



emami* limited

Date: 7th August, 2018

The Secretary
The National Stock Exchange of India Ltd.
Exchange Plaza, Plot No. C/1, G. Block
Bandra Kurla Complex, Bandra (E)
Mumbai - 400 051

The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai - 400 001

The Secretary
The Calcutta Stock Exchange Limited
7, Lyons Range
Kolkata - 700 001

Dear Sir,

Pursuant to Provision of Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith copy of presentation presented in the Investors/Analyst meetings held on 7th August, 2018, organised by the Company.

The aforesaid Presentation is also available on the website of the company www.emamiltd.in

This is for your information and records.

Thanking you,

Yours faithfully,
For Emami Limited


Ashok Purohit

Assistant Company Secretary

Enc: as above

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&mami



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 Mar'18 in volume terms.

Conversion rate : 1 US\$ = ₹ 65.1/- (As on 1st April 2018)

Agenda

1. FMCG Sector Overview
2. Company Overview
3. Our Power Brands
4. International Business
5. Drivers of Business



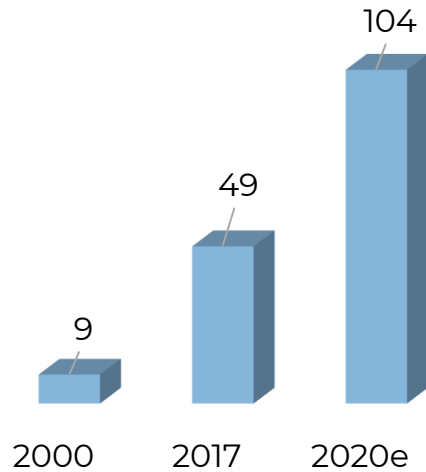


FMCG Sector Overview

FMCG Sector Overview

Indian FMCG Sector is expected to grow at a CAGR of 20.6% by 2020

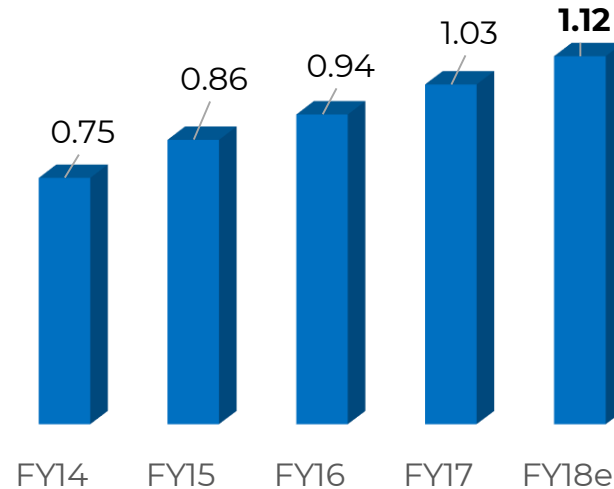
■ Size of the Indian FMCG Sector (US\$ bn)



Source: IBEF, April 2018

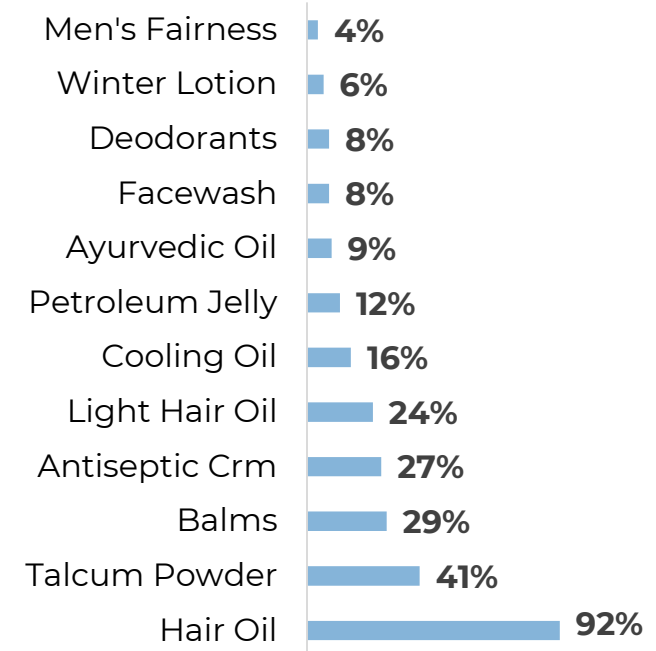
Higher incomes to aid growth. India's Per Capita Income has grown at a 5 yr CAGR of 10.2%

■ India's Per Capita Income (₹ in lacs)



Source: MOSPI

Low penetration levels indicate long term growth story



Source: IMRB

Key Growth Drivers

01 Bigger population, stronger income and higher demand

02 Increased acceptance of Ayurveda

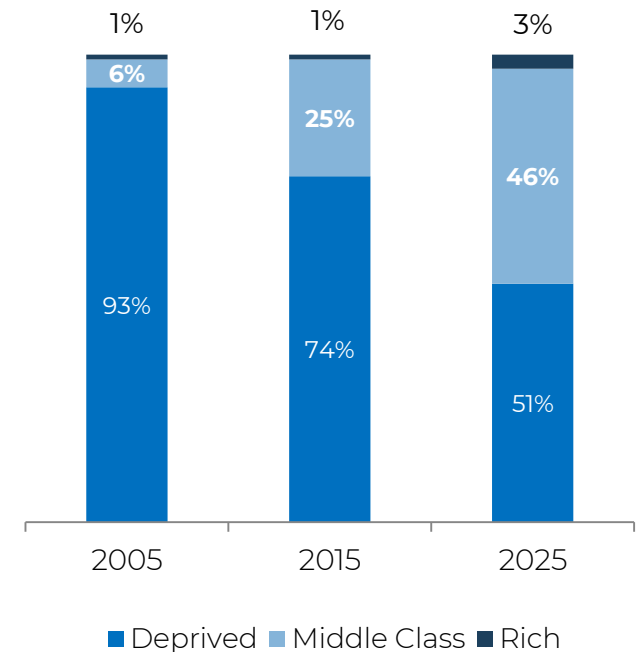
03 Shift to branded/ organized sector due to GST

