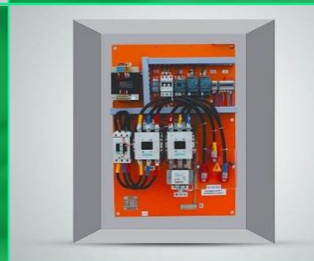
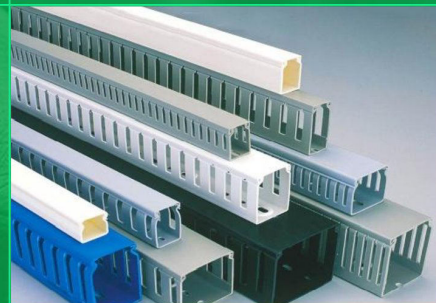


salzer®

SALZER ELECTRONICS LIMITED

Results update presentation
Q4 & FY26



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BUSINESS OVERVIEW



WAY AHEAD





FINANCIAL HIGHLIGHTS

Executive Summary

Core Strength & Financial Momentum

Accelerating Growth Trajectory

~₹ 1,758 Cr FY26

On track for >20% YoY revenue growth in FY26 driven by core switchgear and scaling cable business. Management maintains long-term vision to double revenue and profitability every 4 years.

Diversified Electrotechnical Platform

20+ Product Families

Robust portfolio led by Industrial Switchgear (high-margin anchor) and Wire & Cable. Market leadership in cam-operated rotary switches (~25% share) with deep moat in specialized industrial applications.

Margin Recovery Roadmap

Target ~10% FY27

Current EBITDA margins (~8%) impacted by raw material volatility. Clear path to ~10% by FY27 via price hikes (Feb-Mar '26), improved product mix (engineered SKUs), and operating leverage.

Strategic Optionality & Expansion

High-Growth Optionalities

New Verticals

Smart Meters: 4M units p.a. capacity commissioned; ramping up despite tender delays.
EV Charging: Strategic stake in UltraFast Chargers; aiming to double revenue.
Energy Management: ₹200 Cr BBMP project provides recurring revenue visibility.

Export Inflection Point

US & Saudi Focus

US Market: Tariff reset (50% → 18%) restores competitiveness

UK: Zero import duty advantage

Saudi Arabia: Local manufacturing plant commissioning targeted Jun-26

Goal: Restore exports to >25% of revenue mix

Company Snapshot

Business Profile

Leading player in electrification and automation solutions across Industrial Switchgear, Wire & Cable, Building Electrical, Smart Metering, EV Charging, and Energy Management.

Strategic technical alliances and a diversified portfolio of 20+ product families catering to global industrial and retail markets.

🏪 Distribution Network

	Domestic Dealers	350+ (via L&T)
	Stockists (Modular)	50
	Intl. Distributors	40

Revenue (FY26)

₹ 1,758 Cr

↑ 24.0% YoY Growth

EBITDA (FY26)

₹ 147 Cr

8.4% Margin

PAT (FY26)

₹ 54 Cr

3.1% Margin

Operational Metrics

Export Contribution	21%
Switchgear Utilization	~70%
Wire & Cable Utilization	~65%
Cam Rotary Switch Share	~25% Market Leader

Extensive Product Offerings)

- Presence in Industrial Switchgears, Wires & Cables, Building products, Energy management, Smart Metering and Ultra Fast Chargers business
- Largest manufacturer of Cam Operated Rotary Switches – **Market leader with 25% share**

Management Update

Mr. Raman Krishnamoorthy appointed as CFO effective **April 1, 2026**, bringing enhanced financial leadership.

Joint Managing Director's Message



Commenting on the Company's performance,

Mr. Rajesh Doraiswamy

Joint Managing Director, Salzer Electronics Ltd said:

“

We are pleased to report another year of strong operational progress and business expansion despite a challenging macroeconomic environment and continued volatility in commodity prices and global demand conditions. During FY26, we continued to strengthen our position across industrial switchgear, wires & cables, building electrical products, energy management solutions, and emerging EV infrastructure opportunities.

During the fourth quarter of the financial year, we delivered a resilient performance, reporting consolidated revenues of ₹474.14 crore, a growth of 26.19% year-on-year, reflecting the strength of our diversified product portfolio and sustained demand across key markets.

While the quarter witnessed margin moderation to 6.6%, largely due to higher input costs and initial scaling expenses in the new segment, we remain confident of an improvement in profitability as volumes grow and operating efficiencies strengthen in the coming quarters. The steady performance of our switchgear and wire & cable divisions, continues to be a strong backbone of our business.

We are also pleased to note that the Board has recommended a dividend of ₹2.50 per equity share for FY26, reflecting our continued commitment toward shareholder value creation.

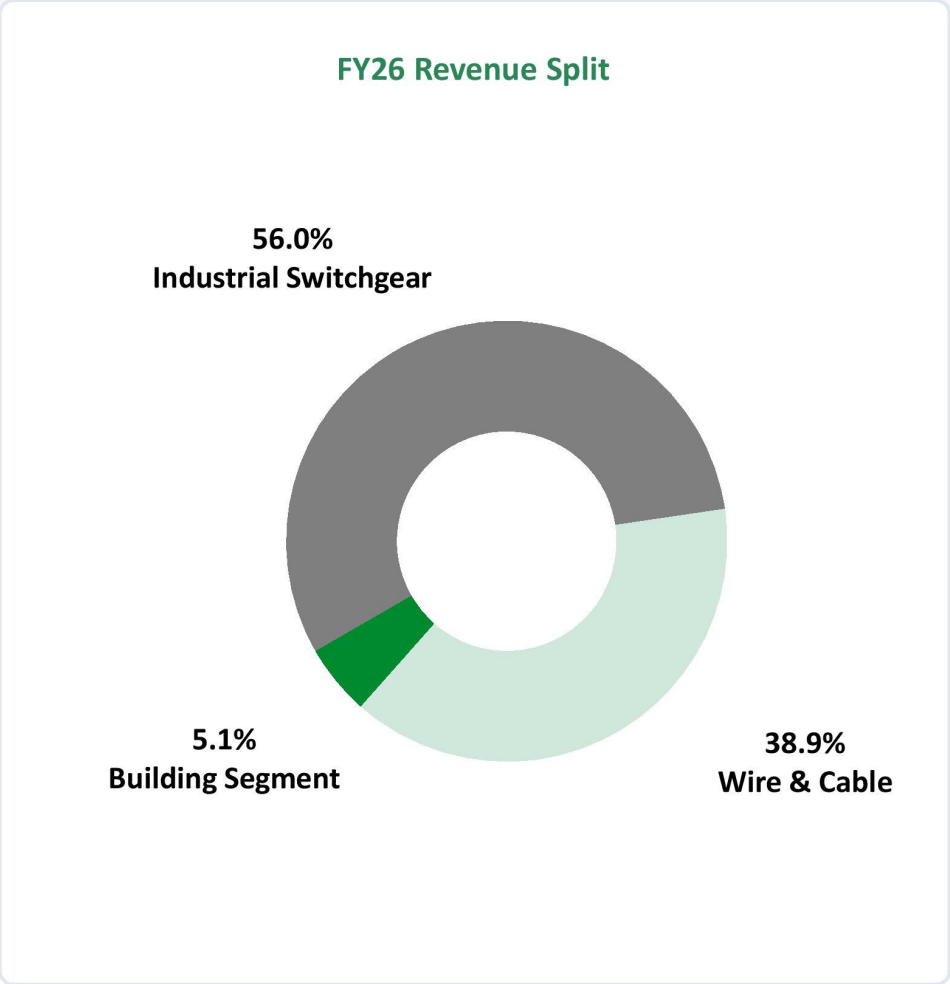
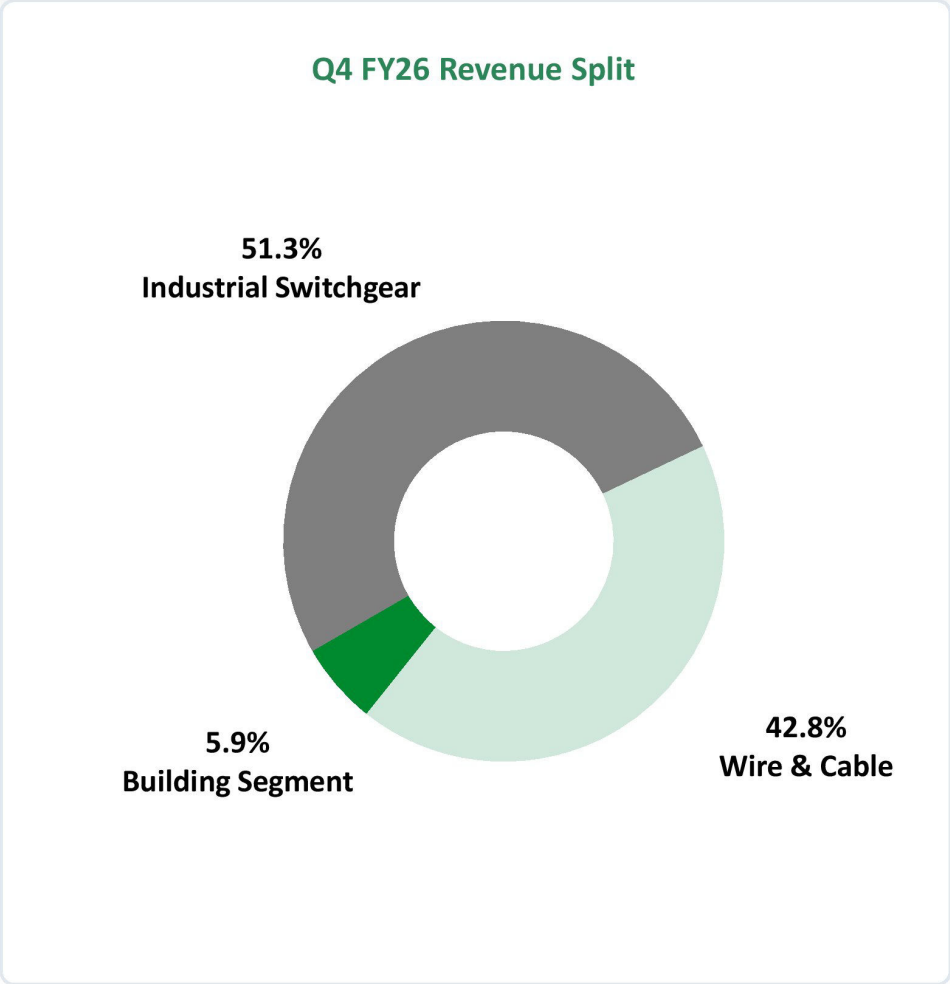
As part of our continued focus on smart energy solutions and digital infrastructure, we recently signed a Memorandum of Understanding with Wirepas, a Finland-headquartered global leader in wireless mesh technology integration. Through this partnership, we will integrate the Wirepas Certified platform into our smart electricity meters, enabling next-generation metering solutions that help utilities operate more efficiently and intelligently. This collaboration further strengthens our commitment towards innovation, interoperability, and the development of resilient smart energy infrastructure across India.

