

The National Stock Exchange India Limited

Exchange Plaza, Bandra Kurla Complex

January 31, 2025

To,

The BSE Limited

Phiroze Jeejeebhoy Towers

Dalal Street, Mumbai-400001

Scrip code: 540203

Bandra (E), Mumbai-400051 NSE Symbol: SFL

Subject: Investor Presentation

Dear Sir/Madam,

Furtherance to our intimation for investor call dated January 29, 2025. Please find attached Management Presentation.

Thanking You,

Yours truly,

For Sheela Foam Limited

(Md. Iquebal Ahmad)

Company Secretary & Compliance Officer

SHEELA FOAM LTD.

SheelaFoam

SHEELA FOAM LIMITED

Earnings Presentation

Q3 & 9M - FY25







Leading the science of comfort in three continents

Sheela Foam: Safe Harbour Statement

All statements included or incorporated by reference in this presentation, other than statements or characterizations of historical fact, are forward-looking statements. These forward-looking statements are based on our current expectations, estimates, and projections about our industry, management's beliefs, and certain assumptions made by us. Although Sheela Foam Limited (SFL) believes that the expectations reflected in such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct. Any forward-looking statement speaks only as of the date on which such statement was made, and SFL undertakes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise. No assurance can be given that actual results, performance, or achievement expressed in, or implied by, forward-looking statements within this disclosure will occur, or if they do, that any benefits may be derived from them.

Company Snapshot



Experienced management



~30% Market Share in the mattresses segment



Consistent
Positive cash flow generation



'Sleepwell' 'Kurlon' are amongst the most trusted brands in India



40% market share in Australia



Strategic move to focus on high margin products



Backward Integrated Player with a wide product basket



Presence across multiple geographies



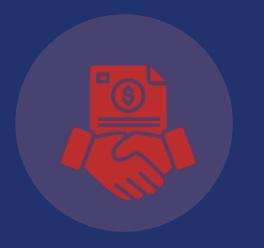
Marquee Investors



Largest manufacturers of PU Foam in India

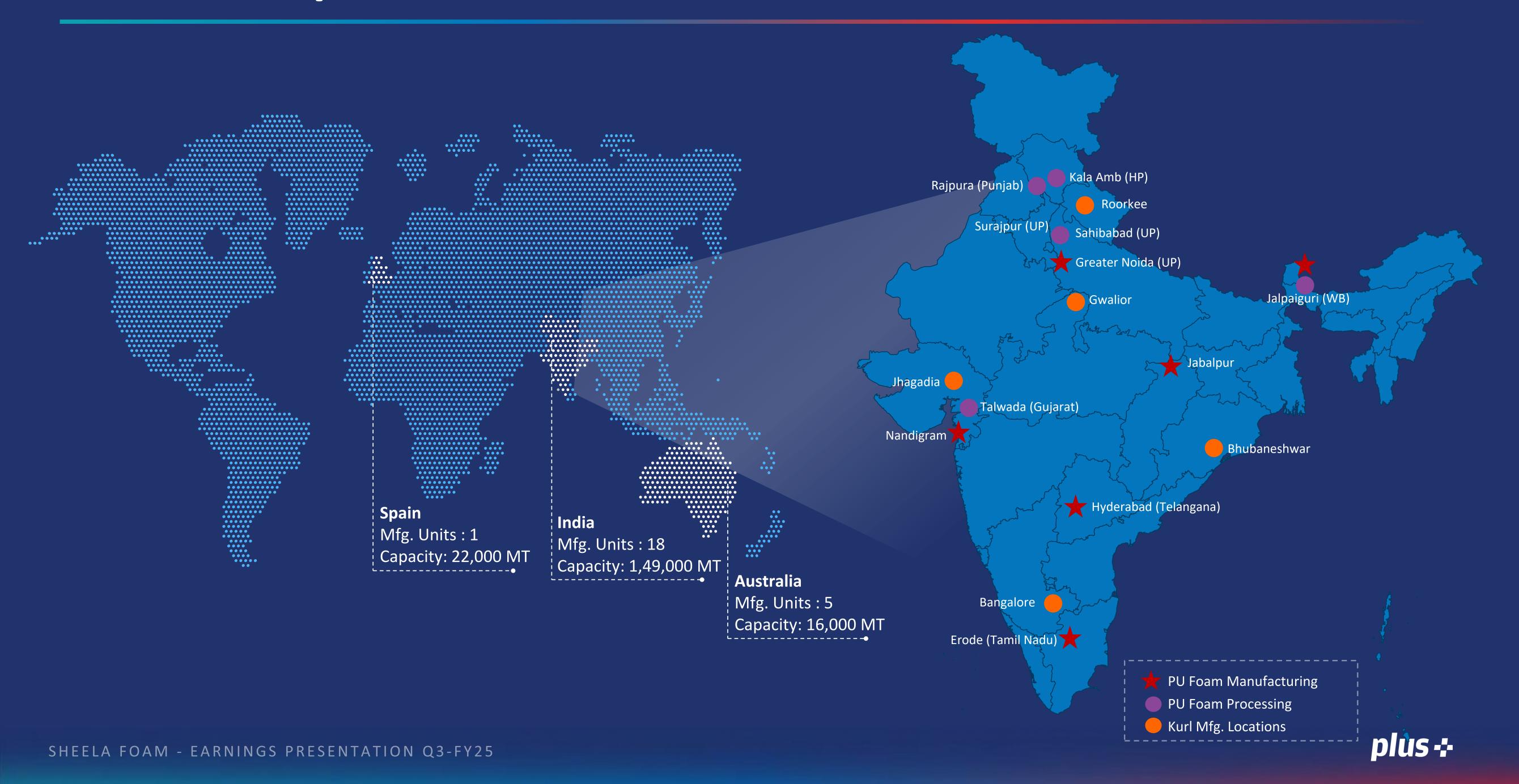


Low Gearing ratio



Proven track record in Acquisitions and Integration

Global Footprint



Sheela Foam: Group of companies and brands

India business

Indian consumer brands







IT company





CSR initiative

International business

International subsidiaries





International consumer brand



INDIA BUSINESS

Q3 & 9M FY25 | Financial performance

INR 1.72/Share

Diluted EPS



INR 75 Cr

Net Profit

2.9%

PAT Margin

INR 6.85/Share

Diluted EPS

1.9%

PAT Margin

INR 19 Cr

Net Profit

India Business (SFL + KEL): Q3 & 9M FY25 (INR Cr.)

	Q3 FY24*	Q2 FY25	Q3 FY25	9M FY24*	9M FY25
TOTAL REVENUE	688	625	781	1578	2026
Gross Margin	41.5%	44.5%	39.7%	40.7%	42.8%
OTHER EXPENSES	32.9%	35.9%	31.5%	30.0%	34.3%
Marketing %	7.7%	5.2%	5.7%	5.4%	5.5%
EBITDA	8.6%	8.6%	8.2%	10.8%	8.5%

^{*}KEL included for post Acquisition period

Operational Highlights for Q3 & 9M - FY25

- > Strong Growth in topline and profitability in spite of industry facing headwinds
- > Consolidated Q3 EBITDA at 9.0% inching towards double digit; International business back on track
- > Robust mattress (B2C business) volume growth at 24%* YoY for Q3FY25
- > Sleepwell brand volume growth at 53% YoY and Kurlon at 13%* YoY
- > E-Com segment witnessed record growth and significant market share gain, now the second largest selling online mattress brands in the country
- > B2B and other segments also posted high growth rates
- > Furlenco achieved healthy subscriber base growth; Geographic expansion in 2 new cities

*KEL for full period of Q3FY24

Mattress Segment Performance

KEY CALLOUTS

Strong growth seen in mattress segment

Positive response to new models launched to bridge portfolio gaps

Ecommerce segment - strong share gain

	Q3 FY24*	Q2 FY25	Q3 FY25
VALUE	355 Cr	300 Cr	426 Cr

*Q3FY24 – KEL for 72 days

	Q3 FY24*	Q2 FY25	Q3 FY25
VOLUME	699K	723K	1040 K

Furniture Cushioning | Segment Performance

KEY CALLOUTS

- Saathi contact scale up program giving positive response
- Recovery in North markets
- Value & Volume growth at 5% and 12% YoY respectively

