

# ANALYST/ INVESTOR MEET PRESENTATION





## **V.S. Hariharan Managing Director & Group CEO**

Hariharan is an accomplished leader with three decades of experience in sales, marketing and general management. His career has been defined by a commitment to innovation and a passion for driving growth in diverse markets. As the group CEO of Redington Limited he is poised to lead with passion and foresight, driving transformation across newer markets in the fastest-growing economies.

# Emerging Markets Multinational

## Redington

ABOUT US

**5,200+**

Redingtonians creating a culture of inclusion, creativity, and innovation

**70,000+**

Channel Partners

**174**

Warehouses

**450+**

Brands

**69**

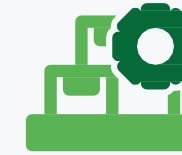
Sales Offices

**16**

Our own Service Centers

**26**

Partner Service Centres



### Products , Solutions & Services Company

- Entire gamut from Smartphones, PCs, Servers, Storage, to Software
- Services : Cloud, IAAS, PAAS, SAAS, Prof Services, Logistics/3PL
- Emerging categories : Solar, Digital printing, 3D, IOT, Robotics



### Professionally managed, Board-governed

- A listed entity with no promoter, Chairman is a Non-executive Director
- AA+/Stable long-term rating by ICRA/CRISIL
- 'A' ESG Rating from MSCI



### Outstanding Financial Performance

- \$10.8bn+ company with a strong double digit-CAGR for 17 years
- ROE at 17% and ROCE at 23% in FY24

LEED Platinum certified Building

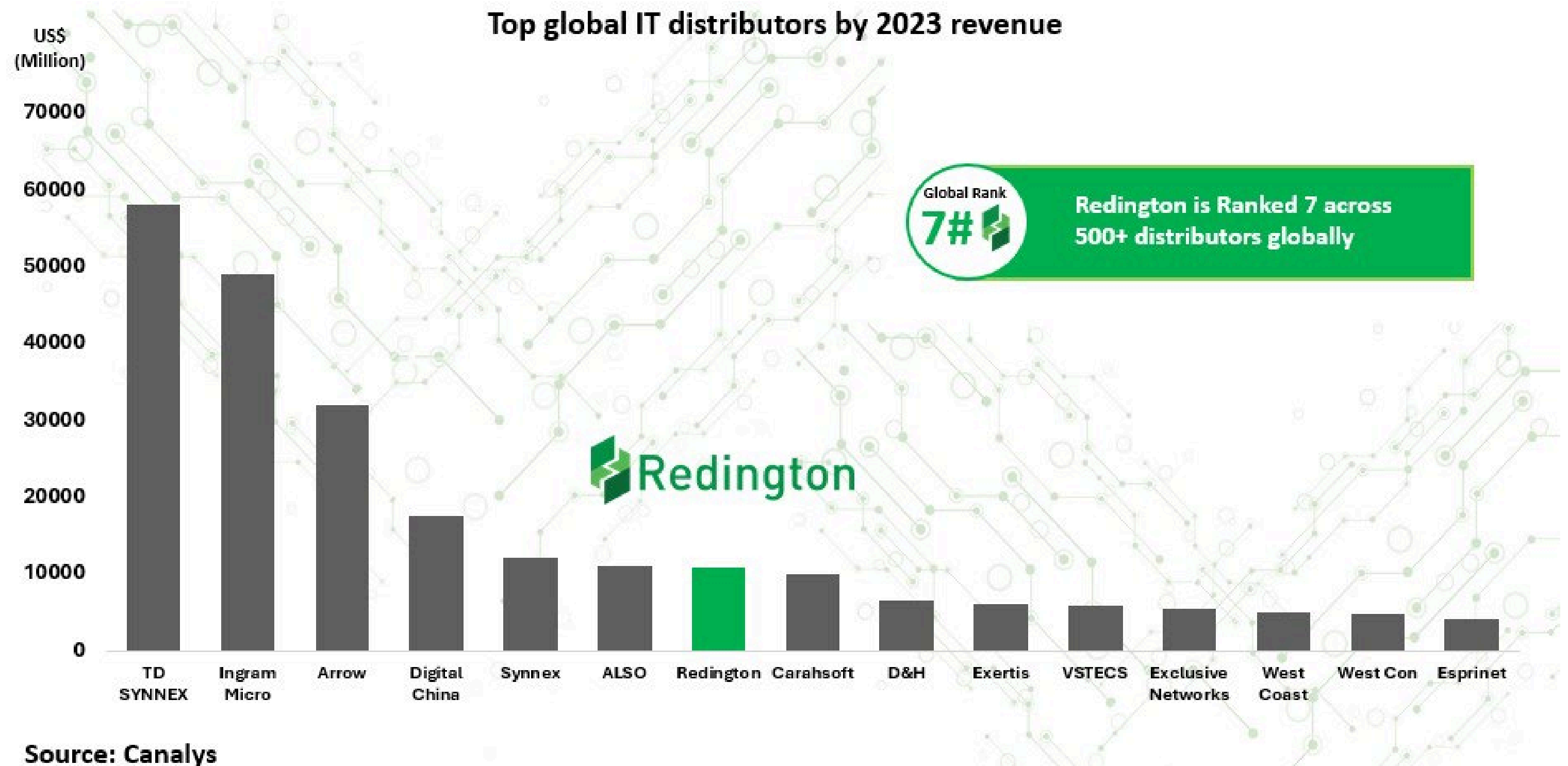


# Global IT Distribution Market

Total IT Distribution market Globally is ~ 400 Billion USD.

## Redington Jumps 2 Spots, Ranks 7 Worldwide

Top global IT distributors by 2023 revenue



# Geo Presence

GLOBAL FOOTPRINT



## Strong Leadership

- # 1 In India, UAE, KSA, Africa
- # 2 In Turkey

## 40 countries

- In Country Presence with local template
- Operate with local entities & teams
- Maintain strong compliance

# Brand Collaboration

Enviably Partnerships with over 450+ brands

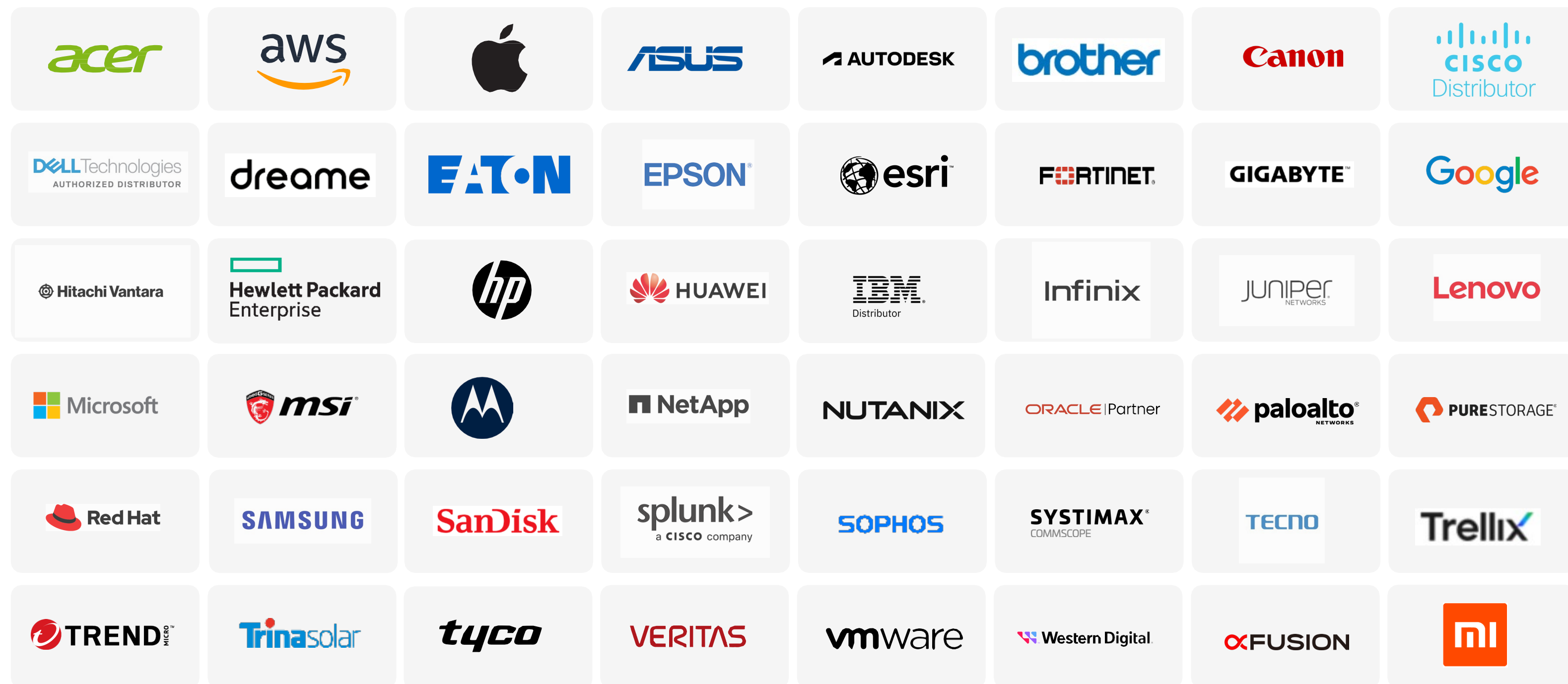
## Top 10 Brands

Contribute to 80% of the revenues  
Joint biz plans & initiatives  
Redington is represented in top PABs

## The next 400+ Brands

Software, XaaS contribution growing  
New categories contribute to growth

## Top Brands



# Partner Ecosystem

Enviably 70,000 + partnerships through an omnichannel approach  
 To reach Millions of consumers, SMBs and Enterprise customers

## Customer segments

## Partner types

**Corporates/  
 Government**

**SIs, VARs, CSPs, MSPs, ISVs**

**Small Enterprises**

**Vendor Managed partners  
 Redington Managed partners**

**Mid market**

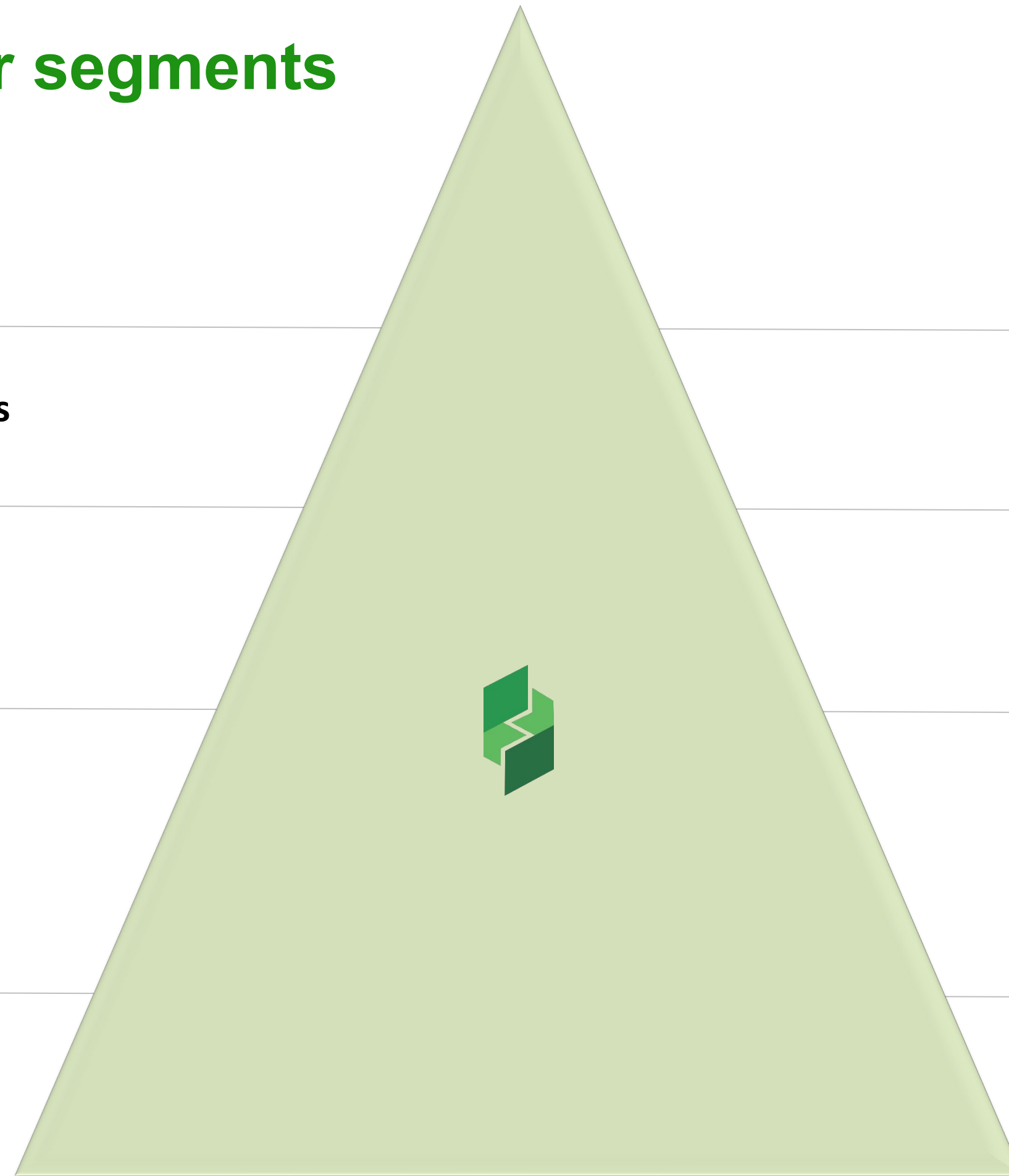
**Vendor Managed partners  
 Redington Managed partners**

**Premium  
 Consumer**

**LFR, E-tailers, Brand store  
 Cons Electronics, Telco channel  
 Redington D2R, R-LFR,  
 Digital Platform**

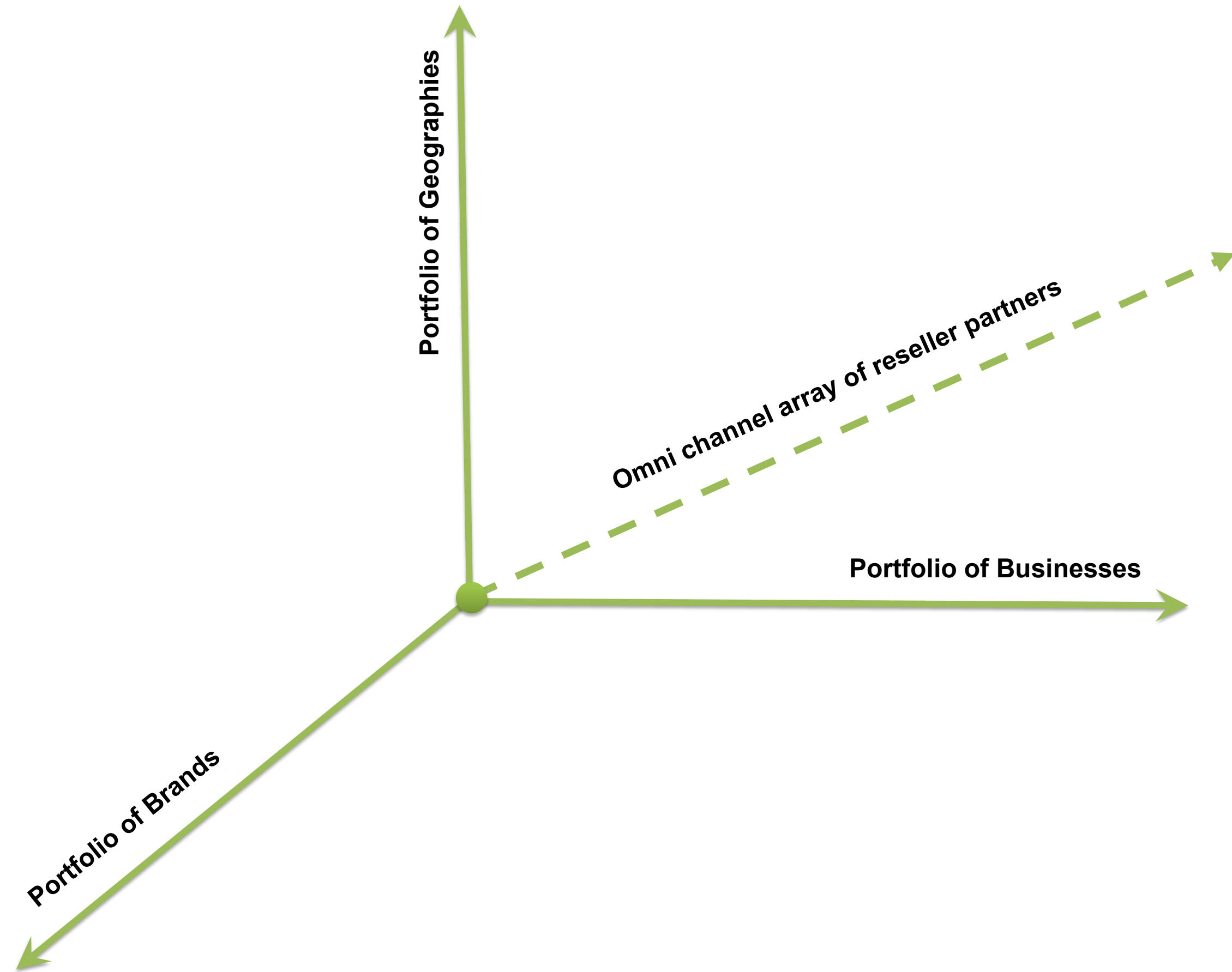
**Mainstream  
 consumer**

**MFI, Financial Inclusion channels**



# Portfolio Management

Diversify risk enabled by the portfolio of Businesses, Brands and Geographies





# Enabling Technology Adoption : Our DNA & value added

**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**

Asset – IP in the Business model – People – Process - Technology

Product Management

Operations/Finance management

Channel Sales/Marketing management

**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

# Key Assets behind our DNA – Constantly evolve and stay ahead

## RTM Assets

### Redington unique route to market

- D2R, R-LFR, IR, Consumer channel
- Redington led mid market channel
- Redington led Enterprise channel

### Redington B2B Digital Platform

Your trusted partner for years is now bringing a **Faster & Simpler** way of doing business

Extensive Range of Products & Brands    Best Prices    24/7 Availability    Faster Order Fulfilment

### Redington B2B Cloud Quarks

- Easy onboarding with self-service
- Fast provisioning & auto workflow
- On demand reporting & analytics

Enabled by access to Bank lines & funding to run operations efficiently

Product Management

Operations/Finance management

Channel Sales/Marketing management

900K SOs - 500K Pos - 100K Invoices - 60K Parts

## Platform Assets

### Redington IT/Digital transformation

- On Cloud & Secure ISO 27001
- RPA, Data/Analytics, Digital
- Building GCC, AI enablement

### Pro-connect Supply chain Solutions

- Integrated logistics
- Solutions approach
- Tech enabled platforms

### Red Serv Global Solutions

- Back office O2C, P2P
- BPR – operational efficiency
- Automation with AI, 500+ Bots

# Leadership



**Managing Director\* and  
Group Chief Executive Officer**  
V. S. Hariharan



**S V Krishnan**  
Finance Director (Whole-Time)



**Ramesh Natarajan**  
CEO, Singapore, India  
& South Asia



**Viswanath Pallasena**  
CEO, Middle East & Africa



**Serkan Çelik**  
CEO, Arena



**Cem Borhan**  
CEO, Redington  
Turkey & CIS

## Leadership team

Experienced & Diverse

## Middle Management

Long tenure with Domain expertise



**Serkan Kutlu**  
Global Chief Strategy  
Officer



**Soumitra Kumar Das**  
Global Chief Human  
Resources Officer



**Sriram Ganeshan**  
Global Chief Commercial  
Officer



**Deepak Puligadda**  
Global Chief Technology  
Officer

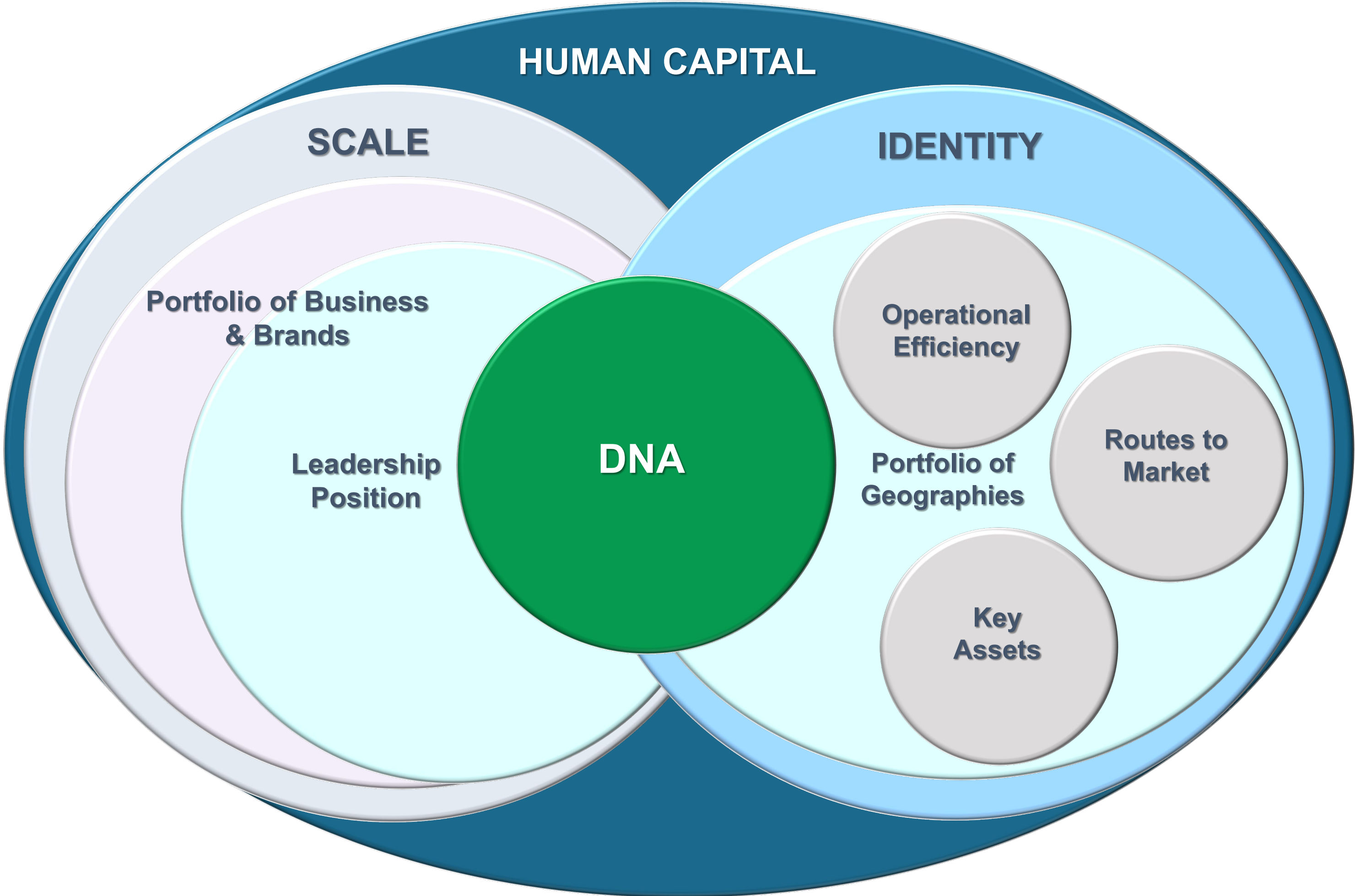


**Vijay Raghavan**  
CEO, ProConnect



**Srinivasababu Vellanki**  
CEO, Redserv

# Our Identity – Value creation components





## **S.V. Krishnan: Finance Director – Whole Time**

Mr. Krishnan brings a wealth of experience in financial management and strategy. He has played a key role in the company's growth & expansions over the years, driving financial discipline, risk management, compliance, capital raises, listing and investor interactions.

