



**emami\* limited**

Making people healthy & beautiful, naturally

# Company Overview

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August 2023

# 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.



# About us

# Background



Flagship company of the Emami Group

One of the leading and fastest growing personal and healthcare businesses in India

Promoted and founded by RS Agarwal and RS Goenka

Commenced commercial operations in 1974

Lead by the founders and the 2<sup>nd</sup> generation promoters; supported by a team of professionals

Experienced eminent Independent Directors on the Board with diverse background

Category creator with a differentiated niche positioning

Products based on Ayurvedic formulations

# Key Numbers



**3,406 cr.**

Revenues generated  
in FY23

**6**

Power Brands enjoying  
market leadership

**450+**

Portfolio of Products  
across brands

**140+**

Products sold every  
second across the world

**70**

Countries where Emami  
Products are sold

**9.4 lac**

Outlets under Emami's  
Direct Distribution

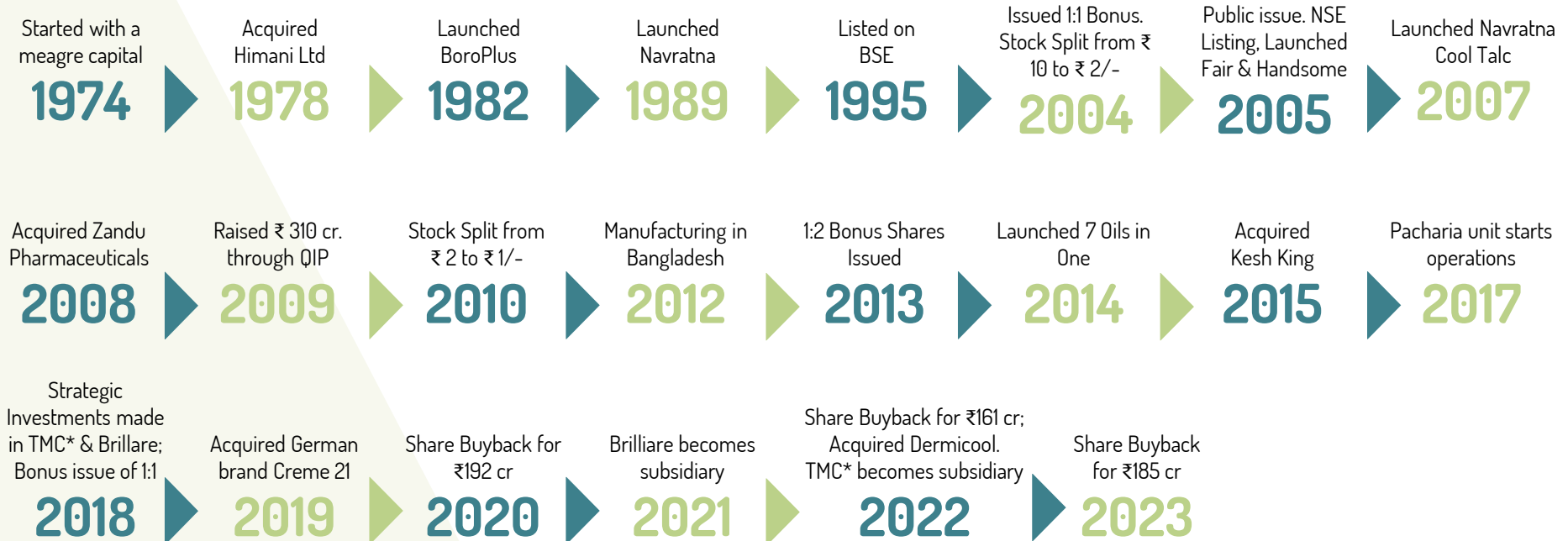
**4.9 mn**

Outlets where Emami's  
products are available

**6.5 cr**

Households where Emami  
brands are used

# Milestones



\*Helios Lifestyle which operates under the brand The Man Company

# Board of Directors



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



**R.S. Goenka**  
Non Executive  
Chairman



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



**Mohan Goenka**  
Vice Chairman &  
Executive Director



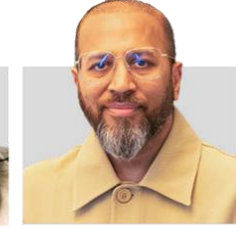
**S.K. Goenka**  
Executive Director



**A.V. Agarwal**  
Non Executive Director



**Priti A Sureka**  
Executive Director



**Prashant Goenka**  
Executive Director



**Anand N. Rathi**  
Leading financial and  
investment expert



**C.K. Dhanuka**  
Industrialist



**Debabrata Sarkar**  
Ex-Banker



**Anjani Kr. Agrawal**  
Former senior partner,  
EY



**Anjan Chatterjee**  
Marketing veteran and  
hotelier



**Avani V Davda**  
Business Leader &  
founding CEO, Tata  
Starbucks



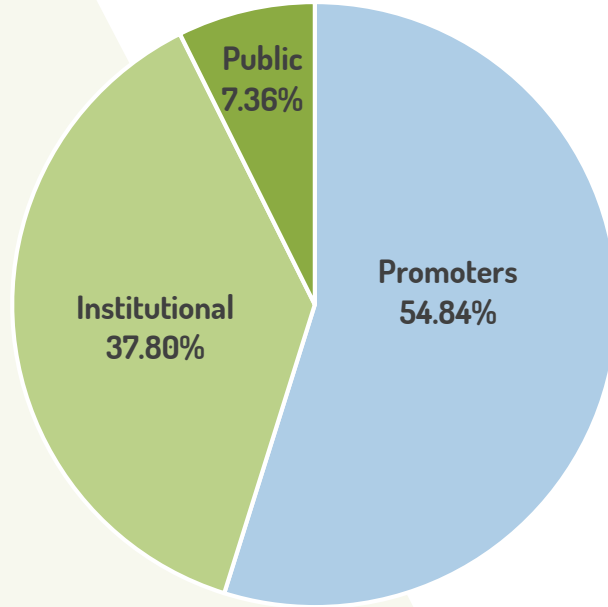
**Rajiv Khaitan**  
Advocate & Sr. Partner  
Khaitan & Co



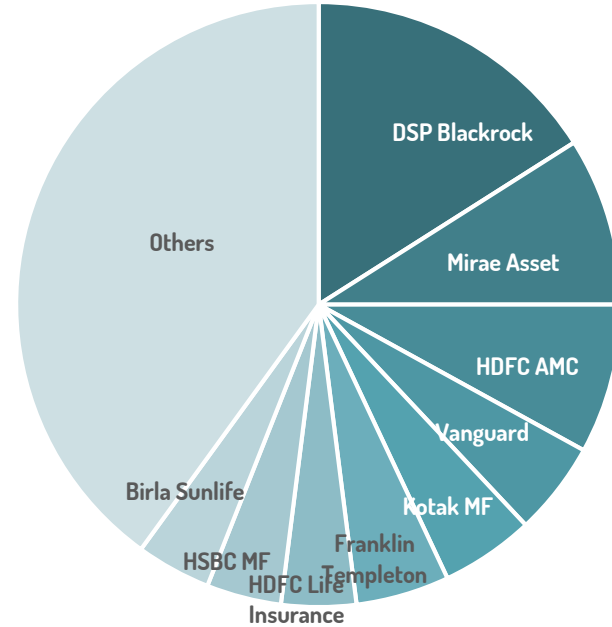
**Mamta Binani**  
Advocate & Insolvency  
Professional

