SHEELA FOAM LIMITED

Earnings Presentation
Q2 & H1 FY27

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.



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Founders with pedigree : ably supported by professionals



Rahul Gautam – Chairman & MD

He has been associated with our Company since 1971 and has served as Managing Director for over three decades. He founded and developed 'Sleepwell' as the most coveted and trusted brand in the county. He has over 48 years of experience in the home comfort and PU foam industry and is the Chairman Emeritus of the Indian Polyurethane Association



Rakesh Chahar – Deputy MD & Whole time Director

An astute professional with over 35 years of deep experience in operations and marketing of mattresses, bedding products and polyurethane foam and has deep rooted relationships with sales channel and suppliers and vendors. He has been associated with SFL since 1990 and has been a Whole-Time Director since 2003.



Tushaar Gautam - Vice Chairman & Joint MD

He has been associated with our Company since 2002 and MD since November 2023. He has over 21 years of experience in heading Production, Research and Development. He oversees the operations of Sheela Foam group and our subsidiaries Joyce Foam Pty Ltd and Interplasp while also serving on their Board of Directors. He is instrumental in Kurlon integration and spearheading two largest mattress brands of the country.



Amit Kumar Gupta - Group CFO

He has joined our Company in May 2023. He comes with 25 years of rich experience across companies and industries. His specialization lies in corporate finance, business strategy, merger & acquisitions and capital raising in both domestic and international markets. His previous stints were with groups including Samvardhana Motherson, Ballarpur Industries , and HT Media Ltd, under various capacities.

Company Snapshot

Experienced management

Presence across multiple geographies

Proven track record in Acquisitions and Integration

Largest manufacturers of PU Foam in India

Strategic move to focus on high margin products

Consistent Positive cash flow generation

‘Sleepwell’ ‘Kurlon’ are amongst the most trusted brands in India

~30% Market Share in the Indian branded mattresses segment

Low Gearing ratio

Backward Integrated Player with a wide product basket

40% market share in Australia

Marquee Investors

Every input was hit by global turmoil; SFL answered with decisive action

Polyol +65% | TDI +33%

Crude oil +50%

Shipping disrupted

Shipping Freight +300%



RM unavailability

Affordability down

Festive season shifted

HOW SFL RESPONDED

+21% | ~39%
Price increases in mattress and foam

Brand Investment
Launched GSF with mega 21% scheme and higher advertising spend

Assured supply
Continuous RM procurement via long-standing supplier relationships

~Absolute EBITDA retained

H1 FY27 - STANDALONE

Revenue Growth	EBITDA Growth
18% YoY	**5%** YoY

H1 FY27 - CONSOLIDATED

Revenue Growth	EBITDA* Growth
22% YoY	**23%** YoY
15%+ Growth	**3RD CONSECUTIVE QUARTER**
₹ 1000 Cr + Revenue	**1ST TIME EVER in Q2**



*One-time receivable provisions of A.H. Beard in Australia

Q2FY27 | Sheela Foam

VALUE GROWTH	VOLUME GROWTH	OPERATING EBITDA*^	PAT CONSOL.	CONSOL. CASH EPS
8% ↑ MATTRESS 26% ↑ FOAM	-3% ↓ MATTRESS -5% ↓ FOAM	₹ 87 cr -0.2% *8.4%* -153bps	₹ 46 cr Up 4.7X *4.4%* +331 bps	8.3

STANDALONE EBITDA	JOYCE (AUSTRALIA) OPERATING EBITDA^	INTERPLASP (SPAIN) EBITDA	STAQO EBITDA	FURLENCO EBITDA
7.8%	10.7%	6.4%	27.0%	39.5%

*Excluding Furlenco
^One-time receivable provisions of A.H. Beard in Australia

H1FY27| Sheela Foam

VALUE GROWTH	VOLUME GROWTH	OPERATING EBITDA*	PAT CONSOL.	CONSOL. CASH EPS
11% ↑ MATTRESS	1% ↑ MATTRESS	₹ 200 cr +23%	₹ 109 cr Up 6.6X	18.7
26% ↑ FOAM	-1% ↓ FOAM	*9.6%* +5bps	*5.2%* +427 bps	

STANDALONE EBITDA	JOYCE (AUSTRALIA) OPERATING EBITDA^	INTERPLASP (SPAIN) EBITDA	STAQO EBITDA	FURLENCO EBITDA
8.4%	13.4%	10.7%	28.1%	38.8%

**Excluding Furlenco*
^One-time receivable provisions of A.H. Beard in Australia

Financial Highlights | H1 FY27 (YoY)

