

Emami LIMITED





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All figures pertain to Consolidated financials and MAT Mar'25 unless otherwise stated



What We Believe In



- Flagship company of the Emami Group
- One of the leading and fastest growing personal and healthcare businesses in India
- Founded by RS Agarwal and RS Goenka in 1974
- Category creator with a differentiated niche positioning
- Most of the products based on Ayurvedic formulations
- Enviable portfolio of household brand names such as Navratna, BoroPlus, Zandu, Kesh King, Smart And Handsome (formerly Fair And Handsome), Mentho Plus Balm, 7 Oils in One, Dermicool, The Man Company and Brillare Science among others.



Creating innovative products with cuttingedge R&D and industrybest standards.



Focus on Natural and Ayurvedic formulations



Manufacturing Excellence



Stringent Quality Control



Consumer Trust across the Globe



₹3,809cr

Revenues generated in FY25 550+

Product Portfolio 145+

Products sold every second across the world 70+

Countries where Emami Products are sold

6

Captive manufacturing units

6.9 cr

Indian households where Emami brands are used **5.4** mn

Outlets where Emami's products are available in India **26.9** %

EBIDTA Margin in FY25



1974	1978	1982	1989	1995	2004	2005	2007
Started with a meagre capital	Acquired Himani Ltd	Launched BoroPlus Antiseptic Cream	Launched Navratna Cool Oil	Listed on the Bombay Stock Exchange (BSE)	Issued 1:1 Bonus. Stock Split from ₹ 10 to ₹ 2/-	Public issue. NSE Listing, Launched Smart (Fair) & Handsome	Launched Navratna Cool Talc
2008	2009	2010	2012	2013	2014	2015	2017
Acquired Zandu Pharma- ceuticals	Raised ₹ 310 cr. through QIP	Stock Split from ₹2 to ₹1/-	Set up manu- -facturing unit in Bangladesh	1:2 Bonus Shares Issued	Launched 7 Oils in One	Acquired Kesh King	Pacharia unit commenced operations
2018	2019	2020	2021	2022	2023	2024	2025
Strategic Investments made in TMC* & Brillare; Bonus issue of 1:1	Acquired German brand Creme 21	Share Buyback for ₹192 cr	Brilliare becomes subsidiary	Share Buyback for ₹161 cr; Acquired Dermicool. TMC*	Share Buyback for ₹185 cr & Strategic Investment in Axiom	50 years of Emami	Rebranded Fair and Handsome to Smart and Handsome

Ayurveda

becomes

subsidiary

^{*}Helios Lifestyle which operates under the brand The Man Company



Promoter Directors



R.S. Agarwal
Chairman
Emeritus & NonExecutive Director



R.S. GoenkaNon-Executive
Chairman



H.V. AgarwalVice Chairman &Managing Director



Mohan Goenka
Vice Chairman &
Executive Director



S.K GoenkaExecutive Director



A.V. Agarwal

Non-Executive

Director



Priti A SurekaExecutive Director



Prashant Goenka
Executive Director

Independent Directors



Anand N. Rathi
Leading financial
and investment
expert



C.K. Dhanuka Industrialist



Debabrata SarkarEx-Banker



Anjani Kr.
Agrawal
Former senior
partner, EY



Anjan
Chatterjee
Marketing veteran
and hotelier



Avani V Davda
Business Leader &
founding CEO,
Tata Starubucks



Rajiv Khaitan
Advocate & Sr.
Partner, Khaitan &
Co

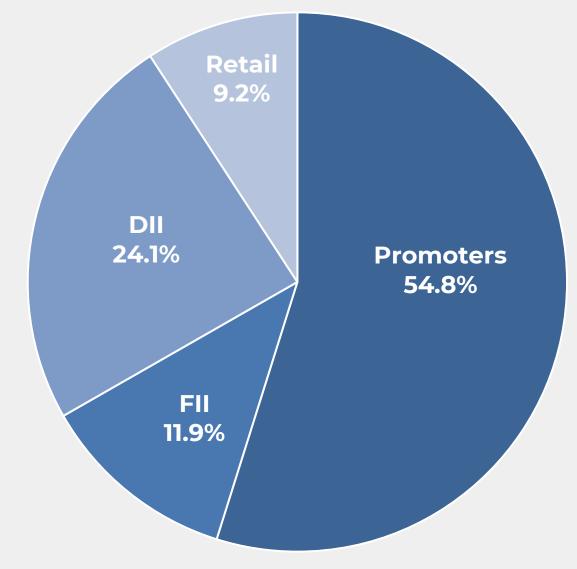


Advocate &
Insolvency
Professional

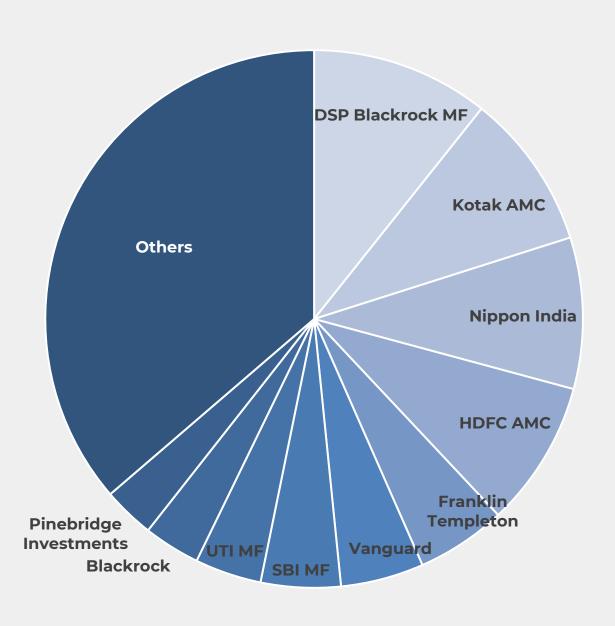


Shareholding structure

Shareholding break-up



Major institutional investors





Navratna

Cool Oils and Cool Talc

₹850cr+



Pain Balms, Healthcare products in OTC, Generics & Ethicals

~**₹850**cr



Antiseptic Creams, Body Lotions, Soaps, Aloe Vera gel, Petroleum Jelly & Prickly Heat Powder

₹600cr+



Ayurvedic Medicinal Oils, Shampoos, Conditioner etc.

