Date : November 13, 2026

To

BSE Limited,
Phiroze Jeejeebhoy Towers,
Dalal Street,
Mumbai 400 001
Scrip code: 517059

National Stock Exchange of India Ltd.,
Exchange Plaza, 5th Floor,
Bandra-Kurla Complex, Bandra (E),
Mumbai 400 051
Scrip code: SALZERELEC

Dear Sir,

Sub: Investor Presentation on the Unaudited Financial Results for Q2 FY 27

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we hereby submit the Investor Presentation on the unaudited financial results for the quarter and half year ended September 30, 2026.

This is for your information and records.

For Salzer Electronics Limited

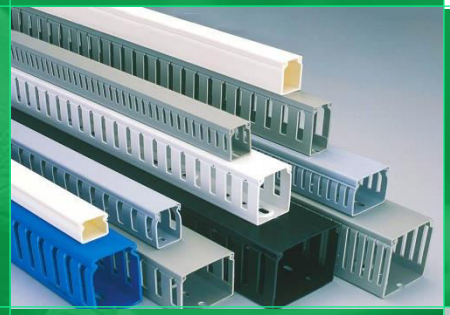
MURUGESAN N.K.M.
Digitally signed by MURUGESAN.K.M.
Date: 2026.11.13 10:11:49 +05'30'

K M Murugesan
Company Secretary and
Compliance Officer
M No. :A25953

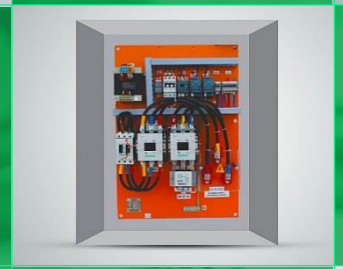
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SALZER ELECTRONICS LIMITED

Results update presentation

Q2 & H1FY27

Disclaimer

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- COMPANY OVERVIEW
- 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 (~7%) impacted by raw material volatility. Clear path to ~10% by FY28 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 April 2027

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+
Stockists (Modular)	50
Intl. Distributors	40

Revenue (Q2 FY27)

₹ 579.77 Cr

↑ 38.40% YoY Growth

EBITDA (Q2 FY27)

₹ 39.95 Cr

6.89% Margin

PAT (Q2 FY27)

₹ 14.87 Cr

2.56% Margin

Operational Metrics

Export Contribution (Q2 FY27)	**23.60%**
Switchgear Utilization	**~80%**
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:

"

During the second quarter of the financial year, we reported consolidated revenue of ₹579.77 crore, representing a growth of 38.40% year-on-year, while revenue for the first half stood at ₹1,077.79 crore, a growth of 25.32% year-on-year. This performance reflects continued demand across all our core business divisions, Industrial Switchgear, Wires & Cables and Building Products.

EBITDA (excluding other income) for the quarter stood at ₹39.95 crore with a margin of 6.89%, compared with 6.29% in Q1 FY27. Input costs, particularly copper, silver, aluminum and plastics, remained elevated and volatile during the period. As these materials are key inputs across our switchgear business, including transformers and contactors, the impact is felt across the industry. We have been addressing this through sourcing efficiencies, product mix optimization, operational improvements and calibrated pricing measures, which take effect with a time lag.

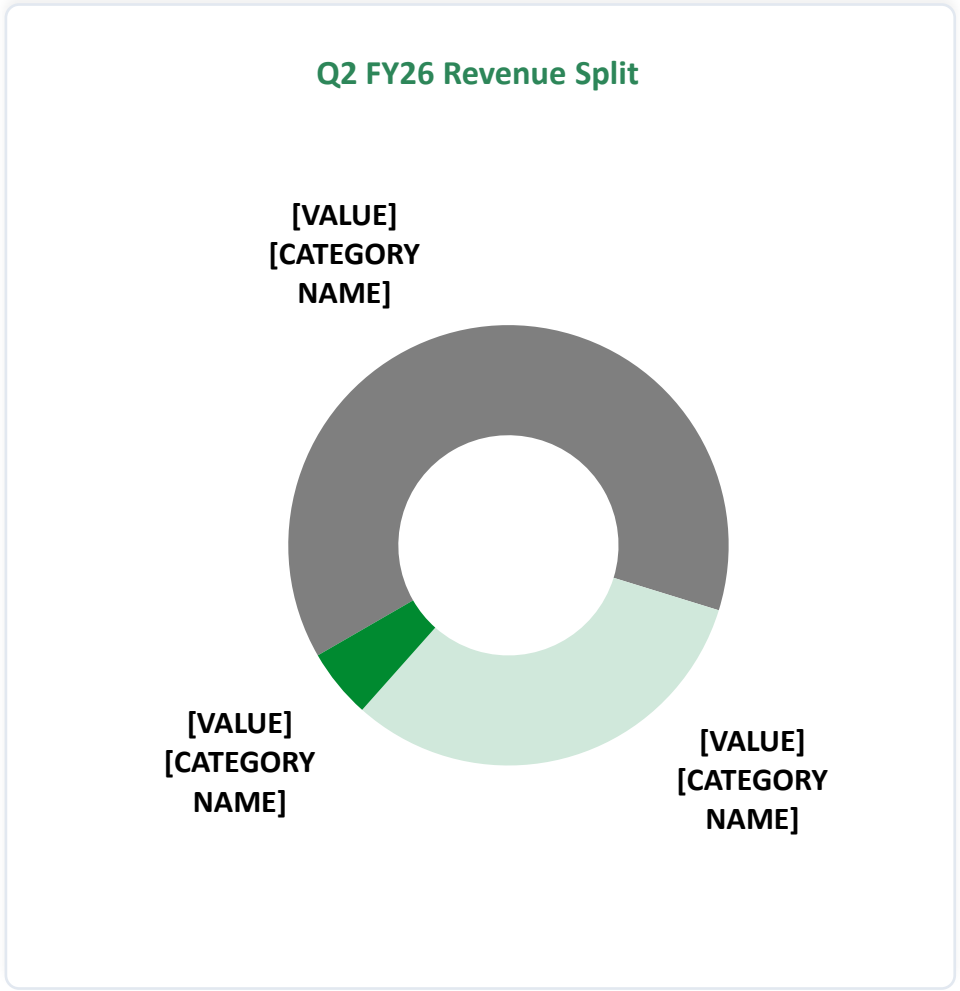
During the quarter, we continued to build our emerging businesses and technologies, including energy management, EV charging, and to prepare for the start of operations at our Saudi Arabia facility. Due to the unforeseen escalation of war particularly in Saudi Arabia, the planned execution of project has been delayed. We now expect to commence operations from April 2027, provided, the uncertainties settle down in Middle east.

