

salzer



SALZER ELECTRONICS LIMITED

Results Update Presentation

Q3 & 9M FY26



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FINANCIAL HIGHLIGHTS



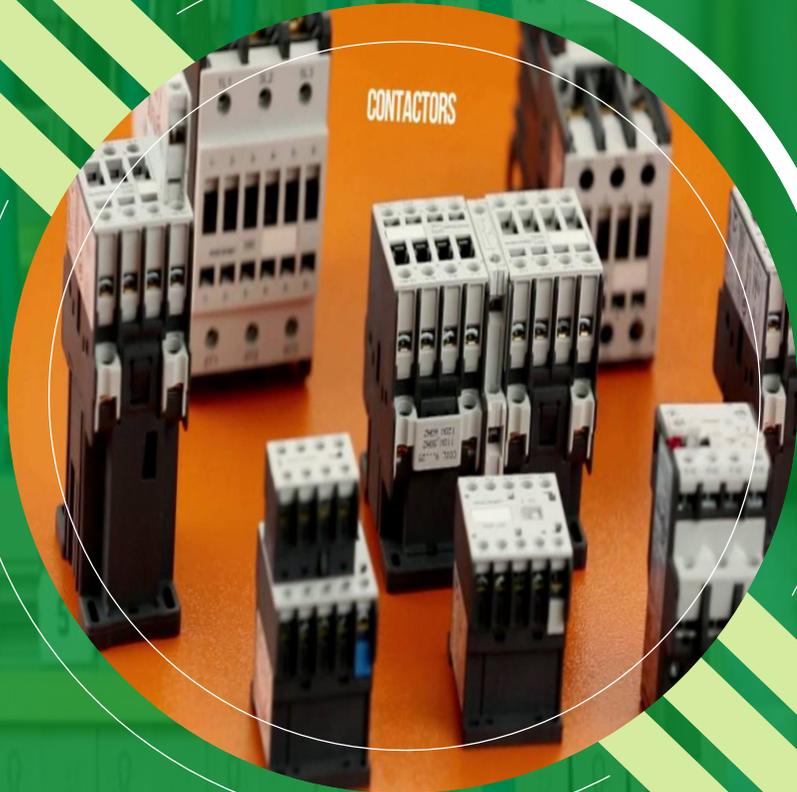
COMPANY OVERVIEW



BUSINESS OVERVIEW



WAY AHEAD



FINANCIAL HIGHLIGHTS



Joint Managing Director's Message

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“During the Third quarter of the financial year, we delivered a resilient performance, reporting consolidated revenues of ₹424.20 crore, a growth of 24.23% year-on-year, reflecting the strength of our diversified product portfolio and sustained demand across key markets.

While the quarter witnessed margin moderation to 8.8%, largely due to higher input costs and initial scaling expenses in the new segment, we remain confident of an improvement in profitability as volumes grow and operating efficiencies strengthen in the coming quarters. The steady performance of our switchgear and wire & cable divisions, continues to be a strong backbone of our business.

Company has appointed Mr. Raman Krishnamoorthy as the Chief Financial Officer (CFO) of Salzer Electronics Limited with effect from April 1, 2026. His appointment is in line with the Company's continued focus on strengthening its leadership team and enhancing financial governance, strategic planning, and operational efficiency to support its next phase of growth.

During the quarter, Effilume Private Limited, an associate company engaged in the execution of Energy Saver Projects for the Bangalore Corporation, allotted 15,10,000 equity shares of ₹10 each, aggregating to ₹1.51 crore, pursuant to which the Company's shareholding stands at 41.91% as on December 31, 2025. Further, Salzer EV Infra Private Limited, a wholly owned subsidiary, allotted 15,000 equity shares of ₹10 each aggregating to ₹1.50 lakh, and Salzer Electronics Arabia Limited, a wholly owned overseas subsidiary, allotted 500 equity shares of SAR 100 each for an aggregate consideration of ₹1.22 crore, reflecting continued capital support towards strengthening the Group's domestic and international operations.

Looking ahead, we aim to sustain double-digit revenue growth for the full year with a focus on improving margins, scaling our smart metering operations, and strengthening our leadership position in the electrical and automation solutions space.

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. ”

Commenting on the Company's performance,

Mr. Rajesh Doraiswamy

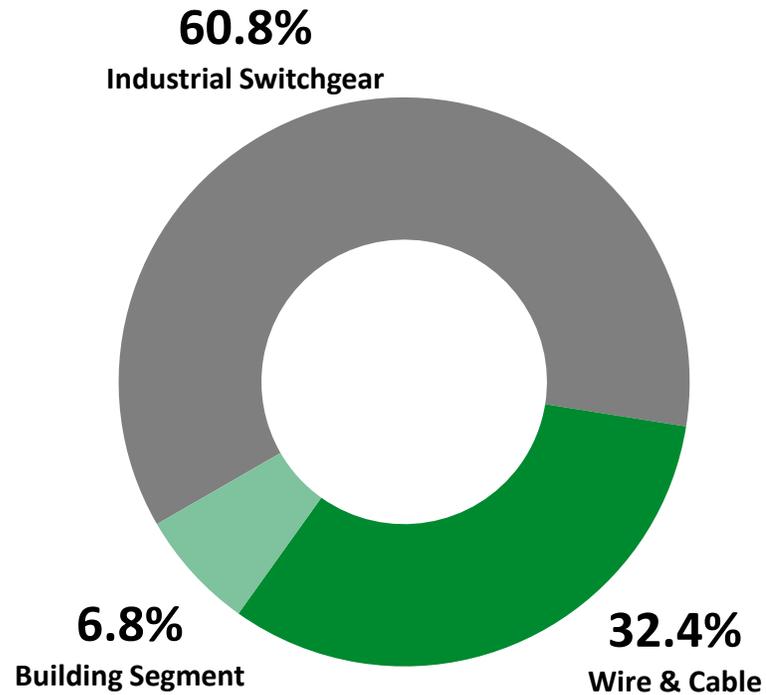
Joint Managing Director, Salzer Electronics Ltd said:



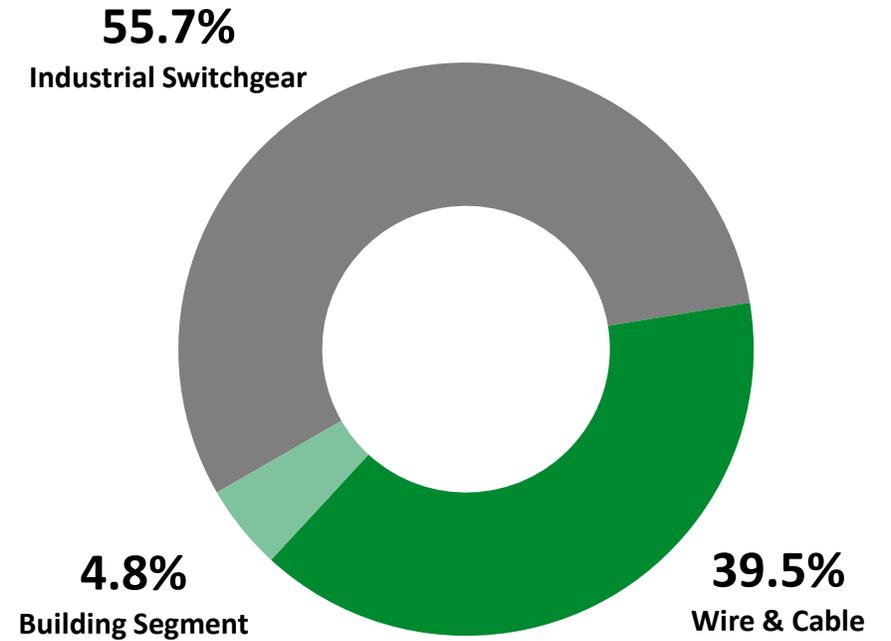
Q3 FY26 Revenue Breakup – Business Verticals



