# SJS Enterprises Limited

## CORPORATE PRESENTATION

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# SJS Overview | Premium aesthetics products manufacturer

### Strategic Market Position

- Operates in the high value-add aesthetics market across multiple consumer-oriented end industries
- Multi-industry applications enhancing consumer products
- Focused on premium aesthetic products and innovative designs

### Products and Technologies

- **Wide product range**: Decals, appliques/dials, overlays, logos/3D lux, aluminium badges, in-mold decoratives (IMD), optical plastics and lens mask covers for diverse applications
- **Innovation-driven:** In-house design and R&D capabilities

### Operational Excellence

- Partner, co-creator and supplier of choice to several leading OEMs in the automotive and consumer durables industry
- Supplying globally from its facilities in Bengaluru, 2 in Pune & 1 at Manesar, Gurugram spread across 4,00,000+ sq. ft.

**Scaling**
Scaling operations & driving sustainable future growth

**Innovating**
Innovating products & shaping a smarter future

**Expanding**
Expanding capacity & reach to enable endless growth potential

**Rs. 9,551 Mn**
*FY26 Revenue*

**29.6%**
*FY26 EBITDA margin*

**~3,850**
*Workforce*

**22**
*Countries Served*

**5**
*Production Facilities*

**15**
*Warehouses*

**220+**
*Customer locations*

**>253 Mn**
*Parts Supplied (FY26)*

**17,500 +**
*FY26 SKUs*

# SJS | Longstanding history of design backed manufacturing excellence

**Evolution into a leading design and aesthetics focused business**

**1987** — **SJS founded by three entrepreneurs**

**2006** — **JV with Serigraph,** a US based commercial printing player

**2015** — **Everstone Capital** acquired a majority stake; exit by Serigraph

**2018** — **New manufacturing facility** commissioned with 225,000 sq.ft. area and significant capacity boost

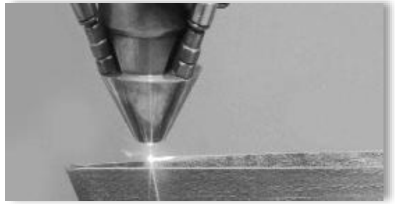
**2021** — **Exotech Plastics Apr'21 -** Acquisition completed and added chrome plating & painting to product suite

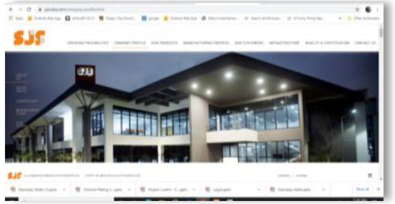
**Nov-21, SJS was listed on stock exchange** & is the only listed company in India in this space

**2023** — **July'23 - Acquired 90.1% stake in WPI. Focused on IMF, IML, IMD and IME** technologies for automotive and appliance sectors

**Aug'23** – Stake sale of **~30% by PE promoter Everstone Capital**

**2025** — Entered **Technology License cum Supply Agreement with BOE Varitronix Ltd,** HongKong, for the optical bonding and assembly of automotive display systems in India





# SJS | Investment Thesis

### Strong Financial Performance

- FY26 - Achieved **25.6% YOY** revenue growth and **44.6% YOY PAT** growth, indicating robust performance
- Recorded **27 consecutive quarters of outperforming industry growth**
- **Consistently pays dividends** - Declared **35% final dividend in FY26**, highlighting strong cash flow and profitability

### Strategic Acquisition and Expansion

- **Successfully integrated and improving performance of WPI**, diversifying into the PV and consumer segments
- Increased capacity at SJS Decoplast plant through **expansion and incurring an overall capex of ~Rs 100 crs**
- Capex of **~Rs. 650 mn for displays and cover glass facility and Rs 400- 450 Mn** for further expansion in SJS and to capitalize on new market opportunities.
- Inorganic growth is key driver of growth on back of strong cash flow generation and better management ability to integrate and expand

### Competitive Edge

- **Sustained leadership in decorative aesthetics,** manufacturing 14 product categories & 17,500+ SKUs across 5 facilities
- **In-house design and R&D capabilities**, with continued development in new emerging technologies and enhancing product offerings

### Design & Innovation Capabilities: A Key Differentiator

- End-to-end in-house design, styling and product development capabilities
- **Design and Innovation Lab equipped with state-of-the-art equipment** such as 3D Printers & several machines
- **70+ member team** of designers and stylists

### Growing Export Markets and Global Reach

- **Exports grew 60.5% YoY in FY26**, with considerable contributions from PV & consumer segments
- Established **presence in over 22 countries**, across 220+ customer locations
- Strengthening our sales force in Turkey, Brazil, Argentina, Columbia, South Korea and recently added Germany - exploring similar opportunities in other countries

