



**SHALIMAR
PAINTS**

August 16, 2021

BSE Limited
Corporate Relationship Department,
1st Floor, New Trading Ring,
Rotunda Building, P.J. Towers,
Dalal Street, Fort, Mumbai - 400 001

National Stock Exchange of India Ltd
Exchange Plaza, 5th Floor,
Plot No. C/1, G- Block
Bandra Kurla Complex, Bandra (E),
Mumbai – 400051

Reference Scrip Code- NSE-SHALPAINTS, BSE-509874

Subject: Intimation of Investor's Presentation

Dear Sir/Madam,

Please find attached the Investor's Presentation for the quarter ended June 30, 2021. The same is also being uploaded on the website of the Company www.shalimarpaints.com.

This is for your information and records.

Thanking you

For Shalimar Paints Limited

(Mohit Doster)

Chief Financial Officer



**SHALIMAR
PAINTS**

Shalimar Paints Ltd.

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**SHALIMAR
PAINTS**

Shalimar Paints Limited

**Investor Presentation
August 2021**



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1902

Two Britishers A.N. Turner and A.N. Wright - set up Colour & Varnish Company in Howrah, West Bengal. It is the first paint manufacturing plant in the South East Asia

Vision

To persevere and excel as one of the premier paint companies of the country, a leader in product innovation and customer satisfaction. We intend to build long term value relationships with all our shareholders, customers, employees and suppliers.

Mission

To maximise shareholder value by engaging and growing our employees, delivering innovative and superior quality product to every customer segment, building strong human engagement with our dealers & vendors

100-Year-Young Brand: Renowned for High product quality


India's iconic structures continue to use Shalimar Paints



100+ years of establishment
India's Oldest Brand



69,000+ KL
Production Per annum



3
Manufacturing facilities



30+
Depots

The "Art & Science" of Paints



5,300+
Dealers network across the country



Strong Presence in
Decorative & Industrial paints

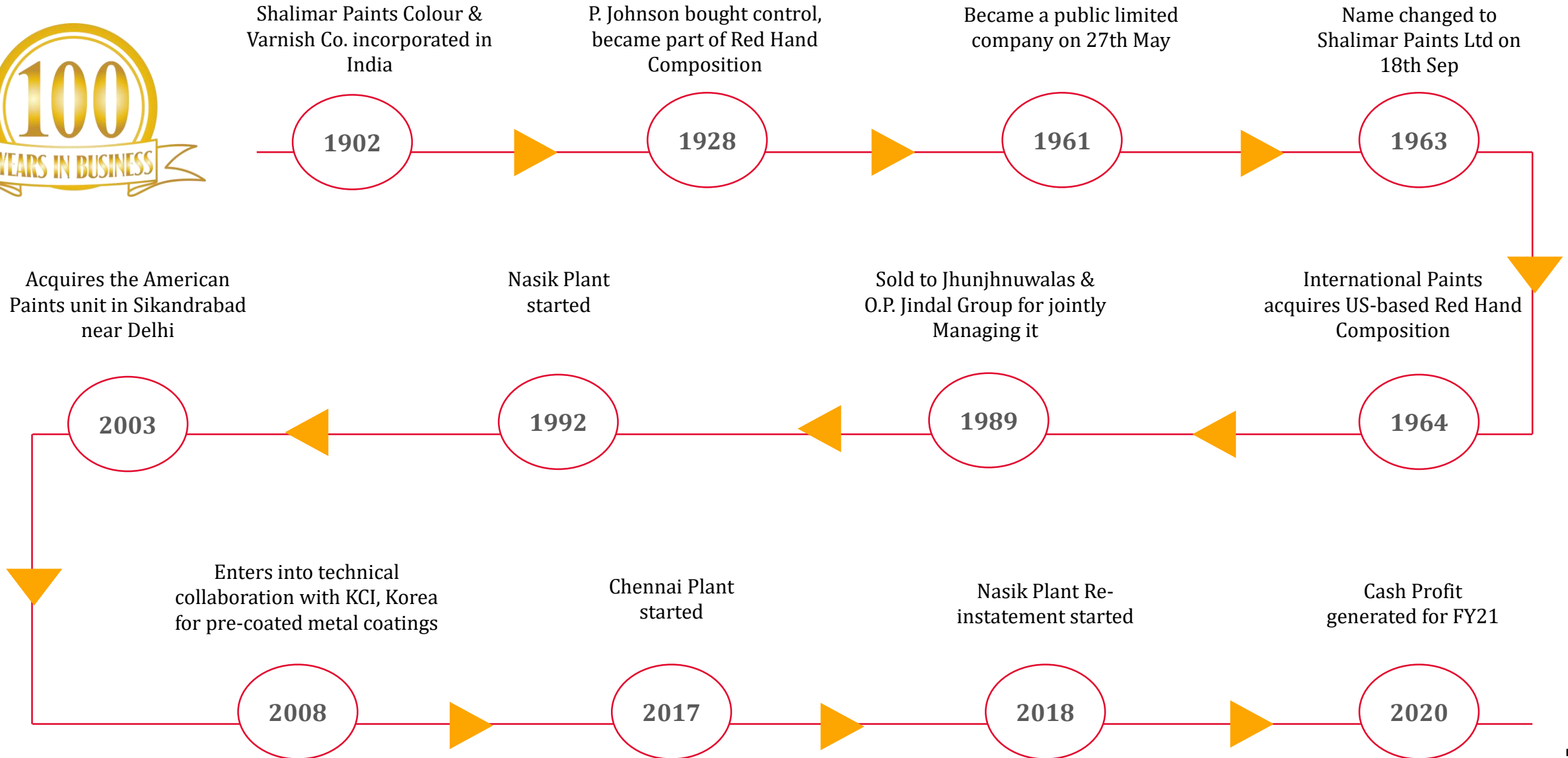


500+
Employee strength



2
R&D centers for paint innovations

Journey so far



Decorative Paints

- An extensive range of decorative and protective paint products for interior and exterior segments
- Our portfolio spans across product categories and price points catering to a wide variety of consumers
- Eco friendly emulsion products certified by Griha Council
- Low VOC products that is certified by National Test House (NTH)