Q3 FY25



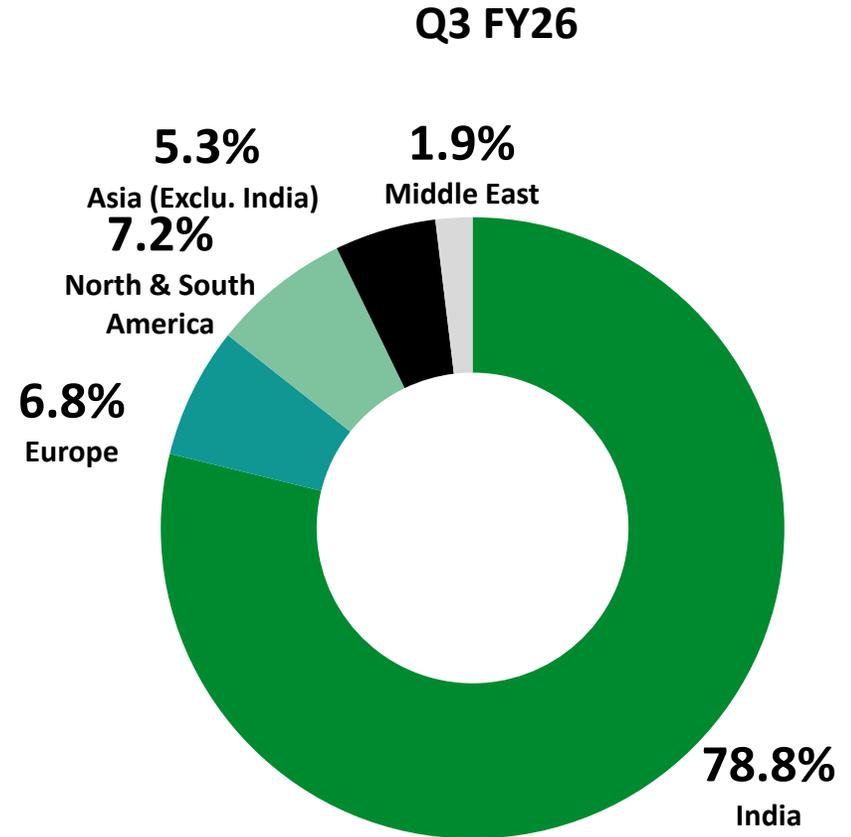
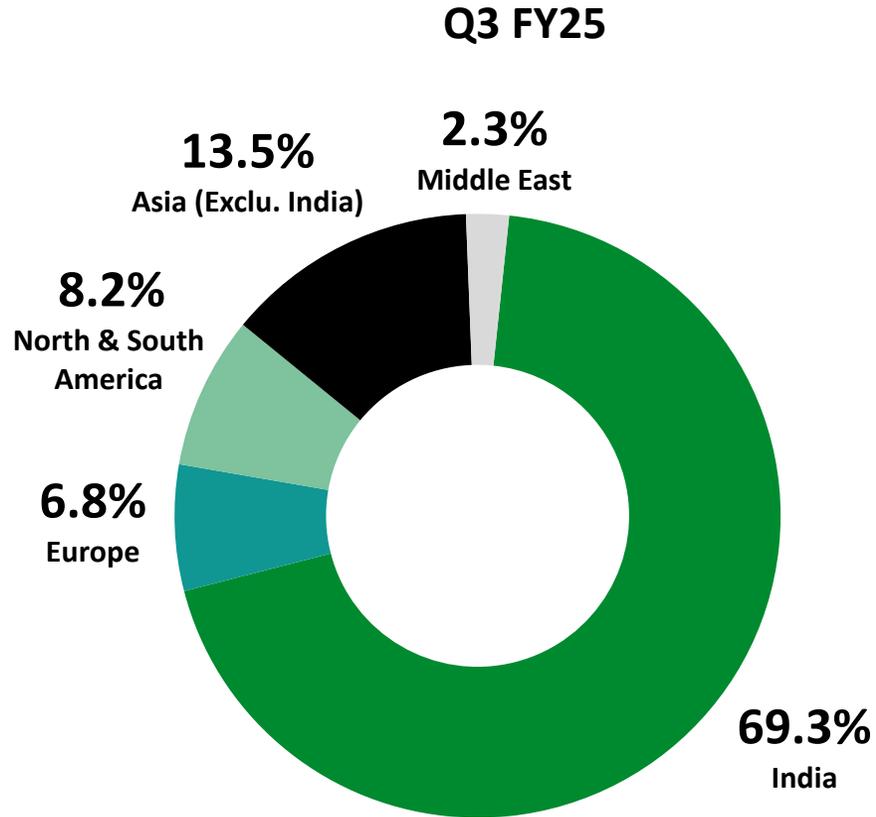
Q3 FY26



- *Industrial Switchgear – 55.7% of net revenues*
- *Wires & Cables – 39.5% of net revenues*
- *Building Electrical Products – 4.8% of net revenues*



Q3 FY26 Revenue Breakup – Geographical



▪ **Contribution from Exports at 21.16%**



Q3 FY26 Standalone Financial Highlights



Rs. in Crore	Q3 FY26	Q3 FY25	Y-o-Y %	Q2 FY26
Net Revenue	411.95	334	23.41%	408.74
Raw Materials	317.44	245.17		311.45
Employee Cost	16.16	14.20		16.38
Other Expenses	42.54	40.11		46.24
Total Expenditure	376.14	299.48	25.60%	374.06
EBITDA (Excluding other Income)	35.81	34.34	4.27%	34.68
EBITDA Margin (%)	8.69%	10.29%	(160 bps)	8.48%
Other Income	0.24	1.68		0.59
Depreciation	6.91	5.88		6.86
Interest / Finance Cost	11.95	10.49		11.15
Exceptional Item (Gain) / Loss	0.00	0.25		0.65
Profit Before Tax	17.19	19.90	(13.64%)	17.91
Tax	4.45	5.33		4.44
Profit After Tax	12.74	14.57	(12.57%)	13.47
Profit After Tax Margin (%)	3.09%	4.37%	(128 bps)	3.30%
Basic EPS (Rs.)	7.21	8.24	(12.50%)	7.62



9M FY26 Standalone Financial Highlights



Rs. in Crore	9M FY26	9M FY25	Y-o-Y %
Net Revenue	1,253.11	1,017.34	23.17%
Raw Material Expenses	963.99	769.13	
Employee Expenses	47.33	38.89	
Other Expenses	129.99	110.56	
Total Expenditure	1,141.31	918.58	24.2%
EBITDA (Excluding other Income)	111.79	98.76	13.20%
EBITDA Margin (%)	8.92%	9.71%	(79 bps)
Other Income	1.42	2.82	
Depreciation	19.65	16.59	
Interest / Finance Cost	35.12	30.20	
Exceptional Item (Gain) / Loss	0.65	16.01	
PBT	59.09	70.80	(16.54%)
Tax	15.29	16.78	
PAT	43.81	54.02	(18.91%)
PAT Margin (%)	3.50%	5.31%	(181 bps)
Basic EPS (Rs.)	24.78	30.66	(19.18%)



Q3 FY26 Consolidated Financial Highlights



Rs. in Crore	Q3 FY26	Q3 FY25	Y-o-Y %	Q2 FY26
Net Revenue	424.20	341.46	24.23%	418.92
Raw Materials	323.87	247.92		315.85
Employee Cost	17.67	15.53		17.86
Other Expenses	45.20	42.02		48.63
Total Expenditure	386.74	305.47	26.60%	382.35
EBITDA (Excluding other Income)	37.46	35.99	4.10%	36.57
EBITDA Margin (%)	8.83%	10.54%	(171 bps)	8.73%
Other Income	0.22	1.72		0.34
Depreciation	7.26	6.18		7.15
Interest / Finance Cost	12.03	10.56		11.23
Exceptional Item (Gain) / Loss	0.00	0.00		0.00
Profit Before Tax	18.39	20.96	(12.29%)	18.52
Share of profit from Associate	(0.71)	(0.03)		-0.19
Tax	4.98	5.68	(12.39%)	4.94
Profit After Tax	12.70	15.25	(16.74%)	13.39
Profit After Tax Margin (%)	2.99%	4.47%	(148 bps)	3.20%
Basic EPS (Rs.)	7.01	8.48	(17.33%)	7.35



