

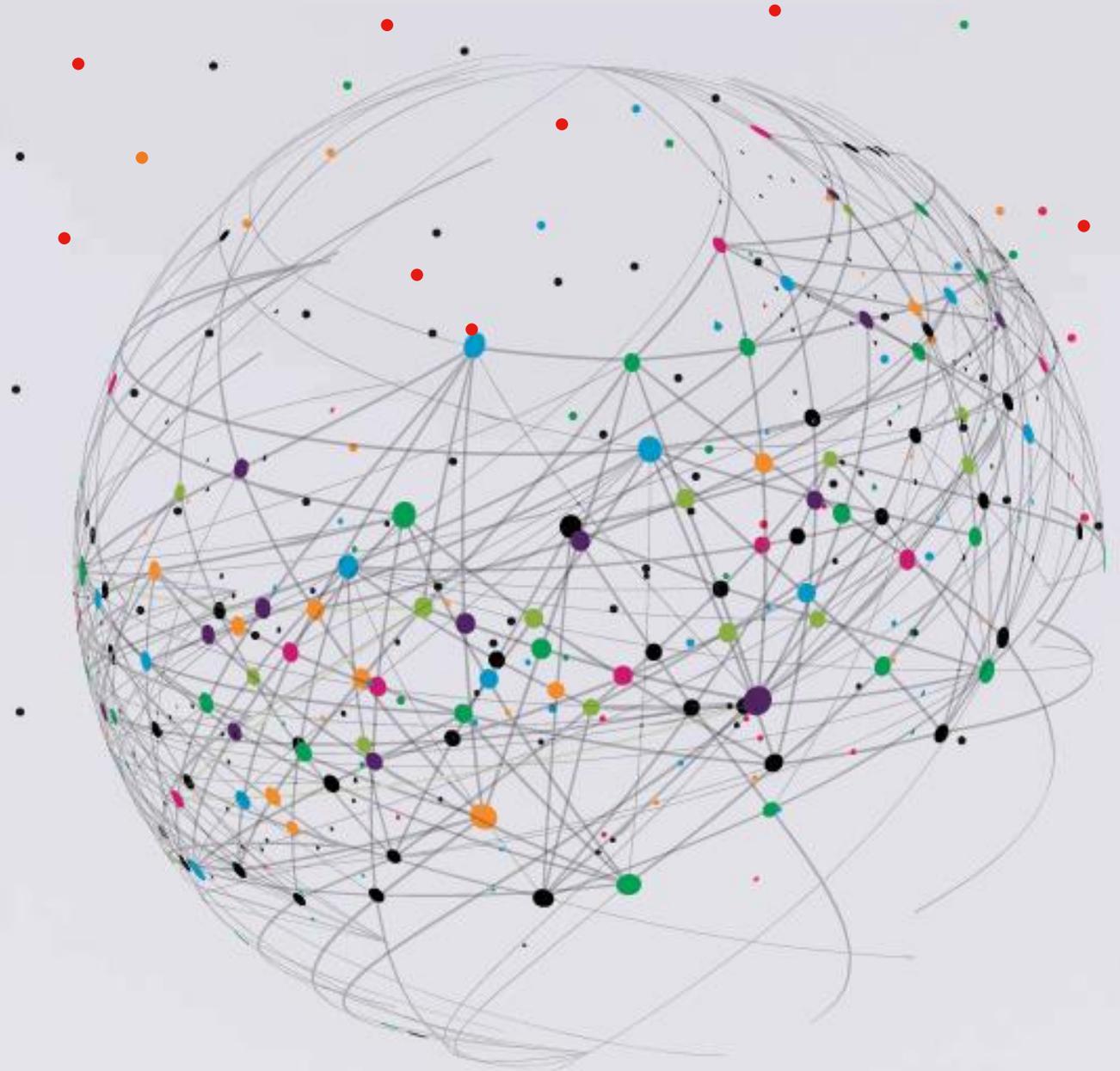


Accelerating Business

AGC Networks Ltd.

INVESTOR PRESENTATION

February 2021



Think **Global.** Act **Local.**

SAFE HARBOUR



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SNAPSHOT



Who Are We



AGC Networks including Black Box is a leading digital technology solutions provider, having expertise in architecting, deploying, managing and securing customer IT and communications infrastructure

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 4,994 Crores
FY20 Revenue



8,000+
Global Customers



100+
Fortune 500 Companies



30+
Global Technology
Partnerships



3,200+
Employees Globally



75
Delivery and support
Centres Across 6
Regions



2,500+
Technical
Resources

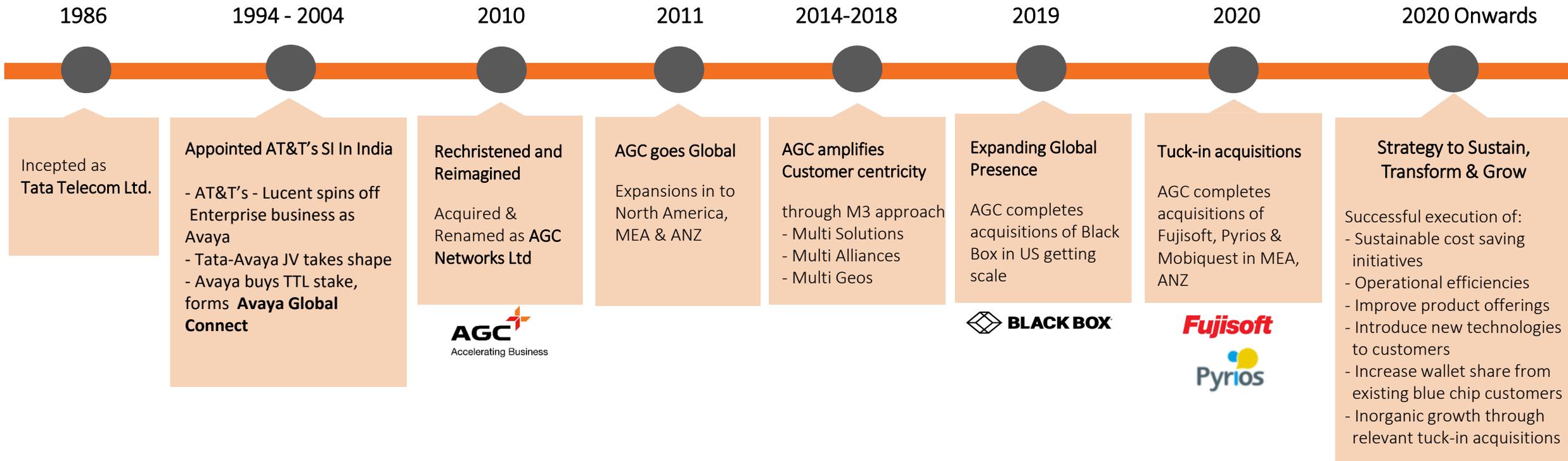


30+
Presence in
Countries



1,200+
Certifications

OUR JOURNEY FROM LOCAL TO GLOCAL



Building End to End Capabilities

- ✓ Focus on new and relevant technology areas
- ✓ Focus on integrating and delivering multiple technology solutions & services

