Suprajit Engineering Limited
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Bengaluru - 560 099. Tel: +91-80-43421100 . Fax : +91-80-27833279
E-mail: info@suprajit.com Web: www.suprajit.com
Corporate Identity Number (CIN) : L29199KA1985PLC006934

November 18, 2026
SEL/SEC/2026-2027/51

BSE Limited **Department of Corporate Services** **P. J. Towers, 25th Floor, Dalal Street,** **Mumbai- 400 001** **Ref: 532509**	**National Stock Exchange of India Ltd** **Exchange Plaza, C-1, Block-G,** **Bandra Kurla Complex, Bandra (E)** **Mumbai- 400 051** **Ref: SUPRAJIT**

Dear Sirs,

Sub: Re-Grouped Investors Presentation.

In continuation to our previous letter dated November 12, 2026, please find enclosed a "Re-Grouped Investors Presentation" which will be presented on the "Suprajit Engineering Investors Day 2026" to be held on November 19, 2026.

No unpublished price sensitive information pertaining to the Company will be shared at any of the meets with Investor/Analysts.

This presentation will be presented to various investors/analysts while meeting and also while attending investor conferences, if any, from time to time.

The presentation is also available on Company's website at www.suprajit.com.

This is for your Information and records.

This may be considered as compliance under Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Thanking you,

Yours faithfully,
For Suprajit Engineering Limited

Medappa Gowda J
Digitally signed by Medappa Gowda J
Date: 2026.11.18 18:43:18 +05'30'

Medappa Gowda J
CFO & Company Secretary
Encl: as above

Suprajit

Global Scale · Local Focus · Technology Driven

Investors Day

19th Nov 2026

FY27

Suprajit

Our Story

Our story: three chapters

1.0 — 1985 – 2014

Founder-led, India-first

- Started in 1985 with one product and one customer
- Pan-India growth, led by two-wheeler OEMs
- Quality first: Japanese-standard cables, ISO certified

2.0 — 2015 – 2025

Professional, global, diversified

- Acquisitions: Wescon, Kongsberg LDC, Stahlschmidt
- Entry into global passenger-car programmes
- Lighting, electronics and brakes added

3.0 — 2025 onwards

Technology-led, beyond cables

- Systems in braking, sensors and actuation
- 180+ engineers at STC; 14 patents granted
- Global reach as the launchpad

Scale in India, reach across the world, technology play.

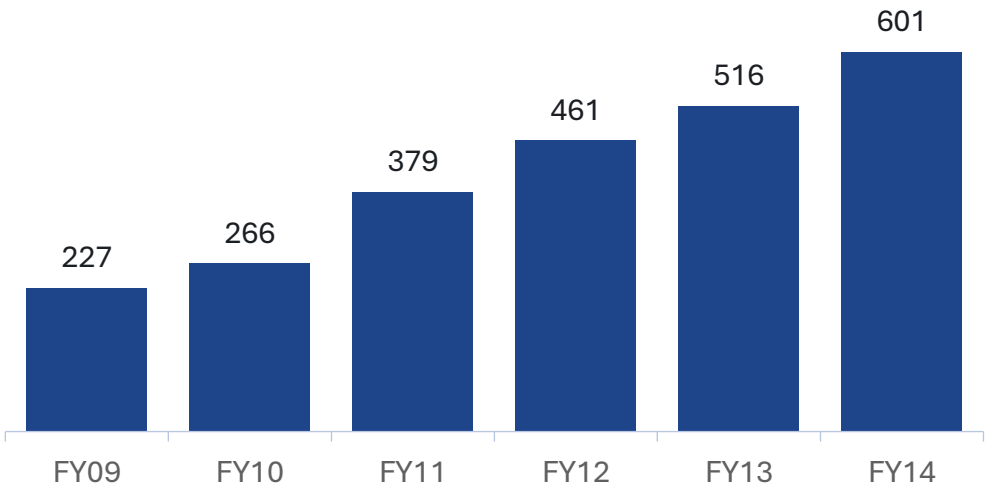
Suprajit 1.0 | 1985 – 2014

1.0 Founder-led and India-first

A first-generation entrepreneur builds a leading two-wheeler cable business

- **1985** — **Founded in Bengaluru** by K. Ajith Kumar Rai
- **1987** — **Cable plant starts** at Bommasandra, Bengaluru, to Japanese standards
- **1995** — **Becomes a public** limited company
- **1997–98** — **Capacity to 6M cables** a year; ISO 9002 certified
- **2002–03** — **Manesar plant** in north India; acquires Shah Concabs
- **2006** — **Gills Cables (UK)** acquired, an early step overseas
- **2014–15** — **Pricol's cable division** acquired, adding speedo cables

Revenue, FY09–FY14 (₹ Cr)



Consolidated gross income; ~21% CAGR FY09–14

- Founder-led
- Pan-India reach
- 2W leadership

Suprajit 2.0 | 2015 – 2025

2.0 Professional, global, diversified

Professional management, acquisitions and global car programmes

2015–16 — **Phoenix Lamps** acquired and merged; lighting becomes a global line

2016 — **Wescon Controls (USA)**: non-auto and off-highway cables, US and Mexico plants

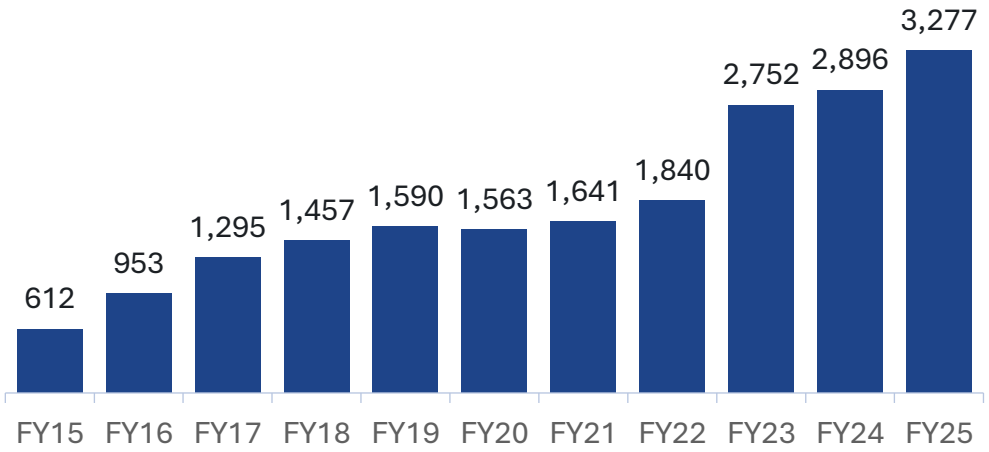
2021 — **Suprajit Technology Center** opens in Bengaluru

2022 — **Kongsberg Light Duty Cables**: US, Europe, China; 300M+ cable capacity; actuators

2024–25 — **Stahlschmidt Cable Systems** bought out of German insolvency; adds Morocco, China, Canada

Also — **Oswal brake plant, Chuhatsu JV (Japan),** bluBrake ABS partnership

Revenue, FY15–FY25 (₹ Cr)



Consolidated revenue from operations; FY26: ₹3,825 Cr

18%
revenue CAGR, FY15 to FY25

8
acquisitions to date

Suprajit 3.0 | 2025 onwards

3.0 Technology-led, Beyond Core

Turning global manufacturing reach into a platform for engineered systems

Braking and brake release

Combi-brake and disc systems, friction materials, rail and metro brake release, ABS with bluBrake. Mechanical and Hydraulic brakes

Sensors, electronics and displays

Digital clusters, throttle sensors, electronic throttles and Switch cubes

Electro-mechanical actuation

Seat-latch, charging-gun and steering-lock actuators for global OEMs.