9M FY26 Consolidated Financial Highlights



Rs. in Crore	9M FY26	9M FY25	Y-o-Y %
Net Revenue	1,284.24	1,042.60	23.18%
Raw Material Expenses	978.22	778.64	
Employee Expenses	51.74	42.62	
Other Expenses	138.49	116.58	
Total Expenditure	1,168.44	937.85	24.6%
EBITDA (Excluding other Income)	115.79	104.75	10.54%
EBITDA Margin (%)	9.02%	10.05%	(103 bps)
Other Income	1.32	2.86	
Depreciation	20.58	17.45	
Interest / Finance Cost	35.37	30.46	
Exceptional Item (Gain) / Loss	0.00	0.00	
PBT	61.17	59.69	2.47%
Share of profit from Associate	(1.04)	(0.03)	
Tax	16.82	18.14	
PAT	43.30	41.52	4.30%
PAT Margin (%)	3.37%	3.98%	(61 bps)
Basic EPS (Rs.)	24.13	22.93	5.23%

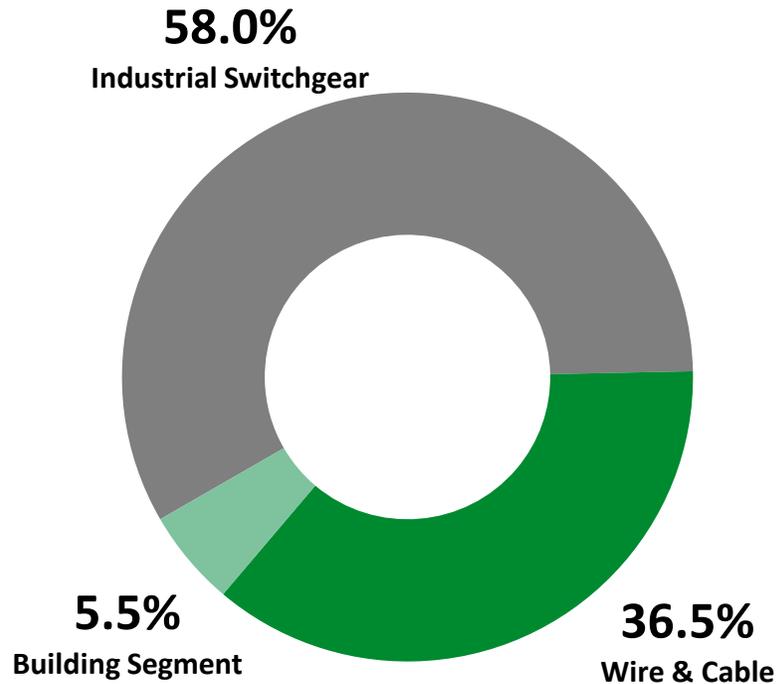
- *Increase in Revenue – mainly driven by core business divisions*
- *Contribution from exports was 23.07% in 9M FY26*



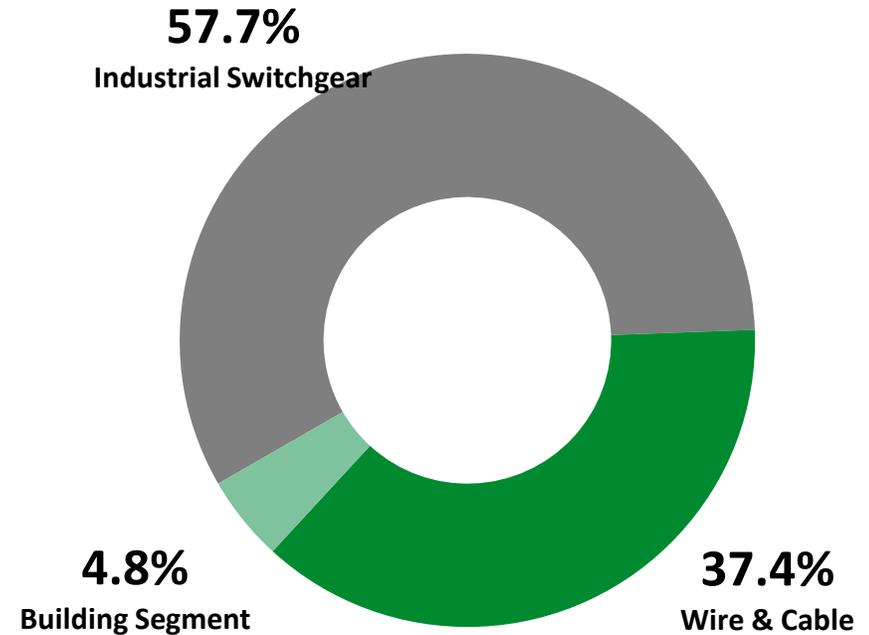
9M FY26 Revenue Breakup – Business Verticals



9M FY25



9M FY26

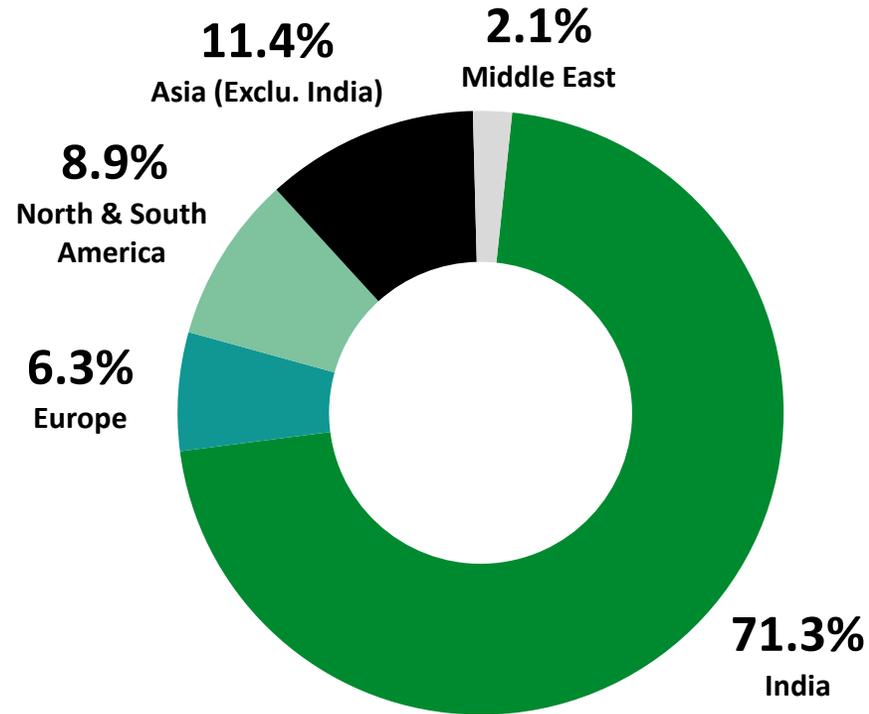


- *Industrial Switchgear – 57.7% of net revenues*
- *Wires & Cables – 37.4% of net revenues*
- *Building Electrical Products – 4.8% of net revenues*

