

SJS Enterprises Limited

Q4 & FY25 EARNINGS PRESENTATION



Creating
Possibilities

Certain statements made in this presentation relating to the Company's objectives, projections, outlook, expectations, estimates, among others may constitute 'forward-looking statements' within the meaning of applicable laws and regulations. Actual results may differ from such expectations, projections etc., whether express or implied. These forward-looking statements are based on various assumptions, expectations and other factors which are not limited to, risk and uncertainties regarding fluctuations in earnings, competitive intensity, pricing environment in the market, economic conditions affecting demand and supply, change in input costs, ability to maintain and manage key customer relationships and supply chain sources, new or changed priorities of trade, significant changes in political stability in India and globally, government regulations and taxation, climatic conditions, natural calamity, commodity price fluctuations, currency rate fluctuations, litigation among others over which the Company does not have any direct control. These factors may affect our ability to successfully implement our business strategy. The company cannot, therefore, guarantee that the 'forward-looking' statements made herein shall be realized. The Company, may alter, amend, modify or make necessary corrective changes in any manner to any such forward looking statement contained herein or make written or oral forward-looking statements as may be required from time to time on the basis of subsequent developments and events

**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

- Previously worked with Westlife Development Limited (McDonald's India) and Piramal Enterprises Limited managing Investor Relations. Earlier worked as Equity Research Analyst with Dolat Capital Markets Pvt. Ltd.
- 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 7,605 Mn
Revenue FY25



26.4%
EBITDA margin FY25



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



220+
Customer locations



~2,300
Workforce



22
Countries served

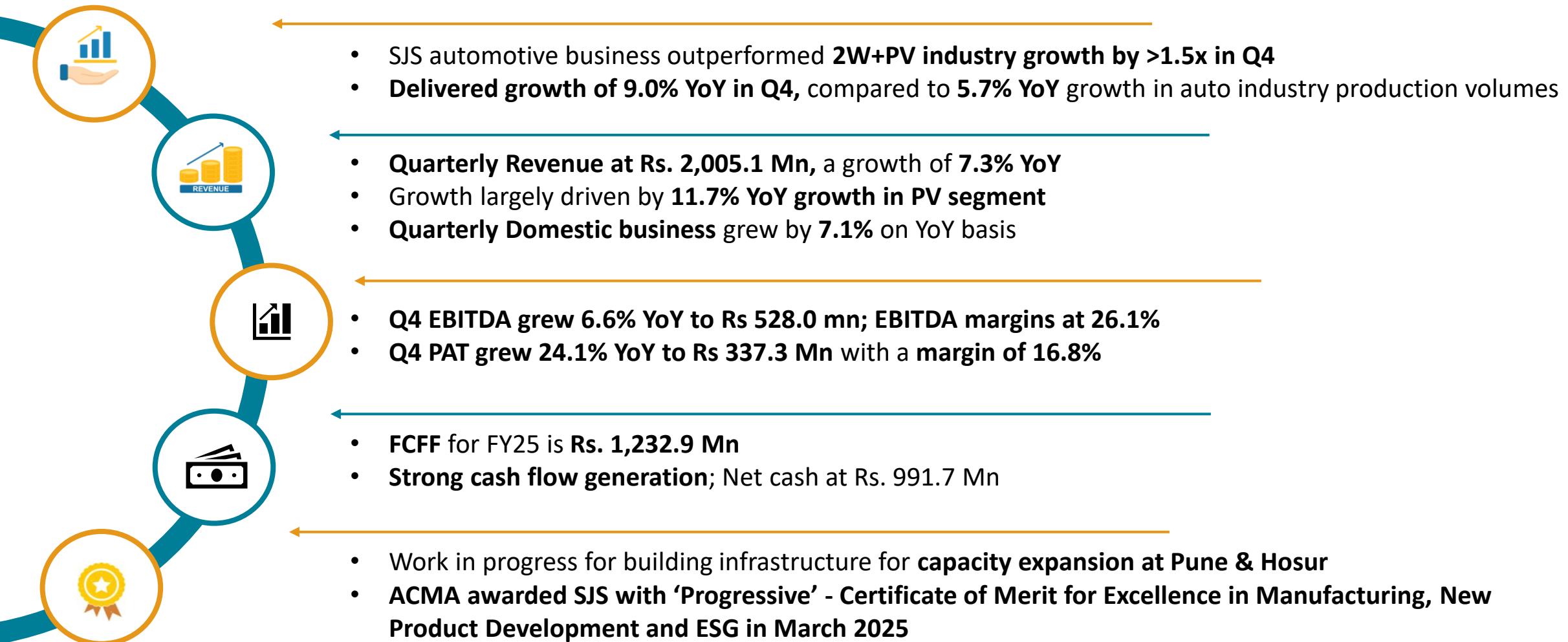


>197 Mn
Parts supplied (FY25)



12,200+
SKUs (FY25)

Q4 & FY25 Business & Financial Highlights



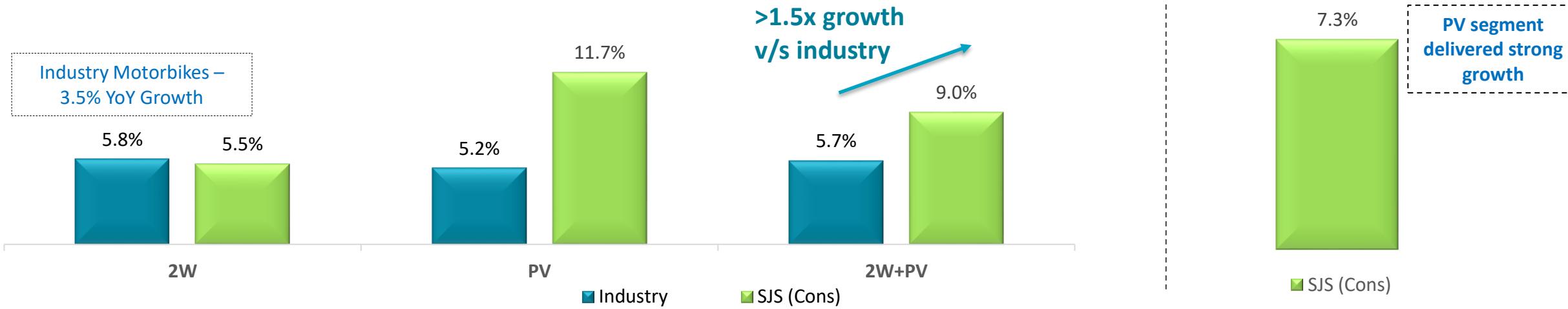
Company declared a Final dividend payout of 25% of face value

SJS added Hero Motocorp to its list of marquee customers with a large order win in Apr'25