# Shareholding Structure

## Shareholding break-up\*



## Major institutional investors\*

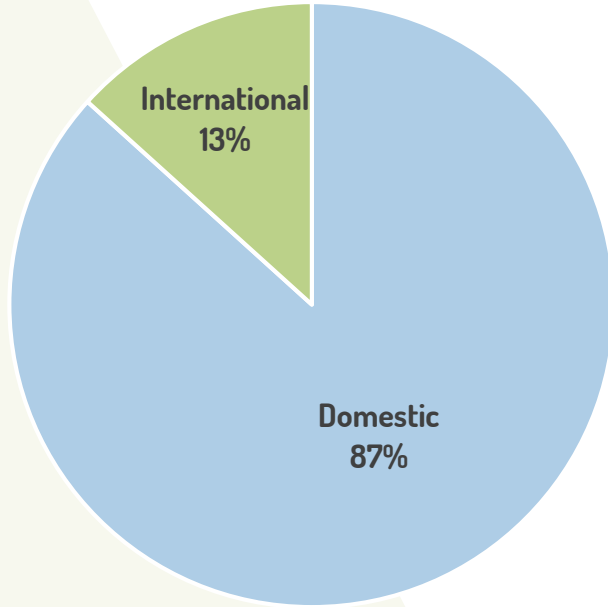


\*As on 21<sup>st</sup> July'23

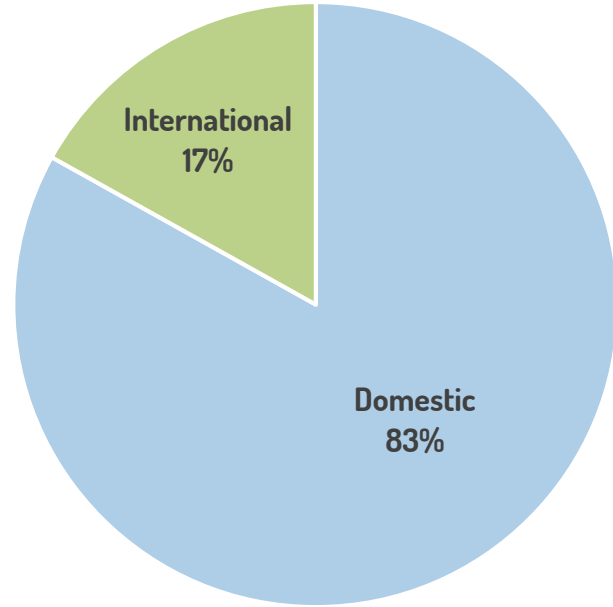


# Revenue Split

**Business wise revenue split  
(FY19)**



**Business wise revenue split  
(FY23)**



# Key Brands



Navratna



BORO PLUS



₹750 crore+

Cool Oils and Cool Talc

₹750 crore+

Pain Balms, Healthcare products  
in OTC, Generics & Ethicals

₹550 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

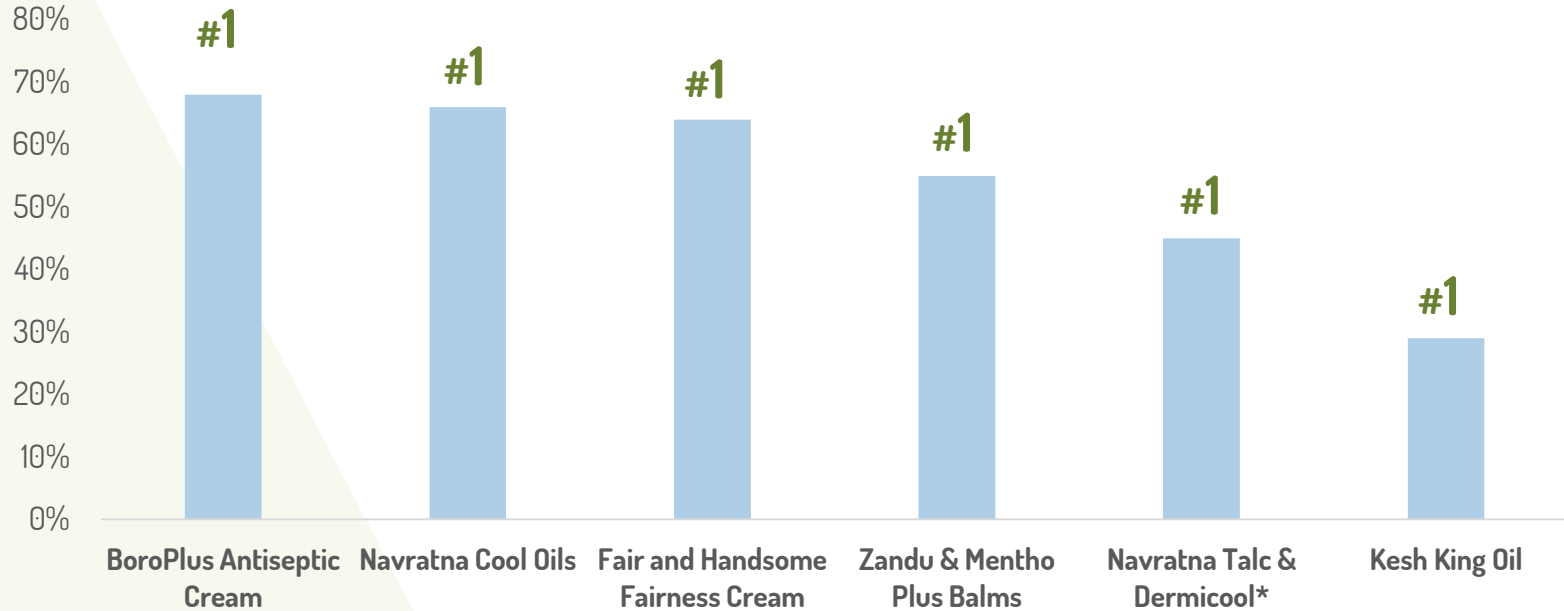
~₹150 crore

Light Hair Oil

₹100 crore+

Prickly Heat and Cool Talc

# Market Leadership across Power Brands



Source: AC Nielsen MAT Dec'21  
\*AC Nielsen MAT Sep'19

# Navratna



- ▶ Market leader in a niche Cool oil and Cool Talc category with no significant competitors
- ▶ Extended to Extra Thanda oil, Gold oil, Therapy range and Cool talc
- ▶ Endorsed by Salman Khan & Varun Dhavan
- ▶ Navratna Cool Oil used by 3.2 cr households and Cool Talc used by 1.3 cr households across India



# Pain Management range



- ▶ Zandu - largest pain balm brand in India
  - ▶ Extensions in Ultra power Balm, pain relief oil & roll on
- ▶ Mentho Plus positioned as headache specialist
- ▶ Zandu Fast Relief, India's only pain relief brand endorsed by The Indian Association of Physiotherapists
- ▶ Endorsed by Sonu Sood & The Great Khali
- ▶ Zandu Balm used by ~5 cr and Mentho Plus Balm used by 3.1 cr households across India



# BoroPlus



- ▶ India's trusted multipurpose No.1 Antiseptic Cream
- ▶ Extensions in Soft Cream, Moisturizing Lotions, Prickly Heat Powder, Aloe Vera gel, Petroleum Jelly & Hygiene range
- ▶ Endorsed by Akshay Kumar, Ayushmann Khurrana & Nushratt Bharuccha
- ▶ BoroPlus Antiseptic Cream used by 6.5 cr households across India



# Kesh King



- ▶ India's no. 1 Hairfall Expert
- ▶ Complete range of products from Ayurvedic medicinal oil, shampoo, conditioner, capsule and Onion Range
- ▶ Internationally Certified for superior product efficacy and comprises 21 rare ayurvedic herbs made by using Tel Pak Vidhi.
- ▶ Endorsed by Shilpa Shetty & Ali Fazal
- ▶ Kesh King Ayurvedic Medicinal Oil used by 82 lac households across India



# Male Grooming Range



- ▶ Fair and Handsome- first brand to revolutionize men's grooming segment in India
- ▶ Successfully extended into face wash
- ▶ Endorsed by Salman Khan
- ▶ Fair and Handsome Radiance cream used by 65 lac households across India
- ▶ HE Deodorants, launched in 2014, available in aerosol & active range





# Zandu Healthcare Range



- ▶ Health expert 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
- ▶ Endorsed by Amitabh Bachchan, Ajay Devgn & Divyendu Sharma
- ▶ Created a Digital Healthcare ecosystem and launched D2C portal- Zanducare



# Dermicool



- ▶ One of the leading brands in the Prickly Heat and Cool Talc Segment
- ▶ Acquired in March 2022 from Reckitt Benckiser for ₹432 crore (excluding taxes & duties)
- ▶ Iconic brand with a strong brand equity- High consumer connect through its vastly popular jingle, 'Aaya Mausam Thande Thande Dermicool Ka'
- ▶ High growth (Pre COVID 4 year CAGR of 11%) & low penetrated category (~12%)
- ▶ Used by 70 lac households across India

