

**SJS Enterprises Limited**  
**Q4 & FY26 EARNINGS PRESENTATION**



Creating  
Possibilities

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**K A JOSEPH**  
Managing Director

- Founded the company in 1987
- More than 35 years of experience in aesthetics printing business
- Post Graduate Diploma in Business Administration from the St. Joseph's College of Business Administration, Bangalore; B.Sc from Bangalore University



**SANJAY THAPAR**  
Group CEO & Executive Director

- Over 35 years of experience in the automotive industry
- Previously worked with Ashok Minda Group, Minda Valeo Security Systems, Minda HUF Limited, Tata Engineering and Locomotive Company Limited (now known as Tata Motors Limited)
- Bachelor's degree in science (mechanical engineering) from the Delhi College of Engineering



**MAHENDRA NAREDI**  
Group Chief Financial Officer

- 25+ 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



**DEVANSHI DHRUVA**  
Head-Investor Relations

- 13+ years of experience in Investor Relations and sell side analyst.
- Previously worked with Westlife Foodworld Ltd. (McDonald's India), Piramal Enterprises Ltd. and Dolat Capital.
- PGDM – Finance from K J Somaiya Institute; M.Com & B.Com (Accounting & Finance) from University of Mumbai

## 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

## Core 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.



**Rs 9,551 Mn**  
FY26 Revenue



**29.6%**  
FY26 EBITDA margin



**AA- (Positive)**  
Credit Rating  
by ICRA



**~3,500**  
Workforce



**22**  
Countries served



**4** Production facilities  
(Bangalore, Pune [2], Manesar)  
(+1 facility at Hosur under construction)



**220+**  
Customer locations



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



**17,500+**  
SKUs (FY26)



# Q4 & FY26 Business & Financial Highlights

SJS delivered a stellar **41.0%** YoY growth in automotive business v/s 18.9% YoY growth for automotive (2W + PV) industry



- **Highest ever Quarterly Revenue at Rs. 2,601.2 Mn**, a growth of **29.7% YoY**
- Growth largely driven by **41.1% YoY growth in 2W segment** and **40.9% YoY growth in PV segment**
- **Quarterly Domestic business** grew by **26.2% YoY** and **exports revenue grew 74.6% YoY to Rs 255.5 Mn**



- **Delivered highest quarterly EBITDA & PAT**
- **Q4 EBITDA** grew **53.0% YoY** to Rs 807.6 mn; EBITDA margins at **30.3%**
- **Q4 PAT** grew **44.9% YoY** to Rs 488.7 Mn with a margin of **18.8%**



- **FCFF** as on 31<sup>st</sup> Mar 2026, is **Rs. 1,426.6 Mn**
- Strong cash flow generation; **Net cash at Rs. 2,437.1 Mn**



- **ICRA upgraded SJS long term funds rating to AA- (Positive)** from AA- (Stable)
- **Great Place to Work** ranked SJS amongst the **Top 30 Mid- Size India's Best Workplaces in Manufacturing in 2026**

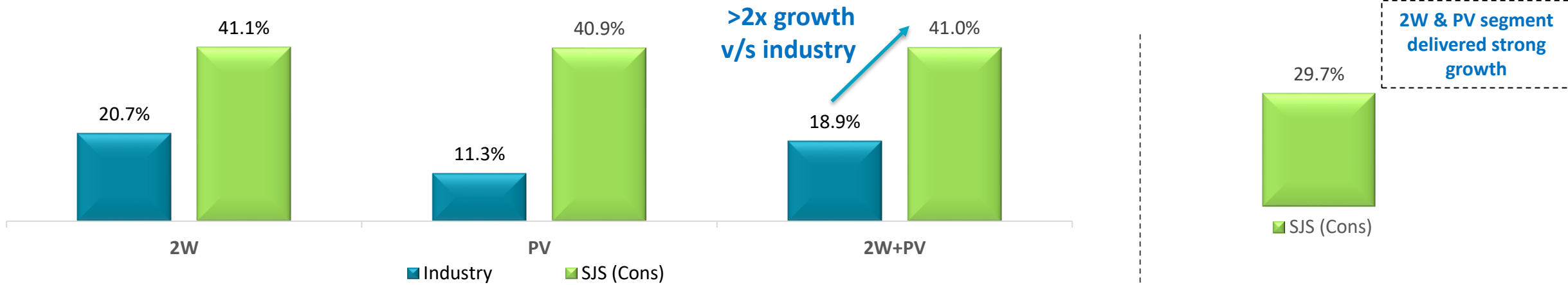
**Company declared a Final dividend payout of 35% of face value**

**Signed Technology License Cum Supply Agreement with BOE Varitronix in FY26 for optical bonding & assembly of automotive displays in India**

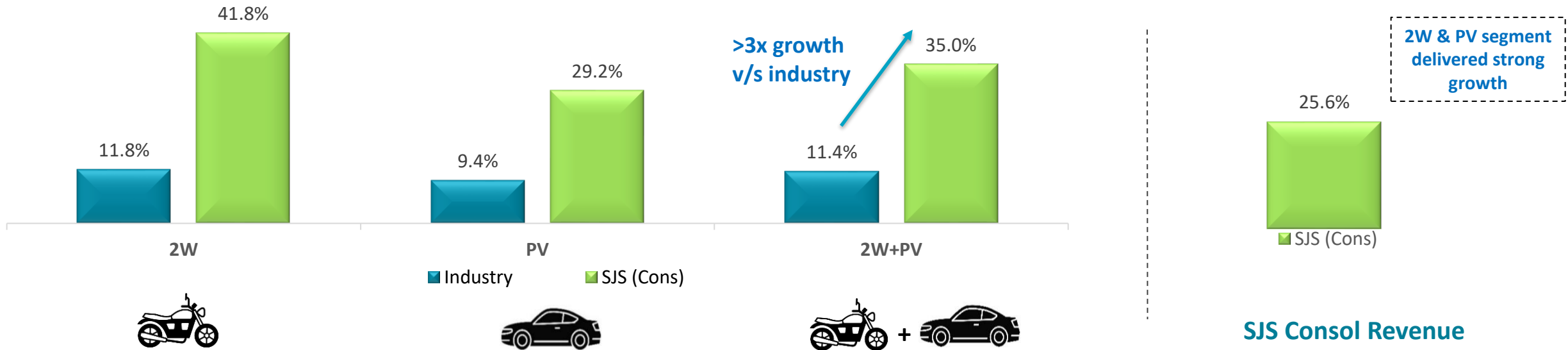
# SJS | Outperforming the Industry Growth for 26<sup>th</sup> consecutive quarter



## Q4FY26 - Industry Production Volume<sup>1</sup> v/s SJS YoY Sales<sup>2</sup>

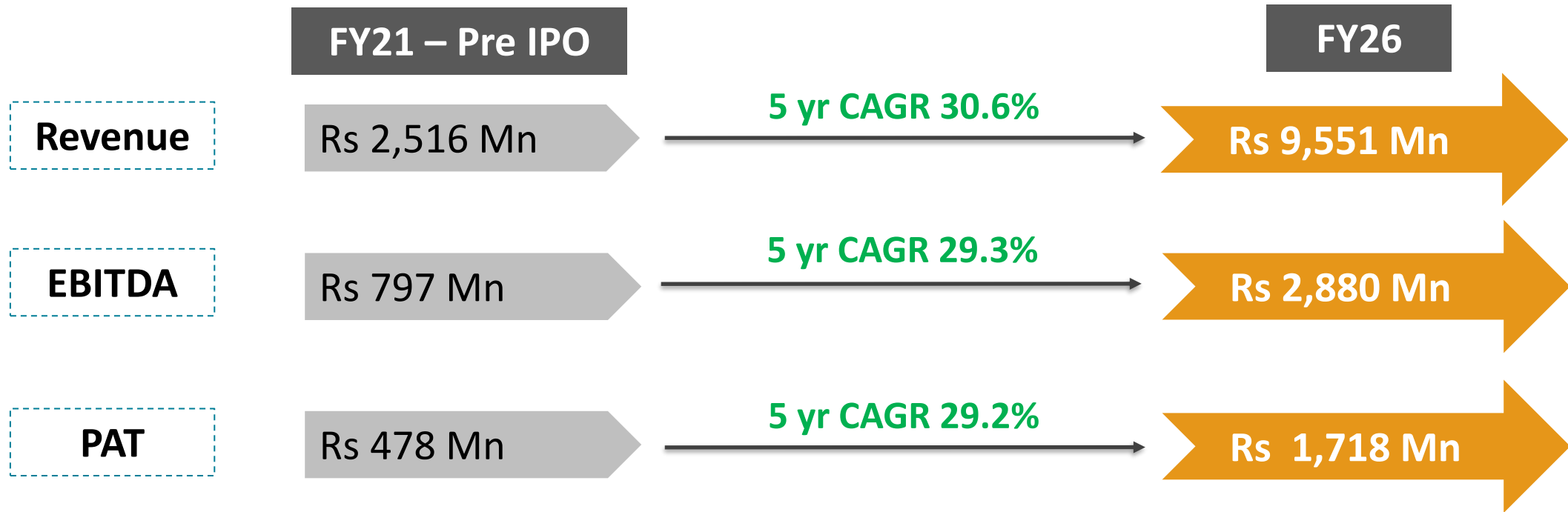


## FY26 - Industry Production Volume<sup>1</sup> v/s SJS YoY Sales<sup>2</sup>



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

Company has expanded and grown at a rapid pace  
 SJS revenue has grown over 3.5x since FY21 (Pre IPO)



