



The LIVON logo, which consists of the word 'LIVON' in white on a pink circular background.

The CAIVIL logo, which consists of the word 'CAIVIL' in gold on a white circular background.



The MARICO'S Hair &amp; Care logo, which consists of the words 'MARICO'S' above 'Hair &amp; Care' in black on a white circular background.



The Black Chic logo, which consists of the words 'Black Chic' in white on a black rectangular background.



The Saffola Active logo, which consists of the words 'Saffola' in red and 'Active' in blue on a white circular background.

The Fiancee logo, which consists of the word 'Fiancee' in white on a black rectangular background.



## INVESTOR PRESENTATION

August 2019

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## COMPANY OVERVIEW



# MARICO AT A GLANCE

One of India's leading Consumer Products companies operating in the Beauty & Wellness space.

**25+ Years**

Operating since 1990

**INR 7,334 cr.  
(\$ 1.05 bn.)**

FY19 Revenue

**16%**

Top-line CAGR since inception

**22%**

Revenues from International Business

**\$ 7.0 bn.**

Market Capitalisation as on 31 August 2019

**25%**

Total Shareholder Return CAGR since listing in 1996

**INR 930 cr.  
(\$ 133 mn.)**

FY19 Net Profit  
(exc. tax adjustment for earlier years)

**24%**

Bottom-line CAGR since inception

**95%**

% of Market leading (No. 1 or No. 2) brands



INR 100 invested in Marico in 1996 was worth INR 16,909 on **March 31, 2019**

# INTERESTING FACTS



**2,348**  
Size of Company workforce

**50%**  
of our talent in consumer facing functions in Technology and Marketing are women

**56%**  
of the total workforce are millennials



**>5,000**  
Population of towns largely covered by Marico's distribution network

**185+ million**  
Households touched every month

**1 out of 3**  
Indians' lives is touched by Marico



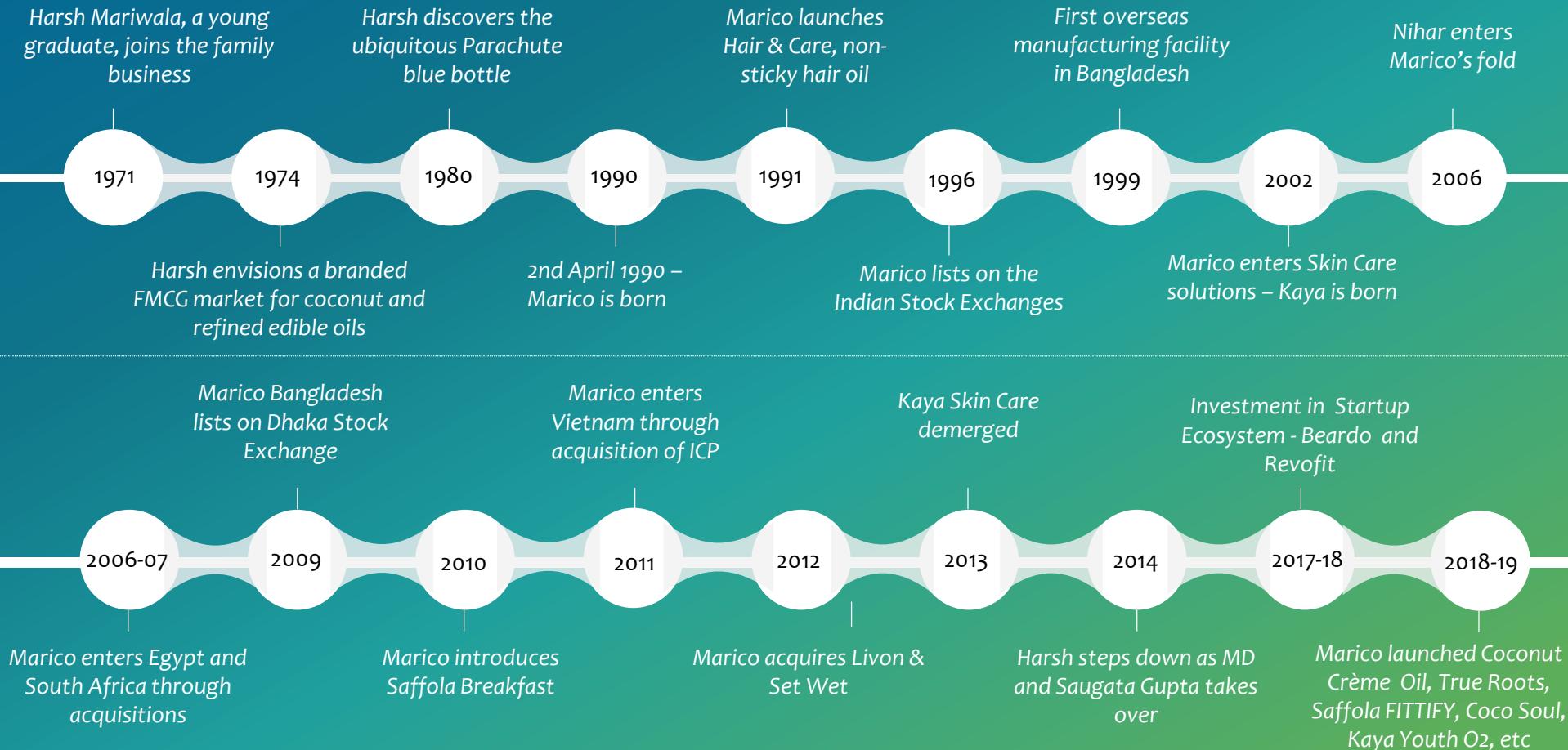
**Parachute**  
World's largest coconut oil brand

**1 out of 10**  
Coconuts grown in India are used by Marico

**160+ million**  
Packs sold every month

**12**  
acquisitions in 12 years

# MILESTONES IN MARICO'S JOURNEY SO FAR



# GEOGRAPHICAL PRESENCE

Marico aspires to be a leading emerging market MNC with a leadership position in the categories of Leave-in Hair Nourishment, Foods, Skin Care and Male Grooming in a few chosen markets in Asia and Africa.



The Company also exports its products to markets in the Indian-sub continent such as Nepal, Bhutan & Sri Lanka as well as Indian diaspora markets across the globe.



