

# Investor & Analyst Meet

August 11, 2017 FY2017 & Q1 FY2018



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#### **About Us**

Greenlam is one stop solution provider for All Surfacing Needs Among World's Top 3 Laminate producers Asia's Largest Laminate brand **India's Largest Exporter** of Laminates India's No. 1 Decorative Veneer brand India's Only Manufacturer of Engineered Wood Flooring **India's 1st Organized Manufacturer** of Engineered Door (Doors Sets & Frames)



# **Board Members**



Sitting Right To Left

Mr. Shiv Prakash Mittal
Non Executive Chairman

Mr. Vijay Kumar Chopra
Independent Director

## Standing Right To Left

Ms. Sonali Bhagwati Dalal Independent Director

Mr. Saurabh Mittal Managing Director & CEO

Ms. Parul Mittal
Whole-Time Director

Ms. Urvashi Saxena Independent Director



# Management Team



Ashok Sharma Chief Financial Officer



**B L Sharma**President - Plant
Operations



Prashant Srivastava Vice President -HR, CSR, & Admin



**Alex Joseph** Sr. Vice President -Marketing



**Anuj Sangal** Country Head Sales – Laminate & Allied



Shivaji Mohinta Country Head Sales Decorative Veneers & Flooring



Lokesh Dutt
Sr. Vice President
International Exports



# **International Team**

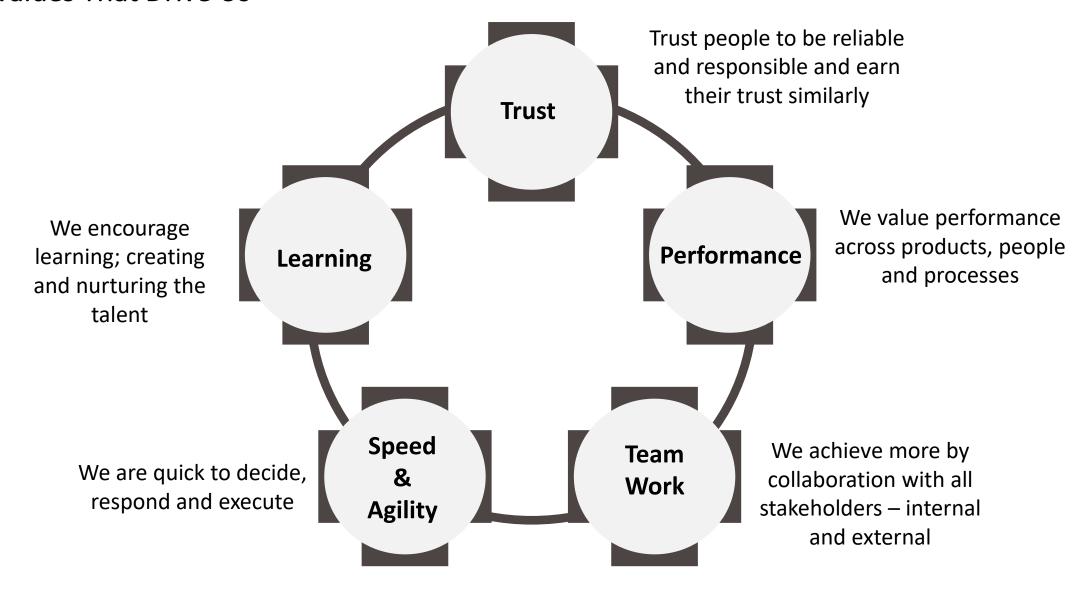


Director, US & COO, UK

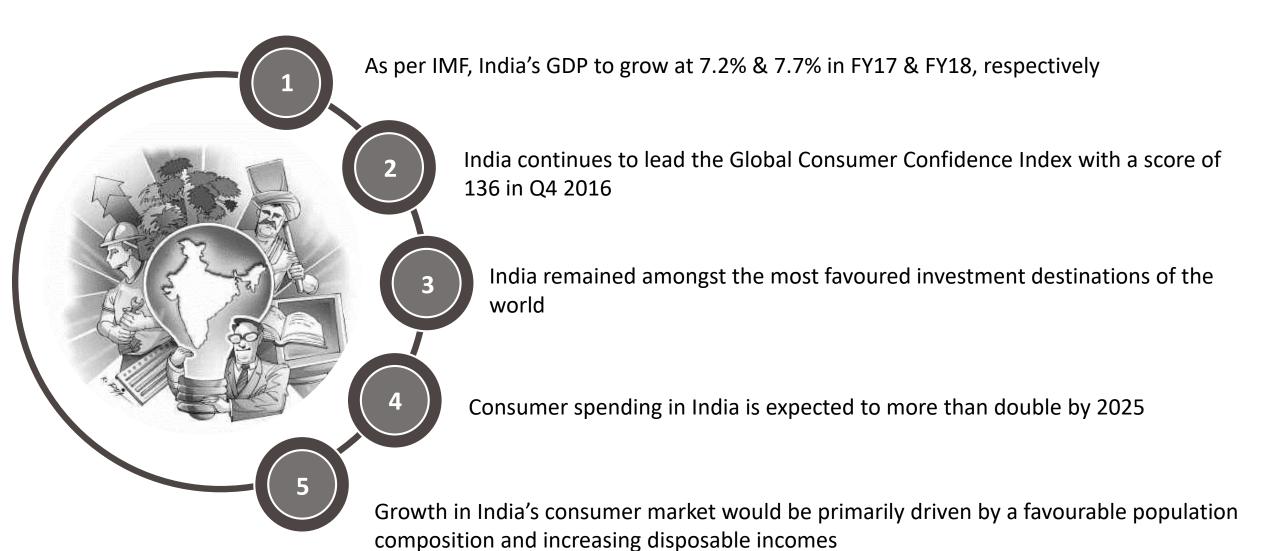




#### Values That Drive Us

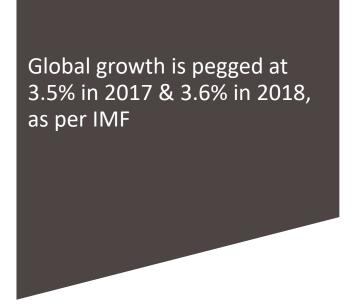


#### Current Economic Scenario – India



Source: IMF, IBEF, Nielson , Unctad

## Current Economic Scenario – Global



Cyclical recovery in investment, manufacturing, and trade leading to pick up in Global economic activity