paints that give
walls a persona



Industrial Paints

- Pioneers in Industrial coatings - Introduced notable firsts in high performance coatings such as high-build zinc coatings, radiation resistant coatings for nuclear power plants, polyurethane paint for fighter aircraft and railway coaches
- One of the largest Indian players in high-performance Protective Coatings
- Significant presence in General Industrial (Product Finish) and Packaging coatings





Focus on areas having significant presence



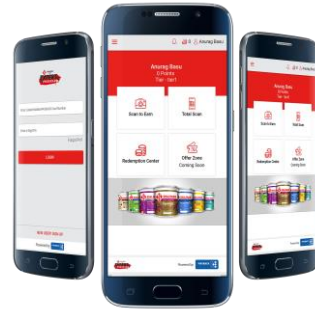
Focus on smaller Tier 3 & 4 towns and rural area



Premium emulsion sales scaling

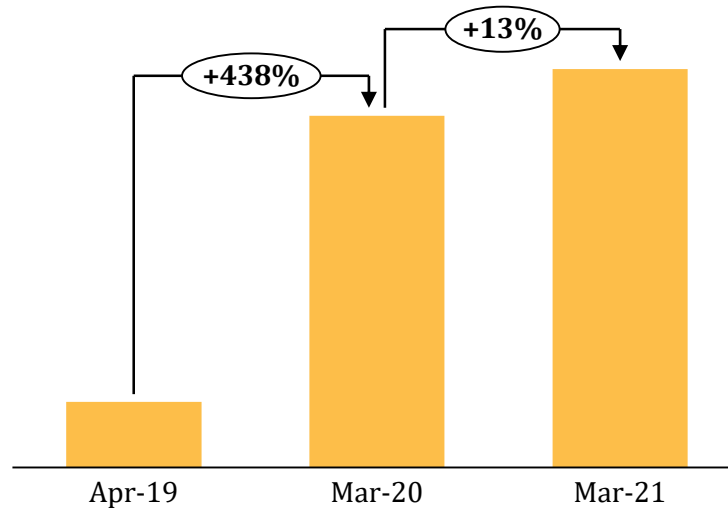


Service improvement-specialty supply



Expert Program

Increase in no. of Painters



Progress over last a year

- ✓ **Cost Reduction:**
 - Cost saving due to optimization of water & solvent-based paints
- ✓ **New Product Development:**
 - Newer products developed & formulations released to plants
- ✓ **Vendor Development:**
 - Newer Raw material evaluated and approved
- ✓ **Quality Upgradation:**
 - Quality of the formulations were improved

Industrial Paints: Strategy Going Ahead

- From Zonal Business structure to Vertical business structure alignment
- Each Vertical defined with visible Key Result Areas which include:
 - Customer Retention with defined Value proposition
 - Gain market share across various verticals
 - Promoting SPL as a Service provider rather than only a paint vendor
 - Strong focus on Margins
 - Focus on new Verticals like Dealers, PEB/ OEM and Packaging



- Create opportunities for growth of Team Leaders to take additional responsibilities
 - Upskilling the talent pool by proper training and recruitment of skilled people from relevant industries
- To work on product gaps in each Vertical. Objective would be to viz:
 - Complete the product portfolio for Oil and Gas and regain lost ground
 - Focus efforts on new age technology to reduce / mitigate corrosion like Ceramic coatings, Graphene based coatings