04 Increasing Premiumisation

05 Emergence of Male Grooming Segment

06 Emergence of e-commerce and growth of Modern Trade

Climbing up the ladder - Per Capita Income to grow 5x in 2 decades to ₹ 2.7 lacs by 2030



Source: Hitting the sweet Spot, EY, McKinsey Global Institute



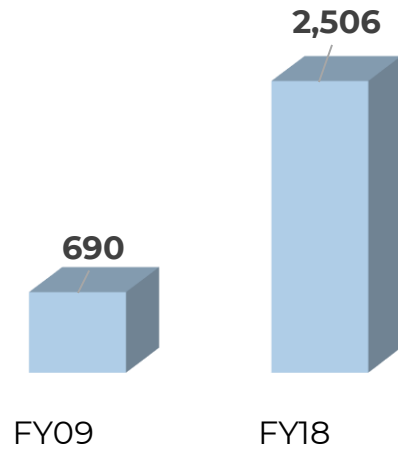
Company Overview

Key Facts

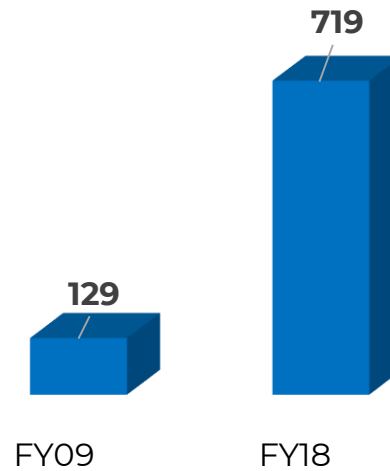


Past Performance – Last 10 years

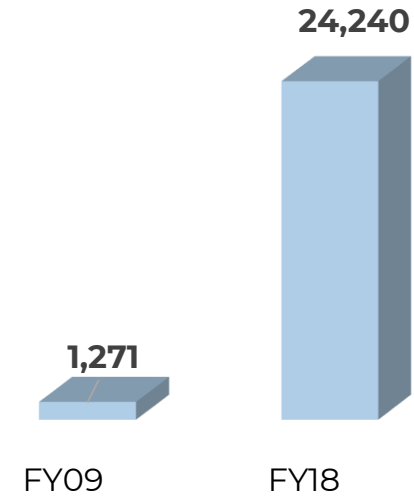
Revenues* grew by
3.6x



EBIDTA grew by
5.6x



Market Cap grew by
19.1x



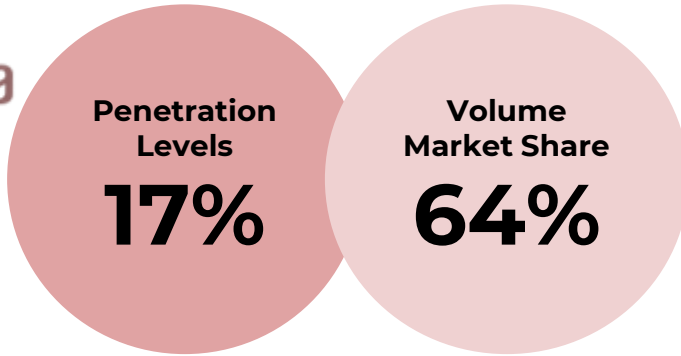
*Adjusted for Ind AS & GST

₹ in crore

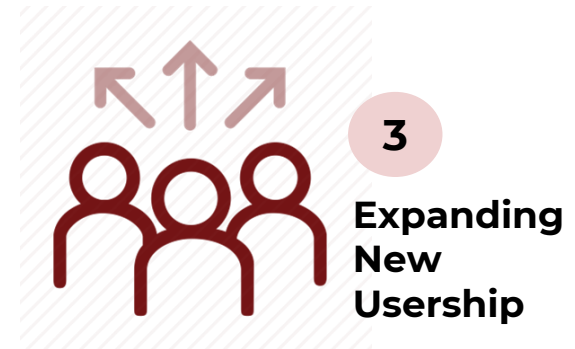
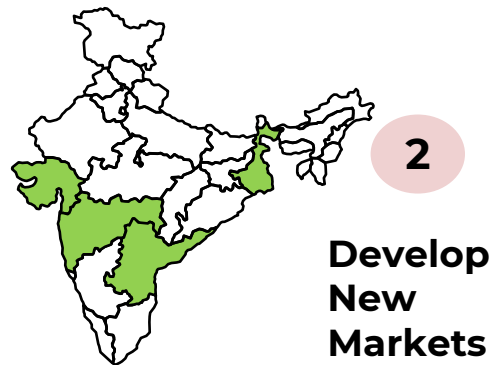


Our Power Brands

Navratna Cool Oils



Leveraging Growth Opportunities



- Core Markets (UP, Bihar, Jharkhand) contribute to almost 40% of total category sales
- Market Share in Core Markets has increased from 40% to 45% in last 5 years.
- Development of Identified emerging markets (Gujarat, Maharashtra, AP, Telangana, WB) by recruiting new users in the category and drive penetration has helped in growing the brand.
- Cool Oil penetration low at 16% whereas Hair Oil penetration is at 92%
- With Urbanisation and rising lifestyle disorders, there is an increase in incidences of stress or physical discomforts → Thus, the need for safe and natural remedies go up

Strengthen Traditional Markets <i>(UP, Bihar, Jharkhand)</i>	Develop New Markets <i>(Gujarat, Maharashtra, AP, WB)</i>	Expanding Usership
<p>Focused on-ground activations done in recent past will continue to drive share gains in the core markets:</p> <ul style="list-style-type: none"> • Expanding reach through Bhojpuri in-film integration and movie screening through Caravan activity (<i>Video on Wheels</i>) • Extensive on-ground wet and dry sampling in <i>Melas</i>, saloons, door-to-door, etc. • Leveraging local media through a Print activation in association with <i>Amar Ujala</i> creating a unique property called <i>Navratna Shreshtha Pradhan</i> • Wide-spread visibility campaign through branding in wall paintings, dealer boards, Railway time-tables and rural sales van 	<p>Connect with New users</p> <ul style="list-style-type: none"> • These markets still have mass appeal of mega stars like Amitabh Bachchan where regionalization of communication (like language edits of popular campaign '<i>Sar Jo Tera Chakraye</i>') has helped in creating relevant connect. <p>Substitute existing products (e.g. Anti-Coconut Strategy)</p> <ul style="list-style-type: none"> • Continue to target coconut oil (MOUB in South) application for massage, head on with a comparative communication • Leveraged the star power of local icon- Jr. NTR • Household Penetration in AP increased by 3% from FY17 to FY18 through this stance. While penetration is still below 10%. 	<p>Expanding Usership by increasing occasions of use</p> <ul style="list-style-type: none"> • Focus on multiple problems– headache, body ache, tension, sleeplessness etc. • Recent communication '<i>Sar Jo Tera Chakraye</i>' campaign was built on same and giving us room for further growth

