



emami* limited

January 28, 2016

To,
The Secretary
The National Stock Exchange of India Ltd.
Exchange Plaza, Plot No. C/1, G. Block
Bandra Kurla Complex, Bandra (E)
Mumbai: 400051

The Secretary
BSE Limited
Phiroze Jeejeebhoy Towers
Dalal Street
Mumbai: 400001

The Secretary
The Calcutta Stock Exchange Limited
7, Lyons Range
Kolkata: 700001

Dear Sir,

Enclosed please find the presentation on the performance of the company for the Third quarter and Nine months Ended 31st December, 2015.

This is for your information and record.

Thanking you,

Yours faithfully,

For Emami Limited,

A.K. Joshi
Company Secretary & VP- Legal
(Encl.: As above)

INTRODUCING

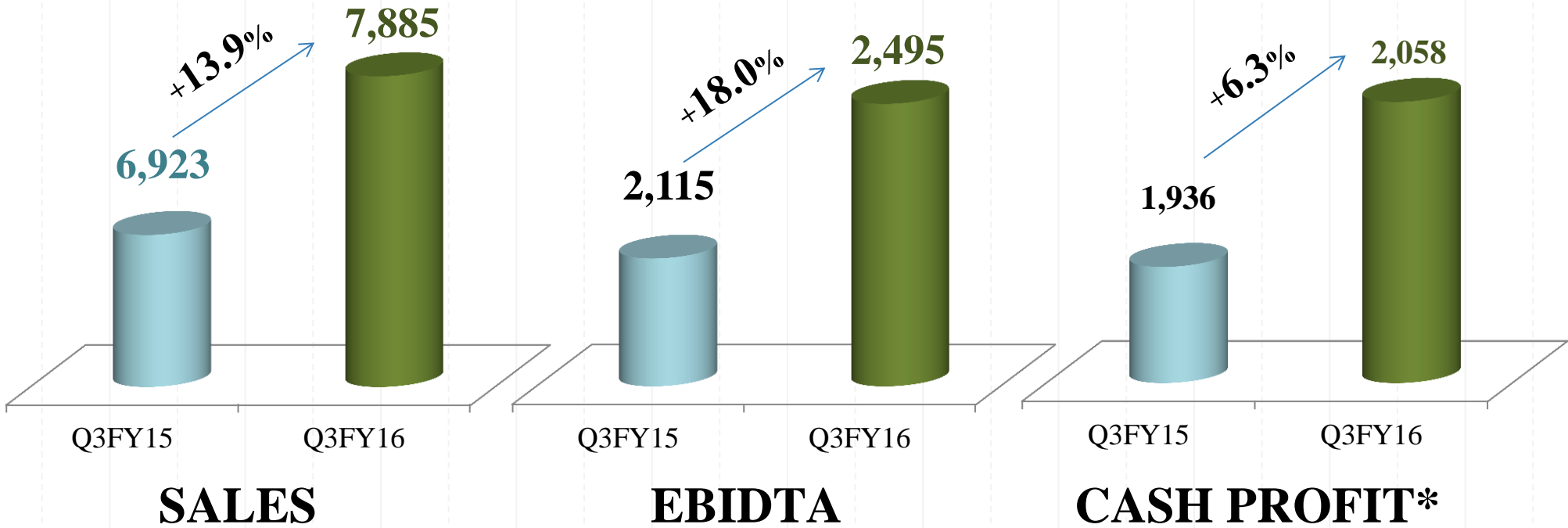
ZANDU PURE HONEY



Q3FY16

Snapshot...Consolidated

₹ in Millions



However, PAT at ₹1,341.2 mn was lesser compared to Q3FY15 because of amortization of Kesh King intangibles by ₹ 617.1 mns.