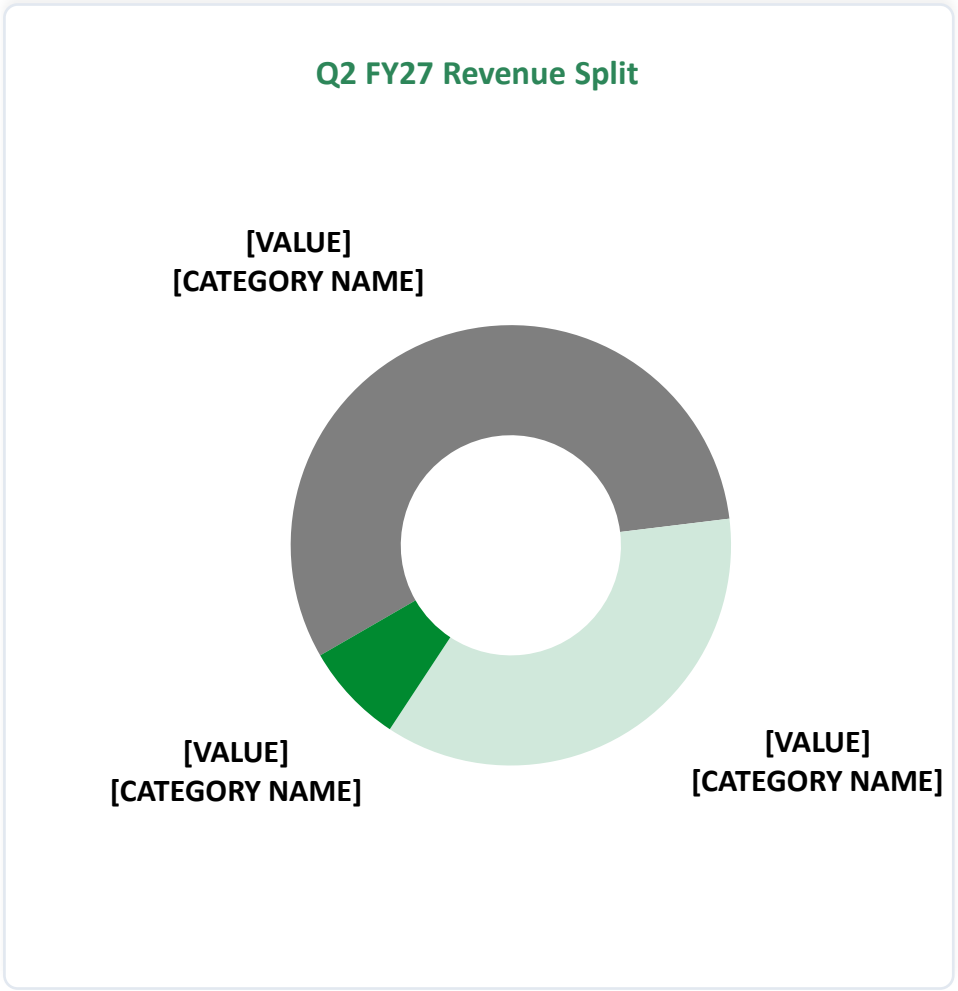
The underlying demand environment remains encouraging, supported by investments in power infrastructure, renewable energy, industrial automation, data centers and electrification, and reinforced by the Government of India's approval of the ₹1.86 lakh crore PM-DHARA scheme for intra-state transmission and battery energy storage on 30th September 2026. Subject to raw material prices remaining stable, we expect margins to normalize progressively from the third and fourth quarter of this financial year. 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.

"

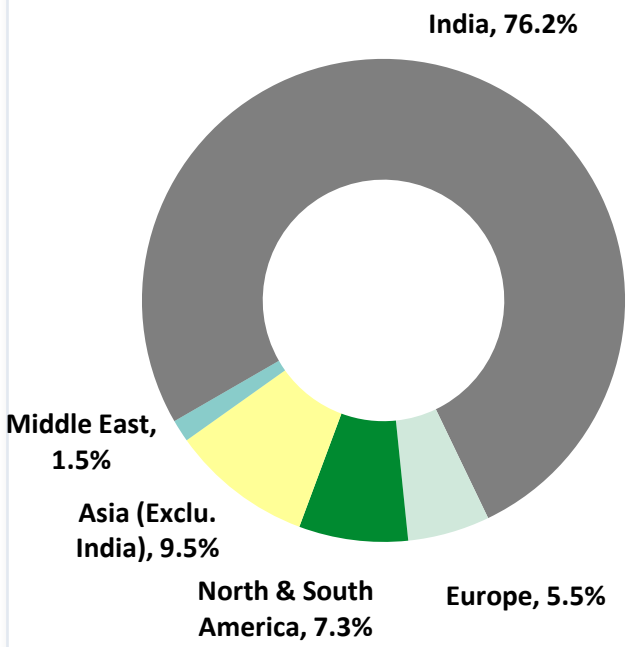
Business Segment Mix



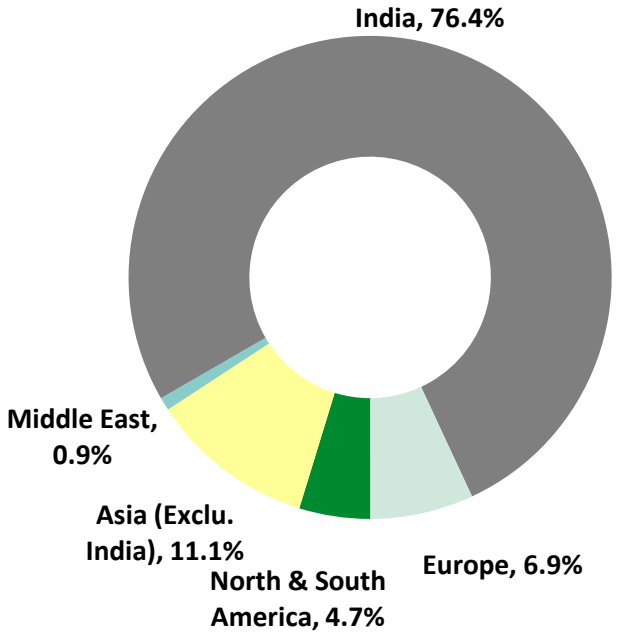


Business Geographical Mix

Q2 FY26 Revenue Split



Q2 FY27 Revenue Split



Industrial Switchgear Dominance

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

Wire & Cable Dynamics

Contributes ~36% to top line but currently impacted by copper price volatility. Management strategy focuses on pricing actions and scale to stabilize EBITDA margins around 6 to 6.5% over the next few qtrs.

Building Electrical

Steady contribution at ~7%, leveraging the robust 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.

Q2 FY27 Standalone Financial Highlights

Rs. in Crore	Q2 FY27	Q2 FY26	Y-o-Y %	Q1 FY27
Net Revenue	**566.29**	**408.74**	**38.55%**	**485.96**
Raw Materials	459.67	311.44		392.22
Employee Cost	19.44	16.38		18.64
Other Expenses	49.55	46.24		45.59
Total Expenditure	**528.66**	**374.06**	**41.33%**	**456.44**
EBITDA (Excluding other Income)	**37.63**	**34.68**	**8.51%**	**29.52**
EBITDA Margin (%)	**6.65%**	**8.48%**	**(183 bps)**	**6.07%**
Other Income	0.74	0.59		0.25
Depreciation	6.87	6.86		6.59
Interest / Finance Cost	13.07	11.15		11.96
Exceptional Item (Gain) / Loss	0.00	0.65		0.00
Profit Before Tax	**18.43**	**17.91**	**2.90%**	**11.22**
Tax	4.93	4.44		2.76
Profit After Tax	**13.50**	**13.47**	**0.22%**	**8.47**
Profit After Tax Margin (%)	**2.38%**	**3.30%**	**(92 bps)**	**1.74%**
Basic EPS (Rs.)	**7.62**	**7.62**		**4.79**

H1 FY27 Standalone Financial Highlights

Rs. in Crore	H1 FY27	H1 FY26	Y-o-Y %
Net Revenue	**1,052.24**	**841.15**	**25.10%**
Raw Materials	851.89	646.55	
Employee Cost	38.08	31.17	
Other Expenses	95.13	87.45	
Total Expenditure	**985.10**	**765.17**	**28.74%**
EBITDA (Excluding other Income)	**67.14**	**75.98**	**(11.63%)**
EBITDA Margin (%)	**6.38%**	**9.03%**	**(265 bps)**
Other Income	0.99	1.18	
Depreciation	13.45	12.73	
Interest / Finance Cost	25.03	23.17	
Exceptional Item (Gain) / Loss	0.00	0.65	
Profit Before Tax	**29.65**	**41.91**	**(29.25%)**
Tax	7.68	10.84	
Profit After Tax	**21.97**	**31.07**	**(29.29%)**
Profit After Tax Margin (%)	**2.09%**	**3.69%**	**(160 bps)**
Basic EPS (Rs.)	**12.42**	**17.57**	**(29.31%)**