# SJS | Diverse Product Portfolio…(1/4)

## Decals & Body Graphics


## 2D Appliques & Dials


## 3D Appliques & Dials

## Overlays

# SJS | Diverse Product Portfolio…(2/4)

## Aluminium Badges


## Domes


## 3D Lux Badges

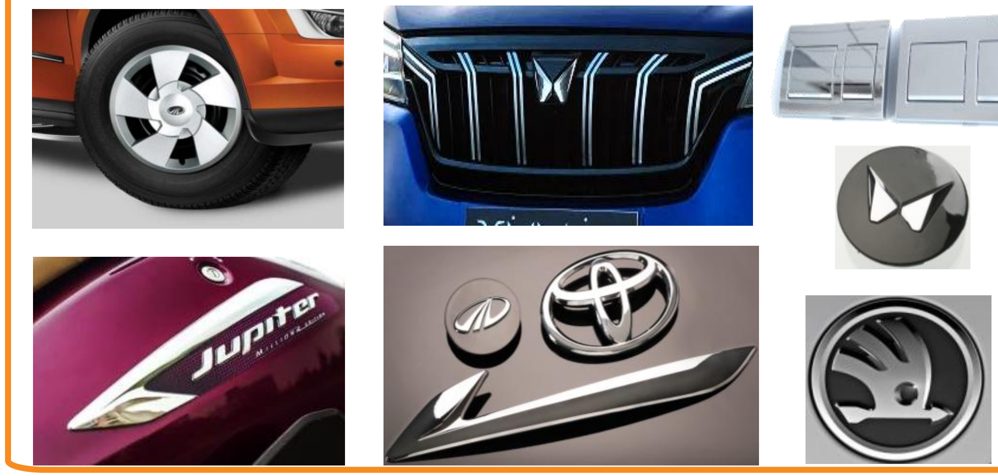

## Aftermarket – "Transform"

# SJS | Diverse Product Portfolio…(3/4)

## Lens Mask Assembly

## Optical Plastics

## Chrome plated parts (SJS Decoplast)




## IMLs / IMDs (SJS & Walter Pack India)

SJS | Favourable Industry Tailwinds

## Strong Positioning in a Growing Industry

### Aesthetics industry expected to see robust growth[1]

**Global Market Size (2023)**

USD
4.7 Bn

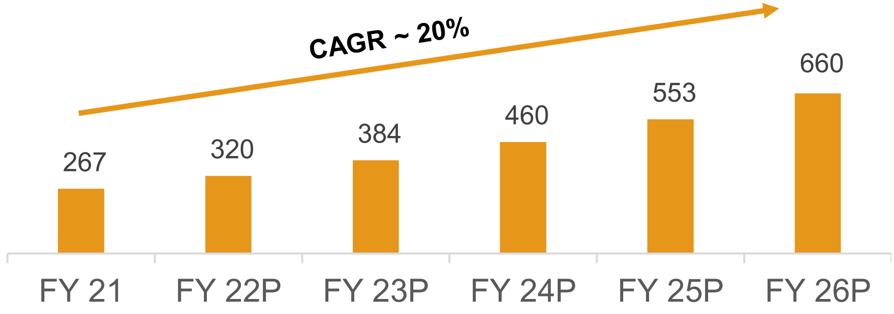
Global markets expected to witness healthy growth

**Indian Market Size (FY25P)**

USD
553 Mn
INR 44 Bn

Of the total, Chrome Plating comprises of ~95-100 Mn USD

**Indian Aesthetics Market Growth (USD Mn)**




## Organized Players are Well Positioned to Gain Further Market Share

### Industry Growth Drivers

- ✓ *Shift in preference to premium products due to rising disposable income and exposure to developed markets*
- ✓ *Strong growth in underlying application segments; aesthetics market expected to grow faster than underlying segments*
- ✓ *Increase in value content per OEM product*
  - *Increased penetration & intensity of aesthetic products*
  - *Advancement in technology & Powertrain agnostic products*

### Transition from traditional to premium products

*2D to 3D Dials*

*Analog to Digital Appliques*

*Traditional to Capacitive Touch Overlays*

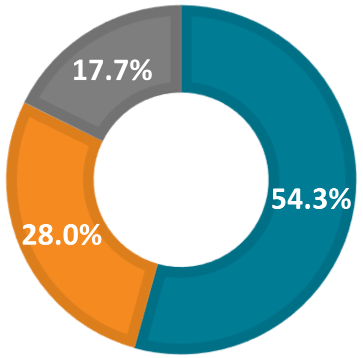
*Analog to Digital Displays*

✓ **Premium Products are extremely high value as compared to traditional products - Prices of 3D Dials are > 3x of 2D Dials**

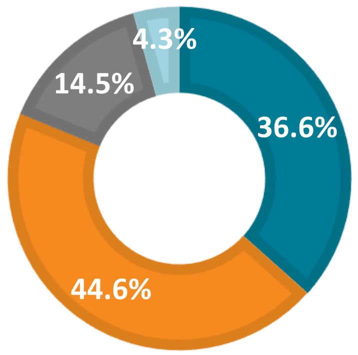
*Note: 1. Source: CRISIL report & Company estimates*

# SJS | Serving marquee customers across diversified end industries

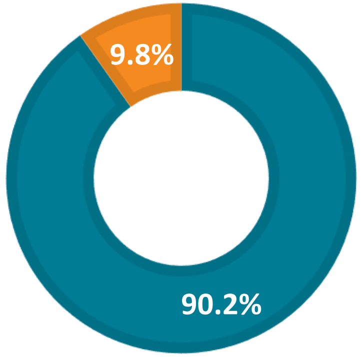
## Revenue by Business (Q1FY27)




## Revenue by End Segment (Q1FY27)




## Revenue by Geography (Q1FY27)




**New generation products contributed 24%+ of consolidated revenue during Q1FY27**

## Tenured, blue-chip customer base of leading OEMs across Auto and White Goods industries

### Two Wheeler OEMs

Hero, TVS, Suzuki, Royal Enfield, Bajaj, Honda, Yamaha

**#7** of top 7 OEMs

### Four Wheeler OEMs

Tata, Suzuki, Hyundai, Mahindra, Ford, Toyota, Kia, Honda, Renault Nissan

**#9** of top 10 OEMs

### Consumer Durables OEMs

Whirlpool Corporation, Godrej, Samsung, Electrolux, Panasonic

**#5** of top 10 OEMs

- ✓ Average tenure of top 10 customers is over 20 years
- ✓ Supplying to more than 18 EV customers

# SJS | Experienced & Qualified Board Team

**Ramesh Chandra Jain**

*Non-Exec Chairman & Independent Director*

Over 40 years experience in the industry, of which 25 years worked in Eicher & retired as group vice chairman

**K A Joseph**

*Managing Director*

~40 years of experience in aesthetics printing business. Leading the manufacturing operations for SJS

**Sanjay Thapar**

*Executive Director and Group CEO*

Over 40 years of experience in the auto industry. Previously Group Chief Strategy Officer with Ashok Minda Group; MD of Minda Valeo Security Systems

**Kevin K Joseph**

*Executive Director*

10+ years of experience in the industry. Previously worked with Tata Elxsi Limited as a senior design engineer

**Veni Thapar**

*Non-Executive & Independent Director*

30+ years of work experience. Independent Director on the boards of Bandhan Bank and Monedo Financial Services Pvt Ltd

**Randhir Singh Kalsi**

*Non-Executive & Independent Director*

40+ years of experience in the automotive industry. Previously worked with Tata Motors & Maruti Suzuki. Contributed significantly to ASSOCHAM & IDTR.

**Roy Mathew**

*Executive Director, WPI*

25+ years of experience in the industry. Co-founded WPI with Walter Pack Spain in 2006. Expertise in IMF, IMD, injection moulding, & automotive lighting technologies

**Anil Sondur**

*Non-Executive & Independent Director, WPI*

40+ years of experience in the industry, possessing immense expertise in business strategy, new business development/ expansion and product design & strategy

# SJS | Experienced Management Team

**Mahendra Naredi**
**Group Chief Financial Officer**

- 27+ years of experience in financial management, key accounting & financial analysis, FP&A, fundraising, M&As, legal & compliances, and strategy
- Previously worked in Minda Corporation, Wipro & GE
- Bachelor’s degree in Law & Commerce from Rajasthan University, Chartered Accountant and Company Secretary from ICAI and ICSI

**Ranjit Nambiar**
**Group Chief Operations Officer**

- 30+ years of diversified experience in chemicals, polymers/ plastics, consumer appliances, Automotive interior systems and EV component solutions.
- Previous leadership roles with Spark Minda, Tata Auto EV Components Solutions and IAC - India.
- Holds Post Graduate Dip. in Plastics Technology from Central Institute of Plastics Engg .& Tech.

