



# 18<sup>th</sup> Annual General Meeting

**SJS**

Creating  
Possibilities

## Overview

**Key Facts**

**Rs 4,330.5 Mn**  
*Revenue FY23<sup>1</sup>*

**26.4%**  
*EBITDA margin FY223*

**~33%**  
*Return on Capital Employed (FY23)*

**22**  
*Countries served*

**4**  
*Production facilities<sup>1</sup>*  
*(Bangalore, Pune & Manesar)*

**Bangalore, India**  
*Headquarters*

**6,700**  
*SKUs*

**136 mn**  
*Parts*

**175+**  
*Customer Locations*

### Established market leader in an attractive business segment

Operates in the high value-add aesthetics market across multiple consumer-oriented end industries; increased focus on aesthetics and premium content creating opportunity throughout the component supply chain: SJS well-positioned to capitalize on the trends

### Differentiated, comprehensive product portfolio

Leading edge technologies and a wide product suite including decals, appliques/dials, overlays, logos/3D lux, aluminium badges, in-mold decoratives (IMD), optical plastics and lens mask covers for diverse applications

### Legacy of technology and innovation: in-house design / development

Strong in-house design and engineering capabilities and innovation track record across products, technologies and materials; history of new product development and successful commercialization supported by a dedicated R&D team

### Long-standing core customer base consisting of leading OEMs

Partner, co-creator and supplier of choice to several leading OEMs in the automotive and consumer durables industry; dominant share of business in India and focused strategy to increase global presence

### Well-invested, lean operations designed to support multi-fold revenue

New state-of-the-art manufacturing facility commissioned in 2018 to support future growth

**Market leadership in India for Aesthetic Products**

**Demonstrated product portfolio expansion**

**Design-backed new product development**

**Entrenched customer relationships**

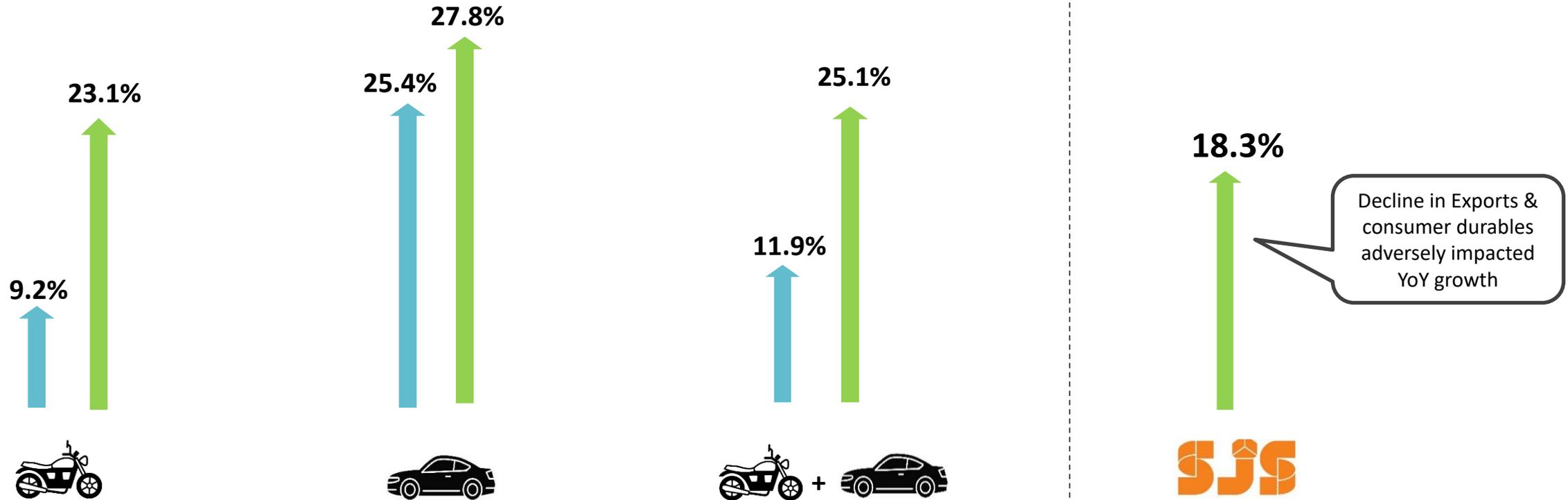
Note: 1) SJS had 2 production facilities at the end of FY23, however in July'23 SJS completed the acquisition of Walter Pack India and hence now has 4 manufacturing facilities across India



# FY23 Business & Financial Highlights

## FY23 - Industry Production Volume<sup>1</sup> v/s SJS YoY Sales<sup>2</sup>

Industry  
SJS



Note: 1) Industry Production Volumes are production in India; 2) For SJS YoY Sales it is Consolidated numbers



- **SJS with 25.1% YoY growth was ahead of the auto industry (2W + PV)** compared to 11.9% YoY growth in auto industry production volumes during the year



- **Total Revenue at Rs 4,330.5 mn**, on back of 27.8% YoY growth in PV segment and 23.1% YoY growth in 2W



- Continue to generate strong cash flows & had a **robust cash & bank balance at Rs 1,648.2 Mn**
- **Debt free company** on net debt basis



- Added marquee clients like **Skoda in PV; Foxconn and Benling among others in EVs; Mabe Group and IFB among others in consumers and Litemed in medical equipments segment**



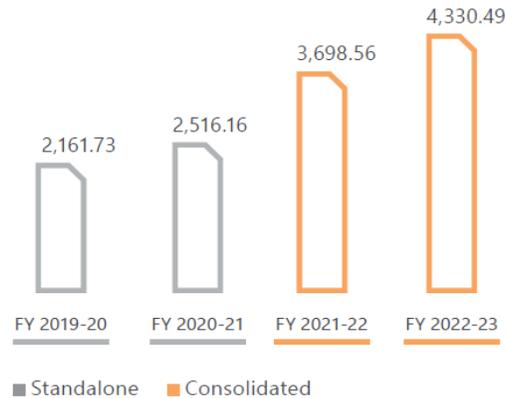
- **Spent Rs 12.9 Mn** to support various initiatives under education, healthcare, rural development and sports