₹300cr+



Male grooming range

₹200cr+



Pain Balms

₹200cr +



Light Hair Oils and Shampoo

₹150cr+



Premium Male Grooming range

~₹150cr+



Prickly heat & cool talc, spray, soaps and shower gels

₹150cr+



Personal Skincare range

₹100cr+



- Market leader in a niche Cool oil and Cool Talc category with no significant competitors
- Extended to Extra Thanda oil, Cool talc,
 Gold oil and Therapy range
- Endorsed by Kapil Sharma & Varun Dhavan



67.5%

Navratna Cool Oils Volume Market Share * 22.7%

Navratna Cool Talc Volume Market Share * 14.7%

Navratna Cool Oil Household penetration 5.3%

Navratna Cool Talc Household penetration* 3.4 cr

No. of Indian
Households
consuming
Navratna Cool Oils

1.8 cr

No. of Indian
Households
consuming
Navratna Cool Talc

*MAT Dec'24



- Zandu largest pain balm brand in India
 - Extensions in Ultra power Balm, pain relief oil & roll on
- Mentho Plus positioned as headache specialist
 - Extended to TOTAL balm for total Pain Relief From Head to Toe
- Zandu Fast Relief consisting of Gel, Ointment & Spray
 - India's only pain relief brand endorsed by The Indian Association of Physiotherapists
- Endorsed by Sonu Sood, Bobby Deol and Dr. Ali Irani



20.3%

Zandu Balms Household penetration 11.7%

Mentho Plus Balms Household penetration 6.9 cr

No. of Indian Households consuming Zandu Balms 3.9 cr

No. of Indian
Households
consuming
Mentho Plus Balms



- India's trusted multipurpose
 No.1 Antiseptic Cream
- Extended equity to Body Lotions, Prickly Heat Powder, Petroleum Jelly and soaps
- Forayed into new age categories like aloe-vera gel and all-season cream.
- Endorsed by Akshay Kumar and Nushrratt Bharuccha



60.1%

BoroPlus Antiseptic Cream Volume Market Share 20.1%

BoroPlus Antiseptic Cream Household penetration 6.8 cr

No. of Indian Households consuming BoroPlus Antiseptic Creams



- India's no. 1 Hairfall Expert
- Complete range of products from Ayurvedic medicinal oil, shampoo, conditioner, capsules, Onion and Organic range
- Internationally Certified for superior product efficacy and comprises 21 rare ayurvedic herbs made by using Tel Pak Vidhi.
- Endorsed by Shilpa Shetty and Palak Tiwari



29.2%

Kesh King Oil Volume Market Share* 2.2%

Kesh King Oil Household penetration 73 lac

No. of Indian
Households
consuming Kesh King
Oil

*MAT Dec'24



- Fair and Handsome first brand to revolutionize men's grooming segment in India
 - Rebranded as Smart and Handsome
- Successfully extended into face wash and launch of exclusive men's skincare and haircare range planned
- Endorsed by Kartik Aryan
- HE Deodorants, launched in 2014, available in aerosol & active range



74.0%

Smart and Handsome Radiance Cream Volume Market Share 2.0%

Smart and Handsome Radiance Cream Household penetration 66 lac

No. of Indian
Households consuming
Smart and Handsome
Radiance Cream



- One of the leading brands in the Prickly Heat and Cool Talc Segment
- Unique Double Action formula that is highly effective in fighting bacteria, absorbing sweat, and providing relief from prickly heat
- Iconic brand with a strong brand equity- High consumer connect through its vastly popular jingle, 'Aaya Mausam Thande Thande Dermicool Ka'
- Extended equity to -
 - Dermicool HER
 - Dermicool Soap
 - Dermicool Shower Gels
 - Dermicool Prickly Heat Spray



18.1%

Dermicool Prickly Heat Powder Volume Market Share* 3.4%

Dermicool Prickly
Heat Powder
Household
penetration*

1.1 cr

No. of Indian Households consuming Dermicool Prickly Heat Powder*

*MAT Dec'24

- Health expert offering ayurvedic solutions for lifestyle-related health problems
- Wide range covering OTC, generics, and ethical Ayurvedic medicines
 - Solutions span multiple ailments and patient segments
- Legacy Backed by Science
 - Over 110 years of Ayurvedic heritage
 - Modern R&D, high-quality ingredients, and rigorous testing in state-of-the-art facilities
 - Trusted by consumers, doctors, and patients across India
- Endorsed by Ajay Devgn and Divyendu Sharma
- Created a Digital Healthcare ecosystem and launched D2C portal- Zanducare





