

# **Calcom Vision Limited**

CIN :- L92111DL1985PLC021095

**Calcom**

ISO - 9001 - 2015

ISO - 14001 - 2015

SA - 8000 - 2014

Corp. Office & Factory : B-16, Site-C, Surajpur, Industrial Area, Greater Noida, Gautam Budh Nagar U.P.-201 306

Ph. : 91-0120-2569761 - 4 Fax : 91-0120-2569769, E-mail : corp.compliance@calcomindia.com

Website : www.calcomindia.com

February 12, 2026

To,  
The Manager (Department of Corporate Services)  
Bombay Stock Exchange Ltd.  
Phiroze Jeejeebhoy Towers  
Dalal Street  
MUMBAI - 400 001

**Scrip Code: 517236**

Dear Sir,

**Sub: Intimation under Regulation 30 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 —Investor Presentation for Q3 (FY 2025-26)**

Pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015, please find enclosed an investor presentation being issued by the Company in respect of the Unaudited Financial Results for the Quarter and Nine Months ended December 31, 2025.

This is for your information and record.

Thanking You

**Yours Truly**  
**For Calcom Vision Limited**

**Monika Agarwal**  
**Company Secretary & Compliance officer**  
**M. No A31258**

**Encl-A/a**



# Calcom Vision Limited

Q3 & 9MFY26 – Investor Presentation



# Safe Harbor

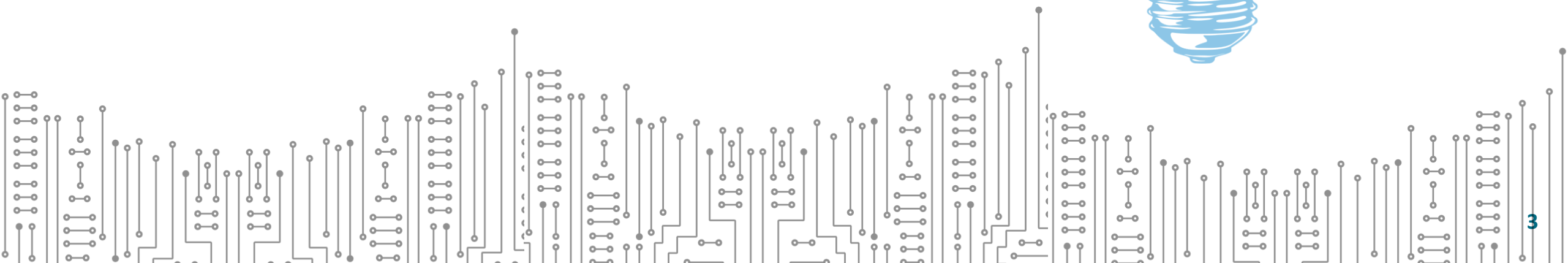
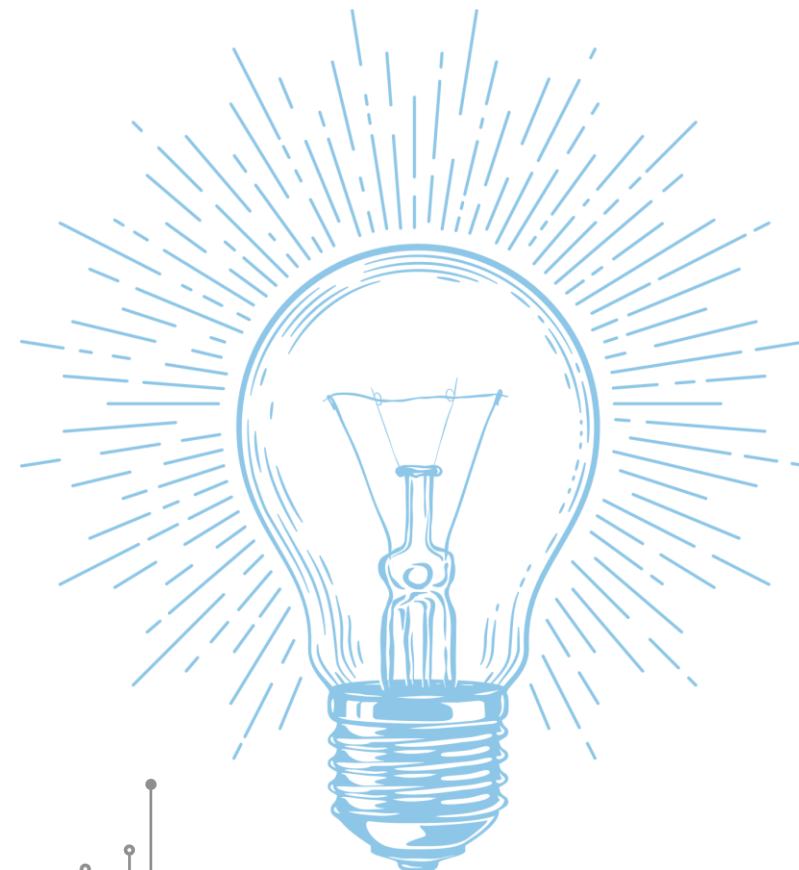
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# Q3 & 9MFY26 **Highlights**





# Highlights

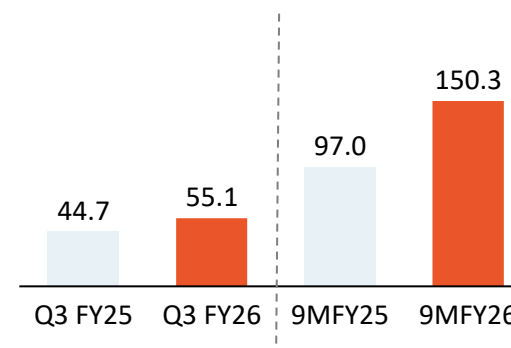
*"We reported our highest-ever Q3 and nine-month revenue performance, recording YoY growth of 23% and 55% respectively, reflecting stable demand, an improving product mix and strong on-ground execution. During the quarter, elevated raw material prices and higher operating costs have affected the overall profitability. We are actively engaging with clients to address cost escalation and improve our net realisation. Over the long term, we remain focused on strengthening our position as a sustainable partner by offering a wide range of products and solutions."*

*We continue to make consistent efforts on execution across operations despite the temporary cost headwinds during the current quarter. We have onboarded a new customer, reflecting our continued efforts on building business momentum. Our focus continues to be on expanding our ODM offerings through a wide range of lighting products along with building on manufacturing infrastructure to enable onboarding of new EMS projects in consumer durables and electronics."*

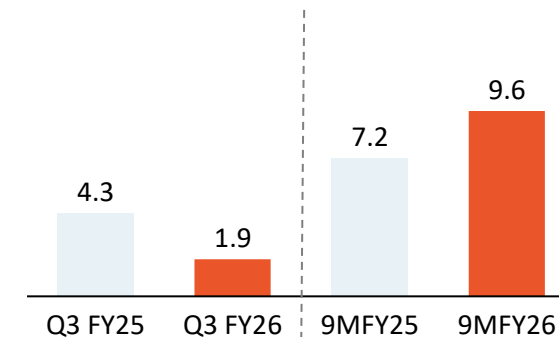
*As we move forward, we continue to make efforts in expanding our presence in higher-value segments. These initiatives are expected to enhance scale, improve returns, and build long-term capabilities, reinforcing Calcom's position as a dependable, long-term sustainable partner. We remain optimistic about maintaining growth momentum in the upcoming years."*