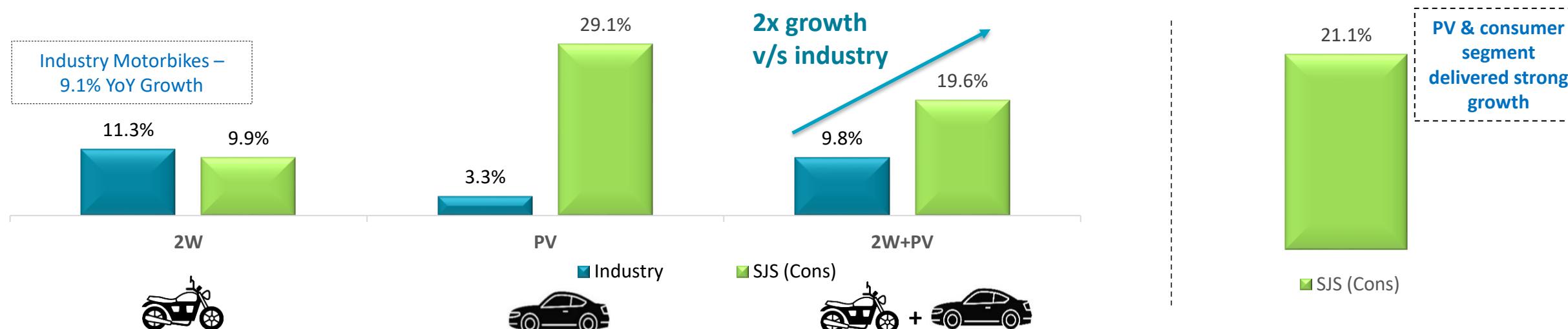
SJS | Outperforming the Industry Growth for 22nd consecutive quarter



Q4FY25 - Industry Production Volume¹ v/s SJS YoY Sales²



FY25 - Industry Production Volume¹ v/s SJS YoY Sales²



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

Strong growth story continues...

Growing Mega Accounts

- Key Business Projects Won



New Customer Addition

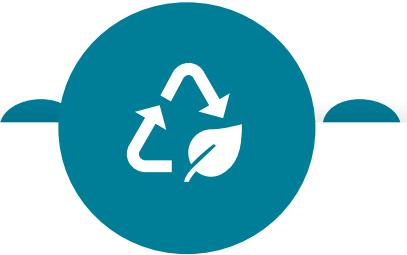


hero

(added in Apr'25)

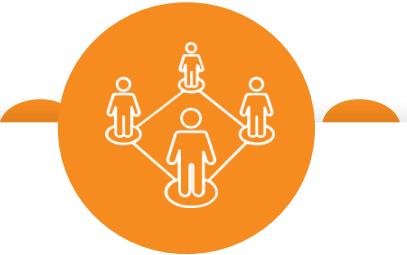
SJS | Awards & Achievements





Environmental

- Signed agreements with Surya Urja 1 for up to 3MW solar power supply
- Company entered in an agreement to procure 4.65 MW solar power for Exotech & WPI from Amplus
- Equity investments to procure 6MW of captive Solar Power in FY 2024-25
- Planning to implement electric buses for employee commuting to enhance our sustainability efforts



Social

- Comprehensive health check-ups for **500 underprivileged villagers**
- **Supported 200 women** with vocational training programs
- Distributed **150 chairs, 65 desks, 100 school bags** and other educational resources
- Conducted **24,258 training hours** in FY 2024-25



Governance

- Established robust risk management framework for mitigating risks
- Board committees ensure effective management and governance
- Achieved ISO 50001 certification for energy management

*



38.5%
Renewable Energy Consumption



8.9 hrs
Average training hrs per employee



7.1%
Female Managers



25,000
People benefited with hygienic living conditions through garbage cleaning initiative



14.1%
Women Workforce



Professional Management

* As per FY25 (consolidated)

Besides ongoing activities of garbage cleaning, Feed the Needy, sports, contribution towards education for specially-abled children, providing vocational training to underprivileged women and many other initiatives during the year, SJS undertook the following 2 initiatives during Q4



Government School Development

Improving lives of ~775 children, by renovation of Karnataka Public School Kaggalipura and Saluhunase. SJS also distributed school Bags and desks to Karnatke Public School of Kaggalipura, Saluhunase, Pragathi Vidyasamaste Ramanagara and Government High School Ullal



Medical Health Check up

Prioritising health and safety, SJS conducted medical health check up of **~500 villagers in Pune**



SJS | Visit Our Real Time ESG Disclosure Platform



At the core of our ethos lies a steadfast commitment to embedding environmental, social, and governance principles into our operations.

**CRISIL upgrades ESG Rating –
Company's ESG score improved**

Click to access ESG Profile

The screenshot shows the SJS website with the 'MANIFESTO' tab selected. It features a large orange and blue abstract graphic. Below it is the word 'Manifesto' and a poem:

We travel at the speed of thought
Dreaming up the new,
Opening up imagination
To close the gap between
Thinking and doing.
So that we can turn
Today's possibilities
Into tomorrow's reality.

At the bottom, there are links for 'VISION & MISSION' and 'DESIGN LAB'.

<https://www.sjsindia.com/>

The screenshot shows the ESG disclosure platform interface. On the left, a sidebar lists various ESG factors. The main area displays a news article about K A Joseph (Managing Director) and includes sections for 'Keywords', 'DocuLinks', 'Factsheet', and 'Highlights'. Several callout bubbles highlight features:

- Map our ESG framework with 35+ different frameworks
- Download ESG data
- Access to ESG factsheet
- Search for keywords
- Over 12 factors and 400+ KPI

A message from K A Joseph (Managing Director) is present, detailing the company's commitment to ESG principles and various initiatives.



