SUGS LLOYD LIMITED
ISO 9001: 2015 CERTIFIED
Corporate Office: 2nd Floor Logix Park,
Plot No A4 and 5 Sector 16, Noida,
Uttar Pradesh, India, 201301
E mail: compliance@sugslloyds.com

Date: November 01st, 2026

To
BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai – 400001.

Company Scrip Code: **544501** Company Symbol: **SUGSLLOYD**

Sub: Disclosure under Regulation 30 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 - Investor Presentation on the Unaudited Financial Results for the half year ended September 30, 2026.

Dear Sir / Madam,

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and with reference to our letter dated October 27, 2026, intimating Earning Conference Call Scheduled on November 03rd, 2026, we are attaching herewith the **Investor presentation** on the Unaudited Financial Results for the half year ended September 30, 2026 (H1 FY 2027).

We request you to please take the same on record.

Thanking you.
Yours faithfully,

For Sugs Lloyd Limited

Nimmy Singh Chauhan
Digitally signed by Nimmy Singh Chauhan

Nimmy Singh Chauhan
Company Secretary and Compliance Officer

Place: Noida

Encl.: as above

Sugs Lloyd

Executing India's Energy Future

BSE: 544501 | Symbol: SUGSLLOYD | ISO 9001 · 14001 · 45001 certified

EARNINGS PRESENTATION · Q2 & H1 FY27

Quarter and half year ended 30 September 2026



Disclaimer



This presentation has been prepared by Sugs Lloyd Limited (“Sugs Lloyd” or “the Company”) for information only. It is not an offer to sell, or a solicitation of an offer to buy, any securities of the Company, and it is not investment advice. No part of it should be relied on for an investment decision or a contract.

The information has been compiled from sources the Company believes to be reliable. The Company makes no representation or warranty, express or implied, on its accuracy, completeness or fairness, and accepts no liability for any error or omission in it.

Some statements are forward-looking. They reflect current expectations about the Company’s business, markets and plans and carry risks and uncertainties, including economic conditions in India and abroad, government spending and policy, competition, project execution, working capital and regulatory change. Actual results may differ materially. The Company has no obligation to update these statements.

Figures are standalone unless stated. ₹ Cr means ₹ crore. Order values exclude GST unless stated; GST-inclusive awards are converted at 18%. Totals may not add because of rounding.

Basis of preparation. Q2 FY27 is H1 FY27 less Q1 FY27, and Q2 FY26 is H1 FY26 less Q1 FY26, all as filed. EBITDA excludes other income. Ratios marked annualised use H1 × 2.

Company overview

An EPC and grid-products company built around India's power distribution networks

Source: Annual Report FY26

17+ years
operating since 2009

₹300.7 Cr
FY26 revenue, up 71%

80+
projects completed

9 states
operating footprint at FY26

1,000+
employees



Power T&D

Distribution networks and 33/11 kV substations; ADMS (OMS and DAS); network O&M



Solar EPC

Ground-mount and rooftop PV, PM Surya Ghar rooftop, solar street lighting, O&M

PRODUCT RANGE

Grid products

FPI, AR-VCB and SCADA

Fault passage indicators, auto-reclosers and sectionalisers, SCADA integration



Civil

Buildings, industrial civil works and substation civil works

CORPORATE JOURNEY

2009	2013	2020	2021	2025
Incorporated	T&D EPC	Solar EPC	Civil	Listed on BSE SME



Best Integrated T&D and Solar EPC Company of the Year, EPS Energy Awards 2026, at the 14th EPS Industry Connect, Patna

Emerging Solar EPC of the Year, EPS Solar 2024

Listed on the BSE SME platform on 5 September 2025 · product revenue is reported within T&D

Q2 FY27 at a glance

Execution on the Patna project carried the quarter; seven new orders took the book well beyond Bihar

Standalone · year-on-year comparisons only

PROFIT AND LOSS · Q2 FY27 AGAINST Q2 FY26

REVENUE

₹134.9 Cr

▲ **112% YoY**

Q2 FY26: ₹63.6 Cr

EBITDA

₹19.0 Cr

▲ **91% YoY,** Q2FY26: ₹ 10cr

Margin 14.1% (Q2 FY26: 15.7%)

PAT

₹12.5 Cr

▲ **108% YoY,** Q2FY26:Rs6cr

Margin 9.3% (Q2 FY26: 9.5%)

EPS

₹5.39

▲ **63% YoY**

Q2 FY26: ₹3.30; behind PAT growth on IPO dilution

ORDERS AND BALANCE SHEET · 30 SEP 2026 AGAINST 30 SEP 2025

ORDER INFLOW IN Q2

₹395 Cr

7 orders, ex-GST

₹466 Cr including GST, as disclosed to BSE

ORDER BOOK

₹1,067 Cr

▲ **2.6x YoY**

30 Sep 2025: ₹409 Cr

DEBT / EQUITY

1.04x

▲ **0.35x YoY**

30 Sep 2025: 0.69x

ORDER BOOK / FY26 REVENUE

3.5x

Revenue visibility

FY26 revenue: ₹300.7 Cr

- Revenue up 112% YoY driven by the scale-up in billing under RDSS projects.
- Q2 orders of ₹395 Cr: Tata Power Odisha network O&M renewals and a Punjab RDSS award

Q2 FY27 = H1 FY27 less Q1 FY27 · Q2 FY26 = H1 FY26 less Q1 FY26, as filed · 30 Sep 2025 from the H1 FY26 presentation

Management commentary

Santosh Kumar Shah, Chairman and Managing Director, on the quarter and the half year



Santosh Kumar Shah

CHAIRMAN AND MANAGING DIRECTOR

H1 FY27 has been the strongest half-year in our history, with revenue growing 73% to ₹213.31 crore and PAT increasing 69% to ₹20.01 crore. Q2 revenue more than doubled to ₹134.91 crore, reflecting the realisation of deferred billing, as indicated in our previous earnings call.

We won seven orders worth ₹395 crore excluding GST in the quarter, led by an RDSS award for Punjab State Power Corporation in Faridkot and Gurdaspur circles, which takes our distribution-reform work beyond Bihar, and three-year network O&M mandates from Tata Power's Odisha discoms. Our total order book stood at ₹1,067 crore as on 30 September 2026.

We see significant opportunities to expand our presence in transmission, SCADA and BESS, while strengthening our product portfolio through the launch of compact FPIs in Q3 FY27 and the ongoing development of VCBs and RMUs. With a strong order book, expanding market opportunities and a growing product portfolio, we are well positioned to sustain our growth momentum. Our focus remains on accelerating execution, improving cash flows and converting opportunities into revenue, thereby driving profitable growth and creating long-term shareholder value.

