



emami*

REFUELLING ITS GROWTH SPIRIT

EMAMI LIMITED
COMPANY OVERVIEW
JUNE 2022

DISCLAIMER

Some of the statements made in this presentation may look forward looking information that involves number of risks and uncertainties. Such statements are based on certain assumptions, estimates, projections or plans that are inherently subject to significant risks, uncertainties and contingencies that are subject to change. Actual results can differ materially from those anticipated in the Company's forward-looking statements as a result of a variety of factors, including those set forth from time to time in the Company's press releases and reports and those set forth from time to time in the Company's analyst calls and discussions. We do not assume any obligation to update the forward-looking statements contained in this presentation.

No part of this presentation shall form the basis of or may be relied upon in connection with any contract or commitment. This presentation is being presented solely for your information and is subject to change without notice. Previous years' financials re-casted as per Ind-AS.

All market shares mentioned in this presentation are as per AC Nielsen MAT Dec'21 in volume terms.

All Household penetration data (HHP) as per MAT Dec 2021

Conversion rate : 1 US\$ = ₹ 75.90/- (As on 31st March 2022)

All share price data as on 31st March 2022

THIS
PRESENTATION IS
SEGREGATED
INTO THREE
PARTS FOR EASY
READING

PART ONE.
About Emami Ltd.

PART TWO.
Review of Emami's performance in 2021-22

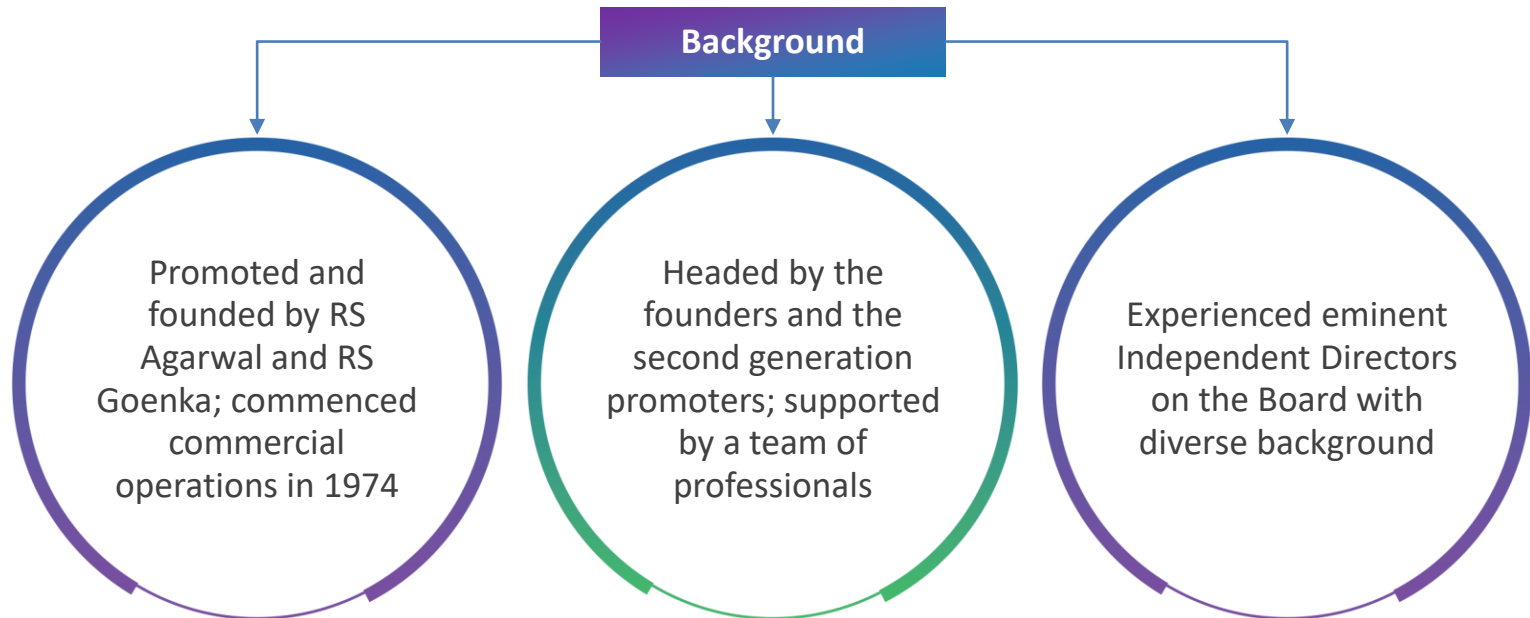
PART THREE.
How are we transforming Emami



PART ONE

**ABOUT
EMAMI LTD**

WHAT YOU NEED TO KNOW ABOUT OUR COMPANY BEFORE YOU PROCEED



KEY FACTS



Flagship
company of the
Emami Group

5 Power brands
enjoying
market
leadership

Category
creator with a
differentiated
niche
positioning

~150 products
sold every
second across
the world

Presence in
60+ countries

Reach in 4.9
mn retail
outlets

Entered
mainstream
categories to
address a wider
consumer base

38x returns
since the IPO in
2005

Market
capitalisation
of ~US\$2.6 bn

BOARD OF DIRECTORS

PROMOTER DIRECTORS



R.S. Agarwal
*Chairman Emeritus &
Non Executive Director*



R.S. Goenka
*Non Executive
Chairman*



S.K. Goenka
Executive Director



Mohan Goenka
*Vice Chairman &
Executive Director*



A.V. Agarwal
Non Executive Director



H.V. Agarwal
*Vice Chairman &
Managing Director*



Priti A Sureka
Executive Director



Prashant Goenka
Executive Director

INDEPENDENT DIRECTORS



K.N. Memani
*Ex-Country Head of
E&Y, India*



Y.P. Trivedi
*Eminent Tax expert
& Advocate*



P.K. Khaitan
*Advocate & Sr. Partner
Khaitan & Co*



A.K. Deb
*Ex-Chief Secretary,
Govt. of West Bengal*



S.B. Ganguly
Professional



C.K. Dhanuka
Industrialist



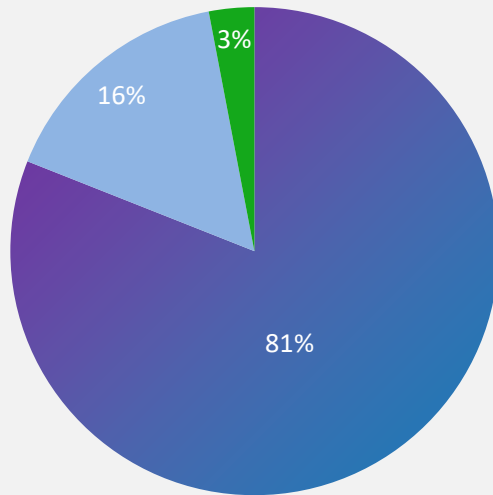
Debabrata Sarkar
Ex-Banker



Mamta Binani
*Advocate & Insolvency
Professional*

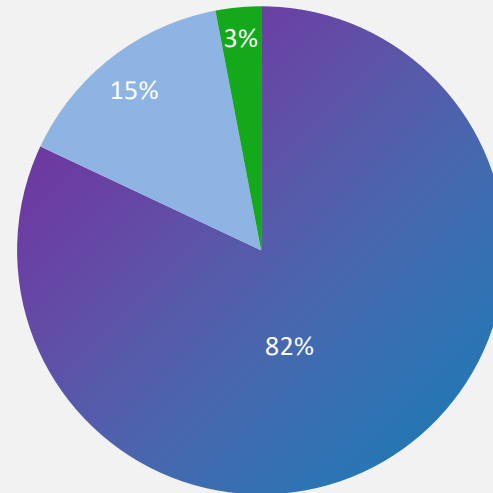
BUSINESS STRUCTURE

Revenue split in %



FY21

Domestic: **81%**
International business: **16%**
Institutional business: **3%**



FY22

Domestic: **82%**
International business: **15%**
Institutional business: **3%**

KEY BRANDS



₹800 crore+

Pain Balms, Healthcare products in OTC, Generics & Ethicals

Navratna

₹700 crore+

Cool Oils and Cool Talc

BORO PLUS

₹500 crore+

Antiseptic Creams, Body Lotions, Hygiene Range, Aloe Vera gel, Petroleum Jelly & Prickly Heat Powder