Creating Global Footprint

- ✓ 30+ countries presence and expansion in key customer markets
- ✓ Driving Process Excellence & Optimizing Resource Productivity

Differentiation

- ✓ Consultative/ Value Proposition based sales approach
- ✓ Vertical focused services & solutions
- ✓ Global center of excellence and delivery

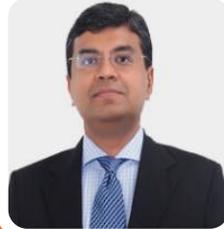
Reputation Building → Expansion → Consolidation → Profitable Growth

OUR BOARD OF DIRECTORS



Sanjeev Verma
Whole time Director

Experience: 24 years



Sujay Sheth
Chairman – Independent
Director

Experience: 25 years



Neha Nagpal
Independent Additional
Director

Experience: 13 years



Deepak Kumar Bansal
Executive Director &
Global CFO

Experience: 22 years



Dilip Thakkar
Independent Director

Experience: 54 years



Anshuman Ruia
Non-Executive Director

Experience: 30 years



Mahua Mukherjee
Independent Director

Experience: 22 years



Naresh Kothari
Non-Executive Director

Experience: 25 years

OUR MANAGEMENT TEAM



Sanjeev Verma
President

Experience: 24 years



Deepak Kumar Bansal
Executive Director &
Global CFO

Experience: 22 years



Rick Gannon
Head of GSI Business

Experience: 20 years



Lisa Davidson
Head of HR North America
& Europe

Experience: 16 years



Mahua Mukherjee
Head of HR APAC, India &
MEA Business

Experience: 22 years



Doug Oathout
Head of Partnership &
Alliances

Experience: 18 years



Bikram Sahoo
CTO

Experience: 24 years



Mike Carney
Head of Corporate
Development

Experience: 18 years

IMPROVING FINANCIAL FLEXIBILITY



Promoter Funding

- Promoters infusing equity through warrants: Rs.225 Crores at Rs.675 per Warrant
- Money will be used to meet the growth requirements of the company, reduction in liabilities and general corporate purposes
- Rs.73 Crores received in Jan'21 as an initial subscription amount



Balance Sheet Strength

- Transformation at Blackbox has improved the financial strength
- Promoter funding to help in increasing the net worth further and reduce the liabilities
- Cash & Cash equivalents as on 31st December 2020: Rs.418 Crores



Credit Rating

- CRISIL has assigned BBB-/Stable rating (Investment Grade) to the long-term facilities and 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

Think **Global.** Act **Local.**

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	Strategic Objectives fulfilled
Black Box Corporation	<ul style="list-style-type: none"> Expands offerings, scale and Geographic reach to Service Global Enterprise Clients Increased AGC's combined revenues by over \$600mn 	
Pyrios Pty Ltd (Australia) Pyrios Pty Ltd (New Zealand)	<ul style="list-style-type: none"> Increase and strengthen AGC Black Box presence and offerings in the Australia and New Zealand market Enhance the current solution portfolio of AGC and Black Box in the Unified Communications and Contact center space and Cloud services 	
Fujisoft Technologies UAE	<ul style="list-style-type: none"> Establish and scale presence in Middle East region Enhance the current solution portfolio across Cloud Computing & Virtualization, Cyber Security, Managed SoC & NoC, Managed Services, Data Center and Collaboration solutions Opportunity to cross sell between the current customers of Blackbox and the acquired Companies 	<ul style="list-style-type: none"> ✓ Business that provides expansion through scale and revenues currently operating with sub-optimal margin profile ✓ Complementary to existing business ✓ Transform the acquired entities
Mobiquest (Singapore)	<ul style="list-style-type: none"> Custom application development to enable clients to manage data integration with legacy systems Digitized and automated processes and workflows to monitor and manage key performance indicators (KPIs) to improve visibility and boost operational efficiency 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 	

IMPROVED SERVICE OFFERINGS and SCALE VIA ACQUISITION OF 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



Accelerating Business

Combined FY20 Revenues of Rs.4,994 Crs

Connected Buildings



5G / Wireless



Signal Switching & Visualization



IoT & Networking



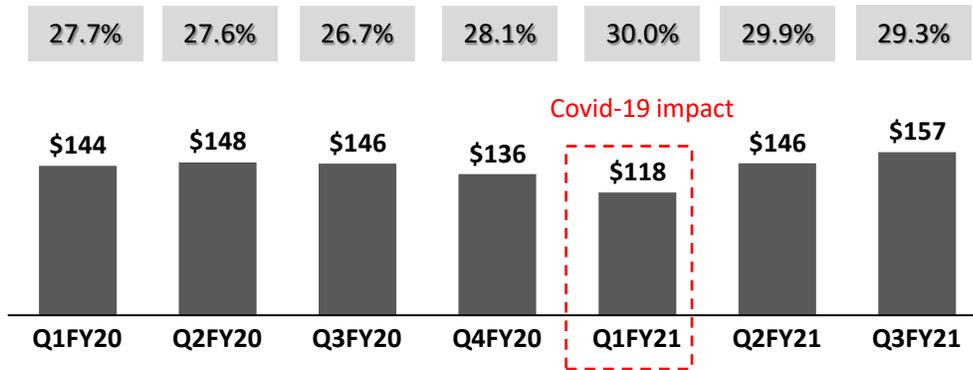
Infrastructure & Connectivity



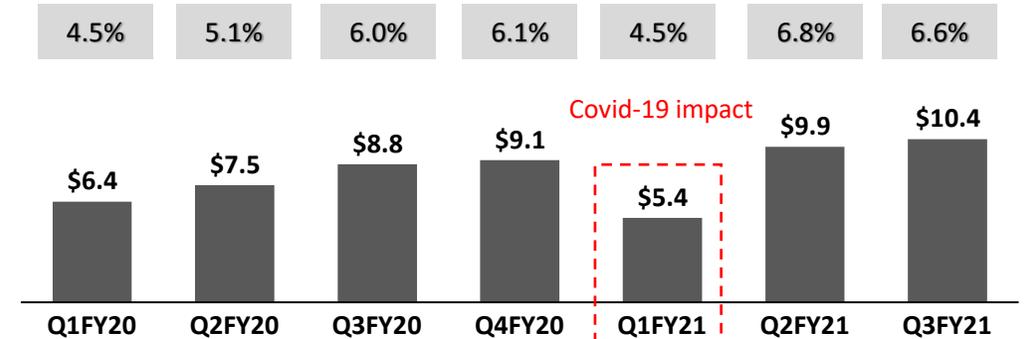
BLACK BOX TRANSFORMATION SINCE AGC ACQUISITION



Revenue* (in Mn \$) & Gross Margins



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



*As per USGAAP

Reduced Employee Head count

- Significantly reduced costs that 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



