S&S POWER
SINCE 1962

S&S PSE

ACRASTYLE LIMITED

HAMILTON RESEARCH

S&S Power Group of Companies

Investor Presentation

FY 24-25

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Agenda

- S&S Power Group Introduction
- Meet our CEOs
- Highlights of Last Year - Corporate Restructuring & Order Book
- 3 Year Strategic Plan
- Summary

S&S Power Group Introduction – An Overview

S&S POWER

S&S Power Switchgear Limited (BSE: 517273, NSE: S&SPOWER), headquartered in Chennai, is a 60-year-old Indian company delivering high-end T&D and Industrial Automation solutions. It has fully owned subsidiaries in India and the UK—SSPSE, Acrastyle, and HART. Starting Feb 2024, the company has completed a corporate restructuring and has inducted a new management team of senior professionals. Operating in the fast-growing Transmission & Distribution (T&D) and Industrial Automation markets, the group is now on a high-growth path.

SSPSE, CHENNAI

S&S Power Switchgear Equipment Limited (SSPSE), established in 1975, is a pioneering High Voltage Disconnector manufacturer based in Chennai, India. With a legacy of 5 decades, it has deployed over 50,000 Disconnectors in 50 countries, serving utilities and industries with reliable and proven solutions and services.

ACRASTYLE, UK

Acrastyle Limited, established in 1962 and based in Ulverston, UK, specializes in providing Protection and Control Panel solutions. Acquired by S&S Power in 1995, the company has an established track record of delivering reliable systems with more than 25,000 units deployed globally.

HART, KOLKATA

Hamilton Research & Technology Private Limited, (HART) established in 1986 and based in Kolkata, India, delivers customized hardware and software solutions tailored for aluminum plants worldwide, leveraging its deep domain expertise. Products include Smart Pot Controllers, Heat Regulation Systems for Anode Baking, and Superheat Measurement Systems.

We stand out due to our superior customer service standards and in-depth engineering expertise. Client-centricity and customization for different site conditions are at the core of our operations. By leveraging our technological prowess, we are poised to provide built-to-suit retrofit solutions to our customers. This not only extends the lifespan of equipment but also lowers their total cost of ownership.

As technology evolves and industries become more complex, we stand well-prepared and future-ready to meet the evolving needs of our clients. We are the S&S Power Group – committed to **Building a Brighter Future**.

S&S Power Group Introduction - Product Portfolio

SSPSE, CHENNAI	ACRASTYLE, UK	HART, KOLKATA
• Double Break Disconnectors (36kV to 420kV) • New 800 kV class Disconnectors under development • Centre Break, Knee type, Vertical break, and Pantograph Disconnectors • R3 Services (Upgrade and Retrofits) • Spares and field services	• Power System Protection & Control products & services • Protection Solutions • Control & Monitoring solutions • Enclosures, kiosks and Accessories • Disconnectors and HV Neutral Earthing Resistor Solutions • Battery /Charging Solutions	• REDCon System for Aluminium Smelters • FIRECon for Anode Baking Furnaces • Customized System Development • Compatible Spares • Automated Voice Systems • On-Site / Off-Site Support • Tailored Industrial H/w and S/w solutions

S&S Power Group Introduction – Board of Directors (SSPSL)

Ashish Jalan
Promoter & Chairman

Ajay Kumar Dhagat
Independent Director

Gayathri Sundaram
Independent Director

Kartik Nitin Sheth
Independent Director

P. Padmakumar
Independent Director

Krishnakumar Ramanathan
MD & Group CEO

Arjun Soota
Director

Ajay Tandon
Director

Vikas Arora
Director

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Meet our CEOs

Krishnakumar Ramanathan

MD & Group CEO, over 30 years of industry experience in Electrical and Electronics industry, former CEO of Siemens Large Drives India Pvt. Ltd., and passionate about leveraging technology and innovation for business growth.

N Balasubramanian

CEO- SSPSE, over 30 years of industry experience in Business Development and Plant Operations with companies like L&T, Siemens and GE.

Vikas Arora

CEO – HART, over 25 years of deep domain expertise in the Aluminium industry, with companies like HINDALCO.

Nicholas Dunn

CEO – Acrastyle (eff. June'25), with over 30 years of industry experience with companies like Schneider, S&C, Tyco and ZIV.