₹300 crore+

Ayurvedic Medicinal Oils, Shampoos, Conditioner & Capsules



₹200 crore+

Radiance Creams and Face wash for men



₹200 crore+

Pain Balm



₹100 crore+

Light Hair Oil

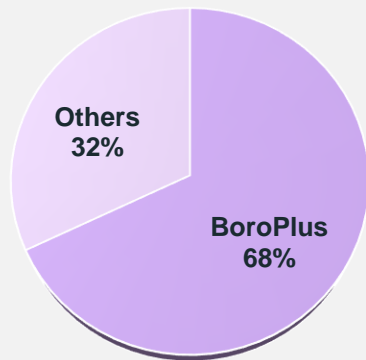


₹100 crore+

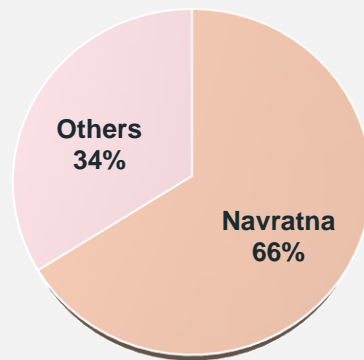
Prickly Heat and Cool Talc

MARKET LEADERSHIP ACROSS CATEGORIES

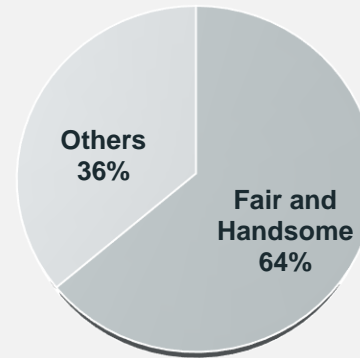
Antiseptic Creams



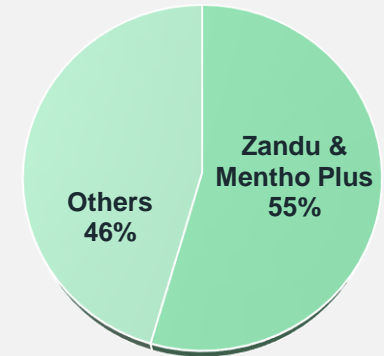
Cool Oils



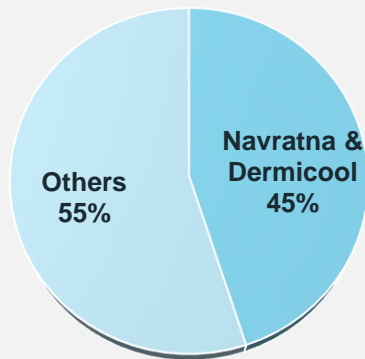
Men's Fairness Creams



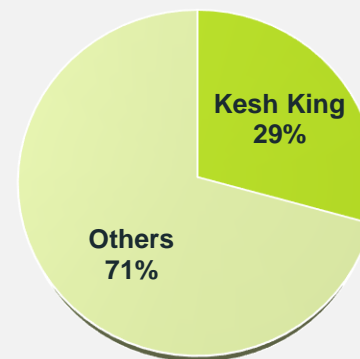
Balms



Prickly Heat and Cool Talc*



Ayurvedic Medicinal Oils



Source: AC Nielsen MAT Dec'21

*AC Nielsen MAT Sep'19



Locations

- Headquartered in Kolkata, West Bengal
- State-of-the-art R&D centre in Kolkata
- 26 depots across India
- Listed on NSE (scrip code: EMAMILTD) & BSE (scrip code: 531162)



Manufacturing strengths

- Seven manufacturing units in India; one in Bangladesh
- 2 units in Guwahati enjoying fiscal benefits
- WHO-GMP certified manufacturing units
- State-of-the-art plant with high degree of automation



Global footprint

- Products sold in 60+ countries across the globe
- Third party manufacturing tie-ups in Sri Lanka, Germany, Thailand and UAE



People

- Professionals having deep experience in respective backgrounds heading key portfolios and functions
- A team of 3,200+ experienced professionals
- More than 3,700 feet-on-street members
- Balance between youth and experience

EMAMI'S JOURNEY DOWN THE YEARS

Emami started with a meagre capital

1974



Acquired Himani Ltd

1978



Launched BoroPlus

1982



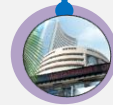
Launched Navratna

1989



Listed on BSE

1995



Issued 1:1 Bonus. Stock Split from ₹ 10 to ₹ 2/-

2004



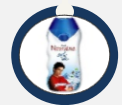
Public issue. Listed on NSE. Launched Fair & Handsome

2005



Launched Navratna Cool Talc

2007



Acquired Zandu Pharmaceuticals

2008



Raised ₹ 310 cr. through QIP

2009



Stock Split from ₹ 2 to ₹ 1/-

2010



Overseas Manufacturing in Bangladesh

2012



1:2 Bonus Shares Issued

2013



Launched Fair & Handsome Face Wash, HE & 7 Oils in One

2014



Acquired Kesh King brand

2015



Pacharia unit commences operations

2017



2018



Strategic Investments in "The Man Company" and "Brilliare"; 1:1 Bonus Shares issued

2019



Acquired Creme 21, a German brand with strong roots & brand recall

2020



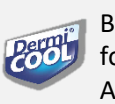
Buyback of Shares for ₹192 cr Forayed into personal and home hygiene segments

2021



Increased strategic Investment in "The Man Company". "Brilliare" becomes subsidiary

2022



Buyback of Shares for ₹162 cr; Acquired Dermicool brand

BUSINESS HIGHLIGHTS

- **One of the fastest growing personal and healthcare businesses in India**

- ✓ Revenues growing at a 10-year CAGR of 9%
- ✓ EBIDTA growing at a 10 year CAGR of 12%
- ✓ Profits before Tax* growing at a 10-year CAGR of 9%

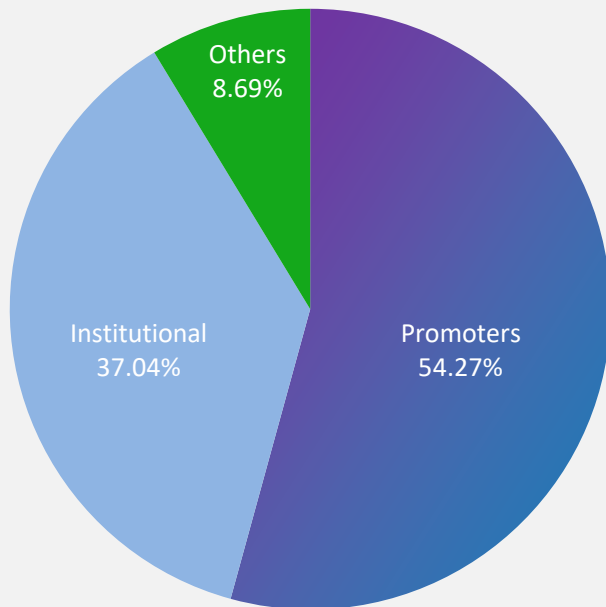
- **Superior Industry Margins-**

- ✓ Gross Margins at 66.2%
- ✓ EBIDTA Margins before A&P at 46.2%
- ✓ EBIDTA Margins at 29.8%

