S&S Power Group of Companies

Investor Presentation

FY 25-26★

★ *With Q4 Highlights, updated 22 May 2026*

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Agenda

- S&S Power Group Introduction
- Meet our CEOs
- Highlights of Q4 and full FY 26
- Strategic Direction and 3-year Strategic Plan
- Summary

S&S Power Group Introduction – An Overview

S&S POWER GROUP

S&S Power Switchgear Limited (BSE: 517273, NSE: S&SPOWER), headquartered in Chennai, is a 60-year-old Indian company with significant international operations and presence, delivering high-end T&D and Industrial Automation solutions. It has three fully owned subsidiaries, two in India and one in the UK—SSPSE, Acrastyle, and HART. Starting Feb 2024, the company has reinvented itself, starting with corporate restructuring and inducting a new management team. The group has secured major orders and 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, 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, delivers customized H/W and S/W solutions tailored for aluminum plants worldwide, leveraging its deep domain expertise. Acquired by S&S Power in 2024, its products include Pot Controllers, Heat Regulation Systems, 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 765 kV class Disconnectors development completed
- Centre Break, Knee type, Vertical break, and Pantograph Disconnectors
- R3 Services (Upgrade and Retrofits)
- Spares and field services

Flash - Patent granted for 765 kV Disconnector, Jan 2026

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

Flash – Phase-I of capacity expansion completed, Apr 2026

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

Flash – Highest to-date order backlog, incl. international order from Egypt, Apr 2026

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

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

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 - Performance

In Lakhs

Particulars	Q4' 26	*Q4' 25*	FY' 26	*FY' 25*
1. New Orders	67.3	*76.0*	314.9	*303.7*
2. Revenue	65.0	*56.3*	266.8	*187.4*
3. EBIDA	4.9	*1.1*	12.9	*5.0*
4. EPS in INR	1.54	*-0.14*	8.19	*-3.07*

- S&S Power group continues its proud legacy of over 60 years
- A momentous year with sustained high level of new orders and an all-time high revenue (YoY growth of 43%)
- Significant growth in EBIDA margins with operational excellence
- FY 26 was the first year of a 3-Yr strategic plan; we started implementation of a comprehensive capex plan covering products, personnel, technology, and systems. This will be continued in FY 27 & FY 28
- The group has a strong, diverse and accomplished Board of Directors, with a clear focus on strategy, governance and compliance

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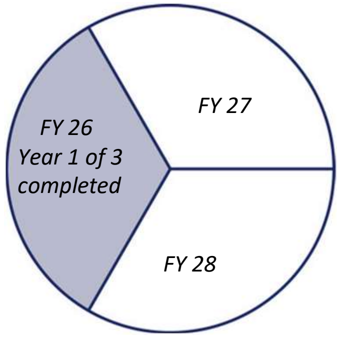
Strategic Direction for S&S Power Group FY 2026-2028

Purpose



Destination

Roadmap

By FY 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
- Improve EBIDA to 12 - 15%
- Generate positive free cash flow
- Strategic expansion in 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

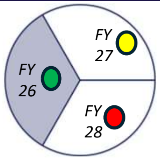
We will progress towards our destination by:

- 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



Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

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

FY 26 | FY 27 | FY 28

Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

SSPSE, Chennai

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

ACRASTYLE, UK

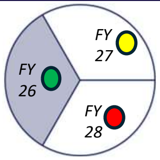
- Engage with BEAMA industry association
- Revamp website & social media presence.
- Promote full range of Disconnectors in the UK Market.

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.

Global diversification increases addressed market and provides valuable export revenues.

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



Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

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 facilities to deliver better output

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

FY 27 FY 26 FY 28

SSPSE/HART/ACRASTYLE

Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

- 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

FY 26 | FY 27 | FY 28

SSPSE/HART/ACRASTYLE

Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

- 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.
- 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.
- Evaluating use-cases of Artificial Intelligence to improve efficiency in Design, Engineering, and Production areas

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

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Summary – Updates (new)!

S&S Power Group: Robust performance in FY 26, well-placed for FY 27

- An Indian MNC in Power and Automation with strong international operations and governance by an eminent Board
- Strong order inflows, Robust revenue growth, improving profits, Product and Innovation focus
- Targeting doubling 2025 revenue by 2028, with 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

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