180+

full-time R&D engineers at STC

43 | 14

patents filed | granted

10%

target growth above global industry, with double-digit margins

Forward-looking statements are subject to risks and uncertainties.

Today's product lines

CORE

Control cables

350M+ cables a year, among the world's largest by volume. 20+ functions in cars; latches and levers too.

Lighting

80M+ halogen lamps a year, 2nd largest globally by volume. Stop and tail lamps, LED drop-ins.

BEYOND CORE

Braking and brake release

Combi-brake and disc systems, friction pads, parking brakes, rail and metro brake release, ABS.

Customers: TVS, Honda, Ola Electric, Ather, Kubota, Alstom

Sensors, electronics and displays

TFT and LCD digital clusters, throttle position sensors, electronic throttles.

Customers: Ultraviolette, TVS, Ola Electric, Escorts, John Deere

Electro-mechanical actuation

Seat fold and latch, fuel-lid, charging-gun-lock and steering-lock actuators, e-clutches.

Customers: Volvo, Ford, GM, Jaguar Land Rover, Stellantis

Geography: near our customers

Americas
ONSHORE + NEARSHORE

- USA: Kansas and Brownsville; tech centre at Novi (Detroit)
- Mexico: Matamoros plant
- Canada: sales and export entity

Europe and Africa
ONSHORE + NEARSHORE

- Hungary: plant and central warehousing
- Morocco: manufacturing hub for Europe
- Germany: Sales, R&D
- Hungary, UK, Slovenia, Luxembourg: warehousing

Asia
OFFSHORE

- India: 18 plants, plus STC in Bengaluru
- China: Shanghai and Jiaxing
- Cost-competitive base for global programmes

4 continents
Asia, Europe, North America, Africa

18 plants in India
Cables, lighting and electronics

No customer >10%
of revenue; broad OEM and Tier-1 base

Divisions

Suprajit Engineering Limited

GCM

Global Cables & Mechatronics

Customers outside India. Plants in 6 countries, from India to the USA.

₹1,180 Cr
H1 FY27 · 53.5% of Group
EBITDA margin 11.4%

ICM

India Cables & Mechatronics

Customers in or manufacturing in India. 12 plants; cables, latches, braking.

₹719 Cr
H1 FY27 · 32.6% of Group
EBITDA margin 14.2%

PLE

Phoenix Lighting & Electricals

Global lamp brands and retailers. 3 India plants, Luxembourg warehouse.

₹199 Cr
H1 FY27 · 9.0% of Group
EBITDA margin 10.8%

SED

Sensors, Electronics & Displays

Global customers. Clusters, throttles, sensors, actuators. 1 plant in India.

₹107 Cr
H1 FY27 · 4.9% of Group
EBITDA margin 8.8%

Suprajit Technology Center (STC), Bengaluru: shared R&D, IP and new products for all divisions

H1 FY27 consolidated revenue ₹2,205 Cr (Apr–Sep 2026); GCM includes SCS. Source: Company Q2 FY27 investor presentation.

Organisation structure



Founder & Executive Chairman
Mr. Ajith Kumar Rai

Fund, Treasury, Taxation, Capital allocation, Investors management



Managing Director & Group CEO
Mr. Mohan N S

Accounting, Control, Financial reporting, Corporate Governance



CSO & Director
Mr. Akhilesh Rai



CFO & CS
Mr. Medappa Gowda J

India Operations



President India Operations
Mr. Venkat S Subramaniam

Product Divisions
ICM – PLE - SED



President Global Operations
Mr. James G Ryan

Geographical Divisions
Americas – Europe – China - India



CTO
Mr. Ashutosh Rai

Technology Divisions
Cables – Electronics – Electro mech - Brakes

Suprajit

India Business

ICM · PLE · SED

Driving Beyond-Core Product Lines

Evolving our core to where the industry is heading, and adding content per vehicle on capabilities we already have

Braking & Brake Release



Braking & Brake Release Systems

Complete braking and brake release systems: drum, mechanical and hydraulic, developed by STC

Digital Clusters & Sensors



Digital Clusters (TFT)

TFT, PMVA colour LCD, LCD + stepper



eThrottle & Sensors

Electronic foot and hand throttles with position sensors

Electro-Mechanical Actuation



Latches & Actuators

Seat, steering and fuel / charger lid latches and actuators; mechanical, motor or solenoid based

Lighting & Electricals



LED Lamps

Next-generation vehicle lighting, built on our #2 global position in halogen



Auxiliary Lamps & Horns

Fog and driving lamps; horns, a part on every vehicle

STC works with divisions on premium products and systems. India is a proving ground for multiple STC products.

Digital Clusters & Sensors

Customers in Production

Ultraviolette Automotive
MTD
ESCORTS
VST TILLERS TRACTORS LTD.
Bad Boy
TORO
JOHN DEERE
TVS
mahindra LAST MILE MOBILITY
AMPERE
OLA ELECTRIC
TI INDIA

Products



TFT



PMVA Colour LCD



LCD + Stepper Motor Screen



Throttle Position Sensor + Switch Cube



Rotary Sensor for Thumb/Foot Throttle



Electronic Foot Throttle

Manufacturing Location: Suprajit Electronics Division (SED)

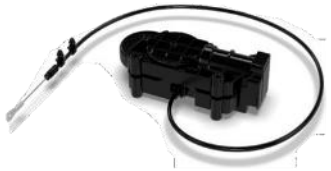
Actuation Systems (Mechanical, Motor or Solenoid Based)

Customers in Production

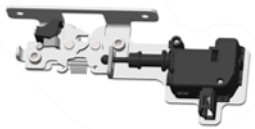
Products



Seat Tumble & Fold Actuators (4W)



Seat Fold Actuators



Seat Latch Actuators (2W)



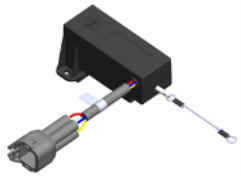
Fuel Lid Actuator



Headrest Fold Actuator



Electro-mechanical Clutches



Charging Gun Lock Actuator



Steering Lock Actuators

Manufacturing Location: SCD & SED

Braking & Brake Release Systems

Customers in Production

Kubota, ALSTOM, BOMBARDIER, JOHN DEERE, TVS, HONDA, ATHER, OLA ELECTRIC, AMPERE

Products



Levers & Combined Braking Systems



Anti-lock Braking System



Railway/Metro Brake Release Systems





Friction Materials (Brake Shoes, Brake Pads)



Parking Brake Systems

Manufacturing Location: ICM, GCM (U9, Wescon)

Customers (Strong OEM and Tier 1 Vendor Code List)

40+

PV OEMs and Tier 1s



10+

2W OEMs and Tier 1s



20+

OFH OEMs and Tier 1s



15+

Lighting Tier 1s



* This list is not exhaustive. All names, images and logos are copyright of their respective owners.

