

Salzer



SALZER ELECTRONICS LIMITED

Results Update Presentation

Q4 & FY25



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Joint Managing Director's Message





Commenting on the Company's performance,

Mr. Rajesh Doraiswamy

Joint Managing Director, Salzer Electronics Ltd said: During the fourth quarter of the financial year, we registered a strong growth in standalone revenues of Rs. 365.59 crores with EBITDA (excluding other income) and PAT of Rs. 26.18 crore and Rs. 8.23 crore, respectively. This growth was mainly driven by higher demand for Industrial switchgear, wires & Cables as well as Building Product division businesses. EBITDA was impacted by higher expenses from the new smart meter. We expect margins to revert to ~10.5% as smart meter business sees its strong revenue traction in the coming quarters.

The standalone revenue for the full year was Rs 1,382.93 crore, a year on year growth of over 22%. The EBITDA grew by 13.4% at Rs 124.93 crore while the PAT grew by 44.2% at Rs 62.26 crore.

FY25 was a year of strategic consolidation and growth at Salzer Electronics. As we expand globally, we remain focused on innovation, efficiency, and customer-centricity. While global trade uncertainties, including potential U.S. tariff changes, may create near-term challenges, our diversified exports and value-driven products position us well. We continue to strengthen OEM partnerships and drive sustainable value for all stakeholders.

We are proud to have secured this prestigious ₹192 crore smart lighting project from BBMP, which is a strong validation of our capabilities in delivering energy-efficient and intelligent infrastructure solutions. This project is in line with our strategic focus on sustainability and innovation. We believe it will significantly enhance our presence in the smart city and public infrastructure segments. We look forward to executing this project successfully in partnership with Schnell Energy and contributing to Bengaluru's transformation into a more energy-efficient city.

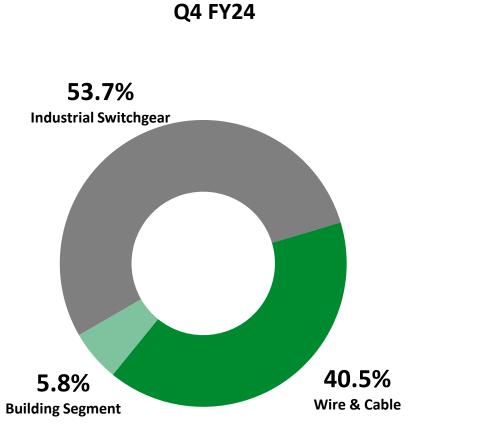
We remain dedicated to maintaining this growth momentum as we strive for greater achievements. At Salzer, innovation is at the core of our strategy, and our diverse product portfolio, along with a strong market presence, positions us to set new industry benchmarks. With a promising outlook for both domestic and export markets, we remain confident in our overall business performance.

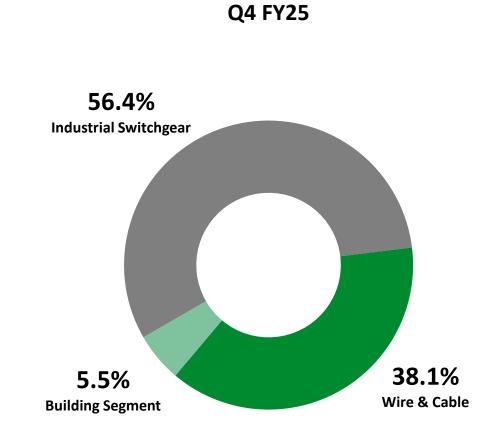
I thank the entire team at Salzer Electronics for their untiring efforts and all our stakeholders for their continued support and faith in our Company.



