

**June 17, 2026****The National Stock Exchange of India Limited**Exchange Plaza, Bandra-Kurla Complex,  
Bandra (E), Mumbai – 400051

Symbol: REDINGTON

**BSE Limited**Floor 25, Phiroze Jeejeebhoy Towers,  
Dalal Street, Mumbai — 400 001

Scrip: 532805

**Sir/Madam,****Sub: Investor/Analyst Virtual Meet- Presentation**

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Further to our announcement dated June 10, 2026, we hereby enclose a copy of the presentation for the virtual investor event scheduled to be held today, i.e., June 17, 2026, on the Company's transformation journey, titled "**From Software Distribution to Intelligent Orchestration.**"

The same will also be uploaded on the website of the Company at <https://redingtongroup.com/financial-reports/>.

We request you to kindly take the above information on record.

Thank you

**For Redington Limited****K Vijayshyam Acharya**  
**Company Secretary****Encl:** a/a

# From Software Distribution to Intelligent Orchestration

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# Agenda



**01** Presentation

**02** AWS Universe & Synergy with Redington

**03** Panel Discussion

**04** Q&A



**Krishnan SV**  
Finance Director

# Financial Metrics

The signals we track to measure SSG impact and growth



# SSG Global: Financial Snapshot

FY26

Net Revenue

**\$2.2 Bn**

FY25: \$1.7 Bn | +29%

*Proven Scale*

GM

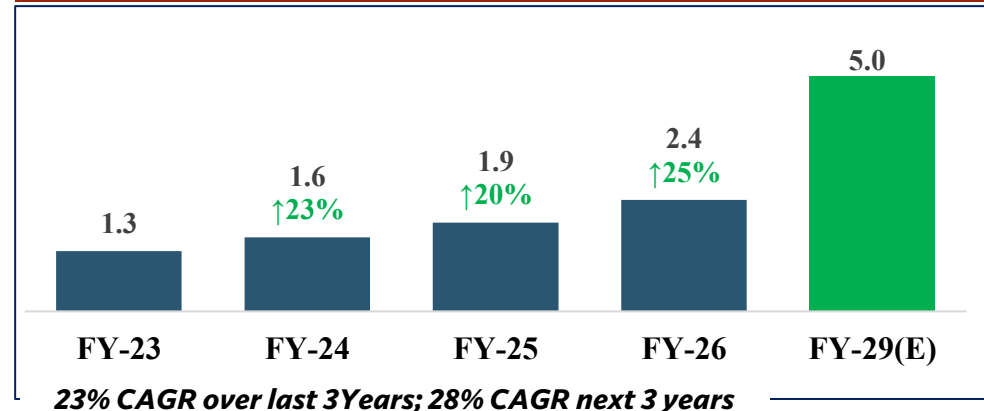
**\$126 M**

FY25: \$108 M | +17%

% Rev Contribution

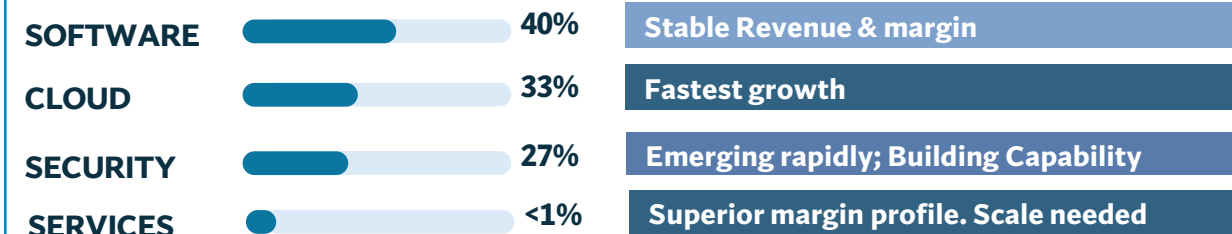
**17%**

Gross Revenue (USD Bn) doubled in 3 years, Path to USD 5 Bn



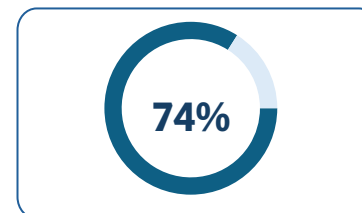
## PORTFOLIO REVENUE SHARE

## Attributes



## RECURRING REVENUE MODEL

## BU RECURRING REVENUE (FY'26)



Portfolio secured through ARR & subscription-based revenue streams; FY'25 @ 72%

*Predictable, Recurring, Sticky*

## KEY DRIVERS FOR SSG FORAY

Predictable Business

Higher Growth

Higher Profitability (Adj. for Investment Opex)

Higher RoCE

## HIGHLIGHTS

Formation of SSG Global Team for Defining Strategy, Best Practices, Building Capabilities & Tracking Investments outcomes

40% YoY growth in Cloud with 34% 3yr-CAGR

SSG focused Geo expansion viz ASEAN, CIS, South Africa

Top 6 Vendors: Microsoft, AWS, Autodesk, RedHat, Fortinet, Palo Alto

Professional Services revenue @ USD 10 Mn with > 20% GM, scaling up



**Hariharan VS**  
MD & Group CEO, Redington

# THE GENESIS OF SSG

SSG for Distribution

The Operating System for Modern Distribution



# SSG - The New Digital Trinity



# Why SSG Matters - The New Core of Technology Distribution

## SSG Scale

For **Redington, Software & Services is 17% of our business** and rising fast across India, META & SESA

## Many → Many

where ecosystems connect in real time through platforms and AI marketplaces



Globally, **software drives 31% of all tech** distribution powered by cloud, Security, and SaaS

The world is evolving from **1 → Many** (one vendor to many resellers)

# REDINGTON'S POSITION WITHIN GLOBAL DISTRIBUTION

REPORTED REVENUE (USD, APPROX.)