	Q3 FY24	Q2 FY25	Q3 FY25
VALUE	62 Cr	50 Cr	65 Cr

	Q3 FY24	Q2 FY25	Q3 FY25
VOLUME	1537 Tn	1354 Tn	1722 Tn

Comfort Foam | Segment Performance

KEY CALLOUTS

- Distribution expansion giving positive results
- Gains made in Sheela foam and Kurlon
- Value & Volume growth at 4% and -5% YoY respectively*

	Q3 FY24*^	Q2 FY25	Q3 FY25
VALUE	120 Cr	115 Cr	125 Cr

^{*}Q3FY24 - KEL for 72 days

	Q3 FY24*^	Q2 FY25	Q3 FY25
VOLUME	6460 Tn	5764 Tn	6134 Tn

^{^ &#}x27;Industrial Others' is reclassified in HCP & Scrap

Technical Foam | Segment Performance

KEY CALLOUTS

- Reasonable growth
- Gains made in shoe, lingerie and Auto filter industry
- Maintained share in Auto lamination industry
- Value & Volume growth at 12% and 12% YoY respectively

	Q3 FY24^	Q2 FY25	Q3 FY25
VALUE	113 Cr	128 Cr	127 Cr

	Q3 FY24^	Q2 FY25	Q3 FY25
VOLUME	4032 Tn	4729 Tn	4500 Tn

^{^ &#}x27;Industrial Others' now classified in HCP & Scrap

Others | Segment Performance

	Q3 FY24*	Q2 FY25	Q3 FY25
VALUE	37 Cr	31 Cr	39 Cr

*Q3FY24 - KEL Revenue only for 72 days

	Q3 FY24*	Q2 FY25	Q3 FY25
VOLUME	MIXED (N.A)	MIXED (N.A)	MIXED (N.A)

INTERNATIONAL BUSINESS & STAQO

Australia | Q3 & 9M FY25 (INR Cr.)

	Q3 FY24	Q2 FY25	Q3 FY25	9M FY24	9M FY25
TOTAL REVENUE	115	105	99	319	300
Gross Margin	46.4%	48.4%	52.8%	47.6%	50.1%
OTHER EXPENSES	41.2%	46.3%	39.5%	41.4%	44.1%
EBITDA	5.2%	2.1%	13.3%	6.2%	6.0%

HIGHLIGHTS

Operational efforts yields results. 9M FY25 EBITDA at 6%

Efforts to enter new segments like foam and furniture cushioning to increase base

Spain | Q3 & 9M FY25 (INR Cr.)

	Q3 FY24	Q2 FY25	Q3 FY25	9M FY24	9M FY25
TOTAL REVENUE	76	86	81	248	257
Gross Margin	32.0%	32.0%	29.8%	29.5%	29.6%
OTHER EXPENSES	21.2%	20.1%	21.7%	18.8%	20.5%
EBITDA	10.8%	11.9%	8.1%	10.7%	9.1%

HIGHLIGHTS

Increased volumes resulting from capacity expansions

Profitability on track despite competitive market

STAQO: Q3 & 9M FY25 (INR Cr.)

	Q3 FY24	Q2 FY25	Q3 FY25	9M FY24	9M FY25
TOTAL REVENUE	8	12	12	23	37
Gross Margin	100.0%	100.0%	100.0%	100.0%	100.0%
OTHER EXPENSES	71.8%	68.3%	69.9%	74.0%	67.1%
EBITDA	28.2%	31.7%	30.1%	26.0%	32.9%

HIGHLIGHTS

All KEL systems successfully integrated with SFL

On track to high growth of external business

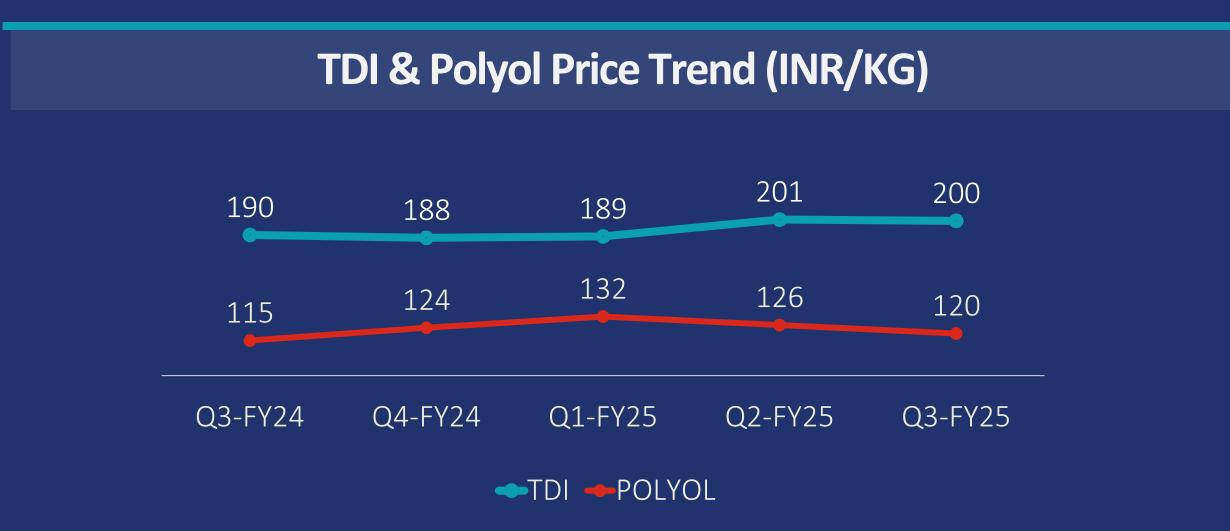
Consolidated Business

Consolidated Business Summary | Q3 & 9M FY25 (INR Cr.)

	Q3 FY24*	Q2 FY25	Q3 FY25	9M FY24*	9M FY25
TOTAL REVENUE	879	813	967	2137	2590
Gross Margin	41.7%	44.9%	40.6%	40.5%	42.5%
OTHER EXPENSES	33.1%	36.3%	31.5%	30.2%	34.1%
EBITDA	8.7%	8.5%	9.1%	10.3%	8.4%

^{*}KEL included only for the Period Post Acquisition only

Raw Material | Prices and Gross Margins (%)