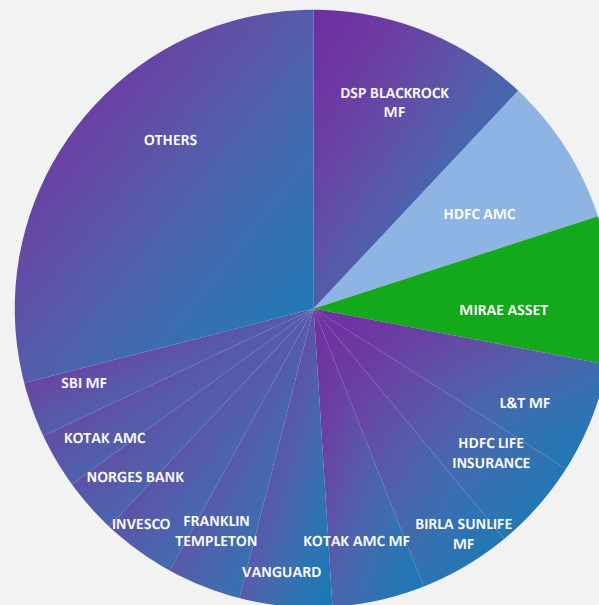
- Production in tax-free zones.
- Direct Reach at 9.4 lac outlets.
- Best-in-class IT infrastructure.
- Building capabilities by engaging the best FMCG talents.
- Acquisition opportunities-vigilant in India and International markets

OWNERSHIP STRUCTURE

Shareholding break-up



Major institutional investors



As on 31st March 2022



POWER BRANDS

NAVRATNA

Leading player in the niche cool oil and cool talc category

Cool oil category penetration at 13%

Navratna Cool Oil's market share at 66.4% and Cool Talc market share at 25.9%*

Extended to Extra thanda oil, Gold oil, Therapy range and cool talc



*MAT September 2019



BOROPLUS

India's trusted
multipurpose
No.1 Antiseptic
Cream

Antiseptic Cream
category
penetration at
26%

BoroPlus
Antiseptic Cream
market share at
68.1%

Extensions in
lotions, prickly
heat powder,
aloevera gel,
petroleum jelly &
hygiene range



Zandu - largest balm brand in India

Balm category penetration at 39%

Balm's volume market share at 54.5%

ZANDU & MENTHO PLUS
Balms



ZANDU

Healthcare Range



Health expert for a changing lifestyle

Offering ayurvedic solutions for lifestyle-related health problems

OTC Range- Major products include Zandu Pancharishta, Zandu Nityam, Zandu Kesari Jivan, Zandu Chyawanprash etc

Generics and Ethicals Range - Wide range of ayurvedic generic and ethical products



FAIR AND HANDSOME

First brand to revolutionize men's grooming segment in India

Men's Fairness cream category penetration at 2%

Market share 63.8%

Successfully extended into face wash



KESH
KING

Leading brand
in the
ayurvedic oil
space

Category penetration
at only 7% for
ayurvedic oils.

Market share
at 29.3%

Revamped brand
and re-launched
brand extension-
ayurvedic
shampoo

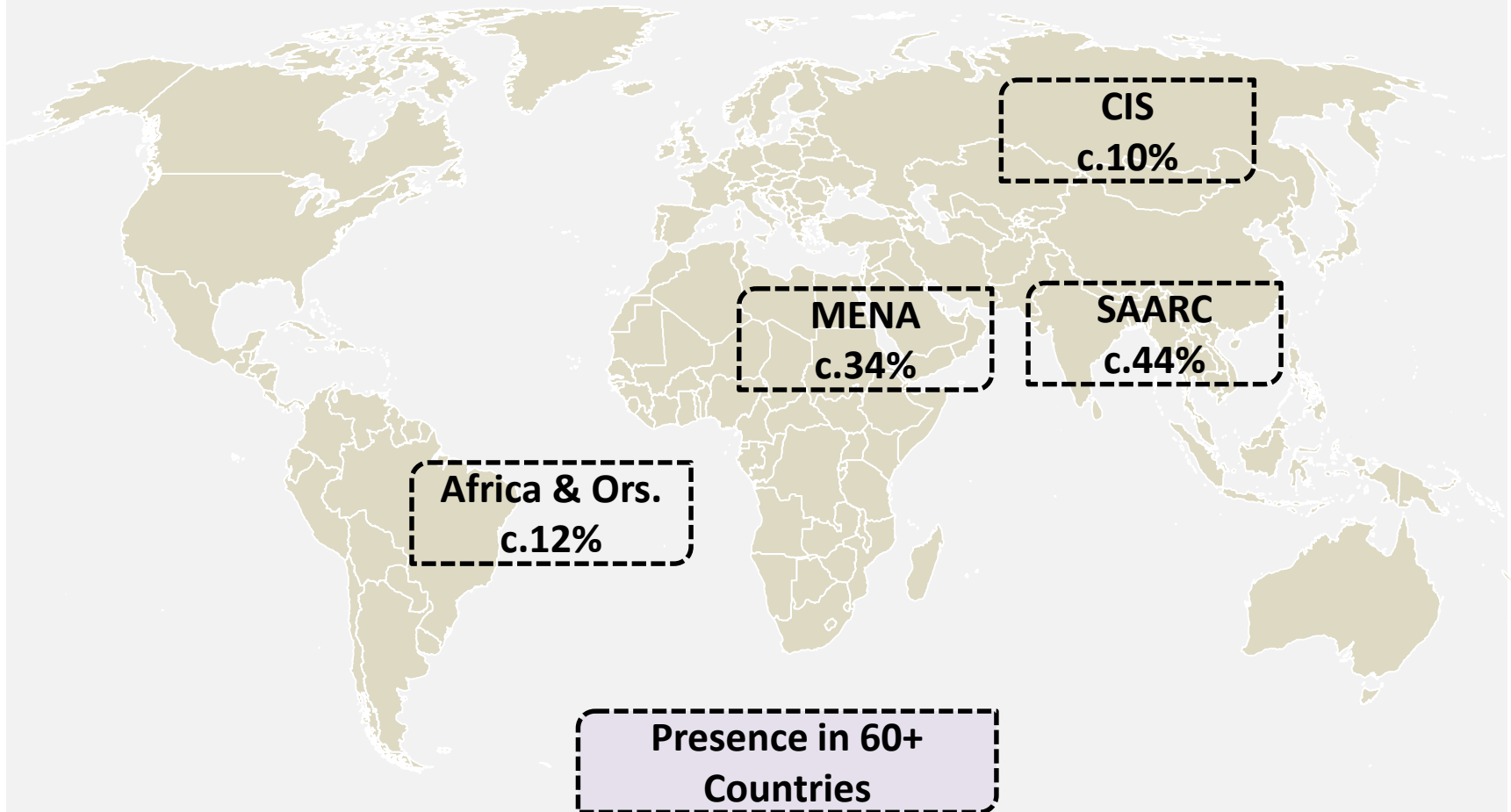


MARKET SIZE AND MARKET SHARES

Brands	Segment	Market Size (₹ bn)	Market Size (US\$ in mn)	Vol. Market share (%)
Zandu & Mentho Plus Balms	Balms	15.1	200	55%
Navratna Oil	Cooling oil	9.7	127	66%
BoroPlus Antiseptic Cream	Antiseptic Cream	6.8	90	68%
Kesh King Oil	Ayurvedic Medicinal Hair and Scalp Care	9.2	121	29%
Navratna Cool Talc & Dermicool*	Cool Talc	7.6	103	45%
Fair and Handsome Fairness Cream	Men's Fairness Cream	2.6	34	64%
Fair and Handsome Face Wash	Men's Face Wash	3.7	48	7%

*AC Nielsen, MAT September 2019

GLOBAL PRESENCE



- SAARC South Asian Association for Regional Cooperation (Major countries – Bangladesh, Nepal, Sri Lanka etc.)
- MENA Middle East & North Africa (Major countries – KSA, UAE, Qatar, Oman, Kuwait, Bahrain etc.)
- CIS Commonwealth of Independent States (Major Countries – Russia, Ukraine etc.)