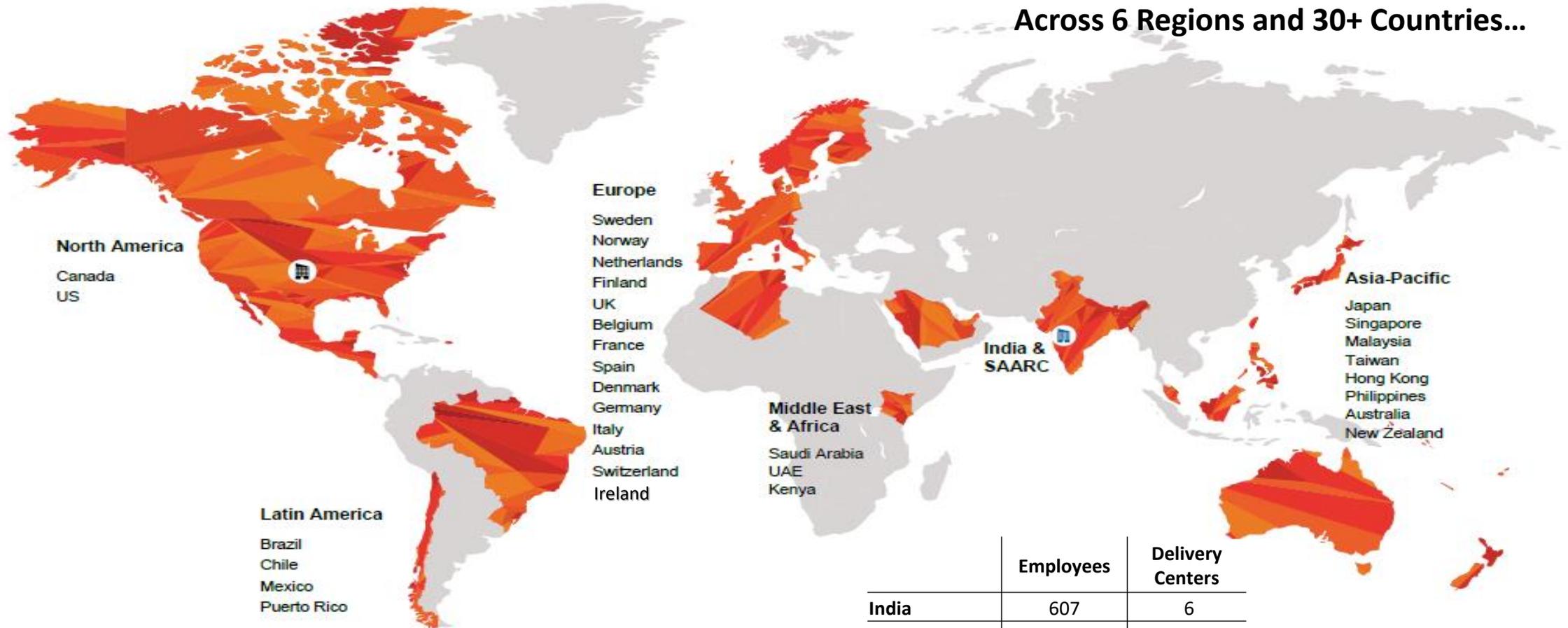
Since AGC's Acquisition in Early 2019, Black Box has Stabilized Revenue and Gross Margins & Adjusted EBITDA has grown over the quarters

THINK GLOBAL – ACT LOCAL



Our strategy is to be 'GLOCAL' by delivering solutions to a client locally wherever they are!

Across 6 Regions and 30+ Countries...



-  US HQ
-  Global and India HQ

	Employees	Delivery Centers
India	607	6
Asia Pacific	149	11
MEA	114	4
Europe	270	16
Latin America	108	3
North America	1,995	35

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

05

Cloud based Offerings

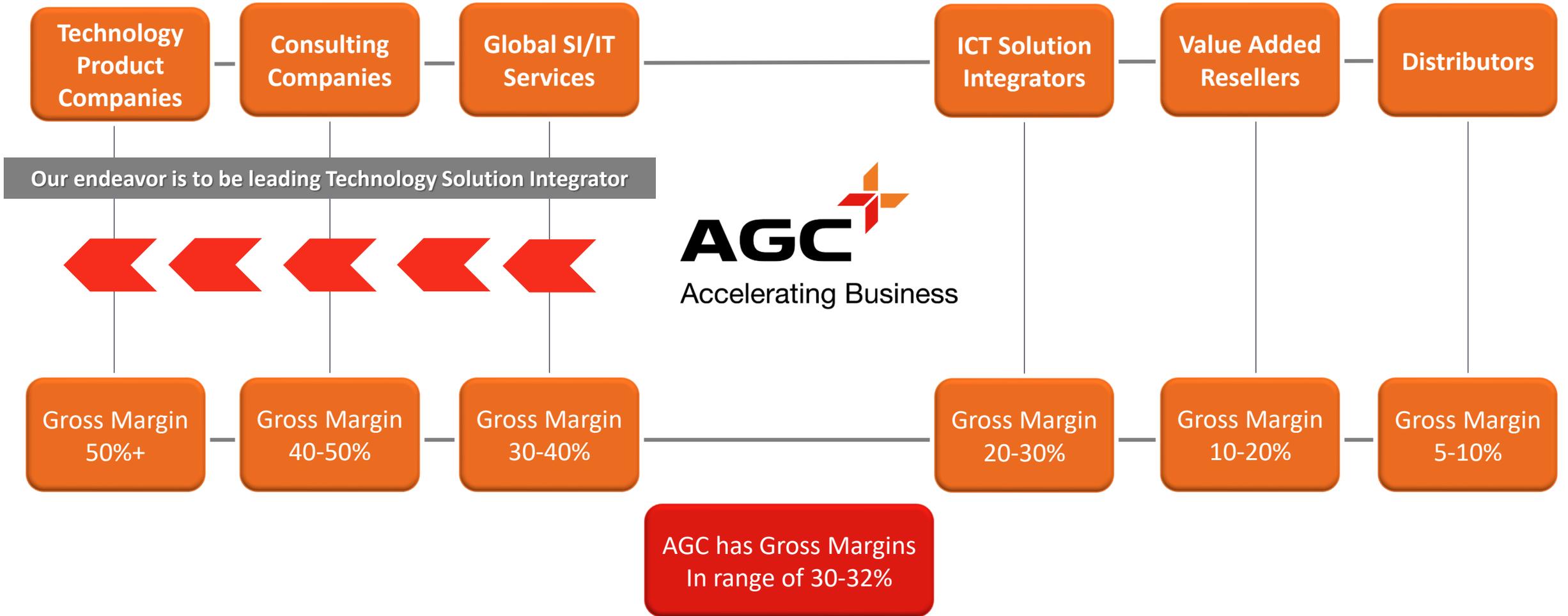
Launching of new cloud-based offerings

04

Data Center

Investment in data center practice

OUR ENDEAVOR



WAY FORWARD



To become a Leading IT Solution Partner for Global Clients



INDUSTRY OVERVIEW

Think **Global.** Act **Local.**

DEFINED BY TECHNOLOGY



Spending on communications services -Unified Communications technology reached **\$1.4 tr** in 2020