**In July 2023, SJS completed acquisition of 90.1% stake in Walter Pack India (WPI) for a consideration of Rs 2,393 Mn**

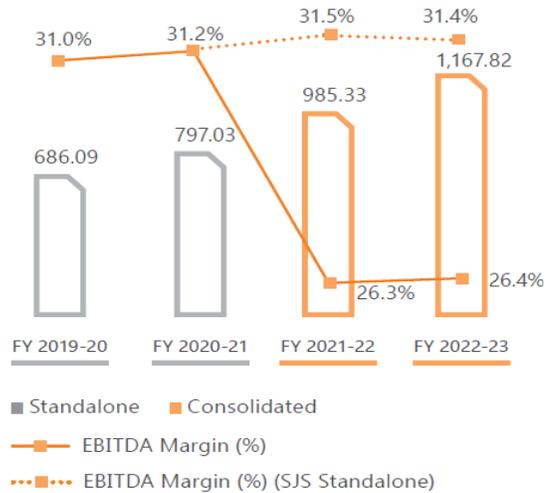
Particulars (INR in Mn)	FY23	FY22 <sup>1</sup>	YoY%
<b>Operating Revenue</b>	<b>4,330.5</b>	<b>3,698.6</b>	<b>17.1%</b>
<b>EBITDA</b>	<b>1,167.9</b>	<b>985.3</b>	<b>23.2%</b>
EBITDA Margin %	26.4%	26.3%	
<b>Reported PAT</b>	<b>672.5</b>	<b>550.2</b>	<b>22.2%</b>
PAT Margin %	15.5%	15.0%	

Note: 1) Exceptional item – Rs. 37.61 Mn of provision for discount on a customer sale created during FY21 was reversed in December 2021 resulted in increased Sales, EBITDA, PBT & PAT of FY22.

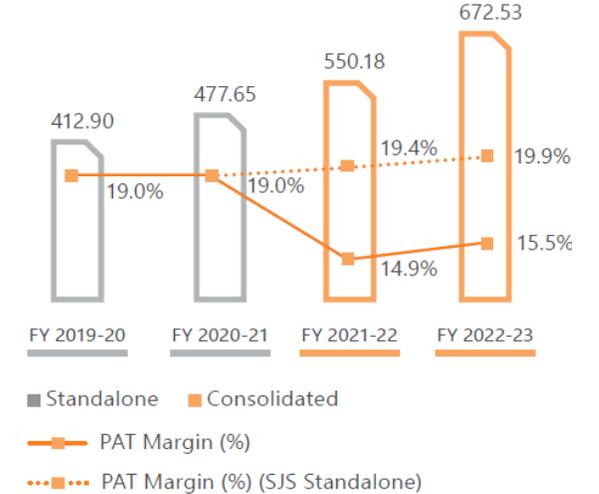
## Revenue (INR in Mn)



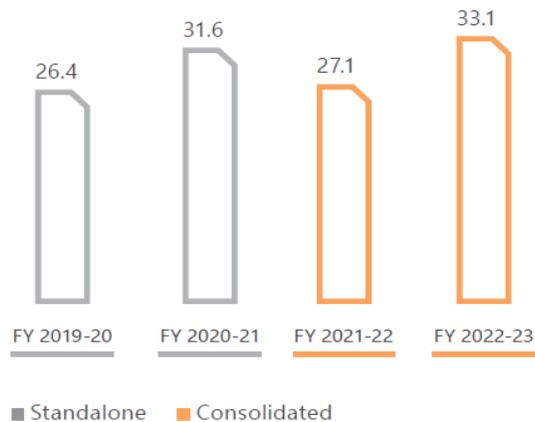
## EBITDA & EBITDA Margin (%)



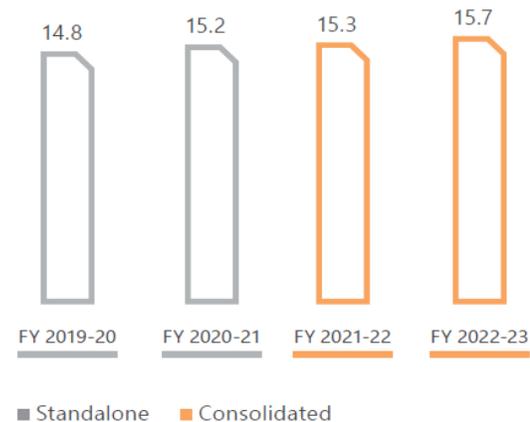
## PAT & PAT Margin (%)



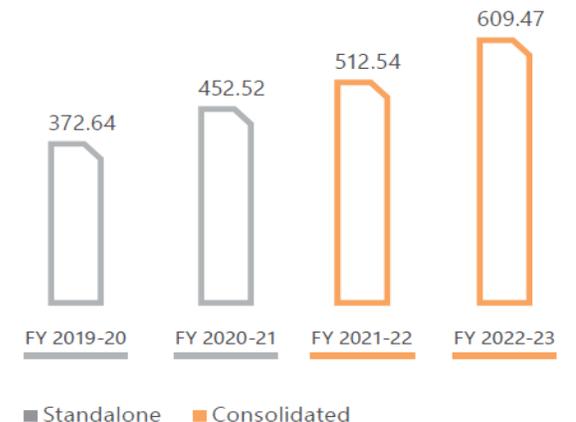
## ROCE (%)



