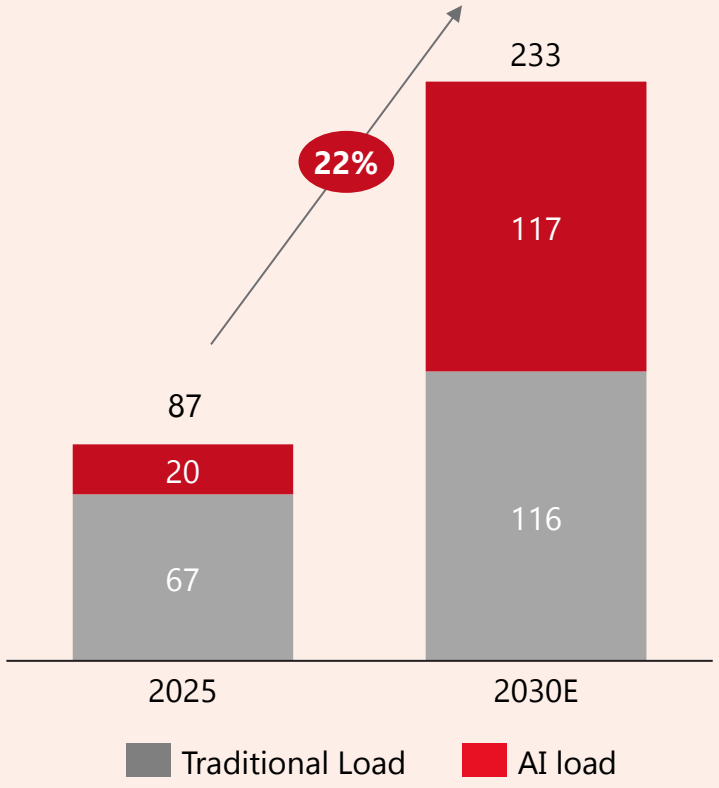
02 **Data Centers** – 2.5x growth in GW capacity over next 5 yrs due to increased requirement of computational power

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

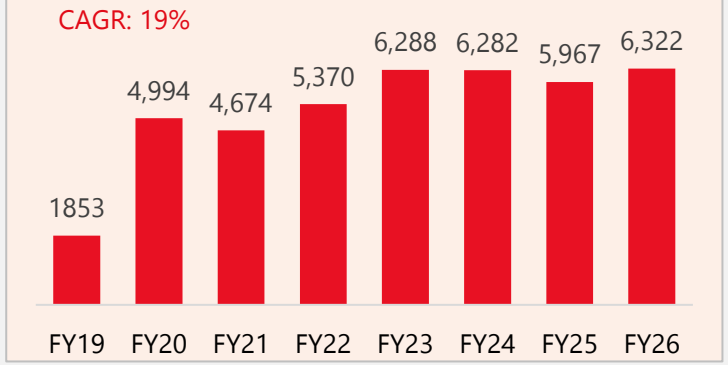
HISTORICAL FINANCIAL HIGHLIGHTS



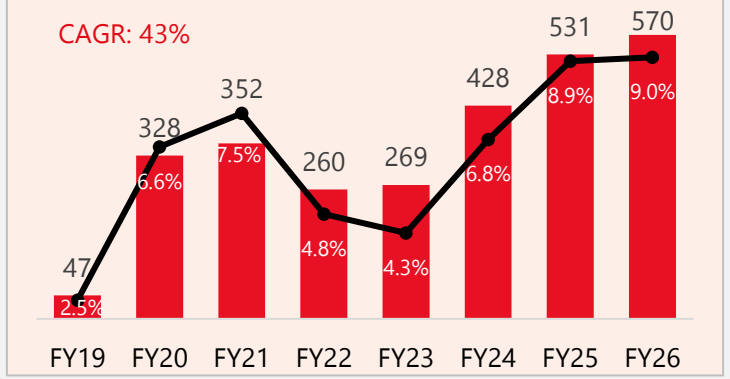
Historical Performance Snapshot – Annual