Recovery of Inflation rates in advanced economies and bottoming out of commodity prices in recent months favourable for global growth









# **Opportunities**



#### **Govts. Policy Initiatives**

- RERA Leading to
   increased consolidation
   & strengthening of Real
   estate sector
- ✓ Swatch Bharat Abhiyan
- Smart Cities Mission to propel urban growth through infrastructure overhaul
- ✓ Pradhan Mantri Avas Yojana (PMAY)

# Indian Real Estate Sector

- ✓ Sector is expected to clock \$180 Bn. by 2020
- ✓ Expected to contribute 6% to India's GDP
- ✓ Significant growth in Retail, Hospitality & Commercial real estate

#### **IT & Other Office Parks**

- ✓ High demand for office space by IT, ITeS, Retail, Consulting & E-Commerce
- ✓ Office space absorption was 34 Mn. sq. ft. across top 8 cities in 2016

# Per Capita Income On A Rise

- ✓ India's per capita income is estimated to cross Rs. 1 Lakh in 2016-17
- ✓ This is over 10% higher than Rs. 93,293 reported during 2015-16

Source: IBEF, CSO, IMF, Reuters, IMRB



# Consumer Market Growth

- ✓ Growing purchasing power and rising influence of social media have enabled Indian consumers to loosen their purse string
- ✓ Indian consumption market is expected to grow at 7.1% during FY2021-25 as against 6.7% during FY2015-20

# Demand for Modern Homes

- ✓ Increased consciousness among home owners for stylish interiors and aesthetic indoors
- ✓ Change in people's perception leading to an increase in spending on Furniture, Fixtures & also on Home Decor

# **Growing Middle Class Segment**

- ✓ Growing Middle Class consumer base who look out for Quality products at affordable propositions
- Rising incomes and improvement in infrastructure are enlarging consumer markets and accelerating the convergence of consumer tastes

# Working Women Spending Capacity

- In an interesting trend,
  Indian women are
  becoming more
  particular about the
  needs for their home
  luxury and its design
- ✓ They are spending a significant part of their income and savings on home decor

Source: IBEF, CSO, IMF, Reuters, IMRB



# Rising HNI's Influx of global lifestyle trends and growing aspirations Rising Business confidence income group individuals

#### **Demonetization**

- Expected to reset the economy towards a higher growth trajectory and other longterm benefits
- ✓ Fiscal deficit of India set to reduce
- ✓ Reduction in Retail inflation
- Hence, increase in consumption power of consumer

#### **Goods & Service Tax**

- ✓ Sectoral shift from unorganized to organized brand
- ✓ Faster delivery of products from one state to another
- ✓ Narrowing the price gaps between organized and unorganized thus making us more competitive



#### International Market

- ✓ Long-term prospects of emerging market economies have Improved
- ✓ Low interest rates in advanced economies leading to revival of Housing market
- ✓ As per IMF, Global Economy is forecasted to grow at 3.6% & Emerging market at 4.8%
- ✓ Rising trend for better lifestyle, home interior and remodelling to augment demand
- ✓ Market Share We are not in top 3 position in several markets. We see this as an opportunity to increase our share in these markets through right product mix
- ✓ Acceptance of Indian Brand Greenlam brand is gaining popularity among specifiers in International markets due to product quality at par with international manufacturers at competitive price points

Source: IMF



# Readiness



#### **Our Products**

## **Laminate & Allied products**

#### Laminates

Commodity to Premium products

#### **Compact Panel**

**Standard Compact** Panel Lab Guardian Restroom & Locker solutions Clads – exterior façade panels

#### MFC

Melamine Faced Chip Board

#### Veneer & Allied

# Decorative Veneer

Natural Veneer

Teak Veneer

Engineered Veneer

## Mikasa Floor

Engineered Wood Floor

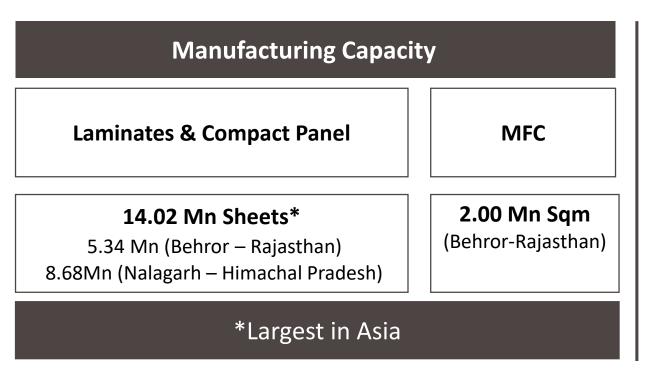
# Mikasa Door

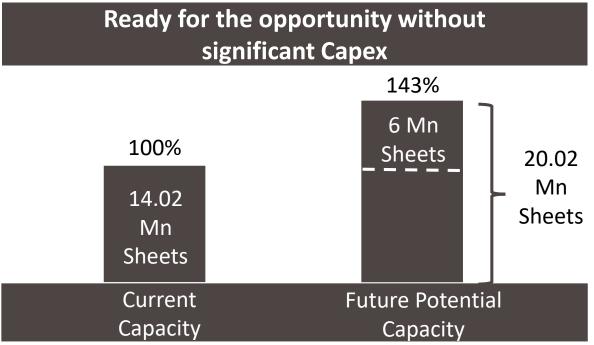
Engineered Door (Door Set + Frames)