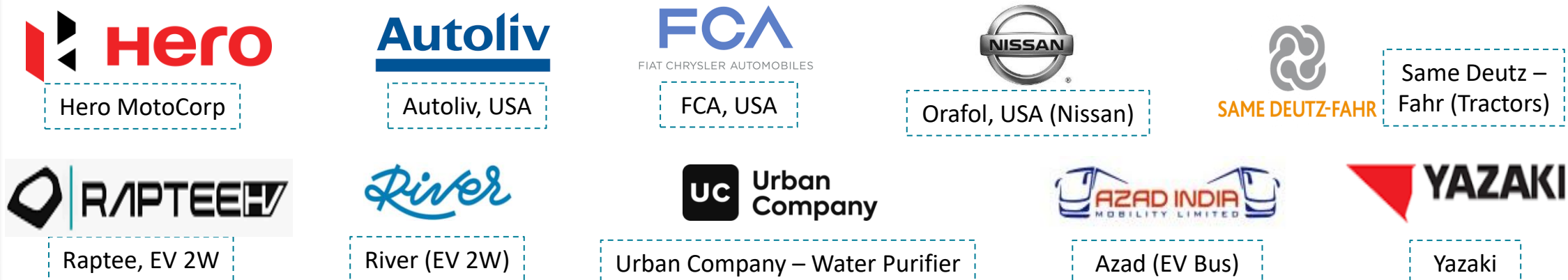
**FY26 SJS achieved highest ever Exports revenue of Rs 911.4 Mn**

**Strong growth story continues...**

**Growing Mega Accounts**  
- Key Business Projects Won



**New Customer Addition**



1



2



SJS was ranked amongst the **Top 30 Mid- Size India's Best Workplaces in Manufacturing in 2026** by **Great Place to Work**. This marks our 6th consecutive year receiving the "Great Place To Work" Certification Award



SDPL was awarded for **Excellence in Quality Performance by John Deere** at their ISG Pune Supplier Conference



SJS won **Platinum award for Excellence in New Product Design and Development and Localization** at **ACMA's Excellence Awards – 11<sup>th</sup> Technology Summit** at Bangalore

4



6



Mr. Mahendra Naredi, CFO of SJS Group, has been honored with the **CFO of the Year Award** at the **CFO Impact Awards 2026**—a testament to the company's strong financial discipline and strategic excellence

3



5



SJS won **3<sup>rd</sup> position** at **ACMA's 15<sup>th</sup> Regional SMED Competition** at Bangalore



SJS was awarded as the **Fastest Growing Engineering Companies Award** by SME (Smart Manufacturing & Enterprises), Mumbai



### Environmental

- Entered an agreement with DB Renew's 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



**93.1% SJS Standalone**  
**67.7% SJS Group**  
 Renewable Energy Consumption  
 (FY26)



**19.1%**  
 Women Workforce \*



### 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



**11.1 hrs**  
 Average training hrs  
 per employee \*



Professional  
 Management



### 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



**7.4%**  
 Female Managers \*

\* As per FY26 (consolidated)

**SJS received ESG rating of 70.4 (Good) from SES ESG Research and 74 (B+ and Very Good) from CFC Finlease**



Contributed to **Let's Feed the Needy** to provide meals to needy and homeless people; at orphanages & old age homes



Changemakers of Kanakkapura Road Association - Funding support for **CCTV surveillance initiative** for Kanakkapura Road



Contributed to Rotary Club of Coimbatore Metropolis Trust for **Project Hope After Fire** for treatment of burn injuries for underprivileged patients across India



**Different Art Centre**, educates & empowers specially-abled children and provides training to showcase their skills before a wide audience



Contribution to **Varchass Seva Trust - Empowerment of 380 women** through tailoring, computer training and beautician courses at 2 locations - Pune & Bangalore