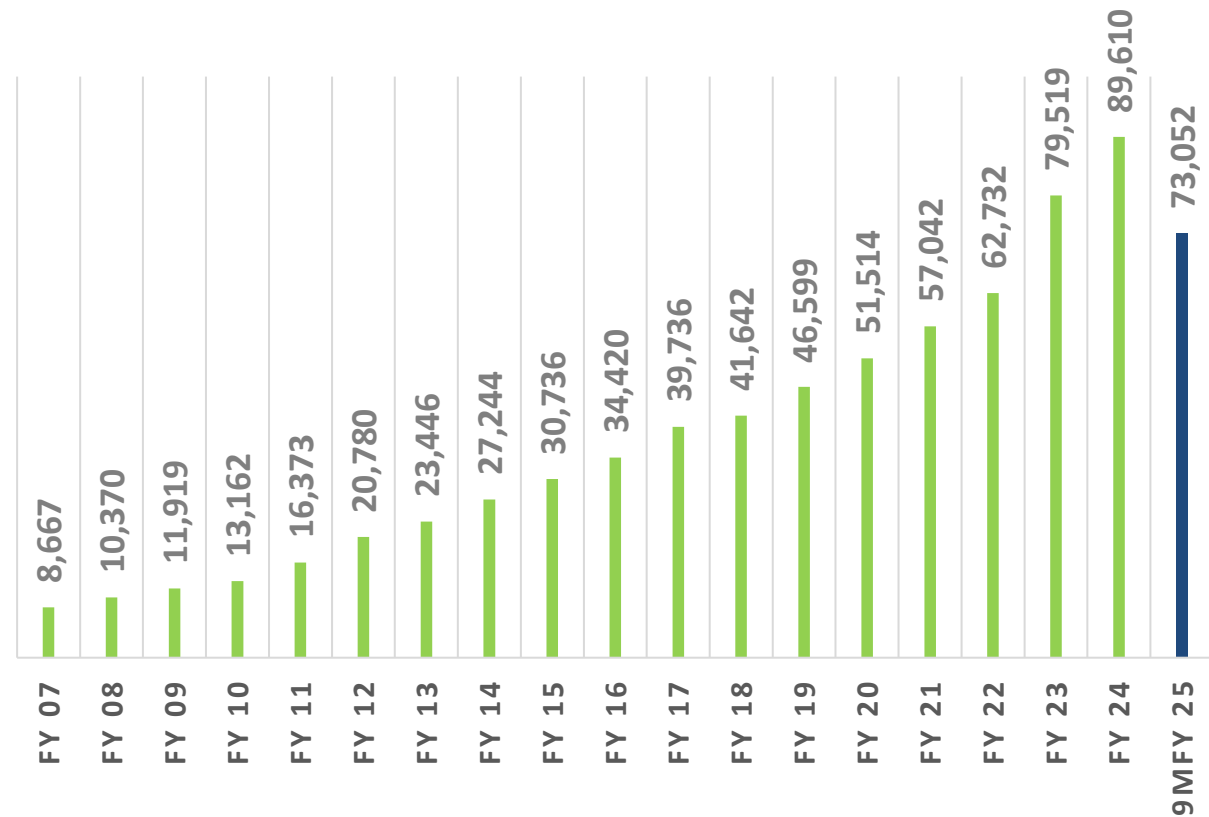
# Financial Performance Since listing

FY24 Revenue \$10.8 Bn.

## Revenue

CAGR 15% & 10x in 17 Yrs.

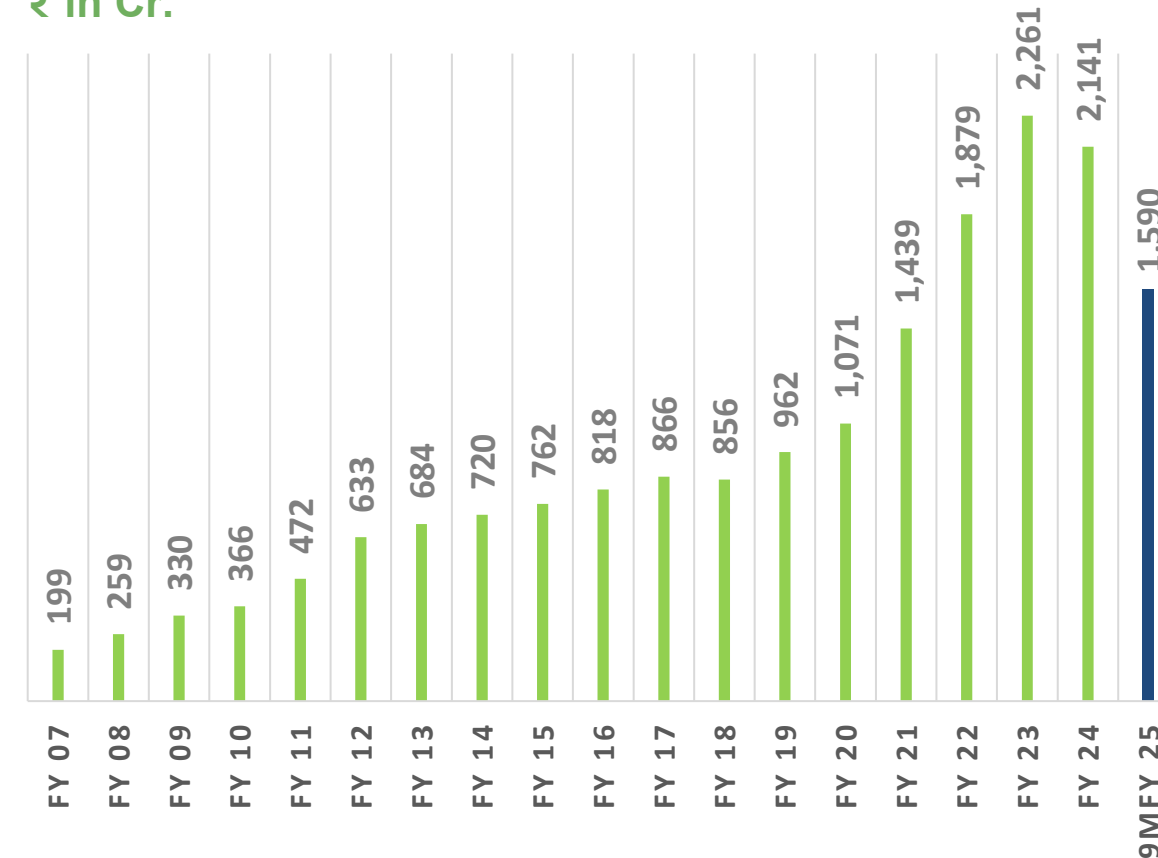
₹ in Cr.



## EBITDA

CAGR 15% & 11x in 17 Yrs.

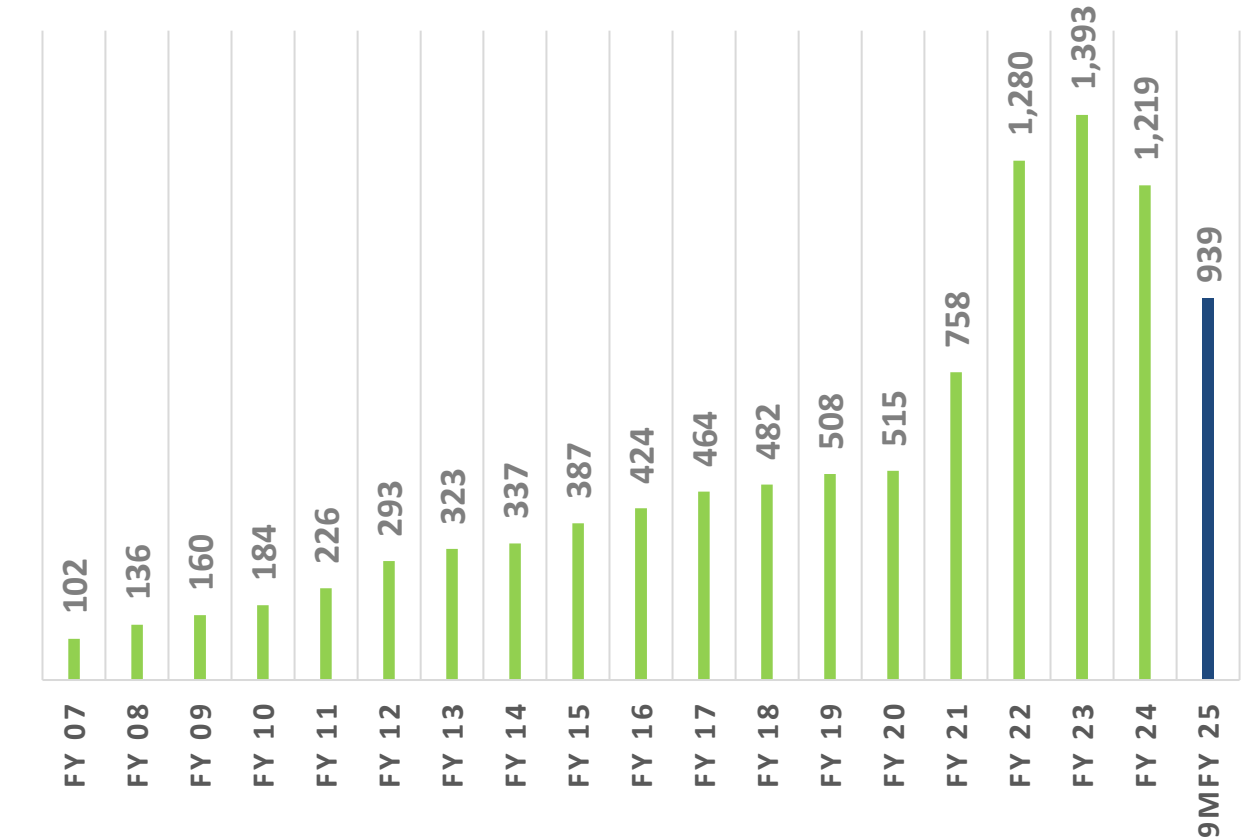
₹ in Cr.



## PAT

CAGR 16% & 12x in 17 Yrs.

₹ in Cr.



### Performance of Global leaders since listing

	Revenue	EBITDA	PAT	CAGR
Global #1	4%	8%	9%	17 years
Global #2	2%	5%	2%	16 years

- Redington's **superior performance** is due to:
  - presence in **fast growing & emerging markets**
  - financial discipline & operational efficiency** in difficult markets
- Outcome for Redington:
  - 7<sup>th</sup> largest** tech distribution company globally
  - clear leadership across many of its markets

**Note:** COVID Yrs: FY21-23, FY08-14 includes Easyaccess Financial Services & PAT = after minority interest

# Structural profitability well protected with higher bias













- During COVID years, profitability and return ratios were higher – that’s one-off
  - FY24 was the 1<sup>st</sup> full year of normalization
- Current profit % and return ratios are better than pre-COVID years
  - Due to higher contribution from Value (TSG & CSG) & Services biz (30% to 33%)
  - We feel this higher base should be sustainable
- ROCE is a key criteria for Leadership team  
Variable payout

Latest range for Global top 5 players#	
PAT	0.7% - 1.4%
ROE	7% - 11%
ROCE	6% - 19%

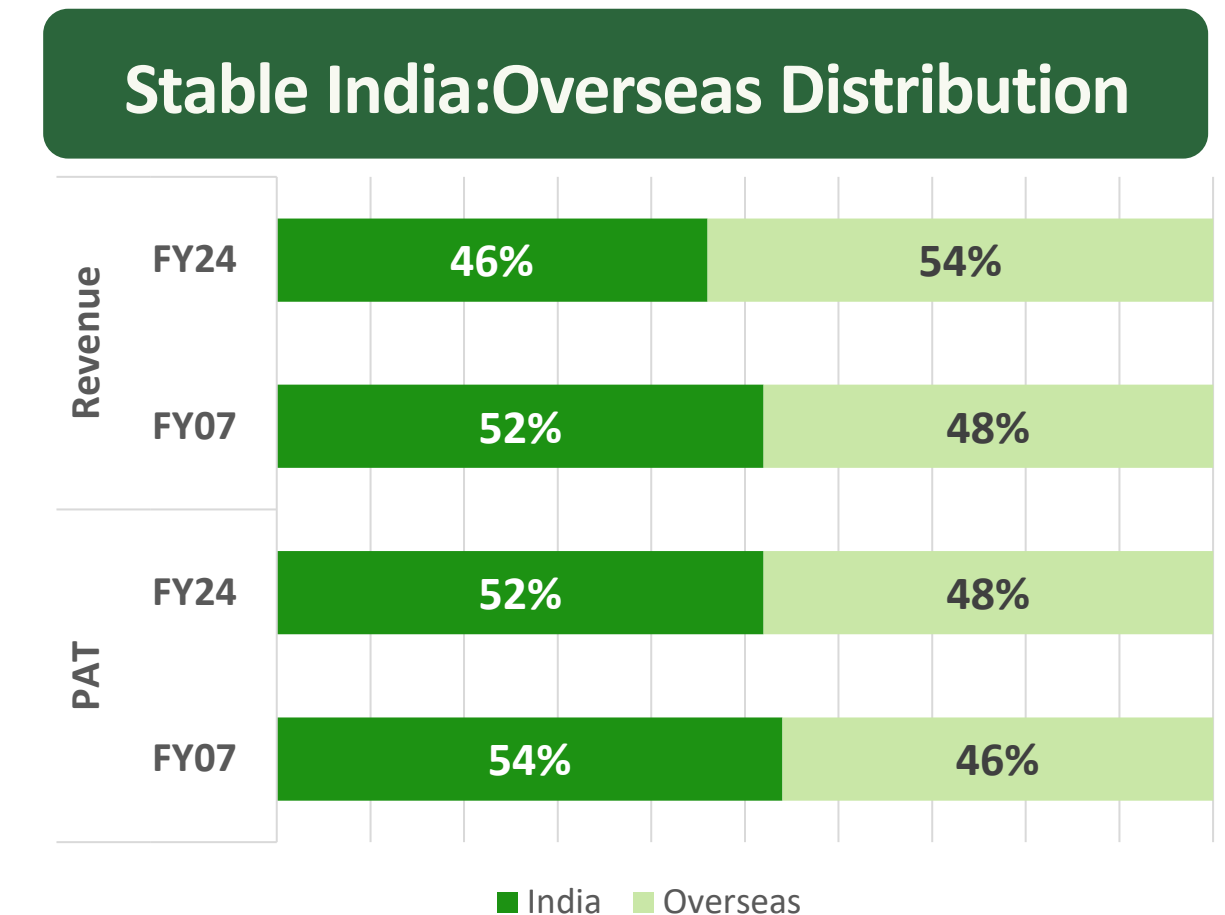
**Our profitability% & return ratios remains in the top-of-the-range amongst the global leaders**

#Based on last completed financial year for which financials were available

# Significantly larger organisation vs. 2007

	Metric	2007	2024	Times (x) Increase
Business Operations	 Markets	11	40	4x
	 Brands	55	450	8x
	 Partners	15k	70k	5x
	 On-roll employees	2,300+	5,000+	2x
	 Warehouses	57	201	4x
	 WH Space (sq.ft.)	330k	9,800k	30x
	 Customer Invoices	545k	1,809k	3x
Capital Markets	 Bankers	17	50	3x
	 No. of Shareholders	28,357	218,928	8x
	 Market Cap (Rs. Cr.)	1,746	18,090	10x

Credit Rating		
	2007	2025
Rating	P1+ (ST)	AA+ (LT)/A1+ (ST)
Agency	CRISIL	CRISIL/ICRA
Amount	Rs. 300cr.	Rs. 4,900cr.

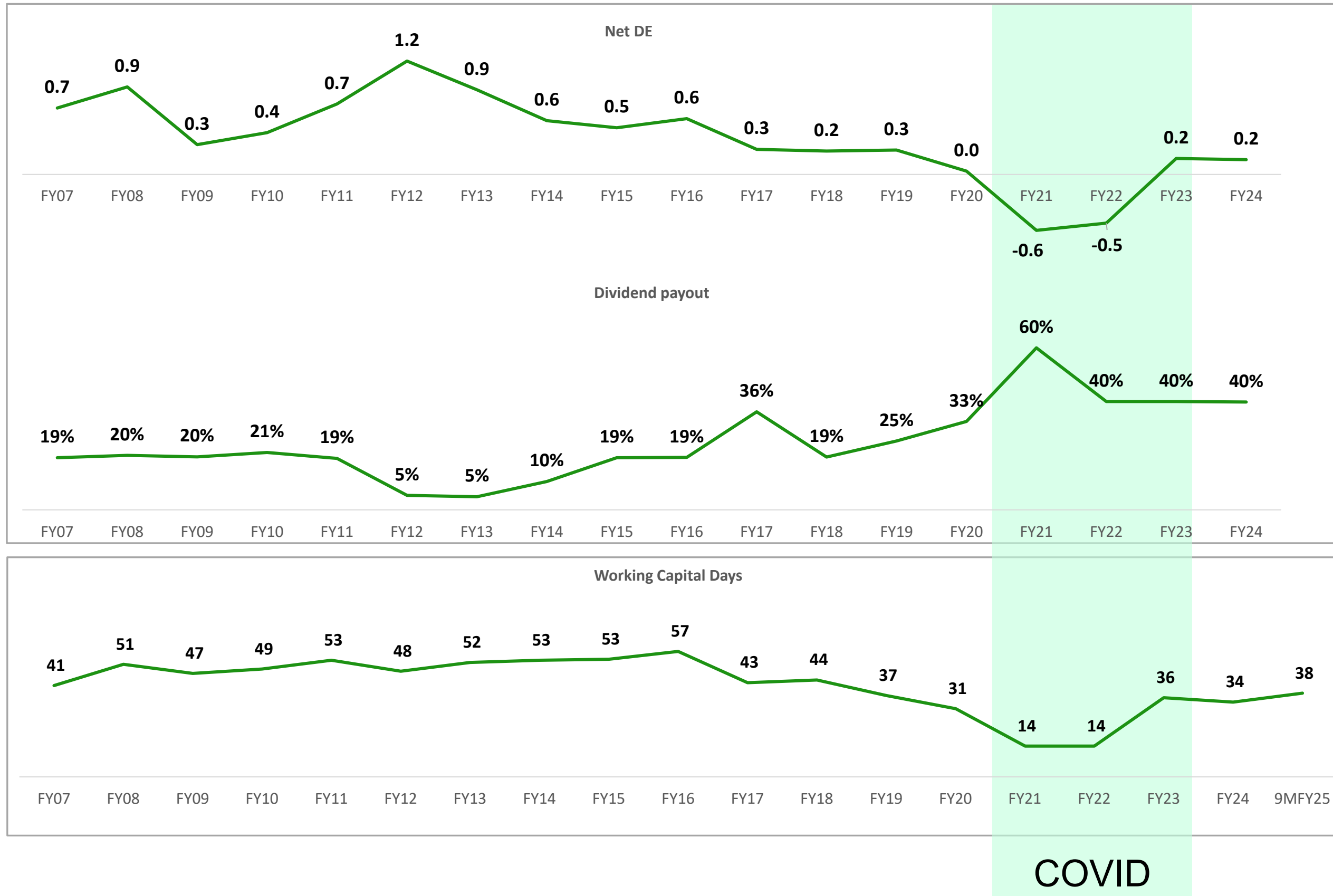


**Note:** Includes some estimates



# Superior Balance Sheet credentials

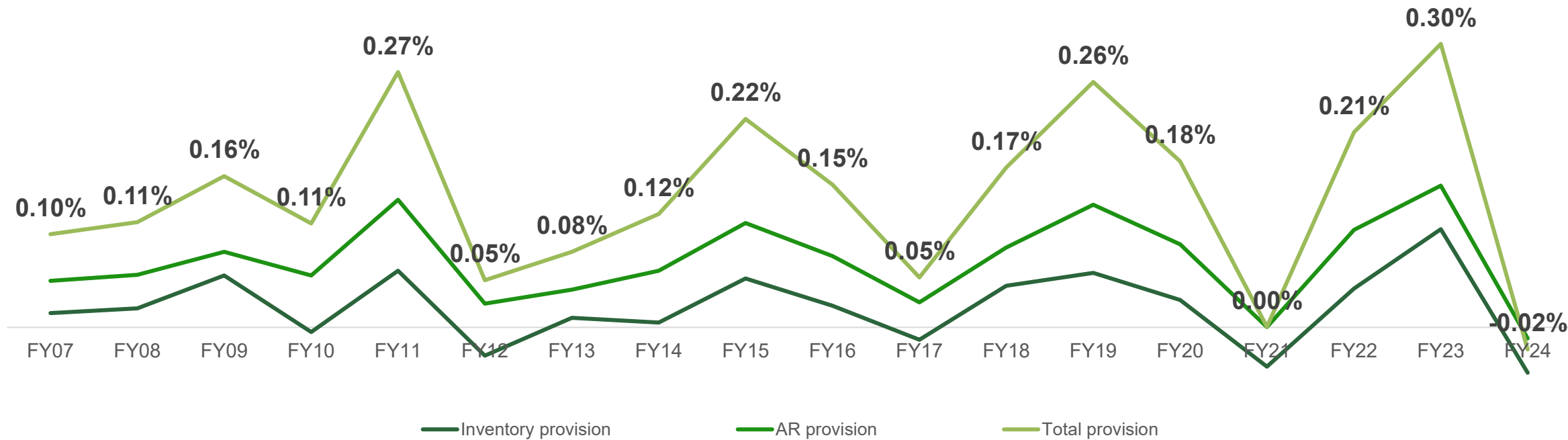
Networth: FY07 @ 587 Cr. → Dec '24 @ 8,084 Cr. (14x over 17 Yrs)



- Comfortable with D:E of upto **0.7x**, in line with Global leaders & for higher Credit Rating
  - Modulated Dividend payouts in line with our gearing levels
  - **Upward revision in Dividend** payout policy & Buyback, due to consistent lower gearing
  - Enough headroom for future growth
- 
- Excluding COVID years, WC days was **>45 days pre-COVID and now <40 days**
  - Expected range **35-40 days**
  - **Higher vendor payable days** is one key differentiator

# Robust Risk Management

## Inventory / AR Provisions



## Forex management

Currency vs. USD	FY07	FY25	Times (x) Increase
Indian INR	44	87.5	2x
UAE/KSA	Pegged to USD		
Singapore \$	1.54	1.35	Appreciated
Turkish Lira	1.4	36.4	26x
Nigerian Niara	123	1503	12x
Egyptian Pound	5.7	50.6	9x

- Peak total provision 0.30% and 17 Yr. average 0.16%
- Well defined provisioning model with conservative bias
- Time-tested multi-function responsibility supporting distributed decision making
- Customer receivables backed majorly by Credit Insurance
- Vendor support for inventory liquidation

- Conservative forex policy
  - Forward contract wherever possible
  - Otherwise, Business model through “natural hedge” or address off-shore from UAE or down-size the risk
- MTM impact every quarter
- 17 yrs. net forex gain/loss @ 0.05% of revenue

**PAT = “Risk adjusted Profit”**

# Cash Flow generation

- ✓ For this industry, cash flow generation to be looked at for a longer timespan, not quarterly and sometimes not even yearly
- ✓ Key determinant for the cash flow is the working capital movement
- ✓ For the industry profit levels and 40% dividend payout, 10-12% growth is possible without change in WC days and gearing ratio
- ✓ Higher growth need to be funded either through lower WC days or higher gearing

## Proof of Redington's cash flow generation since 2007 listing:

- Net 2007 IPO proceeds @ 138 Cr., neutralized by similar Buyback size in 2018
- No capital raise at all in these 17 years
- FY07 D:E @ 0.7x vs. Dec '24 D:E @ 0.2x: Net debt as a % of Net worth has come down
- Fueled 15% Revenue growth CAGR over 17 years
- 20-40% consistent Dividend payout
- Current gearing has sufficient headroom for future growth

## Our Cash Flow Mantra:

- ❖ Lower the profit margins, higher the discipline needed for cash flow
- ❖ Top line is vanity; Bottom line is sanity; Cash Flow is reality

# Looking into the future

## Inorganic initiatives for Future Growth

- To augment organic growth
- To fill in gaps to make a stronger organization
- Investment in core business for **niche business segments, unique service capabilities, strong vendor relationships, one-of-its-kind assets**, etc.