**#8**  
GLOBAL

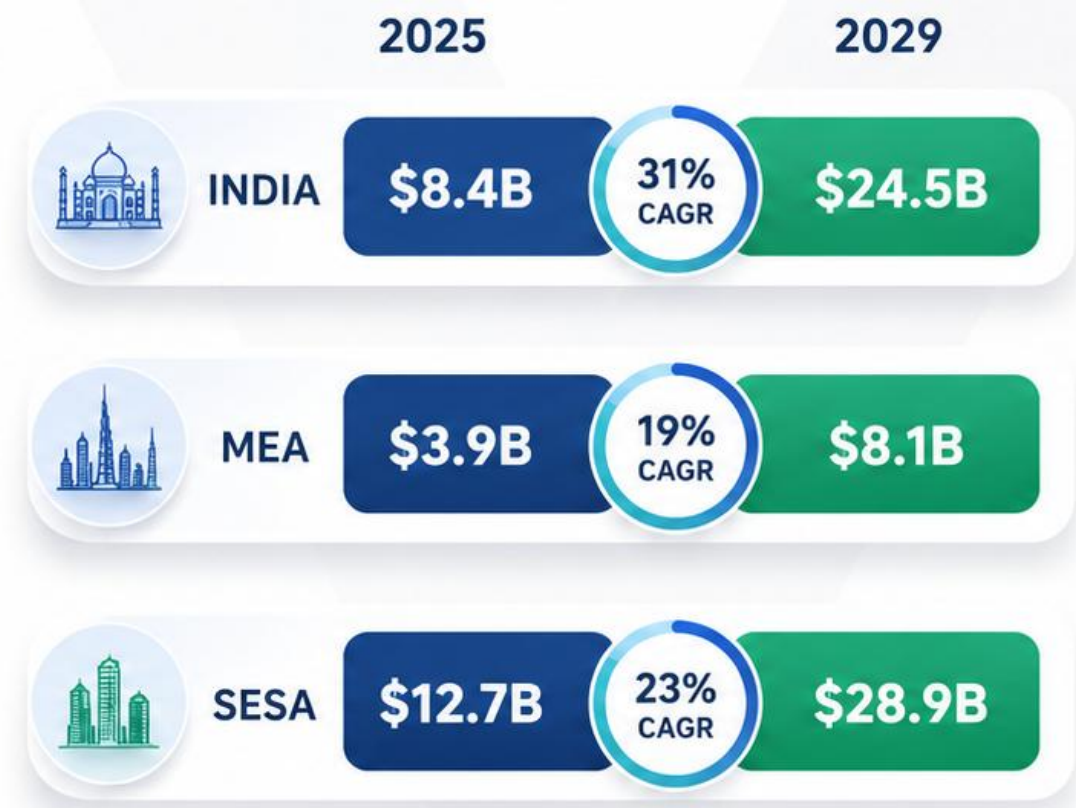
**#1**  
IN INDIA

**#1**  
IN MEA



Among the world's largest technology distributors by revenue.

# SSG Market Opportunity (IaaS + PaaS + SaaS)



Source: Gartner Market Forecasts (2025–2029), Canalys Channel Research

# SSG Distribution & Orchestration



PLATFORM



MARKETPLACE



AUTOMATION /  
TOOLS



ACADEMY &  
PRACTICES



BRANDS  
& OEMS



ISVs

## INTELLIGENT ORCHESTRATION

Enabling a perpetual hyperloop  
Helping partners win every time better, and scale faster.

THE ORCHESTRATOR EMPOWERING PARTNERS WITH



PARTNER  
ENABLEMENT



ENGAGEMENT



PLATFORM



DATA



PRICING



ANALYTICS



INVENTORY



EXPERTISE



PoC



PoS



AUTOMATION  
& WORKFLOWS



EXPERIENCE



GO TO MARKET SALES &  
SOLUTION ARCHITECTS



GO TO MARKET  
CHANNEL PARTNERS



CLOUD  
PROFESSIONAL  
SERVICES



SECURITY  
SERVICES



AI  
SERVICES

# Hardware vs Software Technology Adoption Enablers

TM BRANDS

CUSTOMERS

- Supply Chain Management
- Inventory Management
- Credit/Financing Solutions

- Product Solutioning
- Product Configuration
- Pre-sales Support

- Omni Channel Approach
- Unique Routes To Market
- Inside Sales/Demand Gen.

