Galaxy
Global Supplier to Global Brands

Forging Forward...

Capital Market Day 2025

13th June 2025

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Galaxy So Far…!

Galaxy Surfactants: The Last Decade

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Total Volume
2x

EBITDA
3x

PAT
5x

AVG. ROCE
22%

EBITDA/MT
2x

CAGR	FY15-25	FY15-20	FY20-25
Total Volume	5%	8%	3%
EBITDA	10%	14%	6%
EBITDA/MT	5%	6%	4%
PAT	16%	28%	6%
AVG. ROCE	22%	23%	20%

The ‘Edge’ - Sustainable Competitive Advantages

THE PRESENT

- Our Core
- Global Brand
- Leadership Position
- One Stop Shop
- Robust Risk Management
- ESG
- Innovation – The Bed Rock
- High Quality People

Vision 2030

Vision and Mission 2030

VISION

To delight customers, be a partner of choice and a global leader in surfactants and specialty chemicals for the **Home & Personal Care** and **Beauty & Wellness** industries.

- ✓ With a commitment to a cleaner, safer environment
- ✓ Empowering long-term partnerships
- ✓ Expanding global leadership
- ✓ Global impact with local sensibilities

MISSION

To be a brand of Global Eminence through best-in-class value delivery by **high-quality people**

- ✓ Global Recognition
- ✓ Driven by Excellence
- ✓ Empowered by People
- ✓ Unmatched value delivery

Vision 2030: The Contours

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2x Volumes	2.5x EBITDA	22%+ ROCE

Defend and Grow in India and AMET | Winning in Americas | Winning in Specialities in EU

Focus Industry

- ✓ HOME CARE
- ✓ PERSONAL CARE
- ✓ BEAUTY & WELLNESS

Performance Surfactants

DEFEND & GROW

- ✓ INDIA
- ✓ AMET

CHALLENGE & PENETRATE

- ✓ AMERICAS
- ✓ ROW

Specialty Care Products

3D

- ✓ Development
- ✓ Digitalisation
- ✓ Distribution

ITT

- ✓ Innovation
- ✓ Technology
- ✓ Talent

Strategic Growth

Through Big 5 Levers

Premiumization & Penetration

- ✓ Category Penetration (Emerging Markets)
- ✓ Premiumization (Developed and Emerging)

Entry into New Applications

- ✓ Skin Care
- ✓ Sun Care
- ✓ Wellness

Capitalizing on Growing D2C Brands and Pvt Labels

- ✓ US & EU – Private Labels
- ✓ India – New Age Brands
- ✓ Complementary Adjacencies

Sustainability & Clean Beauty

- ✓ Non-Toxic Preservatives
- ✓ Mild Surfactants
- ✓ Swiftly Evolving Stricter Regulatory Norms

Partnerships, JVs & Acquisitions

- ✓ Strategic Alliances and Partnerships
- ✓ Bio Based Partnerships / JVs
- ✓ Strategic Outsourcing