**Healthcare Infrastructure** - Basic amenities donations to government hospitals



**Sponsoring Mr. Kumar Manikandan, a Paralympic Athlete to represent India on global sports platforms**



**Distributed 5 tricycles to the specially-abled people in Bangalore**



**Contribution towards CBCI Society for Medical Education to provide medical treatment to poor and needy**



**Installed 10 RO plants of 250 LPH at Gadag and Raichur for poor and underprivileged people**



**Planted 2,750 trees at Tree Plantation Drive at Gauri Bidnur location, near Bangalore**



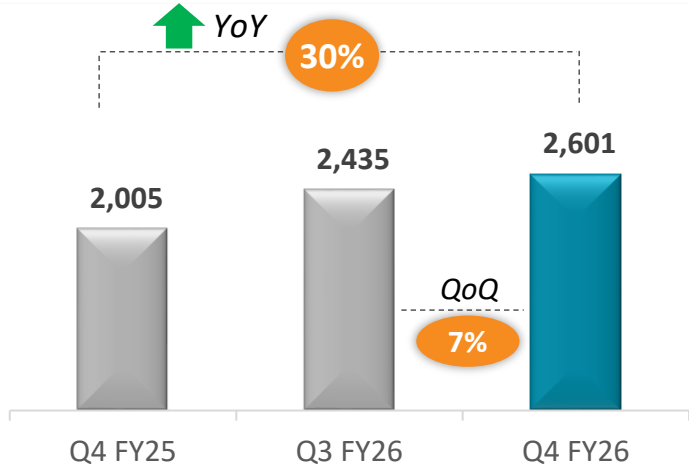
# SJS | Q4 & FY26 Financial Performance



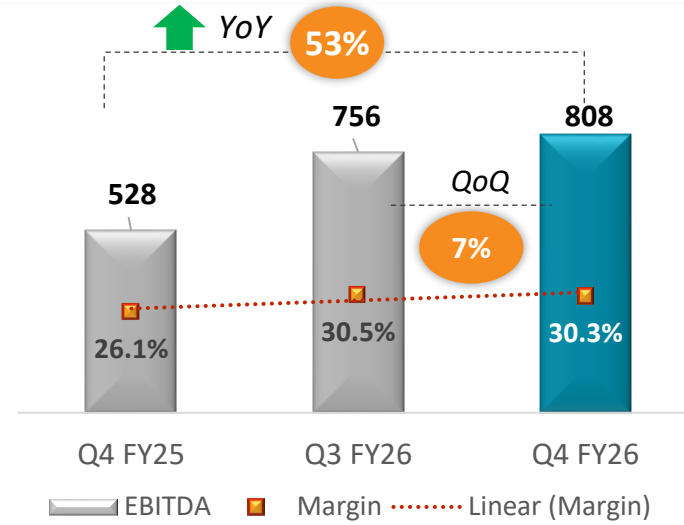
All figures in Rs. Mn

## Revenue from Operations

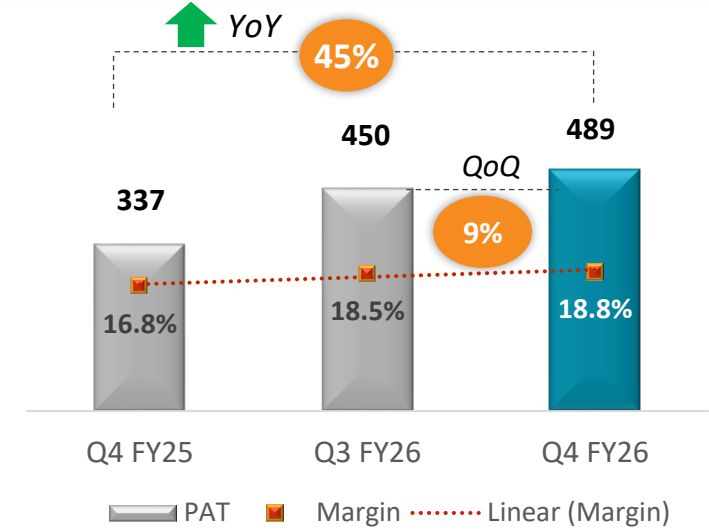
Q4FY26



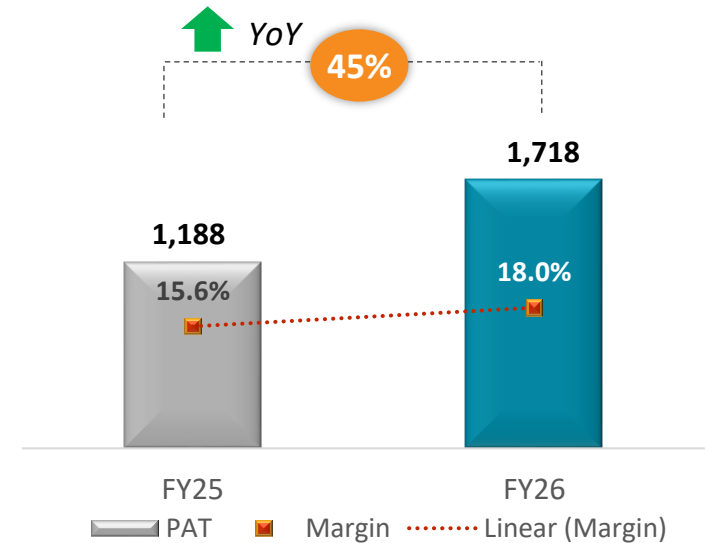
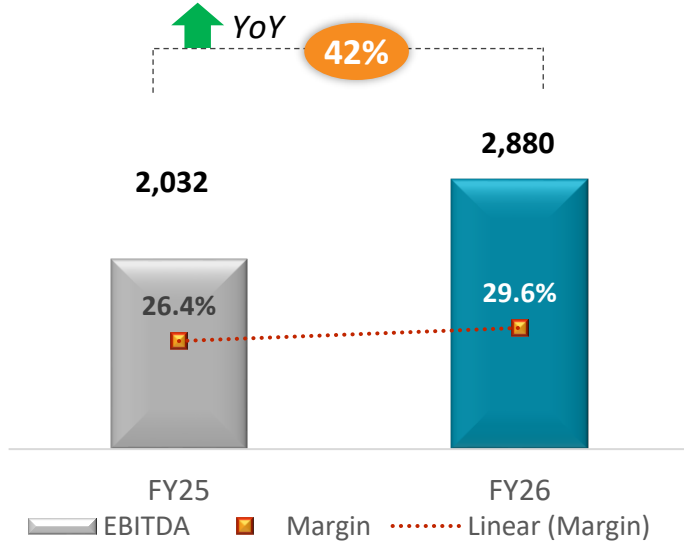
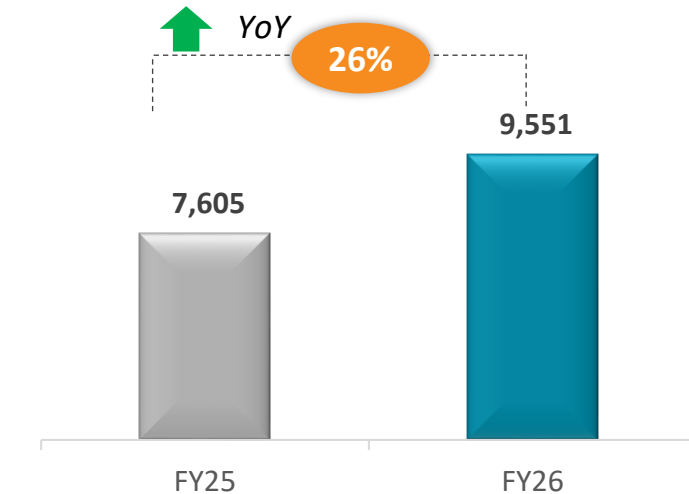
## EBITDA and EBITDA Margin (%)



## PAT and PAT Margin (%)



FY26



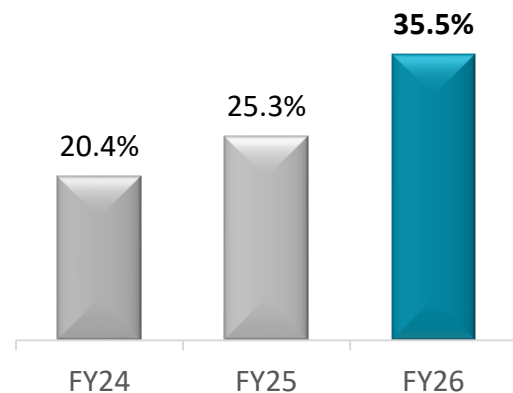
# SJS | FY26 Capital Structure and Returns



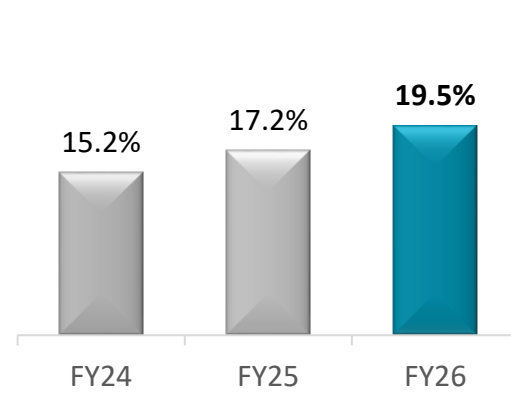
(Rs. Mn.)	FY24	FY25	FY26
Long Term Debt	400	0	0
Short Term Debt	283	158	77
<b>Total Debt</b>	<b>683</b>	<b>158</b>	<b>77</b>
Less: Cash & Cash Equivalents	551	1,150	2,514
<b>Net Debt / (Cash)</b>	<b>133</b>	<b>(992)</b>	<b>(2,437)</b>
Total Equity	5,616	6,892	8,810

- **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 19.5% and 35.5%**
- SJS continues to deliver **strong financial performance**, creating **long term shareholder value**

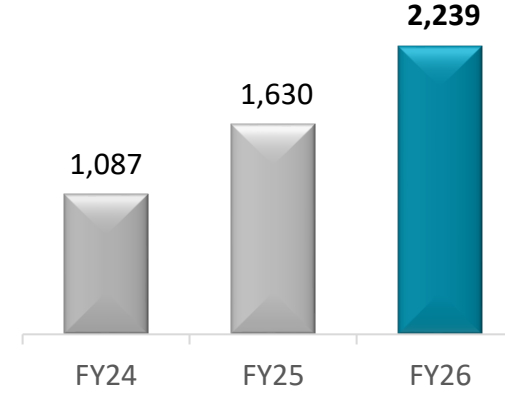
Return on Capital Employed (%)



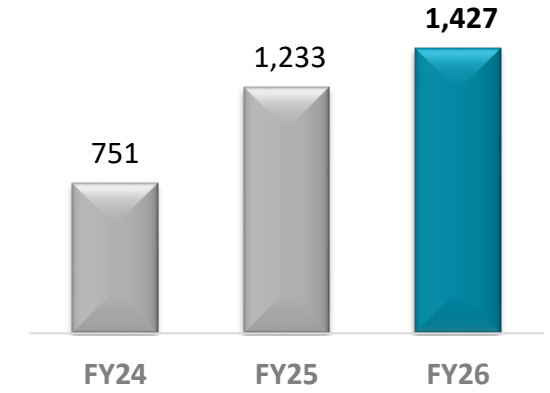
Return on Equity (%)



CFO (Rs. Mn)



FCFF (Rs. Mn)