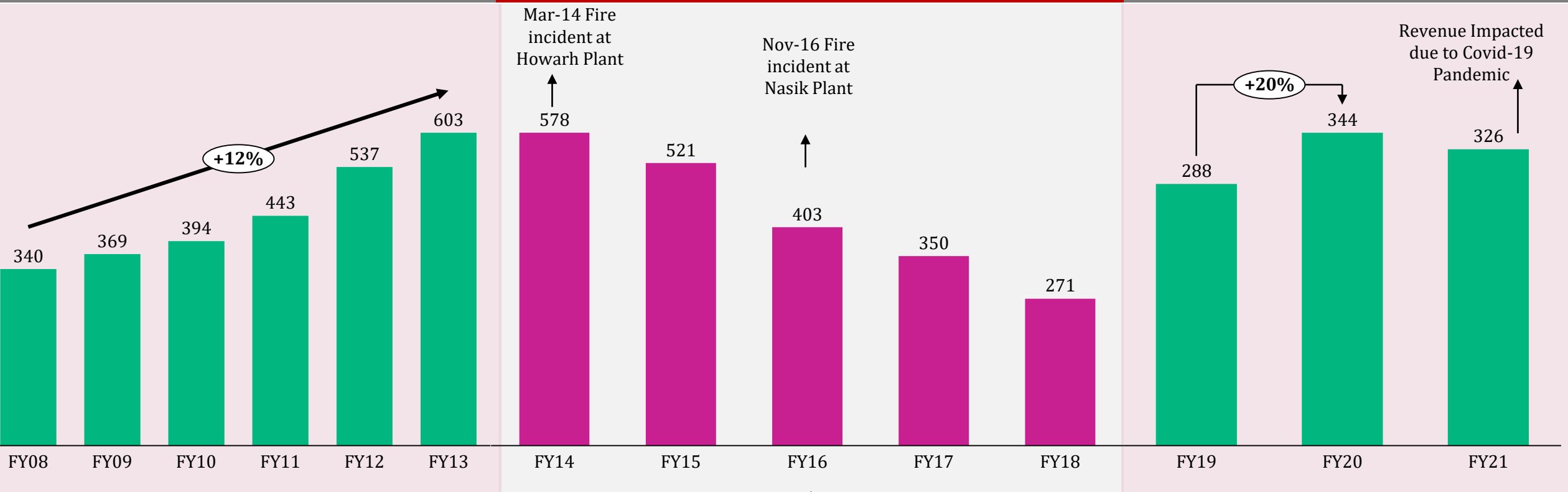
- 
- ✓ **Market Expansion**
 - ✓ **Customer Expansion**
 - ✓ **Product Expansion**
 - ✓ **Brand Expansion**

Historical Financial Performance

Steady Revenue growth in both the segments in this period

Unfortunate fire incident at our plants led to loss of capacity eventually resulting in declining revenues

Corrective actions initiated led to Business revival until Covid-19 disruptions



Supply Side Constraints



Supply Chain Disruptions






Inadequate Product Portfolio



Intermittent Product Supply to Channel partners

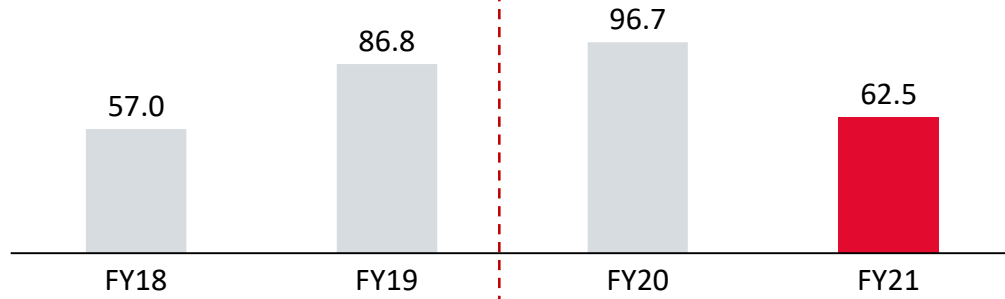
Impact on the entire value chain – leading to operational and financial underperformance during the period

Improved supply chain management

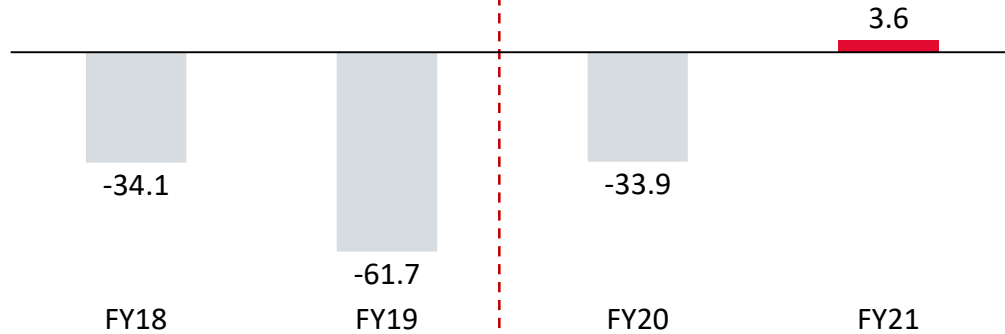
| | Finished Goods | Cost Management | Customer Services |
|---|---|---|--|
|  <p>Challenges faced</p> | <ul style="list-style-type: none"> ○ Used simple forecasting model to plan to produce finished goods ○ Distribution done through conventional method ○ Higher inventory days | <ul style="list-style-type: none"> ○ High Supply Chain management cost ○ Dealing with multiple service producer thus overlapping and higher cost | <ul style="list-style-type: none"> ○ Poor Order Management ○ Scope to improve Dispatch efficiency ○ Inefficient Delivery system |
|  <p>Actions taken</p> | <ul style="list-style-type: none"> ○ Shifted to replenishment model ○ Identifying the reductant products and adjusting/discontinuing the loss making product ○ Redesigned distribution network ○ Finished good inventory reduced by 40%-45% | <ul style="list-style-type: none"> ○ Change in Production & Sales model along with Cost optimization strategies helped reduce supply chain management cost ○ Improved product quality along with the process improvement ○ Deployed owned/fixed vehicles | <ul style="list-style-type: none"> ○ SLA's with internal customers ○ Daily review process ○ Stocks accuracy |
|  <p>Going ahead</p> | <ul style="list-style-type: none"> ○ Batch Management ○ Liquidate non-moving Finished Goods ○ Reduce MTO Stocks TAT | <ul style="list-style-type: none"> ○ Working towards reducing supply chain management cost further through Vertical Space utilization ○ In-transit damages to be controlled further | <ul style="list-style-type: none"> ○ More Own / Fixed Vehicles ○ Expand Footprints ○ Process strengthening ○ E_Samvaad (e_POD's) |