Growth Profile

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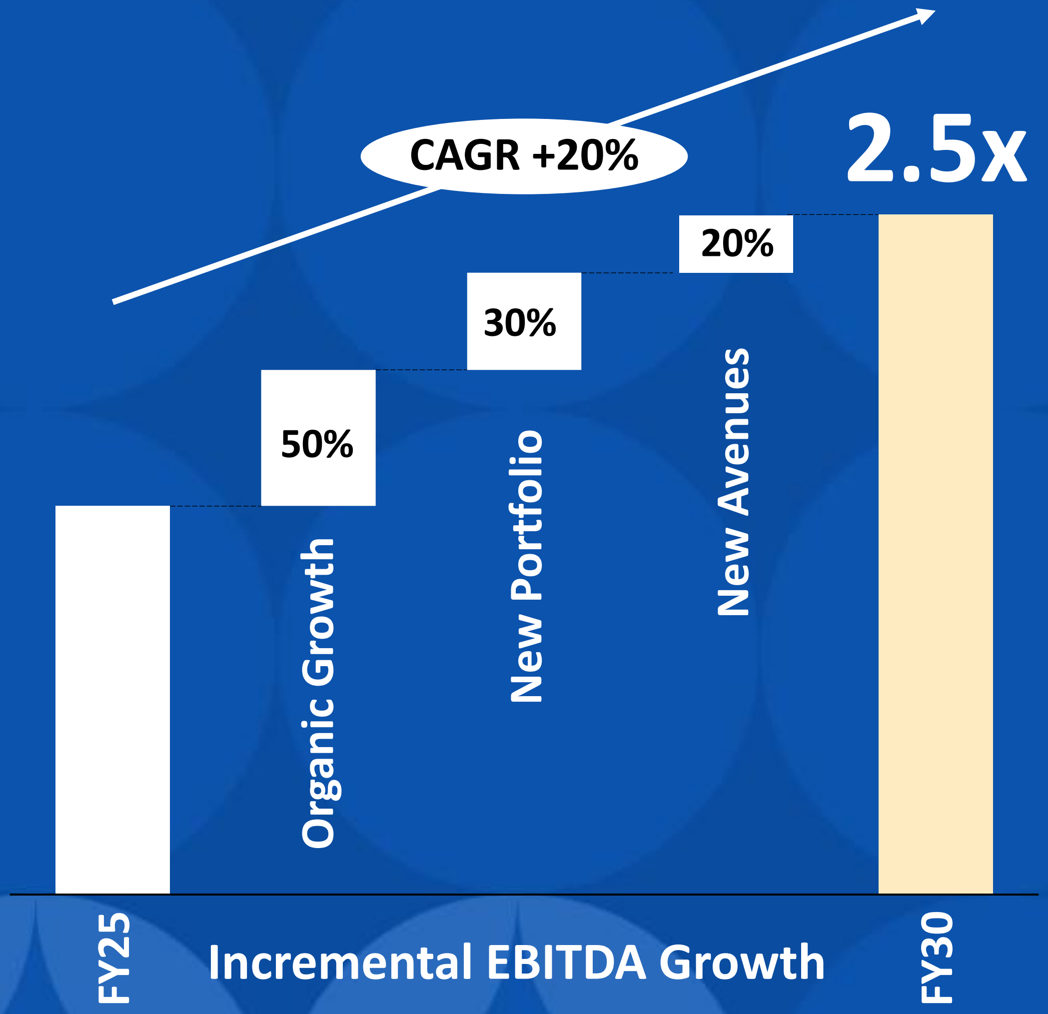
VISION 2030



EBITDA/MT: ~Rs 25,000/MT

Organic Growth
Rinse off Categories

New Portfolio
Leave on Segment

New-Avenues
Strategic Alliances and Partnerships, Beauty & Wellness

Qualitative Enablers

Governing Pillars

- Innovate to Lead
- Making Customers Win
- Talent to Outlast
- Envision to Excel & Risk to Grow
- Ethics, Sustainability & Governance

Industry Landscape

Industry at a Glance

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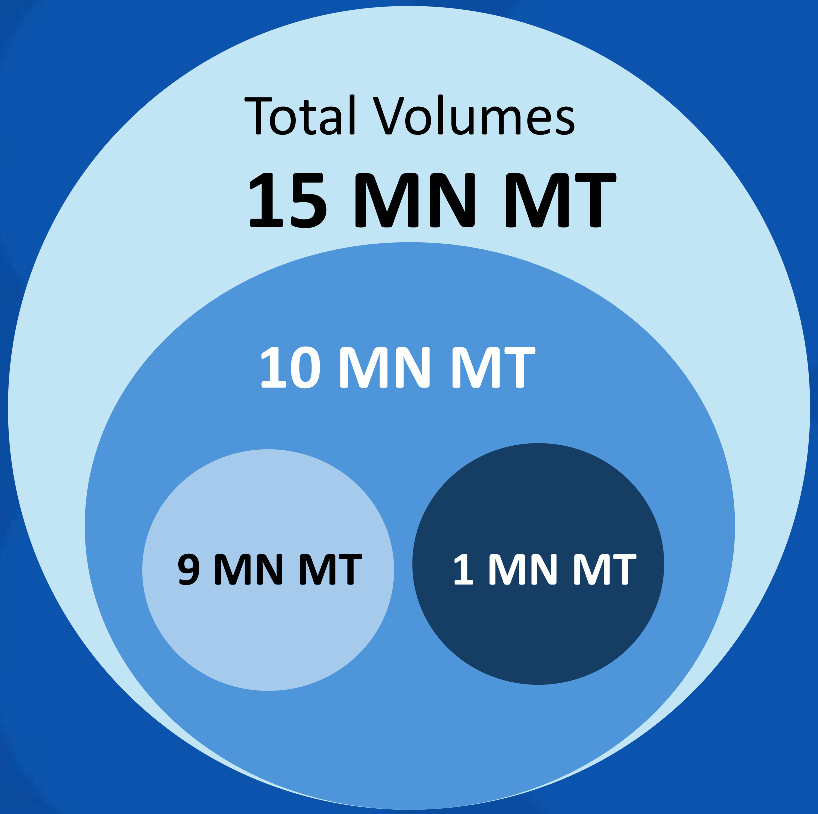
INGREDIENTS MARKET*