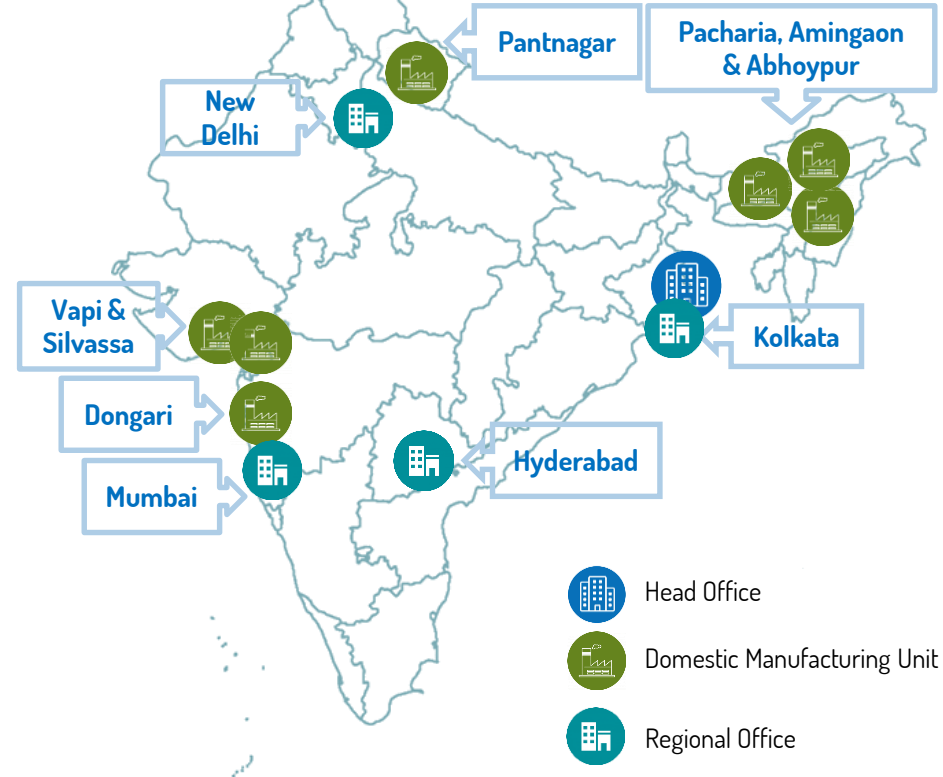


# Domestic Presence

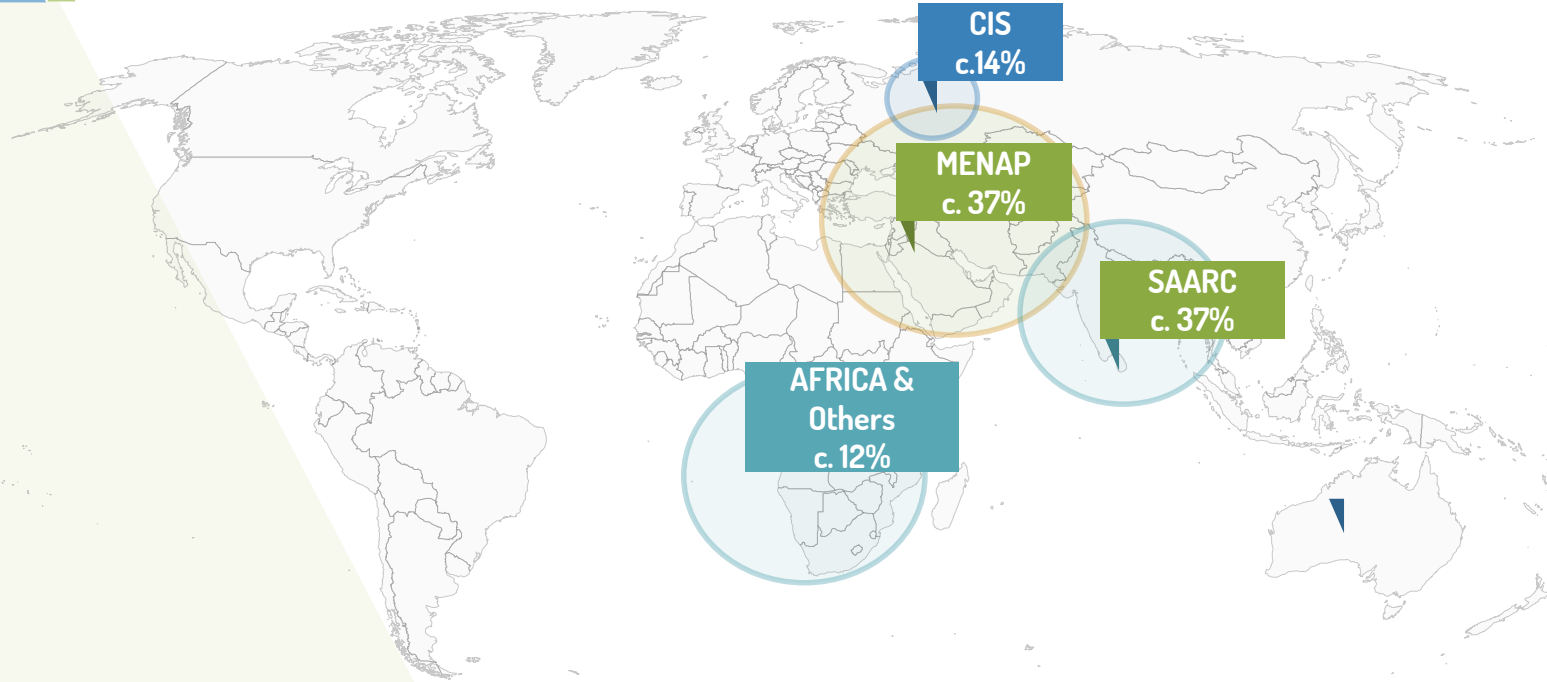
- ▶ Headquartered in Kolkata, West Bengal
- ▶ State-of-the-art R&D centre in Kolkata
- ▶ 4 Regional offices
- ▶ 26 depots across India



Emami's Corporate Office in Kolkata



# 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.)

# Manufacturing Strengths



- ▶ 7 manufacturing units in India
  - ▶ 2 units in Guwahati enjoying fiscal benefits
  - ▶ WHO-GMP certified manufacturing units
  - ▶ State-of-the-art plants with high degree of automation
- ▶ International manufacturing unit in Bangladesh
- ▶ 35+ third party manufacturing tie-ups in India
- ▶ International third party manufacturing tie-ups in Sri Lanka, Germany, Thailand and UAE
- ▶ Units recognised for environment protection initiatives, best labor practices and employee health & safety



State-of-the-art manufacturing unit in Pacharia, Guwahati



WHO GMP quality certified manufacturing units in Vapi, Gujarat (left) and Masat, Dadra & Nagar Haveli (right)

Overseas manufacturing unit in Gazipur, Bangladesh

# R&D Strengths

- ▶ 30,000 sq. ft. state-of-the-art ultra-modern R&D centre in Kolkata
- ▶ Modern laboratory with cGMP practices
- ▶ Focus on product innovation, differentiation, cost control and superior quality
- ▶ Team comprises qualified ayurvedacharyas and specialized ayurveda scientists
  - ▶ 99 team members
  - ▶ Aggregate experience of 978 person-years
  - ▶ 12 PhD/MD holders with 46 post-graduates
- ▶ Advisory panel comprising top ayurvedic experts