Positive outcome on financial performance

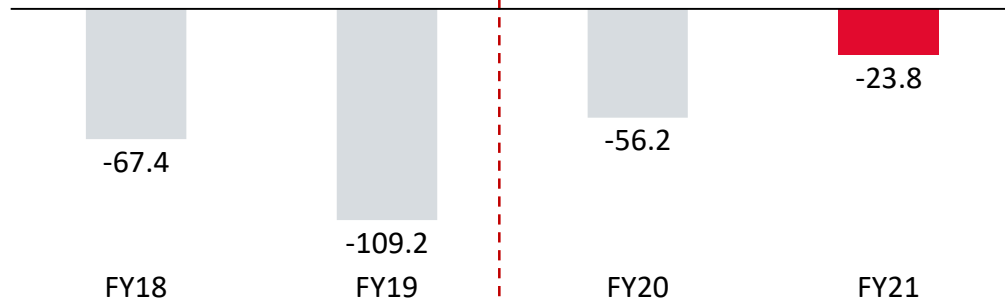
Other Expenses



EBITDA



PBT



Cost Optimization Strategies

- ✓ Improve Supply / RM Chain Management
- ✓ Improve the Product Supply to Channel partners
- ✓ Increase efficiencies at Depots
- ✓ Reduce overall company related costs

Value Creation

- ✓ Volume Growth in Decorative + Industrial Segments
 - Lead to Improved Operating Efficiencies
- ✓ Increase dealer network and number of depots across the country
 - Optimizing dealer margins over a period of time

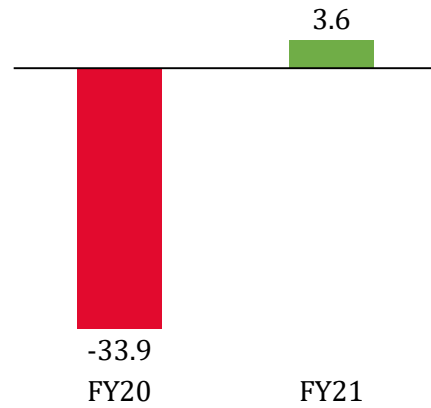
Improving Efficiencies

- ✓ Lowering Working Capital requirements and improving profitability

360° growth strategy: started yielding results

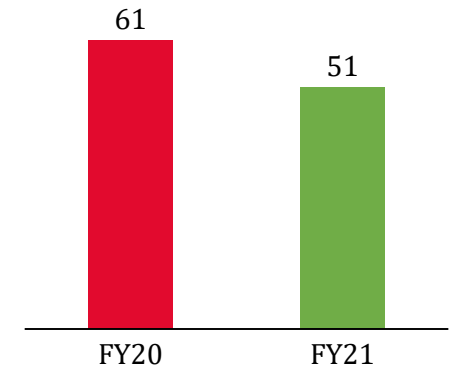
**Operating Profit
Turns Positive**

EBITDA (Rs. Crs)



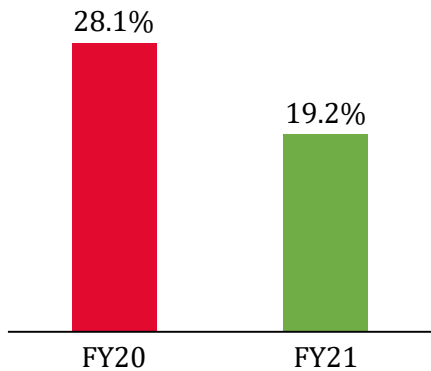
**Reduction in
Working Capital
requirements**

**Working Capital
(No. of days)**



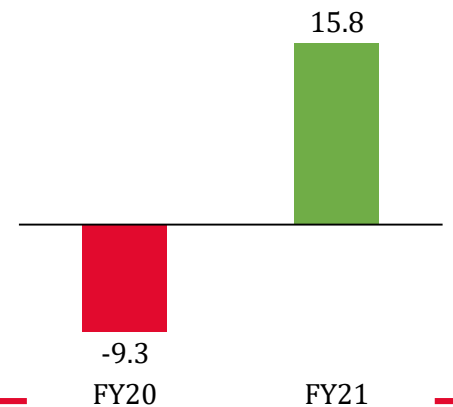
**Improving
Operating Efficiencies**

**Other Exp.
(% to Revenue)**



**Healthy Operating
Cashflow**

**Cashflow from
Operating activities
(Rs. Crs)**



“Launching of newer products as per the market demand & continuously improving the serviceability”

Seal-O-Prime

- Specially formulated premium quality acrylic primer with superior alkali, damp and efflorescence resistance for application on exterior and interior surfaces. It consists of a special polymer which binds with the surface giving better water seepage resistance
- It has excellent hiding, whiteness & brightness. It enhances the durability of the top coat

Shalimar Alkali Block Exterior Wall Primer

- Shalimar Alkali Block Exterior Wall Primer is a water diluteable exterior primer based on specially designed acrylic emulsion suitable for exterior walls. It gives superior alkali and efflorescence resistance to exterior masonry surfaces

Pearl Lustre

- It is a Lustre Dana Finish Interior Synthetic Enamel Solvent based paint. This is designed essentially for applications on interior masonry, concrete, wooden & metal substrates to get the designer Dana finish.
- It gives smooth, silky, stain resistant, washable, durable, anti yellowing & tough film