Suprajit – India Operations

India Operations



Venkat

India Cables & Mechatronics (ICM)

- India Cable& Brakes Operations
  12 plants India



Narayan Shankar

Phoenix Lighting & Electricals (PLE)

- Domestic Lamp Manufacturing
  2 DTA Plants India
- Export Lamp Manufacturing
  1 EOU India
- Luxlite
  Luxembourg



Akhilesh Goel

Sensors, Electronics & Displays (SED)

- Electronics Facility
  1 Plant India



Praveen Rao

Highlights & Challenges

Market and macro backdrop over the last 2–3 years, alongside Suprajit's own highlights and challenges

MARKET & MACRO (LAST 2–3 YEARS)

HIGHLIGHTS

Record volumes. FY26 wholesales up 10.4% to 2.83 crore units, a record in every segment

GST 2.0 (Sept 2025). Small-car GST cut 29%→18%, auto components at 18%; PV growth hit 18% in Sept–Dec

Exports. Vehicle exports of ~66.5 lakh units in FY26, up 24%

Market share shifts. Mahindra became #2 in PVs (~13.4%); Hyundai slipped to fourth

EV scale-up. ~3.5 million EV registrations in FY26; car EV penetration was ~2.7% in FY25, heading to 4.5–5% in FY26

CHALLENGES

Weak first half of FY26. ICE growth was just 2.5% in Apr–Aug 2025, before GST cuts revived demand



Rare earth magnet shock. China curbed exports (Apr 2025); ~90% of India's magnet imports came from China

EV momentum dented. GST 2.0 narrowed the ICE–EV price gap; e-2W penetration fell from 6.7% to 5.5%



West Asia tensions (2026). Higher commodity and freight costs and supply disruptions; 2W makers raising prices

Trade & regulation. US tariff hikes hurt MSME component exporters; CAFE-III norms apply from April 2027

Credit risk. Auto-loan book of ~Rs 20 lakh crore; delinquencies at multi-year lows, but borrower income in question

SUPRAJIT

- Customer centricity
- SED (electronics) industrialization
- LED and horns
- Steady growth in cables
- Brakes entry & development
- People – our enduring strength
- Trusted partner, no line stoppages
- Partnerships

- **Geopolitical disruption** – Russia/Ukraine, tariffs, Middle East
- **Raw material volatility** and supply chain disruptions
- **Steep increase in customer demands**
- **Changes in technology**

Resilient: strong market tailwinds, and no line stoppages despite disruptions

India Road Ahead: Aligned to the Group's Five Themes

Beyond Core

- Scale the four beyond-core product lines: braking, digital clusters & sensors, actuation, and lighting & electricals
- Scale CBS, latches and parking brakes through existing OEM relationships
- Grow the PV / CV business

Innovate Faster, With Partners

- India as the proving ground for STC products
- Bring in technology partners for beyond-core products
- Convert braking, shifter and actuator opportunities into customer launches using technology partners and STC

One Suprajit

- Run ICM, PLE and SED as one India business under one leadership
- Cross-sell new products to existing customers: 40+ PV, 10+ 2W and 20+ OFH OEMs and Tier 1s
- One SAP system and one analytics and AI platform
- Increase application engineering and technical sales

Operational Excellence

- Deploy automation, IoT and TPM across plants; in-house machine building and digitisation
- Scale up SED electronics manufacturing
- Supply chain resilient to raw-material and rare-earth shocks

ROCE Focus

- Recover margin from the H1 dip; lift SED margin through scale
- Take PLE truly global and restore margins
- Grow on existing plants and tooling; every unit cash self-sufficient

Group target: beat the markets we serve by 10% or more

Suprajit

Global Cables & Mechatronics (GCM)

GCM Organization: Global Coordination, Local Execution

Global Management — **Global coordination:** set strategy, drive performance, enable success

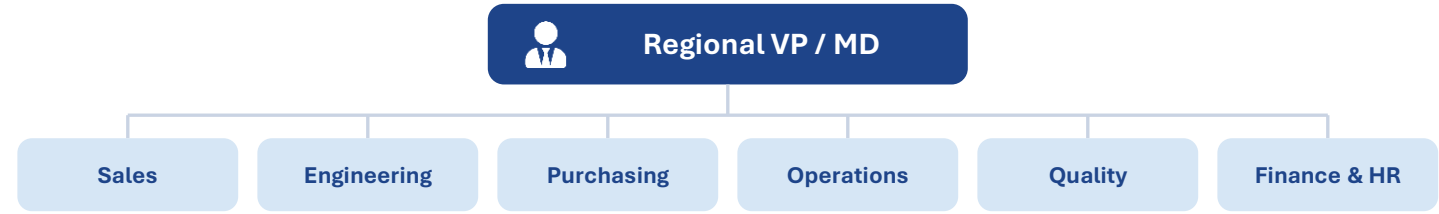
Regional Operational Management — **Regional optimisation:** execute strategy, lead operations, deliver results

13 Operational centres, coordinated globally and run regionally

LOCAL EXECUTION · 13 OPERATIONAL CENTRES IN 4 REGIONS

5 operational centres	4 operational centres	2 operational centres	2 operational centres
Europe & North Africa	The Americas	China, Japan & East Asia	India

TYPICAL REGIONAL STRUCTURE



Functional heads report to the Regional VP / MD. Structure changes based on the needs of each region: functions are added, combined or shared as required.

HOW GCM OPERATES

Global KAM management

One point of contact for global customers across every region

Global product engineering

Arbitrage of resources: work shared across India, China, North America and Europe

Leverage size & agility

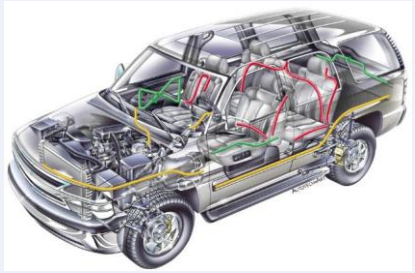
Group scale in purchasing and engineering, with local speed and entrepreneurship

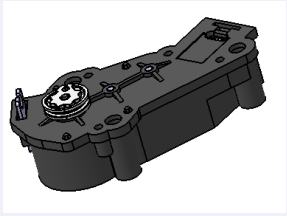
Market Focus & Segmentation

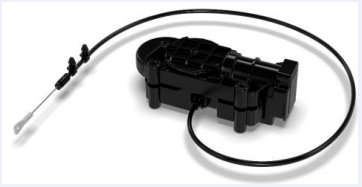
Automotive

OEM · Tier 1 · Tier 2 · ICE and EV

- Serving OEM, Tier 1 and Tier 2
- Aligned to global market leaders
- ICE and EV vehicles
- Diverse cable applications
- Electro-mechanical actuators







Non-Automotive

Off-highway · Powersports · Agriculture · Construction

- Diversified market and customer base
- Diverse cable applications
- Leader in outdoor power equipment
- Technology transition partner: mechanical to electrical
- Global gateway for SED and STC technologies







OFF-HIGHWAY SUCCESS

Wins with STC throttles, parking brakes and levers, and gearboxes

- STC throttles
- Parking brakes & levers
- Gearboxes

GCM Journey: Highlights and Challenges

01

Acquire

Kongsberg LDC and SCS

02

Integrate & Restructure

Relocations, restructuring, turnarounds and system upgrades

03

Core Growth

Play to win: global leverage to capture maximum headroom

04

Beyond Cables

Mechatronics and electronic products

Challenges

- Inflation and currency headwinds
- Integration
- Turnarounds of weak / failed businesses
- Geopolitical turbulence: Ukraine, Red Sea, Iran
- Tariff landscape

Highlights

- Growth in sales and EBITDA
- Strategic new business wins (NBWs)
- Customer recognitions: Q1, Supplier Excellence
- Global company development
- **STC bringing lower-force, quieter actuators**
- **OEM interest in our offers with global partners**

MAX Teams: Synergy Extraction

8 TEAMS · 8 DISCIPLINES

- Sales & Marketing
- Product Engineering
- Purchasing
- Manufacturing Engineering
- Quality
- Finance
- Human Resources
- IS&T

FOCUS ON

- Optimisation
- Leveraged resources
- Standardisation
- Best practice
- Strategic targets

Leverage size and scope while keeping agility and entrepreneurship

TWO STRATEGIC INITIATIVES · ONE GLOBAL ADVANTAGE

INITIATIVE 1

Global Manufacturing Purchasing Team

A unified team of global resources in mechanical and electrical manufacturing purchasing