Hardware & Physical Solution



Market Friction



Technology Friction



Knowledge Friction

Non Physical Solutions : Software, XAAS

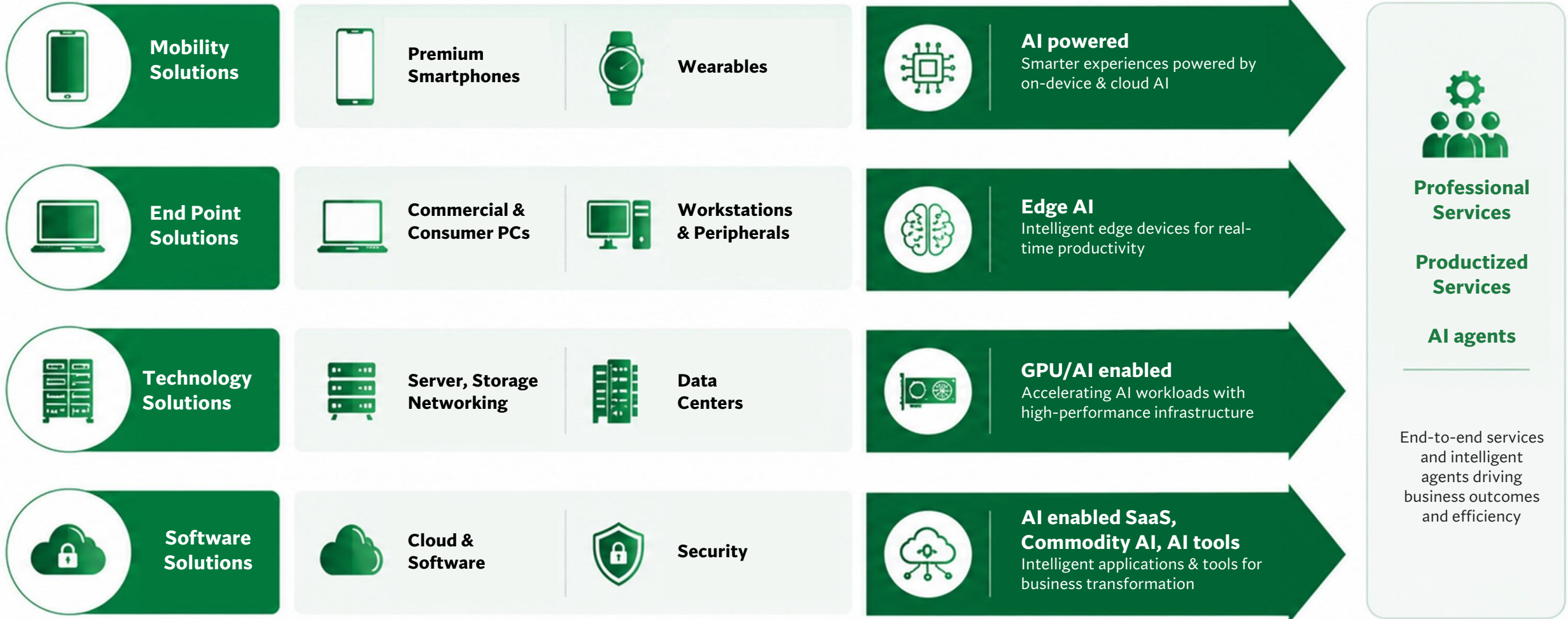
- Credit
- Financing Solution

- Customer Analytics
- Life Cycle Management
- Drive Consumption

- Cloud Quarks Platform
- Market Place ISVs, CSP, MSP
- Prof./Managed Services

# Hardware products, AI enabled coupled with PS /AI agents

*Comprehensive portfolio across categories, enhanced with AI & delivered through professional services and AI agents*





**Sayantan Dev**  
Global Head of SSG, Redington

# Building Capabilities for Future

Investing in distribution, orchestration, and AI for the future of SSG



# The Market Is Shifting

## Everything-as-a-Service

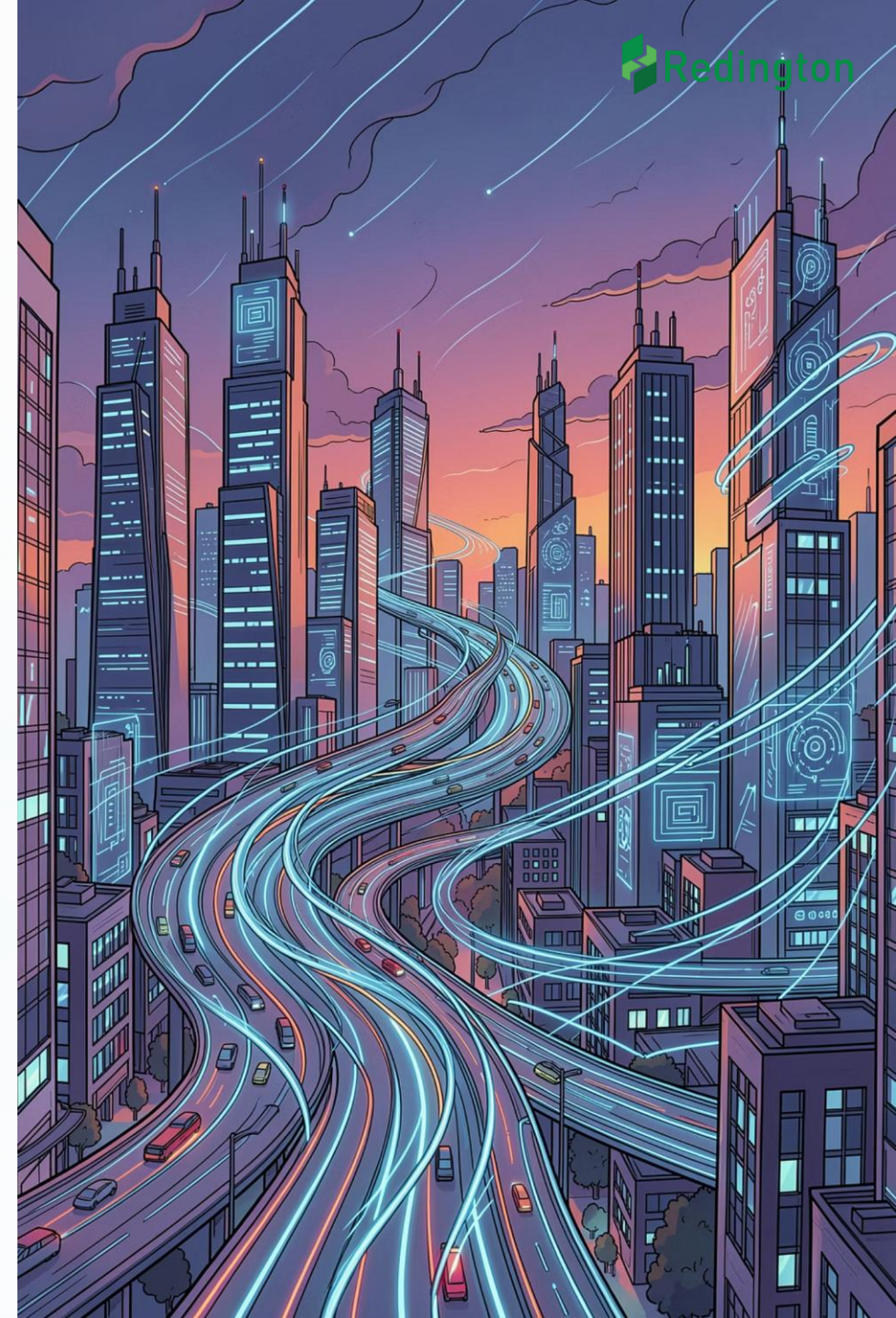
Consumption models moving from perpetual licenses to flexible, outcome-based subscriptions