Q2 FY27 Consolidated Financial Highlights

Rs. in Crore	Q2 FY27	Q2 FY26	Y-o-Y %	Q1 FY27
Net Revenue	**579.77**	**418.92**	**38.40%**	**498.02**
Raw Materials	467.05	315.85		398.65
Employee Cost	20.92	17.86		20.13
Other Expenses	51.85	48.63		47.92
Total Expenditure	**539.82**	**382.35**	**41.18%**	**466.71**
EBITDA (Excluding other Income)	**39.95**	**36.57**	**9.25%**	**31.31**
EBITDA Margin (%)	**6.89%**	**8.73%**	**(184 bps)**	**6.29%**
Other Income	0.46	0.34		0.41
Depreciation	7.26	7.15		6.98
Interest / Finance Cost	13.14	11.23		12.05
Exceptional Item (Gain) / Loss	0.00	0.00		0.00
Profit Before Tax	**20.01**	**18.52**	**8.07%**	**12.69**
Share of profit from Associate	0.35	(0.19)		(1.08)
Tax	5.49	4.94		3.29
Profit After Tax	**14.87**	**13.39**	**11.09%**	**8.33**
Profit After Tax Margin (%)	**2.56%**	**3.20%**	**(64 bps)**	**1.67%**
Basic EPS (Rs.)	**8.15**	**7.35**	**10.88%**	**4.55**

H1 FY27 Consolidated Financial Highlights

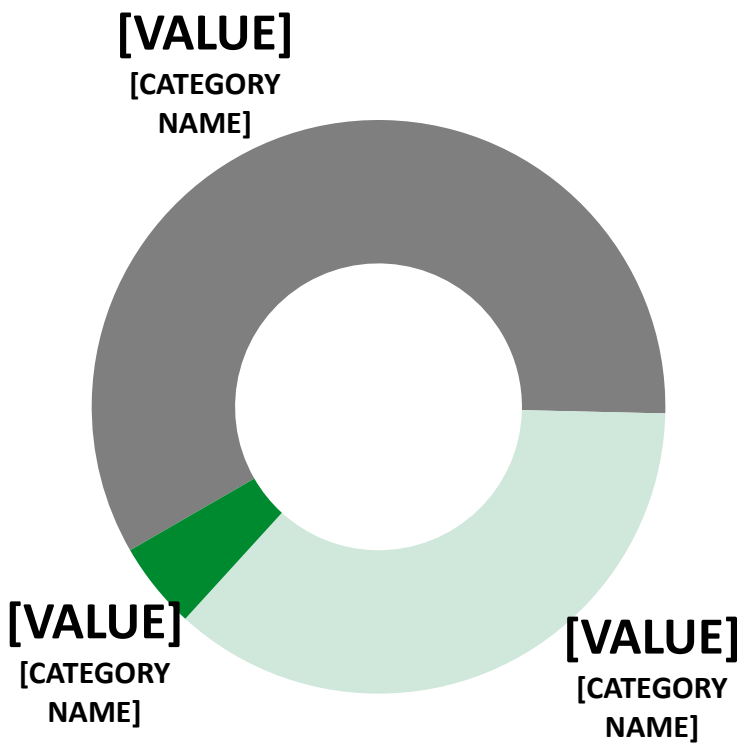
Rs. in Crore	H1 FY27	H1 FY26	Y-o-Y %
Net Revenue	**1,077.79**	**860.03**	**25.32%**
Raw Materials	865.70	654.35	
Employee Cost	41.05	34.07	
Other Expenses	99.77	93.28	
Total Expenditure	**1,006.53**	**781.70**	**28.76%**
EBITDA (Excluding other Income)	**71.26**	**78.33**	**(9.03%)**
EBITDA Margin (%)	**6.61%**	**9.11%**	**(250 bps)**
Other Income	0.87	1.10	
Depreciation	14.24	13.31	
Interest / Finance Cost	25.19	23.34	
Exceptional Item (Gain) / Loss	0.00	0.00	
Profit Before Tax	**32.70**	**42.78**	**(23.56%)**
Share of profit from Associate	(0.73)	(0.33)	
Tax	8.78	11.84	
Profit After Tax	**23.20**	**30.61**	**(24.21%)**
Profit After Tax Margin (%)	**2.15%**	**3.56%**	**(141 bps)**
Basic EPS (Rs.)	**12.70**	**17.13**	**(25.86%)**

Key Performance Insights

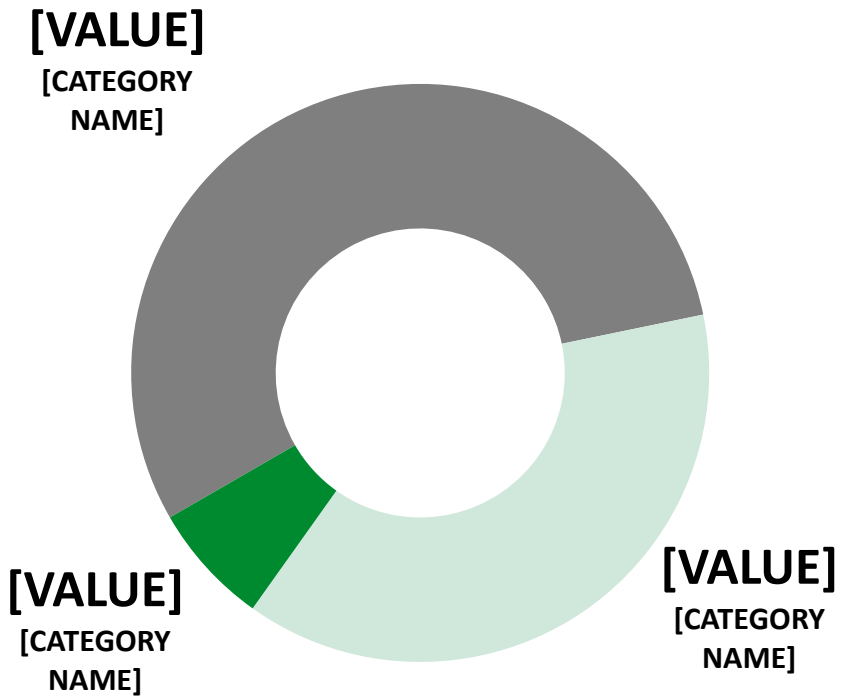
Robust 25% top-line growth driven by consistent Switchgear demand and scaling Wire & Cable volumes. While EBITDA margins faced temporary pressure from raw material volatility, absolute EBITDA grew in line with revenue. We expect EBIDTA Margins to normalize from 3rd and 4th Qtr onwards. Export mix at ~21% provides a strong base for expansion with US/UK tariff benefits kicking in

