



September 19, 2025

To,
The BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street, Mumbai-400001
Scrip code: 540203

The National Stock Exchange India Limited
Exchange Plaza, Bandra Kurla Complex
Bandra (E), Mumbai-400051
NSE Symbol: SFL

Subject: Intimation of schedule of Investor/Analyst meeting under Para A of Part A of Regulation 30(6) of SEBI (Listing Obligations & Disclosure Requirements) Regulations, 2015

Dear Sir/Madam,

Please find attached updated investor presentation of the Company.

Thanking You,

Yours truly,
For Sheela Foam Limited

(Md. Iquebal Ahmad)
Company Secretary & Compliance Officer

SHEELA FOAM LTD.

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SHEELA FOAM LIMITED

Investor Presentation



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- > Value Proposition

Sheela Foam : Group of companies and brands

India business

Mattress & foam business



kurlon

Furniture rental business

FURLENCO

IT business



International business

International subsidiaries



International consumer brand



THAT
JUST
RIGHT
FEELING

Board & Management

Board of Directors



Rahul Gautam
Executive Chairman



Namita Gautam
Whole Time Director



Tushaar Gautam
Managing Director



Rakesh Chahar
Deputy MD

Independent Directors



Som Mittal



Ravinder Dhariwal



Lt Gen (Dr). Vijay
Kumar Ahluwalia



Anil Tandon



Meena Jagtiani

Diversified Board

Key Management



Amit Kumar Gupta

Group CFO



Pertisth Mankotia

CIO



Shaili Tyagi

CHRO



Manoj Sharma

CSO



Puneet Gulati

CMO

Experienced Management with domain expertise

Company Overview

Pan India Presence with Footprint in Australia & Europe



Company Snapshot



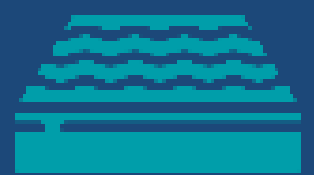
Established in 1971



125+ distributors
6,000+ Exclusive brand outlets
11,000+ Touchpoints



New Age Businesses
1. Furniture rental - Furlenco
2. IT solutions - Staqa



Largest
manufacturers of
Foam and Mattress in
India



Sleepwell' & 'Kurlon' - Most
trusted brands in India



Sleepwell Foundation
focusing on rural
community upliftment



1.7L+ Tn – Annual
Foam Capacities



Australia – Joyce Foam
Spain - Interplasp



ESG focused with pre
defined goals



Global Presence with
19 manufacturing
facilities



~30% market share – India
40% market Share - Australia



Free cash flow
generating
business

Well positioned to capture growing consumer market of India

Extensive Pan India Sales and Distribution Network



11000+ TOUCHPOINTS

6000+ EBOs

125+ DISTRIBUTORS

11 REGIONAL DISTRIBUTION CENTRES

Deeply penetrated, IT enabled and efficient distribution network

Business Overview

India's Leading Sleep & Comfort Brands

Mattress



Diversified portfolio across mattresses, cushioning, and technical foam solutions supported by technological innovation



Acquired by Sheela Foam in 2023, the brand commands strong resonance in Southern and Eastern India focusing primarily in rubberized coir mattresses

Foam Business



Technical Foam

For usage in industries like Automotive, foot-ware, acoustics, clothing etc.



Comfort Foam and Home Care Products

Foam Sheets & Blocks, Pillows, Bedsheets, Comforters/Blankets, Mattress Protectors and other allied products



Furniture Foam

Specialized cushioning for utility in wide range of sitting comforts

Increased focus on mattress business to capture India's consumption story

International Presence – Australia & Spain



17,000 MTPA

100% owned Australian subsidiary acquired in 2005

State-of-the-art production centers at Adelaide, Canberra, Melbourne, Brisbane, Perth and Sydney