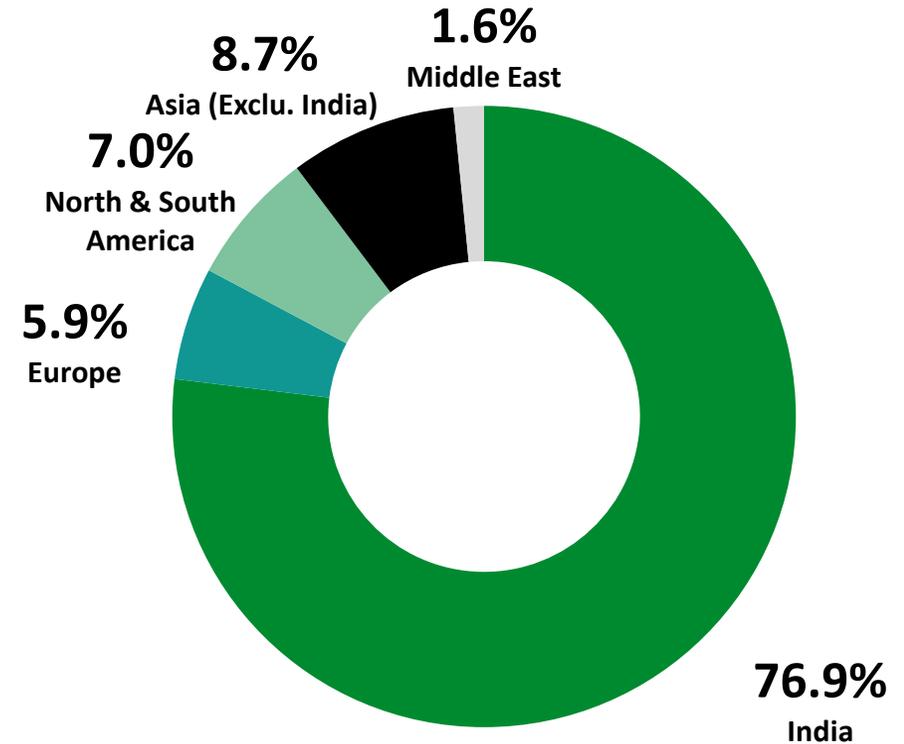


9M FY26 Revenue Breakup – Geographical

9M FY25



9M FY26



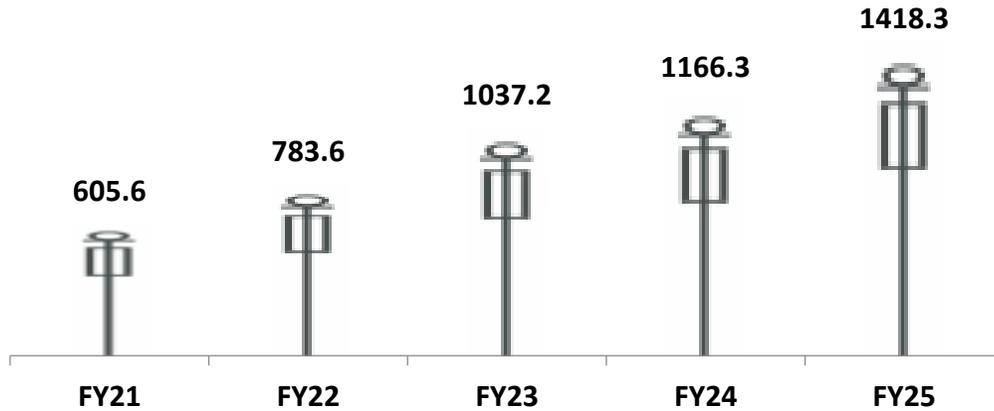
▪ **Contribution from exports was 23.07% in 9M FY26**



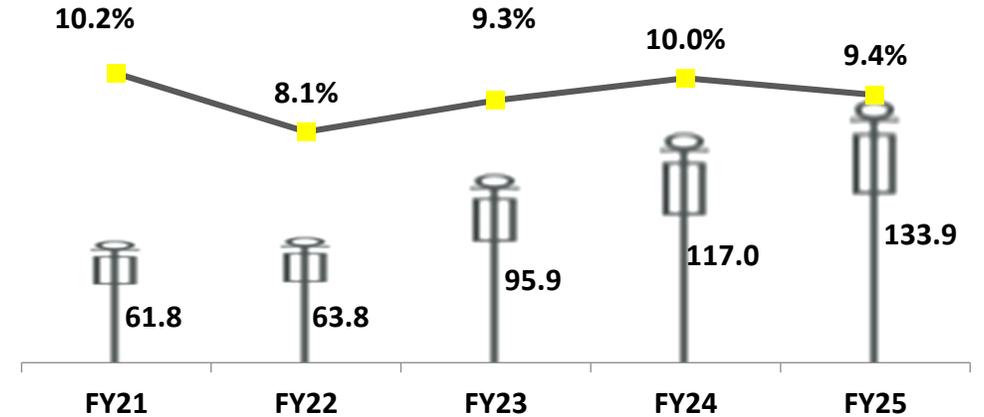
Key Consolidated Financial Highlights – Annual



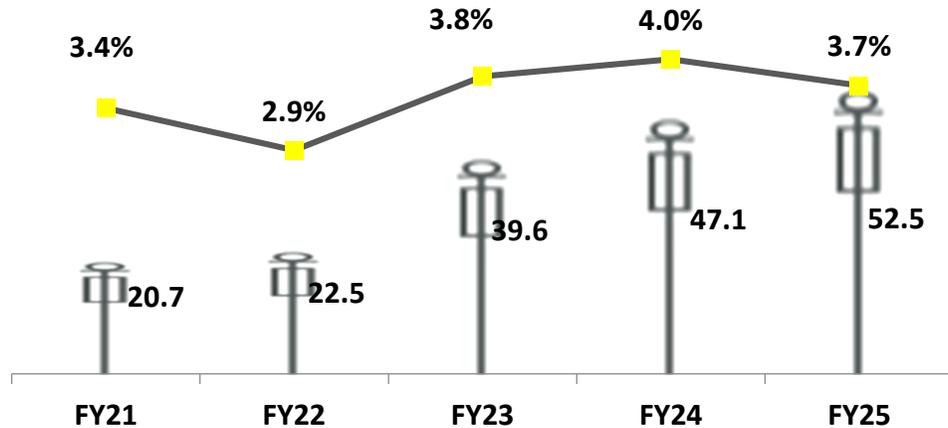
Revenue (Rs. Crore)



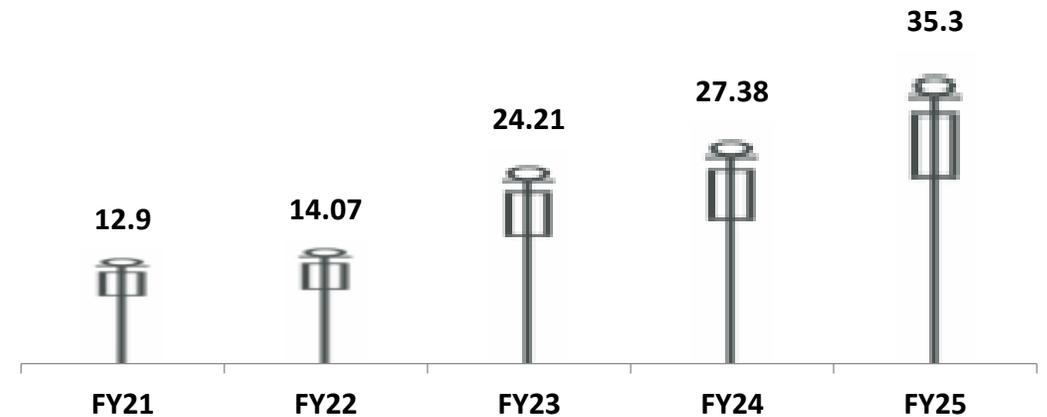
EBITDA (Rs. Crore) / Margins (%)



Net Profit (Rs. Crore)



Earning per Share (Rs.)