Xtra Tough Anti Carbonation Coating

- Xtra Tough Anti-Carbonation coating is a water based, 100% acrylic, exterior coating, offering protection against carbon dioxide diffusion to your concrete structures. It has been formulated to protect and decorate concrete and masonry surfaces
- micro-porous structure of the coating acts as a barrier to Water and Carbon Dioxide but allows passing of water vapour from the substrate to the environment and becomes breathable along with the substrate

“Business Diversification - Exploring the possibility of entering into Sanitaryware category”

Launch of a pilot project In Himachal & Chandigarh

Feasibility & scope of the project to be evaluated in the coming Financial year i.e., FY22 & will then decide on national level expansion

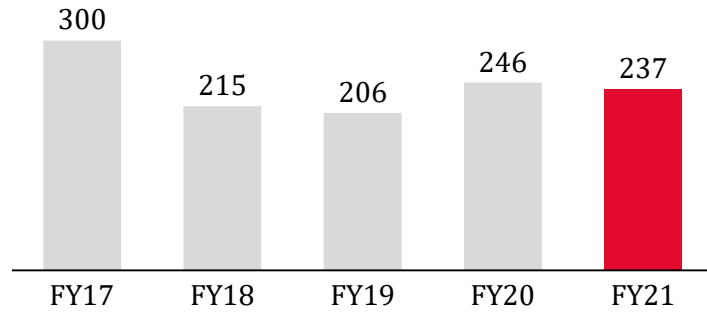
Will have a comprehensive range in Bath Fittings & Accessories

Portfolio to add on to the existing range of products being offered to the distribution channel; to aid in improving ROI

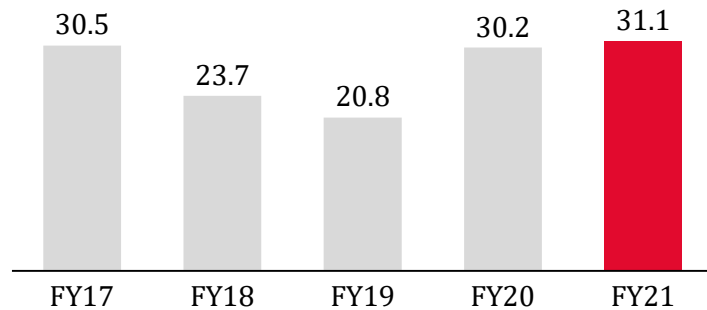
Business Segment Performance

Decorative Paints

Revenues* (Rs. Crs.)

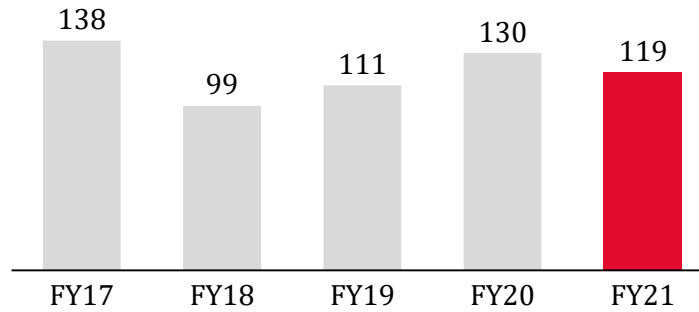


Volumes (in KL '000)

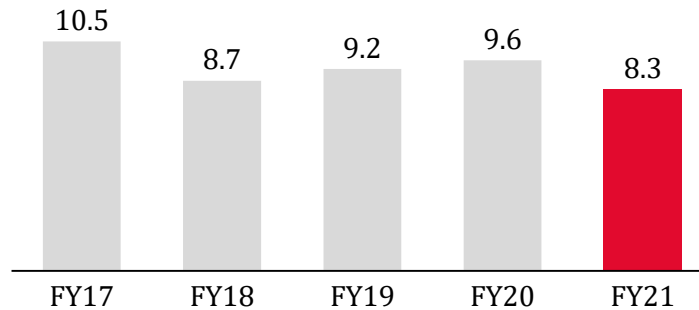


Industrial Paints

Revenues* (Rs. Crs.)

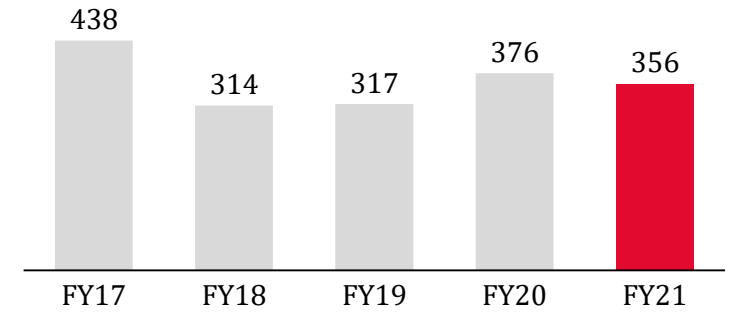


Volumes (in KL '000)

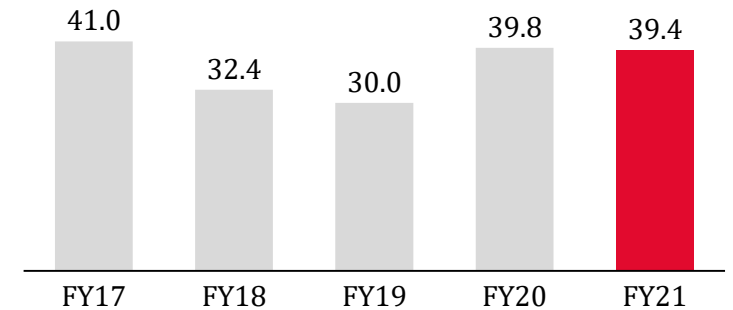


Total

Revenues* (Rs. Crs.)