Manufactures foam for branded comfort product makers



22,000 MTPA

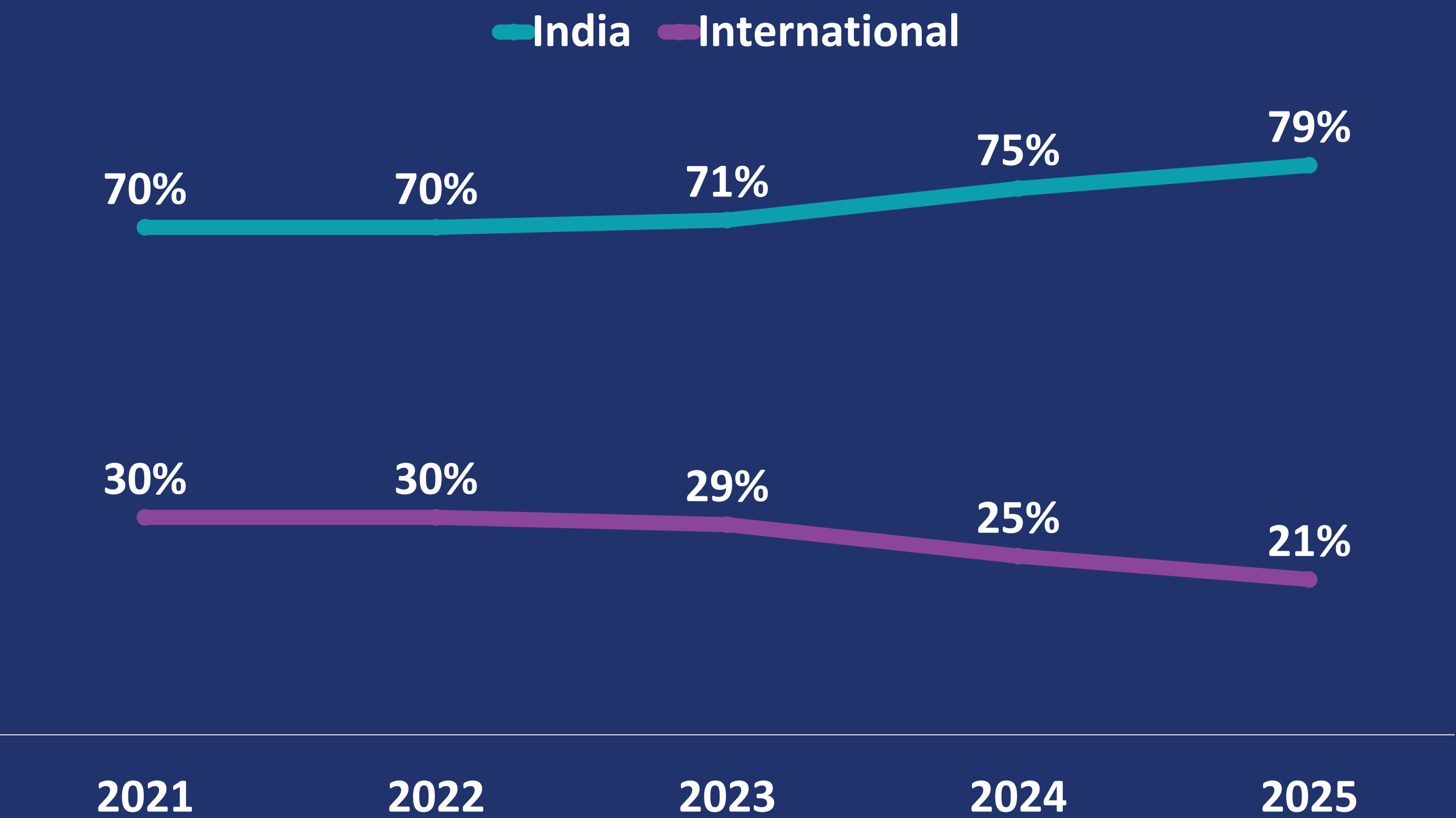
~94% owned Spanish subsidiary acquired in 2019 with focus on expanding operations to meet the demand from Europe and US

Manufacturing facility at Yecla in Spain

European flexible polyurethane foam manufacturers with focus on a strong technological and innovation base

Stable, Self-sustaining, and Free cashflow generating

Business – by geography



Share of domestic business consistently increasing - capturing vast & untapped potential

New Age Businesses

New Age Business | Furlenco – online furniture rental platform



- Furlenco enjoys an early mover advantage in online furniture rental market due to strong millennial appeal, robust funding & investor backing. SFL currently holds 45.5% stake with majority board voting rights
- Niche business due to capital intensive, large gestation period, and high entry barriers, Currently operating in more than 30 cities
- Furlenco is a self cash generation business and has been PBT positive since Feb'24.

Operating as a full-stack furniture designing, manufacturing, rental and selling platform, Furlenco is poised for accelerated growth

New Age Business | Staqo – IT platform & services



- 100% subsidiary of SFL, established in 2019
- Providing spectrum of digital, automation, and workflow optimization solutions to manufacturing, retail and MSMEs
- Serving over 300+ client and managing more than 200 projects across 6 locations worldwide

Inhouse capabilities nurtured into high growth vertical

Kurlon Integration in SFL a case study

KEL Integration turnaround

- > Acquired in October 2023 at an enterprise value of INR 2150 crs
- > Pre-acquisition Kurlon had 10 manufacturing locations across India
- > Successfully integrated in SFL; consolidation of some locations to optimize manufacturing footprint

6.7%

KEL EBITDA
FY23

9.2%

SFL EBITDA
FY23

11.1%

SFL + KEL CORE EBITDA
Q1FY26

- > Cost rationalization due to integration
- > 190 crs savings annual run rate achieved, reflected in improved profitability

SFL | ESG & CSR Initiatives

ESG | Framework

Environment

Waste Management

Energy de-carbonization

Responsible consumption & production

Social

Good health & Well being

Emotional awareness & wellness

Upskilling programs

Community development near plant locations

Governance

Gender Equality

Diversified independent board

Policies Framework for accountability, transparency, and fairness

Risk management mechanism

CSR | Initiatives

Community development focusing on emotional wellness & professional skills in Khurja, Uttar Pradesh

Vocational training on various subjects to enable gainful employment including SFL ecosystem

Educating audience through social media on mental health and importance of counselling

Organizing upskilling programs for teachers, young entrepreneurs and professionals

Transforming rural India through unique model of training and hand-holding for rural / semi urban aspirants for pursuing career in multi fields including armed forces, law enforcement and sports