Q2 FY27 IN BRIEF

02 Jul	21 Aug	31 Aug	02 Sep	21 Sep	28 Sep
FPI and SCADA order, MP Paschim	Sugs Renewables Pvt Ltd set up	TPSODL and TPWODL LOIs, ₹214 Cr	TPCODL maintenance LOI, ₹24.6 Cr	Punjab RDSS award, ₹213.5 Cr	2 MW solar, Golden Temple, ₹8.9 Cr

Order values in the timeline include GST

01

Financial performance

Q2 FY27 financial performance	07
Q2 FY27 profit and loss statement	08
H1 FY27 financial performance	09
Segment-wise revenue	10
Balance sheet	11
Borrowings and returns	12
Historical track record	13



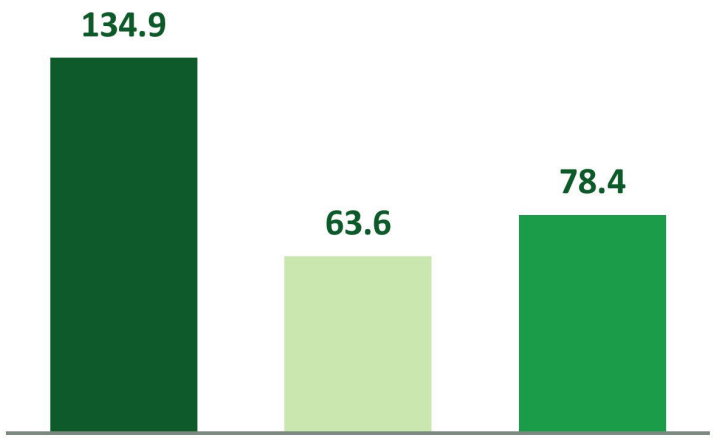
Q2 FY27 financial performance

Revenue, EBITDA and PAT against the same quarter last year and the previous quarter

₹ Cr · Standalone · latest quarter first

Revenue from operations

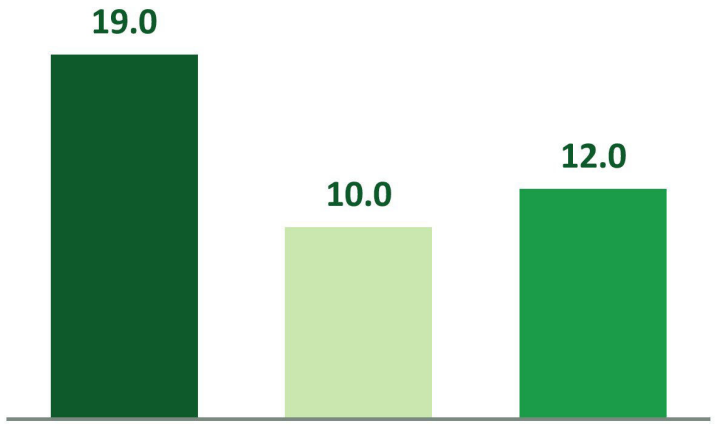
▲ 112% YoY
▲ 72% QoQ



	Q2 FY27	Q2 FY26	Q1 FY27
YoY growth	112%	n.a.	32%

EBITDA

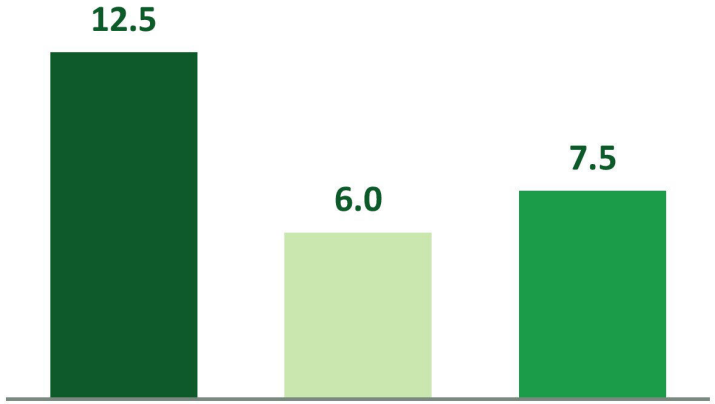
▲ 91% YoY
▲ 59% QoQ



	Q2 FY27	Q2 FY26	Q1 FY27
EBITDA margin	14.1%	15.7%	15.3%

Profit after tax

▲ 108% YoY
▲ 67% QoQ



	Q2 FY27	Q2 FY26	Q1 FY27
PAT margin	9.3%	9.5%	9.6%

- PAT margin eased only 20 bps YoY: finance cost fell to 2.5% of revenue from 3.8%

Q2 = H1 less Q1, as filed · Q2 FY25 was not published as a quarter, so Q2 FY26 YoY growth is n.a.

Q2 FY27 profit and loss statement

Standalone results for the quarter ended 30 September 2026

₹ Cr unless otherwise stated · Standalone

₹ Cr	Q2 FY27	Q2 FY26	YoY	Q1 FY27	QoQ
Revenue from operations	134.91	63.62	112.1%	78.40	72.1%
Cost of materials	87.79	35.16	149.7%	31.72	176.8%
Employee benefit expense	12.06	7.31	65.0%	11.19	7.8%
Other expenses	16.05	11.17	43.7%	23.50	(31.7)%
EBITDA	**19.01**	**9.97**	**90.7%**	**11.99**	**58.5%**
EBITDA margin	14.1%	15.7%	(158) bps	15.3%	(120) bps
Depreciation	0.09	0.11	(18.2)%	0.09	0.0%
Other income	1.16	0.68	70.6%	0.78	48.7%
Finance cost	3.44	2.42	42.1%	2.45	40.4%
Profit before tax	16.64	8.12	104.9%	10.24	62.5%
Tax	4.13	2.09	97.6%	2.74	50.7%
Profit after tax	**12.51**	**6.03**	**107.5%**	**7.50**	**66.8%**
PAT margin	9.3%	9.5%	(20) bps	9.6%	(29) bps
EPS (₹, not annualised)	5.39	3.30	63.3%	3.41	58.1%

REMARKS

Revenue

Up 112% YoY and 72% QoQ. June billing on the Patna project, held back by start-up and supplier delays, came through in Q2.

Margin

Materials cost rose to 65.1% of revenue vs 55.3%. Total operating expense was 85.9% of revenue, against 84.3% a year ago.

Finance cost

Finance cost as percentage of revenue came down to 2.5% against 3.8% in Q2 FY26.