CELEBRITY ENDORSEMENTS



- Emami is a **pioneer in engaging celebrities** to endorse its brands. These comprise renowned names from India's film industry, sportspersons and performing artists.
- Emami brands have been associated with more than **60 celebrities** over the years.
- Invested ~₹ 2400 cr in Advertisement and Publicity in the past 5 financial years
- Bollywood icons like **Amitabh Bachchan, Shah Rukh Khan** and **Salman Khan** have endorsed Emami brands

**EMAMI'S
RESEARCH AND
DEVELOPMENT**

30,000 sq. ft. state-of-the-art ultra-modern R&D centre in Kolkata

Focus on product innovation, differentiation, cost control and superior quality

Team comprises qualified ayurvedacharyas and specialized ayurveda scientists

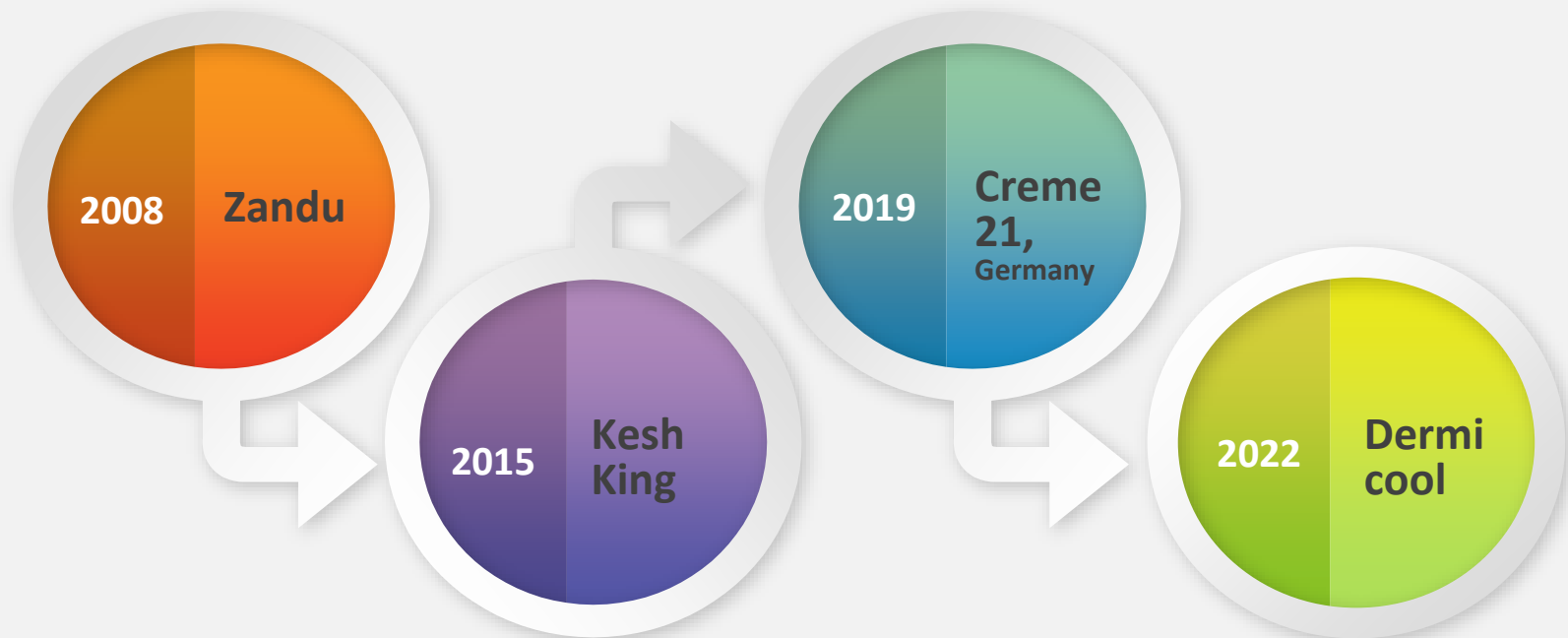
Modern laboratory with cGMP practices

Advisory panel comprising top ayurvedic experts

INORGANIC GROWTH STRATEGY

Key Attributes

- Market leadership/ high consumer connect
- Presence in Niche Category in the Personal & Healthcare space
- High Margins
- Low MNC Presence/ competitive intensity



STRATEGIC INVESTMENTS IN STARTUPS

Key Attributes

- Presence in categories like Natural or Organic Personal Care, Ayurveda, Baby Care, Nutraceutical/ Healthcare, Male grooming, Healthy/ Nutritious Food etc.
- Unique Product idea
- Proof of Concept

Current investments in-




49.53%
Stake



57.36%
Stake



20.65%
Stake



PART TWO
REVIEW OF
EMAMI'S
PERFORMANCE
IN 2021-22

CHALLENGING FMCG TIMES

2nd and 3rd wave of COVID pandemic impacted consumer sentiment and sales

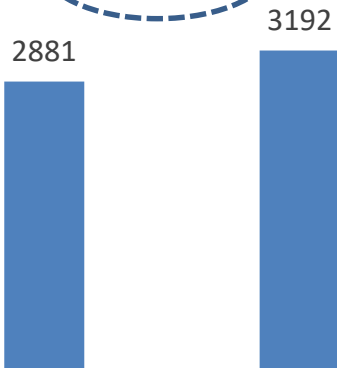
High inflationary levels leading to a deceleration in consumer demand and rural slowdown

Industry witnessed an all-time high rise in input costs due to geopolitical tensions

EMAMI'S PERFORMANCE IN FY22 DESPITE THE CHALLENGES

REVENUES

+11%

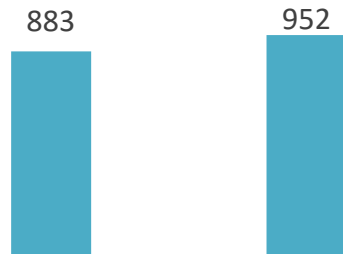


FY21

FY22

EBIDTA

+8%

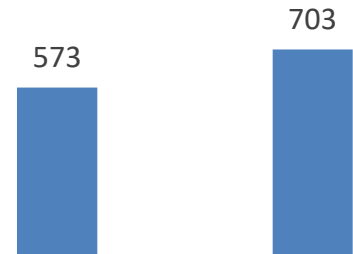


FY21

FY22

PROFITS BEFORE TAX*

+23%



FY21

FY22

*Profit before tax & minority interest

₹ in crore

FY22 HIGHLIGHTS



BRAND GROWTH

- Pain Management Range grew by 18%
- Kesh King Range grew by 11%
- Male Grooming Range grew by 16%
- Healthcare Range sales grew by 9%; Excl. Immunity portfolio, growth of 16%
- Boroplus Range grew by 5%; Excl. Hygiene portfolio, growth of 11%
- Navratna Range grew by 5%
- 7 Oils in One grew by 29%.



Global

- International revenues grew BY 5%
- Started local manufacturing in UAE (under GAFTA Treaty) & in Thailand to respond to local demand quickly



Shareholder value

- Share buyback of Rs. 162 cr
- Dividends at 800% of Equity share capital paid to shareholders



Distribution

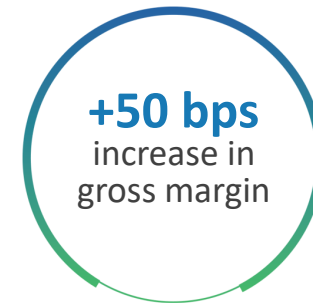
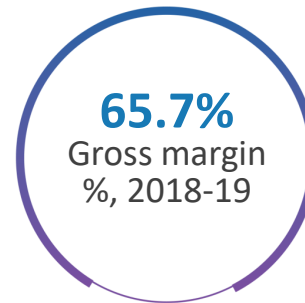
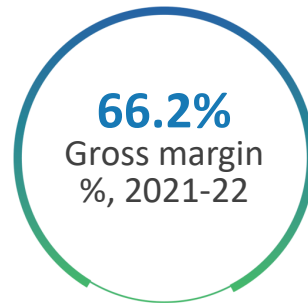
- E-Commerce grew by 117%. Contributes 5.5% to domestic business (Q4FY22 exit of 7.1%)
- Modern trade grew by 17%. Contributes 7% to domestic business
- 8,000 towns added in FY22 increasing the rural coverage to 40,000 towns through Project KHOJ
- Reach in Standalone Modern Trade expanded to 40 cities and 3,300+ outlets
- Increased reach of Healthcare outlets by 31.7k outlets in FY22 with overall reach of 1.09 lac outlets