3X Growth in Hybrid Cloud Adoption by enterprises

Global IT spending is projected to total **\$4 trillion in 2021, an increase of 3.7%**

Existing tech is redefining business operations, making it more customer-oriented

92% of companies have experienced commercial consequences due to data breach

89% of companies compete primarily on basis of customer experience

\$96Bn UCaaS Market size is forecast to reach USD 96.0 billion by 2023

86% of consumers are willing to pay more for an upgraded experience

TODAY

TOMORROW

The Global Manage Services market is expected to grow from **USD 223.0 bn in 2020 to USD 329.1 bn by 2025 at a CAGR of 8.1%**

APAC offers new opportunities in MSP's. **SME's are adopting managed services at a faster rate** as compared to large enterprises

Emerging tech will be disruptive. Delivering experiences on the customer's fingertips will be vital

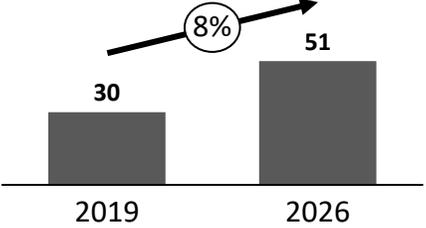
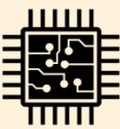
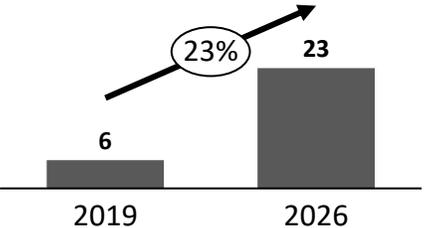
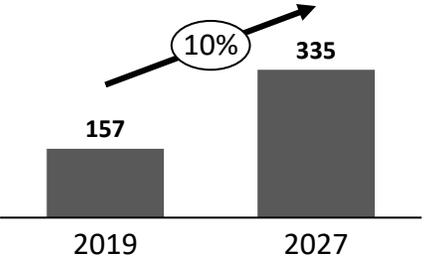
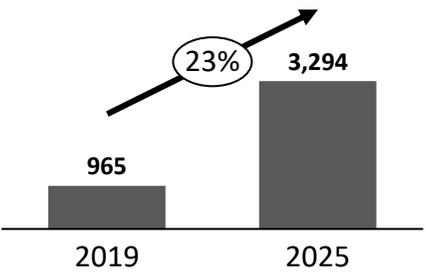
The Cloud Manage Services market is projected to reach a market size of **USD 116.2 bn by 2025, growing at CAGR of 13.3%**

Digital initiatives and partnership among the globe and local players are expected to boost the overall market growth

GROWTH DRIVERS



Based on various sources such as Gartner, GMM Insights etc below are the management estimates

	Industry Size (USD Bn)	Drivers						
Unified Communications and Collaboration 	 <table border="1"><thead><tr><th>Year</th><th>Industry Size (USD Bn)</th></tr></thead><tbody><tr><td>2019</td><td>30</td></tr><tr><td>2026</td><td>51</td></tr></tbody></table>	Year	Industry Size (USD Bn)	2019	30	2026	51	<ul style="list-style-type: none">Widespread global network of 4G connectivityOngoing investments for early commercialization of 5G networks
Year	Industry Size (USD Bn)							
2019	30							
2026	51							
Edged Data Center 	 <table border="1"><thead><tr><th>Year</th><th>Industry Size (USD Bn)</th></tr></thead><tbody><tr><td>2019</td><td>6</td></tr><tr><td>2026</td><td>23</td></tr></tbody></table>	Year	Industry Size (USD Bn)	2019	6	2026	23	<ul style="list-style-type: none">Increasing adoption of smartphones and rising internet penetrationIntroduction of 5G smartphones by global players, resulting in an increased demand for advanced facilities for enhancing data traffic managementRising trend of IoT devices, compelling service providers to place facilities closer to the network edge
Year	Industry Size (USD Bn)							
2019	6							
2026	23							
Cyber Security 	 <table border="1"><thead><tr><th>Year</th><th>Industry Size (USD Bn)</th></tr></thead><tbody><tr><td>2019</td><td>157</td></tr><tr><td>2027</td><td>335</td></tr></tbody></table>	Year	Industry Size (USD Bn)	2019	157	2027	335	<ul style="list-style-type: none">Need for timely support and professional assistance to aid the growthRising trend of employing third-party vendors owing to their robust solutions offered at optimum costs
Year	Industry Size (USD Bn)							
2019	157							
2027	335							
Digital Transformation 	 <table border="1"><thead><tr><th>Year</th><th>Industry Size (USD Bn)</th></tr></thead><tbody><tr><td>2019</td><td>965</td></tr><tr><td>2025</td><td>3,294</td></tr></tbody></table>	Year	Industry Size (USD Bn)	2019	965	2025	3,294	<ul style="list-style-type: none">Growing adoption of AI & robotics in manufacturing industriesIncreasing adoption of Internet of Things (IoT) in different industry verticalsGovernment initiatives & policies towards digitization in developing nationsDemand for streamlining business processes and the adoption of 5G technology
Year	Industry Size (USD Bn)							
2019	965							
2025	3,294							



BUSINESS OVERVIEW

Think **Global.** Act **Local.**

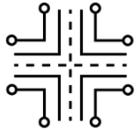
PRODUCT SOLUTIONS & SERVICES OFFERINGS



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



Mobility and 5G



Maintenance & Managed Services

2

Technology Product Solutions (TPS)

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



IoT



Signal Switching & Visualization



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



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

Customer Experience



Contact Center Self-Service/Automation Application Integration Analytics

Enabling Technology

In-Buildings 5G / OnGo



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

Edge Networking & Data Centers



Core Networking Wi-Fi 6 SD-WAN & Connectivity Physical Implementation

Cyber Security



Core Networking Wi-Fi 6 SD-WAN & Connectivity Physical Implementation

Delivery Models



Services

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



DIGITAL INFRASTRUCTURE



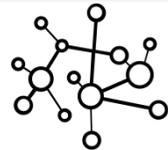
Solution Overview

- Professional, managed and support services including strategy, assessment, capacity planning, consulting, design, performance analysis and implementation for infrastructure deployments, modernizations, and active management
- Provides the ability for organization to achieve the most out of existing infrastructure as well as design, plan and deploy next generation infrastructure

Capabilities



Data Center Infrastructure



Networking, Wireless & Fiber



Internet-of-Things



Integrated Security Solutions



Site Builds



Communication Cabling



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

AGC explained the merits of a centralized set-up vis-à-vis the existing decentralized set-up & ensured optimization on the design by leveraging their existing infrastructure to the maximum. This involved complete Contact Center consolidation with back-office transformation on soft-phones. AGC's Professional Services were a part of this deal which showcased AGC's capability as a true Solution Integrator

Benefits

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



UNIFIED COMMUNICATIONS & COLLABORATION (UCC)



Solution Overview

- + Comprehensive solutions to transform, migrate, and integrate unified communication and collaboration platforms
- + Supports real-time engagement by integrating voice, video, data, messaging, conferencing and mobility technologies

Capabilities



Voice / Unified Messaging



Chat



Computer Telephony Integration



Web



Presence



Mobility



Audio



Video



Seamless Migration for Voice Technology Service

The Client: This healthcare provider, known worldwide for its excellence in clinical care, was given the highest recognition and national rankings in six specialties ranging 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

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

Benefits

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%.