Going ahead, we remain optimistic on the long-term opportunities emerging from industrial automation, energy efficiency, smart infrastructure, renewable energy integration, railways, data centres, and smart electrical ecosystems. With our diversified product portfolio, strong manufacturing base, growing export presence, and continuous focus on innovation, we believe Salzer Electronics is well positioned for sustainable long-term growth.

I thank the entire team at Salzer Electronics for their untiring efforts and all our stakeholders for their continued support and faith in our Company.”

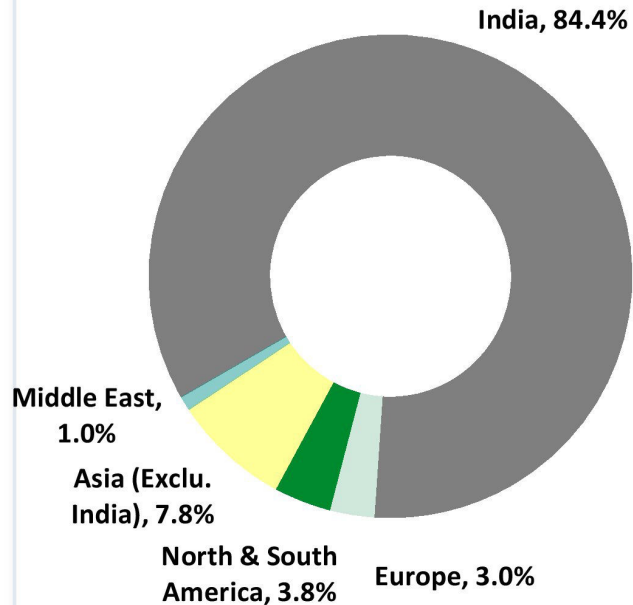
”

Business Segment Mix

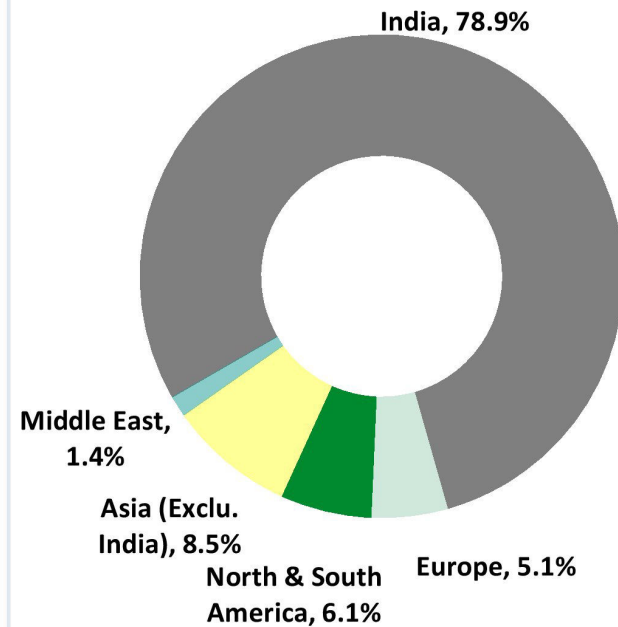


Business Geographical Mix

Q4 FY26 Revenue Split



FY26 Revenue Split



⚙️ Industrial Switchgear Dominance

Remains the growth and margin anchor contributing ~56% of revenue. Portfolio mix of ~40% standard and ~60% high-value engineered products supports superior margin profile (targeting ~13.5%).

⚡ Wire & Cable Dynamics

Contributes ~38.87% to top line but currently impacted by copper price volatility. Management strategy focuses on pricing actions and scale to stabilize EBITDA margins around 4.9%.

🏠 Building Electrical

Steady contribution at ~5.1%, leveraging the robust L&T distribution network. Focus remains on portfolio breadth and enhancing channel efficiency.

Strategic Implication

Diversified mix reduces dependency on single vertical while high-margin switchgear segment continues to drive overall profitability.

Q4 FY26 Standalone Financial Highlights

Rs. in Crore	Q4 FY26	Q4 FY25	Y-o-Y %	Q3 FY26
Net Revenue	462.09	365.59	26.40%	411.95
Raw Materials	366.15	279.51		317.44
Employee Cost	17.93	15.00		16.16
Other Expenses	48.37	44.89		42.54
Total Expenditure	432.45	339.41		376.14
EBITDA (Excluding other Income)	29.64	26.18	13.22%	35.81
EBITDA Margin (%)	6.41%	7.16%	(75 bps)	8.69%
Other Income	0.33	2.60		0.24
Depreciation	6.36	5.70		6.91
Interest / Finance Cost	12.28	10.60		11.95
Exceptional Item (Gain) / Loss	0.00	-0.83		0.00
Profit Before Tax	11.33	11.65	(2.75%)	17.19
Tax	1.31	3.42		4.45
Profit After Tax	10.02	8.23	21.75%	12.74
Profit After Tax Margin (%)	2.17%	2.25%	(8 bps)	3.09%
Basic EPS (Rs.)	5.67	4.66	21.67%	7.21

FY26 Standalone Financial Highlights

Rs. in Crore	FY26	FY25	Y-o-Y %
Net Revenue	1,715.19	1,382.93	24.03%
Raw Materials	1,330.14	1,048.65	
Employee Cost	65.26	53.89	
Other Expenses	178.36	155.45	
Total Expenditure	1,573.76	1,257.99	
EBITDA (Excluding other Income)	141.43	124.93	13.20%
EBITDA Margin (%)	8.25%	9.03%	(78 bps)
Other Income	1.75	5.43	
Depreciation	26.01	22.29	
Interest / Finance Cost	47.40	40.80	
Exceptional Item (Gain) / Loss	0.65	15.18	
Profit Before Tax	70.42	82.45	(14.59%)
Tax	16.59	20.20	
Profit After Tax	53.83	62.26	(13.53%)
Profit After Tax Margin (%)	3.14%	4.50%	(136 bps)
Basic EPS (Rs.)	30.44	35.30	(13.77%)

Q4 FY26 Consolidated Financial Highlights

Rs. in Crore	Q4 FY26	Q4 FY25	Y-o-Y %	Q3 FY26
Net Revenue	474.14	375.73	26.19%	424.20
Raw Materials	372.54	283.30		323.87
Employee Cost	20.01	16.35		17.67
Other Expenses	50.33	46.94		45.20
Total Expenditure	442.88	346.58		386.74
EBITDA (Excluding other Income)	31.26	29.15	7.25%	37.46
EBITDA Margin (%)	6.6%	7.76%	(117 bps)	8.83%
Other Income	0.17	2.48		0.22
Depreciation	6.74	5.97		7.26
Interest / Finance Cost	12.39	10.68		12.03
Exceptional Item (Gain) / Loss	0.00	0.00		0.00
Profit Before Tax	12.30	14.99	(17.92%)	18.39
Share of profit from Associate	(0.20)	(0.01)		(0.71)
Tax	1.63	4.05		4.98
Profit After Tax	10.47	10.92	(4.14%)	12.70
Profit After Tax Margin (%)	2.21%	2.91%	(70 bps)	2.99%
Basic EPS (Rs.)	5.81	6.19	(6.14%)	7.01

