



Date: May 25, 2022

To
The Secretary
(Listing Department)
The BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai-400001

The Manager,
The National Stock Exchange India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra(E), Mumbai-400051

BSE Scrip Code: 540203

NSE Symbol: SFL

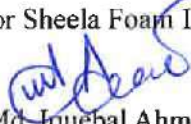
Subject: Investor presentation

Dear Sir/ Madam,

Furtherance to our investor call, Please find attached updated investor presentation.

Thanking you.
Yours faithfully,

For Sheela Foam Limited


(Md. Iqbal Ahmad)
Company Secretary and Compliance Officer

SHEELA FOAM LTD.

#14, Sleepwell Tower , Sector 135, Noida- 201301

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Regd. Office: 604 Ashadeep, 9 Hailey Road, New Delhi-110001, India • Ph: Int-91(0)-11-22026875-76
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CIN-L74899DL1971PLC005679

Sheela Foam Ltd.

Investor Presentation – May 2022



SEAT COVER



OUTDOOR FURNITURE



Sleepwell

Company Snapshot

 Experienced Management

 'Sleepwell' mattresses a household Brand and one of the most trusted brands in India



 Backward Integrated Player with a wide product basket

 Largest manufacturers of PU Foam in India

 20-25% Market Share in the Mattresses segment

 40% market share in Australia

 Presence across multiple geographies

 Low Gearing ratio

 Consistent Positive cash flow generation

 Strategic move to focus on high margin products

 Marquee Investors

 Proven track record in Acquisitions and Integration

Company Overview



- Incorporated in 1971, Sheela Foam is the market leader and the largest manufacturer of Polyurethane Foam (PU) in India.
- The Company manufactures various foam-based home comfort products like mattresses, furniture cushions, as well as technical grades of polyurethane foams for end-use in a range of industries like automobile, acoustics, etc.
- The flagship household brands include: **'Sleepwell'** for mattresses and home comfort, **'Feather Foam'** a pure PU Foam and **'Lamiflex'** a polyester foam for lamination.
- The company has a global manufacturing footprint with 11 nationwide manufacturing plants in India, 5 in Australia, and 1 in Spain.
- It has a strong presence and market share in Australia through its wholly-owned subsidiary, Joyce Foam Pty Ltd. and also in Spain through its subsidiary, Interplasp S.L.
- The company has an integrated manufacturing facility 123,000 MTPA with a robust distribution network of 110+ exclusive distributors, 5,400+ exclusive retail dealers, and 6,100+ multi-brand outlets.

India Operations



11 | Manufacturing Plants

123,000 | MTPA of Total Capacity

20 – 25% | Market share in India

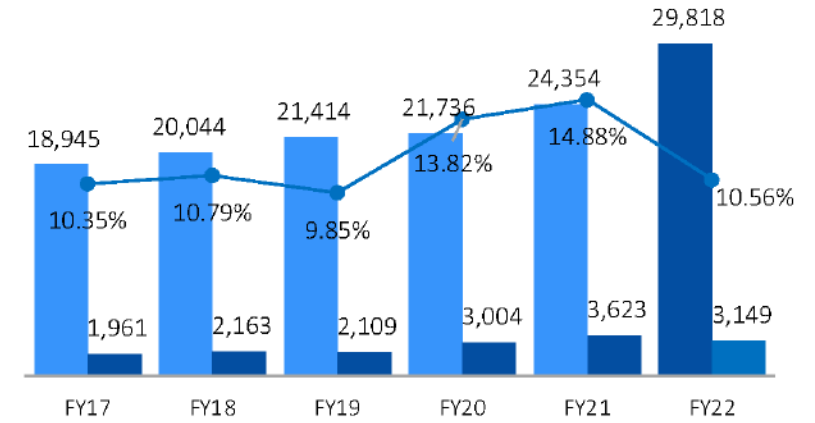
Global Operations

5 | Manufacturing plants in Australia with a capacity of 11,000 MTPA

40% | Market share in Australia

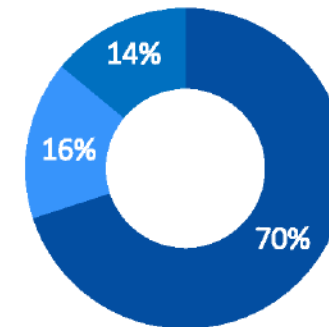
1 | Manufacturing plant in Spain with a capacity of 17,000 MTPA to cater to European and US markets

Revenue , EBITDA (INR Mn), EBITDA Margin (%)

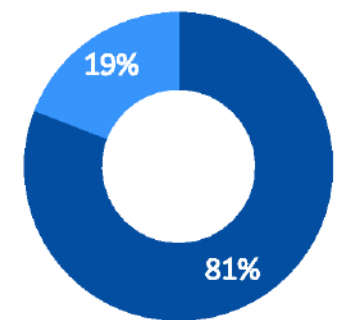


FY22 Revenue Breakup

Geographical Distribution



Business Segment Distribution



■ India ■ Australia ■ Europe ■ Home Comfort ■ Technical Foam

Company Overview



SEAT COVER



OUTDOOR FURNITURE



Board of Directors



Rahul Gautam *Chairman & Managing Director*

He has been associated with the Company since 1971 and been our Managing Director since 1 April, 1996. He holds a Bachelor's degree in Technology - Chemical Engineering from the Indian Institute of Technology, Kanpur, and a Master's degree in Science - Chemical Engineering from the Polytechnic Institute of New York. He has over 44 years of experience in the home comfort products and PU foam industry and is the Chairman Emeritus of the Indian Polyurethane Association.



Namita Gautam *Whole-Time Director*

She has been associated with the group for the past 32 years and been a Whole-Time Director of our Company since 14 November, 2003. During her tenure, she has headed the Human Resource, Marketing and Projects departments of the Company. She currently heads our CSR initiative through the Sleepwell Foundation and heads Special Projects. She holds a Bachelor's degree in Law and a Master's degree in Economics from Kanpur University.



Rakesh Chahar *Whole-Time Director*

He has been associated with the Company since 1 November, 1990 and has been a Whole-Time Director since 14 November 2003. He has more than 29 years of experience in the business of selling and marketing bedding products and polyurethane foam. He heads the Sales and Marketing function.



Tushaar Gautam *Whole-Time Director*

He has been associated with the Company since 7 January, 2002 and been a Whole-Time Director since 1 April, 2007. He holds a Bachelor's degree from Purdue University, USA, where his courses of study included Financial, Marketing and Operations Management. He is taking over the role of the CEO for SFL- India operation. He carries more than 18 years of experience in heading Production, Research and Development.



Anil Tandon *Independent Director*

He has been associated with the company since 7 June, 2016. He is holding a Bachelor's degree of Technology in Electrical Engineering from Indian Institute of Technology, Kanpur and a Post-graduate Diploma in Management from the Indian Institute of Management, Ahmedabad. Since 1995, he has been the Managing Director of Tex Corp Limited, a leading organization in the field of fastening products. He has several years of national and international experience in the zip fastening products sector.



Vijay Kumar Chopra *Independent Director*

He has been associated with the company since 7 June, 2016. He is a fellow member of the Institute of Chartered Accountants of India. In the past, he has held senior managerial positions in various banking organizations such as Central Bank of India and has been the Chairman and Managing Director of Corporation Bank and SIDBI.



Som Mittal *Independent Director*

He has been associated with the Company since 7 June, 2016. He holds a Bachelor's degree in Metallurgical Engineering from the Indian Institute of Technology, Kanpur, and a post graduate diploma in Business Administration from the Indian Institute of Management, Ahmedabad. He has several years of experience in manufacturing and information technology sectors.



Ravindra Dhariwal *Independent Director*

He has been associated with the Company since 7 June, 2016. He holds a Bachelor's degree in Chemical Engineering from the Indian Institute of Technology, Kanpur, and a post graduate diploma in Management from the Indian Institute of Management, Calcutta. He was the Group CEO of Bennett & Coleman, India's largest media company. He has vast experience in the fields of Sales and Marketing Management.



Lt Gen (Dr.) Vijay Kumar Ahluwalia *Independent Director*

He has been associated with the company since 5 March, 2018. He is holding a Master's degree in Defence Studies and Management from Madras University, M. Phil in Defence Studies from Indore University and PhD in Management - Internal Security and Conflict Resolution from Amity University, Noida. He has several years of experience in Defence Services. He also served as a Judge of Armed Force Tribunal and as Director General of Raffles Group of Institutions, Raffles University, Neemrana, Rajasthan.



Meena Jagtiani *Independent Director*

She is an MBA from the Symbiosis Institute of Business Management and has done an Executive Development Programme from Wharton Business School, University of Pennsylvania. At present, she is working as an independent HR advisor. She has three decades of rich industry experience in the field of HR. She served in various corporate houses such as the Aditya Birla Group, Daksh e-Services Private Limited, and Korn/Ferry International - world's leading search firm before taking her role as an Independent Advisor.



Nikhil Datye *Group Chief Financial Officer*

He has been associated with our Company for one year. He is a qualified Chartered Accountant and did his Chartered Accountancy in the year 2000. He comes with more than two decades of management experience in Finance, Supply Chain and Business Partnering across diversified industries. Prior to joining us, his immediate assignment was with Nayara Energy as CFO & VP Finance, Legal & IT. He has also worked with various brand leaders 'Ortho Clinical Diagnostics', 'Johnson & Johnson', 'Coca – Cola', 'ABB', 'Marico Industries' under various capacities.



Frank Joseph van Gogh *Director, Joyce Foam Pty Ltd*

He holds a Bachelor's degree in Mechanical engineering from the University of New South Wales, Master's of business administration from the University of Technology, Sydney and was elected as a member of the Institution of Engineers, Australia in 1989. He is associated with the Joyce group since July, 2000 when he was appointed as General Manager. Prior to joining Joyce, he has held senior management positions in Australia and USA, including as President of Rotoflow Corporation, Inc., California, General Manager of Atlas Copco Wagner Inc.'s business in Australia and Managing Director of Lightnin Mixers Ltd. Pty.