## Large Scale

- Maintain leadership position
- Robust “Glocal” approach
- Group entity structure for capital raising at multiple levels

## Differentiated execution

- Top-of-the-range financial metrics with strong BS profile
- Balance between immediate goals & long-term strategic investments
- Navigate complex financial landscape in different markets using technology

## Risk adjusted profit

- Continuously reevaluate risk-reward scenarios to refine our risk metrics
- Profits always be adjusted for any inventory, receivable & currency risk
- Improved analytics for Data-driven decision making across levels

Acquisitions by Global Majors		
	# (count)	Business segments
G1	~35 acq.	Distribution, BPO, Cloud
G2	~22 acq.	Distribution, Cloud, Logistics
G3	~40 acq.	Distribution, Cloud, Services, repair & logistics,





## **Ramesh Natarajan** **CEO – India & South Asia**

Ramesh is a seasoned professional with over three decades of experience in the information technology and service industry. Under his leadership, the company has experienced significant success and expansion, cementing its position as a leader in the IT industry.

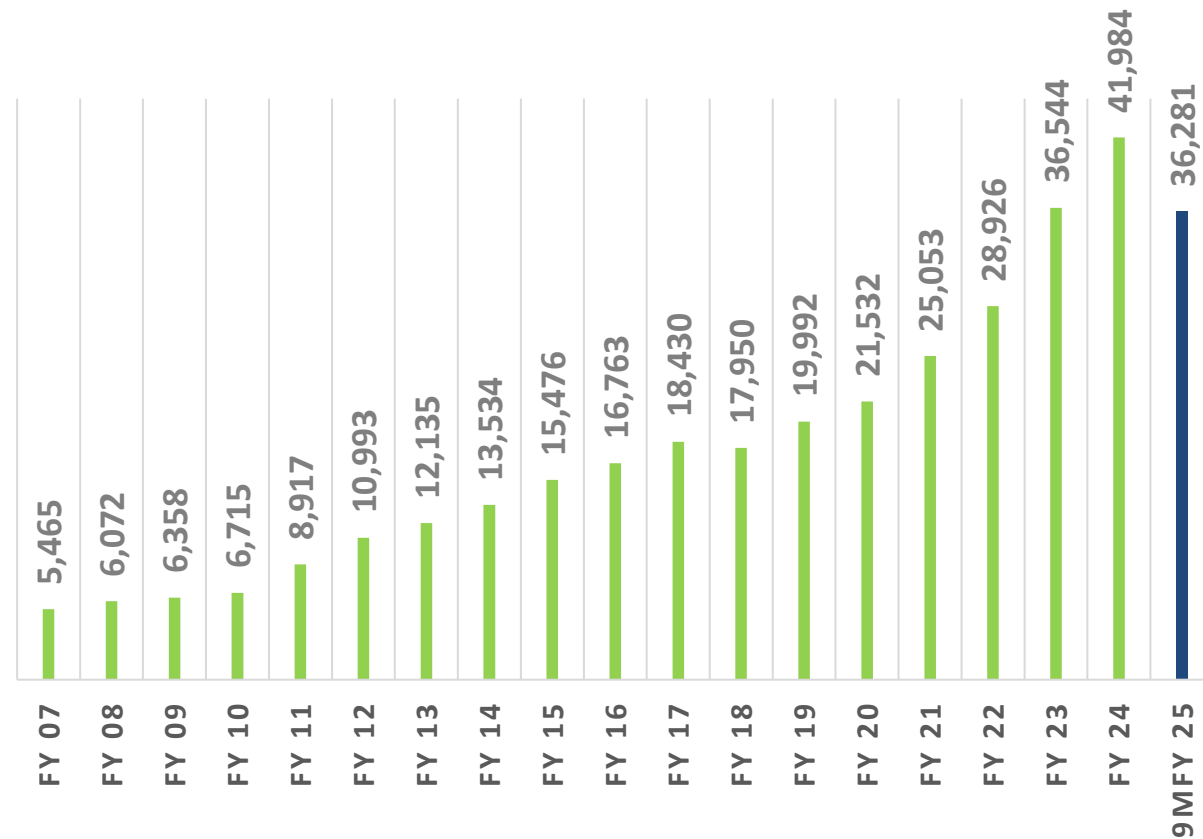
# Financial Performance Since listing - India & South Asia

FY24 Revenue : \$ 5 Bn

## Revenue

**CAGR 13% & 8x in 17 Yrs.**

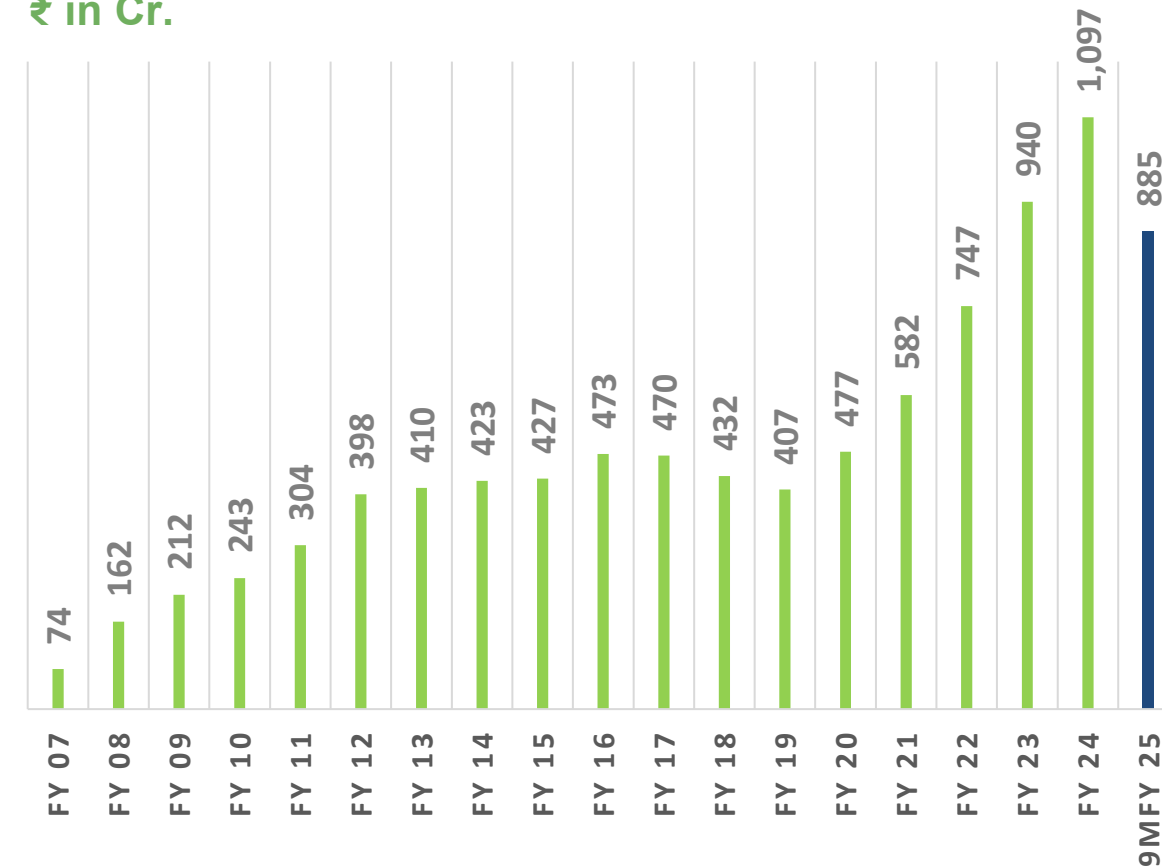
₹ in Cr.



## EBITDA

**CAGR 17% & 15x in 17 Yrs.**

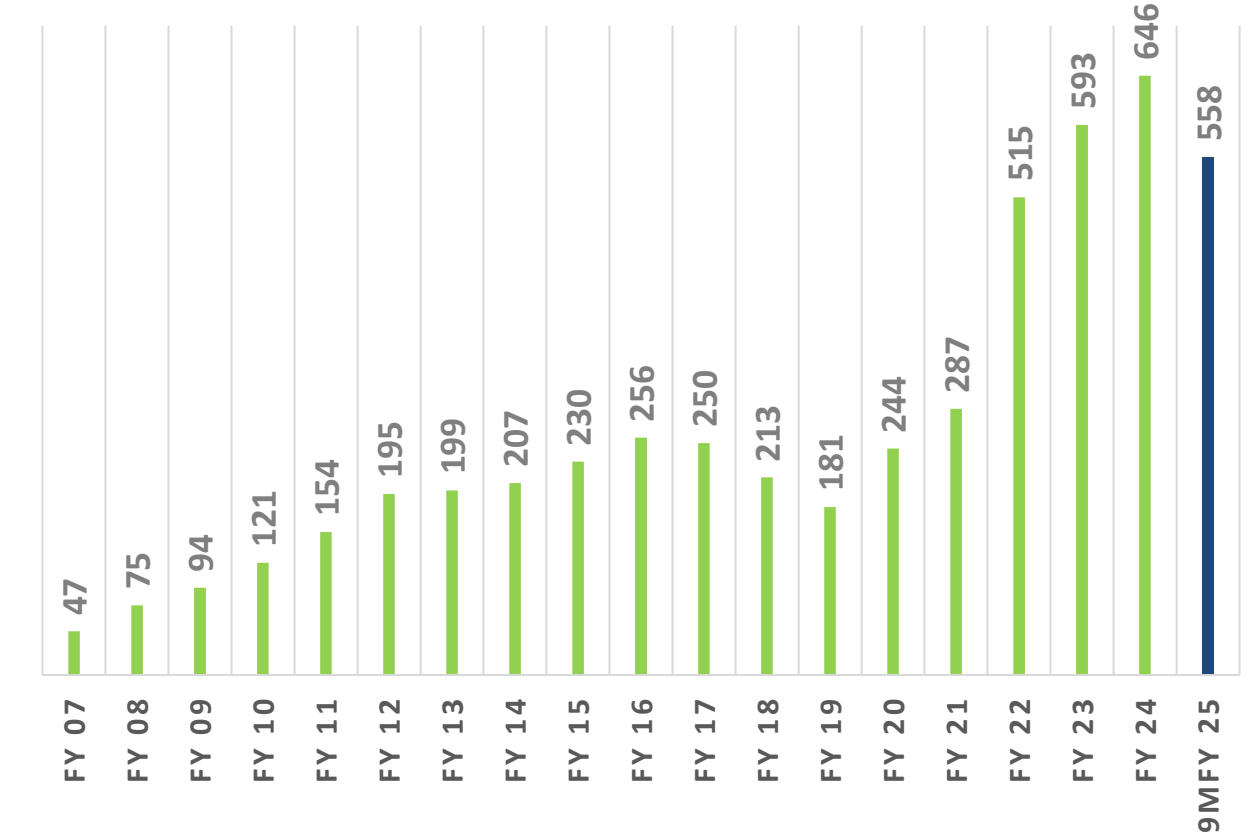
₹ in Cr.



## PAT

**CAGR 17% & 14x in 17 Yrs.**

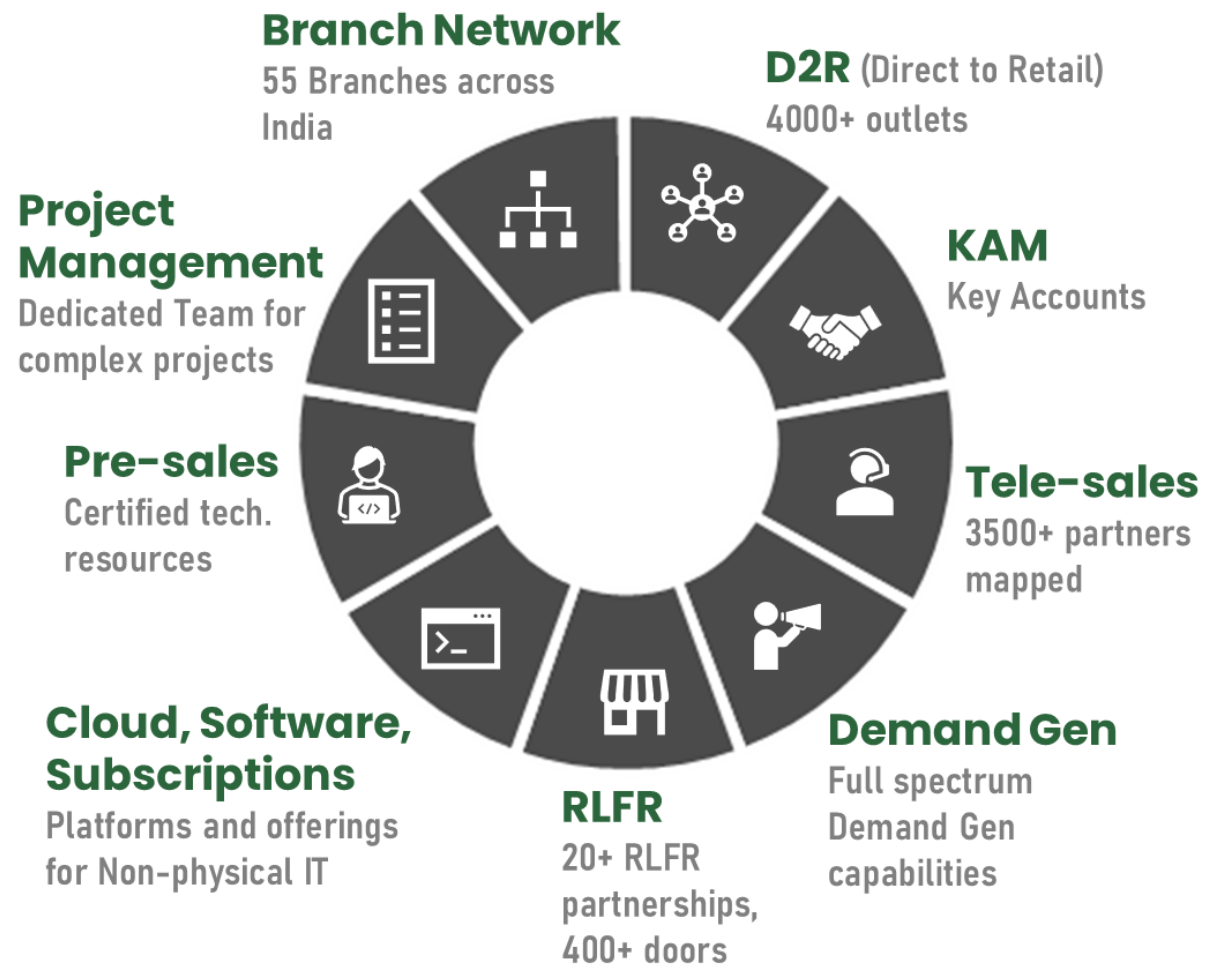
₹ in Cr.



- Building Scale with Profitable Growth (**PAT CAGR: 17% > Revenue CAGR: 13%**) over 17 years
- CAGR FY 20 – FY 24 (4 Yrs) : **Revenue: 18% | EBITDA: 23% | PAT: 28%**

# Our Capabilities & Strengths

## GO TO MARKET (GTM)



## TECHNOLOGY & SYSTEMS

- RedingtonOnline**  
Digital Platform custom built for Tech. Distribution
- CloudQuarks**  
World-class Cloud Management Platform & Marketplace
- SAP Rise**  
Engineering capabilities to build agile, robust solutions
- Analytics**  
In-house Data management and Analytics expertise
- CoE (Centre of Excellence)**  
Streamlined operations & optimized TAT
- ISO27001 certified**  
Ensuring Data Security

## ECOSYSTEM

### 40k+ Partners

Resellers | SI | MSP | CSP | Mono-brand Retail | Multi-brand Retail | LFR | RLFR | Telco retail | e-Tail | BIC | Enterprise Reseller | GeM partner | Solar

### 100+ Brands

Apple, HP, Lenovo, Dell, Cisco, HPE, Autodesk  
Hyperscalers : Amazon, Microsoft, Google  
Cyber security Brands | Storage Brands | PC Brands | Mobility (Google, Moto) | Accessory Brands

### Collaborations

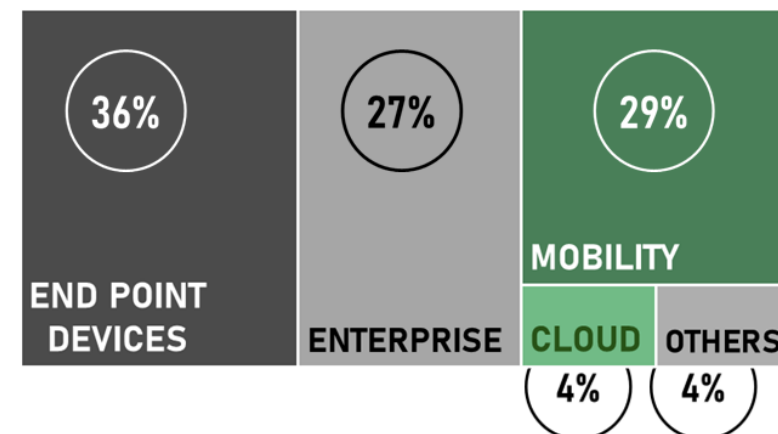
ISVs | Service Providers | Academia | SME | Big-4

## PEOPLE



- ❖ Stable Leadership
- ❖ Deep Domain expertise
- ❖ Strong Industry and ecosystem relationships

## DIVERSIFIED PORTFOLIO



END POINT DEVICES	• Consumer PC • Commercial PC • Workstation • Print HW • Supplies • Gaming • Peripherals
ENTERPRISE	• Server • Storage • Networking • Security • Software
CLOUD	• IaaS • PaaS • SaaS • Managed Services
MOBILITY	• Smartphones • Wearables • Audio • Accessories
SOLAR	• Residential • C&I
DIGITAL PRINTING	• Digital Printing • 3D

# Market Opportunities

# Our Positioning



## Robust growth in IT Spend in CY25

- 11% growth in ICT spend in CY25 (Gartner)
- IT Spend (excl. Communication Services) @ 13%

## Premiumization of End-point devices & Mobility

- Increase in ASP across brands
- In Premium segment, offline channels growing significantly faster than online

## Growth of Data Centres

- Spending on Data Centre Systems to grow by 19% in CY25 (Gartner)

## India : The hub of GCCs

- 1600+ GCCs , expected to grow to 2400+ by FY30
- GCC Industry to contribute 3.5% to India GDP by 2030

## Tailwinds for AI PCs

- Launch of Windows 11 to drive PC refresh
- PCs sold during Covid : refresh cycle in FY26

❖ No. 1 IT Distributor in India for FY23 and FY24 (VARIndia)

❖ Partnerships with Brands in the premium segment (Apple, Google)

❖ Strong Enterprise portfolio, well positioned to leverage on demand from Data Centres

❖ Dedicated teams for GCCs. Working with brands and partners to align solutions for GCCs

❖ Enabling partners to leverage the Windows 11 refresh opportunities and AI PCs use cases



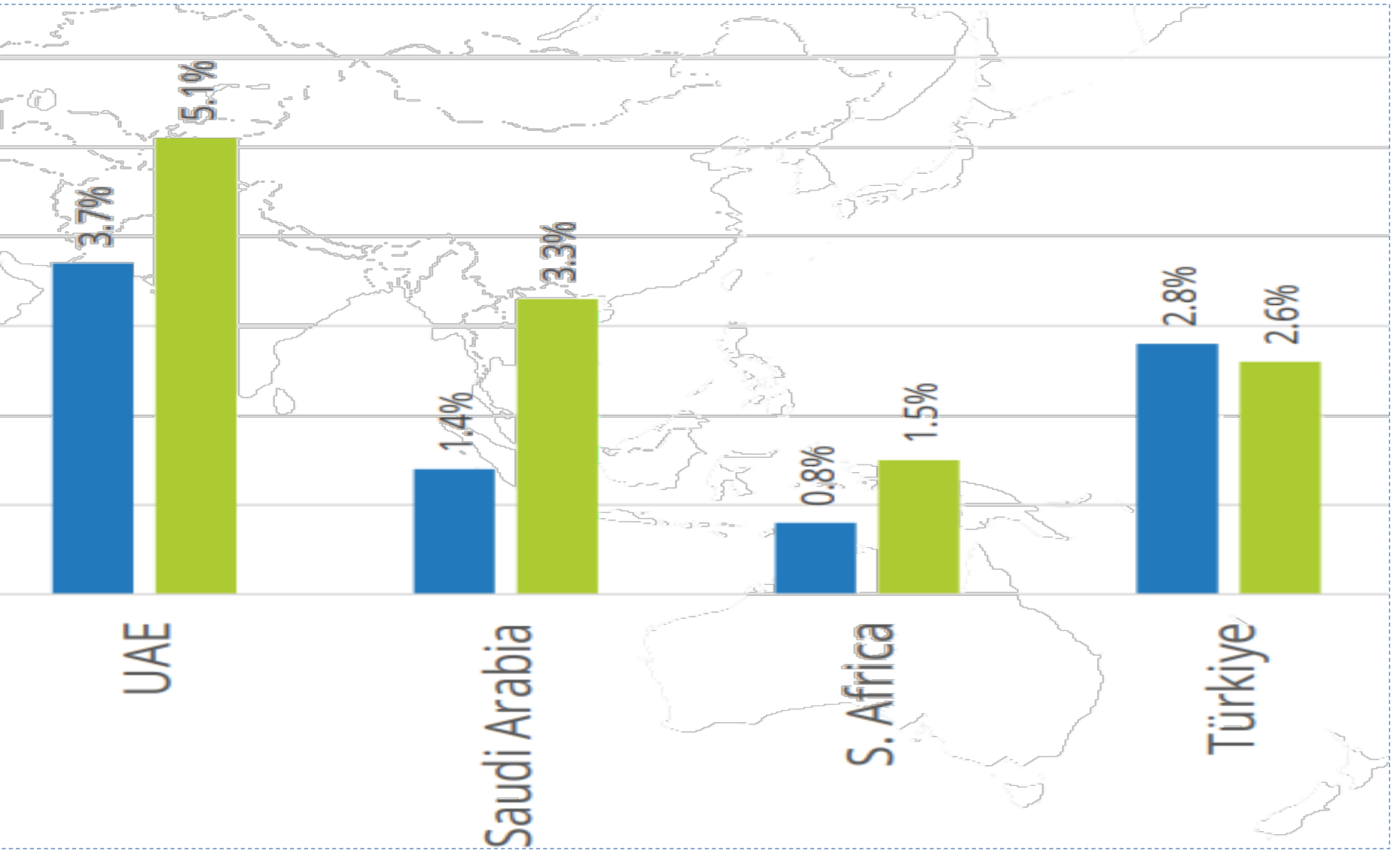


## **Viswanath Pallasena** **CEO – Middle East & Africa**

Viswanath Pallasena is an accomplished professional in the technology industry. With over three decades of experience, he has held several leadership positions across APJ including serving HP as Managing Director for Philippines.