Q2 = H1 less Q1, as filed · cost of materials = purchases plus change in inventories · Q2 FY27 EPS on 2.32 Cr shares

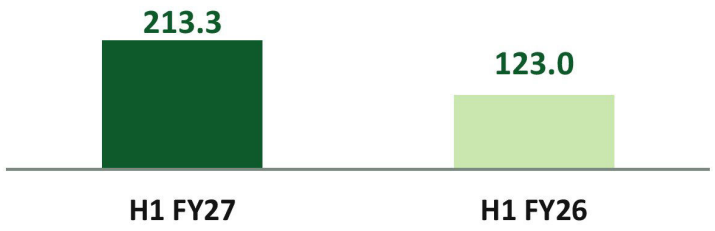
H1 FY27 financial performance

Revenue up 73% and PAT up 69% in the half; EBITDA margin 81 bps lower on the material mix

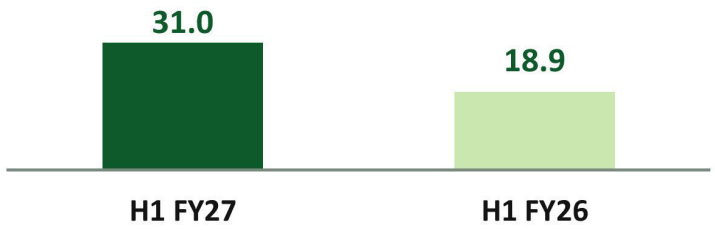
₹ Cr · Standalone

₹ Cr	H1 FY27	H1 FY26	YoY
Revenue	213.3	123.0	▲ 73.4%
EBITDA	31.0	18.9	▲ 64.2%
EBITDA margin	14.5%	15.3%	▼ 81 bps
Profit after tax	20.0	11.8	▲ 69.3%
PAT margin	9.4%	9.6%	▼ 22 bps
EPS (₹)	8.62	6.86	▲ 25.7%

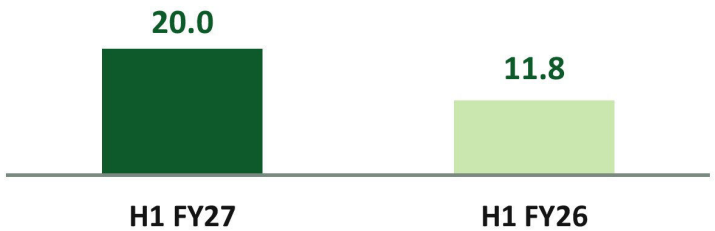
Revenue



EBITDA



Profit after tax



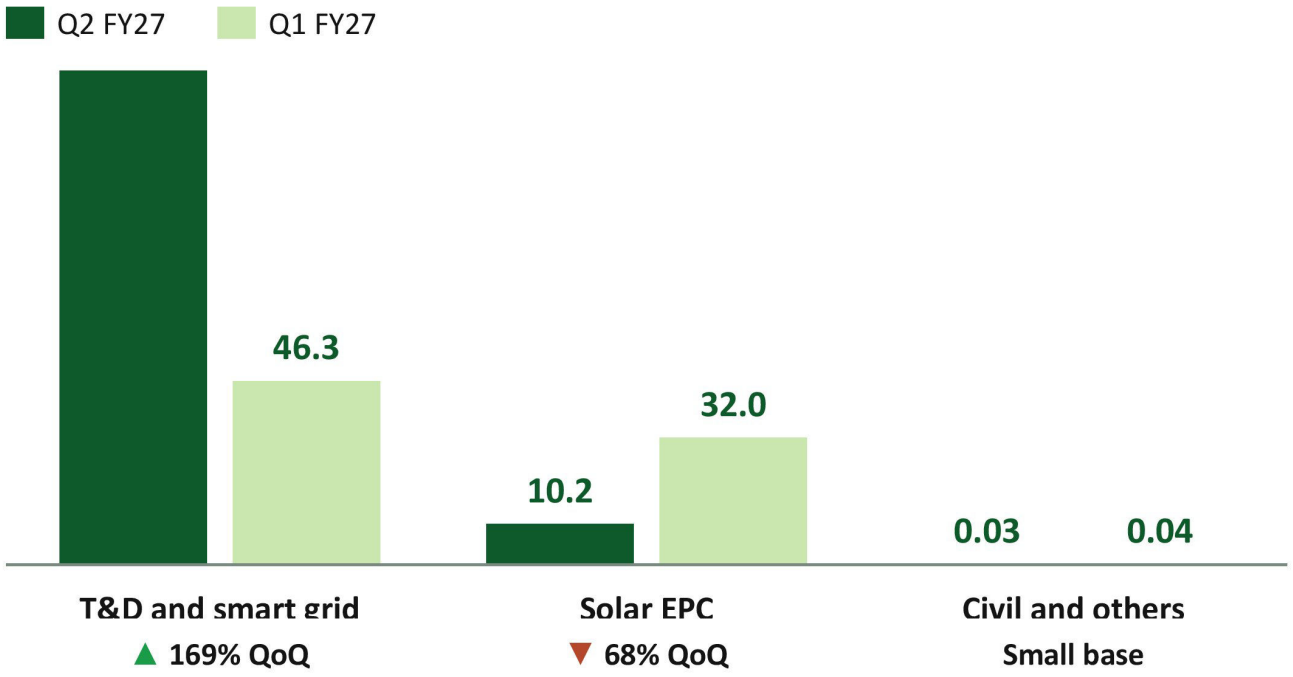
- H1 revenue of ₹213 Cr is already 71% of FY26's full-year revenue of ₹300.7 Cr

H1 FY27 unaudited, subject to limited review · H1 FY26 unaudited, as filed · EBITDA excludes other income

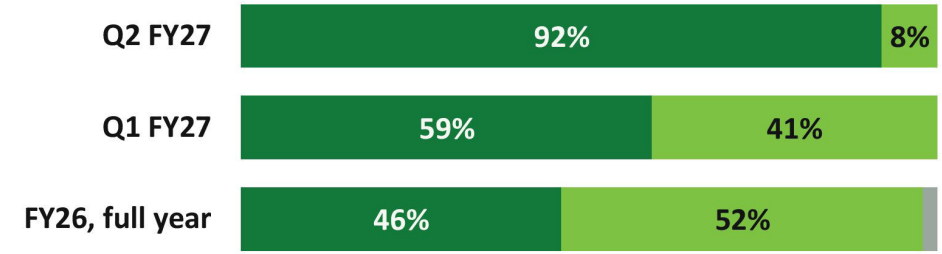
Segment-wise revenue

T&D and smart grid now leads the mix: 92% of Q2 revenue, against 46% in FY26

₹ Cr · management's operational split



SHARE OF REVENUE



Q2 FY27 split: 92% / 8%

T&D and smart grid | Solar EPC

92%

T&D and smart grid share of Q2 FY27 revenue, against 46% in FY26

Single reportable segment under AS-17; split is management's view · Q2 FY26 split not disclosed

Balance sheet

Statement of assets and liabilities at 30 September 2026 (unaudited) against 31 March 2026 (audited)

₹ Cr · Standalone

Equity and liabilities	30 Sep 26	31 Mar 26
Shareholders' funds	157.22	137.21
Long-term borrowings	8.64	0.21
Other non-current liabilities	17.68	4.70
Short-term borrowings	154.43	68.73
Trade payables	57.96	52.68
Other current liabilities	35.10	6.11
Total	**431.03**	**269.63**