Focus: optimal material cost in every related component commodity

- Metals
- Plastics
- Electronics
- Fasteners
- Components

INITIATIVE 2

Global Product Engineering Team

A collaborative engineering model with India at the core, sharing work with China, North America and Europe

Leverage capacity, tap capabilities and use manpower-cost arbitrage to develop cables and electrical actuators for:

- Automotive
- Powersports
- Agriculture
- Construction

GCM Road Ahead: Aligned to the Group's Five Themes



Beyond Core

- Three primary legs: cables, cable systems and beyond cables
- Sell our global cable strength, with the ability to expand and transition for customer benefit



Innovate Faster, With Partners

- Global gateway for SED and STC technologies
- STC lower-force, quieter actuators; OEM interest in our offers with global partners



One Suprajit

- Leverage the global footprint for optimal supply cost, service, profit and geopolitical agility
- MAX teams: global purchasing and product engineering



Operational Excellence

- Market-wide products built on proven standard design elements
- Low-cost locations and local service make us the "best value" supplier



ROCE Focus

- Price to protect and gain share; economies of scale and stronger pricing power in buying and selling
- Use existing capacity and vertical integration opportunities

Suprajit

Strategy & Roadmap

Strategy Meets That Shaped Suprajit







Virtual



2012	2014	2017	2019	2021	2023	2026
₹461 Cr	₹601 Cr	₹1,295 Cr	₹1,590 Cr	₹1,641 Cr	₹2,752 Cr	₹3,825 Cr
► Build product design capability in-house ► Give the next generation leadership bandwidth ► Expand presence in the US	► Review strategy progress at Board level ► Enter EMA actuators, digital clusters, sensors and throttles ► Launch LED drop-in lamps	► Push electronics as a business of its own ► Scale digital clusters and e-throttles for EV two-wheelers	► Strengthen internal and external communication: WIRE, customer visits ► Take Phoenix into machine making and automation ► Win shifter cables	► Pursue SCS: accelerate inorganic growth ► Enter and expand braking products ► One Suprajit: consolidate ERP, PLM and IT ► Focus East strategy		

Structured strategic decisions, year after year: industry-beating growth and a global technology supplier built in India

Strategy Meet 2026: Five Group-Wide Themes

Beyond Core	Grow "Beyond Core" products such as actuators, braking, shifters, electronics and new lighting across PV, CV and off-highway, and take these wins to Japan, Korea, Southeast Asia and the Americas
Innovate Faster, With Partners	Bring in technology partners who use Suprajit's scale in India, electronics capability and global market access to take their products to market
One Suprajit	A single system and a single operating rhythm: one SAP system and one analytics and AI platform across all divisions and geographies
Operational Excellence	In-house machine building, automation, IoT, TPM and digitisation across every plant
ROCE Focus	Every entity in the group should aim to improve ROCE