## ROE (%)



## FCFF (INR in Mn)





- **Strong Cash & cash equivalents position (including Investments) of ~Rs 1,648.2 Mn as on 31<sup>st</sup> Mar 2023**

- **Strong Cash Flow generation of ~Rs 609.5 Mn for FY23**
- **FCFF to EBITDA stood at 52.2% for FY23**

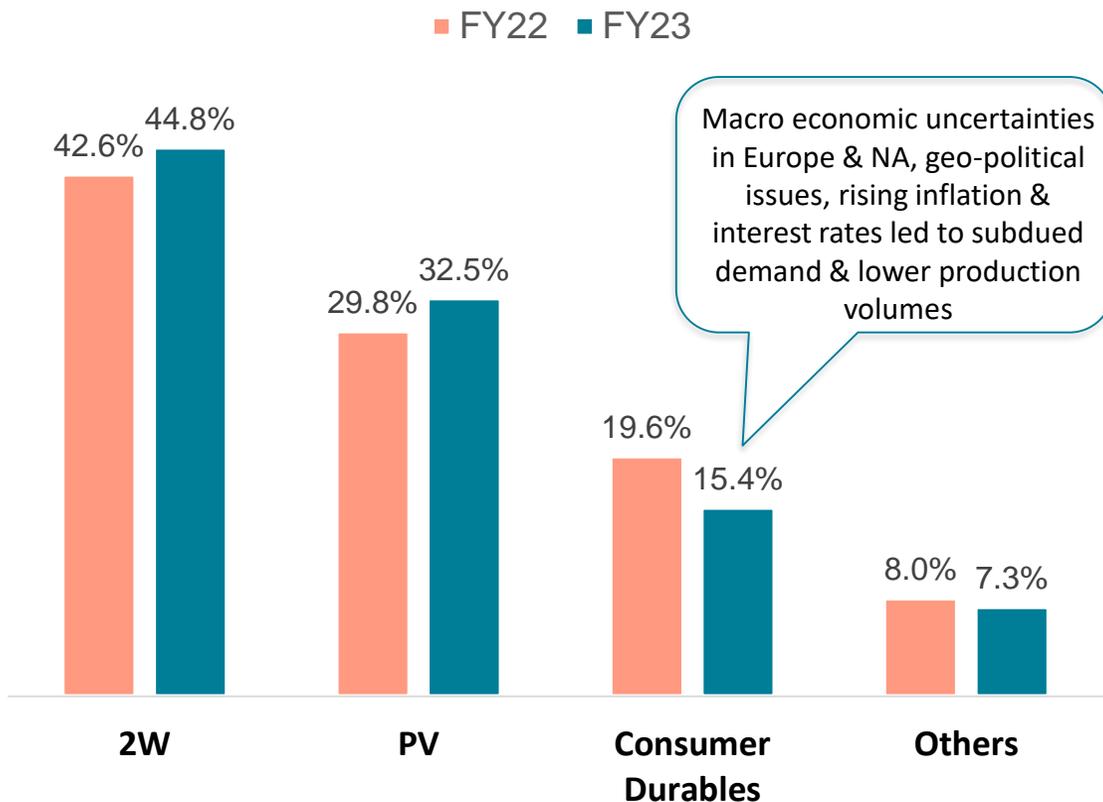


- **Debt free Company on net debt basis**
- **Long term borrowing rating from ICRA is A+(Stable)**

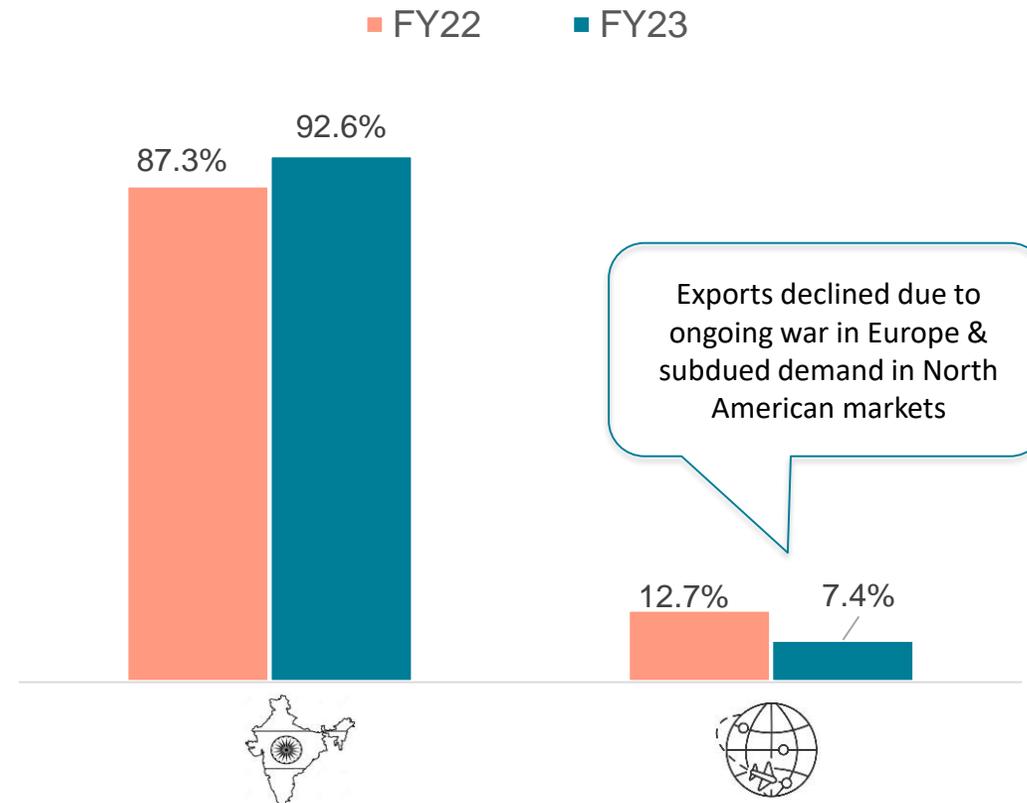
- **Robust return ratios with ROCE at 33.1% and ROE at 15.7%**