# BOARD OF DIRECTORS



**Mr. Harsh Mariwala**

*Chairman & Non-Executive Director*



**Mr. Saugata Gupta**

*Managing Director & CEO*



**Mr. Ananth Narayanan**

*Additional (Independent) Director*



**Mr. B. S. Nagesh**

*Independent Director*



**Ms. Hema Ravichandar**

*Independent Director*



**Mr. Nikhil Khattau**

*Independent Director*



**Mr. Rajeev Bakshi**

*Independent Director*



**Mr. Rajen Mariwala**

*Non-Executive Director*



**Mr. Rishabh Mariwala**

*Additional (Non-Executive) Director*

# MANAGEMENT TEAM



**Mr. Saugata Gupta**  
*Managing Director & CEO*



**Mr. Ashish Joshi**  
*Chief Operating Officer, SE Asia, Middle East & Africa Business*



**Mr. Amit Prakash**  
*Chief Human Resources Officer*



**Mr. Gaurav Mediratta**  
*Executive Vice-President & Head - Legal*



**Mr. Jitendra Mahajan**  
*Chief Operating Officer – Supply Chain & IT*



**Mr. Koshy George**  
*Chief Marketing Officer*



**Mr. Sanjay Mishra**  
*Chief Operating Officer - India Sales & Bangladesh Business*



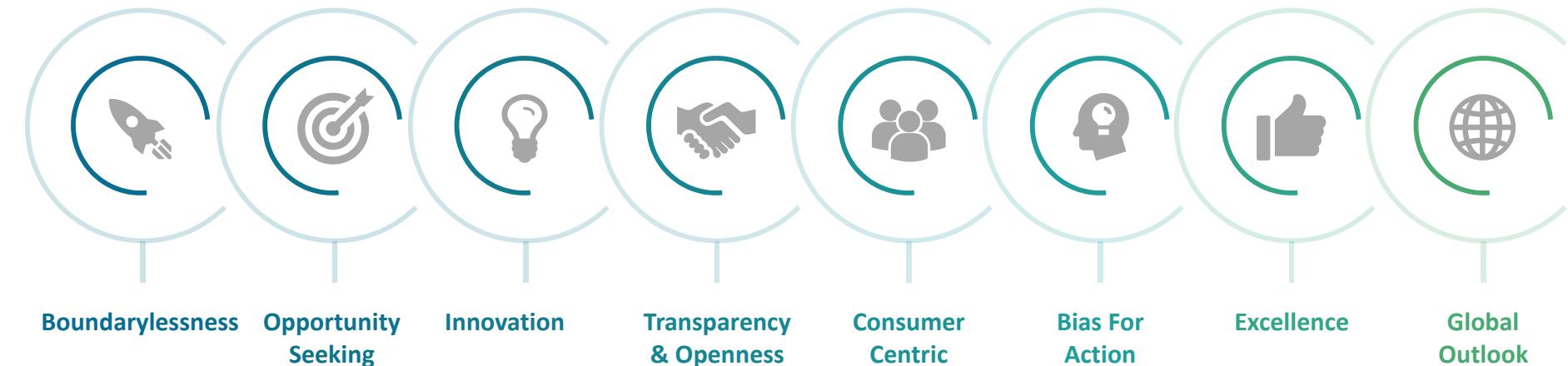
**Dr. Sudhakar Mhaskar**  
*Chief Technology Officer*



**Mr. Vivek Karve**  
*Chief Financial Officer*

# CORE VALUES

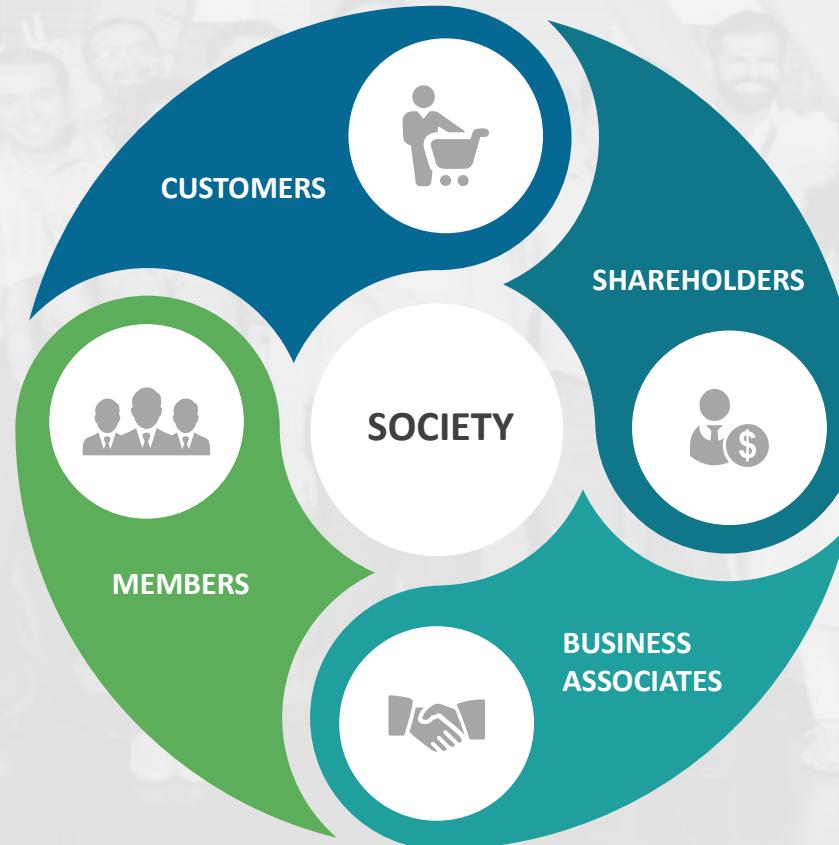
Our value system in 3 simple words – “Make A Difference”.



Our values form the base of our unique culture and is the guiding force behind our actions.

# LIVING MARICO'S PURPOSE

***"To transform in a sustainable manner, the lives of those we touch, by nurturing and empowering them to maximise their true potential."***



## STRATEGY FRAMEWORK



# CHOICE MAKING FRAMEWORK - WHERE TO PLAY



## Per Capita Income

Emerging Economies with Lower but Fast Growing Per Capita Income



## Population

Large Young Population – Demographic Dividend



## Maturity

Low Penetration in our chosen categories. Lower Intensity of Competition from MNCs



## Retail

High Proportion of Traditional Retail

# INORGANIC GROWTH OPPORTUNITIES - PLAYBOOK



## Key Attributes

### New Markets

- Market Leader Brand
- Strong Distribution

### Existing Markets

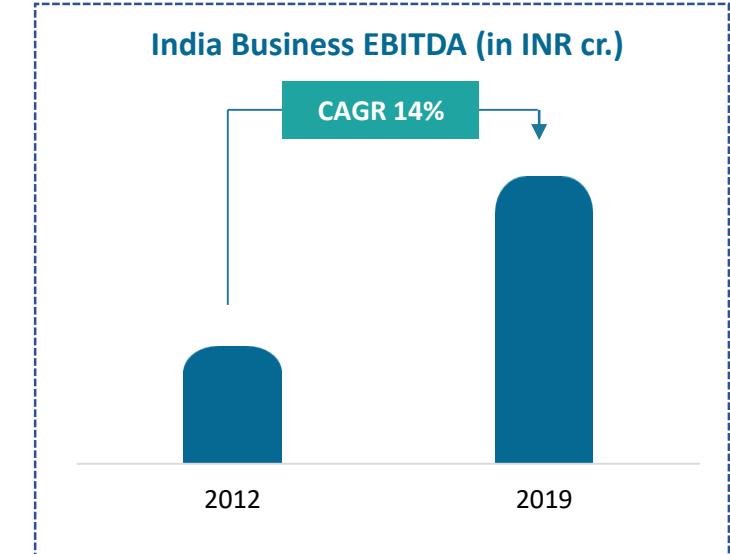
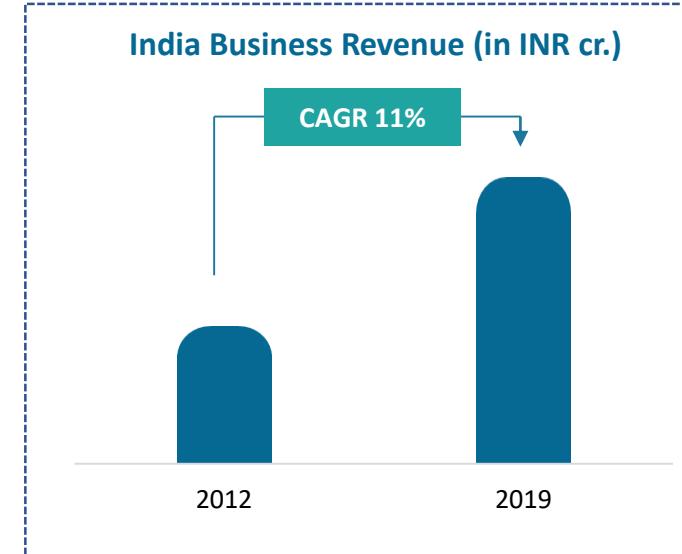
- Helps Build Scale -> Consolidate Market
- Broaden the Portfolio
- Accelerate Category Leadership
- Entry in New Category
- New Capabilities