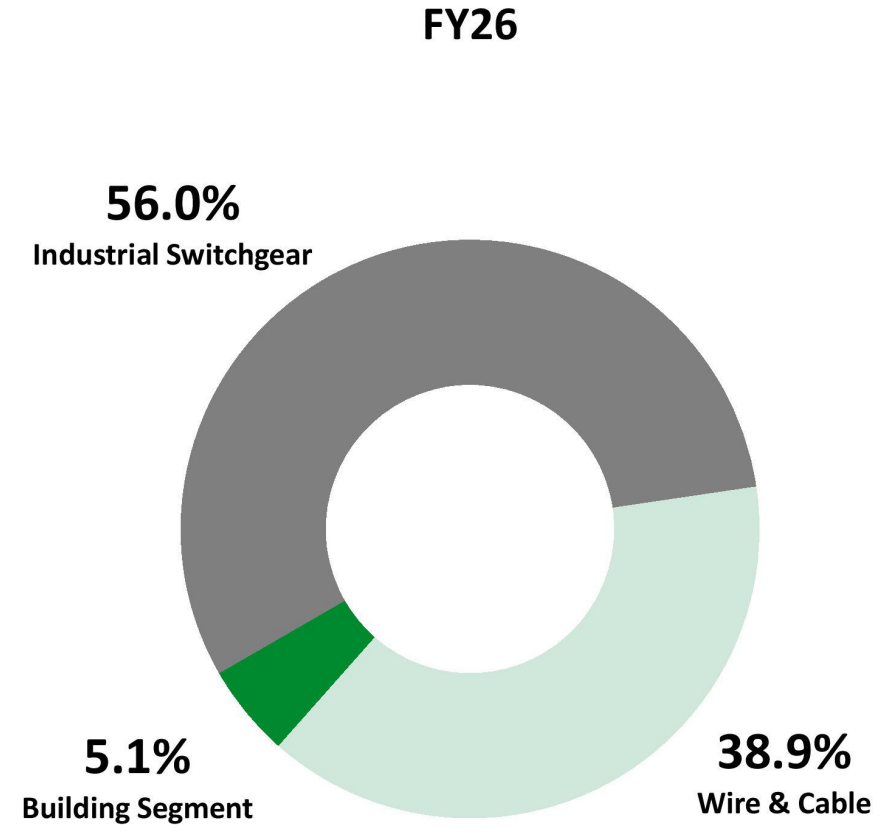
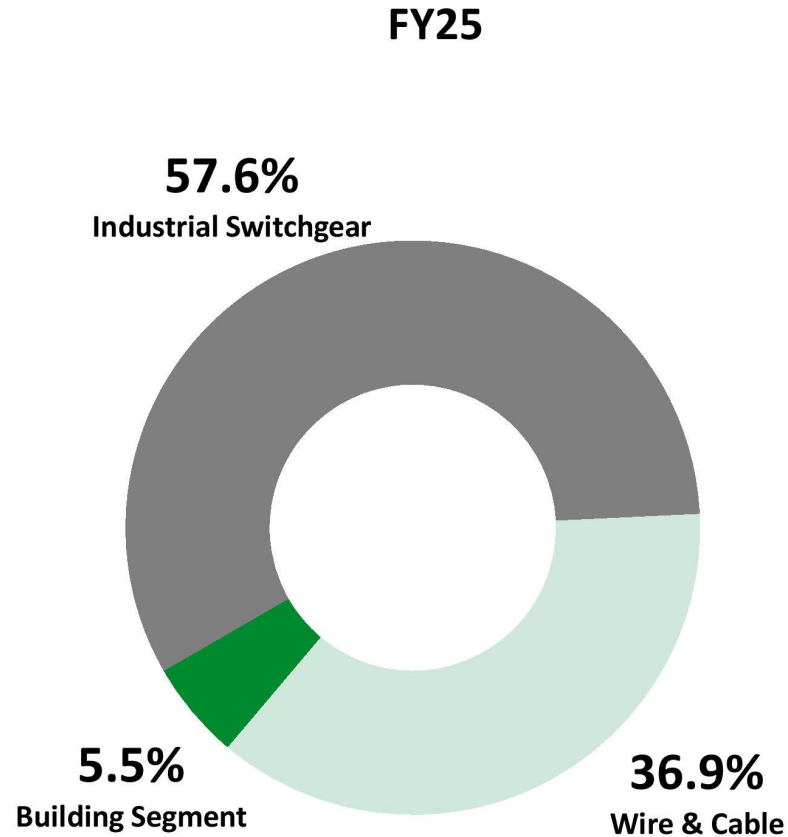
FY26 Consolidated Financial Highlights

Rs. in Crore	FY26	FY25	Y-o-Y %
Net Revenue	1,758.38	1,418.33	23.98%
Raw Materials	1,350.76	1,061.94	
Employee Cost	71.75	58.97	
Other Expenses	188.81	163.52	
Total Expenditure	1,611.32	1,284.43	
EBITDA (Excluding other Income)	147.06	133.90	9.83%
EBITDA Margin (%)	8.36%	9.44%	(108 bps)
Other Income	1.49	5.34	
Depreciation	27.32	23.42	
Interest / Finance Cost	47.76	41.14	
Exceptional Item (Gain) / Loss	0.00	0.00	
Profit Before Tax	73.47	74.68	(1.62%)
Share of profit from Associate	-1.24	-0.02	
Tax	18.45	22.20	
Profit After Tax	53.77	52.46	2.49%
Profit After Tax Margin (%)	3.06%	3.70%	(64 bps)
Basic EPS (Rs.)	29.94	35.30	(15.18%)

💡 Key Performance Insights

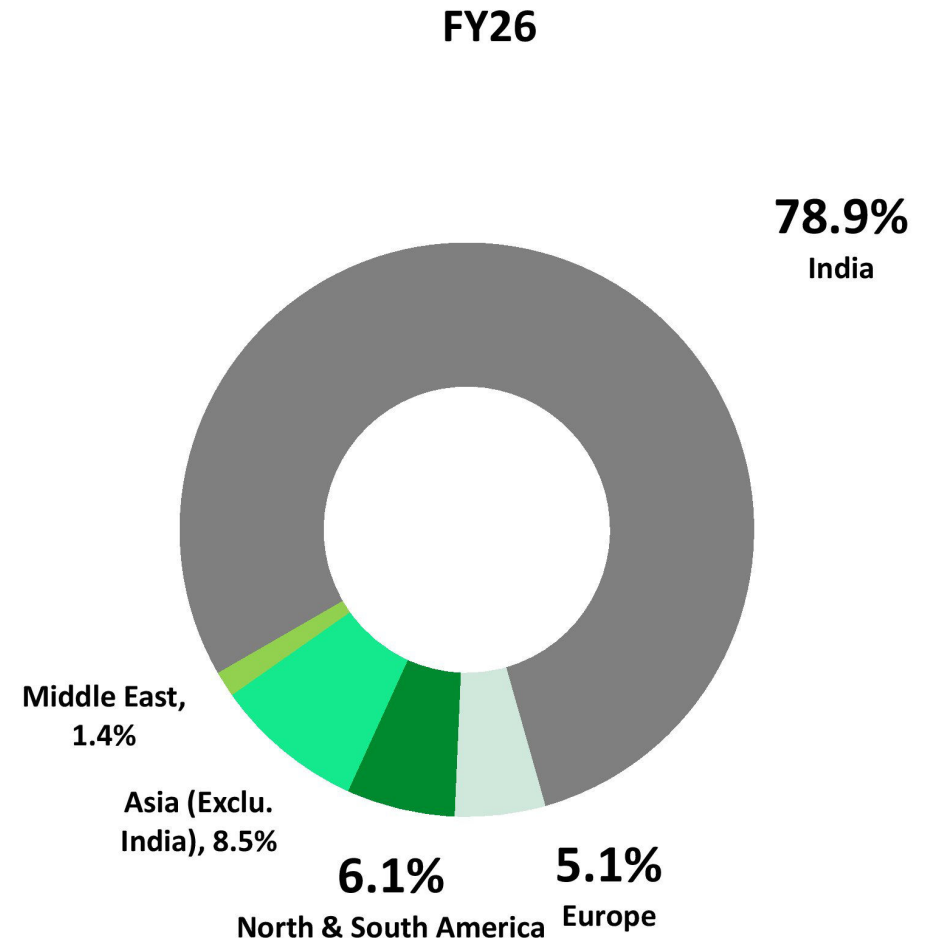
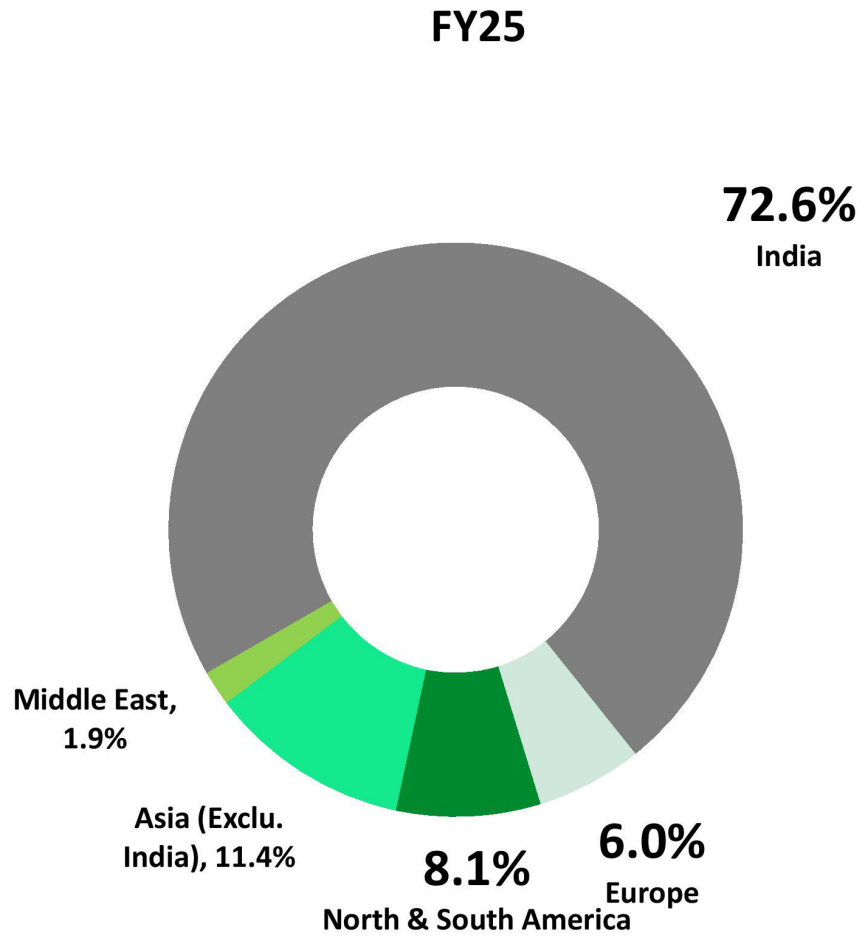
Robust 24% top-line growth driven by consistent Switchgear demand and scaling Wire & Cable volumes. While EBITDA margins faced temporary pressure from raw material volatility, absolute EBITDA grew in line with revenue. Export mix at ~21% provides a strong base for expansion with US/UK tariff benefits kicking in

FY26 Revenue Break Up – Business Vertical



- *Industrial Switchgear – 56.0% of net revenues*
- *Wires & Cables – 38.9% of net revenues*
- *Building Electrical Products – 5.1% of net revenues*

FY26 Revenue Break Up – Geographical



Segment Economics

Business Segment	Revenue Mix (FY26)	EBITDA Margin	Key Drivers & Product Mix
Industrial Switchgear Core Growth Engine	~56% Largest Contribution	13.5% Target (Curr ~11%) ↑ Expanding	Product Mix: ~60% High-Value / ~40% Standard Key Products: Wiring ducts, toroidal transformers, rotary switches, load break switches. Outlook: Margin recovery driven by export volume and engineered product focus.
Wire & Cable Volume Driver	~39% Significant Scale	~6.5% Target EBITDA Stabilizing	Challenge: Impacted by copper price volatility. Strategy: Focus on pass-through pricing discipline and increasing capacity utilization. Focus: Branding and distribution reach.
Building Electrical Retail Play	~5% Niche Presence	Vol. Led Scale Dependent	Distribution: Leverage robust L&T network (>350 dealers). Growth: Enhancing portfolio breadth in modular switches and specialty products.