## Revenue by end segment



## Revenue by Geography



**New generation products contributed ~9-10% of revenue during FY23, impacted due to drop in exports**

**Strong growth story continues...**

## Growing Mega Accounts - Key Business Projects Won



Entered 2 new locations

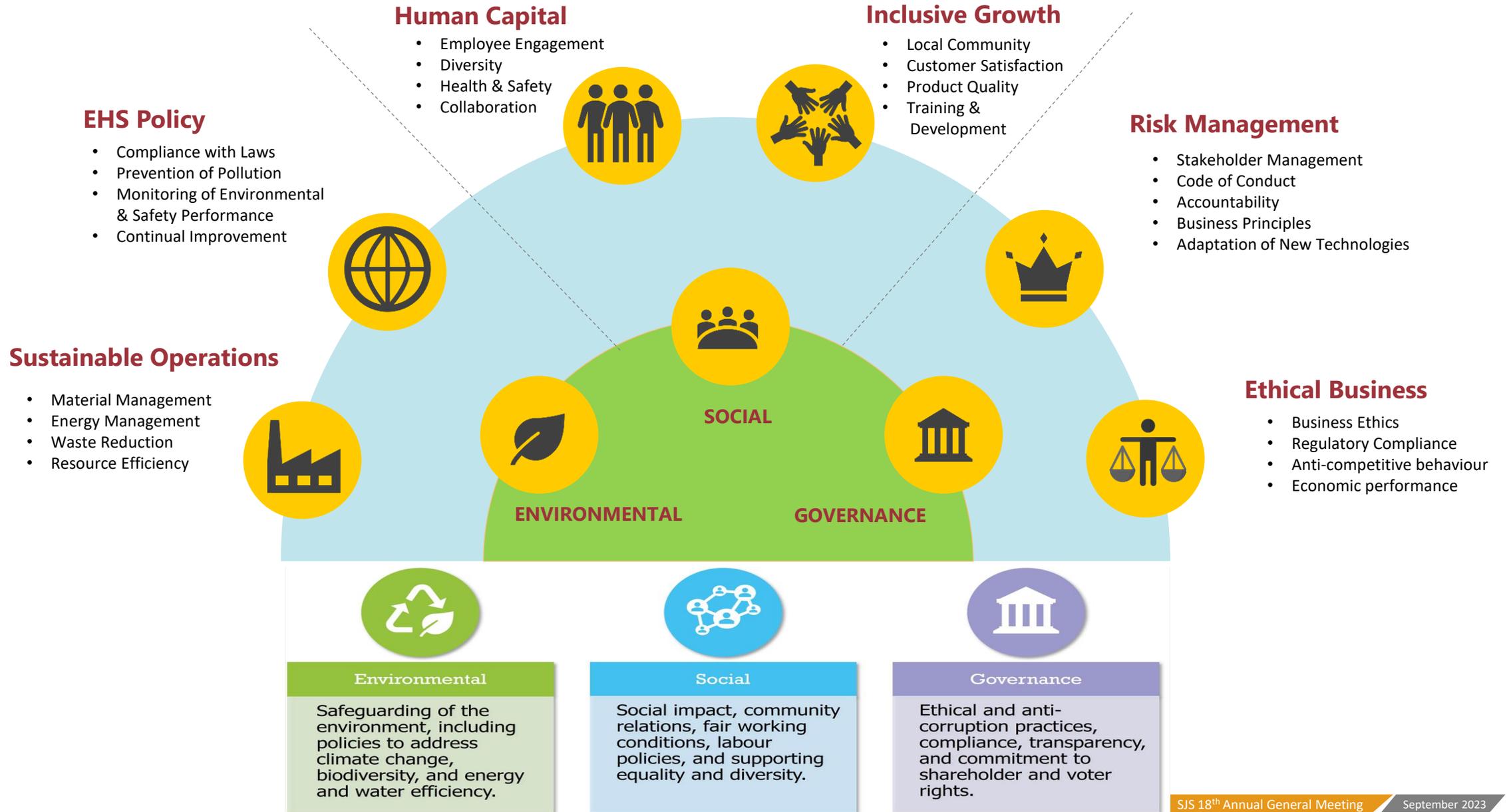
- Argentina
- USA (Ohio)



## Adding New Customers



Sales representatives in Turkey, Brazil, Argentina, Columbia thereby covering key markets of Latin America



**Adopted 7 villages as part of the Swachh Bharat initiative**



**800 School Bags were distributed to 13 near by Government schools**



**65 Benches and round tables distributed to Government Schools**



**RO Water plant installed at Agara district benefitting ~1000 families**



**20 Beds & Medical apparatus contributed to CHC - Govt. Hospital, Kaggalipura**



**Contributed towards infrastructure building & refurbishments for Govt. School at Tathaguni & Banjarapalya**



**1200 children benefitted from free eye check up camp conducted at 13 Government schools. 117 Spectacles given to children who have abnormality in their vision**





**3 times in a row, SJS certified as a Great Place to Work among mid size organisations, in Feb 2023**



**Visteon award for the Extra mile Support for the flaw less launch of Scorpio - N**



**3<sup>rd</sup> Prize in Regional Kaizen Contest, held by ACMA Southern Region**

Honda India recognition for **Consistent Good Quality Product** supplied for exports

