

UBS Investment Research

Marico Ltd

Upgrade post share price correction[EXTRACT]

■ Upgrade to Buy

We upgrade our rating from Neutral to Buy on valuation. We believe the share price decline following management's 14 September profit warning has brought the valuation to an attractive level. We believe the strength of its flagship *Parachute* brand will ensure good volume growth for the company. We think management's strategy of not increasing prices despite high commodity prices to encourage consumers to upgrade during periods of inflation or economic uncertainty will be viewed positively by investors due to strong volume growth.

■ Flat ROE, will remain under pressure near term

In FY11, ROE declined to 26%, approximately the FY01 level. ROE improved through FY07 and then started to fall due to declining asset turnover. We expect ROE to remain under pressure in FY12 but improve from FY13.

■ With all negatives factored in, expect good year ahead

With all the negatives factored in, any improvement on the cost front should result in earnings upside for Marico, in our view. Extending its flagship Parachute brand to the value added hair oil segment and recently the skin cream segment should help Marico garner market share in these segments. We believe Marico will benefit from: 1) rising incomes in rural India as consumers upgrade to branded hair oil and 2) higher spending on health foods and male grooming in India.

■ Valuation: upgrade rating to Buy, maintain Rs185.00 price target

We derive our price target from a DCF-based methodology and explicitly forecast long-term valuation drivers using UBS's VCAM tool. We assume a WACC of 10.8%.

Highlights (Rsm)	03/10	03/11	03/12E	03/13E	03/14E
Revenues	26,608	31,283	39,093	46,344	54,375
EBIT (UBS)	3,151	3,390	4,261	5,260	6,525
Net Income (UBS)	2,394	2,375	3,246	4,144	5,170
EPS (UBS, Rs)	3.93	3.88	5.33	6.81	8.49
Net DPS (UBS, Rs)	0.66	0.76	0.85	1.09	1.36
Profitability & Valuation	5-yr hist av.	03/11	03/12E	03/13E	03/14E
Profitability & Valuation EBIT margin %	5-yr hist av . 10.9	03/11 10.8	03/12E 10.9	03/13E 11.4	03/14E 12.0
EBIT margin %	10.9	10.8	10.9	11.4	12.0
EBIT margin % ROIC (EBIT) %	10.9 36.1	10.8 29.3	10.9 28.0	11.4 31.6	35.8
EBIT margin % ROIC (EBIT) % EV/EBITDA (core) x	10.9 36.1 16.0	10.8 29.3 19.3	10.9 28.0 17.9	11.4 31.6 14.3	12.0 35.8 11.4

Source: Company accounts, Thomson Reuters, UBS estimates. (UBS) valuations are stated before goodwill, exceptionals and other special items. Valuations: based on an average share price that year, (E): based on a share price of Rs141.75 on 03 Oct 2011 23:55 SGT

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Global Equity Research

India

Household Products, Non-Durable

12-month rating Buy Prior: Neutral

12m price target Rs185.00/US\$3.76 *Unchanged*

Price Rs141.75/US\$2.88

RIC: MRCO.BO BBG: MRCO IB

4 October 2011

Trading data (local/US\$)

52-wk range	Rs167.30-113.60/US\$3.79-2.49
Market cap.	Rs86.3bn/US\$1.75bn
Shares o/s	609m (ORD)
Free float	34%
Avg. daily volum	e ('000) 445
Avg. daily value	(m) Rs68.9

Balance sheet data 03/12E

Shareholders' equity	Rs14.5bn
P/BV (UBS)	6.0x
Net Cash (debt)	(Rs2.57bn)

Forecast returns

Forecast price appreciation	+30.5%
Forecast dividend yield	0.6%
Forecast stock return	+31.1%
Market return assumption	13.3%
Forecast excess return	+17.8%

EPS (UBS, Rs)

		03/11		
	From	To	Cons.	Actual
Q1E	-	1.40	1.28	1.21
Q2E	-	1.51	1.51	1.18
Q3E	-	1.61	1.61	2.39
Q4E	-	0.81	0.81	(0.87)
03/12E	-	5.33	5.33	
03/13E	-	6.81	6.81	

Performance (Rs)



Source: UBS

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This is an extract from our India Consumer Sector report, published on 4 October 2011. For more detail, please refer to the full report.