US and EU form ~50% of ingredients market

VOLUMES*



- Addressable market for the Company
- Surfactants (excluding captive capacities)
- Preservatives, UV Protection and Emollients

New Target Areas

- Emollients
- Modern Suncare Actives
- Mildness & Conditioning
- Customised Specialty Blends
- Biobased & High-end Actives

*Data as on 2024

Global Home Care Market

$191 BN

Market Size (2024)

1.8%

CAGR (2024–29)

Product Trends

- Cold Processable
- Sustainability & Wellness

Laundry Care (52%)

Biggest Segment

$26 BN | 11 MN MT

Ingredients Market

Key Ingredient: Surfactants (72%)
US & EU – 49%, India – 12%, AMET – 12%

Trends: Eco-friendly, Unit Dose Detergents, Stricter Regulatory Norms vis 1,4 - Dioxane Regulations

Growth Drivers

- Upgradation
- Form Shift
- Premiumization
- Sustainability

Global Personal & Beauty Care Market

$475 BN
Market Size (2024)

5.7%
CAGR (2024–29)

Skin Care (33%)
Biggest Segment

7.2% Fastest Growing:
Suncare CAGR (2024-29)

Rinse off Size: $200 BN
Bath & Shower, Oral Care, Hair Care

$16 BN | 4 MN MT

Ingredients Market

Key Ingredient: Surfactants ($ 5 BN)
Emollients ($4 BN), UV Care ($1 BN), Preservation ($1 BN),
Surfactants and Emollients together represent **~51%** of the ingredients market

Trends

- **Multifunctionality**
- **Sensory Experience**
- **Naturality**
- **Sustainability**

Enhancing our Zone of Play

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	Bath & Shower	Hair Care	Oral Care	Skin Care	Sun Care	Color Cosmetics
Category	**Rinse Off**			**Leave On**		
Market Size (Bn USD)	~51	~93	~55	**~163**	**~16**	**~77**
Major BPC Ingredient	Surfactants	Surfactants	Humectants & Surfactants	**Emollients (~6-10%)**	**Sunscreen (~20-25%) Emollients (~6-8%)**	**Emollients and Esters (~30%)**
Water Content	~35-40%	~70-80%	~30-35%	**~70%**	**~50%**	**~17-20%**
Global Share of T-1 Accounts*	~40-45%	~50-55%	~52-57%	**~29-35%**	**~32-35%**	**~20%**
Major Trend	• Upward Migration • Milder Body Washes			• **Natural Emollients** • **Migration from Traditional to New Age Ingredients**		

Existing area of play

Enhanced Zone of Play

**T-1 Accounts as defined by Galaxy*

Huge Opportunity to Service all Categories in the BPC Space

The Changing Landscape: Trends and Facts

Market Evolution

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Bar Cakes (Laundry) → Mass Powder → **Premium Powder** → **Liquid Detergents** → **Pods & Detergent Sheets**

Hand Wash → Tub Wash → **Machine Wash at Home** → **Commercial Laundry**

Bar Cakes (Dish care) → **Liquid Format** → **Machine Dishwash**

Petro based Surfactants → **Oleo based Surfactants** → **Mild Surfactants** → **Bio Based Surfactants**

MNCs Players → **MNCs + Regional** → **MNCs + Regional + Local** → **MNCs + Regional + Local + D2C+ Pvt Labels**

☐ Indicates Positive for Galaxy

Evolving Consumer

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BASICS	MULTIPLE CATEGORIES	PREMIUM & LUXURY	CONCEPT BASED
Toothpaste	Dental Floss	**Scrubs, Lotions**	Sustainability
Shampoo	Premium Shampoos	**Anti-Ageing, Night Creams, Acne**	Green & Natural
Soap	Face & Body Wash	Premium Syndet Bars	Safe
Detergent Bars	Premium Powder & Liquid Detergents	**Face Masks & Cleansers**	Upcycling
Hair Oil (Conditioning)	Conditioners	**Pods, Cold & Quick Wash Solutions**	AI Driven – Hyper Personalization
	Baby Care & Suncare	**Shower Oils**	**Clean Beauty**
	Cosmetic	Intimate Hygiene	**Wellness (HPBC Space)**
	High-end Detergent Bars	**Lip Care, Toners, Styling Agents, Salon Professional**	