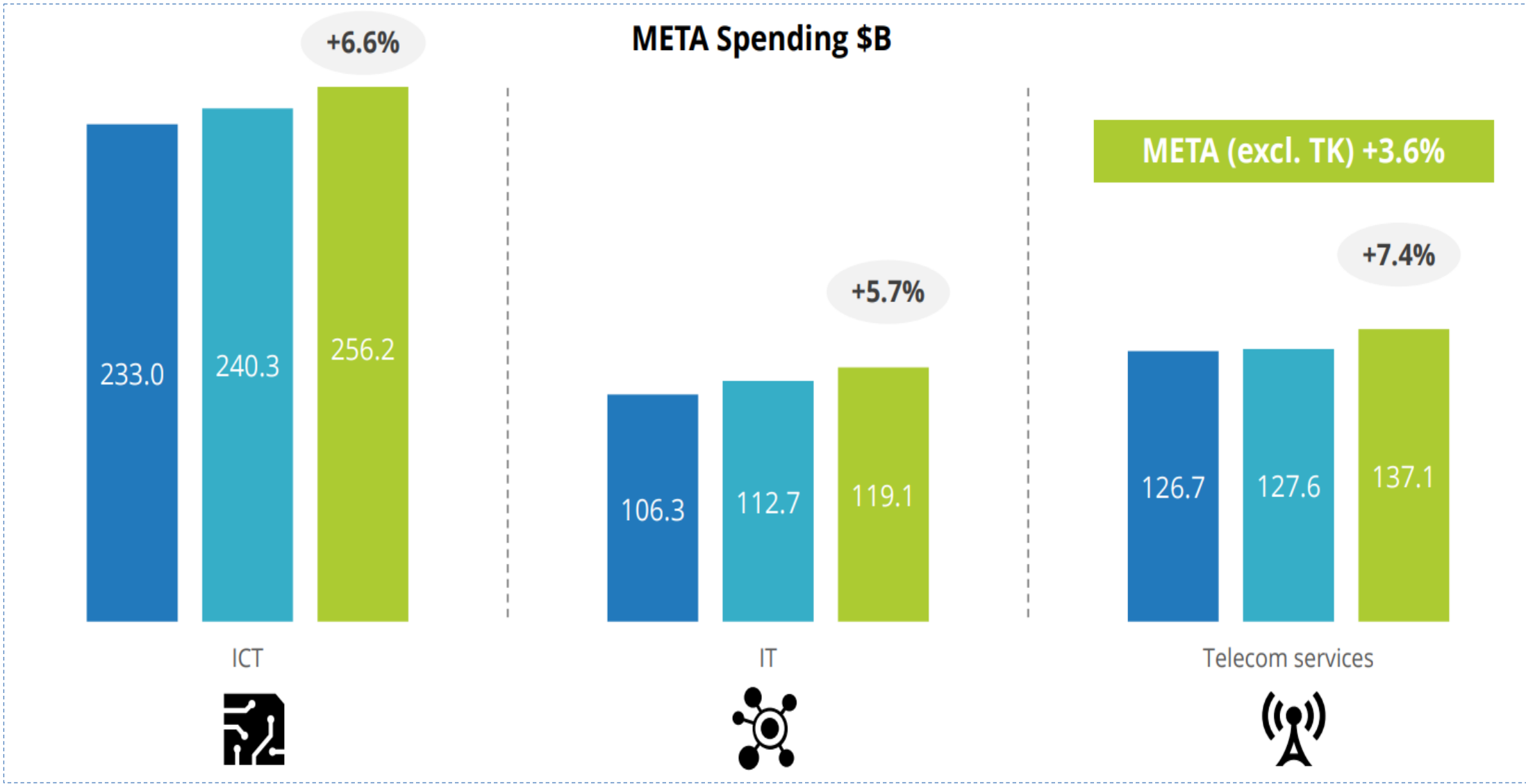
# Redington MEA: Where we play

## META GDP Growth



■ 2024E ■ 2025F

## META Spending \$B



■ 2023 ■ 2024E ■ 2025F

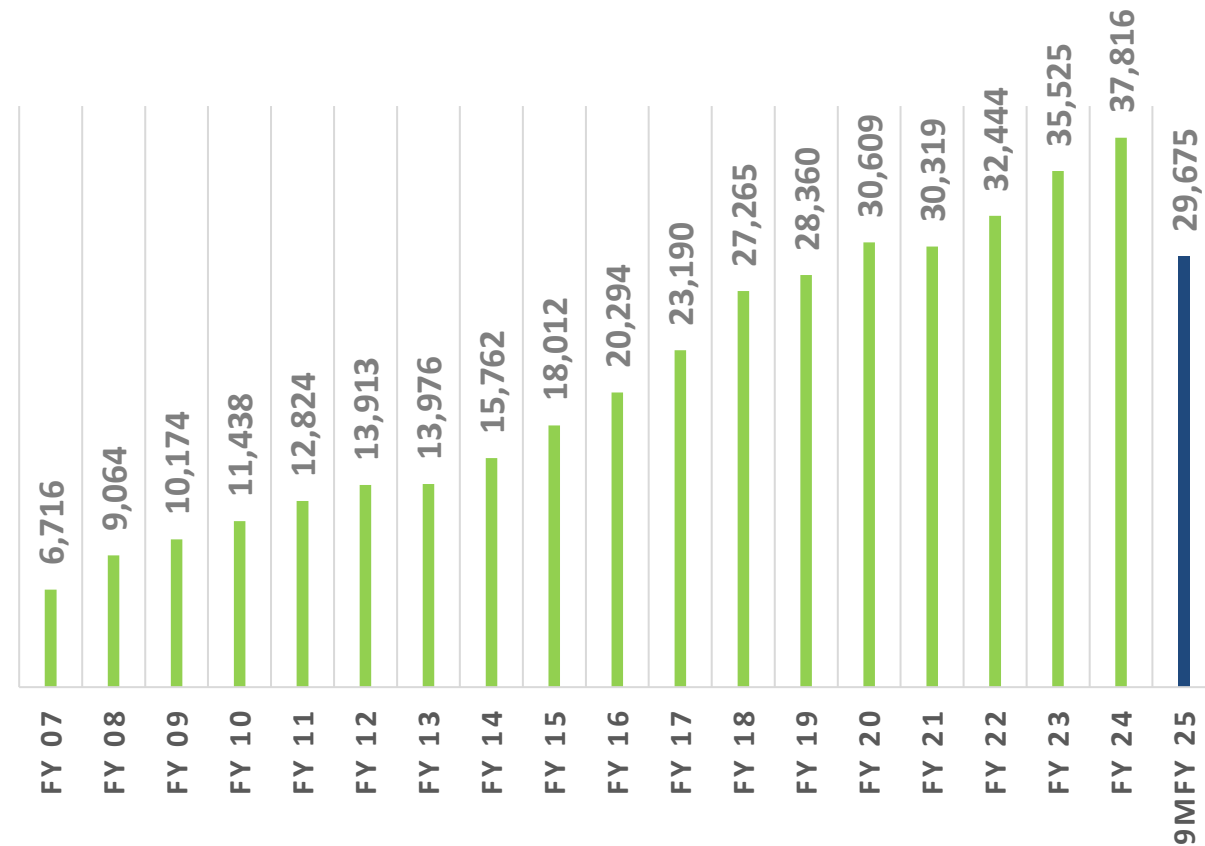


# Redington MEA Financials : How we performed...

## Revenue

CAGR 10% & 5x in 17 Yrs.

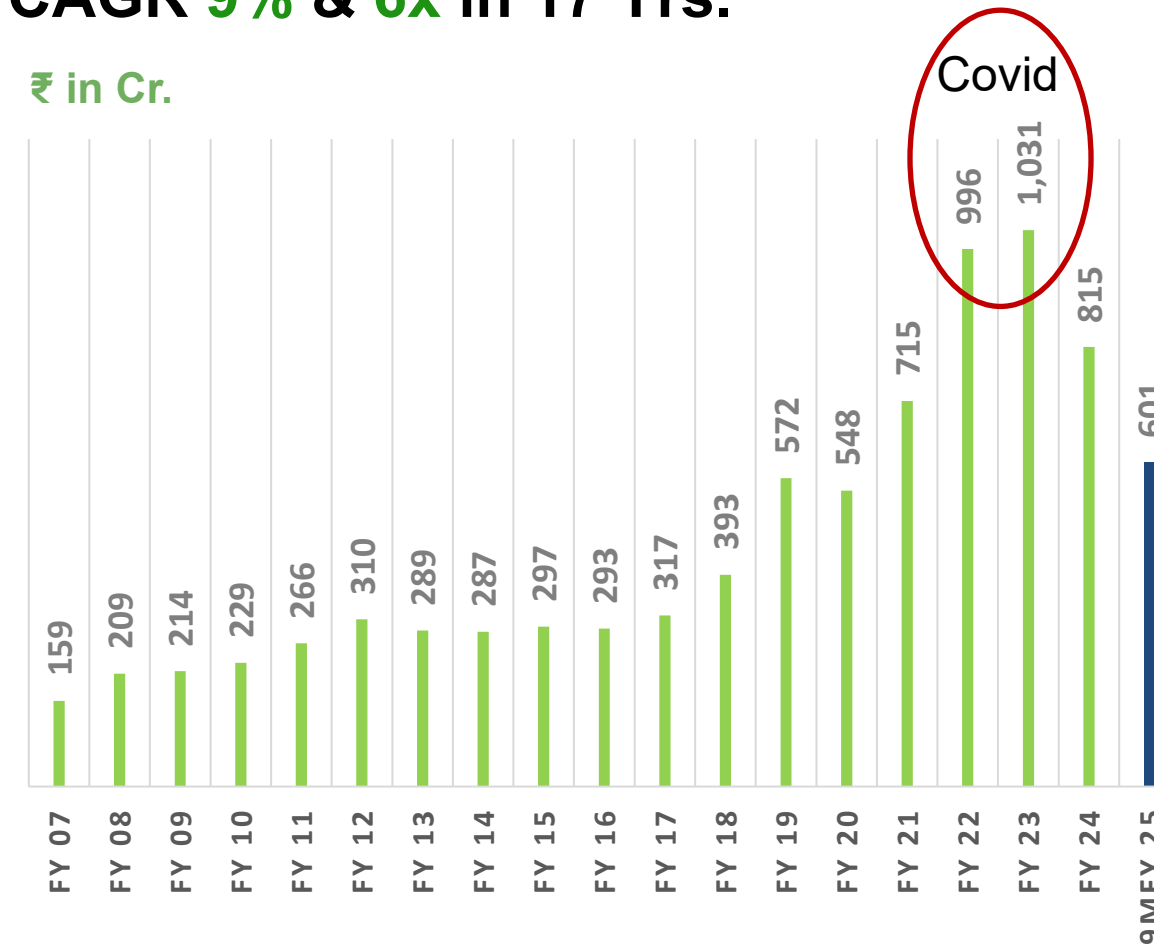
₹ in Cr.



## EBITDA

CAGR 9% & 6x in 17 Yrs.

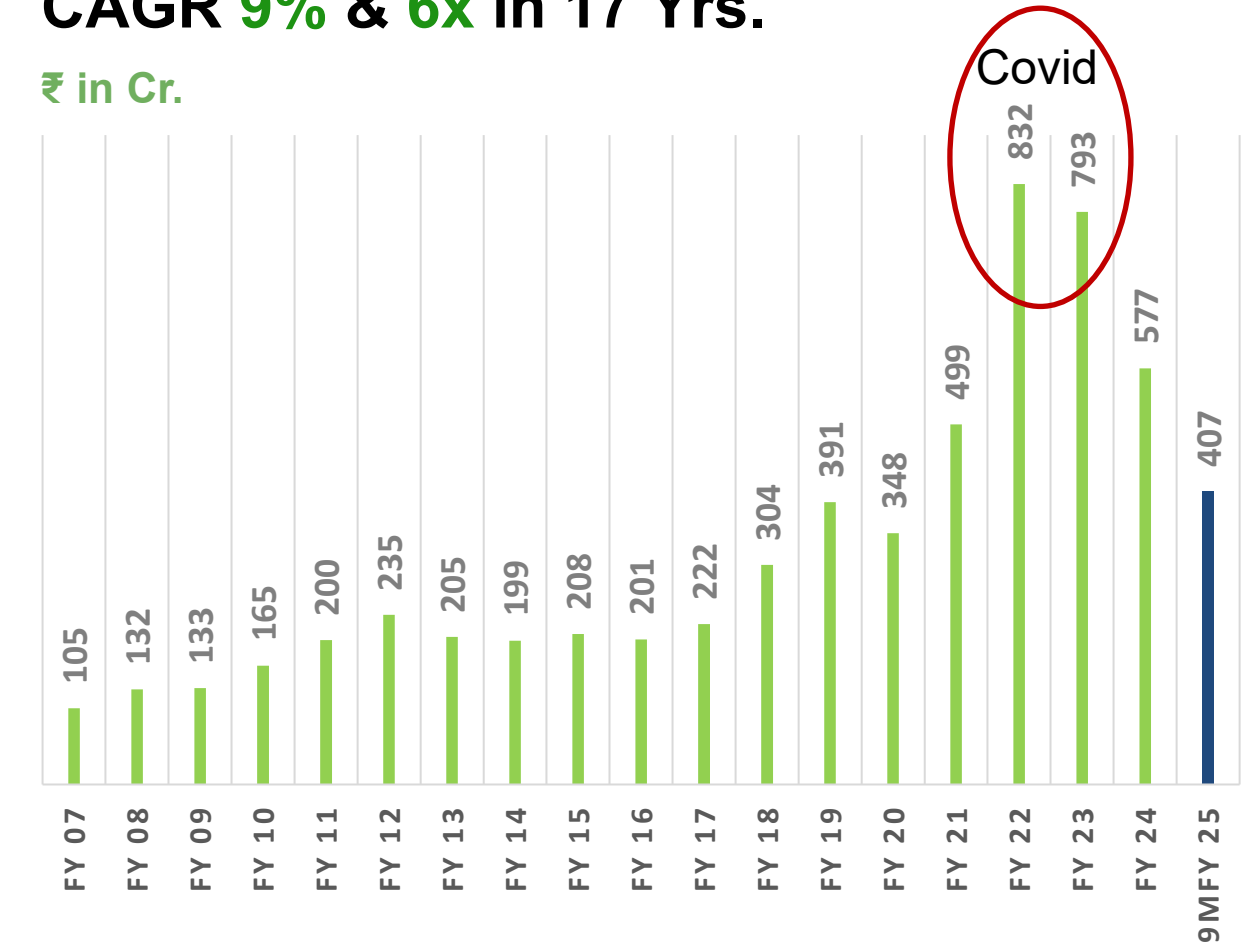
₹ in Cr.



## PAT

CAGR 9% & 6x in 17 Yrs.

₹ in Cr.



- Building Scale with Profitable Growth (6x PAT growth vs 5x Revenue growth) over 17 years

# Redington MEA: How we win – Distribution REIMAGINED



**TECHNOLOGY**  
Solutions Group

**TSG**  
I2C



**CLOUD**  
Solutions Group

**CSG**  
C2C



**SERVICES**  
Solutions Group

**ENSURE**  
E220BE



**ENDPOINT**  
Solutions Group

**ESG**  
E2C



**MOBILITY**  
Solutions Group

**MSG**  
I2C

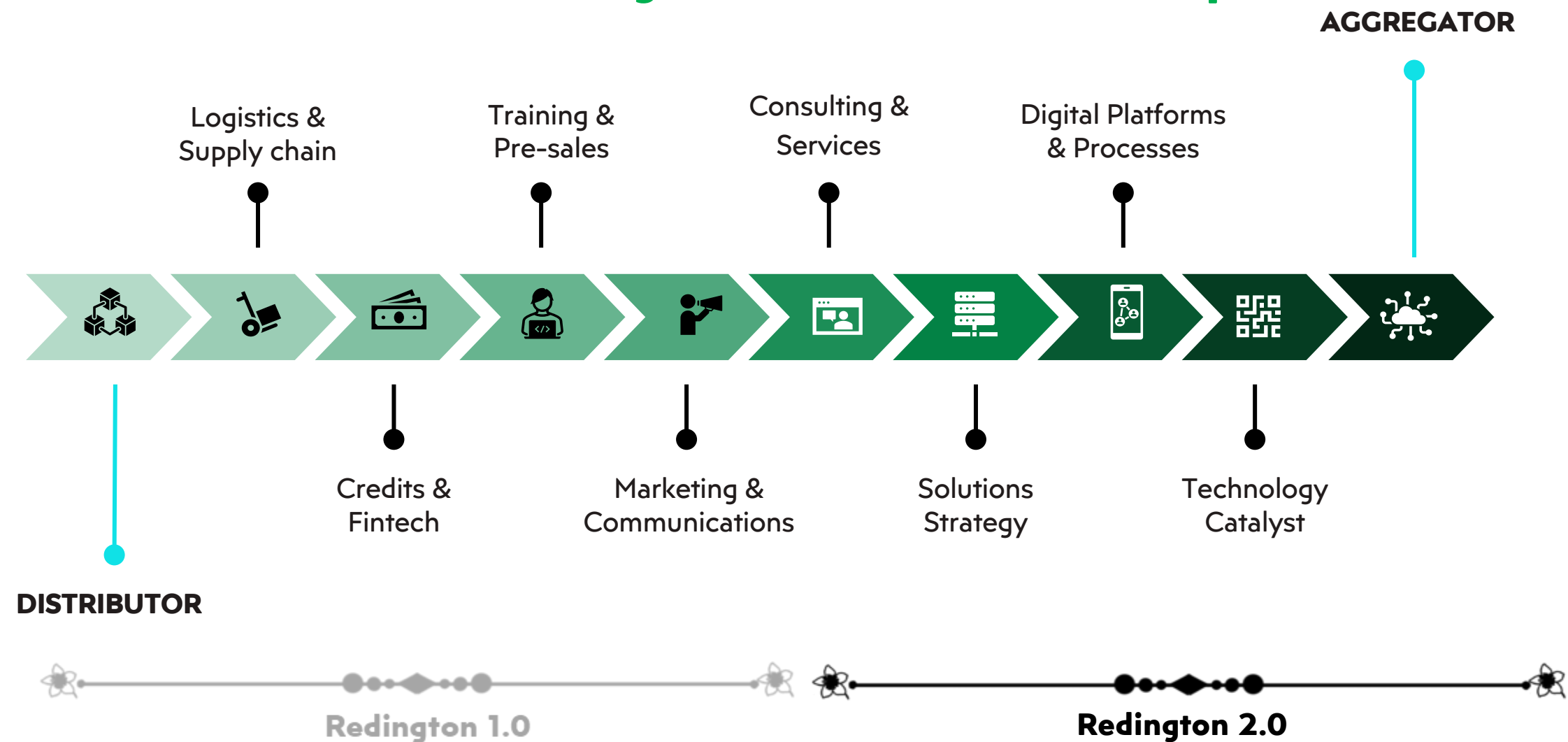


**GREEN ENERGY**  
Group

**GEG**  
C2C

MEA Rank **#1** Redington is Ranked 1 or 2 amongst all Distributors across most Geos we operate

## Re-Defining The Distribution Landscape





## **Serkan Celik** **CEO, Arena - Turkey**

Serkan Celik has been the CEO of Arena Group since 2018. He led the establishment of Paynet – one of Turkey’s first fintech companies. He has helped the Arena Group to expand into mobile technologies, Renewable energy technologies, IoT and Automation technology segments.



a success story to open the  
doors for new ventures

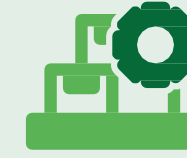
## \$94 mn Divestment Income

- Total Share Value Paid \$87 mn + \$3 mn
- Total Dividend Paid to Arena \$4 mn

## Full Cash Collection

## Strengthen the Core

- Plan to allocate 90% of the money toward debt repayment
- Committed to exploring new opportunities within the technology domain



### About Paynet Business

- FinTech, Payment Facilitating Services for B2B and B2B2C segments
- Established in 2015 by Arena
- USD 800k total investment



### Size of the Paynet Business (CY24)

- \$1.8 billion Total Transaction Volume
- \$11.2 million Service Income
- \$6.3 million EBITDA
- \$4.4 million PAT
- 80 employees

# Turkey Financial Performance

## Nov 2010

- Investment to Arena  
- 49,4% Shareholding

## Aug 2015

- Establishment of Paynet by Arena with fully internal resources

## Nov 2015

- Acquisition of Redington Turkey (formerly LinkPlus)  
- 100,0% Shareholding

## Dec 2021

- Acquisition of Arena Connect (formerly Brightstar) by Arena  
- 100,0% Shareholding