H1 FY27 Revenue Break Up – Business Vertical

H1 FY26

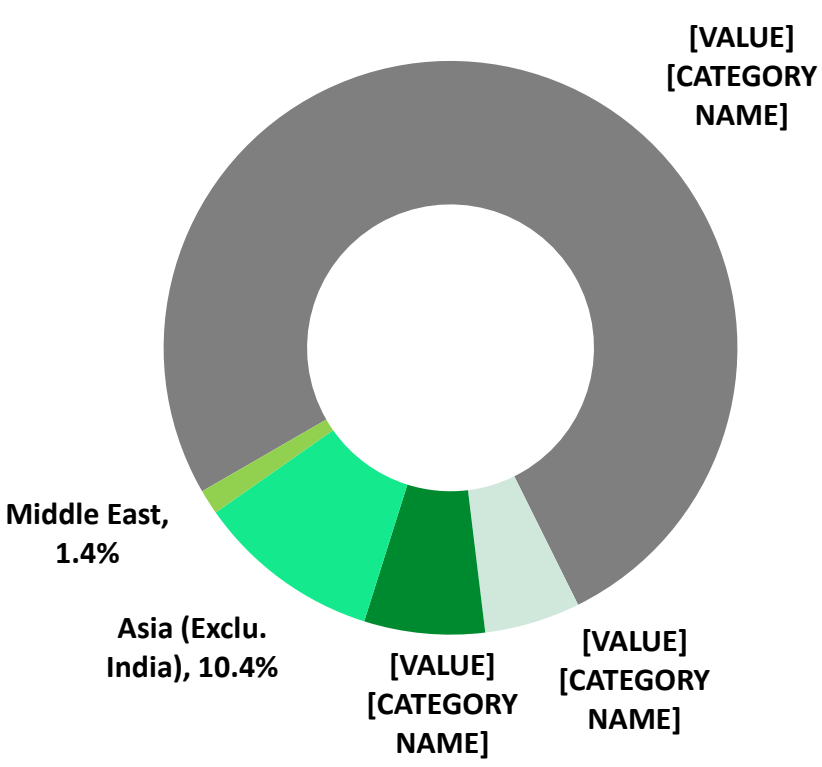


H1 FY27

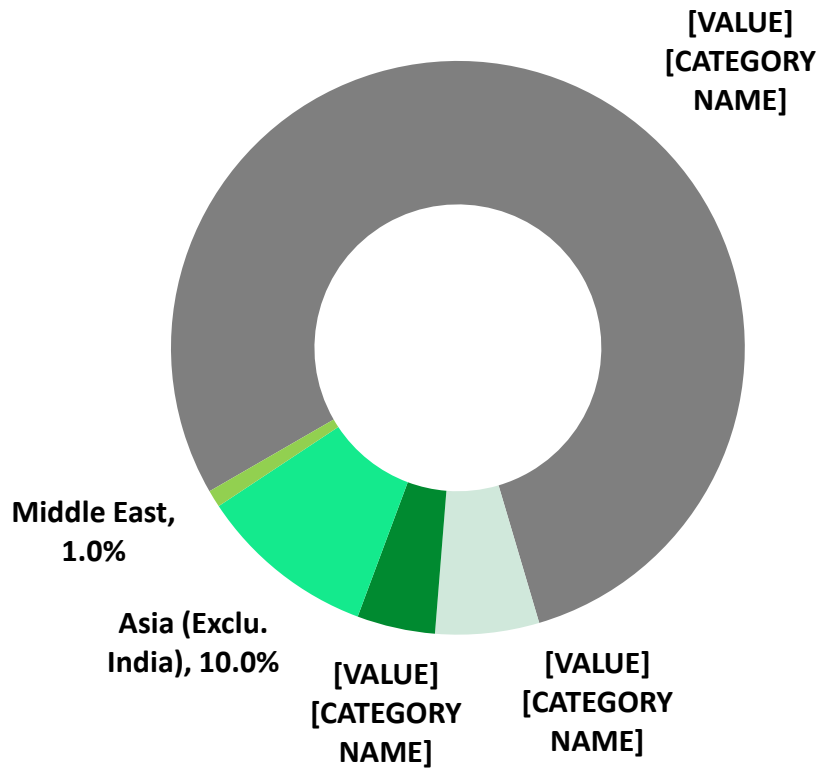


H1 FY27 Revenue Break Up – Geographical

H1 FY26



H1 FY27



H1 FY27 Standalone Balance Sheet

Rs. Crore	As on 30th Sept' 26	As on 31st Mar' 26
Shareholder's Funds	**596.18**	**579.07**
Share capital	17.68	17.68
Other Equity	578.50	561.39
Non Controlling Interest	0.00	0.00
Non-current liabilities	**63.97**	**59.92**
Financial Liabilities		
Borrowing	31.09	28.08
Lease Labilities	0.16	0.17
Provisions	2.96	2.40
Deferred Tax Liabilities (Net)	29.76	29.27
Other Long term liabilities	0.00	0.00
Other Non-Current Liabilities	0.00	0.00
Current liabilities	**793.50**	**699.31**
Financial Liabilities		
Borrowing	568.33	503.36
Current maturity of lease liability	0.07	0.09
Trade Payable	195.93	174.00
Others	0.32	0.50
Other Current Liabilities	13.14	9.93
Provisions	15.48	11.43
Current tax liability (Net)	0.23	0.00
Total Equities & Liabilities	**1,453.65**	**1,338.30**

Rs. Crore	As on 30th Sept' 26	As on 31st Mar' 26
Non-current assets	**375.11**	**364.02**
Property, Plant & Equipment	324.16	318.71
Capital WIP	11.16	7.31
Investments Property	0.01	0.01
Goodwill	0.70	0.70
Intangible Assets	2.81	3.12
FA - Investments	23.82	21.59
FA - Others	2.65	2.46
Other Non Current Assets	9.80	10.12
Current assets	**1,078.54**	**974.28**
Inventories	486.54	462.03
Financial Assets		
Investments	10.97	9.52
Trade receivables	490.46	431.43
Cash & Cash equivalent	1.93	2.05
Bank Balance other than above	5.86	4.84
Loans	2.27	1.46
Other	2.41	2.32
Other Current Assets	78.10	59.02
Current Tax Assets (Net)	0.00	1.61
Total Assets	**1,453.65**	**1,338.30**

H1 FY27 Consolidated Balance Sheet

Rs. Crore	As on 30th Sept' 26	As on 31st Mar' 26
Shareholder's Funds	**620.54**	**602.36**
Share capital	17.68	17.68
Other Equity	592.59	574.97
Non Controlling Interest	10.27	9.71
Non-current liabilities	**68.86**	**63.15**
Financial Liabilities		
Borrowing	33.27	28.08
Lease Labilities	2.25	2.57
Provisions	3.23	2.88
Deferred Tax Liabilities (Net)	29.76	29.27
Other Financial Liabilities	0.08	0.08
Other Non-Current Liabilities	0.27	0.27
Current liabilities	**802.26**	**706.31**
Financial Liabilities		
Borrowing	568.80	503.36
Current maturity of lease liability	0.72	0.74
Trade Payable	201.54	178.71
Others	0.38	0.56
Other Current Liabilities	14.63	10.98
Provisions	15.83	11.82
Current Tax liability (Net)	0.36	0.13
Total Equities & Liabilities	**1,491.66**	**1,371.82**

Rs. Crore	As on 30th Sept' 26	As on 31st Mar' 26
Non-current assets	**383.24**	**372.91**
Property, Plant & Equipment	334.84	329.62
Capital WIP	11.18	7.31
Investments Property	0.01	0.01
Goodwill	7.08	7.08
Intangible Assets	2.93	3.21
FA - Investments	14.06	12.65
FA - Others	2.65	2.46
Deferred Tax Assets (Net)	0.05	0.15
Other Non Current Assets	10.44	10.43
Current assets	**1,108.42**	**998.91**
Inventories	494.09	468.35
Financial Assets		
Investments	11.62	10.03
Trade receivables	506.14	445.53
Cash & Cash equivalent	3.05	4.28
Bank Balance other than above	10.12	6.15
Loans	1.99	1.17
Other	2.41	2.22
Other Current Assets	79.00	59.57
Current Tax Assets (Net)	0.00	1.61
Total Assets	**1,491.66**	**1,371.82**

Segment Economics

Business Segment	Revenue Mix (H1 FY27)	EBITDA Margin	Key Drivers & Product Mix
Industrial Switchgear Core Growth Engine	**~55%** Largest Contribution	**7.92%** Target ~ 12.5% ↑ Expanding	**Product Mix:** ~40% High-Value / ~60% Standard **Key Products:** Wiring ducts, toroidal transformers, rotary switches, load break switches, Motor Control Products, Cable asemblies. **Outlook:** Margin recovery driven by export volume and engineered product focus.
Wire & Cable Volume Driver	**~38%** Significant Scale	**5.11%** Target – 6.5% 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	**~7%** Niche Presence	**Vol. Led** Scale Dependent	**Distribution:** Leverage robust L&T network (>350 dealers). **Growth:** Enhancing portfolio breadth in modular switches and specialty products.