Assets	30 Sep 26	31 Mar 26
Fixed assets and investments	1.87	1.71
Capital work-in-progress	37.05	–
Other non-current (BG margin)	92.47	50.28
Inventories	24.75	10.11
Trade receivables	190.81	159.25
Cash and bank	1.61	0.57
Loans, advances, other assets	82.47	47.70
Total	**431.03**	**269.63**

MOVEMENTS IN H1

+₹94.1 Cr
Gross borrowings, mostly short-term

+₹42.2 Cr
Bank guarantee margin money

+₹37.1 Cr
Capital work-in-progress, new in H1

30 Sep 2026 unaudited, subject to limited review · 31 Mar 2026 audited

Borrowings and returns

Gross debt rose ₹94 Cr in H1 to ₹163 Cr; debt / equity 1.04x against the 1.1–1.2x ceiling

Standalone · latest first

	30 Sep 26 / H1 FY27	Comparison
Gross debt	₹163.1 Cr	31 Mar 26: ₹68.9 Cr · 30 Jun 26: ₹91 Cr
Debt / equity	1.04x	31 Mar 26: 0.50x · 30 Sep 25: 0.69x
Net debt / EBITDA (annualised)	2.6x	FY26: 1.6x
Interest cover (EBIT / finance cost)	5.2x	H1 FY26: 4.8x
Finance cost / revenue	2.8%	H1 FY26: 3.2%
Return on equity (H1, annualised)	27.2%	FY26: 33.0%

GROSS DEBT, ₹ CR



SAID ON THE Q1 FY27 CALL

- Debt / equity ceiling of 1.1x to 1.2x
- No equity raise planned in FY27 or FY28
- Levers: surety bonds in place of bank guarantees, TReDS, purchase-bill discounting

Net debt = borrowings less cash · EBITDA and ROE annualised (H1 × 2); ROE on average equity · Q1 FY27 call, 31 Jul 2026

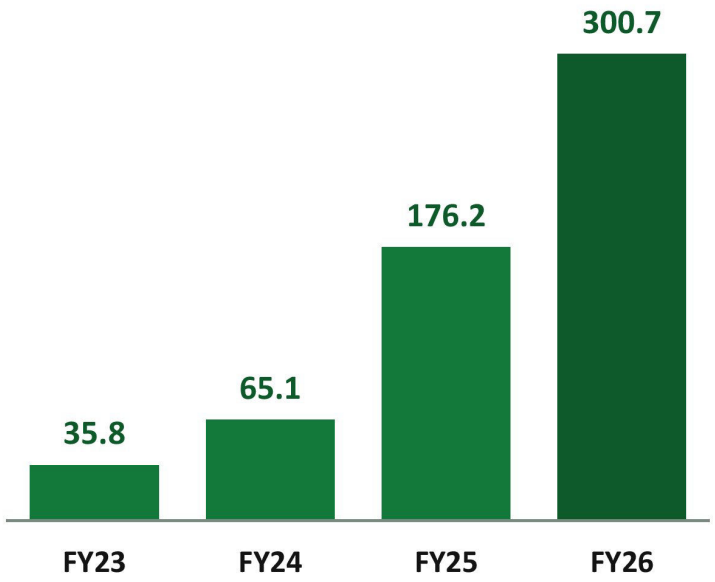
Historical track record

Revenue has compounded at 103% a year since FY23, with EBITDA margin at 14–15% since FY24

₹ Cr · full years · CAGR FY23–FY26

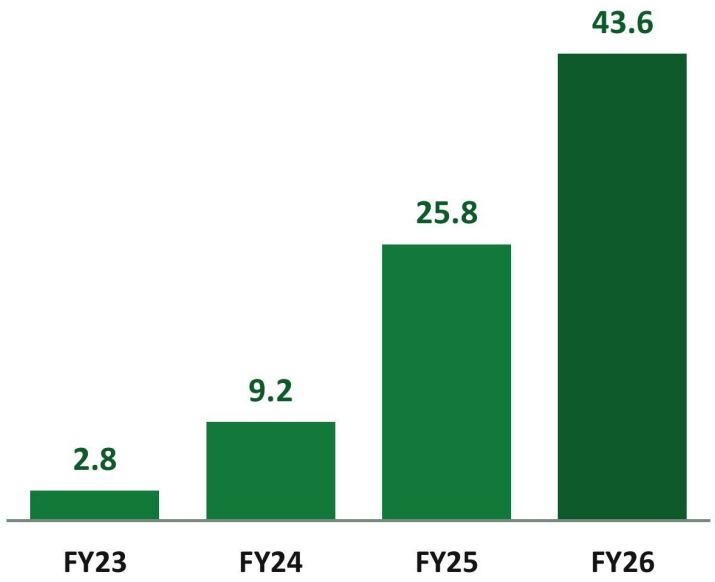
Revenue from operations

CAGR 103%



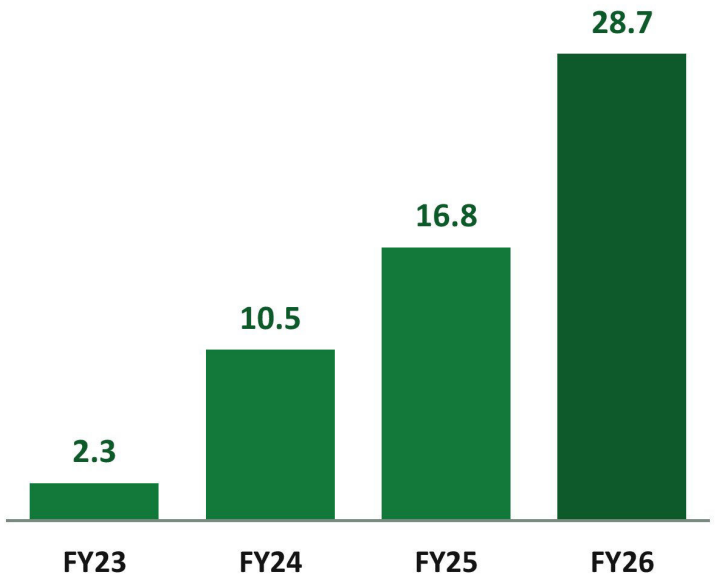
EBITDA

CAGR 149%



Profit after tax

CAGR 132%



33.0%
Return on net worth, FY26

20.9%
Return on capital employed, FY26

0.50x
Debt / equity, FY26 (FY25: 2.04x)