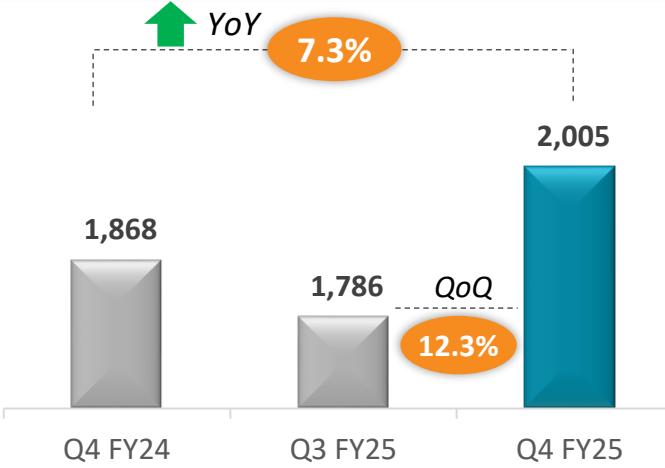
SJS Enterprises ESG Profile Link ([Click Here](#))

SJS | Q4 and FY2025 Financial Performance

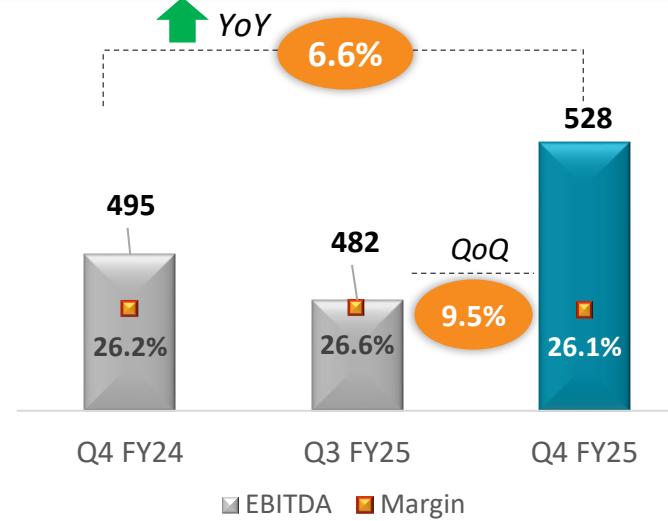


All figures in Rs. Mn

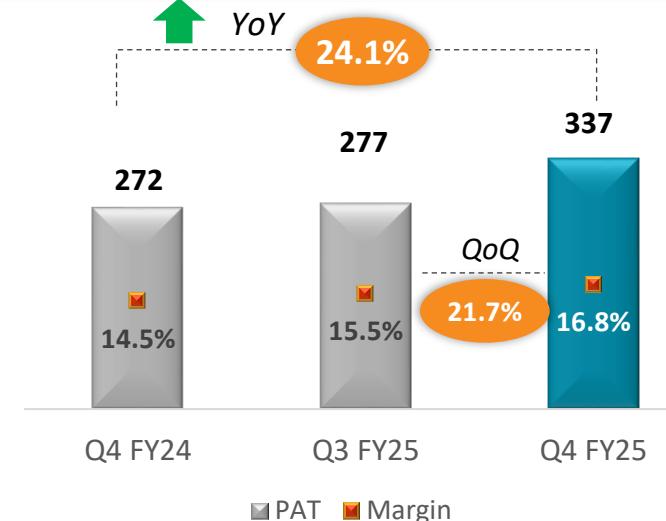
Revenue from Operation



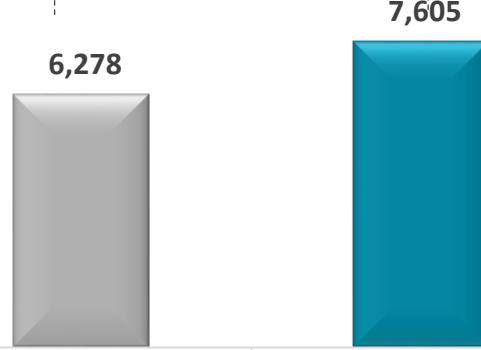
EBITDA and EBITDA Margin (%)



PAT and PAT Margin (%)



YoY
21.1%



YoY
27.1%



YoY
39.2%



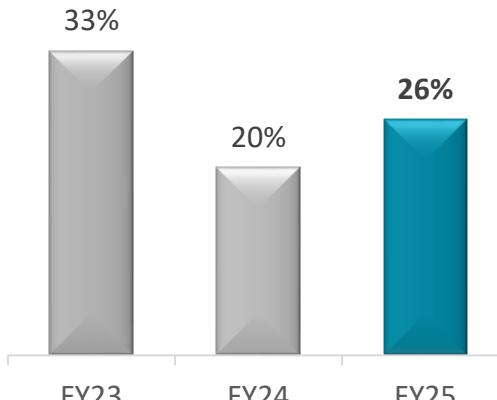
SJS | Q4 & FY25 Capital Structure and Returns



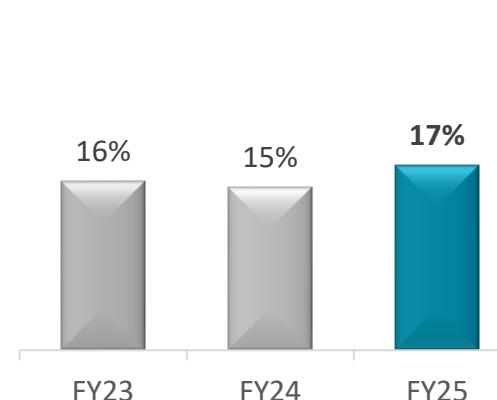
(Rs. Mn.)	FY23	FY24	FY25
Long Term Debt	0	400	0
Short Term Debt	204	283	158
Total Debt	204	683	158
Less: Cash & Cash Equivalents	1,648	551	1,150 ¹
Net Debt / (Cash)	(1,444)	133	(992)¹
Total Equity	4,296	5,616	6,892

- ICRA upgraded SJS long term funds rating to AA- (Stable) from A+ (Positive)
- Strong cash flow generation to support expansion initiatives
- Consistently delivering robust ROCE and ROE performance. Our ROCE and ROE improved to 17.2% and 25.7%
- SJS continues to deliver strong financial performance, creating long term shareholder value

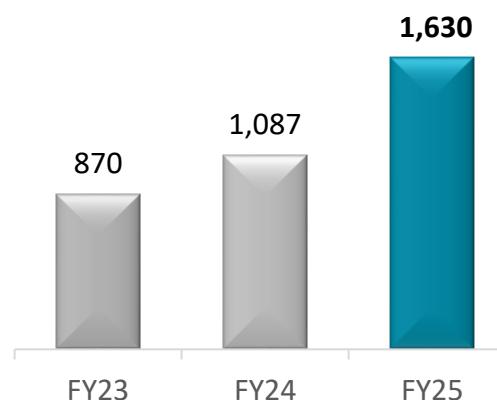
Return on Capital Employed (%)



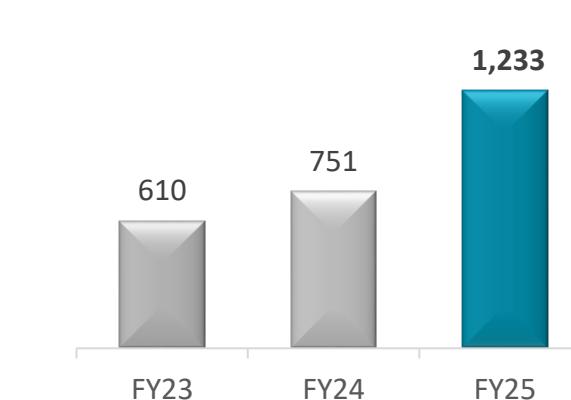
Return on Equity (%)



