



Q3 FY24 Results

JAN 2024



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Macro Overview

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Performance Highlights

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Outlook

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Financials

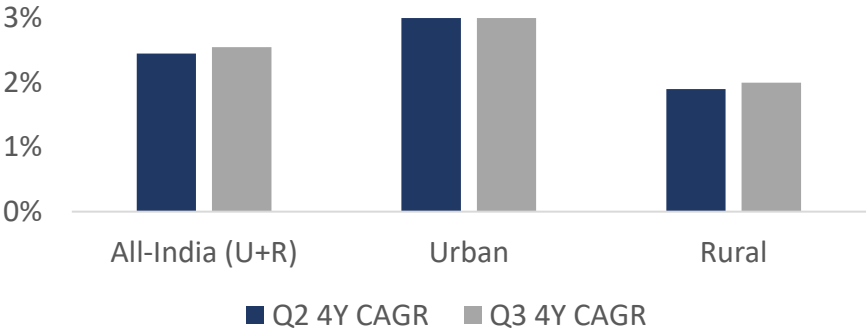
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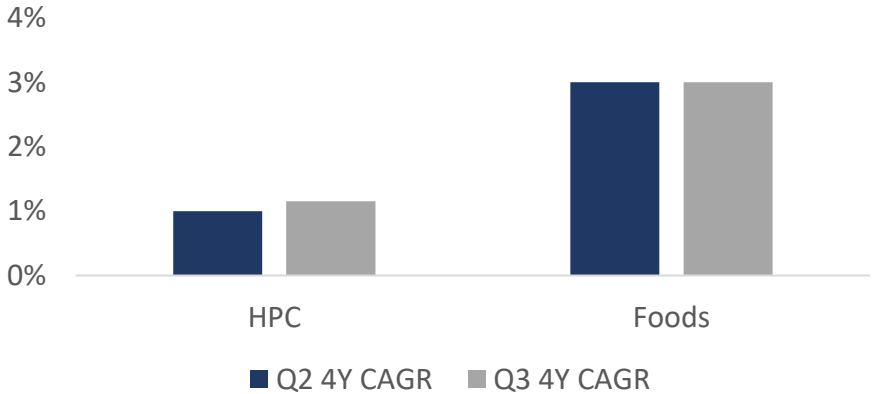
Demand trends similar sequentially | Macro indicators maintain optimism

Overall demand trends stable but not buoyant; Rural and HPC remain laggards

FMCG Sector: Rural and Urban growth



FMCG Sector: HPC and Foods growth



Macro trends bode well



Fastest growing economy in the world; GDP led by consumption



Range-bound retail inflation and conducive consumer pricing across most FMCG categories



Continued Government spending, while maintaining fiscal prudence



Expectations of a healthy harvesting season

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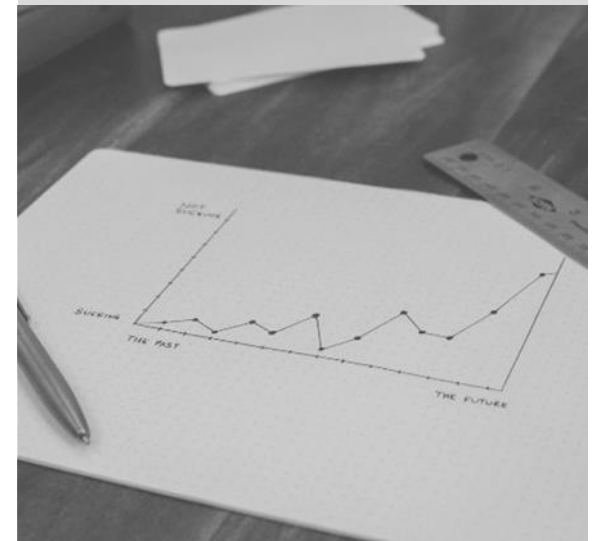
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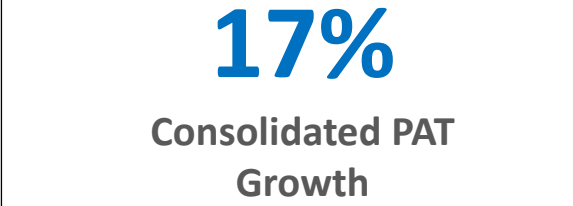
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Domestic business impacted by channel-led initiatives | International business stays resilient

Q3 FY24 (YoY)



75%+ of the portfolio either sustained or gained market share and penetration on MAT basis. Pricing corrections in the domestic portfolio which are yet to anniversarize and foreign currency headwinds drag revenue growth.

