Ref: SSPSL/SEC/2026-27/Nov/03 **14th Nov 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**

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
Maraimalai Nagar-603209

S&S Power Group of Companies

Investor Presentation

FY 26-27★

★ *With Q2 Highlights, updated 13 Nov 2026*



Disclaimer

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Agenda

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

S&S Power Group Introduction – An Overview

S&S POWER GROUP

https://sspowergroup.com

S&S Power Switchgear Limited (BSE: 517273, NSE: S&SPOWER), headquartered in Chennai, is a 60-year-old Indian company with significant international operations and presence, delivering high-end T&D and Industrial Automation solutions. It has three fully owned subsidiaries, two in India and one in the UK—SSPSE, Acrastyle, and HART. Starting Feb 2024, the company has reinvented itself, starting with corporate restructuring and inducting a new management team. The group has secured major orders and is now on a high-growth path.

SSPSE, CHENNAI

https://sspower.com

S&S Power Switchgear Equipment Limited (SSPSE), established in 1975, is a pioneering High Voltage Disconnector manufacturer based in Chennai, India. With a legacy of 5 decades, it has deployed over 50,000 Disconnectors in 50 countries, serving utilities and industries with reliable and proven solutions and services.

ACRASTYLE, UK

https://acrastyle.co.uk

Acrastyle Limited, established in 1962 and based in Ulverston, specializes in providing Protection and Control Panel solutions. Acquired by S&S Power in 1995, the company has an established track record of delivering reliable systems with more than 25,000 units deployed globally.

HART, KOLKATA

https://hart.co.in

Hamilton Research & Technology Private Limited, (HART) established in 1986, delivers customized H/W and S/W solutions tailored for aluminum plants worldwide, leveraging its deep domain expertise. Acquired by S&S Power in 2024, its products include Pot Controllers, Heat Regulation Systems, and Superheat Measurement Systems.

We stand out due to our superior customer service standards and in-depth engineering expertise. Client-centricity and customization for different site conditions are at the core of our operations. By leveraging our technological prowess, we are poised to provide built-to-suit retrofit solutions to our customers. This not only extends the lifespan of equipment but also lowers their total cost of ownership.

As technology evolves and industries become more complex, we stand well-prepared and future-ready to meet the evolving needs of our clients. We are the S&S Power Group – committed to **Building a Brighter Future**.

S&S Power Group Introduction - Product Portfolio



SSPSE, CHENNAI

- Double Break Disconnectors (36kV to 420kV)
- New 800 kV class Disconnectors development completed
- Centre Break, Knee type, Vertical break, and Pantograph Disconnectors
- R3 Services (Upgrade and Retrofits)
- Spares and field services

Flash – Strong order inflow in Q2, healthy backlog incl. international orders



ACRASTYLE, UK

- Power System Protection & Control products & services
- Protection Solutions
- Control & Monitoring solutions
- Enclosures, Kiosks and Accessories
- Disconnectors and HV Neutral Earthing Resistor Solutions
- Battery /Charging Solutions

Flash – Phase-I of capacity expansion completed and operational, Jul 2026



HART, KOLKATA

- REDCon System for Aluminium Smelters
- FIRECon for Anode Baking Furnaces
- Customized System Development
- Compatible Spares
- Automated Voice Systems
- On-Site / Off-Site Support
- Tailored Industrial H/w and S/w solutions

Flash – Largest order from Vedanta Ltd., New Factory + Adv. Test Centre finalised

S&S Power Group Introduction – Board of Directors (SSPSL)



Ashish Jalan
Promoter &
Chairman



Gayathri Sundaram
Independent Director



P. K. Padmakumar
Independent Director



Kartik Nitin Sheth
Independent Director



Martin Ansell
Independent Director



Krishnakumar Ramanathan
MD & Group CEO



Arjun Soota
Director



Vikas Arora
Director

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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 Q2 FY 27 - Performance

In Lakhs

Particulars	Q2 FY'26	Q2 FY'27	YTD FY'26	YTD FY'27
1. New Orders	10,253	10,838	18,973	14,597
2. Revenue	6,106	7,379	12,148	14,544
3. EBIDA	(197)	(158)	213	63
4. EPS	2.38	(1.97)	3.81	(2.18)