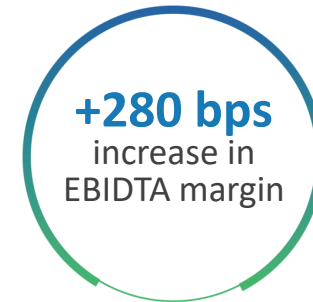
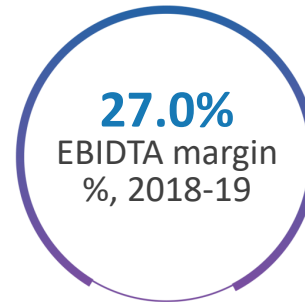
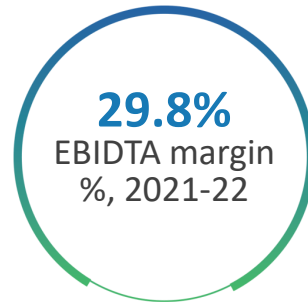
Acquisitions & Strategic Investments

- Acquired “Dermicool”, from Reckitt Benckiser Healthcare India Pvt Ltd for a total consideration of ₹432 crore
- Acquired 20.65% equity stake in Tru Native F&B Pvt Ltd., a D2C Business of nutrition products
- Brillare became a subsidiary with Emami’s stake at 57.36%
- Increased stake in The Man Company to 49.53%.

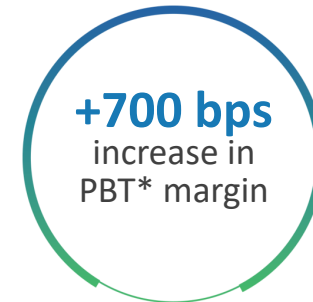
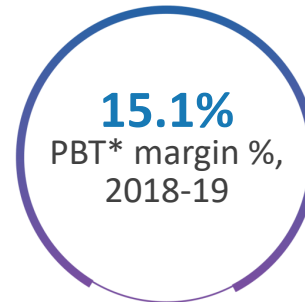
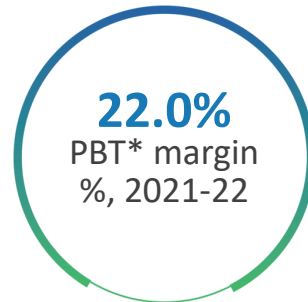
INCREASED PROFITABILITY



One of the highest gross margins in the FMCG Industry



EBIDTA margins before expensing A&P spend was 46.2%



3 year PBT CAGR of 20% - One of the highest in the industry

*Profit before tax & minority interest

EMAMI'S SEGMENTAL PRESENCE HAS WIDE ROOM FOR GROWTH

Emami's products are in niche categories for mass consumers, a rare interplay of volume and value

The Company focused on remunerative product segments

Being niche, the Company is relatively protected from competition

Low penetration – Continuous growth opportunity

Increased awareness about Ayurveda and Health and hygiene to fuel future growth

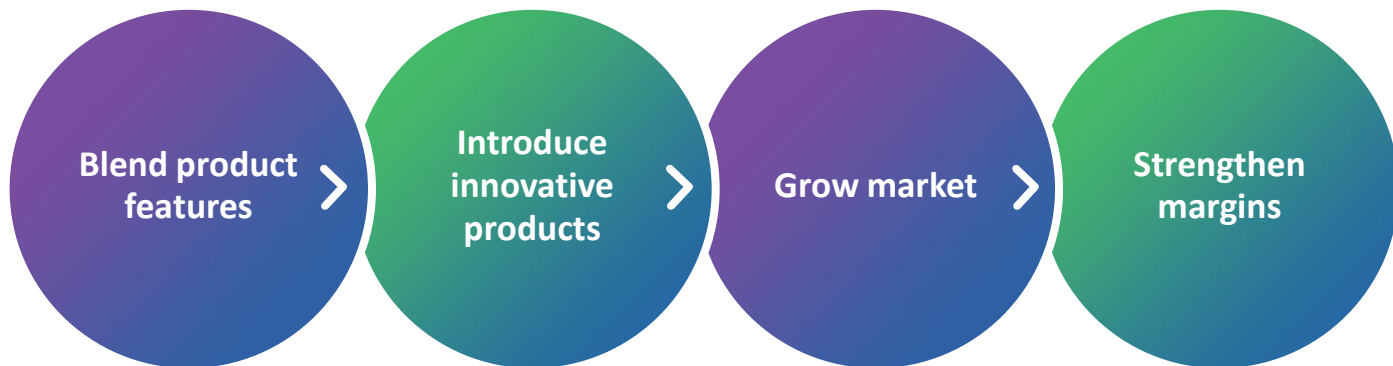
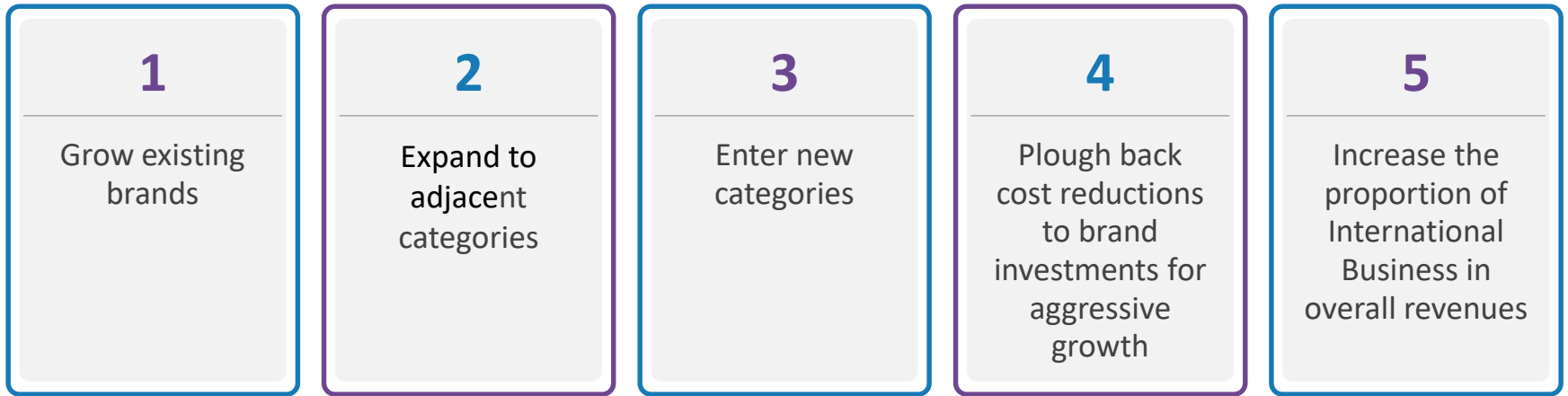


