



KEY DATA

Rating	BUY
Sector relative	Neutral
Price (INR)	513
12 month price target (INR)	795
52 Week High/Low	693/498
Market cap (INR bn/USD bn)	224/2.5
Free float (%)	46.1
Avg. daily value traded (INR mn)	427.0

SHAREHOLDING PATTERN

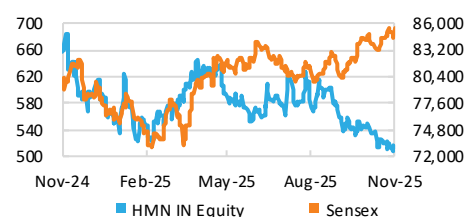
	Sep-25	Jun-25	Mar-25
Promoter	54.84%	54.84%	54.84%
FII	10.93%	11.89%	12.11%
DII	25.0%	24.06%	23.68%
Pledge	9.98%	10.5%	13.4%

FINANCIALS

(INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Revenue	38,092	39,145	42,234	45,843
EBITDA	10,251	10,569	11,868	13,111
Adjusted profit	8,065	8,229	9,402	10,600
Diluted EPS (INR)	18.5	18.9	21.5	24.3
EPS growth (%)	10.6	2.0	14.3	12.7
RoAE (%)	31.4	29.6	31.8	33.6
P/E (x)	28.5	27.9	24.4	21.7
EV/EBITDA (x)	32.8	31.7	28.1	25.2
Dividend yield (%)	1.9	2.9	3.3	3.7

PRICE PERFORMANCE



Eyeing strong rebound in H2

We recently met with Mr Mohan Goenka, Vice Chairman and promoter of Emami. Key insights: i) Double-digit revenue growth likely in H2FY26. ii) GST transition issues are behind with grammage tweaks on packs less than INR20 and price cuts on the rest, aiding inventory normalisation. iii) International business (~18% of sales) to grow in double digits. iv) Aims to scale up D2C salience to ~20% of sales from ~6% over the next three–four years.

Overall, after a very weak H1FY26 (soft summer), we reckon strong momentum in H2 driven by a harsh winter (*La Niña*), GST benefits and continue traction in MT channels; retain 'BUY' with an unchanged TP of INR795. Emami is trading at 29x/28x/24x of FY25A/26E/27E PE.

Increasing salience of D2C

Outlook: Double-digit revenue growth likely in H2FY26. GST transition issues are behind. International business shall grow in double digits in the near term.

Legacy/core portfolio: It accounts for ~70% of the business and is a cash cow; it is likely to expand at a CAGR of 5–7%. Strong performers include Pain Management and Boroplus, whereas Navratna, Kesh King and Smart & Handsome remain laggards. The company is endeavouring to make these categories more youthful and aligning them with evolving consumer preferences. In pain management, the segments of focus are Sprays, Roll-ons and Patches. In Boroplus, the focus segments are Boroplus Soft, Boroplus Aloe Vera Gel and Boroplus Lip Balm. Kesh King was relaunched as Kesh King Gold with Ayurvedic and science-based formulations.

Kesh King: It was relaunched as Kesh King Gold featuring Ayurvedic and science-based formulations. Now, it is sharpening focus on the shampoo segment. Plans to scale up INR2 sachets, tapping into the significantly larger INR30bn shampoo sachet market, which offers headroom for expansion. Within the ~INR10bn bottled shampoo market, Kesh King commands a high single-digit share.

Smart & Handsome: Total facewash market stands at INR35bn with men's facewash contributing INR6bn. Given this, the company plans to intensify strategic focus on this category. The Smart & Handsome brand has also expanded with 12 new launches across sunscreens, shower gels, under-eye creams, deodorants, face serums and sheet masks.

Distribution: Within the domestic business (~82% of revenue), ~70% is driven by GT, modern trade contributes ~14%, e-commerce 12–13%, Institutions (CSD, Railways, etc) ~4% and Q-commerce 1–1.5%.

GST impact: Total 93% of the core domestic portfolio now comes under the 5% GST slab. GST-driven destocking impact in Q2 is likely to fully rebound in Q3, as October reported a recovery. The company does not face challenges related to inverted duty structure. For packs priced up to INR20 (~20% of portfolio), grammage additions were taken with price cuts for the rest of the portfolio.

Financial Statements

Income Statement (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Total operating income	38,092	39,145	42,234	45,843
Gross profit	26,150	26,932	29,142	31,677
Employee costs	4,470	4,541	4,857	5,272
Other expenses	3,650	3,836	3,928	4,263
EBITDA	10,251	10,569	11,868	13,111
Depreciation	1,782	2,106	2,216	2,326
Less: Interest expense	93	91	78	71
Add: Other income	681	767	868	1,058
Profit before tax	9,057	9,139	10,442	11,773
Prov for tax	911	914	1,044	1,177
Less: Other adj	0	0	0	0
Reported profit	8,065	8,229	9,402	10,600
Less: Excp.item (net)	0	0	0	0
Adjusted profit	8,065	8,229	9,402	10,600
Diluted shares o/s	437	437	437	437
Adjusted diluted EPS	18.5	18.9	21.5	24.3
DPS (INR)	10.0	15.1	17.2	19.4
Tax rate (%)	10.1	10.0	10.0	10.0

Important Ratios (%)