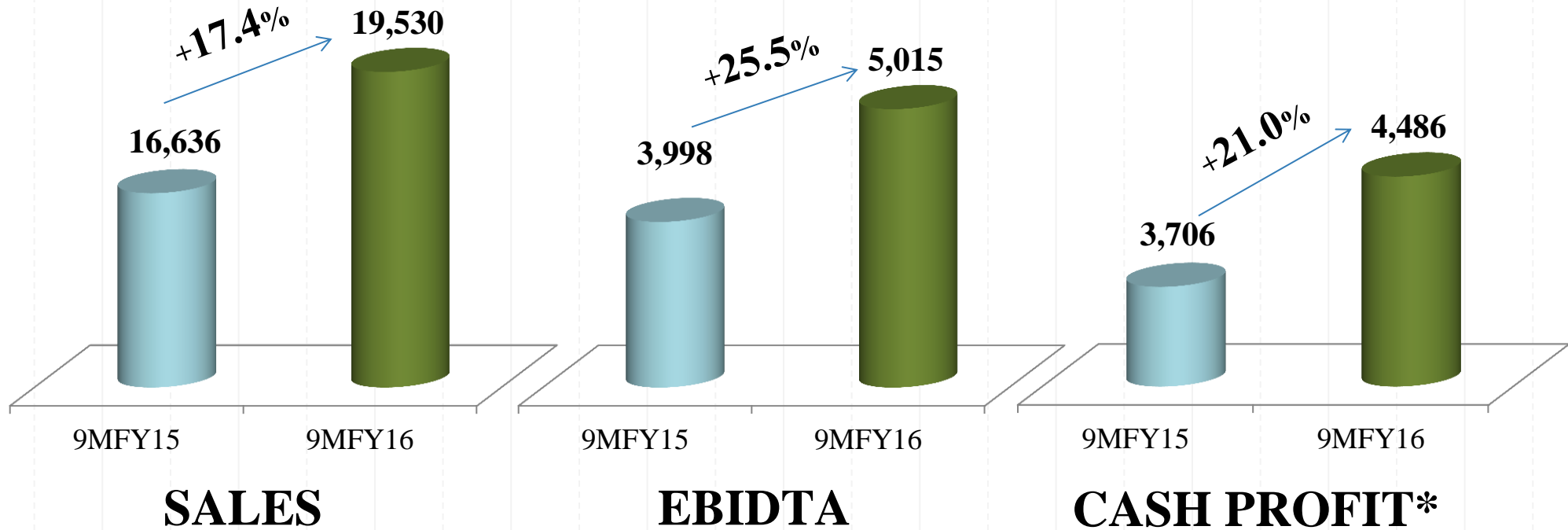
*Cash Profits = PAT + Depreciation & Amortization.