Amt in ₹cr

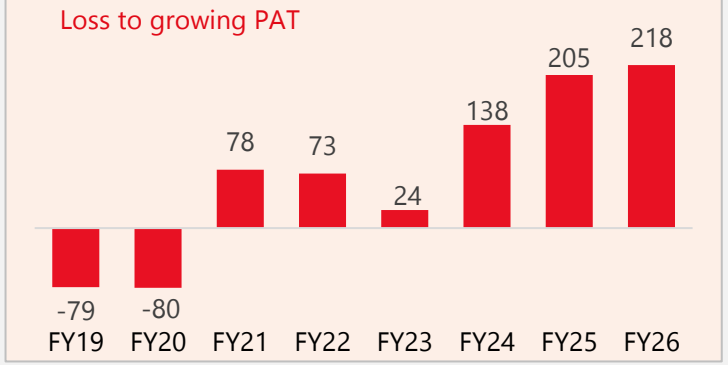
Revenue



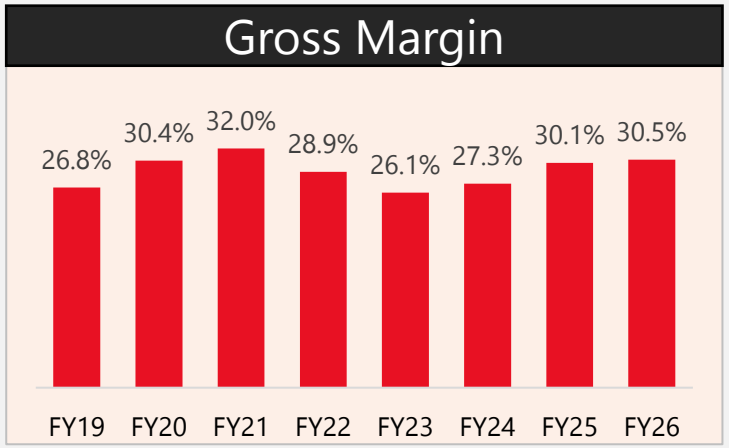
EBITDA and Margin



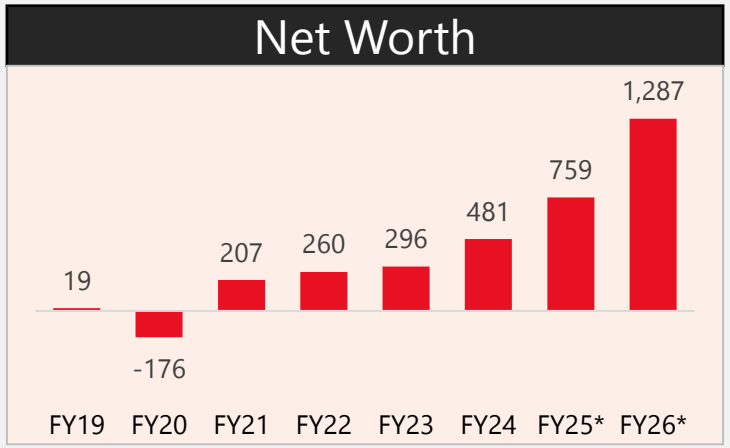
PAT and Margin



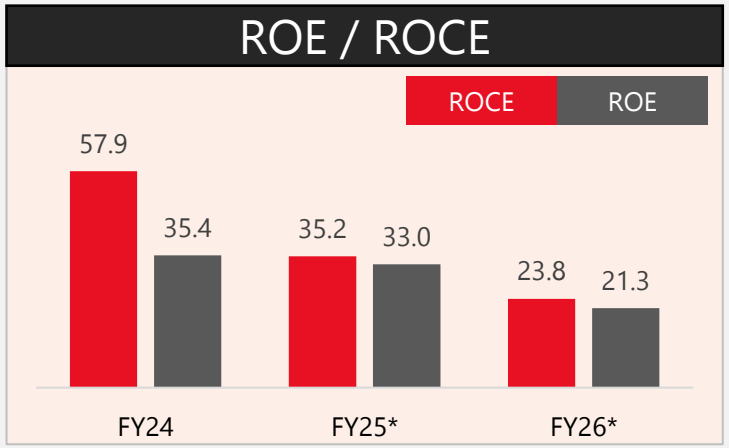
Gross Margin



Net Worth



ROE / ROCE



* 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.