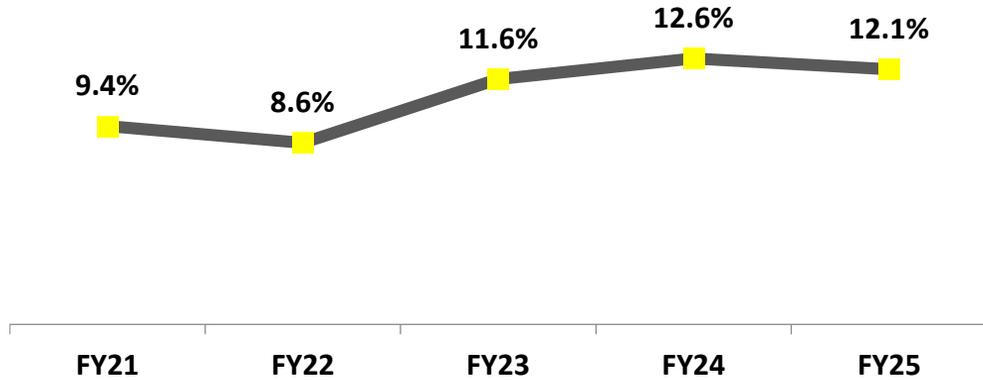




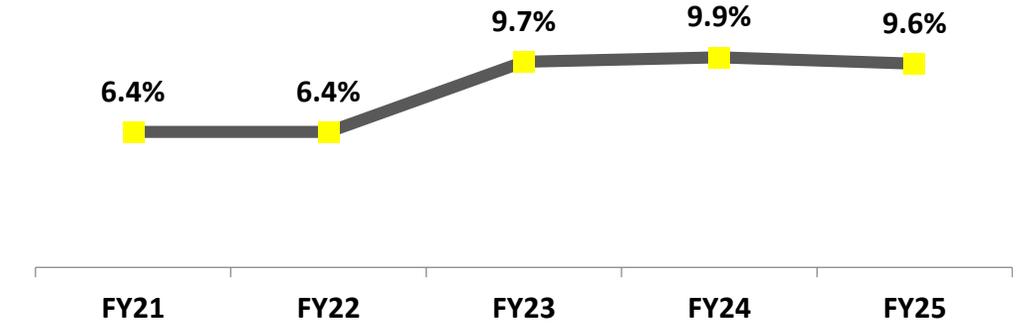
Key Consolidated Balance Sheet Highlights – Annual



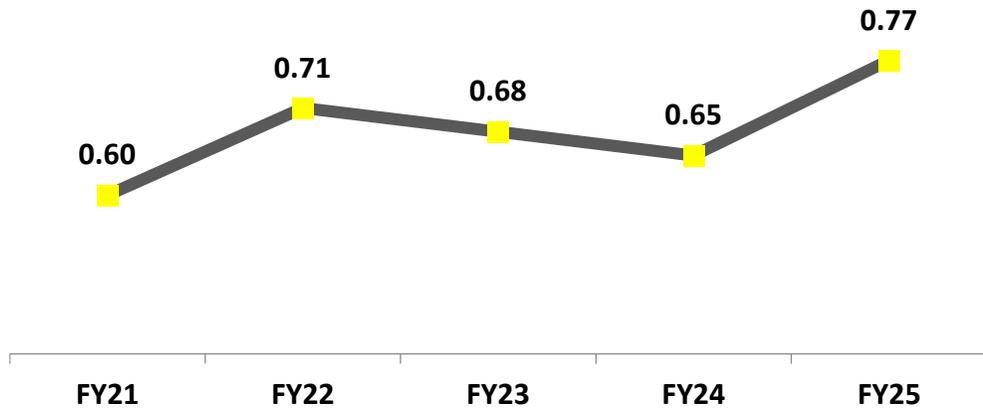
Return on Capital Employed (%)



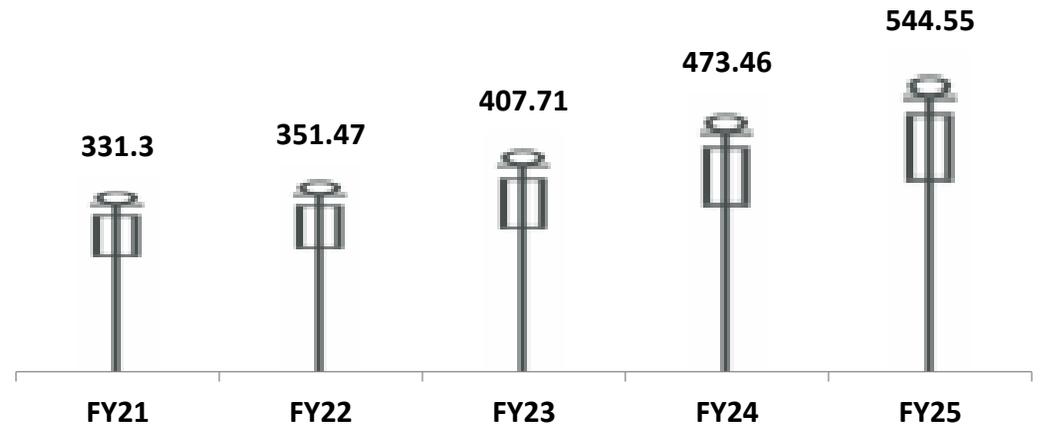
Return on Equity (%)



Debt to Equity(X)



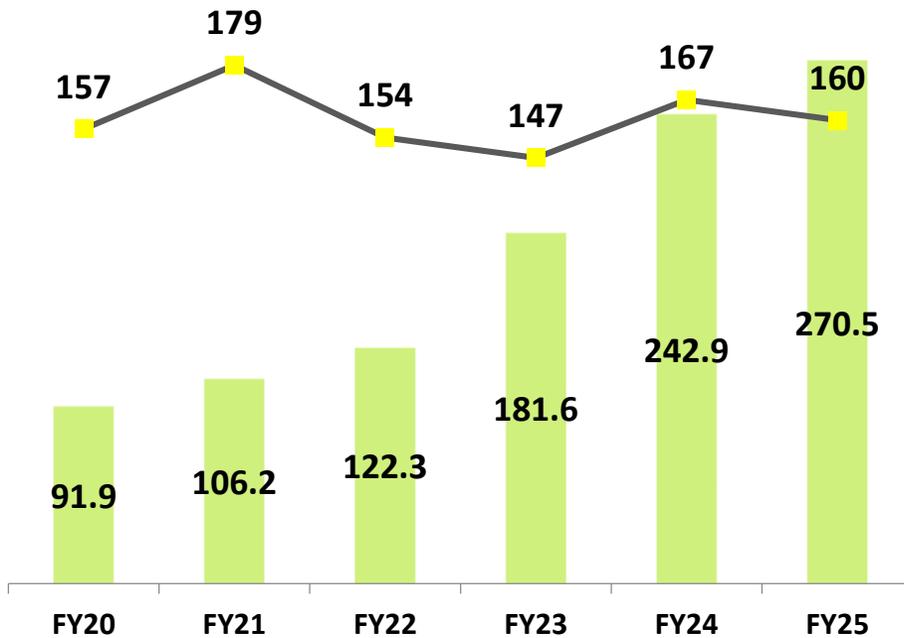
Networth as on 31st March (Rs. Crore)