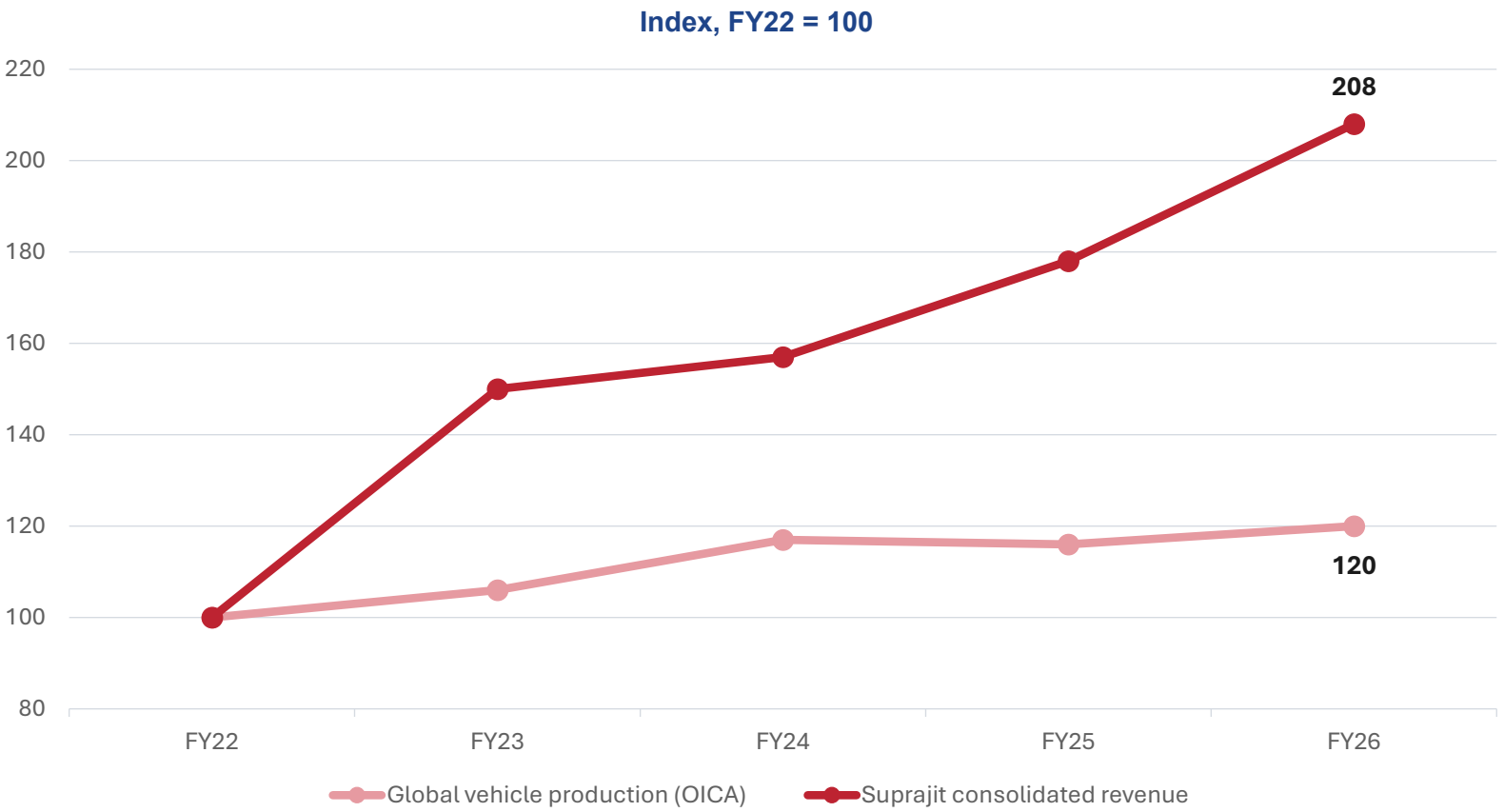


Strategy Meet 2026: leadership from every division and geography

OVERALL GROUP TARGET

Beat the Markets we Serve by more than 10%

Growth vs the Market



Revenue CAGR vs the market, FY22–26

Global

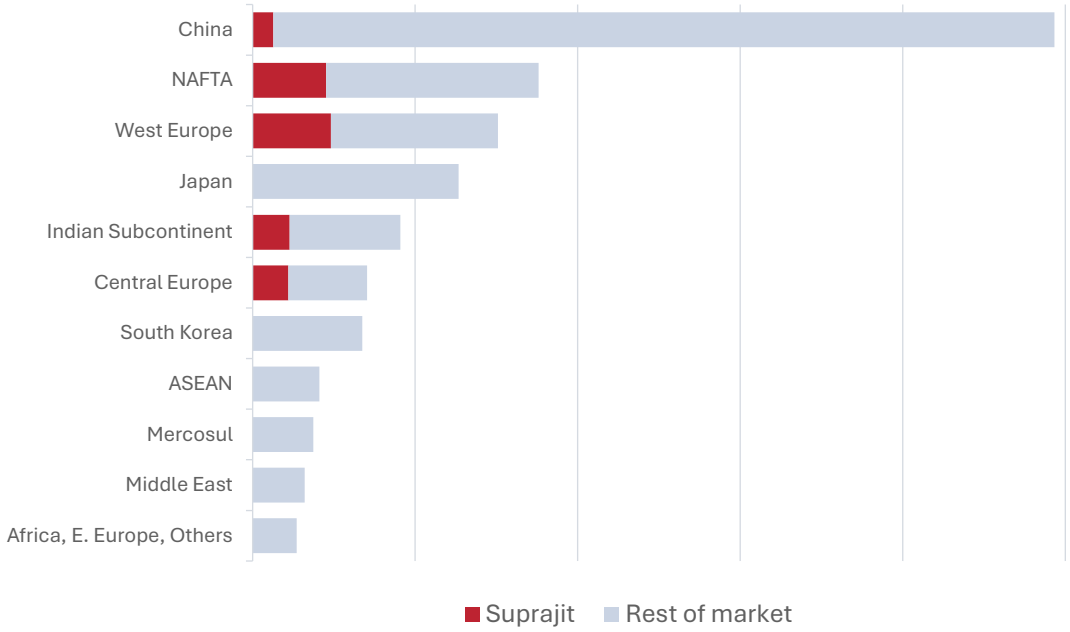
4.7%	20.1%
Market	**Suprajit**
World production (OICA)	Consolidated revenue

+15.4 pts Suprajit vs market

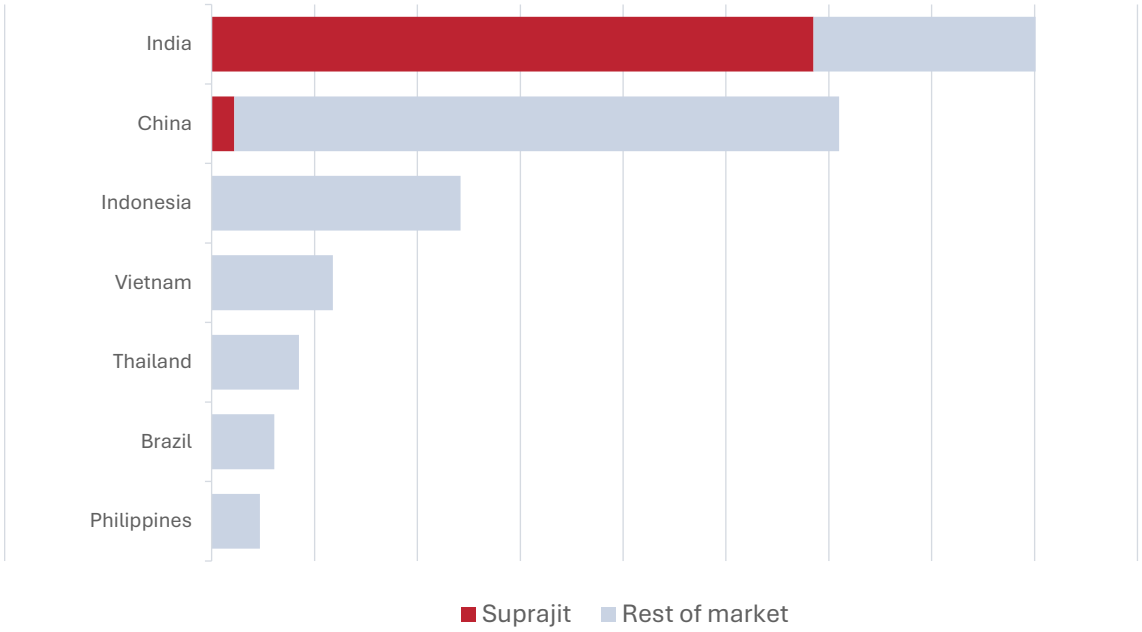
Strong consolidated growth despite various trends across the global automotive industry.

Global Cables: Significant Space to Grow

Approx SOB in Passenger vehicle cables



Approx SOB in Two-wheeler cables



10%+

Suprajit share of a USD 1.3 bn passenger-vehicle cable market

- Strong in Europe and NAFTA; under 3% in China; absent in Japan and Korea
- Go East: Partnership with Chuo Spring opens Japanese OEMs
- Near-shore plants winning businesses and localization & resilience initiatives by OEM's

30%+

Suprajit share of a USD 196 Mn two-wheeler cable market

- Dominant in India, the largest two-wheeler market
- Focus East: Indonesia, Vietnam and Thailand are potential future markets.

Suprajit vs Cables Competition

Player	HQ	Scale in Cables	Low-Cost R&D	Global Sales & Engineering	Actuator Tech	Resilient Supply Options	Remarks
Suprajit		✓	✓	✓	✓	✓	**Strong on all five**
Supplier 1		✓		✓	✓	✓	*High-cost R&D (Japan)*
Supplier 2		✓		✓	✓	✓	*Korean OEM focus*
Supplier 3		✓	✓		✓		*China-only supply; no global reach*
Supplier 4				✓	✓		*Cables non-core; sub-scale*
Supplier 5				✓	✓	✓	*High-cost R&D; sub-scale in cables*
Supplier 6				✓	✓	✓	*Cables non-core; high-cost R&D*
Supplier 7		✓	✓				*ASEAN only; no actuators*
US off-highway makers (3)							*No scale; US only*
Supplier 8		✓			✓		
Supplier 9							*No scale; Single-country supply*
Supplier 10							*No scale; Single-country supply*
Supplier 11				✓			*No scale; no actuators*
Supplier 12			✓				*Regional footprint*
Supplier 13							*No scale*
Supplier 14					✓		*Korean OEM focus*
Japanese makers (2)							*No scale; High-cost R&D; domestic focus*
Chinese makers (4)			✓				*China-only supply*
German makers (3–5)							*No scale; high cost*
East Asian makers (4–5)	Asia						*No scale*
Brazilian makers (4–5)							*No scale; local only*
Small players (40+)	Global						*No scale*

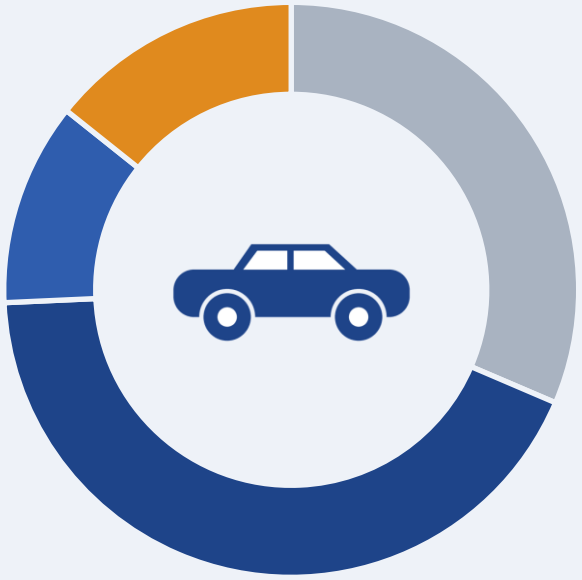
Global cable space has multiple players without the right scale and resilience footprint.