Year to March	FY25A	FY26E	FY27E	FY28E
Gross margin (%)	68.6	68.8	69.0	69.1
Staff cost (% of rev)	11.7	11.6	11.5	11.5
Std A&P (% of rev)	18.2	18.2	17.9	17.5
EBITDA margin (%)	26.9	27.0	28.1	28.6
Net profit margin (%)	21.2	21.0	22.3	23.1
Revenue growth (% YoY)	6.5	2.8	7.9	8.5
EBITDA growth (% YoY)	8.0	3.1	12.3	10.5
Adj. profit growth (%)	10.6	2.0	14.3	12.7

Assumptions (%)

Year to March	FY25A	FY26E	FY27E	FY28E
GDP (YoY %)	7.0	7.0	7.0	7.0
Repo rate (%)	4.3	4.3	4.3	4.3
USD/INR (average)	83.0	88.0	89.0	90.0
Other inc (% of rev)	1.6	1.7	1.8	2.1
F&F (% of rev)	2.2	2.2	2.2	2.2
Commission (% of rev)	0.8	0.8	0.3	0.3
Other exp (% of rev)	9.6	9.8	9.3	9.3
Dep (% of gross block)	4.8	5.5	5.5	5.5
Yield on cash	33.8	11.0	11.0	11.0

Valuation Metrics

Year to March	FY25A	FY26E	FY27E	FY28E
Diluted P/E (x)	28.5	27.9	24.4	21.7
Price/BV (x)	8.5	8.0	7.5	7.0
EV/EBITDA (x)	32.8	31.7	28.1	25.2
Dividend yield (%)	1.9	2.9	3.3	3.7

Source: Company and Nuvama estimates

Balance Sheet (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Share capital	437	437	437	437
Reserves	26,511	28,157	30,037	32,157
Shareholders funds	26,948	28,594	30,474	32,594
Minority interest	(14)	(18)	(22)	(26)
Borrowings	621	571	521	471
Trade payables	4,356	3,681	3,946	4,269
Other liabs & prov	2,901	2,901	2,901	2,901
Total liabilities	35,336	36,253	38,344	40,733
Net block	6,240	4,054	3,838	3,512
Intangible assets	3,604	5,684	5,684	5,684
Capital WIP	150	250	250	250
Total fixed assets	9,993	9,988	9,772	9,446
Non current inv	2,517	2,517	2,517	2,517
Cash/cash equivalent	6,969	7,890	9,621	11,651
Sundry debtors	4,513	4,183	4,513	4,898
Loans & advances	5,531	5,531	5,531	5,531
Other assets	5,812	6,144	6,390	6,690
Total assets	35,336	36,253	38,344	40,733

Free Cash Flow (INR mn)

Year to March	FY25A	FY26E	FY27E	FY28E
Reported profit	8,065	8,229	9,402	10,600
Add: Depreciation	1,782	2,106	2,216	2,326
Interest (net of tax)	93	91	78	71
Others	(1,374)	(4)	(4)	(4)
Less: Changes in WC	392	(677)	(311)	(362)
Operating cash flow	8,959	9,745	11,381	12,630
Less: Capex	(489)	(2,100)	(2,000)	(2,000)
Free cash flow	8,469	7,645	9,381	10,630

Key Ratios

Year to March	FY25A	FY26E	FY27E	FY28E
RoE (%)	31.4	29.6	31.8	33.6
RoCE (%)	34.7	32.6	35.0	37.0
Inventory days	97	97	99	98
Receivable days	45	41	38	37
Payable days	136	120	106	106
Working cap (% sales)	22.8	23.9	22.9	21.9
Gross debt/equity (x)	0	0	0	0
Net debt/equity (x)	(0.2)	(0.3)	(0.3)	(0.3)
Interest coverage (x)	90.7	92.7	123.6	152.7

Valuation Drivers

Year to March	FY25A	FY26E	FY27E	FY28E
EPS growth (%)	10.6	2.0	14.3	12.7
RoE (%)	31.4	29.6	31.8	33.6
EBITDA growth (%)	8.0	3.1	12.3	10.5
Payout ratio (%)	54.1	80.0	80.0	80.0



Mr Mohan Goenka

Vice Chairman and Whole Time Director

Bio in brief

Mr Mohan Goenka serves as the Vice Chairman and Whole-time Director (part of the promoter family) of Emami. With over two decades of dedicated service, he has played a pivotal role in shaping the organisation's trajectory, leading multiple critical functions and gaining deep cross-functional expertise.

As a key member of the Group's Strategic Think-Tank Committee, he has been instrumental in driving Emami's FMCG business utilising his strong capabilities in strategy, marketing, finance, investor relations, sales, legal affairs and people management. He is widely regarded as the company's go-to-man for investor-related matters.

Mr Goenka is also credited with one of the most disruptive innovations in India's FMCG space—the launch of Fair and Handsome in 2005 (rebranded as Smart & Handsome in 2025). The product created a new category in men's grooming and went on to become the number one brand in its segment.

Beyond his corporate responsibilities, he holds the prestigious position of Honorary Consul of Poland in Kolkata and has previously served as Chairman of the ASSOCHAM National Council for FMCG. He is a Management Graduate from Cardiff University, UK.