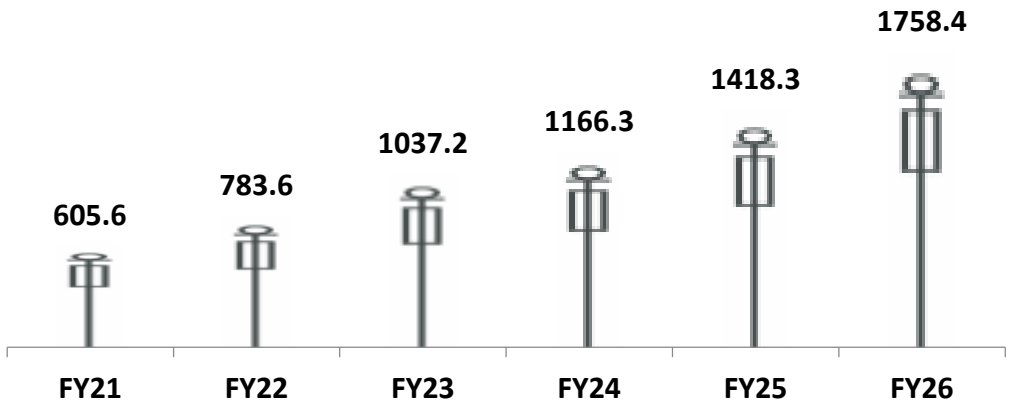
Mix Improvement Strategy

Prioritizing **high-value engineered products** and **export-led SKUs** to offset commodity volatility and sustain blended margin expansion towards the **10% EBITDA target by FY28**

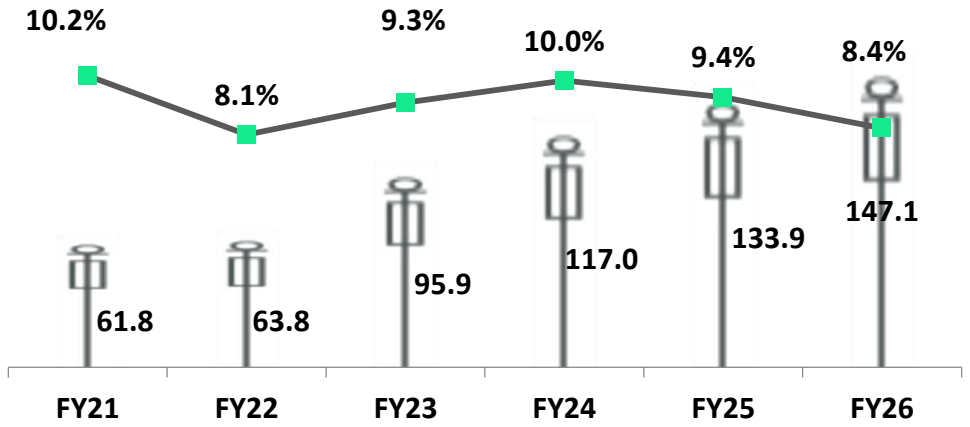
Current	FY27 Target	FY28 Target
~6.5%	~7.5 to 8%	~9 to 10%

Key Consolidated Financial Highlights – ANNUAL

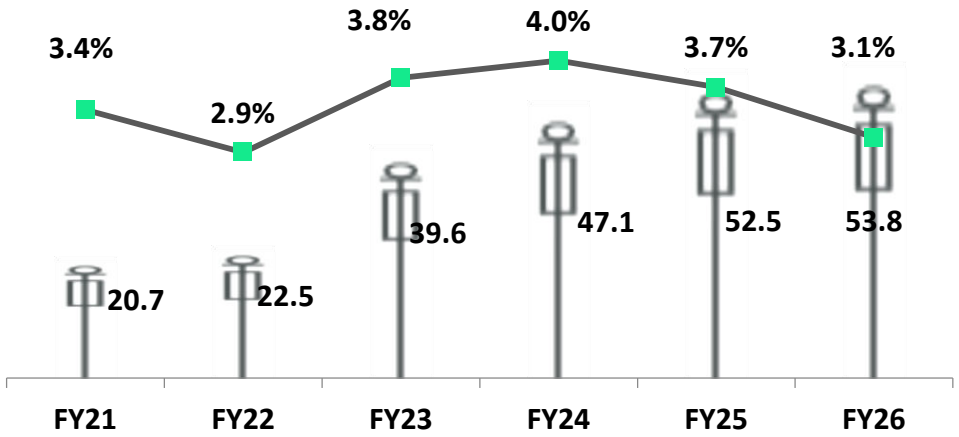
Revenue (Rs. Crore)



EBITDA (Rs. Crore) / Margins (%)



Net Profit (Rs. Crore)

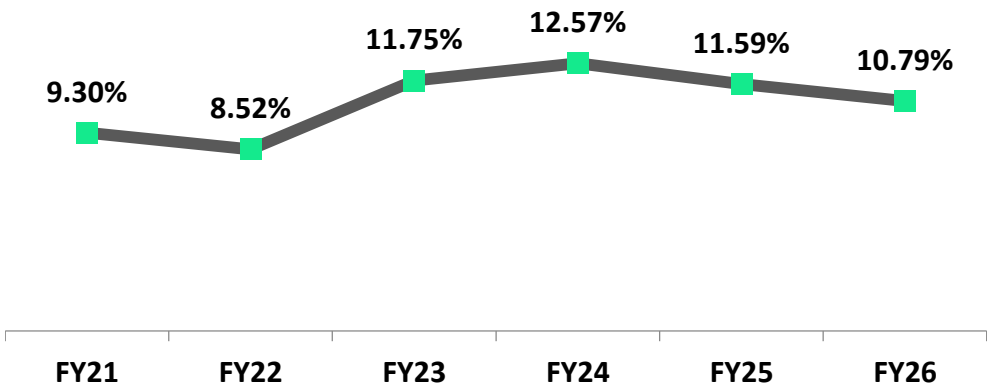


Earning per Share(Rs.)