## INDIA BUSINESS

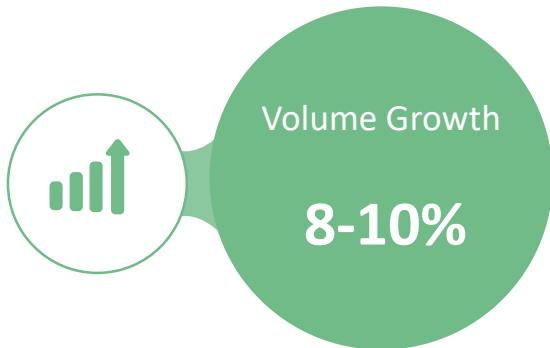


# INDIA BUSINESS OVERVIEW

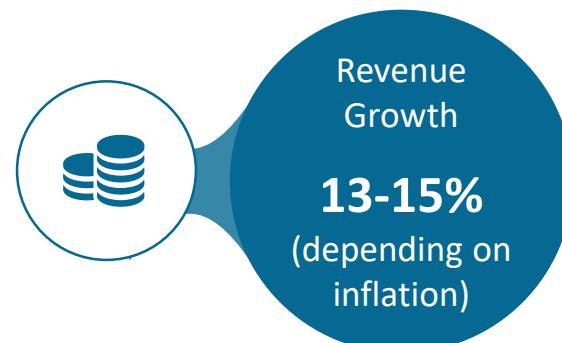
Share of Group Revenues  
**78%**



## MEDIUM TERM EXPECTATIONS



Volume Growth  
**8-10%**



Revenue Growth  
**13-15%**  
(depending on inflation)



Operating Margins  
**20%+ levels**

# PORFOLIO : BEAUTY & WELLNESS



## Coconut Oil



- Parachute
- Nihar Naturals
- Oil of Malabar

## Leave-in Hair Nourishment



- Parachute Advanced
- Nihar Naturals
- Hair & Care
- Livon



## Healthy Foods



- Saffola



## Male Grooming



- Set Wet
- Parachute Advanced Men

# COCONUT OIL

**Market : ~INR 55 bn\***  
 (~USD 775 mn)



**Only Player with Nation-wide Reach – Dominant Market Leader**

Parachute	53%
Nihar	6%
Oil of Malabar	1%
<b>Total Volume Share</b>	<b>~60%</b>

**~5%**

Last 5 Year Volume CAGR  
in Parachute Rigid packs

**30-35%**

Estimated % of the Market (in volumes)  
selling coconut oil in loose/unbranded  
form

**~46%**

FY19 India  
Business Revenue  
Share

**Likely Medium Term Volume Growth: 5-7%**

Headroom for Growth

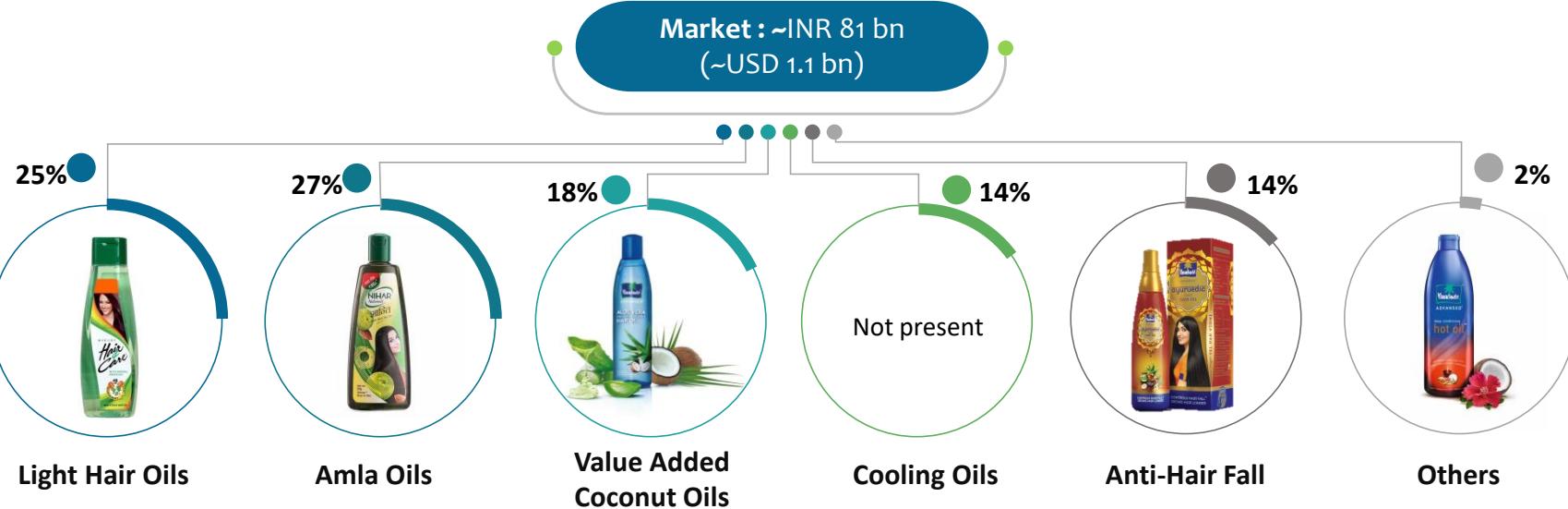
Conversion from loose to branded

Drive penetration in rural

Gain share from unorganised

\*Market size as per latest management estimates. Market Shares - AC Nielsen – June 2019 MAT

# VALUE ADDED HAIR OILS (1/2)



Likely Medium Term Volume Growth – Double Digit

**Likely to see sustained growth**



One of the fastest growing amongst all large entrenched categories in India

**Market Leader in Hair Oils**

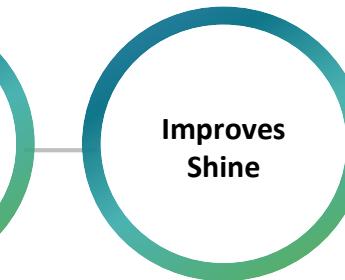
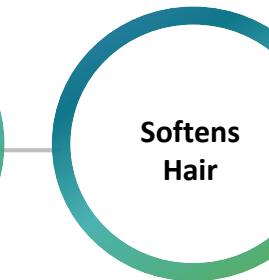
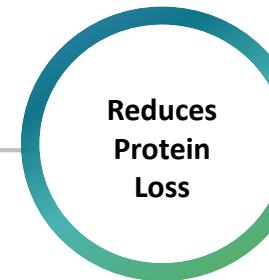
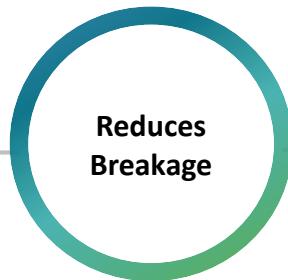
~34% Volume Share & ~27% Value Share

- 5 year volume CAGR in VAHO ~ 8%
- Nihar Naturals Shanti Amla Badam – Volume Market Leader in Amla Oils

FY19 India Business Revenue Share  
**~25%**

# VALUE ADDED HAIR OILS (2/2)

## Belief in benefits of Leave-in v/s Rinse-off solutions



Over the years, with economic growth, consumers have been upgrading

- Base Oils
- Better Sensorials
- Functional Benefits

**Category Play : Product Proposition based on Sensorial /Functional Benefits; Tremendous Potential for Further Innovation**



Drive Premiumisation



Promote Dual Usage



Expanding rural reach



Packaging Innovations

# HEALTHY FOODS - SAFFOLA



## Evolution from an edible oil brand to a leading healthy lifestyle brand

- On the back of rising incomes and increasing relevance of healthy living
- Extension of brand equity into **Healthy Foods** for breakfast, in-between meals, superfood nutrition and meal replacement.