A large portfolio of surfacing product catering to various segments across price points



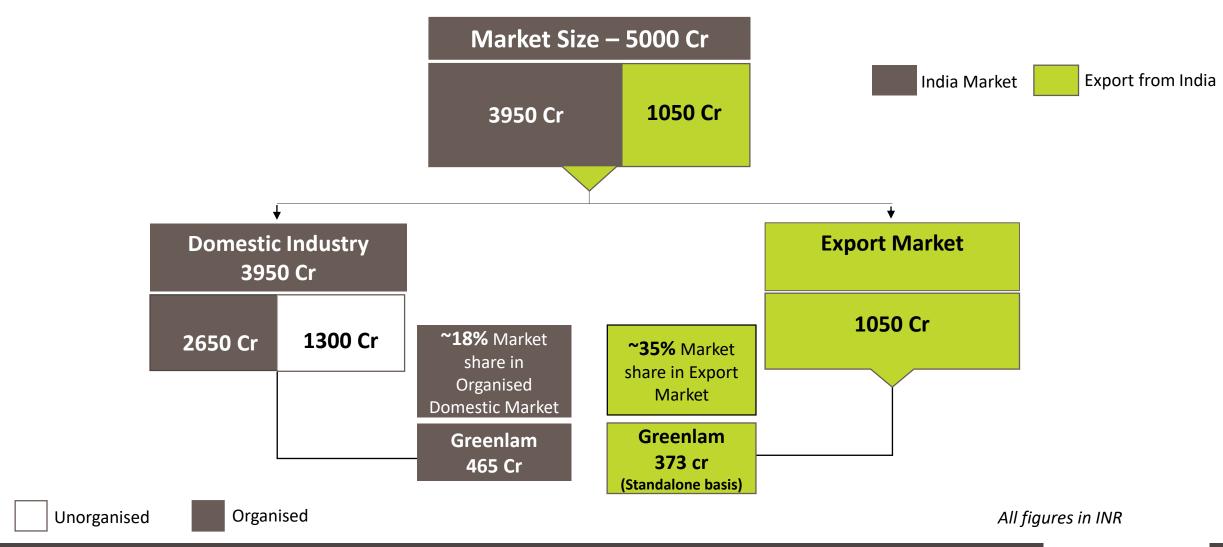
#### Laminates & Allied Products

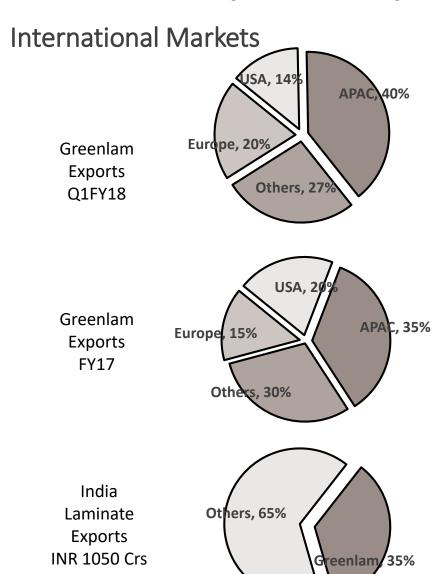






#### Laminates & Allied Products



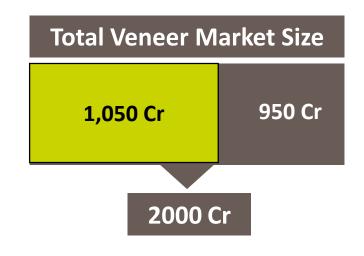


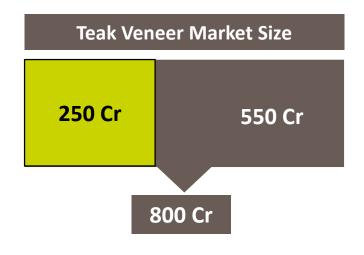
- ✓ Market Size \$7 Billion
- ✓ This market is growing by 2-3%
- ✓ Greenlam presence in 100+ countries
- ✓ Our exports grew at a CAGR of 15% over the past 5 years
- ✓ Focus to consolidate and improve the depth in existing markets, both in terms of volume and value

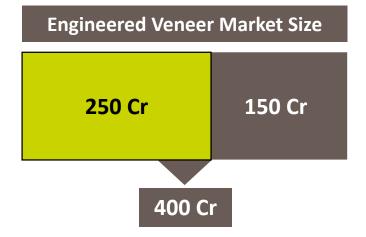
#### Veneer & Allied Products



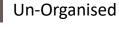


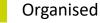






All figures in INR







## **Engineered Wooden Flooring**



## **Manufacturing Capacity**

Mikasa Floor

1.00 Mn Sqm (Behror- Rajasthan)

India's Only Manufacturer



- ✓ Market is estimated at 2 Mn sqm.
- ✓ Category is witnessing a 20-25% growth
- ✓ Only domestic manufacturer
- ✓ Majority demand met through import
- ✓ Increasing market reach with architect/designer engagements
- ✓ Increasing B2B outreach
- ✓ Increase retail footprints through Exclusive Display Centres
- ✓ Demand will be driver by both renovation market as well as new construction and development



#### Mikasa Doors & Frames

- ✓ Total Wooden Door (including flush door) market is estimated at 24mn annually
- ✓ Engineered Finished Door category is witnessing a 20-25% growth
- ✓ First organised players providing complete solution
- ✓ Increasing market reach with architect/designer engagements
- ✓ Increasing B2B outreach
- Primary demand will be driven by new construction and development