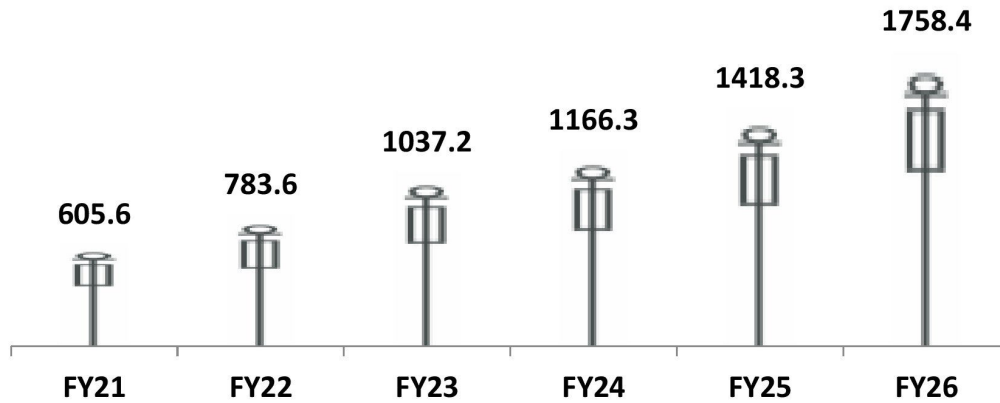
Mix Improvement Strategy

Current → FY27 Target
~8% → ~10%

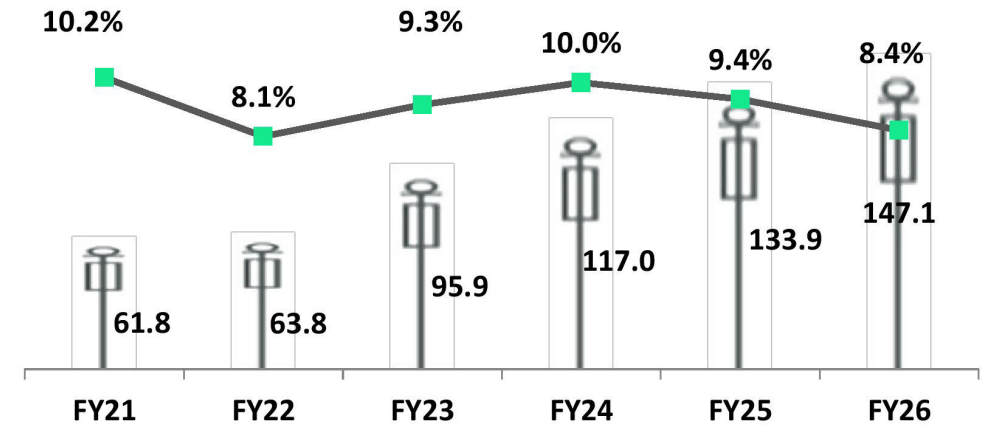
Prioritizing **high-value engineered products** and **export-led SKUs** to offset commodity volatility and sustain blended margin expansion towards the **10% EBITDA target by FY27**

Key Consolidated Financial Highlights – ANNUAL

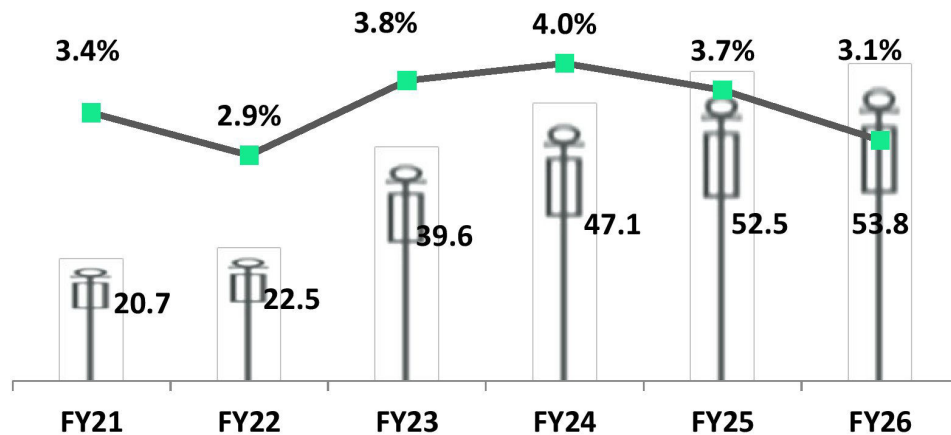
Revenue (Rs. Crore)



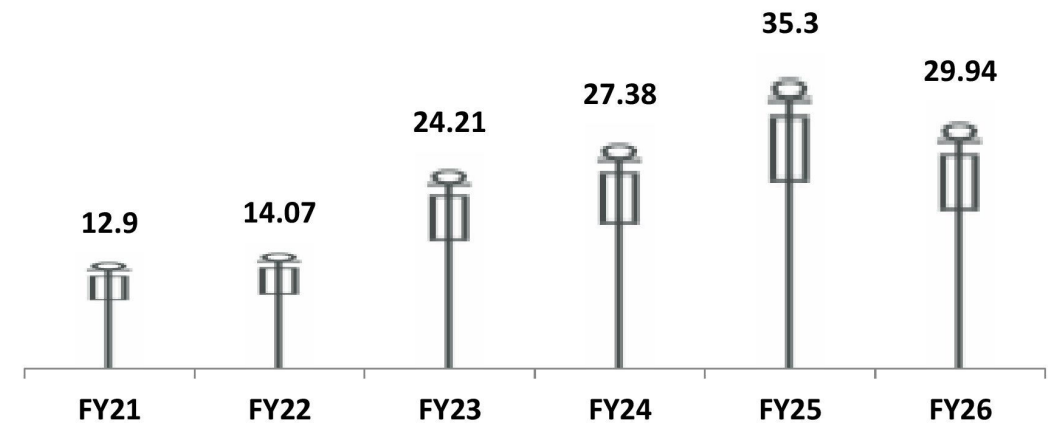
EBITDA (Rs. Crore) / Margins (%)



Net Profit (Rs. Crore)

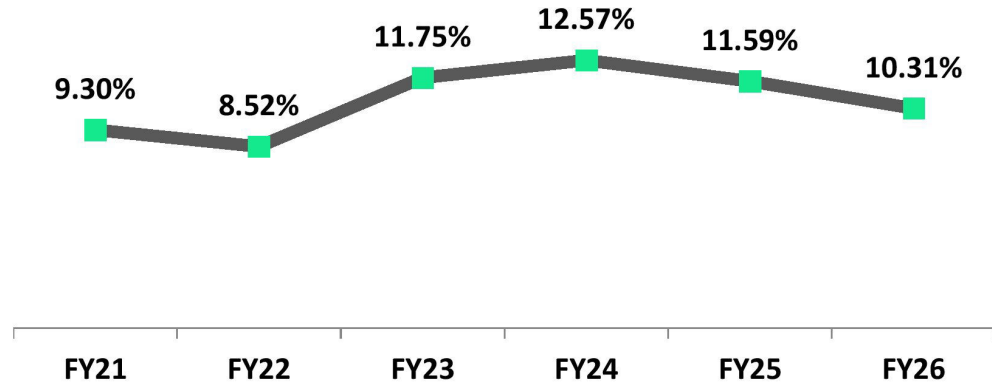


Earning per Share (Rs.)

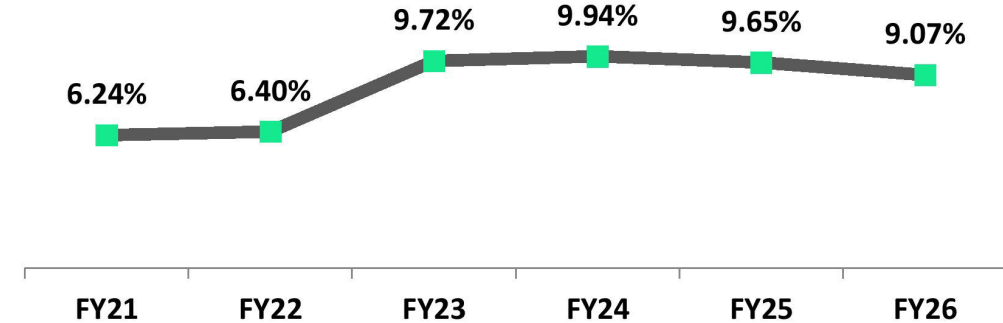


Key Cons. Balance Sheet Highlights – ANNUAL

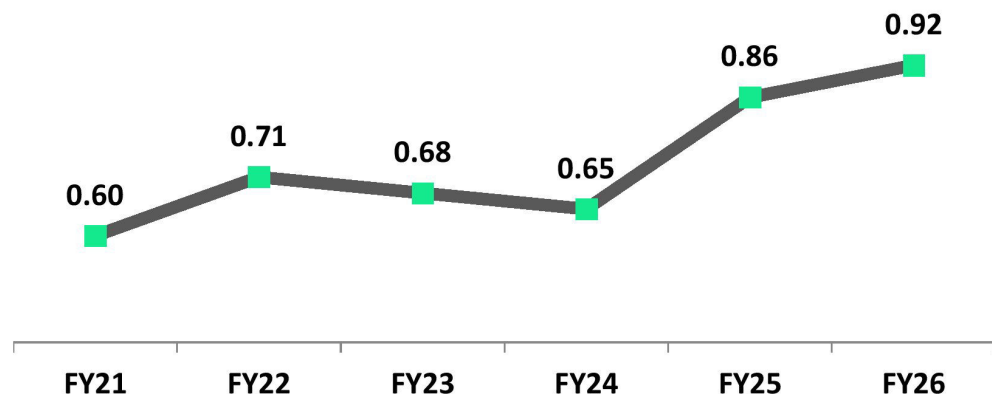
Return on Capital Employed (%)