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**

Cybersecurity

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

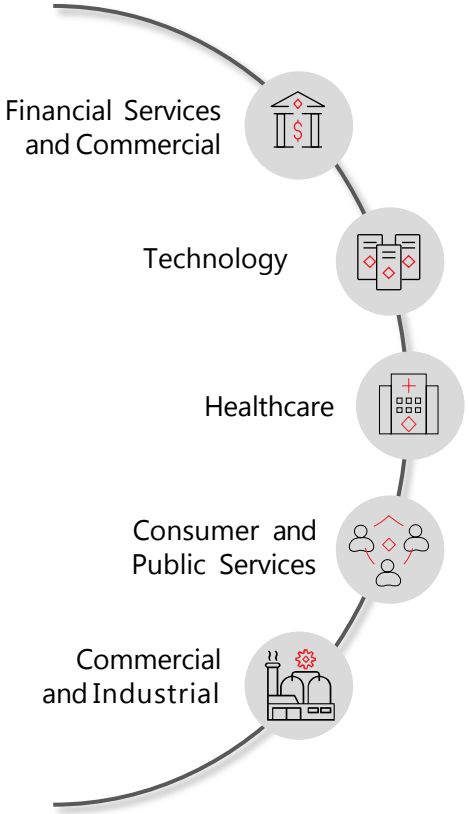
Design Services
Tailored design, configuration, and deployment planning

