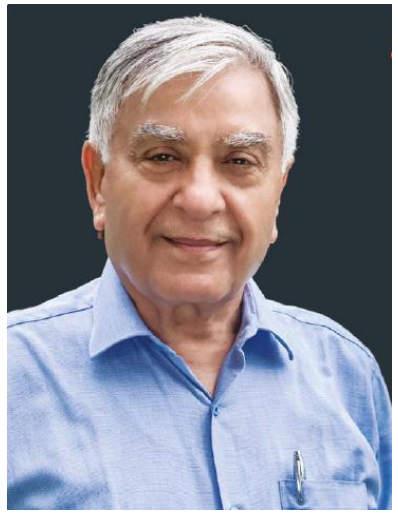
Calcom Vision Limited

Company Profile-June-26



Strictly Private and Confidential

Company Overview



- Calcom was founded in 1976 by Mr Sushil K Malik. Started with Computers & Calculators. Exported Programable Calculators to NASA, USA and Russian Space Agency.
- In 1982, Calcom diversified into TVs and by 1995 became the largest TV manufacturer in India with extensive Backward Integration. Supplied TVs to APAC, Europe, and USA under brands like Samsung, BPL and Philips.
- Listed on the Bombay Stock Exchange since 1990.
- In 2010, Calcom ventured into Lighting manufacturing. In 2013 started LED lighting, exporting to UK, Middle East, and Germany. Partnerships with OSRAM and Panasonic marked Calcom's success in LED Bulbs, Downlighters, Battens, Panels and Stage lights etc.

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. 13.8** crores

1,200+ Employees

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

Key Milestones

The Road to Emerging ODM

1976:



Year Of Incorporation

1979:



Exported 10,000 Programable Calculators to NASA and 2,000 to Russian Space Program

1982:



Diversified into manufacturing Televisions.

Pioneered the concept of OEM in India

1986:



Setup the Plastic Moulding division.

1990:



Collaborated with Samsung Korea, to set up component manufacturing for backward integration



Went Public and got listed on the Bombay Stock Exchange

1992:



Exported B/W Televisions to Middle East, Africa and APAC countries under Samsung Brand.

SAMSUNG

1995:



Became the largest TV manufacturer in India and set up 12 factories across the country

Clocked a group turnover of INR 500 crores (USD 160 million)

PHILIPS

BPL

THOMSON

Exported Color TVs to APAC countries under the Philips Brand

1998:



Diversified into Domestic appliances

Developed Vacuum Cleaners, Hand Mixers, Power Inverters for Philips

PHILIPS

1st Indian Company to manufacture Scientific Programable Calculator

With Global Partnership, reached peak revenue

Key Milestones

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

2009-10:



Diversified into Lighting and 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.

OSRAM

2016-17:



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



Exported Stage Light to OSRAM Germany

OSRAM

2020:



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

Selected for the PLI Scheme

Panasonic

BAJAJ
Bajaj Electricals Ltd.
Inspiring Trust

LEDVANCE

amazon basics

... 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

2024-25:



TAEHWA

Broadened horizons by diversifying into Solar Lighting. Invested in Backward Integration – Extrusion, Pressure Die Casting, Powder Coating.

Expanding the portfolio to include Solar Street Lights.

Challenging Times

The Comeback Chapter

Lighting the Way Forward

Calcom is a trusted **Original Design Manufacturer (ODM)** with over five decades of experience in electronics industry. Established in 1976, starting with manufacturing of Calculators & Televisions, we have evolved into a leading name in LED Lighting. With strong focus in design, operational excellence & sustainable practices, we continue to expand our portfolio to meet evolving needs of our customers maintaining highest standards of quality & reliability.



Excellence in **Service**

Excellence in **Quality**

Excellence in **Innovation**

Vision

- We shall have Service, Quality, Satisfaction and Value to the Customer as Core Value.
- We shall have a culture of Openness, Transparency, Respect for Development of the individual.
- We shall be a Professional, Caring, Progressive organization which is committed to Stakeholders Satisfaction and be the Best Place to Work,
- We shall MAKE INDIA PROUD.