**~20%**

FY19 India  
Business Revenue  
Share

Likely Medium Term Volume Growth – Double Digit

**~73%**

Volume Market Share

Leader in **Super Premium Refined Edible Oil** segment

**~75%**

Value Market Share

Leader in **Value Added Oats** segment

# PREMIUM HAIR NOURISHMENT

Market : ~INR 1.9 bn  
(~USD 27 mn)



Likely Medium Term Value Growth: Mid-Teens

- Tail wind category with low penetration
- Focus on driving category growth through innovation and consumer engagement
- **Key Channels:** Specialty Modern Trade and E-Commerce Channels

**~63%** Volume Market Share  
Leader in **Leave-in Hair Conditioners** segment

**~1 %**  
India Business  
Revenue Share

\*Market Shares – AC Nielsen – June 2019 MAT

# MALE GROOMING

- Marico acquired Set Wet in May 2012
- Tail wind category with low penetration
- Caters to millennials – therefore huge growth potential



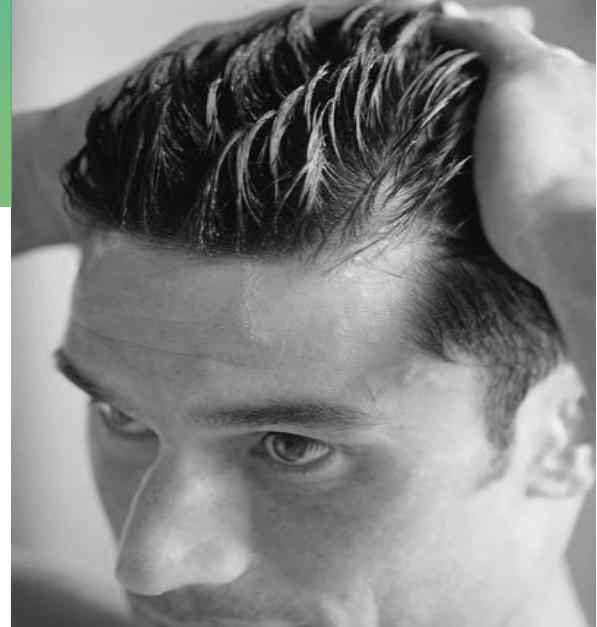
## Hair Gels/ Creams

Market: INR 3.4 bn (~USD 49 mn)



## Deodorants

Market: INR 21.8 bn (~USD 338 mn)



**~60%** Value Market Share  
Leader in **Hair Creams/Gels** segment

## Likely Medium Term Value Growth: Mid-Teens

### Medium Term Strategy

- Growing the market through continuous product and marketing innovations
- Leveraging the widespread distribution network and gain access to cosmetics/chemist outlets

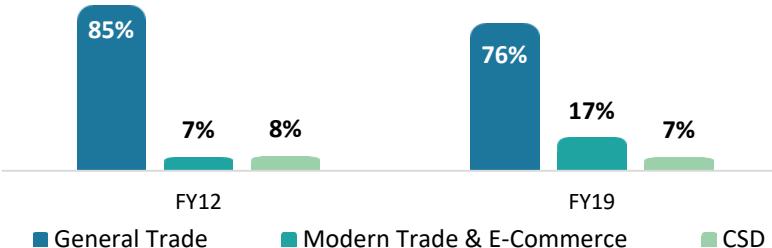
**~3 %**  
India Business  
Revenue Share

\*Market Shares – AC Nielsen – June 2019 MAT

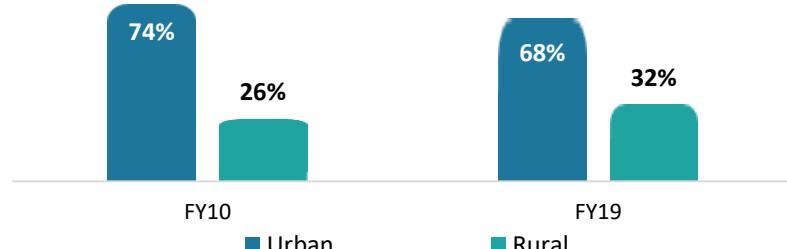
# STRONG DISTRIBUTION NETWORK

**OVERALL REACH: 5.0 MILLION OUTLETS OUT OF 10.1 MILLION OUTLETS – HUGE HEADROOM FOR GROWTH**

**Channel Split:** Modern Trade (includes E-Commerce) has outpaced the other channels. E-Commerce, currently at ~4%, is expected to be at least 5% of the India Business by FY20.



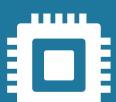
**Urban – Rural Split :** Rural sales up from 26% in FY10 to 32% in FY19.



 **Direct Reach:** ~900,000 outlets  
Initiatives in place to increase the reach.

 **Increased by ~220,000 outlets over the last 5 years.**

 **Project ONE – Targeting direct coverage increase in top tier towns**

 **Leveraged technology coupled with robust IT Infrastructure to drive impact**



# BRANDS WITH A PURPOSE



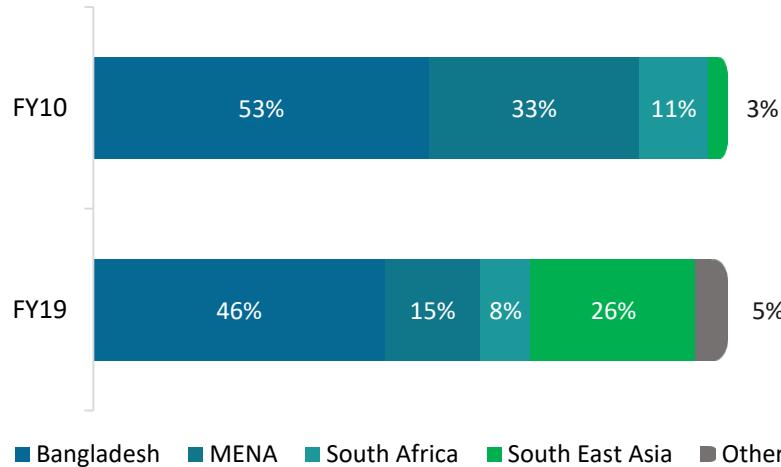
- **Nihar Shanti Amla “Chhote Kadam Pragati Ke Aur”**
- **Saffolalife “Chhote Kadam – Dil ke Bade Kaam ke”**
- **Promoting healthy recipes by engaging with the consumer via “Fitfoodie.com”**