OTC Range



Medico Range



Zanducare Digital first portfolio





Emami GROUP

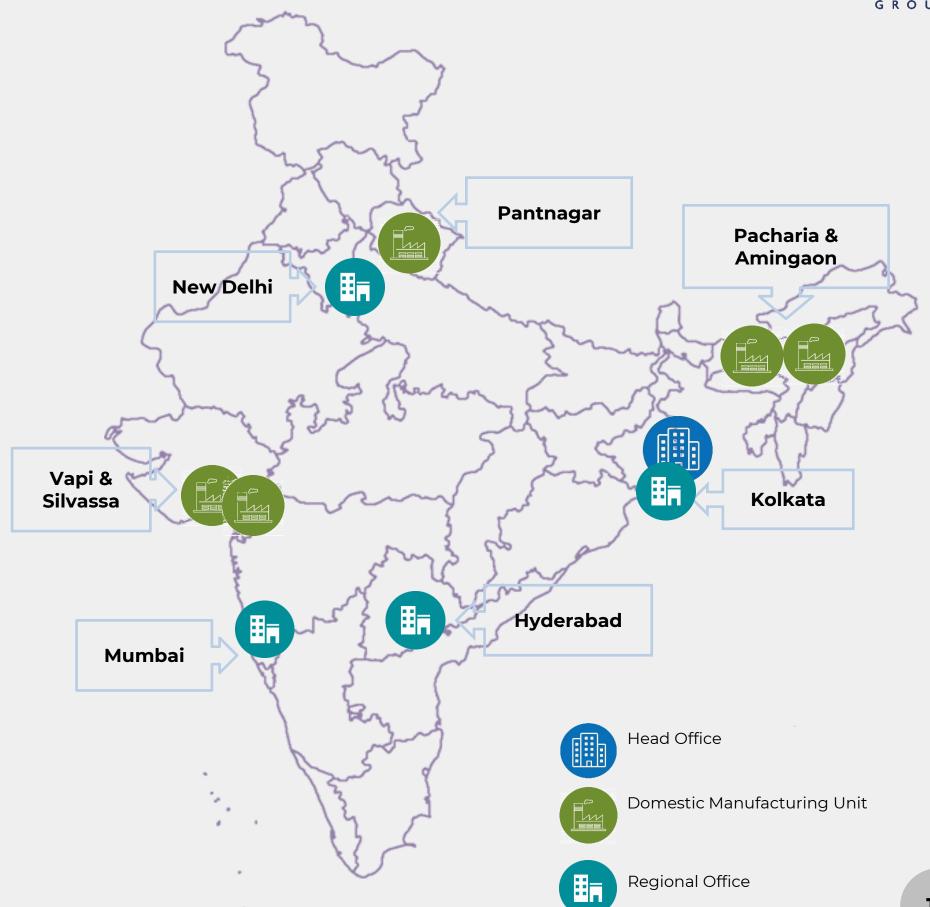
- India's leading men's grooming brand offering premium grooming essentials and fragrances for the modern-day gentleman.
- Formulated face, hair, body, beard, shaving products and fragrances of the purest and the finest quality.
- Products are meticulously crafted with ingredients inspired by nature, free from harmful chemicals and made from premium essential oils.
- ARR SI ON THE RESTRICT OF THE STATE OF THE S

- A revolution in the cosmetics industry providing real solutions by crafting products with 100% natural ingredients, ensuring safety and vitality for hair and skin.
- High performance natural ingredients used in the right proportions, making them safer and healthier than synthetic chemical-based products.





- Headquartered in Kolkata, West Bengal
- State-of-the-art R&D centers
 - In Kolkata & Mumbai
- 4 Regional offices
 - New Delhi, Mumbai, Hyderabad & Kolkata
- 5 captive Manufacturing units
 - Pacharia and Amingaon, Assam
 - Pantnagar, Uttarakhand
 - Vapi, Gujarat
 - Masat, Dadra and Nagar Haveli
- 26 depots across India
- Addressing >17,000 pin codes (94% of the national universe).



CIS





SAARC & SEA South Asian Association for Regional Cooperation (Major countries – Bangladesh, Nepal, Sri Lanka etc.) & South East Asia

MENAP Middle East & North Africa (Major countries – KSA, UAE, Qatar, Oman, Kuwait, Bahrain etc.)

Commonwealth of Independent States (Major Countries – Russia, Ukraine etc.)



- 5 manufacturing units in India
 - All manufacturing units are ISO 9001:2000 certified and GMP compliant
 - Amingaon, Patnagar, Dongri & Pacharia units
 accredited with ISO 14001 & ISO 18000 certification
 - 2 units in Guwahati enjoying fiscal benefits
 - WHO-GMP certified manufacturing units for healthcare products
 - 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



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

Strengths

Accreditations and Certifications



- State-of-the-art ultra-modern R&D centres in Kolkata & Mumbai
- Modern laboratory with cGMP practices
- Focus on product innovation, differentiation, cost control and superior quality
- Team comprises qualified ayurvedacharyas and specialized ayurveda scientists
- Advisory panel comprising top ayurvedic experts





Emami's R&D center in Kolkata

- **NABL** accredited CADE lab
- **AYUSH** certified CADE lab
- WHO GMP compliant for healthcare products
- **CoPP** registered healthcare products
- **BIS** Certified CADE Lab
- **DSIR** Certified R&D Centre
- CQA ISO9001:2015 Certified
- CQA ISO10002:2018 Certified

137

Scientists

25,000+ Sq.ft. (combined)

ultra-modern R&D centers

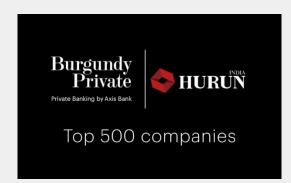


- Emami is a pioneer in engaging celebrities to endorse its brands.
- Emami brands have been associated with more than 60 celebrities over the years.
- Bollywood icons like
 Amitabh Bachchan, Shah
 Rukh Khan and Salman
 Khan have endorsed
 Emami brands





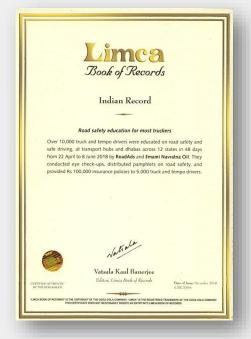




Featured in
Burgundy Private
Hurun India 500 List
(2025)