R&D centre in Kolkata

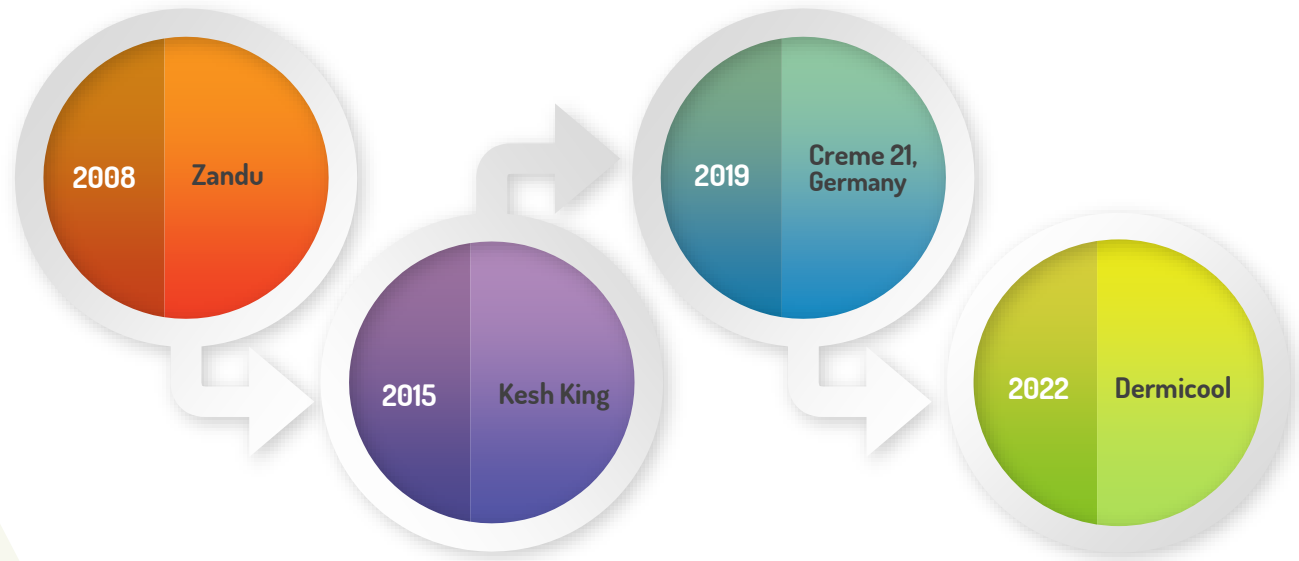


# Inorganic Growth Strategy

## Key Attributes

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

## Key acquisitions



# Strategic investments in startups



**50.40%**  
Stake



**95.36%**  
Stake



**20.65%**  
Stake

**Fur Ball Story**



**30.00%**  
Stake



# Celebrity Endorsements

- ▶ Emami is a pioneer in engaging celebrities to endorse its brands.
- ▶ Emami brands have been associated with more than 60 celebrities over the years.
- ▶ Bollywood icons like Amitabh Bachchan, Shah Rukh Khan and Salman Khan have endorsed Emami brands



*Emami past & present brand ambassadors*



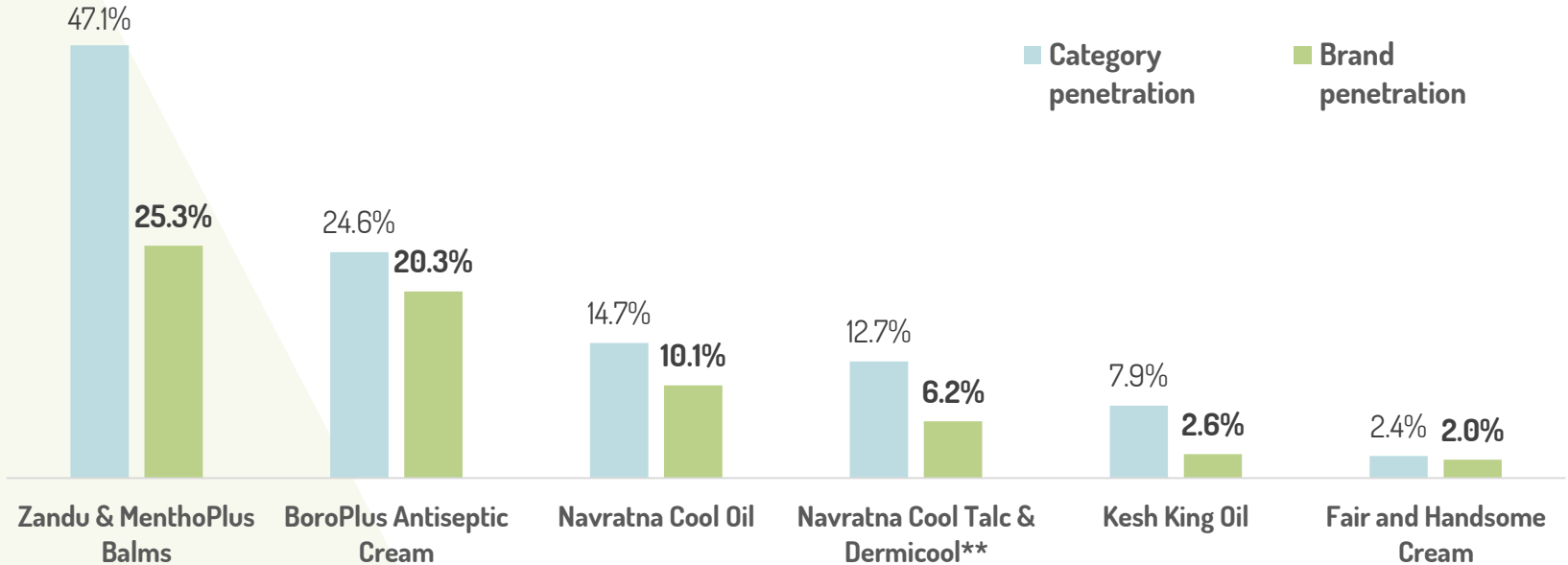
# Growth Drivers

# Re-energizing Power Brands

- ▶ Emami's brands are in niche categories for mass consumers, a rare interplay of volume and value
- ▶ Being niche, brands are relatively protected from competition
- ▶ Increased awareness about Ayurveda and Health and hygiene to fuel future growth



# Low Penetration levels... Continuous Growth opportunity



Penetration data basis HHP, MAT March'2023  
\*\*HHP, MAT Dec'2022

# Navratna



- ▶ Strengthened presence in core markets (UP, Bihar and Jharkhand)
  - ▶ To drive brand recall through integrated 360° campaigns
- ▶ Developed new markets (Gujarat, Maharashtra, AP, Telangana and Bengal)
- ▶ 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)



# Pain Management Range



- ▶ Core markets: Deepen presence in Maharashtra & Andhra Pradesh, Telangana, and Karnataka ;
- ▶ Developing markets: Deepen Zandu relevance via regional media and increase purchase intention with multiple pain indications
- ▶ Key focus on Chemist channel and Consumer touchpoints at point of sales and at religious yatras, melas and gatherings.
- ▶ Strengthen Zandu Ortho Vedic Oil as a key player in joint-pain oil category by harnessing the “7 Days Visible Improvement” USP
- ▶ Establish Zandu Roll-On Flow wrap pack in GT – Chemist as a convenient and modern remedy for headaches.
- ▶ NPD funnel: New Zandu Fast Relief Gel & Spray



# BoroPlus



- ▶ Drive multi-purpose usage specially promoting the moisturising benefit
- ▶ Launched new communication with Akshay Kumar showcasing multipurpose usage by the all the members of the family
- ▶ Leveraging the digital platform
- ▶ Extension of the brand to youth through Aloe Vera Gel and Soft Antiseptic Cream making portfolio less dependent on seasonal vagaries.
- ▶ Extended to Soaps- introducing new variants
- ▶ Added 24-hour moisturisation positioning to Body Lotions portfolio
- ▶ Environment friendly with no sulphates/paraben
- ▶ To drive accessible price point SKUs like Rs. 5 and 10 and bridge pack



# Kesh King



- ▶ 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)
- ▶ Effectively communicating the provenness by International and medical/ doctor certificates
- ▶ Launched Onion Range
- ▶ Kesh King shampoo sachet driven with focused distribution drives
- ▶ Overall enhance digital capability & build relevance with new consumer set with new product launches





# Fair and Handsome



- ▶ Refreshed packaging with high efficacy claims across cream and face washes
- ▶ Introduced new packaging design in line with Men's Face Wash category
- ▶ New communication planned to strengthen brand positioning and provide tangible competitive benefit superiority
- ▶ NPDs planned to recruit new consumer segments with new age benefits



# Healthcare range



- ▶ Focus on Pain, Digestion, Geriatrics and Feminine care etc.
- ▶ Relaunched Pancharishta with new campaign featuring Amitabh Bachchan & launched PET bottles to prevent breakage
- ▶ Extend penetration among a wider consumer base for laxatives
- ▶ Focus on sustained product launches and new category creation- Introducing a series of products focused on immunity building, a target opportunity in the post-COVID world
- ▶ 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 bhandars
- ▶ Sustained awareness building programmes for the medical fraternity



# Dermicool



- ▶ Imagery revamp with Superior Brand repositioning
- ▶ New TVC with 360 degree media deployment - Industry benchmark claims in communication
- ▶ Launch of LUP to drive trials & increase penetration
- ▶ Deployment of compelling consumer promos
- ▶ Geography & Footprint expansion drive
- ▶ Launch of 400g upsized SKU to fuel growth in MT & Ecommerce
- ▶ Consumer engagement programs in core markets to boost trials.