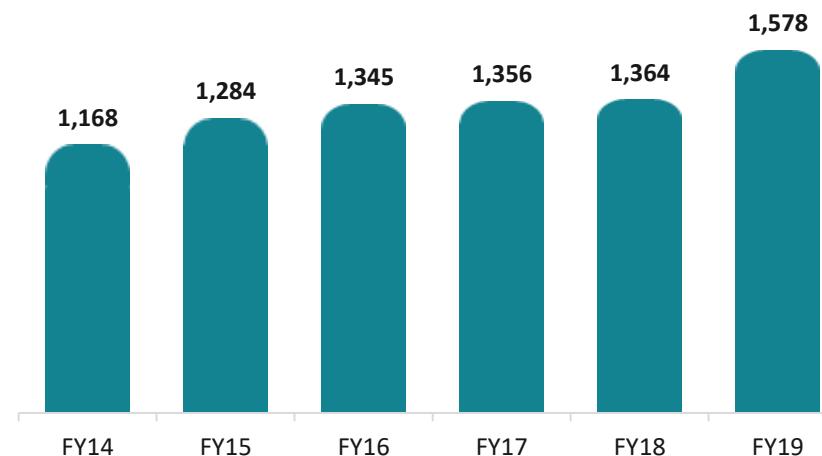
## INTERNATIONAL BUSINESS



## Share of International Business Revenues (%)



## International Business Revenues (in INR cr.)



Share of Group Revenues

**22%**

Operates in geographic hubs leading to supply chain and media synergies

## MEDIUM TERM EXPECTATIONS

Likely Organic Constant Currency Growth : Double Digit

Maintain operating margins at circa 20%

# INTERNATIONAL PORTFOLIO



**Bangladesh**  
**46%**

**Categories :** Coconut Oil, Hair Nourishment, Hair Colors & Male Grooming

**Brands :** Parachute, Parachute Advanced, Hair Code, Set Wet, Saffola, Livon



**Vietnam**  
**22%**

**Categories:** Male Grooming & Foods

**Brands :** X-Men, Thuan Phat



**Middle East**  
**11%**

**Categories :** Coconut Oil & Hair Nourishment

**Brands:** Parachute, Parachute Secrets, Parachute Gold



**South Africa**  
**8%**

**Categories :** Ethnic Hair Care & OTC Health Care

**Brands :** Caivil, Black Chic, Just for Kids, Hercules



**Egypt**  
**4%**

**Categories :** Male Styling

**Brands:** Hair Code & Fiancee

**Emerging Markets of Asia & Africa**

# INTERNATIONAL PORTFOLIO - BRANDS



X-Men - Vietnam



Thuan Phat - Vietnam



Parachute Gold – Middle East & Egypt



Parachute, VAHO and Hair Colours - Bangladesh



Hair Code & Fiancee - Egypt



Caivil, Black Chic, Hercules & Ingwe – South Africa



Code 10 – Malaysia & Myanmar

# MARKEt-WISE FOCUS AREAS



## Bangladesh

**46%**

- Leverage distribution network
- Grow Value Added Hair Oils
- Introduce products from India portfolio



## Vietnam

**22%**

- Grow market in male shampoo/shower gels
- Gain share in male deodorants
- Extend into other SEA countries



## Middle East

**11%**

- Gain back lost share in hair oils, creams/gels
- Return to profitability



## South Africa

**8%**

- Build Scale in South Africa
- Expand in East Africa



## Egypt

**4%**

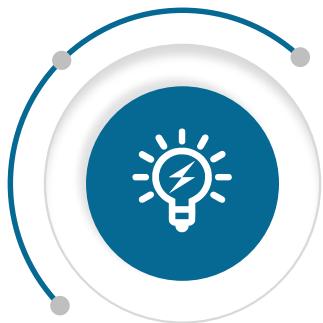
- Grow core market
- Establish Value Added Hair Oils
- Expand into North Africa
- Improve Direct Reach

**Gain scale by leveraging common product platforms**



## KEY AREAS OF TRANSFORMATION

# KEY AREAS OF TRANSFORMATION



INNOVATION



GO TO MARKET  
STRATEGY



TALENT & CULTURE



IT & ANALYTICS

# INNOVATION – PREMIUMISE WITHIN CORE HAIR OILS



*Parachute Advanced Aloe Vera Enriched Coconut Hair Oil*



*Hair & Care Dry Fruit Oil*



*Nihar Naturals Extra Care Hairfall Control Oil*

# INNOVATION – BUILDING CATEGORIES OF THE FUTURE



## Premium Personal Care

Parachute Advanced  
Livon  
True Roots  
Kaya Youth O<sub>2</sub>



## Healthy Foods

Saffola FITTIFY Gourmet  
Coco Soul



## Male Grooming

Set Wet  
Set Wet Studio X

# INNOVATION – PREMIUM HAIR CARE

## Sustain Hair Oiling Habit



Pre-Wash Hair Nourisher

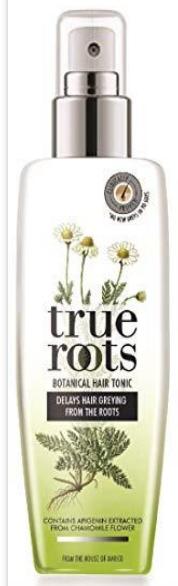


Intense Nourishment

Shampoo

Serum Oil

## Solution to Unmet Consumer Needs



True Roots Botanical Hair  
Tonic

## Address Varying Needs



Livon Serum for Dry  
and Unruly Hair



Livon Serum  
Colour Protect



Livon Shake and Spray Serum

# INNOVATION – PREMIUM SKIN CARE



**Kaya Youth O<sub>2</sub> Skin Care Range – Face Wash | Day Cream | Micellar Water | Face Wipes**



# INNOVATION – BROADEN AND SCALE-UP OF HEALTHY FOODS PORTFOLIO

 Saffola.  
**FITTIFY™**  
Gourmet



*Green Coffee  
Moringa Green Tea  
Hi-Protein Meal Soups  
Hi-Protein Meal Shakes  
Superfood Quinoa - Poha and Upma  
Superfood Millet – Poha and Upma*



*Virgin Coconut Oil (including infused versions)  
Peanut Coconut Butter  
Coconut Sugar  
Coconut Spread  
Coconut Chips*