Consolidated

- Operating revenue grew by 22% to ₹ 2077cr
- Operating EBITDA grew by 23% to ₹ 200cr
- Australia Operating EBITDA at 13.4%; Spain Operating EBITDA at 10.7%
- PAT at ₹ 109 cr with PAT margin of 5.2%. Cash EPS of ₹ 18.7

Standalone (SFL + KEL)

- Operating revenue grew by 18% to ₹ 1542cr
- EBITDA grew by 5% to ₹ 129cr

SHEELA FOAM GROUP

SFL today: a diversified B2C growth portfolio

13+

BRANDS, ONE HOUSE

Mattresses & Comfort

PREMIUM: Sleepwell · kurlon

MASS: tarang (The mattress with VDF Technology) · aaram by Kurlon

LUXURY: Chattam & Wells · Nature's Rest (Nature at its Best)

Furniture & Living

RENTAL: FURLENCO

RETAIL: Sleepwell · kurlon

Foam & Cushioning

featherfoam · Jumpz HR

Global Businesses

AUSTRALIA: Joyce

SPAIN: interplasp (espumas de poliuretano)

Enterprise Technology & CSR

DIGITAL SOLUTION: Staqo

CSR INITIATIVE: Sleepwell Foundation — Wake up to a New India

Pro Forma Furlenco Consolidation | H1FY27

(₹cr)

SFL GROUP REVENUE	FURLENCO REVENUE	COMBINED REVENUE
2,077	229	2,306
SFL GROUP EBITDA	**FURLENCO EBITDA**	**COMBINED EBITDA**
192	89	281
SFL GROUP EBITDA MARGIN	**FURLENCO EBITDA MARGIN**	**COMBINED EBITDA MARGIN**
9.2%	38.8%	12.2%

Furlenco becomes SFL subsidiary w.e.f 1st Oct-26

Furlenco Turnaround (H1 FY24 → H1 FY27)

Business journey from when Furlenco was acquired to its latest H1 performance

	AT ACQUISITION · H1 FY24		LATEST · H1 FY27	CHANGE
Revenue	₹69 Cr	→	**₹229 Cr**	3.3×
Subscribers	56K	→	**201K**	3.6×
AUM	₹242 Cr	→	**₹599 Cr**	2.5×
EBITDA Margin	-15%	→	**39%**	+54 pts
ROE	-143%	→	**18%**	Turned +ve

Demonstrating SFL ability to identify and **turn-around businesses**

H1 FY27 | Financial performance (₹ Cr)

	Standalone SFL + KEL			Consolidated		
	H1FY26	H1FY27	Change	H1FY26	H1FY27	Change
TOTAL REVENUE	1301	1542	18%	1696	2077	22%
GROSS MARGIN	44.2%	38.5%	-570 bps	44.7%	40.4%	-428 bps
OPERATING EBITDA %	9.4%	8.4%	-106 bps	9.6%	9.6%	5 bps
OPERATING EBITDA	123	129	5%	162	200	23%
Provision*				0.0%	-0.4%	
REPORTED EBITDA %	9.4%	8.4%	-106 bps	9.6%	9.2%	-32 bps

*One-time receivable provisions of A.H. Beard in Australia

Q2 FY27 | Financial performance (₹ Cr)

	Standalone SFL + KEL					Consolidated				
	Q2 FY26	Q2 FY27	YoY	Q1 FY27	QoQ	Q2 FY26	Q2 FY27	YoY	Q1 FY27	QoQ
TOTAL REVENUE	**667**	**781**	**17%**	**761**	**3%**	**875**	**1045**	**19%**	**1032**	**1%**
GROSS MARGIN	**43.9%**	**39.4%**	**-456 bps**	**37.6%**	**181 bps**	**44.7%**	**40.2%**	**-451 bps**	**40.6%**	**-38 bps**
OPERATING EBITDA %	**9.4%**	**7.8%**	**-159 bps**	**9.0%**	**-119 bps**	**10.0%**	**8.4%**	**-158 bps**	**10.9%**	**-257 bps**
OPERATING EBITDA	**63**	**61**	**-3%**	**68**	**-11%**	**87**	**87**	**0%**	**113**	**-23%**
Provision*							**-0.4%**		**-0.4%**	
REPORTED EBITDA %	**9.4%**	**7.8%**	**-159 bps**	**9.0%**	**-119 bps**	**10.0%**	**8.0%**	**-194 bps**	**10.6%**	**-254 bps**

*One-time receivable provisions of A.H. Beard in Australia

Operational Highlights | H1 FY27 (YoY)