Opportunity for Galaxy

Present

Not Present

Sun Care:

568

New Products launched on all E-Commerce Platforms across **32** Markets in H1 2024

Skin Care:

55%

of Gen X use Anti-Ageing, creams, moisturizers and lotions

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Voice of Customers:

Deeper Penetration in India & Premiumization led strategy in Developed Markets

Addressing the Changing Landscape

Innovate to Lead

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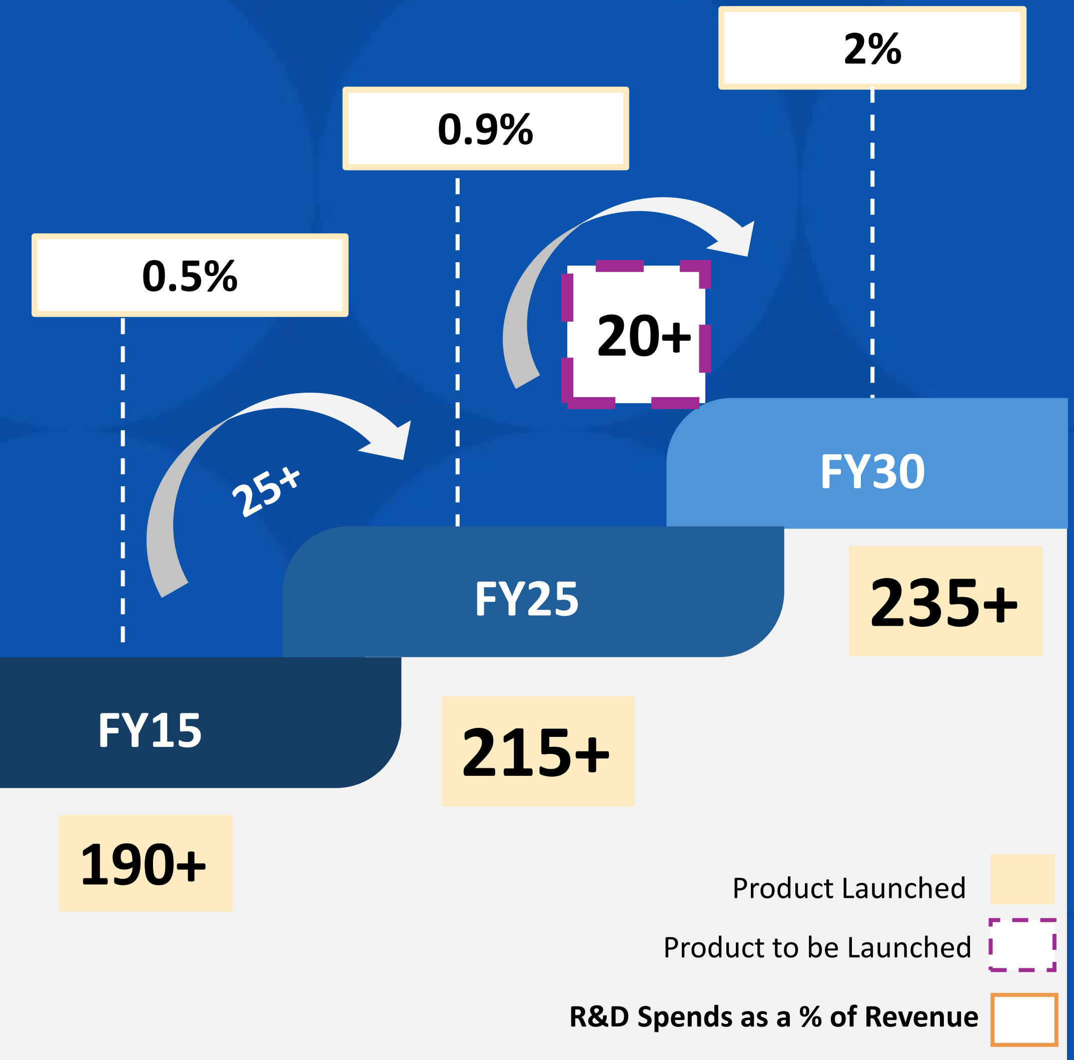

FOCUS AREAS

- Mild Surfactants
- Non Toxic Preservatives
- Emollients
- Modern Suncare Actives
- Anti Ageing & Hair growth Actives
- Customised Home Care Blends
- Bio Based Surfactants