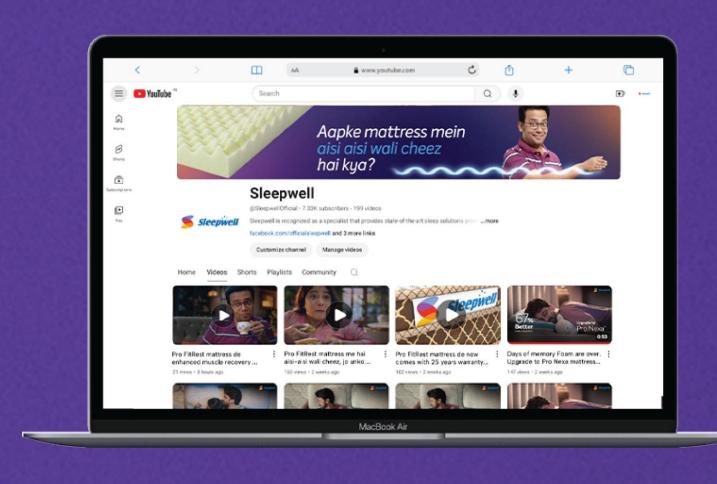


Key Business Updates

Festive season campaign - Sleepwell

Ads amplified through Influencer, Digital, and Print partnerships





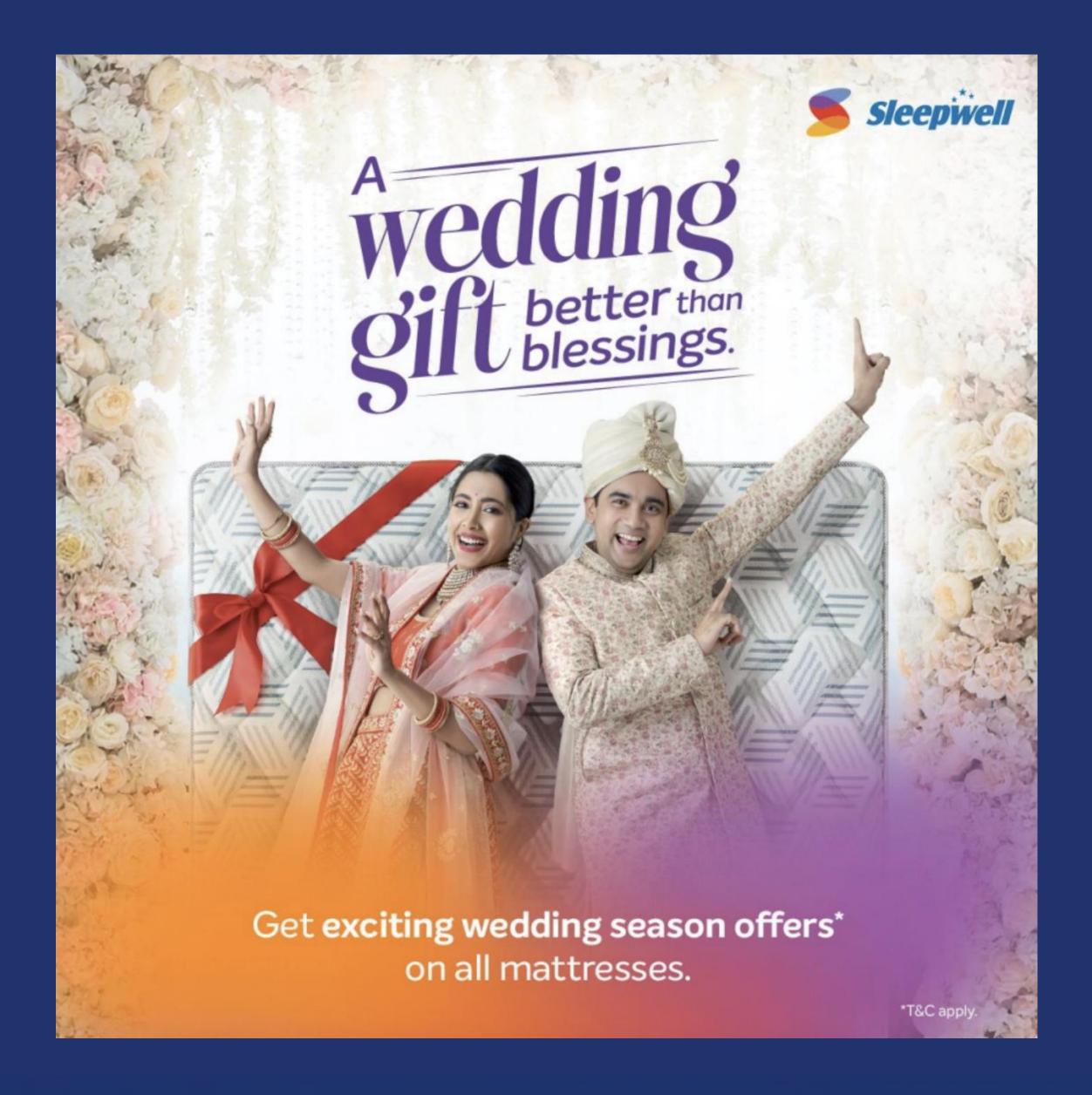


Influencer

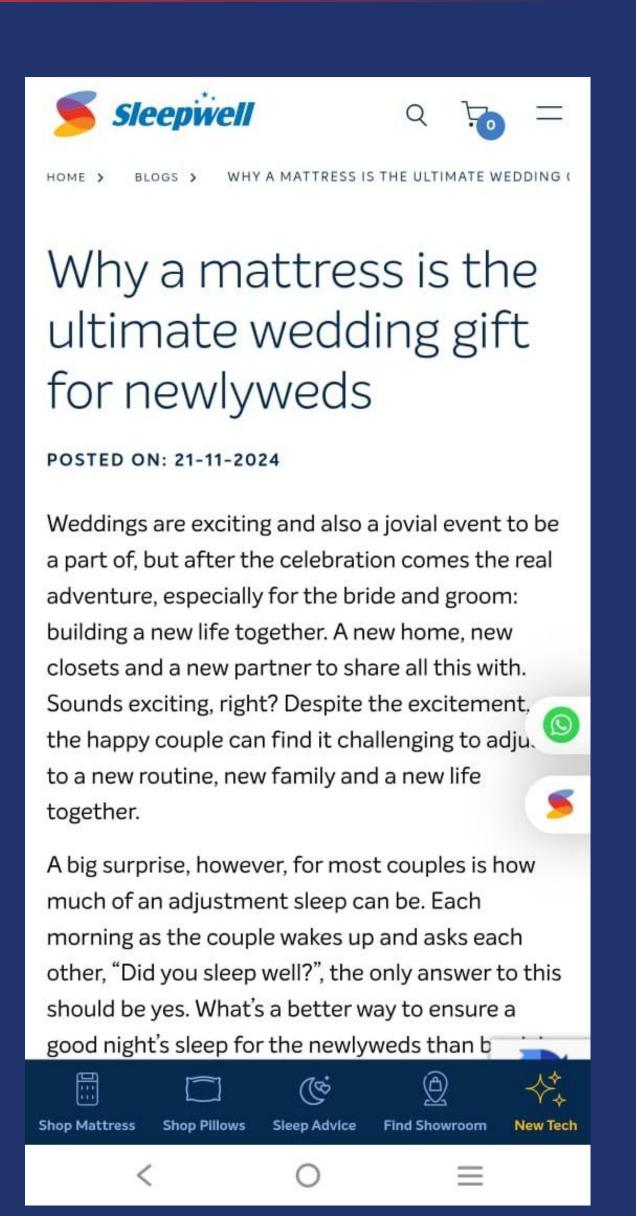