# **Manufacturing Capacity**

Mikasa Door

**0.12 Mn Doors** (Behror- Rajasthan)

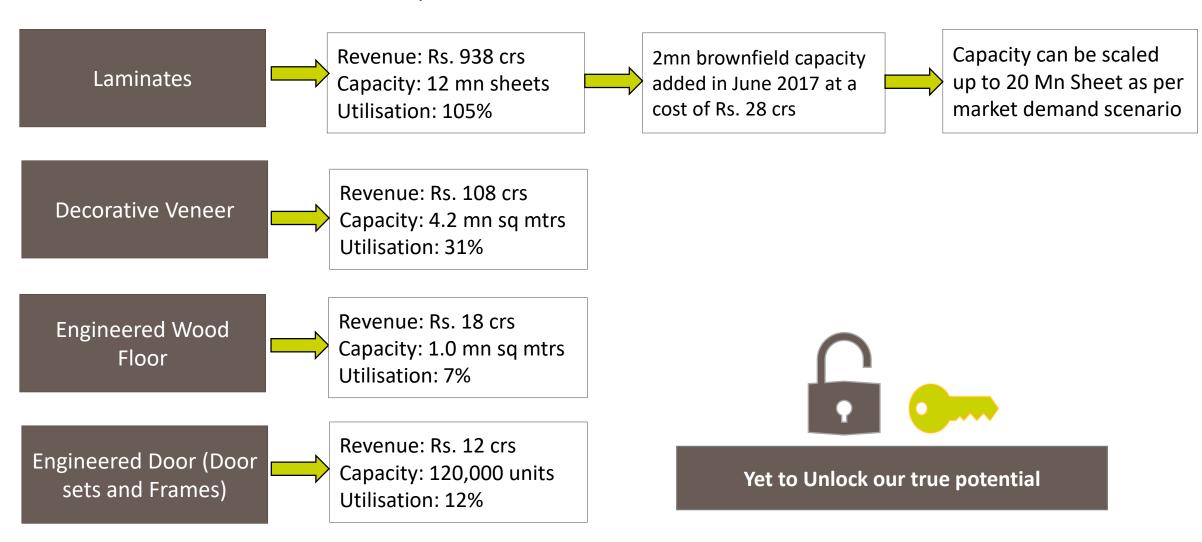
India's First Manufacturer







# Growth Potential with Limited Capex



Note – Consolidated Net Revenue for the year ended March 31, 2017



#### Our Wide Distribution

#### **Domestic**

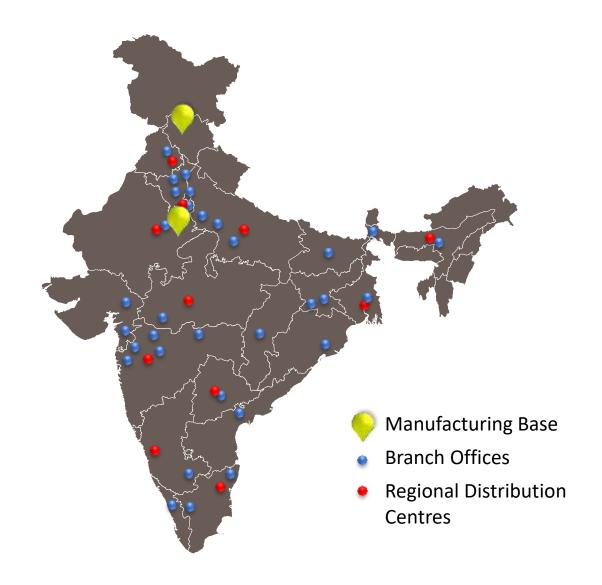
**2** State of the art Manufacturing Facilities

**11** Company owned large Regional Distribution Centres

**14,000+** Distributors, Dealers & Retailers

Over **500+** Sales Professionals

**32** Branch Offices







# **Global Footprints**



International Offices



#### **Green Credentials**

















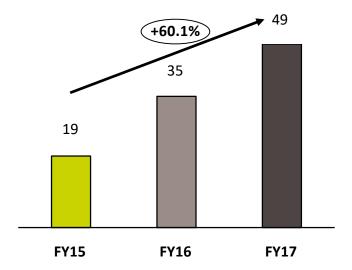


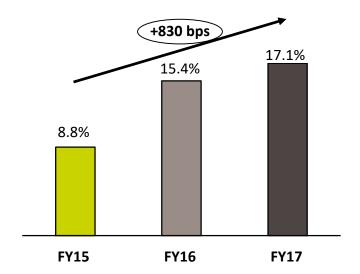
# Focus on strong FCF Generation & Return Ratios

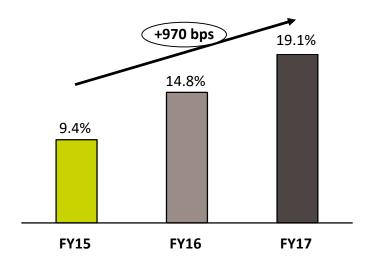
Free Cash flow (INR Crores)

**Return on Equity** 

Return on Capital Employed





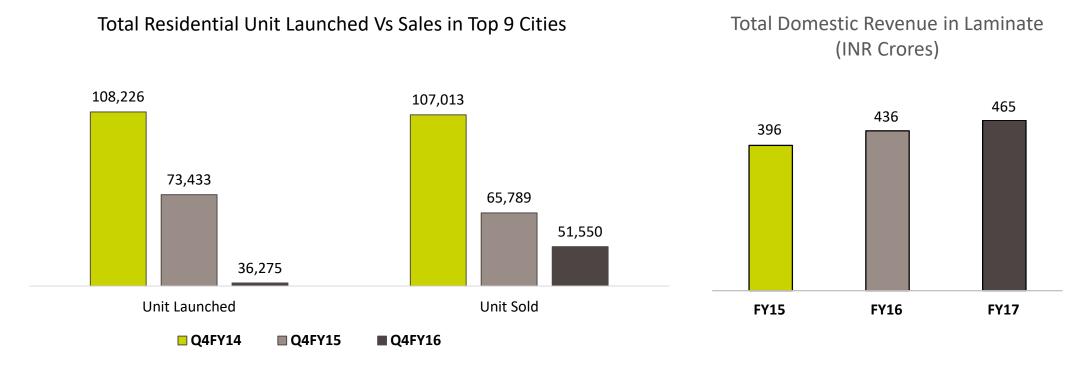


Based on consolidated financials. Free Cash Flow = PAT + Depriciation – Dividend – Long Term Repayment