Note: FY24 related figures are consolidated incl 9 months of WPI acquisition

(INR in Mn)	Q4FY26	Q4FY25	YoY%	Q3FY26	QoQ%	FY26	FY25	YoY%
<b>Operating Revenue</b>	<b>2,601.2</b>	<b>2005.1</b>	<b>29.7%</b>	<b>2,435.3</b>	<b>6.8%</b>	<b>9,550.7</b>	<b>7,604.9</b>	<b>25.6%</b>
<b>EBITDA</b>	<b>807.6</b>	<b>528.0</b>	<b>53.0%</b>	<b>756.4</b>	<b>6.8%</b>	<b>2,879.6</b>	<b>2,032.1</b>	<b>41.7%</b>
EBITDA Margin %	30.3%	26.1%		30.5%		29.6%	26.4%	
<b>PAT</b>	<b>488.7</b>	<b>337.4</b>	<b>44.9%</b>	<b>450.4</b>	<b>8.5%</b>	<b>1,718.0</b>	<b>1,188.4</b>	<b>44.6%</b>
PAT Margin %	18.8%	16.8%		18.5%		18.0%	15.6%	
<b>EPS</b>	<b>15.16</b>	<b>10.67</b>		<b>14.05</b>		<b>54.02</b>	<b>37.82</b>	

- **Q4FY26 domestic sales** grew by **26.2% YoY** to **Rs 2,345.7 Mn**; on back of **41.2% YoY** growth in **2W** business & **33.8% YoY** growth in **PV** business
- **Q4FY26 Export<sup>1</sup>** grew **74.6% YoY** to **Rs 255.5 Mn**, forming **9.8%** of consolidated **Q4** revenue
- **Q4FY26 EBITDA** grew **53.0% YoY** to **Rs 807.6 Mn**, **healthy margins at 30.3%**, margin expansion by 424 bps
  - Margin expansion on back of better product mix, increasing exports contribution and operational efficiency improvement

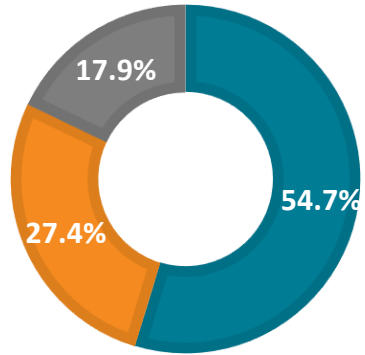
Note: 1) Exports include Deemed exports – Deemed exports means products made for global customers for their plants out of India but is delivered to their Indian Purchasing Office

### Revenue by Business

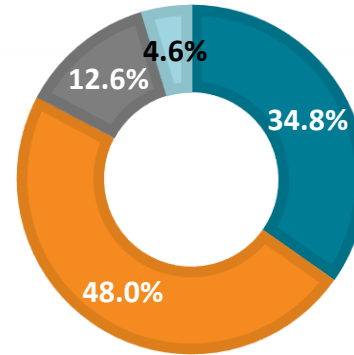
### Revenue by End Segment

### Revenue by Geography

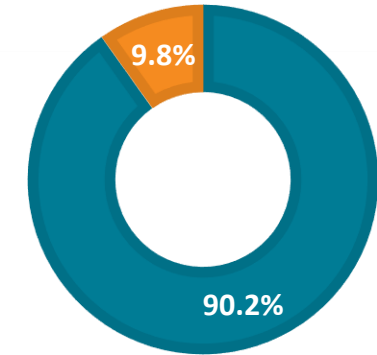
Q4 FY2026



■ SJS ■ SJS Decoplast<sup>1</sup> ■ WPI

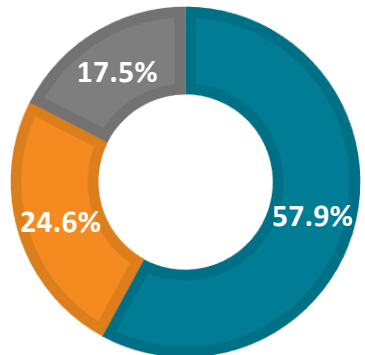


■ 2W ■ PV ■ Consumer ■ Others

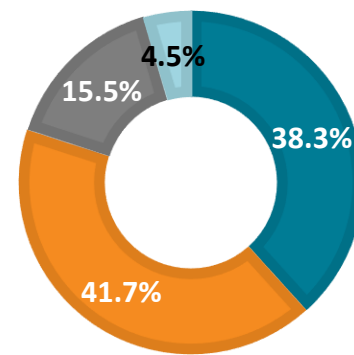


■ Domestic ■ Exports<sup>2</sup>

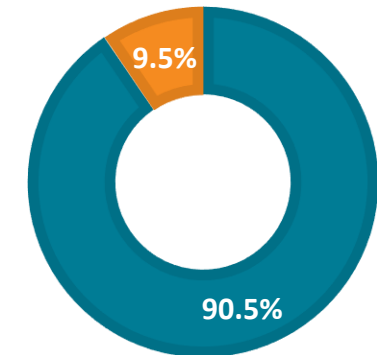
FY2026



■ SJS ■ SJS Decoplast<sup>1</sup> ■ WPI



■ 2W ■ PV ■ Consumer ■ Others



■ Domestic ■ Exports<sup>2</sup>

**New generation products contributed ~24% of consolidated revenue during FY26**

Note: 1) SJS Decoplast Private Limited erstwhile Exotech Plastics Private Limited; 2) Exports include Deemed exports – Deemed exports means products made for global customers for their plants out of India but is delivered to their Indian Purchasing Office

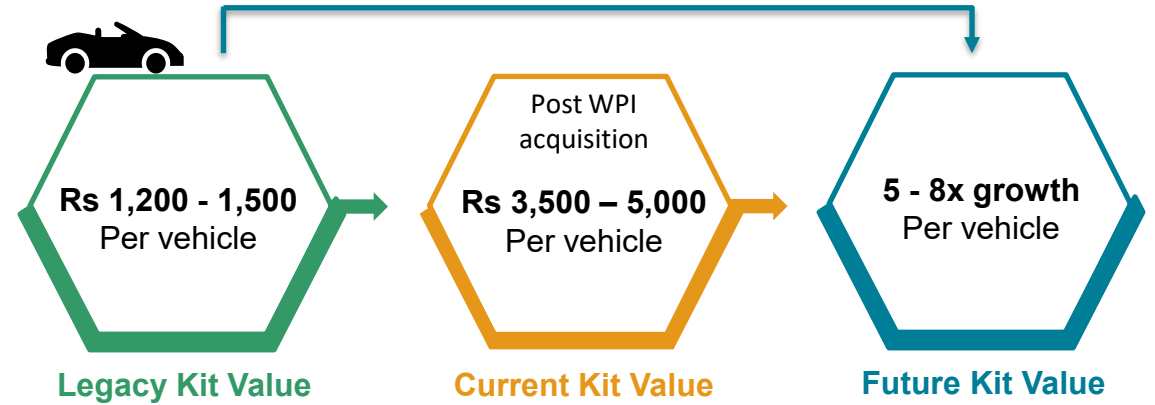
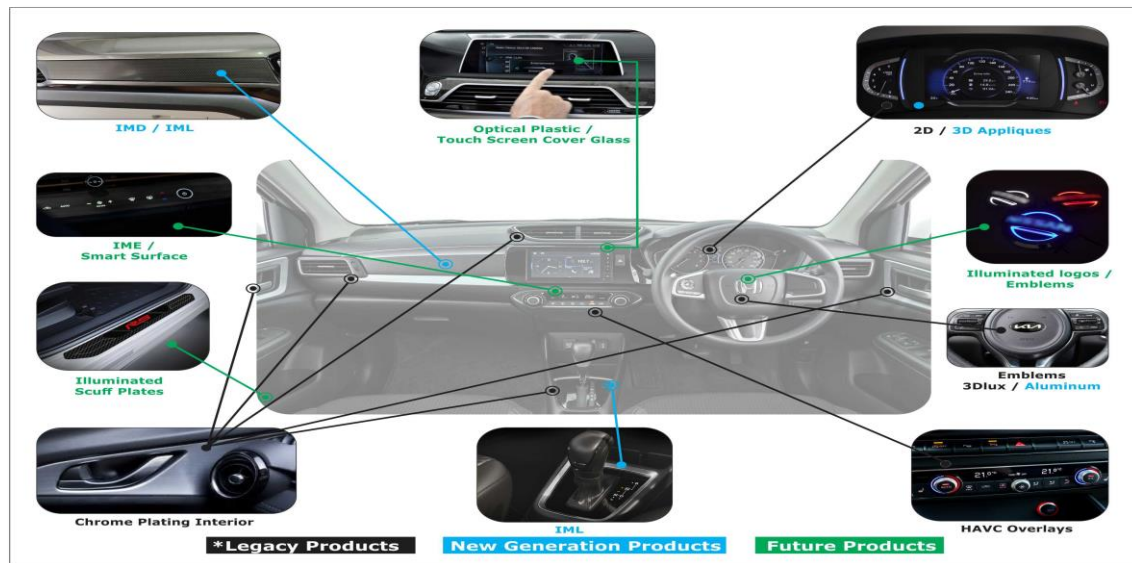
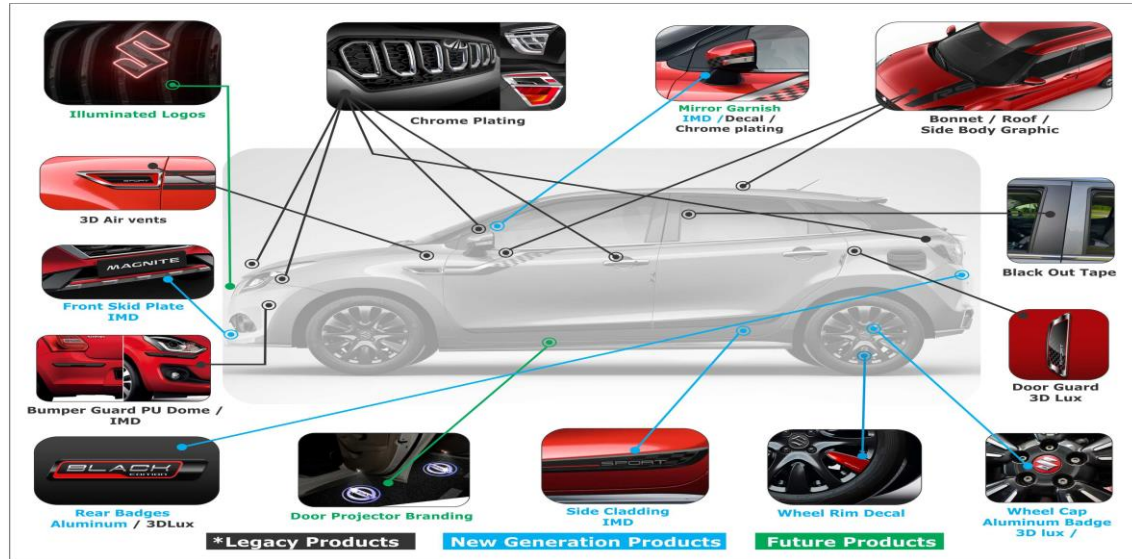