## Platform-Led Distribution

Vendors consolidating through marketplaces and API-first ecosystems

## Services as Software

Managed services and professional services becoming productized and scalable



## Expansive Market Opportunity

Redington's SSG is poised to capitalize on significant growth across global and regional markets in software, cloud, and security, driven by digital transformation.



### 1 Software-as-a-Service (SaaS)

- The SaaS market is expected to exceed **\$700B** by 2028, driven by rapid adoption of subscription-based applications.
- Redington's reach positions it to capture this growing demand.



### 2 Cloud Infrastructure (IaaS/PaaS)

- Cloud spend is set to exceed **\$1.3T by 2028**, driven by IaaS and PaaS growth.
- Redington's hyperscaler partnerships position us to deliver regional cloud solutions at scale.



### 3 Cybersecurity

- Cybersecurity spending is projected to exceed **\$500B by 2030**.
- Creating significant opportunities for integrated security solutions and managed services.

# SSG Transformation Plan

From One-Time Deals → Sustainable Growth Engine



# Platform-Led Distribution

## The SSG Platform Vision

Build and operate a unified digital platform that connects vendors, resellers, and end customers — enabling self-service ordering, automated provisioning, and real-time analytics.

- API-first integration with major vendor marketplaces
- White-label storefronts for partners
- Embedded billing and usage intelligence



# SERVICES AND SOLUTIONS ORCHESTRATION



Customers today are seeking digital transformation and industry-specific, outcome-driven solutions.

## SSG ORCHESTRATION



### SOLUTIONS

- Cloud & Infrastructure
- Security
- Data & AI Applications
- Emerging Technologies



### SERVICES

- Professional Services
- Managed Services
- Cloud Services
- Security Services
- Lifecycle Services