Q4 FY25 Revenue Breakup – Business Verticals





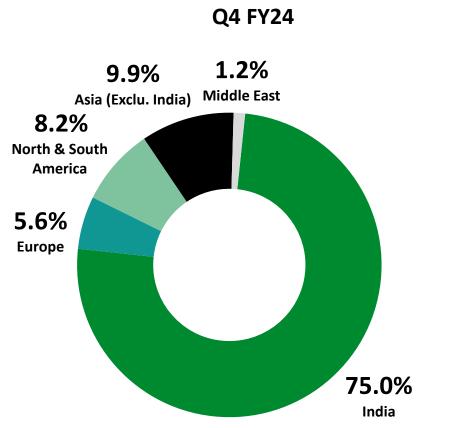


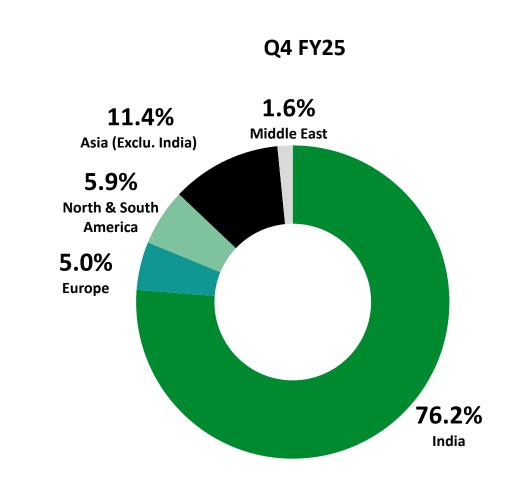
- Industrial Switchgear 56.4% of net revenues
- Wires & Cables 38.1% of net revenues
- Building Electrical Products 5.5% of net revenues



Q4 FY25 Revenue Breakup – Geographical







■ Contribution from Exports at 23.76%



Q4 FY25 Standalone Financial Highlights



Rs. in Crore	Q4 FY25	Q4 FY24	Y-o-Y %	Q3 FY25
Net Revenue	365.59	317.57	15.12%	333.82
Raw Materials	279.51	239.26		245.17
Employee Cost	15.00	12.20		14.20
Other Expenses	44.89	35.19		40.11
Total Expenditure	339.41	286.65	18.40%	299.48
EBITDA (Excluding other Income)	26.18	30.92	(15.34%)	34.34
EBIDTA Margin (%)	7.16%	9.74%	(258 bps)	10.29%
Other Income	2.60	0.41		1.68
Depreciation	5.70	5.15		5.88
Interest / Finance Cost	10.60	8.96		10.49
Exceptional Item (Gain) / Loss	-0.83	0.00		0.25
Profit Before Tax	11.65	17.21	(32.32%)	19.90
Tax	3.42	5.13		5.33
Profit After Tax	8.23	12.08	(31.84%)	14.57
Profit After Tax Margin (%)	2.25%	3.80%	(155 bps	4.37%
Basic EPS (Rs.)	4.66	6.95		8.22



FY25 Standalone Financial Highlights



Rs. in Crore	FY25	FY24	Y-o-Y %
Net Revenue	1,382.93	1,135.58	21.78%
Raw Material Expenses	1,048.65	868.69	
Employee Expenses	53.89	42.29	
Other Expenses	155.45	114.39	
Total Expenditure	1,257.99	1,025.37	22.7%
EBITDA (Excluding other Income)	124.93	110.20	13.37%
EBITDA Margin (%)	9.03%	9.70%	(67 bps)
Other Income	5.43	1.57	
Depreciation	22.29	19.06	
Interest / Finance Cost	40.80	33.67	
Exceptional Item (Gain) / Loss	15.18	0.37	
PBT	82.45	59.40	38.82%
Tax	20.20	16.21	
PAT	*62.26	43.19	44.16%
PAT Margin (%)	4.50%	3.80%	70 bps
Basic EPS (Rs.)	35.30	25.77	

^{*}Exceptional items represent net gain of Rs. 15.18 Cr arising from sale of investment in Kaycee Industries Limited



Q4 FY25 Consolidated Financial Highlights



Rs. in Crore	Q4 FY25	Q4 FY24	Y-o-Y %	Q3 FY25
Net Revenue	375.73	326.57	15.05%	341.46
Raw Materials	283.30	243.06		247.92
Employee Cost	16.35	13.27		15.53
Other Expenses	46.94	37.15		42.02
Total Expenditure	346.58	293.49		305.47
EBITDA (Excluding other Income)	29.15	33.08	(11.90%)	35.99
EBIDTA Margin (%)	7.76%	10.13%	(237 bps)	10.54%
Other Income	2.48	0.25		1.72
Depreciation	5.97	5.42		6.18
Interest / Finance Cost	10.68	9.06		10.56
Exceptional Item (Gain) / Loss	0.00	0.00		0.00
Profit Before Tax	14.99	18.86	(20.53%)	20.96
Share of profit from Associate	0.01	0.00		-0.03
Tax	4.05	5.54		5.68
Profit After Tax	10.95	13.32	(17.80%)	15.25
Profit After Tax Margin (%)	2.91%	4.08%	(117 bps)	4.47%
Basic EPS (Rs.)	6.19	7.42	(16.58%)	8.77