#### Resilient in all market conditions

- ✓ Real estate has underperformed during the last 2 years
- ✓ Demonetization gave temporary setback to our channel partners with respect to demand & buying
- ✓ Despite disruption, our Laminate segment has manage to perform well with our true potential



Source: Proptiger Datalabs

# **Brand Marketing**



# 360 Marketing

## Specifier

Architects
Interior Designer
Project Management
Consultants

#### Influencer

Dealers
Contractors
Carpenters
Installers

# Consumer

#### Residential

Condominiums Independent Houses

#### Commercial

Corporates Houses
Govt & Institutional Buyers
Builders & Developers
OEM's
Retail chains
Hospitality
Educational
QSR's











# Print









# Newspaper

GROW UP TO WOOD





## Print

PRESENTING



COLLECTION FROM DECOWOOD

Nature, like all things, is subject to time. Every passing day, the wind, the weather and the climate leave their indelible imprint creating an enchanting habitat. For an abode that echoes the owe of nature, Decowood brings to you the Distressed Veneers collection for the first time in India. The collection retains the beautiful imperfections, accentuating the wood's natural beauty with a little touch of the ADT Technology. Celebrate the Printine!







For any enquiries contact: +91 9818040684

For any enquiries contact: +91 9518049656 To decret the best haved, see the info@decoucoduse.erc.com | www.decoucoduse.erc.com | qt codo or test-decoucodust associated to the control of the control of





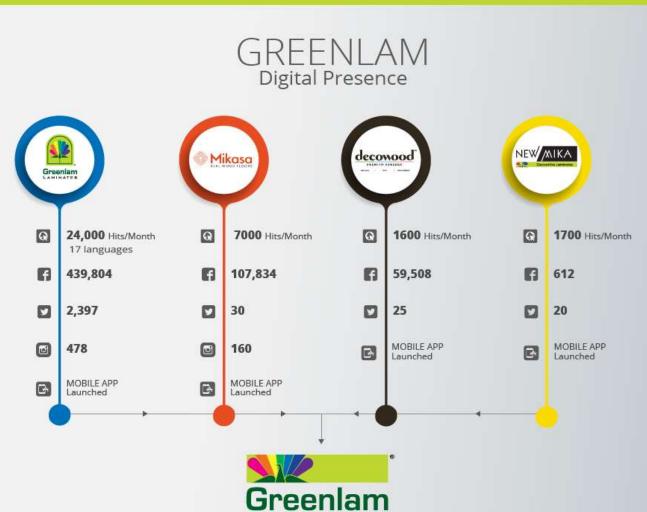






NATURAL | TEAK | ENGINEERED

# Digital



Industries Limited

4100 Hits/Month

3,193 Followers

SEM campaign in 10 countries

USA, UK, UAE, Italy, Thailand, Colombia,

Mexico, Malaysia, Singapore, Indonesia





**EDM** 



# AGED FOR A NEW

The beauty of Oak subtly adds a timeless grandeur to your home interiors. With its distinctive grains and warm colors, Oak has an appeal that feels right at home, in any room and with any décor. Sourced from some of the choicest hardwood forests in Europie, Mikasa brings together the finest in Oak flooring, infusing creativity and engineering excellence to craft over 50 variants of floors in Natural, Smoked or Stained forms. So go ahead, pick from the Mikasa range and add that exotic touch to your home.

# BEGINNING.







**GROW UP TO WOOD** 



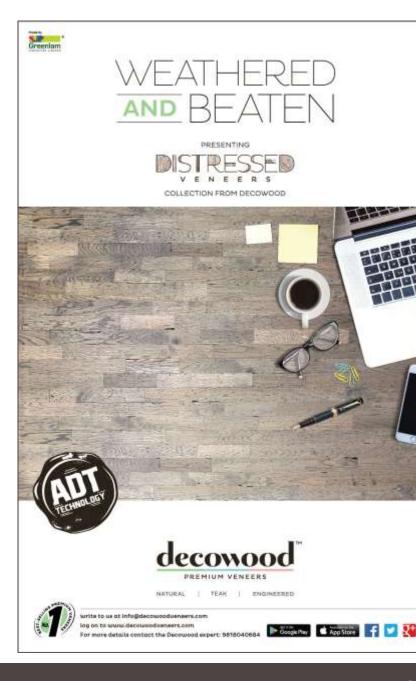
For a real experience with real wood, SMS <MIKASA> to 53030 to download the Mikasa brochure. Toll Free No.: 1800-833-0004