CFO (Rs. Mn)



FCFF (Rs. Mn)



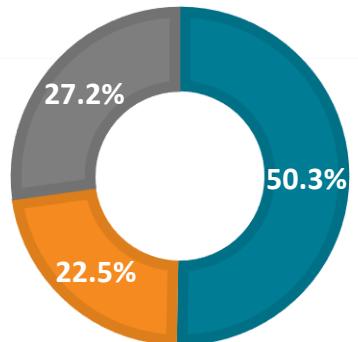
Note: (1) Rs.81Mn of investment in Corporate FD (Mahindra & Mahindra Finance) is grouped under Other current financial assets in Financial Statements

(2) FY23 figures consolidated for SJS and SJS Decoplast (Reported financials); FY24 related figures are consolidated incl 9 months of WPI acquisition

(INR in Mn)	Q4FY25	Q4FY24	YoY%	Q3FY25	QoQ%	FY25	FY24	YoY%
Operating Revenue	2,005.1	1,867.9	7.3%	1,785.6	12.3%	7,604.9	6,278.0	21.1%
EBITDA	528.0	495.4	6.6%	482.0	9.5%	2,032.0	1,599.1	27.1%
EBITDA Margin %	26.1%	26.2%		26.6%		26.4%	25.2%	
PAT	337.3	271.8	24.1%	277.1	21.7%	1,188.3	853.7	39.2%
PAT Margin %	16.8%	14.5%		15.5%		15.6%	13.6%	
EPS	10.67	8.64		8.83		37.82	27.45	

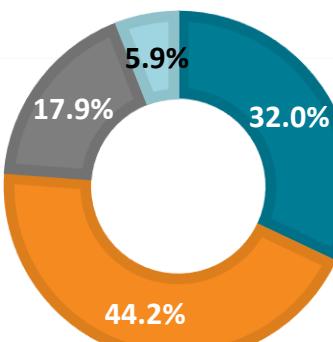
- FY25 domestic sales grew by **21.4% YoY** to Rs 7,037.0 Mn; on back of **28.4% YoY** growth in PV business and **18.8% YoY** growth in consumer business
- FY25 Exports grew **17.6% YoY** to Rs 567.9 Mn, on account of **37.4% YoY** growth in PV business
- FY25 EBITDA grew **27.1% YoY** to Rs 2,032.0 Mn, healthy margins at 26.4%
- Interest cost reduced from Rs 85.2 Mn in FY24 to Rs 56.4 Mn in FY25 due to **debt repayment**
- The amortization of intangible assets due to WPI acquisition, significantly impacts and reduces the PAT by ~Rs. 20 Mn each quarter