FY25 Consolidated Financial Highlights



Rs. in Crore	FY25	FY24	Y-o-Y %
Net Revenue	1,418.33	1,166.31	21.61%
Raw Material Expenses	1,061.94	881.00	
Employee Expenses	58.97	46.64	
Other Expenses	163.52	121.70	
Total Expenditure	1,284.43	1,049.33	22.4%
EBITDA (Excluding other Income)	133.90	116.98	14.46%
EBITDA Margin (%)	9.44%	10.03%	(59 bps)
Other Income	5.34	1.95	174.17%
Depreciation	23.42	20.11	16.44%
Interest / Finance Cost	41.14	34.09	20.7%
Exceptional Item (Gain) / Loss	0.00	0.00	
PBT	74.68	64.73	15.37%
Share of profit from Associate	-0.02	0.00	
Tax	22.20	17.66	
PAT	52.46	47.07	11.47%
PAT Margin (%)	3.70%	4.04%	(34 bps)
Basic EPS (Rs.)	35.30	27.38	28.93%

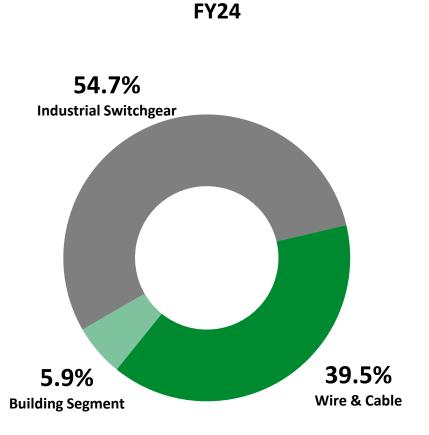
[■] Increase in Revenue – mainly driven by core business divisions

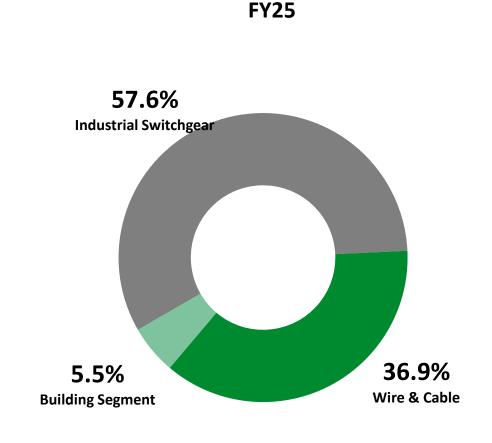
[■] Contribution from exports was 27.40% in FY25