Cables to Systems: Wallet per Vehicle

PV / CV

₹1,100 → ₹3,500

~3x today's core content · max ₹5,900

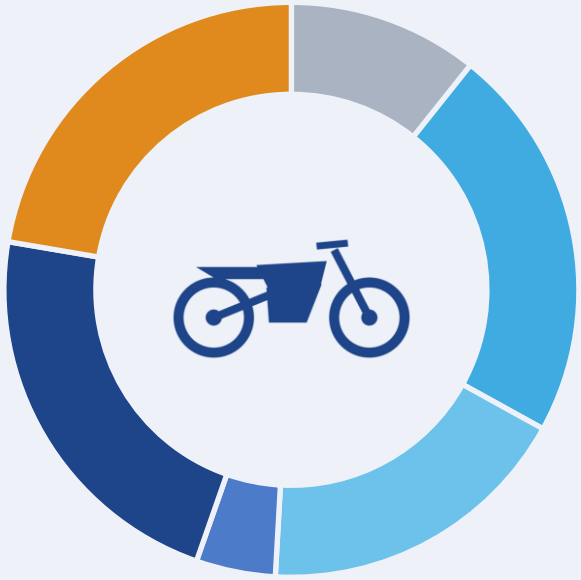


Cables & Halogen Core today	**₹1,100**
Actuators ICM & GCM	**₹1,500**
Shifter Systems ICM & GCM	**₹400** (₹2,500)
LED & Electricals PLE	**₹500** (₹800)

2W / 3W / OFH

₹240 → ₹2,240

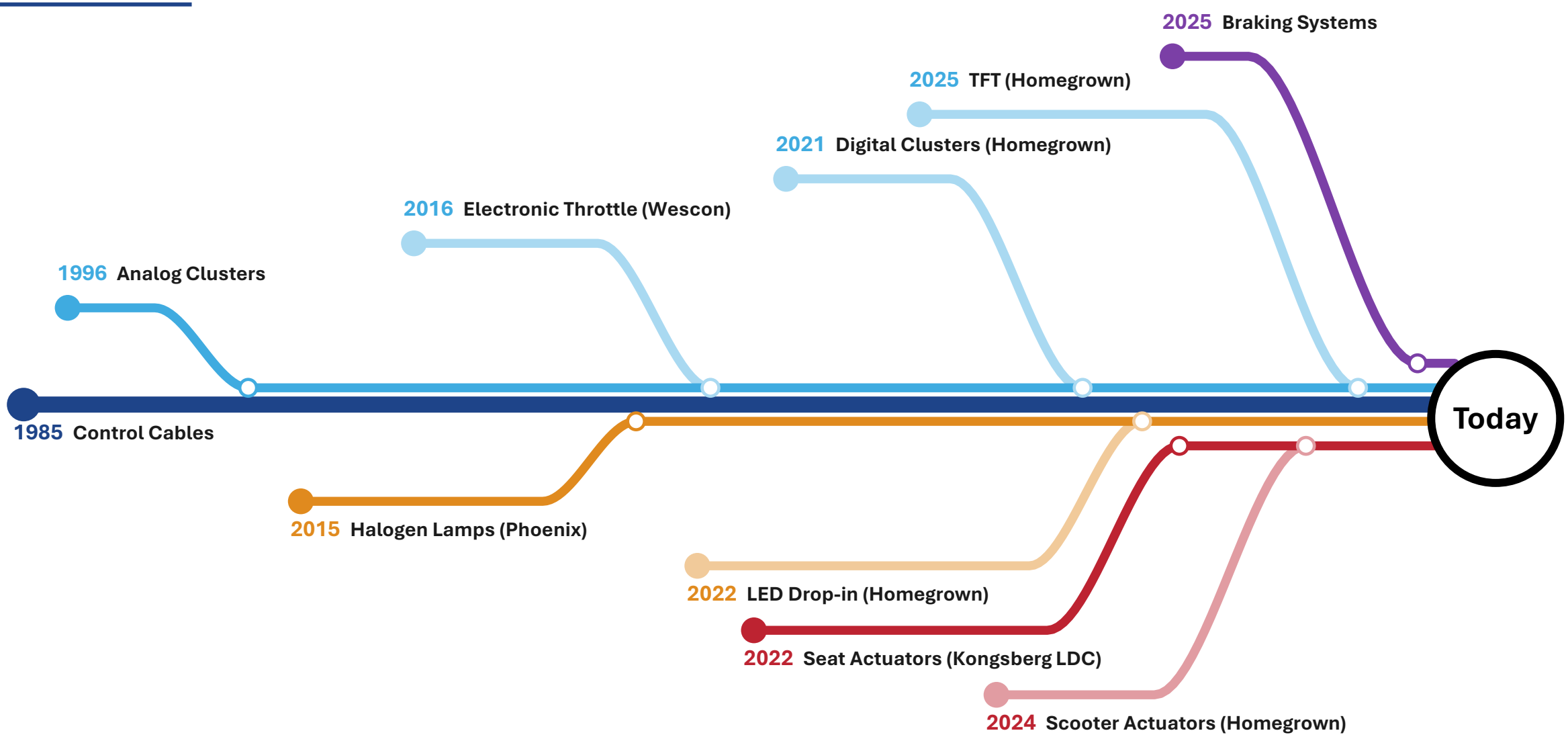
~9x today's core content · max ₹8,540



Cables & Halogen Core today	**₹240**
Displays, Clusters SED	**₹500** (₹2,000)
Throttles, Switches SED	**₹400** (₹2,000)
Braking Systems ICM & GCM	**₹100** (₹2,000)
Actuators ICM & GCM	**₹500** (₹1,500)
LED & Electricals PLE	**₹500** (₹800)

Legend Red = Weighted average value per vehicle (Grey) = Max value per vehicle for the product

Product Roadmap: From Cables to a Technology Portfolio



Core to Beyond Core Transformation

Traditional ——————▶ Premium

Vehicle function	Segments	Mechanical	Hydraulic	Electronic
Lighting	PV CV · 2W 3W OFH	Halogen		LED drop-in
Throttle	PV CV · 2W 3W OFH	Control cable		e-Throttle (foot / hand)
Clutch	PV CV · 2W 3W OFH	Control cable		—
Speedometer	PV CV · 2W 3W OFH	Control cable		Digital cluster
Brake	PV CV · 2W 3W OFH	Control cable	Hose	Wire
Brake system	PV CV · 2W 3W OFH	Drum	Disc	Brake by Wire
Brake safety systems	PV CV · 2W 3W OFH	CBS	CBS	ABS
Parking brake	PV CV · 2W 3W OFH	Control cable		EPKB
Fuel lid / seat lock / steering lock	PV CV	Control cable		Actuator with cable
Seat / headrest / armrest	PV CV	Control cable		Actuator with cable
Door	PV CV	Control cable		Actuator
Hood release	PV CV	Control cable		Actuator with cable
Window winding	PV CV	Control cable		Actuator with cable
Shift cable	PV CV	Control cable		Shifters
Sunroof cable	PV CV	Control cable		Moonroof

Legend

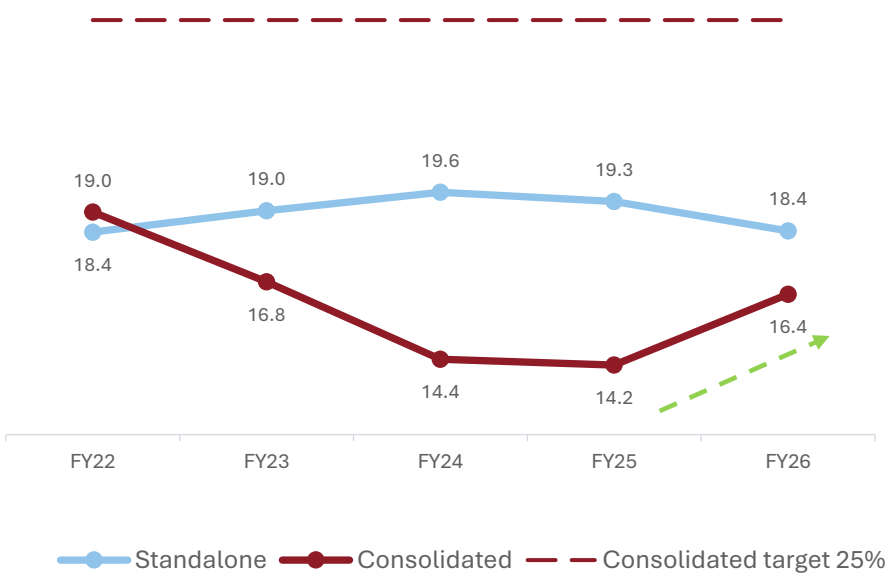
- Product leader
- Production started
- Product development with OEM
- Discussion stage
- Not addressed

Working towards premium products and becoming a system provider.