Mission

- We shall make an organization where every Individual is Respected
- We shall give Best Value for Money to our customers in all areas of our business by constantly upgrading Products, Processes and Services.
- We shall pursue Excellence in all areas of our Operations and make Calcom a proud place to work.

Board of Directors



Mr. Sushil Kumar 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.



Mr. 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 managing the e-commerce business of Calcom.



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.

Leadership Team



CHAIRMAN &
MANAGING DIRECTOR

Mr. S K Malik is the Founder, Chairman and Managing Director of The Company. 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 the Company since its inception. Besides overseeing all the operational functions, his primary focus is the company's Vision & Strategic Planning and Research and Development.



EXECUTIVE DIRECTOR

Mr. Abhishek Malik is the Executive Director at The Company. 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 the Company. At the company, he is looking after Strategy, Marketing and Investor Relations. He is also manging the Smart/ IoT business vertical of The Company.

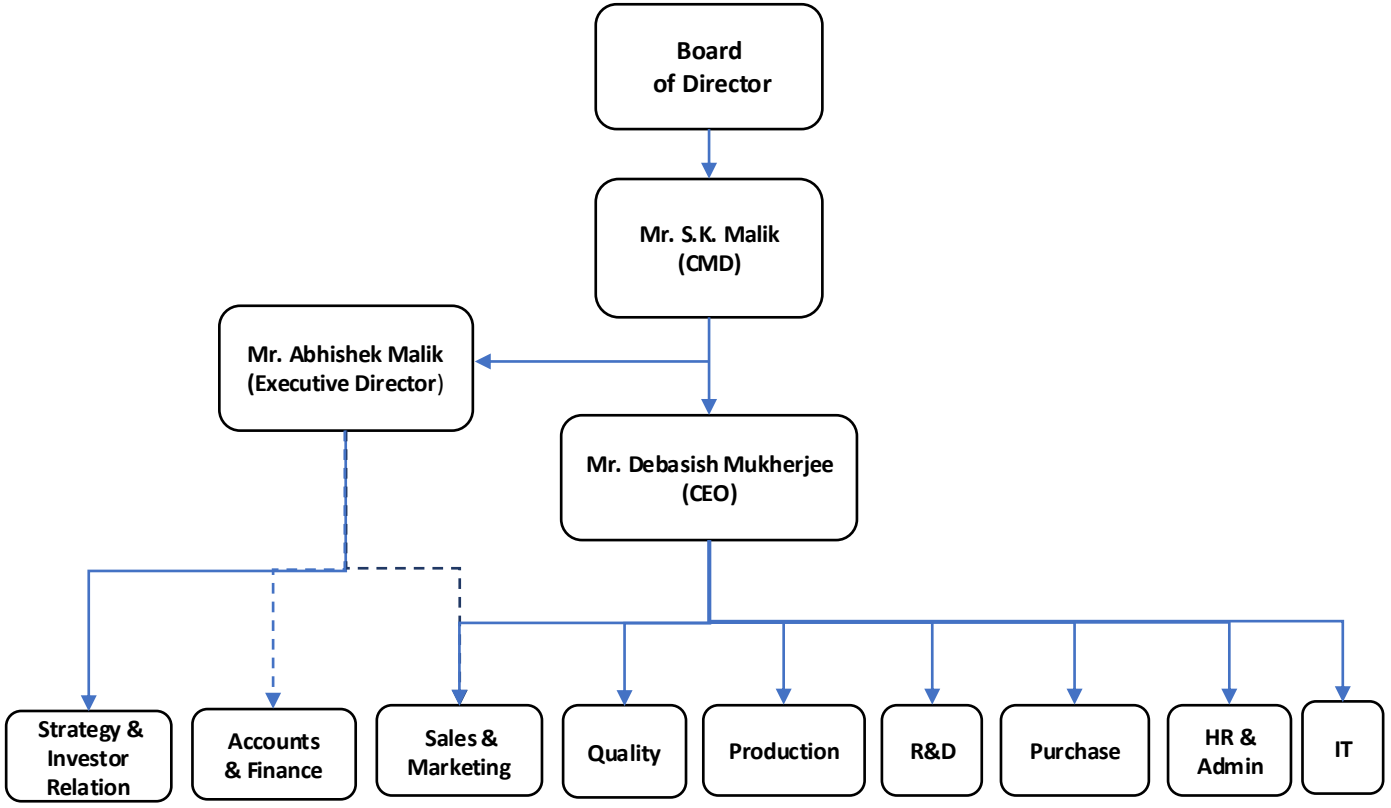


CHIEF EXECUTIVE OFFICER

Mr. Debashish Mukherjee is the Chief Executive Officer at The Company. 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



+1200
Employees on Payroll

>50%
Gender Diversity Ratio

Business Segments

LED Lighting



- Complete Range of Indoor & Outdoor products
- Catering to some of the largest Lighting Brands
- Exporting some products to USA and Middle East

Solar Products



- Forayed into Solar Lighting in 2025
- Expanding portfolio to include NHAI compliant All-in-One Street Lights, Semi Integrated Street Lights