Core portfolio showing early signs of recovery; Saffola Oils weighed down by base effect

Parachute Coconut Oil (34% of Domestic Revenues)



3%

Volume Growth

Flat

Value Growth

Saffola Edible Oils (18% of Domestic Revenues)



Mid-single digit
volume decline on a
high base (teens vol.
gr. in Q3FY23)

(26%)

Value Growth

Value Added Hair Oils (20% of Domestic Revenues)



Mid to high
single digit growth
in ex-BOP* segments

3%

Value Growth

Foods : Scaling up along expected lines



Value Growth

18%



Premium Personal Care: Sustains growth momentum

Serums | Male Grooming | Skin Care



~ ₹ 300 cr.

Q3 Run-rate

Digital-First Portfolio



₹ 400+ cr.

Q3 Exit ARR

Broad-based International business holds steady



Bangladesh



(6%)
Q3 CCG

Transient headwinds affect performance; expected to normalize from Q4FY24



South-East Asia



4%
Q3 CCG

Softer HPC demand in Vietnam



MENA



26%
Q3 CCG

Double-digit growth in Gulf region and Egypt



South Africa



33%
Q3 CCG

Growth led by Ethnic Hair Care

International business records 6% CCG in Q3

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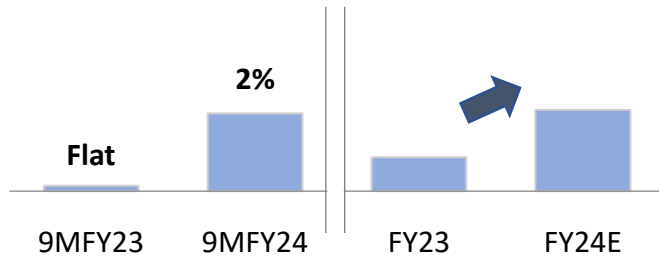
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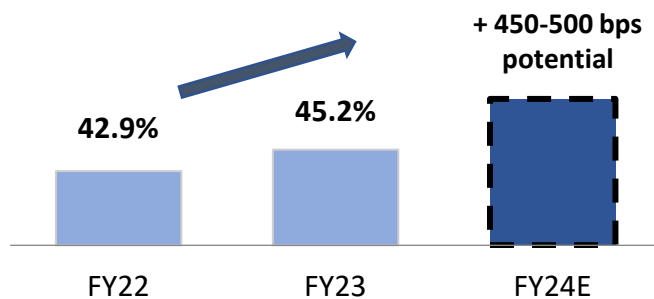
Summing up: All-round improvement in a persistently challenging operating environment

India Vol. Growth – Expect Gradual Uptick Ahead



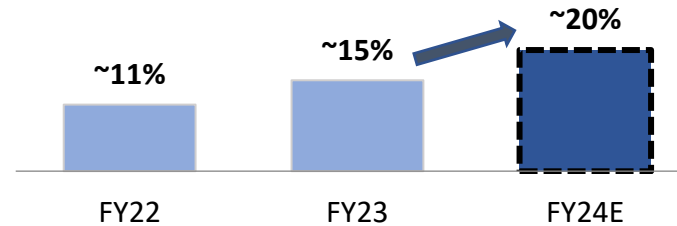
While recovery in volume growth has been slower than anticipated, we expect gradual uptick ahead

Gross Margin continues to trend higher



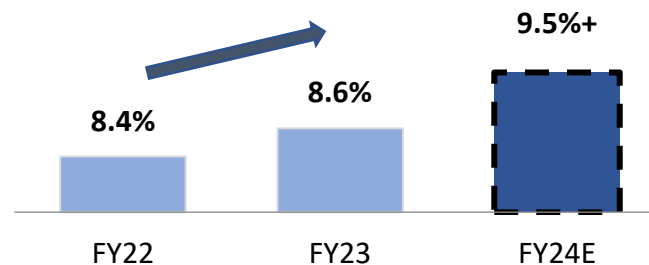
GM expansion higher than earlier envisaged owing to moderation in RM prices and favourable portfolio mix