# International Business

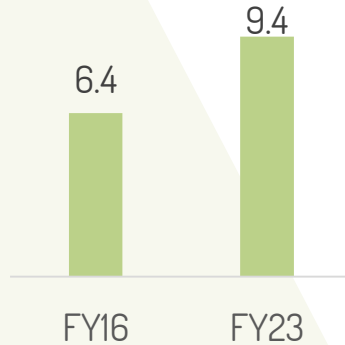


- ▶ Working on globalizing Indian Herbal & Natural products
- ▶ Focus top 15 countries (~ 85% of global revenues) where key brands are achieving leadership position
- ▶ Innovating portfolio to offer wider range to discerning customers in different cultures
- ▶ Tapping available potentials in emerging 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
- ▶ Federal structure; empower management teams in specific geographies for fast decision making

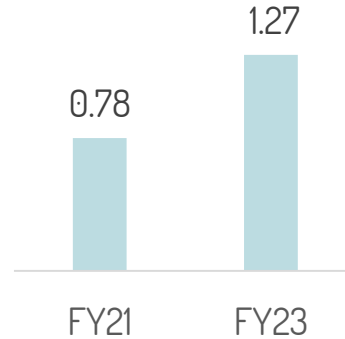


# Strengthening Distribution

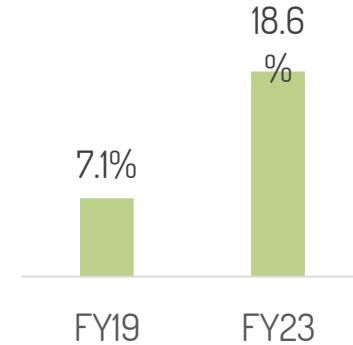
## Increased Direct Reach ( outlets in lacs )



## Healthcare outlet expansion ( outlets in lacs )



## Focus on MT & eCom Channels ( Contribution to Domestic Sales )



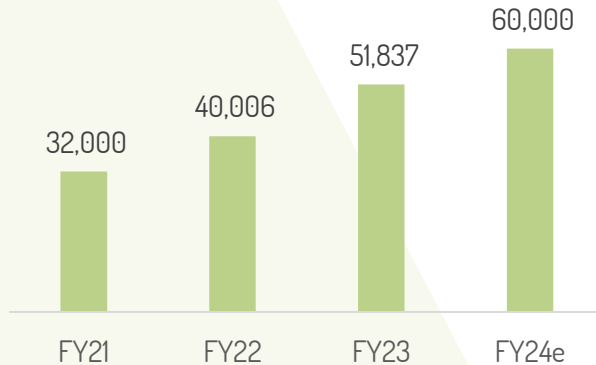
**Result: Dependency on wholesale channel reduced to ~35% from ~50% earlier**

# Initiatives in Sales & Distribution



## Strengthening rural coverage through Project KHOJ –

Target to double rural coverage in 3 years from 32k towns to 60k towns

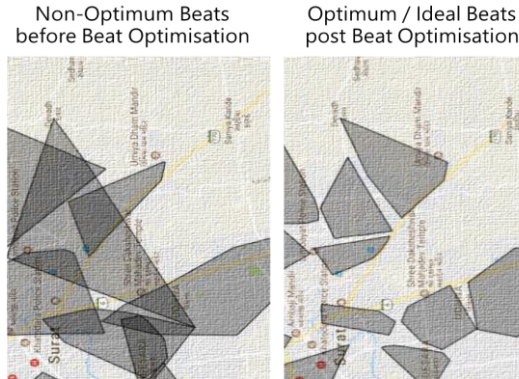


Rural expansion getting digitized and geocoded giving insights into rural retail level behaviour and buying patterns to ensure higher service levels

## Beat Optimization & Geo Tagging

Beat Optimisation tool initiated to

- ▶ Minimise travel distance of the MRs within a beat
- ▶ Reduce over-lapping of Beats
- ▶ Optimise the Sales Beat area with proper outlet mapping & sequencing.

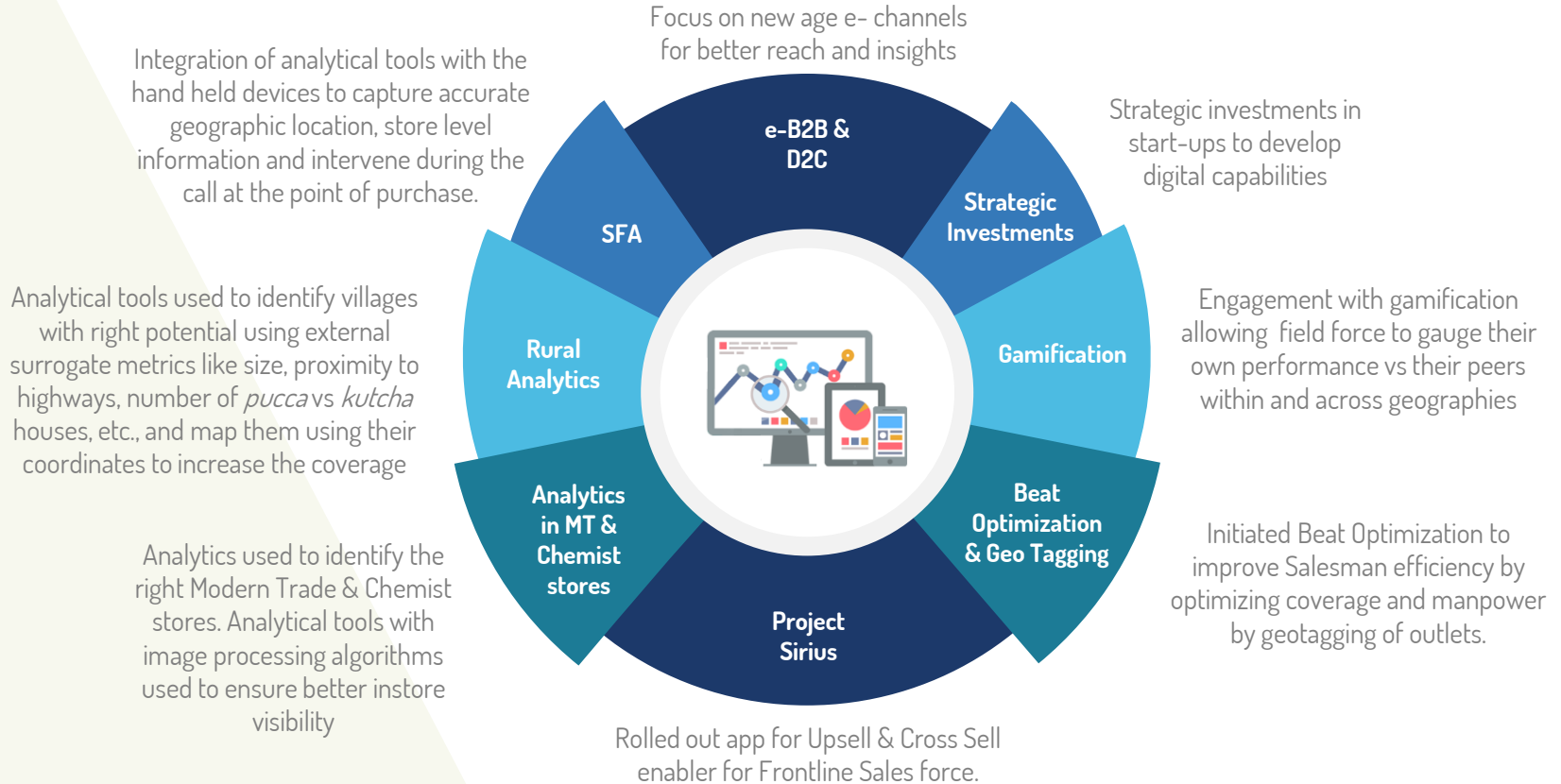


## Upsell & Cross Sell Roll-out

CRS SKU GROUP	SOQ	QTY
7 OILS IN 1.2.5ML	27 PC	Qty
7 OILS IN 1.50ML	1 PC	Qty
BOROPUS ALGUEVERA GEL 150...	2 PC	Qty
BP SOAP 50G-NTA	0 PC	Qty
BPAC 5ML	8 PC	Qty
BPAC 6ML - TUB	0 PC	Qty
FAH 8GM	11 PC	Qty
HAIR COLOUR DARK BROWN 20G	4 PC	Qty
HFR 4ML	3 PC	Qty
KESARI JIVAN 900GM	1 PC	Qty

Tool generates customized assortment by a combination of individual store level purchase behavior as well as peer group clustering to arrive at the SKUs that have the highest probability of being bought by the store.

