

February 17, 2016

The Secretary,  
BSE Limited,  
1st Floor, Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai – 400001  
Scrip Code: 531642

The Manager,  
Listing Department,  
National Stock exchange of India Limited,  
'Exchange Plaza', C-1 Block G,  
Bandra Kurla Complex, Bandra(E)  
Mumbai – 400051  
Scrip Symbol: MARICO

**Sub: Intimation regarding updation of the Presentation used at the Analyst/ Institutional Investor Meets (“the Meets”) pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015**

Dear Sir / Madam,

This is to inform you that pursuant to Regulation 30(6) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the “Regulations”) read with Part A of Schedule III to the Regulations, the Presentation usually used by the Company officials for the Meets has been updated and the same is enclosed.

Further, pursuant to Regulation 46(2)(o) of the Regulations, the updated Presentation is also available on the Company’s website and the same can be accessed using the below mentioned link:  
<http://marico.com/india/investors/documentation/latest-update>

Kindly take the above on record.

Thanking you.

Yours truly,

For Marico Limited



**Bhaveka Ranparia**  
Assistant Company Secretary





Marico  
Investor Presentation

**February 2016**

# Marico : Snapshot



## ■ Beauty & Wellness Solutions

- Hair Care, Health Care, Skin Care, Male Grooming

## ■ A leading Indian MNC Group

**INR**

**USD**

- Market Capitalization

30,000 Cr

4.1 Billion

- Turnover FY 15

5,733 Cr

940 Million

- Profit FY 15

573 Cr

94 Million

- Turnover from overseas : 22%

## ■ Sustained Profitable Growth

- Turnover 18%      Profits 15%

**(5 yr CAGR)**

# Portfolio : Beauty & Wellness



## ■ Hair Care

- Hair Nourishment
  - Oils/Serums/Tonic



## ■ Healthcare

- Healthy refined edible oils
- Oats



## ■ Male grooming/ styling

- Deodorants
- Hair Creams/Gels/Wax



## ■ Skincare

- Body Lotion



# Choice Making Framework - Where to Play



- **Emerging Markets of Asia & Africa**
  - Hair & Skin Nourishment
  - Male Grooming
- **Regional Jewels**
  - Foods in India and Vietnam
  - Ethnic Hair Care in Sub Saharan & South Africa

# Geography Choice Making Framework

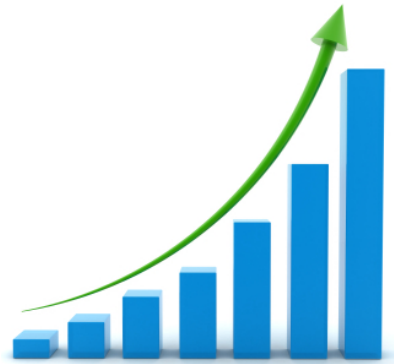


Per Capita Income

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

# Focus on Growth

- **Focus on volume growth and Market Share gain**
  - Subject to threshold operating margins
- **Innovation and Renovation to fuel growth**
  - Follow prototyping approach for learning and adapting
- **Leverage Scale advantage for improving cost structure**
  - Re-invest for building capabilities
- **Organic Growth is the first builder**
  - Inorganic Growth - a top-up

# Inorganic Growth Opportunities - Play Book



## Categories

Hair Care, Skin Care, Healthy Foods, Male Grooming

## Markets

Existing Markets, East Africa, Other South East Asian Markets

## Key attributes

- New Markets
  - Market Leader Brand
  - Strong distribution
- Existing Markets
  - Helps build scale -> consolidate MS
  - Broaden the portfolio
  - Accelerate Category Leadership
  - Entry in new category
  - New Capabilities