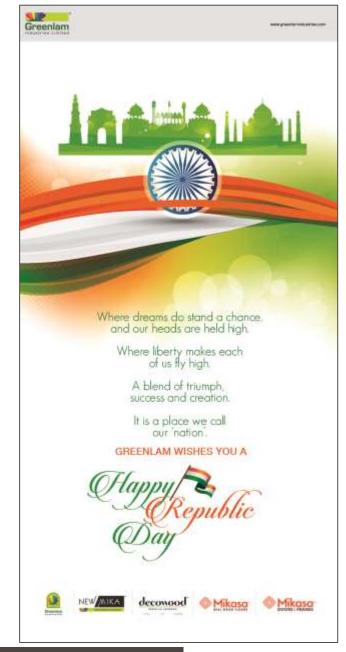














# Meets & Engagements – Architect Connect – Lunch & Learn

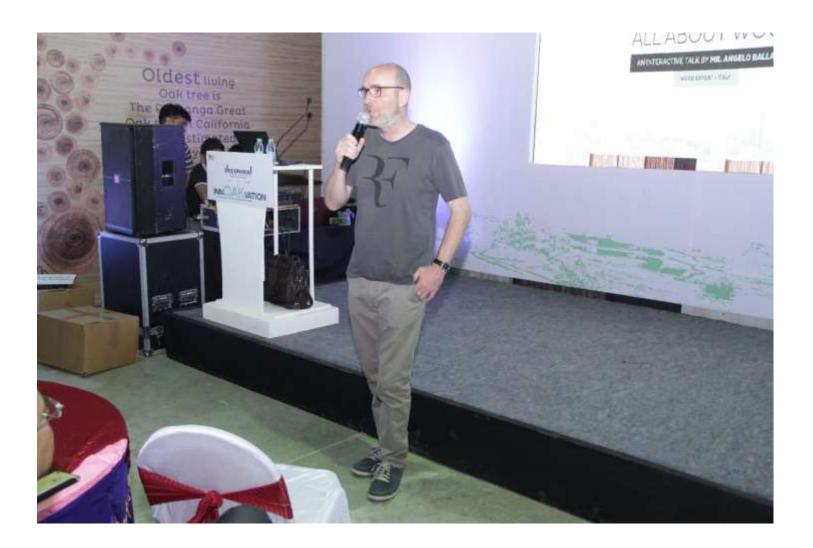








# Meets & Engagements – Architect Connect









# Meets & Engagements – Architect Connect









# Meets & Engagements – Contractors, Fabricator & Installers Connect









# Meets & Engagements – Contractors, Fabricator & Installers Connect











# Meets & Engagements – Carpenter Meets & Training Program











# Meets & Engagements – Dealer Connect









# Meets & Engagements – Dealer Connect









# Meets & Engagements – Dealer Connect – Women's Day Celebration











# International Exhibition – INTERZUM' 17 – GERMANY











# International Exhibition – Sicam ITALY







# International Exhibition – Sicam ITALY





# International Exhibition At Malaysia (APAC)













# International Event – Design For Tomorrow At THAILAND (APAC)





# Exhibition – ACETECH – INDIA









# Brand Stores & Experience Centres







# Accolades







# GROWTH OPPORTUNITIES | READINESS | BEYOND

### **GST Compliant**

### **Benefits**

- ✓ GST has eliminated multiple taxes
- ✓ Enhance the spectrum of the input tax credit for us
- ✓ GST implementation is likely to benefit the overall industry
- ✓ Shift from unorganised to organised market
- ✓ In line with the regulatory requirements, Greenlam has passed on GST benefit to the market w.e.f. July 01, 2017
- ✓ Will lead to conducive macroeconomic factors like a fast growing real estate sector, increasing consumerism, a greater preference for classy home decor products and growing per capita income



# GROWTH OPPORTUNITIES | READINESS | BEYOND

# **GST Compliant**

Products	Post – GST	Pre – GST
Decorative Laminates	18%	
Decorative Veneers	28%	12.5 % Excise
Prelaminated (MFC) Particle Board	28%	+ 12.5 % to 14.5 % VAT
Engineered Wood Floor	18%	14.5 % VAI
Engineered Door Sets (Door + Frames)	28%	

# Beyond



# GROWTH OPPORTUNITIES | READINESS | BEYOND

# Outlook

Network	Product	Brand
<ul> <li>Ensure that we are present in relevant District HQ towns for all product categories</li> <li>Expand primary and / or secondary footprints to tier 3 towns</li> <li>Streamlining newly created network for new product lines &amp; businesses</li> </ul>	<ul> <li>Improve the value mix</li> <li>Creativity and innovations in creating new products in line with international trends</li> </ul>	<ul> <li>We consistently focus on investing in our 360 degree marketing and branding activities</li> <li>Drive Brand saliency &amp; higher brand recall</li> <li>Aim to be present across all consumer touchpoints</li> </ul>

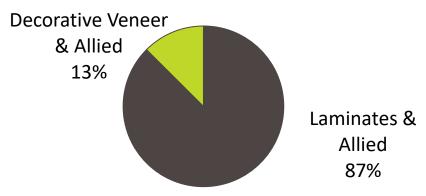




### Performance Update – FY17

- ✓ Revenue at INR 1,076 crores against INR 1,030 in FY 16, growth of 4.5%
- ✓ Gross Margin at 47.3% against 47.8% in FY16
- ✓ EBIDTA stood at INR 141.3 crores against INR 129.5 crores in FY16, growth of 9.1%
- ✓ EBIDTA margin at 13.1% against 12.6% in FY16, expansion of 50 bps
- ✓ PAT stood at INR 49.8 crores against INR 37.7 crores in FY16, growth of 32.1%

### FY17 Segmental Revenue





### Performance Update – Q1FY18

- ✓ Revenue stood at INR 277.8 crores for Q1FY18 against INR 263.3 in Q1FY17, growth of 5.5%, led by 18.6% growth in domestic revenues
- ✓ Gross Margin at 48.1% against 48.5% in Q1FY17
- ✓ EBIDTA stood at INR 32.8 crores against INR 30.1 crores in Q1FY17, growth of 8.7%
- ✓ EBIDTA margin at 11.8% against 11.4% in Q1FY17
- ✓ PAT stood at INR 13.4 crores against INR 8.5 crores in Q1FY17, growth of 57.4%