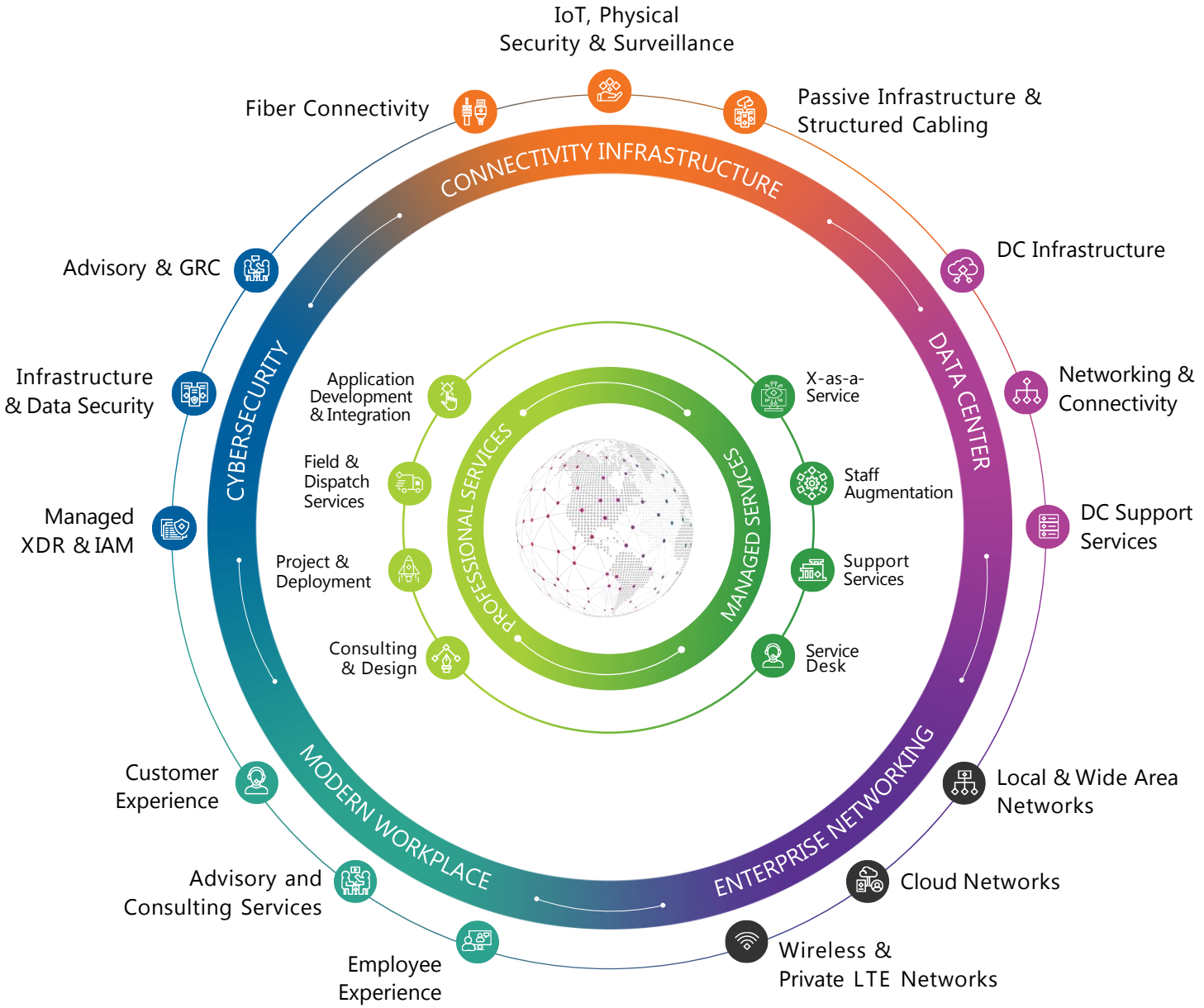
Connect → Network → Modernise → Secure

(1) Information as of March 2026.