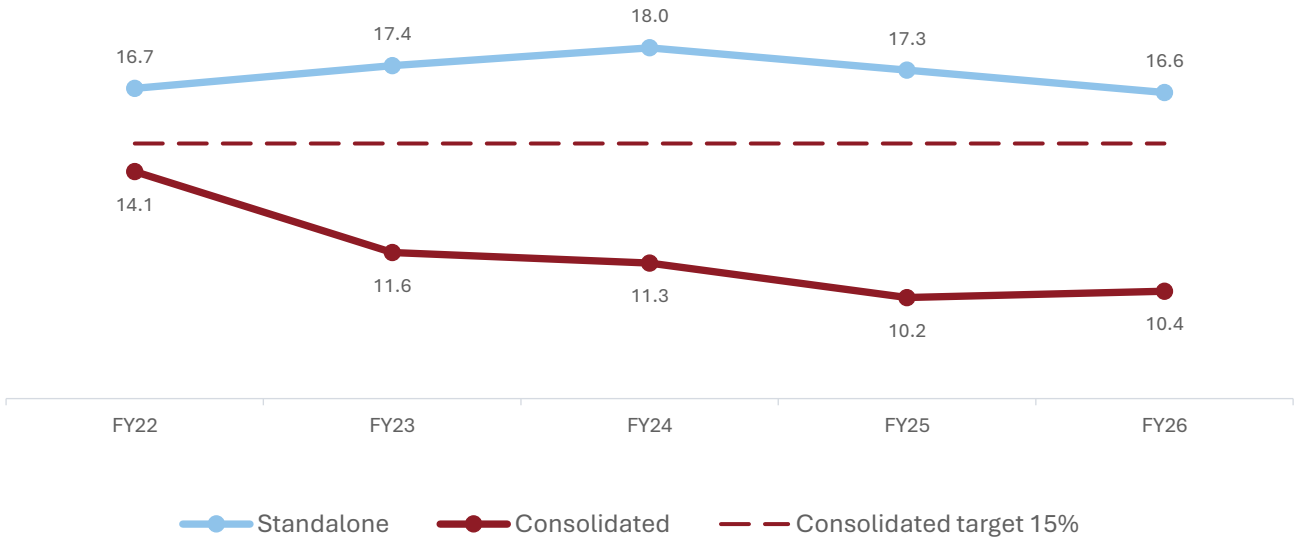
Braking, actuation and electronics are the three lines moving right.

Global Acquisitions, Restructuring and Synergies: Proof in Numbers

ROCE, % (as per annual reports)



Operational EBITDA margin % (as per press releases)



- **Group ROCE up from 14.2% in FY25 to 16.4% in FY26.**

- **Consolidated margin up from 10.2% in FY25 to 10.4% in FY26; standalone under temporary cost pressure in India**
- **FY27 forecast consolidated operational EBITDA of 12–13.5%**
- **Standalone EBITDA has reduced because of higher R&D and admin cost to support global operations.**

- Kongsberg LDC (US leader) and SCS (Europe leader), though loss making at the time, were strategic acquisitions for technology, customers and footprint
- Proven track record of acquiring, turning around and integrating such global businesses

Q2 FY27 Prove-Out: Four Solid Divisions

₹11,351 Mn	12.2%	₹5,647 Mn	₹3,714 Mn
Consolidated revenue **+20.6% YoY**	Consolidated EBITDA margin **+60 bps YoY**	Standalone revenue **+15.9% YoY**	Net debt, Sep-26 **from ₹4,485 Mn**

GCM — Global Cables & Mechatronics

+24.3%

Q2 revenue growth, YoY

Q2 revenue, ₹ Mn	**5,776**
Q2 EBITDA margin	**10.1%**
H1 revenue growth	**+25.9%**

Margin up from 7.4%; US and Chinese OEM wins; Chennai greenfield cable plant

ICM — India Cables & Mechatronics

+13.7%

Q2 revenue growth, YoY

Q2 revenue, ₹ Mn	**3,877**
Q2 EBITDA margin	**15.3%**
H1 revenue growth	**+16.9%**

Margin up from 12.8% in Q1; OEM cable and beyond-cable +20%+; braking scaling

PLE — Phoenix Lighting & Electricals

+14.8%

Q2 revenue growth, YoY

Q2 revenue, ₹ Mn	**1,080**
Q2 EBITDA margin	**14.4%**
H1 revenue growth	**+10.3%**

Margin up from 6.7% in Q1; largest US retailer ramp-up; competitor insolvency adds volume

SED — Sensors, Electronics & Displays

+50.4%

Q2 revenue growth, YoY

Q2 revenue, ₹ Mn	**618**
Q2 EBITDA margin	**8.4%**
H1 revenue growth	**+49.4%**

Input-cost pressure on margin; clusters and e-throttles; facility rebuilt for pipeline

Suprajit USP for Investors

01

De-risked by geography

Growing across industries and regions; FY26 consolidated revenue +16.7% incl. SCS

02

De-risked by segment

PV, off-highway, 2W/3W and aftermarket; no customer above 10% of revenue

03

Flexible global footprint

Near-shoring answers tariffs and seasonality; single supplier to global OEM platforms

04

Scale leader in both cores

#2 globally in control cables and halogen lamps; consolidation strengthens us further

05

In-house, global-ready IP

Suprajit Technology Centre competes with global giants whose R&D sits outside India

06

Innovation commercialised

Own technology built into a new vertical; SED revenue +50.4% in Q2 FY27

07

Partners seek global access

Partners choose Suprajit to reach world markets through our footprint and R&D

08

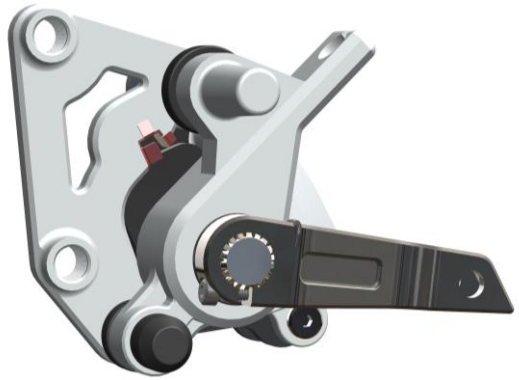
Proven growth record

Organic and inorganic track record; strong order book behind the long-term plan

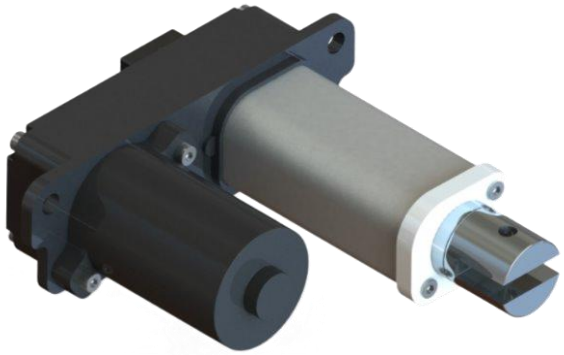
Suprajit

Product Strategy

Going Deep, in Fewer Products



Complete Braking Systems



Compact and Silent Actuation



Precise Sensors and Haptics



Intuitive Display Systems

Powertrain Agnostic

ICE | Hybrid | Electric → Hydrogen

Industry Agnostic

Automotive | Non-Automotive | Powersports → Defence | Aerospace

Designing from Fundamentals

AUTODESK AUTOCAD LT®

SIEMENS NX

creo parametric

CATIA

SolidWorks

Total Materia

Camnetics INCORPORATED

Qt

ALTIUM DESIGNER

Ansys WORKBENCH

Ansys MAXWELL

Ansys MOTOR-CAD

Ansys ICEPAK

ALTAIR

MATLAB®

VECTOR

LabVIEW

- 2D and 3D Modelling
- Gear Design
- PCB Design
- HMI Design
- Material Database