# INNOVATION – EXTEND INTO COMPLETE RANGE IN MALE GROOMING



*Set Wet Studio X Range / Charcoal Range*



*Set Wet Go  
Pocket Perfume  
Spray*



*Set Wet Global Edition  
Perfume Sprays*



*Set Wet Waxes*

# INNOVATION – DIVERSIFY PLAY IN KEY INTERNATIONAL MARKETS



**'Parachute Just for Baby'**  
**Baby Skin Care range in  
Bangladesh**



**Parachute Advanced Petroleum Jelly in Bangladesh**



**'Sedure' Female Grooming range in Vietnam**



# GO-TO-MARKET : BUILDING FUTURE-READY DISTRIBUTION

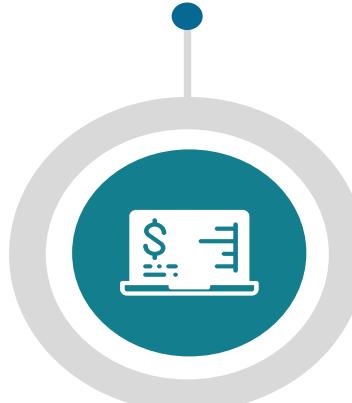
## **Distribution Expansion**

- Direct Reach & Wholesale



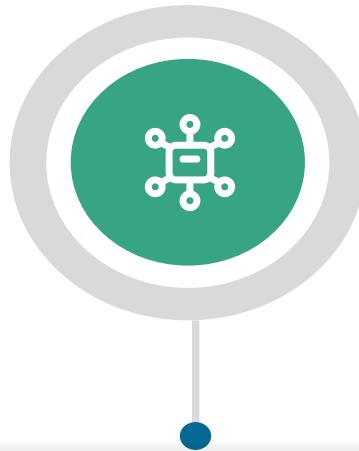
## **Leverage IT & Analytics**

- PDAs, ISRO, RETINA

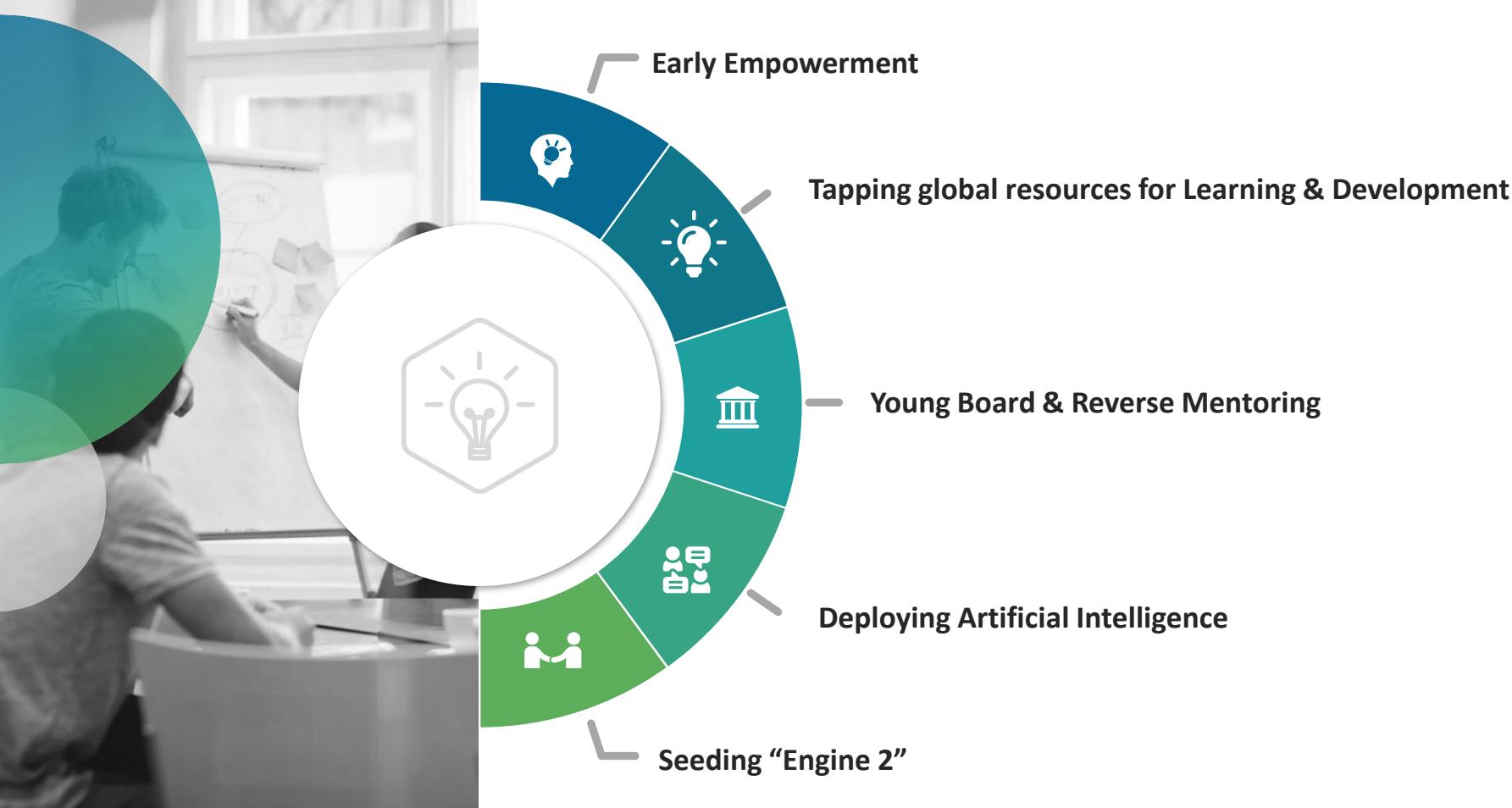


## **New-Age & Specialty Channels**

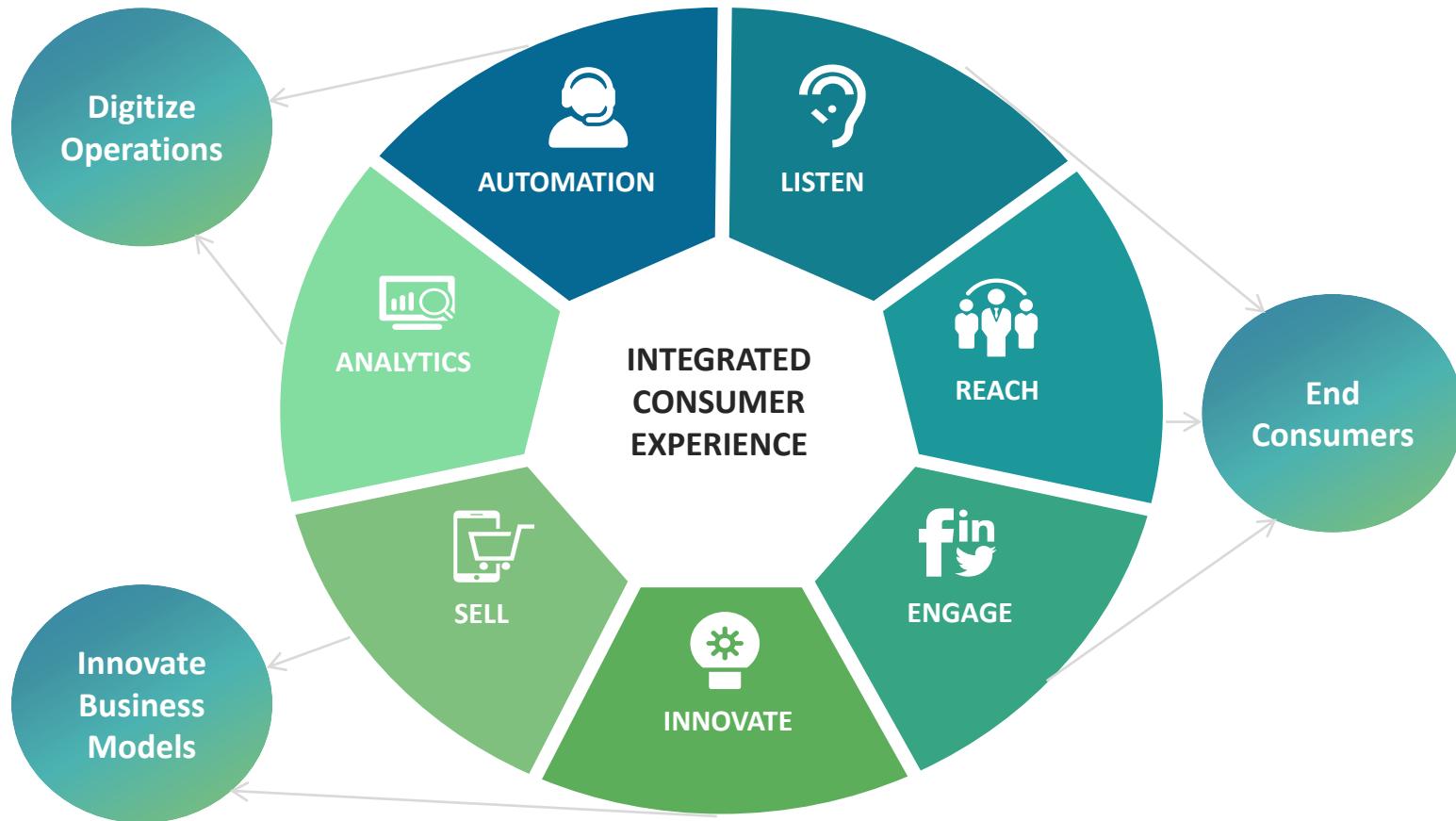
- Specialist GT, Modern Trade, E-Commerce