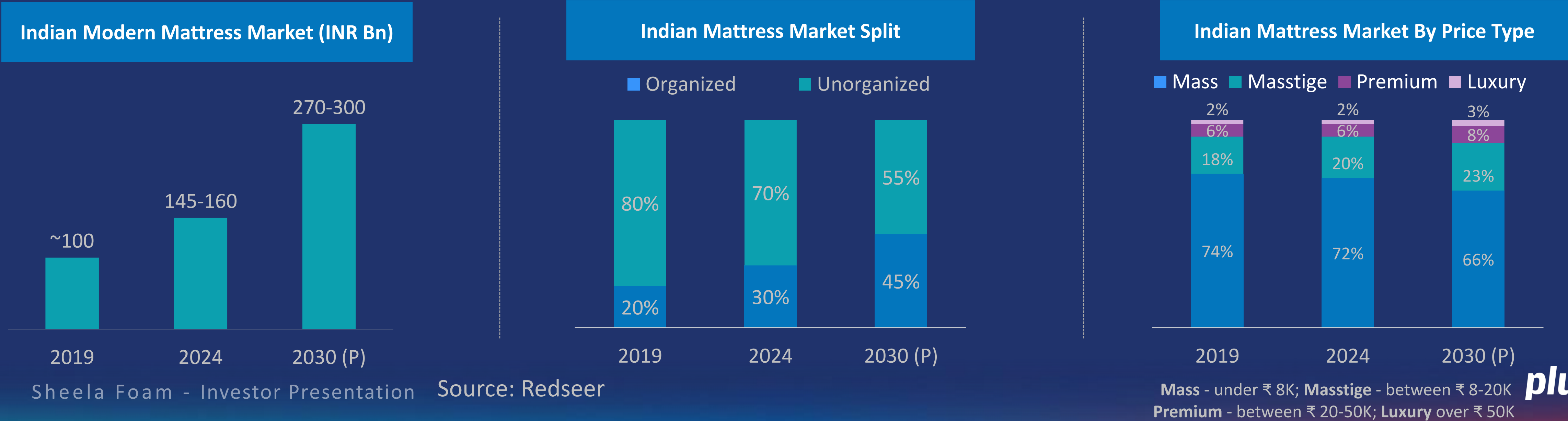
CSR | Initiatives



Industry Overview

Industry Fundamentals

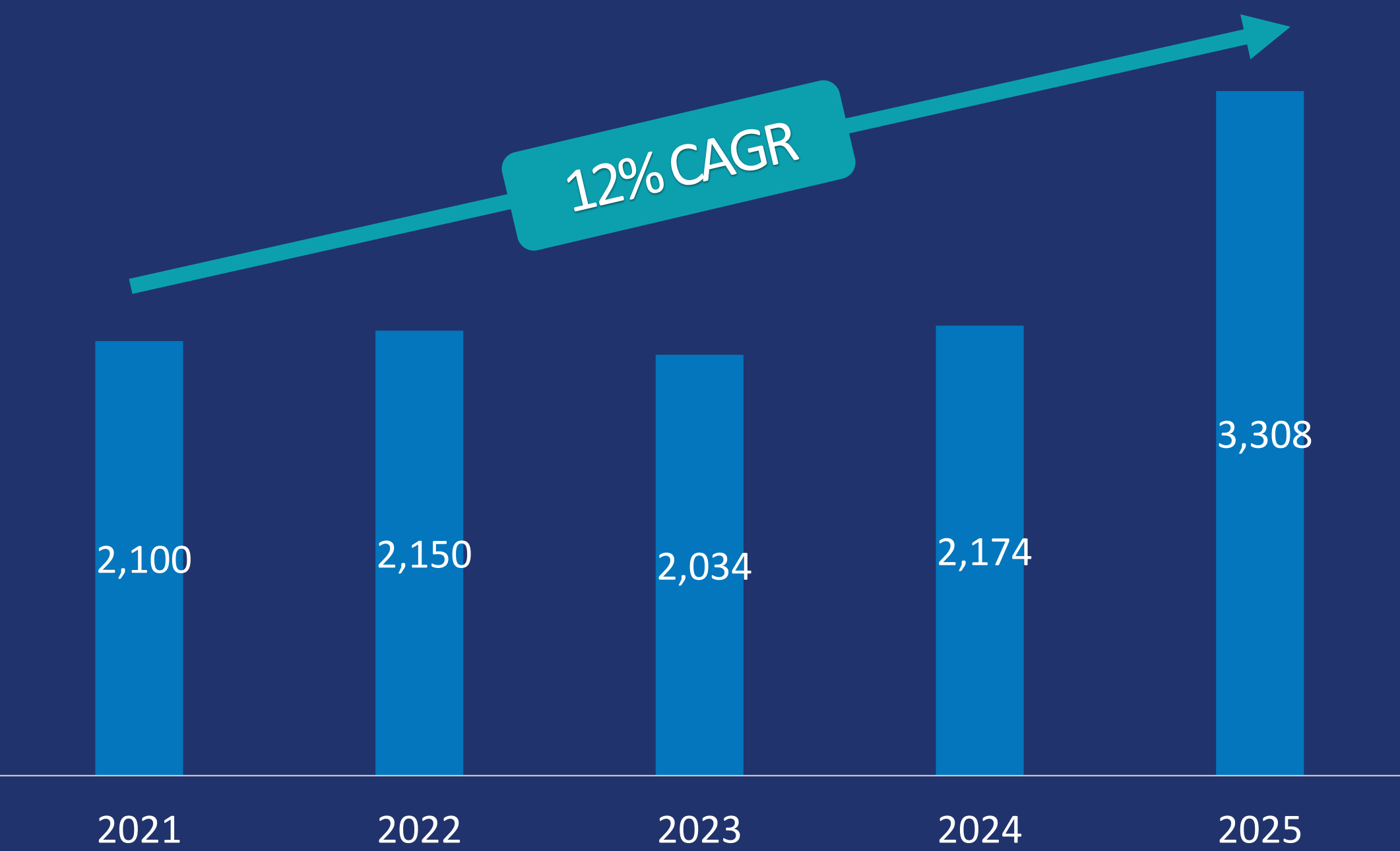
- Indian modern mattress market is estimated at ~INR 145-160 bn in 2024 and is projected to grow by 10%-12% to ~INR 270-300 bn by 2030
- Organized (branded) segment is projected to grow from ~30% (2024) to ~45% (2030) depicting a CAGR of ~18%-20%
- The growth in premium & luxury segment is estimated to be higher than those projected in mass and masstige segments driven by higher disposable incomes, rising aspirations, and increase in health awareness.
- Other Key factors driving market growth & shift to organised
 - ✓ E-commerce & omnichannel expansion - reduce discovery friction and enable higher conversions
 - ✓ Urbanisation & rising disposable incomes - more households upgrading from basic to branded mattresses
 - ✓ Product innovation & warranties - fixed-term warranties, white-glove delivery encourage buyers toward organised brands
 - ✓ Rising sleep-health awareness & premiumisation - consumers treat mattresses as health/product investment
 - ✓ Institutional & hospitality demand - organised suppliers win larger institutional contracts (hotels, hospitals) supporting scale



