



S&S Power Group of Companies

Investor Presentation

FY 26-27[★]

★ *With Q1 Highlights, updated 14 Aug 2026*



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 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 several 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.

Agenda

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

S&S Power Group Introduction – An Overview

S&S POWER GROUP

<https://sspouergroup.com>

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

<https://sspouergroup.com>

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 Disconnecters in 50 countries, serving utilities and industries with reliable and proven solutions and services.

ACRASTYLE, UK

<https://acrastyle.co.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

<https://hart.co.in>

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 800 kV class Disconnectors development completed
- Centre Break, Knee type, Vertical break, and Pantograph Disconnectors
- R3 Services (Upgrade and Retrofits)
- Spares and field services



Flash – Strong order backlog with healthy mix of international orders



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 and operational, Jul 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, Egypt execution will commence Sep'26

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



Martin Ansell
Independent Director



**Krishnakumar
Ramanathan**
MD & Group CEO



Arjun Soota
Director



Vikas Arora
Director

Agenda

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

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.

Agenda

- S&S Power Group Introduction
- Meet our CEOs
- Highlights of Q1 FY 27 – Performance (updated)
- Strategic Direction and 3-year Strategic Plan
- Summary

Highlights of Q1 FY 27 - Performance

In Lakhs

Particulars	Q1 FY'26	Q1 FY'27
1. New Orders	8,720	3,759
2. Revenue	6,041	7,165
3. EBIDA	410	220
4. EPS	1.43	(0.21)

- S&S Power group continues its proud legacy of over 60 years
- A robust start to FY 27, with 18% increase in YoY revenue
- Order backlog remains robust, new order inflows expected to strengthen in the forthcoming quarter
- Margins stable, EBIDA lower due to execution delay of automation business, EPS further impacted due to deferred tax asset reversal
- FY 27 is the second year of the 3-Yr strategic plan; comprehensive capex plan covering products, personnel, technology, and systems will be continued
- The group has a strong, diverse and accomplished Board of Directors, with a clear focus on strategy, governance and compliance

Agenda

- S&S Power Group Introduction
- Meet our CEOs
- Highlights of Last Year - Corporate Restructuring & Order Book
- Strategic Direction and 3-year Strategic Plan (updated)
- Summary

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

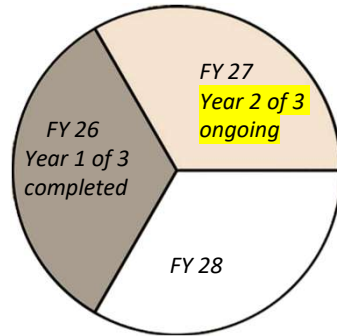
Purpose



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 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:

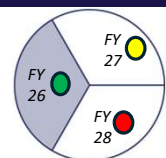
- Planning revenue growth at a CAGR of over 20% through Regular and Growth budgets
- Focusing on profitable orders, streamlining PM, CM, and SCM functions (Fin. rigour)
- Work with secured payment terms, towards zero overdue payments
- Dedicated focus to developing 1-2 Export markets with identified 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

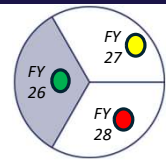
- Increase Value-added IEC 61850 orders ●
- Strengthen OEM Partnerships ●
- Develop Own field services ●
- Engineering Services for the UK market ●

HART, Kolkata

- Improved POT controllers ●
- Development of WMS ●
- Development of HRS ●
- New Technology of Green 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



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

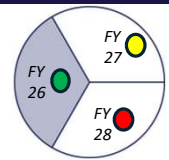
- Engage with BEAMA industry association ●
- Revamp website & social media presence. ●
- Promote full range of Disconnectors in the UK Market. ●

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. ●

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**



Completed, FY 26



Planned, FY 27



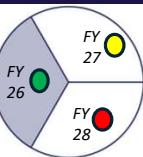
Scheduled, FY 28

SSPSE/HART/ACRASTYLE

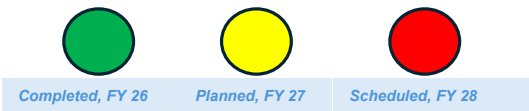
- Expand capacities at current sites to meet emerging requirements ●
- Explore new Sites, lean manufacturing layouts as needed ●
- Lease additional office areas as needed ●

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

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



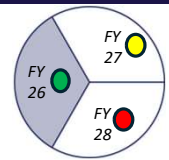
SSPSE/HART/ACRASTYLE



- 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



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. 

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

Agenda

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

Summary – Updates (new)!

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



Boutique 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

✉ secretarial@sspower.com