- Designed and Developed a RMS Solution for Solar Street Lights

EMS



- State-of-the-Art Infrastructure in place to cater to leading Electronics Brands
- Experience in Designing & Development
- Providing End-to-End Solutions

BLDC Fans & Drivers



- New Vertical added in 2024
- Inked a 50:50 Joint Venture with leading Korean company
- Plans to manufacture 100K Fans in Phase 1

Our Infrastructure

We are enhancing our infrastructure to support evolving customer needs and realise our long-term growth vision



PLANT & MACHINERY

- **11 SMT Lines** with Automatic Printers and 12 Zone Reflow Ovens
- **SPI and 3D AOI** (Automatic Optical Inspection)
- 3 **Automatic Bulb Assembly** Lines
- High speed **Laser Printing** & **Automatic packing** machines
- **Battery** Grading, Sorting & pack making setup
- 3 Manual Insertion Lines with Wave Soldering



IN-HOUSE FACILITIES

- Well equipped **Approbation Lab**
- **Tool Room** for Dyes & Moulds
- In-House **Plastic Injection Molding Machines**
- In-House **Plastic Extrusion Plant**
- In-House **Pressure Die Casting**
- In-House **Powder Coating Plant**



ON GROUND

- State-of-the-art Factory located in Greater Noida
- Factory Covered Area ~ **15,000 sqm,** Future Expansion ~ upto **30,000 sqm**
- **1600 KW** Installed Power Capacity
- **1000 KW** Generator Back Up
- **525KW Rooftop Solar Plant;** Expanding to 1000KW
- Proximity to **Delhi –Mumbai Industrial Corridor (DMIC)**

Our Spectrum of Solutions

We are continuously diversifying and scaling our product offerings to meet evolving customer expectations and capitalise on emerging market demand. Our integrated manufacturing infrastructure, combined with in-house expertise, enables us to deliver high-quality solutions with efficiency across an expanding range of segments.