# Market Leadership: Key to Category Choice



Brand	Category	Indicative Market Share (%) #	Rank	Penetration Level
Parachute/Nihar	Coconut Oil (India)	~ 57%	1	High
Parachute	Coconut Oil (Bangladesh)	~ 82%	1	High
Saffola	Super Premium Refined Edible Oils (India)	~ 60%	1	Low
Saffola	Oats (India)	~ 25%*	2	Low
Parachute Advanced, Nihar Naturals, Hair & Care	Hair Oils (India)	~ 30%	1	High
X-Men	Male Shampoo (Vietnam)	~ 38%*	1	Low
Fiancée / Hair Code	Hair Styling (Egypt)	~ 58%*	1	Medium
Set Wet / Parachute Advanced	Hair Gels & Creams (India)	~ 52%*	1	Low
Livon / Silk & Shine	Post Wash Hair Serum (India)	~79%	1	Low
Parachute Advanced Body Lotion	Body Lotion (India)	6%	5	Low

**Marico brands have a no 1 position in their respective segments over around 90% of its turnover**

# Dec'15 rolling 12 month volume market share data sourced from AC Nielsen

\* Value Market Share



# India Business

# Coconut Oil (CNO)



The only Company with a national presence in INR 45 bn (~USD 738 mio) branded CNO market

Volume Market Share	
Parachute	48%
Nihar	8%
Oil of Malabar	1%
<b>Total</b>	<b>57%</b>



35-40% market (by volume) estimated to be in loose form

5 yr volume CAGR in Parachute rigid packs ~8%

## Headroom for growth

- ✓ Conversion from loose to branded
- ✓ Market share gain in rural

Likely medium term volume growth : 6-8%



Portfolio Share  
35%

# Hair Oils



**Category Play : Significant participation in most key sub-segments**

**Marico’s Volume Market Share in Hair Oil Market ~ 30%**

- Future focus on premiumization of the portfolio

**Likely Medium term Volume Growth ~ 12-15%**

- Specific Benefits – creating more occasions of use
- Promote Dual Usage
- Expanding rural reach
- Packaging Innovations

Portfolio Share  
19%

# Hair Oiling Category

- **Likely to see sustained growth**
  - One of the fastest growing amongst all large entrenched categories in India
- **Belief in benefits of leave-in conditioner (oil) versus rinse off**
- **Research to support benefits of hair oiling**
  - Reduces breakage
  - Reduces protein loss
  - Softens hair
  - Improves shine
  - Improves thickness, strength and length
- **Over the years, with economic growth, consumers have been up-trading**
  - Base oils → value added oils → specificity of benefit

# Saffola



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

Riding a health care tailwind in India : **Saffola 5 yr volume CAGR ~10%**

Leadership position in **super premium refined edible oil** segment (60% Volume Market Share)

Entry into **breakfast cereals market** in 2010 (Plain oats and Value Added oats)

**Market Leadership in Value Added Oats with 67% value share**

Likely medium term volume growth in Saffola Oils: **~8-10%**

- Increasing trend of cardiovascular diseases, diabetes & hypertension in India
- Rising incomes and higher level of heart health awareness
- Increase in the number of nuclear families and working women

ROCP  
Portfolio Share  
14%

# Male Grooming



- Marico acquired SetWet & Zatak in May 2012
- Tail wind categories with low penetration
- Synergies with existing business
  - Leverage widespread Distribution network
    - Gain access to cosmetic/chemist outlets



**Hair Gels/Creams**  
Rs.200 Cr (USD 33 mn)



- Achieved market leadership in Gels/Creams with 52% value share
  - Will focus on growing the market
- Modern Trade Channel : Future opportunity
- Deo market expected to consolidate in the next 4-5 years

**Deodorants**  
Rs.2200 Cr (USD 360 mn) Market



# Successful Launches – Big Bets for the Future



## Parachute Advanced Ayurvedic Oil (FY11)

- No 4 player in Hair Fall solution
  - MS in South India: 31% (Exit Dec)
- Large Category: INR 900 cr (USD 164 mn)
- Robust Growth: CAGR of 48% from launch



## Body Lotion (FY12)

- No 4 player: MS of 6%
- Large Category: INR 1000 cr (USD 164 mn)
- Market Growth Rate : ~10%



## Oats (FY13)

- No 2 player in overall category
  - Market Leader in Savoury Oats
- High Growth segment: INR 250 cr (USD 40 mn)
- Saffola Oats growing rapidly
  - Last 2 year CAGR of 48%