Digital

Print

Wedding season campaign





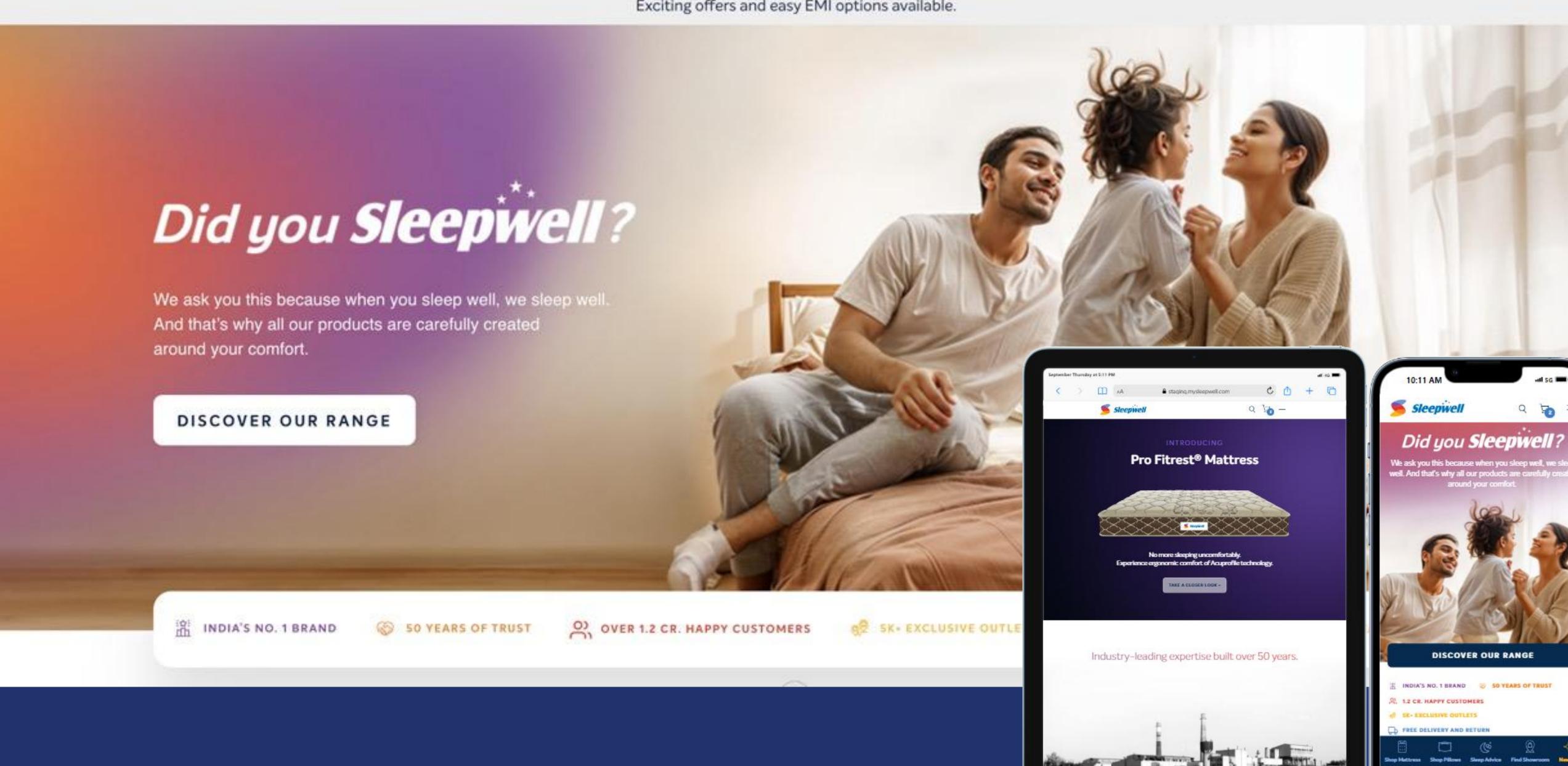


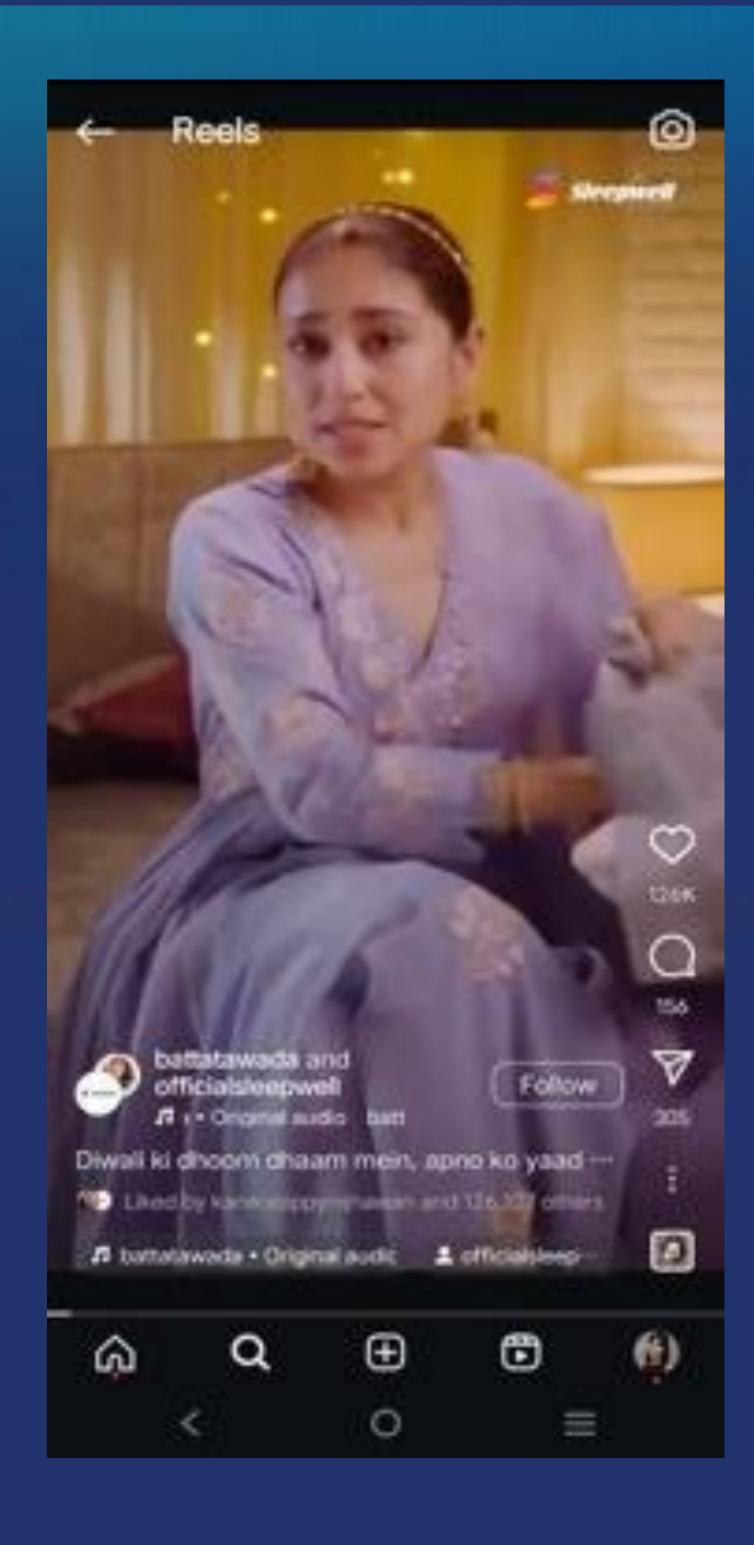






Exciting offers and easy EMI options available.

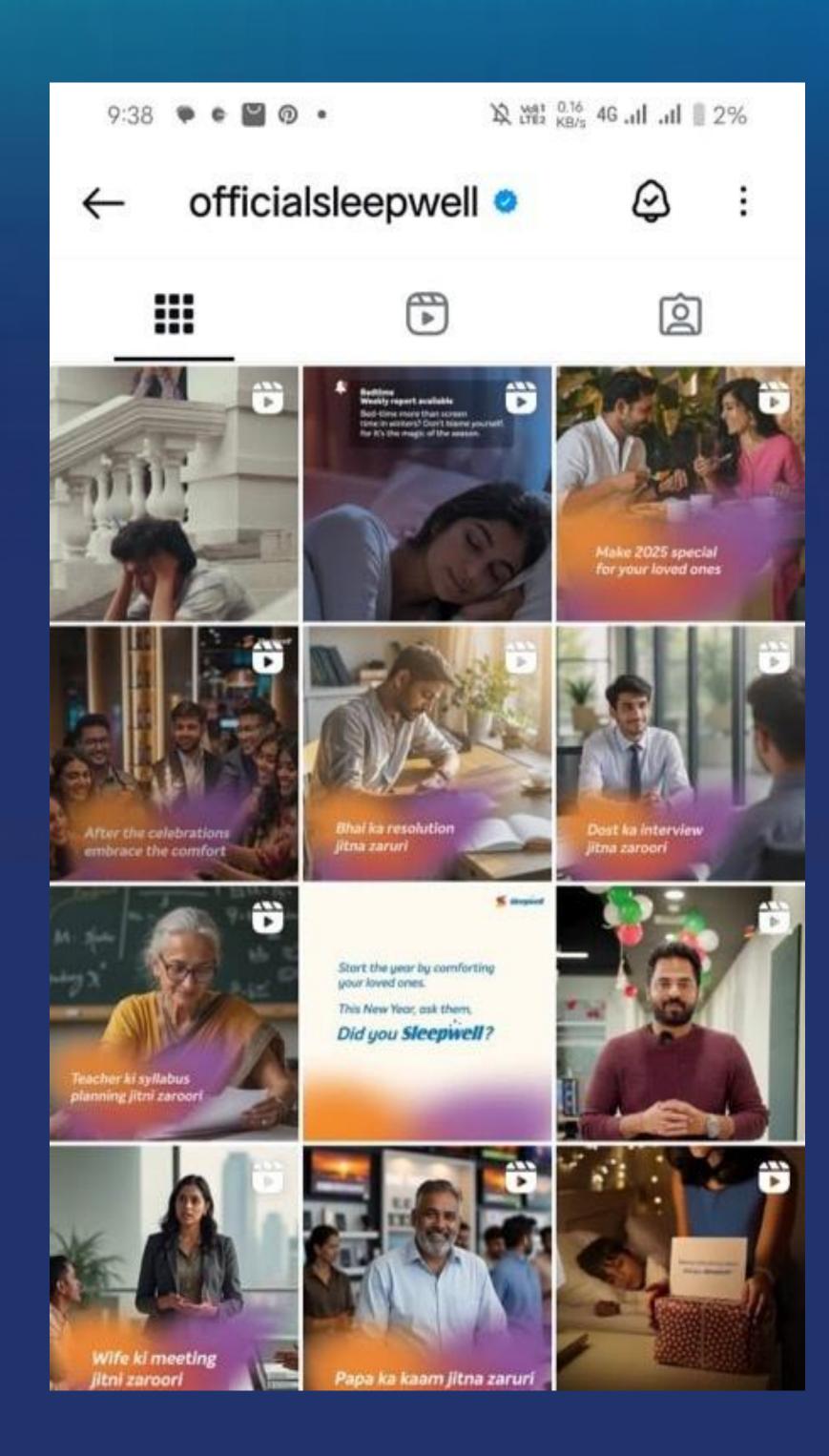




Did you Sleepwell?