**- Mr. Sushil Kumar Malik**  
Chairman and Managing Director

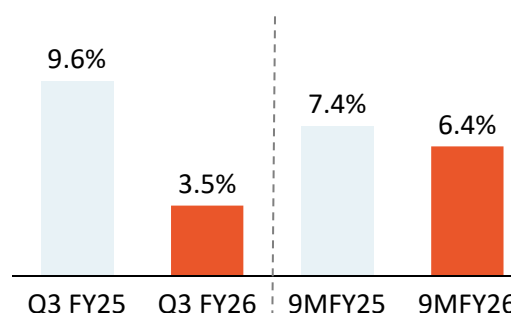
Revenue (Rs. In Cr)



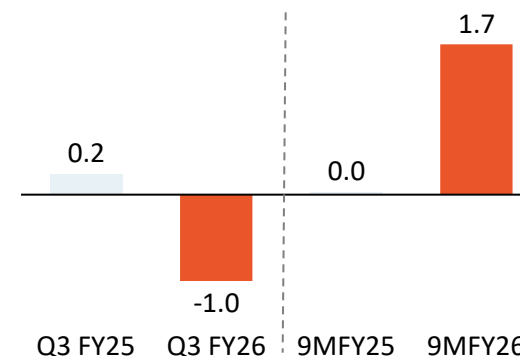
EBITDA (Rs. In Cr)



EBITDA Margin (%)



PAT (Rs. In Cr)



# Quarterly Updates



## Celebrating 50 Years Milestone

*“As we stand at this milestone year, we cherish a five-decade journey anchored in innovation, product quality, customer relationships and execution capabilities while demonstrating ability to navigate through multiple industry cycles, technology shifts and market transitions.*

*Looking ahead, we move forward with continued focus on strengthening fundamentals and building a scalable platform for the next phase of growth.”*

**- Mr. Abhishek Malik**  
Executive Director



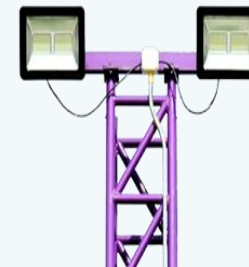
## Broadened Offerings within Core Lighting Portfolio

Introduced **additional SKUs** across existing lighting categories including new wattages to cater to a wider spectrum of customer requirements across residential, commercial and industrial segments

### Well-glass Lights



### Street Lights



### High-bay Lights



**10+ SKUs added across the product categories**

# Quarterly Updates



## Enhancing Market & Brand Outreach

Participated in **LED Expo – New Delhi exhibition** at Yashobhoomi, Dwarka, Delhi in November 2025.

### Products showcased:

#### Indoor Lighting

Low Wattage Bulbs

Mid Wattage Bulbs

High Wattage Bulbs

Recessed Downlights

Mid Wattage Bulbs

LED Smart Bulbs

LED Smart Battens

Smart Downlights

#### Outdoor Lighting

Street Lights

High Bay Lights

Flood Lights

Well Glass Lights

Solar Lights

### Key Rationale:

- ▶ Showcase core product portfolio
- ▶ Engage customers across India
- ▶ Strengthen brand visibility
- ▶ Scale domestic market reach

### Key Outcomes:

- ▶ PAN-India customer engagement
- ▶ Deeper understanding of customer needs
- ▶ Clearer view of market demand trends



# Profit and Loss Statement

Particulars (Rs in Crores)	Q3 FY26	Q3 FY25	9M FY26	9M FY25
<b>Revenue from Operations</b>	<b>55.1</b>	<b>44.7</b>	<b>150.3</b>	<b>97.0</b>
Cost of Goods Sold	44.0	33.5	116.2	72.7
Employee Cost	6.8	5.8	17.8	13.5
Other Expenses	2.4	1.0	6.6	3.6
<b>EBITDA</b>	<b>1.9</b>	<b>4.3</b>	<b>9.6</b>	<b>7.2</b>
<b>EBITDA Margin (%)</b>	<b>3.5%</b>	<b>9.6%</b>	<b>6.4%</b>	<b>7.4%</b>
Other Income	0.2	0.1	2.3	1.8
Depreciation	1.4	0.9	4.2	2.9
Finance Cost	1.8	1.4	5.2	4.1
Exceptional Item Gain / (Loss)	0.0	-1.9	0.0	-1.9
<b>Profit before tax</b>	<b>-1.1</b>	<b>0.2</b>	<b>2.5</b>	<b>0.1</b>
Tax	-0.3	-0.1	0.6	-0.1
Share of profit/ (loss) of JV	-0.1	-0.1	-0.3	-0.2
<b>Profit After tax</b>	<b>-1.0</b>	<b>0.2</b>	<b>1.7</b>	<b>0.0</b>

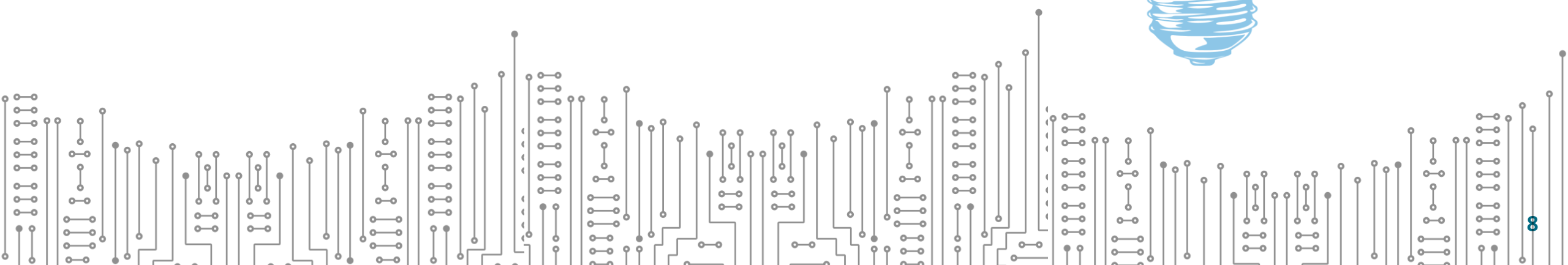
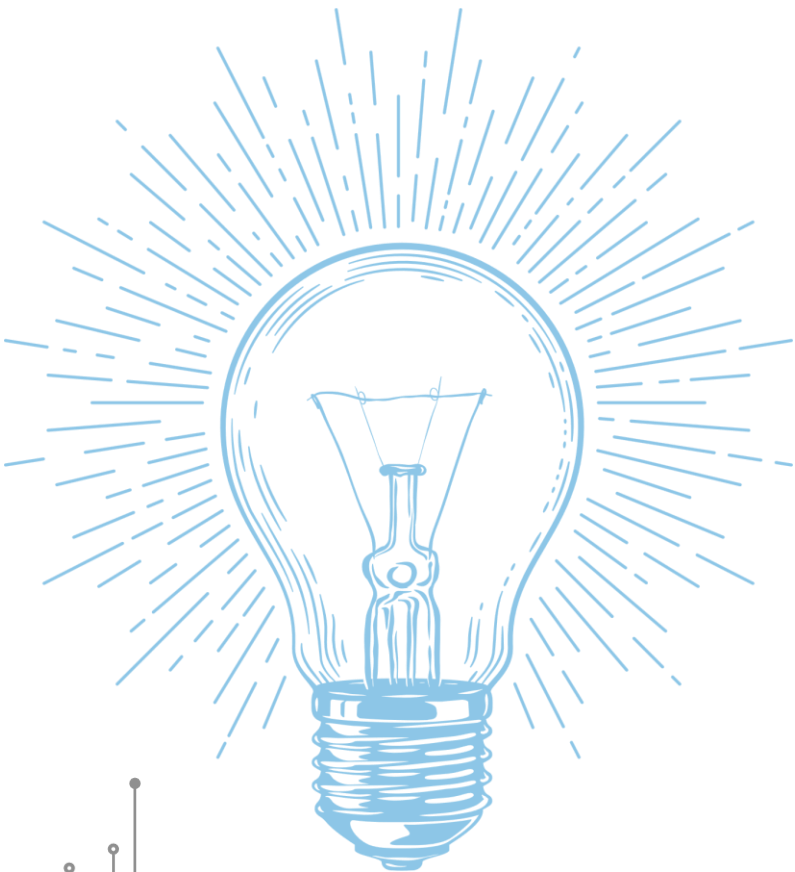
► Elevated raw material prices and higher operating costs impacted near-term profitability