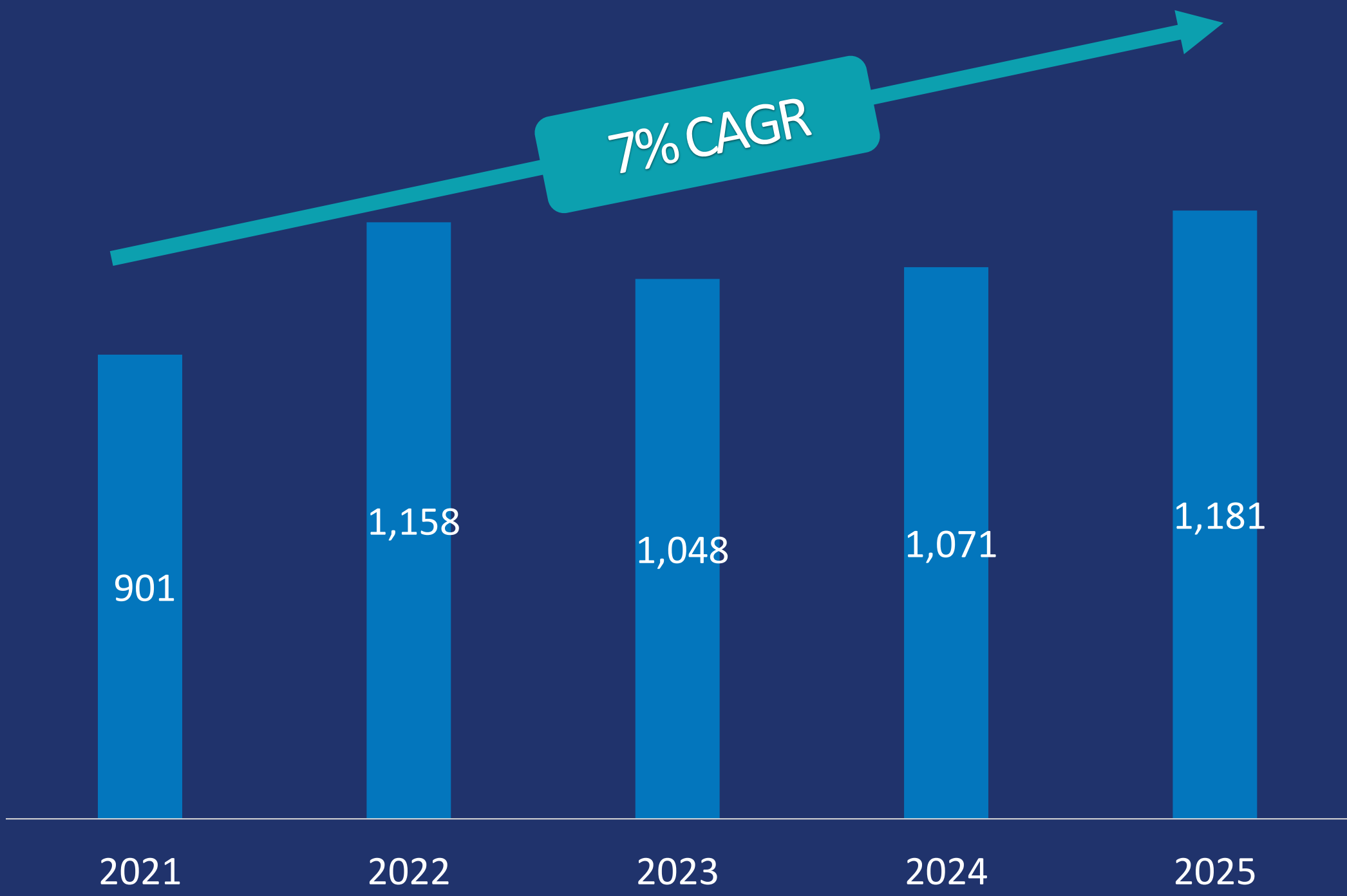
Business - Value and Volume

Volume Growth

Mattress ('000)