Md. Iquebal Ahmad *Company Secretary and Compliance Officer*

He has been associated with our Company since November 17, 2008. He is a member of the Institute of Company Secretaries of India. He holds a Bachelor's degree in law and a Diploma in Corporate Law and Management. He has in the past been associated with Golden Overseas Limited (Dhanuka Group Company) as its Company Secretary and with AVA Associates, PCS firm, as an Associate. He is responsible for the secretarial and legal matters of our Company. He has been associated with the Company for about 14 years and has experience in secretarial and legal compliance.

Timeline

Sheela Foam's Limited journey begins from Sahibabad, Uttar Pradesh, founded by the chairperson emeritus Mrs. Sheela Gautam

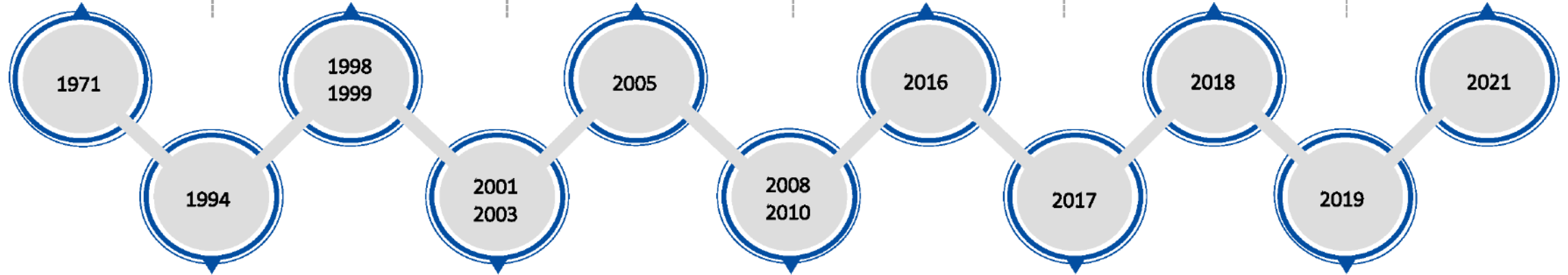
The Company introduced rubberized coir products under the brand name Starlite and successfully tied-ups with Serta, USA, and Dunlopillo, UK, to manufacture mattresses.

Major acquisition to expand operations globally, the Company acquired the polyurethane and polystyrene business of Joyce, Australia.

Received the Computer World Premier Award. Company got listed on NSE and BSE

Many awards won including the Star SME of the Year by Business Standard; Silver medal in the India Green Manufacturing Challenge 2017, by International Research Institute for Manufacturing, India; 5 Awards for Excellence in IT.

Set up a new Subsidiary called as International Comfort Technologies to focus on key growing businesses like Exports, E-commerce and Low value Economy mattresses to cater to the 65% of the rural population



Flagship brand named 'Sleepwell' launched. Over the time it turned out to be one of the most popular choices of urban India households

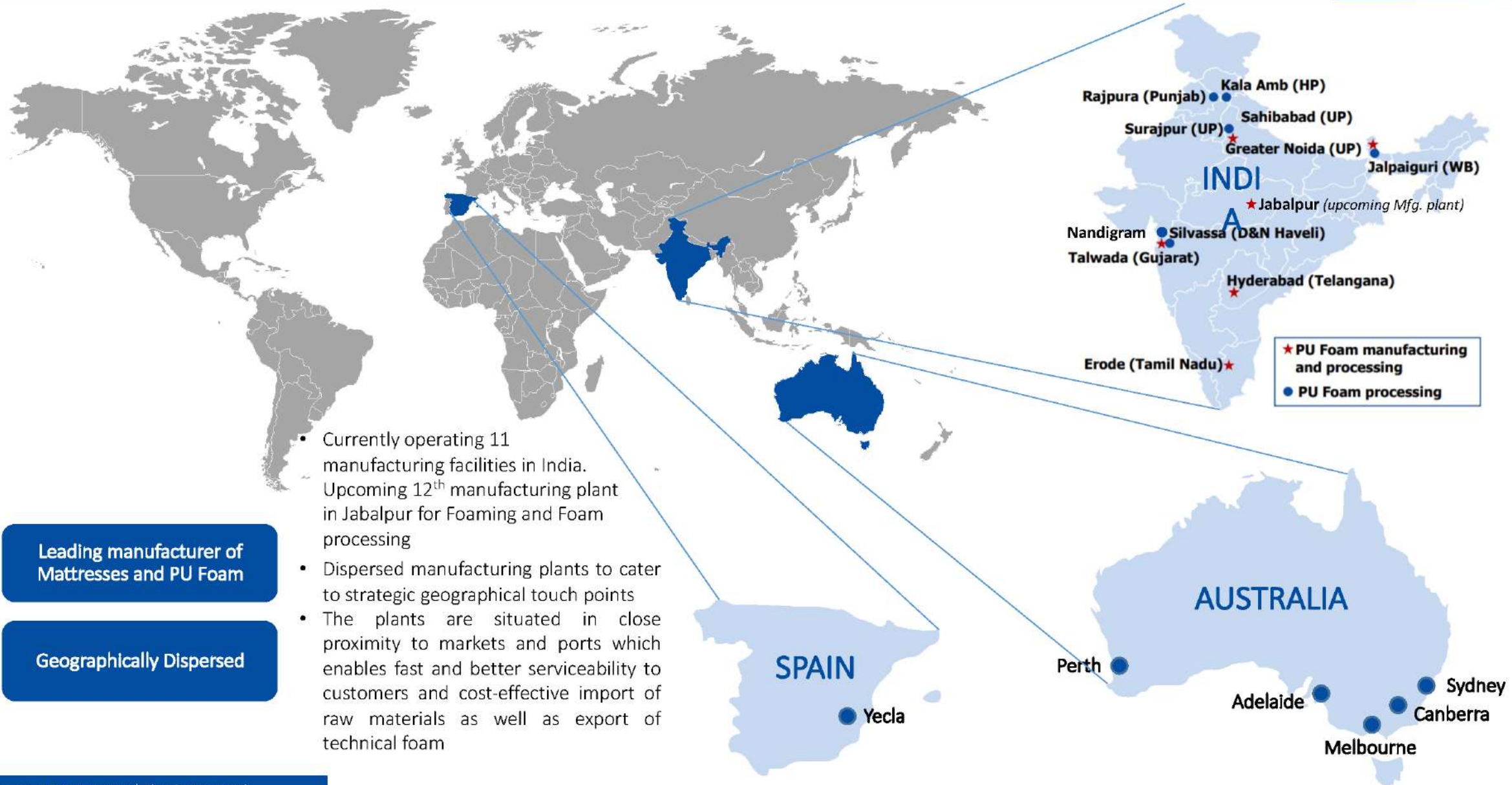
India's largest PU (polyurethane) foam producing plant started operations in Greater Noida. Expanded operations in Rajpura, Punjab and Sikkim in order to develop a closer proximity to their target markets

Awarded the Nasscom CNBC-TV18 IT user award, Silver Edge' Award; CIO Green Edge Special Award; CIO Asia Award; and the CIO 100 Award for the 2nd time. The Company also launched revolutionary technologies with products like Impressions, Latex Plus, Resitec Air, Duet Luxury, Durafirm, Serenity and Amity.

Awarded by PU Tech for Innovative Technology for Vertical Variable Pressure Foaming..

Footprint in Europe, the Company acquired Interplasp S.L. in Spain

Geographical Presence



- Currently operating 11 manufacturing facilities in India. Upcoming 12th manufacturing plant in Jabalpur for Foaming and Foam processing
- Dispersed manufacturing plants to cater to strategic geographical touch points
- The plants are situated in close proximity to markets and ports which enables fast and better serviceability to customers and cost-effective import of raw materials as well as export of technical foam

Leading manufacturer of Mattresses and PU Foam

Geographically Dispersed

11 Manufacturing Units in India

Pioneers in Vertical Variable Pressure Foaming (VPF)
– World’s most environmentally responsible foam manufacturing and is equipped with state of the art HENNECKE Foaming machines