> **Mattress value growth +11% ; volume growth +1%**

> **Despite raw-material volatilities, foam value growth +26% and volumes held**

> **Key Volume Growth Drivers**

E-com Volume growth +2%; Value growth +13%

U2O Volume growth +1%; Value growth +41%

> **Geographical Footprint**

Furlenco: Cobranded experience store programme live with 40+ dealers

COCO: 48 stores operational

H1 FY27 | Standalone – segment wise

	Volume			Value (Cr)		
	H1FY26	H1FY27	Change	H1FY26	H1FY27	Change
MATTRESS - TOTAL	**1627 K**	**1647 K**	**1%**	**651**	**725**	**11%**
FOAM - TOTAL	**24262 Tn**	**24079 Tn**	**-1%**	**603**	**761**	**26%**
TECHNICAL FOAM	9857 Tn	9737 Tn	-1%	269	350	30%
COMFORT FOAM	11790 Tn	12009 Tn	2%	233	308	32%
FURNITURE CUSHIONING	2615 Tn	2334 Tn	-11%	100	103	2%
OTHERS	MIXED (N.A)	MIXED (N.A)	MIXED (N.A)	**47**	**56**	
TOTAL				**1301**	**1542**	**18%**

Q2 FY27 | Standalone – segment wise

	Volume					Value (Cr)				
	Q2 FY26	Q2 FY27	YoY	Q1 FY27	QoQ	Q2 FY26	Q2 FY27	YoY	Q1 FY27	QoQ
MATTRESS - TOTAL	**814 K**	**789 K**	**-3%**	**859 K**	**-8%**	**330**	**356**	**8%**	**369**	**-4%**
FOAM - TOTAL	**12909 Tn**	**12314 Tn**	**-5%**	**11764 Tn**	**5%**	**313**	**396**	**26%**	**365**	**9%**
TECHNICAL FOAM	5353 Tn	5158 Tn	-4%	4579 Tn	13%	142	187	32%	163	14%
COMFORT FOAM	6214 Tn	5880 Tn	-5%	6129 Tn	-4%	120	153	27%	156	-2%
FURNITURE CUSHIONING	1343 Tn	1276 Tn	-5%	1057 Tn	21%	52	57	9%	46	23%
OTHERS						**24**	**29**	**23%**	**27**	**7%**
TOTAL						**667**	**781**	**17%**	**761**	**3%**

INTERNATIONAL BUSINESS & STAQO

Australia | Q2 & H1 FY27

₹ Cr.

	Q2 FY26	Q1 FY27	Q2 FY27	H1FY26	H1FY27
TOTAL REVENUE	105	120	121	197	241
Gross Margin	53.6%	59.2%	55.1%	54.1%	57.1%
OTHER EXPENSES	44.2%	46.4%	47.4%	45.9%	46.9%
OPERATING EBITDA	9.5%	16.2%	10.7%	8.2%	13.4%
Provision	0%	-3.3%	**-3.1%**	0%	**-3.2%**
REPORTED EBITDA	9.5%	12.8%	7.6%	8.2%	10.2%

Spain | Q2 & H1 FY27

₹ Cr.

	Q2 FY26	Q1 FY27	Q2 FY27	H1FY26	H1FY27
TOTAL REVENUE	93	133	125	179	258
Gross Margin	33.6%	34.0%	26.1%	31.9%	30.2%
OTHER EXPENSES	22.7%	19.3%	19.7%	23.5%	19.5%
EBITDA	10.9%	14.7%	6.4%	8.4%	10.7%

STAQO : Q2 & H1 FY27

₹ Cr.

	Q2 FY26	Q1 FY27	Q2 FY27	H1FY26	H1FY27
TOTAL REVENUE	16	24	24	30	48
EBITDA	26.5%	29.2%	27.0%	29.4%	28.1%

SFL | ESG & CSR Initiatives

ESG | Strategy plan for Sustainability 2030

5 Sustainable Developmental Goals (SDG) identified for 2030 Sustainability plan

	2025	2026	2027 H1	2030
Gender Diversity	5.81%	7.9%	8.2%	10%
Energy - Solar	3.2MW	3.7 MW	3.7MW	5.4MW
Waste Generation (Reduction)	15%	14.5%	14.4%	13%
Safety	Internal Audits	Internal Audits	Internal Audits	ISO 45001
Training Hours / Employee*	-	12	19	WIP

**Recently added*

SUSTAINABLE DEVELOPMENT GOALS



ESG | Environment

ENERGY

SOLAR ENERGY GENERATION

FY26 – 3.7 MW
FY27YTM – 3.7 MW
FY30 – 5.4 MW

INITIATIVES

- 1000+ kWp solar power project in progress at Erode, Talwada & Nandigram
- Planted 1100 + trees in H1FY2027
- Celebrated Earth Day & Environment Day in all factories.