Outlook

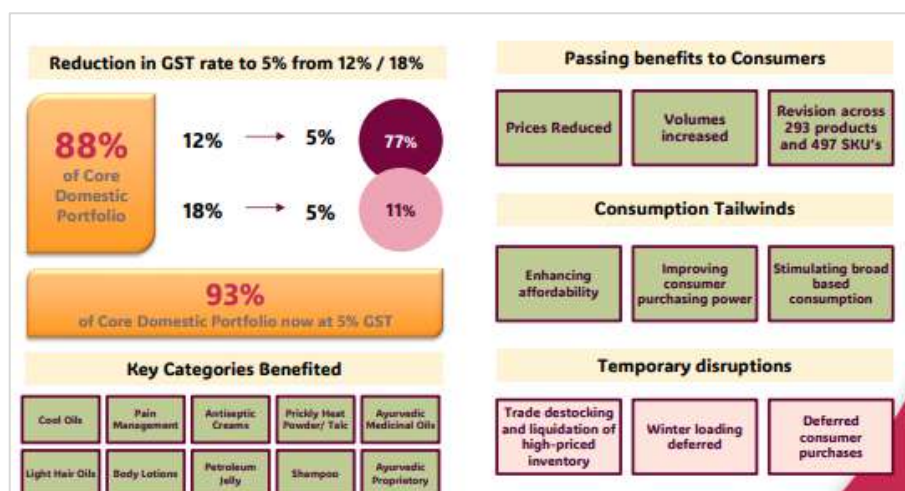
- For H2FY26, the company anticipates double-digit revenue growth.
- No price hikes are planned in the near term given input-cost deflation.
- Revenue contribution from D2C is likely to scale up to ~20% over the next three–four years (from ~6% currently).
- Over the next three–four years, the company expects Q-commerce to contribute 7–8% of revenue and modern trade to scale up to 30–40%.
- International business (~18% of revenue) is likely to deliver double-digit growth in the near term.
- Over coming years, management is aiming for double-digit growth, highlighting the need for inorganic expansion through acquisitions to fulfil this ambition.

Detailed takeaways

Impact of GST

- Total ~90% of the portfolio has been affected by GST.
- Inverted duty structure is not a major issue for the company.
- For packs priced up to INR20 (~20% of the portfolio), grammage additions were implemented while price cuts were taken for the remaining portfolio categories.
- Inventory normalised post-GST impact.

Exhibit 1: GST reforms and impact



Source: Company, Nuvama Research

Legacy portfolio

- The legacy/core portfolio comprises ~70% of the overall business.
- The legacy categories are a cash cow dependent on seasonal factors.
- Margins are good and face less competitive threat.
- These categories are growing at a CAGR of 5–7%.
- Strong performers include Pain Management (6–7% CAGR) and Boroplus (5–6% CAGR).
- Laggard brands include Navratna, Kesh King and Smart & Handsome.
- The company aims to make these categories more youthful and contemporary to address evolving consumer preferences.

Pain management

- In Pain management, the focus segments are Sprays, Roll-ons and Patches.
- The company is increasing focus on these categories through higher ad spends, promotions and other marketing initiatives.

Boroplus

- In Boroplus, the focus segments are Boroplus Soft, Boroplus Aloe Vera Gel and Boroplus Lip Balm.

Kesh King

- Kesh King was relaunched as Kesh King Gold with Ayurvedic and science-based formulations.
- The brand is sharpening its focus on the shampoo segment.
- Within INR10bn bottled shampoo market, Kesh King has a high single-digit share.
- The company plans to scale up INR2 sachets to drive penetration.
- The shampoo sachet market is significantly larger at INR30bn, offering a sizable opportunity for expansion.
- Kesh King hair oil is facing competition from D2C brands.

Smart & Handsome

- The fairness cream category is a dying one with consumers shifting towards more natural and gentle products.
- The market trend has shifted toward facewash.
- Total facewash market is INR35bn of which men's facewash contributes INR6bn.
- The company plans to increase its strategic focus on the facewash category.

Exhibit 2: Relaunch of smart and handsome



Source: Company, Nuvama Research

Exhibit 3: Smart & Handsome — Foray into new turfs

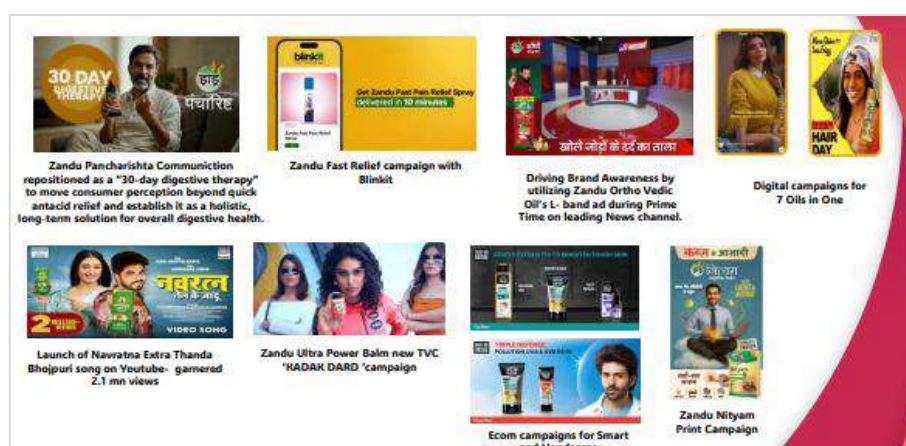
ALREADY PRESENT	NEW ENTRY	
FACE CREAM Brightening Cream	SUNSCREEN Pro Maxx Sunscreen SPF 50 PA +++	BODY SPRAY / DEO • Power Rise Body Spray • Power Play Body Spray
FACE WASH • Instant Brightening Face Wash & Oil Control Face Wash – Already there • Acnefix Xpert – New Launch • Maxx Detox – New Launch	BODY WASH • Fresh Maxx Body Wash • Maxx Detox Body Wash	FACE SERUM HydraBright Xcellence 5% Niacinamide Serum
	UNDER EYE CREAM HydraBright Xcellence Under Eye Cream	SHEET MASK • HydraBright Xcellence • Maxx Detox • Youth Xpert Glow