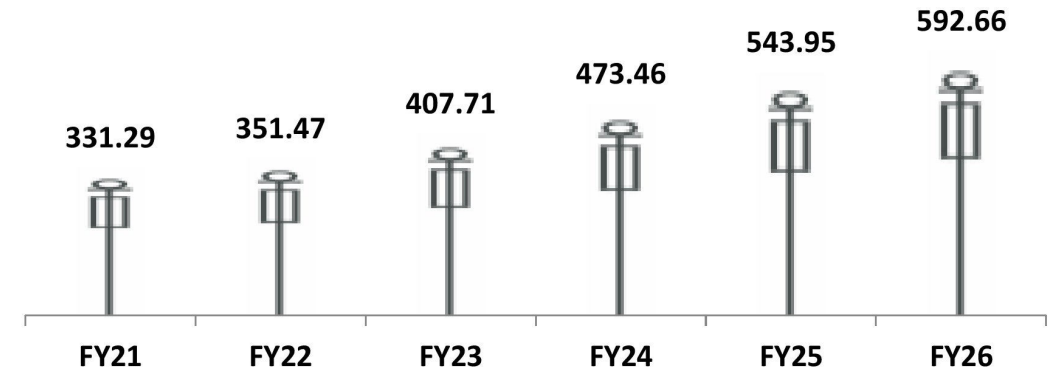
Return on Equity (%)



Debt to Equity(X)



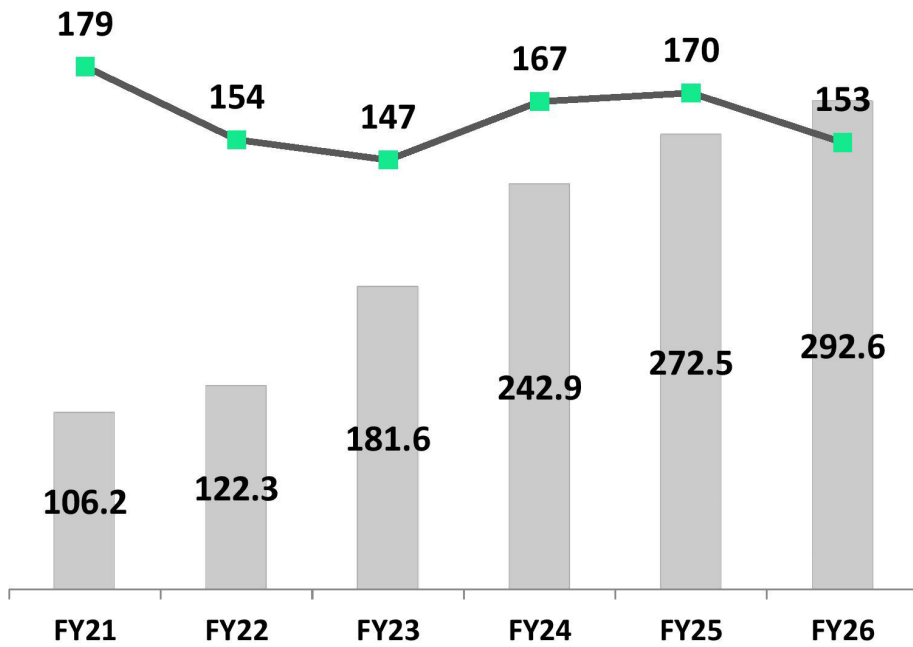
Networth as on 31st March (Rs. Crore)



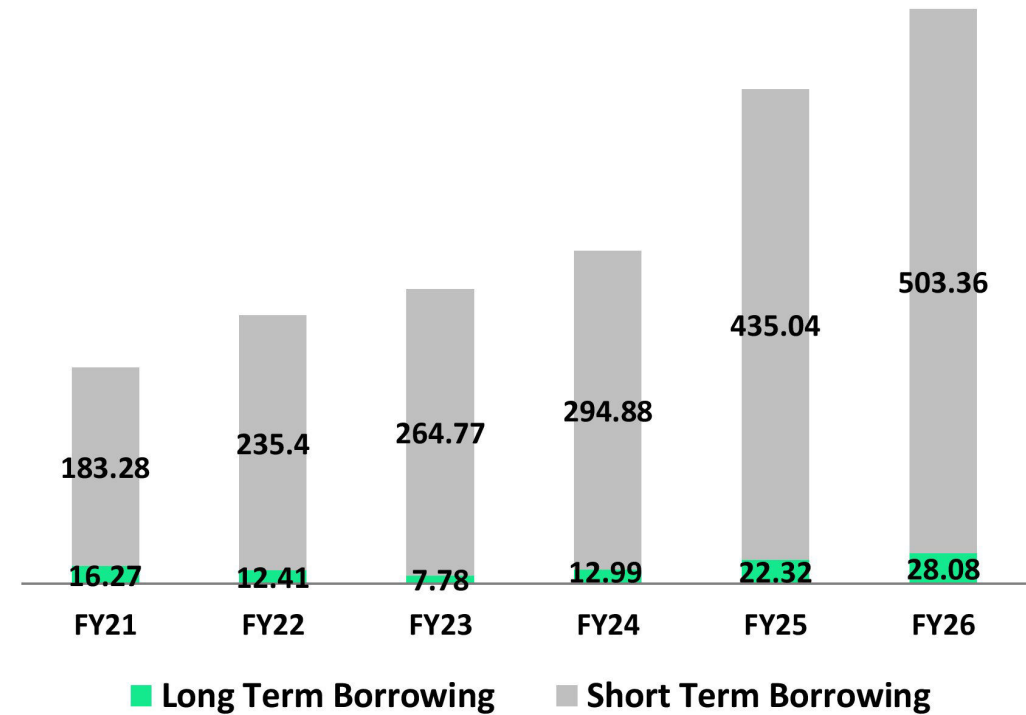
*Return on Capital Employed – EBIT/Total Capital Employed (Total Shareholders equity+LT Debt+ST Debt+Current Maturity of LT Debt-Non Current Investment), RoE – Net Profit/Networth , Debt to Equity = Total Debt/ Networth

Working Capital & Borrowings

Working Capital (Cr.) – Bar Chart
Working Capital (Days) – Line Chart



Borrowing (Cr.)





COMPANY OVERVIEW



Leading player offering total and customized electrical solutions

- Incorporated in 1985
- Headquartered in Coimbatore, Tamil Nadu
- Caters to sectors such as Engineering, Automotive, Tractor, Bearing and Allied Industries



Extensive Product offerings –

- Presence in Industrial Switchgears, Wires & Cables, Energy management and Smart Metering business
- Largest manufacturer of Cam Operated Rotary Switches – Market leader with 25% share



Experienced Management Team

- Significant experience in Engineering Industry
- Long term vision and proven ability to achieve long term goals for Company
- Technical collaboration with Plitron for Toroidal transformers – 1st Company to bring technology to India, Joint Venture with C3Controls for contactors and relays



Quality Standards, Assurance & Certifications

- ISO 9001; ISO 14001; ISO 45001; UKAS Management; IATF 16949
- International Approvals



200+ Reputed and long-term customers

- Preferred supplier to GE, Schneider and only approved supplier of Nuclear Power Corporation
- Largest supplier of rotary and load break switches to Indian Railways



State-of- art manufacturing facilities

- Seven manufacturing units located in Tamil Nadu
- More than 15 products catering to Industrial / Building Electrical / Automobile verticals