9MFY16

Snapshot...Consolidated

₹ in Millions

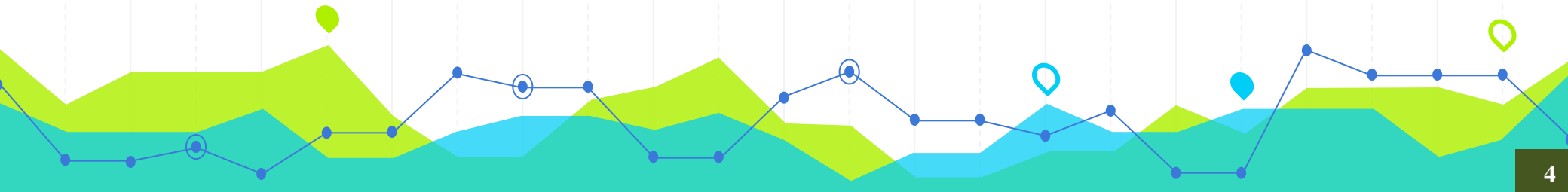
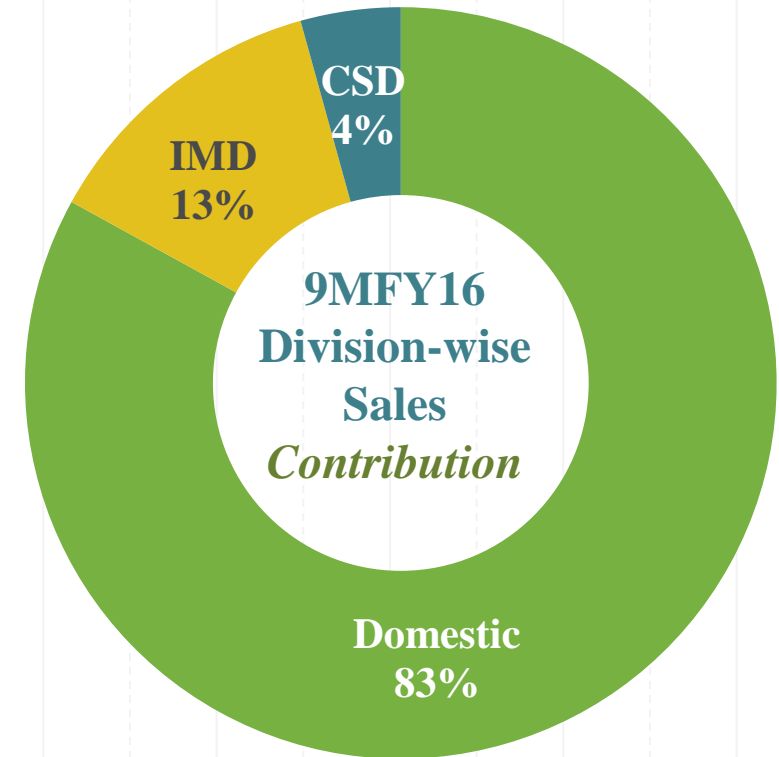
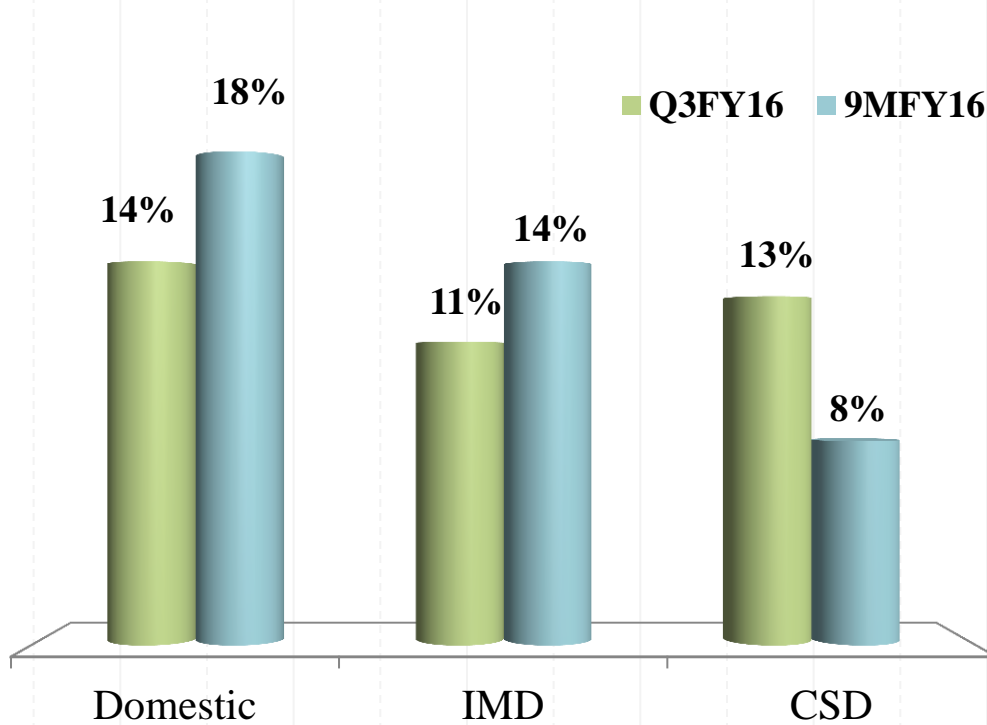


However, PAT at ₹2,832.1 mn was lesser compared to 9MFY15 because of amortization of Kesh King intangibles by ₹ 1,373.5 mns.

*Cash Profits = PAT + Depreciation & Amortization.