Revenue by Business



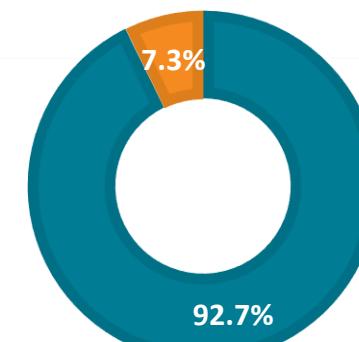
■ SJS ■ WPI ■ SJS Decoplast*

Revenue by End Segment



■ 2W ■ PV ■ Consumer ■ Others

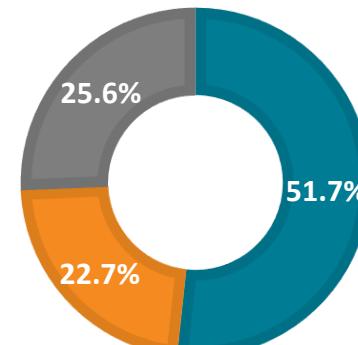
Revenue by Geography



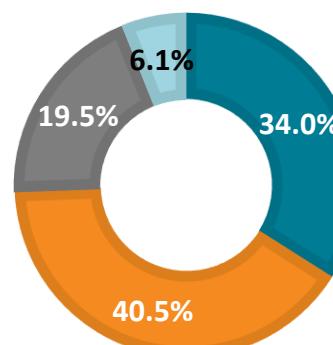
■ Domestic ■ Exports

Q4 FY2025

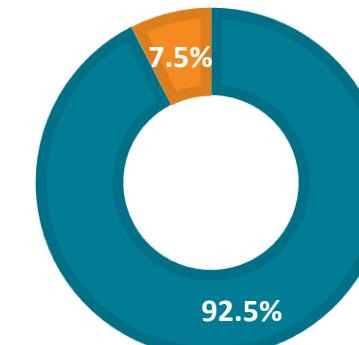
FY2025



■ SJS ■ WPI ■ SJS Decoplast*



■ 2W ■ PV ■ Consumer ■ Others



■ Domestic ■ Exports

SJS is Ready for the Future

New generation products contributed ~28% of consolidated revenue during FY25

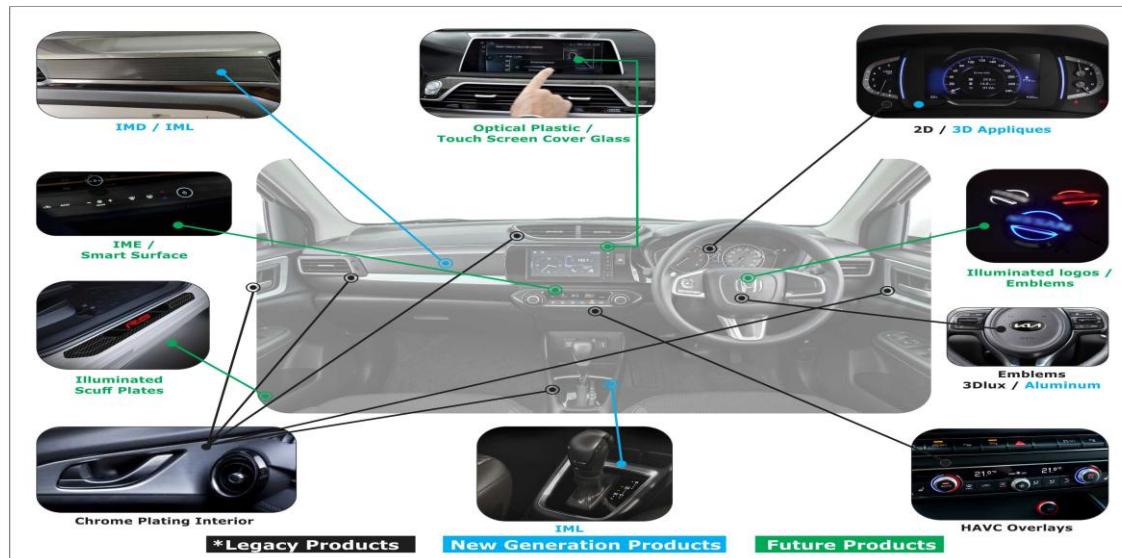
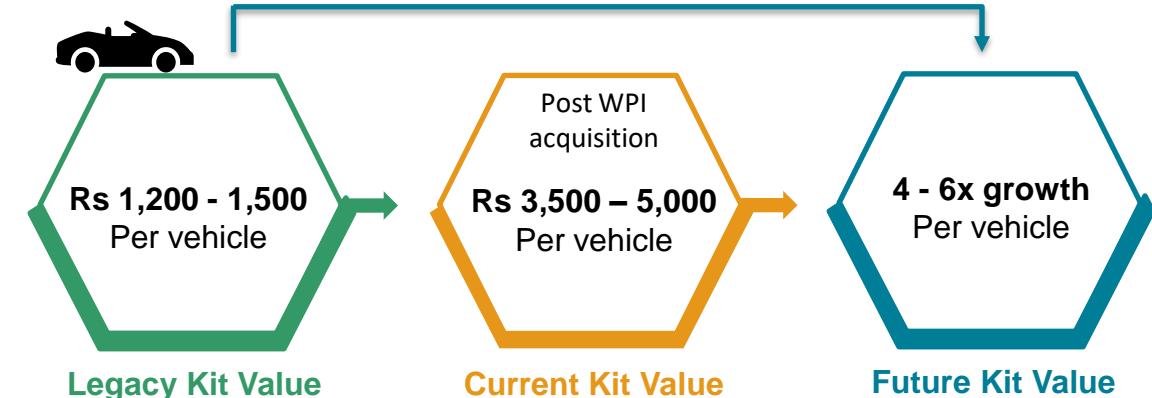
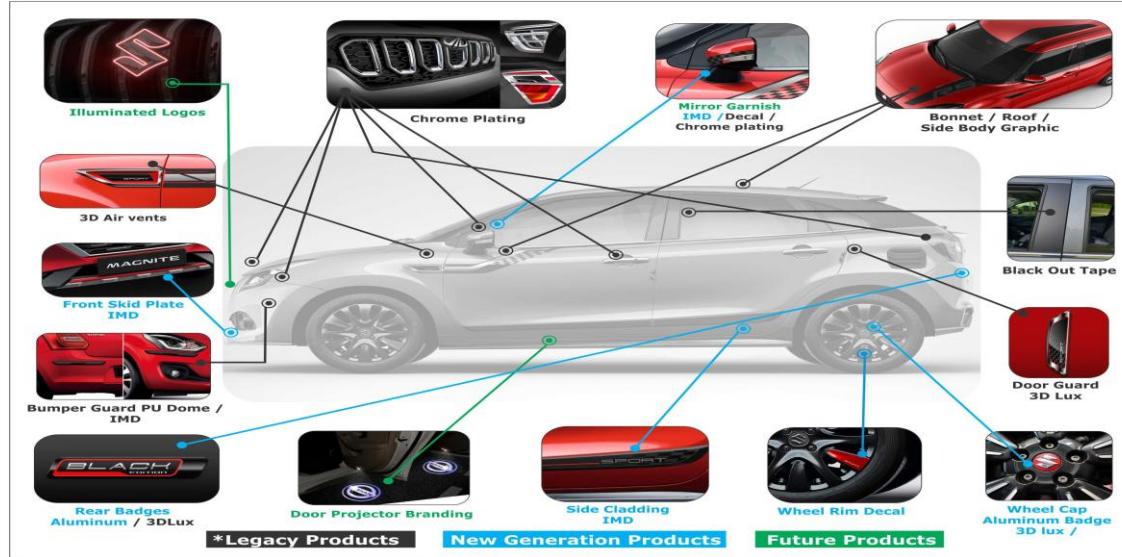
* SJS Decoplast Private Limited erstwhile known as Exotech Plastics Private Limited

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

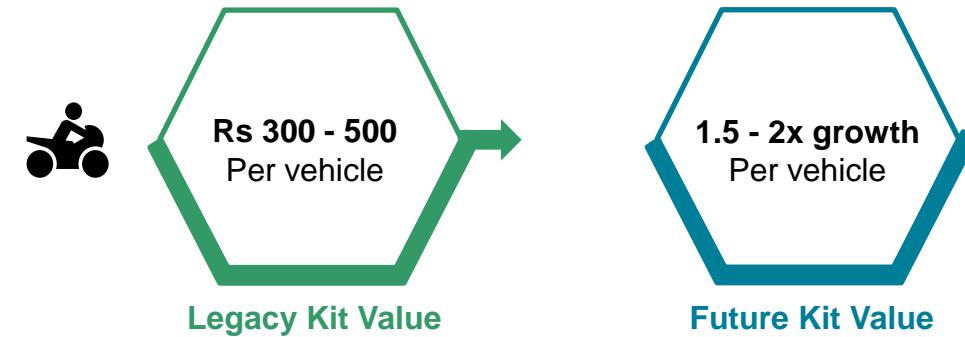
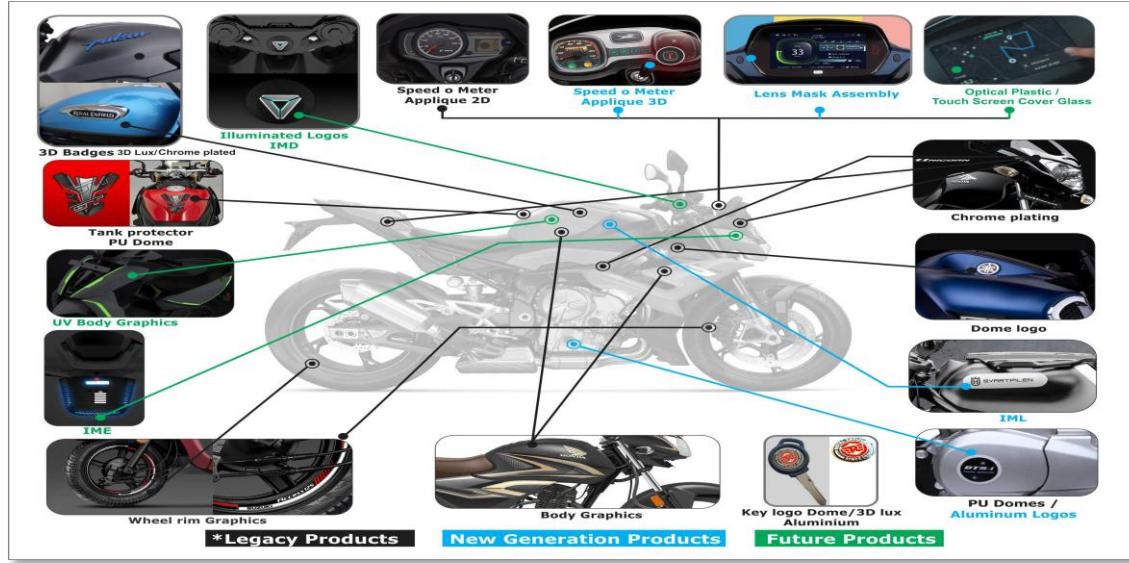