One of India's most trusted brands over the years



BoroPlus Antiseptic Cream Volume Market Share

74%

Penetration Levels

BoroPlus Antiseptic Cream
23%

BoroPlus Prickly Heat Powder
0.5%

BoroPlus Body Lotion
0.2%



Leveraging the growth Opportunities

To strengthen the brand as an expert multipurpose skin solution by providing efficacious do good solutions

Skincare penetration @ **79%**



Big room to grow for BoroPlus range having much lesser penetration

Skincare amongst top 2 fastest growing non-food categories



Strong growth in rural led by accessibility, affordability & awareness

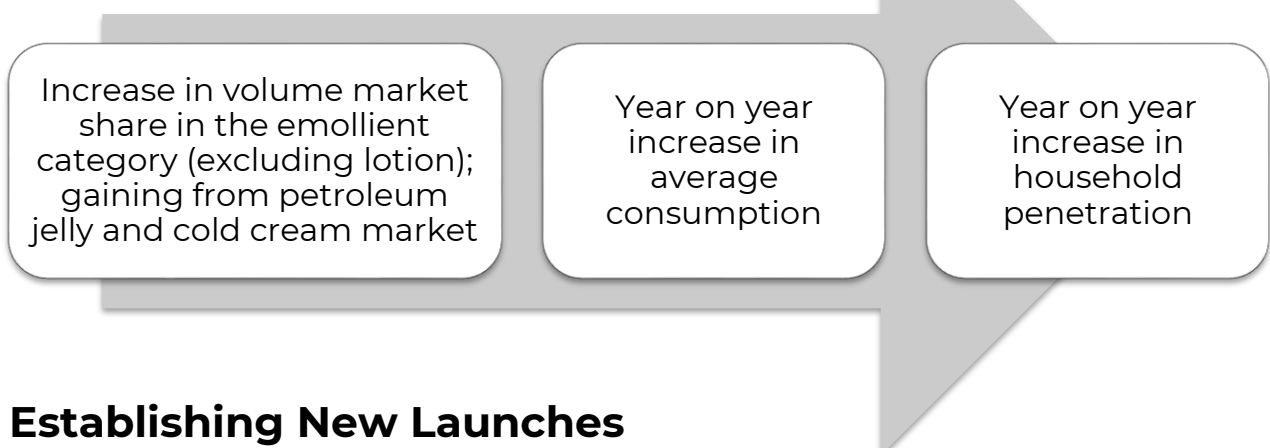


Emergence of MT as a growth driver with B2B helping to increase indirect distribution



Increase brand relevance, consumption & penetration by strong 360 degree communication

BoroPlus Antiseptic Cream surging ahead



Establishing New Launches

To target younger users and shift dependency of mother brand from winter season



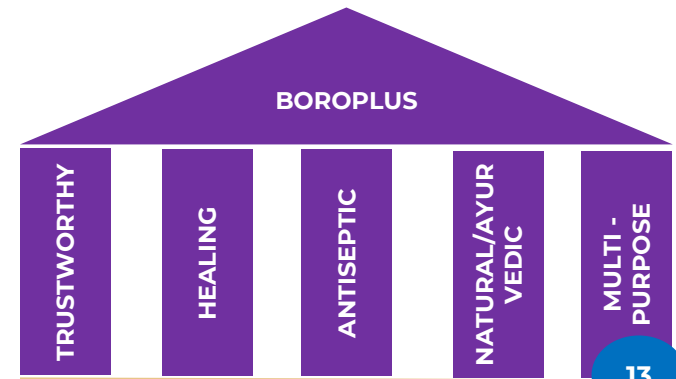
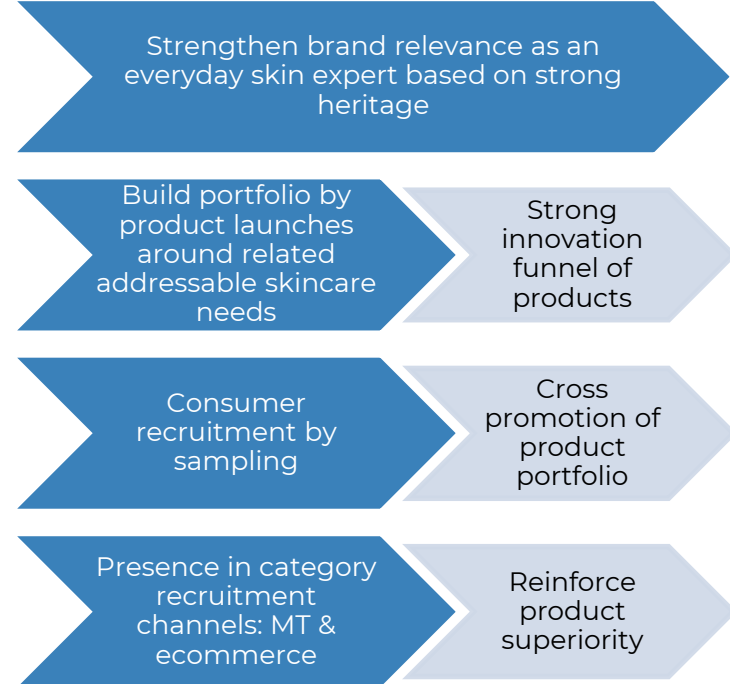
Role in portfolio