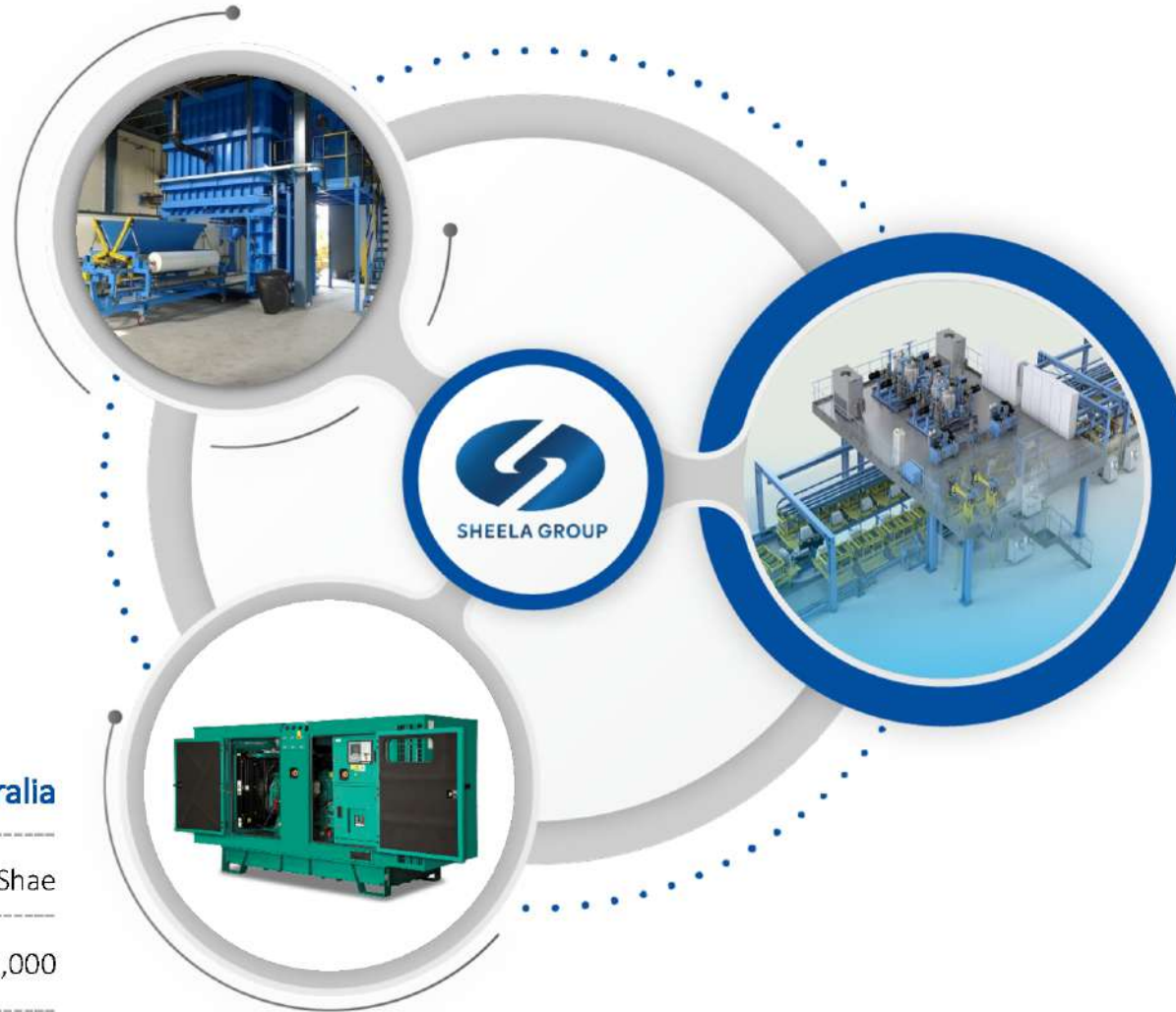
Largest Integrated Manufacturer of PU Foam and Mattresses

MTPA 123,000

4 Manufacturing Units in Australia

Sustainable Stable business with ~40% Market Share

MTPA 11,000



Spain Unit

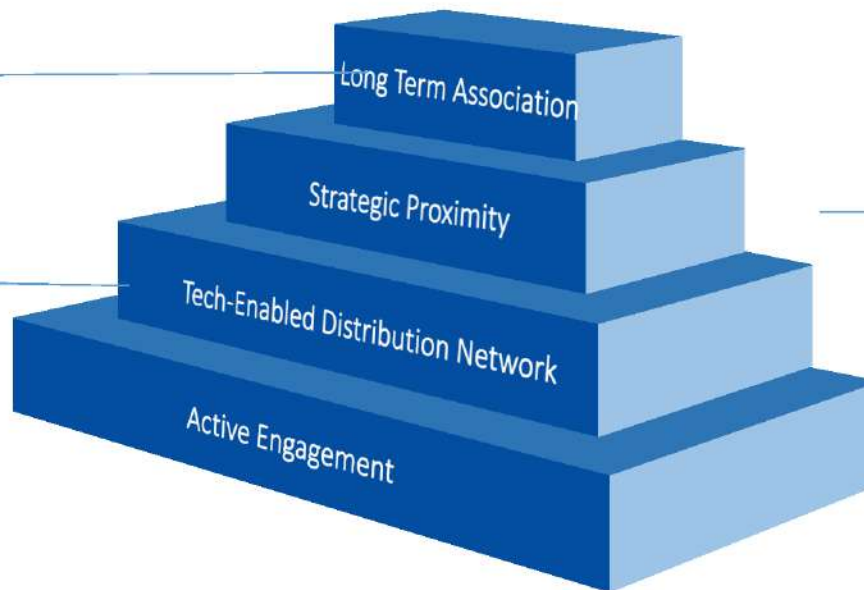
‘Bed in a Box’ concept opens opportunities to target US markets.

MTPA 17,000

Prominent Dealer-Distribution Network

Most distributors have been associated with the company for more than 20+ years

Well-integrated with the Company's IT platforms, that enables tracking secondary sales made by distributors and dealers in real time



Exclusive distributors are in strategic proximity to the manufacturing facilities, hence it helps reduce carriage fees and minimizes product damage

150+ sales personnel are actively engaged with key distributors

110+

Exclusive Dealers

5,400+

Exclusive Brand Outlets

6,100+

Multi Brand Outlets



Sleepwell World

Average Size 1,000 Sq. Ft/
321 Outlets



Sleepwell Galleries

Average Size 600 Sq. Ft/
535 Outlets



Sleepwell Shoppes

Average Size 200 Sq. Ft/
1159 Outlets

Social Media and BTL Marketing efforts

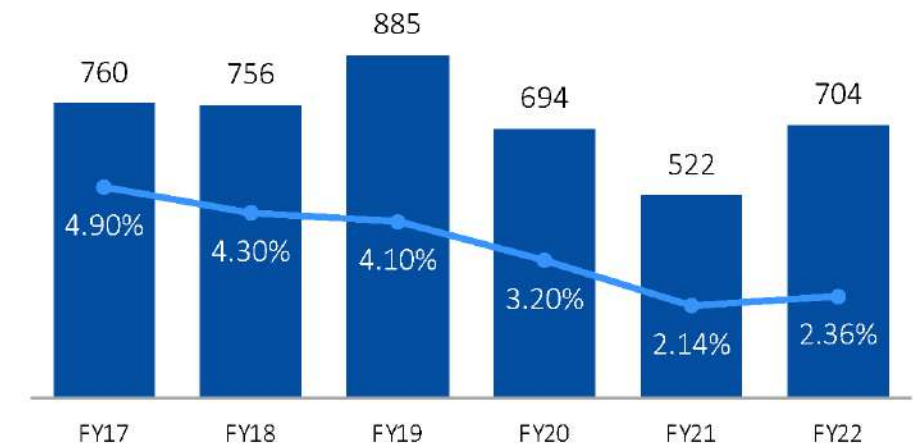
- Consistently expanding BTL Marketing efforts for its legacy brands like Sleepwell, FeatherFoam, etc.
- Revitalizing E-commerce marketing by using content marketing in order to cater to the urban population.
- Sleep X, the e-commerce brand from Sheela Foam, has launched a wide collection of durable, high-quality mattresses for enhanced back support and comfort, keeping the changing buying habits/lifestyles of the youth in mind.

Content Marketing

- **Sleepedia:** is one of the initiatives undertaken to raise awareness about the significance of sleep, sleep disorders and how to combat them, and methods to inculcate and promote healthy sleeping habits.
- **Sleep Talk:** Information and suggestions for a healthy sleep routine.
- **Your Sleep Story:** Community engagement initiative for sharing sleep stories and experiences.
- **Sleep Expert:** Sleep advice from experts with answers to Frequently Asked Questions



Advertisement Expenses (INR Mn) and Ad Expense / Revenue (%)