# Q1FY18 Segmental Revenue Decorative Veneer & Allied 13% Laminates &



Allied 87%

### Profit and Loss Statement

INR Crores	Q1FY18	Q1FY17	YoY%	FY17	FY16	YoY%
Revenue	277.8	263.3	5.5%	1,075.9	1,029.7	4.5%
Raw Material	144.2	135.6		566.7	537.3	
Gross Profit	133.6	127.7	4.6%	509.2	492.4	3.4%
Gross Margin %	48.1%	48.5%	-40 bps	47.3%	47.8%	-50 bps
Employee Cost	42.7	38.6		154.2	139.8	
Other Expenses	58.1	58.9		213.7	223.1	
EBITDA	32.8	30.1	8.7%	141.3	129.5	9.1%
EBITDA Margin %	11.8%	11.4%	40 bps	13.1%	12.6%	50 bps
Other (Income)/Cost	(0.8)	(0.6)		(3.6)	(2.8)	
Interest	4.7	8.3		28.4	32.2	
Depreciation	8.7	9.3		36.9	35.0	
Exceptional Item	-	-		3.4	2.7	
PBT	20.2	13.2	53.1%	76.2	62.4	22.1%
PBT Margin %	7.3%	5.0%	230 bps	7.1%	6.1%	100 bps
Tax	6.8	4.7		26.4	24.7	
PAT	13.4	8.5	57.4%	49.8	37.7	32.1%
PAT Margin %	4.8%	3.2%	160 bps	4.6%	3.7%	90 bps

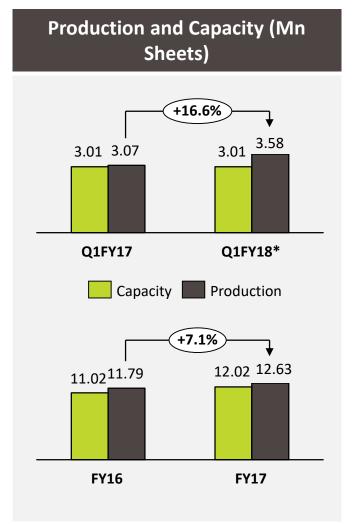


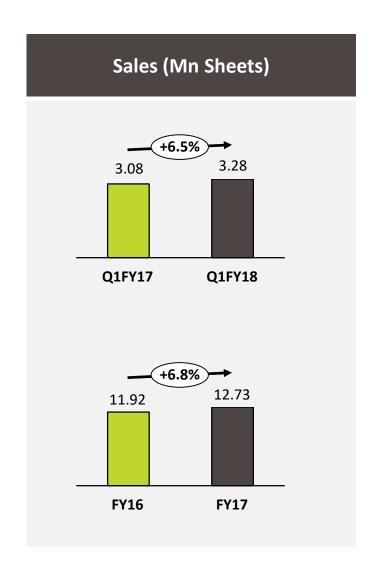
# Laminates & Allied Segment

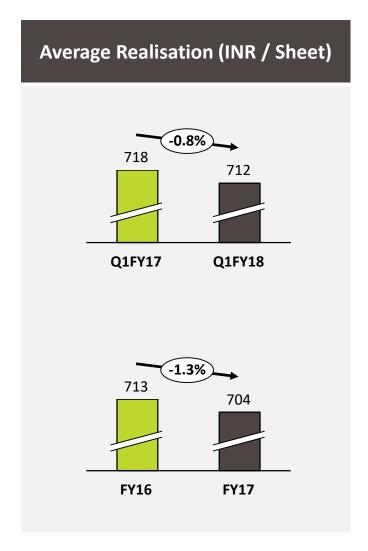
INR Crores	Q1 FY18	Q1 FY17	YoY%	FY17	FY16	YoY%
Net Revenue from Operations	242.9	231.6	4.9%	937.6	890.4	5.3%
Gross Profit	114.7	110.7	3.6%	438.3	418.8	4.7%
Gross Margin %	47.2%	47.8%	-60 bps	46.7%	47.0%	-30 bps
EBIDTA	30.8	31.8	-3.3%	138.4	119.4	16.0%
EBIDTA Margin %	12.7%	13.7%	-100 bps	14.8%	13.4%	140 bps
Capital Employed	385.2	433.2	-11.1%	320.4	411.4	-22.1%



# Laminates & Allied Segment







Capacity increased by 2 Mn sheets w.e.f. from 05.06.17

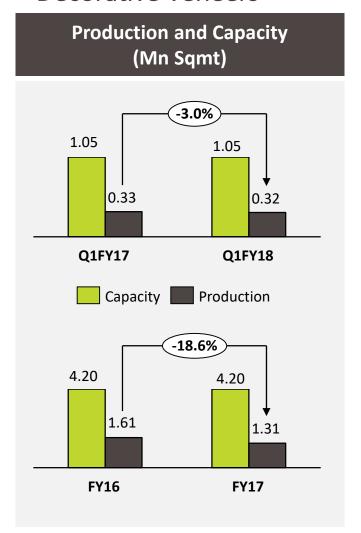


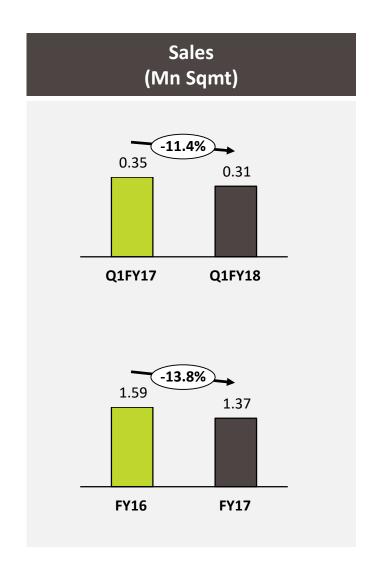
# Veneers & Allied Segment

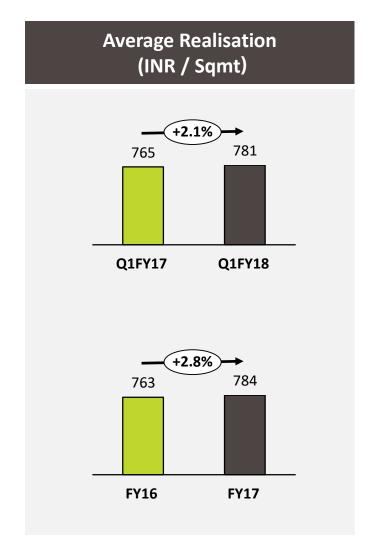
INR Crores	Q1 FY18	Q1 FY17	YoY%	FY17	FY16	YoY%
Net Revenue from Operations	34.8	31.7	10.0%	138.3	139.3	-0.7%
Gross Profit	18.9	17.0	11.0%	70.9	74.4	-4.8%
Gross Margin %	54.1%	53.6%	50 bps	51.2%	53.4%	-220 bps
EBIDTA	2.0	-1.7	-	2.8	10.1	-72.3%
EBIDTA Margin %	5.8%	-5.3%	-	2.0%	7.3%	-530 bps
Capital Employed	203.6	188.3	8.1%	198.0	176.5	12.2%