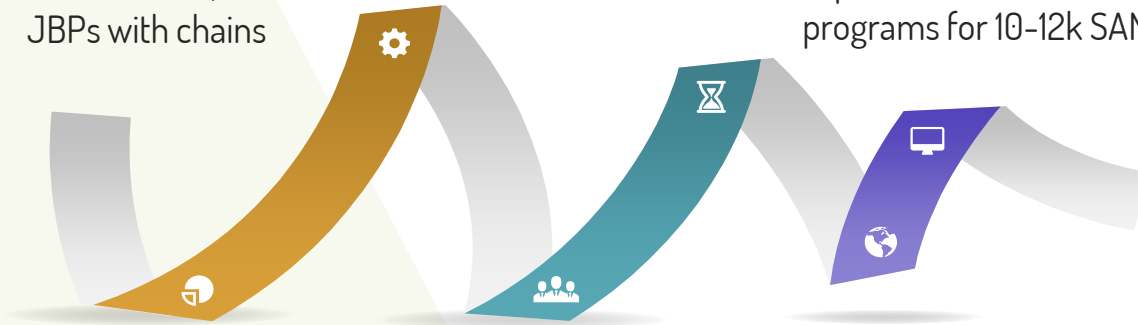
# Driving Digitalization & Analytics



# Focus on Modern Trade

Accelerating MT Growth with thrust in B2C, & JBPs with chains

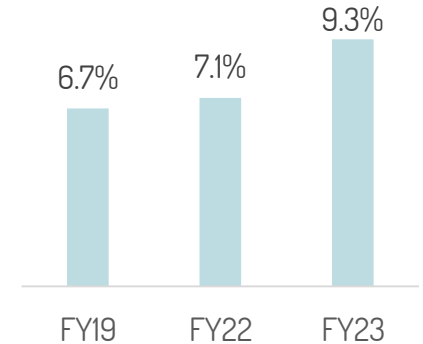
Focus on Standalone Modern Trade (SAMT) Outlets by creating separate structure and activation programs for 10-12k SAMT stores



Using latest tools to drive high fill rates within store on the store shelves by tracking in-store visibility, on shelf inventory and store level line extensions across all Modern Trade Formats and outlets

## RESULT

Increase in contribution from Modern Trade (to Domestic Sales)





# Riding e-Commerce

Products available at all major online marketplaces, Grocery, beauty & pharmaceutical platforms

Focus on D2C- Launched websites for Zandu, Kesh King & BoroPlus

Products widely available on major eB2B platforms like Udaan & Jio Mart



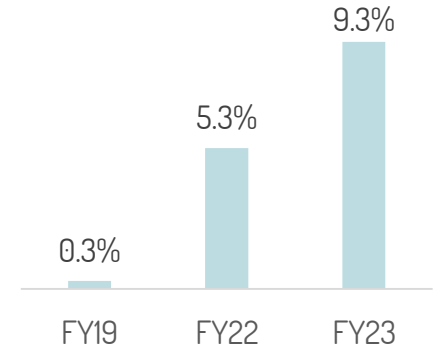
Launched Digital first products under Zandu, Navratna & Kesh King brands

Addressing >17,000 pin codes (94% of the national universe).

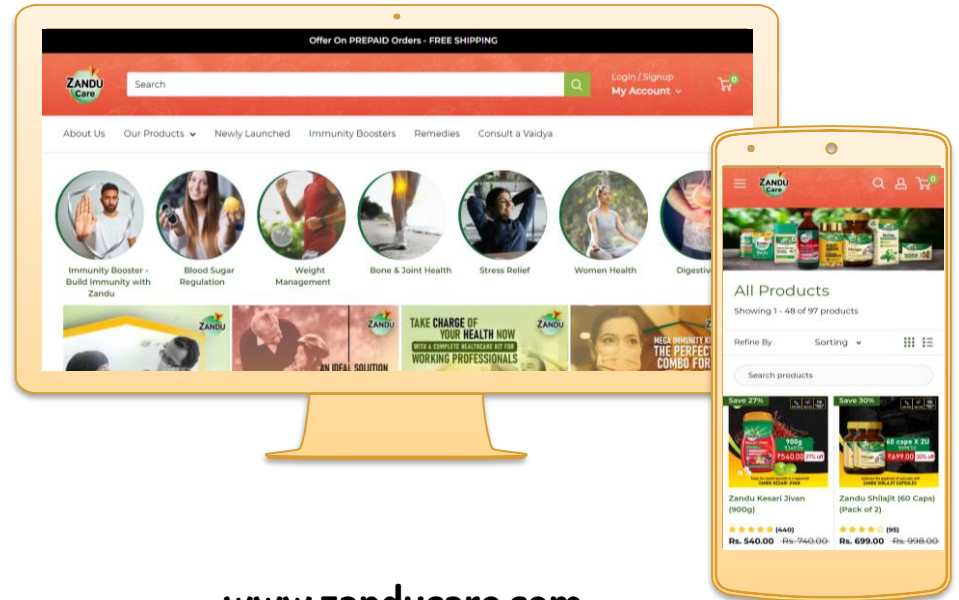
Building advance analytics capabilities for understanding evolving consumer behaviors on real-time basis

## RESULT

Increase in contribution from e-commerce (to Domestic Sales)



- Created a Digital Healthcare ecosystem and launched e-commerce portal for Zandu Healthcare products
- Catering existing products as well as newly launched e-commerce specific products.
- Contributing 8% to Healthcare range sales
- 11.4 mn unique visitors in FY23
- Average order value of Rs. 560/-
- 14 Digital first launches on D2C portal in FY23
- Free Doctor consultation facility for consumers



[www.zanducare.com](http://www.zanducare.com)

# Digital first launches



A photograph of a business meeting. In the foreground, a person's hands are visible, one holding a pen over a document with a line graph. In the center, another person holds a tablet displaying a dashboard with various charts and graphs. To the right, a laptop keyboard is partially visible. The entire image has a light green tint and a semi-transparent white horizontal bar at the bottom.