► Active customer engagement & negotiation underway to address cost escalation and improve net realization





# Company **Overview**





# An emerging ODM player with end-to-end Design & Engineering capabilities



**5 Decades** of  
experience in Electronics  
Manufacturing



**ODM & EMS**  
in Consumer Durables



**In-house** development &  
ownership of designs



**ISO** compliant  
Organisation



Listed on  
BSE since  
**1990**



Serving **Wide Range**  
of Indoor Lights | Outdoor  
Lights | BLDC Fans



Focus on  
**Automation**



Expected **PLI**  
Incentives of **Rs. 12**  
crores



**1,200+**  
Employees



Infrastructure Available for  
Backward & Forward Integration in  
**EMS business**

## FY25 Highlights\*



Revenue  
from  
Operations **Rs. 157.26**  
crores

EBITDA **Rs. 11.68**  
crores

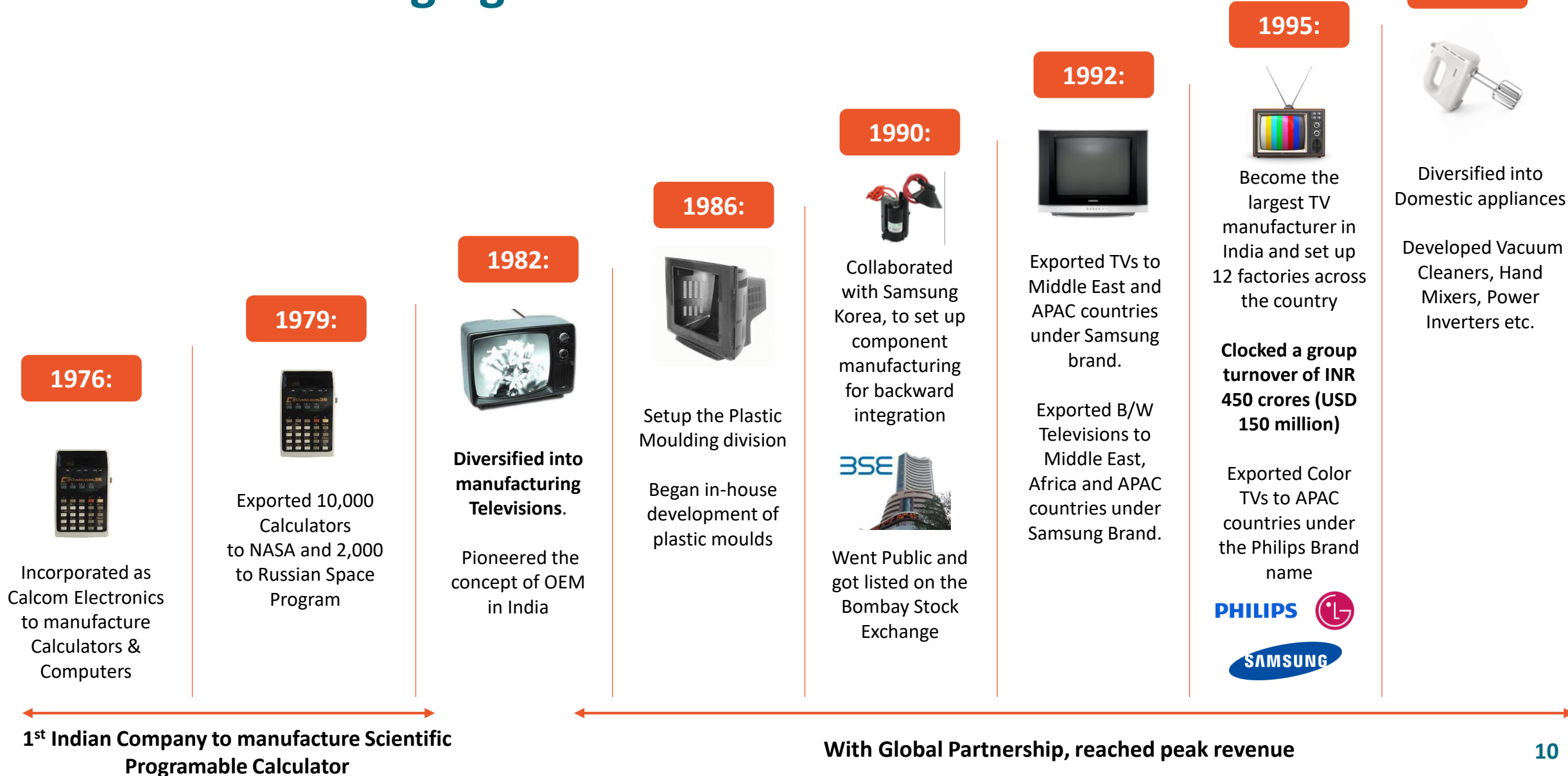
EBITDA  
Margin **7.4%**

Net Profit **Rs. 1.43**  
crores

\*Consolidated Figures



# The Road to Emerging ODM





# Rising from Adversity

**2002:**

**Collapse of Television Business** due to change in technology.  
Lost major customers in a span of 8 months.

Exported Color TVs to Europe and UK meeting IEC standards and CE Certified

**2004:**



Exported Color TVs to USA with UL approval

**2007:**



Exported Fluorescent Lighting to neighboring countries such as Nepal, Sri Lanka & Bangladesh

**2013:**



Diversified into LED Lighting and developed a range of Fixtures & Luminaires.

Exported Downlighters to APAC countries under OSRAM brand.

**2016-17:**



Exported LED bulbs and battens to Nepal and the Middle East.



Exported Stage Light to OSRAM Germany



**2020:**



Started Mass Manufacturing of LED Bulbs and now catering to leading brands.