Global Solutions Integration

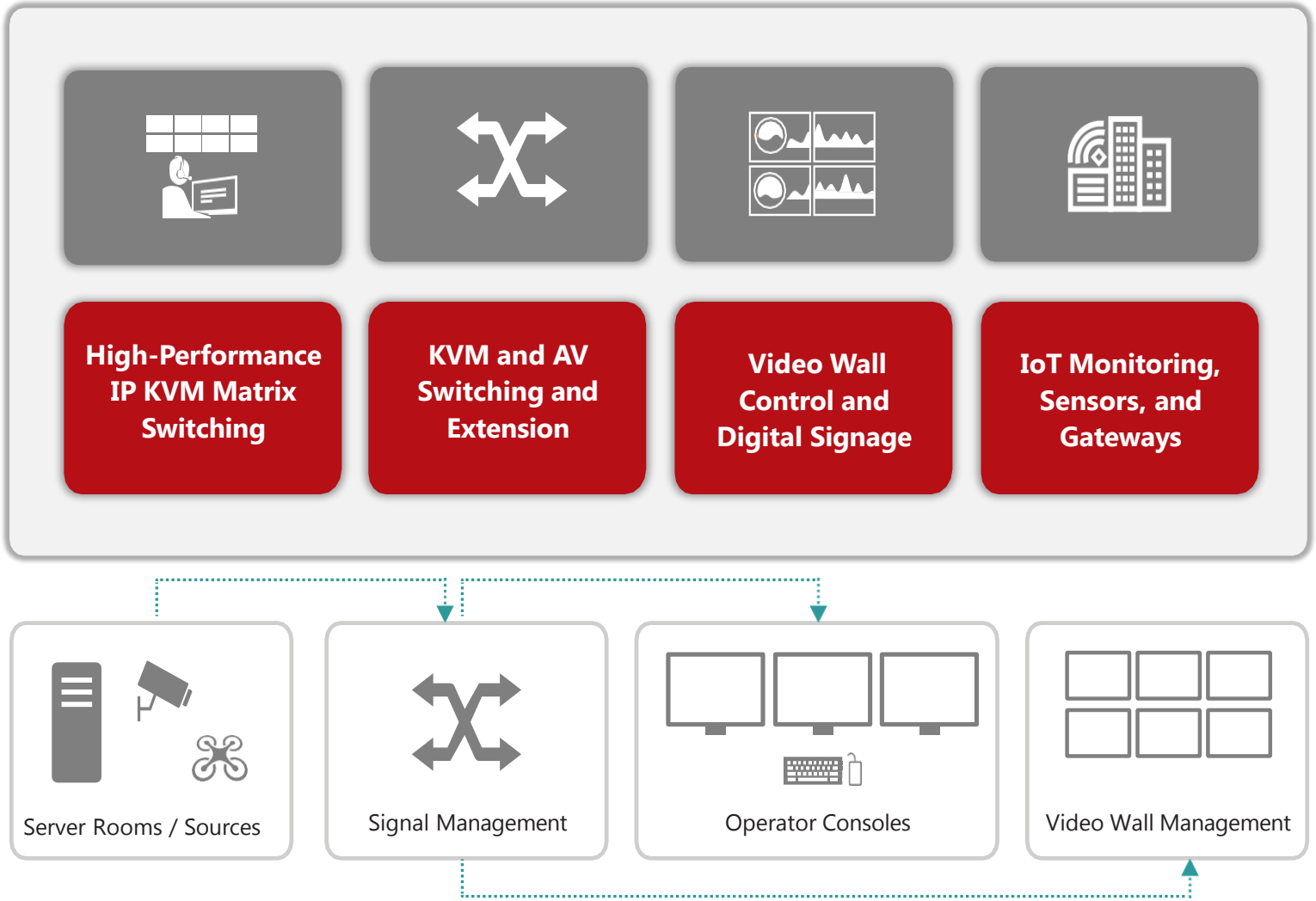
~84% revenue contribution as of FY26





Technology Product Solutions

~14% revenue contribution as of FY26



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

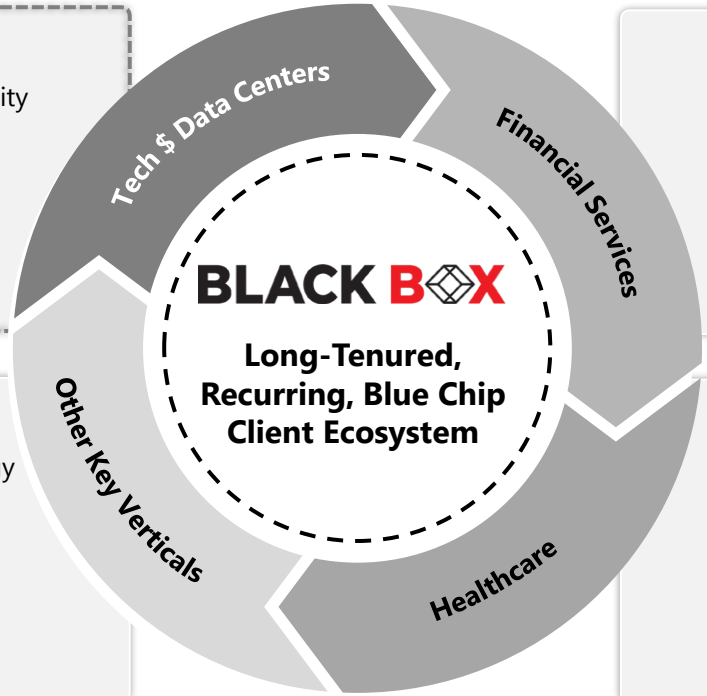
- ✓ Supports hyperscale data center buildouts and connectivity
- ✓ Provides cabling, networking, and infrastructure support
- ✓ **Enables scalable delivery across large, complex data center environments**

Meta intel Microsoft DIGITAL REALTY

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**

TJX GRUPO BIMBO HONDA MIA MIAMI INTERNATIONAL AIRPORT



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

BANK OF AMERICA J.P.Morgan citi WELLS FARGO

Healthcare

- ✓ Supports Private 5G, Cabling, and Smart infrastructure
- ✓ **Serves hospitals and large healthcare systems**
- ✓ **Helps modernize clinical, facility, and network infrastructure**