# Future Growth Outlook

# 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



## SJS' Technology Products (PV: Select Examples)

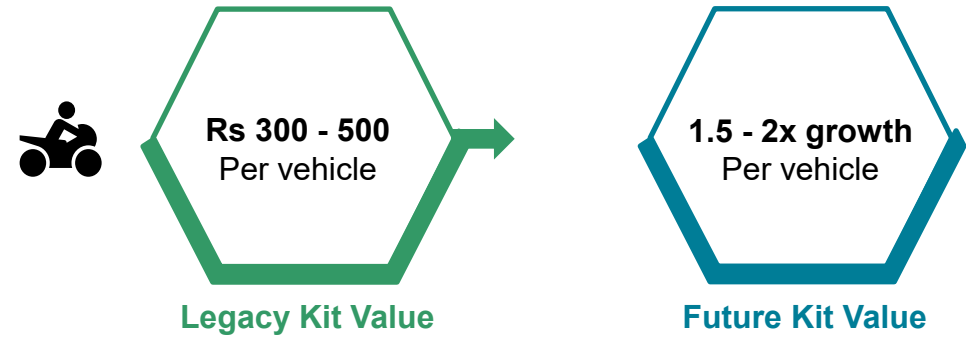
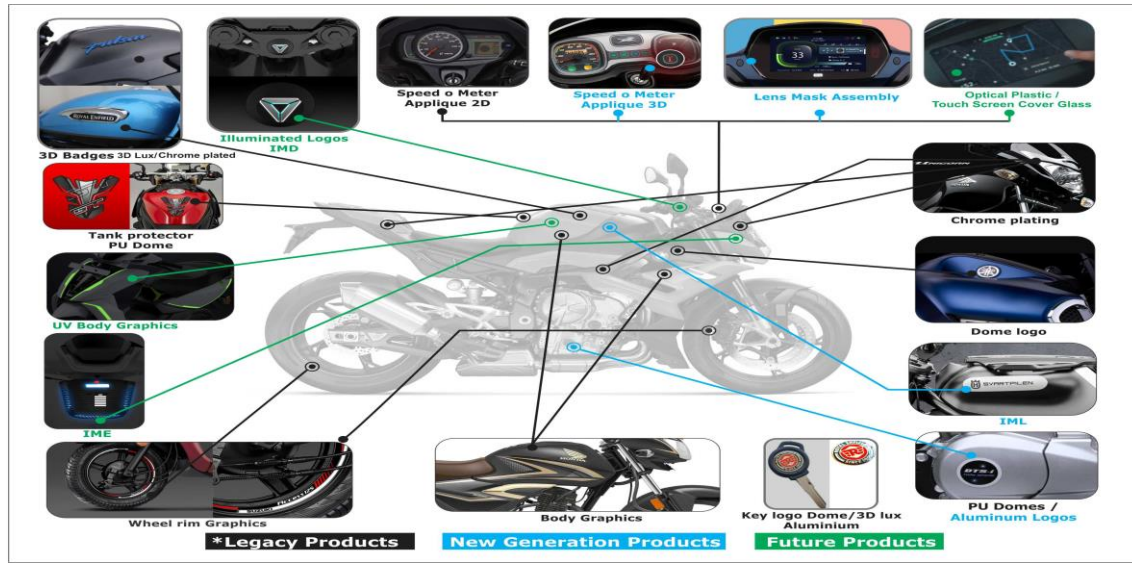


- ✓ SJS Decoplast & WPI acquisitions have added chrome parts & IMD/IML/IMF parts - key ingredients in the design of modern PV's
- ✓ BOE Varitronix tie up will enable SJS to develop optical cover glass & display systems in India

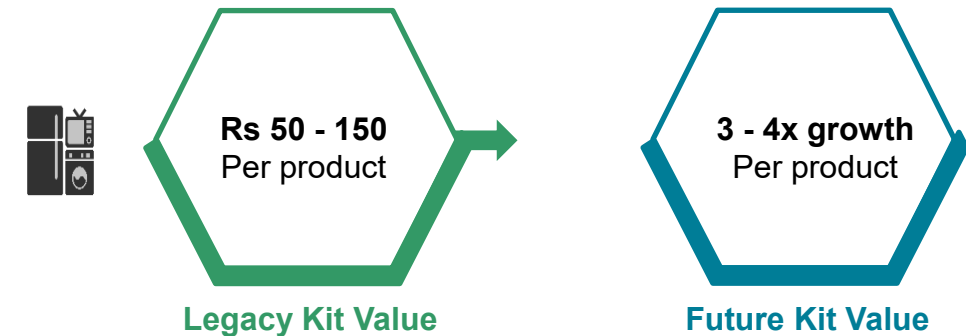
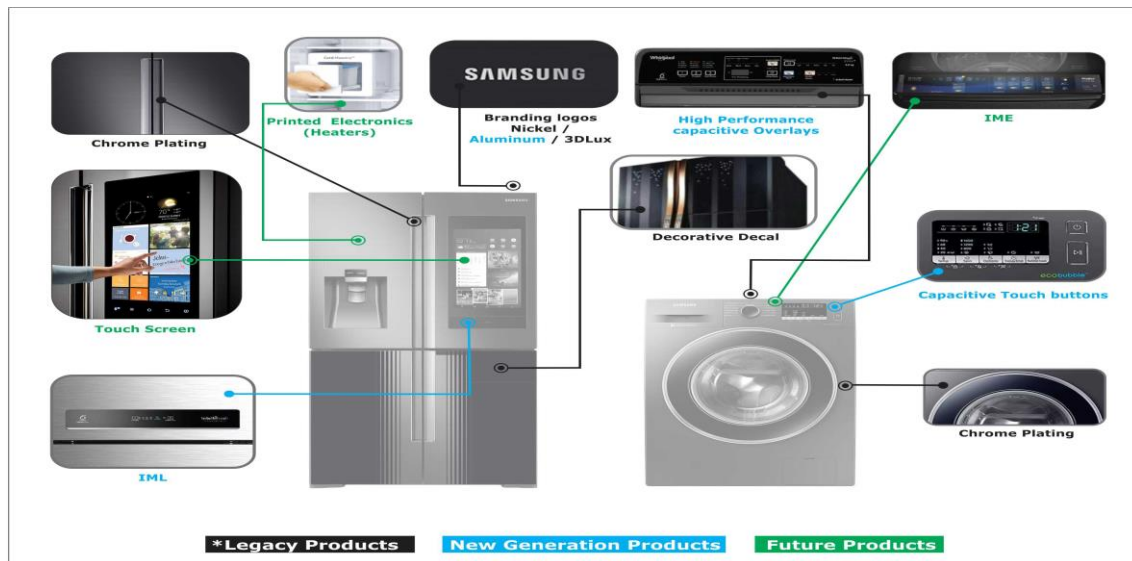
# SJS | Development & Delivery of New Product Pipeline Remains at the Core of SJS (2/2)