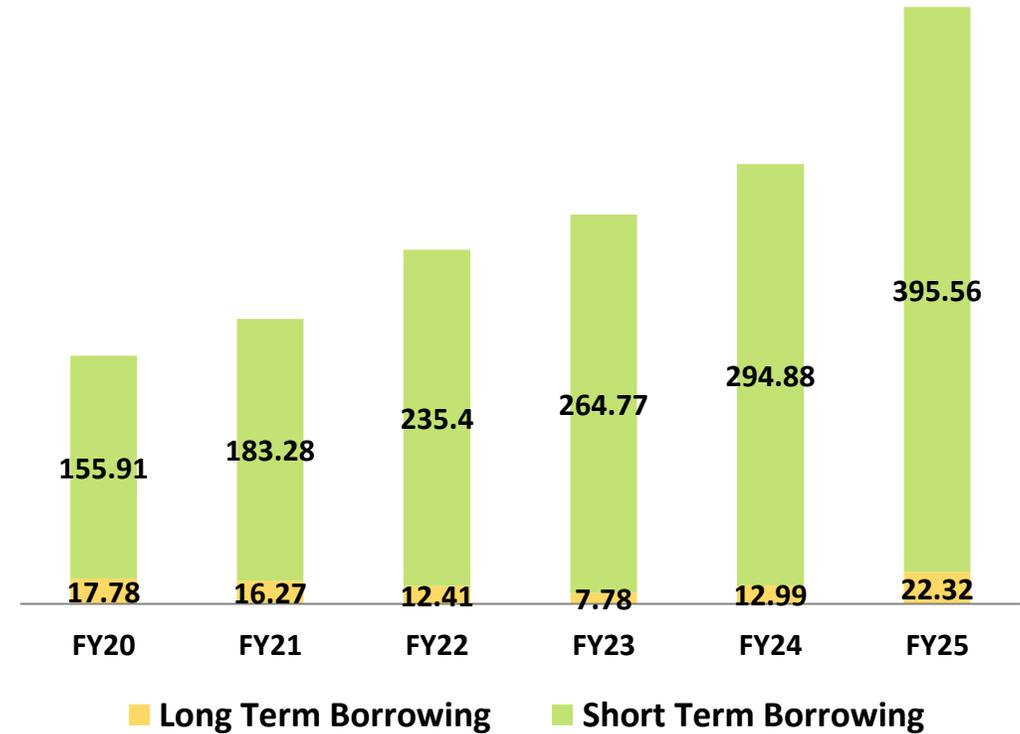


Working Capital & Borrowings

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



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



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



State-of- art manufacturing facilities

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



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



Quality Standards, Assurance & Certifications

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



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



Professional Management

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

P. Sivakumar A - *AVP – Marketing Corporate*



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



M Lakshminarayana - *VP - Operations*

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



R. Menaka – *General Manager - Accounts*

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



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

1.8 TON EOT CRANE
WORK IN PROGRESS

1. Make the hand signal for hoisting, lower, forward and backward operations.
2. Always "WATCH" the load into the hoisted position.
3. Do not leave the load in the suspended position.
4. Use one push button for individual operations. Don't use both push buttons simultaneously.



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

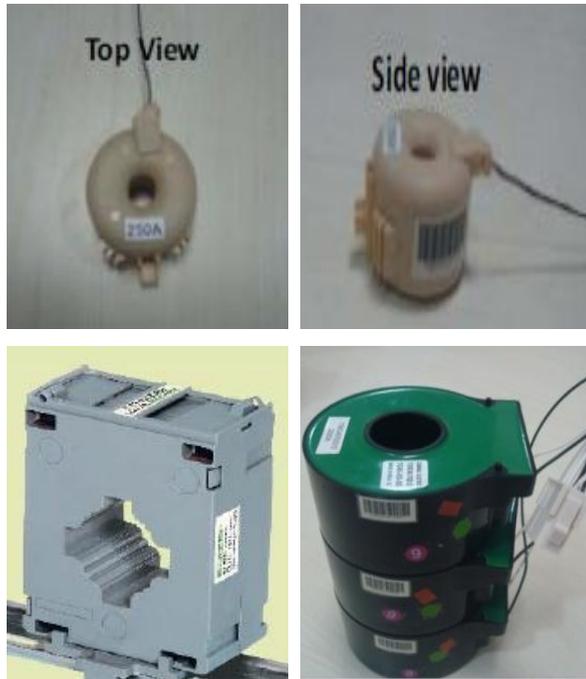
- Single Phase Meters
- Three Phase Meters



Wide Product Suite- Customized for OEM's



CT's



Terminal Sockets



Coils / Inductors



Panels



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



Key Strengths



Complete Backward Integration

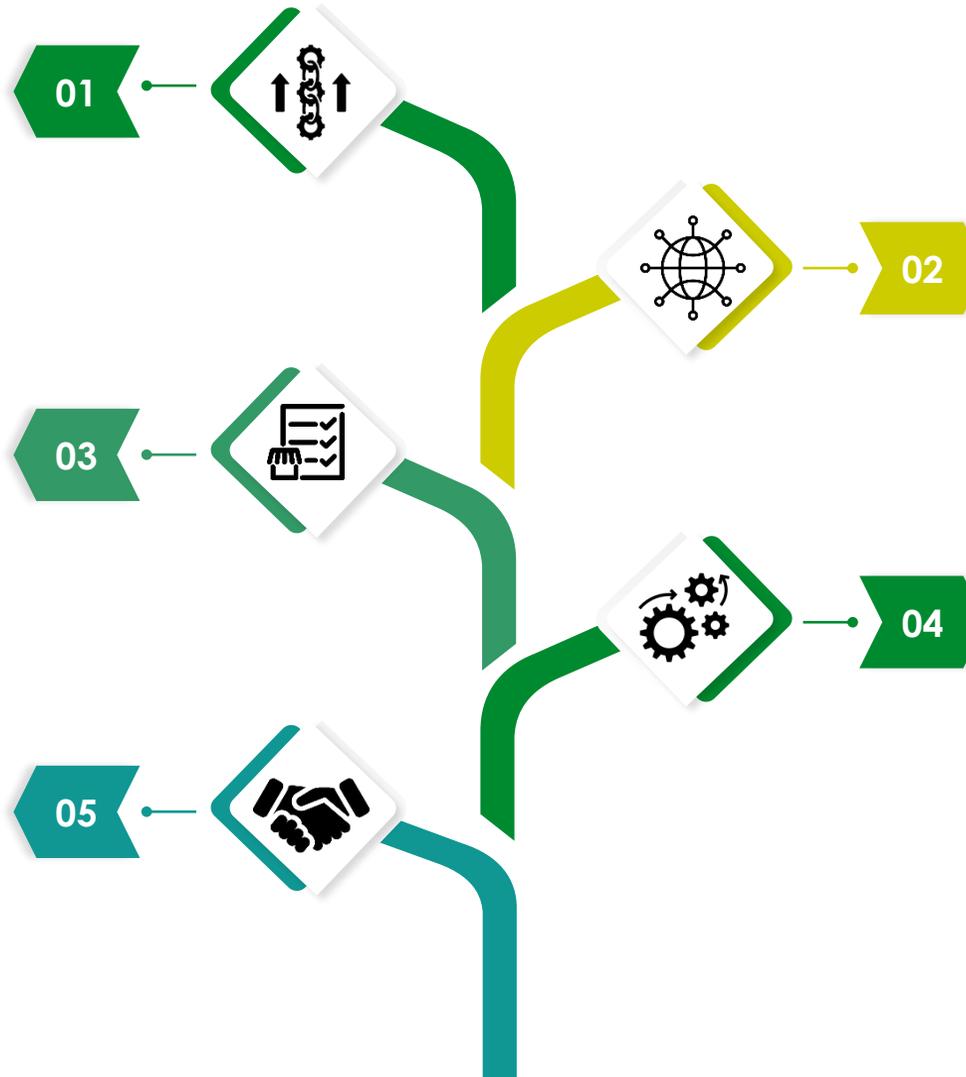
In-house manufacturing facilities with process capabilities ensures better product development and customization
Well developed R&D enables continual product innovation

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
Preferred 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
- Automatic Meter Reading
- Three Phase Dry Type Transformers

Unit 2



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

Unit 3



- Wiring Accessories

Unit 4



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

Unit 5



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

Hosur Plant



- Wire Harnesses
- Toroidal Transformers

Annur Plant



- Smart Meters



...With In-house process capabilities...

salzer®



- Full fledged **Type testing laboratory**
 - Loads up to 500Amps
 - Environmental test chamber for humidity test
 - Salt spray test & all other basic tests as per UL Standards
- **In-house tool room** facility for manufacturing and servicing of Moulds and press tools
 - CNC Wire Cut Machines and Spark erosion machines
 - CNC Machining center, EDM Drilling
 - Conventional machines
 - Latest digital measuring equipment
 - Inspected and certified by GE Tool Divisionca