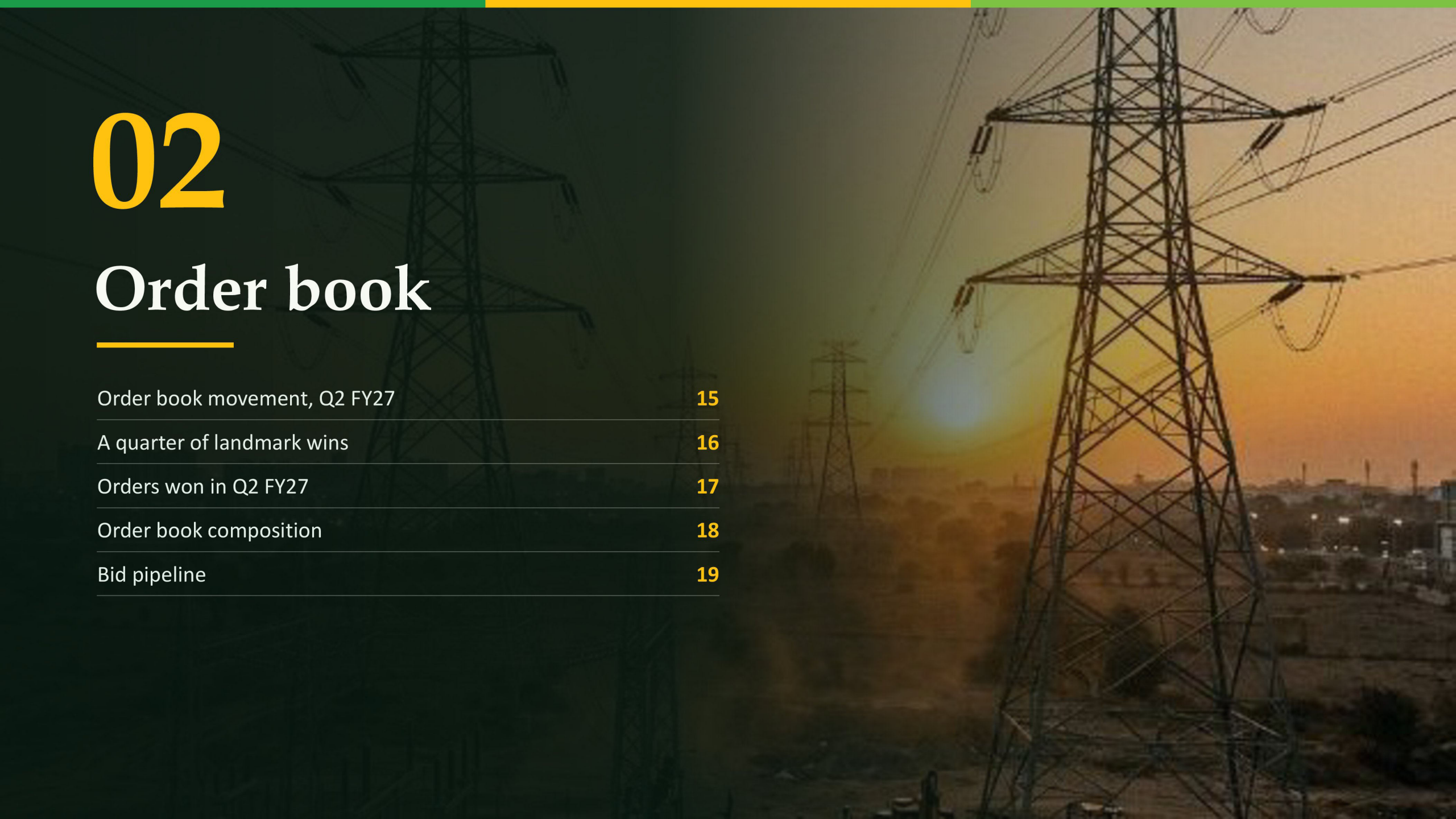
1.71x
Current ratio, FY26 (FY25: 1.13x)

FY23–FY24 restated (RHP); FY25–FY26 audited · figures as in the Q1 FY27 presentation

02

Order book

Order book movement, Q2 FY27	15
A quarter of landmark wins	16
Orders won in Q2 FY27	17
Order book composition	18
Bid pipeline	19



Order book movement, Q2 FY27

Orders won in the quarter were more than twice the revenue booked against the book

₹ Cr · excluding GST



COVERAGE

₹395 Cr

won in Q2, ex-GST; ₹466 Cr including GST, as disclosed

2.9x

Q2 book-to-bill (orders won / revenue)

3.5x

order book / FY26 revenue

2.7x

order book / revenue for the twelve months to Sep 2026 (₹391 Cr)

Opening book as on the Q1 FY27 call · closing = opening + orders won − revenue · awards converted from GST-inclusive values at 18%

A quarter of landmark wins

Seven orders worth ₹466 Cr including GST, all outside Bihar, led by Punjab RDSS and Tata Power Odisha

₹ Cr · including GST



₹8.90 Cr Sri Harmandir Sahib (Golden Temple), Amritsar

2 MW (AC) ground-mount solar EPC with 10-year O&M; solar by December 2026

₹466 Cr

Seven orders won in Q2 FY27, including GST · ₹395 Cr ex-GST

₹213.48 Cr

Punjab RDSS: LT and HT loss reduction

PSPCL · Faridkot and Gurdaspur circles · 15 months

₹214.27 Cr

Tata Discoms Odisha

Also won this quarter

TPCODL **₹24.63 Cr**	MP Paschim **₹3.37 Cr**	Noida Power **₹1.78 Cr**

Reg 30 disclosures, 2 Jul to 28 Sep 2026 · values include GST · see the next page for ex-GST values and terms

Orders won in Q2 FY27

Seven orders worth ₹395 Cr ex-GST, led by Tata Power Odisha network O&M and Punjab RDSS