India – Diversification Journey



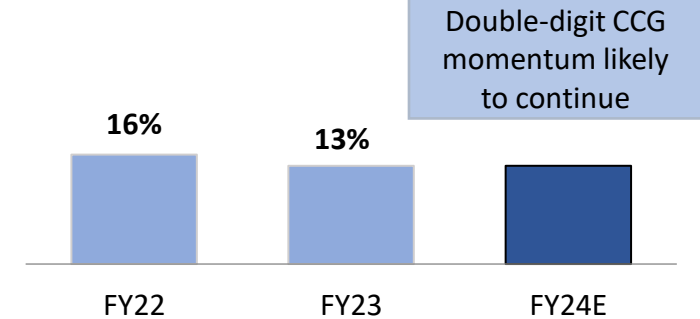
Revenue share of Foods & Premium Personal Care was at 20% of domestic business in Q3FY24

A&P as a % of sales – Key Thrust for Growth



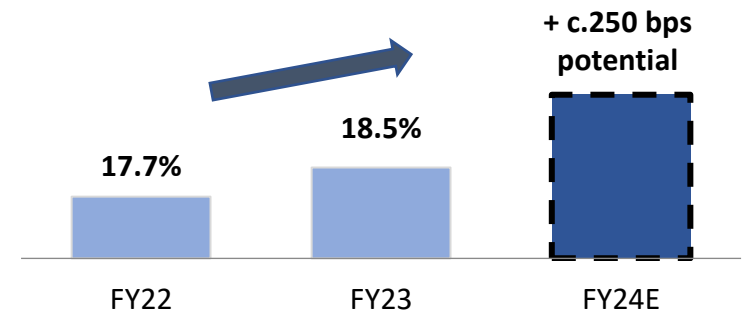
A&P spends ramped up to drive long-term growth in core and new franchises

International Business (CCG) - Going Strong



9MFY24 CCG stood just shy of double digits due to transient headwinds in select markets during Q3

Highest-ever Operating Margin likely in FY24



EBITDA margin expected to expand by c.250 bps in FY24

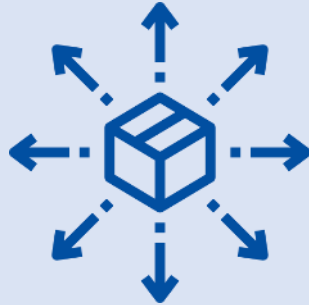
Staying True to the 4Ds

Unlock the next leg of growth through...

Diversification



Distribution



Digital



Diversity



.....and continue to maintain focus on

Grow the Core

Cost Management

ESG Commitments

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Consolidated Profit & Loss Statement

(in ₹ cr.)

Particulars	Q3FY24	Q3FY23	Change (%)	9MFY24	9MFY23	Change (%)
Revenue from Operations	2,422	2,470	(2%)	7,375	7,524	(2%)
Material Cost	1,180	1,360	(13%)	3,645	4,173	(13%)
ASP	246	220	12%	726	632	15%
Employee Cost	189	160	18%	557	482	16%
Other Expenses	294	274	7%	863	820	5%
EBITDA	513	456	13%	1,584	1,417	12%
EBITDA Margin	21.2%	18.5%	272 bps	21.5%	18.8%	264 bps
PBT	495	443	12%	1,538	1,342	15%
Reported PAT	383	328	17%	1,163	1,000	16%
Recurring PAT	383	328	17%	1,152	1,000	15%

Annexure 1: Operating Margin Structure for Marico Limited (Consolidated)

Particulars (% of Revenues)	Q3FY24	Q2FY24	Q3FY23	9MFY24	9MFY23
Material Cost (Raw + Packaging)	48.7%	49.5%	55.1%	49.4%	55.5%
Advertising & Sales Promotion (ASP)	10.2%	10.8%	8.9%	9.8%	8.4%
Personnel Costs	7.8%	7.6%	6.5%	7.6%	6.4%
Other Expenses	12.1%	12.0%	11.1%	11.7%	10.9%
PBDIT margins	21.2%	20.1%	18.5%	21.5%	18.8%
PBDIT before ASP	31.3%	30.9%	27.4%	31.3%	27.2%

Annexure 2: Working Capital

Particulars	Q2FY24	Q3FY24
Debtors Turnover (Days)	43	45
Inventory Turnover (Days)	46	48
Net Working Capital (Days)	24	27

Note: The Company has maintained healthy working capital ratios through the year.