**Mandeep Singh**
**Group Chief Information Officer**

- 28+ years of experience in the field of IT
- Previously worked with Spurthi Meditech and IndSwift Labs Ltd. He was the Founder and CEO of Nanatom Technologies
- Holds a Bachelor’s degree in Computer Science & Engineering from Kuvempu University, Karnataka

**R. Raju**
**Chief Marketing Officer**

- 28+ years of experience in the field of marketing
- Previously worked with ITW India, ITW Signode India, Minda Corp etc.
- Holds a diploma in mechanical engineering from the Thiagarajar Polytechnic, Salem, and a post graduate diploma in marketing management and a masters degree in business administration

# SJS | High quality, scalable manufacturing platform & robust supply chain

## Manufacturing Facilities (FY26)

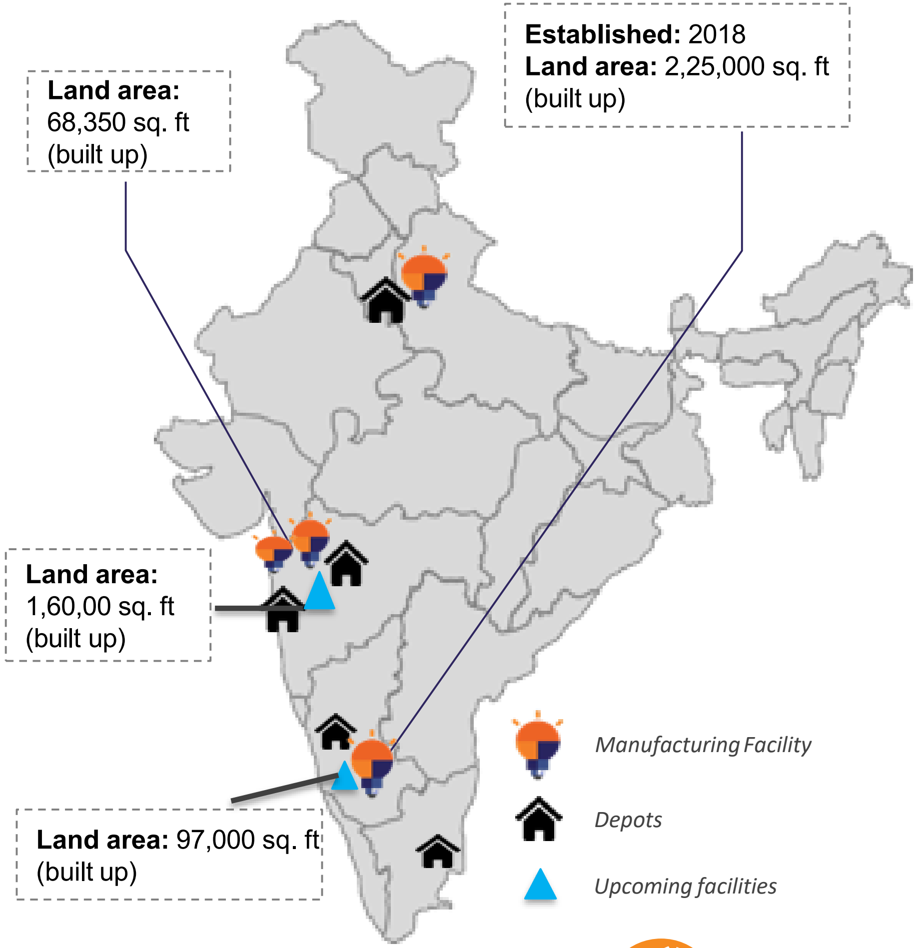
| | | | |
|---|---|---|---|
| ***5 Manufacturing Plants*** | ***15 Warehouses*** | ***253 Mn Parts Supplied*** | ***17,500 SKUs*** |

**SJS Bangalore shifted manufacturing to a new plant in 2018:**
**a world-class facility with end-to-end capabilities in-house**

Certified to demanding global regulatory, quality & manufacturing standards which are highly valued by customers

*Facility located at Bangalore, Karnataka (LEED Gold Certified)*

*ISO 9001 | TS 16949 | IATF | ISO 14001 | OHSAS 18001*



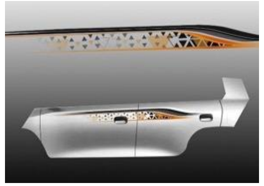

5 manufacturing plants & 15 warehouses

Serving across 22 countries and 220+ customer locations

# SJS | Competitive edge due to end-to-end design & development capabilities

## Innovative In-House Design & Styling Studio


- Partnered with leading OEMs to co-develop new designs and products
- Translating customer mood boards & themes into graphic design
- **70+ member team** of designers and stylists
- Experienced styling team works with the OEM marketing and design teams to conceptualize graphics for OEMs



## Proven Capabilities in Product Development

- Clearly defined processes for new product development structured in phases from designing to launch
- **Design and Innovation Lab equipped with state-of-the-art equipment** such as 3D Printers & Eco Dome Badges Machine
- **Delivered 5+ new products** in the last couple of years involving precision printing capabilities

## Strong Differentiator which has Resulted in Marquee Collaborations

**Partnered with Maruti** in designing graphics for the Swift, Ertiga and WagonR and **Tata Motors** for the Nexon model

Swift Model without graphics → Co-designed Swift graphics

SUZUKI

**…and has also started a differentiated aftermarket offering in the "Transform" brand**

Transform

Car Wrap styling concept for aftermarket

# SJS | Q1FY27 Awards & Achievements

1



2



3



4

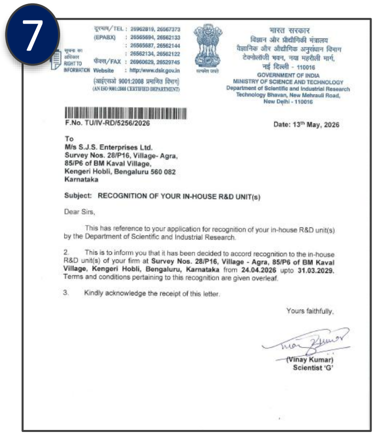


5



6



7


दूरभाष/TEL : 26962819, 26567373
(EPABX) : 26565694, 26562133
: 26565687, 26562144
: 26562134, 26562122
फैक्स/FAX : 26960629, 26529745
Website : http:/www.dsir.gov.in
(आईएसओ 9001:2008 प्रमाणित विभाग)
(AN ISO 9001:2008 CERTIFIED DEPARTMENT)