₹ Cr · latest first

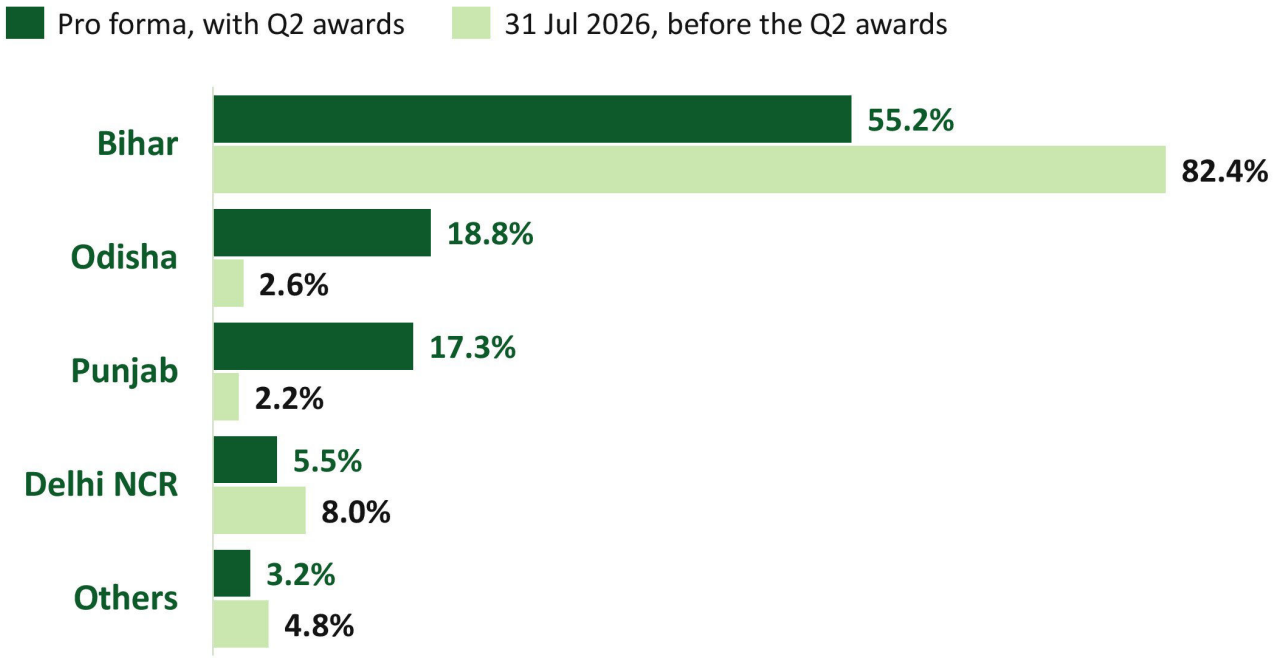
Date	Client	Scope	Incl. GST	Ex-GST	Term
28 Sep	Golden Temple, Amritsar Sri Harmandir Sahib	2 MW (AC) ground-mount solar EPC; 10-year O&M	8.90	7.54	Solar by Dec 2026
21 Sep	PSPCL, via Marshal Enterprises Repeat client: solar, RDSS	RDSS LT/HT loss reduction, Faridkot and Gurdaspur circles	213.48	180.92	15 months
02 Sep	TPCODL (Tata Power, Odisha) Existing FPI customer	Network maintenance	24.63	20.87	3 years from Oct 2026
31 Aug	TPWODL (Tata Power, Odisha) Client since 2023	Network maintenance, same scope as TPSODL	99.25	84.11	Oct 2026 to Sep 2029
31 Aug	TPSODL (Tata Power, Odisha) Renewal at ~2.6x annual value	Network maintenance; 33/11 kV substation operations	115.02	97.47	Oct 2026 to Sep 2029
11 Aug	Noida Power Company Earlier FPI supply	Auto-reclosers and sectionalisers	1.78	1.51	To Nov 2026
02 Jul	MP Paschim Kshetra VVCL Madhya Pradesh	FPIs with SCADA integration; 5-year AMC	3.37	2.86	70 days, then AMC
	Total, seven orders		**466.43**	**395.28**	

Reg 30 disclosures, 2 Jul to 28 Sep 2026 · ex-GST at 18% · shaded: Tata Power Odisha network O&M, ₹202 Cr ex-GST

Order book composition

The Q2 awards, all outside Bihar, cut Bihar's share of the book from 82% to about 55%

% of order book by state · latest first



CONCENTRATION

55%

Bihar's share of the book, pro forma, against 82% at 31 Jul 2026

₹392 Cr

of awards after 31 Jul, all outside Bihar: Odisha ₹202 Cr, Punjab ₹188 Cr

36%

Odisha and Punjab together, from 5% at 31 Jul 2026

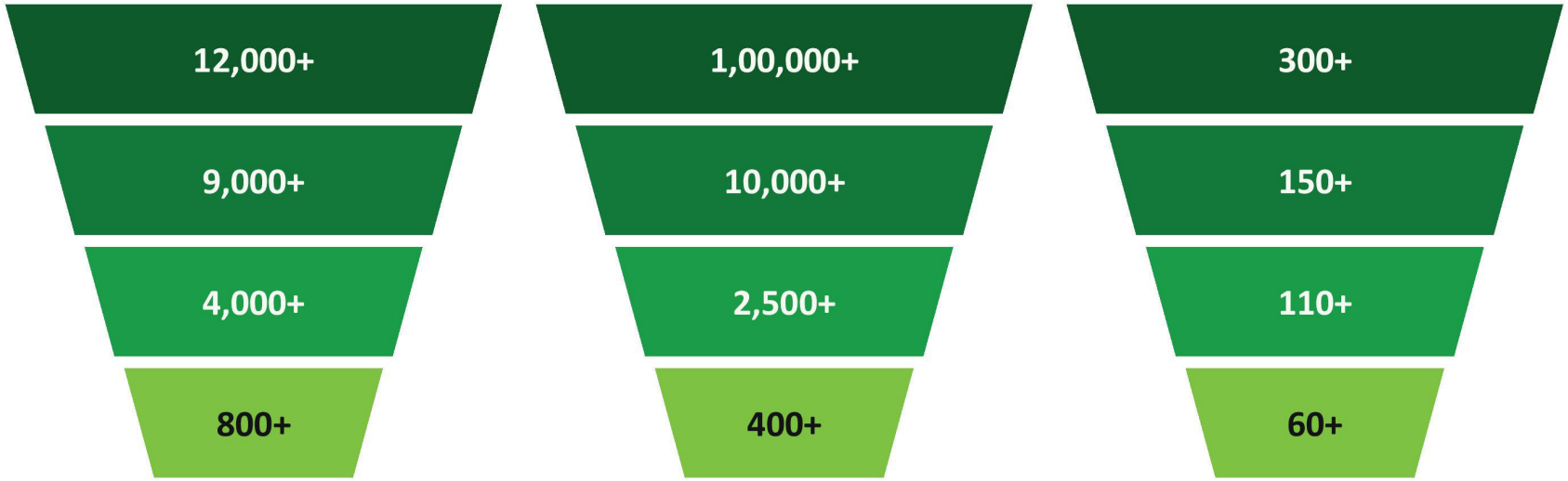
Company contract register at 31 Jul 2026 plus awards of 11 Aug–28 Sep 2026, ex-GST · pro forma, before Aug–Sep billing

Bid pipeline

₹1,260 Cr of tenders at the final stage; storage and transmission bids come on top of the FY28 target

₹ Cr · tenders tracked by stage

Stage	Power T&D	Solar + BESS	Niche products	Total
Opportunities	12,000+	1,00,000+	300+	1,12,300
Tenders floated	9,000+	10,000+	150+	19,150
Selected for bidding	4,000+	2,500+	110+	6,600
At final stage	800+	400+	60+	1,260