Featured in
Fortune Next 500
ranking securing 1st
position for FMCG
sectoral leadership
(2024)



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



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



Iconic Brands of India – BoroPlus by Economic Times (2022 – 2025)



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



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



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



Greentech Environment Award for Environment protection (2023, 2022 & 2021)



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







Holistic consumer engagement

Increase market penetration

- 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

Brand Repositioning to increase TAM Future~
Proofing Power
Brands

Strengthen Leadership Moats

Market
expansion in
newer
geographies

Fuel
Growth
through
youth
driven
Innovation

Strengthened presence in core markets

 To drive brand recall through integrated 360° campaigns across UP, Bihar and Jharkhand



Market Expansion across high potential geographies

Entered high-potential geographies including Gujarat,
 Maharashtra, WB, AP and Telangana to capture incremental share

Celebrity-led Brand Amplification

- Onboarded Kapil Sharma and team to drive mass appeal.
- Rolled out targeted campaigns in South India featuring regional celebrities to amplify local resonance and brand recall

Refined product formats and sensorial profiles

- To align with evolving consumer preferences, enhancing usage experience and relevance
- Relaunched Navratna Gold a light fragrant Ayurvedic Cooling Oil
- Focusing on ₹1 sachet for Navratna Cool Talc to drive trials

High-Impact Media & Consumer Connect

- Driving trials by undertaking large scale activities like salon development program, participation in fairs & festivals etc.
- Widened exposure on digital platforms and engaged new users (students, housewives and farmers)





Deepening Penetration in Core markets

 Strengthened presence in Maharashtra, Andhra Pradesh,
 Telangana, and Karnataka through region-specific campaigns and tailored messaging across ATL and BTL.

Developing newer markets

• Deepening Zandu relevance via regional media and increase purchase intention with multiple pain indications

Chemist Channel & Consumer Touchpoint Optimization

• Key focus on Chemist channel and Consumer touchpoints at point of sales and at religious yatras, melas and gatherings.

Targeted Innovations

- Launched Zandu Ortho Vedic Oil to address the arthritis market with a trusted, pan-India Ayurvedic solution.
- Introduced spray and Gel under Zandu Fast Relief
- Launched Mentho Plus Balm TOTAL to strategically extend brand equity beyond headaches, positioning the brand as a comprehensive solution for full-body pain relief
- Relaunched roll-on format to meet the preferences of younger consumers seeking non-sticky, portable pain relief alternatives.





Driving Multipurpose Usage

 Amplified BoroPlus' all-season, all-purpose appeal through a pan-India campaign featuring Akshay Kumar, highlighting everyday use by diverse family members

Youth-Driven Portfolio Extension - Diversified product range expanding the brand's appeal beyond winter

 Launched contemporary formats like Soft Antiseptic Cream and Aloe Vera Gel

Engaged Nushrratt Bharuccha for a fresh, aspirational appeal to BoroPlus Soft,

Reinforced brand values with no sulphate, no paraben

• Introduced new products with formulations enriched with contemporary ingredients like niacinamide, salicylic acid etc.

Strategic Partnership for Long-Term Growth

 Onboarded BCG as a growth partner to define actionable priorities across positioning, portfolio strategy, trade inputs digital optimization, and channel strategy.



Ayurvedic Positioning with Scientific Provenness



Reinforced Kesh King as a comprehensive Ayurvedic solution for hair fall and related concerns, backed by international certifications to strengthen credibility.

Building the Brand of Choice for the Next-Gen consumer

• Continued investment in ingredient storytelling (e.g., Onion, Rosemary, Organic etc.) to meet growing consumer interest in transparent, holistic care

High Impact Consumer engagement

• Roped in Shilpa Shetty and Palak Tiwari to endorse the brand, boosting visibility across demographics, bridging the generational trust gap and driving multi-age recall.

Driving growth in Shampoo

Deepened focus on core TG (25–45
age group), supported by sachet-led
shampoo distribution drives to
improve penetration and trials

Strategic Transformation

 Partnering with BCG to address both medium-term strategic imperatives and short-term operational levers



Strategic Brand Repositioning

- Transitioned from Fair and Handsome to Smart & Handsome, repositioning the brand from a fairness-led identity to a comprehensive male grooming solution.
- Significantly expanded the TAM from ₹759 crore to ₹6,700 crore

Innovation Pipeline Kick-off

 Building a long-term innovation roadmap across grooming subcategories to meet evolving consumer needs

Youth-Centric Brand Endorsement

 Onboarded Kartik Aaryan as brand ambassador to modernise the brand image and expand appeal among younger, aspirational audiences

Packaging overhaul

 Introduced refreshed packaging and aligning with men's grooming category cues to enhance competitive shelf presence



Strengthening Reach and accessibility

- Branded vans took Ayurvedic care to rural India.
- Trial packs launched to attract first-time users (Chyavanprash, Cough Syrup).
- Emphasis on real access over mere visibility.
- Scaling reach via modern trade, e-commerce, and D2C platform.

Medico Marketing & Doctor Engagement

- Project Sankalp launched to upgrade field force in key states.
- Scientific engagement via Ayurved Charcha and Gyan Pravah to build doctor trust.
- Expanded engagement with Ayurvedic and chemist outlets nationwide.

Digital Transformation & Consumer Connect

- Zanducare app revamped for faster checkout, mobile wallet, and better UX.
- Campaigns leveraged regional storytelling and efficacybacked messaging across ATL, digital, and influencer platforms.

New launches in high-demand categories:

Digestion, Immunity, Vitality.







Portfolio Expansion & Gender-Specific Customisation

• Introduced 'Dermicool Her', a variant designed with a silky-smooth feel for the needs of female consumers.