Customer Quality - received **GREEN RATING** from our **Top 15 customers**

**Won 6 awards for Quality at Quality Circle Forum of India**



**Award from Visteon for Quality and Delivery performance**



**Award from Visteon for consistent Quality performance**





# Walter Pack India Acquisition

## Walter Pack Overview\*

- Founded in 2006 and headquartered in Pune, Walter Pack Automotive Products India Pvt. Ltd. (WPI) is a leader in design and development of high value-added functional decorative parts in India with focus on IMF<sup>(1)</sup>, IML, IMD and IME<sup>(2)</sup> technologies for automotive and appliance sectors
- 2/3<sup>rd</sup> of WPI revenues are from the automotive segment (PV) and the balance is from consumer segment
- WPI recorded revenues of ~INR 1,191 Mn in FY23 with an EBITDA Margin of ~30.7%
- WPI has a total headcount of ~300 employees

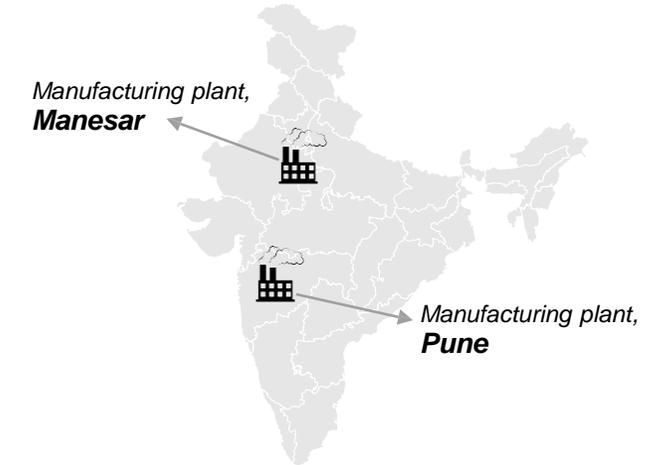
## Transaction Overview\*

- SJS has acquired 90.1% of Walter Pack India for INR 2,393 Mn translating to an LTM EV / EBITDA of ~7x
- SJS acquired 85.0% stake from Walter Pack Spain & 5.1% from the Indian promoter and founder, Roy Mathew
- The acquisition was funded using a mix of internal accruals, debt, and preferential equity infusion by KA Joseph
- SJS has signed a 3-year technology support agreement with Walter Pack Spain for ongoing exchange of know-how

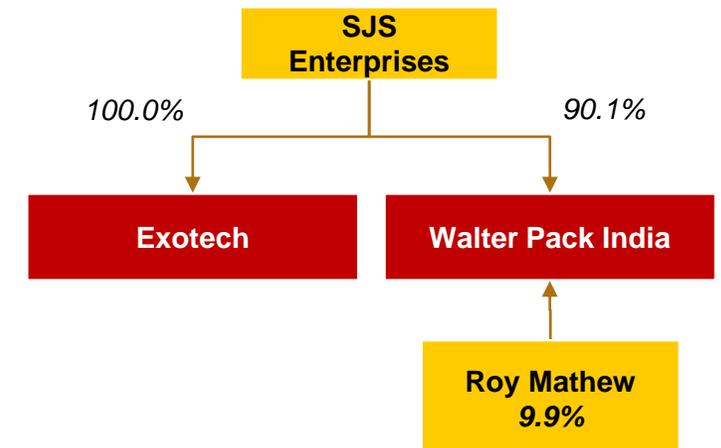
## Rationale\*

- **Monopoly:** WPI is the leader in India for IML technology and proficient in IMD, IMF and IME technologies, which helps command rich EBITDA margins (~30% in FY23)
- **End industry Diversification:** Acquisition helped diversify SJS' end industry revenue split
- **Synergies:** Strong potential to acquire new customers and increase share of wallet with existing customers.
- **EPS Accretive:** Further, the acquisition would be earnings accretive and would aid enhancement of scale (WPI EBITDA is ~1/3rd of SJS EBITDA)

## Manufacturing locations



## Post acquisition corporate structure



1. In-mold forming; 2. In-mold electronics  
\* WPI FY23 Financials based on IGAAP..

## In-Mold Decoration<sup>1</sup> (IMD)

- IMD allows to decorate plastic parts in the injection moulding process, by transferring the inks and coating printed on the carrier film that runs through the cavity of the injection mould, leaving the intended designs printed on the injected part
- This technology is complementary to IMF for parts with less geometric complexity

## In-Mold Forming<sup>2</sup> (IMF)

- IMF is WPI's core business
- This technique is used to produce high-quality three-dimensional plastic parts with decorative finishes, which are robust and resistant to abrasion and wear

## In-Mold Electronics<sup>2</sup> (IME)

- IME allows to integrate electronic functionality
- It also allows hybridization of electronic components in films which, once thermoformed under high pressure, are introduced into the injection mould along with the decorative insert, providing decorated parts with electronic functionality