Solution Overview

- ✦ Enterprise WiFi, distributed antenna systems (DAS) / small-cell design, deployment and management to enable connectivity in challenging locations from high-rises to buildings with large footprints and below ground features
- ✦ Establish in-building wireless DAS, called InterWireless 4G

Capabilities



Distributed Antenna Systems



Wireless / LTE



WiFi



Mobile Device Management



Managed Mobile Services



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

AGC 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

Benefits

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



MAINTENANCE & MANAGED SERVICES



Solution Overview

- + Value proposition covers the full lifecycle of IT services – from procurement of technology to configuration, design, implementation and management of complex environments
- + Standardized set of offerings for on demand requirements, day 2 support, projects and managed edge services with ability to be bundled or à la carte to address the unique needs of each customer
- + Team of off-site and on-site technicians capable of providing 24x7x365 support from break-fix to complex management, deployment, and integration. Providing 4 hour response time

Capabilities



Asset Lifecycle Management



Desktop & Application Management



Service Desk



Digital Engagement



Enterprise Mobility



IT Staffing



Global 24/7/365 Managed Services

The Client: The client is a widely known multinational company and pioneer in communications and computing technologies. AGC partnered with a global information technology services and consulting company on the project

The Challenge

The client needed a single managed services provider with global reach as well as local expertise to provide uniform, consistent IT services at its many locations spanning North and Latin America

The Solution

The 24x7x365 solution involves more than 150 on-site staffers at 14 of the client's locations. Services include LAN/ WAN support, equipment installation and management, plus structured cabling in offices, data centers, and manufacturing facilities. deal which showcased AGC's capability as a true Solution Integrator

Benefits

With outsourced managed services, the client now benefits from consistency, uniformity, and services optimization across all its information technology disciplines and at all of its locations

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



Signal Switching & Visualization

KVM

High Performance
Desktop
KVM Manager

AV (Audio Visual)

Video Distribution
Video Processing
Digital Signage
Control Systems
Room Scheduling
Scalers/Converters



IoT & Networking

IoT

IoT Gateways
Data Acquisition Units
IoT Sensors (wired/wireless)
M2M Secure VPN Routers
Cloud Monitoring & Analytics Platform

Networking

Ethernet Switches (Commercial / Industrial)
Media Converters (Commercial / Industrial)
USB-C (Docks / Hubs / Kits)
PoE Injectors / Extenders
Console Servers



Infrastructure & Connectivity

Cable

Copper (Bulk / Patch)
Custom (Copper / Fiber)
Fiber (Bulk / Patch)
AOC / DAC
AV Cables

Infrastructure

Freestanding Cabinets/Racks
Wallmount Cabinets
Climate Cabinets & Cooling
Cabinet / Rack Accessories
Power Protection / Distribution

OUR CUSTOMERS



Bank of America.



TJX

Infosys®



Disney



Cognizant



HCL



Genentech



Bloomberg

ENTRENCHED CUSTOMER RELATIONSHIP




Tech Companies



Hospitals



Manufacturers



Utility Co.



Broadcast Co.



Retailers

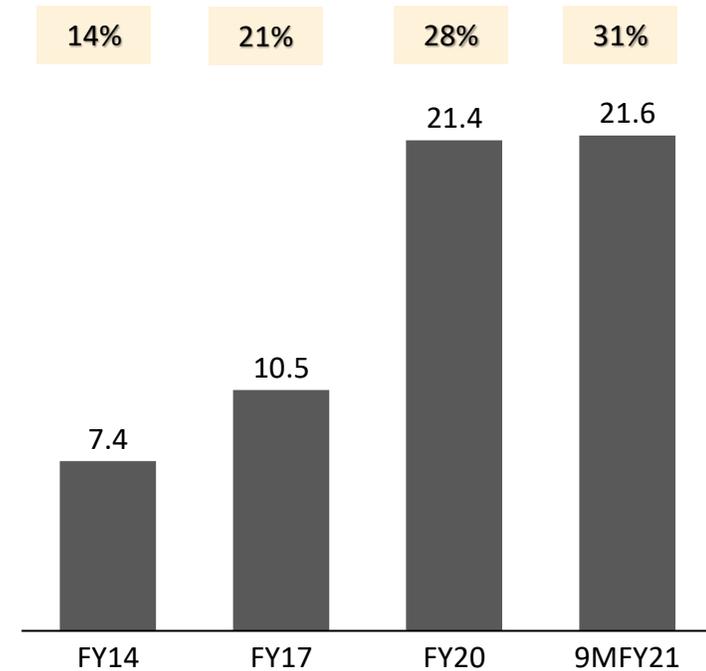


Hotels



Banks

Stable Long Tenure of Relationship*



Revenue Contribution

*Top10 Clients – Weighted Average No. of Years

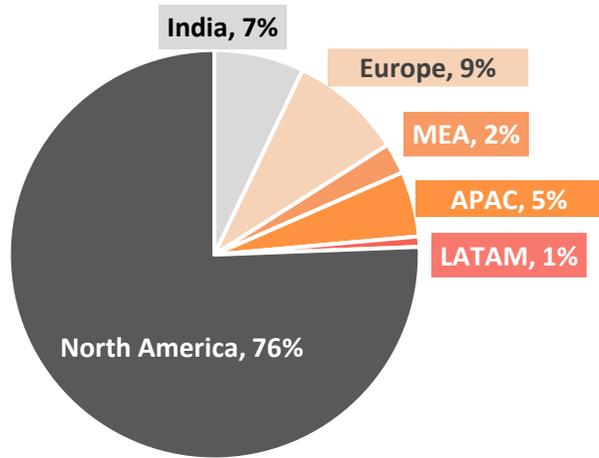
OUR PARTNERS



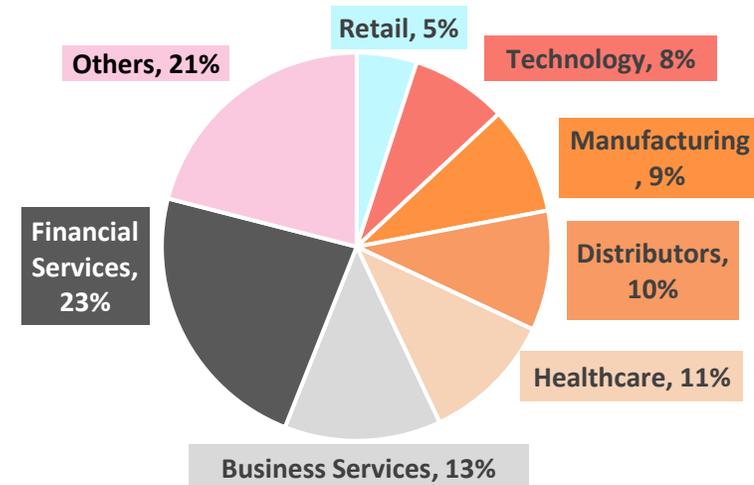
WELL DIVERSIFIED GLOBAL BUSINESS MODEL – 9MFY21