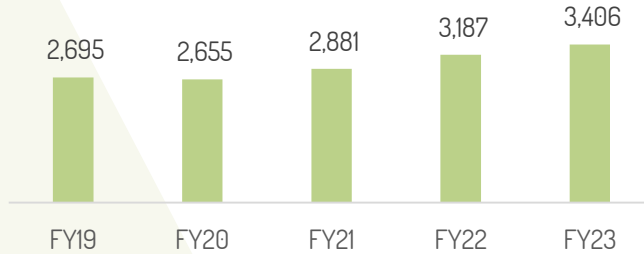
# Key Financials

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# 5 year performance

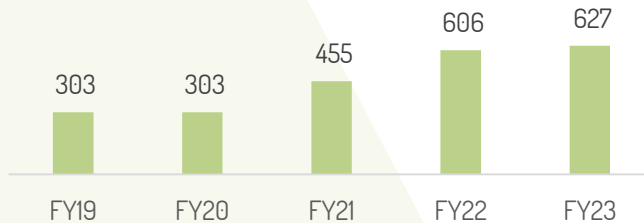
## Revenues

(Rs. in crore)



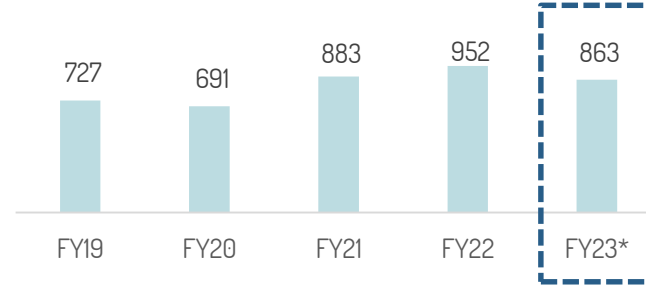
## PAT before MAT Credit entitlement of previous years

(Rs. in crore)



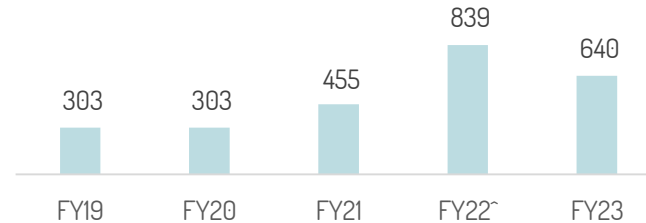
## EBIDTA

(Rs. in crore)



## Reported PAT

(Rs. in crore)

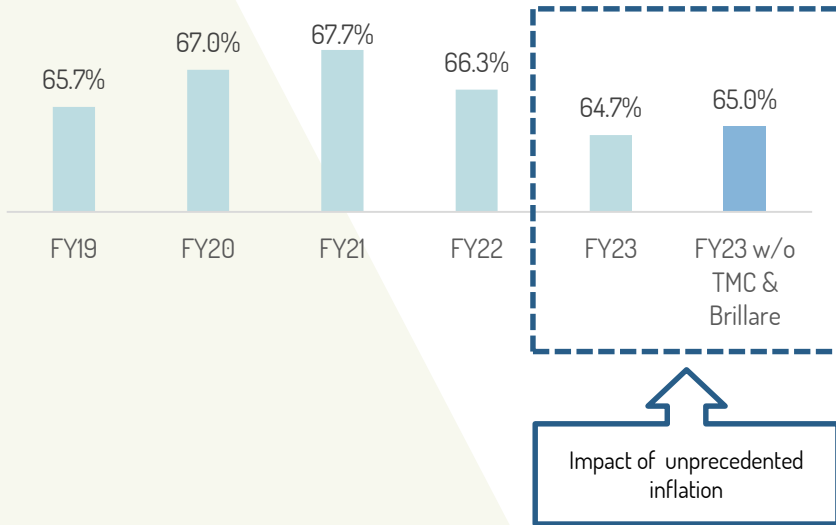


\*Impact of unprecedented inflation & integration of startup subsidiaries in investment phase

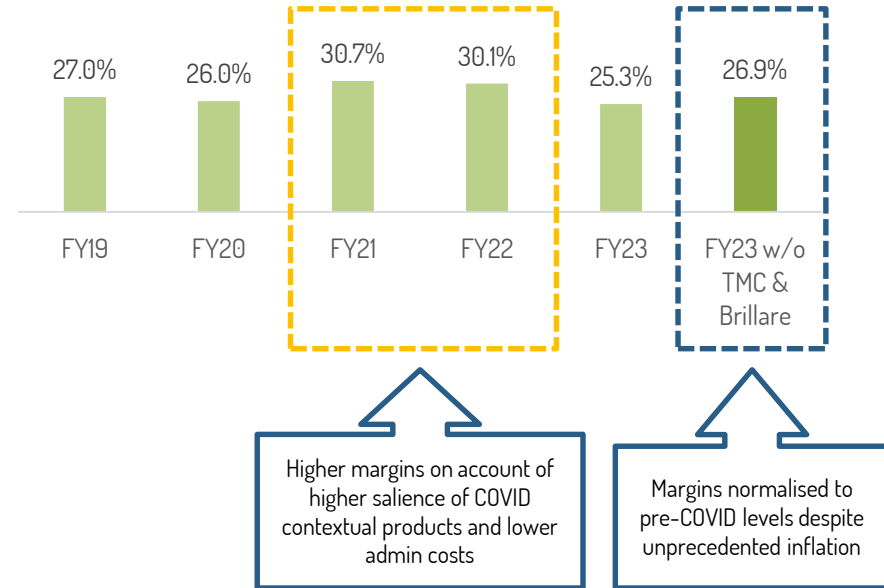
^MAT Credit entitlement of previous years amounting to Rs. 230 cr considered in FY22

# Margin Profile

**Gross Margins**  
(%)



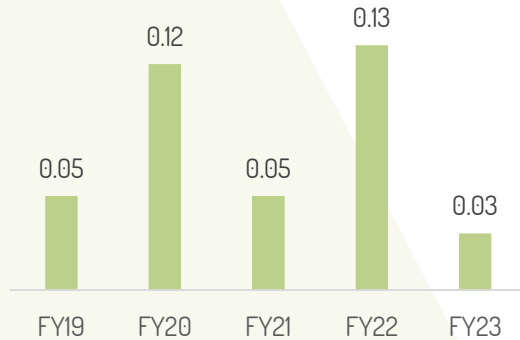
**EBIDTA Margins**  
(%)



# Key Ratios

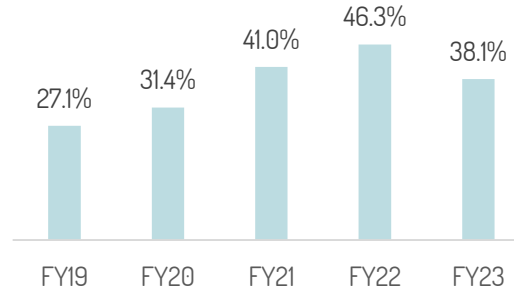


## Debt Equity Ratio



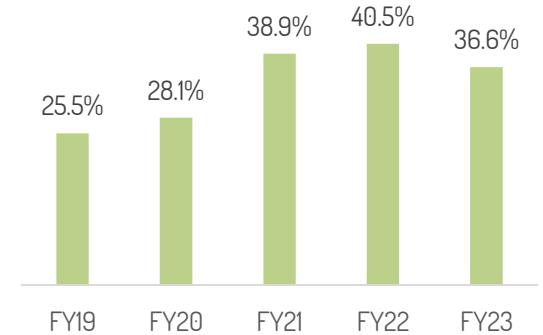
## ROE

On Adjusted PAT\*(%)



## ROCE\*

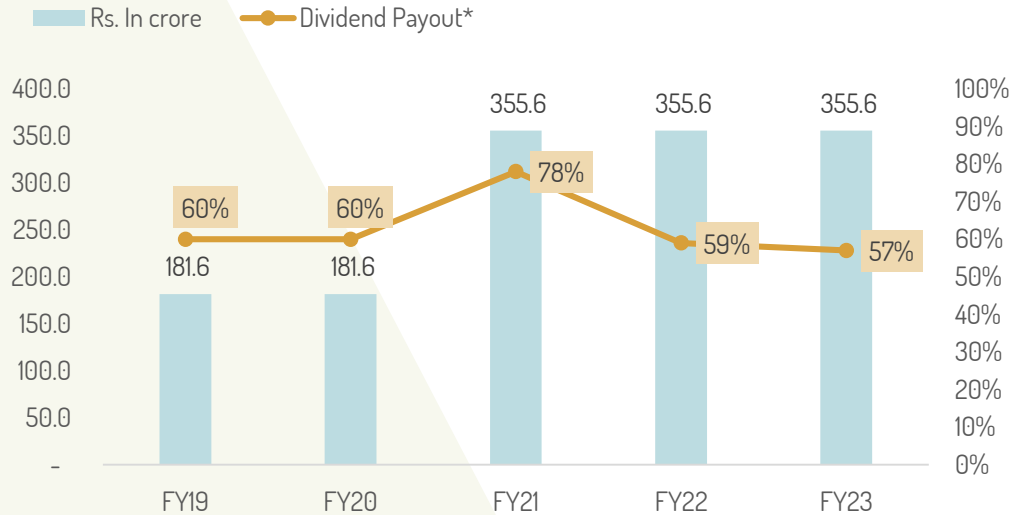
On Adjusted PAT\*(%)