# Recent Launches and Prototypes



## **Parachute Advanced Ayurvedic Gold Oil (Hair Fall Solution)**

- Different Formulation to suit the rest of India
- Being Scaled up



## **Nihar Naturals Sarson Kesh Tel (Mustard Hair Oil)**

- Large Loose Mustard Oil Market in North and East India
- Benefits of Mustard Oil with better sensorials
- Being Scaled up

# Strong Distribution Network (India)

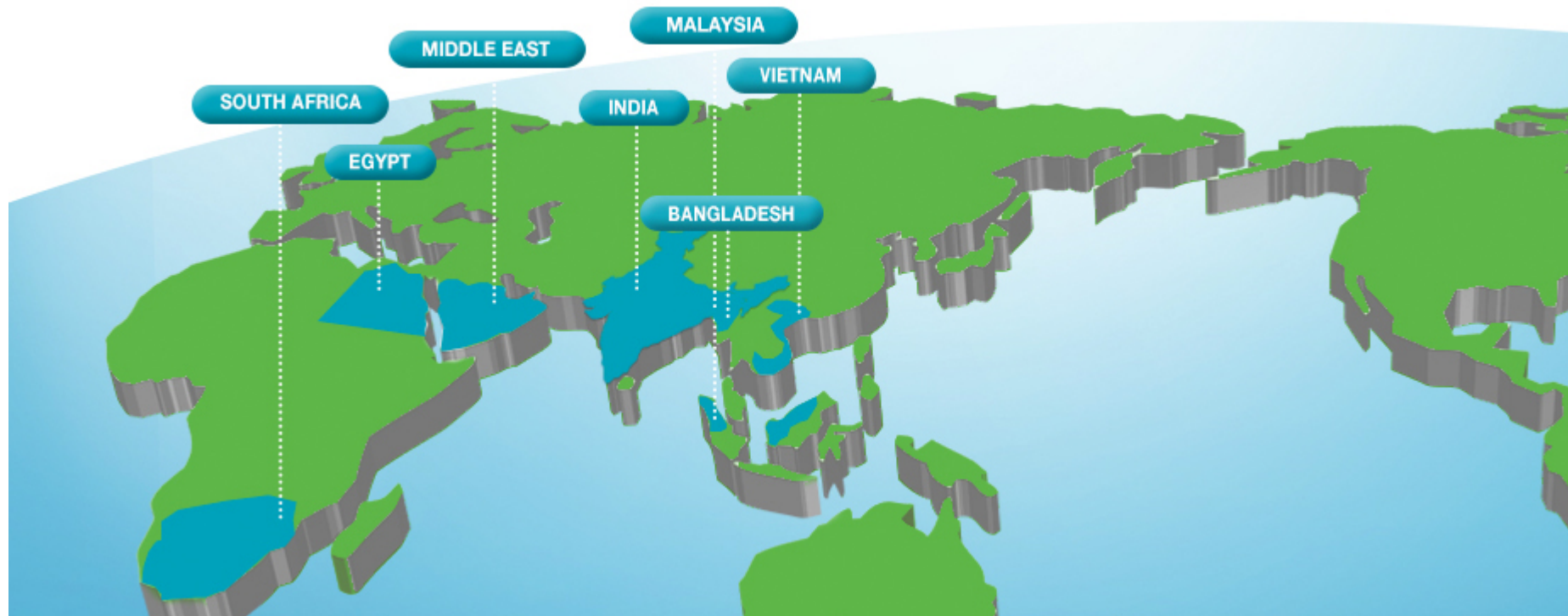


- Indirect Reach: ~ **3.6 million outlets** out of ~9 million outlets – Huge Headroom for growth
- Direct Reach: **Over 850,000 outlets** - Initiatives in place to increase the reach
  - **Project ONE** – Targeting direct coverage increase in top 20 towns (Incremental Turnover ~INR 65-75 crores in FY 2016)
  - Leveraged **technology** coupled with **robust IT Infrastructure** to drive impact
- Channel Split : **Modern Trade** has outpaced the other channels. **E-commerce** is still small with a strong growth potential.