PART THREE
HOW ARE WE
TRANSFORMING
EMAMI

TRANSFORMING EMAMI



WHAT A TRANSFORMING EMAMI INTENDS TO ACHIEVE



9 ENGINES TO RE-ENERGISE EMAMI

1

Re-energizing our research

2

Establishing cost leadership

3

Deepening healthcare & hygiene relevance

4

Building on brands

5

Driving digitalization

6

Riding e-commerce

7

Widening distribution

8

Deepening governance culture

9

Leveraging strong financials

BUILDING ON POWER BRANDS





NAV RATNA

Strengths

Market leader in a niche category with no significant competitors

Available in more than 4.9 mn retailers across the country

Successful brand extensions

4 subtle shifts	Initiatives	Outcomes
<ul style="list-style-type: none"> ▪ From standalone to extensions ▪ From summer to multi-season ▪ From core markets to new markets ▪ From single use to multiple use 	<ul style="list-style-type: none"> ▪ Introduced premium range (Navratna Gold, Therapy Range) ▪ Strengthened presence in core markets (UP, Bihar and Jharkhand) <ul style="list-style-type: none"> ▪ To drive brand recall through an integrated 360° campaign ▪ Developed new markets (Gujarat, Maharashtra, AP, Telangana and Bengal) <ul style="list-style-type: none"> ▪ To drive trials by undertaking large scale activities like salon development program, participation in fairs & festivals along with higher investment in media ▪ Widened exposure on digital platforms ▪ Engaged new users (students, housewives and farmers) ▪ Engaged Salman Khan as Brand Ambassador 	<ul style="list-style-type: none"> ▪ Strengthened market leadership with market share at 66.4%



PAIN MANAGEMENT



Strengths

Zandu Balm as all-round solution provider whereas Mentho Plus is positioned as headache specialist

Cumulatively account for 57% of India's balm market by value

Available in over 2.0 mn retailers across the country

4 subtle shifts

- From single use to targeted applications
- From core markets to wider markets presence
- From generic to pain management expert
- From head to full body

Initiatives

- **Core markets:** Deepen presence in Maharashtra & South India; highlight Zandu Balm as a companion for pain relief (*Hamesha Saath Hamesha Paas*); establish Zandu Ultra Power Balm as *Kadak Balm* for severe headache, strong body ache and cold
- **Developing markets:** Deepen Zandu relevance via regional media and increase purchase intention with multiple pain indications; initiated permanent high-visibility campaigns
- **NPD funnel:** Strengthen Zandu Ortho Vedic Oil as a key player in joint-pain oil category by harnessing the "7 Days Visible Improvement" USP and grow the Zandu Roll-On as a convenient and modern remedy for headaches
- Initiated permanent visibility across top performing chemist partners
- **Emerging Channels** – Drive presence in MT and E-Com channels through focus on Balm large packs and Zandu Ortho Vedic Oil
- **Grassroot Connect** – Deeper reach to the end consumers via van activity, temple, *ghaat*, *mela* and railway activations



BOROPLUS

Strengths

Anti-septic leadership positioning

Combination of ayurveda and boro is effective yet benign on skin

Availability in more than 3.2 mn retail outlets pan-India

Gained share in the emollient category against MNC players

7 subtle shifts	Initiatives	Desired outcomes
<ul style="list-style-type: none"> ▪ From anti-septic to hygiene ▪ From standalone to extension ▪ From winter use to perennial ▪ From occasional to usual ▪ From standalone to blended combination ▪ From functional to experiential ▪ From dependable to responsible 	<ul style="list-style-type: none"> ▪ Promoting the antiseptic & moisturizing values of the brand ▪ To drive consumption and penetration ▪ Extension of the brand to the youth through young categories like Aloe Vera Gel; ▪ Leveraging the digital platform ▪ Extended to non sticky soft cream ▪ Extended to hand wash and soaps ▪ Added 24-hour moisturization positioning to Body Lotions portfolio ▪ Environment friendly with no sulphates/paraben ▪ To drive accessible price points SKU's like Rs. 5 and 10/- 	<ul style="list-style-type: none"> ▪ Greater traction with the youth ▪ Widen the market; increase market share ▪ Strengthen market leadership

HEALTHCARE RANGE





Strengths

Deep knowledge in ayurveda with a cutting-edge R&D centre accredited by AYUSH and NABL

Products backed by scientific studies for efficacy

Tie-up with sectoral think-tanks for new product development

A strong team of brand representatives for promotions with ayurveda doctors

Initiatives	Outcomes	Going ahead
<ul style="list-style-type: none"> ▪ Relaunched Pancharishta with new campaign featured Amitabh Bachchan & launched PET bottles to prevent breakage ▪ Focus on driving Immunity range ▪ Focused on Pain, Digestion, Geriatrics and Feminine care etc. ▪ Focus on sustained product launches and new category creation ▪ Launched innovative ayurvedic cough syrup (sachet and bottle) ▪ Created a Digital Healthcare ecosystem- Zanducare with free doctor consultation ▪ Increased coverage of Doctors, Retailers and Ayurvedic <i>bhandars</i> ▪ Sustained awareness building programmes for the medical fraternity 	<ul style="list-style-type: none"> ▪ Healthcare range grew at a 3 year CAGR of 16% ▪ Pacharishta back on growth path ▪ ~1 crore users visited Zanducare portal in FY22 	<p>Digestive: Focus on sustained innovation</p> <p>Laxative: Extend penetration among a wider consumer base</p> <p>Geriatric: Increased focus on targeted consumer outreach programmes</p> <p>Immunity: Introduce series of products focused on immunity building, a target opportunity in the post-COVID world</p> <p>Cough Cold and Immunity : Focus on establishing Zandu Ayurvedic Cough Syrup and creating a larger product bouquet following the pandemic</p>



KESH KING



Strong
ayurveda
positioning

Availability in ~9
lac retail outlets

Leading volume
market share of
29.3%

Initiatives

- Strengthened Kesh King as a complete Ayurvedic solution for hair fall and allied problems
- Rejuvenated Kesh King Shampoo (to arrest hair fall) with new packaging, communication and market mix
- Deepening focus across target audience (25-45)
- Adapted change in product, positioning and packaging
- Focused on convenience (deep root comb applicator on oil)
- Effectively communicating the provenness by International and medical/ doctor certificates
- Launched Onion Range

Going ahead

- Counter inflationary pressure through consumer promos, giving more value to consumer
- Drive trials & distribution with the new launched 30ml SKU @ Rs 49 to drive affordability
- Kesh King shampoo sachet to be driven with focussed distribution drives, large scale sampling , launching new variants, awareness generation activities
- Maintain SOV leadership with sharper communication around hairfall reduction
- Targeted activities in MT & ecom for accelerated growth
- Overall enhance digital capability & build relevance with new consumer set with new product launches



FAIR AND HANDSOME



Expert in Men's Grooming for 15 years

High brand awareness

Market leader with 63.8% volume market share

Availability in more than 1.3 mn retail outlets pan-India

Initiatives

- Refreshed packaging with 'radiance' promise on all products
- Introduced new differentiated packaging design in line with Men's Face Wash category
- New Celebrity - Salman Khan – as the brand ambassador
- New media campaign to target Female Fairness Cream users
- Refreshed digital strategy to deliver message to new age audience
- eCommerce specific large SKUs launched
- Partnership in category events in MT and ecommerce channels -Visibility drive in key B2B, B2C and SAMT accounts

Going ahead

- Campaign to strengthen the new brand promise in light of the new context on fairness
- Diversification of portfolio to target new consumer segments with new age benefits
- Leverage digital as a platform to drive consumer acquisition on brand



DERMICOOL



One of the leading brands in its segment

20% market share in the high growth and low penetrated “Prickly Heat & Cool Talc” category

Pan-India brand with Direct reach of 1.25 lac outlets and an Indirect reach of ~1.8 mn outlets

Background

- Acquired “Dermicool”, one of the leading brands in the Prickly Heat and Cool Talc Segment in Mar’22 from Reckitt Benckiser for ₹432 crore (excluding taxes & duties)
- Acquisition funded through internal accruals
- Iconic brand with a strong brand equity- High consumer connect through its vastly popular jingle, ‘Aaya Mausam Thande Thande Dermicool Ka’

Opportunity for Emami

- Will consolidate Emami to be the #1 player in the category with 45%+ Market Share.
 - Navratna Cool Talc is the #2 player; Dermicool at #3
 - Strong case for co-existence of Dermicool along with Emami’s existing brands
- Found strong synergies and opportunity for growth in core as well as adjacent categories
 - To leverage the category understanding, Emami distribution; optimising trade, consumer & media spends
- Niche category with high margins and low MNC presence is a strong strategic fit for Emami
 - High growth (Pre COVID 4 year CAGR of 11%) & low penetrated category (~12%)
- Highly profitable brand - High Gross & EBIDTA Margins
 - EPS accretive in 1st year of operations