WATER

REDUCE WATER CONSUMPTION INTENSITY

FY26 - 44.5 KL/Person
FY27YTM – 39 KL/Person
FY30 - 39 KL/Person

INITIATIVES

- A new 30 KLD STP planned at Gwalior
- Optimise STP recovery through upgradation, maintenance & new installation

WASTE

MONETIZE WASTE & REDUCE DISPOSAL COST

FY26 – 14.5%
FY27YTM—14.4%
FY30 – 13%*

INITIATIVES

- Kaizens for value recovery; Reduce & Redesign one-way packaging
- Safe disposal & hazardous waste neutralization
- Reuse polythene for packaging. EPR for disposal of polythene waste

**100% monetization*

ESG | Social

GENDER DIVERSITY

INCREASE FEMALE WORKFORCE PARTICIPATION

FY26 - 7.9%
FY27 YTM- 8.2%
FY30 - 10%

INITIATIVES

- Women Sales Interns for entry level roles
- Ringfencing Hi-Potential women colleagues with developmental initiatives
- Identify positions for women in all business streams & verticals

EMPLOYMENT OF PERSONS WITH DISABILITY

Goal discontinued;
Initiative still continues

SAFETY

ENHANCING SAFETY STANDARDS

FY26 - Internal Audits
FY27YTM – Internal Audits
FY30 – ISO 45001

INITIATIVES

- Devised multi platform mechanism for sharing unsafe observations by everyone
- Implementation of the Safety Policy- violation of safety norms
- Implementation of the SFL Safety Award & Recognition Policy

ESG | Governance

KEY ACTIONS
Diversified independent board
Robust Policies Framework including No Discrimination, Equity Opportunity and Prevention of Sexual Harassment
Risk management mechanism

KEY COMMITTEES	OBJECTIVE
Audit committee	Overseeing financial reporting, reviewing internal controls & risk management, and recommend auditors
Nomination and Remuneration Committee (NRC)	Set criteria for director appointment, recommend remuneration policy, and identify KMPs for appointment
Stakeholders' Relationship Committee (SRC)	Resolve grievances of company's security holders
Risk Management & ESG Committee (RM-ESG)	Overseeing company's risks and their mitigation
Corporate Social Responsibility Committee (CSR)	act responsibly for community's social and economic development

SFL | CSR

CSR | Sleepwell Foundation

Vision

We will continue to be recognized as an honest organisation awakening, empowering and inspiring the youth of India with our initiatives of awareness, action and advocacy for qualitative change in their lives and proactive emotional wellness of society

Key Pillars

Driving social change through

> Action to **Emotional Wellness -** reached more than 588+ million people through 198+ films, creating a sustained national conversation on preventive Emotional Wellness

> Training to empower youth by **Skill Development -** a world-class Skill Development Centre in Mirpur, Khurja (UP)

CSR | Skill Development

INITIATIVES	KEY OBJECTIVE	FY26 ACHIEVEMENTS	Q2FY27 ACHIEVEMENTS
Col. Gautam Academy for Armed Forces	Preparing candidates for competitive exams in uniformed services	136 - Trained 86 - Employed	219 – Trained 30 - Employed
MasterG Fashion Design & Beautician Courses	Women empowerment by creating sustainable livelihood	97 - Trained 90 - Employed	55 – Trained 55 - Employed
Paramedical Courses	Diplomas and degrees in medical profession affiliated with DPMI	84- Trained 32 - Employed	179 – Trained 140 - Employed
Software Development	Skill development courses in partnership with leading institutions	42 - Trained 42 - Employed	37 – Trained 4 - Placed

CSR | Emotional wellness

INITIATIVES	KEY OBJECTIVE	FY26 ACHIEVEMENTS	Q2FY27 ACHIEVEMENTS
Emotional Wellness Workshops	Proactive workshops for preventing mental health issues	Workshops - 272 Participants - 17,501	Workshops - 142 Participants -12278
Digital Awareness Campaigns	Democratizing awareness and normalize conversations around emotional wellness	Reach: 568 million*	Reach: 588 million*
Creating Counsellors	Train the Trainer Programme	Workshops - 15 Participants - 1,252	Workshops – 23 Participants -902
Skill Development Workshops	To prepare College Students for Corporate environment readiness	Workshop conducted -11 Participants - 486	Workshop conducted-5 Participants – 172