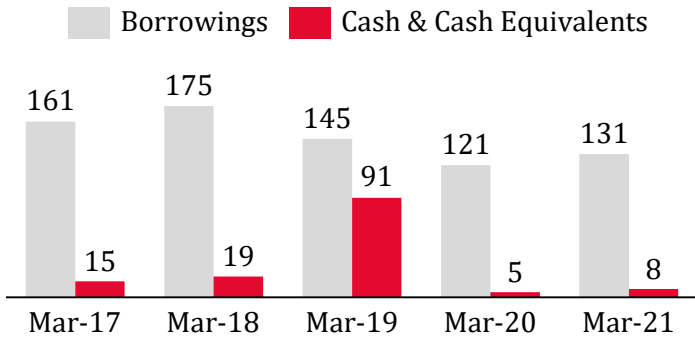
Volumes (in KL '000)



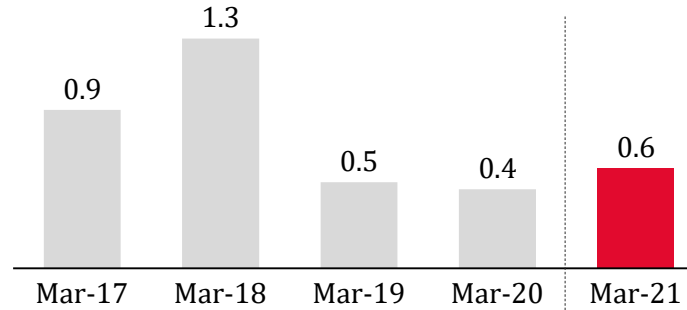
Balance Sheet Strength



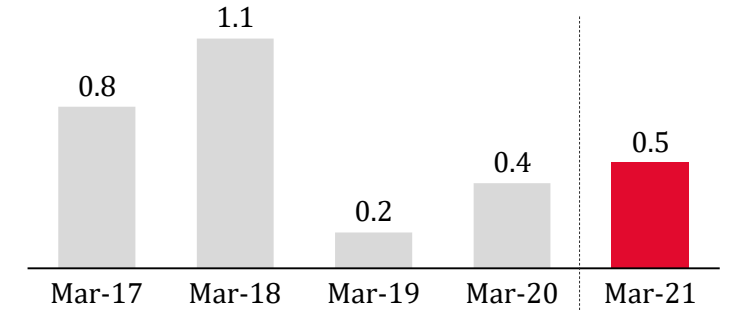
Borrowings & Cash Balance



Debt to Equity

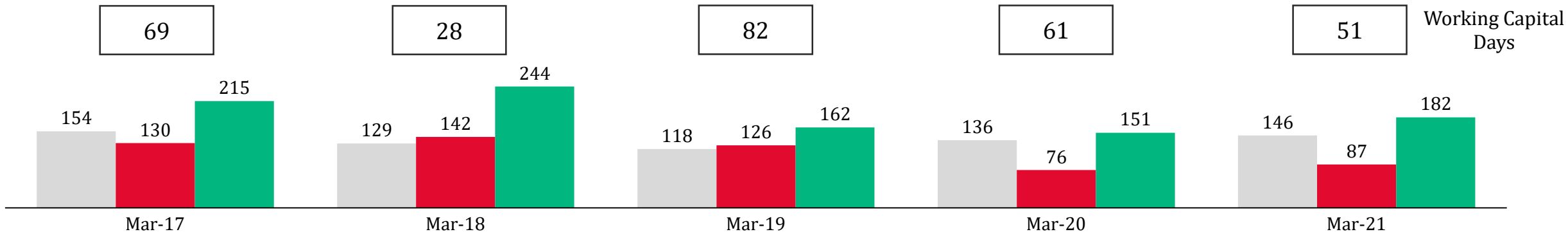


Net Debt to Equity



Working Capital (in Days)

Legend: Inventory (Grey), Debtors (Red), Creditors (Green)



Profit & Loss Statement Q1-FY22



| Particulars | Q1FY22 | Q1FY21 | Q4FY21 |
|---|--------------|--------------|--------------|
| Revenue from Operations | 65.2 | 44.5 | 111.7 |
| Cost of Materials Consumed | 42.8 | 19.0 | 77.5 |
| Purchase of Traded Goods | 3.4 | 2.5 | 7.4 |
| Changes in Inventories of Finished Goods and Work in Progress | 3.1 | 9.6 | -2.4 |
| Gross Profit | 15.8 | 13.5 | 29.2 |
| GP % | 24.3% | 30.3% | 26.1% |
| Employee Benefits Expense | 10.7 | 8.1 | 10.4 |
| Other Expenses | 14.0 | 10.7 | 20.1 |
| EBITDA | -8.9 | -5.3 | -1.3 |
| Other Income | 0.0 | 0.1 | 6.6 |
| Depreciation and Amortisation Expense | 3.3 | 3.3 | 3.3 |
| EBIT | -12.2 | -8.6 | 2.0 |
| Finance Costs | 4.8 | 4.3 | 5.2 |
| Exceptional Items | -2.5 | -2.0 | 0.0 |
| PBT | -19.4 | -14.9 | -3.2 |
| Total Tax Expense | 0.0 | -4.2 | 25.4 |
| Profit for the year | -19.4 | -10.6 | -28.6 |
| EPS | -3.6 | -2.0 | -5.3 |