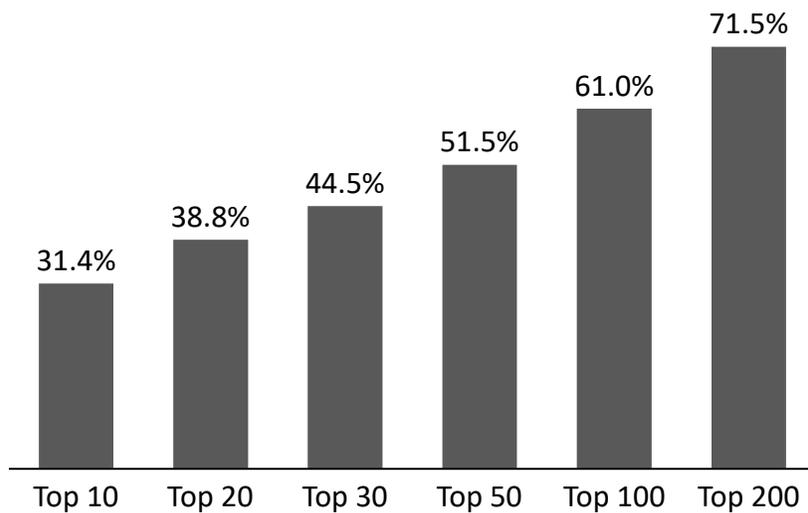
Revenue by Geography



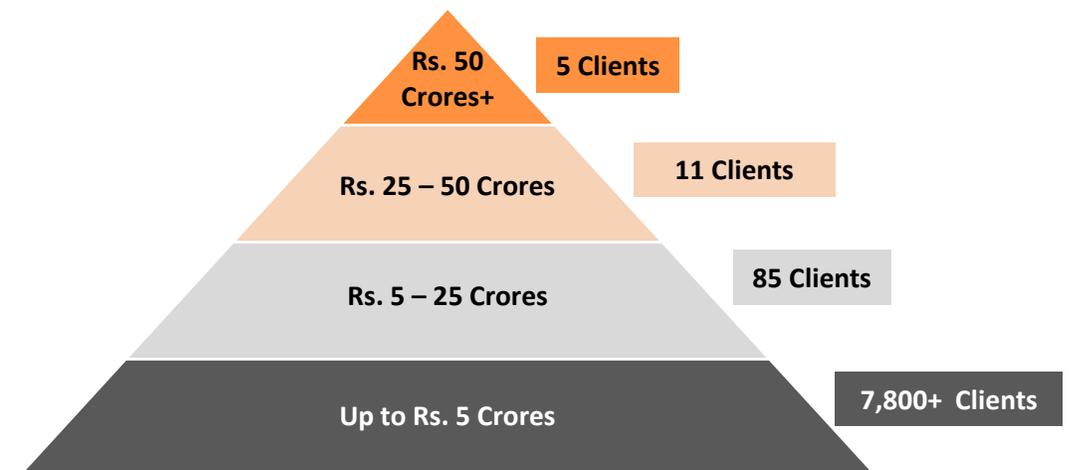
Revenue by Industry



Client Concentration - Revenue



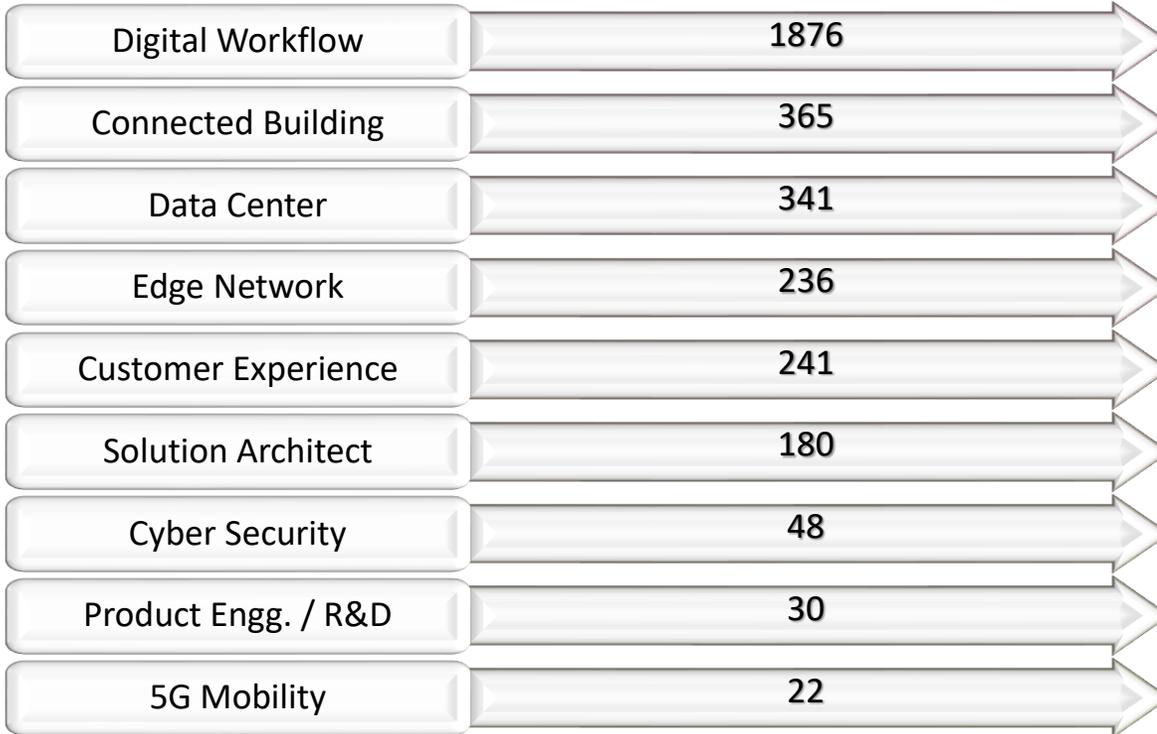
Client-wise Contracts - Revenue



ORGANIZATION SIZED TO SCALE GROWTH



AGC Skills Across



Employee strength of Sales team increased from 200 as on March-2017 (largely in India) to 500+ as on December-2020 (across the Globe)