### **Decorative Veneers**

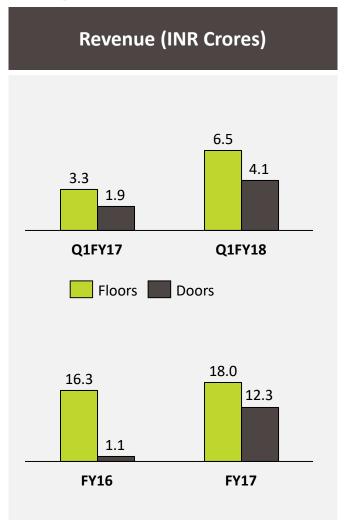


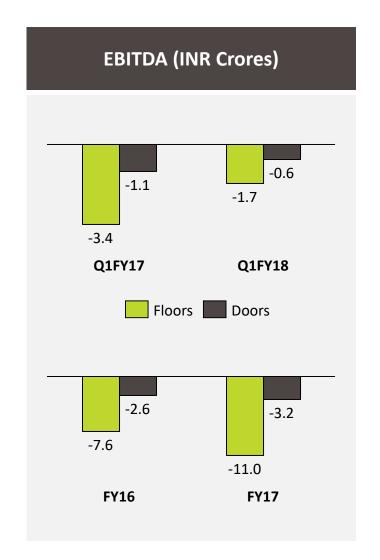


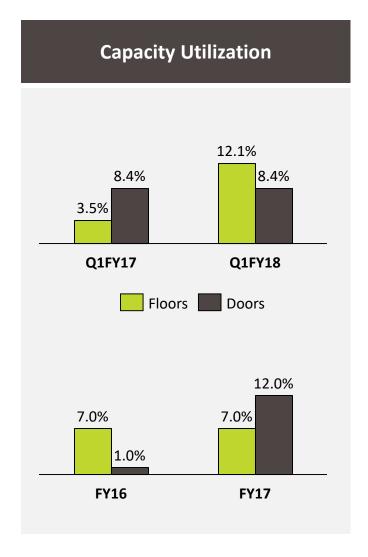




# **Engineered Doors and Floors**



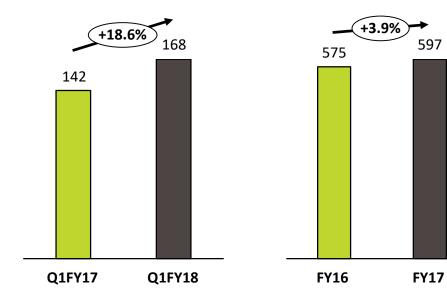




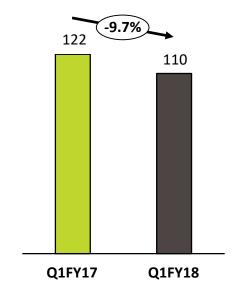


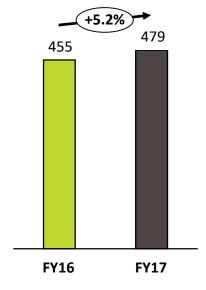
# **Geographic Segments**

### **Domestic (INR Crores)**

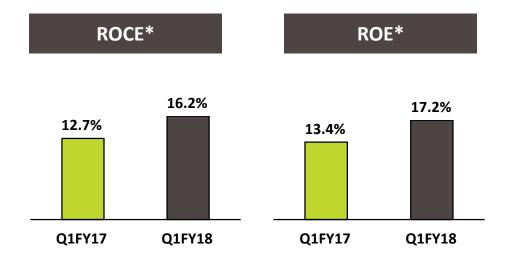


### **Exports (INR Crores)**





# **Operating Parameters**



Net Working Capital Days			
100	89	86	63
Q1FY17	Q1FY18	FY16	FY17

INR Crores	Q1FY17	Q1FY18
Revenue	263.3	277.8
EBIT	21.4	24.8
PAT	8.5	13.4
Capital Employed	676.0	614.2
Net Worth	254.4	310.7

In Days	Q1FY17	Q1FY18	FY16	FY17
Inventory	89	84	88	77
Debtors	63	50	65	49
Creditors	52	45	67	63
Net Working Capital	100	89	86	63



<sup>\*</sup>Annualised Basis

### **Balance Sheet**

(INR Crores) Liabilities	Mar – 17	Mar – 16
Shareholder's Fund	290.7	245.1
Share capital	12.1	12.1
Reserves & Surplus	278.6	233.0
Borrowings	224.5	365.3
Long term borrowings *	137.6	247.4
Short Term Borrowings	86.9	117.9
Other Liabilities	264.4	260.4
Trade Payables	186.8	189.0
Other current liabilities	31.1	28.9
Other Non Current Liabilities	46.5	42.5
Total Liabilities	779.6	870.8

(INR Crores) Assets	Mar – 17	Mar – 16
Non-Current Assets	352.1	362.7
Fixed assets	346.2	357.2
Other Non-Current Assets	6.0	5.5
<b>Current Assets</b>	427.5	508.1
Inventories	228.0	247.4
Trade receivables	145.1	184.1
Cash and Bank Balances	7.9	5.2
Other current assets	46.5	71.5
Total Assets	779.7	870.8



<sup>\*</sup> Includes current maturities of long term borrowings

## For further information, please contact:

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