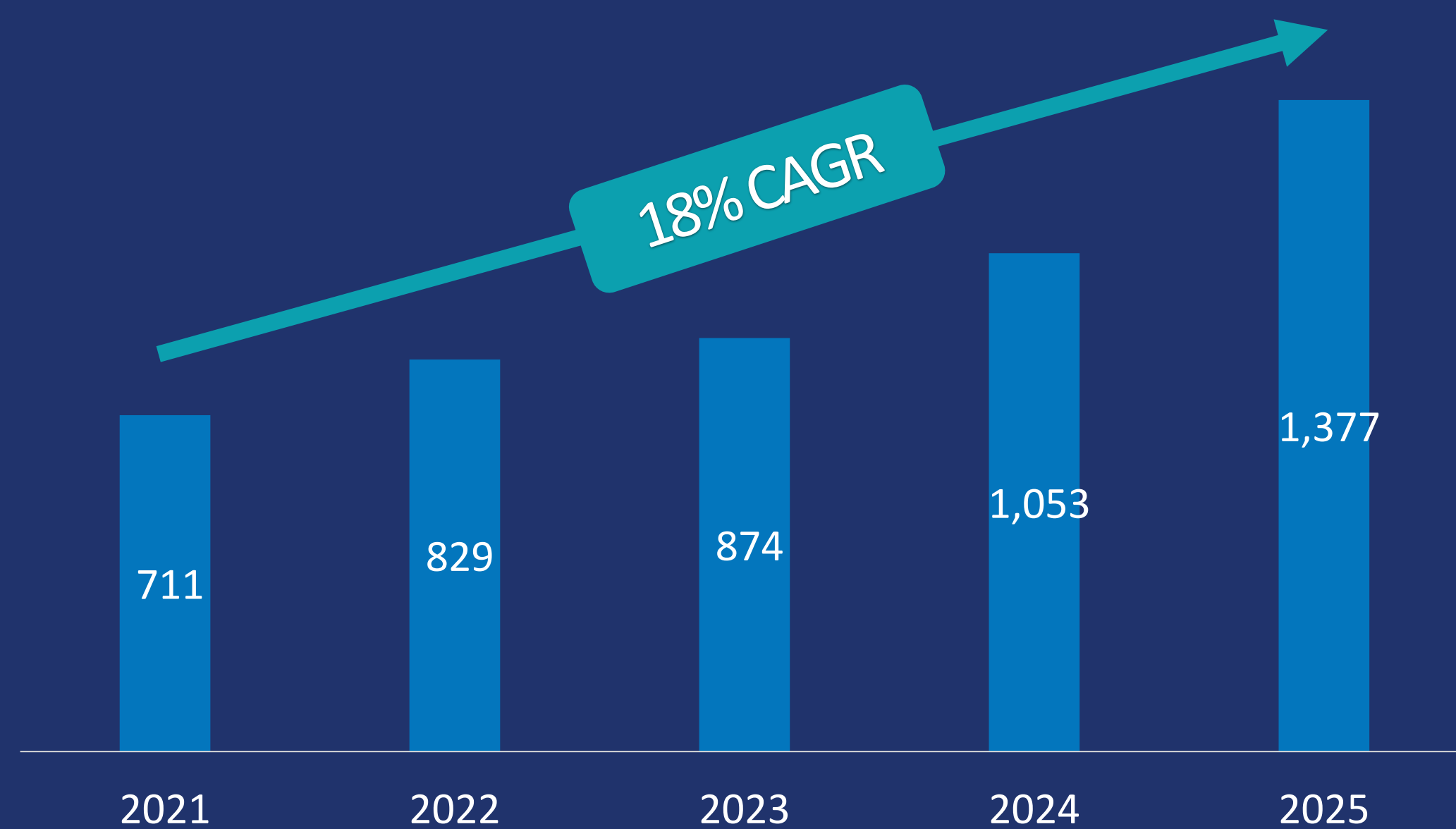
Foam Business (Tn)



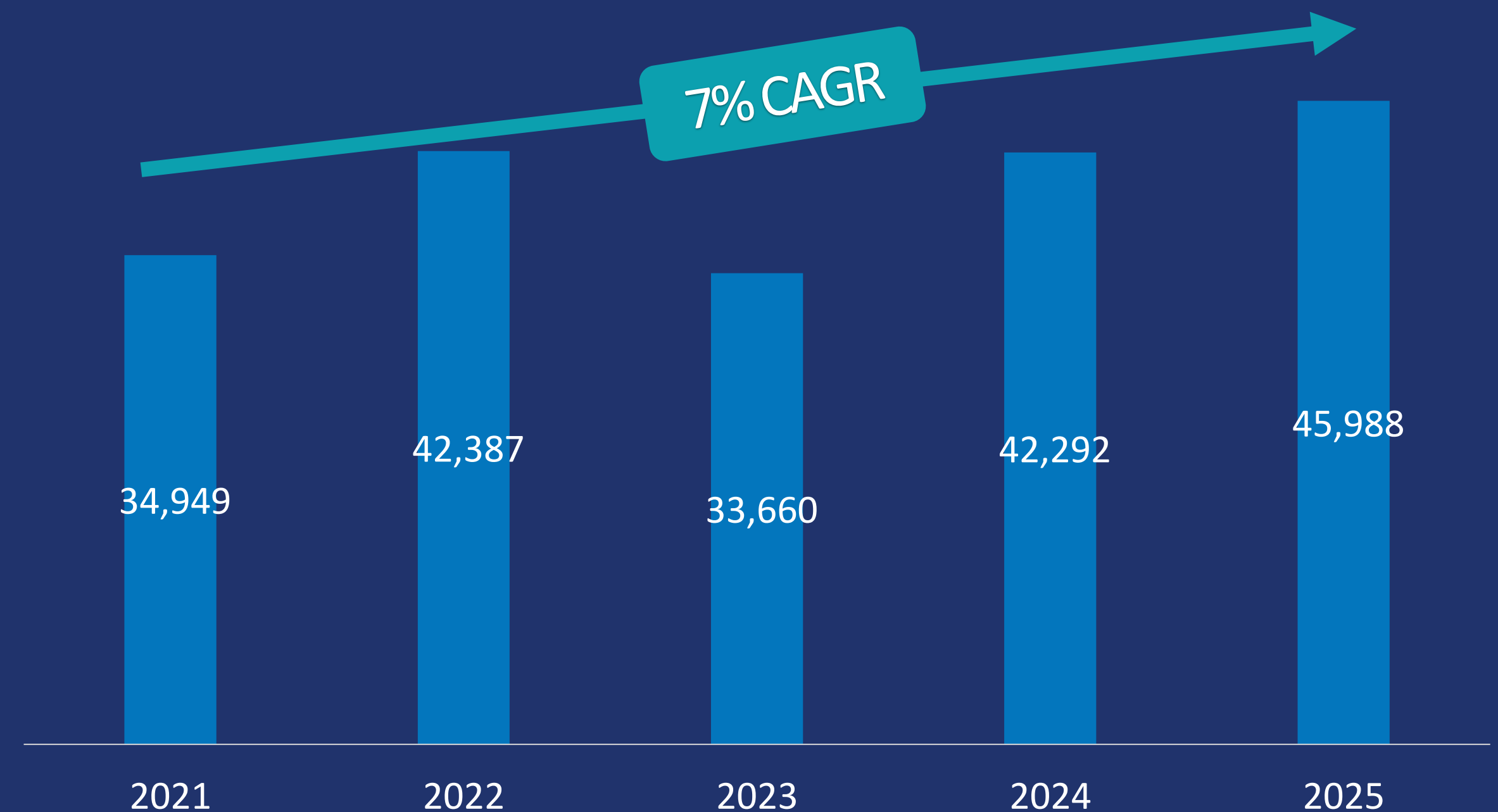
strong brand resonance demonstrating robust volume