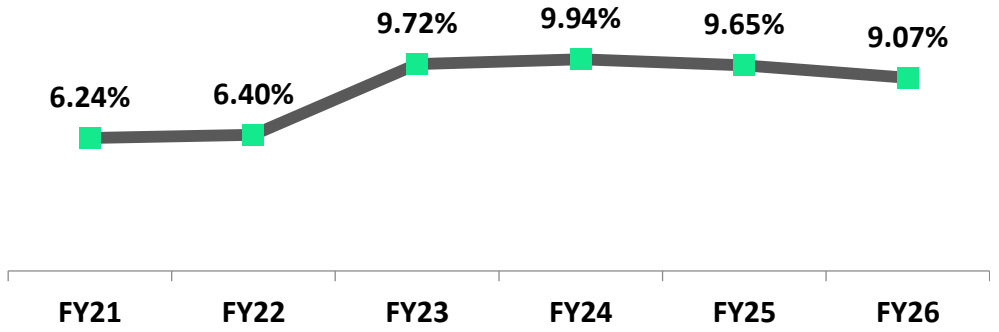


Key Cons. Balance Sheet Highlights

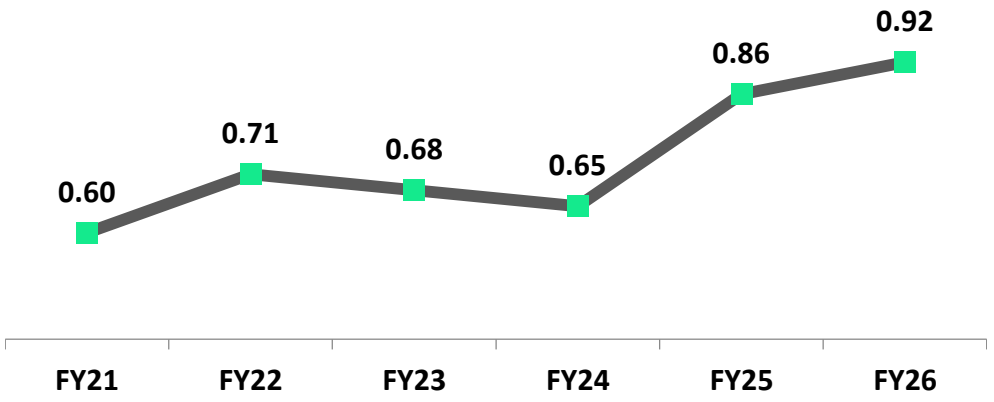
Return on Capital Employed (%)



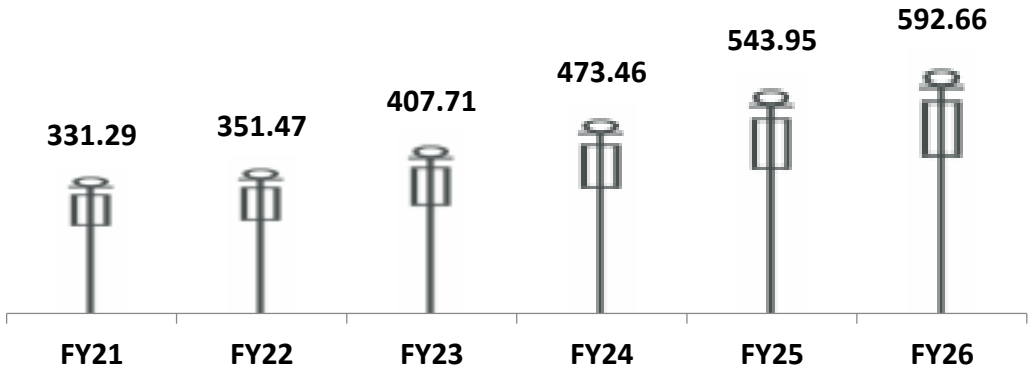
Return on Equity (%)



Debt to Equity(X)



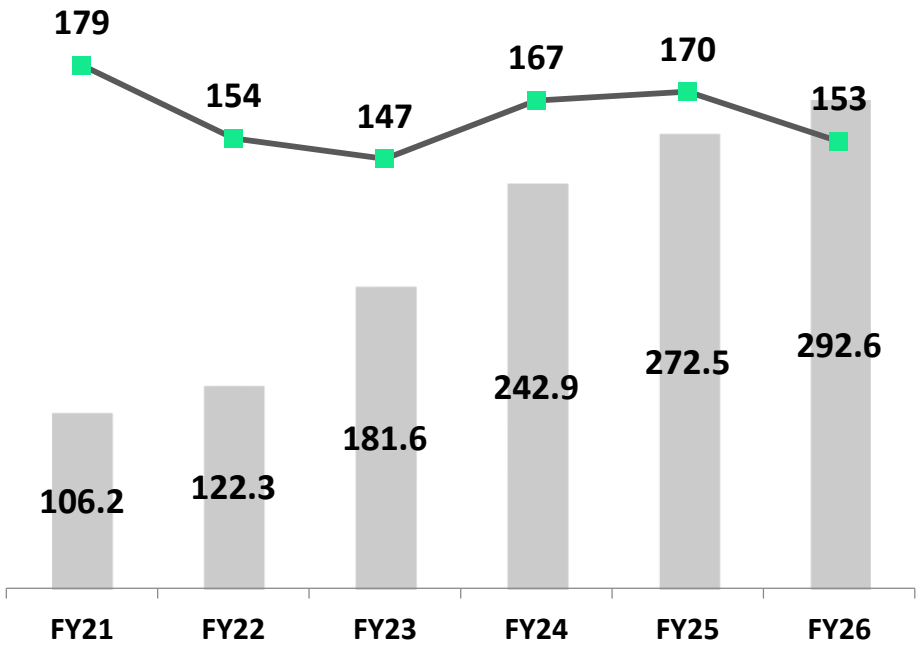
Networth as on 31st March (Rs. Crore)



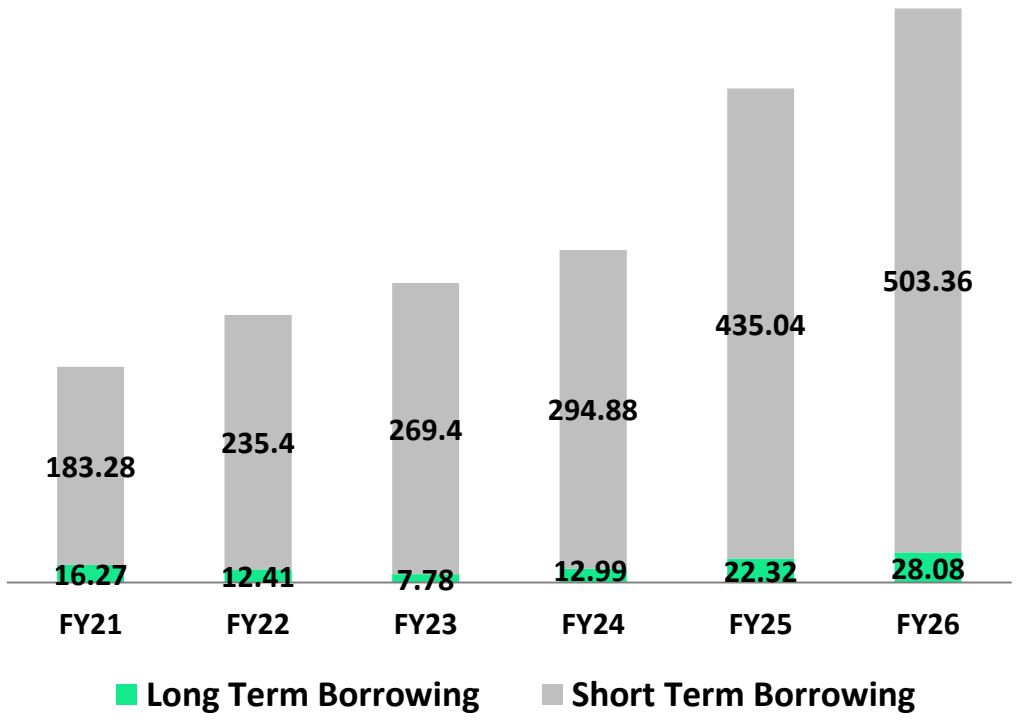
Return on Capital Employed – EBIT/Total Capital Employed (Total Shareholders equity+LT Debt+ST Debt+Current Maturity of LT Debt-Non Current Investment), **RoE – Net Profit/Networth , **Debt to Equity** = Total Debt/ Networth*

Working Capital & Borrowings

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



Borrowing (Cr.)