FY25 Revenue Breakup – Business Verticals





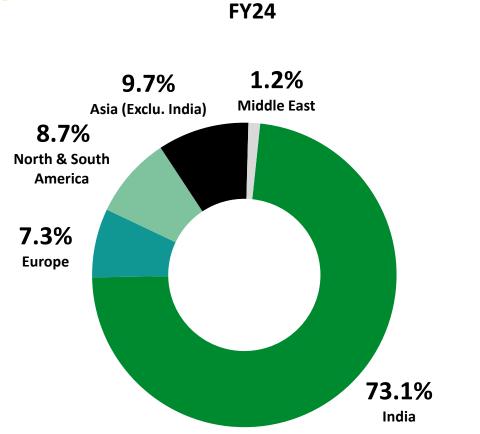


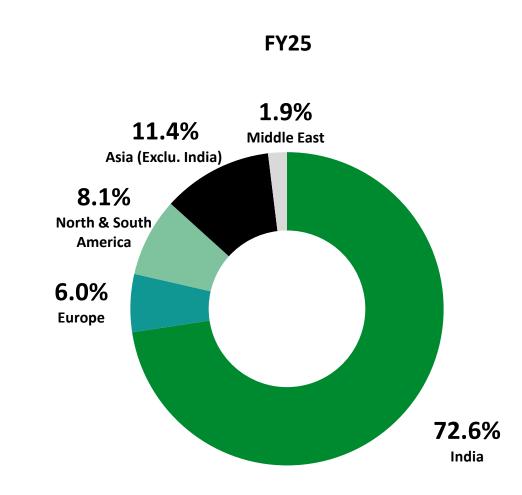
- Industrial Switchgear 57.6% of net revenues
- Wires & Cables 36.9% of net revenues
- Building Electrical Products 5.5% of net revenues



FY25 Revenue Breakup – Geographical







Contribution from exports was 27.40% in FY25



Standalone Balance Sheet As on 31st March 2025



Rs. Crore	As on 31 st Mar' 25	As on 31 st Mar' 24
Shareholder's Funds	530.28	466.07
Share capital	17.68	17.38
Other Equity	512.60	448.68
Non Controlling Interest	0.00	0.00
Non-current liabilities	49.61	38.43
Financial Liabilities		
Borrowing	22.60	12.99
Lease Labilities	0.00	0.00
Provisions	0.02	0.86
Deferred Tax Liabilities (Net)	26.99	24.58
Other Long term liabilities	0.00	0.00
Other Non-Current Liabilities	0.00	0.00
Current liabilities	585.19	465.63
Financial Liabilities		
Borrowing	395.62	294.88
Current maturity of lease liability	0.00	0.00
Trade Payable	164.55	145.22
Others	0.93	1.24
Other Current Liabilities	12.67	11.66
Provisions	9.74	10.56
Current tax liability (Net)	1.69	2.07
Total Equities & Liabilities	1,165.08	970.12

Rs. Crore	As on 31 st Mar' 25	As on 31 st Mar' 24
Non-current assets	325.98	281.19
Property, Plant & Equipment	290.02	249.77
Capital WIP	2.62	2.40
Investments Property	0.01	0.01
Goodwill	0.93	1.35
Intangible Assets	3.92	2.85
FA - Investments	17.79	17.59
FA - Others	2.54	1.91
Other Non Current Assets	8.15	5.30
Current assets	839.10	688.93
Inventories	364.00	289.62
Financial Assets		
Investments	8.56	6.93
Trade receivables	408.50	331.52
Cash & Cash equivalent	1.65	1.32
Bank Balance other than above	3.66	2.77
Loans	1.42	1.38
Other	2.32	2.98
Other Current Assets	49.00	52.41
Total Assets	1,165.08	970.12



Consolidated Balance Sheet As on 31st March 2025



Rs. Crore	As on	As on
N3. Clore	31 st Mar' 25	31 st Mar' 24
Shareholder's Funds	552.94	480.4
Share capital	17.68	17.38
Other Equity	526.87	456.08
Non Controlling Interest	8.39	6.94
Non-current liabilities	52.83	42.49
Financial Liabilities		
Borrowing	22.32	12.99
Lease Labilities	3.05	3.63
Provisions	0.21	1.01
Deferred Tax Liabilities (Net)	26.92	24.6
Other Long term liabilities	0.08	0
Other Non-Current Liabilities	0.26	0.26
Current liabilities	573.99	470.29
Financial Liabilities		
Borrowing	395.56	294.88
Current maturity of lease liability	0.58	0
Trade Payable	151.03	103.72
Others	0.98	1.8
Other Current Liabilities	13.85	64.65
Provisions	9.96	2.79
Current tax liability (Net)	2.03	2.45
Total Equities & Liabilities	1,179.76	993.18