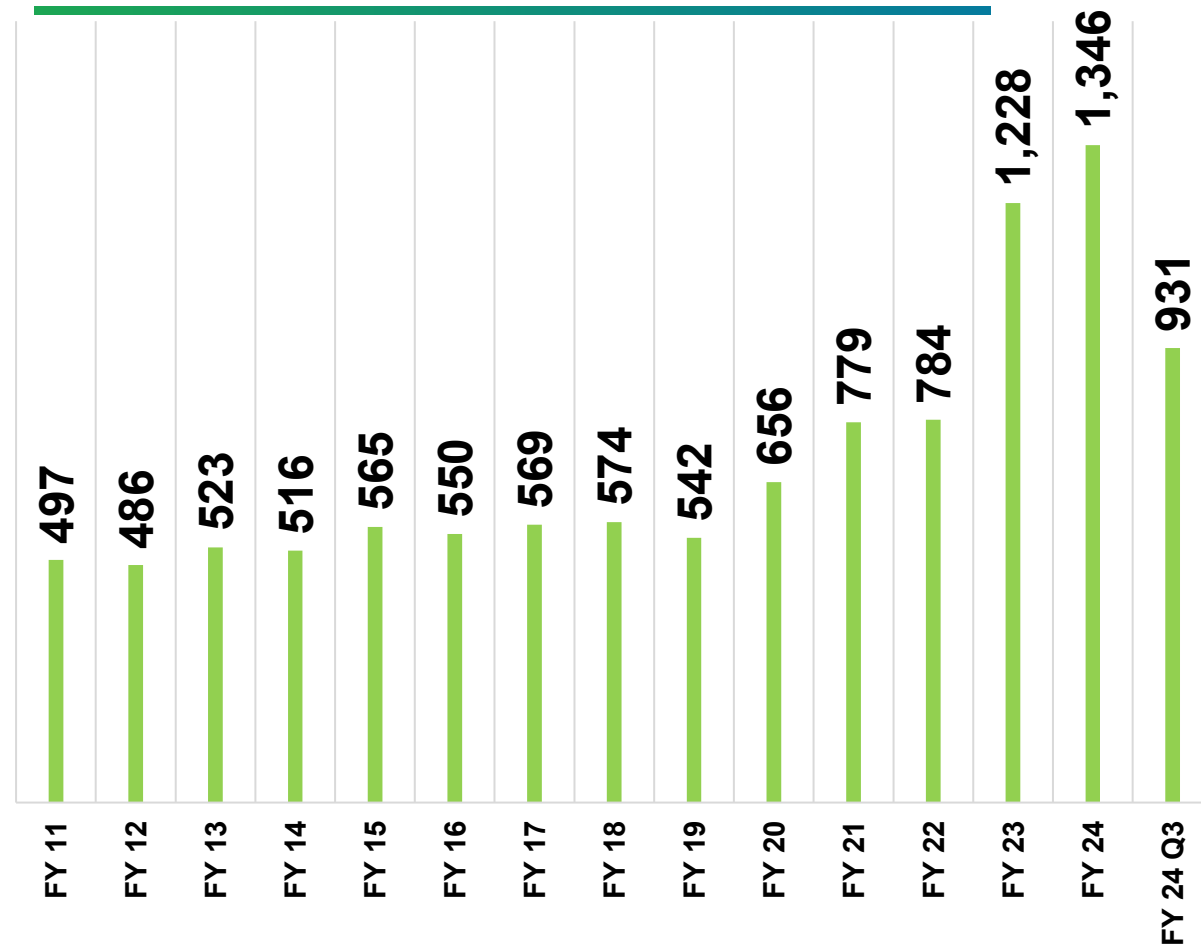
## Jan 2024

- Step into CIS with Software Distribution Model by Redington Turkey

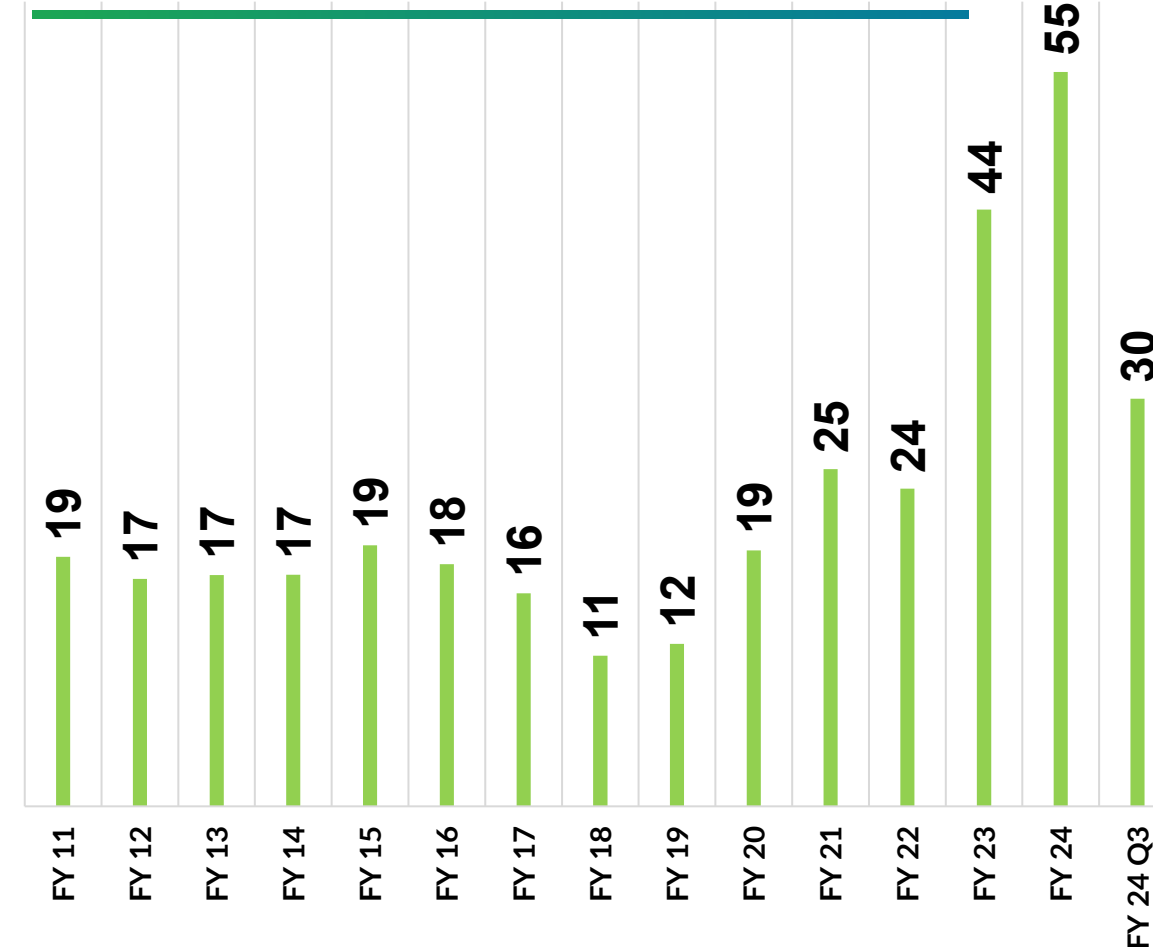
## Feb 2025

- Full Divestment of Paynet by Arena with \$94m Share Value

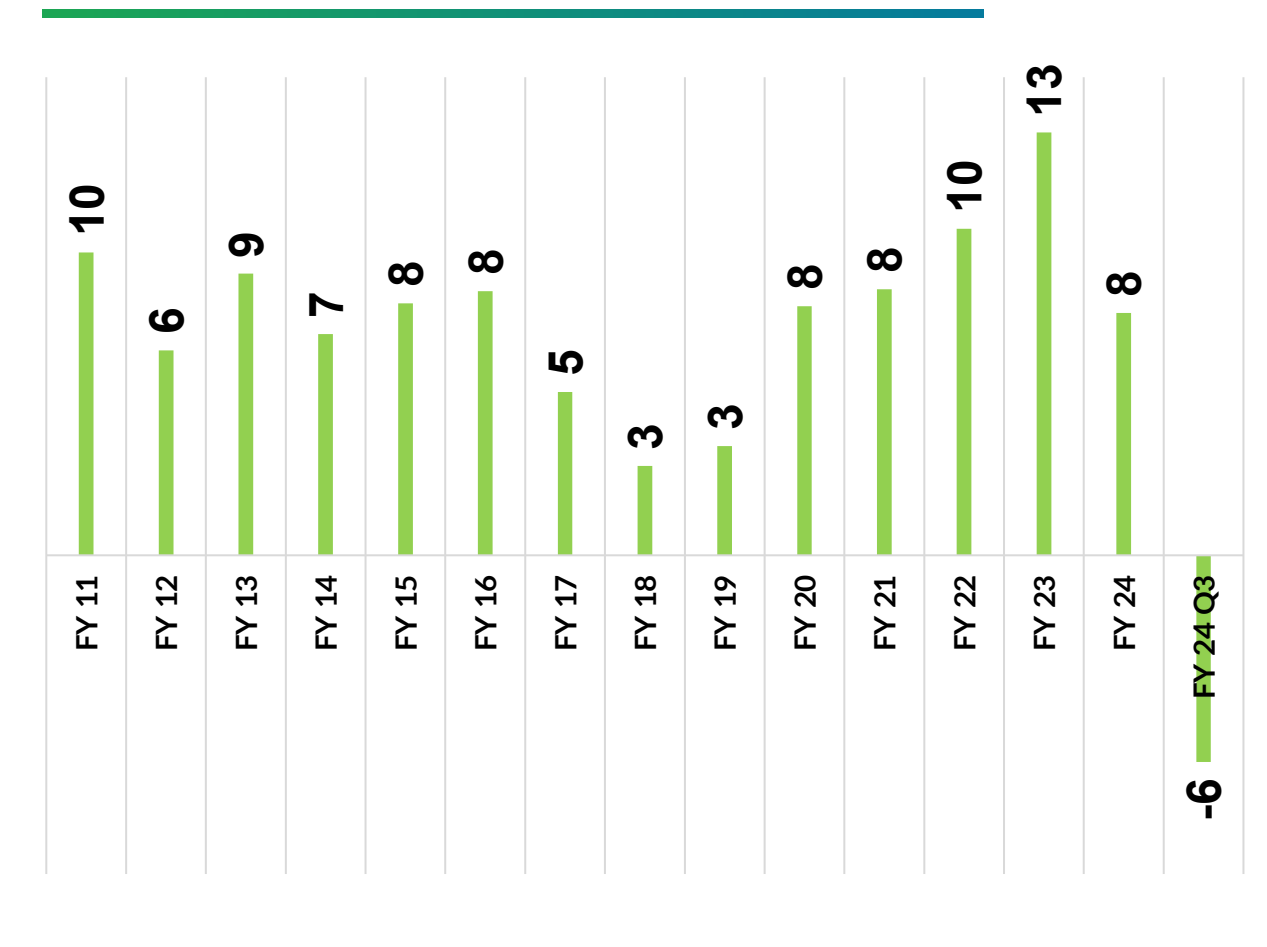
in USD k  
**Revenue** CAGR 8% - FY11-FY24  
CAGR 20% - FY19-FY24



in USD k  
**EBITDA** CAGR 9% - FY11-FY24  
CAGR 35% - FY19-FY24

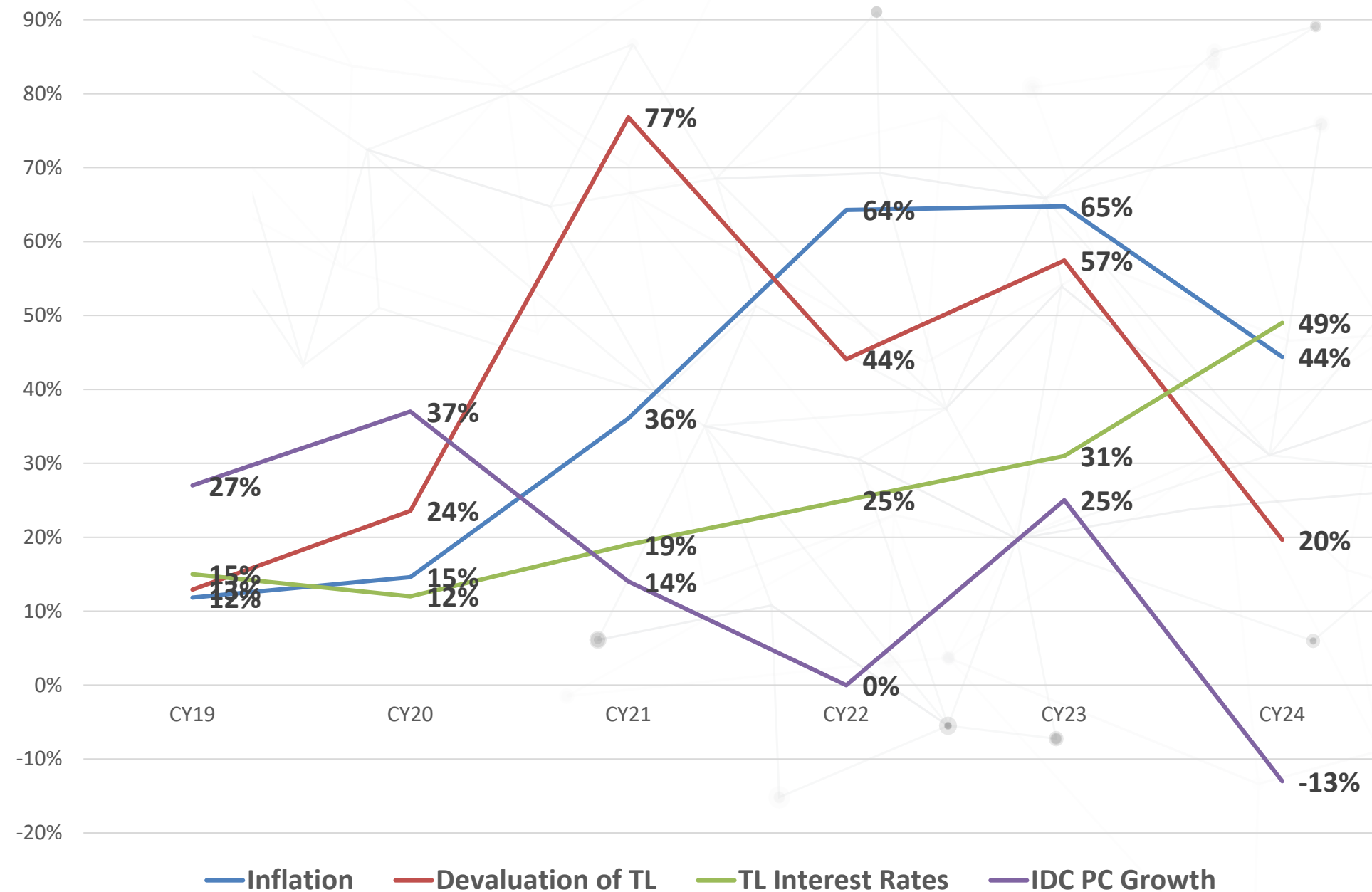


in USD k  
**PAT** CAGR -2% - FY11-FY24  
CAGR 17% - FY19-FY24



# Measures to Recover Profitability

## Market Conditions



- **OpEx Measures**

- Headcount Cut 20% in Arena (Net 61 Headcount reduce in 2024)

- Shutting Down Unproductive Business Lines

- **Working Capital Measures**

- Decreasing Overdue Receivables below 5%

- Decreasing Aging Stocks below 4%

- Renegotiating payment terms with major vendors & customers

- **Gross Profit Measures**

- Deliberately going away from low profit business lines and transactions

- Investing to high profit margin service & software businesses

- **Capital**

- Divestment of Paynet supporting Capital Structure



# Redington Turkey

## A Value success story to create sustainable growth and drive Geo expansion



### Focused Software business model

- Recurring SW & Subscription revenue to drive sustainable growth
- Diversified SW & Solution vendor portfolio with max 25% single-vendor
- Exclusive distribution for top SW brands
- No inventory costs, lean operations



### Financial Performance

- 20+% revenue and 40+% PAT growth over the last 3-yrs
- Deliver 2+% PAT over the last 3-yrs
- Growth outpaces Turkey's GDP by 2x over the last 10-yrs



### Evolution of Redington Turkey Business

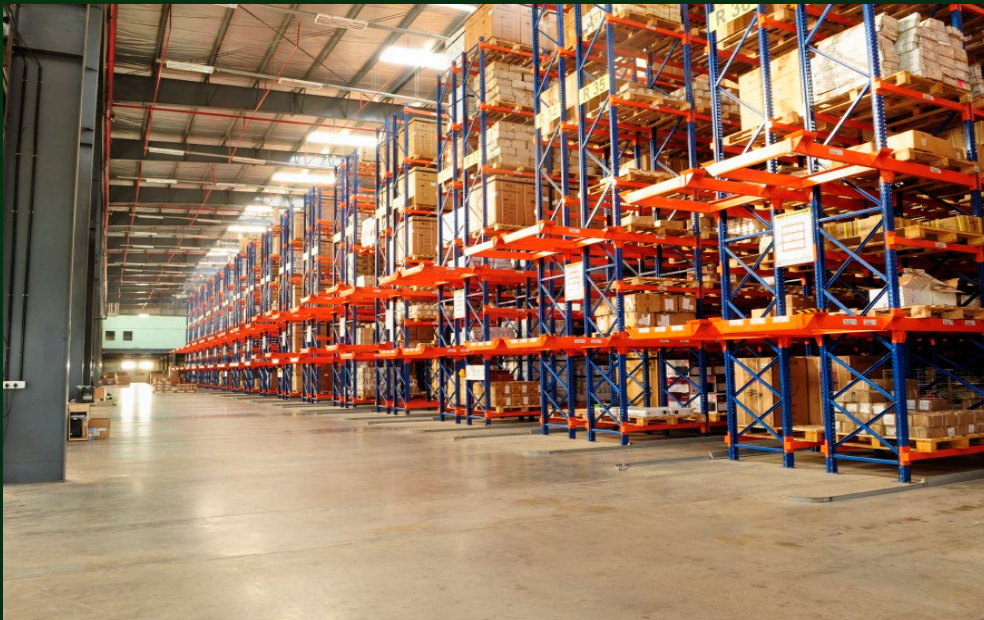
- From 40M USD to 150M+ USD revenue business
- From a single-vendor distributor to 35+ brands with hedged portfolio
- From only-Turkey operations to Turkey & CIS hub expansion



## **Vijaya Raghavan** **CEO, ProConnect Integrated Logistic**

Vijaya Raghavan is a seasoned professional with an illustrious 26-year career dedicated to financial excellence and strategic leadership. He has been an integral part of the group for 14 years. As CFO for ProConnect since 2022, Vijay has played a pivotal role in shaping the company's financial strategies and operations. He brings a depth of experience and a proven track record of success to his role as the CEO of ProConnect Integrated Logistics.

## ABOUT US



**600+**

Employees across regions (India, UAE & KSA)

**881+**

Customers

**201**

Warehouses

**~9.8Mn**

Space in Sqft

**4000 +**

TEU Sea freight  
annually

**2000+**

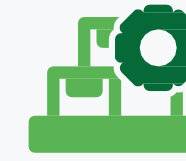
Tonn Air freight  
annually

**150000+**

Tonnes Stock  
annum

**160000+**

SKUs Handled



## Service & Solutions Company

- An Integrated 3PL service provider having presence in India, UAE and KSA
- Contract Logistics and Secondary transporter for IT Telecom, FMCD, e-Commerce and FMCG Brands
- Mission Critical Services for Medical, Banking and other critical spares
- ISO 9001-2015 Certified by TUV Nord



## Financial Performance

- Double digit Operating Profit
- Captive Business for last three years is 23-25% (India) ; 34% (Overseas)
- In last 10 years Revenue grew at CAGR of 25%, EBITDA at 23% and PAT at 17%.

## Market Trends

- Investment in Space/ Infrastructure
- Green Logistics
- AI Based Demand Forecasting and Route/ lane mapping

**Organised player's market share to grow from 6% to 15 % by FY29**

## ProConnect Responses

### Infra Investments

- Invested in Qcomm Infrastructure
- State of the Art Automated & Green Warehouse in Saudi

### Solution orientation

- Vertical focused Solution Team
- Service provider to Strategic Partner

### Change in Business Model

- Cost Per Unit instead of Cost Plus
- Customer specific Dashboard for Key Performance Indicator (KPI) Monitoring

### Critical & Last Mile Delivery

- Showcase Warehouse for Mission Critical Services
- Bikers and EVs deployed (Green Logistics)

# Value Proposition

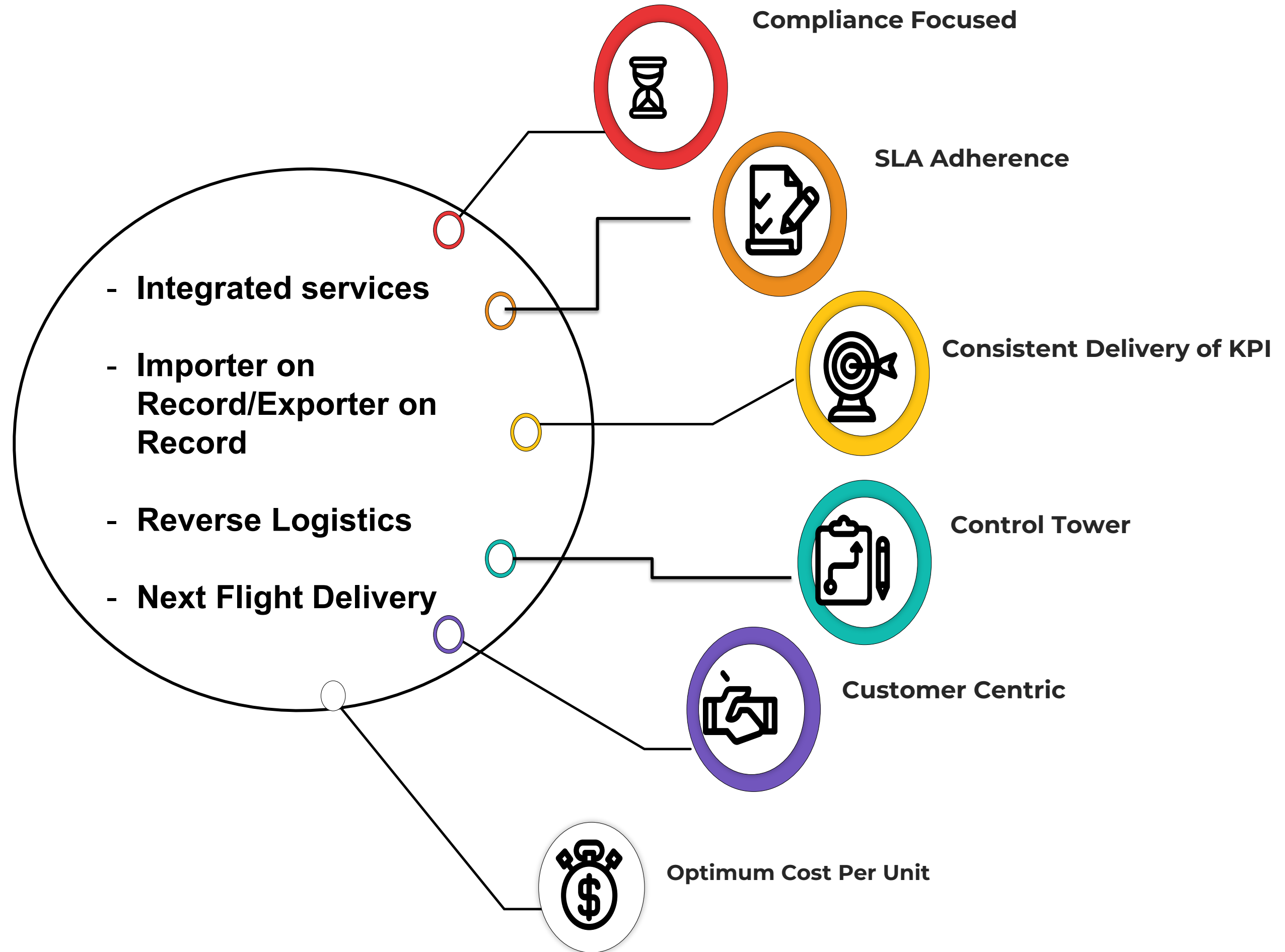
Speed

Accuracy





Visibility

Optimised Cost

Strong Vendor Base



# Focus Area

Area	India	Overseas
 <b>Geo Expansion</b>	<b>Tier 2 and Tier 3 cities</b>	<b>Bahrain, Saudi, Kuwait, Oman, Qatar</b>
 <b>Vertical Expansion</b>	<b>Pharma, Auto &amp; Chemical</b>	<b>Apparels &amp; E-commerce</b>
 <b>Technology</b>	<b>Control Towers &amp; Integrated Software</b>	<b>Automated warehouse</b>
 <b>Service Segment</b>	<b>Mission Critical Services</b>	<b>3PL and B2C</b>

# Brands Associated

## India

## Overseas

Information Technology	Fashion & Lifestyle	FMCD	Auto & Industrial	Telecom	Electrical and Electronics	Logistics	FMCG/FMCD	Engineering	Construction
Redington BenQ DYNACONS SONICWALL	AJIO Myntra TRENDS meesho	SAMSUNG ELECTRONICS HAVELLS IFB LX Pantos	ASHOK LEYLAND CAT JK Fenner HONDA POWER PRODUCTS CRI	indus TOWERS oppo vodafone SUN DIRECT	brother at your side NOVATEUR RESEARCH SOLUTIONS TOSHIBA Prestige LAVA SKYNET socomec Innovative Power Solutions	DHL Bahri Logistics Drydock's World Panasonic	LANDMARK GROUP LuLu PAN HOME	ArcelorMittal +GF+ CORYS Epta	AL SHUMOOKH GROUP
Mission Critical	E Commerce	Healthcare	Wellness & Skincare	Pharma/ e Pharma	Others	Industrial products	Lifestyle	Oil & Gas	Chemical
FlashGlobal Hitachi Koki HiKOKI SIEMENS Base Logistics GOODWE PerkinElmer	amazon STOREKING zepto	gsk GSK CONSUMER PRODUCTS GE Healthcare HERBALIFE NUTRITION	Nestle Johnson & Johnson MEDICAL bajaj CONSUMER CARE MeadJohnson Nutrition	Reckitt Benckiser Carestream	3M GILBARCO VEEDER-ROOT WORKSTORE	Dhofar Global ZETA LUMEN NOVA STAR	APPAREL GROUP mapyr	Air Liquide KAEFER	SOUDAL







## **Serkan Kutlu** **Global, Chief Strategy Officer**

Serkan is a seasoned executive with extensive experience in the IT, telecommunication and business consulting sectors. At Redington, he plays a pivotal role in defining global corporate strategy, identifying both organic & inorganic opportunities, leading the development of innovative business models and supporting key strategic growth initiatives.