- ✓ SJS Decoplast & WPI acquisitions have added chrome parts & IMD/IML/IMF parts - key ingredients in the design of modern PV's

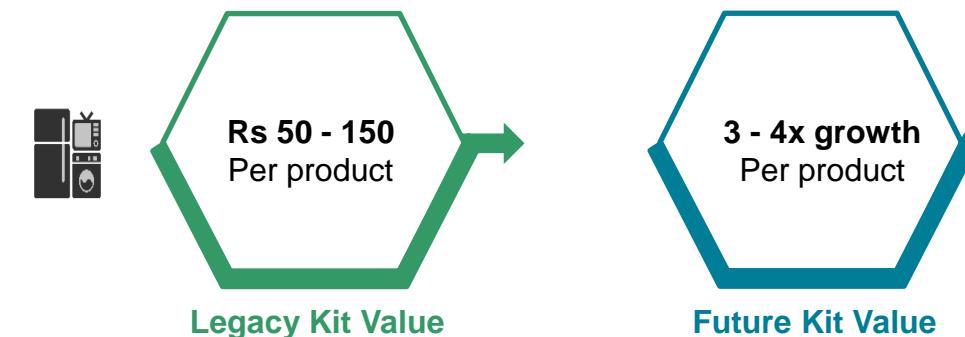
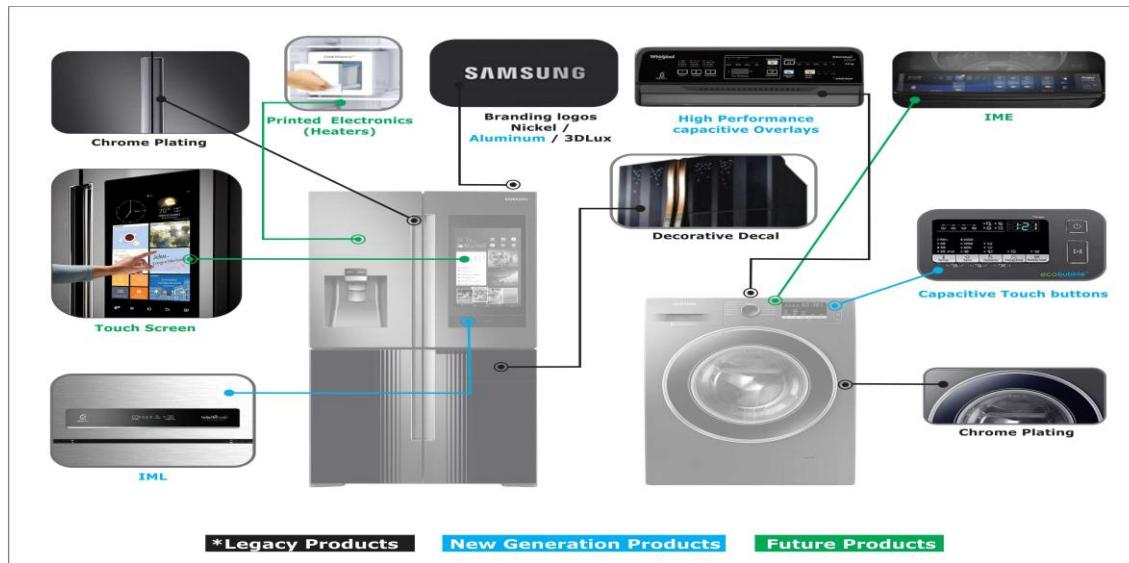
SJS | Development & Delivery of New Product Pipeline Remains at the Core of SJS (2/2)



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



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



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

SJS | Strong organic growth with best-in-class margins

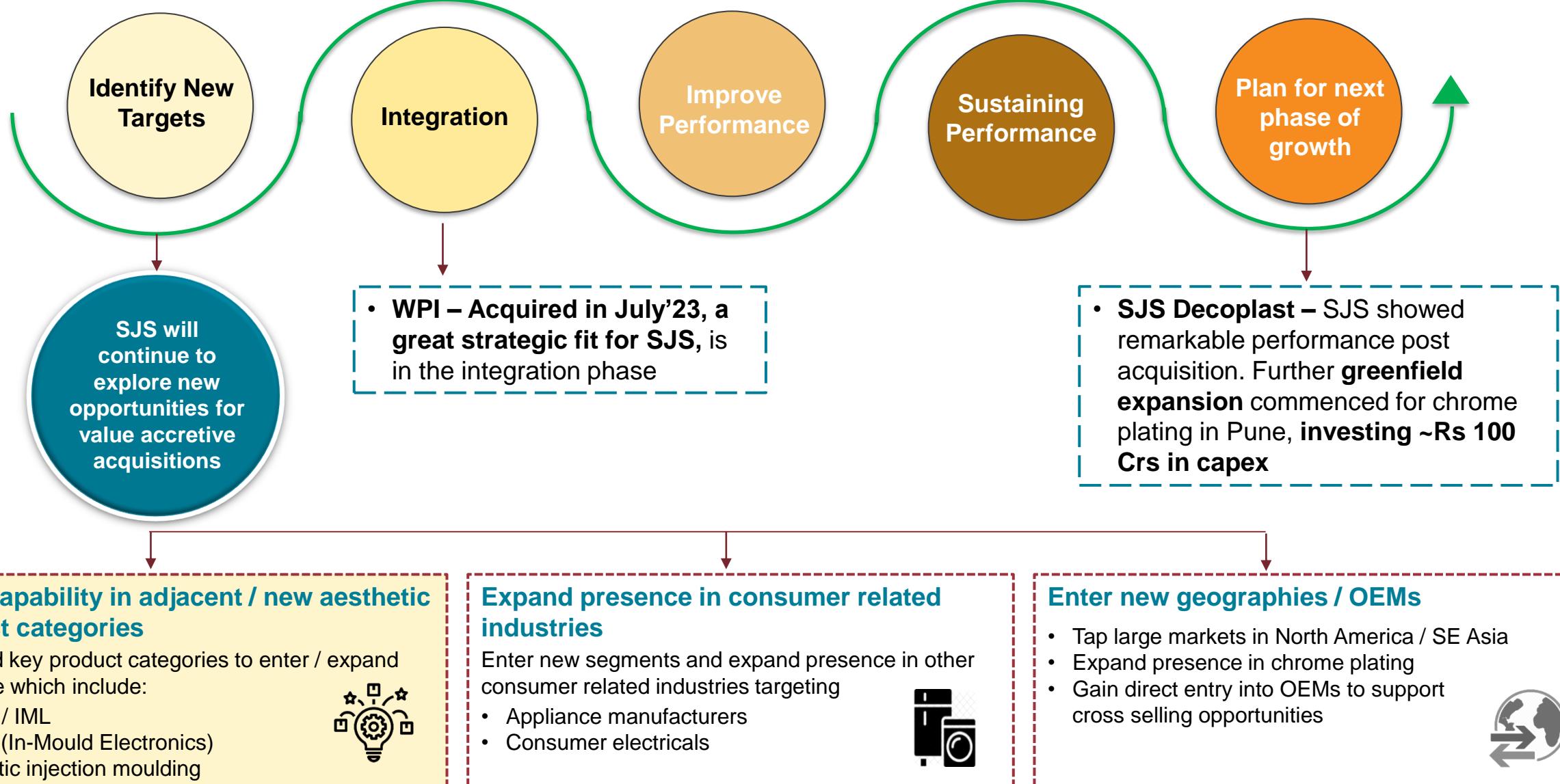
Strategy for organic growth over FY24-26