भारत सरकार
विज्ञान और प्रौद्योगिकी मंत्रालय
वैज्ञानिक और औद्योगिक अनुसंधान विभाग
टेक्नोलॉजी भवन, नया महरौली मार्ग,
नई दिल्ली - 110016
GOVERNMENT OF INDIA
MINISTRY OF SCIENCE AND TECHNOLOGY
Department of Scientific and Industrial Research
Technology Bhavan, New Mehrauli Road,
New Delhi - 110016

F.No. TU/IV-RD/5256/2026

Date: 13th May, 2026

To
M/s S.J.S. Enterprises Ltd.
Survey Nos. 28/P16, Village- Agra,
85/P6 of BM Kaval Village,
Kengeri Hobli, Bengaluru 560 082
Karnataka

Subject: RECOGNITION OF YOUR IN-HOUSE R&D UNIT(s)

Dear Sirs,

This has reference to your application for recognition of your in-house R&D unit(s) by the Department of Scientific and Industrial Research.

2. This is to inform you that it has been decided to accord recognition to the in-house R&D unit(s) of your firm at **Survey Nos. 28/P16, Village - Agra, 85/P6 of BM Kaval Village, Kengeri Hobli, Bengaluru, Karnataka** from **24.04.2026** upto **31.03.2029.** Terms and conditions pertaining to this recognition are given overleaf.

3. Kindly acknowledge the receipt of this letter.

Yours faithfully,

(Vinay Kumar)
Scientist 'G'

- **SJS was awarded by Ather for unwavering commitment in their growth journey**
- **Certificate of Appreciation from Royal Enfield for continuous progress towards their sustainability goals in FY26**
- **The Financial Visionary Award at the CFO Vault Summit & Awards 2026 — Recognizes visionary finance leaders driving sustainable growth and value**
- **CFO Trailblazer of the Year Award at the CFO Vault Summit & Awards 2026 — Honors a finance leader who creates lasting business value through innovation**
- **"Excellence in Healthy Balance Sheet Management" from Business World recognizing financial brilliance**
- **Motherson awarded SDPL to recognize our efforts and partnership. It indicates the support, reliability and collaboration relationship with Motherson**

**SJS in-house R&D centre achieved recognition by the Department of Scientific and Industrial Research (DSIR), Ministry of Science and Technology, Government of India. This certification reflects the Company's commitment towards innovation, technological advancement, and strengthening its research capabilities to support product development and operational excellence.**

# SJS | ESG Initiatives

**Strong ESG rating of 75.6 (Leadership position) from CareEdge, 71.7 (Good) from SES ESG Research & 74 (B+ and Very Good) from CFC Finlease**

## Environment

- Entered an agreement with DB Renews Pvt. Ltd for supply of **2 MW wind power**
- Supply started from **Surya Urja 1 for ~3 MW solar power** at SJS
- **4.65 MW power supply started** for SJS Decoplast & WPI from Amplus
- Planning to implement electric buses for employee commuting to enhance our sustainability efforts
- **Planted 3,850 trees** at NPK Layout and Hoskate in Bangalore

## Social

SJS contributed towards various social cause:

- **Let's Feed the Needy** to provide home cooked food to the needy at Orphanages and old age homes
- **Different Art Center** to educate and empower specially-abled children
- **CBCI Society** for medical education & for providing medical aid to the underprivileged

## Governance

- Established robust risk management framework for mitigating risks
- Board committees ensure effective management and governance
- Achieved ISO 50001 certification for energy management
- SJS is in the process of implementing ISO 27001 for ISMS (Information Security Management System) Certification

**17.0%**
*Women Workforce*

**11.1**
*Average training hours per employee*

**7.1%**
*Female Managers*

**95.7%**
*SJS standalone renewable energy consumption*

**79.1%**
*SJS group renewable energy consumption*

*FY26 Data*

ESG WORLD *SJS Enterprises ESG Profile Link (Click Here)*

# SJS | CSR & ESG Initiatives – Q1FY27

SJS Foundation × Hands On CSR


**Tree Plantation Drive (2,500 trees at NPK Layout, Bangalore)**

**SJS Foundation Joins the Guinness World Record Tree Plantation Drive!**

As part of our unwavering commitment to sustainability and environmental stewardship, our team successfully planted 2,500+ tree saplings at Nadaprabhu Kempegowda Layout, Bengaluru.


Certificate
OF APPRECIATION

This is to certify that

SJS Foundation

has participated by planting native species saplings under the Bengaluru Urban Ecological Restoration Mission 2026–2030, coordinated by Bangalore Development Authority.

This initiative has been officially recognized by Guinness World Records, for achieving the title of "The most plants planted by a team in 12 hours"

SCAN TO VERIFY

Shri D K Shivakumar
Hon'ble Chief Minister
Government of Karnataka

Shri Krishna Byre Gowda
Hon'ble Bengaluru
Development Minister

Shri N.A. Haris
Chairman
Bangalore Development Authority

27 June 2026

SJS Foundation × OUTREACH

**Tree Plantation Drive (1,350 trees at Hoskote near Bangalore)**

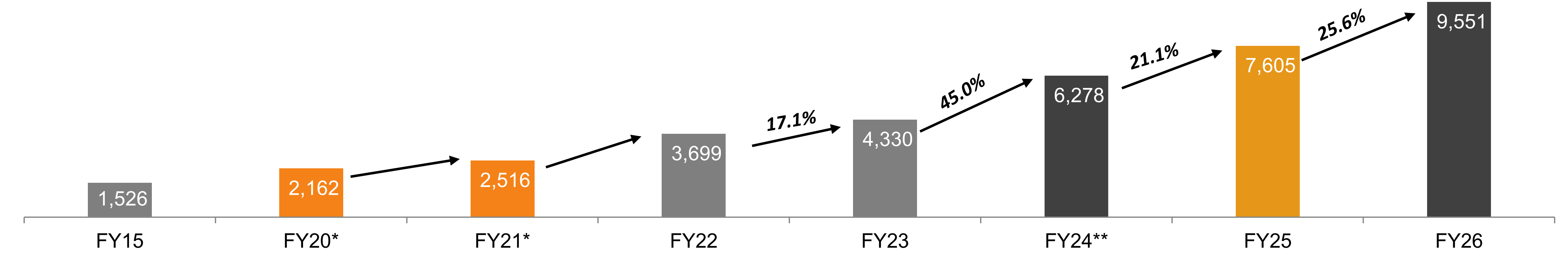
Successfully planted and distributed 1,350 saplings at GHPS Karapanahalli and GHPS Maliyappanahalli, Hoskote, contributing to a greener and more sustainable future