since inception

CSR | Revitalisation of Smt Sheela Gautam Inter College

INITIATIVES	KEY OBJECTIVE	FY26 ACHIEVEMENTS	Q2FY27 ACHIEVEMENTS
Renovation	To create an infrastructure that matches the visions and aspirations of the founder	All areas of infrastructure revamped	Upgradation of classroom furniture, creation of additional rooms for Science and Commerce Streams, Lab material & equipment, Plantations , CCTV and 82.5 kVA DG
Institute Development	Convert the school into a learning Centre of Excellence in rural India	Modernization completed	Recruitment of Principal and Training of Teachers Recruitment of Teachers underway
Digital Awareness Campaigns	Modernise the School through a IT Roadmap	Use of IT Learning Management System	High Speed Internet, Further improvement of IT Lab and Introduction of IT as a subject for all classes.
Improve KRAs and Training	To prepare College Students for future readiness	Improved Academic Outcomes expected in the Board results	Improvement of all aspects of the School organisation

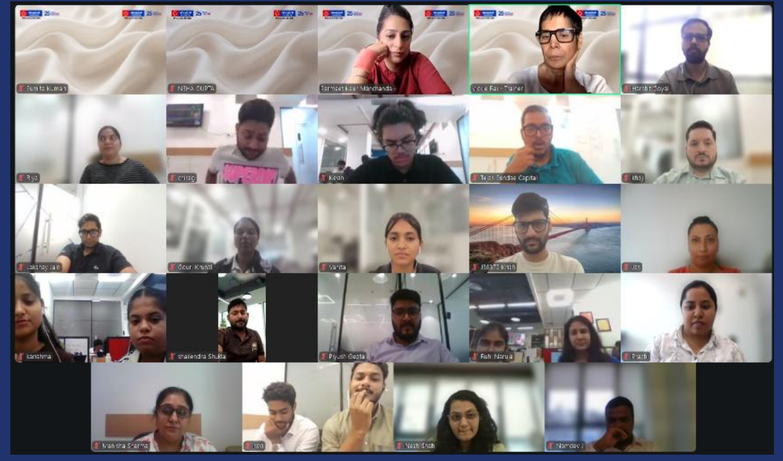
CSR | In actions













CSR | In actions

