

Ref: SSPSL/SEC/2026-27/May/03

23<sup>rd</sup> May 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 - 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**  
**M.No. F11841**



**S&S Power Switchgear Limited**



# S&S Power Group of Companies

## Investor Presentation

FY 25-26<sup>★</sup>

★ *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 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

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 (SPSL)



**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	-0.74	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

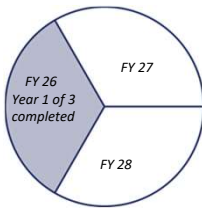
Purpose



Destination



Roadmap



TOP<sup>+</sup> framework: 

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

**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:**

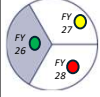
- Doubling our organic revenues from FY 2025
- Improve EBIDA to 12 - 15%
- Generate positive free cash flow
- Strategic expansion in select export markets
- 1 or 2 tech. acquisitions based on fit and future potential
- Invest 1.0 – 1.25% of revenue into R&D
- Become an employer of choice to attract & 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




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






SSPSE, Chennai	ACRASTYLE, UK	HART, Kolkata
<ul style="list-style-type: none"> <li>• 765kV commercialization <span style="float: right;">●</span></li> <li>• Global series Double Break <span style="float: right;">●</span></li> <li>• LVCC Scale Up <span style="float: right;">●</span></li> <li>• Strengthen Engineering services for Acrastyle UK. <span style="float: right;">●</span></li> </ul>	<ul style="list-style-type: none"> <li>• Increase Value-added IEC 61850 orders <span style="float: right;">●</span></li> <li>• Strengthen OEM Partnerships <span style="float: right;">●</span></li> <li>• Develop Own field services <span style="float: right;">●</span></li> <li>• Engineering Services for the UK market <span style="float: right;">●</span></li> </ul>	<ul style="list-style-type: none"> <li>• Improved POT controllers <span style="float: right;">●</span></li> <li>• Development of WMS <span style="float: right;">●</span></li> <li>• Development of HRS <span style="float: right;">●</span></li> <li>• New Technology of Green AI. <span style="float: right;">●</span></li> <li>• Development of Digital Twin <span style="float: right;">●</span></li> </ul>

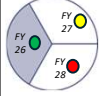
*These Investments & Product Developments will give the S&S Power Group a distinct competitive advantage in the future*



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### 3-year Strategic Plan – Increasing our Global Footprint






SSPSE, Chennai	ACRASTYLE, UK	HART, Kolkata
<ul style="list-style-type: none"> <li>• Re-entry into Vietnam, Malaysia, Bangladesh &amp; Africa markets <span style="float: right;">●</span></li> <li>• Participate in global exhibition in Kenya, Rwanda, Ethiopia &amp; Tanzania. <span style="float: right;">●</span></li> </ul>	<ul style="list-style-type: none"> <li>• Engage with BEAMA industry association <span style="float: right;">●</span></li> <li>• Revamp website &amp; social media presence. <span style="float: right;">●</span></li> <li>• Promote full range of Disconnectors in the UK Market. <span style="float: right;">●</span></li> </ul>	<ul style="list-style-type: none"> <li>• Participate at global forums like IBAAS, ICSOBA, ARABAL &amp; TMS. <span style="float: right;">●</span></li> <li>• Engage with domain experts to develop new business. <span style="float: right;">●</span></li> <li>• Expand into Middle East &amp; Africa markets. <span style="float: right;">●</span></li> </ul>


*Global diversification increases addressed market and provides valuable export revenues.*



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## 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 facilities to deliver better output*





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## 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. ●

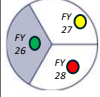
*We firmly believe that the Zero deviation policy & training will help us grow sustainably.*


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## 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. ●
- 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

✉ [secretarial@sspower.com](mailto:secretarial@sspower.com)