• Launched Dermicool Soap, formulated to deliver intense cooling relief, targeting everyday summer hygiene needs.

• Rolled out Dermicool Super Active Talc, a high-performance variant designed for enhanced sweat absorption and long-lasting freshness in extreme heat.

 Launched Dermicool Ice Cool Shower Gel to expand brand usage into the body wash category

 Introduced Dermicool Prickly Heat Spray, an easy-application format offering instant cooling relief, catering to modern, on-the-go consumer preferences.

Geographic Footprint Expansion

 Continued drive to scale Dermicool's presence across underpenetrated markets

 Continued investment in ₹10 SKU with dedicated rural marketing, including wall paints and targeted TV spots, to widen access and drive trials



Market Penetration & Expansion

Emami

- Focus on top 15 countries (~ 85% of global revenues)
- Consolidated operations in UAE; appointed tech-enabled distributor in Nepal.
- Identified and filled distribution gaps in key global markets -Reduced distribution costs and reinvested savings into market expansion.
- Expanded direct distribution to enhance accessibility and presence.

Localisation & Operational Agility

- Scaled up manufacturing near demand centres for faster GTM
- 80% production/sourcing now outside India to localise effectively.
- 85% of international workforce locally hired for cultural alignment and agility.

Product Innovation & Portfolio Expansion

- Regular new product launches backed by a robust NPD pipeline.
- Introduced innovative formats in pain relief, hair care, skincare and wellness.

Marketing Initiatives

- Launched culturally relevant campaigns
- Leveraged equity of existing brands in adjacent product categories.



Inorganic Growth

Strategic Investments in Startups



Key attributes

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

Key acquisitions

2008

2015

2019

2022











100% Stake





100% Stake



20.65% Stake



47.42% Stake



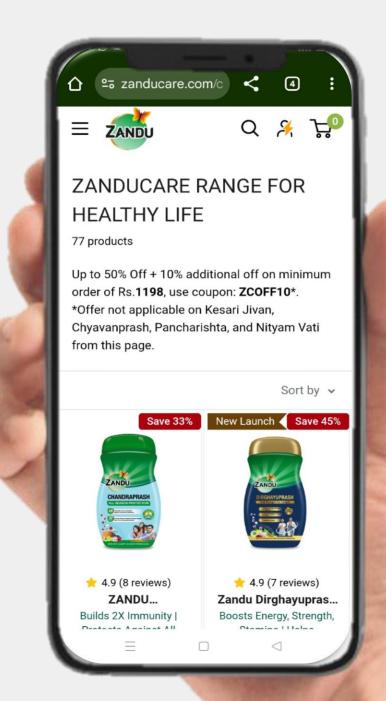
26.00% Stake





- Created a Digital Healthcare ecosystem and launched ecommerce portal for Zandu Healthcare products
- Designed to meet the evolving needs of modern, healthconscious consumers.
- Offers a curated portfolio of high-quality Ayurvedic products, supported by rich content & personalised recommendations
- ~100 Digital first launches on D2C portal since launch
- Free Doctor consultation facility for consumers







Focus on new age echannels for better reach and insights

Integration of analytical tools with the handheld devices to capture accurate geographic location, store level information and intervene during the call at the point of purchase.

Analytical tools used to identify villages with right potential using external surrogate metrics like size, proximity to highways, number of pucca vs kutcha houses, etc., and map them using their coordinates to increase the coverage

Analytics used to identify the right Modern Trade & Chemist stores. Analytical tools with image processing algorithms used to ensure better instore visibility Project Phoenix

Rolled out app for Upsell & Cross Sell enabler for Frontline Sales force.

Engagement with gamification allowing field force to gauge their own performance vs their peers within and across geographies

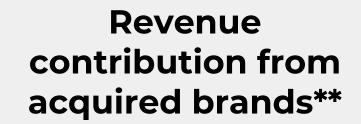
Beat Optimization to improve Salesman efficiency by optimizing coverage and manpower by geotagging of outlets.



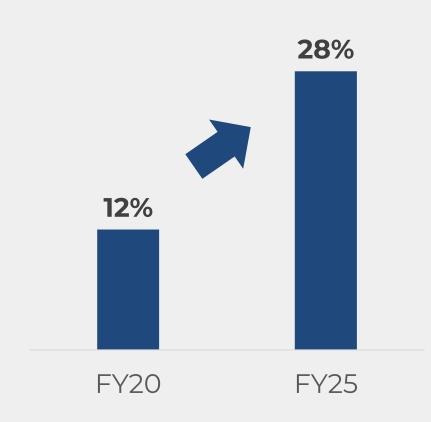
Project Phoenix: Optimizing GTM to seamlessly facilitate both effective sell-in and sell-out by teams, further bolstered by strengthening people and digital capabilities.