SJS | Inorganic Growth Expected to Boost Organic Growth Trajectory

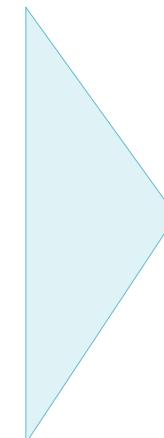


Merger & Acquisitions is a Key Pillar for growth



- **SJS to continue its strong financial performance trajectory**
- **SJS expects to outperform the underlying industry growth by ~2x on account of :**
 - Premiumisation + Building Mega OEM Accounts + Exports + WPI Acquisition = **Higher than industry sales growth for SJS**
 - **Breakthrough** of business with **new large OEMs** will lead to significant business growth
 - **Current order book to be executed in FY26 is over 85% of FY26 forecasted revenue**
- **Maintain robust margin profile of business for FY26** as we balance higher growth with margins

FY25 Performance (INR Mn) ¹		YoY Growth %
Revenue	7,604.9	21.1%
EBITDA	2,032.0	27.1%
EBITDA Margin	26.4%	
PAT	1,188.3	39.2%
PAT Margin	15.6%	



- Continue to maintain EBITDA margins
- Cash and Cash Equivalents⁽¹⁾ were at Rs 1,150.1 Mn with Net Cash at Rs 991.7. Mn as on 31st Mar'25
- High cash flow generating company. Cash flow from operations ~80% of EBITDA

Q4 FY25 Earnings Call Invite

SJS Enterprises Limited (BSE: 543387) announced its results for the quarter and year ended March 31st, 2025, on May 8th, 2025. Following the announcement, the management team will host a conference call for investors and analysts on May 9th, 2025, at 11:00 AM 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:

Day & Date	Friday, 9th May, 2025
Time	11:00 AM IST 1:30 AM USA EDT* 06:30 AM UK TIME* 01:30 PM HK/SINGAPORE
Duration	60 minutes
Universal Dial in	+91 22 6280 1143 +91 22 7115 8044
International Toll Free	HK: 800 964 448 SG: 800 101 2045 UK: 0 808 101 1573 USA: 1 866 746 2133
Diamond Pass Link	https://services.choruscall.in/DiamondPassRegistration/register?confirmationNumber=2545623&linkSecurityString=1210270f14

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 with in ten working days after the call on Investors page of company website (www.sjsindia.com).

For further information, please contact: Devanshi Dhruva | devanshi@sjsindia.com

IR Advisors: Atul Modi / Simran Malhotra | sjs@churchgatepartners.com

Appendix

SJS | Longstanding history of design backed manufacturing excellence

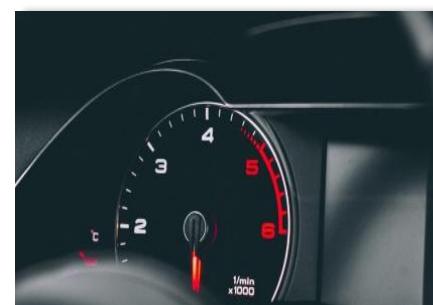
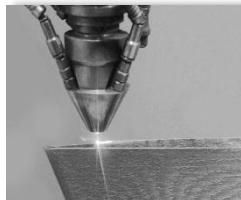


Evolution into a leading design and aesthetics focused business



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

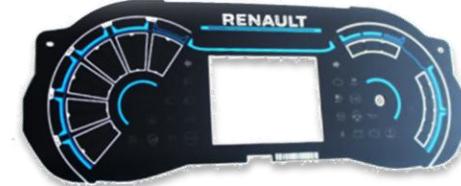
Walter Pack India
July'23 - Acquired 90.1% stake in WPI. Focused on IMF, IML, IMD and IME technologies for automotive and appliance sectors
Aug'23 – Stake sale of ~30% by PE promoter Everstone Capital



Decals & Body Graphics



2D Appliques & Dials



3D Appliques & Dials



Overlays



Aluminium Badges

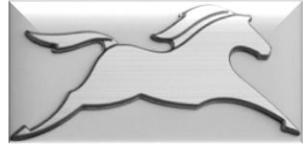
Whirlpool



Domes



3D Lux Badges



Aftermarket – “Transform”



Lens Mask Assembly



Optical Plastics



Chrome plated parts (SJS Decoplast)

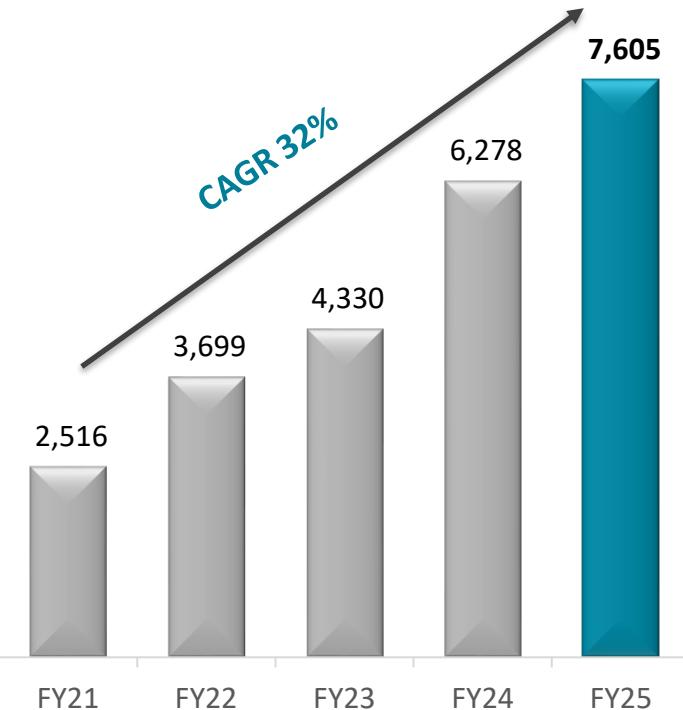


IMLs / IMDs (SJS & Walter Pack India)