Sleepwell



SLEEPX

Joyce



Australian subsidiary Joyce Inc

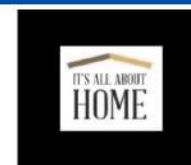
Spanish subsidiary Interplasp Inc

Marquee Clients

Mattress Industry



Furniture Industry



Automotive Lamination Industry



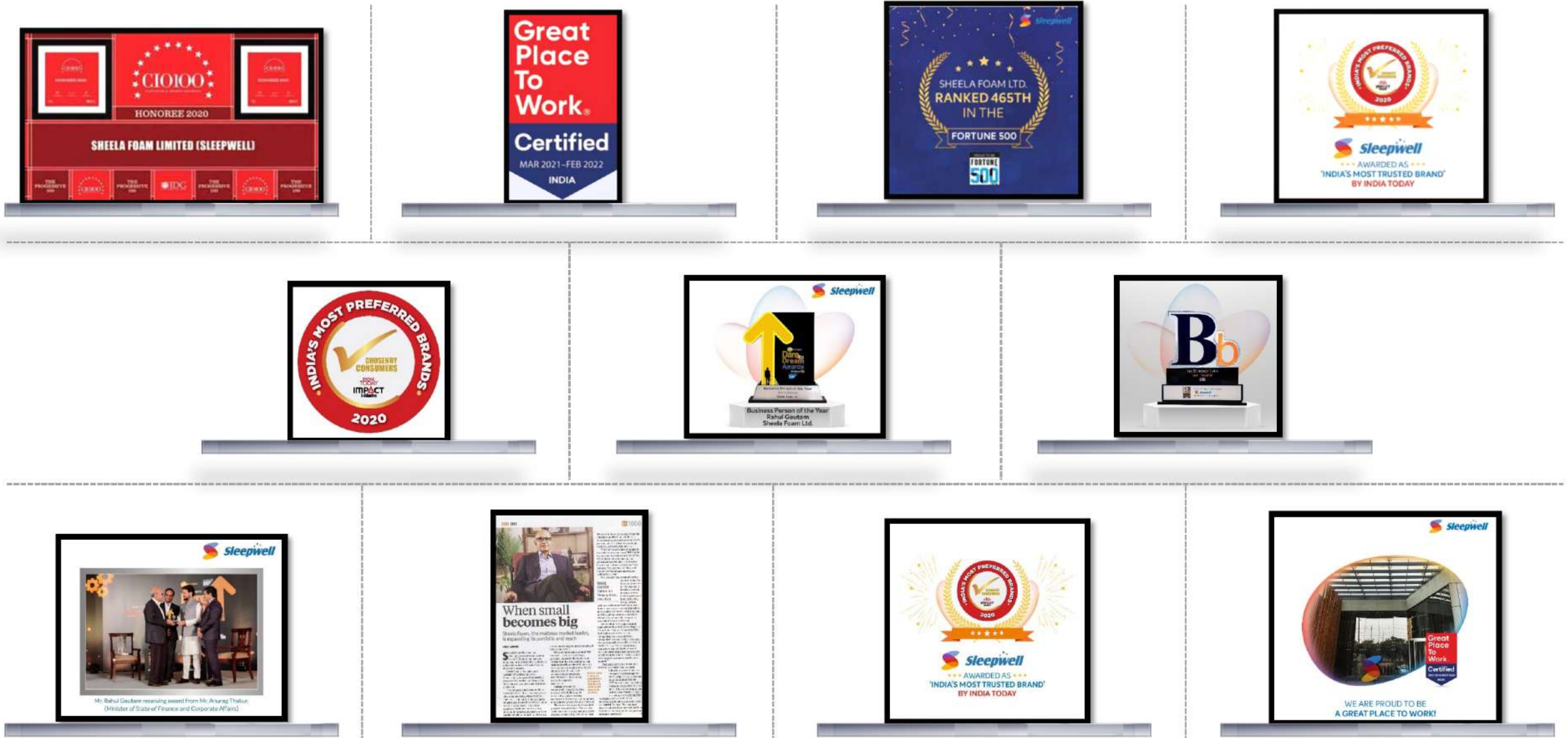
Peeling Industry



Acoustic Industry



Awards and Accolades



Business Overview



SEAT COVER



OUTDOOR FURNITURE



Mattresses segmentation 42%:

My Mattress, Spring Range, Technology Range, Custom Cell Range, Back Support Range, Flexi PUF Range, Showroom Range, Economy Range, SleepX Online Brand



Comfort Foam and Home Care Products 24%:

Foam Sheets, Foam Blocks, Comfort range accessories, Foam Cores, Furniture Cushions, Pillows, Bedsheets, Comforters/Blankets, Mattress Protectors, Sofa-cum-Beds

Technical Foam 21%:

Automotive Foams, Reticulated Foams, Ultra-Violet Stable Foams, Silentech Foams

Furniture Foam 13%:

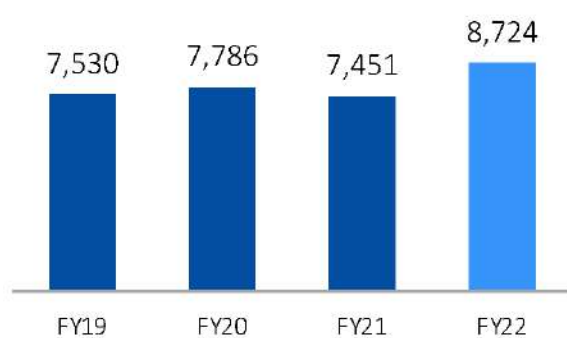
Sleepwell Resitec, Sleepwell Cool Gel, Primo

- Household Brand 'Sleepwell' was established in 1994 and over time has become one of the most popular mattresses brands in India.
- The company continuously invests in Research and Innovation and has taken consistent efforts to improve its product portfolio.
- These products have a price range from INR 8,000/- to INR 1 lakh+.

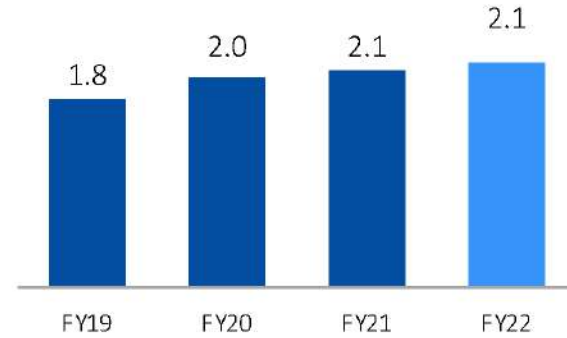


20-25% Market share in India

Revenues (INR Mn)



Volumes (Mn)

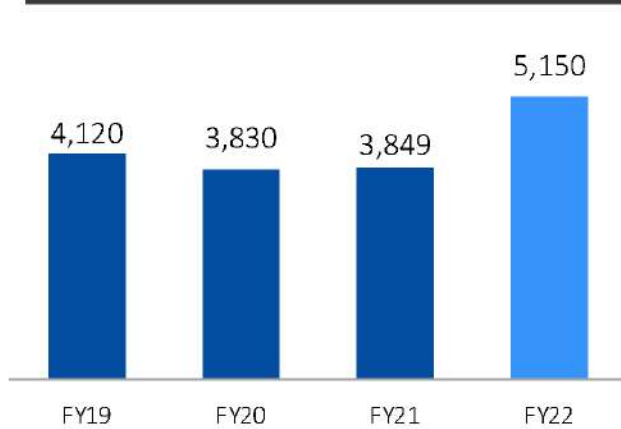


Comfort Foam and Home Care Products

- Comfort Foam products are Industrial grade products that find their applications in mattress manufacturing, sofa manufacturing, and others.
- The company forayed into the Home accessories segment with an aim to expand their strategic offerings.
- Comfort Accessories Product Portfolio: Pillows, Mattress Protector, Bolsters, Back Cushion.



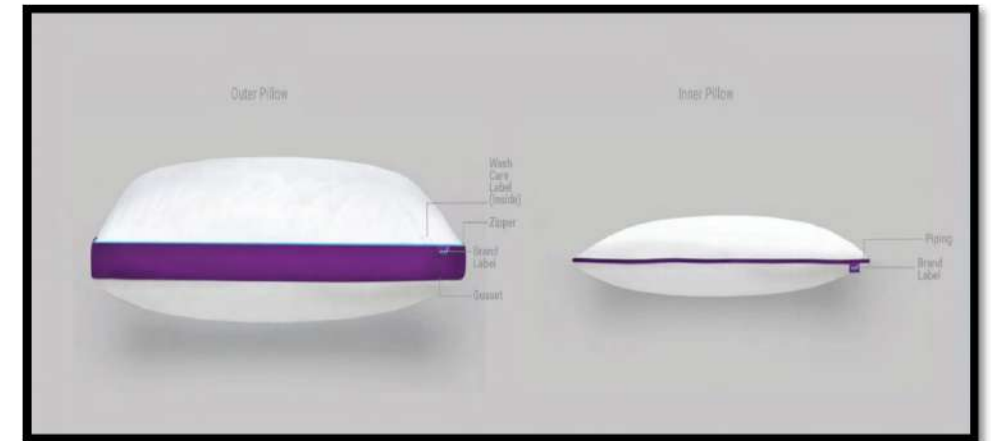
Revenues (INR Mn)



Volumes (MT)



* Volumes (MT) only includes Comfort Foam, the company does not maintain volumes data for home comfort products



Technical products offered by Sheela Foam find diverse applications in home furnishings, car seats, clothes and accessories, auditoriums, hospital beds, and various other industries, enhancing comfort and convenience in our surroundings.

Product	Product Lines	End User Industries
Automotive Foam	Poly-ester Foam, Poly-ether Foam	Seat cover, Sound absorption systems, Sun visors, Headliners, Door trims, Lamination systems
Reticulated foam	Ester-based foam, Ether-based foam	Filtration systems, Ceramic foam filters, Outdoor furniture, Microphones and headphones, Safety fuel tanks, Ink cartridges
Ultra Violet Stable foam	-	Sportswear, Innerwear and lingerie, Clothing, Swimwear, Comfort accessories for shoes
Silentech foam	Ester-based PU Foam	Automotive, Diesel generator canopies, Theatres, auditoriums, indoor stadiums, Broadcasting rooms and recording studios, Industrial silencers, Aco

Revenues (INR Mn)



Volumes (MT)



Sound Absorption Foam



Automotive Foams



Reticulated Foams



UV Stable Foams



Silentech Foams

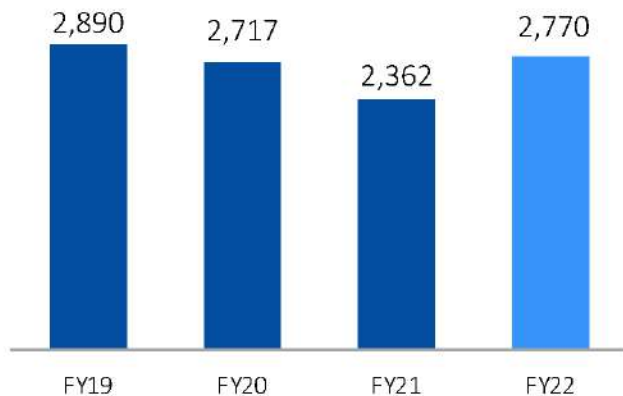
- Being one of the largest producers of PU Foam in India, Sheela Foam has expanded into allied segments to create more value for its product portfolio.
- Furniture cushioning is one of the most important part of furniture like Sofa Sets, Chairs, Custom Sofas, Sofa cum bed, etc.

Furniture Cushioning Range:

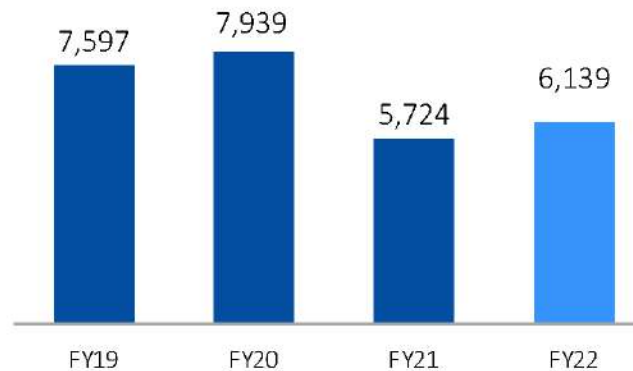
- **Primo** - Incorporates unique composition and extra thickness for enhanced comfort and support.
- **Resitec** - Using advanced High Resilience (HR) Cushioning Technology that provides personalized comfort, for the ultimate cushioning experience.
- **Cool Gel-S** - Cool Gel-S particles are a scientific breakthrough in Furniture Cushioning that dissipate heat easily, offering a cool feeling.