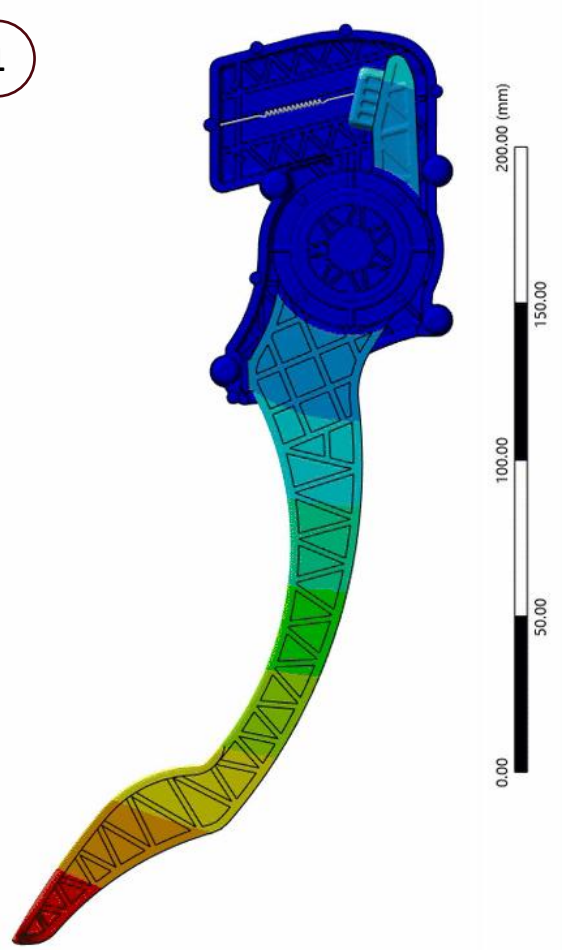
- Computational Fluid Dynamics
- Electromagnetic Analysis
- Thermal Simulation
- Fatigue Simulation
- FEA
- Multi-body Dynamics

- System Modelling
- Vehicle Dynamics

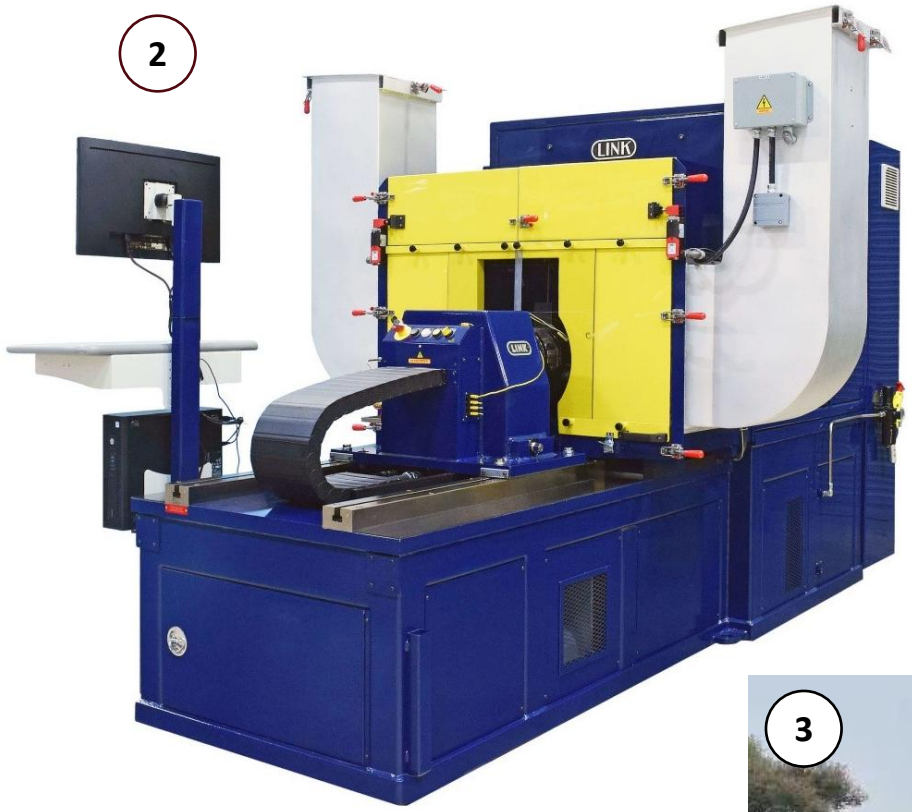
- Hardware in Loop
- Dynometers
- Automated Actuator Characterisation

Testing beyond Doubt

1



2



4



3

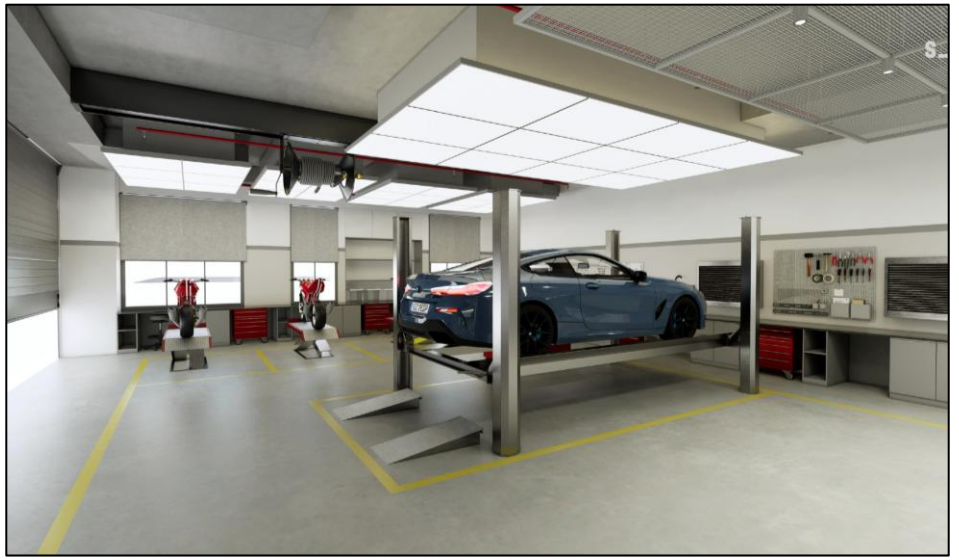


1. Virtual Testing
2. Bench Testing
3. Track/Performance Testing
4. On-road Testing

Our New Technology Centre

Combining our world-class manufacturing capability with state-of-the-art Engineering and Design..







Business Contribution

All numbers for H1

120 Cr.	16.5 Cr.	0.75% ↑ 0.57%
Revenue Contribution	Expenses (Inc. Capex)	Expenses to Group Sales
World-class Execution	Frugal Engineering	Ultra-competitive

Suprajit

Thank You