Selected for the PLI Scheme

**Panasonic**



... and Many More

**2022-23:**



Exported LED Bulbs and Led battens to Nepal and Middle East



Expanding Business Segments to include EMS and diversifying into manufacturing BLDC Fans.



Started Exporting UL Approved Disk Light to USA

**2024:**



Broadened horizons by diversifying into Solar Lighting. Setting up an in-house plastic extrusion plant.

Expanding the portfolio to include Solar Street Lights.

**2026:**

Company marked completion of **50 years** of operations





Proficiency in

# Consumer Durables

Calcom

Indoor Lighting

Low Wattage Bulbs

3W

5W

7W

9W

12W

15W

18W

23W

26W

40W

50W

60W

High Wattage Bulbs

Recessed Downlights

6W

12W

18W



Outdoor Lighting

Streetlight

20W

30W

50W

70W

100W

150W

200W

Flood Lights

20W

30W

50W

70W

100W

150W

200W

Solar Street Lights

30W

45W

60W

80W

100W

160W

High Bay Lights

100W

150W

200W



Smart Lighting

LED Smart Bulbs

9W

12W

LED Smart Battens

20W

Smart Downlights

10W

15W



Emergency Lighting

Emergency Bulbs

9W

12W

15W

20W

30W

Emergency Battens

10W

20W



New Products

BLDC Fans

35W



EMS

EV Chargers



Solar Inverters



IT Hardware





Presence in

# ODM & EMS Manufacturing

**Calcom**

Product Specification

Product Design

Module

Product

**Calcom's  
Presence**

## Original Design Manufacturing (ODM)

Operate in the B2B market, offering end-to-end manufacturing — from concept and product design to development and final production — across three key product segments.

Specification

Design

Manufacturing

Assembly

Have strong presence in ODM business and expanding in it

## Electronic Manufacturing Services (EMS)

Manufacture, test, distribute, and provide return/repair services for electronic components and assemblies for original equipment manufacturers (OEMs).

Specification

Design

Manufacturing

Assembly

Infrastructure available for EMS projects with focus on electronics, EV Chargers, Motor Drivers, PCB Assemblies and Smart meters

OEMs

Calcom



## Strong Relationship with Key Customers

**Calcom**

**Panasonic**

**OPPLE**  
LIGHTING

**GreatWhite**  
Electricals

**BAJAJ**  
Bajaj Electricals Ltd.  
*Inspiring Trust*

**Usha**

**OSRAM**

**LEDVANCE**

**POLYCAB**

**nipo**

**sun king.**  
from Greenlight Planet

**Jaquar**  
LIGHTING

**TRAXON | e&cue**  
MEMBER OF PROSPERITY GROUP

**wipro**

**HPL**

**amazon**  
basics

**Flipkart**  
SmartBuy

**BPL**

**croma**  
A TATA Enterprise

**zunroof**  
India's #1 Choice

**OSRAM**  
Germany

**Safonix**

**SMARTMESH**

**wyze**

**CG CHAUDHARY GROUP**

**CAPITAL**  
LIGHTING FIXTURE COMPANY®

**JPM**  
JP MINDA GROUP  
SINCE 1956

**RR KÄBEL**

**EVEREADY**

**GEARUP**  
Switches You to the Next Level

**GIRISH**

**ORBIT**  
THE POWER OF PEOPLE  
WIRES & CABLES

**LEDURE**  
LED Lights



State-of-the-art

# Manufacturing Facility

**Calcom**

11 SMT Lines

10 Assembly Lines

Current area: 15,000 sq. meters

Expanding to

30,000 sq. meters



## PLANT & MACHINERY

- ▶ **11 SMT Lines** with Automatic Printers and 10/12 Zone Reflow Ovens
- ▶ 5 Plastic Injection Molding Machines
- ▶ 3D Automatic Optical Inspection systems (3D AOI)
- ▶ 3 Automatic Bulb Assembly Lines
- ▶ 10 Automatic Ageing Machines
- ▶ Battery Charging, Sorting & Grading Setup
- ▶ 2 PDC Machines (180T and 400T)



## IN-HOUSE FACILITIES

- ▶ **10 Final Assembly Lines** with Laser printing and Automatic Packing Machines
- ▶ **Tool Room** for Dyes & Moulds
- ▶ **In-house** Plastic Extrusion Plant comprising **10 extruders**, Powder Coating Plant and Pressure Die Casting
- ▶ 3 Manual Insertion Lines
- ▶ Well equipped Appropriation Lab



## ON GROUND

- ▶ State-of-the- art Factory located at Greater Noida
- ▶ Area ~ 13,000 square metres
- ▶ **Covered Area ~15,000 square meters**
- ▶ 1000 KW Power Back up
- ▶ 525 KW Rooftop Solar Plant
- ▶ Proximity to New Delhi and upcoming Freight Corridor





## Scientific Programmable Calculators



**1<sup>st</sup>** Indian company & **3<sup>rd</sup>** in the world to manufacture scientific programmable calculators;

Exported **10,000 units to NASA** and **2,000 units to the Russian Space Program**.

## Patented Digital Clock for Televisions



Developed a **patented digital clock for** televisions.

## Lighting Electronics



**Diversified into lighting electronics**, developing a range of products for domestic and international markets, including specialty lighting products.



## Colour TV Design

**1<sup>st</sup>** Indian company to design its own colour TV, meeting IEC standards and approved by Philips Global Design Centre, Singapore.

## Television Design



**1<sup>st</sup>** Indian company to design televisions meeting UL and IEC Standards for European and US Markets

Before 2010

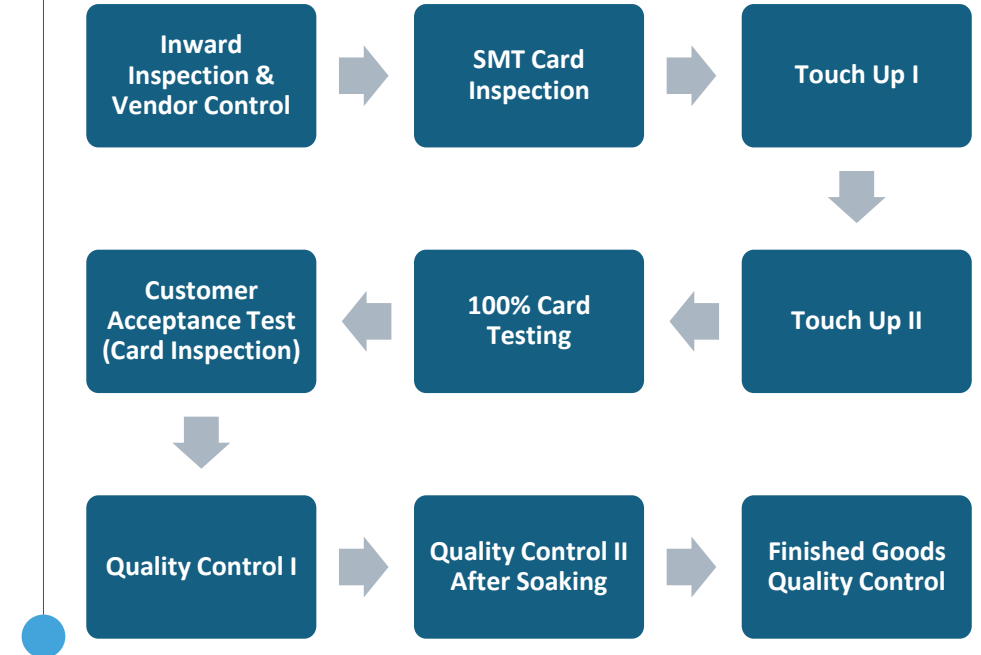
After 2010

# Focus on Quality

Calcom

- In-house Approbation Lab is designed to simulate real-world operating conditions. Equipped with state-of-the-art testing instruments, it ensures that product performs reliably even under stress
- Quality assurance approach is fully integrated across the value chain, supported by real-time testing, traceability systems and a dedicated validation lab, ensuring consistent performance and reliable outcomes.
- Field defective LED products remain below 0.5%, reflecting the company's strong commitment to quality, reliability, and customer satisfaction