Proficiency in

Consumer Durables

Indoor Lighting

Low Wattage Bulbs
5W, 7W, 9W, 12W

Mid Wattage Bulbs
15W, 18W, 20W, 23W

High Wattage Bulbs
30W, 40W, 50W, 60W

Recessed Downlights
6W, 18W, 12W, 24W



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



Emergency Lighting

Emergency Bulbs
9W, 12W, 15W, 20W, 30W, 40W

Emergency Battens
10W, 20W



Solar Lighting

All In One
30W, 50W, 60W, 80W, 100W, 160W

Semi-Integrated
30W, 50W, 60W, 80W, 100W, 160W

Hybrid/RMS



New Products

BLDC Fans Eco
28W

BLDC Fans Decorative
35W



EMS

EV Chargers



Solar Inverters



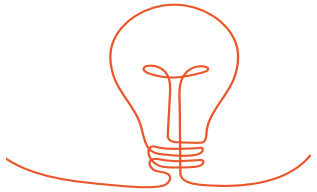
Kitchen Appliances



Delivering Consistent Performance,

Driving Future Growth

(Rs. In crores)	FY21	FY26	Growth in Last 5 Yrs
Gross Block	16.9	114.1	~7x
Revenue	57.7	218.5	~4x
EBITDA	3.7	16.0	~4x
Asset Turn	3.4x	1.1x	Yet to Optimized



> 2x

Expected Growth in next 3 Years

Growth Drivers

01

Product portfolio Diversification

Diversifying into Futuristic and Energy Saving Products viz Façade Lighting, Premium Indoor Lighting, Outdoor Street & Flood, Industrial Highbay 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. 2.16 crores | Expected incentives: ~ Rs. 13.8 crores