Strike rate

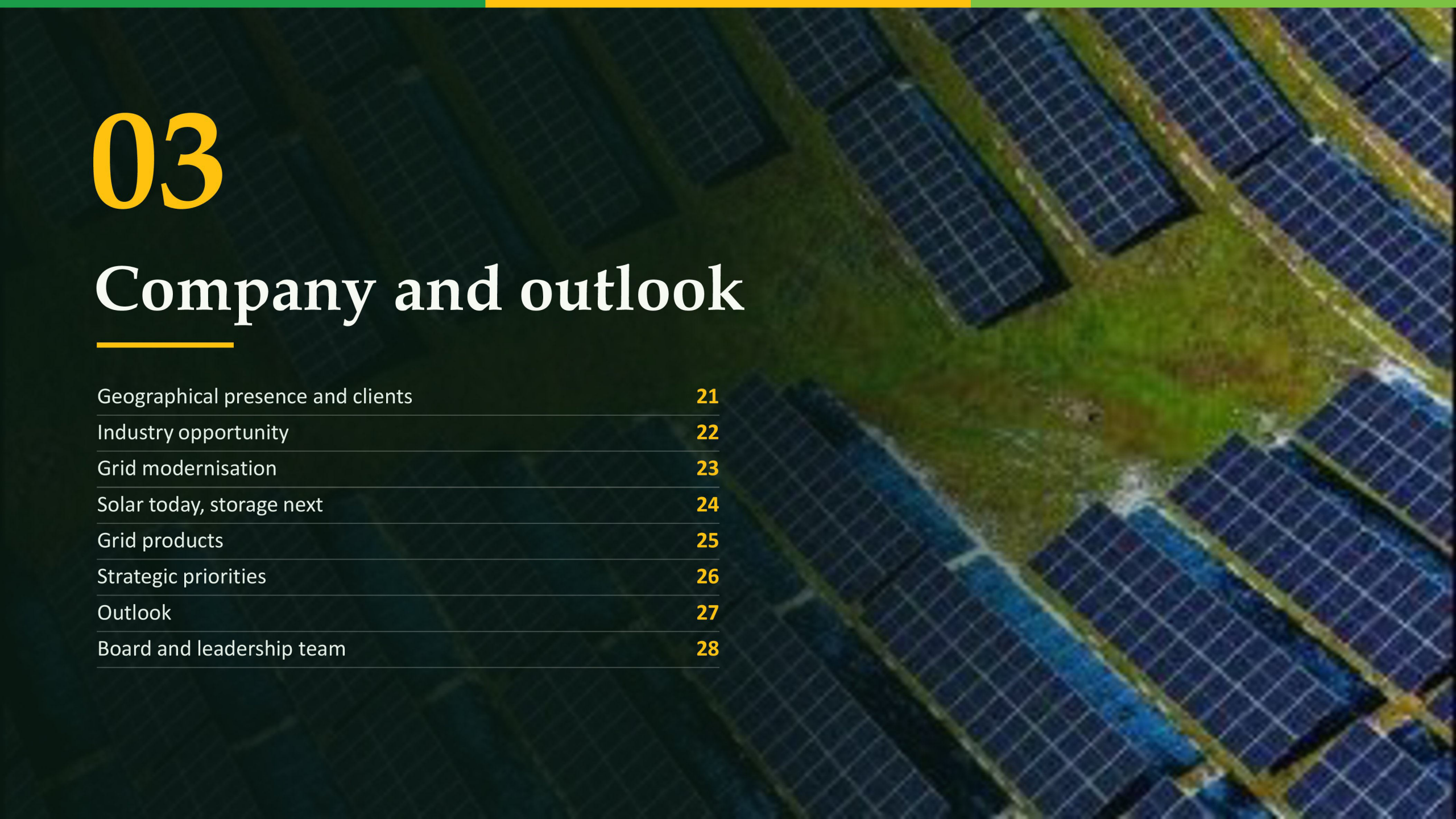
Management guides to winning 15–20% of qualified bids by value, and 10–15% in a state where it is new.

Company estimates · funnel widths are not to scale

03

Company and outlook

Geographical presence and clients	21
Industry opportunity	22
Grid modernisation	23
Solar today, storage next	24
Grid products	25
Strategic priorities	26
Outlook	27
Board and leadership team	28



Geographical presence and clients

Ten states, with government utilities, PSUs and central schemes behind nine-tenths of the book

Pan-India operations



₹1,067 Cr

order book, 30 Sep 2026

10 states

9 at FY26; Madhya Pradesh added in Q2

91%

of the book with government utilities, PSUs and central schemes (31 Jul 2026)

KEY CLIENTS

Central PSUs and railways	NTPC, Konkan Railway (Patna underground cabling), Indian Railways
State utilities and agencies	North and South Bihar discoms, BREDA, PSPCL, MAHAGENCO, HPPCL, MP Paschim
Tata Power discoms, Odisha	TPSODL, TPWODL, TPNODL and TPCODL; first Odisha work in 2023
Private utilities and others	BSES Yamuna, Noida Power, SGPC

Annual Report FY26 (geographical reach, client portfolio) · company contract register

Industry opportunity

Each Sugs Lloyd vertical sits in a market with funded government programmes behind it

Market	Size	What drives it	Where Sugs Lloyd will target orders
Distribution reform (RDSS)	**₹2.83 lakh Cr**	4.4 lakh DTs and 1,100 substations still to install; unawarded works may be de-sanctioned and re-bid	Bid re-tendered works where the company already has site teams, and target similar works in other states
Transmission	**₹9.15 lakh Cr**	Planned to 2032, mainly to evacuate >100 GW of RE capacity; Green Energy Corridor III approved 30 Sep 2026 with ₹1.36 lakh Cr for intra-state lines and substations	Enter at 132/220 kV: state utility packages under GEC-III, the nearest step from 33 kV work
Feeder automation	**2.65 lakh feeders**	11 kV and 33/66 kV feeders (CEA): the base for fault passage indicators	Extend FPI sales from MP and UP into RDSS states where the company is already present. Adding products such as compact FPIs, VCBs and RMUs widens the market to capture
Utility-scale solar	**171 → 365 GW**	Installed at Sep 2026 against the 2032 requirement	EPC for state utilities and PSUs, where execution record counts more than scale. Solar with storage: bid hybrid tenders for state utilities, PSUs and C&I clients
Battery storage	**4.7 → 236 GWh**	Installed by May 2026 against the 2032 requirement	BESS tenders identified in Rajasthan and Bihar; to increase participation in other states
Rooftop solar	**₹22,000 Cr**	PM Surya Ghar allocation in the FY27 Union Budget	Focus on more ULA tenders, where payment is backed by central and state funding

Ministry of Power; CEA National Electricity Plan; MNRE; Union Budget 2026-27; company website

Grid modernisation

Transmission, distribution reform and feeder automation: the market, and where Sugs Lloyd goes next

Transmission

Opportunity

- ₹1.57 lakh Cr TBCB bidding pipeline
- Green Energy Corridor III moves the focus to state grids: 135 GW RE evacuation target by FY33

Way forward

- Enter at 132, 220 and 400 kV through state utility packages under GEC-III and other central and state substation and line packages
- Partner TBCB winners as line or substation sub-contractor to build an EHV track record

Distribution (RDSS)

Opportunity

- ₹1.00 lakh Cr of sanctioned budget still to be used
- 4.4 lakh DTs and 1,100 substations still to be installed
- 4.8 lakh ckm of sanctioned HT lines still to be installed