## High Margin Products



**Mid Panel**



**Gear Shift Bezels**



**Switch Plates**



**FATC Bezel**



**Logos**



**Wheel Caps**

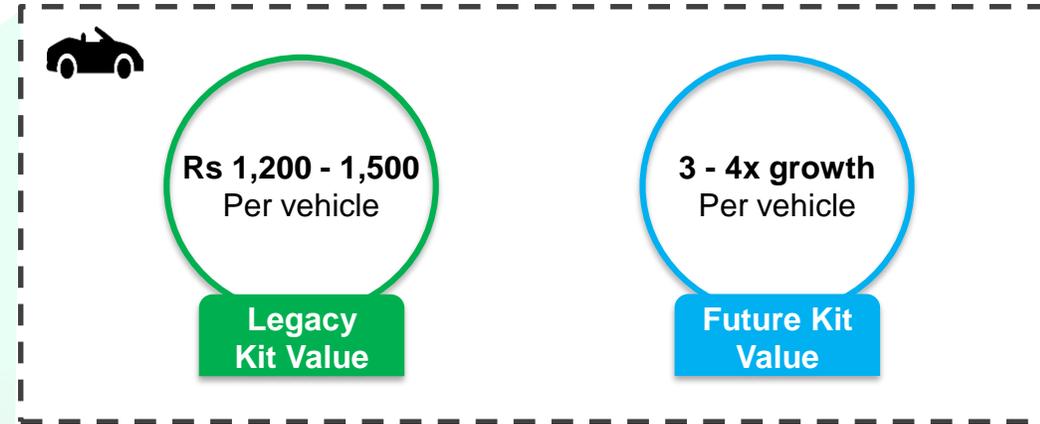
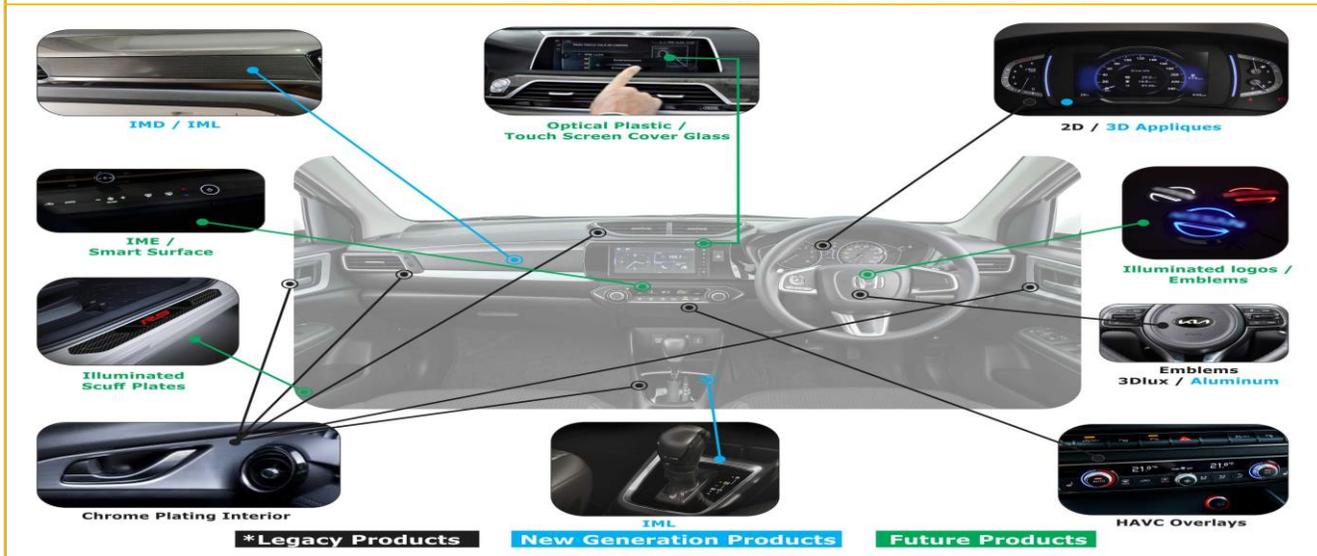
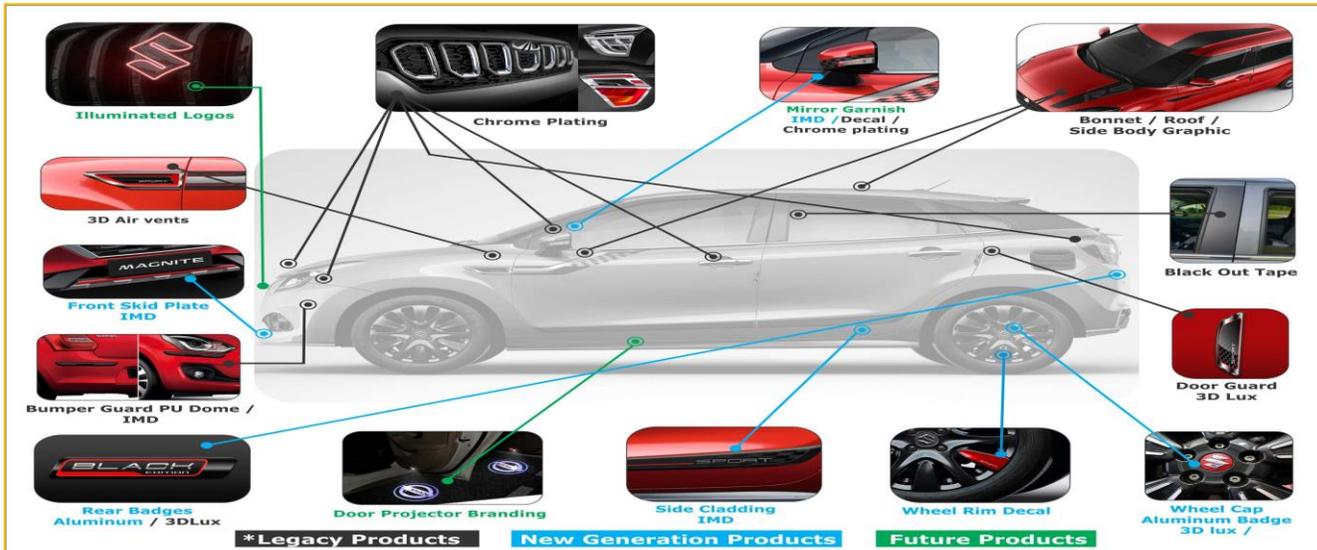
1. IMD/IML has been a part of SJS' product portfolio prior to the acquisition but formed a small part of total revenue. With WPI specializing in IMD/IML, IMF, and IME, SJS now has cutting edge capabilities in these high growth product segments. 2. IMF and IME are brand new additions, not present prior to the acquisition

Future Growth Outlook

**SJS**

Creating  
Possibilities

Driven by premiumization, new age aesthetic products to drive to realization increase across categories