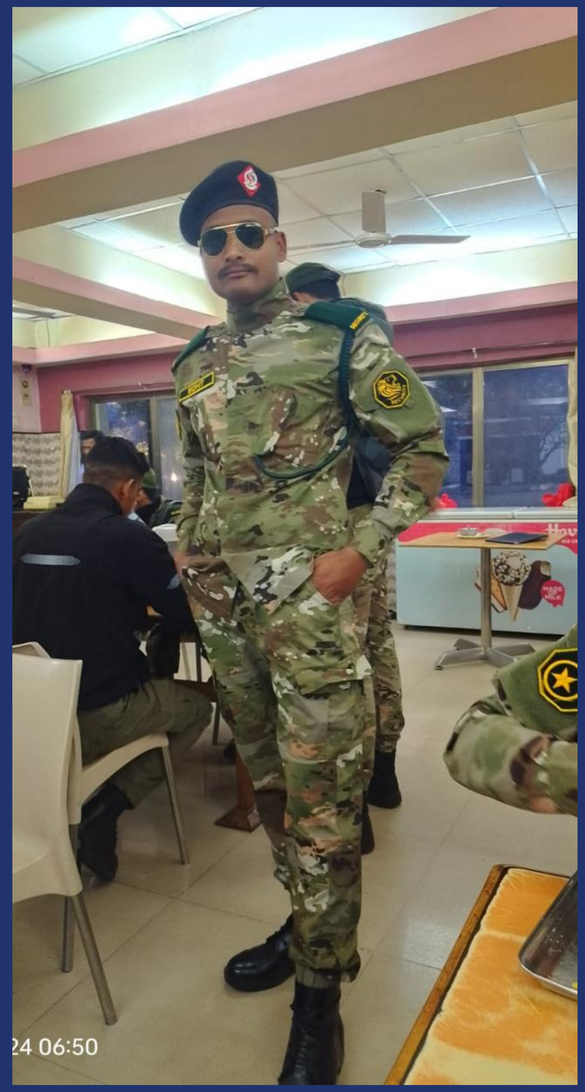




CSR In Actions | Medical Education









CSR In Actions | **Army Training**



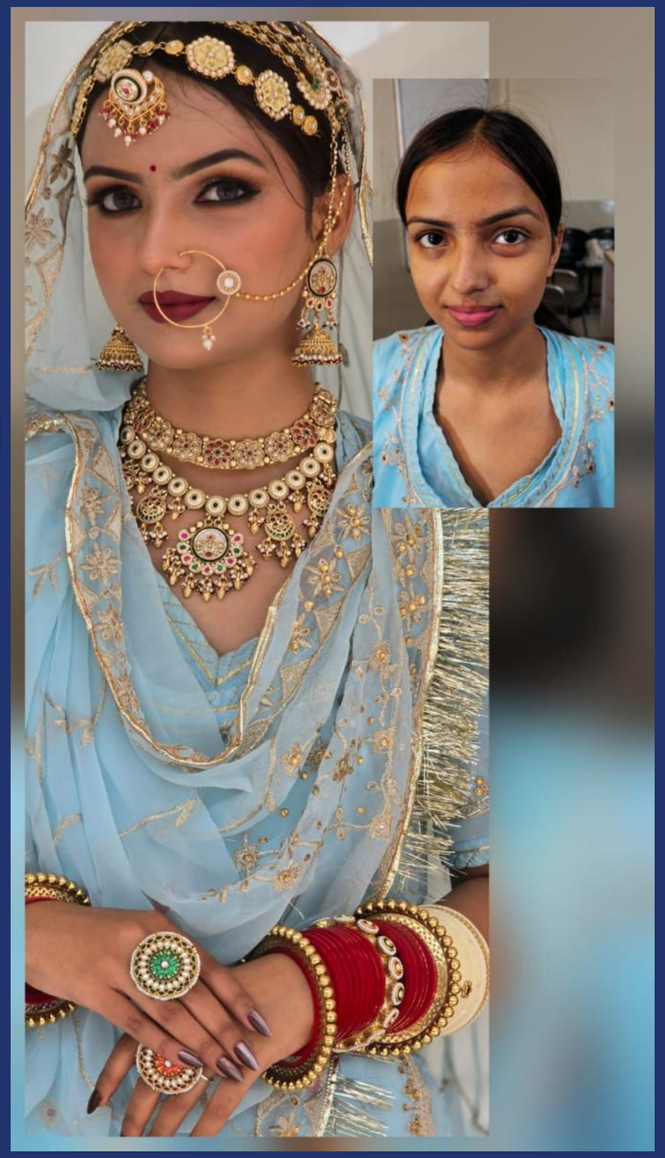


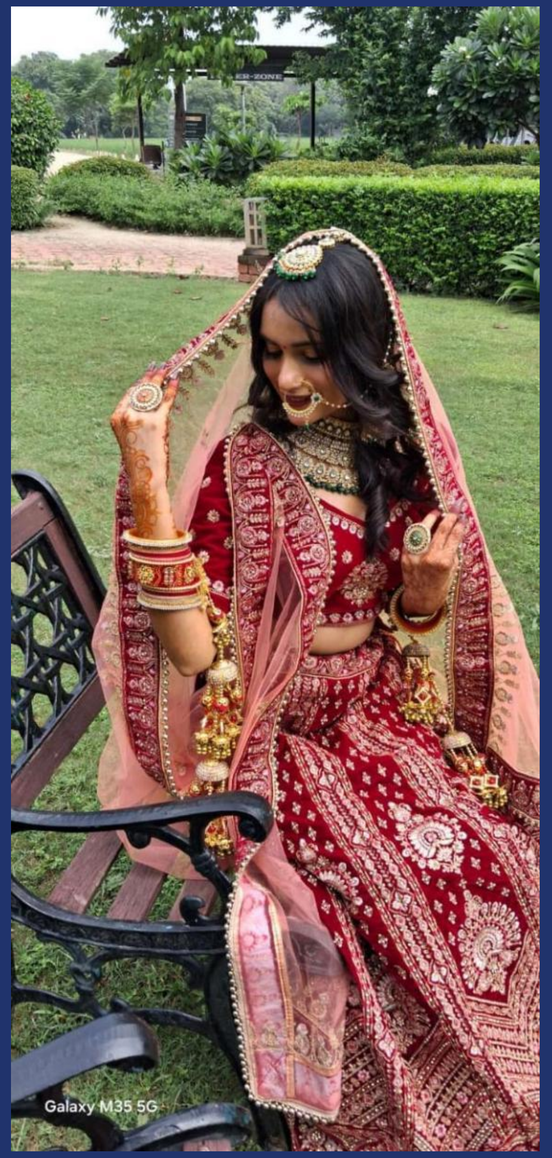


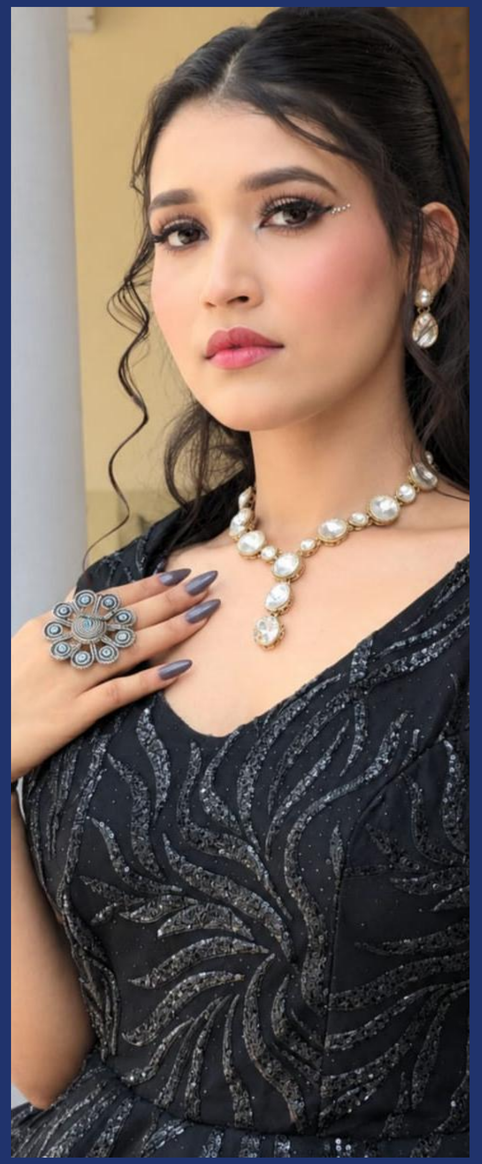


CSR In Actions | Fashion Design









CSR In Actions | **Fashion Design**



Marketing Initiatives

1. Great Sleepwell Festival
2. New Category Launches
3. Deal activations
4. New Initiatives

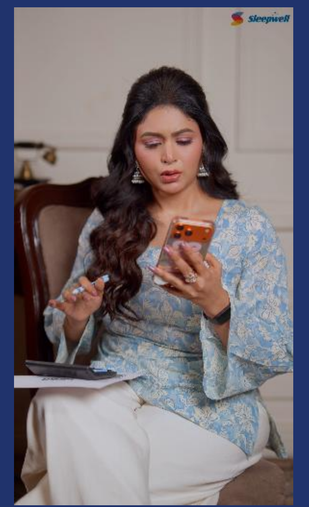
Sleepwell | Great Sleepwell Festival











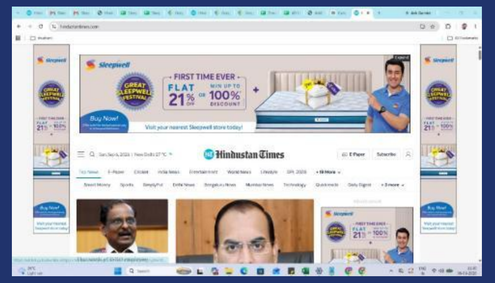


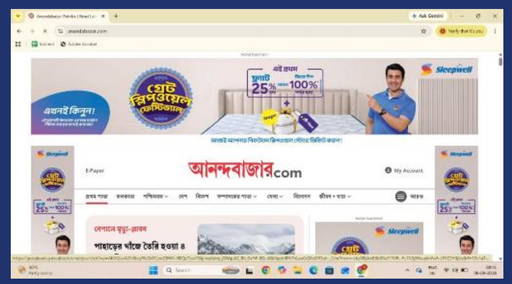
4 Round of Print Ad to Boost visibility



Regional Celebs Promoting Offer









Customised Dealer Videos

Digital

Sleepwell | New Category Launch



Sleepwell Elvia Bed



Sleepwell Vogue Bed



Sleepwell Xaden

Kurlon | Kurlon Mega Deals Activation





Kurlon | Mega Deals Activation









Kurlon | Onam Activation





Kurlon | Brand Powered Sleep Pods

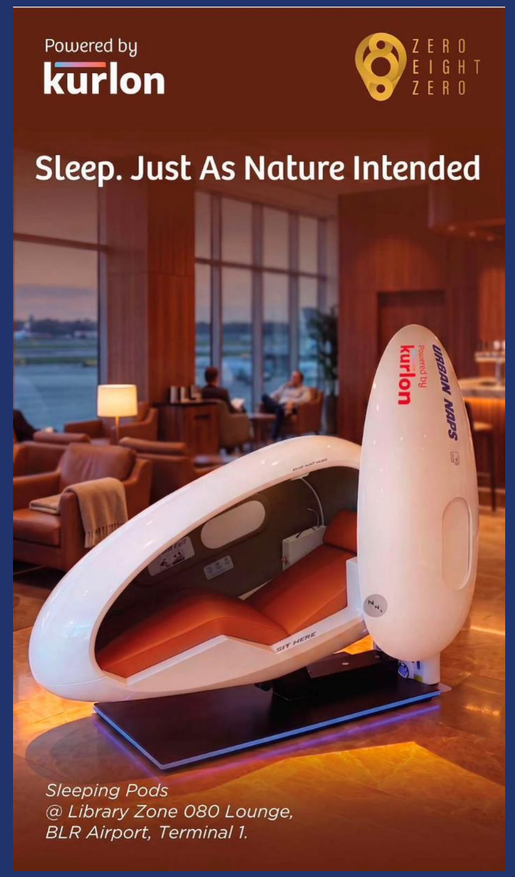
Implemented at
Bangalore airport lounge

Exterior + interior branding