Table 1: Marico's ROE decomposition

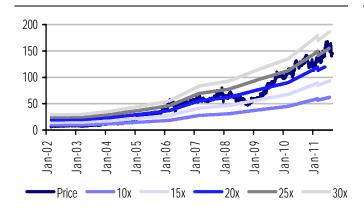
	FY01	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12E	FY13E
Net income margin	6.8%	7.2%	7.2%	6.6%	7.0%	7.6%	6.5%	8.4%	8.4%	9.0%	7.6%	8.3%	8.9%
Asset turnover	256.1%	242.0%	261.9%	292.8%	250.0%	168.3%	214.5%	196.8%	209.1%	175.7%	140.5%	144.1%	144.1%
Equity multiplier	152.9%	145.8%	153.5%	164.5%	185.7%	259.9%	377.3%	307.6%	251.8%	231.6%	243.2%	187.4%	200.5%
Return on equity	26.7%	25.4%	29.1%	32.0%	32.3%	33.2%	52.9%	51.1%	44.2%	36.6%	25.9%	22.4%	25.8%

Source: Company data, UBS estimates

In FY11, ROE declined to 26%, approximately the FY01 level. ROE improved through FY07 and then started to fall due to declining asset turnover.

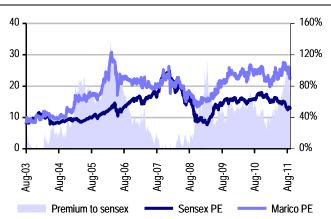
Marico issued a profit warning on 14 September 2011. The share price has since corrected 15% from its peak. The profit warning warned against 'super normal' profits as the company's strategy is now to invest in its brand. As a result, management indicated it expected a decline in gross margin since it will not increase prices. Marico's brands have low penetration but both Parachute and Safolla have very good brand equity. In our view, by keeping prices relatively affordable, Marico is trying to strengthen its equity further and encourage consumers to upgrade to branded products in times of economic uncertainty and inflation. We think investors are likely to view this positively as Parachute and Saffola are good brands and we expect a large-scale movement from unbranded to branded products. We therefore upgrade our rating from Neutral to Buy on the reasonable valuation and improved volume growth visibility.