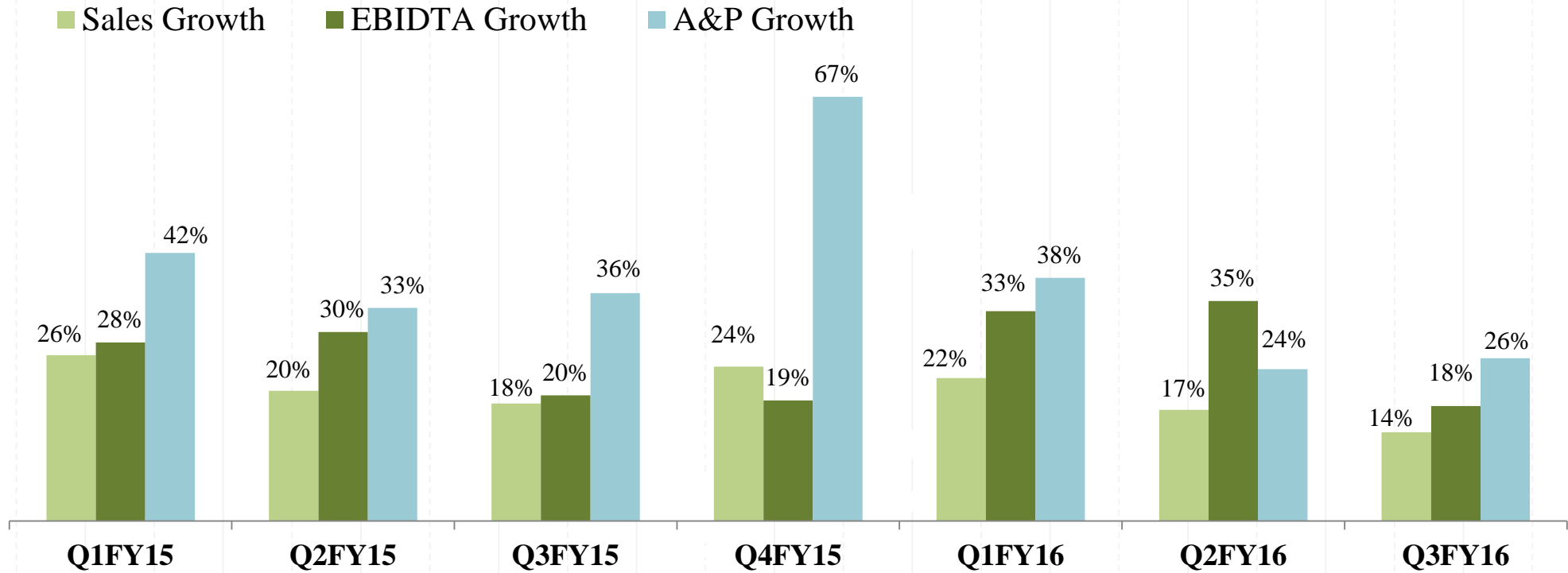
Sales Growth

- Consolidated Sales grew by **14%** in Q3 and by **17%** in 9MFY16
- Organic Sales grew by **4%** in Q3 and by **9%** in 9MFY16



Quarterly Trends

Consolidated Sales, EBIDTA and A&P Growth



EBIDTA margins expand by 100 bps YoY in Q3FY16



Q3 & 9MFY16 Domestic Brand-wise Performance

Consumer Care Range- *Brand-wise Performance*



- **BoroPlus Antiseptic cream** grew by **2%** during the quarter and by **5%** in 9MFY16. Growth impacted due to delayed winters.
- **Balms** grew by **10%** during the quarter and by **12%** in 9MFY16.
- Launched brand extension **Fair and Handsome Complete Winter Solution** in Dec'15. Sales of **Fair & Handsome** cream (including the new variant) grew by **8%** during the quarter and by **12%** in 9MFY16.
- **Cool Oils** degrew by 6% during the quarter. However, it grew by **7%** in 9MFY16.
- **Fair & Handsome Instant Fairness Facewash** grew by **61%** during the quarter and by **79%** in 9MFY16.
- **7 Oils in One** grew by **142 %** in Q3FY16 and by **71%** in 9MFY16



Kesh King Range

- Sales contributed to **10%** of domestic Revenues during the quarter and by **8%** in 9MFY16.
- Launched 60ml SKU to increase rural penetration.
- Enhanced formulation by moving from 16 to 21 Ayurvedic herbs for higher efficacy.
- Shruti Haasan & Sania Mirza roped in to promote the brand.



Print Ads featuring new brand ambassador- Shruti Haasan

Protect your hair against hair fall*, dandruff and dryness with Kesh King ayurvedic oil

5 Hair Problem's 1 Ayurvedic Solution

- Hair fall*
- Dandruff
- Roughness
- Split ends*
- Premature greying

The powerful combination of 16 herbs present in Kesh King Ayurvedic Medicinal Oil works like a tonic, provides nutrition to the Matrix Cells found in our weak hair, and helps in Activating them. These Matrix Cells help in removing the fibre of weak hair and aid in growing of new hair fibre. This ensures strong, healthy, thick hair from the roots.