Channel	Share of Business
General Trade	80%
Modern Trade	11%
CSD	9%

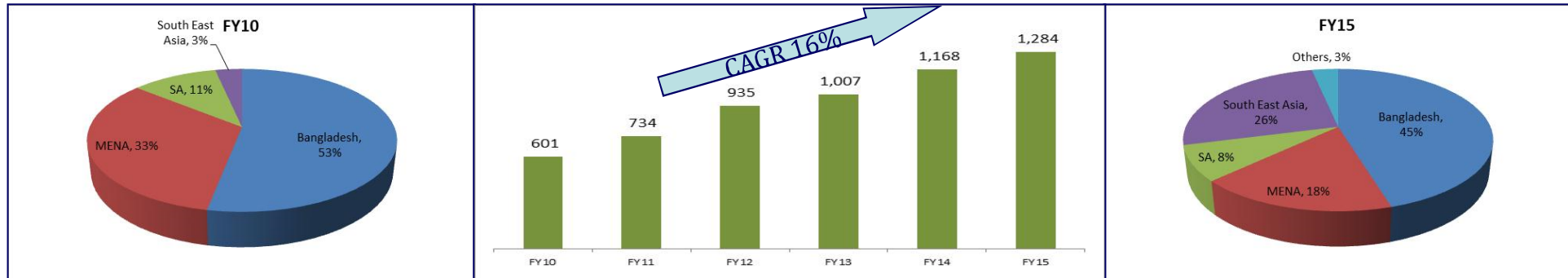
- Urban – Rural Split : **Rural sales up from 26% in FY10 to 33% in FY15**

	Share of Business
Urban	67%
Rural	33%



# International Business

# Marico International



- **Focus on :**
  - Emerging markets of Asia & Africa
  - Nourishment and Grooming
- **Operates in Geographic hubs leading to supply chain and media synergies**
- **Opportunities for expanding footprint**
  - From Bangladesh, Malaysia, Vietnam to Rest of South East Asia
  - From GCC, Egypt to North Africa countries
  - From South Africa to East Africa and Sub Saharan Africa
- **Brands with regional identity & expression**
  - Customization based on local market insights
- **Likely medium term organic growth : ~15% (constant currency)**
  - Maintain Operating Margin at ~16-17%

Portfolio Share  
22%

# International Portfolio



**Bangladesh**  
45%



**Categories :**

Coconut Oil, Hair Nourishment, Colours, Male Grooming

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

**Middle East**  
9%



**Categories :**

Coconut Oil, Hair Nourishment

**Brands:**

Parachute, Parachute Secrets, Parachute Gold

**Egypt**  
8%



**Categories :**  
Male Styling

**Brands:** Hair Code & Fiancee

**Vietnam**  
23%



**Categories:**  
Male Grooming, Foods

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

**South Africa**  
8%



**Categories :**

Ethnic Hair Care, OTC Health Care

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

Emerging Markets of Asia & Africa

# International Strategy



**Bangladesh**  
45%



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

**Middle East**  
9%



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

**Egypt**  
8%



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

**Vietnam**  
23%



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

**South Africa**  
8%



- \* Build Scale in South Africa
- \* Expand in East Africa

Gain scale by leveraging common product platforms

# Recent Launches - International



## Marico Vietnam

- New Variant in Shampoos - Cool Water
- Innovation in Deodorants - New range of No-Gas Perfumed Body Spray - 1st No-gas Deo in Vietnam!



## Marico Myanmar

- Sep-15 - 'Parachute Advanced Hair Tonic' launched
- Cross-pollination opportunity in other markets

# Recent Restages - International



**Marico Middle East - Parachute Gold hair nourishment range**

- Value-added hair oils, creams, hammam zait & oil replacement
- Targeted at the Arab consumers



**Marico Egypt – Hair Gels**

- New non-alcohol & nourishing formulation
- includes benefit of Olive Oil
- Refreshed contemporary packaging
- Broader participation in male grooming in future