Chart 1: Marico 1-year forward PE band



Source: Reuters, UBS estimates

Chart 2: Marico prem/disc to Sensex



Source: Reuters, UBS estimates

Marico Ltd

Income statement (Rsm)	03/07	03/08	03/09	03/10	03/11	03/12E	% ch	03/13E	% ch	03/14E	% ch
Revenues	15,569	19,050	23,884	26,608	31,283	39,093	25.0	46,344	18.5	54,375	17.3
Operating expenses (ex depn)	(13,582)	(16,587)	(20,844)	(22,856)	(27,186)	(34,089)	25.4	(40,203)	17.9	(46,763)	16.3
EBITDA (UBS)	1,987	2,463	3,040	3,751	4,098	5,004	22.1	6,141	22.7	7,613	24.0
Depreciation	(522)	(309)	(358)	(601)	(708)	(743)	4.9	(881)	18.5	(1,088)	23.5
Operating income (EBIT, UBS)	1,465	2,155	2,682	3,151	3,390	4,261	25.7	5,260	23.4	6,525	24.0
Other income & associates	102	96	122	183	279	446	60.0	670	50.0	737	10.0
Net interest	(206)	(305)	(357)	(257)	(393)	(482)	22.6	(482)	0.0	(482)	0.0
Abnormal items (pre-tax)	0	0	0	0	0	0	-	0	-	0	-
Profit before tax	1,361	1,945	2,447	3,077	3,275	4,225	29.0	5,447	28.9	6,779	24.5
Tax	(343)	(337)	(441)	(664)	(850)	(930)	9.4	(1,253)	34.8	(1,559)	24.5
Profit after tax	1,017	1,608	2,006	2,413	2,425	3,296	35.9	4,194	27.3	5,220	24.5
Abnormal items (post-tax)	111	84	(119)	(77)	489	0	-	0	-	0	-
Minorities / pref dividends	0	(1)	0	(19)	(50)	(50)	-0.2	(50)	0.0	(50)	0.0
Net income (local GAAP)	1,128	1,691	1,887	2,317	2,864	3,246	13.3	4,144	27.7	5,170	24.7
Net Income (UBS)	1,017	1,607	2,006	2,394	2,375	3,246	36.6	4,144	27.7	5,170	24.7
Tax rate (%)	25	17	18	22	26	22	-15.2	23	4.5	23	0.0
Pre-abnormal tax rate (%)	25	17	18	22	26	22	-15.2	23	4.5	23	0.0
Per share (Rs)	03/07	03/08	03/09	03/10	03/11	03/12E	% ch	03/13E	% ch	03/14E	% ch
EPS (local GAAP)	1.85	2.78	3.10	3.80	4.68	5.33	14.6	6.81	27.7	8.49	24.7
EPS (UBS)	1.67	2.64	3.29	3.93	3.88	5.33	37.3	6.81	27.7	8.49	24.7
Net DPS	0.70	0.66	0.66	0.66	0.76	0.85	12.4	1.09	27.7	1.36	24.7
Cash EPS	2.53	3.15	3.88	4.91	5.04	6.55	30.0	8.25	26.0	10.28	24.5
BVPS	3.16	5.17	7.45	10.74	15.03	23.78	58.2	25.39	6.8	32.96	29.8
Balance sheet (Rsm)	03/07	03/08	03/09	03/10	03/11	03/12E	% ch	03/13E	% c h	03/14E	% ch
Net tangible fixed assets	1,277	2,136	2,715	3,465	4,015	5,226	30.2	6,663	27.5	8,294	24.5
Net intangible fixed assets	827	1,280	1,246	1,382	4,859	4,859	0.0	4,859	0.0	4,859	0.0
Net working capital (incl. other assets)	1,900	2,558	3,294	4,222	5,198	6,299	21.2	5,398	-14.3	6,420	19.0
Other liabilities	0	0	0	0	0	0	-	0	-	0	-