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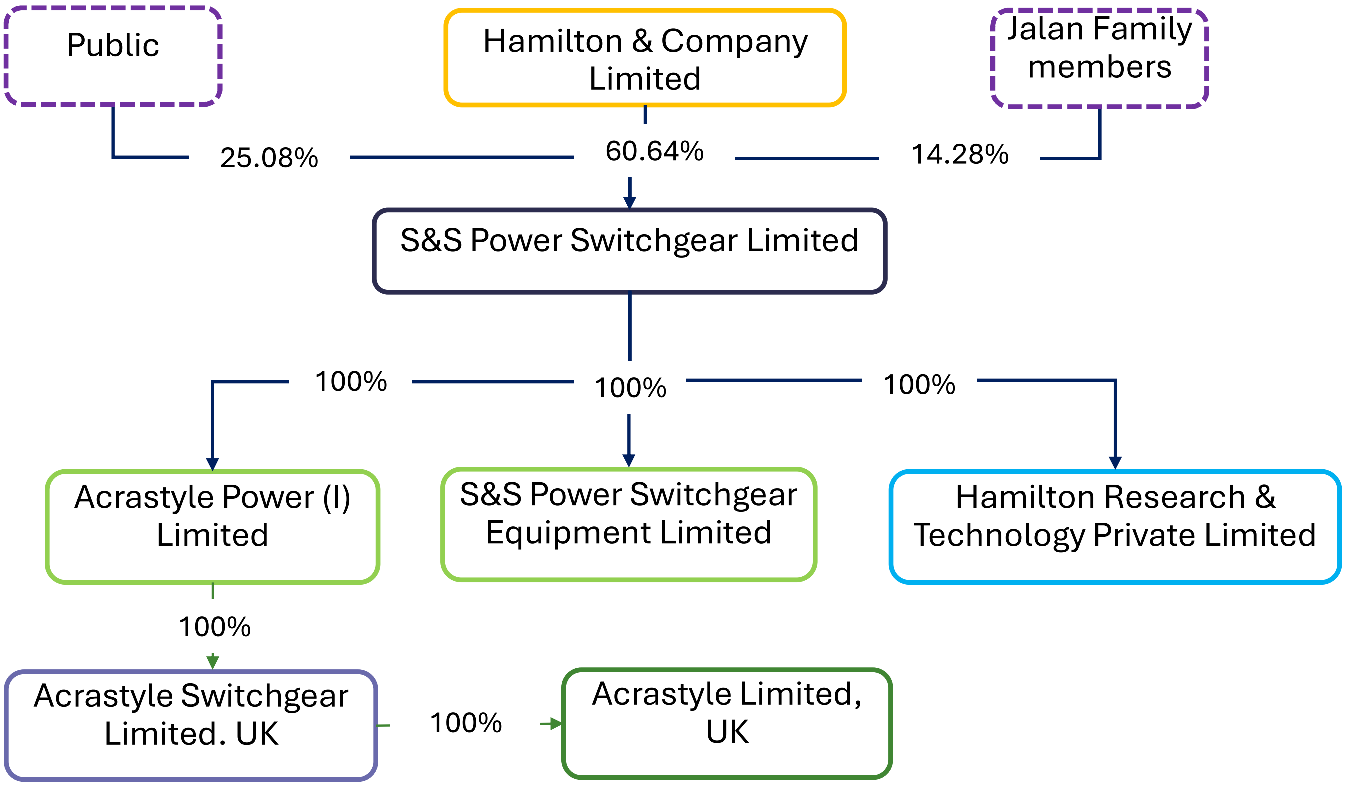
Highlights of Last year - Corporate Restructuring



A Raised capital of Rs.46 Cr through a Preferential allotment to promoters, which enabled the Company to repay loans and interest of Rs.37.75 Cr in Jul'24

B Acquired the minority stake of 33.14% in Acrastyle Power India Limited to convert it into a wholly owned subsidiary, which enabled the company to consolidate the entire sales of our UK operations into the Company.

C Acquired 100% stake in Hamilton Research and Technology (HART), Kolkata.

Highlights of Last year - Performance

In Lakhs

Particulars	FY'24	FY'25
1. Order Book	18,512	30,977
2. Revenue	15,822	18,549
3. EBIDA	1,205	498
4. EPS	6	-3

- S&S Power group continues its proud legacy of over 60 years
- A momentous year for the group with an all-time high record order intake crossing INR 300 Crores during FY 25, a growth of 67%
- Strong revenue growth in Q4 to end the year at INR 185 Crores, a growth of 17%
- The EBIDA margins reduced due to one-time impacts related to streamlining of operations and settlements. They are unlikely to recur
- FY 25 was a year of building for future growth, with a 3-Yr strategic plan and a comprehensive capex plan covering products, personnel, technology, and systems
- The group has further strengthened its Board of Directors with the addition of two new Independent Directors in the previous quarter

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Strategic Direction for S&S Power Group FY 2026-2028

Purpose

Destination

Roadmap

By 2028, we aspire to:

- Transform into a world-class engineering group focused on delivering innovative value responsibly to our customers, and creating value for all stakeholders.