A brand initiative to start the meaningful conversation for emphasizing importance of sleep, health, and expressing care for our loved ones.

- Always on digital campaign
- Influencer collaboration



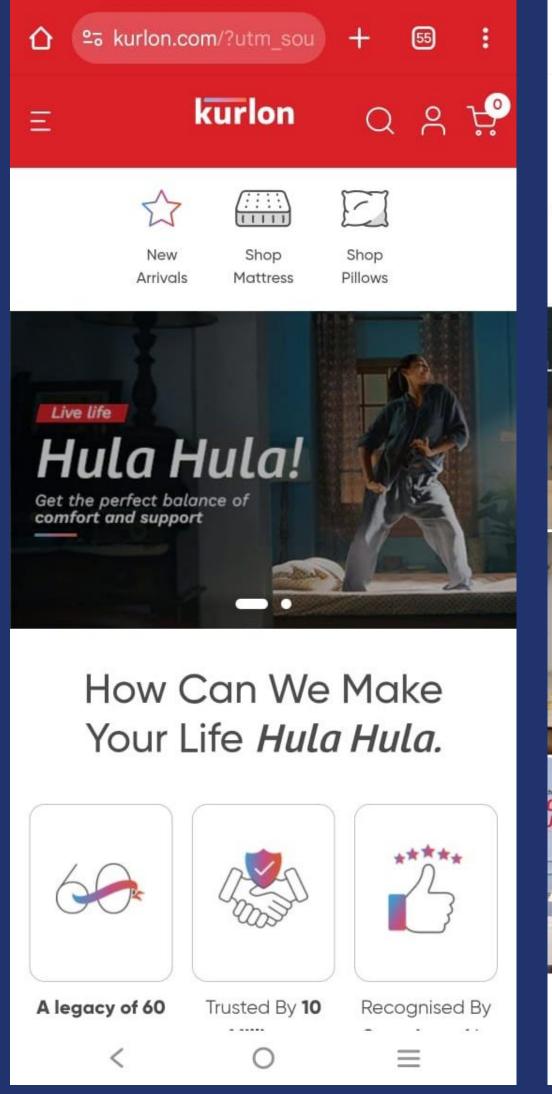
Brand engagement

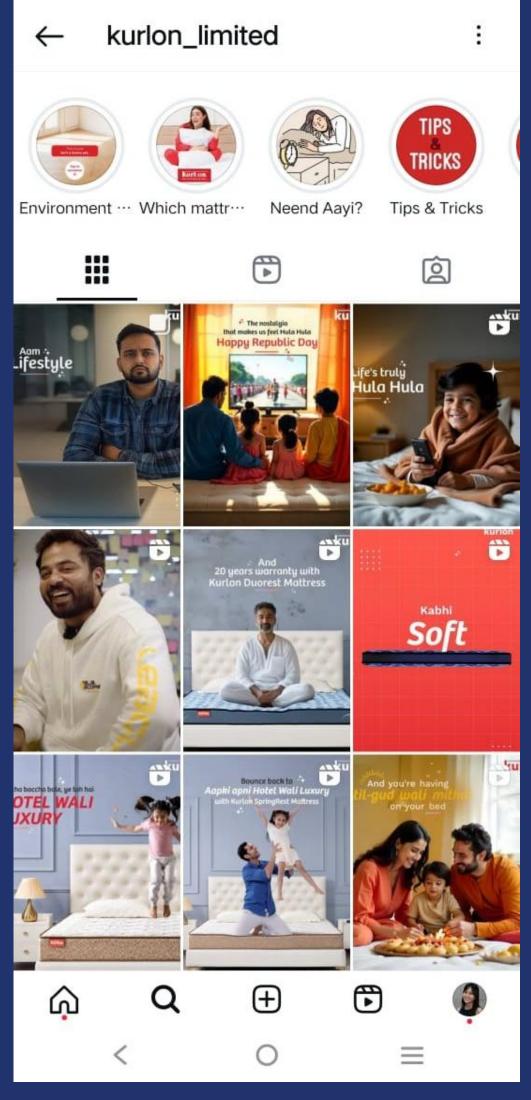
87 million Total reach

82 million Brand video views

- Deeper brand connection
- Education and awareness on sleep health axis
- Influencer collaborations
- Branded content has led to consistently increasing engagement, organic traffic and organic revenue on mysleepwell.com