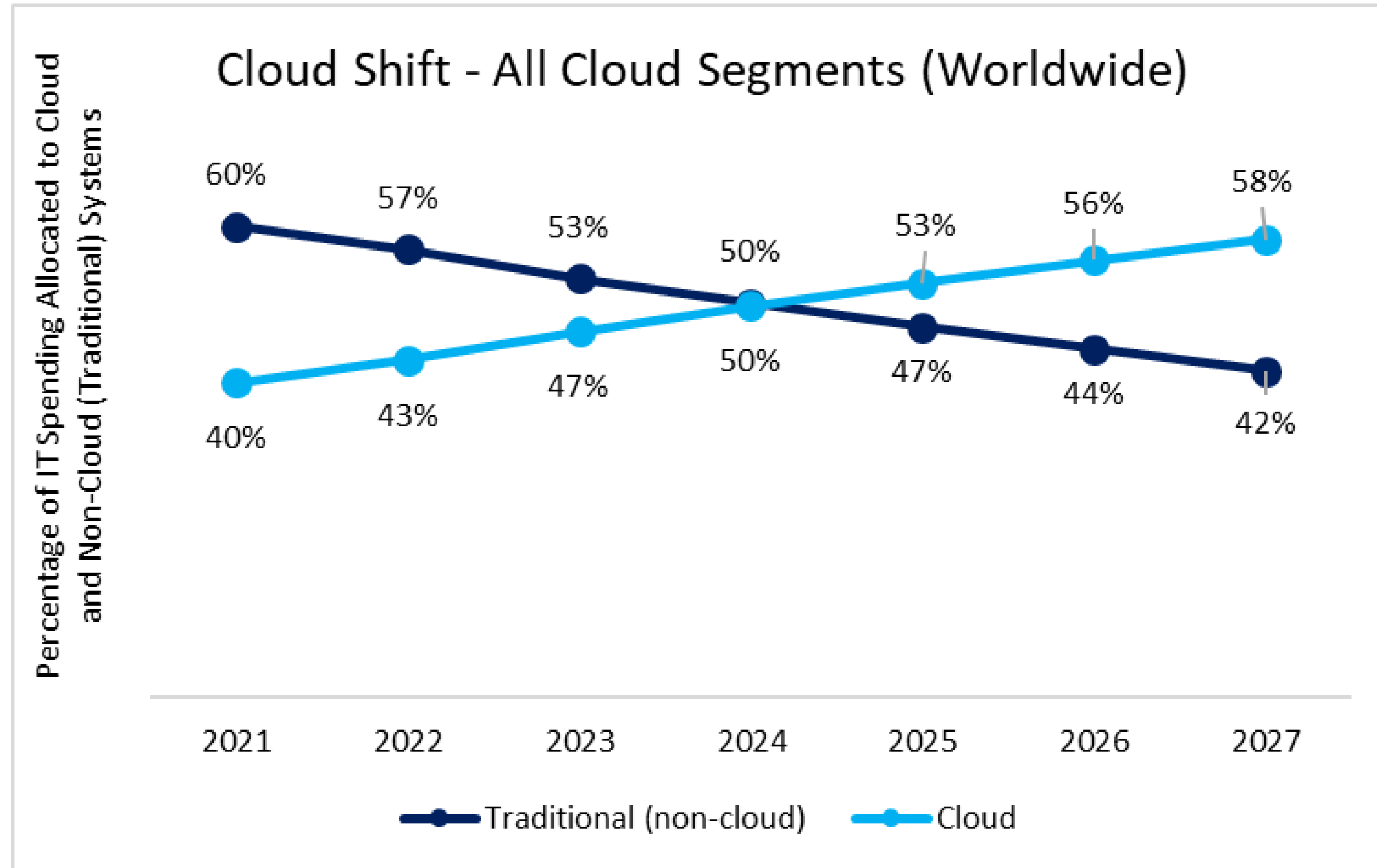
# Key Technology Trends

Trends	Growth (CAGR %)	Impact: Customer Perspective
 Hybrid Cloud	<b>INDIA</b> 16% (2022-28) <b>MEA</b> 19.7% (2024-32)	<b>Shift to Subscription &amp; Consumption Models</b> <ul style="list-style-type: none"><li>• Cloud scales efficiently without large upfront cost investments.</li><li>• Adapts dynamically to workloads with flexible pay-as-you-go model.</li></ul>
 Artificial Intelligence	<b>INDIA</b> 25-35% (2024-27) <b>MEA</b> 44.8% (2024-30)	<b>AI Demand Acceleration</b> <ul style="list-style-type: none"><li>• From smartphones to cloud, AI encompasses and integrates across every tech and business function.</li><li>• AI-driven innovations are unlocking new revenue streams and enhancing operational efficiency.</li></ul>
 Cyber Security	<b>INDIA</b> 13.3% (2024-29) <b>MEA</b> 9.8% (2024-32)	<b>Cybersecurity &amp; Digital Infrastructure Boom</b> <ul style="list-style-type: none"><li>• Growing cyber threats necessitate robust security measures.</li><li>• Cybersecurity requires resilient digital infrastructure, leverages on AI and ensures continuity in a highly connected environment.</li></ul>
 Sustainability Tech	<b>INDIA</b> 25-30% (2022-27) <b>MEA</b> 8.4% (2022-27)	<b>Sustainability &amp; Circular Economy Focus</b> <ul style="list-style-type: none"><li>• Tech investments are increasingly driven by sustainability goals.</li><li>• Circular economy supports responsible, long-term growth.</li></ul>

Source: IDC

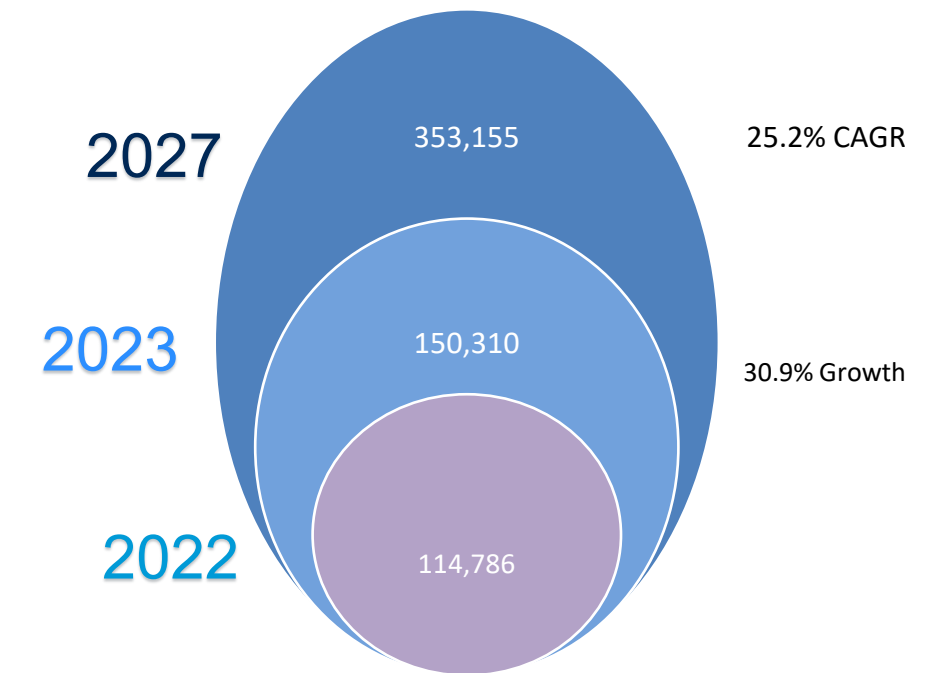
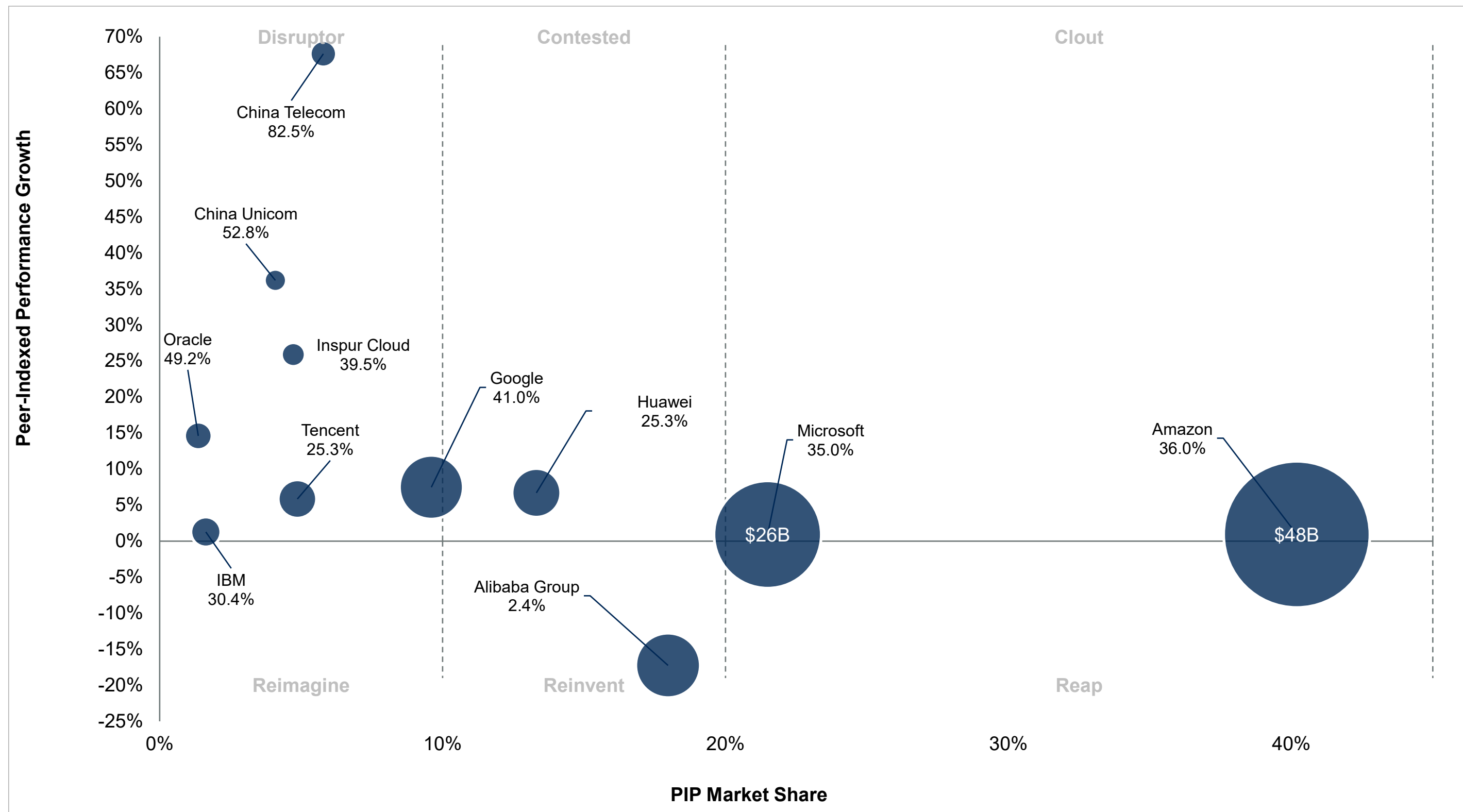
# Cloud Shift | Global View

Forecast: Public Cloud Services will surpass \$1T in 2026



# Cloud Shift | Hyper-scalers

## Hyper-scalers Are the New Center of Gravity

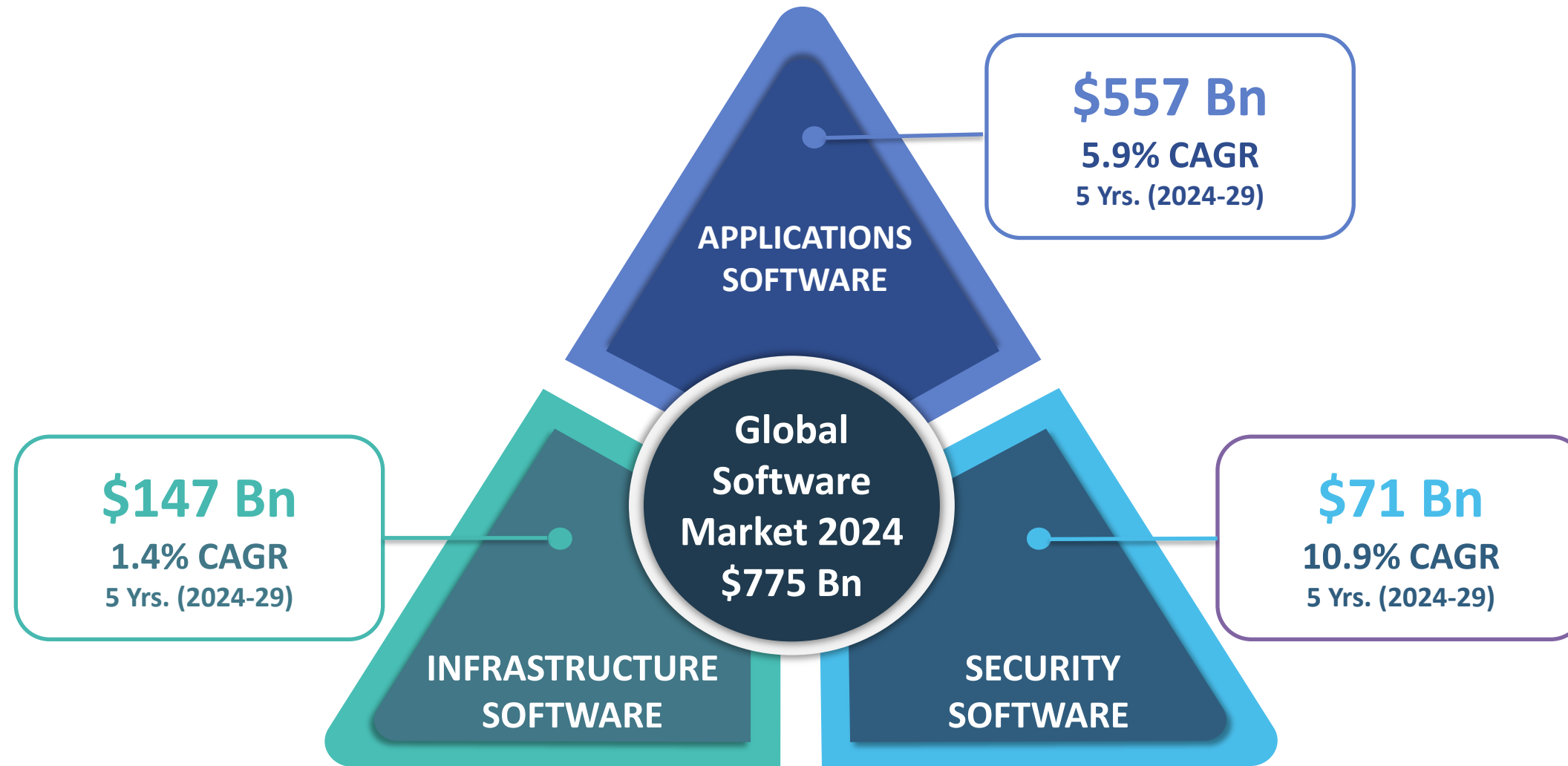


Strategic alignment with Cloud hyper-scalers is critical.

**Hyper-scalers need partners** to extend capabilities across industries, horizontals and technologies.

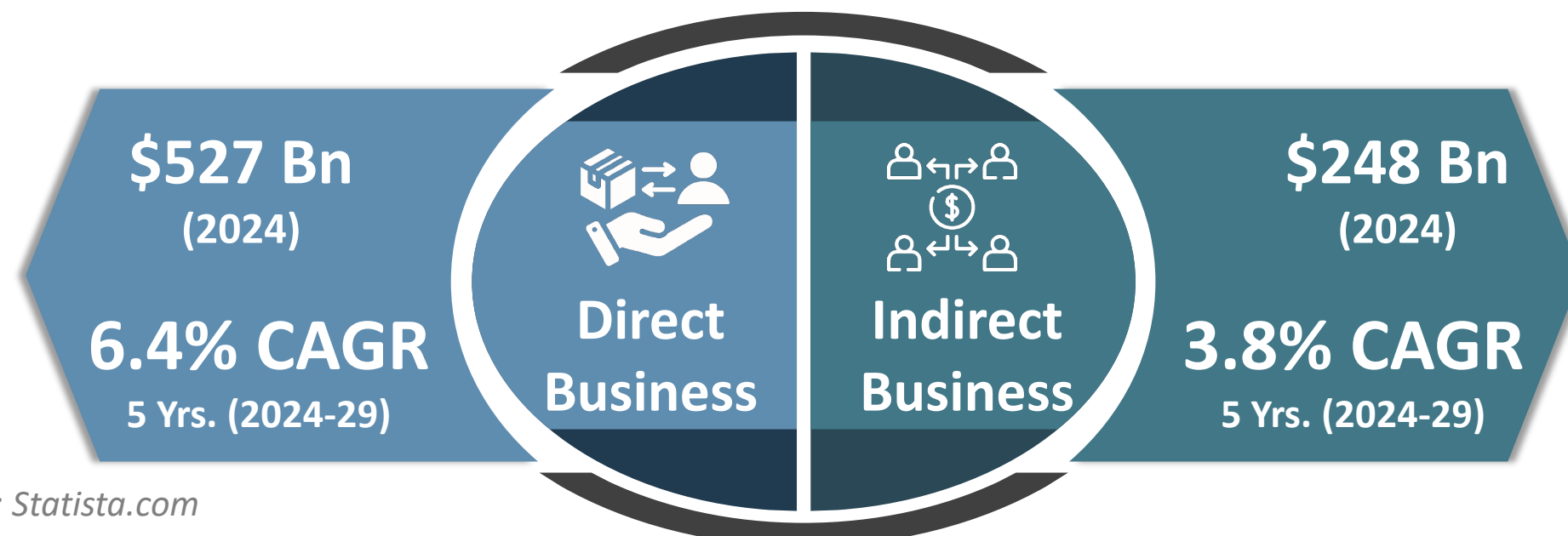
# Overview of Software Market

## Overall Market Segmentation 2024



- Market Size: \$775 Bn**
- Enterprise Software: \$300 billion**
- Growth Rate: CAGR of 5.6%, reaching approx. \$1020 billion by 2029.**

## DISTRIBUTION CHANNELS



Source: Statista.com

# Market Opportunity

## 2024

Global IT spend growth

6.8% 

India

11.1% \$138.6Bn 

MEA

6.4% \$183.4Bn 

### Markets



#### India

- Thriving tech hub
- Rapid digital adoption



#### ME

- KSA: Vision 2030
- UAE: AI leadership



#### Africa

- Fast Forwarding Biz Models
- Booming fintech ecosystem
- Mobile-first market



#### Turkey

- Rising digital consumption



#### Asean

- Digital transformation
- Rapid urbanization

### Opportunity

- A massive \$140B IT market driving innovation.
- India's wealth growth fuels premiumization in consumer tech and enterprise solutions.
- Startup ecosystem expands, driving ISV innovation and SaaS acceleration.
- Global Competency Centres (GCCs) scale India's role in AI, cloud, and enterprise IT.

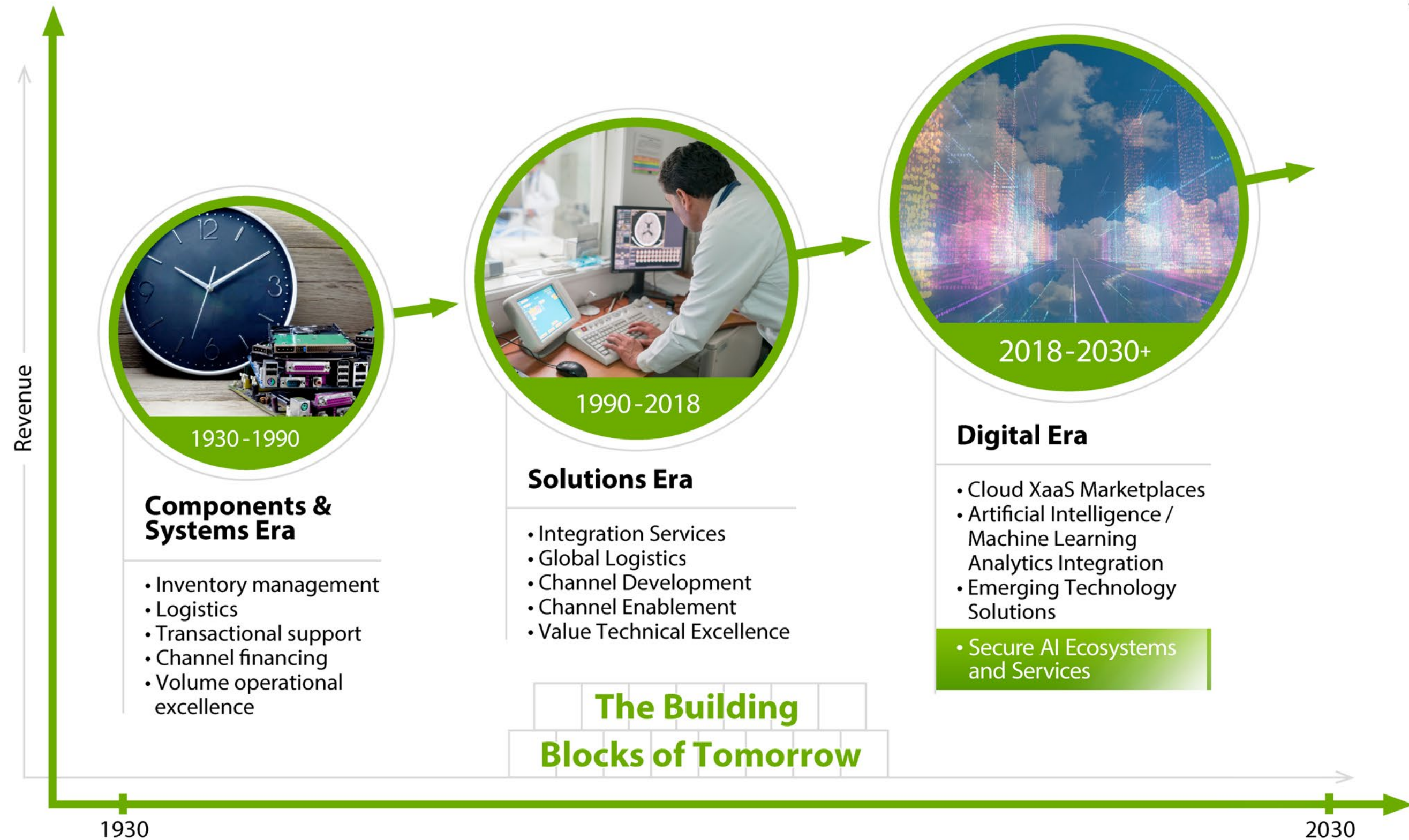
- Economic diversification (beyond oil) accelerates tech and innovation growth.
- KSA emerges as a regional attraction center for global tech giants to establish R&D and manufacturing facilities.
- Solely AI is projected to contribute approximately 13.6% to the UAE's GDP by 2030, equating to around \$96 billion.

- Fintech Boom – Leapfrogging traditional banking (M-Pesa success).
- High Smartphone Adoption – Driving fintech & digital services growth.
- Cloud fuels SME growth with 25-30% adoption, enabling digitalization.
- Saudi & UAE invest in Africa, focusing on talent development and infrastructure.