Governing Pillars 3C

- Chemistry – Green
- Customise - Stickiness
- Category - Expansion

Diversified Growth across Categories

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Existing Portfolio

Applications

New Portfolio

Applications

Performance Surfactants & Specialty Care Products

Present – Rinse Off

- Body Wash
- Shampoos
- Baby Washes
- Pet & Baby Shampoos
- Face Wash
- Toothpaste
- Facial Cleansers
- Powder Detergents
- Liquid Detergents
- Toilet Cleaners
- Dish Wash

Specialties – Emollients, Mild Surfactants, Non-Toxic Preservatives, Modern Suncare & Hair Growth Actives and Customised HPC Blends

New Avenues – Leave On

- Serums, Moisturizers
- Face Masks
- Intimate Hygiene
- Sun Care
- Creams & Lotions
- Lip Care
- Styling Agents
- Shower Oils
- Acne Treatments
- Toners
- Clean Beauty

A Global One Stop Solution for every category in the HPBC Industry

The Regional Dynamics

Defend & Grow in India

3P's P

remiumisation
enetration
ositioning

The India Market – Why India remains a story for coming decade?

Tailwinds: **'WHY'** India?

'HOW' does it translate to Growth?

'WHAT' does the Future Hold?

Answering the 'Why' – The India Growth Story!

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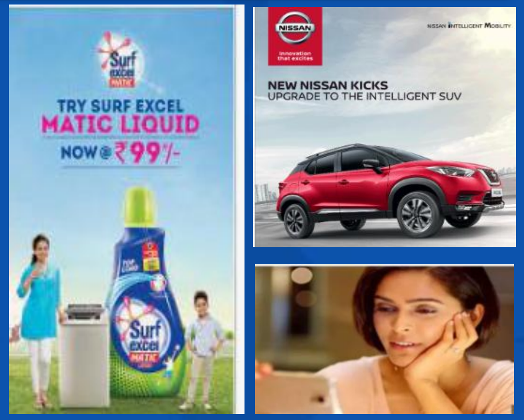
4.0 Tn	11-13%
Nominal GDP	Nominal Growth Rate
6-7%	**62%**
Real Growth Rate	Households Income < 5 Lakhs

Every year at **11% Growth** over the next 5 years, India will **become 1.75x of Today**

Story > Transition from Mass to Masstige and Prestige

Advertisements – Good Gauge of Economic Progress

2000s – Mass Penetration



2020s = Masstige & Prestige!

The Six Key Factors Driving Sustained Premiumization

- Households Shift and Spending
- Females in Workforce
- Widespread Regional Growth
- Digital Connect & Awareness
- Penetration & Volume Growth
- Demographics & Habits (Convenience)

Note – Maps not to scale. All data, information and maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness

The Comparative Story

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Parameter	USA in 1960s - India PFCE in line with USA 1960	China Demographics & Transition mirrors India! 2006	India 2024
Average Age	29	31	29
Essentials Spend %	63%	56%	57%
Per Capita Income	$ 3,007	$ 2,000	$ 2,880
Working Age Population %	69%	72%	71%

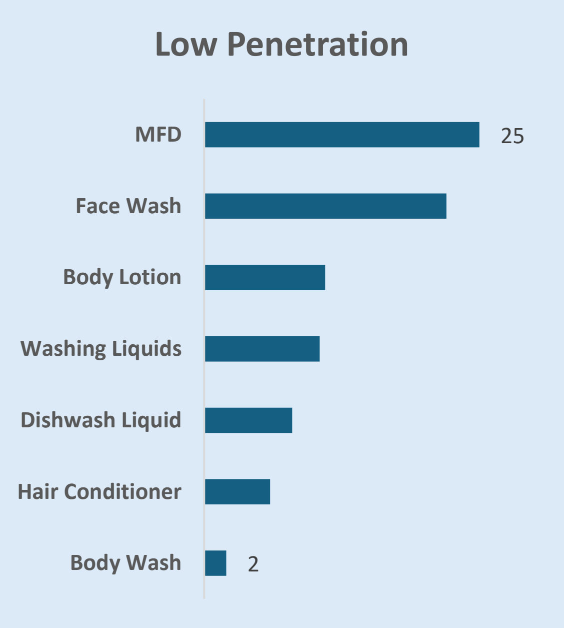
As Per Capita income rises, Discretionary spending rises. The share of Income towards HPBC which is less than 1% today in India, if exhibits the same trend should rise to 2.5% over the next decade