# Financial Performance

SJS | Historical Financial Highlights (1/2)

**11-year Revenue CAGR of 18.1%, showcasing consistent growth and indicating the company's strong market position**

**Revenue from operations (INR in Mn)**

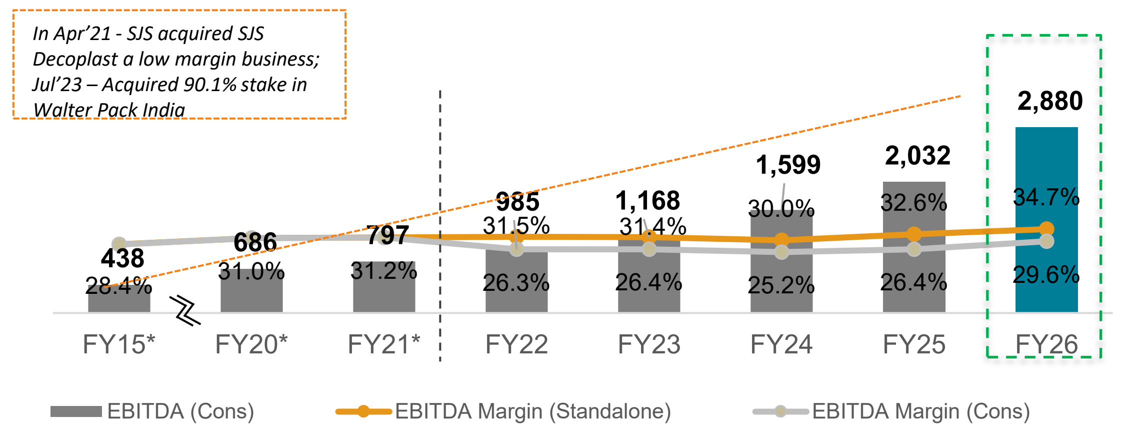



**SJS Standalone*

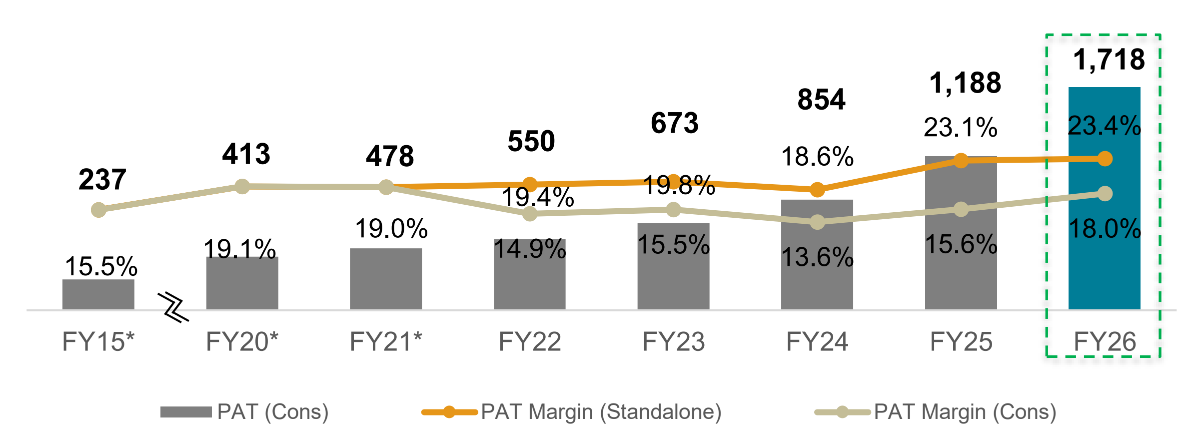
*1. FY22 SJS Standalone growth was 6.4%*

***& FY24 includes 90.1% consolidation for WPI from July'23 onwards*

**EBITDA[2] (INR Mn) & EBITDA Margin**




**PAT (INR Mn) & PAT Margin**



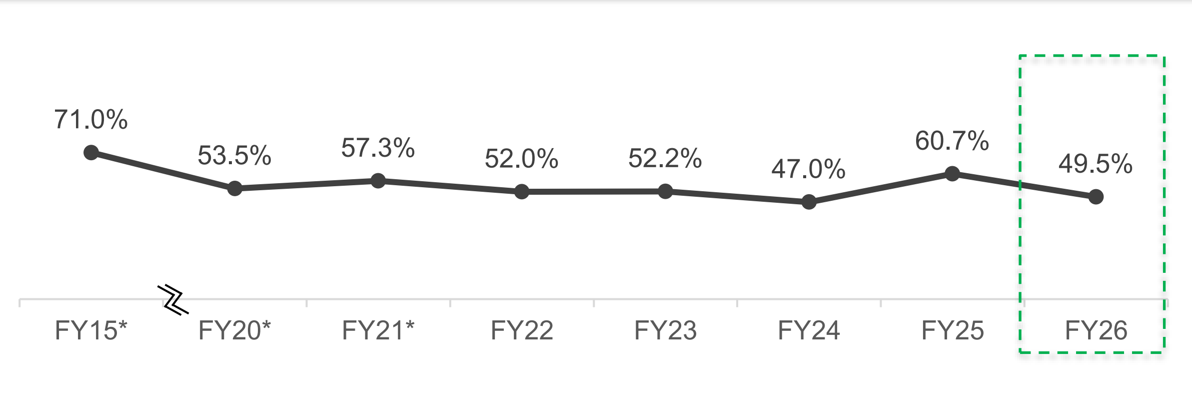

**SJS Standalone*

*1. EBITDA includes other income*

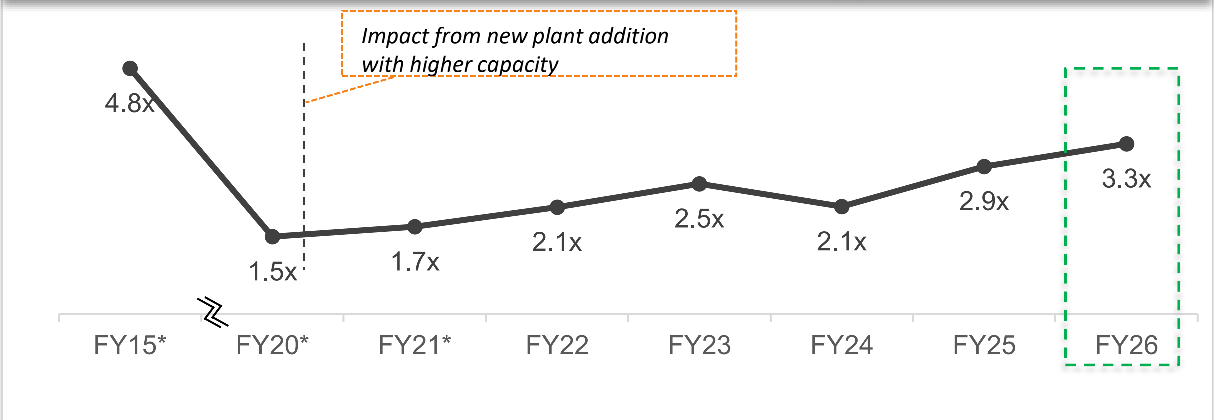
# SJS | Historical Financial Highlights (2/2)