Operating invested capital	4,004	5,974	7,255	9,069	14,071	16,384	16.4	16,919	3.3	19,574	15.7
Investments	0	0	121	827	890	890	0.0	890	0.0	890	0.0
Total capital employed	4,004	5,974	7,376	9,896	14,961	17,274	15.5	17,809	3.1	20,463	14.9
Shareholders' equity	1,924	3,146	4,536	6,540	9,155	14,481	<i>58.2</i>	15,462	6.8	20,074	29.8
Minority interests	0	1	0	13	219	219	0.0	219	0.0	0	-
Total equity	1,924	3,147	4,536	6,552	9,374	14,700	56.8	15,681	6.7	20,074	28.0
Net debt / (cash)	2,080	2,827	2,841	3,344	5,587	2,574	- <i>53.9</i>	2,128	-17.3	389	-81.7
Other debt-deemed items	0	0	0	0	0	0	-	0	-	0	-
Total capital employed	4,004	5,974	7,376	9,896	14,961	17,274	15.5	17,809	3.1	20,463	14.9
Cash flow (Rsm)	03/07	03/08	03/09	03/10	03/11	03/12E	% ch	03/13E	% ch	03/14E	% ch
Operating income (EBIT, UBS)	1,465	2,155	2,682	3,151	3,390	4,261	25.7	5,260	23.4	6,525	24.0
Depreciation	522	309	358	601	708	743	4.9	881	18.5	1,088	23.5
Net change in working capital	(68)	(896)	(1,008)	(1,287)	(1,117)	994	-	(1,239)	-	(1,403)	13.2
Other (operating)	309	200	225	260	155	455	193.2	(409)	-	380	-
Operating cash flow (pre tax/interest)	2,227	1,768	2,257	2,725	3,135	6,453	105.8	4,492	-30.4	6,590	46.7
Net interest received / (paid)	(215)	(245)	(359)	(153)	(214)	(482)	125.3	(482)	0.0	(482)	0.0
Dividends paid	(456)	(325)	(477)	(472)	(471)	(519)	10.35	(663)	27.69	(827)	24.75
Tax paid	(343)	(323)	(441)	(664)	(850)	(930)	9.4	(1,253)	34.8	(1,559)	24.75
Capital expenditure	(2,993)	(1,221)	(790)	(1,526)	(1,841)	(1,955)	6.2	(2,317)	18.5	(2,719)	17.3
Net (acquisitions) / disposals	(2,773)	(393)	(790)	(1,520)	(2,276)	(1,755)	U.Z	(2,317)	10.5	(2,719)	17.5
Other	193	(393)	(259)	(667)	(2,276)	446	612.0	670	50.0	737	10.0
Share issues	1,454	0	(239)	218	03	0	012.0	0	50.0	0	10.0
Cash flow (inc)/dec in net debt	(140)	(754)	(69)	(538)	(2,454)	3,013	-	446	-85.2	1,739	289.9
FX / non cash items	42	7	55	35	211	0,013	-	0	-03.2	1,739	207.7
Balance sheet (inc)/dec in net debt	(98)	(746)	(14)	(504)	(2,243)	3,013	-	446	-85.2	1,739	289.9
Core EBITDA	1,987	2,463	3,040	3,751	4,098	5,004	22.1	6,141	22.7	7,613	24.0
Maintenance capital expenditure	(522)	(309)	(358)	(601)	(708)	(743)	4.9	(881)	18.5	(1,088)	23.5
Maintenance net working capital	0	0	0	0	0	0	-	0	-	0	-
Operating free cash flow, pre-tax	1,465	2,155	2,682	3,151	3,390	4,261	<i>25.7</i>	5,260	23.4	6,525	24.0