## Quality Check Process



## Key Instruments in Use



Surge Tester



Integrated Sphere



Photometry Sphere



High Voltage Tester



Environmental Chamber

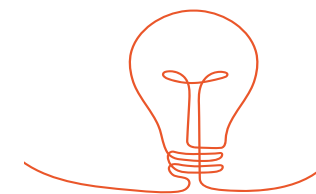
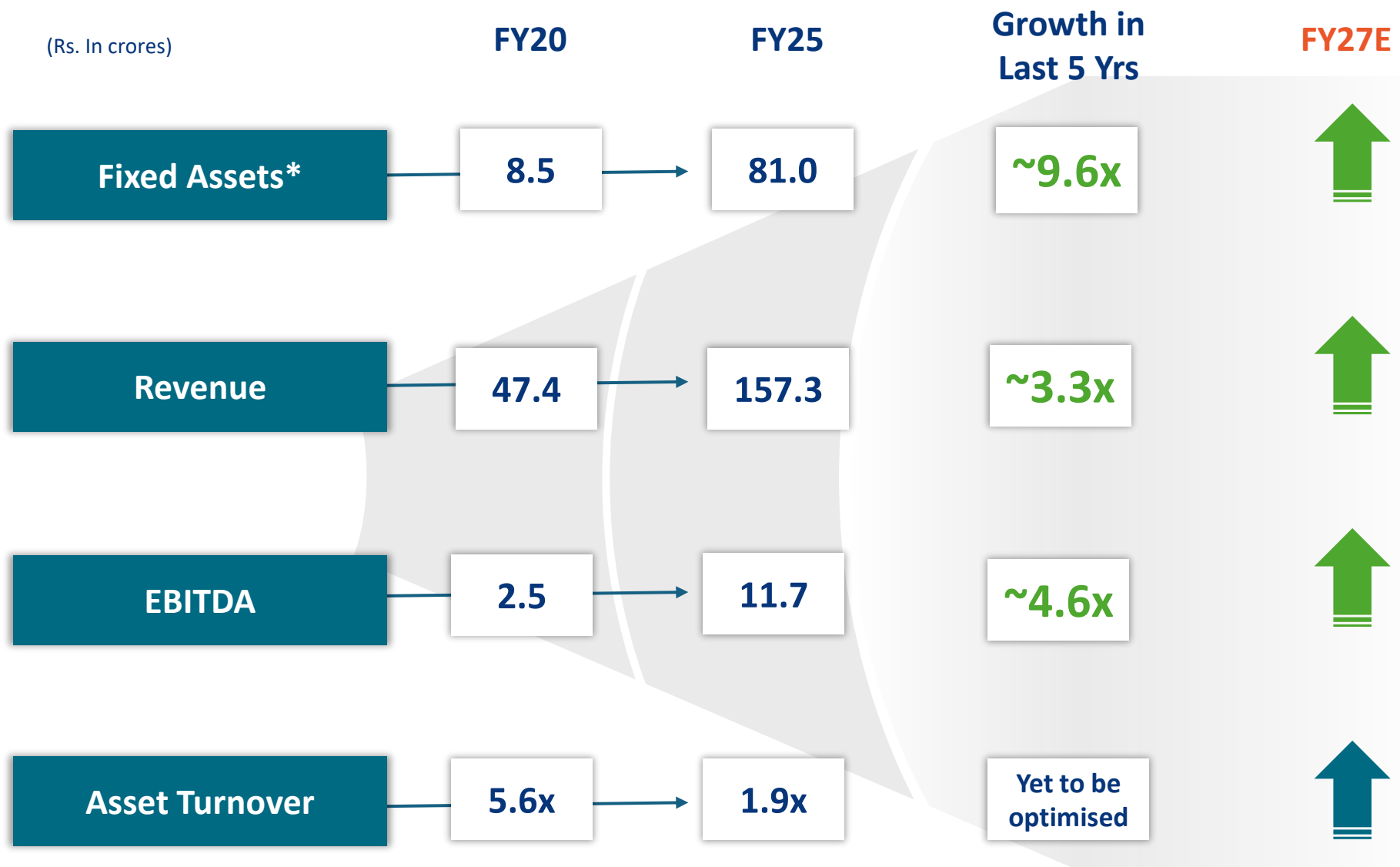
## Key Certifications





# Delivering Consistent Performance, Driving Future Growth

Calcom



> 2x

Expected Growth  
in next 2 years

\*Includes Net Carrying value of PPE, CWIP & ROU Asset

# Growth Drivers

01

## Product portfolio Diversification

Diversifying into Futuristic and Energy Saving Products viz Façade Lighting, Premium Indoor Lighting, Outdoor Street & Flood, Industrial High bay Lighting and Solar Lighting.



02

## Growing beyond Domestic market to Exports

Expanding product range to cater to export markets viz USA starting with Panel lights, UFO, Shoebox, Outdoor Wall lights etc



03

## Backward Integration supported by Strong Automation

Inhouse back integration in PDC, Power costing, plastic co-extrusion, injection moulding, automation for tools & moulds, etc.



04

## Production Linked Incentive (PLI) Scheme approved

Approved PLI scheme incentive limit upgraded from Rs. 10 crores to Rs. 25 crores.  
**Benefit already received: Rs. 3.96 crores | Expected incentives: ~ Rs. 12.0 crores**