Kurlon | Digital transformation journey





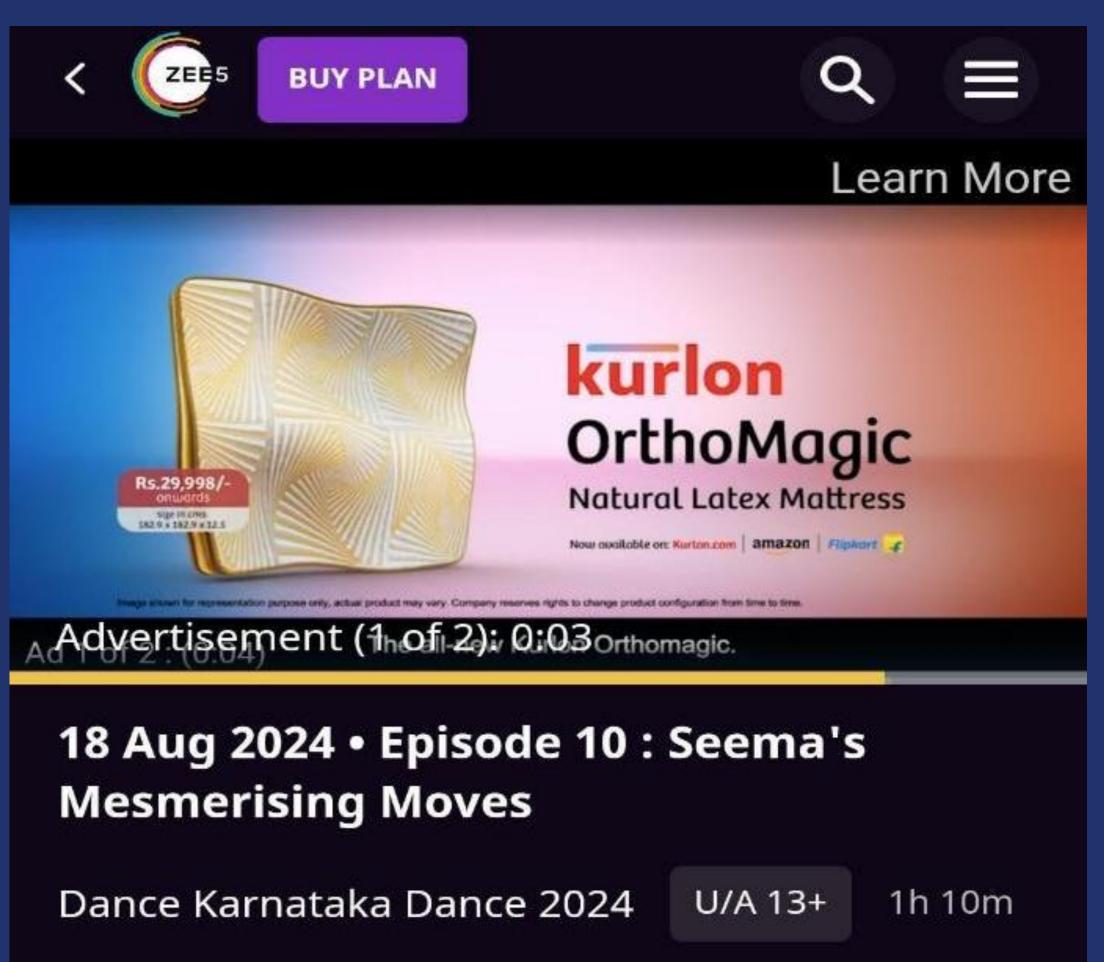
Search Volumes towards upward trend

Personalized Remarketing for personalized marketing and conversion improvement

Social Followers & Engagement growth

Kurlon Online Marketing





Youtube

Unified OTT

Offline Retail Branding

Sleepwell retail branding | Enhanced consultative selling



Kurlon retail branding | Enhanced consultative selling



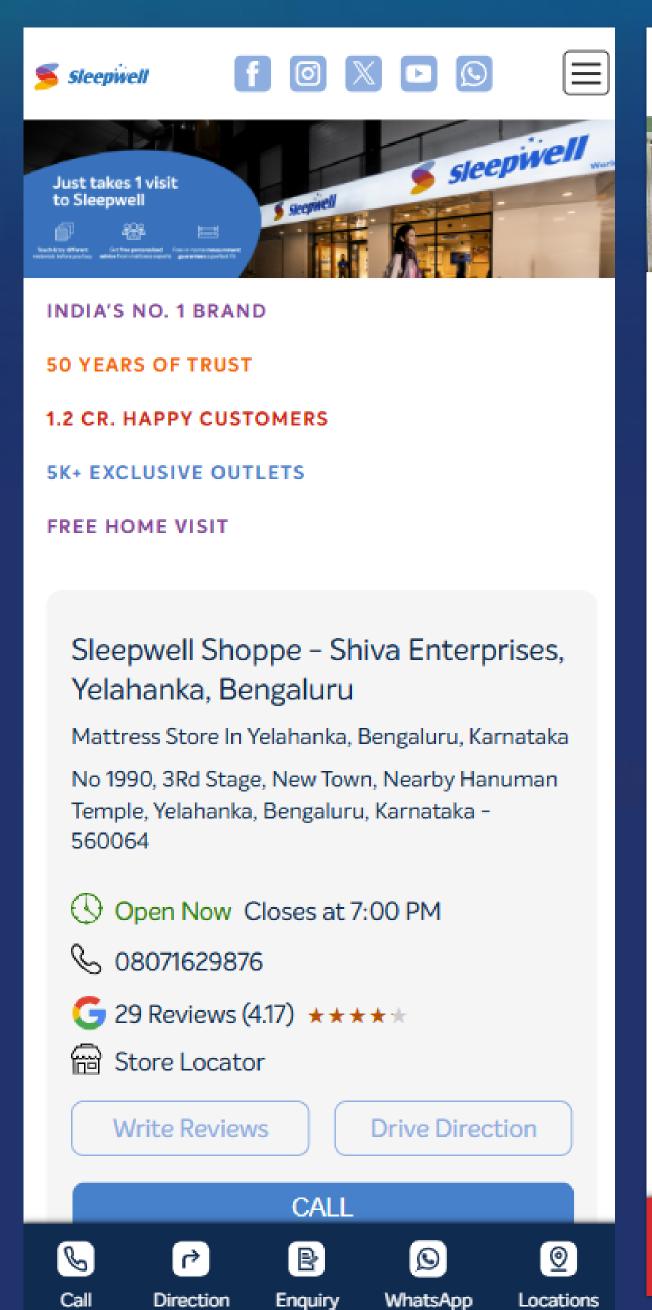


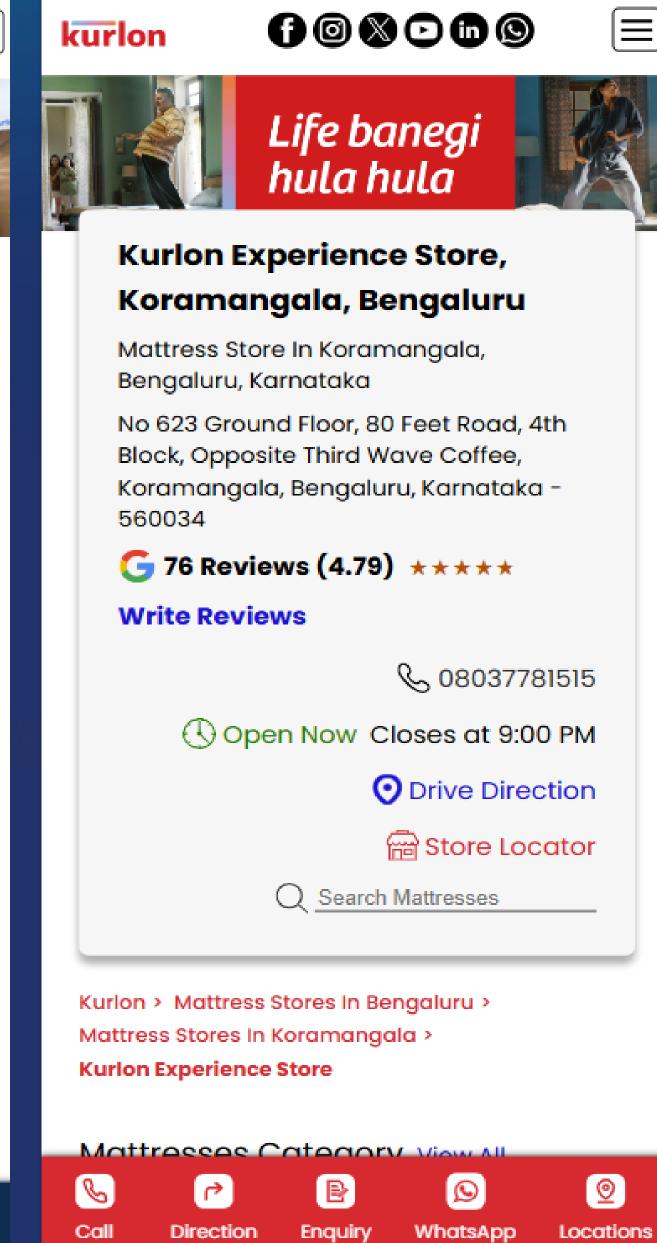






Marketing Initiatives





Google my business

2900+

Live dealer profiles for Sleepwell & Kurlon

Increased showroom search and footfall



Sleepwell – Presence at Mahakumbh



Over 1000+ daily footfall

- Live demos & product experience
- On spot purchases.

Kurlon – Presence at Mahakumbh



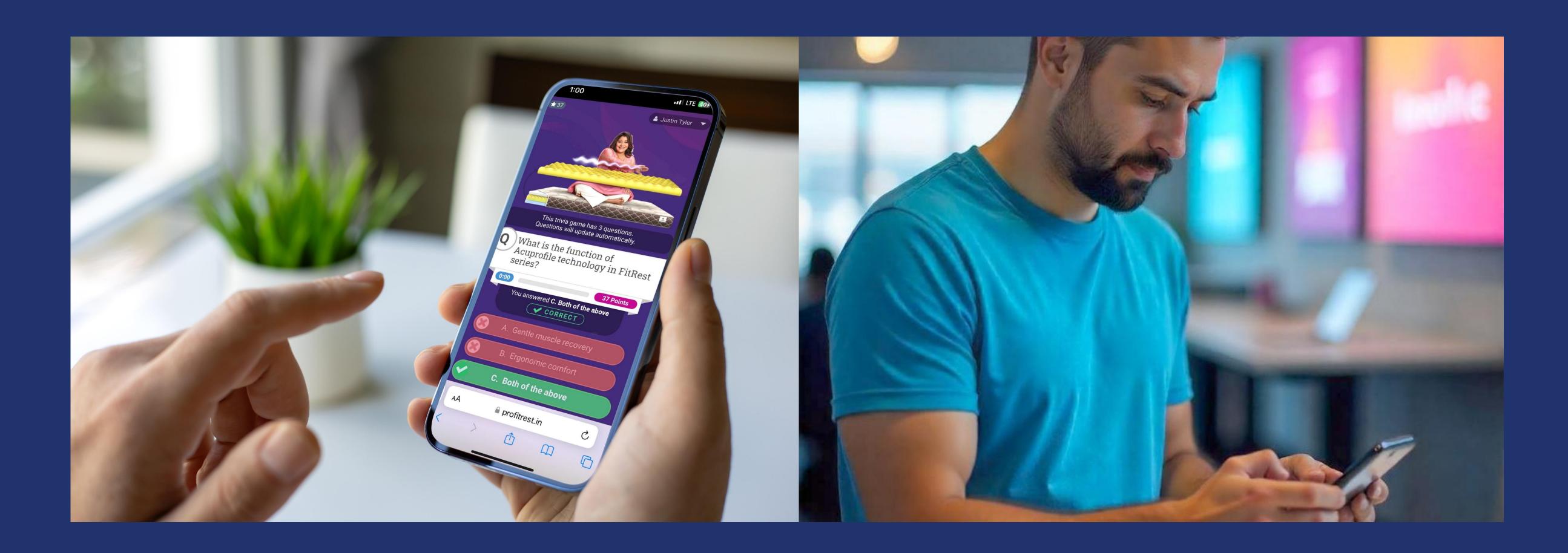
Over 800+ daily footfall

- Live demos & product experience
- On spot purchases

Channel Engagement

Sleepwell | Customer representative trainings

Sales executive trainings at the showroom for enhancing consultative selling



Channel engagement

Kurlon Kare Klub Program - Dealer meets



Financials

Quarterly Standalone Income Statement (INR Cr)