**Strong business model generating consistent cash flows and delivering robust return ratios**

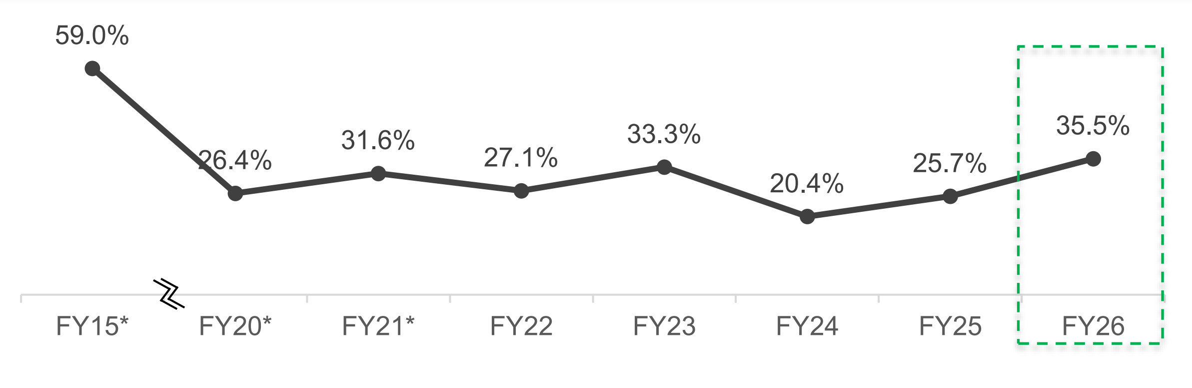
### FCFF / EBITDA %^



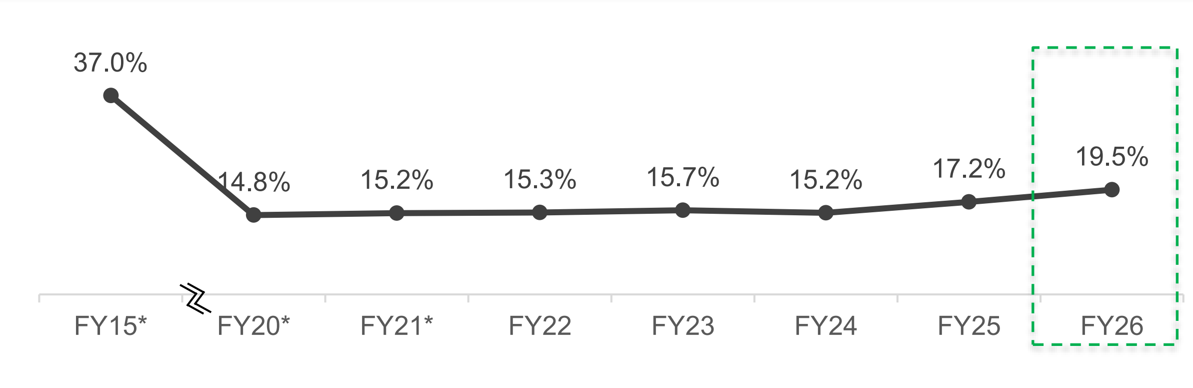

### Fixed Asset Turnover Ratio (x)




### ROCE# (%)




### ROE* (%)



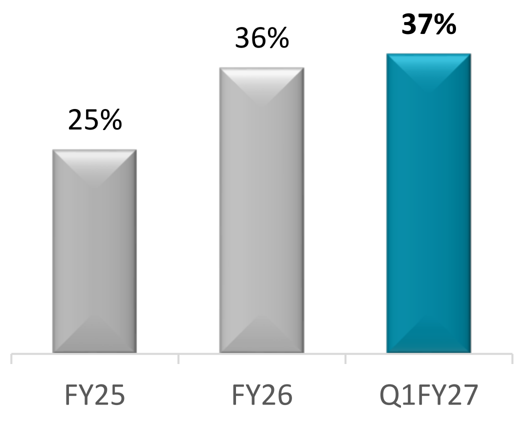

**SJS standalone; #ROCE = EBIT / (Total assets - cash, bank & investments - current liabilities); *ROE= PAT/Shareholder's funds;*
*^FCFF = PAT + Non cash charges - Changes in Working capital – Capex*

# SJS | Q1FY27 Capital Structure and Returns

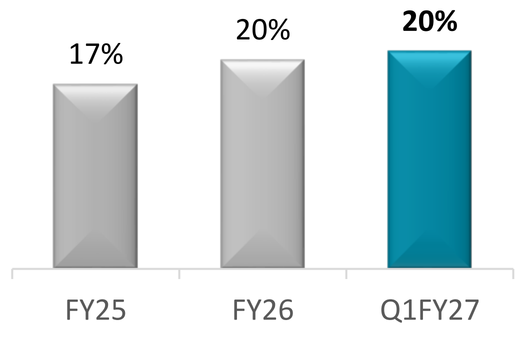
| (INR in Mn) | FY25 | FY26 | Q1FY27 |
|---|---|---|---|
| Long Term Debt | 0 | 0 | 0 |
| Short Term Debt | 158 | 77 | 93 |
| **Total Debt** | **158** | **77** | **93** |
| Less: Cash & Cash Equivalents | 1,150 | 2,514 | 3,381 |
| **Net Debt / (Cash)** | **(992)** | **(2,437)** | **(3,288)** |
| Total Equity | 6,892 | 8,810 | 9,583 |

- **ICRA upgraded SJS long term funds rating to AA- (Positive)** from AA- (Stable)
- **Strong cash flow** generation to support expansion initiatives
- **Consistently delivering robust ROCE and ROE** performance. **Our ROE and ROCE improved to 20.3% and 37.2%**
- SJS continues to deliver **strong financial performance**, creating **long term shareholder value**