# TALENT VALUE PROPOSITION & CULTURE



# IT & ANALYTICS



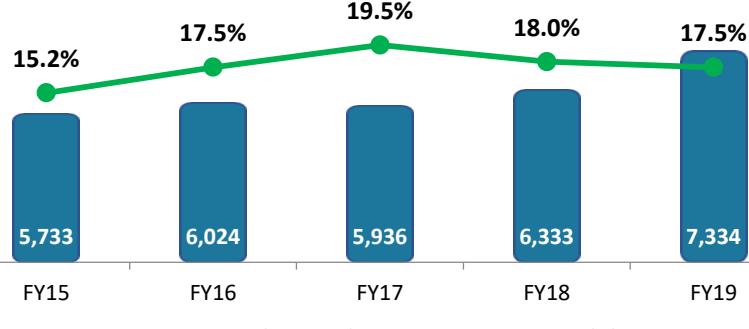


## FINANCIAL HIGHLIGHTS

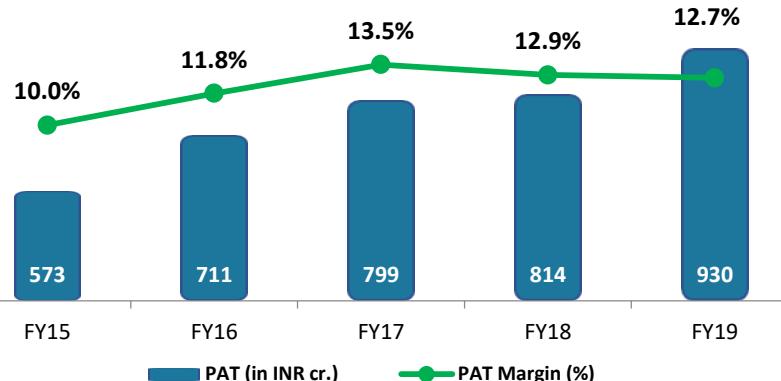


# 5 YEARS TRENDS

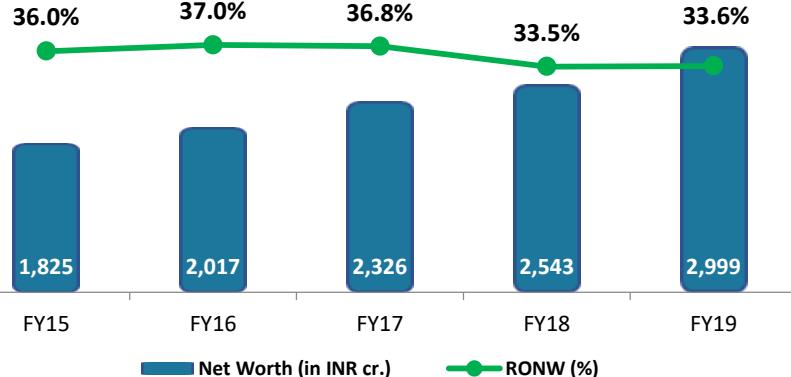
## Revenues & EBITDA Margin



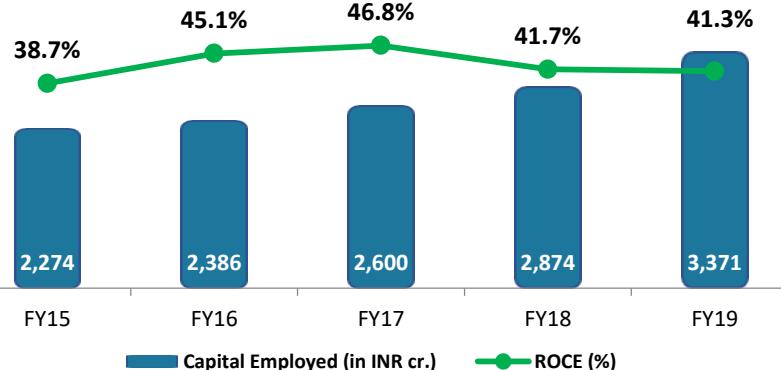
## PAT & PAT Margin



## Net Worth and RONW



## Capital Employed and ROCE



# DIVIDEND PAYOUT

Focus on maximization of shareholder value



Payout has been increasing over the years with higher cash generation



	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Dividend Payout Ratio	24%	30%	70%	64%	78%	76%

Dividend Pay-out shall remain at current levels, unless any organic/inorganic growth opportunities warrant redeployment of cash accruals



## SUSTAINABILITY



# KEY FOCUS AREAS AND 2022 TARGETS



## RESPONSIBLE RESOURCE CONSUMPTION

- Reduce energy intensity by **50%**
- **Water Stewardship** - Offsetting **100%** of water consumed in operations



## PRODUCT RESPONSIBILITY

- Ensure adherence to **all consumer health and safety standards and compliance**



## CLIMATE CHANGE

- Reduce GHG emissions intensity by **75%**



## COMMUNITY DEVELOPMENT

- Increase farmer beneficiaries year on year by **5%**
- Influence **2,00,000 children** y-o-y for education



## SUSTAINABLE SUPPLY CHAIN

- **Certify 20%** of critical suppliers for Level 1 criteria of Marico's Responsible Sourcing (MARS) Policy

# IMPACT TILL DATE (1/4)

Marico's environmental agenda is to achieve **resource efficiencies** and **reduce the impact** of our operations on the environment

## ENERGY



Achieved **25% reduction** in energy intensity from FY2013 baseline

**73%** of total energy sourced in our operations is from **renewable sources**

## EMISSIONS



We account **Scope I and II GHG emissions** from our operations

Achieved **56% reduction in GHG emission intensity** from FY2013 baseline

# IMPACT TILL DATE (2/4)

## WATER

We have adopted the 3R approach – **Reduce, Recycle and Replenish**



Marico has undertaken initiatives like construction of **farm ponds, check dams** and **dam de-silting**, and created harvest capacities about **720 million litres** till date

In FY 2018-19, we created water conservation capacity of around **2.5 times** the water footprint in our operations

## SUSTAINABLE PACKAGING



- We have implemented **plastic EPR action** plan in-line with CPCB requirement.
- About **93%** of plastics used in our packaging is **recyclable**.
- Executed project to convert 12.5 MT of community **plastic waste into polyfuel**.
- We are exploring opportunities to **use recycled plastic** for packaging and hence replace virgin plastic

# IMPACT TILL DATE (3/4)

## FARMERS



Marico flagship program:  
**KALPAVRIKSHA** launched in  
2017 – has improved coconut  
farmer's yield by **16%**.

Conducted **100+ farmer**  
trainings and about **11,800+**  
**farmers** enrolled under the  
program till date

The program aims to increase farmer income by **INR 5 billion by 2022**  
and **INR 10 billion by 2027**.