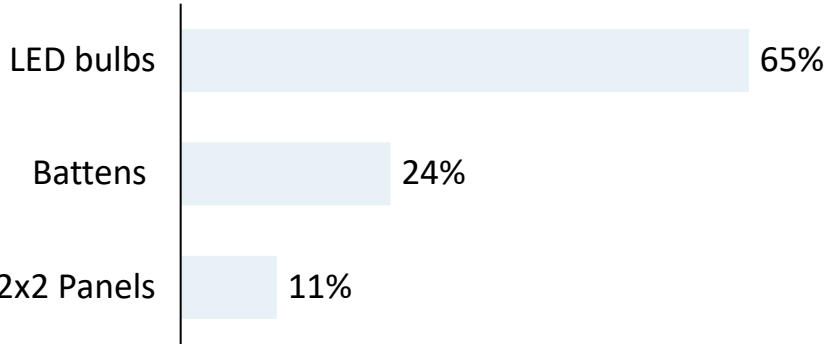




# To Drive Next Level of Growth

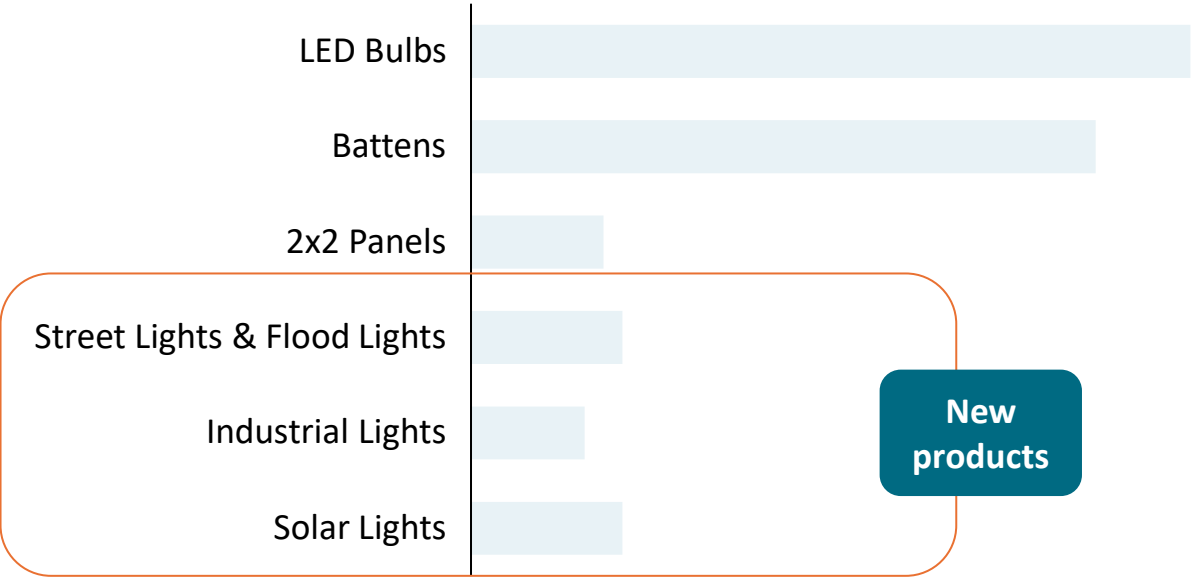
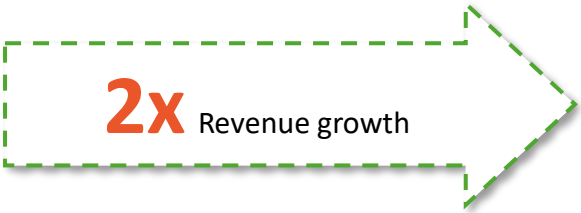
FY25 Revenue

Rs. **157** crores



FY27E Revenue\*

\*As per management estimate, Actual results may vary





# Leadership Team



**Sushil K Malik**  
Chairman &  
Managing Director

**Mr. Sushil Kumar Malik** is the Founder, Chairman and Managing Director of Calcom. An Electronics Engineer from Delhi College of Engineering and an M.B.A. from FMS, Delhi.

He has over four decades of rich experience in the electronics and lighting industry. A trail blazer, he was always ahead of his time. He has led Calcom since its inception. Besides overseeing all the operational functions, his primary focus is the company's Vision & Strategic Planning and Research and Development.



**Abhishek Malik**  
Executive Director

**Mr. Abhishek Malik** is the Executive Director at Calcom. He graduated from Macquarie University, Sydney, Australia followed by an MBA from IE Business School, Madrid.

He has over 17 years of working experience across the Consulting and Service Industry. He co-founded a start-up in the Automotive space before joining Calcom. At Calcom, he is looking after Strategy, Marketing and Investor Relations. He is also managing the Smart/ IoT business vertical of Calcom.



**Debashish Mukherjee**  
Chief Executive Officer

**Mr. Debashish Mukherjee** is the Chief Executive Officer at Calcom. He is an Electronics Engineer and a topper of his University. He has 35 Years of proven experience in different fields like Product/Process/Quality management, setting up of manufacturing units, Supplier Management, Portfolio Planning etc.

He was last appointed as Director/Head of Innovation & Design Quality for Professional Lighting Business Group of Philips Lighting India (now known as Signify Innovations India Ltd).



All Support functions are headed by Seasoned Professionals  
with 25+ years of working experience in the Lighting/  
Electronics Industry

**1,200+**  
Employees

**50%**  
Gender diversity ratio

# Experienced Board of Directors

## Ms. Parvathy Venkatesh

### Non-Executive Independent Director

Ms. Venkatesh has done her B.Com (Hons), FCMA, USA). She is associated with Ramanath Iyer & Co (RNI & Co.)- a leading firm for cost accountants in Delhi. She has a rich professional experience spanning over 20 years in diverse areas of Cost Audits, Consulting, Internal Audits and system implementation in many large companies. She has worked in various industries including Textiles, Sugar, Cement, Automobile, Auto Ancillaries, Paper, Consumer Electronics etc. She is also a Consultant to the Ministry of Housing & Urban Affairs on the financial evaluation of RFD projects.

## Mr. Sunder Hemrajani

### Non-Executive Independent Director

Mr. Sunder Hemrajani is an alumnus of Harvard Business School. He completed his MBA from FMS, Delhi and Graduated in Mechanical Engineering from Delhi College of Engineering (DCE). He has over 35 years of varied experience in Sales, Marketing and General Management functions in leading Companies like Hindustan Unilever, Whirlpool, PepsiCo, Reliance Capital and Times. He retired as Managing Director of Times Innovative Media Ltd.

## Mr. Naresh Kumar Jain

### Non-Executive Independent Director

Mr. Naresh Kumar Jain has an industry experience of over 44 years which includes more than 30 years of managerial experience in senior positions. He has been Director Legal & Compliance for a large listed entity for 5+ years. He was the Chairman of NIRC (1992) and Council Member of The Institute of Company Secretaries of India (1995-1997). He has also been the Secretary and CEO of The Institute of Company Secretaries of India (2003-2012). He has been member of various committees and groups of apex industry associations, government/ regulatory bodies, academic institutions, international associations including the MCA, Planning Commission, SEBI, NFCG, IGONU, IFCS, CSIA

## Mr. Lajpat Rai Gupta

### Non-Executive Independent Director

Mr. Lajpat Rai Gupta is an energetic Top Management Executive with extensive hands-on experience in Management, Business Leadership and working with Board of Directors, Banks, Investors, Government Bodies and has proven talent in managing and motivating teams of loyal and productive employees. Leader who uses an “out-of-the box” approach to Problem Solving, and consistently drives bottom-line performance, Efficiency, Process and Profit Improvements. Strategic & Rich experience in Accounting & Financial management.

# Powering Progress Responsibly

01

## Environmental

- Installed a 525 KW rooftop solar power system that provides a significant share of the plant's energy needs. This initiative both lowers carbon emissions and achieves cost savings.
- Achieved a measurable decline in energy consumption across operations by replacing traditional fans with energy-efficient BLDC fans and integrating automation into key processes to optimize power usage and minimize waste.

02

## Social

- Through CSR initiatives, the company supports underprivileged girls' education, providing skills and opportunities that prepare them for a brighter future.
- This reinforces the company's commitment to education's transformative power and to fostering a more equitable, inclusive society.