This is the reason why intelligent women use Kesh King Ayurvedic Medicinal Oil. So be intelligent and bring home today itself- Kesh King Ayurvedic Medicinal Oil.

Unique blend of 16 pure ayurvedic ingredients

| | | | |
|----------|-------------|---------|----------|
| Yashti | Raktasandam | Dibbika | Amlani |
| Beringis | Harbati | Lathra | Kada |
| Mudga | TI Di | Shyela | Kala |
| Kimba | Malyapant | Brani | Sagpassa |

Testimonials:

Mrs. Nazma Khan
Despite many treatments and proper care her hair related problems continued. However these were controlled by the regular use of complete hair care treatment of Kesh King oil, capsule and herbal shampoo.

Mrs. Lalita Devi
Post marriage she faced an acute hairfall problem. In fact it almost became like a disease. Then one day, her husband brought home Kesh King oil and shampoo. Within 20 days the results were visible.

Recommended by world's best hair experts:

- Peter Francis, Hair Specialist, Australia
- Sho Mitsu, Hair expert, Japan
- Dr. Jyoti, Hair expert, India

Kesh King AYURVEDIC MEDICINAL OIL

24x7 Toll Free Helpline No. 1800 183 8168

बालों को स्वस्थ और सुन्दर बनाने के लिए आप क्या चुनोगे? केमिकल वाले शैम्पू या आयुर्वेदिक गुणों से भरे हुए केश किंग शैम्पू

आयुर्वेद की प्राकृतिक खुरियां बालों को मजबूती एवं पोषण देने में मदद करती हैं।

साधारण केमिकल शैम्पू से नुकसान बालों में पोषण का हाता है और बालों को झड़ाने, बेहतर बनाने में मदद करती हैं।

बालों का झड़ना कम करने में मदद करती हैं।

बालों को पोषण देने में और इसे सूदूर एवं स्वस्थ बनाने में मदद करता है। बालों के झिल्ले में केमि केश शैम्पू पर धोना करती हैं।

श्रुति हासन

आयुर्वेदिक गुणों से समृद्ध, मेरा केश किंग शैम्पू बालों को पोषण देने में और इसे सूदूर एवं स्वस्थ बनाने में मदद करता है। बालों के झिल्ले में केमि केश शैम्पू पर धोना करती हैं।

Dr. Juneja's Kesh King HERBAL SHAMPOO

24x7 Toll Free Helpline No. 1800 183 8168

Consumer Care *New Launches*



Fair and Handsome Complete Winter Solution

Launched in Nov'15

- First ever winter cream in India for men with 8 Action formula to fight tough winters.
- Developed on consumer insights, wherein it was observed that no moisturizing option was available in markets for the tough facial skin of men.
- Offers overall winter face care needs of men - moisturisation and dryness defence along with oil-free fairness.

BoroPlus Cocoa Soft Moisturizing Lotion

Launched in Nov'15



- Cocoa Lotion segment growing by 20% with an urban penetration level of just 2.7%.
- Fortified with the goodness of natural ingredients, the lotion renders tenderness of smooth chocolate with 7x more moisturisation compared to other regular variants to beat the winter dryness.
- Parineeti Chopra roped in to promote the brand.

Health Care *Range*

- **Healthcare Range** (*excluding New Launches*) grew by **25%** during the quarter and by **30%** in 9MFY16 led by **Zandu Pancharishta**

New Launch

Zandu Pure Honey

Launched in Dec'15



100% Pure Honey with no added sugar

Scientifically tested for “no added sugar” in an independent laboratory in Germany.

Sourced from the best and the most indigenous beekeepers.