Revenues (INR Mn)



Volumes (MT)



- Sheela Foam has a strong presence in Australia through its wholly owned subsidiary, Joyce Foam Pty Ltd (“Joyce Foam”)
- The company acquired the business of manufacturing of PU Foam and polystyrene products of three Australian companies, namely, Joyce Corporation Limited, Joyce Indpac Limited and Marfoam Pty Limited through Joyce Foam in 2005.
- It has 4 state-of-the-art production centers at Adelaide, Canberra, Melbourne, Perth and Sydney

Joyce foam produces raw materials for branded mattresses makers and has products catering to the following industries:

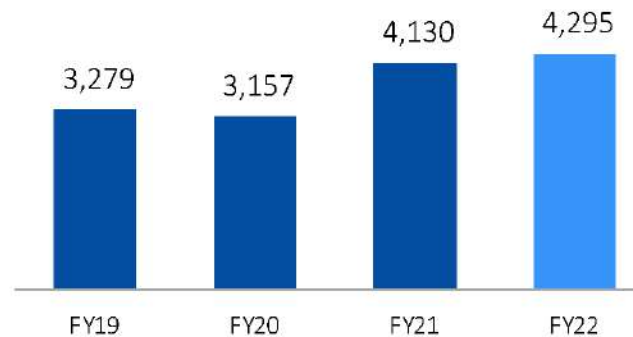
1. Furniture
2. Medical
3. Industrial
4. Moulded
5. Polystyrene



11,000 MTPA

~40% Market Share in Australia

Revenues (INR Mn)



Certifications

OEKO-TEX®
CONFIDENCE IN TEXTILES
STANDARD 100
MB002 160128 TESTEX
Tested for harmful substances.
www.oeko-tex.com/standard100

CompriShield™
ANTI-MICROBIAL PROTECTION

- Sheela Foam has a strong presence in Europe through its wholly-owned subsidiary 'Interplasp'.
- Interplasp is one of the best European flexible polyurethane foam manufacturers characterized by a strong technological base and innovation.
- It has a modernized manufacturing facility at Yecla in Spain, one of the most cost-effective manufacturing locations in Europe, enabling the company to enjoy a competitive edge and develop strong footprints in the region.
- Interplasp is well placed to focus on expanding operations to meet the demand from Europe and US
- The company has started exporting to US with the 'Bed-in-a-box' mattresses strategy from its Spain plant, this is a new opportunity in the US as the country imposes trade restrictions on other countries.
- Interplasp is a EUROPUR (European association of flexible polyurethane foam blocks manufacturers) member and has the Innovative Company and the Quality OEKO-TEX Standard 100 stamps.

The constant development has allowed them to have five ranges of flexible polyurethane foams:

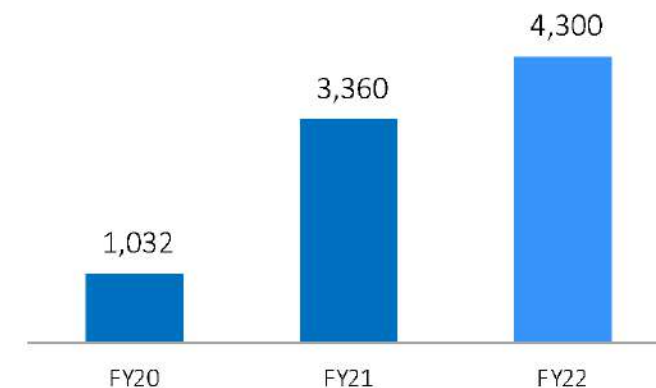
- **CONTACT PLUS** – Conventional foams
- **CONTACT BIO** – Soy foams
- **CONTACT HR** – High -end foams, high resilience
- **CONTACT BS** – Fire retardant foams
- **CONTACT DREAM** – Viscoelastic foams

17,000 MTPA

Caters to 1% of Europe's market

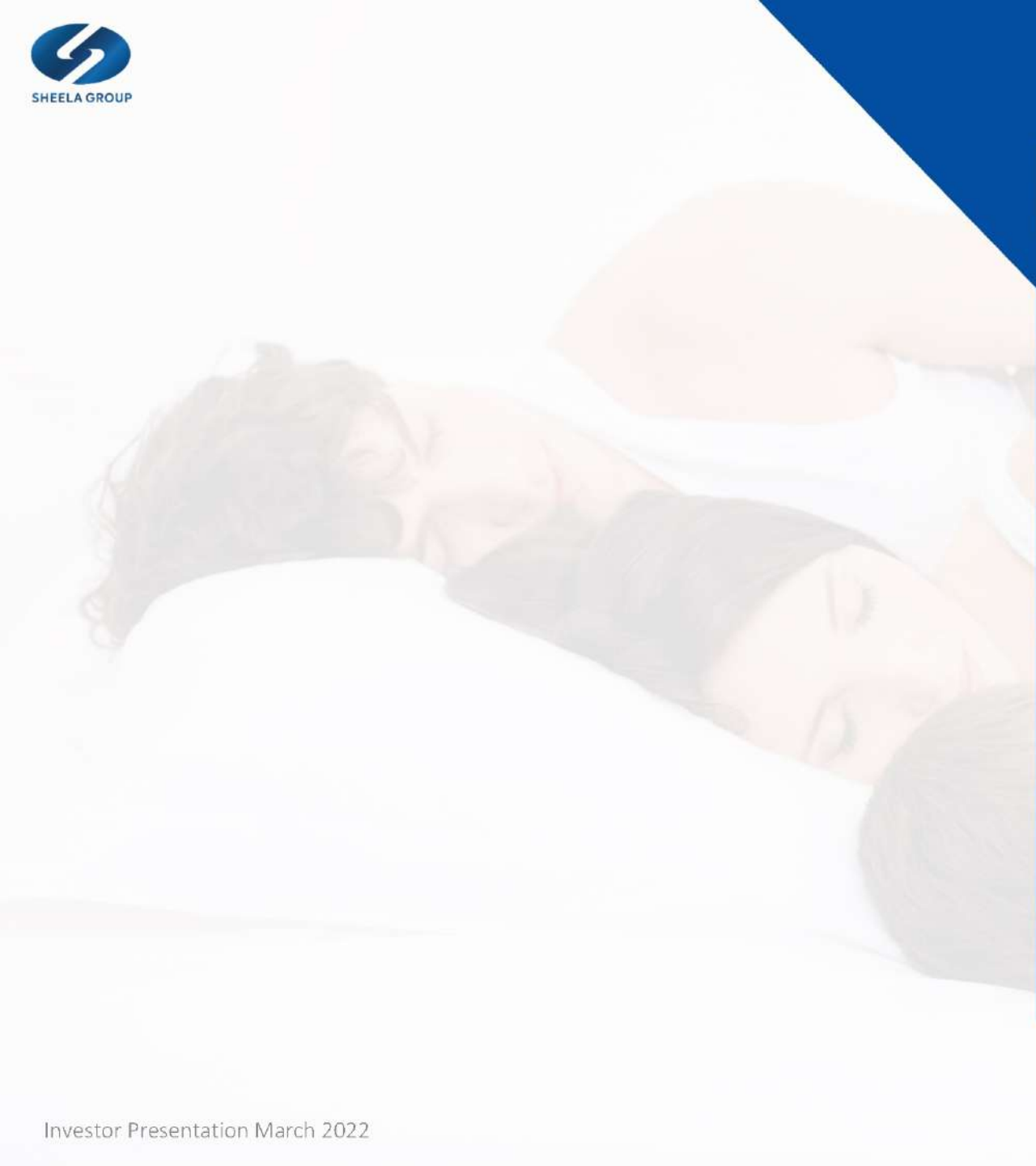


Revenues (INR Mn)





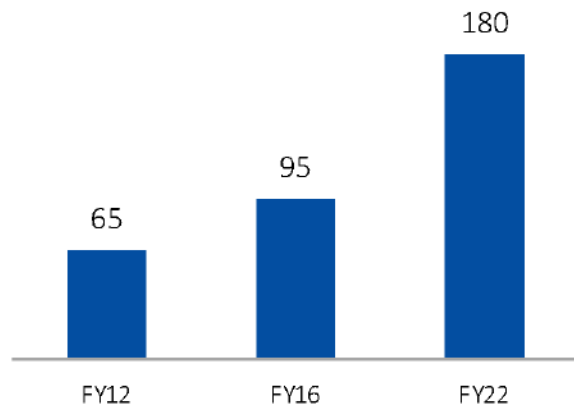
SHEELA GROUP



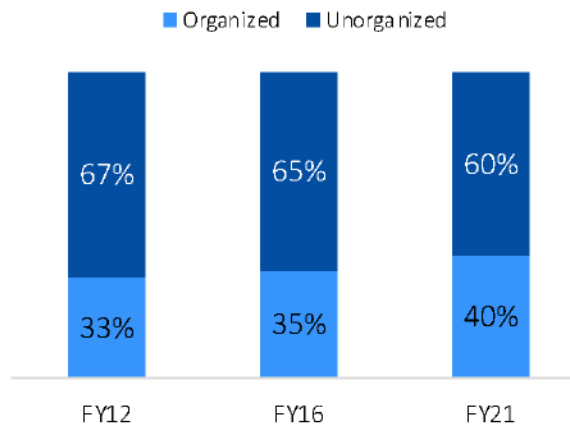
INDUSTRY & STRATEGIC OVERVIEW

- The Indian mattress market is expected to grow at a CAGR of 10% and is en route to attaining an INR 18,000 Cr mark by the year 2022.
- Indian market is fragmented with a large number of branded and non-branded players present in the market selling variety of mattresses with local distribution channels. The branded market is just 40% of the total Indian mattress market. There are 25 players in the branded market with Sleepwell and Kurlon occupying a dominant share.
- In budget 2022-23, 80 lakh houses will be completed for the identified eligible beneficiaries of PM Awas Yojana, both rural and urban and INR 48,000 Cr is allocated for this purpose.
- India Railways has been boosting its efforts to improve the infrastructure of coaches and finding new space for import substitution such as the supply of foams to the Railways which were earlier imported. 400 new energy-efficient Vande Bharat trains will be introduced by 2025, is about INR 40,000 Cr of business coupled with jobs and other spin-off benefits
- Real estate sector in India is expected to reach US\$ 1 Tn in market size by 2030, up from US\$ 200 Bn in 2021 and contribute 13% to the country's GDP by 2025. Retail, hospitality, and commercial real estate are also growing significantly, providing the much-needed infrastructure for India's growing needs.
- The Indian foam industry's future seems promising with increasing opportunities in various applications, such as building and construction, bedding and furniture, transportation, electrical and electronics, footwear and others.