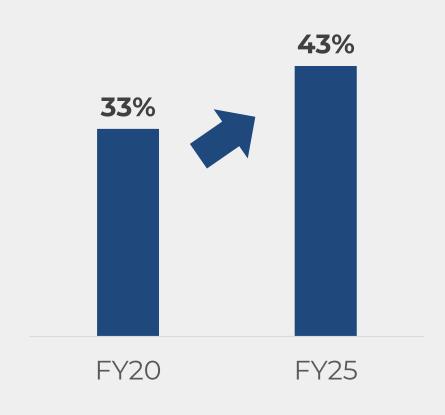


Increasing share of Domestic revenue from organised channels*









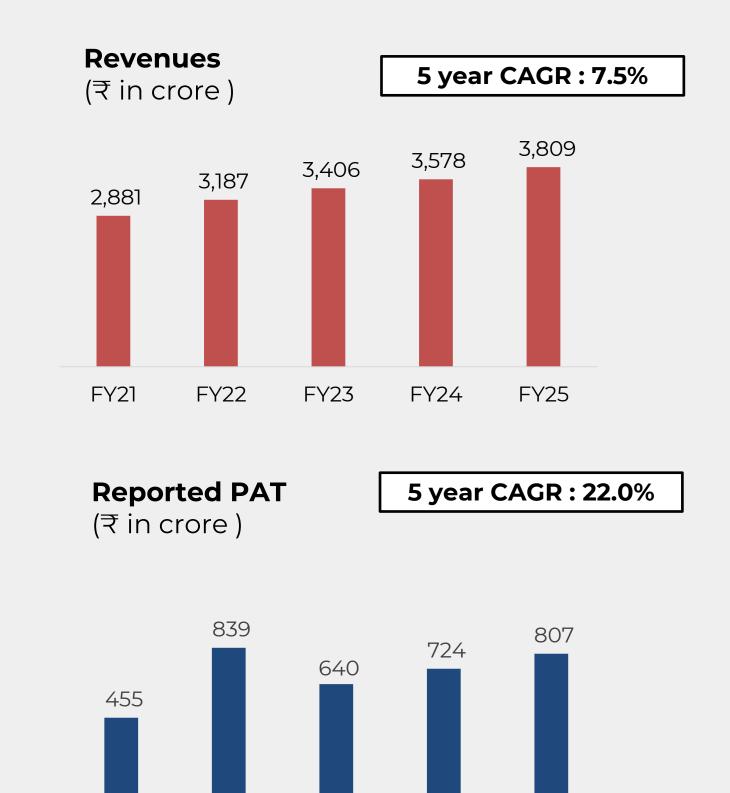


**Includes sales of Zandu, Kesh King, Creme 21, Dermicool, The Man Company & Brillare Science

^{*}Includes Modern Trade, eCommerce, eB2B, D2C and Institutional sales







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

FY23

FY24

FY25

FY22*

FY21







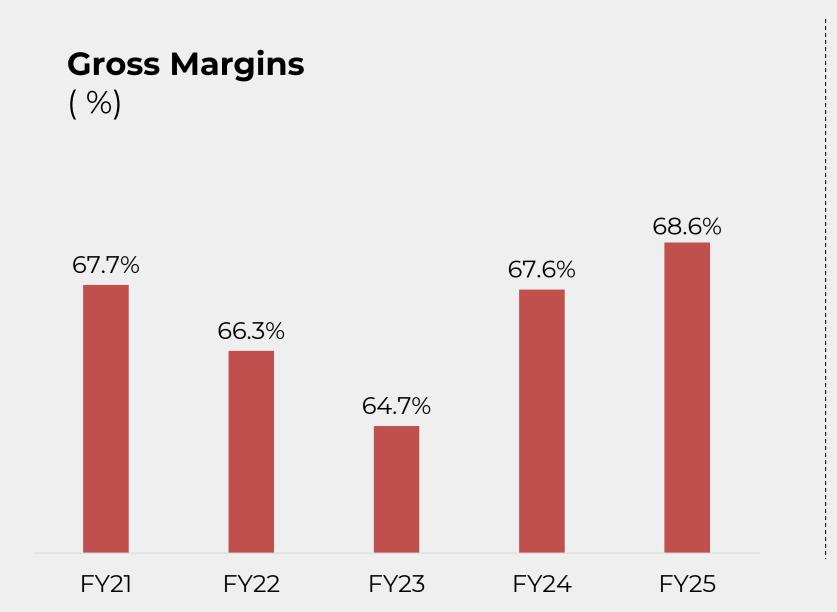
Adjusted PAT (₹ in crore)



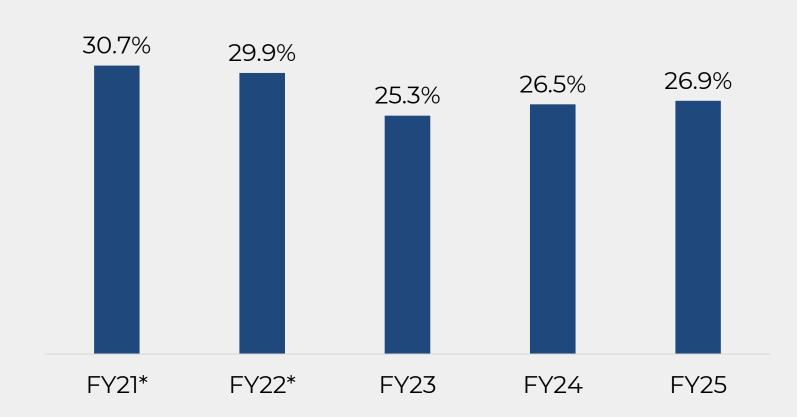


Adjusted PAT = Reported PAT + Amortisation of all Intangible Assets + Exceptional items