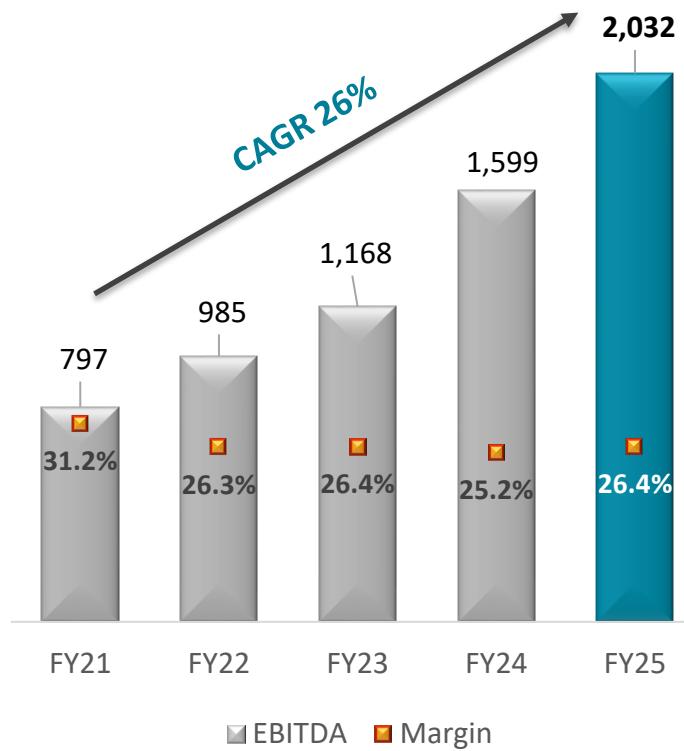


All figures in Rs. Mn

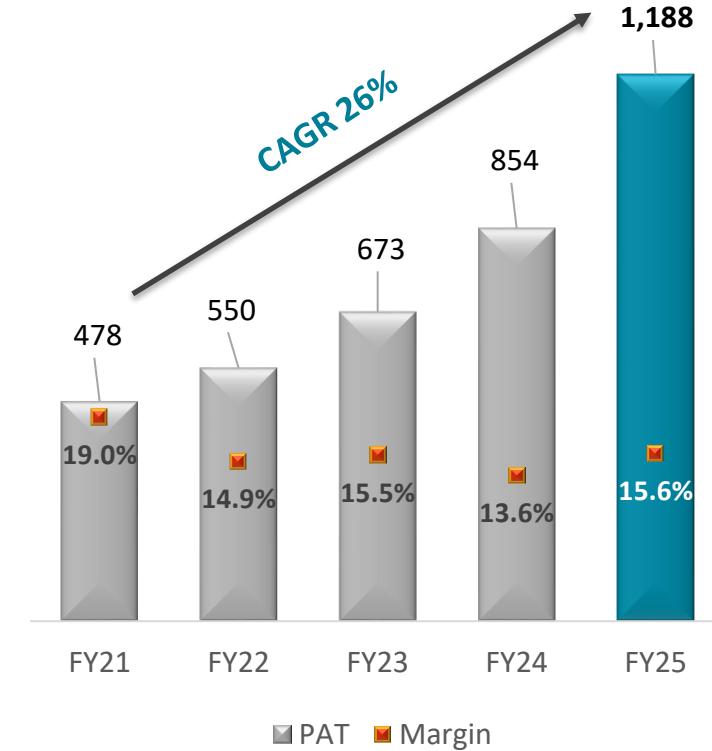
Revenue from Operation



EBITDA and EBITDA Margin (%)



PAT and PAT Margin (%)



SJS | Experienced & Qualified Board Team



K A Joseph

Managing Director – Promoter & Co-founder

- Over 34 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



Ramesh Chandra Jain

Non-Exec Chairman & Independent Director

- Worked for 25 years in Eicher & retired as group vice chairman
- Received the Society of British Aerospace Companies Prize in Aircraft Production ,1972-73 from the Cranfield University



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



Matthias Frenzel

Non-Executive & Independent Director

- Previously worked with Visteon Electronics Germany GmbH, S-Y Systems Technologies Europe GmbH and Johnson Controls GmbH



Kevin K. Joseph

Executive Director

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



Veni Thapar

Non-Executive Independent Director

- Presently a partner of V K Thapar & Company, Chartered Accountants
- Was on the board of Bank of India as a part-time, non-official director under the Chartered Accountant category



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.



Anil Sondur

Non - Executive Independent Director at WPI

- Previously worked with Tata Elxi India as Executive VP- Automotive Embedded system & Industrial design & Marketing consultant in Poonawalla financials



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 Corporation, GE and Wipro
- Bachelor's degree in Law & Commerce from Rajasthan University. Chartered Accountant and Company Secretary from ICAI and ICSI



R. RAJU
Chief Marketing Officer

- 28+ years of experience in the field of marketing
- Previously worked with ITW India, ITW Signode India, 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



MAHENDER SINGH
Group Chief Operations Officer

- 24+ years of experience in operations roles across the automotive industry
- Previously worked with Varroc, Hella, and Continental
- Holds an Executive MBA in Global Business Management from IIM Calcutta and an MBA in Operations & Project Management. Additionally, has a BE in Mechanical Engineering from the Institute of Mechanical Engineers



SADASHIVA BALIGAR
Chief Operations Officer

- 35+ years of experience in operations roles across the automotive industry
- Previously worked with Motherson Automotive Technologies, Toyota Kirloskar Auto Parts & Automotive manufacturers SDN BHD (Malaysia)
- Holds a bachelor's degree in mechanical engineering from the University of Mysore

THANK YOU

Head Investor Relations:

Devanshi Dhruva | Head – Investor Relations
SJS Enterprises
devanshi@sjsindia.com

IR Contact:

Simran Malhotra / Atul Modi | Investor Relations Advisor
Churchgate Partners
sjs@churchgatepartners.com; 91 22616 95988