Trinity Health Mount Sinai Dignity Health. Cleveland Clinic

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

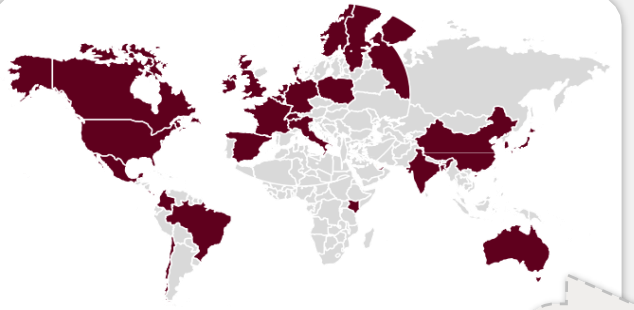
Scalable Delivery Model

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

Sameer Batra

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

Paul Williams

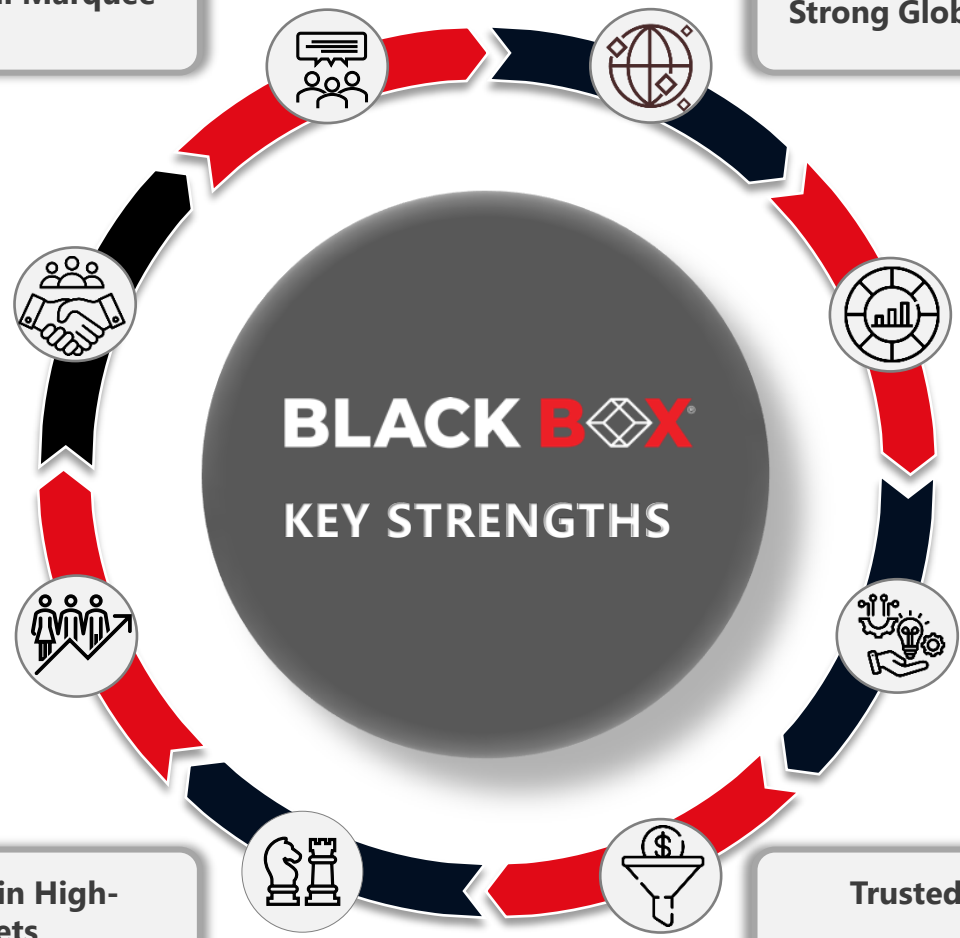
- 3 decades of experience in tech and product driven organizations
- Extensive expertise in IoT, software, and integrated technology solutions

Key Company Strengths

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

Trusted by Fortune 500 enterprises across every major industry

Technology

4 of **top 6 hyperscalers**

4 of **top 6 semiconductor majors**

2 of **top US colocation players**

Fortune **25** marquee technology clients

- Hyperscale DC build
- Structured cabling & Div27
- Day-2 ops & RunOps
- DAS & in-building comms

Financial Services

4 of **Top 5 U.S. banks**

10+ Blue-chip FS institutions

5+ National **insurers**

300+ Branches in single engagement

- Contact center/ UC
- Network & SIP consolidation
- UC managed services
- Identity & threat response

Healthcare

1700+ Hospitals nationwide

100+ Healthcare systems

7 of Top 10 Health systems

3 of 5 Largest **Pharma** Co.

- Telehealth & Virtual care
- Advanced Network Infra
- Data security
- Emerging Tech integration

Consumer & Public Services

10+ Fortune 500 brands

10+ Hospitality & **Gaming** Co.

5 of **Top 10** U.S. **retailers**

5+ Tier 1 Airports in U.S.