- Address younger audience
- Generate brand momentum through differentiated promise, packaging & communication
- Add skincare values to portfolio

Way forward

- Build brand awareness amongst consumers through sustained media
- Leverage Emami distribution to widen availability
- Ensure product trials by consumers leading to repurchase

Growth Opportunities

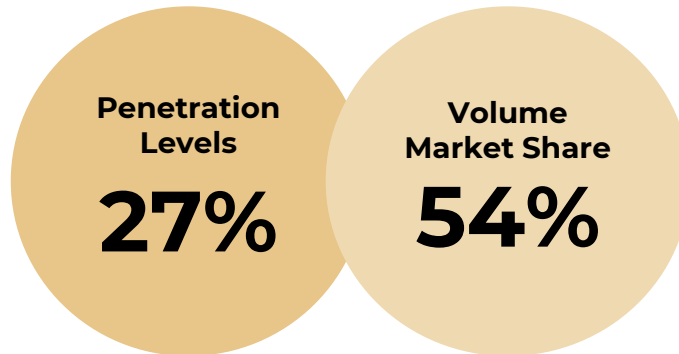


Pain Management Range



Zandu among Top 100 ET Brand Equity
 “ Most Trusted Brands” in India

Low penetration levels of Zandu
 & Mentho Plus Balms offer huge
 headroom for growth



Pain Management - A two pronged strategy

Where will we focus	Core Markets (Balm category well developed, >50% penetration)	Non Core Markets (Balm category under developed, <10% penetration)
What will we do?	Drive Consumption	Drive Penetration
How will we do?	<ul style="list-style-type: none"> Establish superiority through “Ultra Power” variant Highlight multi purpose usage of Balms 	Value reframing through ₹2 pack

Male Grooming Range



FAIR AND HANDSOME

Brand plays in the highly promising meta trend area of Men's Grooming



FAIR AND HANDSOME FAIRNESS CREAM Category Creator

- Men's Fairness Category penetration very low at 4%; Women's Fairness Cream is the source of business – Men's usage of female fairness creams estimated at Rs. 300 Cr.
- Fair and Handsome getting aggressive with Brand relaunched in a contemporary packaging in June 2018 and Communication strategy shifted to gain from Women's Fairness Cream.
- Fair And Handsome being synonymous with men's fairness category, is well poised to grow and has strengthened leadership position garnering 66% volume market share.
- Fair And Handsome Complete Winter Solution variant to capitalise on Men's Winter Grooming Opportunity

Fair and Handsome Fairness Cream

Penetration Levels

3%

Volume Market Share

66%



FAIR AND HANDSOME LASER 12 Advanced Premium Sub-Brand

- Premiumisation trend on an upswing, with consumers willing to pay a premium for higher order solutions (AC Nielsen Study)
- Fair and handsome Laser 12 sub-brand launched to capitalise on the premiumisation opportunity
- Promising start to the launch; amongst Top 20 launches in 3 Years (IMRB)
- Young star Kartik Aryan becomes the face of the brand

Male Grooming Range

FAIR AND HANDSOME FACE WASH



- Nascent category with low penetration but high growth.
- Brand has made a strong start over last 4 years, becoming No. 2 in the highly competitive Men's Face Wash Category
- Leverages Fair and Handsome's equity and distribution strength to become most distributed Face Wash in the Men's category
- Young New Star Vidyut Jamwal becomes the Face of the Brand

Fair and Handsome Facewash

Position in the Men's FW Category

#2

Volume Market Share

16%

HE RANGE

Disruption: Created breakthrough products like HE On the Go Waterless Face Wash & HE Pocket deos. Going forward disruption is also planned through packaging and product led innovations

Increasing penetration: Category is largely underpenetrated – 20%. Through introduction of lower affordable priced points, leveraging the digital technology, and enhanced distribution to reach to a larger audience.

Tapping Rural demand: Leveraging Van operations, HE deodorants reached rural markets. Currently HE deo is growing in double digits in these markets contributing ~25% of total HE revenues

Luring Urban Consumers: Introduced waterless face-wash and pocket deos in 'on the go' range to lure the urban consumers and give them convenience at affordable pricing.

Media Innovation: Spearheaded lot of digital interventions to tap the online audience and leverage the e-commerce space. Award winning campaigns include 'He Flying Basin' & He waterless booth



Kesh King Range

- Ayurvedic Oil segment has about 10% penetration across India and growing rapidly owing to the increasing incidence hairfall & other problems among consumers & growing faith in Ayurvedic remedies.
- The new premium & attractive look of Kesh King Oil to be launched soon
- Shampoo relaunched in attractive new packaging & pricing in Jul'18 – receiving great response from trade

Kesh King Ayurvedic Medicinal Oil

Penetration Levels

3%

Volume Market Share

28%



Other Brands



Brand	7 Oils in One	Diamond Shine Luxury Crème Hair Color
Category Outlook	Light Hair Oil segment has about 20% penetration across India and growing the fastest amongst all Hair Oil segments owing to the increasing consumer preference of lighter, non-sticky oil for nourishment & ease of styling	Crème Hair Color Segment has less than 10% penetration across India and growing the fastest amongst all Hair Color segments owing to the consumer lifestyle requirements & convenience of usage of the product
Launched in	April 2014 Growing at a CAGR of 44% in last 4 years	August 2017 NPD with the maximum buzz in FY'17-18
Pricing	Priced competitively in the Light Hair Oil segment of the Hair Oil Category	Priced competitively in the mass sub-segment of the Crème Hair Color Segment
USP	Unique blend of 7 Oils, including Argan, Jojoba, Walnut, Olive, Almond, Coconut & Amla	2X longer lasting color with superior shine
Endorsed by	Yami Gautam	Shilpa Shetty