COMPANY OVERVIEW

About Us



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 Laksminarayana - 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

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

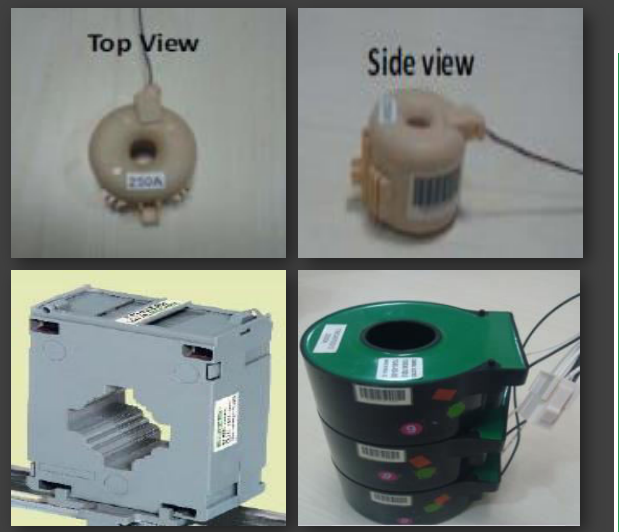


SMART METERS

- Single Phase Meters
- Three Phase Meters

Wide products suite customized for OEM'S

CT's



TERMINAL SOCKETS



COILS / INDUCTORS



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

H1 FY27 Revenue
₹ 2.87 Cr

Infrastructure & Tech

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

Technology Advantage

Cost-effective architecture utilizing **Wirepas RF mesh** technology

Scalable platform suitable for dense urban deployments

Current Headwinds

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

Strategic Mitigation

Adopting a **Consortium Strategy** to bypass eligibility barriers

Partnering with established AMISPs for sub-contracting manufacturing volumes

Growth Outlook

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

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

~85

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

Q2 FY27

Target Commencement
Delayed from initial estimates

Annuity Revenue Model

Expected to generate **₹2–2.5 Cr per month** in recurring revenue starting Feb27E. 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

COMPLETE VERTICAL INTEGRATION

In-house manufacturing facilities with process capabilities ensures better product development and customization
Well developed R&D enables continual product innovation

WIDE PRODUCT SUITE

Amongst few players in India, to offer total & customized electrical solutions
Wide product basket – 15 products developed in-house Largest manufacturer and market leader in CAM operated rotary switches

STRONG CUSTOMER RELATIONSHIPS

Strong customer relationships across globe referred supplier to GE, Schneider and only approved supplier of Nuclear Power Corporation
Largest supplier of rotary and load break switches to Indian Railways

WIDE DISTRIBUTION NETWORK

Wide distribution network – international and domestic

Tie up with L&T – access to over 350 dealers in India; own network for modular switches with 50 stockists in 4 southern & western states

Direct network across 50 countries with 40 international distributors

ADVANCED ENGINEERING CAPABILITIES

Strong engineering capabilities backed by in-house manufacturing and R&D team

Technical collaboration with Plitron for Toroidal transformers – 1st Company to bring technology to India, Joint Venture with C3Controls for contactors and relays

Resulting in all products been international certified and universal acceptance

Seven Manufacturing Facilities...



Unit 1

- Rotary Switch
- Contactors & Relays
- Panel Assembly
- Lighting Energy Savers
- General Purpose Relays
- MCB's
- HVAC Components



Unit 2

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



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
- EMS

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%	20+	Tier-1
Market Share (Cam Operated Switches)	Differentiated Product Families	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

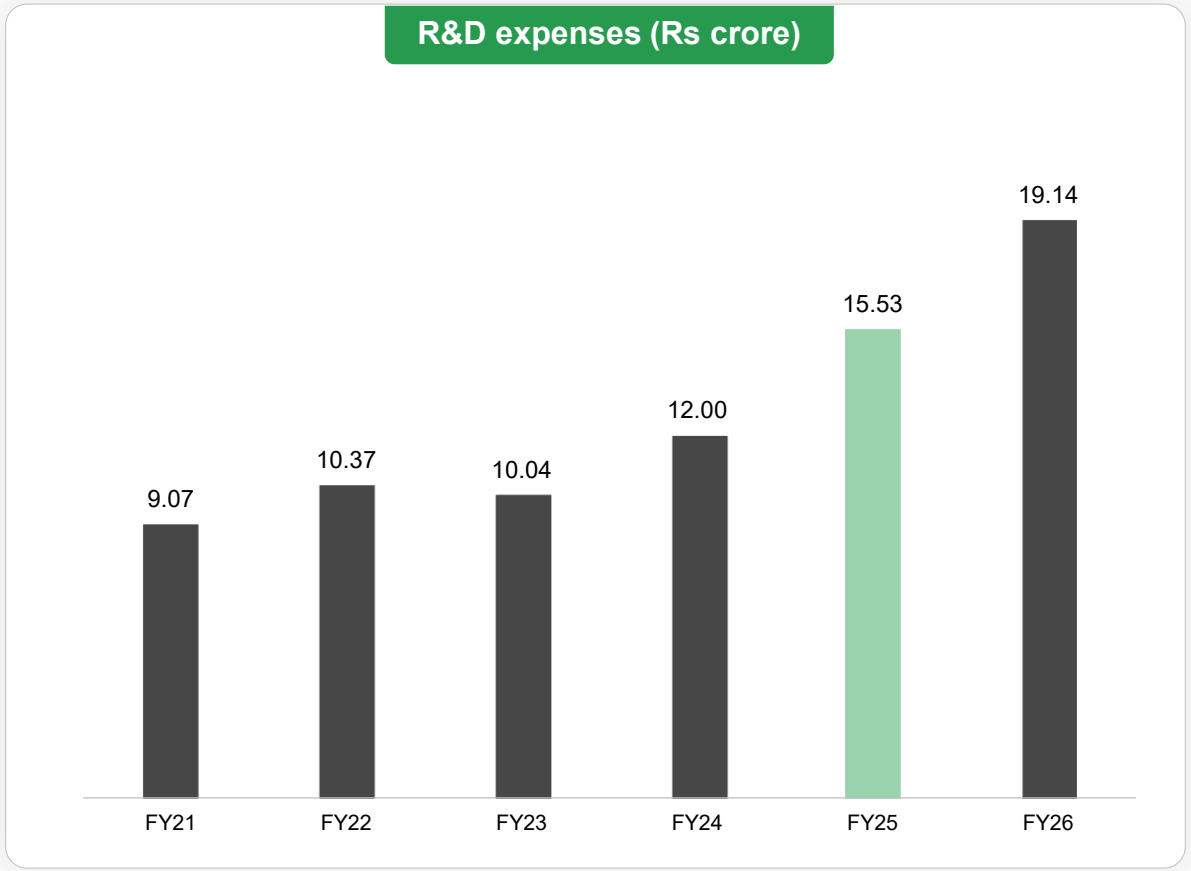
- CNC Wire Cut Machines and Spark erosion machines
- CNC Machining center, EDM Drilling
- Conventional machines
- Latest digital measuring equipment
- Inspected and certified by GE Tool Divisionca