Digital standees

Kurlon powered audio interaction





Financials

H1 FY27 | Consolidated income statement

₹ Cr

Particulars	H1 FY27	H1 FY26	Y-O-Y
Revenue from Operations	2,077	1,696	22%
Operating Expenses	1,885	1,534	
Reported EBITDA	192	162	18%
Reported EBITDA Margin (%)	9.2%	9.6%	
Other Income	38	20	
Depreciation	68	96	
Finance Cost	35	57	
PBT	127	30	
Exceptional Item	-6	8	
Tax	32	9	
Share in profit/(loss) of Joint venture	8	4	
PAT	109	17	
PAT Margin (%)	5.2%	1.0%	
Other Comprehensive Income	3	41	
Total Comprehensive Income	112	58	
Diluted EPS (INR)	9.8	1.5	

Q2 FY27 | Consolidated income statement

₹ Cr

Particulars	Q2-FY27	Q2-FY26	Y-O-Y	Q1-FY27	Q-O-Q
Revenue from Operations	1,045	875	19%	1,032	1%
Operating Expenses	962	788		923	
Reported EBITDA	83	87	-5%	109	-24%
Reported EBITDA Margin (%)	8.0%	10.0%		10.6%	
Other Income	22	11		16	
Depreciation	34	50		34	
Finance Cost	17	28		18	
PBT	53	20		73	
Exceptional Item	-	8		-6	
Tax	12	5		20	
Share in profit/(loss) of Joint venture	5	2		3	
PAT	46	10		62	
PAT Margin (%)	4.4%	1.1%		6.0%	
Other Comprehensive Income	9	18		-6	
Total Comprehensive Income	55	28		57	