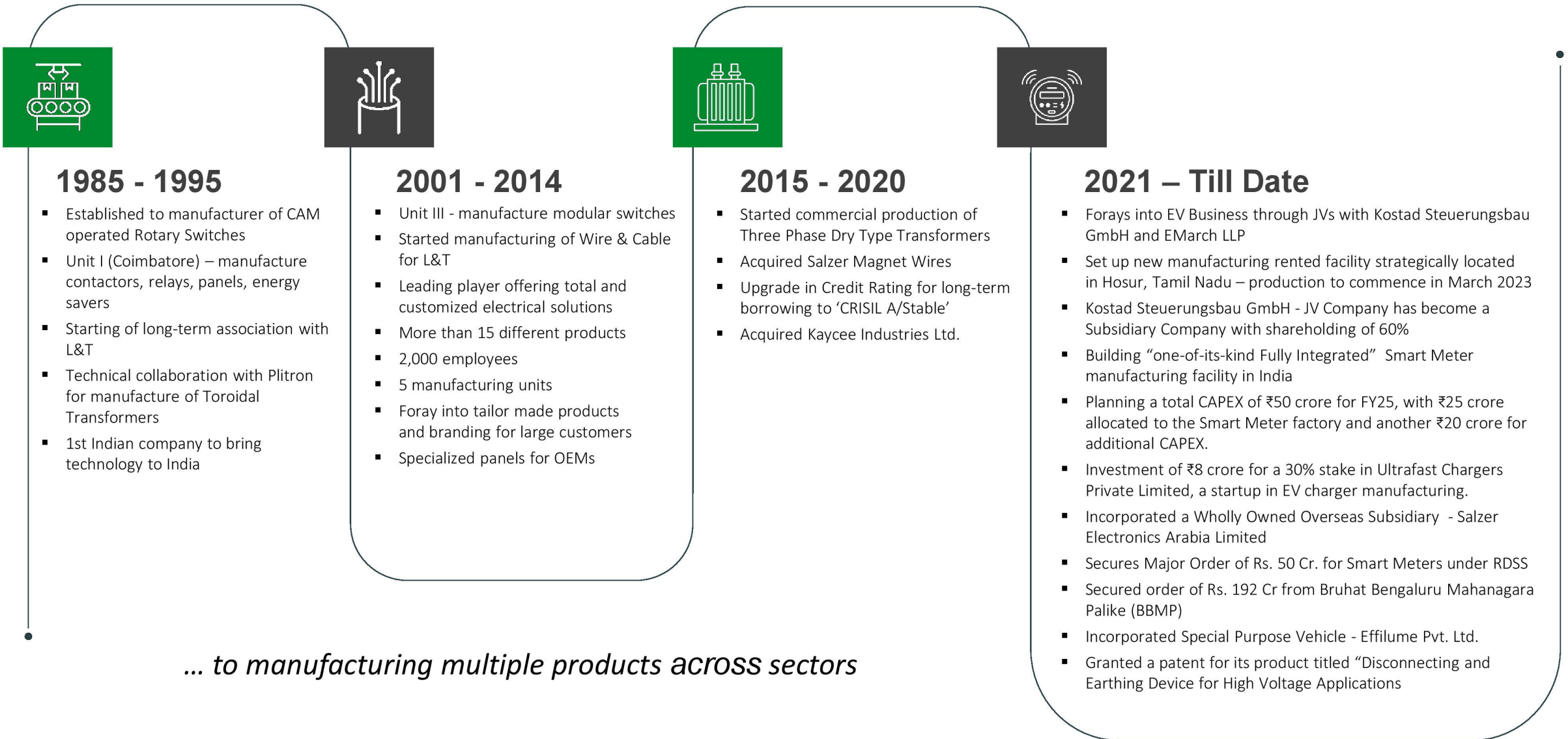


Strong Domestic & International Customer Base for forging applications

- Own distribution network – local and global – export to 50 countries with 40 International distributors
- Access to L&T's local network through more than 350 distributors



From A Single Product Company...



1985 - 1995

- Established to manufacturer of CAM operated Rotary Switches
- Unit I (Coimbatore) – manufacture contactors, relays, panels, energy savers
- Starting of long-term association with L&T
- Technical collaboration with Plitron for manufacture of Toroidal Transformers
- 1st Indian company to bring technology to India

2001 - 2014

- Unit III - manufacture modular switches
- Started manufacturing of Wire & Cable for L&T
- Leading player offering total and customized electrical solutions
- More than 15 different products
- 2,000 employees
- 5 manufacturing units
- Foray into tailor made products and branding for large customers
- Specialized panels for OEMs

2015 - 2020

- Started commercial production of Three Phase Dry Type Transformers
- Acquired Salzer Magnet Wires
- Upgrade in Credit Rating for long-term borrowing to 'CRISIL A/Stable'
- Acquired Kaycee Industries Ltd.

2021 – Till Date

- Forays into EV Business through JVs with Kostad Steuerungsbau GmbH and EMarch LLP
- Set up new manufacturing rented facility strategically located in Hosur, Tamil Nadu – production to commence in March 2023
- Kostad Steuerungsbau GmbH - JV Company has become a Subsidiary Company with shareholding of 60%
- Building “one-of-its-kind Fully Integrated” Smart Meter manufacturing facility in India
- Planning a total CAPEX of ₹50 crore for FY25, with ₹25 crore allocated to the Smart Meter factory and another ₹20 crore for additional CAPEX.
- Investment of ₹8 crore for a 30% stake in Ultrafast Chargers Private Limited, a startup in EV charger manufacturing.
- Incorporated a Wholly Owned Overseas Subsidiary - Salzer Electronics Arabia Limited
- Secures Major Order of Rs. 50 Cr. for Smart Meters under RDSS
- Secured order of Rs. 192 Cr from Bruhat Bengaluru Mahanagara Palike (BBMP)
- Incorporated Special Purpose Vehicle - Effilume Pvt. Ltd.
- Granted a patent for its product titled “Disconnecting and Earthing Device for High Voltage Applications

... to manufacturing multiple products across sectors

Experienced Management Team



R. Doraiswamy - Managing Director

- Qualified Electrical Engineer and Technocrat Entrepreneur with over 4 decades of experience
- Vast Experience in Foreign Collaboration & wide global contacts



D. Rajeshkumar – Joint Managing Director

- Electrical Engineer, India; Postgraduate in Business Management, US
- JMD of Company - responsible for driving the vision of Company



Raman Krishnamoorthy – Chief Financial Officer

- Holds a Master’s Degree in Business Management and Post Graduate Diploma in Financial Management
- Responsible for Accounts and Finance functions of the Company



P. Sivakumar A - AVP – Marketing Corporate

- Bachelors in Engineering with over 3 decades of experience
- Responsible for Sales & Marketing division



M Lakshminarayana - VP - Operations

- B.E (Electrical) with over 2 decades of experience
- Responsible for Production, Planning, Inventory Management, Maintenance & General Administration



R. Menaka – General Manager - Accounts

- Degree in Commerce with over 3 decades of experience
- Extensive expertise in Accounts, Finance, and Taxation



K M Murugesan – Company Secretary & Compliance Officer

- Qualified Company Secretary from The Institute of Company Secretaries of India, with a Post Graduation in Corporate Secretaryship
- Responsible for compliance activities under various corporate law



R Karunakaran - GM – PR & GST

- BSc, Diploma in Marketing Management with more than 3 decades of experience
- Responsible for GST and Public Relations of Company



BUSINESS OVERVIEW



INDUSTRIAL SWITCH GEAR PRODUCTS

- Transformers
- Terminal Blocks
- Rotary Switches
- Isolators
- General Purpose relays
- Wiring Ducts
- MPCB's
- Contactors & OLR's
- Control Panels
- Wire Harness



BUILDING ELECTRICAL PRODUCTS

- Modular Switches
- Wires & Cables
- MCB's
- Changeovers



WIRE & CABLE

- Wires & Cables
- Flexible Bus Bars
- Enamelled Wires
- Bunched Conductors
- Tinned Copper Wires



ENERGY MANAGEMENT PRODUCTS

- Energy Savers
- Street Light Controllers

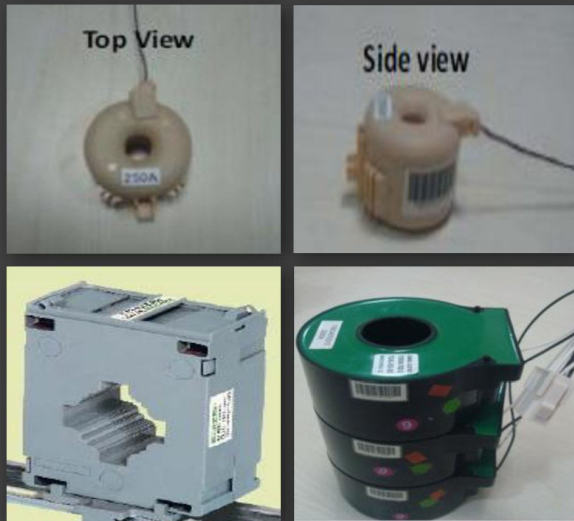


SMART METERS

- Single Phase Meters
- Three Phase Meters

Wide products suite customized for OEM'S

CT's



COILS / INDUCTORS



TERMINAL SOCKETS



PANELS



In-house manufacturing and R&D enables superior customization of products

Smart Metering Opportunity

Capacity, Technology & Growth Outlook

Annual Capacity
4 Million
 Fully Integrated Facility

Technology Stack
RF Mesh
 Certified Wirepas Platform

FY26 Revenue
₹ 25.45 Cr

Infrastructure & Tech

Current Headwinds

Growth Outlook

Manufacturing Strength

- State-of-the-art facility in Coimbatore with 4 million units p.a. capacity
- Backward integration for critical components ensures quality control and cost efficiency

Market Hurdles

- Eligibility Criteria:** Stringent norms for new entrants limiting direct tender participation
- Execution Delays:** Industry-wide slowdown in AMISP project rollouts impacting order flow

FY27 Roadmap

- Significant ramp-up expected in FY27 as consortium bids materialize
- Focus on de-bottlenecking operations for rapid volume scale-up once orders flow

Technology Advantage

- Cost-effective architecture utilizing **Wirepas RF mesh** technology
- Scalable platform suitable for dense urban deployments

Strategic Mitigation

- Adopting a **Consortium Strategy** to bypass eligibility barriers
- Partnering with established AMISPs for sub-contracting manufacturing volumes

Adjacent Synergies

- Leveraging IoT capabilities for **Energy Management** solutions (e.g., Bengaluru Project)
- Creating recurring revenue streams beyond hardware sales

Management Commentary

"While short-term execution remains challenging due to tender conditions, our fully integrated capacity and cost-competitive RF solution position us strongly for the next wave of smart meter deployments in FY27."

EV Charging & Energy Management

Strategic New Growth Engines



EV Charging Solutions

Scaling through Strategic Investments

₹ 8 Cr

Strategic Investment
30% Stake in UltraFast Chargers

~100

Units Sold
↑ Gaining Traction

Commercial Momentum

Generated ~₹9 Cr revenue to date with strong order pipeline. Management plans to double revenue next year driven by expanding charger network and rising EV adoption.

- ✓ **Partnerships:** Collaborations with global players like Kostad & eMarch for technology transfer.
- ✓ **Product Portfolio:** AC & DC Fast Chargers catering to commercial and residential segments.
- ✓ **Market Strategy:** Leveraging existing distributor network to penetrate tier-2 cities.