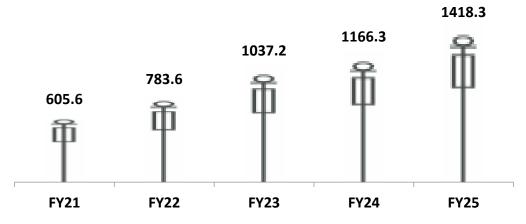
Rs. Crore	As on 31 st Mar' 25	As on 31 st Mar' 24
Non-current assets	335.27	279.99
Property, Plant & Equipment	297.24	258.27
Capital WIP	2.62	2.4
Investments Property	0.01	0.01
Goodwill	7.33	7.73
Intangible Assets	4.03	3.04
FA - Investments	11.28	0.12
FA - Others	4.32	2.84
Other Non Current Assets	8.44	5.58
Current assets	844.49	713.21
Inventories	367.73	293.49
Financial Assets		
Investments	8.82	6.96
Trade receivables	405.48	343.17
Cash & Cash equivalent	3.52	3.25
Bank Balance other than above	5.72	8.82
Loans	1.42	7.71
Other	2.32	3.03
Other Current Assets	49.48	46.78
Total Assets	1,179.76	993.18



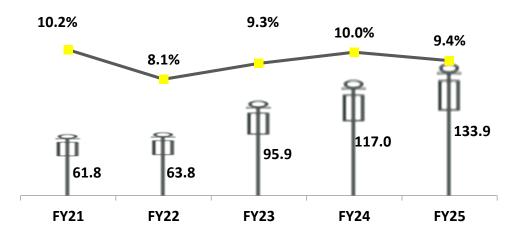
Key Consolidated Financial Highlights – Annual



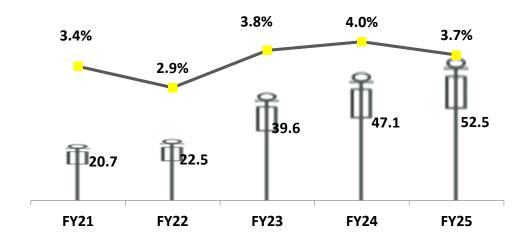
Revenue (Rs. Crore)



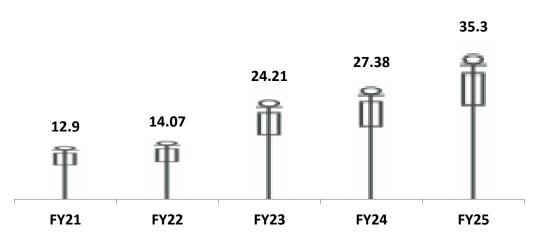
EBITDA (Rs. Crore) / Margins (%)



Net Profit (Rs. Crore)



Earning per Share(Rs.)





Key Consolidated Balance Sheet Highlights – Annual



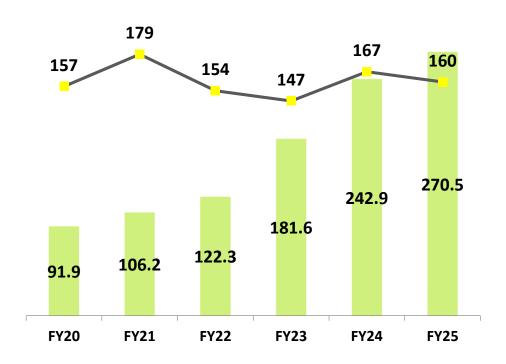




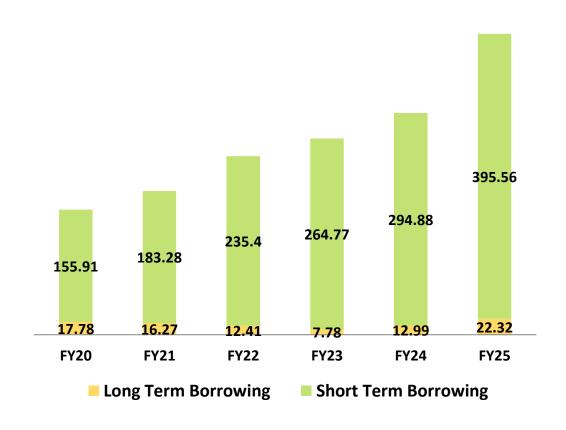
Working Capital & Borrowings



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



Borrowing (Cr.)