Particulars	Q3-FY25	Q3-FY24	Y-O-Y	Q2-FY25	Q-O-Q
Revenue from Operations	791	513	54%	602	31%
Operating Expenses	720	460		532	
EBITDA	71	53	34%	71	1%
EBITDA Margin (%)	9%	10%		12%	
Other Income	9	22		29	
Depreciation	23	15		22	
Finance Cost	23	18		22	
PBT	34	42	-19%	56	-39%
Exceptional Item	0	0		0	
Tax	9	12		13	
PAT	25	31	-19%	43	-42%
PAT Margin (%)	3%	6%		7%	
Other Comprehensive Income	0	1		0	
Total Comprehensive Income	24	32		43	
Basic/Diluted EPS (INR)	2.29	2.84		3.94	
Dasic/Dituted EP3 (IINK)	2.29	2.04		3.94	

9M Standalone Income Statement (INR Cr)

Particulars	9M-FY25	9M-FY24	Y-O-Y
Revenue from Operations	1897	1393	36%
Operating Expenses	1708	1233	
EBITDA	189	160	19%
EBITDA Margin (%)	10%	11%	
Other Income	63	66	
Depreciation	64	38	
Finance Cost	66	24	
PBT	122	164	-26%
Exceptional Item	-12	11	
Tax	34	41	
PAT	100	112	-11%
PAT Margin (%)	5%	8%	
Other Comprehensive Income	-1	-1	
Total Comprehensive Income	99	111	
Basic/Diluted EPS (INR)	9.18	11.02	

Quarterly Consolidated Income Statement (INR Cr)

Particulars	Q3-FY25	Q3-FY24	Y-O-Y	Q2-FY25	Q-O-Q
Revenue from Operations	967	879	10%	813	19%
Operating Expenses	879	803		743	
EBITDA	88	76	15%	69	27%
EBITDA Margin (%)	9%	9%		9%	
Other Income	7	32		32	
Depreciation	45	30		48	
Finance Cost	29	25		28	
PBT	21	53	-60%	25	-15%
Exceptional Item	0	0		0	
Tax	3	14		16	
Share of Profit / (Loss) from JV	0	-7		0	
PAT	19	31	-40%	9	99%
PAT Margin (%)	2%	4%		1%	
Other Comprehensive Income	-24	19		17	
Total Comprehensive Income	-5	50		26	
Basic/Diluted EPS (INR)	1.72	2.83		0.90	

YTD Consolidated Income Statement (INR Cr)

Particulars	9M-FY25	9M-FY24	Y-O-Y
Revenue from Operations	2590	2137	21%
Operating Expenses	2373	1917	
EBITDA	217	220	-1%
EBITDA Margin (%)	8%	10%	
Other Income	70	80	
Depreciation	133	74	
Finance Cost	85	42	
PBT	69	184	-63%
Exceptional Item	-31	11	
Tax	25	47	
Share of Profit / (Loss) from JV	0	-8	
PAT	75	119	-37%
PAT Margin (%)	3%	6%	
Other Comprehensive Income	-6	9	
Total Comprehensive Income	68	128	
Basic/Diluted EPS (INR)	6.85	11.61	

Historical Standalone Income Statement (INR Cr)

PARTICULARS	FY21	FY22	FY23	FY24	9M-FY25
Operational Revenue	1,612	2,008	2,039	1,880	1,897
Operating Expenses	1,374	1,774	1,830	1,670	1,708
EBITDA	237	234	208	210	189
EBITDA Margins (%)	15%	12%	10%	11%	10%
Other Income	47	70	75	97	63
Depreciation	33	32	41	58	64
Finance Cost	9	7	8	44	66
PBT	244	265	234	205	122
Exceptional Items	_	-	-	-18	-12
Tax	62	67	63	54	34
PAT	181	197	171	168	100
PAT Margins (%)	11%	10%	8%	9%	5%
Other Comprehensive Income	2	-1	-4	_	-1
Total Comprehensive Income	183	196	167	168	99
Diluted EPS (INR)	18.6	20.2	17.5	16.3	9.2

Historical Consolidated Income Statement (INR Cr)

PARTICULARS	FY21	FY22	FY23	FY24	9M-FY25
Operational Revenue	2,355	2,866	2,873	2,982	2,590
Operating Expenses	1,991	2,551	2,576	2,682	2,373
EBITDA	364	315	297	301	217
EBITDA Margins (%)	15%	11%	10%	10%	8%
Other Income	50	79	86	117	70
Depreciation	73	81	90	116	133
Finance Cost	18	17	21	69	85
PBT	324	296	273	233	69
Exceptional Items	_	-	-	-23	-31
Tax	84	78	72	61	25
Share of Profit / (Loss) from JV	_	-	-	-11	0
PAT	240	219	201	184	75
PAT Margins (%)	10%	8%	7%	6%	3%
Other Comprehensive Income	19	-2	13	-3	-6
Total Comprehensive Income	259	217	213	181	68
Diluted EPS (INR)	24.6	22.4	20.4	17.7	6.85

Historical Standalone Balance Sheet (INR Cr)

PARTICULARS	FY23	FY24	H1-FY25
ASSETS			
Non-current Assets	791	3,777	3,296
Property, Plant & Equipment	270	433	492
Capital Work In Progress	103	80	31
Right of Use Assets	38	68	75
Investment Property	3	3	3
Investment In Subsidiaries & JV	197	2,558	2,567
Financial Assets			
(a)Other Investments	56	510	
(b) Loans	72	72	75
(c) Other Financial Assets	5	6	8
(d) Investment in Preference Shares	-	-	-
Non-current Tax Assets (Net)	12	39	39
Other Non-Current Assets	35	7	6
Current Assets	1,127	418	983
Inventories	207	150	221
Financial Assets	-	-	
(a) Investments	707	-	450
(b) Trade Receivable	138	189	241
(c) Cash And Cash Equivalent	13	13	6
(d) Other Bank Balances	0	0	0
(e) Loans	1	1	1
(f) Other Current Fin Assets	3	11	8
Other Current Assets	58	55	55
GRAND TOTAL – ASSETS	1,917	4,196	4,278

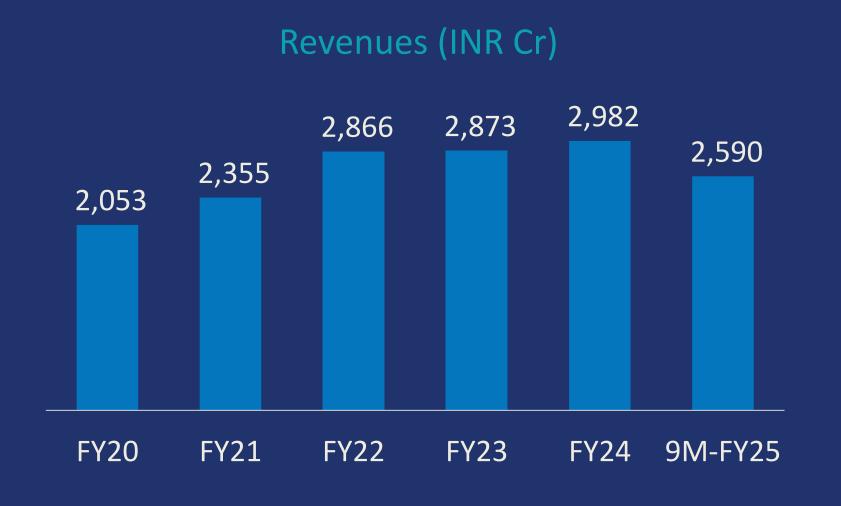
PARTICULARS	FY23	FY24	H1-FY25
EQUITY & LIABILITIES			
Equity	1,362	2,674	2,753
(a) Share Capital	49	54	54
(b) Other Equity	1,313	2,620	2,698
Non-current Liabilities	153	862	678
Financial Liabilities			
(a) Borrowings	99	787	591
(b) Lease Liabilities	16	36	42
(c) Other Financial Liabilities	26	16	17
Provisions	9	10	13
Deferred Tax Liabilities (Net)	4	12	15
Other Non-Current Liabilities	0	0	0
Current Liabilities	402	660	847
Financial Liabilities			
(a) Borrowings	33	169	297
(b) Lease Liabilities	1	8	9
(c) Trade Payables	188	161	235
(d) Other Current Fin Liabilities	110	254	237
Provisions	11	11	11
Current Tax Liabilities (net)	-	-	7
Other Current Liabilities	59	57	50
GRAND TOTAL - EQUITY & LIABILITES	1,917	4,196	4,278