Energy Management

Recurring Revenue Platform

~₹ 200 Cr

Project Value
BBMP Bengaluru Project

Q1 FY27

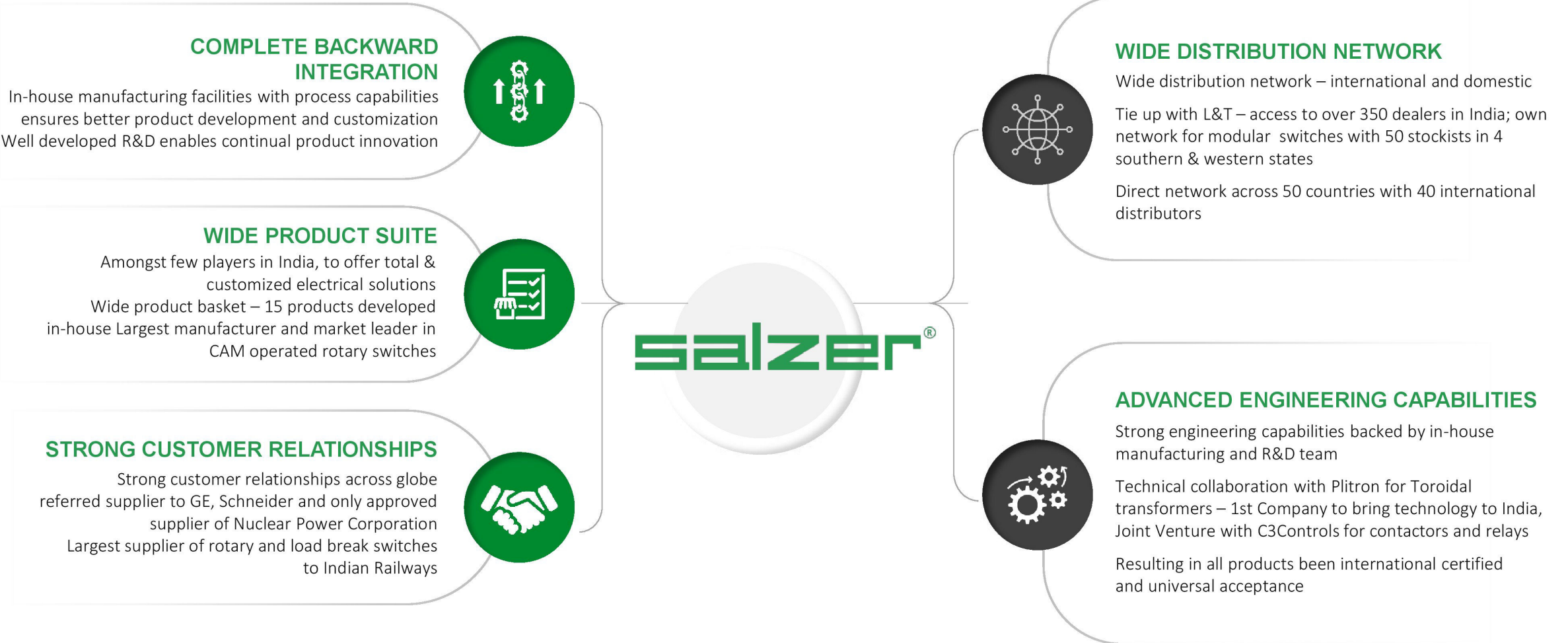
Target Commencement
Delayed from initial estimates

Annuity Revenue Model

Expected to generate ₹2–2.5 Cr per month in recurring revenue starting Q1 FY27E. Represents a strategic shift towards service-based income streams.

- ✓ **Scope:** Comprehensive street light management and energy efficiency solutions for Bengaluru city.
- ✓ **Vehicle:** Executed through Effilume SPV (41.91% stake as of Dec 2025).
- ✓ **Synergy:** Utilizes Salzer's smart controllers and IoT capabilities, creating a showcase for future municipal contracts.

Key Strengths



Seven Manufacturing Facilities...



Unit 1

- Rotary Switch
- Contactors & Relays
- Panel Assembly
- Lighting Energy Savers
- Automatic Meter Reading
- Three Phase Dry Type Transformers



Unit 2

- Toroidal Transformers
- Isolators (Dis-connectors)
- Terminals
- Wiring Ducts
- MPCB
- Wire Harness
- 3 PH Transformers



Unit 3

- Wiring Accessories



Unit 4

- Wires & Cables
- Flexible Bus Bars
- Bunched Conductors
- Tinned Wires



Unit 5

- Enamelled Copper Wires
- Fine Enamelled Copper Wires
- Polyester Coated Winding wires



Hosur Plant

- Wire Harnesses
- Toroidal Transformers



Annur Plant

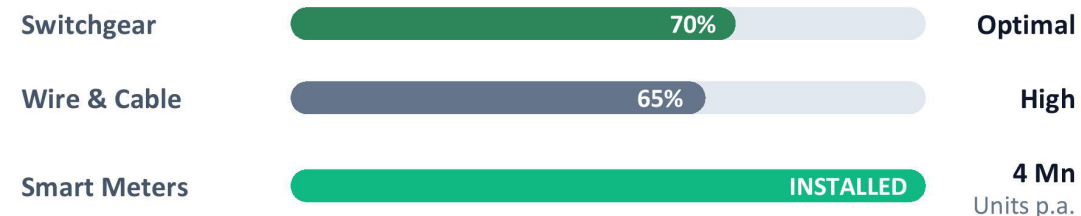
- Smart Meters

Capex, Capacity & Operational Excellence

FY25 Capex Program



Capacity Utilization



Distribution Network Strength



Operational Excellence Initiatives

- Price & Mix Optimization**
Initiated price hikes (Feb-Mar) to pass on RM inflation; focus on high-margin engineered SKUs.
- Supply Chain Efficiency**
Strategic sourcing and inventory management to mitigate copper/silver volatility.
- Value Engineering**
Continuous R&D to reduce material intensity without compromising quality.
- Export-Led Focus**
Aligning production with US/UK standards to leverage tariff benefits and duty-free access.

Innovation, Patents & Partnership



R&D & Intellectual Property

PATENT GRANTED

Recent Breakthrough

High-Voltage Disconnecting & Earthing Device

Designed specifically for Railway Locomotive applications. Validates Salzer's capability in complex, mission-critical engineering.

Strategic Focus Areas

Data Centers

Renewables



Strategic Ecosystem

Technology Alliances

Collaboration for Transformers

Partnership for Contactors

Defense Certifications

BEL

Indian Navy

Certified vendor status validates rigorous quality standards and opens access to defense offset opportunities.

Product Leadership

Built on 40+ Years of Engineering

~25%

Market Share
(Cam Operated Switches)

20+

Differentiated
Product Families

Tier-1

Supplier to Global
OEMs (GE, Schneider)

With In -House Process Capabilities...



Full fledged
TYPE TESTING LABORATORY

- Loads up to 500Amps
- Environmental test chamber for humidity test
- Salt spray test & all other basic tests as per UL Standards



IN-HOUSE TOOL ROOM

facility for manufacturing and servicing of Moulds and press tools

- CNC Wire Cut Machines and Spark erosion machines
- CNC Machining center, EDM Drilling
- Conventional machines
- Latest digital measuring equipment
- Inspected and certified by GE Tool Divisionca

More than 80% components made in-house

...And A Strong R&D Team

- **IN-HOUSE R&D CENTER**

- More than 35 engineers
- Recognized by Department of Science, Govt of India

- **PATENTED ROTARY SWITCHES**

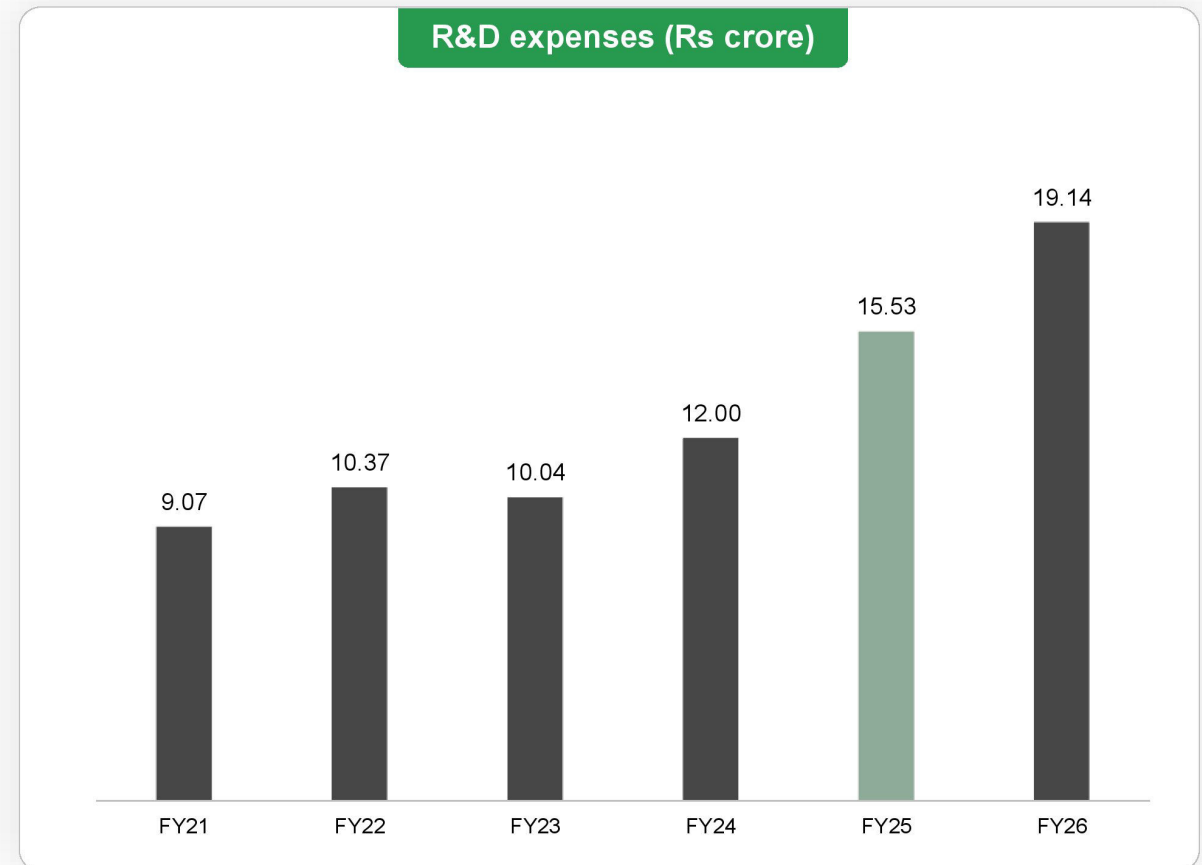
- **SIX PATENTS IN PROCESS**

- Manual Single-Phase Starter with no voltage tripping, Energy Saver System for Street Lighting, Track Feed Battery Changer Over System, Heavy duty energy efficient automatic source change over, Training warning system and Modular Housing
- Received two patents for CAM operated rotary switch & Motor Protection Circuit Breaker' for duration of 20 years, ending 2036