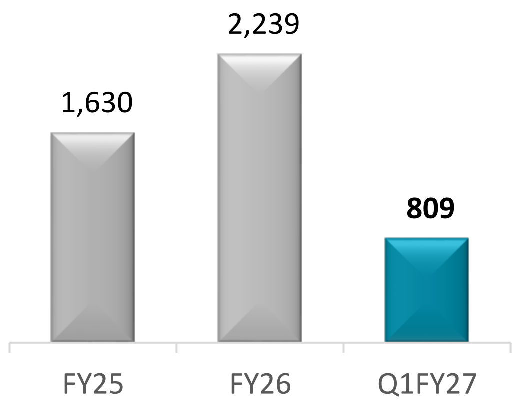
**Return on Capital Employed (%)**



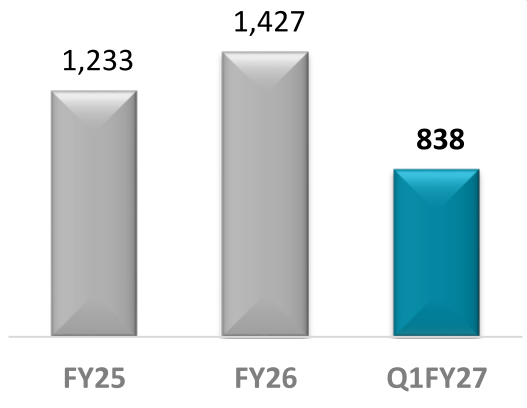

**Return on Equity (%)**




**CFO (Rs. Mn)**




**FCFF (Rs. Mn)**



# Future Growth Outlook

# SJS | Future Growth Strategy

## Strong organic growth with best-in-class margins

### 1 Products

**Focus on developing new technologies & advanced products**

- BOE Varitronix tie up will enable SJS to develop optical cover glass & display systems in India
- Intend to develop & introduce Illuminated logos, In-Moulded Electronic (IME) parts & other new gen technologies
- To build capabilities to innovate & develop new products & increase product application across industries

### 2 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

### 3 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, Columbia, South Korea and recently added Germany - exploring similar opportunities in other countries

### 4 Capacity Expansion

**Creating Space for Bigger Opportunities**

- SDPL new plant for chrome plating commenced production
- Optical display facility is ready and equipment on order
- SJS Bangalore capacity expansion to cater to significant new business opportunities progressing well

# SJS | Inorganic Growth Expected to Boost Organic Growth Trajectory

**Merger & Acquisitions is a Key Pillar for growth**

Identify New Targets → Integration → Improve Performance → Sustaining Performance → Plan for next phase of growth

**SJS will continue to explore new opportunities for value accretive acquisitions**

- **WPI –** Acquired in July'23, a great strategic fit for SJS, is now in the performance improvement phase
- FY26 WPI revenue grew ~1.5x since acquisition

### 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

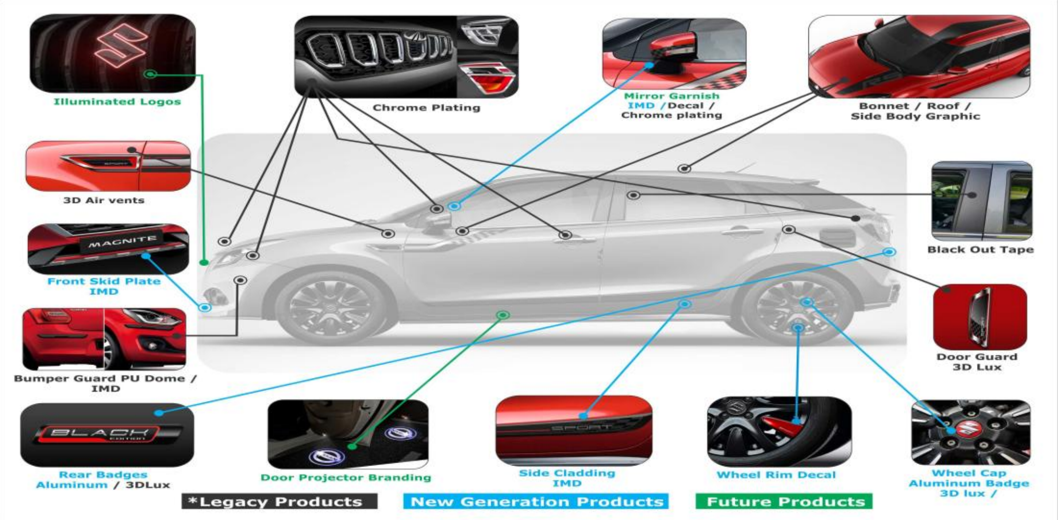
### Enter new geographies / OEMs

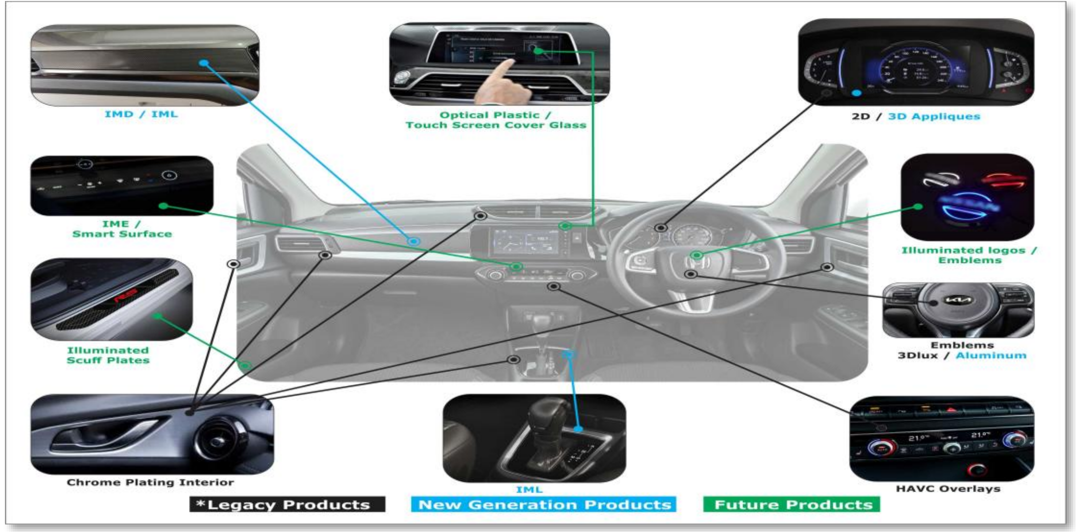
- Tap large markets in North America / SE Asia
- Expand presence in chrome plating
- Gain entry into new OEM locations to leverage cross selling opportunities

# SJS | Development & Delivery of New Product Pipeline Remains at the Core of SJS (1/2)

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

## Integrated Product Offerings Across the Vehicle




| Legacy Kit Value | Current Kit Value | Future Kit Value |
|---|---|---|
| | Post WPI acquisition | |
| **Rs 1,200 - 1,500** Per vehicle | **Rs 3,500 – 5,000** Per vehicle | **5 - 8x growth** Per vehicle |