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



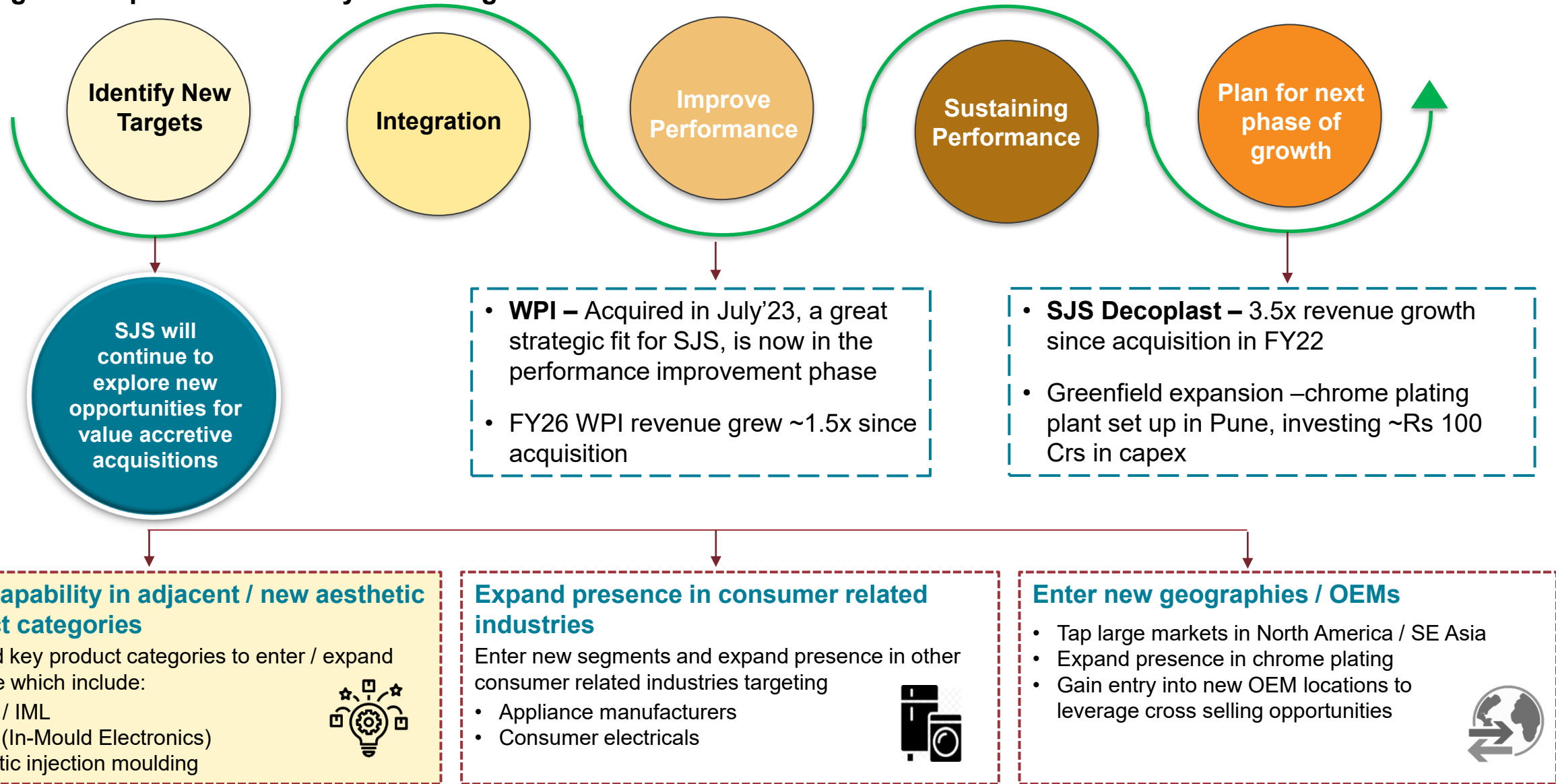
SJS' New Technology Products (2W: Select Examples): Optical plastics/touch screens, aluminium logos, illuminated logos (WPI)



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

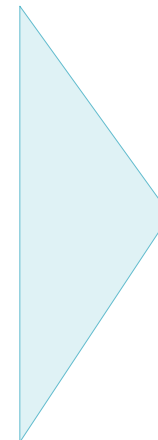


## Merger & Acquisitions is a Key Pillar for growth



- **SJS to continue its strong financial performance trajectory**
- **SJS expects to outperform the underlying industry growth by 1.5 - 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 85% of FY27 forecasted revenue**
- **Continue to maintain robust margin profile of business for FY27**

FY26 Performance (INR Mn) <sup>1</sup>		YoY Growth %
Revenue	9,550.7	25.6%
EBITDA	2,879.6	41.7%
EBITDA Margin	29.6%	
PAT	1,718.0	44.6%
PAT Margin	18.0%	



- Continue to maintain robust EBITDA margins
- Cash and Cash Equivalents were at **Rs 2,513.9 Mn** with **Net Cash at Rs 2,437.1 Mn** as on 31<sup>st</sup> Mar'26
- **High cash flow generating company.**  
**Cash flow from operations is 77.7% of EBITDA**

## Q4 & FY26 Earnings Call Invite

SJS Enterprises Limited (BSE: 543387) announced its results for the quarter and year ended Mar 31<sup>st</sup>, 2026, on May 5<sup>th</sup>, 2026. Following the announcement, the management team will host a conference call for investors and analysts on May 6<sup>th</sup>, 2026, at 12:00 PM IST. The call will commence with a brief discussion on the previous quarter's performance followed by an interactive question and answer session. Call details are below:

<b>Day &amp; Date</b>	<b>Wednesday, 6<sup>th</sup> May, 2026</b>
<b>Time</b>	<b>12:00 PM IST   02:30 PM HK/SINGAPORE   07:30 AM UK TIME*   02:30 AM USA EDT*</b>
<b>Duration</b>	60 minutes
<b>Universal Dial in</b>	<b>+91 22 6280 1259   +91 22 7115 8160</b>
<b>International Toll Free</b>	HK: 800 964 448   SG: 800 101 2045   UK: 0 808 101 1573   USA: 1 866 746 2133
<b>Diamond Pass Link</b>	<a href="#">Events Link</a>

*Note: Please dial in at least 10 minutes prior to the schedule to ensure that you are connected in time. Audio and transcript will be available within ten working days after the call on Investors page of company website ([www.sjsindia.com](http://www.sjsindia.com)).*

For further information, please contact: Devanshi Dhruva | [devanshi@sjsindia.com](mailto:devanshi@sjsindia.com)

IR Advisors: Simran Malhotra/ Ansh Gandhi | [sjs@churchgatepartners.com](mailto:sjs@churchgatepartners.com)

# Appendix

# SJS | Longstanding history of design backed manufacturing excellence

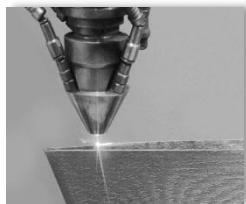


Evolution into a leading design and aesthetics focused business



**1987**  
SJS founded by three entrepreneurs

**2006**  
Joint Venture with Serigraph, a US based commercial printing player



**2010-14**  
New product addition in premium segment – 3D Lux etc.



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

**2015-17**  
Entry into new product lines - IMD parts, aluminum & electro formed badges

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



**2019-20**  
Introduced premium / technologically advanced products (formed dials, Optical plastics, lens mask assemblies) and expanded PV customer base with new product range