Source: Company accounts, UBS estimates. (UBS) valuations are stated before goodwill, exceptionals and other special items. Note: For some companies, the data represents an extract of the full company accounts.

Global Equity Research

India

Household Products, Non-Durable

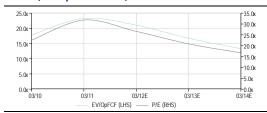
Marico Ltd

12-month rating	Buy
12m price target	Rs185.00

Company profile

Marico is the leading producer and distributor of hair oil, which it sells under the Parachute and Nihar (33-35% of sales) brands. Other hair oils contribute 13% to sales. The company also manufactures cooking oil under the Saffola brand (15% of sales). It operates a chain of beauty and well-being clinics under the brand name Kaya (7% of sales). International sales, mainly in Bangladesh, Egypt, Malaysia, Singapore, South Africa, and the Middle East, contribute 23%.

Value (EV/OpFCF & P/E)



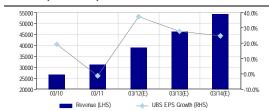
Profitability



ROE v Price to book value



Growth (UBS EPS)



Valuation (x)	5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
P/E (local GAAP)	23.8	23.3	26.6	26.6	20.8	16.7
P/E (UBS)	25.3	22.6	31.8	26.6	20.8	16.7
P/CEPS	19.5	18.0	24.5	21.6	17.2	13.8
Net dividend yield (%)	1.0	0.7	0.6	0.6	0.8	1.0
P/BV	10.5	8.3	8.2	6.0	5.6	4.3
EV/revenue (core)	2.1	2.1	2.5	2.3	1.9	1.6
EV/EBITDA (core)	16.0	15.0	19.3	17.9	14.3	11.4
EV/EBIT (core)	19.1	17.9	23.3	21.1	16.7	13.3
EV/OpFCF (core)	19.1	17.9	23.3	21.1	16.7	13.3
EV/op. invested capital	6.9	6.9	6.8	5.9	5.3	4.8
Enterprise value (Rsm)		03/10	03/11	03/12E	03/13E	03/14E
Average market cap		53,977	75,206	86,326	86,326	86,326
+ minority interests		6	116	219	219	109
+ average net debt (cash)		3,092	4,466	4,081	2,351	1,259
+ pension obligations and other		0	0	0	0	0
- non-core asset value		(827)	(890)	(890)	(890)	(890)
Core enterprise value		56,249	78,897	89,735	88,006	86,804
Growth (%)	5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
Revenue	19.1	11.4	17.6	25.0	18.5	17.3
EBITDA (UBS)	19.8	23.4	9.2	22.1	22.7	24.0
EBIT (UBS)	23.3	17.5	7.6	25.7	23.4	24.0
EPS (UBS)	23.5	19.3	-1.2	37.3	27.7	24.7
Cash EPS	18.8	26.6	2.5	30.0	26.0	24.5
Net DPS	2.0	0.8	15.0	12.4	27.7	24.7
BVPS	47.7	44.2	40.0	58.2	6.8	29.8
Margins (%)	5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
EBITDA / revenue	13.1	14.1	13.1	12.8	13.3	14.0
EBIT / revenue	10.9	11.8	10.8	10.9	11.4	12.0
Net profit (UBS) / revenue	8.0	9.0	7.6	8.3	8.9	9.5
Return on capital (%)	5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
EBIT ROIC (UBS)	36.1	38.6	29.3	28.0	31.6	35.8

00.1	50.0	27.0	20.0	01.0	55.5
-	30.3	21.7	21.8	24.3	27.5
46.8	43.2	30.3	27.5	27.7	29.1
5Yr Ava	03/10	03/11	03/12F	03/13F	03/14E
8.5	12.3	8.6	8.8	10.9	13.5
4.5	6.0	5.1	6.3	6.3	6.3
24.6	16.8	19.6	16.0	16.0	16.0
1.1	0.9	1.4	0.5	0.3	0.1
F)/ A	00/40	00/44	00/405	20/405	00/4.15
5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
3.3	3.3	2.7	2.6	2.8	3.0
5.6	6.0	4.6	4.1	4.3	4.4
7.8	7.1	6.6	6.8	7.9	9.2
5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
1.0	1.0	1.0	1.0	1.0	1.0
7.2	5.7	5.9	5.0	5.0	5.0
3.4	2.5	2.6	2.6	2.6	2.5
5Yr Avg	03/10	03/11	03/12E	03/13E	03/14E
	5Yr Avg 8.5 4.5 24.6 1.1 5Yr Avg 3.3 5.6 7.8 5Yr Avg 1.0 7.2 3.4	46.8 43.2 5Yr Avg 03/10 8.5 12.3 4.5 6.0 24.6 16.8 1.1 0.9 5Yr Avg 03/10 3.3 3.3 5.6 6.0 7.8 7.1 5Yr Avg 03/10 1.0 1.0 7.2 5.7 3.4 2.5	46.8 43.2 30.3 5Yr Avg 03/10 03/11 8.5 12.3 8.6 4.5 6.0 5.1 24.6 16.8 19.6 1.1 0.9 1.4 5Yr Avg 03/10 03/11 3.3 3.3 2.7 5.6 6.0 4.6 7.8 7.1 6.6 5Yr Avg 03/10 03/11 1.0 1.0 7.2 5.7 5.9 3.4 2.5 2.6	- 30.3 21.7 21.8 46.8 43.2 30.3 27.5 SYr Avg 03/10 03/11 03/12E 8.5 12.3 8.6 8.8 4.5 6.0 5.1 6.3 24.6 16.8 19.6 16.0 1.1 0.9 1.4 0.5 SYr Avg 03/10 03/11 03/12E 3.3 3.3 2.7 2.6 5.6 6.0 4.6 4.1 7.8 7.1 6.6 6.8 SYr Avg 03/10 03/11 03/12E 1.0 1.0 1.0 1.0 7.2 5.7 5.9 5.0 3.4 2.5 2.6 2.6	- 30.3 21.7 21.8 24.3 46.8 43.2 30.3 27.5 27.7 SYr Avg

Net debt (core) / EV 6.1 5.5 5.7 4.5 2.7 1.5

Source: Company accounts, UBS estimates. (UBS) valuations are stated before goodwill, exceptionals and other special items.