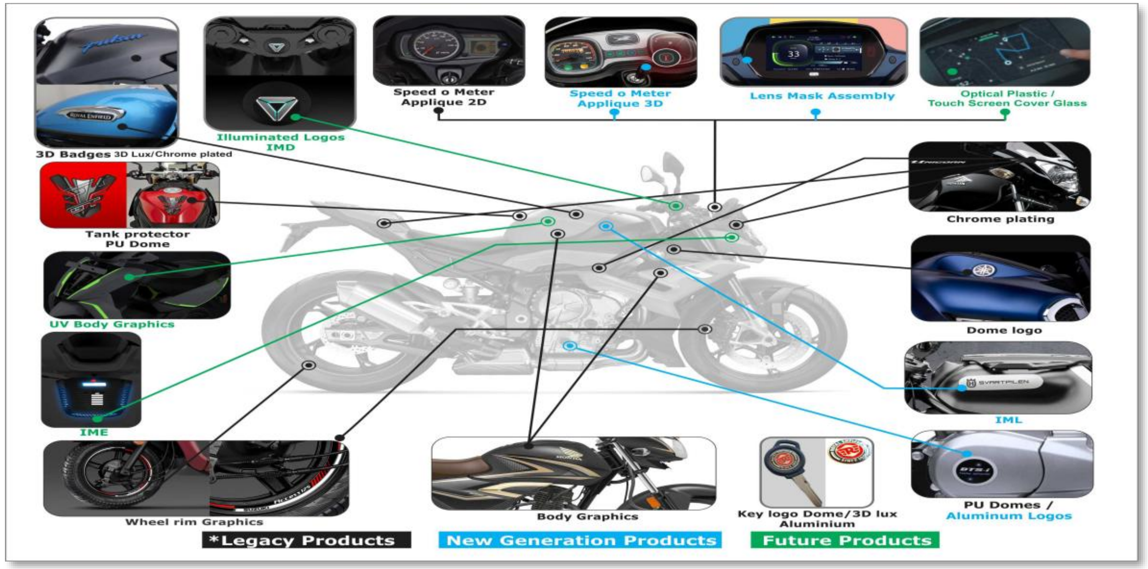
## SJS' New Age Products *(PV: Select Examples)*

***Wheel Cap/ Aluminium Badges*** | ***IML Interiors*** | ***Optical Plastic/ Cover Glass/ Display Systems***

✓ **SJS Decoplast & WPI acquisitions have added chrome parts & IMD/IML/IMF parts - key ingredients in the design of modern PV's**

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

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



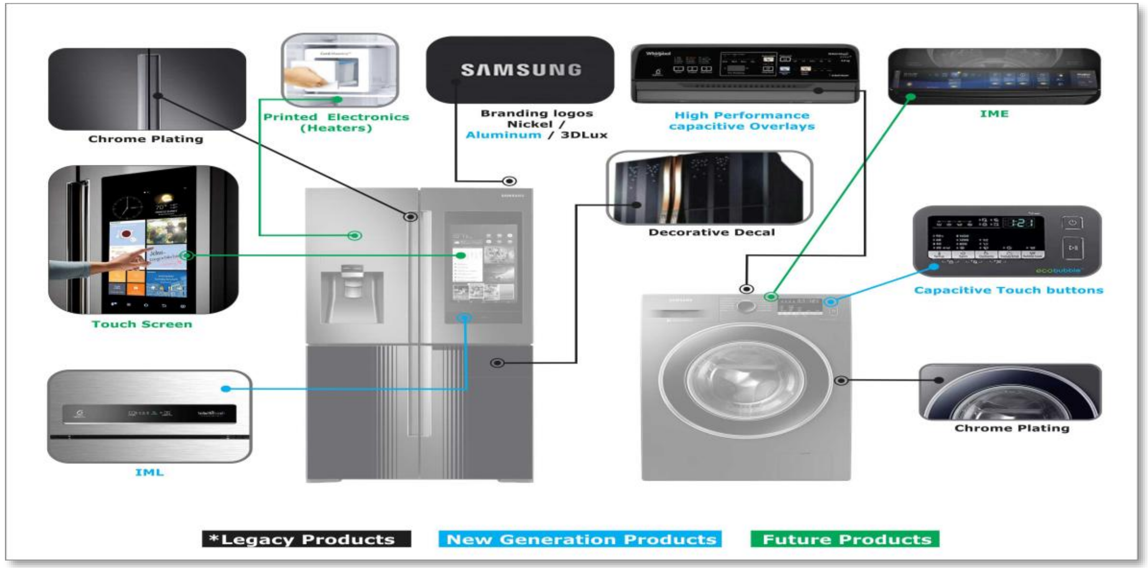

Legacy Kit Value

**Rs 300 - 500**
Per vehicle

Future Kit Value

**1.5 - 2x growth**
Per vehicle

**SJS' New Age Products (2W: Select Examples): Optical plastics/touch screens, aluminium logos, illuminated logos (WPI)**




Legacy Kit Value

**Rs 50 - 150**
Per product

Future Kit Value

**3 - 4x growth**
Per product

**SJS' New Age Products (CD: Select Examples): Optical glass / touch screens, IMD/IML overlays, printed electronics (WPI)**

# SJS | FY27 Outlook

- **SJS to continue its strong financial performance trajectory**
- **SJS expects to outperform the underlying industry growth by 1.5x - 2x** on account of :
  - Premiumisation + Building Mega OEM Accounts + Exports **= Higher than industry sales growth for SJS**
  - Business breakthrough with **new large OEMs and locations** leading to significant business growth
    - **Current order book to be executed in FY27 is over 88% of FY27 forecasted revenue**
- **Continue to maintain robust margin profile of business for FY26**

| Q1FY27 Performance (INR Mn)[1] | | *YoY Growth %* |
|---|---|---|
| **Revenue** | **2,610.0** | *24.5%* |
| **EBITDA** | **799.6** | *36.2%* |
| *EBITDA Margin* | *30.0%* | |
| **PAT[1]** | **744.2** | *115.0%* |
| *PAT Margin* | *28.5%* | |

- Continue to maintain robust EBITDA margins
- Cash and Cash Equivalents were at Rs 3,380.8 Mn with **Net Cash at Rs 3,287.7 Mn** as on 30th June'26
- **High cash flow generating company. Cash flow from operations is ~75% of EBITDA**

*Note: 1)* PAT includes Rs 241.7 Mn exceptional gain - one time gain (post tax) on sale of Bangalore old facility, which was not in use since 2019

# THANK YOU

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