- Tech sector stays resilient despite macroeconomic pressures.
- Enterprise SW and cloud adoption grow steadily, unaffected by market fluctuations. (expected compound CAGR of 15+% for SW and Cloud till 2028.)
- Launchpad for CIS countries

- Southeast Asia's digital economy is projected to reach \$1T by 2030.
- Rapid urbanization drives ASEAN's digital surge, with cloud pivotal.

# Evolution of the Distribution Landscape



## Digital Era

- ❖ From Physical Supply Chain to Cloud & Digital Ecosystems
- ❖ From Product Distribution to Customer-Centric, Service-Led Solutions
- ❖ From Standard IT Offerings to Emerging Tech Solutions: AI, Cybersecurity, and Green Tech





**V.S. Hariharan**  
**Managing Director & Group CEO**

**Shaping the Future**



**Redington  
Company  
Strategy  
Pillars**



**Sustainable  
Profitable Core**

---



**Accelerate  
Business Growth**

---



**RTM/Biz Model  
Transformation**

---



**Power of  
"One Redington"**

---



# Redington Core Business – Adjacencies & Growth Areas



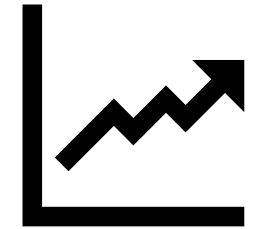
**MOBILITY SOLUTIONS**

Premium phone segment

AI enabled smartphone

Wearables

Up country penetration



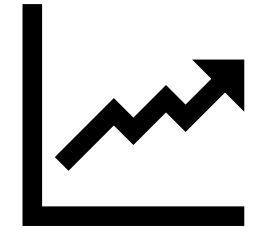
**END POINT SOLUTIONS**

Emerging Prof. solutions

AI PC with good use cases

Gaming

PC for Mass market



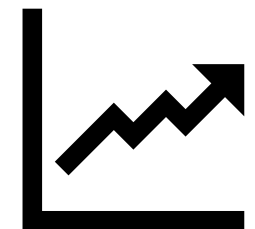
**TECHNOLOGY SOLUTIONS**

Networking Solutions

Hyper converged Solutions

Security Solutions

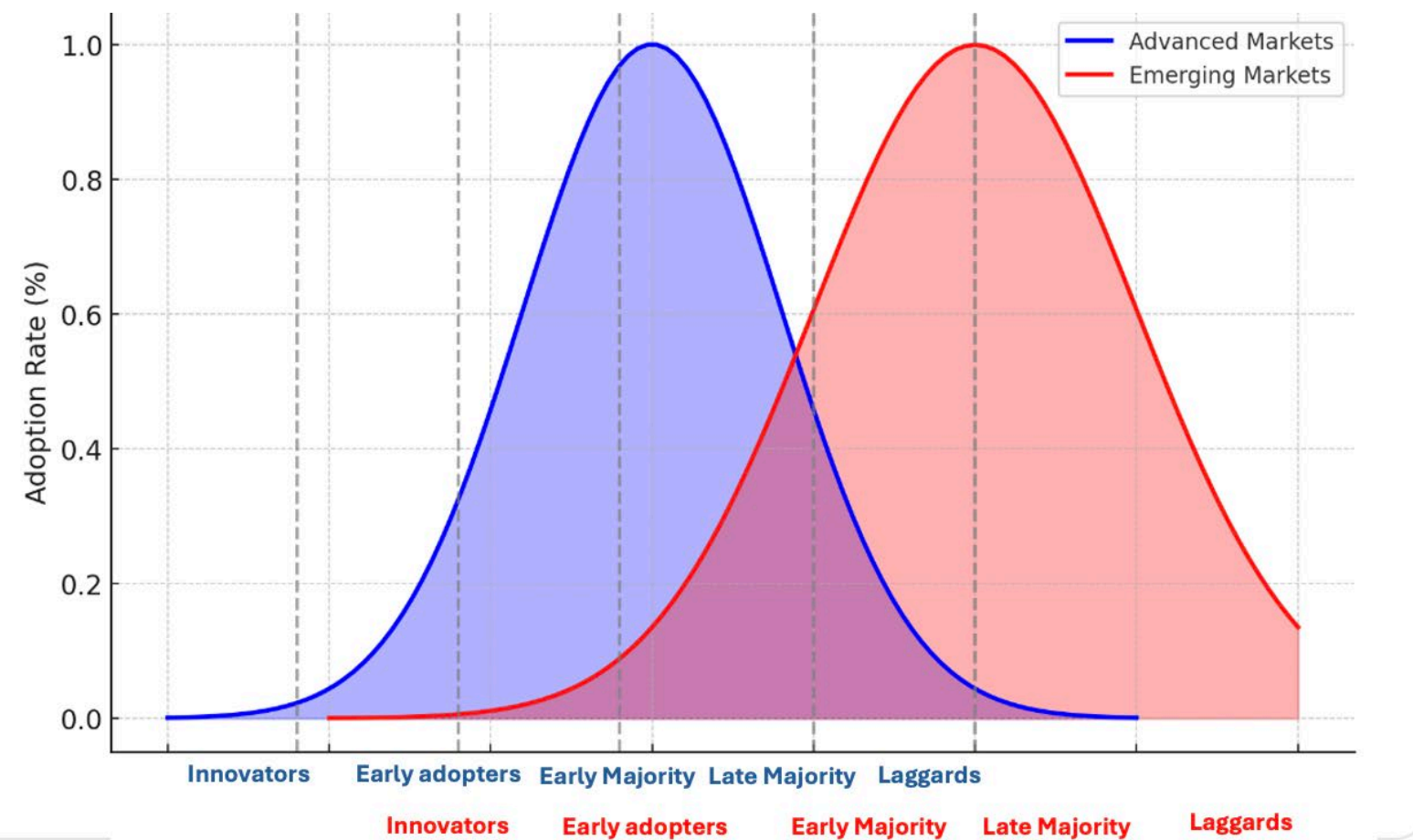
On Prem IAAS



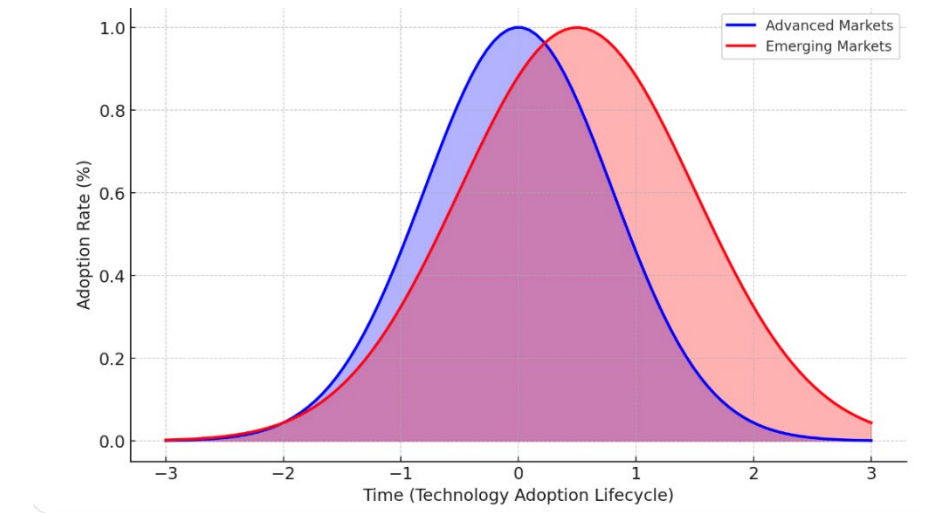
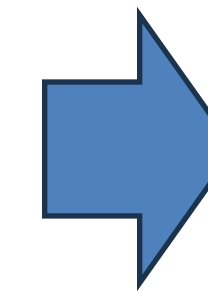
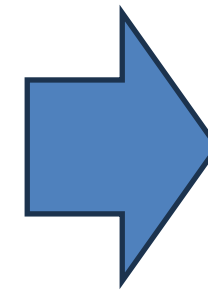
**AI enabled Solutions all across the core business segments**

# Technology adoption cycle : Impact on emerging markets

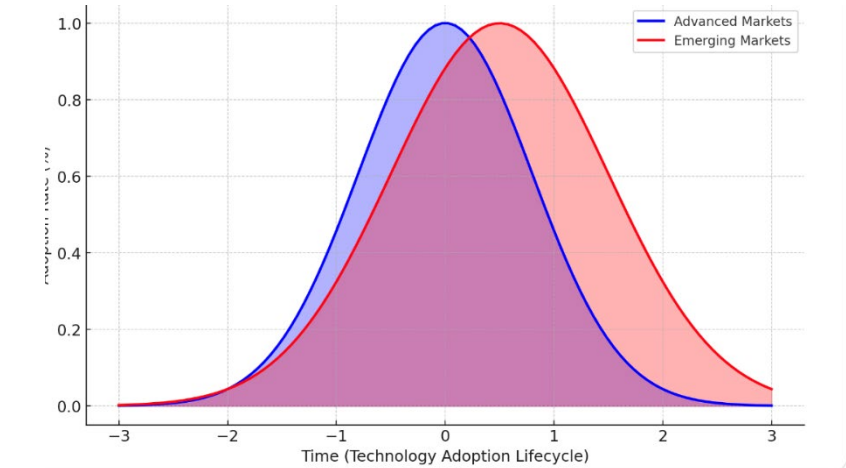
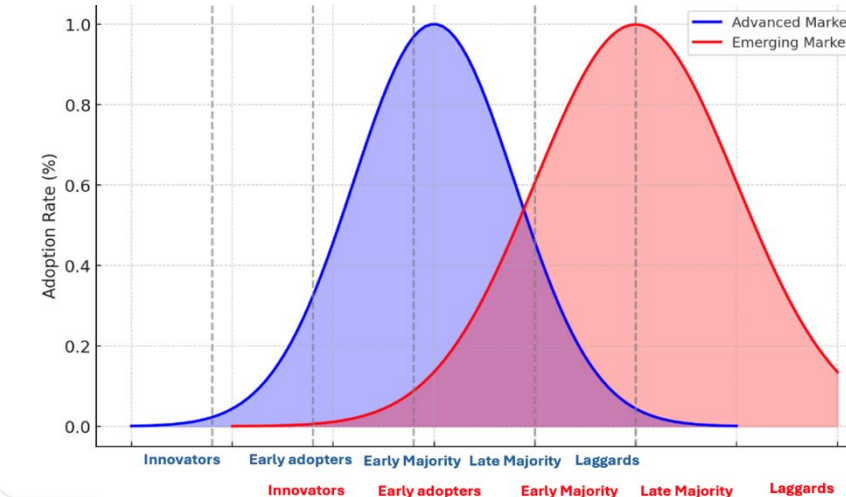
## Advanced vs Emerging Markets



Lagged evolution due to barriers



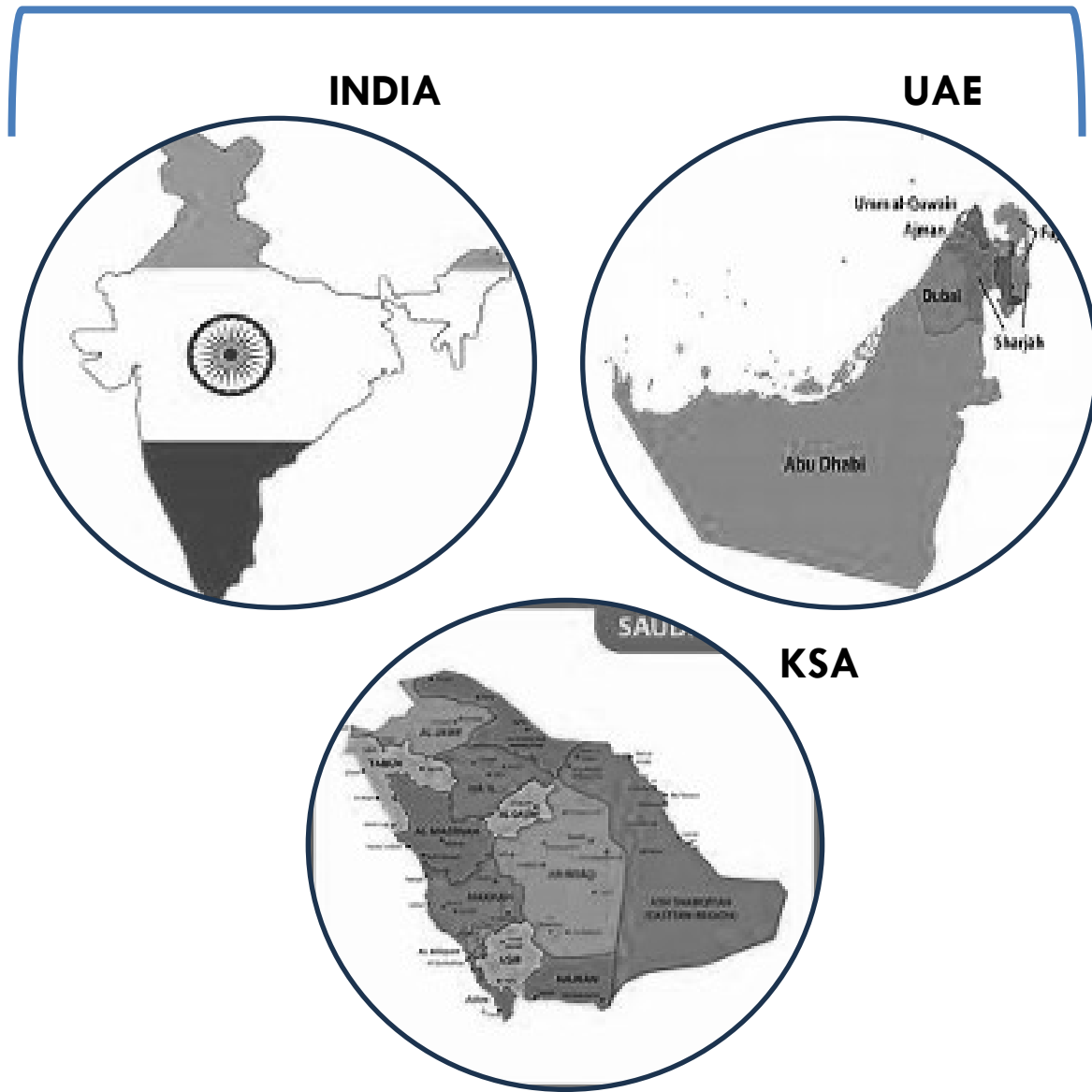
Over time the gap is narrowing  
in some of our markets



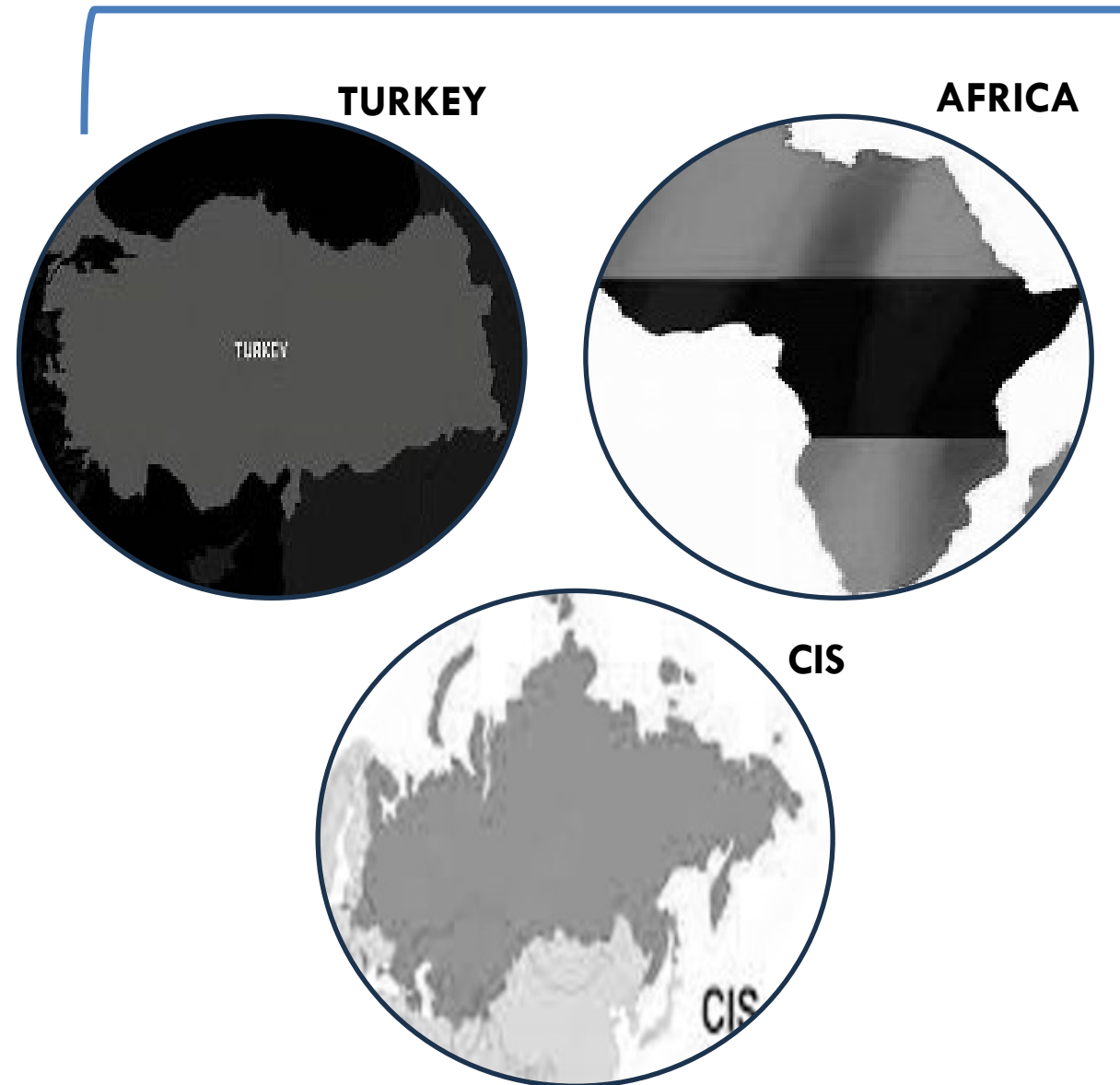
We need to manage these two  
markets differently

# Accelerating Business Growth in our Geographies

## GROWTH GEOGRAPHIES (GROW AS FAST AS MARKET)



## EMERGING GEOGRAPHIES (BALANCE RISK AND RETURN)



## NEW GEOGRAPHIES (FOCUSED APPROACH)

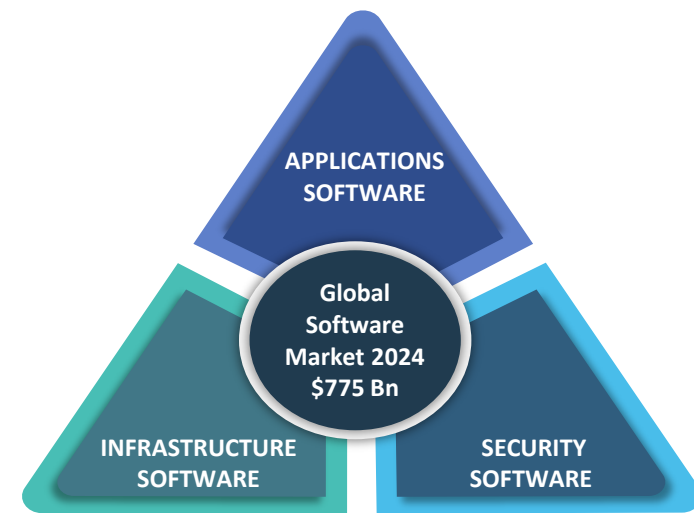


**FOCUS ON EMBRACING DIGITAL  
TECHNOLOGIES  
UNIQUE RTMS THAT CAN BE  
SCALED/LEVERAGED**

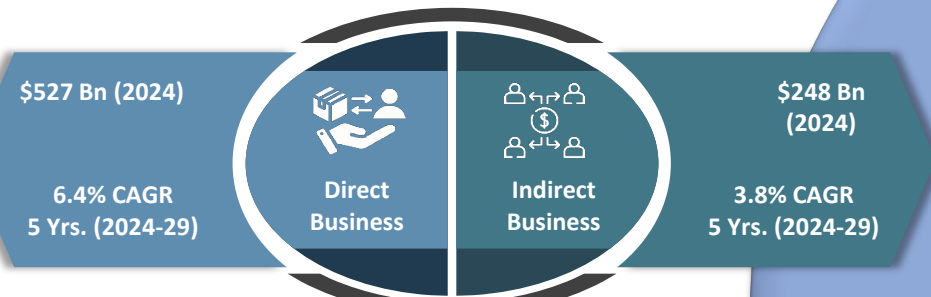
**LOCALIZED GO TO MARKETS  
ALTERNATE BUSINESS MODEL**