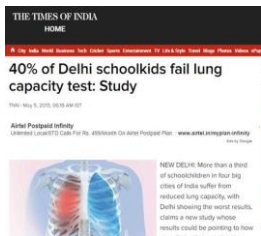
Healthcare Range

Changing Lifestyle



Health Needs

Obesity

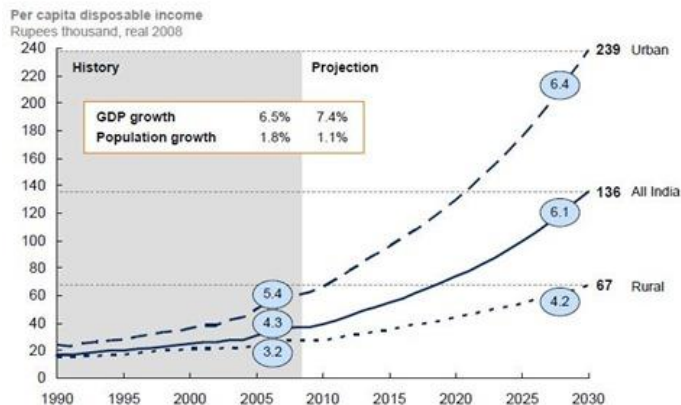


70 Mn Indian kids are expected to be overweight or obese by 2025

INDIA: THIRD MOST OBESE NATION IN THE WORLD

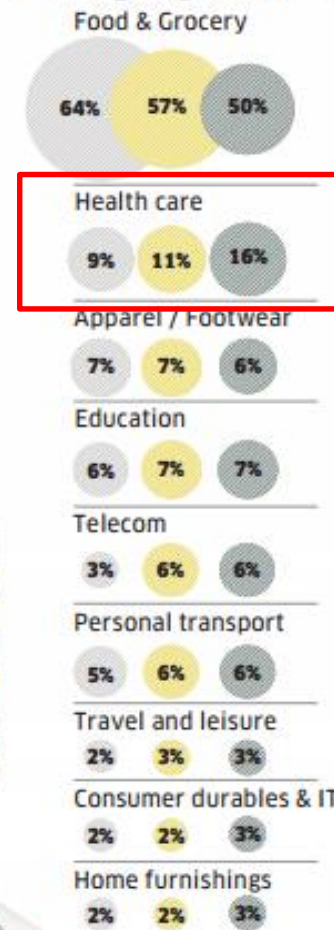
- In India, over 15 million children are currently estimated to be overweight
- If current trends continue, over 70 million infants and young children will be overweight or obese by 2025
- Across the globe, 42 million children were affected by obesity in 2013
- Prevalence of obesity worldwide rose by 47.1% for children between 1980 and 2013

Urbanization & rising affluence fuelling Health Care growth

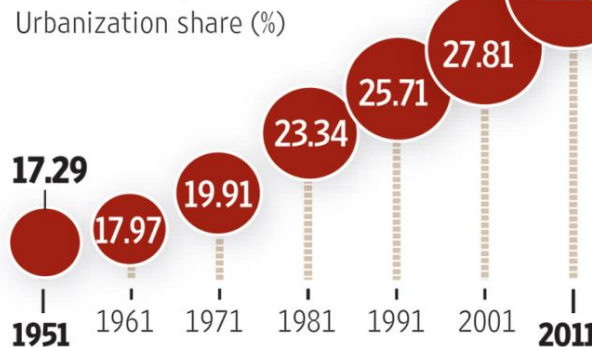


SOURCE: India Urbanization Econometric Model; McKinsey Global Institute analysis

Money spent on



The growing urban footprint



Source: Census of India

Source: <http://economictimes.indiatimes.com/photo.cms?msid=8068024>



Help people of all age groups manage their lifestyle related health & wellness needs through trusted & expert ayurvedic solutions (product & services), which are effective & safe.

Zandu ready to leverage this opportunity

Creating Digital Ecosystem

Taking expert Ayurvedic care to consumers at an arms length



Build Trust & Last Mile Connect to build accessibility

Slew of launches in new areas in next couple of years

Women Care & Geriatrics Care



Expert Advocacy for Generics & Ethical range

Generating expert reference for new Ayurvedic proposition



Builds Mind Share (Credible)

Continuous Innovation



Working continuously with R&D to develop unique, functionally superior, efficacious products to meet health & wellness needs



Strengthening existing franchise

Building consumer preference for Zandu's Digestive range by roping in **Mr. Amitabh Bachhan**

Healthy choice of **Sugar free** –Zandu Pancharishta Sugar Free & Zandu Chyavanprashad

सावधान!
80% बीमारियों की जड़ है कमजोर पाचन

35 आयुर्वेदिक घटक

5000 वर्षों के आयुर्वेदिक ज्ञान के अनुसार कमजोर पाचन दवािकरण बीमारियों की जड़ है।

जब पाचन कमजोर हो जाता है तो अस्थित भोजन से हानिकारक आमा उत्पन्न होता है जो शरीर को कमजोर करता है बीमारियों का कारण ऐसे में झंडू पंचारिष्ट आपके खराब पाचन को ठीक कर अंतर करके पाचन को जड़ से मजबूत बनाये और बार-बार होने वाली पेट की तकलीफों से राहत दे।

बार-बार की पेट की तकलीफों को अगुवेका मत करो, पाचन जड़ से मजबूत करो।

पंचारिष्ट

झंडू नित्यम

की त्रिगुण शक्ति दे कब्ज से सम्पूर्ण राहत

100% आयुर्वेदिक। सुविधाजनक। आदत ना लगे।

वैज्ञानिक रिसर्च के अनुसार कमजोर पाचन, ब्लड शुगर नियंत्रण में समस्या पैदा कर सकता है।

पाचन शक्ति जड़ से मजबूत करे।

पंचारिष्ट
आयुर्वेदिक आइसोसुलिन टॉनिक
हार्मोनेटिक के तंत्रों को भी अनुकूल

पाचन स्वास्थ्य से क्लासिफिकेशन का क्या सम्बन्ध है? आधुनिक जमाने में हमारे पाचन की प्रक्रिया को धीमा कर सकता है जिससे बार-बार होने वाली पाचन-सम्बन्धी समस्याएं बलुह गुदर वर में अत्यंत पैदा कर सकती हैं। यथा 'मे एकल गुदर' झंडू पंचारिष्ट नित्यम है 35 आयुर्वेदिक घटकों, आगरे सारों पाचन केंद्रों पर अंतर करके आयुर्वेदिक पाचन शक्ति को जड़ से मजबूत करने और बार-बार होने वाली पेट की तकलीफों जैसे बद्धजमी, गैर, पूख न रुकना, शरीर में राहत दे।