**SJS' New Age Products (PV: Select Examples)**

Wheel Cap/Aluminium Badges



IML interiors



Optical Plastic/ Touch Screen Cover Glass

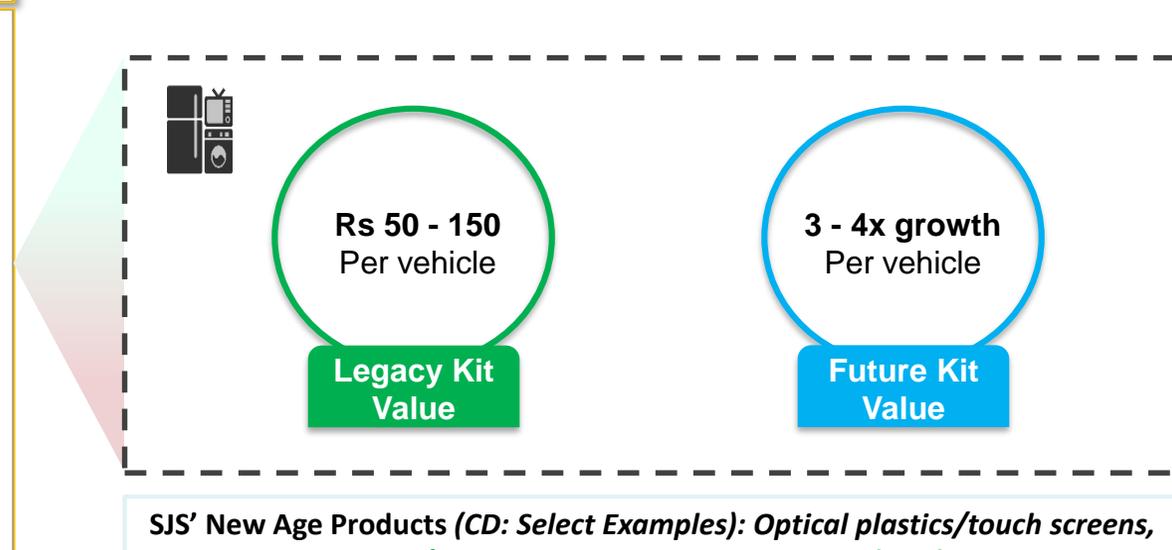
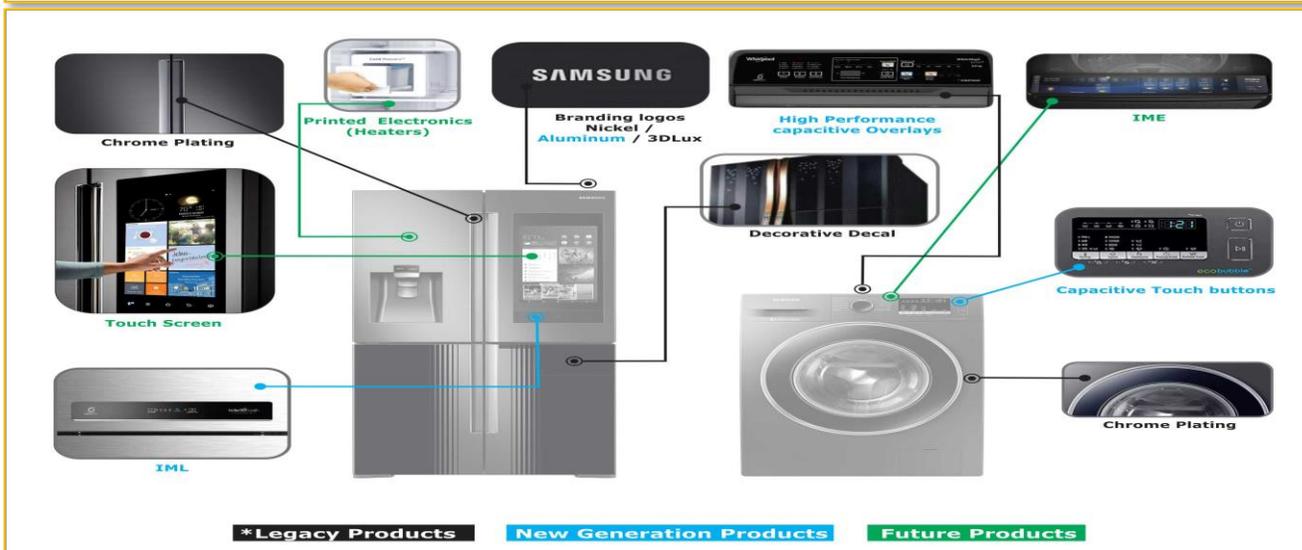
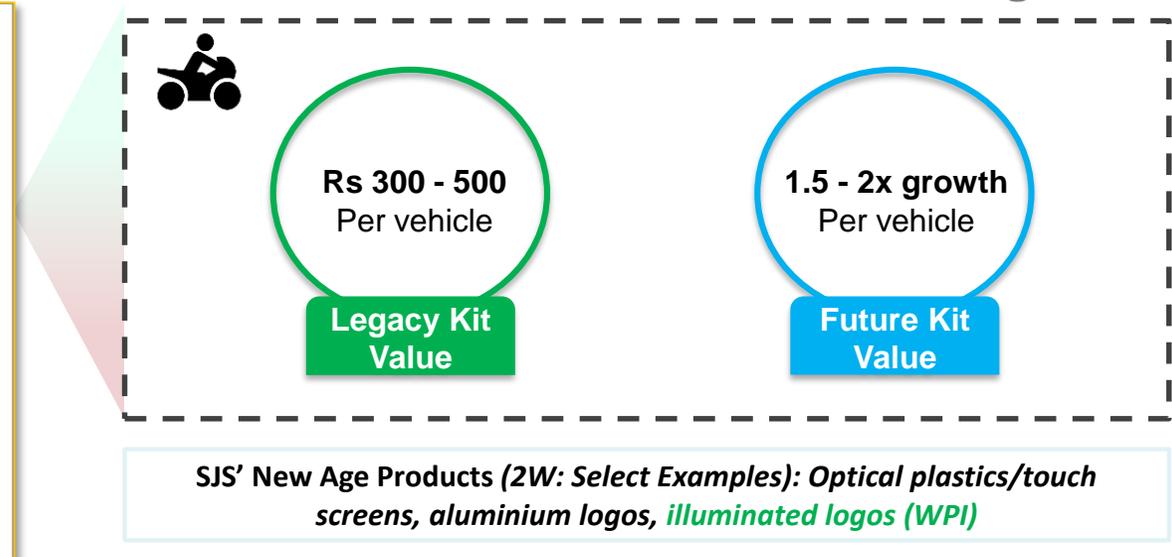
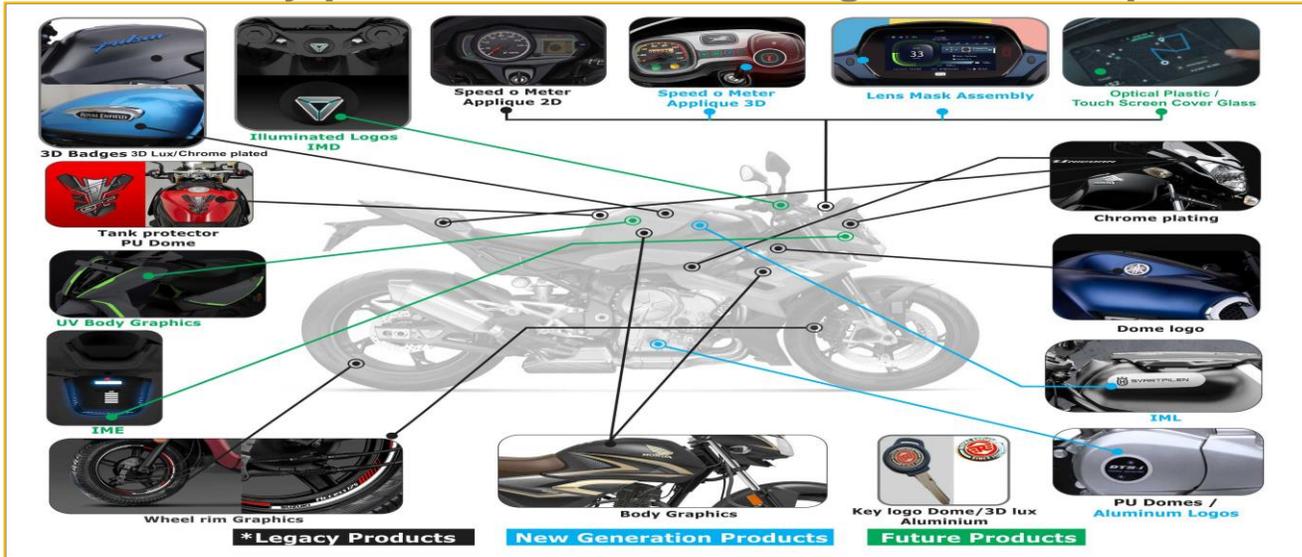