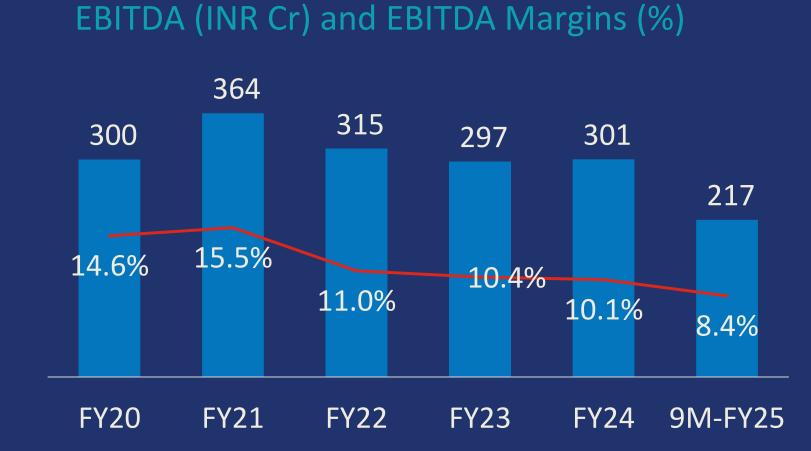
Historical Consolidated Balance Sheet (INR Cr)

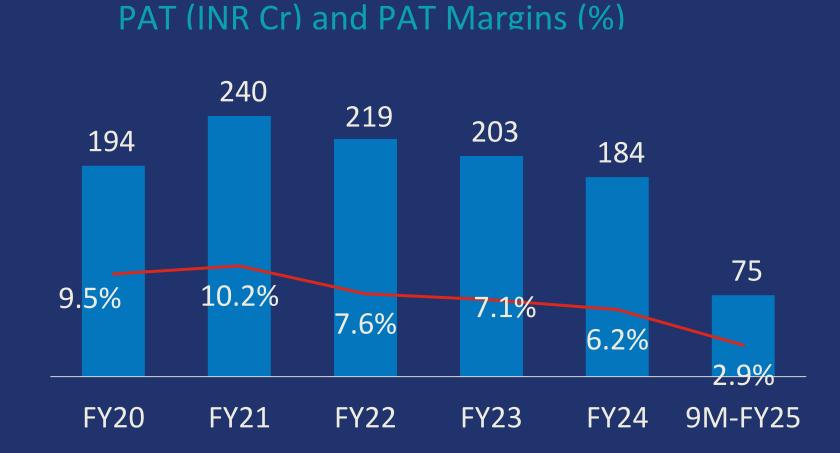
PARTICULARS	FY23	FY24	H1-FY25
ASSETS			
Non-current Assets	1,278	4,465	3,933
Property, Plant & Equipment	429	1,160	1,179
Capital Work In Progress	288	161	117
Right of Use Assets	109	230	218
Investment Property	53	51	50
Intangible Assets	274	1,689	1,702
Intangible Assets under development	-	4	-
Investment Accounted using Equity Method	-	350	50
Financial Assets	-	-	
(a) Other Investments	56	510	-
(b) Loans	2	2	2
(c) Other Non Current Fin Assets	5	21	20
Deferred Tax Assets	14	225	231
Non-current Assets (Net)	12	55	54
Other Non Current Tax Assets	35	7	10
Current Assets	1,433	875	1,407
Inventories	331	339	408
Financial Assets	-	-	
(a) Investments	712	18	455
(b) Trade Receivable	282	364	386
(c) Cash And Cash Equivalent	42	44	33
(d) Other Bank Balances	0	5	7
(e) Loans	1	1	2
(f) Other Current Fin Assets	1	8	5
Current tax Assets (Net)	-	0	-
Other Current Assets	64	96	112
Assets held for Sale	-	-	30
GRAND TOTAL – ASSETS	2,711	5,340	5,371

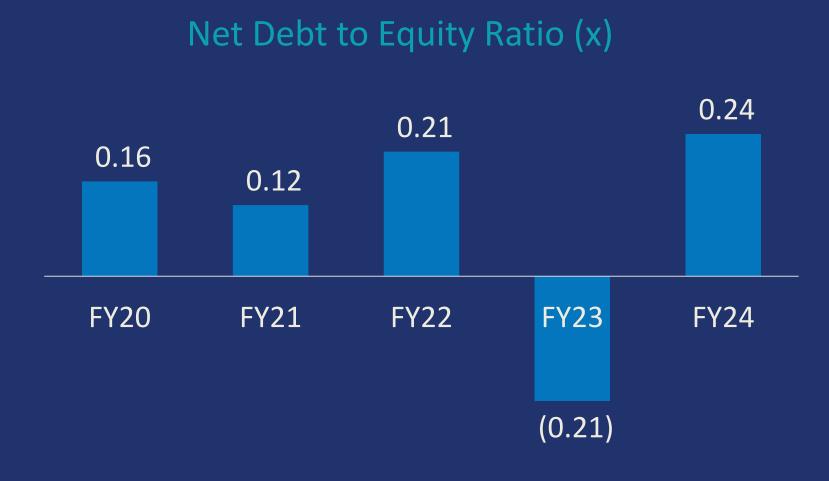
PARTICULARS	FY23	FY24	H1-FY25
EQUITY & LIABILITIES			
Equity	1,609	2,981	3,057
(a) Share Capital	49	54	54
(b) Other Equity	1,552	2,866	2,943
Non Controlling Interest	8	61	60
Non-current Liabilities	419	1,230	1,023
Financial Liabilities			
(a) Borrowings	284	945	742
(b) Lease Liabilities	88	174	166
(c) Other Non Current Financial Liabilities	26	72	65
Provisions	13	22	30
Other Non current Liabilities	0	0	0
Deferred Tax Liabilities (Net)	8	18	21
Current Liabilities	683	1,129	1,290
Financial Liabilities			
(a) Borrowings	184	337	496
(b) Lease Liabilities	16	38	32
(c) Trade Payables	259	388	404
(d) Other Current Fin Liabilities	92	265	248
Provisions	21	29	27
Current Tax Liabilities (Net)	1	1	8
Other Current Liabilities	111	72	75
GRAND TOTAL - EQUITY & LIABILITES	2,711	5,340	5,371
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Consolidated Historical Financial Performance













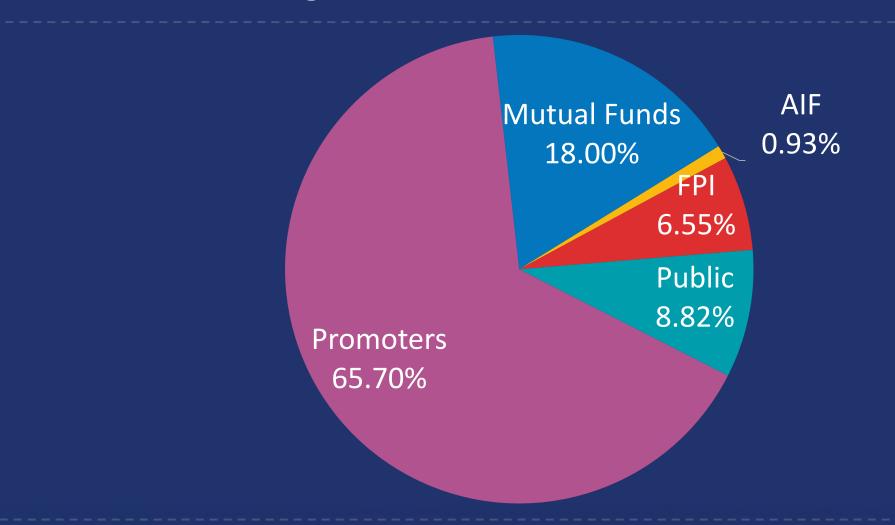
ROE and ROCE (%)

Capital Market Data



Price Data (As on 31 st December, 2024)	INR
Face Value	5.0
CMP	992.6
52 Week H/L	1262.0 / 775.2
Market Cap (INR Mn)	1,07,893.0
No. of Share outstanding (Mn)	108.7
1 Year Avg. Trading Volume (000)	119.8





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Thank you