We will achieve the following KPIs by FY 2028:

- Doubling our organic revenues from FY 2025
- Margin corridors for EBIDA 12 - 15%
- Positive free cash flow
- Strategic expansion select export markets
- 1 or 2 tech. acquisitions based on fit and future potential
- Invest 1.0 – 1. 25% of revenue into R&D
- Become an employer of choice to attract & retain talent
- Pay a fair dividend to shareholders
- Robust process for EHS and Compliance

We will progress towards our destination by:

- Planning revenue growth at a CAGR of over 20% through Regular and Growth budgets
- Focusing on profitable orders, streamlining PM, CM, and SCM functions (Fin. rigour)
- Work with secured payment terms, towards zero overdue payments
- Dedicated focus to developing 1-2 Export markets with identified steps / resources
- Create strong IPRs (1-2x per company / year)
- Create modern work environments and nurture positive work culture, offer ESOPs
- Share our success with Shareholders through proportional annual Dividends
- Safety First culture, following all laws of the land in letter and spirit

***TOP^{+}* framework :**

Growth led by Technology,
***Powered by Ownership** culture*
& supported by Processes, Plus
a zero-deviation policy towards Quality, EHS, and Compliance.

3-year Strategic Plan – Investment in Technology & Product Portfolio

SSPSE, Chennai

- 765kV commercialization
- Global series Double Break
- LVCC Scale Up
- Strengthen Engineering services for Acrastyle UK.

ACRASTYLE, UK

- Increase Value-added IEC 61850 orders
- Strengthen OEM Partnerships
- Develop Own field services
- Engineering Services for the UK market

HART, Kolkata

- Improved POT controllers
- Development of WMS
- Development of HRS
- New Technology of Green Al.
- Development of Digital Twin

These Investments & Product Developments will give the S&S Power Group a distinct competitive advantage in the future

3-year Strategic Plan – Increasing our Global Footprint

SSPSE, Chennai

- Re-entry into Vietnam, Malaysia, Bangladesh & Africa markets
- Participate in global exhibition in Kenya, Rwanda, Ethiopia & Tanzania.

ACRASTYLE, UK

- Engage with BEAMA industry association
- Revamp website & social media presence.
- Promote full range of Disconnectors in the UK Market.

HART, Kolkata

- Participate at global forums like IBAAS, ICSOBA, ARABAL & TMS.
- Engage with domain experts to develop new business.
- Expand into Middle East & Africa markets.

With the Investment in our products, we are also looking to expand into select markets globally.

3-year Strategic Plan – Scaling up & Modernizing our Factories

SSPSE/HART/ACRASTYLE

- Expand capacities at current sites to meet emerging requirements
- Explore new Sites, lean manufacturing layouts as needed
- Lease additional office areas as needed

We are looking to modernize & scale up our production facilities to deliver better output

3-year Strategic Plan – Zero deviation policy towards Quality, EHS & Compliance

SSPSE/HART/ACRASTYLE

- Risk assessment, fire and electrical safety, machine guarding, PPE, ergonomic workstations, energy efficiency, water conservation, waste.
- Provide regular job-specific training, conduct safety inspections and drills, invest in safety gear, evaluate supplier sustainability and set improvement goals, and develop products with reduced environmental impact.
- Adopt solar panels, go paperless in production and testing, provide carbon footprint training, and increase waste segregation and recycling rates.

We firmly believe that the Zero deviation policy & training will help us grow sustainably.

3-year Strategic Plan – IT Systems as an enabler to Business growth

SSPSE/HART/ACRASTYLE

- Implementing **SAP** for Group companies bringing all 3 facilities in single digital platform.
- Streamline and align business processes across all facilities to ensure consistency and data integrity.
- Ensure accurate, clean data migration and seamless integration with existing systems.
- Balance the need for customization with leveraging standard SAP features for easier maintenance and scalability.
- Implement centralized reporting for cross-entity visibility and ensure compliance with regulatory requirements.
- Integrate strong **Cybersecurity** measures to protect sensitive data and ensure system integrity across all facilities.

We are investing in strengthening our IT infrastructure, Information security & Cyber Security.

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S&S Power Group: Strengthened for Sustainable Growth

- ₹50 Cr. promoter–investor infusion boosting net worth and balance sheet strength
- 3-year strategic roadmap focused on operational excellence, innovation & market expansion
- Targeting 15–20% CAGR, healthy EBITDA margins & debt-free status in 3 years
- Investing in people, process, technology & customer relationships to build long-term value

THANK YOU!

For clarifications

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