INTERNATIONAL BUSINESS



Strengths

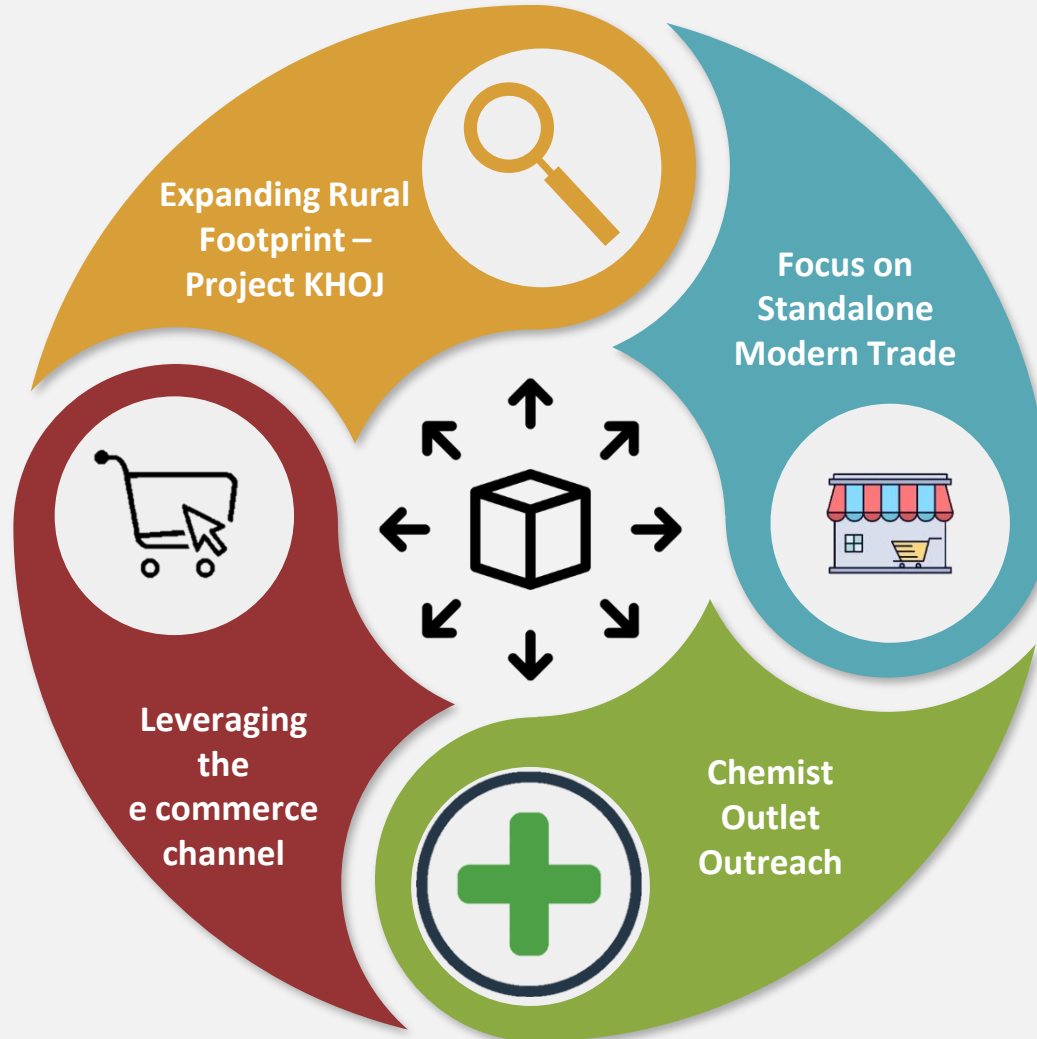
Presence
in 60+
countries

Contributing 15%
to overall
Revenues

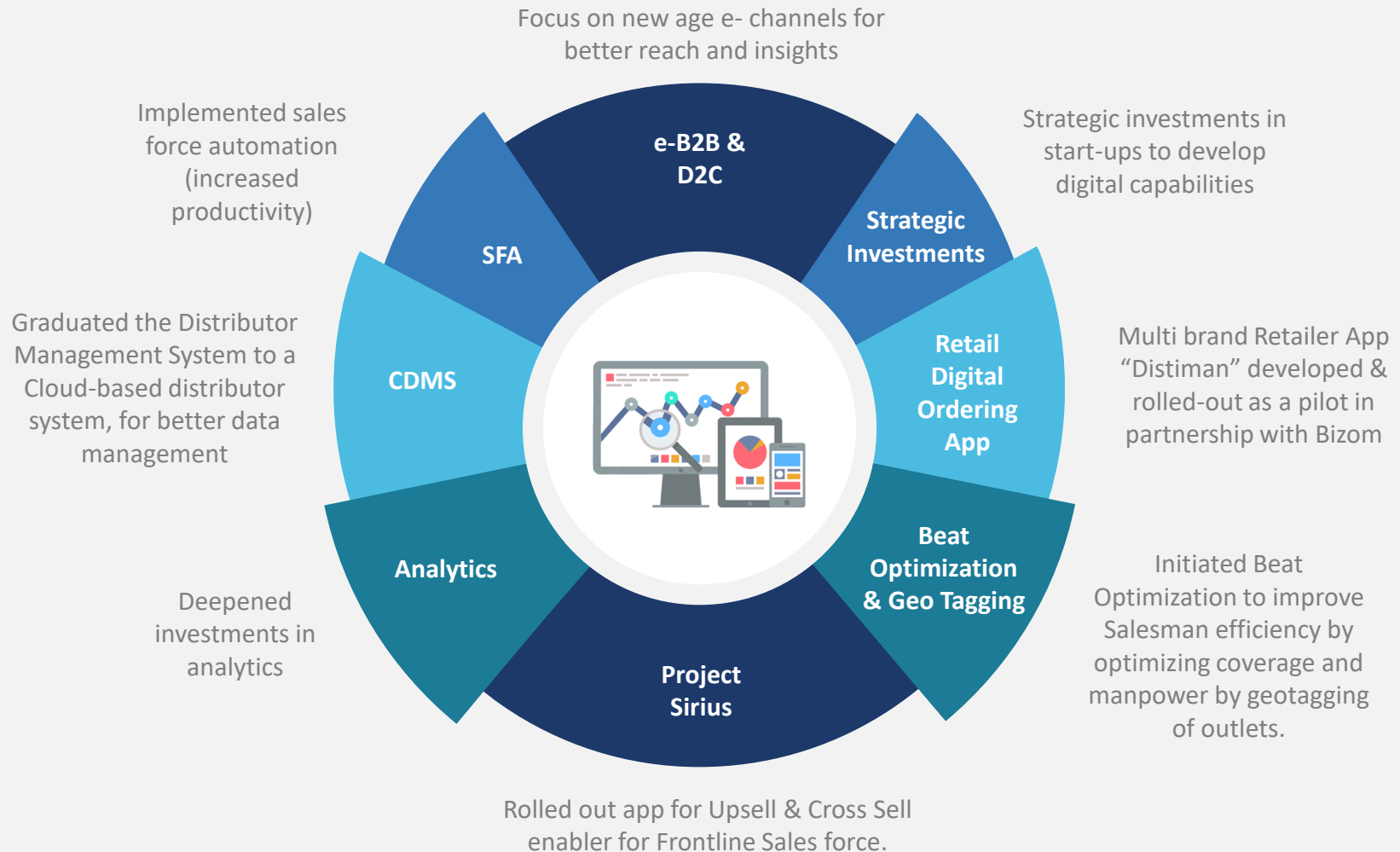
3 year revenue
CAGR of 10%

Subtle shifts	Key Initiatives	Going ahead
<ul style="list-style-type: none"> ▪ Acquisitions in addition to organic growth ▪ Being nimble in response to Global economic changes 	<ul style="list-style-type: none"> • Working on globalizing Indian Herbal & Natural products • Focus top 15 countries (~ 85% of global revenues) where key brands viz. Navratna, 7 Oils in 1, Fair and Handsome, BoroPlus, Creme21, Kesh King etc. are achieving leadership position in certain segments. • Innovating portfolio to offer wider range to discerning customers in different cultures; like 7 oils in 1, - Black Seed, Castor, Cactus, Shea Butter & Boroplus Panthenol, Perfect Derma etc • Extending Creme 21 to Emami strong markets in SAARC & SEA. Extending the brand to make it a complete skin care from only cream & lotion brand • Localizing Supply Chains to over come tariff & non-tariff barriers. (Currently goods are being manufactured in UAE, Germany, Bangladesh, Sri Lanka & Thailand) apart from India. • Federal structure; empower management teams in specific geographies for fast decision making. 	<ul style="list-style-type: none"> • Tapping available potentials in emerging markets as well those markets where in the business has resurrected after Covid-19 impact. • NPD funnel to be introduced in coming quarters. • Gradually scaling up the local manufacturing to respond to local demand quickly

DISTRIBUTION FOCUS



DRIVING DIGITALIZATION & ANALYTICS



STRENGTHENING OUR DISTRIBUTION



RIDING E-COMMERCE

Overview	Access	Initiatives	Goal
<ul style="list-style-type: none">Created a mix of in-house experts hired from Ecommerce industry along with specialist vendor partnerships	<ul style="list-style-type: none">Products available across all major platforms –Marketplaces: Amazon FlipkartGrocery platforms: Grofers Big Basket Flipkart Grocery Amazon PantryPharmaceutical platforms: Pharmeasy 1MG NetmedsBeauty platforms: Nykaa	<ul style="list-style-type: none">Ensuring on-time availability of stocks, faster processing purchase orders, higher fill-rates, flexible supply chain response and delivery schedulingBuilding advance analytics capabilities for understanding evolving consumer behaviors on real-time basisCreating ecommerce-exclusive SKUs and digital first brands	<ul style="list-style-type: none">Reach ~9-10% of total sales

Revenues from e-commerce >

0.5 %, revenues from e-commerce, FY18-19

5.5 % of revenues from e-commerce (FY21-22)

STRENGTHENING OUR GOVERNANCE

Principal investor concerns



How we are addressing investor concerns



KEY INVESTMENT RATIONALE

1

High gross margins over 66%

2

EBIDTA margins of ~30% despite one of the highest A&P spends of ~16%

3

Debt-free company despite acquisitions worth Rs. 3000 cr+ in 13 years.

4

High dividend payout of >40%

5

Rating of A1+ by CRISIL and CARE

6

Strong past performance

7

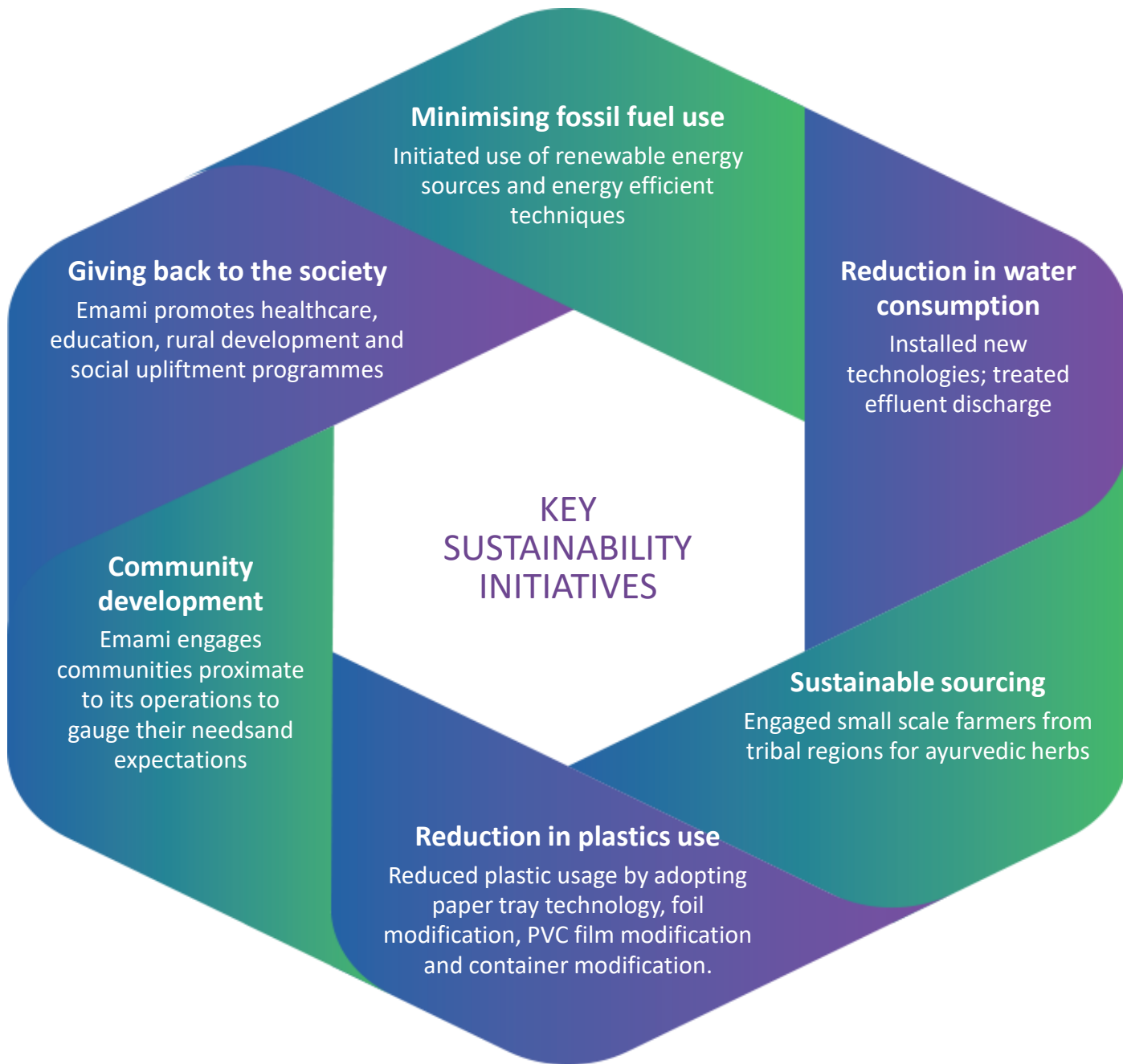
Growth + cost reduction = Increased topline and bottomline

8

Strong management; mix of promoters and professionals; qualified and experienced Board

9

Poised for aggressive growth



CORPORATE SOCIAL RESPONSIBILITY



Enhancing vocational skills

Promoting healthcare

Providing clean water

Promoting education

Social upliftment programs

Sanitation facilities in rural areas

MAJOR AWARDS & RANKINGS



Awarded the 'Golden Peacock Innovation Management Award' for the year 2016 in the FMCG Sector and 'Golden Peacock Innovative Product/Service Award' for the year 2019 for 'Kesh King Oil Applicator'



Awarded by the Economic Times Bengal Corporate Awards for its 'Best Financial Performance – 2018'



Navratna's 'Saarthi 2.0' campaign, created a record and featured in the prestigious Limca Book Of Records, 2019 by training more than 10,000 drivers on road safety



Featured in the "SUPER 50 Companies" listing by Forbes India



Zandu, BoroPlus and Navratna bagged 35th, 75th and 96th positions among the "Top 100 Most Trusted Brands" by The Economic Times – Brand Equity



Awarded the 'Company of the year – FMCG' by CNBC-Awaaz for the company's outstanding performance



Thank You