सावधान
आपके च्यवनप्राश में 50% चीनी है।

इस मौनसून, पाइये शुगर-फ्री सुरक्षा, सर्दी, खाँसी और अन्य बीमारियों से।

अन्य उपलब्ध च्यवनप्राश के ब्रांड्स में 50% से ज्यादा चीनी है जोकि सेहत के लिये हानिकारक है।

परीवर को बचाने मौसम से जुड़ी बीमारियों से सुरक्षित रहने के लिये पेट से झंडू के 100 वर्षों के आयुर्वेदिक अनुभव से बना झंडू च्यवनप्राश।

इसके अतिरिक्त, केदार, अमरनाथ और शिवरात्रि जैसे आयुर्वेदिक त्यज आयुर्वेदिक इन्फुन्टी बच्चे, और बाल में दे रहेमिन और एन्सी।

च्यवनप्राश

Driving Efficiencies ~Go-To-Market

- Amalgamation of Classical and Ethical Team : Unified Medico Team
- Re-launch Medico Range (Ethical & Classical) to develop unified Zandu identity
- Continuous In-Clinic Vaid/Doctor engagement programs to add to preference generation



Drivers of Business

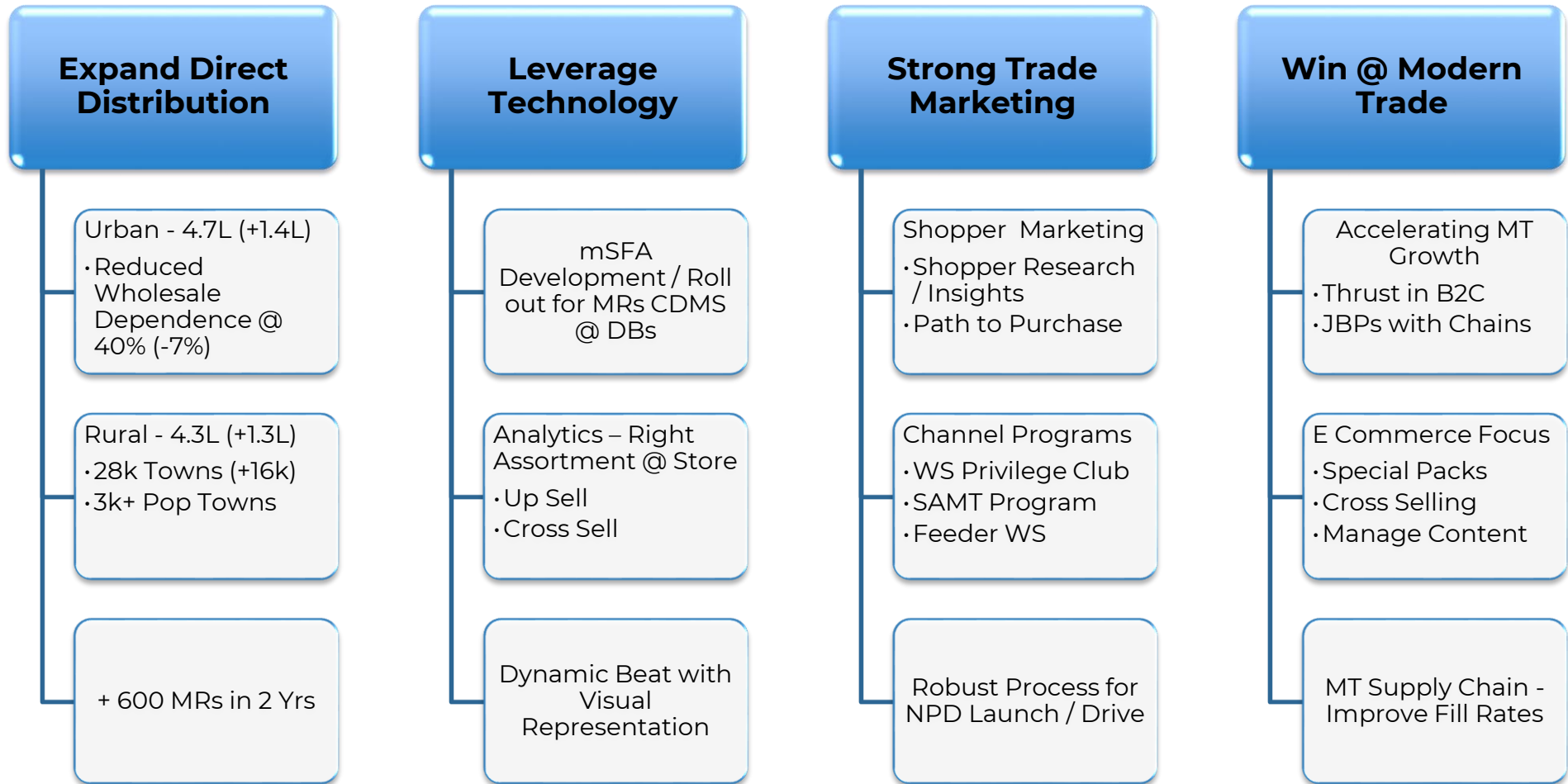
Growth Pillars for International Business

Approach	Strategy		Initiatives
Invest	<p><u>Focused Market Strategy :</u> Growth from brand investment, expansion of distribution & launching localized NPD's.</p>		<ul style="list-style-type: none"> • 7 Oils in 1 Range • Re Launch of Kesh King hair oils • Launch of BP Lotion (Aloevera) in B'desh
Expand	<p><u>Potential Market Strategy :</u> Enter new Geographies where reach & expansion is key.</p>		<ul style="list-style-type: none"> • SEA : Thailand, Indonesia & Vietnam
Make	<p><u>Development Market Strategy :</u> Markets where Emami will use local manufacturing strategy since import duties are High & Importing is a challenge.</p>		<ul style="list-style-type: none"> • 3P manufacturing in UAE & Sri Lanka • Subsidiary in Russia



Sales & Distribution

Key Thrust areas



Operations

Pacharia – A Leap Towards Excellence

First Manufacturing setup with a cluster facility for all categories - Cosmetic, Ayurvedic and Health Care.