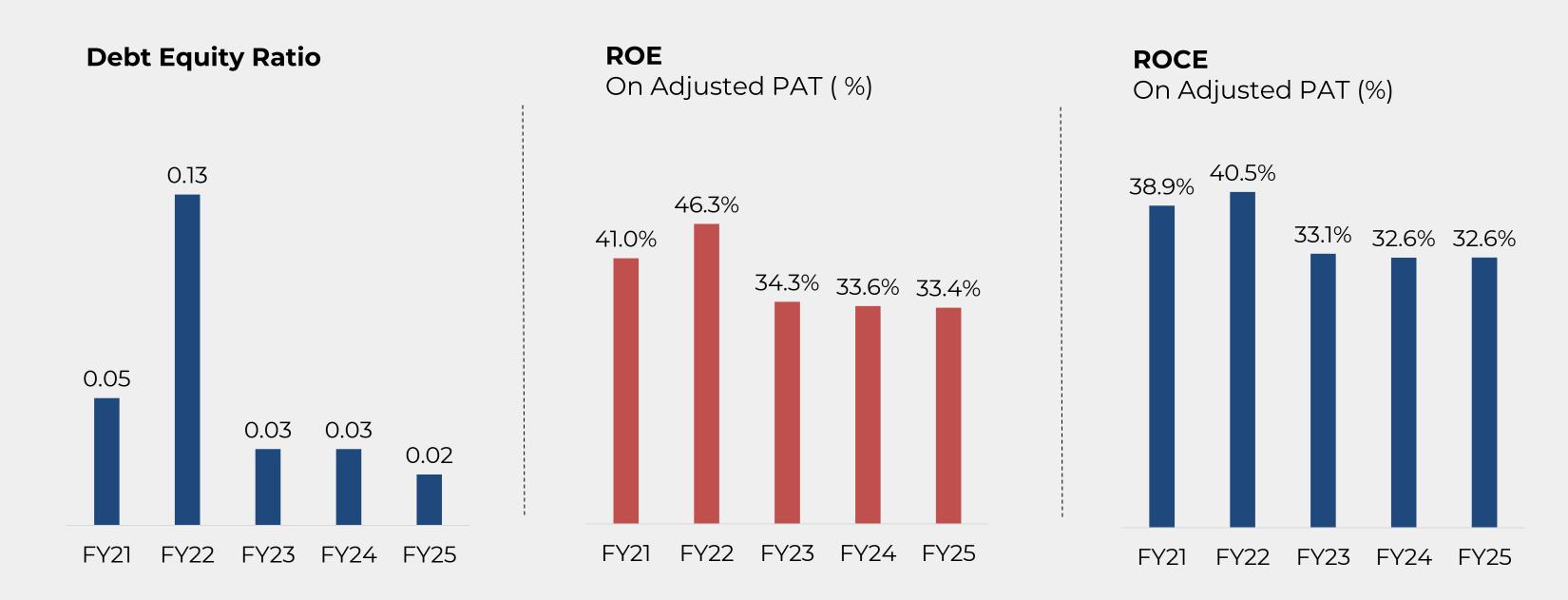






^{*}Higher margins on account of higher salience of COVID contextual products, lower A&P and admin costs

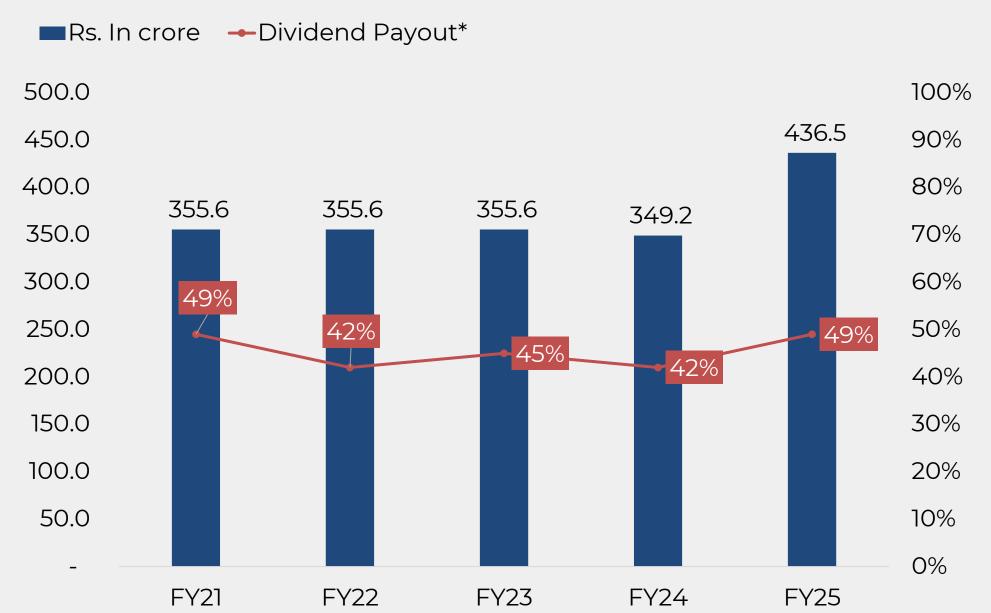




Notes:
Adjusted PAT= Reported PAT + Amortisation of all Intangible Assets + Exceptional items - MAT credit entitlement of the earlier years
MAT credit of the earlier years amounting to Rs. 230.33 cr was not considered in FY2021-22 in computation of the Net Worth/ Capital Employed



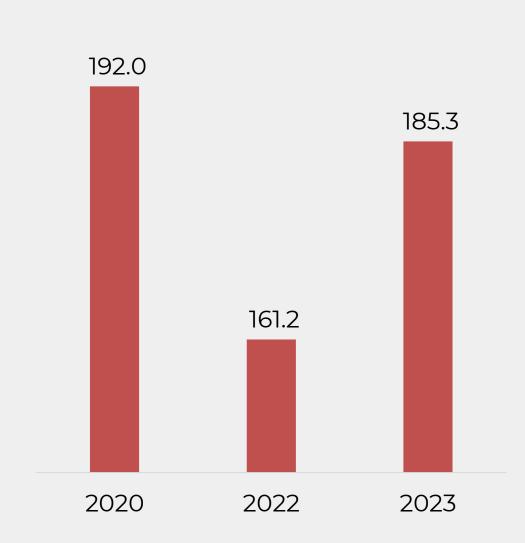
Dividends paid



*On Adjusted PAT FY25 Dividend includes a Special Dividend of ₹2/- to commemorate 50 years of Emami

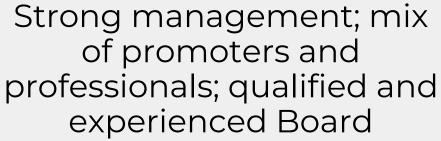
Share Buyback

(Rs. in crore)