Valuations: based on an average share price that year, (E): based on a share price of Rs141.75 on 03 Oct 2011 23:55 SGT Market cap(E) may include forecast share issues/buybacks.

65.9

39.7

51.1

33.8

61.0

37.9

17.8

15.1

13.8

12.1

1.9

1.9

Sunita Sachdev

Net debt / total equity

Net debt / (net debt + equity)

Analyst

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■ Marico Ltd

Marico is the leading producer and distributor of hair oil, which it sells under the Parachute and Nihar (33-35% of sales) brands. Other hair oils contribute 13% to sales. The company also manufactures cooking oil under the Saffola brand (15% of sales). It operates a chain of beauty and well-being clinics under the brand name Kaya (7% of sales). International sales, mainly in Bangladesh, Egypt, Malaysia, Singapore, South Africa, and the Middle East, contribute 23%.

Statement of Risk

We believe the potential risks for Marico include unfavourable copra price movements, smaller-than-expected volume growth due to declining trends in hair oil consumption and the failure to take incremental share from the unorganised hair and edible oil market.

■ Analyst Certification

Each research analyst primarily responsible for the content of this research report, in whole or in part, certifies that with respect to each security or issuer that the analyst covered in this report: (1) all of the views expressed accurately reflect his or her personal views about those securities or issuers and were prepared in an independent manner, including with respect to UBS, and (2) no part of his or her compensation was, is, or will be, directly or indirectly, related to the specific recommendations or views expressed by that research analyst in the research report.

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UBS Investment Research: Global Equity Rating Allocations

UBS 12-Month Rating	Rating Category	Coverage ¹	IB Services ²
Buy	Buy	59%	35%
Neutral	Hold/Neutral	35%	33%
Sell	Sell	6%	14%
UBS Short-Term Rating	Rating Category	Coverage ³	IB Services ⁴
Buy	Buy	less than 1%	0%
Sell	Sell	less than 1%	20%

^{1:}Percentage of companies under coverage globally within the 12-month rating category.

Source: UBS. Rating allocations are as of 30 September 2011.

UBS Investment Research: Global Equity Rating Definitions

Definition
FSR is > 6% above the MRA.
FSR is between -6% and 6% of the MRA.
FSR is > 6% below the MRA.
Definition
Buy: Stock price expected to rise within three months from the time the rating was assigned because of a specific catalyst or event.
Sell: Stock price expected to fall within three months from the time the rating was assigned because of a specific catalyst or event.

^{2:}Percentage of companies within the 12-month rating category for which investment banking (IB) services were provided within the past 12 months.

^{3:}Percentage of companies under coverage globally within the Short-Term rating category.

^{4:}Percentage of companies within the Short-Term rating category for which investment banking (IB) services were provided within the past 12 months.

KEY DEFINITIONS

Forecast Stock Return (FSR) is defined as expected percentage price appreciation plus gross dividend yield over the next 12 months.

Market Return Assumption (MRA) is defined as the one-year local market interest rate plus 5% (a proxy for, and not a forecast of, the equity risk premium).

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Equity Price Targets have an investment horizon of 12 months.

EXCEPTIONS AND SPECIAL CASES

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UBS Securities India Private Ltd: Sunita Sachdev.

Company Disclosures

Company Name	Reuters	12-mo rating	Short-term rating	Price	Price date
Marico Ltd	MRCO.BO	Neutral	N/A	Rs141.75	03 Oct 2011

Source: UBS. All prices as of local market close.

Ratings in this table are the most current published ratings prior to this report. They may be more recent than the stock pricing date

Unless otherwise indicated, please refer to the Valuation and Risk sections within the body of this report.

Marico Ltd (Rs)



Source: UBS; as of 03 Oct 2011

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