New Products

To Drive Next Level of Growth

FY26 Revenue

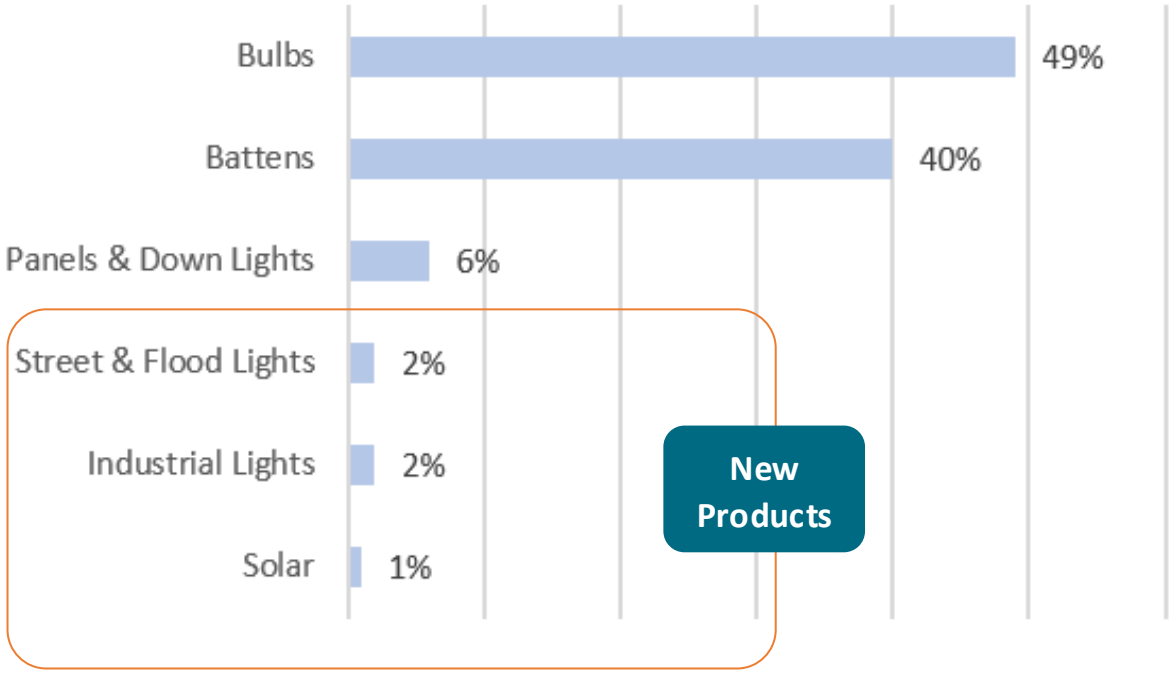
Rs. **218.5** crores

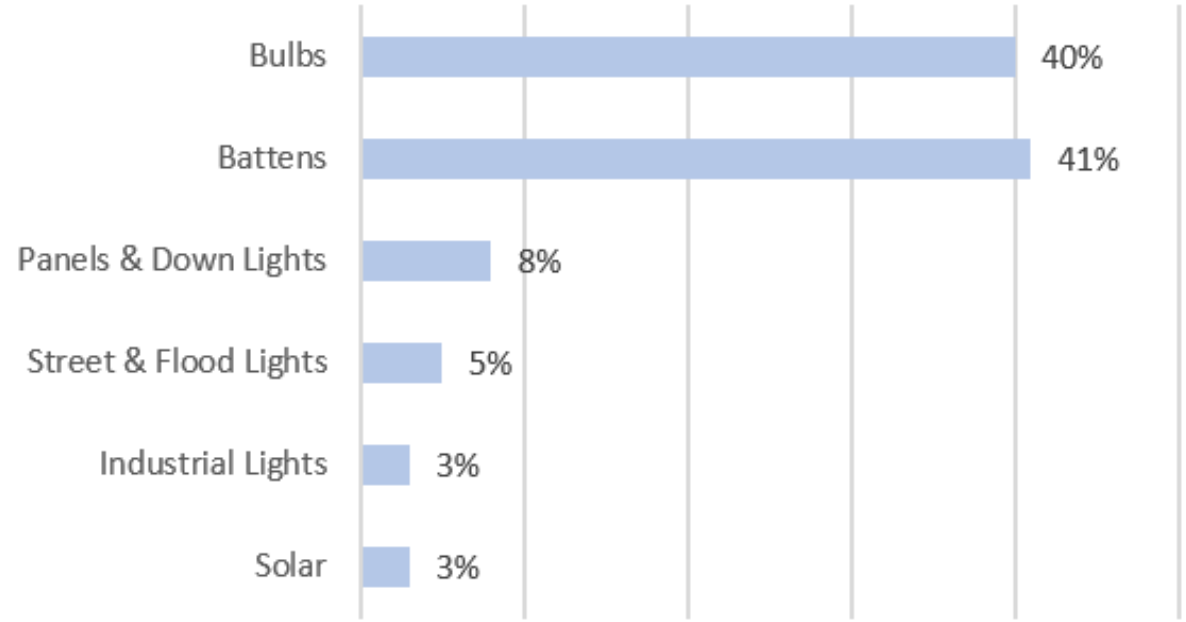
~28%
Revenue growth

FY27e Revenue*

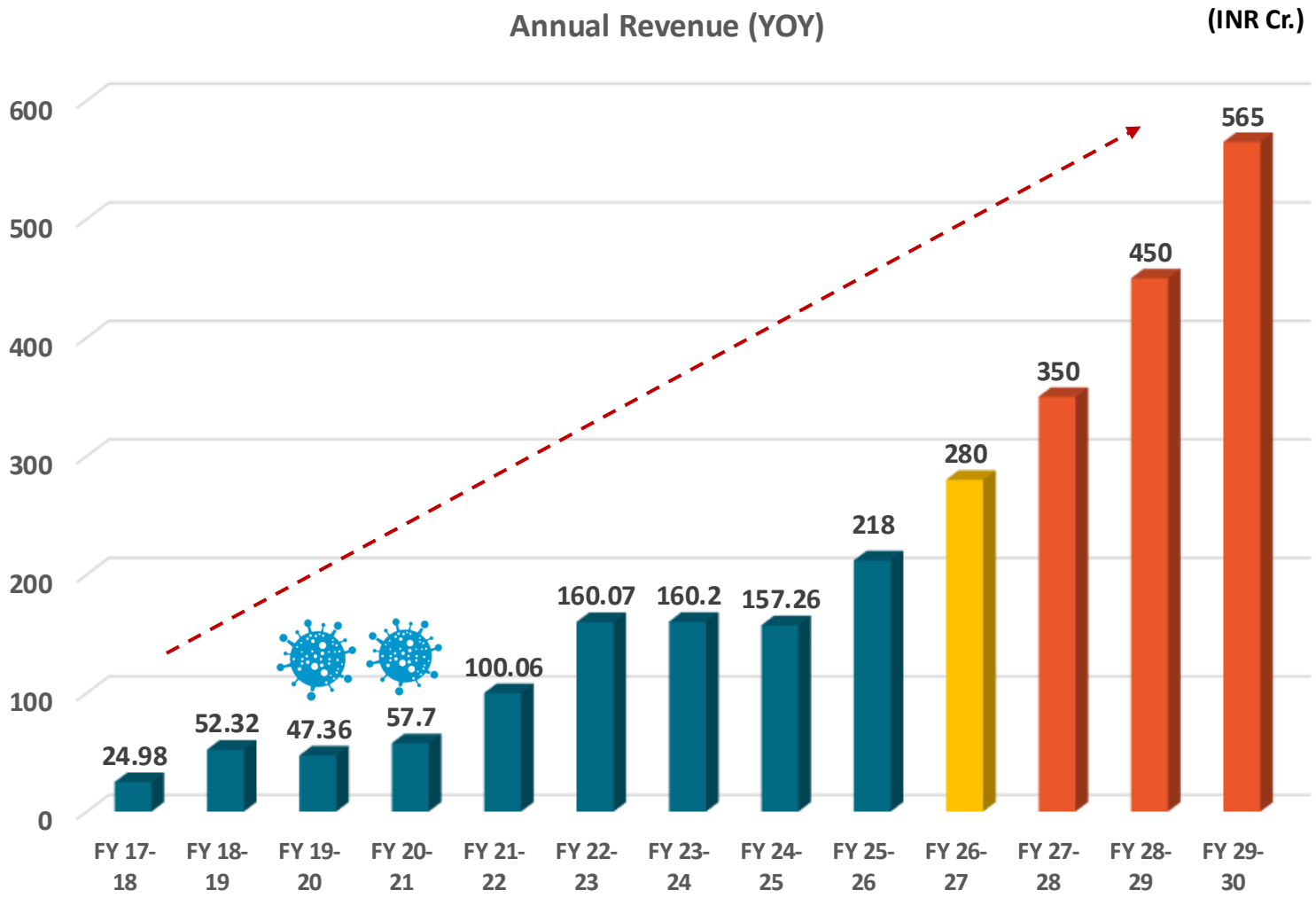
*As per management estimate

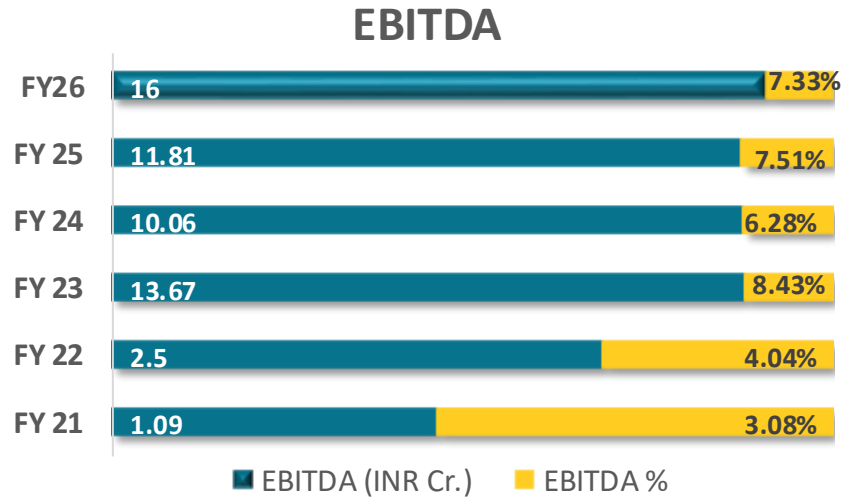
Rs. **280** crores

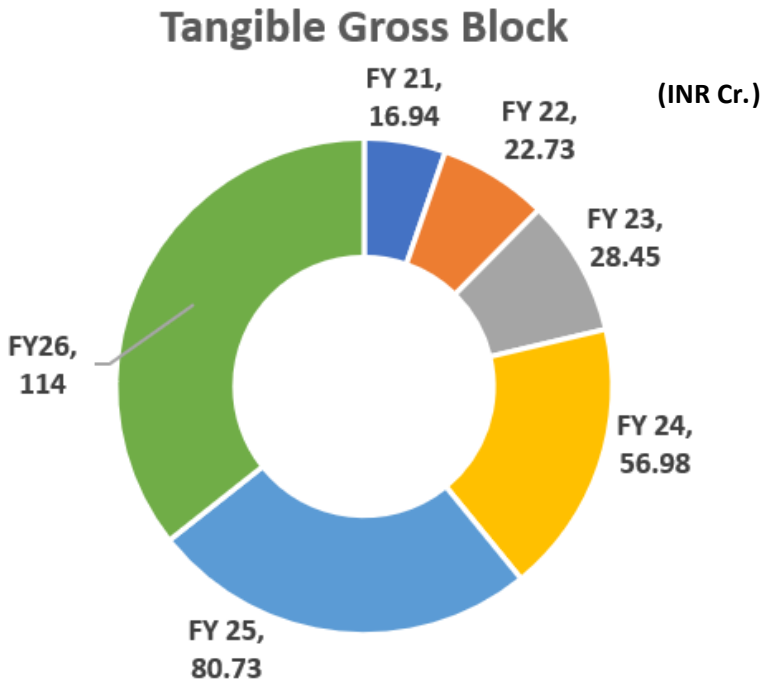




Financial Performance & Projection

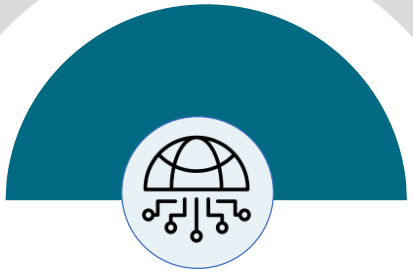






Way

Forward



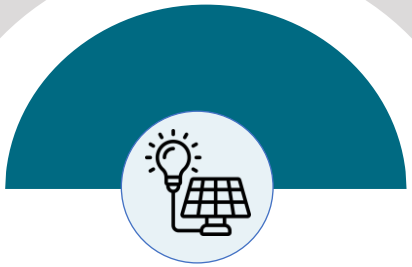
De-risk & Diversification

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, Street and Solar 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, etc.

Infrastructure Readiness for EMS Expansion



Past Fund Raising

In 2022, Calcom raised a Seed Investment Round of **INR 15 Cr** from Marquee Investors that included:

- **Massachusetts Institute of Technology, USA (MIT)**
- **Old Bridge Capital**
- **Promoters**

In 2023, Calcom raised further **INR 15 Cr** to meet Capital Expenditure and Working Capital requirements .

Growth In LED Business (Retail)



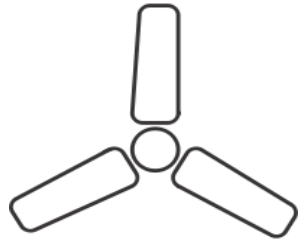
- Automation
- Enhancing Production Capacities
- Setup Plastic Extrusion Plant

Growth In Professional, Industrial and Solar Lighting



- Expanding product Portfolio to include Industrial, Professional & Solar Lighting
- Setup Pressure Die-Casting, Powder Coating Plant and Battery Pack Assembly Plant

Diversification into BLDC Fan Manufacturing



- Setting up a new manufacturing facility
- Initial capacity of 100K Fans per month