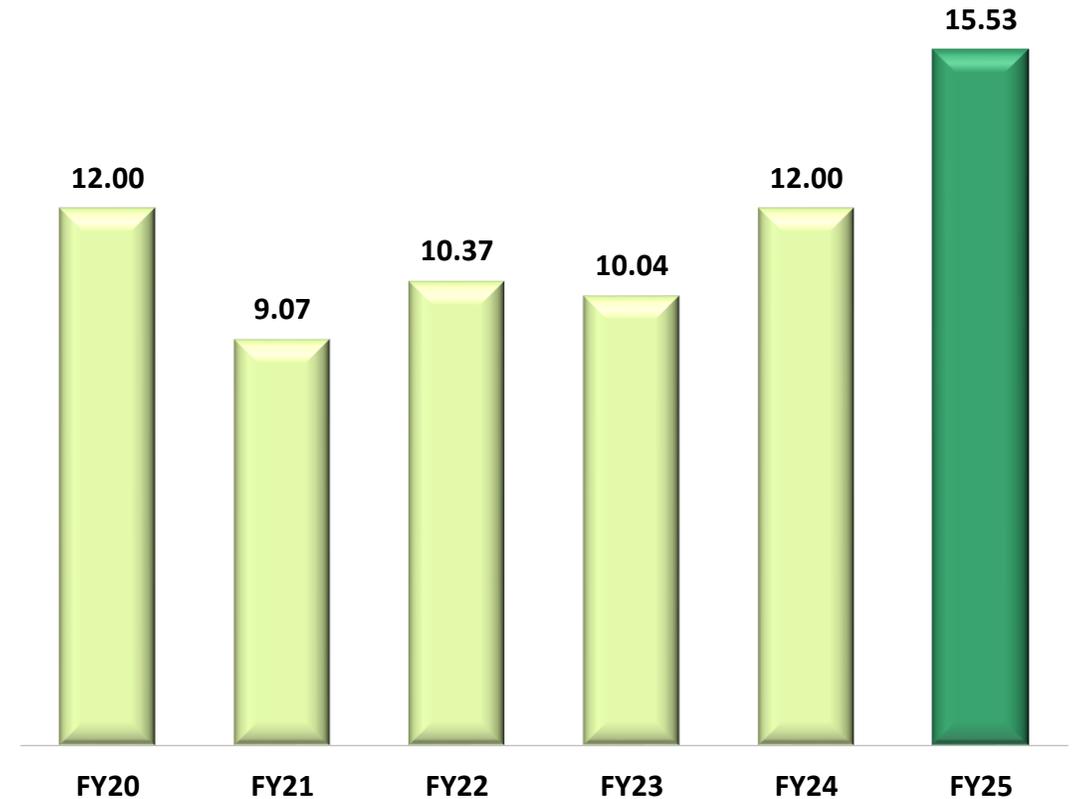
More than 80% components made in-house



...And a strong R&D team

- In-house R&D Center
 - More than 35 engineers
 - Recognized by Department of Science, Govt of India
- Patented Rotary switches
- Six patents in process
 - Manual Single-Phase Starter with no voltage tripping, Energy Saver System for Street Lighting, Track Feed Battery Changer Over System, Heavy duty energy efficient automatic source change over, Training warning system and Modular Housing
 - Received two patents for CAM operated rotary switch & Motor Protection Circuit Breaker' for duration of 20 years, ending 2036
- 1st of its kind product in India
 - Designed and manufactured - Load Break Switches, Single Hole Mounting Switches, Halogen Free Cable Ducts, Flat Wire Ducts, Flexible Bus Bars etc

R&D expenses (Rs crore)



Continual focus on product innovation



Internationally certified

salzer®



ISO 9001



ISO 14001



CE Certification



ISO 18001



UL Certification



CB certification by IE

CB certification



RoHS



Intertek

Intertek Semko approval



CSA Certification



ISO 16949
CERTIFIED

... Across entire product portfolio



Blue Chip Customers

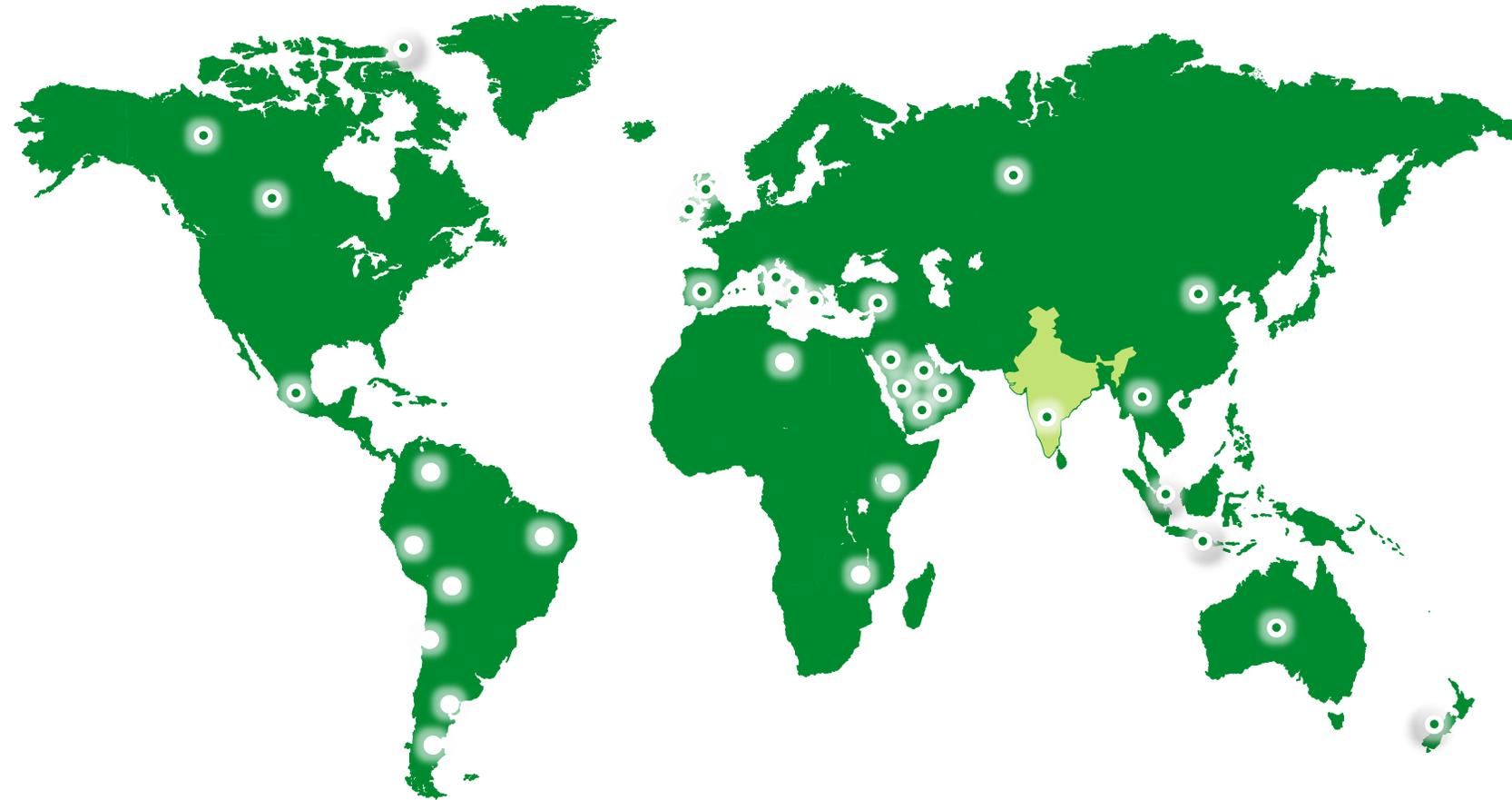
- Marketing Tie-up with L&T for Indian Market
- Largest supplier of rotary switches to Indian Railways
- Branding partner to various large OEM's in India
- Technical Tie-up with American Company C3Controls, to manufacture & market contactors & overload relays
- Technical Tie-up with Trafomodern for Three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

salzer®





Wide Distribution Network



International

- Direct network across 50 countries
 - ✓ 27% of sales from exports (FY25)
 - ✓ 40 international distributors
- Plans to expand in US, Africa and Middle east