**CLOUD /XAAS BUSINESS  
PROFESSIONAL SERVICES**

# Cloud Business & XaaS – Addressable opportunities for Distribution

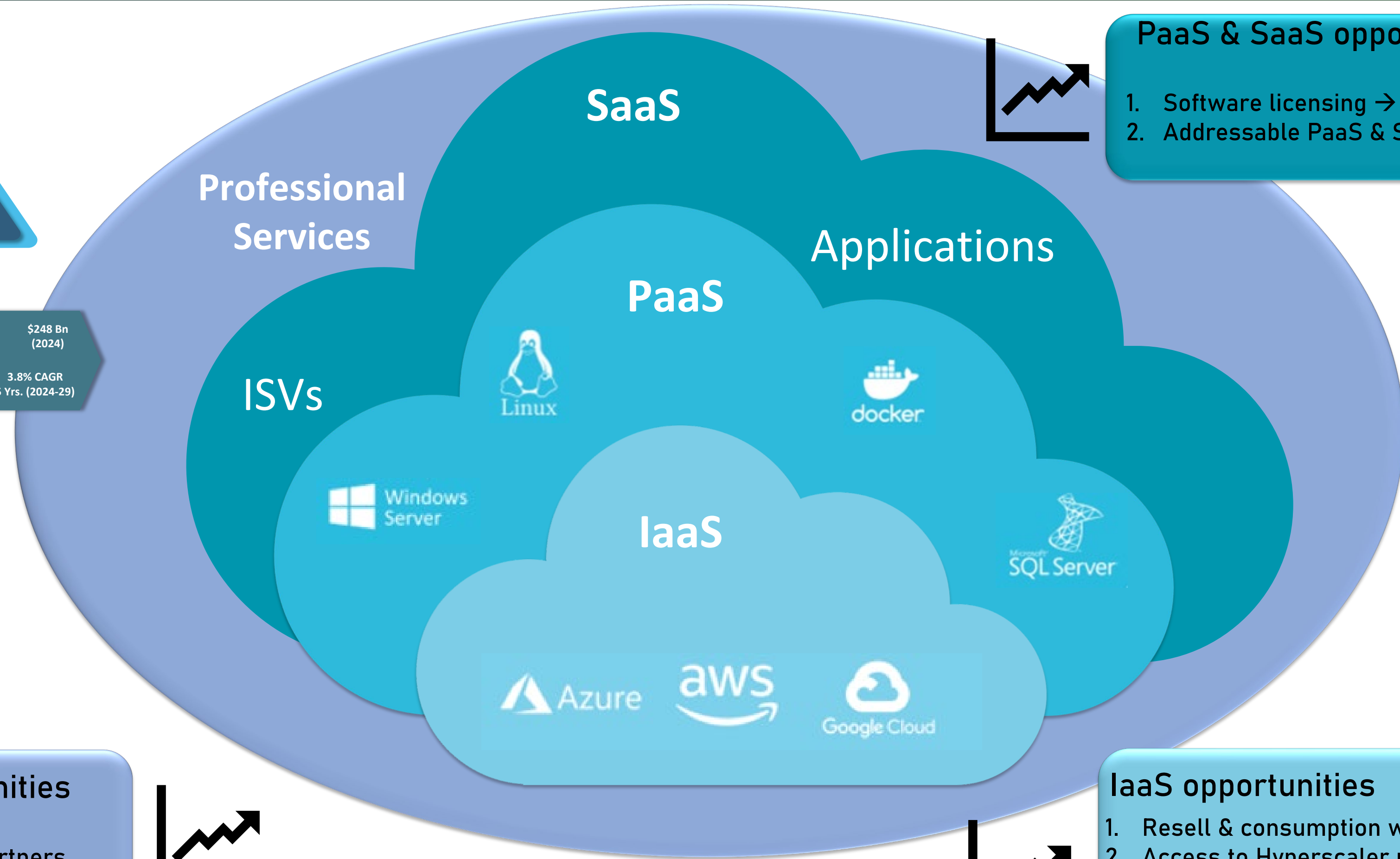


DISTRIBUTION CHANNELS



## Market Opportunity

PaaS – Platform as a service  
SaaS – Software as a service



### PaaS & SaaS opportunities

1. Software licensing → Subscription
2. Addressable PaaS & SaaS growing

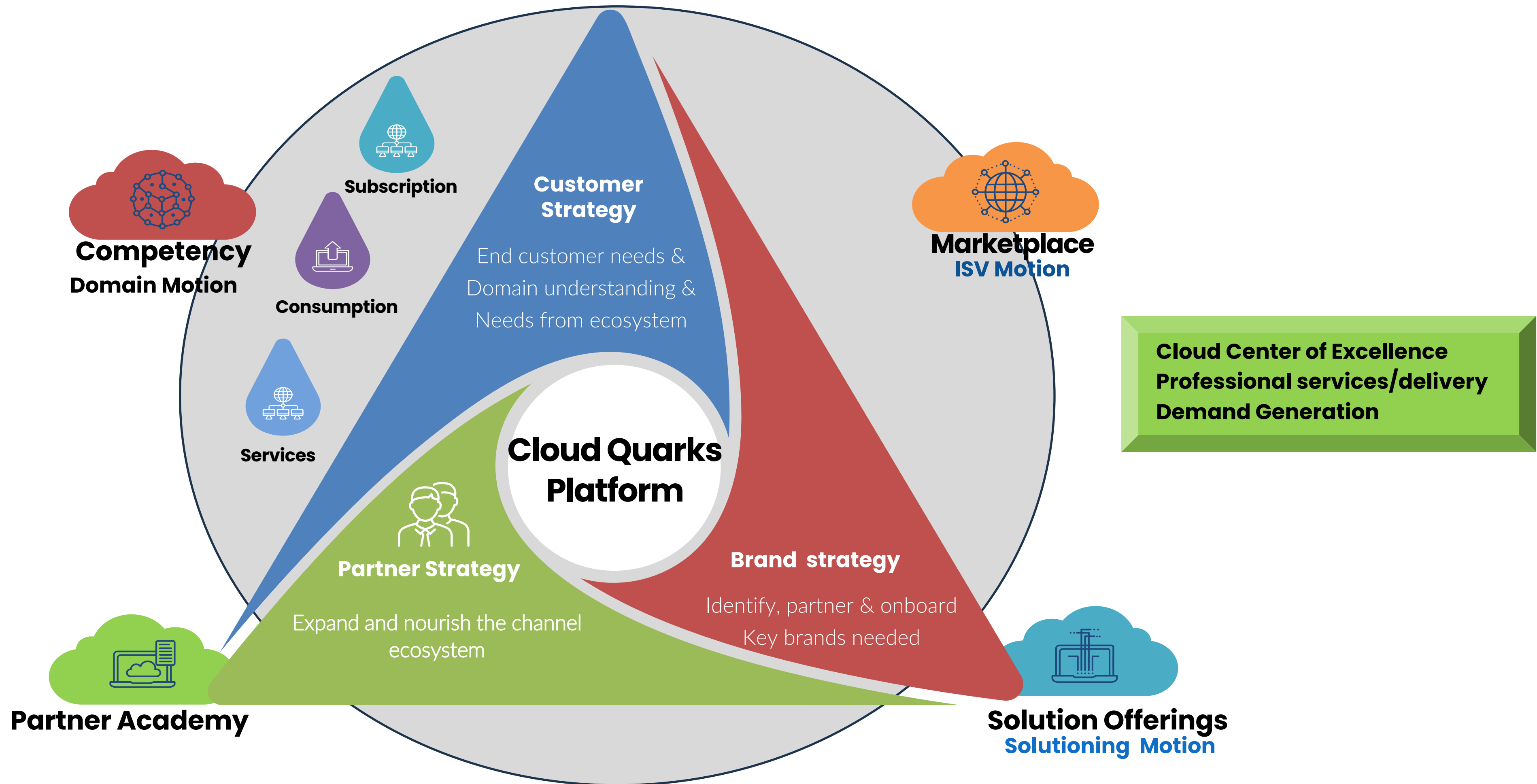
### Prof Services opportunities

1. Build competency in house
2. Build capability through partners
3. Ecosystem of B2B delivery partners

### IaaS opportunities

1. Resell & consumption w/Hyperscaler
2. Access to Hyperscaler marketplace
3. Create stickiness with ecosystem

# Cloud Business & XaaS – How we bring the constituents together



# Where can Redington innovate and create value



**A successful story of inhouse incubation to divestment**

**Many revenue generating incubations (with IP) inside the company to enhance our business**



**Managed Security Services through our 2 tier partner ecosystem**



**Affordable solution to automate workflows using agents, robots**

**AI Pilots**

**Demonstrate the utility of novel tech to solve real world problems**

# Redington Company Strategy



## Sustainable Profitable Core

---

Drive adjacency  
In Core Business

Create Operational  
efficiencies within  
Core business



## Accelerate Business Growth

---

Grow Cloud and XaaS  
Business

Take advantage of key  
trends by Geography

Innovation leading  
To value creation



## RTM/Biz Model Transformation

---

Scale Redington created  
Routes to Market

Alternate Business models  
for some geographies



## Power of "One Redington"

---

ESG Strategy & Roadmap

Leverage best practices  
across Redington



## **Professor J. Ramachandran: Chairman of the Board**

Professor Ramachandran serves as the Chairman of the Board at Redington, providing strategic leadership and oversight. His expertise guides the company towards achieving its vision and goals.



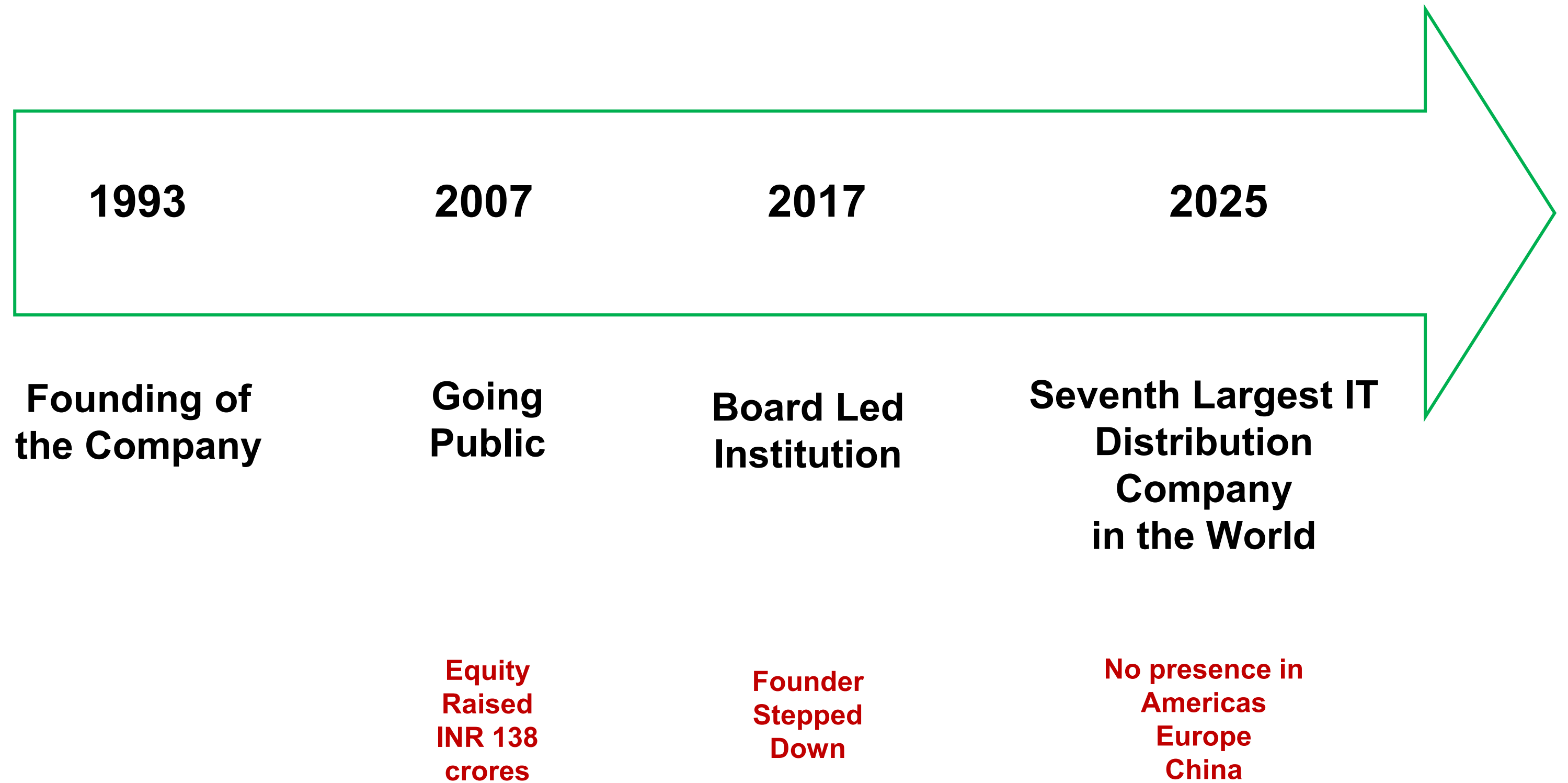
# Governing Redington

## A Board Led Institution



# The Redington Journey

## Important Milestones



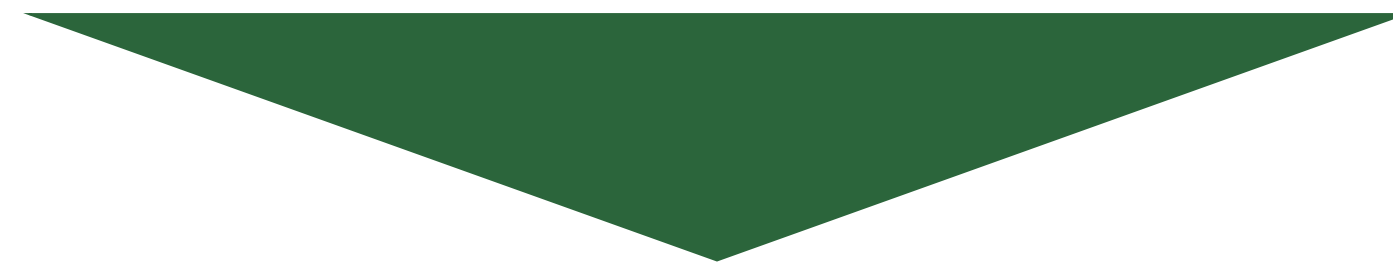
# Governing Redington

---

The **Big** Change

2017

Founder Managed



Board Led Institution



# Governing Redington

---

Board Led  
Institution

2017

Is being “Promoter-Less” a handicap?

*The General Belief:*

*A company needs a promoter who is interested in the business*



# The Redington Journey

1993

2007

2017

2025



Founding of the Company

Going Public

Board Led Institution

7th Largest IT Distribution Company Globally

## Financial Performance

	FY07	FY17	FY24	YTD24-25
<b>REVENUE</b>	8,667	39,736	89,610	73,052
<b>PAT</b>	102	464	1,219	939
<b>MARKET CAP</b>	1,067	4,400	16,277	19,513

The Growth Funded from Operational Surplus.

**No Fresh Equity Raised**



# Board Led Institution

---

## Governance Philosophy



# Board Led Institution

---

## Governance Philosophy

**Redington First**



# Governance Philosophy

---

## Guiding Principle #1

**Profitable Growth**





# Governance Philosophy

---

## Guiding Principle #2

# Build to Last

Manage for the  
long term



# Governance Philosophy

---

## Guiding Principle #3

**Socially Sensitive**



# Governance Philosophy

---

## Guiding Principle #4

# Board **Composition** Stable Change



# Board Composition

Stable  
Change

## 2007

Professor J Ramachandran  
(Chair and Independent Director)

R. Srinivasan  
(Founder and Managing Director)

Raj Shankar  
(Non-executive Director)

Huang Chi Chen  
(Non-executive Director - Synnex)

Hu Jia Lung  
(Non-executive Director - Synnex)

R. Jayachandran  
(Non-executive Director)

R. Vijayaraghavan  
(Independent Director)

Steven A Pinto  
(Independent Director)

M Raghunandan  
(Whole-time Director)

## 2017

Professor J Ramachandran  
(Chair and Independent Director)

Raj Shankar  
(Managing Director)

Shu-Chyuan Tu  
(Non-executive Director - Synnex)

Lin Tai-Yang  
(Non-executive Director - Synnex)

Udai Dhawan  
(Non-executive Director)

B. Ramaratnam  
(Non-Executive Director)

Keith Bradley  
(Independent Director)

VS Hariharan  
(Independent Director)

Suchitra Rajagopalan  
(Independent Director)

E H Kasturi Rangan  
(Whole-time Director)

## 2025

Professor J Ramachandran  
(Chair and non-executive Director)

VS Hariharan  
(Managing Director\* & Group CEO)

Shu-Chyuan Tu  
(Non-executive Director - Synnex)

Yi-Ju Chen  
(Non-executive Director - Synnex)

B. Ramaratnam  
(Independent Director)

Anita Belani  
(Independent Director)

Sudip Nandy  
(Independent Director)

S.V. Krishnan  
(Finance Director – Whole time)

\* Approved by Board, Shareholder approval pending



# Board Led Institution

## Founder Managed Phase

## Board Led Institution

2007 - 2017

2017 – Till Date

## Shareholder Returns

<b>Cumulative Profits</b>	3,035	7,557
<b>Buy Back</b>	-	~139 (Equity raised in 2007: 138 crores)
<b>Cumulative Dividends</b>	558	2578
<b>Market Cap Growth</b>	~3400 crores	~14,000 crores

	<b>Worth in March 2017</b>	<b>Worth Today</b>
<b>Investment of Rs 100 in 2007</b>	453	1,874
<b>Investment of Rs 100 in 2017</b>	100	414

Rs. in cr. Unless otherwise stated



# Governing Redington

---

## Role of Synnex Technologies

Is it a **Strategic** Investor?

Or

Is it a **Financial** Investor?



# Governing Redington

**2007**

**FOUNDER GROUP: 44%**

SYNNEX TECHNOLOGIES TAIWAN: 28.3%

CHRYS CAPITAL

T ROWE PRICE

MERRILL LYNCH CAPITAL MKT ESPANA

CITIGROUP GLOBAL MARKETS

**2017**

SYNNEX TECHNOLOGIES TAIWAN: 23.6%

STANDARD CHARTERED PE : 15.3%

ICICI PRU LIFE

HDFC MF

FRANKLIN TEMPLETON

FIDELITY MANAGEMENT & RESEARCH

MORGAN STANLEY

FIAM

DIMENSIONAL FUND

VANGUARD GROUP

BLACKROCK FUND

RELIANCE CAPITAL TRUSTEE

ICICI PRU LT EQUITY FUND

SBI MF

**2025**

SYNNEX TECHNOLOGIES TAIWAN: 24.1%

**HDFC MF**

**FIDELITY MANAGEMENT & RESEARCH**

**ICICI PRU LIFE**

**VANGUARD**

OLD BRIDGE CAPITAL

LSV ASSET MGT

TATA MF

**DIMENSIONAL FUND**

**BLACKROCK FUND**

**FRANKLIN TEMPLETON**

BLEND FUND

RBC FUNDS

MIT FUND

## Ownership Structure Over the Years

Continuing Shareholders since 2007

Continuing Shareholders since 2017

# Governing Redington

---

## Role of Synnex Technologies

Is it a **Strategic** Investor? Or  
Is it a **Financial** Investor?

It is a **Committed** Investor

Committed to the success of the company  
**for the long term**





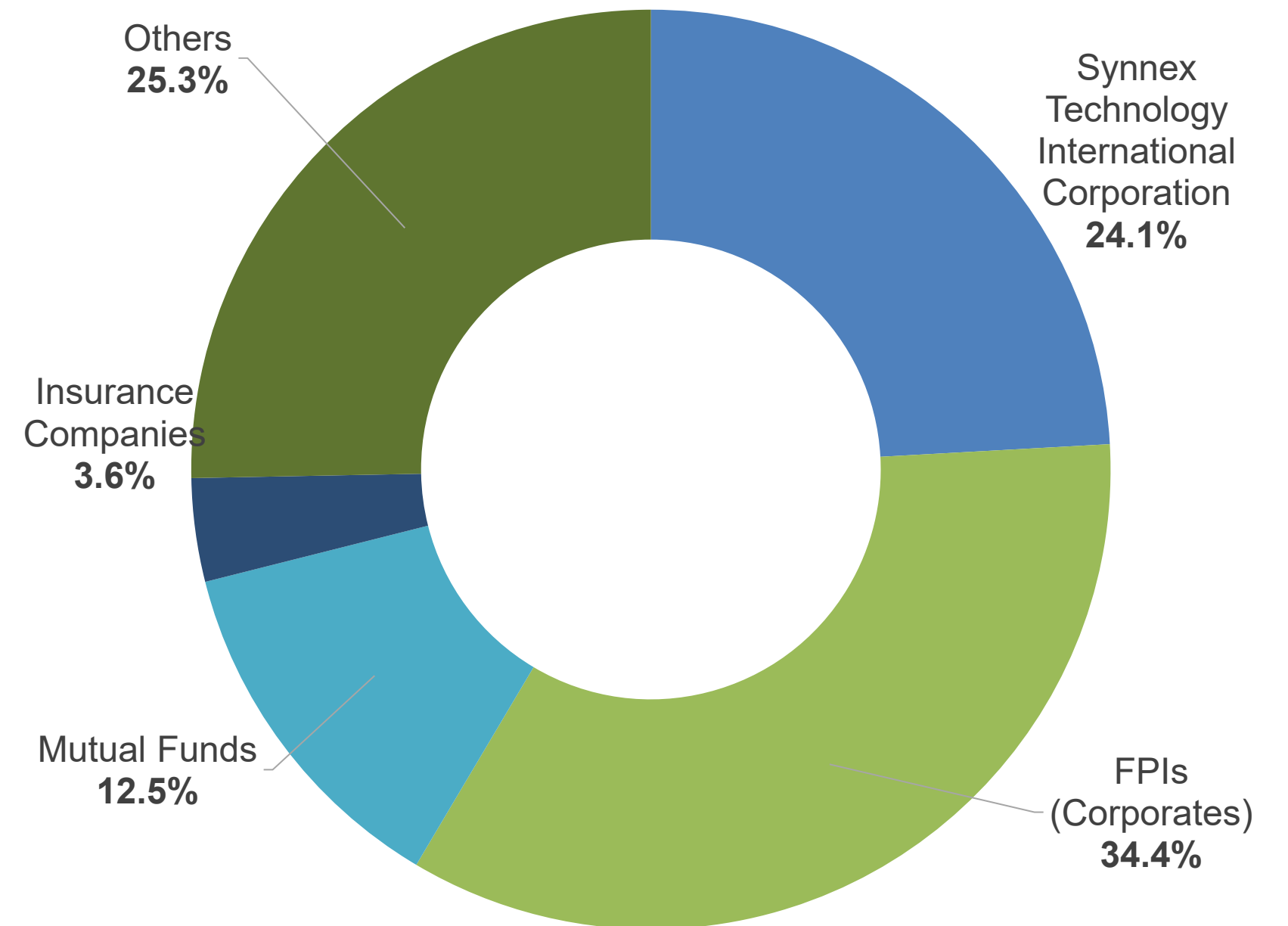
# Governing Redington

## Engaged Shareholders

Shareholding date: 31 Dec 2024

### Shareholding

	2003
	2013
	2017
	2013
	2021
	2019
	2022
	2010
	2010
	2010
	2010
	2010
	2009



# Governing Redington

---

**Committed  
Investor**

## **Sustained Success**

**(Ownership) stability is important**

Enables the Board and the Executive Leadership to negotiate disruptions, that are common in the Tech Industry



## Sustained Success (Ownership) stability is important

Committed Investor

Ownership Changes in the Global Leaders: Last Decade

# 1	Date
Merged with another tech major in USA	2021
Private Equity acquired the company	Jun-20

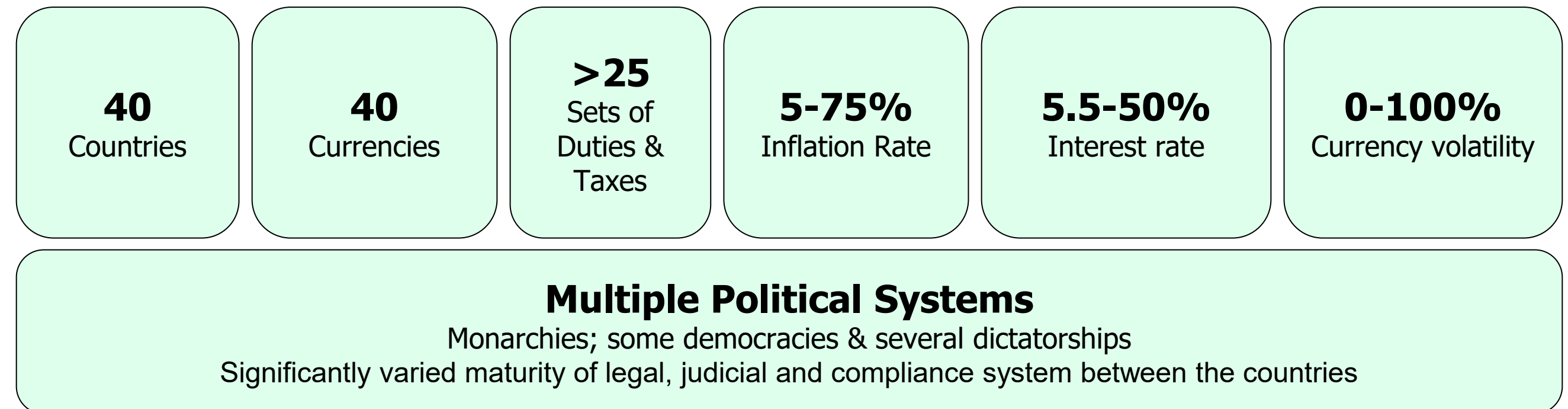
# 2	Date
Relisted on New York Stock Exchange	2024
Ownership changed. Another Private Equity Acquired the company	Jul-21
Delisted after 20 years of listing	2016
Private Equity Acquired the company	2016



# Governing Redington

## Beyond Technology Led Disruptions **Market and Policy Volatility in Emerging Markets**

### The Redington Footprint



**Ownership  
Stability  
Matters**



# Governing Redington

---

## Summary

**Redington is a well governed company**

The Board and the Executive Leadership are  
committed to creating value



# THANK YOU