1

### DISCOVER



Through Platforms

2

### BUNDLE



Sales & GTM Motion

3

### DELIVER



Channel-led & Marketplace-led Execution

4

### OPTIMIZE



Through Cloud Platforms



## The SSG Significance



### FROM LABOR-INTENSIVE TO AUTOMATED

Software-led services with automation & agents



### SOFTWARE TEMPLATES + AGENT IN THE BACKEND

Pre-built templates with AI agents



### OPPORTUNITY SHIFT

From service providers to ecosystem orchestrators

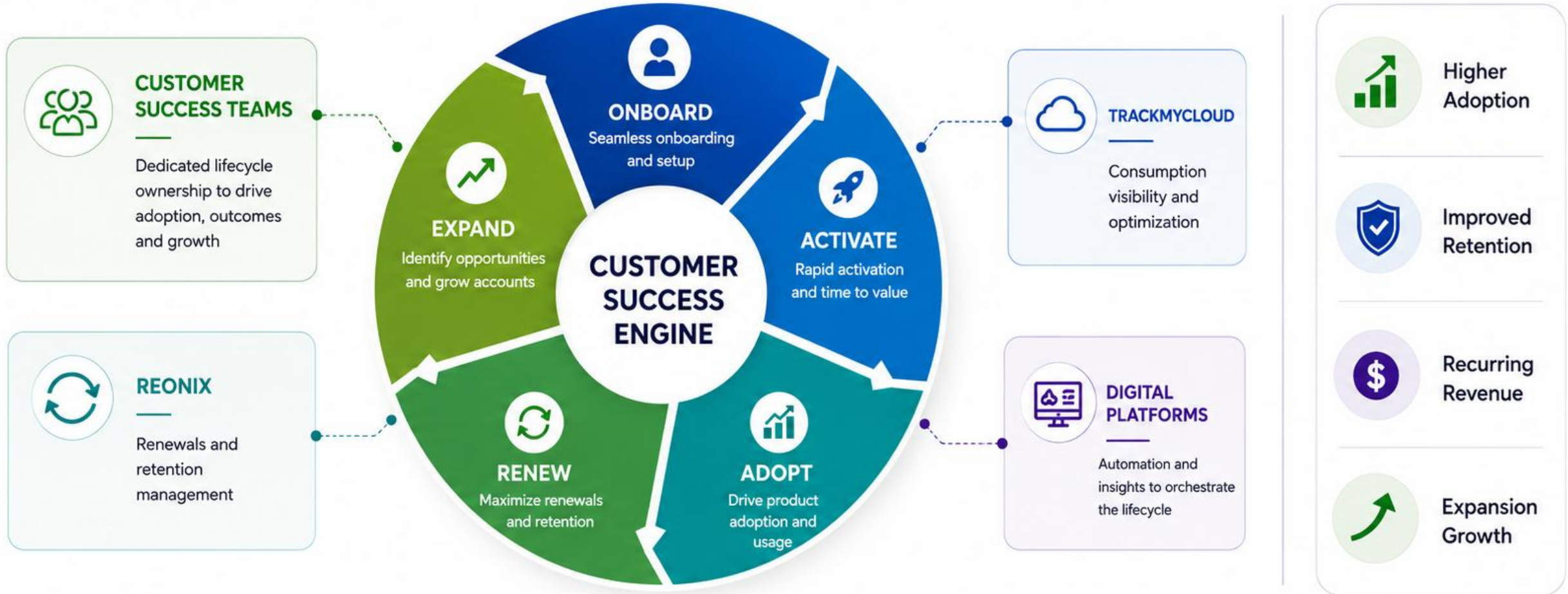


### SCALE & PRODUCTIZE

Platforms, partners and products to scale profitably

# Customer Lifecycle Management

Driving adoption, retention and recurring growth

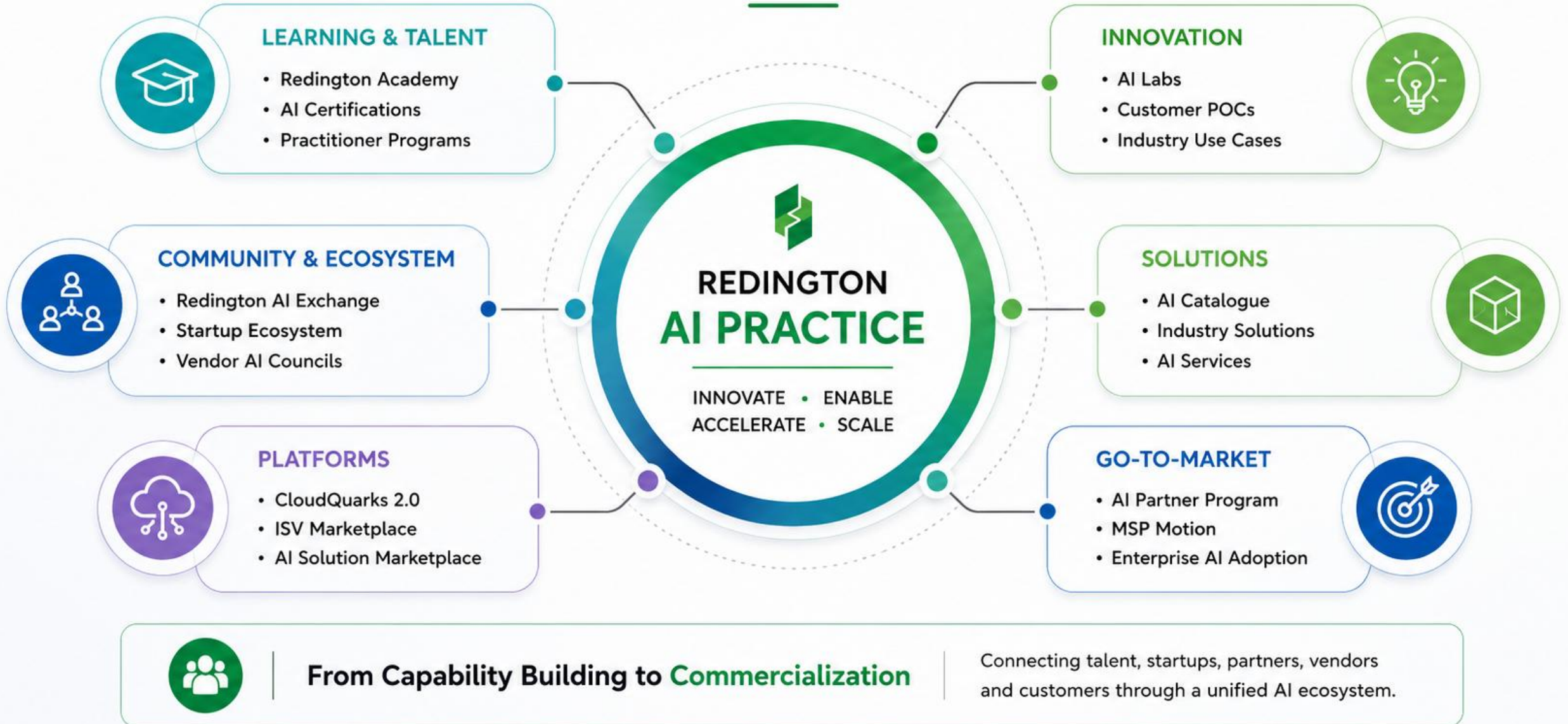


People + Platforms + Intelligence = Customer Lifetime Value

# Redington AI Practice

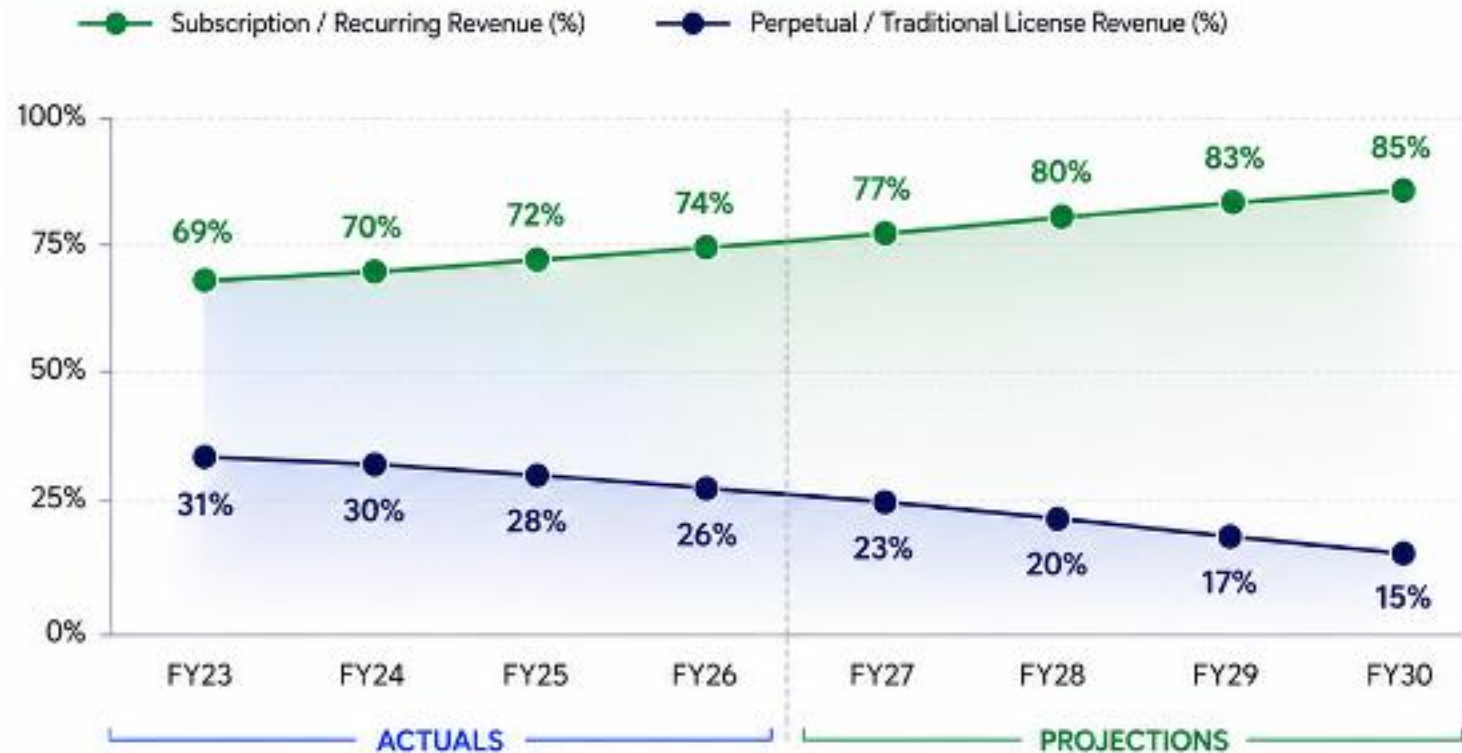


The Engine Powering AI Enablement Across the Ecosystem



# Recurring Revenue Growth

## REVENUE MIX SHIFT: PERPETUAL TO RECURRING



## SSG BANKED REVENUE

CURRENT (FY26)

**63.5%**

(Renewal Rate: 85%)

PROJECTED (FY30)

**72%**

(Renewal Rate: 90%)



Banked Revenue = ARR Mix (%) × Renewal Rate (%)

At FY26: 74% × 85% = 63.5%

By FY30: 80% × 90% = 72%

## KEY ASSUMPTIONS



**ARR rate will continue to increase**

Driven by strong market adoption of subscription models



**Renewal rate will also increase to 90%**

Backed by strong customer retention and value realization



**WHAT'S DRIVING THE SHIFT?**



Market shift to cloud and subscription models



Customer preference for flexibility, scalability and predictable costs



Vendors' focus on subscription-led business



Stronger visibility, predictability and higher LTV

# Capability Investments being made into SSG & AI



## CloudQuarks

Platforms & Systems



## Marketplace

Ecosystem & Community



## Redington Academy

Skilling the channel, at scale



## Capability & Talent

Strong pre-sales & solution architect team



## AI Labs & COEs

Innovation, engineered



## Services

- CISS
- TrackMyCloud