# Future Growth Strategy – India and International



## Strategy

## Opportunity

Grow the Core by expanding the category where we are market leaders

Coconut Oil in India & Bangladesh  
Saffola Oils, Gels & Serums in India

Gain Market Share by leveraging Distribution & continuous innovations

Hair Code/Fiancee – hair gels/creams in Egypt  
Hair Oils in India & Bangladesh, Rural India  
Male Deodorants and shampoo in Vietnam

Enter and grow in adjacencies

Healthy Foods & Skin Care in India  
Male Grooming across geographies

Cross Pollination of Portfolio

Healthy Foods, Nourishment Portfolio,  
Male Grooming

Enter New Geographies - *Leverage existing portfolio, build business*

North Africa, Sub-Saharan Africa  
Rest of South East Asia

Acquisitions

*Synergistic Opportunity in chosen categories & markets*

# Dividend Distribution & Cash Deployment



- Focus on maximization of shareholder value
- Marico has been increasing its payout over the last couple of years with higher cash generation

	FY 2013	FY 2014	FY 2015
Dividend Payout Ratio	19%	24%	30%

- Depending on M&A, dividend pay-out will be steadily increased.

Note: The Company declared a one-time Silver Jubilee Third Interim Dividend of 175% and a total dividend of 350% in FY14. The dividend payout ratio increased to 47% in FY14 as compared to 19% in FY13. Excluding the one-time dividend, the payout ratio for FY14 is 24% which is reflected in the table above.

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**Thank You**



# Exhibits

# Exhibit 1: Financial Highlights



Particulars (INR Crores)	FY11	FY12	FY13	FY14	FY15
Revenue from Operations	3128	3980	4596	4,687	5,733
Profit Before Tax	376	400	552	695	822
Profit After Tax	286	317	396	485	573
EPS: (INR)	4.7	5.2	6.1	7.5	8.9
Book Value per Share (INR)	14.90	18.59	30.77	21.1	28.3
Net Worth	915	1,143	1,982	1,361	1,825
EBITDA %	13.3%	12.1%	13.6%	16.0%	15.2%
ROCE %	27%	26%	24%	32%	47%

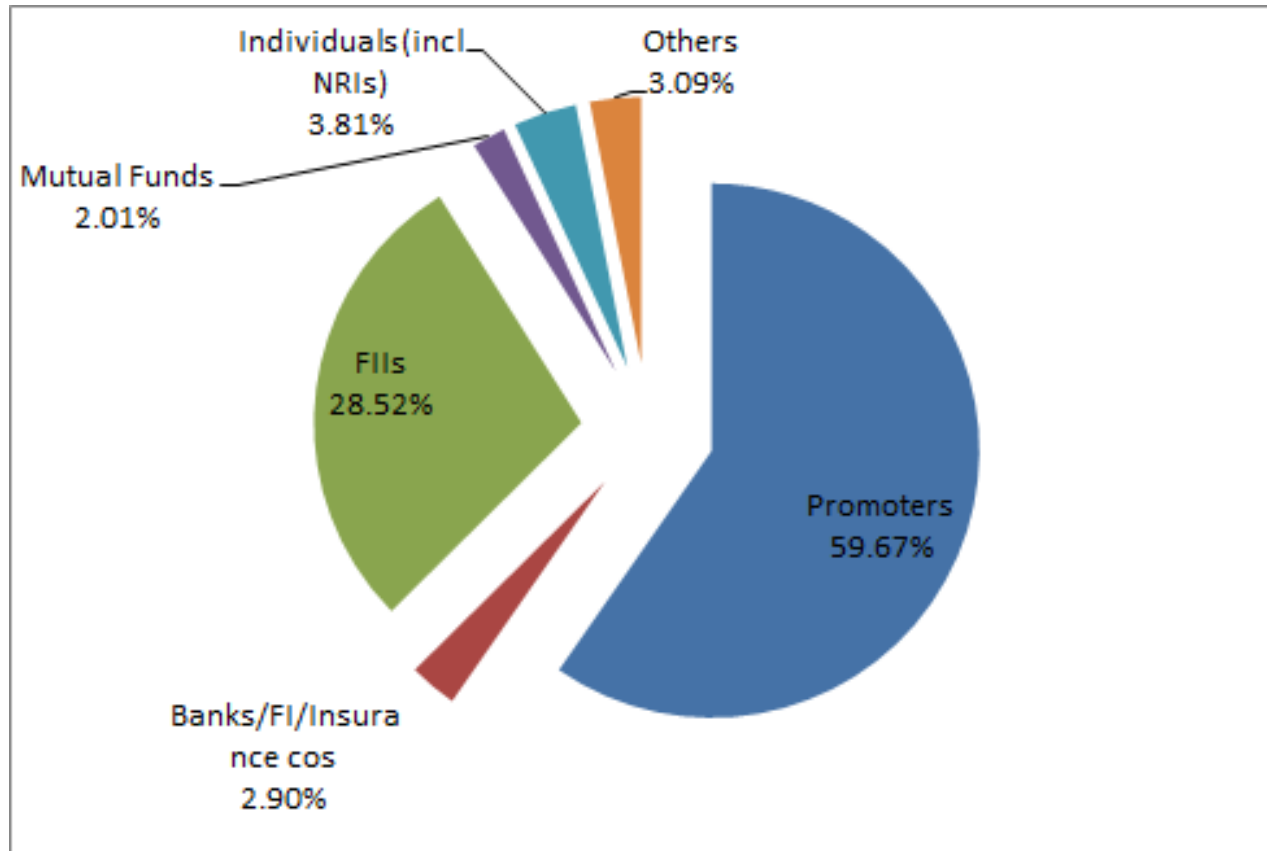
Note: FY14 & FY15 numbers do not include Kaya