✓ Exotech & WPI acquisitions have added chrome parts & IMD/IML/IMF and IME (WPI), key ingredients in the design of modern PV's

# SJS | Development & Delivery of New Product Pipeline Remains at the Heart of SJS (2/2)



Driven by premiumization, new age aesthetic products to drive to realization increase across categories



## Strategy for organic growth over FY24-26



### Exports : Increasing global presence

- Penetrate deeper in existing geographies and enter new geographies
- Strong focus on expanding presence in ASEAN
- Strengthening our sales force in Turkey, Brazil, Argentina and Columbia and exploring similar opportunities in other countries



### Products : Focus on development of new technologies & advanced products

- Intend to develop and introduce Illuminated logos, In Moulded Electronic (IME) parts and other new gen technologies
- Continue to build capabilities to innovate & develop new products & increase application of products across industries



### Key Customers : Growing mega accounts

- Building mega accounts with existing customers by expanding the array of products
- Increase customer base by marketing existing products to new customers and explore cross selling opportunities between SJS and Exotech



### Chrome Plating : Increase chrome plating capacity through debottlenecking and partnerships

- Increasing capacity at the existing plant through debottlenecking and partnering with external chrome plating manufacturers
- Greenfield chrome plating expansion plan to be finalized in CY24 after assessing synergies with neighbouring WPI plant

## Merger & Acquisitions Strategy

**SJS successfully integrated Exotech business and demonstrated credible business improvement in Exotech's FY23 performance:**

- **36.0% YoY growth in Revenue**, increasing from Rs 1,020.2 Mn to Rs 1,387.3 Mn in FY23.
- **Cost synergies & efficiency resulted in Exotech EBITDA margin expansion by 235 bps YoY** from 12.8% in FY22 to 15.2% in FY23. **Continuous improvement initiatives led to a cumulative expansion in EBITDA margins by ~300 bps from FY21 to FY23.**



### Build capability in adjacent / new aesthetic product categories

Identified key product categories to enter / expand presence which include:

- IMD / IML
- IME (In-Mould Electronics)
- Plastic injection moulding



### Expand presence in consumer related industries

Enter new segments and expand presence in other consumer related industries targeting

- Appliance manufacturers
- Consumer electricals



### Enter new geographies / OEMs for chrome plating

- Expand presence in chrome plating (largest segment) and increase cross selling opportunities
- Overcome logistics cost as bulky parts
- Provides direct entry into OEMs to support cross selling opportunities

**WPI to aid in revenue growth acceleration and will be EPS accretive from FY24 itself**

**THANK YOU**

**SJS**

Creating  
Possibilities