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



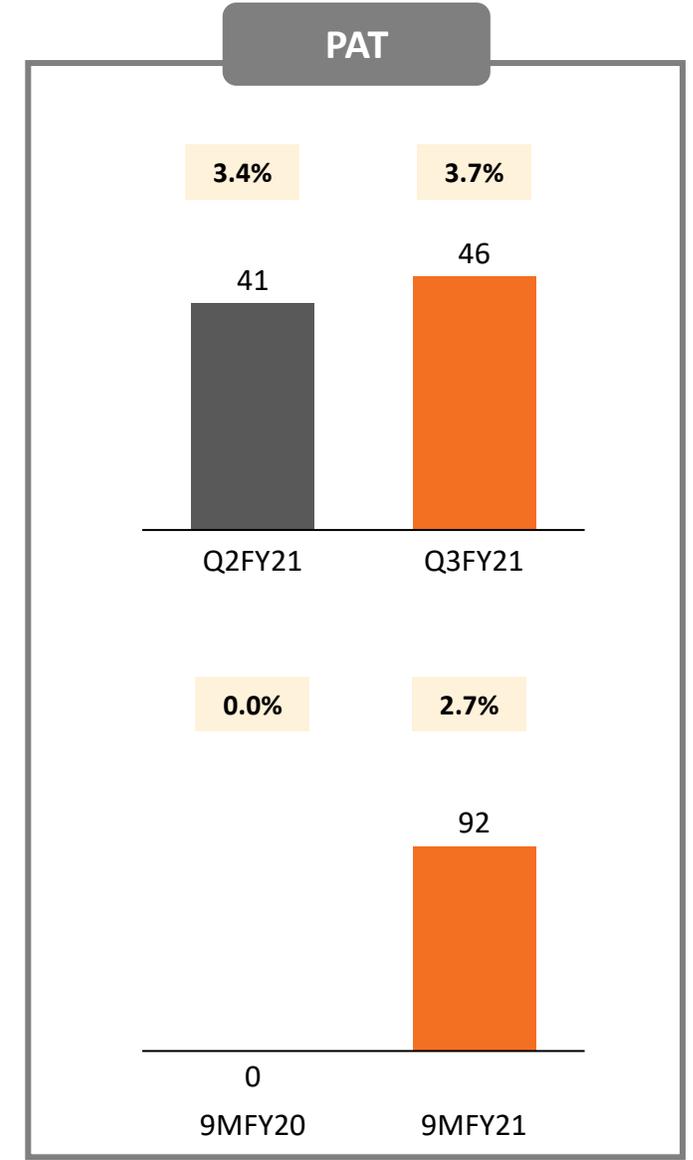
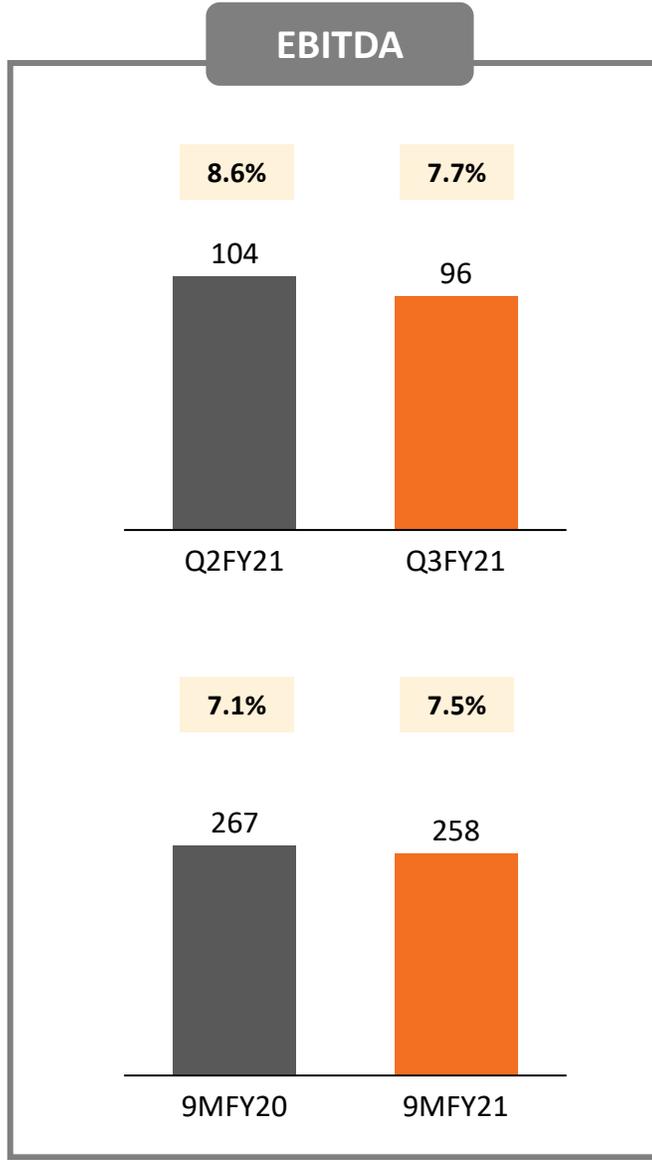
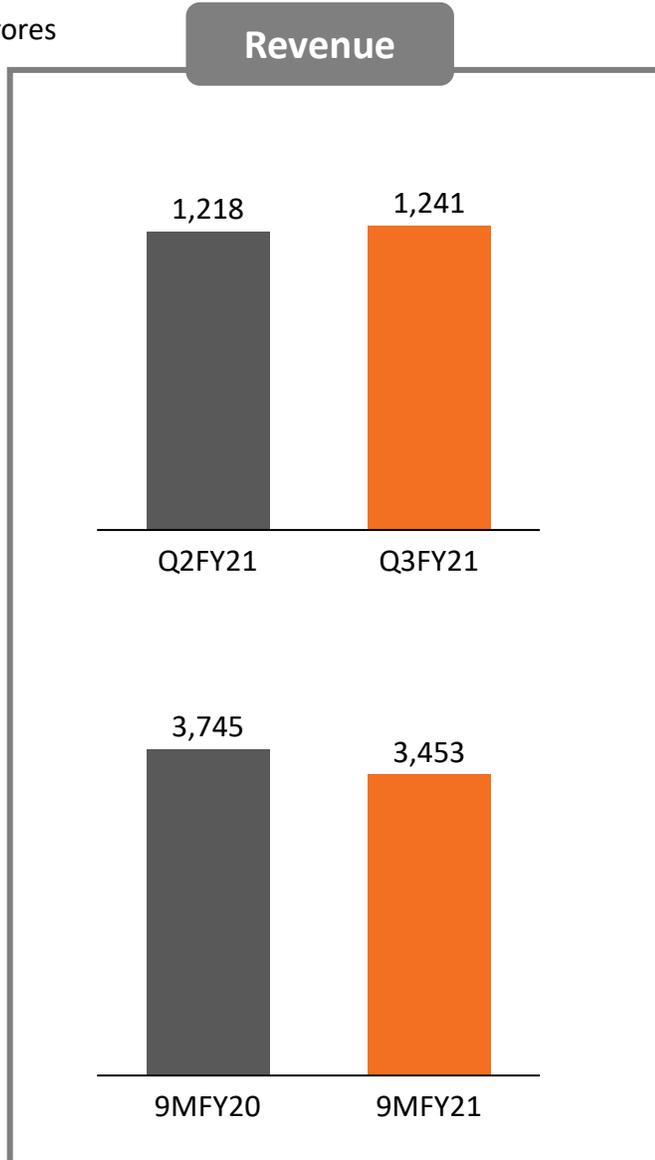