- Digiglass



## Redington AI Exchange

AI-led solutions & business enablement






## Reonix

Renewal & customer retention engine

# The 5 P's of SSG Transformation

Our strategic framework to build a future-ready, services-first organization, ensuring sustainable growth and market leadership in the Everything-as-a-Service economy.

	<b>People: Enablement</b> Empowering our teams and the larger ecosystem with the right skills, training, and tools to unlock full potential.
	<b>Process: Automation</b> Smartening operations and removing manual work to drive efficiency, reduce costs, and accelerate decision-making.
	<b>Portfolio: Brands &amp; Categories</b> Curating and expanding a comprehensive portfolio of solutions from leading brands, tailored to market needs.
	<b>Platforms: Route to Market</b> Building a go-to-market platform to empower seamless distribution, reach new customers, and create new revenue streams.
	<b>Professional Services: Scalable &amp; Repeatable</b> Developing standardized, scalable, and reusable professional services to ensure consistent delivery and high-value outcomes.

**~10,000 Partners Globally**  
**~1000 SSG Team**

**10+ tools**  
**100+ accelerators**

**130+ Brands**

**06+ Platforms**

**500+ PS team**  
**5+ delivery centers**

# SSG PORTFOLIO AT SCALE



130+ Technology Vendors Across Software, Cloud & Security



## SOFTWARE

50+ Brands

### KEY OEMS

AUTODESK Red Hat NUTANIX ORACLE

IBM veritas veeam Adobe

### OTHER KEY BRANDS

SAS • GTRIX • CANONICAL (UBUNTU) • TABLEAU • PTC • RUBRIK • PEGA • ZOOM • SUSE • BMC • COMMVAULT • PERFORCE SOFTWARE • TALEND • DENANTIA • SOFTWARE AG • APPDYNAMICS • COMMSCOPE • EVERISE • PARABLU SYSTEMS • DATARICKS • CLIX • QUEST • SAGE • ALTARO • MICROSTRATEGY

+ 40 other vendors



## CLOUD

20+ Brands

### KEY OEMS

Microsoft aws Google Cloud Alibaba Cloud

### OTHER KEY BRANDS

CLOUDFLARE • AKAMAI • PALO ALTO NETWORKS • F5 • NGINX • NEWRELIC • NEW RELIC • SPLUNK • ELASTIC • JETBRAINS • ANSIBLE • WIRESHARK