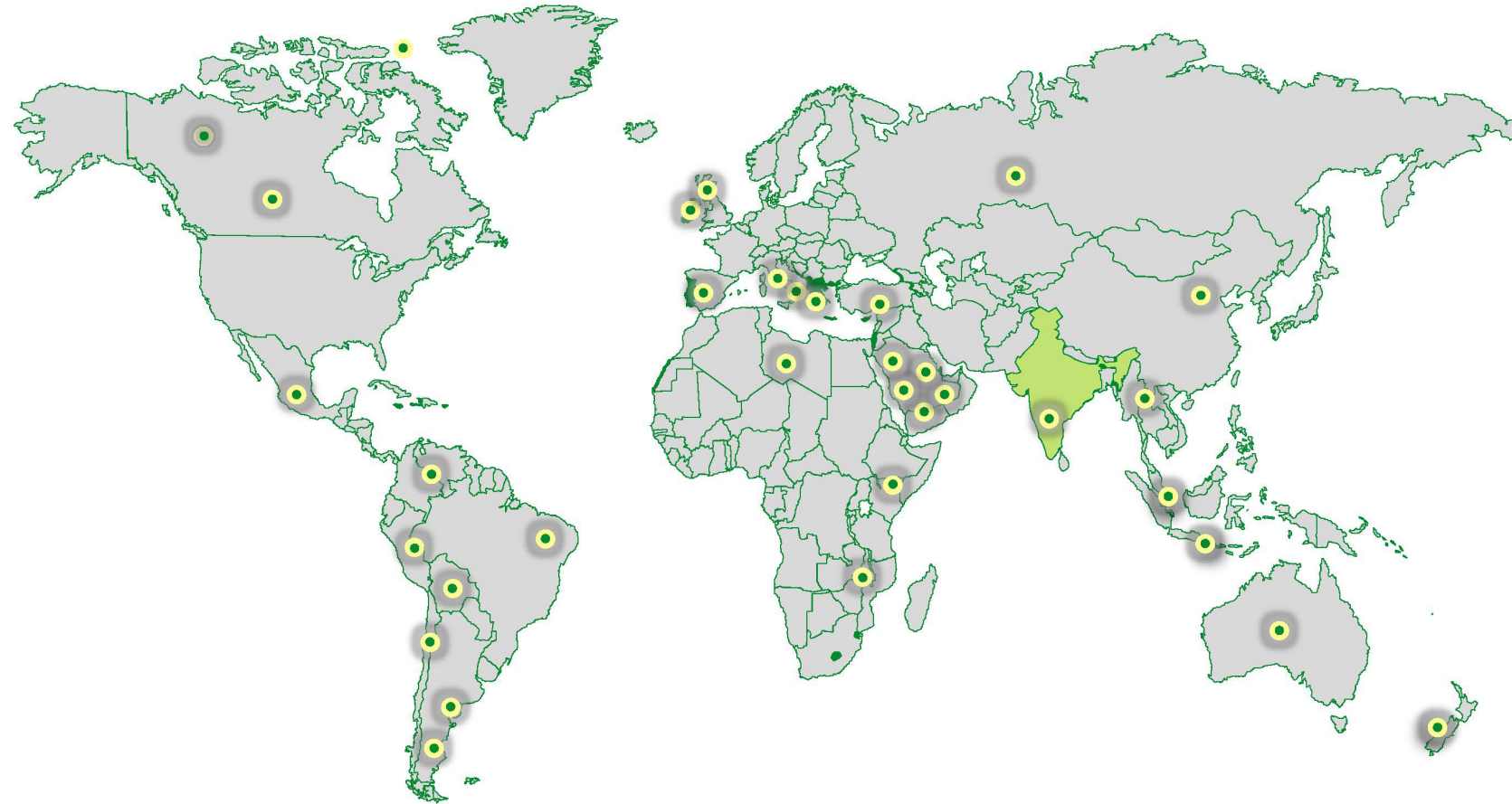
- **1ST OF ITS KIND PRODUCT IN INDIA**

- Designed and manufactured - Load Break Switches, Single Hole Mounting Switches, Halogen Free Cable Ducts, Flat Wire Ducts, Flexible Bus Bars etc

Continual focus on product innovation



Wide Distribution Network



Direct network across 50 countries

International

- Direct network across 50 countries
 - ✓ 21% of sales from exports (FY26)
 - ✓ 40 international distributors
- Plans to expand in US, Africa and Middle east

Domestic

- Tie up with L&T – access to more than 350 dealers in India
- Direct network for Modular Switches – 50 stockists in 4 southern & western states

Export strategy & Global expansion

Tariff Resets & Localized Manufacturing Driving Next Leg of Growth

Current Export Mix

21.06%

FY26 Actual

Target Mix

25%+

Medium-term Goal

Global Reach

40+

International Distributors

Key Drivers

US Tariff Cut

Saudi Expansion

North America (USA)

Major Catalyst

US-India Interim Trade Deal (Feb 6, 2026) reduces tariffs on Indian goods.

Previous Tariff

50%

New Tariff

18%

UK & Europe

Margin Driver

Benefits from **Zero Import Duty** and favorable currency movement.

✓ Focus on high-margin engineered switchgear products.

Middle East (Saudi)

Localization

Salzer Saudi Arabia Ltd (100% Sub).

Machinery installation underway. Targeting local infrastructure projects.

KEY MILESTONE:

Production Jun 2026

Strategic Synthesis

The US tariff reset acts as an immediate volume lever, while the Saudi plant secures long-term localized access to the MENA infrastructure boom. This dual engine supports the return to 25%+ export contribution.

FY26 Revenue Growth

>20%

Internationally certified



... Across entire product portfolio

Blue chip customers

- Marketing Tie-up with L&T for Indian Market
- Largest supplier of rotary switches to Indian Railways
- Branding partner to various large OEM's in India
- Technical Tie-up with American Company C3Controls, to manufacture & market contactors & overload relays
- Technical Tie-up with Trafo modern for Three Phase Transformers
- Preferred supplier to:
 - ✓ Nuclear Power Corporation
 - ✓ Schneider Electric
 - ✓ GE Energy



WAY ahead

Way Ahead

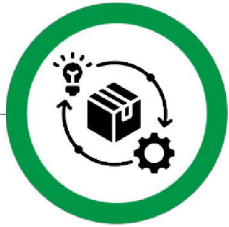
OPERATIONAL EXCELLENCE

Consistently executing business strategy and continued focus on improving operating costs by sourcing quality raw materials and efficient manpower



VENTURE INTO NEW PROJECT

- Seek Technical alliances to develop new and technically advanced products
- Acquired Kaycee Industries for new product development, enter new ventures and leverage brand & distribution network
- Ventured into EV Segment for EV Chargers manufacturing
- Ventured into Smart metering manufacturing in Coimbatore



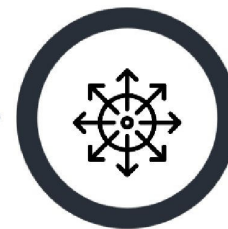
FOCUS ON MARGIN IMPROVEMENT

- Increase sales of high margin products – existing and new
- Increase exports – fast growing markets of US, Africa and Middle East



GROWTH AND EXPANSION OF EXISTING PRODUCT VERTICALS

- Constantly develop new products through in-house R&D
- Expand existing product portfolio to newer geographies



ESG Initiatives



Environment

- Committed towards a cleaner, greener and healthier environment
- Optimise energy consumption
- Towards this end Company has identified installation of rooftop solar panels
- Plan to recycle water as per environmentally friendly norms
- Increasing green cover around all plants in and around the manufacturing facilities
- Partner in EV Ecosystem to manufacture parts of environmentally friendly transportation



Social

- Continues to contribute towards skill development among the local population
- Recruitment of rural youth for local sales operations
- Contribution for women empowerment. Engaged around 50% women employees hailed from local rural areas who are breadwinners of their families
- Spending under CSR Initiatives for health Care and education of rural populous particularly residing in the local regions



Governance

- M/s. Swamy and Ravi, Chartered Accountants for statutory audit and M/s D A T & Associates, Chartered Accountants for internal audit
- Three independent Directors out of 8 Members on the Board
- Focus on Better compliances and best governance practices
- Plan for gender diversification on the Board in due course

THANK YOU

For further information, please contact

Salzer Electronics Limited

Mr. Murugesh

murugesan@salzergroup.com

www.salzergroup.net

Adfactors PR Private Limited

Ms. Savli Mangle

savli.mangle@Adfactorspr.com

Mr. Rupesh Rege

Rupesh.rege@Adfactorspr.com

www.adfactorspr.com