Domestic

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

Direct network across 50 countries

WAY
AHEAD





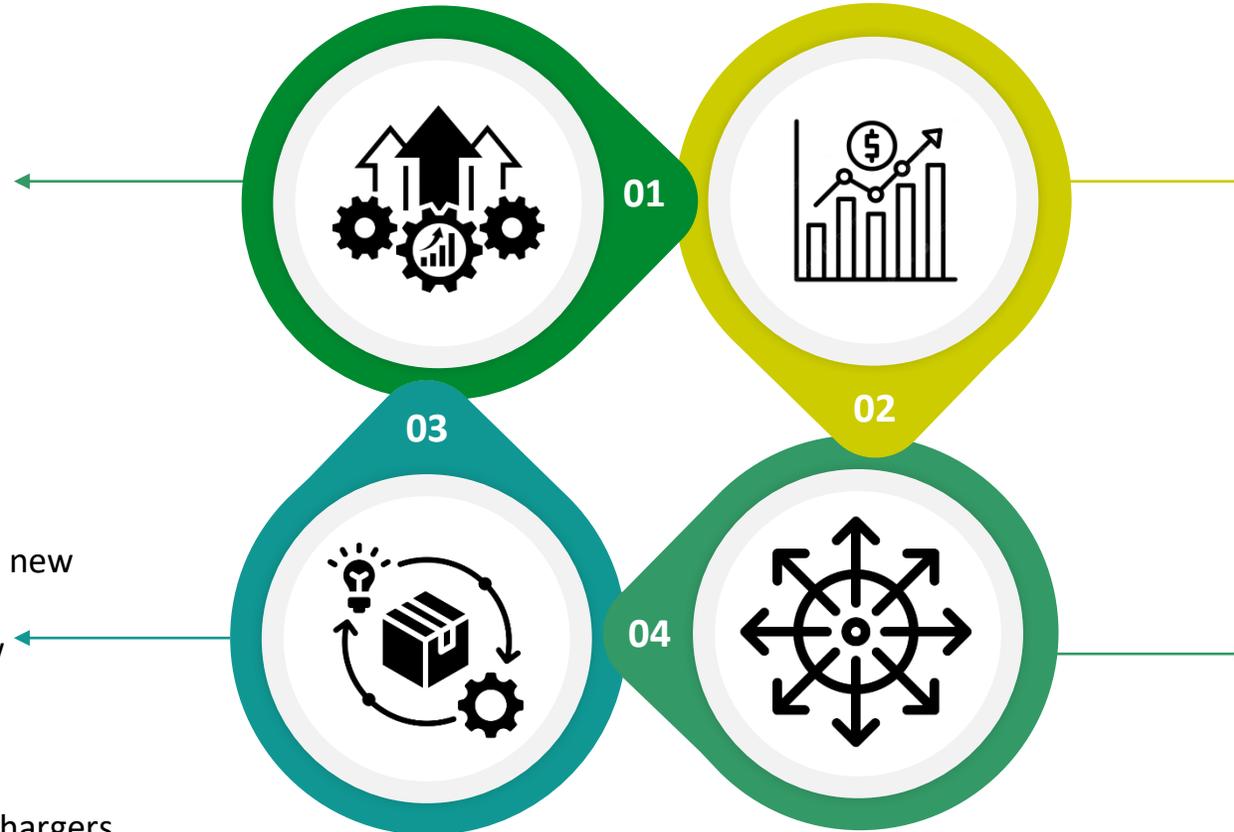
Way Ahead

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

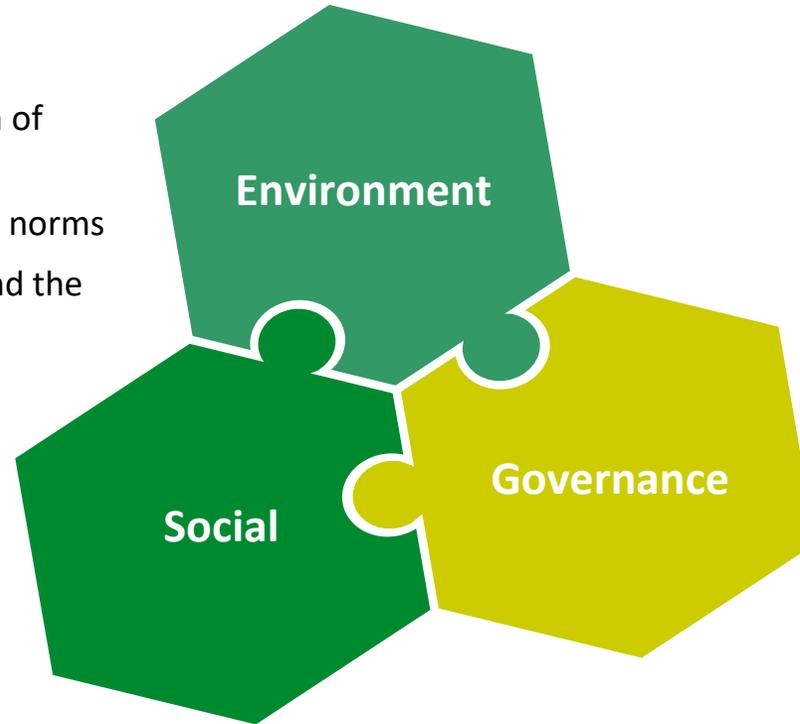
- › Constantly develop new products through in-house R&D
- › Expand existing product portfolio to newer geographies



ESG Initiatives

- 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

- 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



- 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



ESG Initiatives - Carbon Emission by Scope



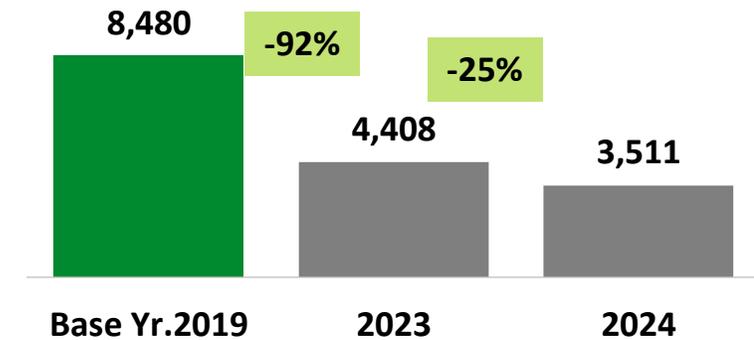
Scope 1

- All Fossil fuels used in factories, such as diesel for backup power and fuels used in Cars, transport & fleet vehicles

Scope 2

- Electricity consumed at all factories and offices of Salzer owned facilities
- Also the avoidable emissions are calculated by the use of Renewable power by own renewable sources as well as purchased renewable sources

Details	Base Yr - 2019	2023	2024
Scope 1 (Tons of Co2)	123	191	217
Scope 2 (Tons of Co2)	8357	4217	3294
Turnover INR Cr	559	1013	1135
Scope 1+2 (Tons of Co2)	8480	4408	3511
Intensity	15.17	4.31	3.09
Delta		(248%)	(40%)



- 2019 was considered the Base year for calculation. 2020 & 2021 was not considered as it was a year with partial shutdowns due to Pandemic
- The Direct Greenhouse Gas (GHG) emission from facilities we operate (scope 1) has increased from 123 tons of Co2 in 2019-20 to 217 tons of Co2 in 2023-24. The increase over the last three years is due to higher activities due to increased turnover
- The indirect GHG emissions from Energy consumption (Scope 2) was reduced by 25% in 2023-24 from 2022-23 and this was achieved by taking energy conservation measures and sourcing & generation of renewable power
- Scope 1 & 2 put together there is a Net intensity reduction of 40% in 2023-24 from 2022-23
- Salzer will continuously endeavor its best efforts in all available avenues to reduce Carbon Emission level by 25% every year and attain the Net Zero Emission level by 2030

Thank You

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