More than 80% components made in-house

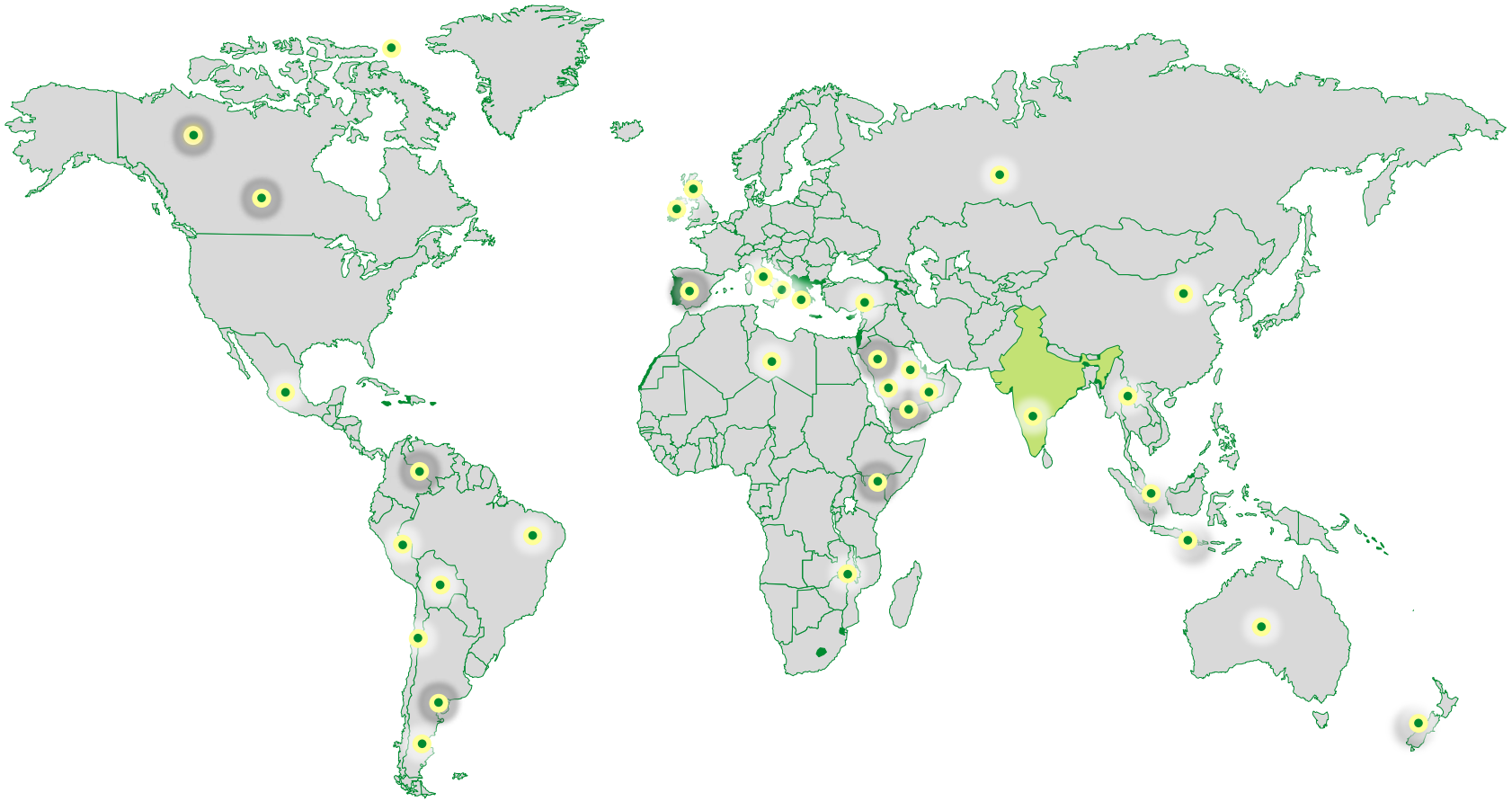
…And A Strong R&D Team

- **IN-HOUSE R&D CENTER**
  - More than 100 engineers across, Electrical, Electro Mechanical, Magnetics, Electronics, and process engineering.
  - Recognized by Department of Science, Govt of India for last 20 years
- **THREE PATENTED PRODUCTS**
- **TWO PATENTS IN PROCESS**
- **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, Water cooled magnetics, High frequency Transformers, 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 (H1 FY27)
  - ✓ 40 international distributors
- Plans to expand in US, Africa and Middle east

Domestic

- Tie up with LK – access to more than 350 dealers in India
- Direct network for Modular Switches – 50 stockists in 12 southern, Eastern & western states.

Export strategy & Global expansion

Tariff Resets & Localized Manufacturing Driving Next Leg of Growth

Current Export Mix
21.29%
H1 FY27 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.

India HQ

Manufacturing Hub

Middle East (Saudi)

Localization

Salzer Saudi Arabia Ltd (100% Sub).

Machinery installation underway. Targeting local infrastructure projects.

KEY MILESTONE:
Production April 2027
(depending on the Middle eastern war situation)

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

ISO 9001	ISO 14001	CE Certification	ISO 18001	UL Certification
CB certification	RoHS	Intertek Semko approval	CSA Certification	ISO 18001

... Across entire product portfolio

Blue chip customers



- Marketing Tie-up with LK 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
  - ✓ EATON



WAY AHEAD

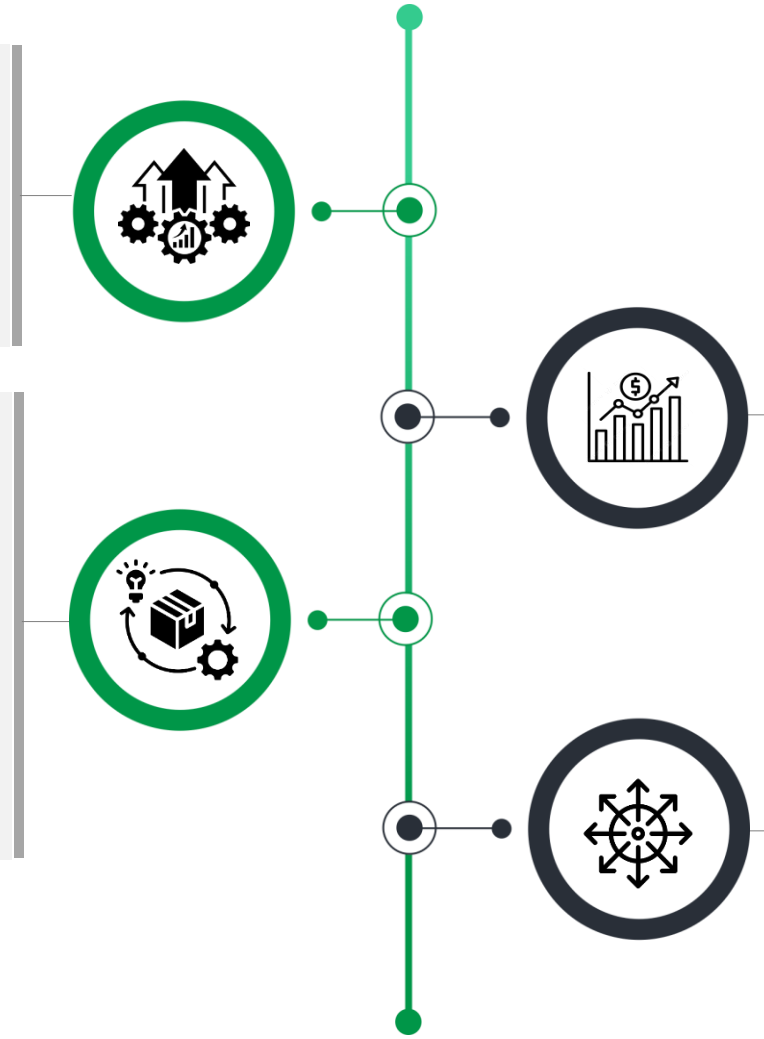
Way Ahead

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

CO2 Emissions: Salzer Electronics Limited is committed to reducing its combined Scope 1 and Scope 2 greenhouse gas emissions intensity by 25% annually, while targeting Zero Scope 1 and Scope 2 emissions by 2030. The company will pursue these objectives through renewable energy adoption, energy efficiency improvements, process optimisation and continuous monitoring of emissions across its manufacturing operations.

THANK YOU

For further information, please contact

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