ZANDU

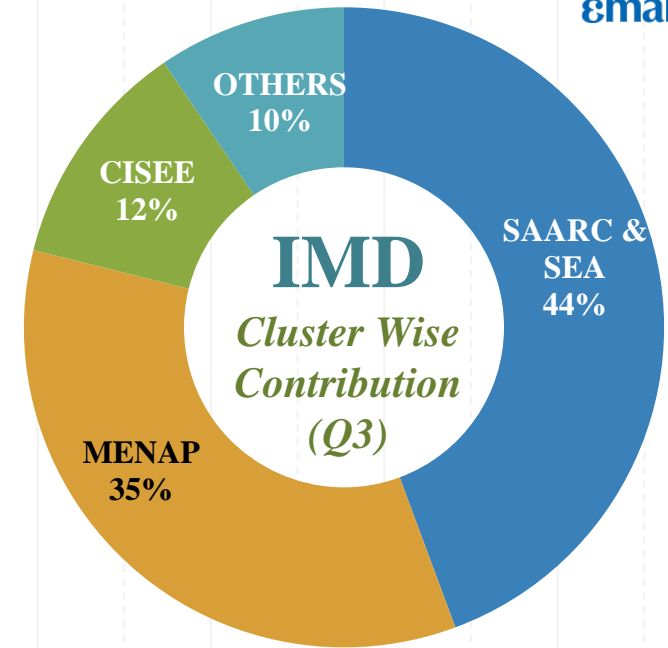




Q3 & 9MFY16 IMD Performance

International *Business*

- International business grew by **11%** during the quarter and by **14%** in 9MFY16.
 - **SAARC & MENAP** regions performed well
 - **CIS** however degrew due to economic crisis and currency volatility



Leadership *in International Markets*

- Navratna **#1** in Cooling Oil category across UAE, Saudi Arabia & Bangladesh
- Fair & Handsome **#2** in Men's Fairness Cream category across UAE, Saudi Arabia & Bangladesh
- BoroPlus **#2** in Antiseptic and Healing topical Supplement category in Russia

SAARC & SEA: South Asian Association for Regional Cooperation & South East Asia

MENAP: Middle East, North Africa & Pakistan

CISEE: Commonwealth of Independent States & Eastern Europe



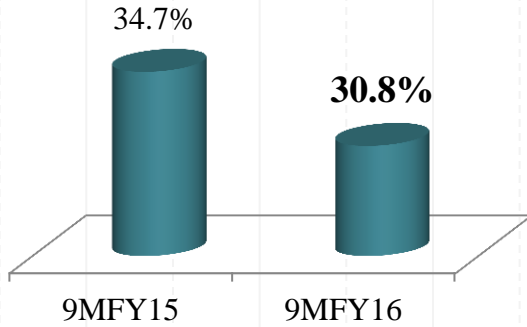
Q3 & 9MFY16 Earnings Analysis

9MFY16 Earnings Analysis

Cost of Goods Sold

(as a % of Sales)

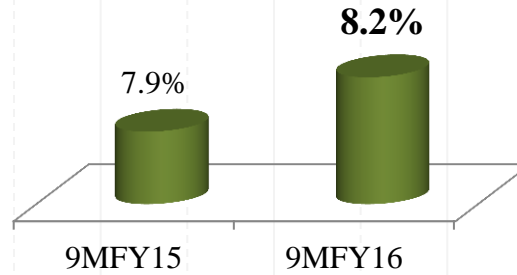
- 390 bps



Staff Costs

(as a % of Sales)

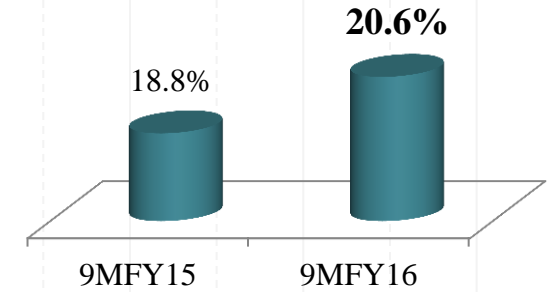
+ 30 bps



A&P Spends

(as a % of Sales)

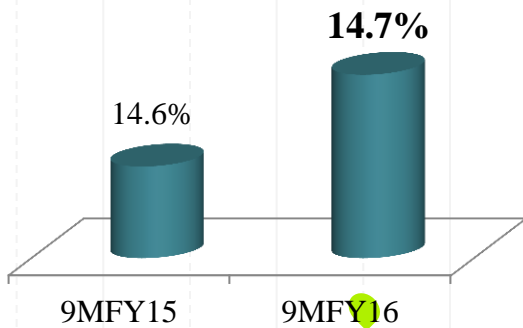
+ 180 bps



Admin & other Exp.