# Exhibit 2: Awards and Accolades



- Marico is the **best domestic company on Corporate Governance** by Asiamoney's Corporate Governance Poll 2015
- Marico ranked 4<sup>th</sup> in the Economic Times and Aon Hewitt **Top Companies for Leaders** India Study
- Marico was featured in the list of '**India's Best Boards 2014**' by Economic Times & Hay Group
- Marico Bangladesh received **Best Corporate Award 2014** under Multinational Category by Institute of Cost and Management Accountants of Bangladesh (ICMAB)
- Marico ICP-Vietnam featured in the list of Vietnam's **100 Best Places to Work** by Anphabe and Nielsen.
- Parachute Advansed Body Lotion featured in the list of **23 Breakthrough Innovations in FMCG** by Nielsen
- Marico was ranked No.53 in the world in the prestigious **Forbes 100 Most Innovative Growth Companies** List
- Harsh Mariwala, Chairman Marico Ltd. recognized as a "**Wealth Creator-FMCG**" at the Zee Business India's Best Market Analyst Awards 2014
- **Saffola** has been featured in the Millward Brown and WPP's '**50 most valuable Indian Brands**'
- Marico is ranked 3 in the FMCG sector in the 2015 '**Great Place to Work**' Institute study for India
- Marico features in the list of '**Best Investor Relations Program in South Asia**' in the Institutional Investors Awards 2014

# Exhibit 3: Shareholding Pattern December 2015





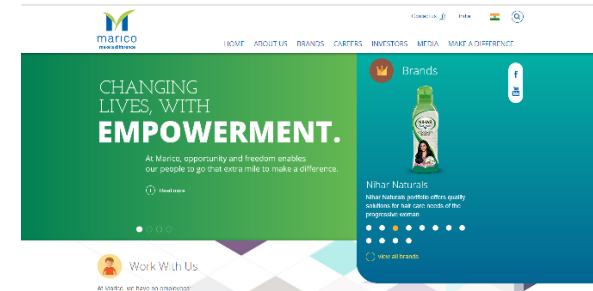
# Exhibit 4: Communication Protocol



- One on one meetings with the Buy side and Sell side
- Conferences and Non-Deal Roadshows

- **Marico Website**

- Annual Report
- Latest Quarterly Updates
- AGM Notice
- Shareholding Pattern
- <http://www.marico.com/html/investor/overview.php>



- **Quarterly Results**

- Information Update
- Media Release
- Earnings Call with the management team
- For all the quarterly documents, visit the website <http://www.marico.com/html/investor/latest-quarterly-updates.php>

- **Investor Relations App**

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- Quarterly Results
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