

Ref: SSPSL /SEC /2025-26/Jan/01

02nd January 2026

TO, THE LISTING DEPARTMENT, BSE LIMITED, P.J. TOWERS, DALAL STREET, FORT, MUMBAI – 400 001, MAHARASHTRA BSE SCRIP CODE: 517273	TO, THE MANAGER – LISTING, NATIONAL STOCK EXCHANGE OF INDIA LTD, EXCHANGE PLAZA, BANDRA – KURLA COMPLEX, BANDRA(EAST), MUMBAI – 400 051, MAHARASHTRA NSE SYMBOL: S&SPower
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Dear Sir / Madam,

Sub: - Intimation pursuant to Regulation 30 of the SEBI (LODR) Regulations, 2015 - Investor Presentation.

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed herewith the Investor Presentation and updates.

The same is also being uploaded on the company's website.

Thank you,
Yours faithfully,

For S & S POWER SWITCHGEAR LIMITED



Prince Thomas
Company Secretary & Compliance Officer





S&S Power Group of Companies

Investor Presentation



Q2 25-26 Highlights / Dec 2025



Disclaimer

This presentation and the accompanying slides (the “Presentation”), which have been prepared by S&S Power (the “Company”), have been prepared solely for information purposes and do not constitute any offer, recommendation or invitation to purchase or subscribe for any securities, and shall not form the basis or be relied on in connection with any contract or binding commitment whatsoever. No offering of securities of the Company will be made except by means of a statutory offering document containing detailed information about the Company. This Presentation has been prepared by the Company based on information and data which the Company considers reliable, but the Company makes no representation or warranty, express or implied, whatsoever, and no reliance shall be placed on, the truth, accuracy, completeness, fairness and reasonableness of the contents of this Presentation. This Presentation may not be all inclusive and may not contain all of the information that you may consider material. Any liability in respect of the contents of, or any omission from, this Presentation is expressly excluded. This presentation contains certain forward-looking statements concerning the Company’s future business prospects and business profitability, which are subject to a number of risks and uncertainties and the actual results could materially differ from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in earnings, our ability to manage growth, competition (both domestic and international), economic growth in India and abroad, ability to attract and retain highly skilled professionals, time and cost over runs on contracts, our ability to manage our international operations, government policies and actions, regulations, interest and other fiscal costs generally prevailing in the economy. The Company does not undertake to make any announcement in case any of these forward-looking statements become materially incorrect in future or update any forward-looking statements made from time to time by or on behalf of the Company.

Refresh: Strategic 3-Year Direction for S&S Power Group FY 2026-2028

Purpose



Destination



Roadmap



Mid-term check on 3-year Strategic Plan (26-28)

"What we said, and how we did"

Phase 1 - How are we tracking against stated strategic plans?

	SSPSE, Chennai	ACRASTYLE, UK	HART, Kolkata
 Completed	✓ Hiring - Unit finance controller, Unit HR, Design head, BD (Exports) and Strategy Manager, ramp-up Engg. Services for UK	✓ Value add business D&B, Portable Relay Rooms ✓ Hiring – Supply Chain, Engineering resources, Testers	✓ Market Expansion – Middle East and Africa ✓ WMS developed, first order received ✓ Software Testing Tools
 In-Progress	• 765kV commercialization • Global series RD 245, 420 kV • Modern Manufacturing unit	• OEM business focus • Capacity expansion	• SAP Implementation, Advance Test Centre

Performance update – Q2 2026

In INR Lakhs

Particulars	Q2'26	Q2'25
1. New Orders	10,253	8,200
2. Revenue	6,107	5,538
3. EBIDA	(197)	601
4. EPS	2.38	3.11

- Strong order book led by strong domestic and global demand across all 3 businesses
- Strong Revenue Growth driven by customer demand and robust project management
- EBIDA performance impacted by product mix and one-time effects, expected to rebound in Q3
- EPS remains positive due to deferred tax gains

Q2 - Key Updates by Company

SSPSE, Chennai

- Critical test milestones completed for 765 kV Disconnectors, IPR filed for Design
- Product launch in Q1 FY 27
- Ramped up production by 35% (YoY basis)
- Focused work on export markets, have resulted in better mix of export orders
- Record Order book of ~INR 90 Cr
- Targeting to move to new and larger facility which will improve both capacity and productivity through LEAN mfg. concept
- Launched a wellness initiative for its employees, along with focus on learning and development

ACRASTYLE, UK

- Strong order inflows, (robust order book of INR 180 Cr. approx.)
- Revenue growth of 30% (YoY) basis
- Begun brownfield capacity expansion project in two phases:
 - Phase – I 2026 : reconfigure layout, increase capacities by 30% .
 - Phase – II 2027 : Add addl. Production bay, increase capacity by about 70% in all
- Board has sanctioned significant Capex for the two phases of expansion
- Signed an agreement with HITACHI UK for their Protection Relay business

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- Received first ever major international order for POT Controllers from Egypt Aluminium through Giza Systems. Value USD 3.5 Millions approx.
- HART enters a select international club of key technology suppliers for the Aluminium industry globally
- Setting up an Advanced Test Centre (ATC) to showcase the capabilities of POT Controllers and other systems
- Hired senior consultant from Aluminium industry with production domain expertise
- In discussions with a reputed university to develop a Digital Twin system for Simulation
- Started implementation of SAP system to streamline operations end to end

Summary – Updates at a glance!