+ 14 other vendors



## SECURITY

60+ Brands

### KEY OEMS

FORTINET paloalto CHECK POINT TREND MICRO SOPHOS CROWDSTRIKE CYBERARK BROADCOM

### OTHER KEY BRANDS

MCAFEE • FORTRA • PALO ALTO • SPLUNK • TENABLE • SENTINELONE • MICROSOFT • MICRO FOCUS • CYBERARK • FORCEPOINT • VARONIS • BARRACUDA • SECUREWORKS • VERACODE • ILLUMIO • LOGPOINT • ATlassian • ARCTERA • BITSIGHT • NETSKOPE • OKTA • INSIGHTER • THALES

+ 50 other vendors



130+ Vendors



40+ Markets



Cloud Software Security



One Integrated Go-To-Market Motion



130+ Technology Vendors



40+ Markets



10,000+ Partners



One Integrated SSG Portfolio

# Impact on Sustainable Growth

## Predictable Revenue – 74% ARR

Recurring revenue creates steadier growth than one-time deals



## Improved Customer Retention – Renewal Success Rate : 85%

Ongoing services strengthen relationships and reduce churn risk



## Scalable Margins

Platform-led delivery grows more efficiently than labor-intensive services



**3x**

ARR MULTIPLIER



**85%**

RETENTION RATE



**60%**

MARGIN UPLIFT  
WITH SERVICES ATTACHED

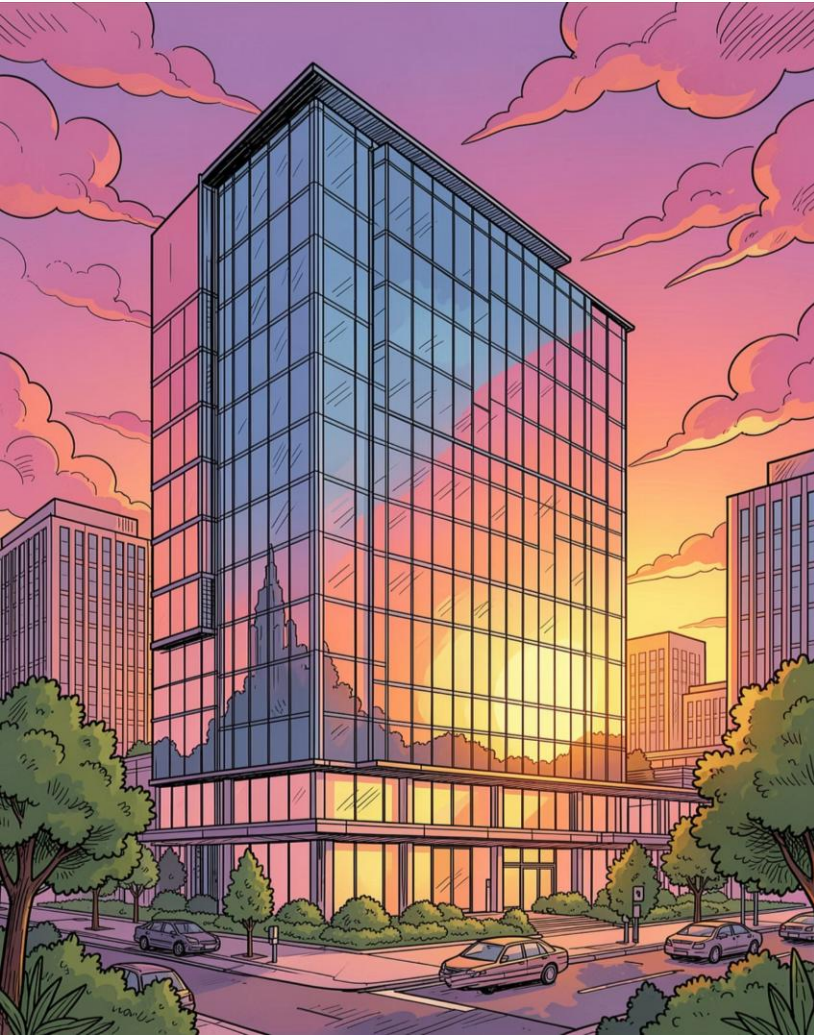


**\$2B+**

TAM EXPANSION

**Strategic Outcome:** SSG transforms from a transactional distributor into a high-margin, platform-driven services orchestrator - compounding value for Redington and its partners.

# The Path Forward



## 01 Platform Investment

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**CQ 2.0 released, CQ 2.1 & CQ 2.2 – September & December 2026**

Deploy SSG's unified subscription and services platform

## 02 Partner Transformation

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Enable resellers to sell outcomes, not products

## 03 Vendor Alignment - WIP

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Secure marketplace and API integrations with key principals

**Major cloud vendors onboarded. Software and security vendors in progress**

## 04 Recurring Revenue Target

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Set ARR milestones and track subscription mix quarterly



**Krishnan SV**  
Finance Director

# Business Metrics

The signals we track to measure SSG impact and growth



# Case for Investment

## Platform | Portfolio | PS | Process | People

### CloudQuarks 2.0

Core platform enhancement for scale & automation

### Cloud & SW

Governance Model & Automation  
Subscription Mgt & BPR

### Cybersecurity

SOC, threat monitoring, incident response capability

### Data & AI

Building Data Practice & AI COE

### Academy

Certification courses: Employees & Partners, ATP programs, vendor-aligned training modules

### Business Intelligence

BI automation, Predictive analytics, Dashboards

## People & Capability

SSG Global Team, New hirings across Security, BI, Cloud, Platform, Academy, Legal, Security Architect, Lead Developers, Project Managers

Investments, majorly part of Opex:

- Till FY25 : < USD 1 Mn
- FY26 : USD 1.5 – 2 Mn
- FY27 Planned : ~ USD 10 Mn

Payback 3 – 5 Years

## THE PATH TO HIGHER PROFITABILITY

- Operating leverage** margins outpacing the cost base
- Renewal engine FY'28 target:** 80%+ renewals, Less than 5% churn
- Higher-margin services & Bundled services** security & cloud at double-digit margins
- Distribution moat** 5 regions · 130+ brand partnerships

## FY'29 ESTIMATED



GROSS REVENUE

USD 5 Bln.