## MARICO INNOVATION FOUNDATION (MIF)



MIF aims to **nurture innovation**  
in India across business and  
social sectors alike

MIF Scale Up program has tackled  
**25+ business challenges** till date  
across 13+ sectors

# IMPACT TILL DATE (4/4)

## BRANDS WITH A PURPOSE



"**Saffolalife**" continues with the vision of creating a Heart Healthy India.

- We have touched the lives of **nearly 200,000 consumers** through health check and awareness camps till date.
- The School Outreach Program – **Safe and Nutritious Food at Home** touched the lives of **~68,000 students**.

## EDUCATION



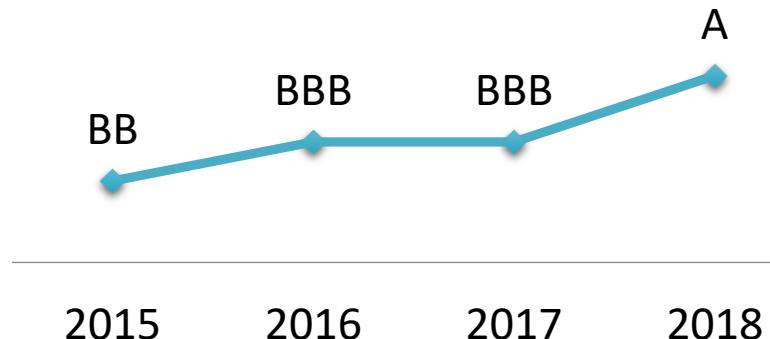
"**Nihar Mobile Pathshala**" houses quality education content to influence education of underprivileged children

Nihar has contributed to the education of **860,825 children** in the last 5 years.

# EXTERNAL RATINGS

Marico has been rated by MSCI ESG Ratings from 2015 onwards.

**Our 2018 rating stands at 'A'.**



Marico has submitted its first response to CDP's "**Climate Change**" & "**Water**" 2018 questionnaire



Marico is preparing for **Dow Jones Sustainability Indexes (DJSI)** rating disclosure



## STOCK INFORMATION



# STOCK INFORMATION

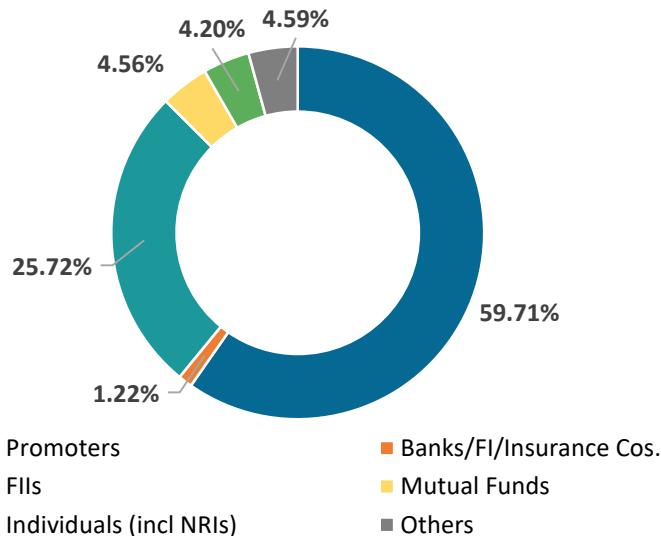
## Top Institutional Shareholders

First State Investments	Premji Invest
Arisaig Partners	BlackRock
Morgan Stanley Investment Mgmt.	Wellington Management
Life Insurance Corporation of India	Franklin Templeton Mutual Fund

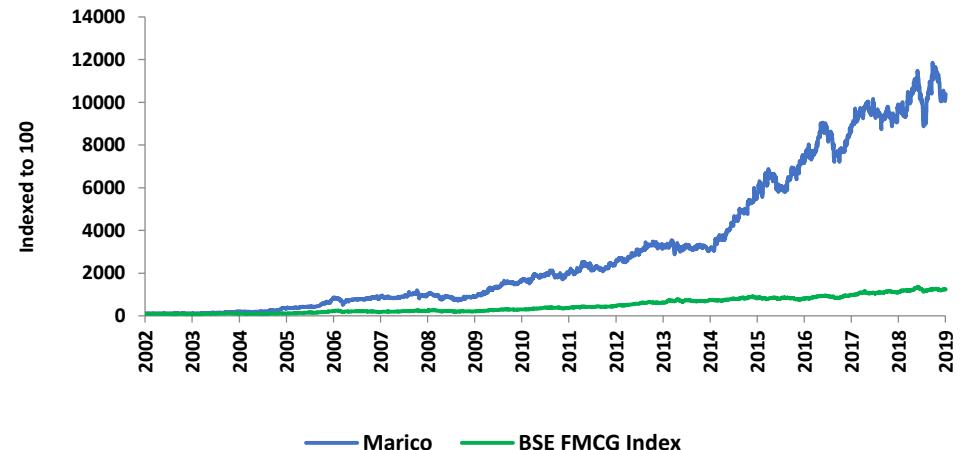
## Stock Data

Bloomberg Ticker	MRCO IN EQUITY
BSE Ticker	531642
NSE Ticker	Marico
Market Capitalization (INR Cr.) – August 2019	50,474
No. of Shares Outstanding (Cr.)	129.09

## Shareholding Pattern – June 2019



## Relative Stock Chart – 2002-2019





## AWARDS & ACCOLADES



# AWARDS & ACCOLADES



International  
Finance Corporation  
WORLD BANK GROUP

*Creating Markets, Creating Opportunities*

*Featured among the Top 5 Companies in the S&P BSE 100 Index in Corporate Governance*



*Ranked 32nd in India's Best Companies to Work For in 2018*



*Featured as one of the "Best Workplaces in Manufacturing 2019"*

# Institutional Investor

*Recognized as one of the 'Most Honored Companies' by Institutional Investor*



Confederation of Indian Industry

*Marico CQA Team received Special Recognition at the Sixth CII National Excellence Practice Competition 2018*



*Awarded SAP ACE Award for Operation Excellence -Supply Chain*





## MARICO LIMITED

CIN - L15140MH1988PLC049208  
7th Floor, Grande Palladium  
175, CST Road, Kalina, Santa Cruz (East)  
Mumbai- 400 098  
[www.marico.com](http://www.marico.com)

### More Websites:

[www.artofoiling.com](http://www.artofoiling.com)  
[www.niharnaturals.com](http://www.niharnaturals.com)  
[www.hairsutras.com](http://www.hairsutras.com)  
[www.parachuteadvanced.com](http://www.parachuteadvanced.com)  
[www.ivonilovemyhair.com](http://www.ivonilovemyhair.com)  
[www.truerootslab.com](http://www.truerootslab.com)  
[www.pblskin.com](http://www.pblskin.com)



[www.saffolalife.com](http://www.saffolalife.com)  
[www.saffolafittify.com](http://www.saffolafittify.com)  
[www.fitfoodie.in](http://www.fitfoodie.in)  
[www.setwet.com](http://www.setwet.com)  
[www.cocosoul.in](http://www.cocosoul.in)  
[www.kayayouth.com](http://www.kayayouth.com)  
[www.maricoinnovationfoundation.org](http://www.maricoinnovationfoundation.org)

### Investor Relations

Mr. Pawan Agrawal - Executive Vice-President and Head – Finance & Investor Relations - [pawan.agrawal@marico.com](mailto:pawan.agrawal@marico.com)  
Mr. Harsh Rungta - Manager - Investor Relations – [harsh.rungta@marico.com](mailto:harsh.rungta@marico.com)