Diluted EPS (INR)	4.2	0.9		5.6	

H1 FY27 | Standalone income statement

₹ Cr

Particulars	H1 FY27	H1 FY26	Y-O-Y
Revenue from Operations	1,542	1,301	18%
Operating Expenses	1,413	1,178	
EBITDA	129	123	5%
EBITDA Margin (%)	8.4%	9.4%	
Other Income	25	16	
Depreciation	35	63	
Finance Cost	25	45	
PBT	95	32	
Exceptional Item	-6	8	
Tax	26	8	
PAT	75	16	
PAT Margin (%)	5%	1%	
Other Comprehensive Income	-2.1	0.5	
Total Comprehensive Income	73	17	
Diluted EPS (INR)	6.8	1.5	

Q2 FY27 | Standalone income statement

₹ Cr

Particulars	Q2-FY27	Q2-FY26	Y-O-Y	Q1-FY27	Q-O-Q
Revenue from Operations	781	667	17%	761	3%
Operating Expenses	720	604		693	
EBITDA	61	63	-3%	68	-11%
EBITDA Margin (%)	7.8%	9.4%		9.0%	
Other Income	11	8		14	
Depreciation	18	33		17	
Finance Cost	12	22		12	
PBT	42	16		52	
Exceptional Item	-	8		-6	
Tax	11	2		15	
PAT	31	6		44	
PAT Margin (%)	4.0%	0.8%		5.8%	
Other Comprehensive Income	1	2		-3	
Total Comprehensive Income	32	7		41	
Diluted EPS (INR)	2.8	0.5		4.0	

Thank you

For further information, please visit www.Sheelafoam.com or contact:

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