GM

5.5% - 6%



PAT

1.8% - 2%



Strong growth trajectory with improving profitability and returns

01

## Global Contracts

Global Talent optimization  
& best practice adoption

02

## Global Captive Delivery Centre in India, Egypt

Cross-charge model @ ALP  
with TP documentation

03

## Revenue Recognition

Gross revenue to Net revenue  
(Renewals, Subscriptions,  
etc.)

04

## WHT on cross border transactions

Advance ruling from tax  
depts, Vendor billing model,  
TRC

05

## Contract mgmt.

Terms, Legal Governance,  
Standardized end to end  
workflow

06

## Multi Year contract -

Predictable revenue  
Locked-in commercials  
Long term credit view  
Vendor cancellation policy

07

## Services

SOW, stage-wise billing,  
unbilled revenue

08

## Customer data

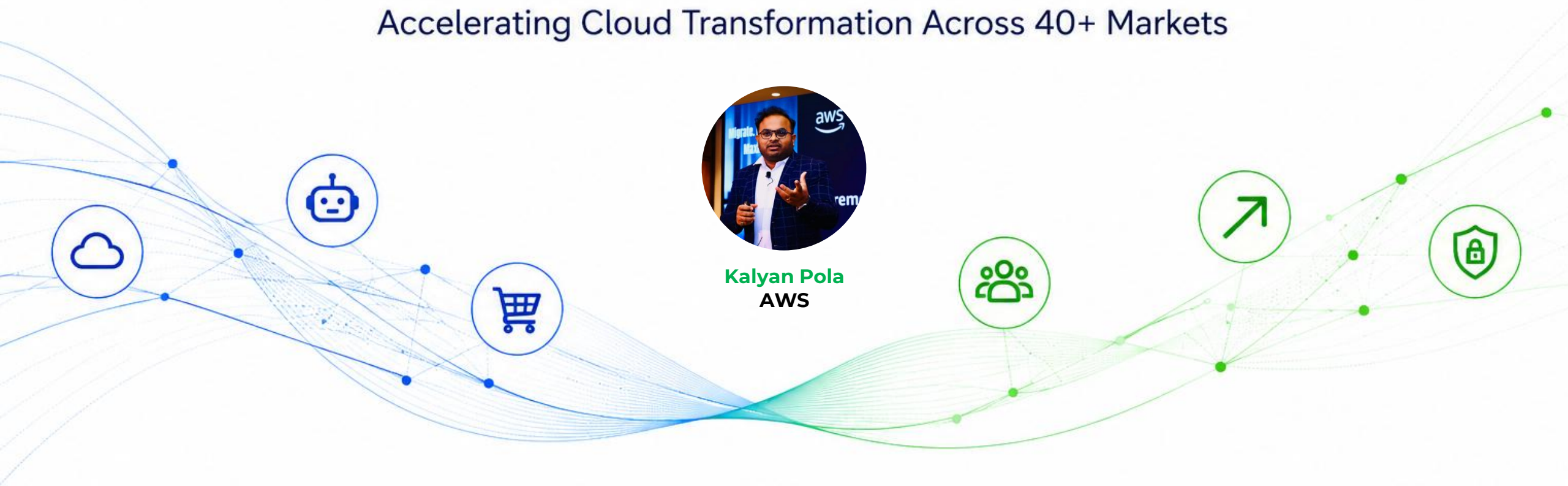
Compliance to Data Privacy  
regulations

# AWS x REDINGTON SYNERGY

Accelerating Cloud Transformation Across 40+ Markets



**Kalyan Pola**  
AWS



# AWS × Redington: A Decade of Firsts



## FIRST-OF-ITS-KIND INITIATIVES

**01 SCA 1.0 & 2.0 – Strategic Collaboration Agreement**

First distributor-led Scale Commitment Agreement in India. SCA 2.0: 5-year commitment (Oct 2026–Sep 2031) — largest SCA in APJ.

**02 REAP — Downstream SCAs**

Pioneering model enabling Redington's distribution sellers to build their own committed growth motions with AWS — cascading scale through the partner network.

**03 Tier 2/3 Cities — SMB Starter Kits**

Pre-packaged cloud solutions (Backup, Web Hosting, Virtual Desktop, Database) driving cloud adoption in underserved markets across 30+ Tier 2/3 cities.

**04 UNNATi — Partner University**

Redington's enablement academy building AWS skills at scale — certifications, accreditations, and hands-on labs driving partner competency across India.

**05 GenAI & Agentic AI Motions**

First-mover advantage: GenAI physical experience center and focused GTM activities to drive GenAI adoption (“Lead with Cloud-Bus Yatra”, Project VISTAAR etc. to drive adoption of AWS Bedrock, Kiro and Amazon QUICK - positioning Redington at the forefront of next-gen workloads.

**06 Greenfield Acceleration**

Redington Priorities in Building Scalable Greenfield Adoption in Startup and Scale and also building acceleration in Public Sector as Growth Lever

**850+** Transacting Partners

**7,000+** Customers

**57%** YoY Growth

**4x APJ Distribution Partner of the Year (2022-25)**

# Panel discussion participants



**Moderator/ SSG BU**

**Ms. Nehal Sharma**

SSG – Global Alliances

**GTM**

**Mr. Ramesh Natarajan**

CEO - India & ME

**Mr. Cem Borhan**

CEO - SESA

**SSG BU**

**Mr. Sachin Dubey**

Head - Professional Services

**AI**

**Mr. Deepak Puligadda**

Group Chief Technology Officer

**Mr. Mohammed Sadiq**

Senior Vice President - AI



# Thank You

— **SSG** for **Distribution** —

The Operating System for Modern Distribution