S&S Power Group: Strengthened for Sustainable Growth



Boutique Indian MNC in Power and Automation with strong international operations and governance by eminent BoD



Record order inflows, Revenue growth, improving Cash and Profits, focusing on Innovation



Targeting revenue growth @20% CAGR, EBIDA @ 12-15%, and becoming debt-free, by Mar 2028



Investing in strong professional teams, systems, learning and development, ESOPs and great work culture



THANK YOU!

For clarifications

✉ secretarial@sspower.com



S&S Power Group of Companies

Investor Presentation

FY 25-26



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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 Disconnecter 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

- 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



ACRASTYLE, UK

- 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



HART, KOLKATA

- 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) * Updated Dec 2025



Ashish Jalan
Promoter &
Chairman



Gayathri Sundaram
Independent Director



P. K. Padmakumar
Independent Director



Kartik Nitin Sheth
Independent Director



**Krishnakumar
Ramanathan**
MD & Group CEO



Arjun Soota
Director



Vikas Arora
Director

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- **Meet our CEOs**
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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.



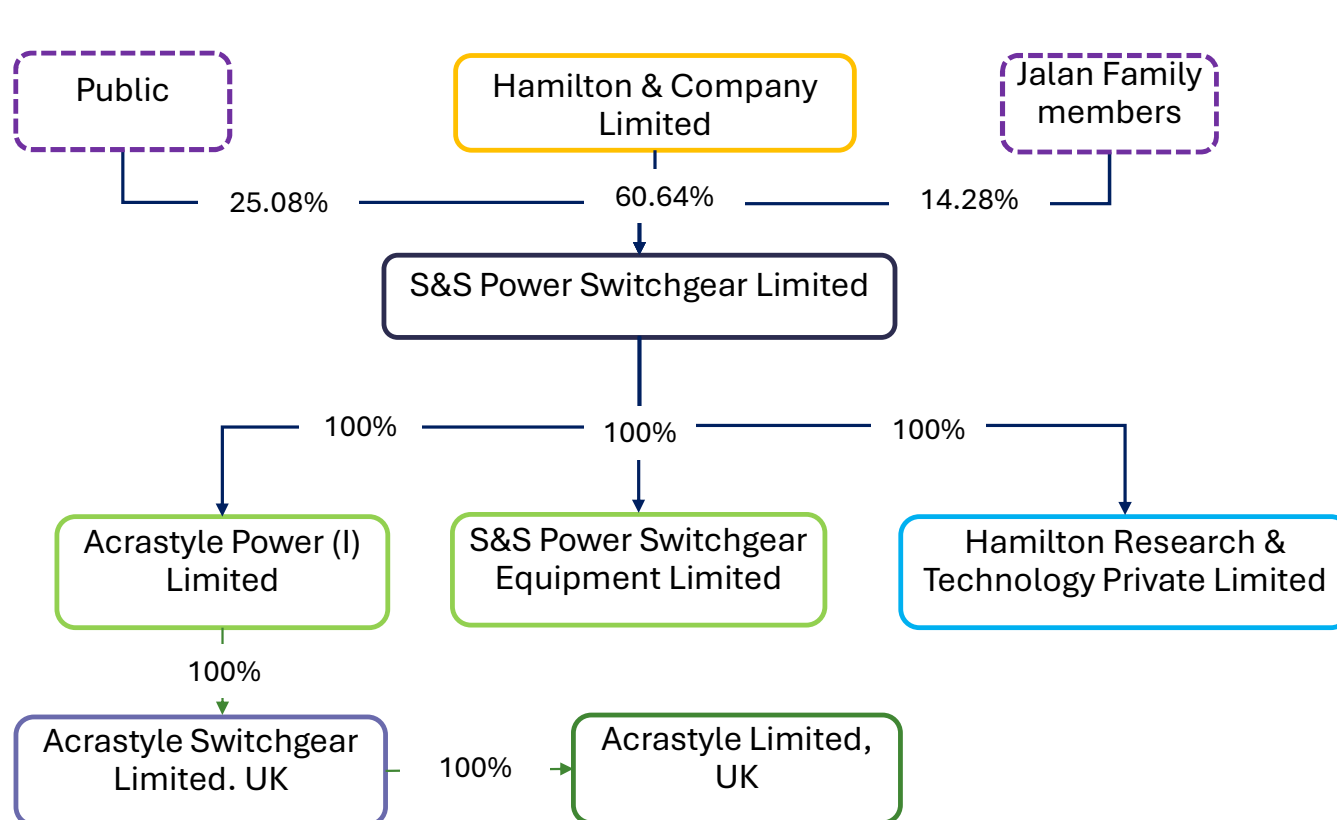
Nicholas Dunn

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 and 3-year Strategic Plan**
- Summary

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 AI.
- 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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- **Highlights of Q2 FY 25 (New)**
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Mid-term check on 3-year Strategic Plan (26-28)

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HART, Kolkata

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Completed



In-Progress

- 765kV commercialization
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- Modern Manufacturing unit

- OEM business focus
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Summary – Updates (new)!

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Overall Summary statement for the Group

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

✉ secretarial@sspower.com