Way forward

- Bid re-tendered works in Bihar, Punjab and Odisha, where the company already has site teams
- Take RDSS work into other states

Feeder automation

Opportunity

- 2.65 lakh feeders (CEA): the base for fault passage indicators
- 71% of RDSS feeder meters installed and communicating (Jan 2026)

Way forward

- Extend FPI sales into RDSS states where the company already executes
- Target private discoms such as Noida Power
- Compact FPI and advanced switchgear for niche, higher-margin work

Ministry of Power; CEA; MNRE; company analysis

Solar today, storage next

The two growth markets beyond the current order book

Stage 01 · Solar

365 GW needed by 2032



24.4 GW of utility-scale solar added in January–September 2026

Stage 02 · Battery storage

236 GWh needed by 2032



35+ GWh of standalone BESS awarded; 29+ GWh under bidding

From EPC to RESCO: Sugs Renewables Pvt Ltd, the wholly owned subsidiary set up in August 2026, is to bid for and hold RESCO projects

MNRE; CEA; JMK Research via PV Tech (Oct 2026); Indian Infrastructure (Jul 2026)

Grid products

Fault passage indicators are the base for a wider grid-equipment range

Fault passage indicators, reclosers and automation

FAULT LOCATION

Fault passage indicators

Locate faults on 11 kV and 33 kV overhead and cable networks, so crews restore supply faster

FAULT ISOLATION

Auto-reclosers and sectionalisers

Clear transient faults and isolate faulty sections without a full feeder outage

INTEGRATION

SCADA, OMS and ADMS

Link field devices to the utility control room; outage management and distribution automation

THE MARKET

2.65 lakh

feeders: 2.3 lakh at 11 kV and 0.35 lakh at 33/66 kV (CEA)

~3 per 0.5 km

FPIs needed for full coverage of a feeder

50%+

Sugs Lloyd's share of the FPI market (company estimate)

~10%

of revenue from products by FY28 (management target)

PRODUCT ROADMAP, AS SET OUT ON THE Q1 FY27 CALL

Today

FPIs, reclosers and SCADA; Q2 orders from MP Paschim and Noida Power

Next

Compact FPI through a technology-transfer partnership

About a year out

Vacuum circuit breakers; ring main units later, capex to be set

CEA; company Q1 FY27 presentation and earnings call, 31 Jul 2026 · market share is the company's estimate

Strategic priorities

Five priorities behind one target: ₹1,000 Cr of revenue in FY28

01 Growth

Grow revenue, EBITDA and PAT together and widen the business by state and client, on the way to ₹1,000 Cr of revenue in FY28

02 Cash flow

Faster collection, a wider client base and less concentration; tighter working capital and a stronger current ratio

03 Niche products

Move from standalone FPIs to bundled automation with auto-reclosers and SCADA/OMS; launch a compact FPI and more switchgear for RDSS packages

04 Execution

Deliver on time and protect margins, starting with Patna and the new Odisha and Punjab work

05 New engines

Build EHV transmission capability for the next phase of grid investment, and bid battery storage tenders in states where the company already works

The one target

₹1,000 Cr

FY28 revenue target, against ₹300.7 Cr in FY26

Sugs Renewables Pvt Ltd

Wholly owned subsidiary, set up in August 2026 to bid for and hold RESCO projects

Annual Report FY26 (business priorities 2026-27) · Q1 FY27 earnings call, 31 Jul 2026

Outlook

Management has guided to about ₹1,000 Cr of revenue in FY28, with EBITDA margin sustained at about 15%

Targets as stated on the Q1 FY27 call, 31 Jul 2026

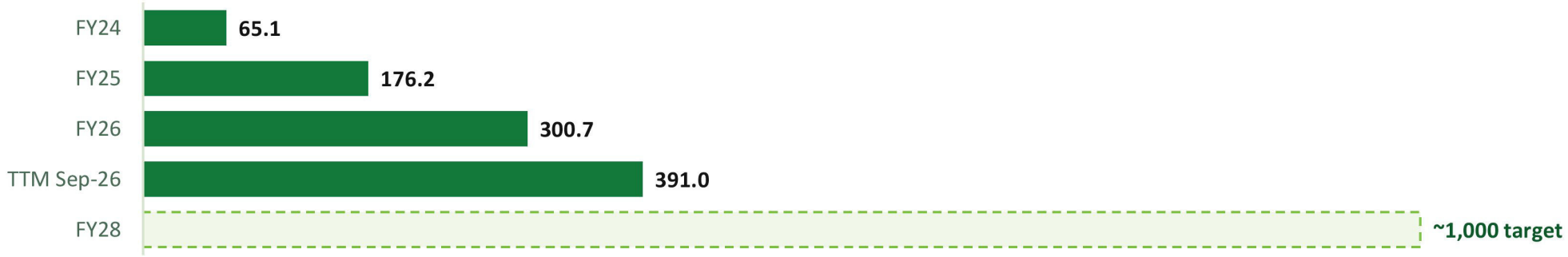
~₹1,000 Cr

FY28 revenue target

~15%

EBITDA margin, sustained

REVENUE PATH TO THE FY28 TARGET, ₹ CR



H2 visibility	₹ Cr	Note
Order book, 30 Sep 2026	1,067	2.7x revenue for the 12 months to Sep 2026
Tata Power Odisha network O&M	~60 a year	TPSODL and TPWODL, from 1 October 2026
Punjab RDSS	181	Over 15 months from award
Patna underground cabling (Konkan Railway)	542	Order value; due by March 2028

Order values ex-GST · storage and transmission are over and above the FY28 target · TTM = twelve months to 30 Sep 2026

Board of directors and leadership team

A founder-led board with three independent directors, and the team running execution

BOARD OF DIRECTORS



Santosh Kumar Shah
Chairman and MD



Priti Shah
Whole-time Director



Kapil Dev Marwah
Executive Director



Kavita Rani
Independent Director



Rajveer Singh
Independent Director



Dilip Kumar Agarwalla
Independent Director

LEADERSHIP TEAM



Satyakam Basu
Chief Executive Officer



Vicky Kumar
Chief Financial Officer



Surendra Singh
Business Head



Abid Ali
AVP, Projects



Nimmy Singh Chauhan
Company Secretary

Thank You

For Your Interest.

INVESTOR CONTACT

Nimmy Singh Chauhan

Company Secretary and Compliance Officer

compliance@sugslloyds.com · +91 120 455 8247 · www.sugslloyds.com

Corporate office: 2nd Floor, Logix Park, Plot No. A4 and 5, Sector 16, Noida, Uttar Pradesh 201301

Registered office: Office No. 8B, CSC-I, Behind Narwana Apartments, New Delhi 110092 · CIN L74900DL2009PLC194400

INVESTOR RELATIONS ADVISOR

Washuvi Financial Advisory LLP