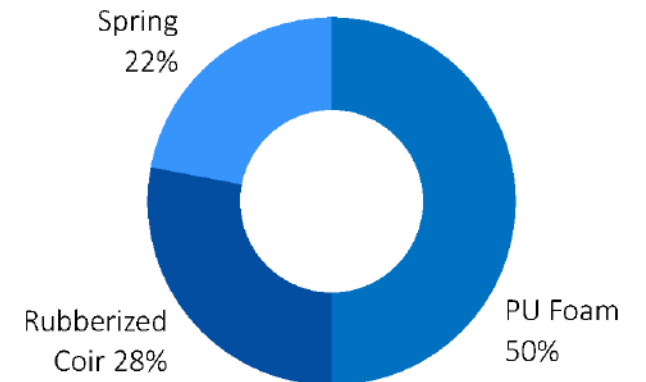
Indian Mattress Market (INR Bn)



Indian Mattress Market Break-up



INDIAN ORGANIZED MATTRESS MARKET BY TYPE OF MATTRESS



Rising share of the organized sector

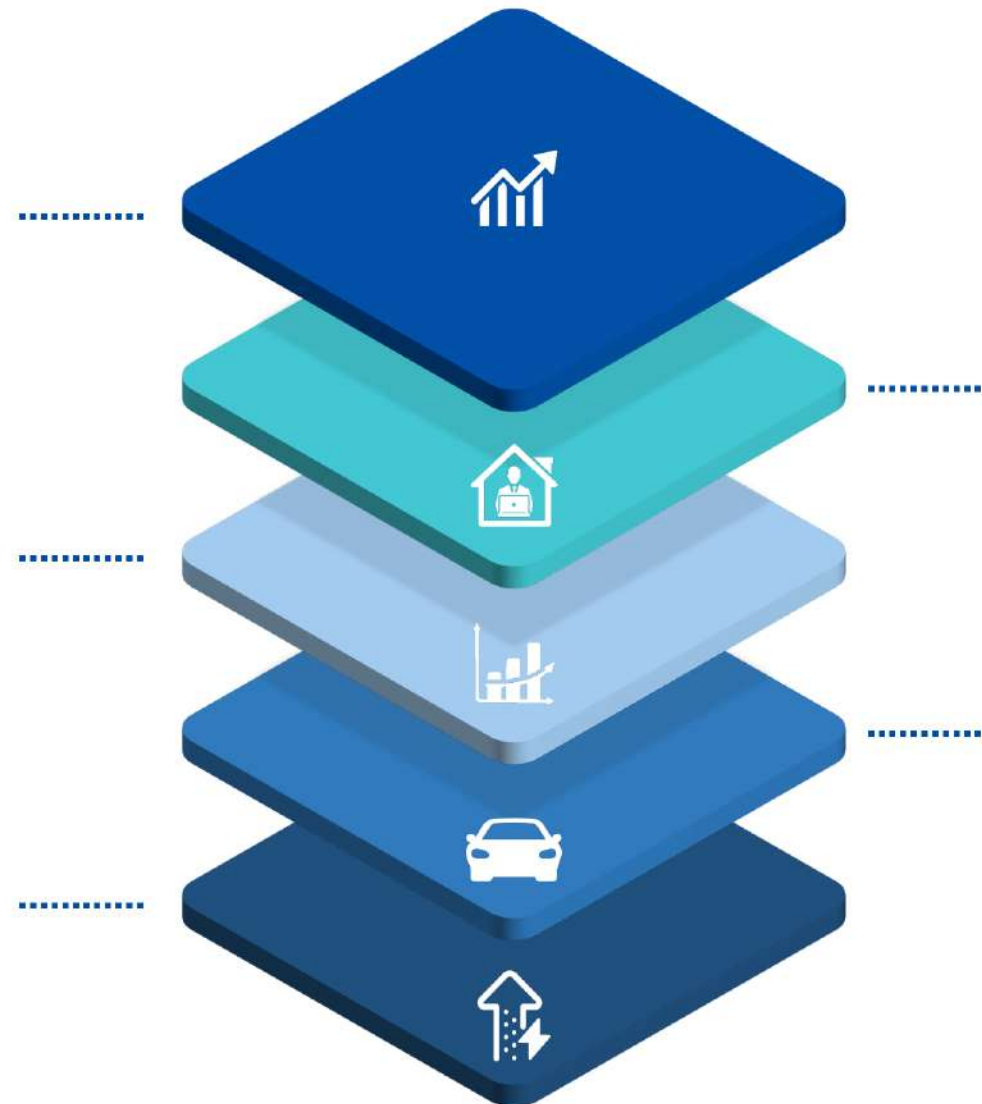
With the growth of international players and branded companies, consumers are shifting from traditional, low-quality products to branded mattresses. The shift in demand for better quality and customized products has been resulting in a significant rise of organized players.

High Margin Products

Portfolio expansion in new and adjacent categories in addition to higher engagement through digital channel has also been instrumental in deeper market penetration and growth.

Growing Consumption

The total market for mattresses in India was around 18.6 million units, with an estimated new demand for mattresses being ~7 million units per year. In addition, the average replacement cycle for mattresses was ~12 years, and the replacement demand for mattresses was 11.6 million units.



WFH Culture

Changes in the way people work has brought in the need to 'allocate' a space for 'office work'. This trend has played out across homes, irrespective of their sizes. 'Office furniture' has entered our homes. This is a big opportunity for businesses involved with the segment.

End-User Industries

The government initiatives like Smart City, Housing for All combined with favorable measures and policies would increase the number of residential units and favor the real estate segment, which will lead to higher mattress consumption, thereby fueling the growth of the mattress industry.

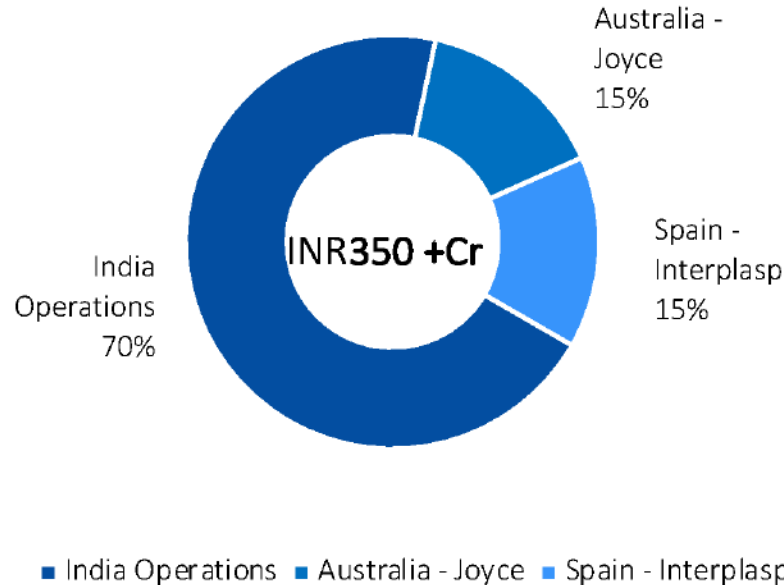
India- Domestic Operations

- 65% - 70% of the Population sleeps on Dari, Chaitai and this represents the opportunity in the Low-Value Economy mattress segment
- Capex on India operations would be focused on setting up a new plant in Madhya Pradesh and Gujarat with leveraged technology from Australia and Spain
- New Distribution channel would be set up to create touch points in rural India

ICT – International Comfort Technologies

- Expansion of manufacturing base with the opening of a new 100% Export Oriented Greenfield Unit in Nandi Gaon, Gujarat and in Mandala near Jabalpur, Madhya Pradesh.
- These two units will be focused towards the new businesses; Exports, E-commerce and Low Value Economy segment products for the rural population.
- Mattress production is expected to grow from 1,000 Mattresses/Day to 3,000 Mattresses/Day

Capex Distribution



Expected Asset Turnover of 3x - 4x

Australia Operations

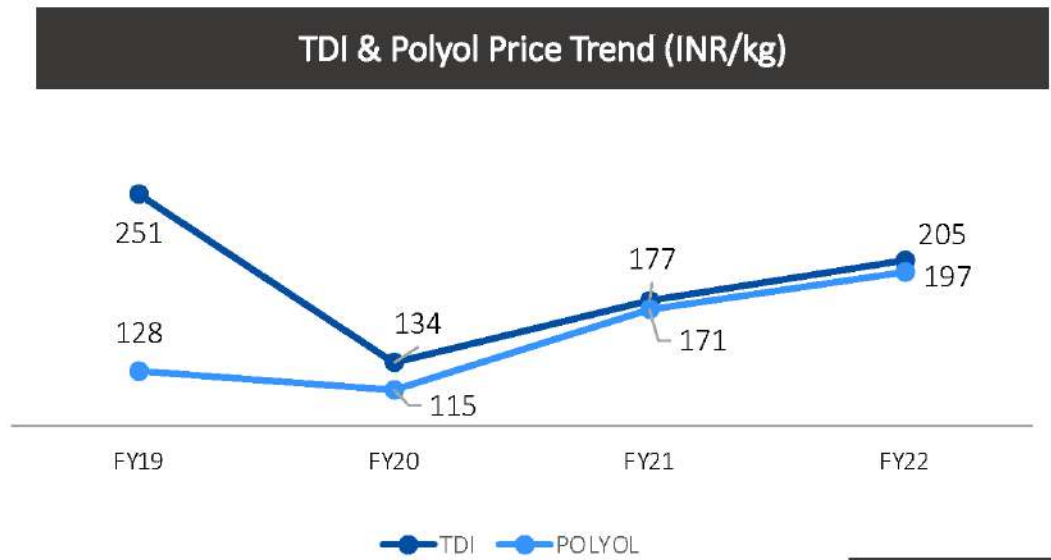
- The company is setting up a new plant in Adelaide
- Focus of this plant would be to expand the current market share of the company in Australia