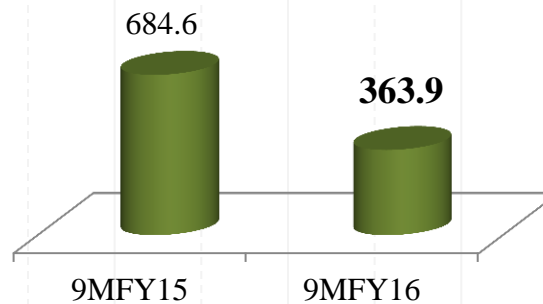
(as a % of Sales)

+ 10 bps



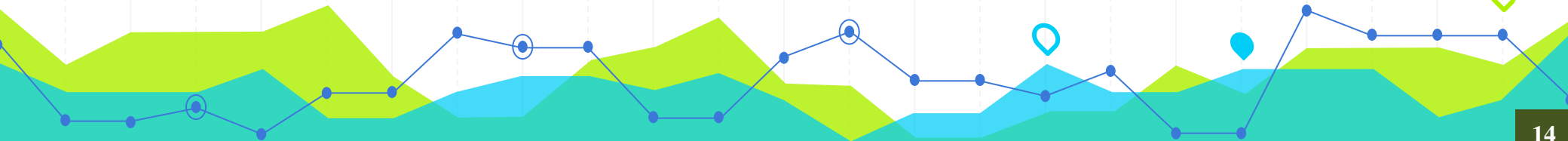
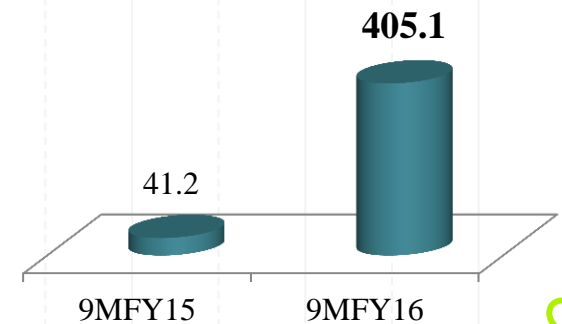
Other Income

(₹ in Millions)



Interest Paid

(₹ in Millions)



Q3FY16 Summarized Results



₹ in Millions

| Particulars | Q3FY16 | % of Sales | Q3FY15 | % of Sales | Growth % | FY15 | % of Sales |
|---|----------------|--------------|----------------|--------------|---------------|-----------------|--------------|
| Net Sales | 7,885.3 | 100% | 6,922.6 | 100% | 13.9% | 22,172.5 | 100% |
| Materials Cost | 2,304.6 | 29.2% | 2,266.5 | 32.7% | 1.7% | 7,799.7 | 35.2% |
| A&P | 1,497.1 | 19.1% | 1,192.5 | 17.2% | 25.5% | 3,919.4 | 17.7% |
| Staff Cost | 560.6 | 7.1% | 443.4 | 6.4% | 26.4% | 1,671.3 | 7.5% |
| Admn & Other Exp | 1,028.0 | 13.0% | 904.9 | 13.1% | 13.6% | 3,381.3 | 15.2% |
| EBITDA | 2,495.0 | 31.6% | 2,115.3 | 30.6% | 18.0% | 5,400.8 | 24.4% |
| Other Income | 49.8 | 0.6% | 312.6 | 4.5% | -84.1% | 918.2 | 4.1% |
| Interest | 170.8 | 2.2% | 19.9 | 0.3% | 758.3% | 51.4 | 0.2% |
| Amortisation of acquired Trade marks/ brands | 617.1 | 7.8% | 11.1 | 0.2% | 5459.5% | 34.4 | 0.2% |
| Depreciation/ amortisation of other assets | 99.3 | 1.3% | 87.8 | 1.3% | 13.1% | 308.7 | 1.4% |
| PBT | 1,657.6 | 21.0% | 2,309.1 | 33.4% | -28.2% | 5,924.5 | 26.7% |
| Tax & Minority Interest | 316.4 | 4.0% | 472.1 | 6.8% | -33.0% | 1,068.4 | 4.8% |
| PAT | 1,341.2 | 17.0% | 1,837.0 | 26.5% | -27.0% | 4,856.1 | 21.9% |
| EPS - Rs. | 2.7 | | 8.1 | | -27.0% | 21.4 | |
| Cah Profit (PAT + Depreciation) | 2,057.6 | 26.1% | 1,935.9 | 28.0% | 6.3% | 5,199.2 | 23.4% |
| Cash EPS | 9.1 | | 8.5 | | 6.3% | 22.9 | |