Source: Company, Nuvama Research

Distribution

- Within the domestic business (~82% of revenue), ~70% comes from GT while the remaining contribution is from modern trade and e-commerce.
- Quick commerce contributes ~40% of e-commerce sales while e-commerce and modern trade each account for ~11% of domestic revenue. Institutions (CSD, Railways, etc) account for ~4%.
- E-commerce focus is relatively new with significant growth potential in platforms such as Amazon.
- Man Company and Brillare together account for 5–6% of the portfolio while the remaining is core portfolio.

Exhibit 4: Key ATL and Digital initiatives



Source: Company, Nuvama Research

Exhibit 5: Key BTL Initiatives



Source: Company, Nuvama Research

International business

- The company continues to face challenges in Nepal, Russia, Ukraine and Bangladesh.
- The international business currently contributes ~18% of overall revenue.
- The company is targeting double-digit growth in the near term.

Q2FY26 conference call: Key takeaways

Detailed takeaways

Outlook

- Management expect a rebound in H2 driven by normalisation of trade post-GST transition, a harsh winter and positive consumer sentiment. A sequential recovery is likely across all major categories excluding the summer portfolio.
- Q3FY26 is likely to post high single-digit to double-digit growth.
- Gross margin is likely to remain stable due to benign input costs.
- The company reckons FY27 shall be better than FY26.

Key highlights

- Summer portfolio decreased for a second consecutive quarter due to extended rains leading to a sharp contraction in talc and prickly heat categories.
- Strategic investment portfolio grew 16% YoY/36% QoQ.
- Domestic volume dipped ~16% YoY in Q2.

GST transition

- GST-driven destocking impact in Q2 is likely to be fully recovered in Q3, as a recovery was reported in October.
- Total ~20% of the portfolio (primarily sachets) reported grammage increases while the remaining reported a price reduction.

Kesh King relaunch

- Kesh King was relaunched as Kesh King Gold with Ayurveda and science formulations.
- The new formulation integrates Gro Biotin and Plant Omega ingredients to enhance efficacy.
- The product was launched in October. The launch was slightly delayed due to GST disruptions.
- Kesh King faced headwinds due to rising preference for science-backed products offered by D2C brands in the hair fall category.

Smart and Handsome

- The brand has been extended beyond face cream into broader male grooming categories such as sunscreens, shower gels, under-eye creams, deodorants and serums.

International business

- International business grew 8% YoY in CC terms.
- SAARC markets surged 22%, led by a strong performance in Bangladesh.
- GCC and MENA regions remained flattish, mainly due to weakness in Egypt and Bahrain.

Smart & Handsome range

- New Smart & Handsome range has been launched on one e-commerce platform.
- The rollout in additional e-commerce and modern trade channels is planned in coming months.
- Early feedback has been encouraging and the company remains optimistic on the new product's potential.

Channel performance

- The company continues to prioritise modern trade, e-commerce and quick commerce (QC) channels, in line with shifting consumer behaviour.
- Quick commerce contributes ~40% of e-commerce sales while e-commerce and modern trade each account for ~11% of domestic revenue.

Healthcare

- The Medico business grew 8% YoY in Q2 driven by the strong performance in cough syrups, honey, and Zandu Care (D2C platform).
- The company is expanding its doctor and retailer reach to gain market share across major Ayurvedic categories.

Investor presentation key takeaways

Key highlights

- Core domestic business revenue dipped 17% YoY (ex-talc/PHP fall of 12% YoY).
- Boroplus range plunged 30% YoY due to a weak summer.
- Navratna and Dermicool range reported a 33% decrease YoY.
- Talc and PHP portfolio plunged 76% YoY due to excessive rains.
- 7 Oils in one portfolio revenue dipped 12% YoY.
- Strategic Investments grew 16% YoY.
- Overall domestic business posted a revenue dip of 15% YoY.

GST reforms and impact

- 93% of core domestic portfolio now comes under the 5% GST slab.
- Reform implementation led to temporary trade disruptions in September.
- Trade channels deferred purchases anticipating lower MRPs.
- Non-GST affected portfolio grew 10% YoY.
- GST affected portfolio reported a decline of 8% YoY.
- Deferred winter loading portfolio posted a revenue plunge of 30% YoY.

Male grooming range

- The segment dipped 9% YoY in Q2FY26.
- Smart & Handsome brand expanded into newer male grooming categories.

- Twelve new launches were introduced across sunscreens, shower gels, under-eye creams, deos, face serums and sheet masks.
- Interventions continue to extend brand into other categories for future growth.

Kesh King range

- The segment contracted 23% YoY in Q2FY26.
- Kesh King brand was relaunched as Kesh King Gold.
- Relaunch included refreshed packaging, sharper positioning and upgraded formulation.
- Ongoing efforts continue to reimagine brand for sustained relevance.