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

State-of- art manufacturing facilities

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

Quality Standards, Assurance & Certifications

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













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

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

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)

... 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 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



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





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

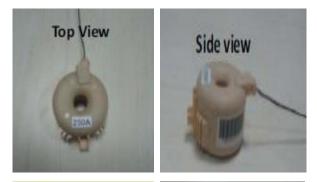
- Single Phase Meters
- Three Phase Meters



Wide Product Suite- Customized for OEM's



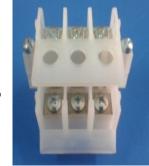
CT's





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

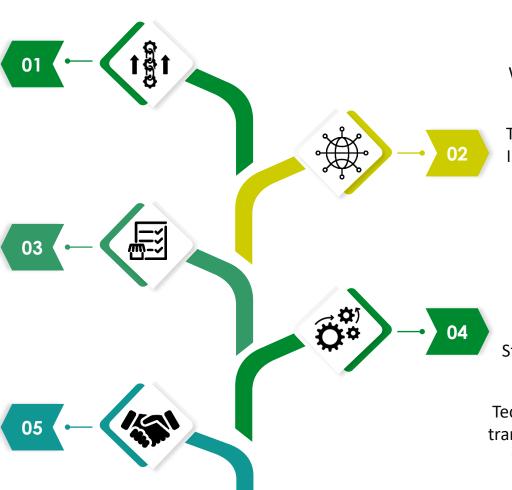
Amongst few players in India, to offer total & customized electrical solutions
Wide product basket – 15 products developed in-house
Largest manufacturer and market leader in CAM operated rotary switches

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 inhouse 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 26



Seven Manufacturing facilities...



Unit 1



Rotary Switch

Contactors & Relays

Panel Assembly

Lighting Energy Savers

Automatic Meter Reading

Three Phase Dry Type **Transformers**



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

Unit 5



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





Toroidal Transformers



Smart Meters

Tinned Wires



...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

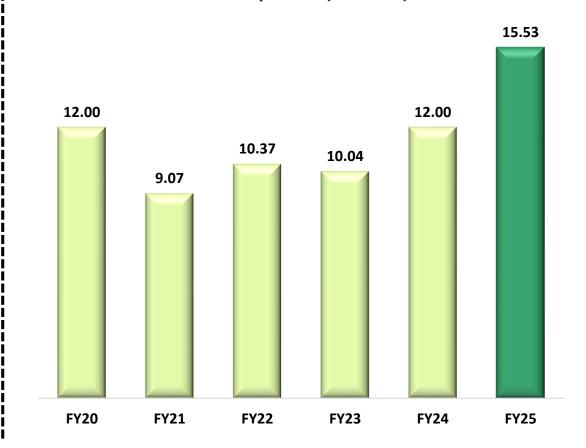


...And a strong R&D team



- 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)





Internationally certified













ISO 9001

ISO 14001

CE Certification

ISO 18001

UL Certification



CB certification by IE

CB certification



RoHS





CSA Certification



... 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
- Tie-up with American Technical 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**











































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





Way Ahead



Operational Excellence

 Consistently executing business strategy and continued focus on improving operating costs by sourcing quality raw materials and efficient manpower

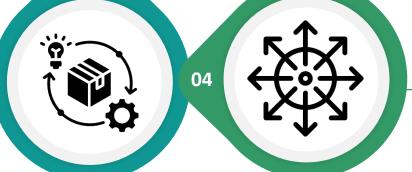


Focus on margin improvement

- Increase sales of high margin products – existing and new
- Increase exports fast growing markets of US, Africa and Middle East

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



Growth and expansion of existing product verticals

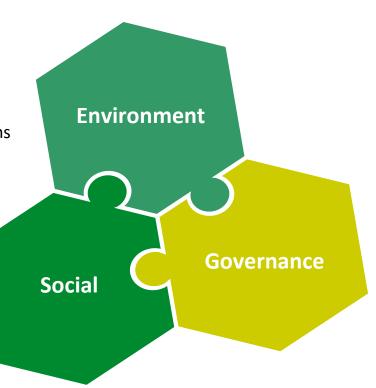
- Constantly develop new products through in-house R&D
- Expand existing product portfolio to newer geographies



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



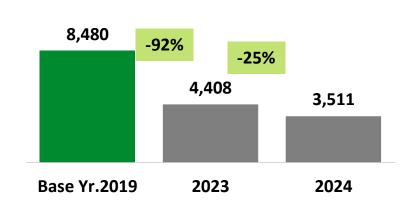
Scope 1

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