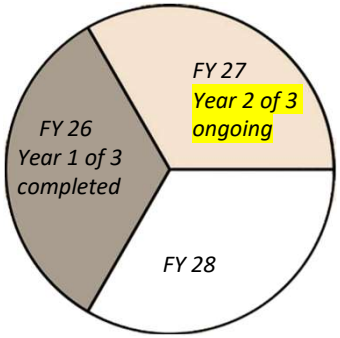
- S&S Power group continues its proud legacy of over 60 years
- Continued growth in FY 27, with ~20% increase in YoY revenue
- Record order inflows for Automation business, steady for T&D business. Order backlog remains robust
- Margins stable, EBIDA will further improve during the second half
- EPS expected to strengthen in coming quarters; prior-year EPS benefited significantly from DTA recognition
- FY 27 is the second year of the 3-Yr strategic plan; comprehensive capex plan covering products, personnel, technology, and facilities are on track. We are expanding our team with focus on future growth
- 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

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

Roadmap

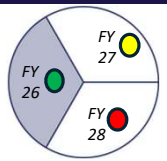
We will progress towards our destination by:

- Planning revenue growth at a CAGR of over 20% through Regular and Growth budgets
- Focusing on profitable orders, streamlining PM, CM, and SCM functions (Fin. rigour)
- Work with secured payment terms, towards zero overdue payments
- Dedicated focus to developing 1-2 Export markets with identified steps / resources
- Create strong IPRs (1-2x per company / year)
- Create modern work environments and nurture positive work culture, offer ESOPs
- Share our success with Shareholders through proportional annual Dividends
- Safety First culture, following all laws of the land in letter and spirit

TOP+ framework :

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

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



Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

SSPSE, Chennai

- 765kV commercialization
- Global series Double Break
- LVCC Scale Up
- Strengthen Engineering services for Acrastyle UK.

ACRASTYLE, UK

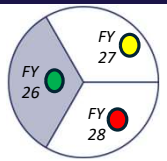
- Increase Value-added IEC 61850 orders
- Strengthen OEM Partnerships
- Develop Own field services
- Engineering Services for the UK market

HART, Kolkata

- Improved POT controllers
- Development of WMS
- Development of HRS
- New Technology of Green Al.
- Development of Digital Twin

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

3-year Strategic Plan – Increasing our Global Footprint



Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

SSPSE, Chennai

- Re-entry into Vietnam, Malaysia, Bangladesh & Africa markets
- Participate in global exhibition in Kenya, Rwanda, Ethiopia & Tanzania.

ACRASTYLE, UK

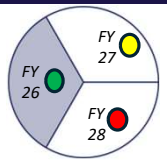
- Engage with BEAMA industry association
- Revamp website & social media presence.
- Promote full range of Disconnectors in the UK Market.

HART, Kolkata

- Participate at global forums like IBAAS, ICSOBA, ARABAL & TMS.
- Engage with domain experts to develop new business.
- Expand into Middle East & Africa markets.

With the Investment in our products, we are also looking to expand into select markets globally.

3-year Strategic Plan – Scaling up & Modernizing our Factories



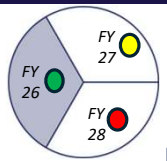
Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

SSPSE/HART/ACRASTYLE

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

We are looking to modernize & scale up our production facilities to deliver better output – We completed Phase – I for Acrastyle and are starting the new Factory + ATC for HART.

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



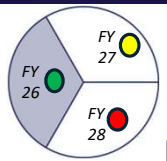
SSPSE/HART/ACRASTYLE

Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

- Risk assessment, fire and electrical safety, machine guarding, PPE, ergonomic workstations, energy efficiency, water conservation, waste.
- Provide regular job-specific training, conduct safety inspections and drills, invest in safety gear, evaluate supplier sustainability and set improvement goals, and develop products with reduced environmental impact.
- Adopt solar panels, go paperless in production and testing, provide carbon footprint training, and increase waste segregation and recycling rates.

We firmly believe that the zero-deviation policy & training will help us grow sustainably.

3-year Strategic Plan – IT Systems as an enabler to Business growth



SSPSE/HART/ACRASTYLE

Completed, FY 26 | Planned, FY 27 | Scheduled, FY 28

- Implementing **ERP** for Group companies bringing all 3 facilities in single digital platform.
- Streamline and align business processes across all facilities to ensure consistency and data integrity.
- Implement centralized reporting for cross-entity visibility and ensure compliance with regulatory requirements.
- Integrate strong **Cybersecurity** measures to protect sensitive data and ensure system integrity across all facilities.

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

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Summary – Updates (new)!

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

- Boutique Indian MNC in Power and Automation with strong international operations and governance by an eminent Board
- Strong order inflows, Robust revenue growth, improving profits, Product and Innovation focus
- Targeting doubling 2025 revenue by 2028, with EBIDA @ 12-15%, and becoming debt-free, by Mar 2028
- Investing in strong professional teams, systems, learning and development, ESOPs and great work culture

THANK YOU!

For clarifications
secretarial@sspower.com