Pain management range

- Pain management range posted a fall of 4% YoY.

Healthcare range

- Segment grew 1% YoY in Q2FY26.
- It strengthened its Zanducare portfolio with the launch of Good Gut Cleanse and Detox Shots along with Acidity and Bloating Relief Tablets.

International business performance

- International business delivered 8% growth YoY with contribution to overall sales at 22%
- Strengthened premium offerings with launch of Creme 21 Xtra Bright range.
- New Creme 21 range includes Elixir, Day Cream, Night Cream, Facewash, Face Scrub, and Micellar Water.
- International business mix in H1 was 41% SAARC & SEA, 42% MENAP and 13% CIS underscoring geographic diversification.

Others

- The Board of Directors declared an interim dividend of INR4/share for FY26.

Exhibit 6: New launches



Source: Company, Nuvama Research

Exhibit 7: Trends at a glance

Trends at a glance	Q1FY24	Q2FY24	Q3FY24	Q4FY24	Q1FY25	Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26
Consolidated										
Revenue (INR Mn)	8,257	8,649	9,963	8,912	9,061	8,906	10,495	9,631	9,041	7,985
EBITDA (INR Mn)	1,900	2,337	3,149	2,110	2,165	2,505	3,387	2,194	2,142	1,785
Revenue growth YoY (%)	6.8	6.3	1.4	6.6	9.7	3.0	5.3	8.1	(0.2)	(10.3)
EBITDA growth YoY (%)	9.6	19.6	7.0	5.6	13.9	7.2	7.6	4.0	(1.1)	(28.7)
Gross margin (%)	65.4	70.1	68.8	65.8	67.7	70.7	70.3	65.9	69.4	71.0
EBITDA margin (%)	23.0	27.0	31.6	23.7	23.9	28.1	32.3	22.8	23.7	22.4
Standalone										
Revenue (INR Mn)	8,257	8,649	9,963	8,912	7,553	7,090	8,786	7,806	7,565	6,045
EBITDA (INR Mn)	1,900	2,337	3,149	2,110	1,917	2,263	3,285	1,908	2,006	1,676
Revenue growth YoY (%)	6.8	6.3	1.4	6.6	(8.5)	(18.0)	(11.8)	(12.4)	0.2	(14.7)
EBITDA growth YoY (%)	9.6	19.6	7.0	5.6	0.9	(3.1)	4.3	(9.6)	4.6	(25.9)
Gross margin (%)	65.4	70.1	68.8	65.8	67.3	71.3	70.9	65.2	69.1	72.7
EBITDA margin (%)	23.0	27.0	31.6	23.7	25.4	31.9	37.4	24.4	26.5	27.7
Domestic volume growth YoY (%)	3.0	2.0	(0.9)	6.4	8.7	1.7	6.0	7.0	(3.0)	(16.0)
Segment Growth YoY (%)										
Boroplus	19.0	(4.0)	(9.0)	33.0	4.0	2.0	20.0	27.0	(3.0)	(30.0)
Pain management	13.0	1.0	3.0	9.0	(7.0)	5.0	3.0	1.0	17.0	(4.0)
Male grooming	FLAT	(7.0)	(6.0)	(2.0)	(5.0)	(13.0)	(4.0)	7.0	(9.0)	(9.0)
Kesh King	2.0	(5.0)	(13.0)	(9.0)	(15.0)	(9.0)	(10.0)	1.0	(5.0)	(23.0)
International sales growth YoY (%)	8.0	16.0	11.0	9.0	11.0	6.0	(2.0)	5.0	FLAT	8.0
Summer Portfolio (Overall)	(5.0)	12.0	7.0	1.0	27.0	10.0	3.0	16.0	(5.0)	(33.0)

Source: Company, Nuvama Research

Exhibit 8: CAGR trends

Particulars	Q2FY21	Q2FY22	Q2FY23	Q2FY24	Q2FY25	Q2FY26	2-year CAGR	3-year CAGR	4-year CAGR	5-year CAGR
Revenue (INR Mn)	7348.2	7871.2	8137.5	8648.7	8905.9	7985.1	(3.9)	(0.6)	0.4	1.7
EBITDA (INR Mn)	2570.9	2771.8	1953.8	2336.7	2504.7	1785.3	(12.6)	(3.0)	(10.4)	(7.0)
PAT (INR mn)	1184.5	1852.5	1841.8	1785.0	2126.6	1483.5	(8.8)	(7.0)	(5.4)	4.6
Domestic volume growth YoY (%)	10.0	6.2	(1.2)	2.0	1.7	(16.0)	(7.6)	(4.5)	(3.7)	(1.8)