**2021**  
Exotech Plastics  
Apr'21 - Acquisition completed to further complement product suite with addition of chrome products  
In Nov-21, SJS went public & became the only listed company in India in this space



**2023**  
Walter Pack India  
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

## Decals & Body Graphics



## 2D Appliques & Dials



## 3D Appliques & Dials



## Overlays



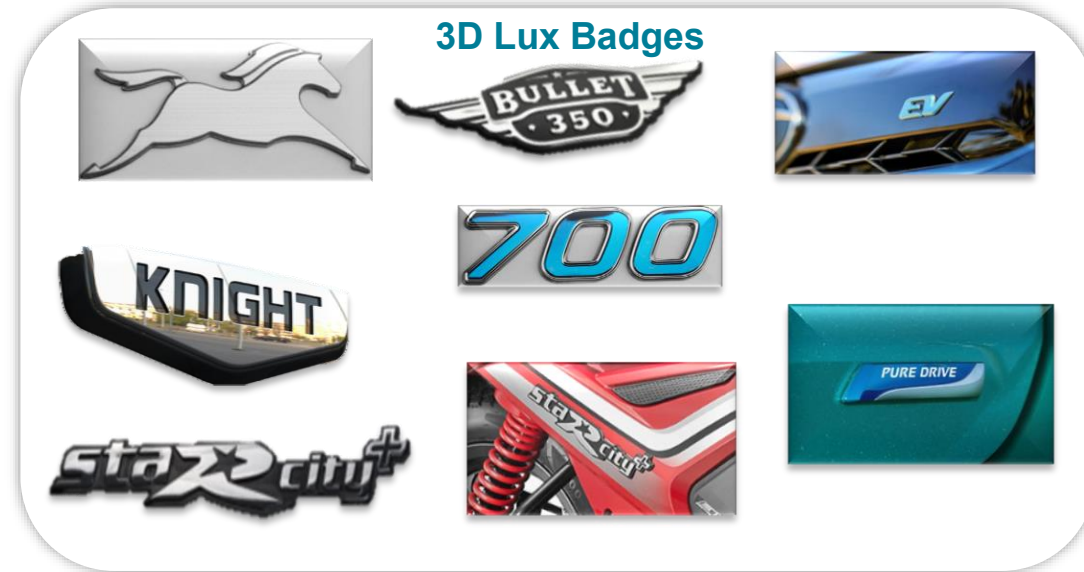
Aluminium Badges



Domes



3D Lux Badges



Aftermarket – “Transform”



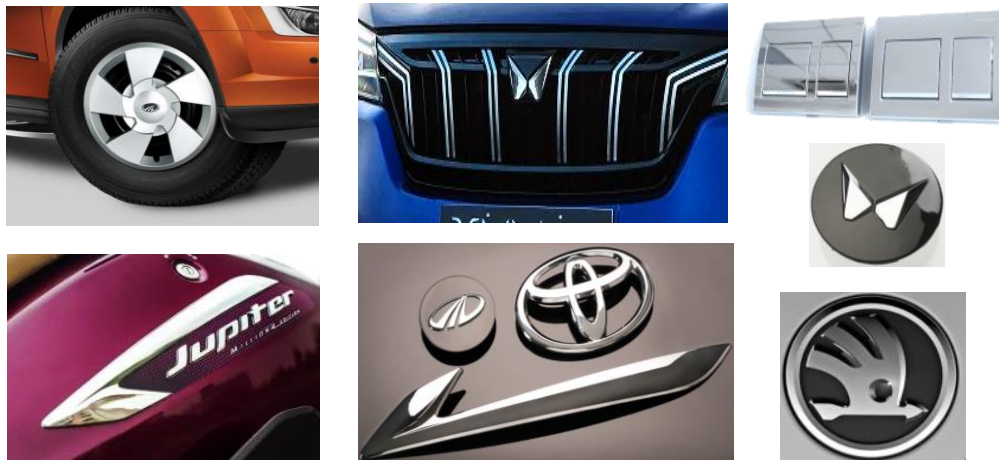
## Lens Mask Assembly



## Optical Plastics



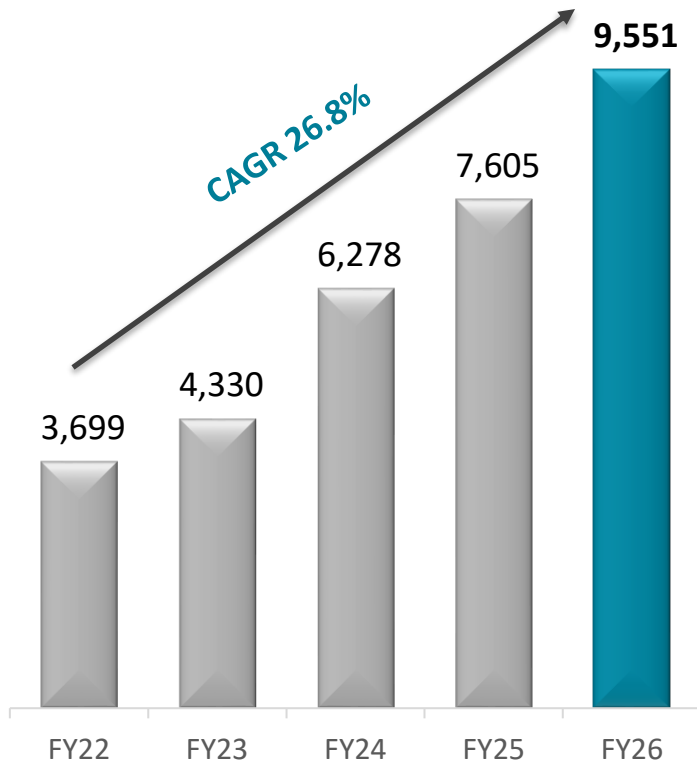
## Chrome plated parts (SJS Decoplast)



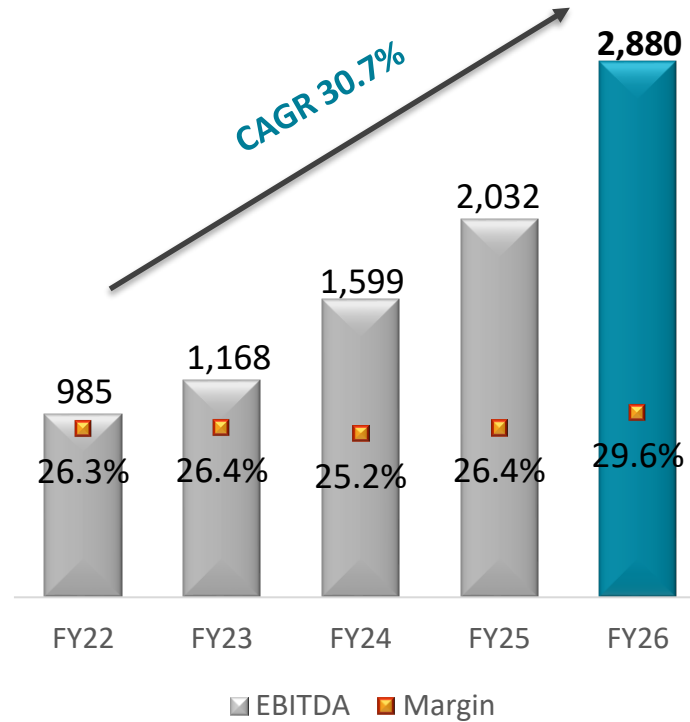
## IMLs / IMDs (SJS & Walter Pack India)