9MFY16 Summarized Results



₹ in Millions

| Particulars | 9MFY16 | % of Sales | 9MFY15 | % of Sales | Growth % | FY15 | % of Sales |
|---|-----------------|--------------|-----------------|--------------|---------------|-----------------|--------------|
| Net Sales | 19,530.2 | 100% | 16,635.9 | 100% | 17.4% | 22,172.5 | 100% |
| Materials Cost | 6,010.6 | 30.8% | 5,779.1 | 34.7% | 4.0% | 7,799.7 | 35.2% |
| A&P | 4,032.9 | 20.7% | 3,121.9 | 18.8% | 29.2% | 3,919.4 | 17.7% |
| Staff Cost | 1,594.8 | 8.2% | 1,306.9 | 7.9% | 22.0% | 1,671.3 | 7.5% |
| Admn & Other Exp | 2,877.0 | 14.7% | 2,430.5 | 14.6% | 18.4% | 3,381.3 | 15.2% |
| EBITDA | 5,014.9 | 25.7% | 3,997.5 | 24.0% | 25.5% | 6,319.0 | 28.5% |
| Other Income | 363.9 | 1.9% | 684.6 | 4.1% | -46.8% | 918.2 | 4.1% |
| Interest | 405.1 | 2.1% | 41.2 | 0.2% | 883.3% | 51.4 | 0.2% |
| Amortisation of acquired Trade marks/ brands | 1,373.5 | 7.0% | 23.5 | 0.1% | 5744.7% | 34.4 | 0.2% |
| Depreciation/ amortisation of other assets | 280.0 | 1.4% | 209.4 | 1.3% | 33.7% | 308.7 | 1.4% |
| PBT | 3,320.2 | 17.0% | 4,408.0 | 26.5% | -24.7% | 5,924.5 | 26.7% |
| Tax & Minority Interest | 488.1 | 2.5% | 935.2 | 5.6% | -47.8% | 1,068.4 | 4.8% |
| PAT | 2,832.1 | 14.5% | 3,472.8 | 20.9% | -18.4% | 4,856.1 | 21.9% |
| EPS - Rs. | 12.5 | | 15.3 | | -18.4% | 21.4 | 0.1% |
| Cah Profit (PAT + Depreciation) | 4,485.6 | 23.0% | 3,705.7 | 22.3% | 21.0% | 5,199.2 | 23.4% |
| Cash EPS | 19.8 | | 16.3 | | 21.0% | 22.9 | 0.1% |

Awards & Accolades...Q3

- Emami Limited won the **Economic Times Bengal Corporate Award 2016** in the category of **Best Financial Performance with turnover exceeding Rs.1000 crores.**
- Zandu Balm ranked **66th** and Boroplus ranked **84th** among the **Top 100 Brands** in the Economic Times Brand Equity -**Most Trusted Brands, 2015** across categories
 - Zandu Balm ranked 5th in the Personal Care (OTC) category,
 - Navratna ranked 3rd in the Hair Oil category,
 - Boroplus ranked 19th and
 - Fair & Handsome ranked 28th in the Personal care category
- Founder & Executive Chairman, **Shri R.S. Agarwal**, featured amongst **India's Top 100 CEO's by Business Today.**
- Founders, **Shri. R.S. Agarwal & Shri R.S. Goenka** have been felicitated with the **Lifetime Achievement Award** by **The Economic Times Bengal Corporate Awards 2016 & Ananya Samman** organized by the leading Bengali news channel 24 Ghanta, a **Zee Group Company.**
- Shri. R.S. Agarwal was also conferred with the **Lifetime Achievement award** at **Indian Marketing Awards 2015** organised by Exchange4media Group and presented by Hindustan Times.



Thank you



Making people Healthy & Beautiful, Naturally