Source: Company, Nuvama Research

Exhibit 9: Key management commentary — Outlook

Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26
<ul style="list-style-type: none"> • Management expects 7–8% Q3FY25 growth for its domestic business. • Reiterates high single-digit revenue and double-digit EBITDA growth for FY25. • Margin expansion to continue in H2 despite higher A&P spend. • Strong winter expected to drive double-digit BoroPlus growth. • The Man Company targets growth from INR1.8bn to INR3.0–3.5bn in 3–4 years. • Q4FY25 onwards, Emami shall roll out its strategy for Kesh King and will invest aggressively in the brand, as there is a huge headroom to grow. • Emami is targeting the new launches to contribute 1% in FY25. 	<ul style="list-style-type: none"> • Management expects strong growth driven by improving macros, demand recovery, Smart & Handsome rebranding, Kesh King focus, and international turnaround. • For Q4: Double-digit growth in BoroPlus and Healthcare expected, driven by improved 'The Man Company' performance, and revival in international business. • For FY26 Tax rate expected ~10% and goodwill amortization ~INR 0.9 bn. • The company expects further 1–1.5% price increase in the coming quarters. 	<ul style="list-style-type: none"> • Management expects strong FY26 performance, supported by rising market share and household penetration across brands. • Strategic investments (The Man Company and Brillare) expected to deliver high double-digit growth in FY26. • Pricing growth projected at 2–3%, no margin pressure likely as costs remain benign. • The company expects mid-single digit growth in Talc. • New launches over the past three years now contribute 4% of revenue. For FY26, new products should at least contribute 3%. • Segment performance targets: Healthcare range - double-digit growth. Pain management range: 5–6% growth. Talc - mid-single digit growth. 	<ul style="list-style-type: none"> • Demand remains weak, with urban pressure but early rural recovery. • No major input cost pressures seen near term. • Focus on innovation, distribution, digital, and cost efficiency to sustain growth. • H2FY26 is likely to be better than H1FY26 aided by new launches planned across brands, including Smart & Handsome and Kesh King. • A&P spends will be maintained at FY25 levels in FY26. 	<ul style="list-style-type: none"> • The company expects FY27 to outpace FY26. • Management expect a rebound in H2 driven by normalisation of trade post GST transition, harsh winter and positive consumer sentiment. • Q3FY26 is likely to post high single-digit to double-digit growth. • Gross margin is likely to remain stable due to benign input costs. • Sequential recovery is likely across all major categories excluding summer portfolio.

Source: Company, Nuvama Research

Exhibit 10: Key management commentary – Revenue

Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26
<ul style="list-style-type: none"> Revenue/Domestic Volumes grew 3%/1.7% YoY. International business grew 6% YoY (both constant currency and INR); 12% ex-Bangladesh. Bangladesh faced inflation, forex, and political challenges but has improved since Jul–Aug lows. Growth recovery expected in Q3 for Bangladesh. 	<ul style="list-style-type: none"> Revenue/Domestic Volumes grew 5.3%/6% YoY. International business declined 2% YoY (CC terms) driven by weak Russia performance amid high interest rates and limited credit. Despite dip, Russia posted double-digit growth for 9M FY25. Bangladesh remained stable, operating on a cash basis amid political instability. 	<ul style="list-style-type: none"> Revenue/Domestic Volumes grew 8.1%/7% YoY. International business grew 5% YoY (CC terms) despite challenges in key markets. Strong performance across SAARC, Southeast Asia, CIS, and Africa regions. International business contributes about 20% of total revenue. Bangladesh improved in Q4, especially during Feb–Mar, while GCC and Russia/CIS performed well. 	<ul style="list-style-type: none"> Revenue/Domestic Volumes declined 0.2%/3% YoY. International business grew 2% YoY in INR terms (CC) due to a steeper sales decline in Bangladesh (4–5% of consolidated). Expansion into new Southeast Asian markets showing positive early results. Continued geographic expansion planned with new portfolio launches. 	<ul style="list-style-type: none"> Revenue/Domestic volumes dipped 10%/16% YoY. International business grew 8% YoY in CC terms. SAARC markets grew 22%, led by strong performance in Bangladesh. GCC and MENA regions remained flattish, mainly due to weakness in Egypt and Bahrain.