Annexure 3: Market Shares in Key Categories in the India Business - MAT Dec'23

Franchise	~MS%	Rank
^ Coconut Oil Franchise	62%	1 st
^ Parachute Rigids within Coconut Oil	53%	1 st
* Saffola Oats	41%	1 st
* Value Added Hair Oils	27%	1 st
^ Post wash Leave-on Serums	53%	1 st
* Hair Gels/Waxes/Creams	52%	1 st

^ Volume Market Share * Value Market Share

Annexure 4: ESG Performance Snapshot (Q3 FY24)



Emissions & Energy

- **75%** reduction in GHG emission intensity (Scope 1+2)
- **67%** Renewable energy share (thermal + electrical)

Water Stewardship

- **Jalgaon** facility externally certified as the first 'net water positive' plant
- **866** farm ponds constructed; **320+ crore liters** of water conservation potential created till date

Circular Economy

- **95%** recyclable packaging share
- **EPR – 14,387 MT plastic waste** collected and disposed/recycled till date including recyclables and MLP

Sustainable Coconut

- **0.347 Mn** acreage enrolled covering **95,000 farmers** till date
- **16%** improvement in productivity in farms that have completed more than a year under the program

Social Value Creation

- **1.75 lakhs teachers and 15.16 lakhs students** registered in Nihar Shanti Pathshala Funwala's WhatsApp-based English literacy program

Marico's ESG framework comprises of 8 focus areas – Energy & Emissions, Water stewardship, Circular economy, Responsible sourcing, Brands with purpose, Inclusion and diversity, Sustainable agriculture and Corporate governance. To read the latest updates, please visit Marico's [ESG microsite](#)

Annexure 5: Success in Sustainability Projects (1/2)



Marico's 1st net water positive plant - Jalgaon

Marico's manufacturing unit at Jalgaon has been externally certified as 'net water positive'. This is the first manufacturing facility within Marico's business footprint to receive this certification.

As part of Marico's 2030 ESG roadmap, water stewardship is demonstrated by replenishing more water for the communities than consumed across Marico operations. In this case, the water conservation potential created for community usage is **1.58 times higher** than that used in Jalgaon unit's operations. This qualifies the facility as Marico's first ever water positive unit.

DNV
the Company's water

On the basis of our limited level of verification of data presented, nothing has come to our attention that would cause us to believe that the Water Balance Index and Water Accounting Data below, calculated as per the procedures detailed in the Water Balance Report, is not materially correct and is not a fair representation of its Water Data, based on the methodology adopted by Marico and as detailed in its water related data sheets/ water Management system explained above.

Water Accounting Data as Estimated / Measured by Marico

Operational Boundary	Water Debit	Water Credit			Water Balance Index	Water Balance status
	Total freshwater intake (Ground source)	Rainwater used for operations	Rainwater harvested for community use	Recycled/Reused water	(Water Credit / Water Debit)	
	A	B	C	D	E=(B+C+D)/A	
Jalgaon	58509.7	0	92484.77	0	1.58	Positive

Summary

Total Debit	58509.7
Total Water Credit	92484.77
Water Balance Index of Marico	1.58 (POSITIVE)

Note

Note 1: All mentioned quantities are in cubic metres (m3).

Note 2: Water debit includes all fresh water purchased and consumed from various sources like MIDC, Tankers etc.

Note 3: Harvested rainwater, groundwater recharge is estimated as per the Water related data sheets, across various watersheds/catchments.

Note 4: Infiltration rate and source to infiltration are determined by the professional judgement of Marico water experts.

Note 5: ETP treated water (Recycled) is used for gardening purposes which has no direct impact in reduction of freshwater intake, hence it is not considered as water credit.

Annexure 5: Success in Sustainability Projects (2/2)



Bitumen road made out of plastic waste!

Marico's manufacturing unit at Jalgaon recently built a bitumen road using 800 kg of non-recyclable plastic waste.

This initiative is part of a long-term circular economy agenda that Marico intends to pursue in the decade of action (up to 2030).

Annexure 6: Awards and Recognitions



Marico has been recognized as one of the **Best Managed Companies India 2023** by Deloitte, India



Marico was awarded the **Best Governed Company** in Listed Segment: Medium Category at the **23rd ICSI National Awards for Excellence in Corporate Governance**



Marico won the **BW Sustainable Award In The Category Of India's Most Sustainable Supply Chain Initiative Of The Year** by **BW Businessworld**



Marico has been bestowed with the prestigious **Best Innovative Company of the Year Award** at **The Fortune Leadership Awards**, in partnership with **The Economic Times**



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Thank You

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