First Manufacturing setup with high capacity installation – Total 42 packing lines with a capacity of 3295 Lac Dz. pcs

First Packing setup with state of the art High Speed machineries with inbuilt robotics Tube Packing.

First Packing setup with 600 BPM Balm Dibbi Packing Line.

First Manufacturing setup using solid fuel fired steam generating unit.

First Manufacturing setup with automated PLC based touch less manufacturing facility.

First facility with intelligent automatic batch manufacturing and tracking system.

First facility with optimized and scaled up manufacturing batch size. Created world class facility.

Key Highlights

- Plot Area (sq.m) : 132700
- Ground Coverage (sq.m.) : 21000 (15.76%)
- Built-up Area (sq.m.) : 47195
- No of individual buildings : 12
- No of Packing Lines : 42 (Ayur - 30, Cos - 9, HCD - 3)
- Installed Manufacturing Capacity (MT) : 49140
- Connected Electrical Load (KW) : 4000

Fiscal Protection

- IT & GST benefit for 10 years (Till 2027)
- Capital subsidy of 30% on cost of P&M
- Interest, Insurance and Transport subsidy



Pacharia – Manufacturing And Packing Facility



300 UPM Fully Automatic Bottle Packing Line from CRONES



300 UPM Fully Automatic with Robotic pick up Tube Packing Line from Norden



600 UPM Fully Automatic Dibbi Packing Line



240 UPM Spout Sachet Packing Line

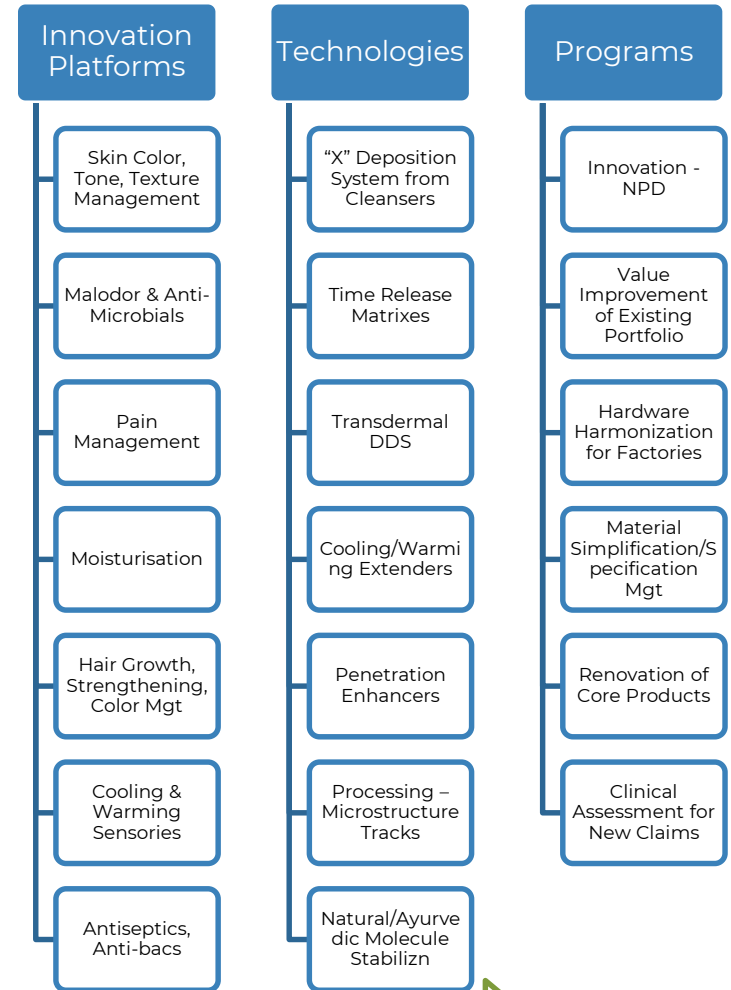


PLC Based touch less Manufacturing Set Up



Modern RM / PM Store

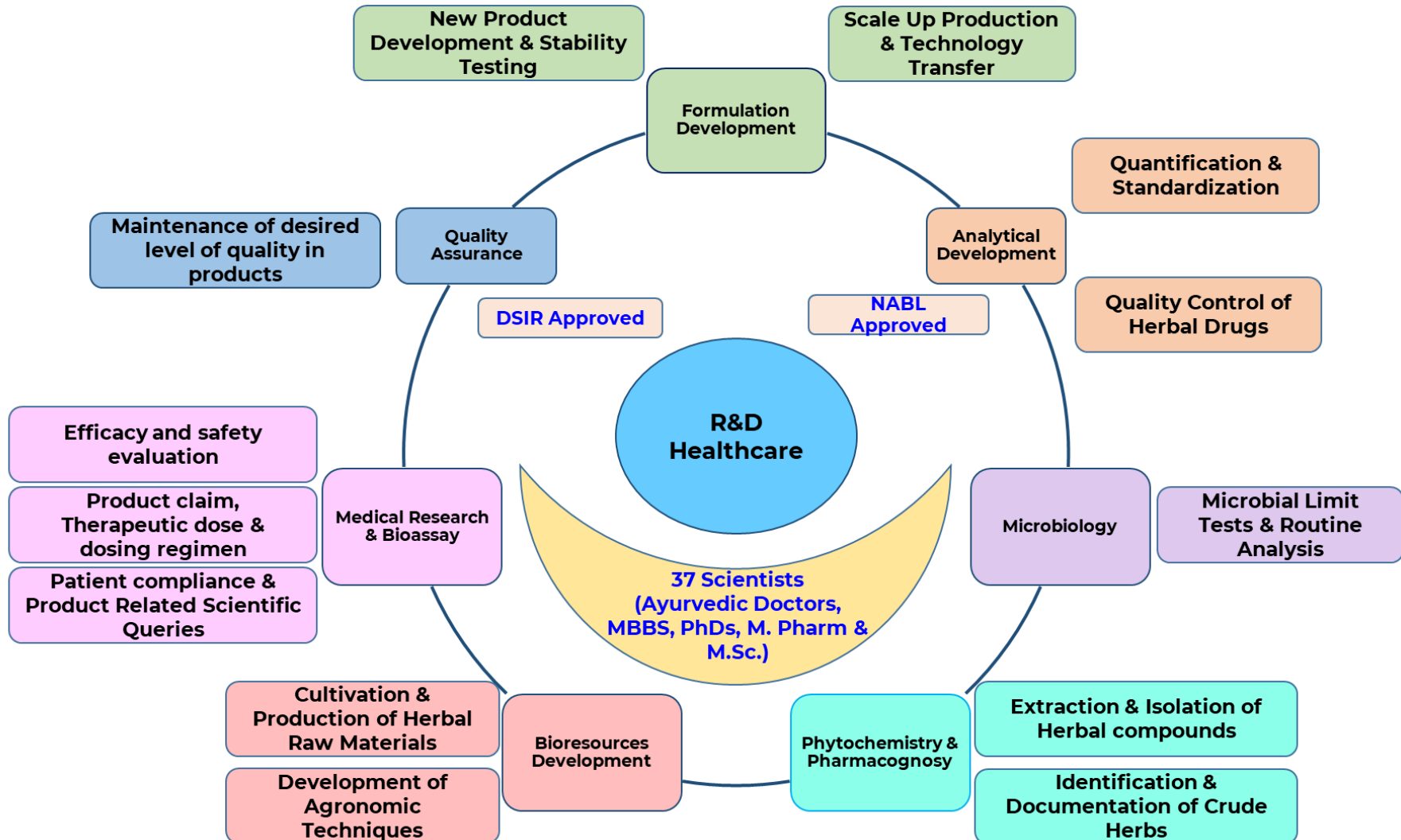
R&D – Consumer Care



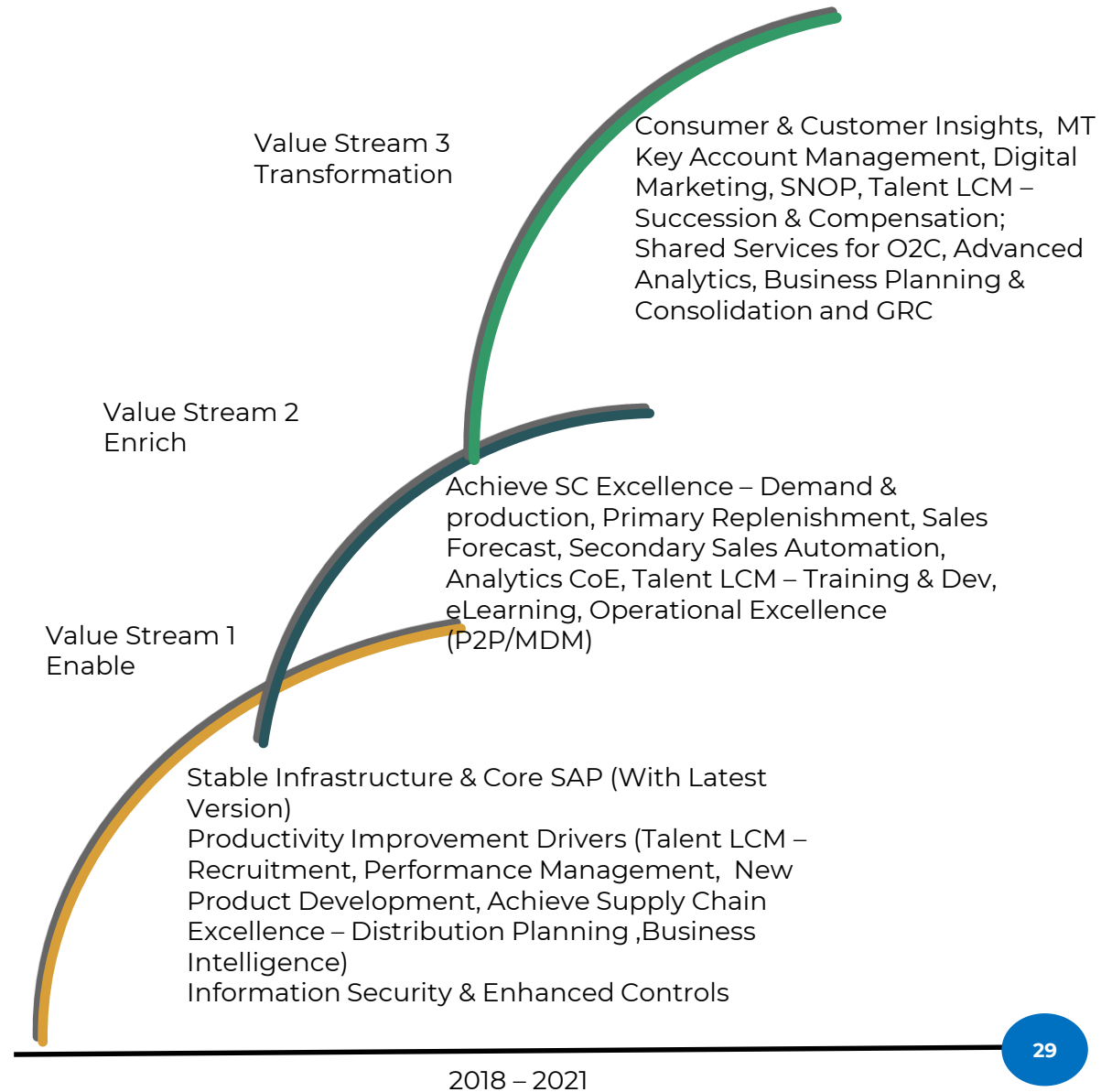
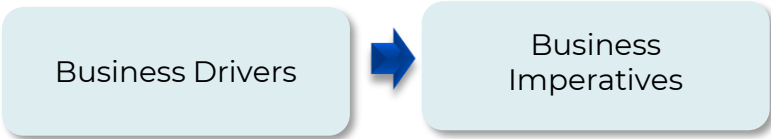
Robust pipeline of new innovations

All claims scientifically proven and backed by clinical tests

R&D - Healthcare



IT Initiatives





Thank you

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