Spain Operations

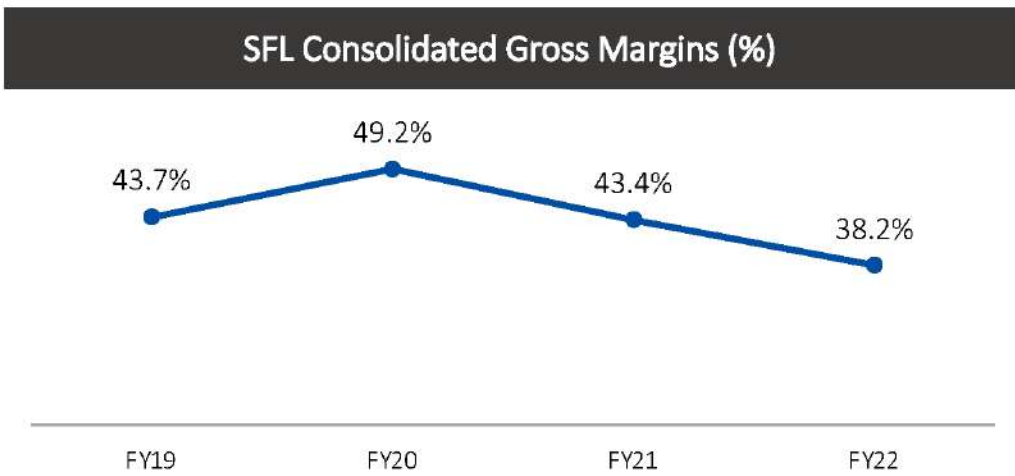
- The company is doubling our capacity from 17,000 MTPA to ~22,500 MTPA
- Primarily, the focus would be on 'Bed in a Box' strategy for US exports and expanding the market share from the current 1% in Europe.

Raw Material Prices and Gross Margins

TDI & Polyol Price Trend (INR/kg)

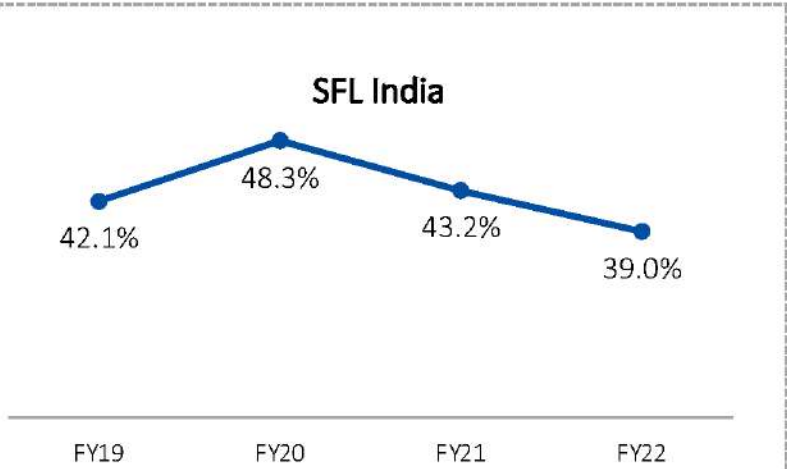


SFL Consolidated Gross Margins (%)

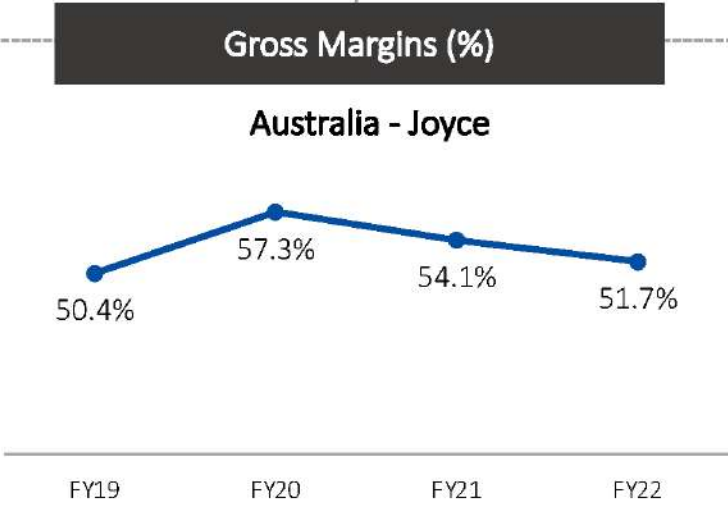


Gross Margins (%)

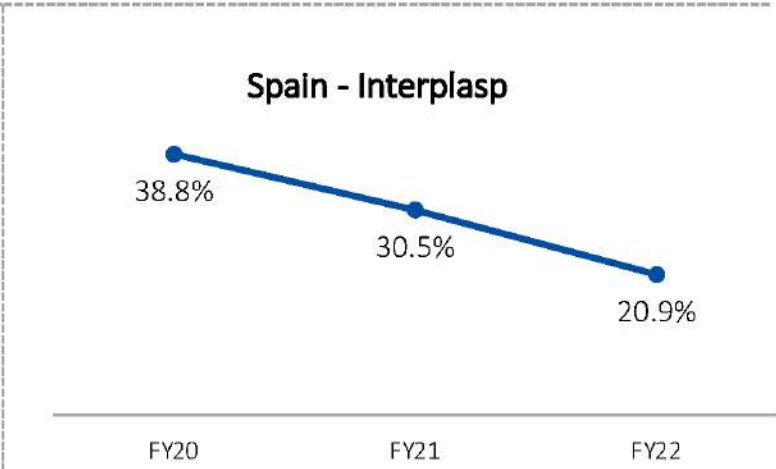
SFL India



Australia - Joyce



Spain - Interplasp



Historical Financial Overview



Historical Standalone Income Statement

PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
Operational Revenue	18,138	17,548	16,939	21,244
Operating Expenses	16,302	15,278	14,566	18,906
EBITDA	1,835	2,270	2,373	2,338
EBITDA Margins (%)	10.12%	12.94%	14.01%	11.01%
Other Income	305	413	474	702
Depreciation	311	331	325	324
Finance Cost	73	81	87	71
PBT	1,756	2,271	2,435	2,645
Exceptional Items	-	120	-	-
Tax	519	496	623	673
PAT	1,237	1,655	1,812	1,973
PAT Margins (%)	6.82%	9.43%	10.70%	9.29%
Other Comprehensive Income	(9)	(43)	21	(12)
Total Comprehensive Income	1,228	1,612	1,833	1,961
Diluted EPS (INR)	25.35	33.93	37.13	40.45

Historical Standalone Balance Sheet

PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
ASSETS				
Non-current Assets	4,334	5,808	8,497	11,159
Property, Plant & Equipment	2,654	2,542	2,536	2,350
Capital Work In Progress	7	165	12	6
Right of Use Assets	-	211	201	184
Investment Property	38	37	38	36
Investment In Subsidiaries	994	2,137	2,137	1,967
Financial Assets				
(a) Investments	492	118	3,036	5,288
(b) Loans	23	485	486	778
(c) Other Financial Assets	1	3	21	180
(d) Investment in Preference Shares	-	-	-	299
Non-current Assets (Net)	106	96	3	45
Other Non Current Assets	19	14	26	26
Current Assets	5,895	5,887	5,713	5,079
Inventories	1,530	1,652	2,283	2,035
Financial Assets				
(a) Investments	2,677	2,179	1,060	840
(b) Trade Receivable	1,026	1,264	1,630	1,516
(c) Cash And Cash Equivalent	107	289	350	143
(d) Other Bank Balances	16	2	5	3
(e) Loans	1	56	56	56
(f) Other Current Fin Assets	257	100	87	293
Other Current Assets	281	345	241	194
GRAND TOTAL – ASSETS	10,229	11,695	14,210	16,238

PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
EQUITY & LIABILITIES				
Equity	6,691	8,301	10,134	12,095
(A) Share Capital	244	244	244	244
(B) Other Equity	6,447	8,057	9,890	11,851
Non-current Liabilities	882	904	653	877
Financial Liabilities				
(A) Borrowings	3	-	-	-
(B) Lease Liabilities	-	25	19	183
(C) Other Financial Liabilities	697	737	502	503
Provisions	68	73	46	141
Deferred Tax Liabilities (Net)	114	69	83	48
Other Non Current Liabilities	-	-	3	2
Current Liabilities	2,656	2,490	3,423	3,266
Financial Liabilities				
(A) Borrowings	-	-	-	-
(B) Lease Liabilities	-	2	1	11
(C) Trade Payables	1,165	1,141	2,333	2,095
(D) Other Current Fin Liabilities	743	739	381	413
Provisions	49	55	44	25
Other Current Liabilities	699	553	664	722
GRAND TOTAL - EQUITIES & LIABILITES	10,229	11,695	14,210	16,238