\*On Adjusted PAT and excluding MAT Credit availed for earlier years from Net Worth & Capital Employed  
Adjusted PAT= Reported PAT + Amortisation of all Intangible Assets + Exceptional items - MAT credit entitlement of earlier year

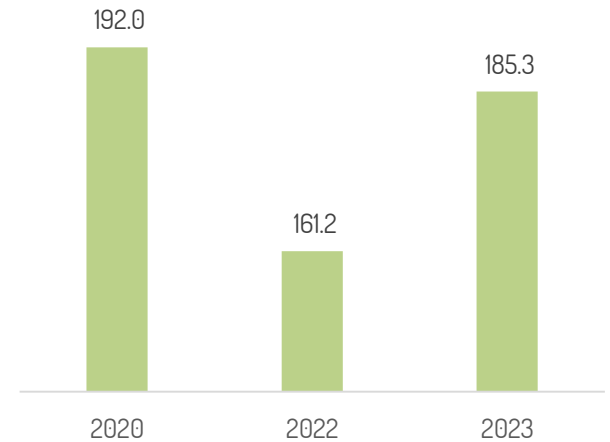
# Rewarding Shareholders

## Dividends paid



## Share Buyback

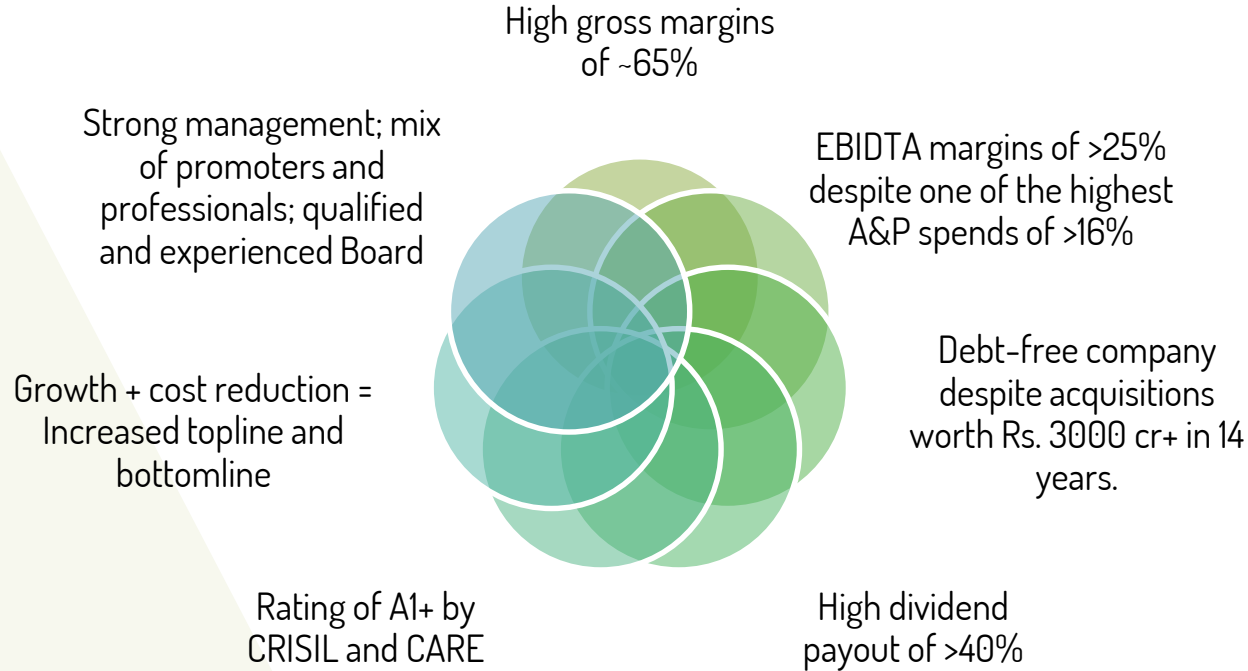
(Rs. in crore)



\*On PAT before MAT Credit entitlement of previous years



# Key Investment Rationale



A pair of hands is shown holding a small, vibrant green seedling with several leaves. The background is a soft, out-of-focus green, suggesting an outdoor setting. The hands are positioned in the lower half of the frame, with the seedling held gently between them. The overall image conveys a sense of care, growth, and environmental stewardship.

# ESG initiatives & Awards

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# Environmental Initiatives



## Minimizing fossil fuel use

**8%**

**Reduction in energy consumption in FY23**

- Reduced High Speed Diesel consumption in boilers; transitioned into the PNG use in boilers to reduce emissions
- Significant GHG emissions monitored to improve the Company's performance beyond compliance with regulatory standards
- All manufacturing units and offices operate in compliance with applicable environmental regulations

**15%**

**Increase in renewable energy usage in FY23**



## Water Conservation

**13%**

**Reduction in water consumption in FY23**

- Implemented mechanism towards achieving Zero Liquid Discharge at all manufacturing units
- Reducing water intake by utilising treated wastewater within the manufacturing units, thereby reducing dependency on groundwater extraction



## Plastic Management

**10,204 MT**

Waste processed via EPR, accounting for ~74% of total plastic consumption

**25%**  
Usage of R-PET in PET Bottles for primary packaging of Navratna

**50%**

Usage of Post-Consumer Recycled Low Density Poly Ethylene (LDPE) in shrink bundling films

**40%**  
R-PET content in PET Jar for secondary packaging of Navratna

# Sustainable Sourcing



**60%**

Input materials sourced from within or proximate districts

**29%**

Inputs sourced directly from MSMEs/ small producers

## Farmer engagement & Rare Herb Cultivation



Cultivation of Chirayta (left) and Kutki (right) in high altitude regions of western Himalaya (2700/2800 m)

Kapur Kachri cultivated at Uttarakhand (2500 m)



Farmers training programmes in various parts of the country

# CSR Initiatives



## Key Focus areas

Enhancing vocational skills

Promoting healthcare

Providing clean water

Promoting education

Social upliftment programs

Sanitation facilities in rural areas

**41.1 cr**

CSR spends in last 5 years

**70,000**

Community lives touched in FY23



# Strengthening our Governance

Experienced eminent Independent Directors with diverse backgrounds

Non Executive Chairman

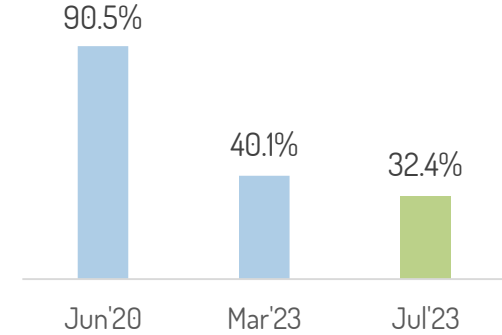
3 women Directors - Among the highest in industry.

96% attendance in Board Meetings

A defined compliance matrix for each business location

Digitalization of controls & enhanced automation

## Reduction of Pledge



Promoter debt and pledge reduced substantially upon repayments done from the proceeds of the sale of cement business

Committed to pare promoter debt by sale of other non-core assets

# Major Awards & Accolades



Featured in  
**Forbes India's  
Super 50 List (2017)**



**Golden Peacock Innovation  
Management Award (2016),  
Golden Peacock Innovative  
Product/Service Award (2019)  
& Golden Peacock Business  
Excellence Award (2022)**



Featured in  
**Limca Book of  
Records**, for Navratna's  
"Saarthi 2.0" campaign  
(2019)



**Zandu Balm (35<sup>th</sup>),  
BoroPlus (75<sup>th</sup>) &  
Navratna (96<sup>th</sup>)** ranked  
among the **"Top 100 Most  
Trusted Brands"** by ET  
Brand Equity, (2020)



**Company of the  
year- FMCG**  
by CNBC-Awaaz  
(2020)



**Iconic Brands of India  
- BoroPlus** by  
Economic Times (2022)



**ET Bengal Corporate Awards** by  
Economic Times (2022 & 2018)



**Greentech  
Environment  
Award** for  
Environment  
protection  
(2022 & 2021)



**"Star of the  
year"** (2020 &  
2019) by **Think  
CSR** by Tefla's

# Thank you

## Contact Us

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