03

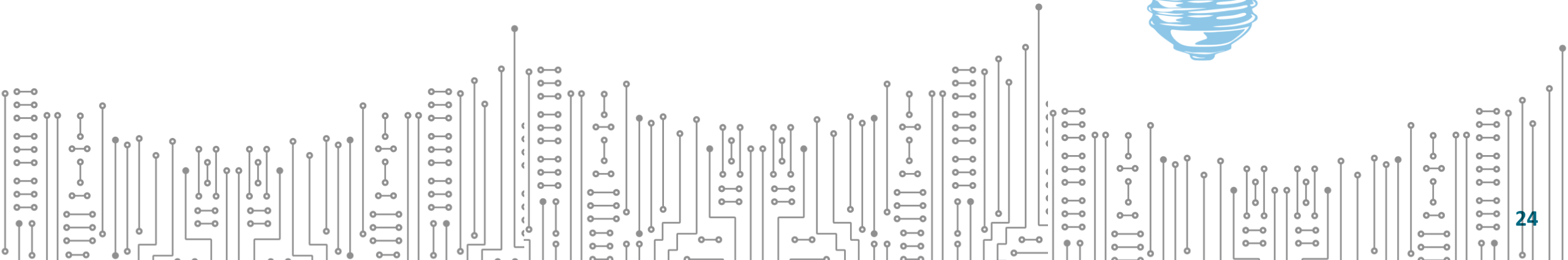
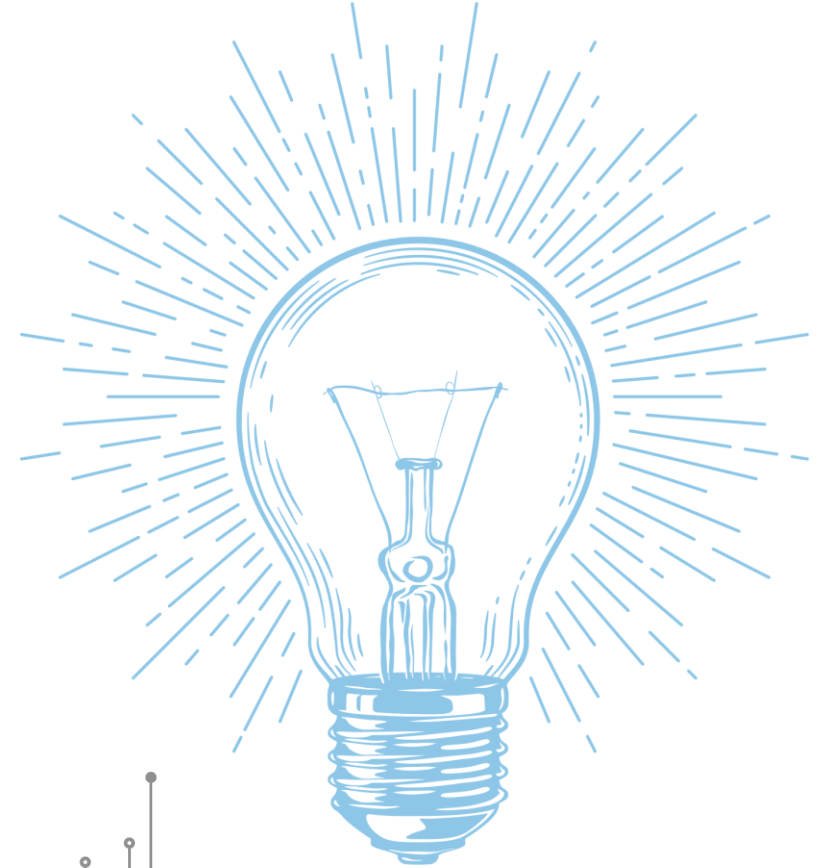
## Governance

- Strong governance is key to trust, sustainability, and long-term stakeholder value.
- Guided by values of respect, service excellence, and performance, the company upholds the highest ethical standards through robust systems, internal training, and strict compliance with the Companies Act 2013, SEBI regulations, and industry guidelines.





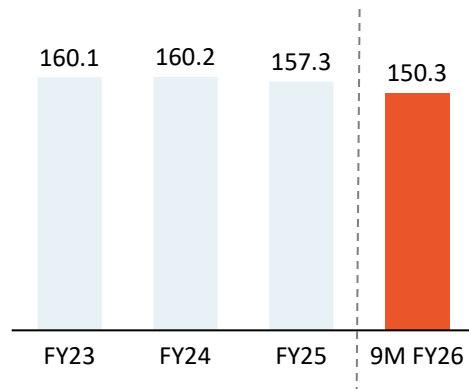
# Historical **Financial Highlights**



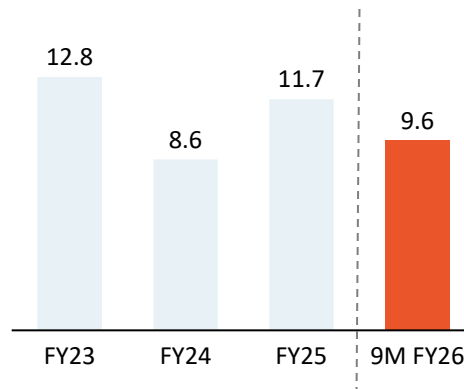


# Financial Highlights

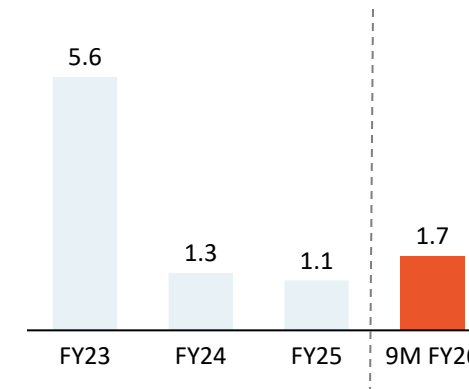
Revenue (Rs. In Cr)



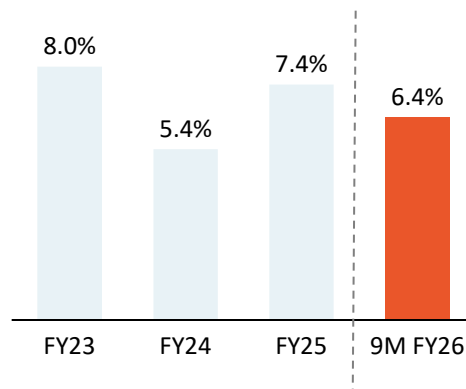
EBITDA (Rs. In Cr)



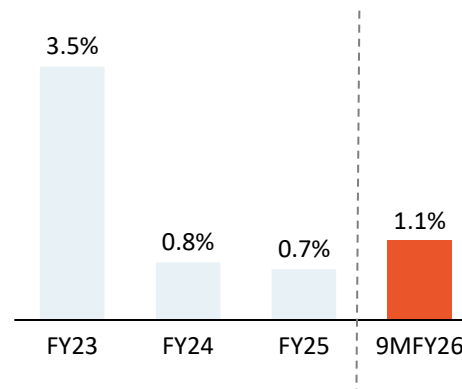
PAT (Rs. In Cr)