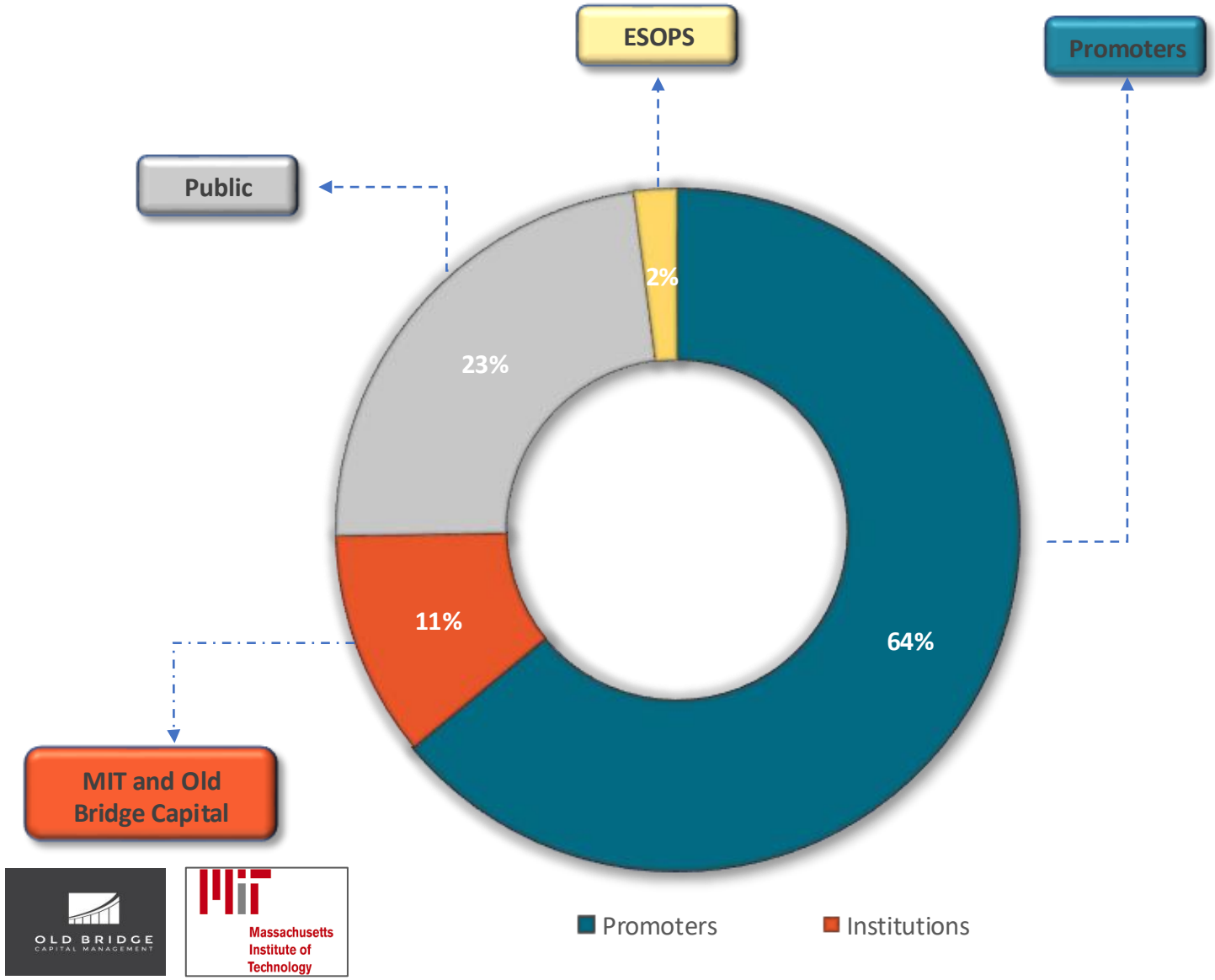
Funding Raising & Equity Holding

FY 22

Raised INR 15 Cr
- Massachusetts Institute of Technology
- Old Bridge Capital
- Promoters

FY 24

Raised INR 15 Cr
- Existing Investors
- Friends and Family
- Promoters



Strong Relationship with

Key Customers













































































Thank You!