Historical Consolidated Income Statement

PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
Operational Revenue	21,414	21,736	24,372	29,818
Operating Expenses	19,305	18,732	20,730	26,669
EBITDA	2,109	3,004	3,642	3,149
<i>EBITDA Margins (%)</i>	<i>9.85%</i>	<i>13.82%</i>	<i>14.94%</i>	<i>10.56%</i>
Other Income	276	400	502	792
Depreciation	395	590	729	808
Finance Cost	96	130	177	169
PBT	1,894	2,684	3,238	2,964
Exceptional Items	-	120	-	-
Tax	557	621	837	776
PAT	1,337	1,943	2,402	2,187
<i>PAT Margins (%)</i>	<i>6.24%</i>	<i>8.94%</i>	<i>9.86%</i>	<i>7.33%</i>
Other Comprehensive Income	(9)	(31)	188	(18)
Total Comprehensive Income	1,328	1,912	2,590	2,169
Diluted EPS (INR)	27.41	39.83	49.23	44.83

Historical Consolidated Balance Sheet

PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
ASSETS				
Non-current Assets	4,761	8,870	12,381	15,511
Property, Plant & Equipment	3,396	4,204	4,300	4,355
Capital Work In Progress	7	180	326	1,199
Right of Use Assets	0	1,167	1,418	1,394
Investment Property	639	590	590	562
Goodwill	82	2,546	2,631	2,520
Financial Assets				
(a) Investments	492	118	3,036	5,288
(b) Loans	29	26	2	1
(c) Other Non Current Fin Assets	11	21	52	45
Non-current Assets (Net)	87	5	-	67
Other Non Current Assets	18	13	26	80
Current Assets	6,857	7,569	8,313	8,213
Inventories	1,871	2,269	3,153	3,145
Financial Assets				
(a) Investments	2,684	2,196	1,070	893
(b) Trade Receivable	1,522	2,158	3,021	2,850
(c) Cash And Cash Equivalent	168	441	574	408
(d) Other Bank Balances	35	5	7	3
(e) Loans	2	56	56	56
(f) Other Current Fin Assets	257	55	69	264
Other Current Assets	318	389	363	594
GRAND TOTAL – ASSETS	11,618	16,439	20,694	23,724

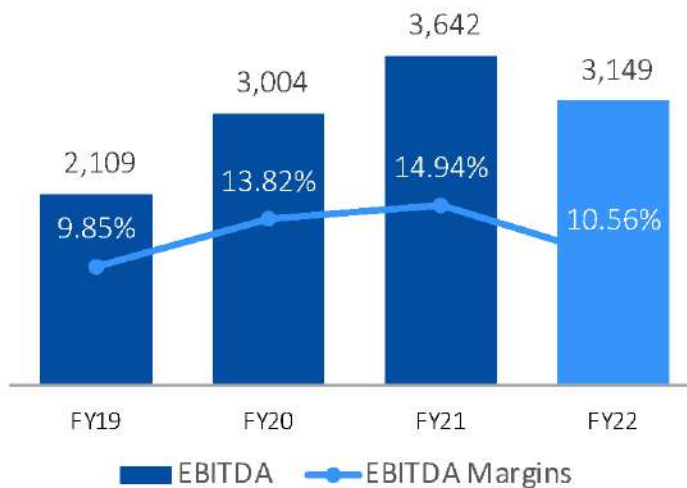
PARTICULARS (INR Mn)	FY19	FY20	FY21	FY22
EQUITY & LIABILITIES				
Equity	7,301	9,264	11,932	14,002
(A) Share Capital	244	244	244	244
(B) Other Equity	7,057	8,953	11,599	13,682
Non Controlling Interest	-	67	89	76
Non-current Liabilities	896	3,328	3,068	4,136
Financial Liabilities				
(A) Borrowings	55	1,571	1,326	2,282
(B) Lease Liabilities	-	824	1,086	1,057
(C) Other Non Current Financial Liabilities	696	737	502	503
Provisions	80	86	62	274
Other Non current Liabilities	-	-	3	2
Deferred Tax Liabilities (Net)	65	110	89	18
Current Liabilities	3,421	3,847	5,694	5,586
Financial Liabilities				
(A) Borrowings	227	360	730	1,096
(B) Lease Liabilities	0	159	201	231
(C) Trade Payables	1,432	1,534	3,301	3,013
(D) Other Current Fin Liabilities	913	1,075	531	454
Provisions	129	129	147	25
Current Tax Liabilities (Net)	-	-	45	-
Other Current Liabilities	720	590	739	768
GRAND TOTAL - EQUITIES & LIABILITES	11,618	16,439	20,694	23,724

Consolidated Financial Performance

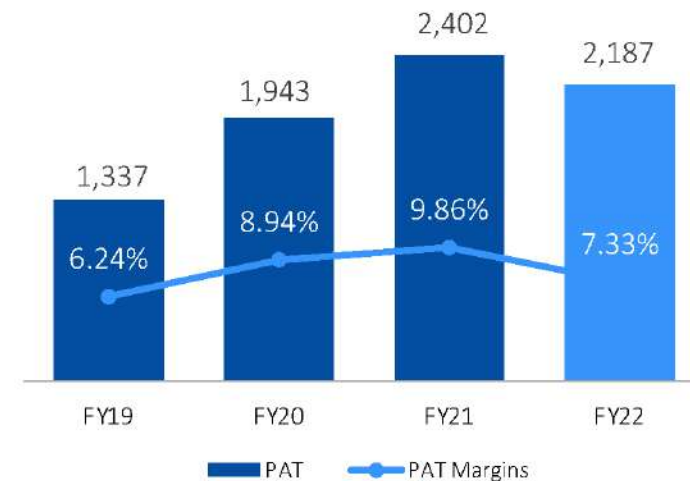
Revenues (INR Mn)



EBITDA (INR Mn) and EBITDA Margins (%)



PAT (INR Mn) and PAT Margins (%)



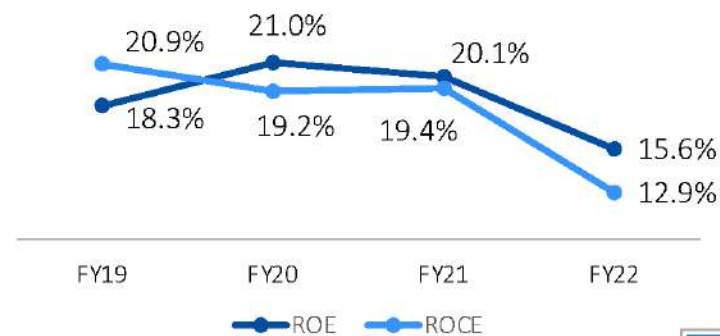
Net Debt to Equity Ratio (x)

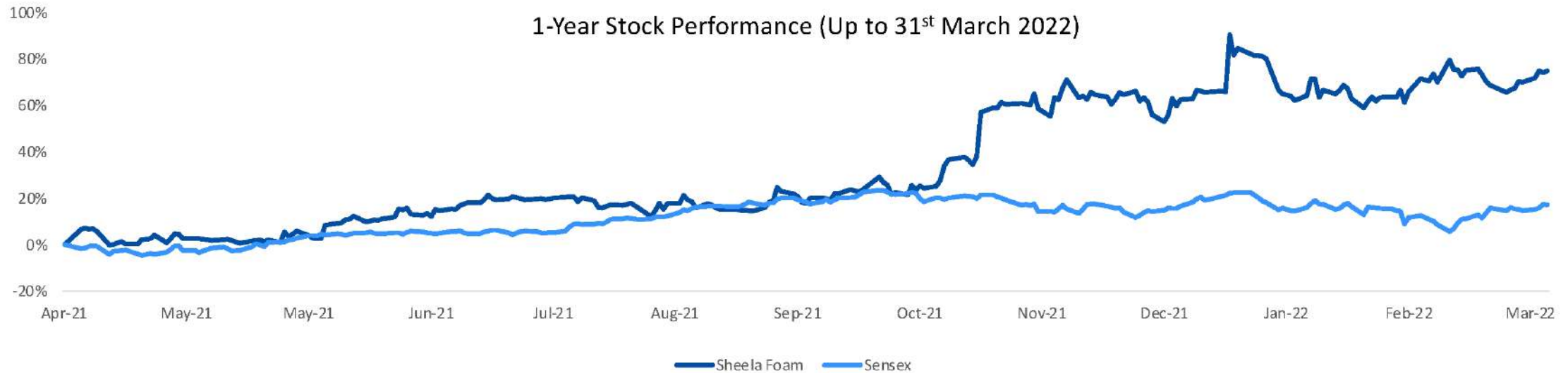


Networth (INR Mn)



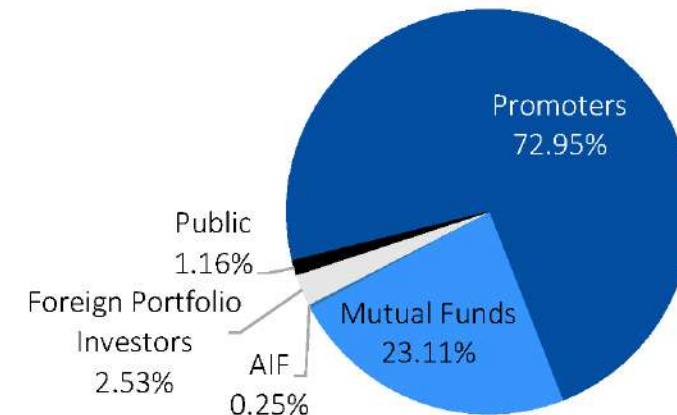
ROE and ROCE (%)





Price Data as on 31st March, 2022	INR
Face Value	5.00
CMP	3,475.90
52 Week H/L	3,949.4 / 1,900.0
Market Cap (INR Mn)	1,69,564
No. of Share outstanding (Mn)	48.8
1 Year Avg. Trading Volume (000)	35.6

Shareholding Pattern as on 31st March 2022



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