- **Increase in raw material cost:**

- From Q3 FY21, raw material prices have seen an increasing trend, which resulted into ~7%-10% increase in overall manufacturing costs
- Compared to last year, prices of key raw material have increased by more than 50%, impacting the profitability of the company
- During the quarter, company partially increased its selling price
- In the coming quarters looking at the raw material trend, company will decide on the future pricing strategy

- **Increase in Other Expenditure:**

- Increase in the freight cost was largely due to
 - Disruption in transport facilities due to COVID-19 2nd wave
 - Increase in diesel prices

- **Demand scenario:**

- With the uptake in the real estate sector on the back of consumers buying houses we expect volumes to pick up in the coming quarters

Historical Profit & Loss Statement



| Particulars | FY21 | FY20 | FY19 | FY18 | FY17 |
|---|---------------|---------------|---------------|---------------|--------------|
| Revenue from Operations | 325.6 | 343.9 | 287.6 | 271.2 | 349.8 |
| Cost of Materials Consumed | 198.4 | 243.5 | 213.2 | 193.1 | 208.5 |
| Purchase of Traded Goods | 21.9 | 0.0 | 0.0 | 0.0 | 0.0 |
| Changes in Inventories of Finished Goods and Work in Progress | 2.4 | -11.2 | 7.3 | 15.8 | 11.0 |
| Gross Profit | 102.9 | 111.6 | 67.1 | 62.3 | 130.3 |
| GP % | 31.6% | 32.4% | 23.3% | 23.0% | 37.3% |
| Employee Benefits Expense | 36.7 | 48.7 | 42.0 | 39.4 | 35.3 |
| Other Expenses | 62.5 | 96.7 | 86.8 | 57.0 | 81.5 |
| EBITDA | 3.6 | -33.9 | -61.7 | -34.1 | 13.5 |
| EBITDA % | 1.1% | -9.8% | -21.5% | -12.6% | 3.9% |
| Other Income | 7.2 | 1.4 | 2.0 | 0.6 | 2.0 |
| Depreciation and Amortisation Expense | 13.3 | 10.9 | 8.8 | 7.9 | 8.1 |
| EBIT | -2.5 | -43.3 | -68.5 | -41.3 | 7.4 |
| Finance Costs | 19.3 | 19.9 | 25.1 | 26.0 | 22.6 |
| Exceptional Items | -2.0 | 7.0 | -15.7 | - | - |
| PBT | -23.8 | -56.2 | -109.2 | -67.4 | -15.2 |
| Total Tax Expense | 26.1 | -18.0 | -27.4 | -21.8 | -5.5 |
| Profit for the year | -49.9 | -38.2 | -81.8 | -45.6 | -9.7 |
| PAT % | -15.3% | -11.1% | -28.4% | -16.8% | -2.8% |
| EPS | -9.18 | -7.03 | -15.24 | -24.04 | -5.12 |

Balance Sheet (Assets)



| Balance Sheet - ASSETS | Mar-21 | Mar-20 | Mar-19 | Mar-18 | Mar-17 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| Property, Plant and Equipment | 278.4 | 288.3 | 245.7 | 249.6 | 221.7 |
| Right of Use Assets | 0.3 | 0.8 | 0.0 | 0.0 | 0.0 |
| Capital Work-in-progress | 0.4 | 0.1 | 23.6 | 0.7 | 13.74 |
| Intangible Assets | 4.6 | 5.5 | - | - | - |
| Financial Assets | | | | | |
| (i) Loans | 1.5 | 1.7 | | | |
| (ii) Other Financial Assets | 0.1 | 0.0 | 6.3 | 2.3 | 9.7 |
| Deferred Tax Assets (Net) | 19.8 | 45.9 | 0.3 | 0.4 | 0.2 |
| Other Non Current Assets | 0.2 | 0.2 | 0.0 | 0.0 | 0.0 |
| Total Non-Current Assets | 305.2 | 342.5 | 275.9 | 253.0 | 245.4 |
| Inventories | 88.8 | 86.6 | 71.4 | 74.0 | 92.6 |
| Financial Assets | | | | | |
| (i) Investments | - | - | - | - | 2.9 |
| (ii) Trade Receivable | 77.7 | 71.5 | 99.0 | 105.8 | 124.7 |
| (iii) Cash and Cash Equivalents | 2.7 | 2.8 | 91.0 | 19.2 | 11.8 |
| (iv) Other Bank Balances | 5.0 | 1.8 | 0.0 | 0.0 | 0.0 |
| (v) Other Financial Assets | 4.5 | 8.5 | 42.8 | 39.6 | 43.3 |
| Current Tax Assets (Net) | 3.1 | 2.9 | 0.0 | 0.0 | 0.0 |
| Other Current Assets | 16.0 | 19.5 | 11.4 | 27.6 | 39.2 |
| Total Current Assets | 197.7 | 193.6 | 315.6 | 266.2 | 314.5 |
| TOTAL ASSETS | 502.9 | 536.1 | 591.5 | 519.2 | 559.8 |