FINANCIAL HIGHLIGHTS

Think **Global.** Act **Local.**

Q3 & 9MFY21 CONSOLIDATED FINANCIAL HIGHLIGHTS

In Rs. Crores



Q3FY21 – CONSOLIDATED P&L



Particulars (Rs. Crs.)	Q3FY21	Q3FY20	YoY	Q2FY21	QoQ	9MFY21	9MFY20	YoY
Revenue from Operations	1,241	1,258	-1%	1,218	2%	3,453	3,745	
Gross Profit	390	390		391		1,097	1,154	
Gross Profit Margin	31.4%	31.0%		32.1%		31.8%	30.8%	
Total Other Expenses	294	283		287		839	887	
EBITDA	96	107	-10%	104	-8%	258	267	
EBITDA Margin	7.7%	8.5%		8.6%		7.5%	7.1%	
Other Income	1	1		7		9	31	
Depreciation (as per IND AS 116)	21	25		27		73	76	
Depreciation (as per business)	6	7		10		24	21	
EBIT	75	83		85		194	221	
EBIT Margin	6.1%	6.6%		6.9%		5.6%	5.9%	
Finance Cost (as per IND AS 116)	21	33		29		70	100	
Finance Cost (as per business)	18	29		25		60	89	
Exceptional Item Gain/ Loss	(3)	(94)		(13)		(22)	(112)	
Profit before Tax	52	(44)		43		102	9	
PBT Margin	4.2%	-3.5%		3.5%		2.9%	0.3%	
Tax	5	5		2		10	10	
PAT	46	(49)	-	41	12%	92	(0.1)	
PAT Margin %	3.7%	-3.9%		3.4%		2.7%	0.0%	
Basic EPS	15.52*	(16.53)*		13.92*		30.88*	(0.03)*	

9MFY21 performance is not comparable with same period last year as Q1FY21 performance was impacted due to COVID lockdown

*Not annualised

HISTORICAL CONSOLIDATED INCOME STATEMENT



Particulars (Rs. Crs.)	FY18	FY19	FY20	Q1FY21	Q2FY21	Q3FY21	9MFY21
Revenue from Operations	733	1,853	4,994	994	1,218	1,241	3,453
Gross Profit	204	496	1,555	316	391	390	1,097
Gross Profit Margin	27.8%	26.8%	31.1%	31.8%	32.1%	31.4%	31.8%
Total Other Expenses	170	450	1,186	258	287	294	839
EBITDA	33	47	368	58	104	96	258
EBITDA Margin	4.5%	2.5%	7.4%	5.8%	8.6%	7.7%	7.5%
Other Income	5	6	33	1	7	1	9
Depreciation (as per IND AS 116)	8	15	99	25	27	21	73
Depreciation (as per business)	8	15	29	8	10	6	24
EBIT	30	38	303	34	85	75	194
EBIT Margin	4.1%	2.1%	6.1%	3.4%	6.9%	6.1%	5.6%
Finance Cost (as per IND AS 116)	25	45	129	21	29	21	70
Finance Cost (as per business)	25	45	114	17	25	18	60
Exceptional Item Gain/ Loss	14	(73)	(125)	(6)	(13)	(3)	(22)
Profit before Tax	19	(79)	48	7	43	52	102
PBT Margin	2.6%	-4.3%	1.0%	0.7%	3.5%	4.2%	2.9%
Tax	4	(1)	7	3	2	5	10
PAT	15	(79)	41	4	41	46	92
PAT Margin %	2.0%	-4.3%	0.8%	0.4%	3.4%	3.7%	2.7%
Basic EPS (in Rs.)	5.24	(26.97)	13.83	1.45*	13.92*	15.52*	30.88*

*Not annualised

HISTORICAL BALANCE SHEET



Particulars (Rs in Cr)	Mar-18	Mar-19	Mar-20	Sep-20
Non-Current Assets				
Property, Plant And Equipment	23	156	63	70
Right Of Use Asset	-	0	187	140
Goodwill	84	205	234	267
Other Intangible Assets	7	38	43	41
Financial Assets	7	11	55	48
Deferred tax assets	60	95	93	83
Other Non-Current Assets	5	29	77	77
Total Non-Current Assets	184	535	751	726
Current Assets				
Inventories	31	151	137	142
Trade Receivables	208	862	361	317
Cash And Cash Equivalentents	12	263	369	432
Financial Assets	42	99	405	479
Other Current Assets	104	522	312	314
Sub-Total - Current Assets	396	1,897	1,584	1,684
Total - Assets	580	2,432	2,335	2,410

Particulars (Rs in Cr)	Mar-18	Mar-19	Mar-20	Sep-20
EQUITY AND LIABILITIES				
Equity				
Equity Share Capital	28	30	30	30
Other Equity	62	(11)	(78)	(9)
Total Equity	90	19	(48)	21
Non-Current Liabilities				
Borrowing	20	587	15	200
Lease Liabilities	-	2	119	86
Other Financial Liabilities	5	2	-	19
Other Non-Current Liabilities	12	47	63	61
Provisions	11	117	197	161
Sub-Total - Non-Current Liabilities	47	755	395	526
Current Liabilities				
Borrowing	118	207	242	208
Trade Payables	139	551	547	550
Lease Liabilities	-	2	79	66
Other Financial Liabilities	46	275	563	430
Other Current Liabilities	137	490	472	502
Provisions	4	133	85	107
Sub-Total - Current Liabilities	444	1,658	1,988	1,863
Total - Equity And Liabilities	580	2,432	2,335	2,410

Annexure – Links to Stock Exchange Intimations



Particulars	Links
CRISIL Ratings Rationale	Press Release
Black Box Corporation Acquisition	Press Release 4 Press Release 3 Press Release 2 Press Release 1
Fujisoft Technologies UAE	Press Release
Pyrios Pty Ltd (Australia) Pyrios Pty Ltd (New Zealand)	Press Release 2 Press Release 1
Q3FY21 & 9MFY21 Results	Results Press Release



Company :



AGC Networks Ltd.

CIN: L32200MH1986PLC040652

Deepak Bansal
deepak.bansal@agcnetworks.com

www.agcnetworks.com

Investor Relations Advisors :



Strategic Growth Advisors Private Limited

CIN: U74140MH2010PTC204285

Rahul Agarwal / Ami Parekh
rahul.agarwal@sgapl.net / ami.parekh@sgapl.net
+91 982143 8864 / +91 80824 66052

www.sgapl.net