- Edge networking
- Wi-Fi/Private 5G
- Control room KVM/AV
- Surveillance & cybersecurity

Commercial & Industrial

5+ Fortune 500 enterprises

2 of **Top 10 auto OEMs**

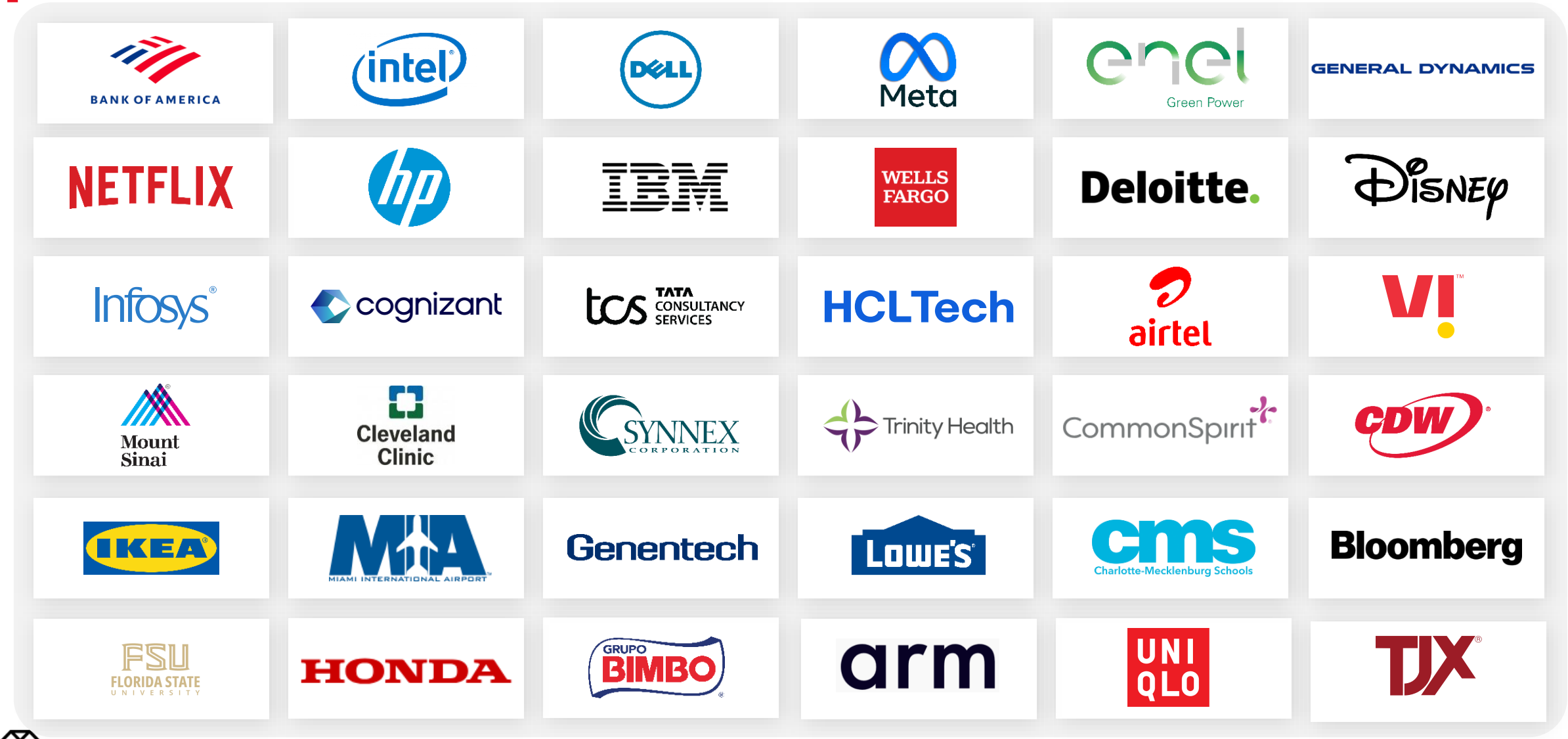
10+ Leading **manufacturers**

5+ Major **engineering** firms

- In-store AVoIP
- Digital signage
- UC/ Modern Contact center
- Airport network/monitoring

Select Customers

Associated with many of the global marquee and fortune 500 companies



* 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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