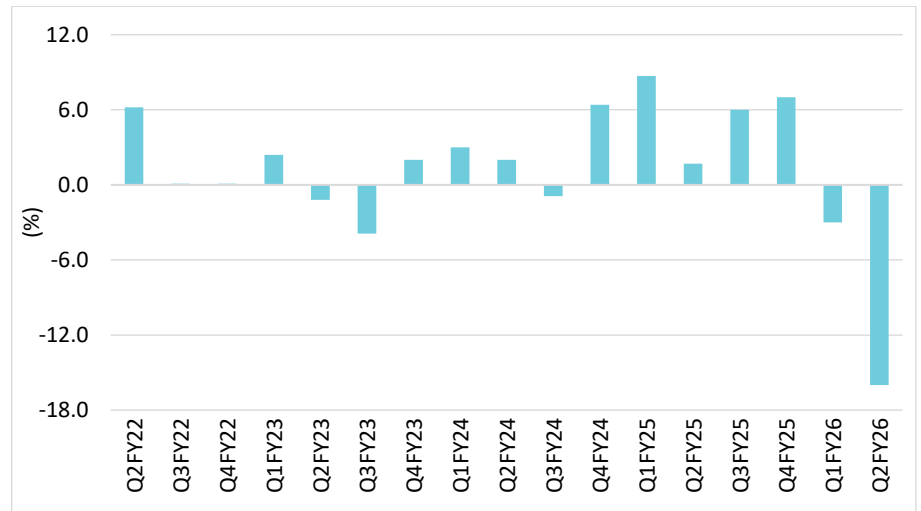
Source: Company, Nuvama Research

Exhibit 11: Key management commentary – Margins

Q2FY25	Q3FY25	Q4FY25	Q1FY26	Q2FY26
<ul style="list-style-type: none"> Gross/EBITDA margin expanded 61bp/111bp YoY to 70.7%/28.1%. Management expects margins to continue expanding in H2 FY25 despite higher A&P spend. 	<ul style="list-style-type: none"> Gross/EBITDA margin expanded 153bp/67bp YoY to 70.3%/32.3%. Margin expansion driven by 1.5–2.5% price hikes on larger packs, lower packaging costs, and cost-saving initiatives. Favourable product mix, led by strong BoroPlus antiseptic cream growth, also supported margins. The company experienced input cost deflation, mainly in packaging materials. 	<ul style="list-style-type: none"> Gross margin of 65.9% is flat; EBITDA margin dipped 89bp YoY to 22.8%. Management expects no margin pressure in FY26, with potential 0.5bps improvement if costs stay stable. 	<ul style="list-style-type: none"> Gross margin expanded 176bp YoY/352bp QoQ to 69.4%. EBITDA margins improved 114bps YoY to 26.5%. Management remains confident on margins, with no major input cost pressure expected near term. Margin mix benefited from higher sales in pain management, a higher-margin category than talc. 	<ul style="list-style-type: none"> Gross margin remained flat YoY to 71%. EBITDA margin of 22.4% contracted 577bp YoY/134bp QoQ. Gross margin is likely to remain stable due to benign input costs.

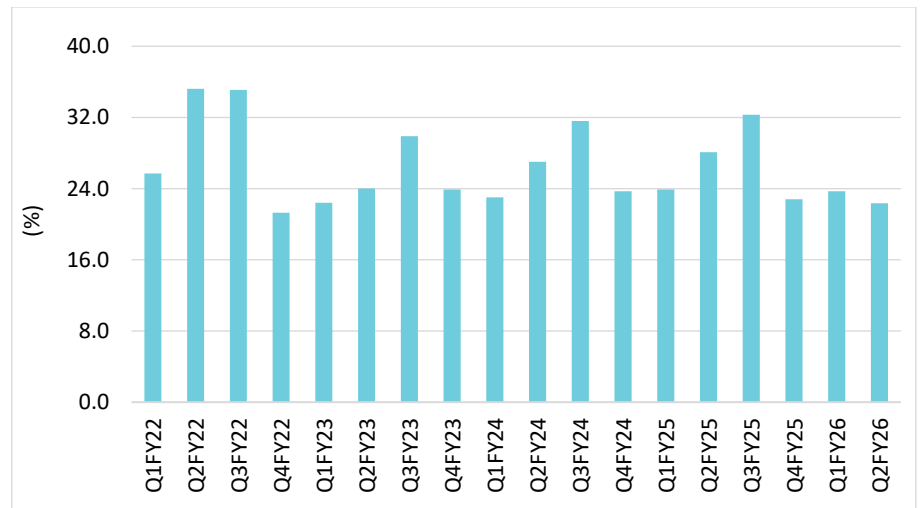
Source: Company, Nuvama Research

Exhibit 12: Volume growth trends YoY (%)



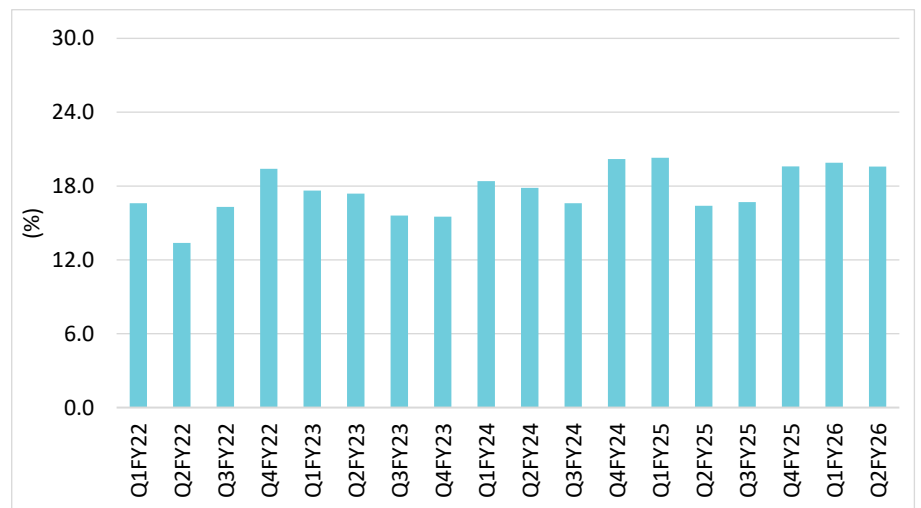
Source: Company, Nuvama Research

Exhibit 13: EBITDA margins trend



Source: Company, Nuvama Research

Exhibit 14: Ad spends as percentage of sales



Source: Company, Nuvama Research

Company Description

Emami is the flagship company of Emami group. It is a leading FMCG player in India, operating in certain attractive segments such as skin care and hair oil. The company is promoted by Kolkata-based industrialists, Mr. R. S. Agarwal and Mr. R. S. Goenka. The company has been operating in health, beauty and personal care products for 30+ years and has sustained a prominent position in therapeutic and Ayurvedic based products, ensuring strong entry barriers for competition. Over the years, Emami has innovated and built blockbuster brands such as Navratna, BoroPlus, and Fair & Handsome. With the acquisition of 'Zandu', another strong Ayurvedic brand was added to the portfolio. Emami recently acquired Kesh King, wherein a turnaround should be expected soon.