High gross margins of >65%



6 brands enjoying leadership positions in their respective categories

des

EBIDTA margins of >25% despite one of the highest A&P spends of ~18%

Debt-free company despite Dividends of ₹1,850 cr, Buyback of ₹663 cr and acquisitions/ strategic investments worth ₹825 cr in last 5 years

Rating of AA+ (Long term) and A1+ (short term) by CARE

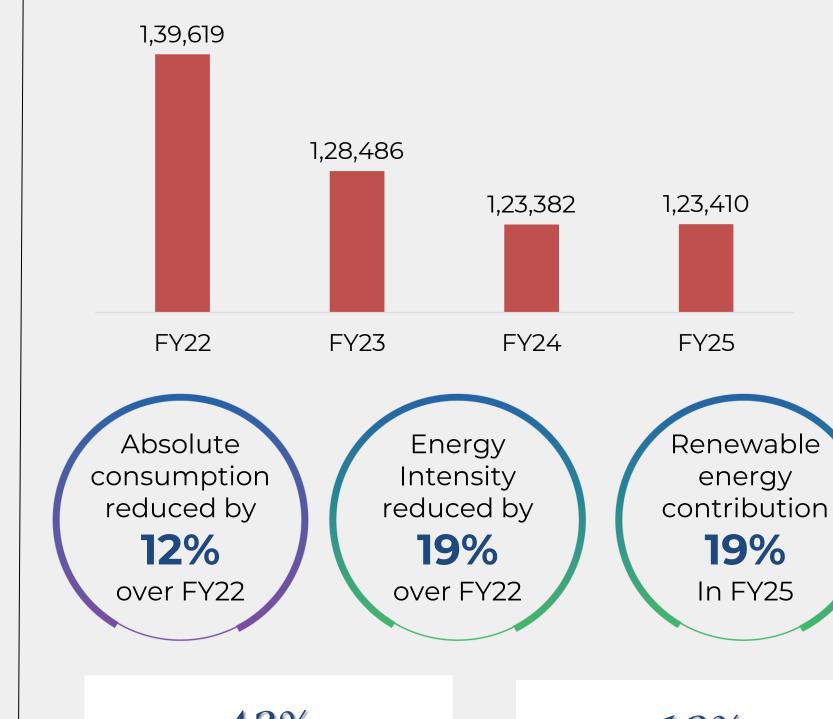
High dividend payout of >40%

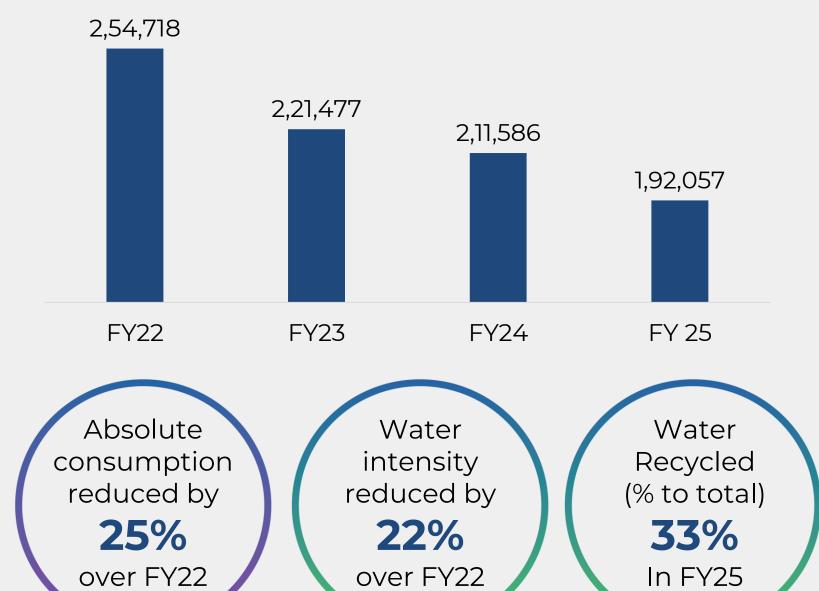


Energy Consumption (GJ)

Water Consumption (KL)







42%
Reduction in
Scope 1 Emissions
over FY22

12%
Reduction in
Scope 2 Emissions
over FY22

10,635 MT
Plastic recycled in FY25

Plastic
Neutral
Since FY24

Emami G R O U P

Occupational Injury Frequency Rate



60%
Inputs sourced within the district/ neighboring districts of units

36%
Inputs directly sourced from MSME's

14
Rare herbs
cultivated

73 acre
cultivation area
of rare herbs



CSR Spends (Rs. in crore)

6.8 lac
Lives touched in FY25
through CSR initiatives

33 implementing partners for CSR in FY25

1200+

Farmers provided with guidance, training etc.

10+
Capability building programs for farmers



Regulatory compliance management

Stakeholder engagement

Ensuring Board effectiveness

Investor protection

Shareholder value creation

Mitigating financial and operational risks towards ESG considerations

Experienced eminent Independent Directors with diverse backgrounds Non-Executive Chairman

- Ensuring full regulatory compliance through an online system for real-time monitoring across all locations, including subsidiaries
 - A defined compliance matrix for each business location
- Digitalization of controls & enhanced automation

3

Women Directors

90%

Attendance in Board Meetings in FY25 87%

Reduction in promoter pledge over Jun'20

Emami CARE policy framework





- Strategic, holistic ESG framework with 32 focus areas
- Covers climate action, water stewardship, plastic & energy neutrality, D&I, employee & community welfare
- Integrated into core business strategy
- Focus on Transparency, equity, environmental responsibility



Thank you

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