Value Growth

Mattress (Rs Cr)



Foam Business (Rs Cr)

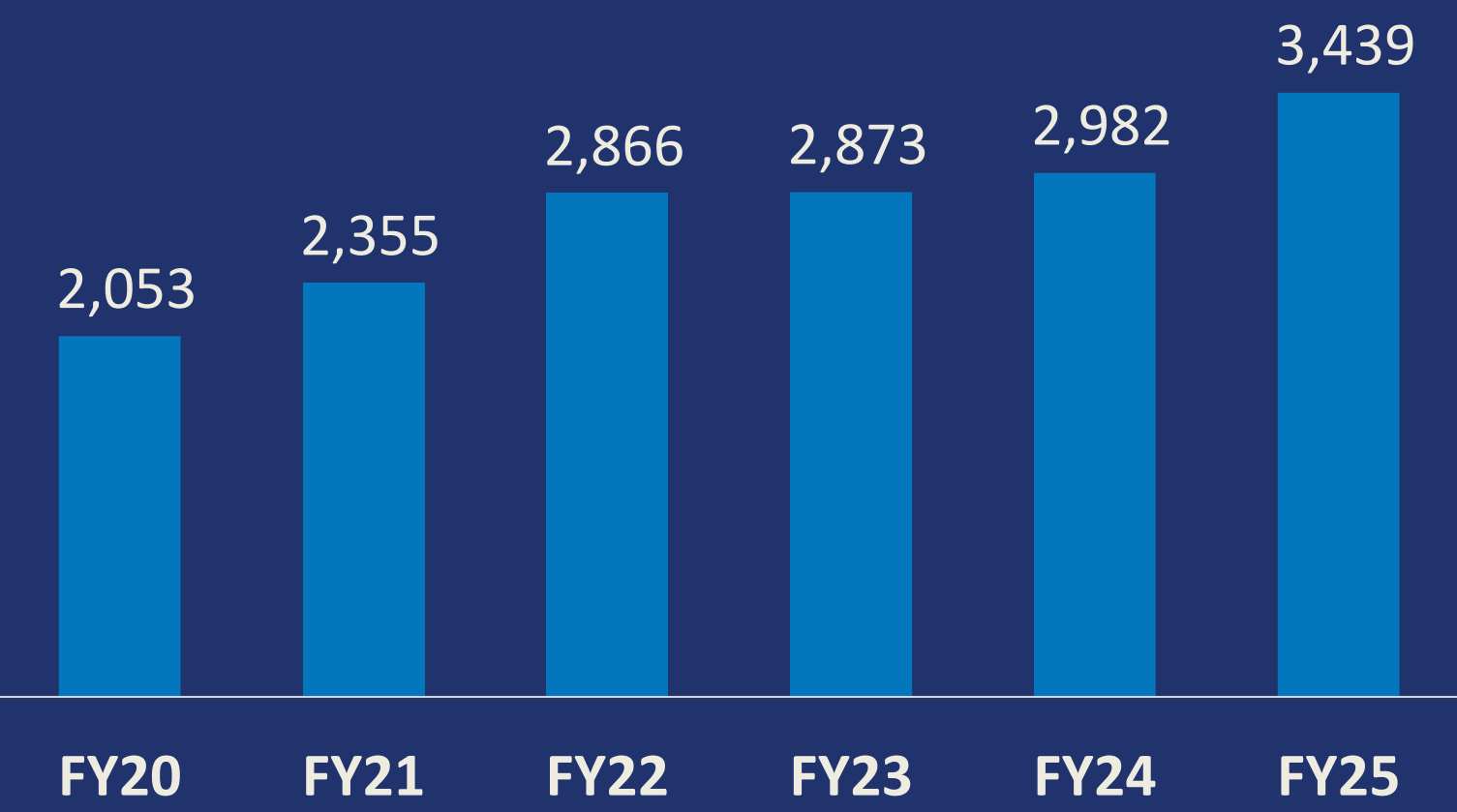


Premiumization leading to higher growth in mattress topline

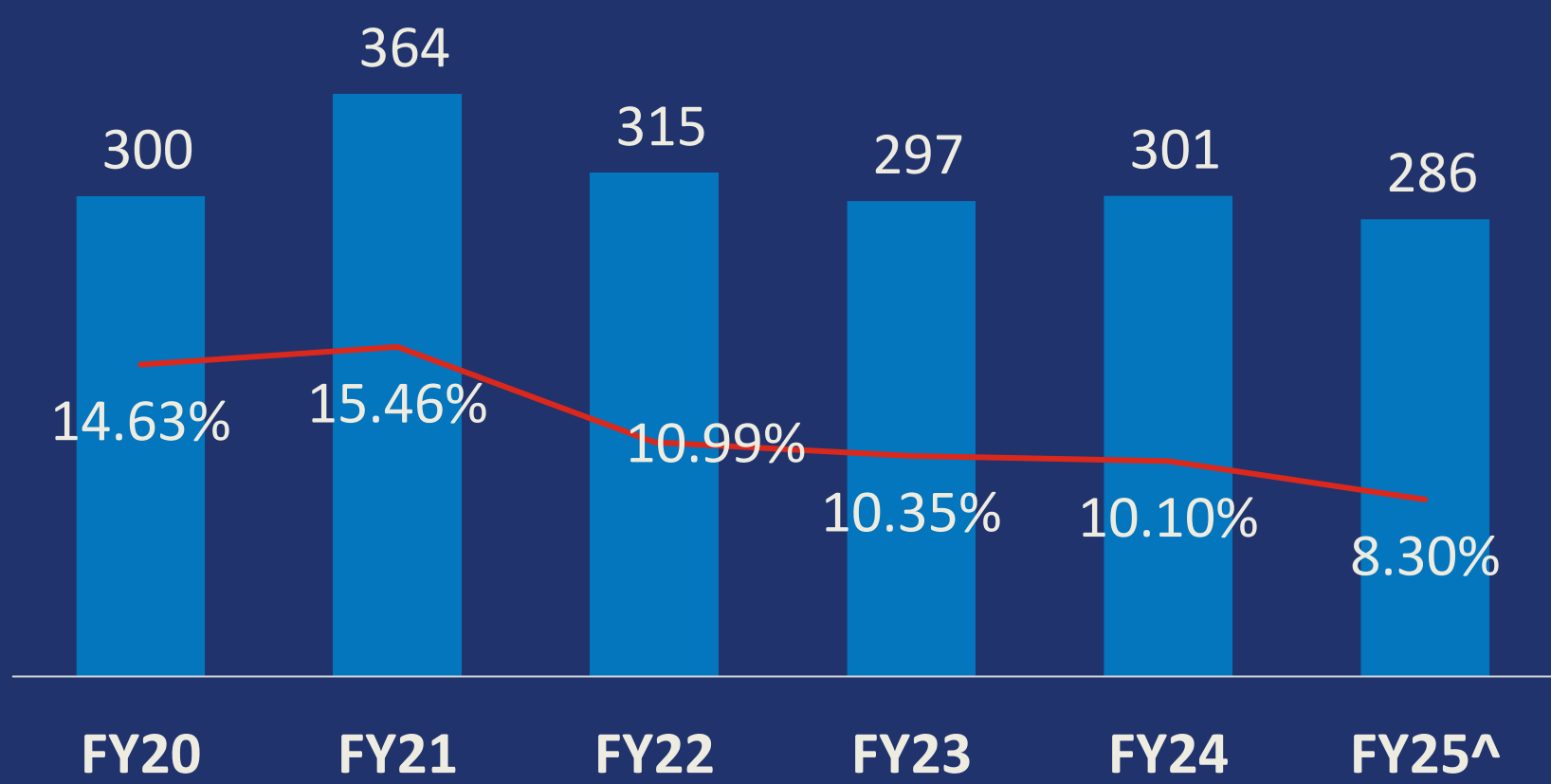
Financials

Consolidated Historical Financial Performance

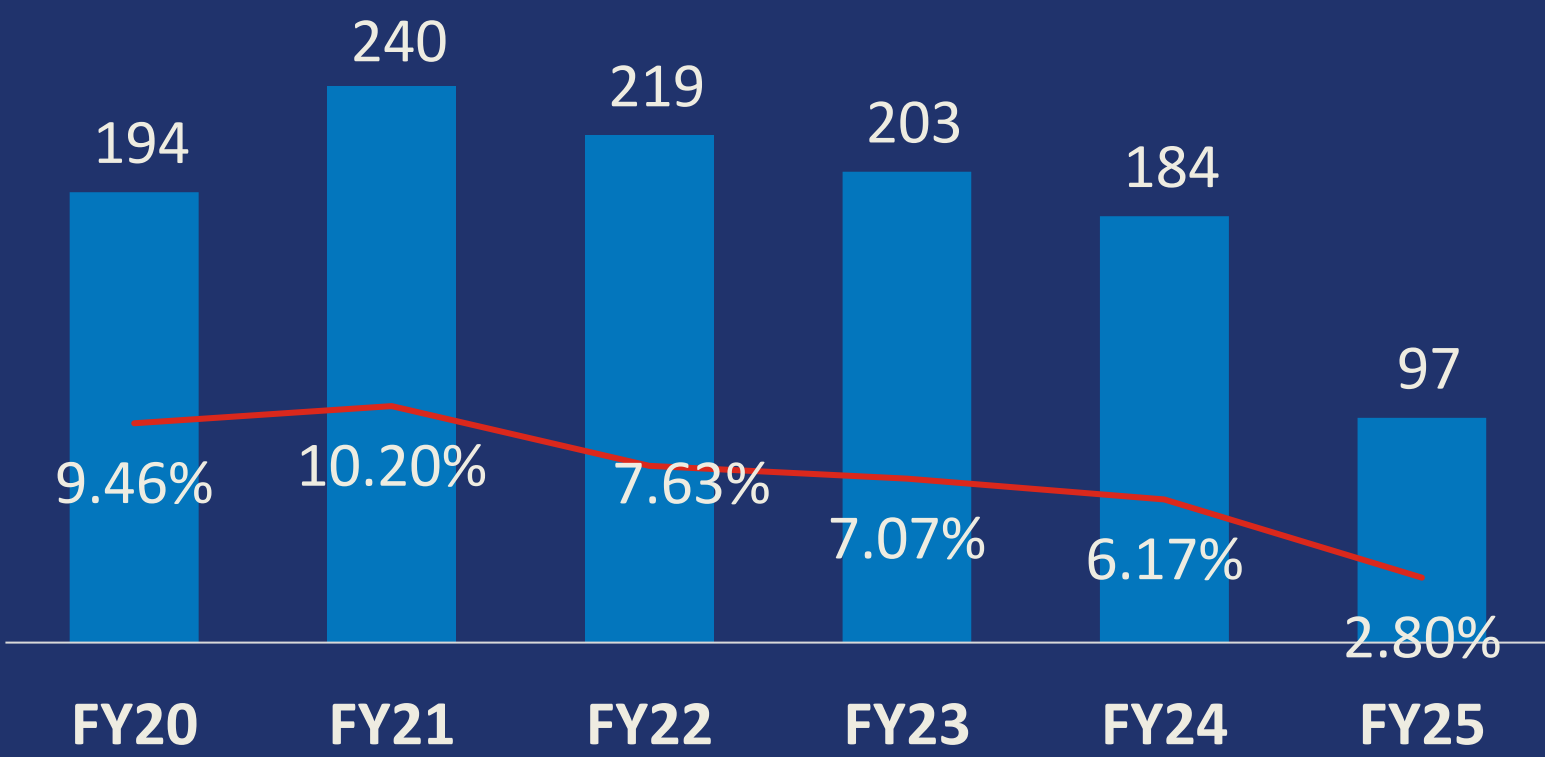
Revenues (INR Cr)



EBITDA (INR Cr) and EBITDA Margins (%)



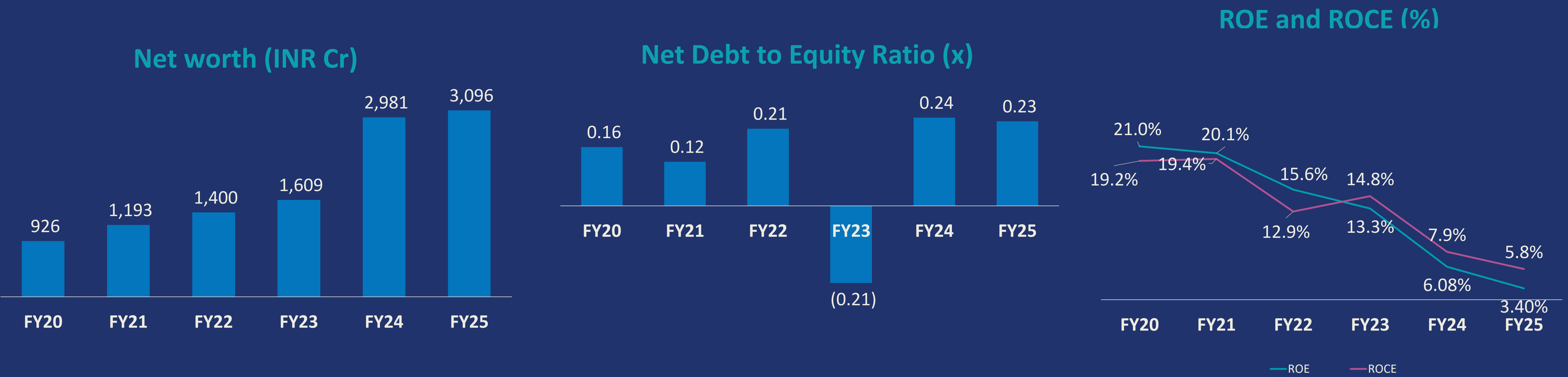
PAT (INR Cr) and PAT Margins (%)



Margins and PAT impacted due to Kurlon integration

**^EBITDA includes INR 35 crs paid by KCPL (erstwhile owner of KEL) against working capital / inventory due to quality issues, classified under 'other income' in financial statements*

Consolidated Historical Financial Performance



RoE and ROCE lower due to Kurlon integration

SFL | Value proposition

SFL | Value Proposition

Fifty years track record with second generation leadership in place

Diversified board advising professional management

Proven track record of successfully integrating acquisitions

Leading brands with market uno position with consistent market share growth

Proxy to India's consumption story

ESG focused with upliftment of underprivileged rural habitants

Strong Free cash flow generating business

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.



Thank you

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

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