Balance Sheet (Equity & Liabilities)



| Balance Sheet - EQUITY & LIABILITIES | Mar-21 | Mar-20 | Mar-19 | Mar-18 | Mar-17 |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Equity Share Capital | 10.9 | 10.9 | 11.0 | 4.1 | 4.2 |
| Other Equity | 212.2 | 262.0 | 294.3 | 134.0 | 179.7 |
| Total Equity | 223.1 | 272.9 | 305.3 | 138.1 | 183.8 |
| Financial Liabilities | | | | | |
| (i) Borrowings | 24.1 | 18.2 | 18.1 | 24.9 | 23.7 |
| (ii) Lease Liabilities | 0.0 | 0.9 | 0.0 | 0.0 | 0.0 |
| (iii) Other Financial Liabilities | 0.4 | 1.4 | 0.0 | 0.0 | 0.0 |
| Provisions | 6.1 | 6.1 | 6.0 | 6.7 | 6.8 |
| Deferred Tax Liabilities (Net) | 0.0 | 0.0 | -28.0 | -0.4 | 21.5 |
| Other Non-Current Liabilities | 0.0 | 0.0 | 2.6 | 0.2 | 0.3 |
| Total Non-Current Liabilities | 30.5 | 26.7 | -1.3 | 31.5 | 52.2 |
| Financial Liabilities | | | | | |
| (i) Borrowings | 99.6 | 100.7 | 126.8 | 150.0 | 137.1 |
| (ii) Trade payables | 111.0 | 96.1 | 97.6 | 139.5 | 129.1 |
| (iii) Other Financial Liabilities | 28.7 | 30.2 | 0.0 | 0.0 | 0.0 |
| Provisions | 4.7 | 4.5 | 29.9 | 27.2 | 26.6 |
| Other Current Liabilities | 5.4 | 5.1 | 33.3 | 32.8 | 31.0 |
| Total Current Liabilities | 249.3 | 236.5 | 287.6 | 349.6 | 323.8 |
| TOTAL EQUITY & LIABILITIES | 502.9 | 536.1 | 591.5 | 519.2 | 559.9 |

Cashflow Statement



| Cash Flow Statement | Mar-21 | Mar-20 | Mar-19 | Mar-18 | Mar-17 |
|---|-------------|--------------|--------------|--------------|-------------|
| Cash Flow from Operating Activities | | | | | |
| Profit before Tax | -23.8 | -56.16 | -109.18 | -67.37 | -15.21 |
| Adjustment for Non-Operating Items | 32.2 | 56.6 | 72.6 | 33.7 | 30.9 |
| Operating Profit before Working Capital Changes | 8.5 | 0.4 | -36.6 | -33.7 | 15.6 |
| Changes in Working Capital | 7.5 | -9.6 | -57.4 | 69.2 | 18.8 |
| Cash Generated from Operations | 15.9 | -9.2 | -93.9 | 35.5 | 34.4 |
| Less: Direct Taxes paid | -0.2 | -0.1 | -0.1 | 0.4 | -0.1 |
| Net Cash from Operating Activities | 15.8 | -9.3 | -94.0 | 35.8 | 34.4 |
| Cash Flow from Investing Activities | -6.4 | -27.9 | -33.7 | -10.5 | -16.0 |
| Cash Flow from Financing Activities | -9.5 | -45.8 | 197.9 | -17.9 | -18.9 |
| Net increase/ (decrease) in Cash & Cash equivalent | -0.2 | -83.0 | 70.2 | 7.4 | -0.5 |
| Cash & Cash Equivalents at the beginning of the period | 2.8 | 85.8 | 15.6 | 8.1 | 8.7 |
| Cash & Cash equivalents at the end of the period | 2.7 | 2.8 | 85.8 | 15.6 | 8.2 |

Brand Campaigning Initiatives

Shalimar has carried out various marketing campaigns from time to time to capture greater mind share of customers and generate pull effect for the brand




SHALIMAR
PAINTS

HAR RANG KHOBSURAT

PHOTOGRAPHY CONTEST

Do you have a story to tell?
Show us the world through your lens.

Contest starts
2nd August, 2019 onwards

5 winners will receive prizes
worth **INR 10,000** each

7 winners will receive prizes
worth **INR 5,000** each

JURY

| | | |
|---|--|---|
|  ANKIT KUMAR PHOTOGRAPHER |  MALVIKA RALLAN FASHION INFLUENCER |  SAMAR KHAN DOODLER |
|---|--|---|

Scan and Participate



T&C Apply



Focus on strengthening legacy 'Shalimar Paints' Brand



Launched Kahaani Project

- Campaign aimed at beautifying and uplifting the village of Tauli Bhud located in Dehradun, Uttarakhand
- Empowered over 300 people and offered livelihood generation to 24 villagers
- Through this one-of-its-kind campaign, the language, traditions and values of the people of Tauli Bhud will now live forever, vibrantly painted on the village walls

14 wall arts

More than **8000**sq.ft. painted

Support from **15** National &

4 International organisations

Artists from **7** different countries

322+ Lives impacted

Infinite smiles & memories



RANG BADLAAV KE

3000+ homes painted
1000+ graffiti's
2000+ volunteers from **80+** colleges
30+ corporates and
citizens from **20+** countries
countless **smiles** and endless **memories**....



Thank You

Company :



Shalimar Paints Limited

CIN: L24222HR1902PLC065611

Ms. Minal Srivastava – VP Strategy

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