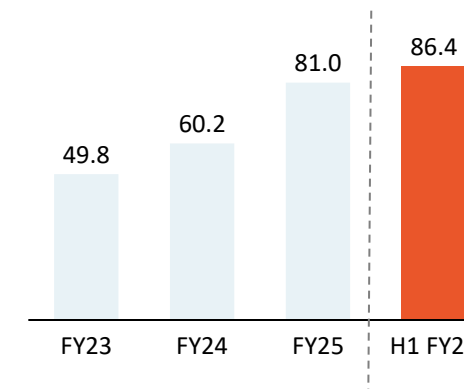
EBITDA Margins



PAT Margins



Fixed Assets\* (Rs. In Cr)



\*Includes PPE, CWIP & ROU Assets



# Consolidated Profit and Loss Statement

Particulars (Rs in Crores)	FY25	FY24	FY23
<b>Revenue from Operations</b>	<b>157.3</b>	<b>160.2</b>	<b>160.1</b>
Cost of Goods Sold	120.7	125.5	125.3
Employee Cost	18.9	19.8	17.2
Other Expenses	6.0	6.3	4.8
<b>EBITDA</b>	<b>11.7</b>	<b>8.6</b>	<b>12.8</b>
<b>EBITDA Margin (%)</b>	<b>7.4%</b>	<b>5.4%</b>	<b>8.0%</b>
Other Income	2.0	1.4	0.9
Depreciation	4.0	3.0	2.4
Finance Cost	5.8	4.9	3.2
Exceptional Item Gain / (Loss)	-1.8	0.0	0.0
<b>Profit before tax</b>	<b>2.0</b>	<b>2.2</b>	<b>8.1</b>
Tax	0.6	0.8	2.4
Share of profit/(loss) of JV	-0.3	0.0	0.0
<b>Profit after tax</b>	<b>1.1</b>	<b>1.3</b>	<b>5.6</b>
<b>Profit After Tax Margin (%)</b>	<b>0.7%</b>	<b>0.8%</b>	<b>3.5%</b>
<b>EPS (Rs.)</b>	<b>0.81</b>	<b>0.97</b>	<b>4.42</b>



# Consolidated Balance Sheet

Assets (Rs in Crores)	Mar-25	Mar-24	Mar-23
<b>Total Non Current Assets</b>	<b>85.8</b>	<b>66.7</b>	<b>54.1</b>
Property, Plant and Equipment	63.6	43.6	32.8
Capital work-in-progress	1.0	0.0	0.0
Right to use of lease assets	16.4	16.7	17.0
Goodwill	4.1	4.1	4.1
Other intangible assets	0.0	0.0	0.0
<b>Financial Assets</b>			
Investments	0.1	0.3	0.0
Loans	0.0	0.0	0.0
Other financial assets	0.3	0.3	0.2
Other non-current assets	0.2	1.8	0.0
<b>Total Current Assets</b>	<b>102.8</b>	<b>86.2</b>	<b>75.4</b>
Inventories	42.5	33.6	29.5
<b>Financial Assets</b>			
Trade receivables	46.5	42.3	36.2
Cash and cash equivalents	0.3	0.8	0.1
Bank balances other than above	8.3	5.2	3.5
Loans	0.0	0.0	0.0
Other financial assets	0.4	0.6	0.6
Other current assets	4.7	3.7	5.4
Current Tax Assets (Net)	0.1	0.0	0.0
<b>Total Assets</b>	<b>188.6</b>	<b>152.9</b>	<b>129.5</b>

Liabilities (Rs in Crores)	Mar-25	Mar-24	Mar-23
<b>Total Equity</b>	<b>82.8</b>	<b>76.1</b>	<b>63.5</b>
Equity Share capital	14.0	13.5	12.8
Other Equity	68.9	62.6	50.7
<b>Total Non Current Liabilities</b>	<b>24.9</b>	<b>21.2</b>	<b>15.4</b>
<b>Financial liabilities</b>			
Borrowings	22.1	19.1	13.6
Lease Liabilities	0.0	0.0	0.0
Provisions	1.2	1.0	0.8
Deferred tax liabilities (Net)	1.5	1.1	1.0
<b>Total Current Liabilities</b>	<b>80.9</b>	<b>55.7</b>	<b>50.6</b>
<b>Financial liabilities</b>			
Borrowings	40.3	28.1	17.9
Trade Payables	35.7	22.7	28.4
Other financial liabilities	2.4	1.8	1.4
Lease Liabilities	0.0	0.0	0.0
Provisions	0.2	0.2	1.2
Other current liabilities	2.3	2.9	1.8
Current tax liabilities (Net)	0.0	0.0	0.0
<b>Total Equity and Liabilities</b>	<b>188.6</b>	<b>152.9</b>	<b>129.5</b>



# Consolidated Cash Flow Statement

Particulars (Rs. in Crores)	Mar-25	Mar-24	Mar-23
<b>Net Profit Before Tax</b>	<b>2.0</b>	<b>2.2</b>	<b>8.1</b>
Adjustments for: Non-Cash Items / Other Investment or Financial Items	10.0	8.7	5.8
<b>Operating profit before working capital changes</b>	<b>12.0</b>	<b>10.9</b>	<b>13.9</b>
Changes in working capital	-0.7	-13.1	-14.2
<b>Cash generated from Operations</b>	<b>11.3</b>	<b>-2.2</b>	<b>-0.3</b>
Direct taxes paid (net of refund)	-0.2	-1.7	-0.8
<b>Net Cash from Operating Activities</b>	<b>11.1</b>	<b>-3.9</b>	<b>-1.2</b>
<b>Net Cash from Investing Activities</b>	<b>-26.5</b>	<b>-17.2</b>	<b>-9.3</b>
<b>Net Cash from Financing Activities</b>	<b>14.9</b>	<b>21.7</b>	<b>10.3</b>
<b>Net Decrease in Cash and Cash equivalents</b>	<b>-0.4</b>	<b>0.6</b>	<b>-0.2</b>
Add: Cash & Cash equivalents at the beginning of the period	0.8	0.1	0.3
<b>Cash &amp; Cash equivalents at the end of the period</b>	<b>0.3</b>	<b>0.8</b>	<b>0.1</b>



## De-risk & Diversification

De-risking through diversification into new futuristic, energy-efficient products such as BLDC fans and many new products, driving sustainable growth and innovation

Enhancing operational efficiency through automation to drive productivity, cost optimization, and scalability

## Operational Efficiency



## Scaling Up Infrastructure for ODM Business

Scaling up infrastructure and strengthening backward integration to support new product lines, with a focus on solar lighting and outdoor lighting such as High Bay Lights, Emergency Lights, etc.

Comprehensive infrastructure in place to significantly scale EMS business, supported by backward and forward integration

Venturing into new products such as EV Chargers, Solar Inverters, IT Hardware, Desert Coolers, etc.

## Infrastructure Readiness for EMS Expansion







**Calcom**

# Thank You!

**Calcom Vision Limited :**

**Calcom**

**Calcom Vision Ltd.**

CIN – L92111DL1985PLC021095

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**SGA** Strategic Growth Advisors

**Strategic Growth Advisors Pvt. Ltd.**

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