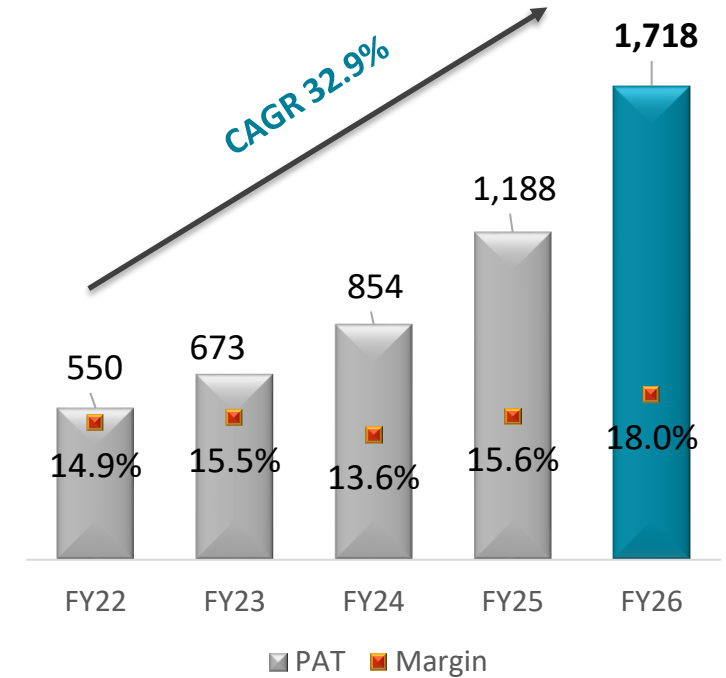
## Revenue from Operation



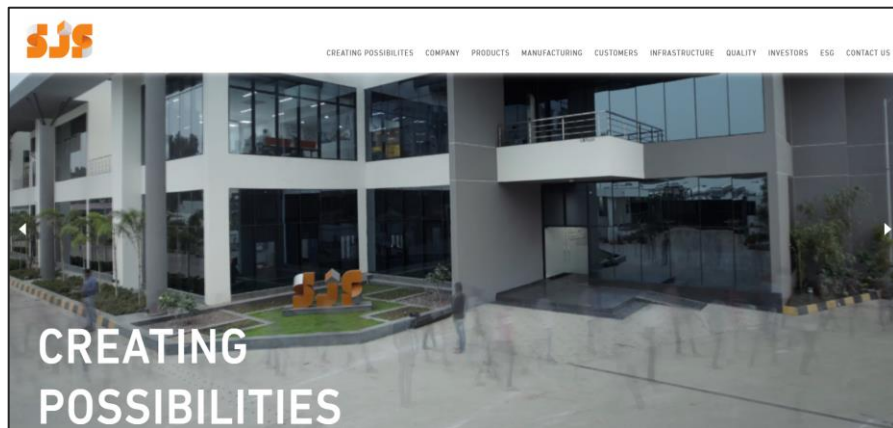
## EBITDA and EBITDA Margin (%)



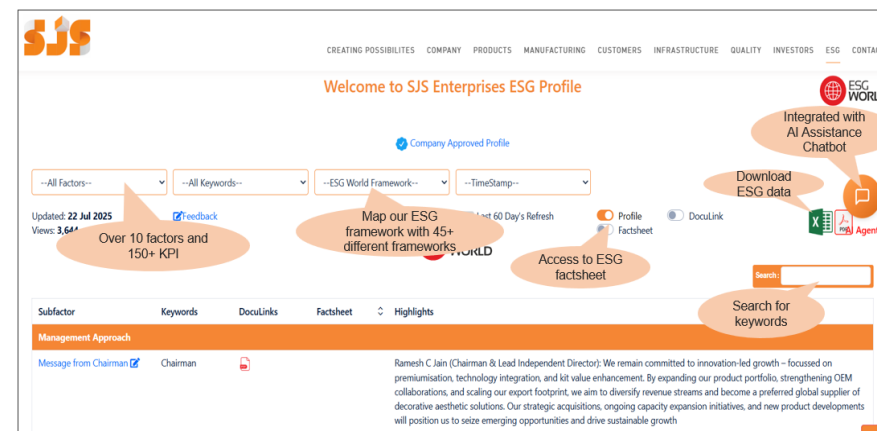
## PAT and PAT Margin (%)



SJS Website



ESG Disclosure Platform



**SJS Enterprises ESG Profile Link ([Click Here](#))**

ESG Factors (17)

Management Approach (4)	Company Overview (15)	Board of Directors (6)	Resilience (6)
<b>Environment (49)</b>	<b>Social (82)</b>	<b>Governance (94)</b>	Vérifications and Assurances (2)
Materiality Assessment (14)	Awards and Recognitions (5)	Ratings and Indices (1)	ISO and Certifications (8)
Partnerships (2)	Profile Sources (41)	Corporate Information (17)	Membership (3)
			<b>BRSR (150)</b>

FY2026

Environment (4)	Social (8)		Governance (4)	Others (4)
<b>47,775 GJ</b> Renewable Energy Consumed	<b>19.1%</b> Female Gender Composition	<b>11.0%</b> Employee Turnover Rate	<b>50%</b> Independent Board of Directors	<b>ISO 9001:2015</b> Quality Management System
<b>7.38 GJ / Mn</b> Energy Intensity per Rupees turnover	<b>100%</b> Staff Trained Staff on Health and Safety	<b>14.5%</b> Gross Salary Paid to Female Workforce	<b>16.6% Female</b> Board Composition	<b>ISO 14001:2015</b> Environmental Management System
<b>Nil</b> Water Stress Area	<b>7.4%</b> Amount Spend on Employees Well-being	<b>38,923</b> Learning Hours	<b>Nil</b> Penalty Disclosures	<b>ISO 45001:2018</b> Occupational Health and Safety
<b>2,570</b> Tree Planted	<b>Rs. 27.90 Mn</b> CSR Activities	<b>100%</b> Employee Performance Reviews	<b>Nil</b> Number of Data Breach Incidents	<b>LEED Gold certified</b> Bengaluru Facility

*Our strategic acquisitions, ongoing capacity expansion initiatives, and new product developments will position us to seize emerging opportunities and drive sustainable growth.*

*- K. A. Joseph, Promoter & Managing Director*



**K A Joseph**

*Managing Director – Promoter & Co-founder*

- Over 35 years of experience in aesthetics printing business
- Leads the manufacturing operations for SJS and has spear-headed technological and product innovation over the years
- Also, a Director on the board of SJS Decoplast



**Sanjay Thapar**

*Executive Director and Group CEO*

- Over 35 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*

- Holds a bachelor's degree in mechanical engineering
- Previously worked with Tata Elxsi Limited as a senior design engineer



**Roy Mathew**

*Executive Director at WPI*

- Founded WPI in 2006 along with Walter Pack Spain; Extensive experience in various plastic technologies like IMF, IMD, Injection moulding, lighting etc.
- Prior to WPI, Roy worked with firms including Lumax Industries Ltd. & Tek electromechanicals Pvt. Ltd.



**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
- Received the Society of British Aerospace Companies Prize in Aircraft Production ,1972-73 from the Cranfield University



**Veni Thapar**  
*Non-Executive Independent Director*

- Presently a Sr. Partner of V K Thapar & Company, Chartered Accountants. Also, a qualified Cost Accountant from ICAI
- Independent Director on the boards of Mazgaon Dock Shipbuilders Limited and Monedo Financial Services Private Limited



**Matthias Frenzel**  
*Non-Executive & Independent Director*

- Holds a Diploma in Mechanical Engineering (material technology) from Technical College, Berlin & a Master's in Business Administration from Düsseldorf Business School GmbH
- Previously worked with Visteon Electronics Germany GmbH, S-Y Systems Technologies Europe GmbH and Johnson Controls GmbH



**Anil Sondur**  
*Non - Executive Independent Director at WPI*

- 40+ years of experience in the industry, possessing immense expertise in business strategy, new business development/ expansion and product design & strategy
- Previously served as Executive VP at Tata Elxsi Ltd for 20+ years, Sr. Manager at Rolta India Ltd, and Sr. Marketing Executive at Nelco

**Strengthening our Board with the appointment of an additional Independent Director, reinforcing our commitment to robust governance and strategic oversight**

*(w.e.f. 5<sup>th</sup> May 2026)*



**Randhir Singh Kalsi**  
*Non-Executive Independent Director*

- Over four decades of experience at the forefront of the Indian automotive industry
- Previously worked with Telco (Tata Motors) & Maruti Suzuki
- Served as Chairman of ASSOCHAM National Council on Auto and Auto Ancillaries and in leadership roles with the Institute of Driving and Traffic Research (IDTR)



**MAHENDRA NAREDI**

*Group Chief Finance Officer*

- 25+ years of experience in financial management, key accounting & financial analysis, FP&A, fundraising, M&As, legal & compliances and strategy
- Previously worked in Minda Corp, GE and Wipro
- 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.; a Bachelor's Degree in Science from Calicut University and a Transformational Leadership from IIM Ahmedabad



**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

# THANK YOU

## **Head Investor Relations:**

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