Investment Theme

Emami's product portfolio provides a play on Indian FMCG spend by virtue of its strong presence in less-penetrated and high-growth categories. More than 80% of Emami's products have Ayurvedic base. The therapeutic usage inculcates customer loyalty, leading to high gross margins, high barriers to entry, strong brand equity, mass acceptance and superior growth opportunities. Emami has a superior track record of launching brands (Fair & Handsome captures ~64% market share of men's fairness cream market) and transforming them into blockbusters. Introduction of lower SKUs for Zandu balm and rejuvenating more than 200 of Zandu's Ayurveda based prescription products will be another growth driver for Emami. The company is slowly diversifying its portfolio (with foray into face wash, hair oils, deodorants, female hygiene care) to insulate itself from seasonal impact. Though we are enthused by Emami's new launch aggression, it needs to sustain investment on innovation and ad spends to remain competitive in the newer segments (wherein MNC competition high).

Key Risks

- Seasonality risk is one of the biggest risks to Emami. Summer products' (like Talc and cooling oil) and winter products' (like BoroPlus) sales depend upon the weather conditions.
- Any disruption in weather conditions can result in volatile sales of some of these products. Ayurvedic products are produced by more than a thousand small companies in India, though only about a dozen are big national players.
- Given Emami's success, entry of new competitors cannot be ruled out. Hence, Emami, like other FMCG players, will need to continuously invest in A&P to build superior brand equity and gain customer loyalty.

Additional Data

Management

MD	Mr. Harsh V Agarwal
CFO	Mr. N.H. Bhansali
CS	Mr. Ravi Kumar
Chairman	Mr. R. S. Goenka
Auditor	S.R. Batliboi & Co. LLP

Holdings – Top 10*

	% Holding		% Holding
DSP Investment	3.67	SBI Funds Manag	1.87
Nippon Life Ind	3.61	Franklin resour	1.80
Kotak Mahindra	3.37	Vanguard Group	1.77
HDFC Asset Mana	3.01	UTI Asset Mange	1.55
Avees Trading a	2.00	Aditya birla su	1.30

*Latest public data

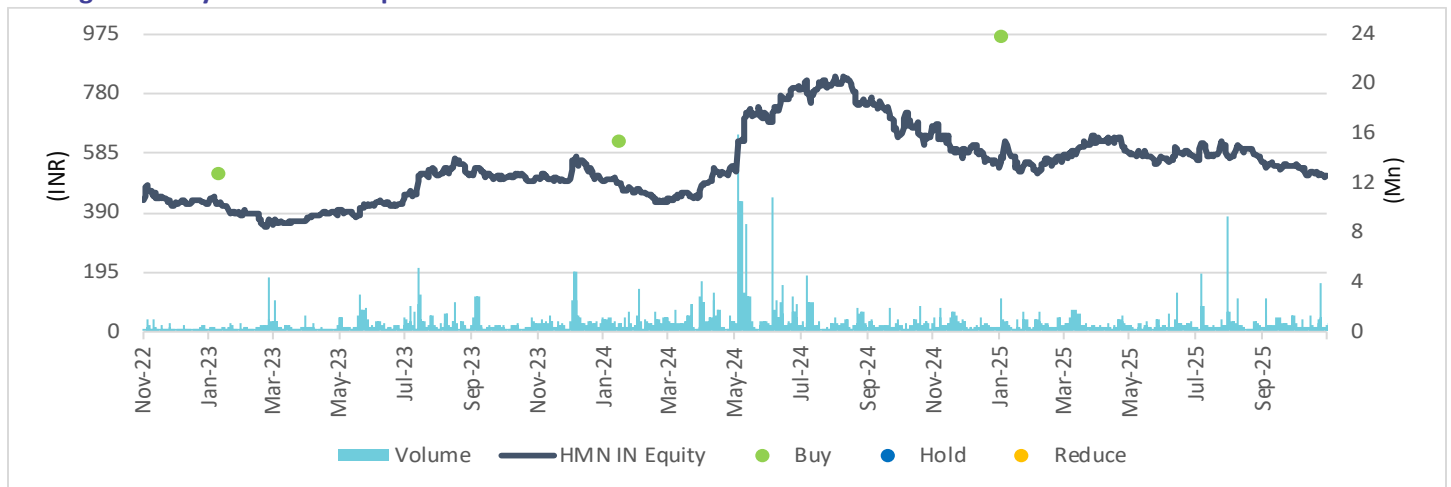
Recent Company Research

Date	Title	Price	Reco
10-Nov-25	GST impact, extended monsoon drag Q2; <i>Result Update</i>	526	Buy
31-Jul-25	Soft summer; male grooming must revive; <i>Result Update</i>	601	Buy
16-May-25	Core volumes strong; <i>Result Update</i>	634	Buy

Recent Sector Research

Date	Name of Co./Sector	Title
19-Nov-25	Hindustan Unilever	HUL to demerge ice cream business; <i>Nuvama Flash</i>
14-Nov-25	Marico	Strong top line; margins under pressure; <i>Result Update</i>
12-Nov-25	Bikaji Foods	Impressive volume growth; <i>Result Update</i>

Rating and Daily Volume Interpretation



Source: Bloomberg, Nuvama research

Rating Rationale & Distribution: Nuvama Research

Rating	Expected absolute returns over 12 months	Rating Distribution
Buy	15%	207
Hold	<15% and >-5%	69
Reduce	<-5%	35

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Abneesh Roy

Head of Research Committee

Abneesh.Roy@nuvama.com