Conclusions India vs USA & China	**Significant Head Room for Growth**	**Favourable Demographics**	**Growth driven by Penetration 1st followed by Premiumization**	**6x** US HPBC Market vs India	**4x** China HPBC Market vs India

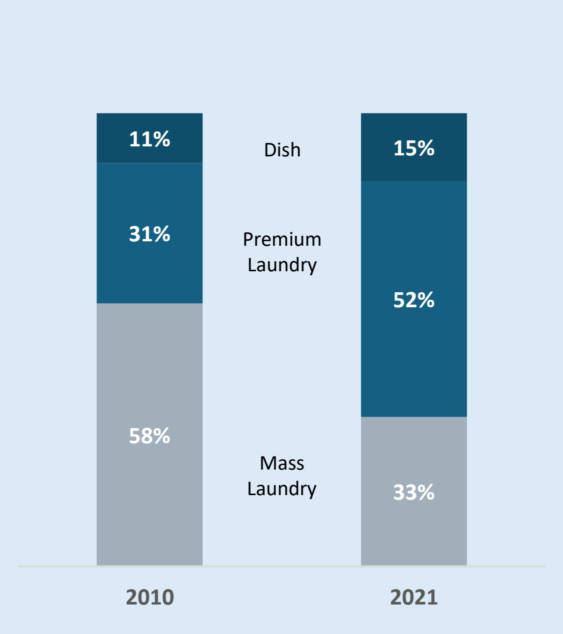
India is poised for a Consumption Boom, Echoing the US in 1960 and China in 2006

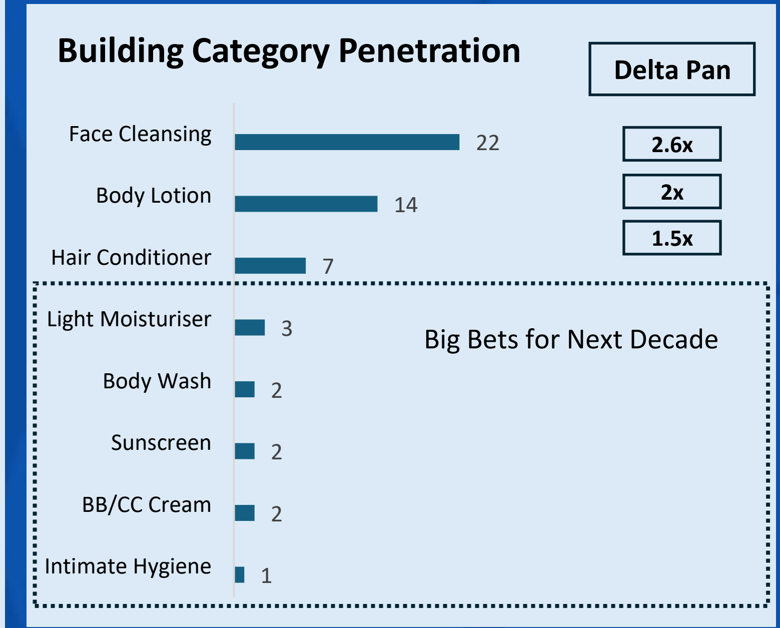
Answering the 'How' - Favorable Industry Tailwinds for Galaxy

India Story: Growth driven by Penetration, Premiumization and Higher Spending



Countries	Spending (in $)
Philippines	$ 255
Thailand	$ 438
China	$ 126
Indonesia	$ 103
India	$ 46





Entry into Leave On combined with the existing Rinse-Off Portfolio provides significant headroom for Growth via Penetration

Competitive Edge - Galaxy's strong customer connect across all Tiers

Translation of Industry Tailwinds – Galaxy Perspective

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The Last Decade Story

	FY14	FY24
Shampoo Penetration in India	~25%	> 90%
Shampoo Value Growth CAGR	+13%	
Liquid Detergent Penetration	~1%	10-15%
Liquid Detergent Volumes CAGR	+35%	
Performance Surfactants Volume CAGR	+8%	

Key Volume Growth Drivers for Galaxy

- Category Volume Growth + Increasing Penetration
- Presence Across All Tiers of Customers
- Participation in Emerging New Spaces driven by Improving Macros
- Enhancing Reach through New Customers & Distribution

The India Growth story is here to stay!

The 'India' Story: 'What' does the Future Hold?

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Organic Growth

- Mass Shampoos
- Toothpaste
- Toilet Cleaners
- Powder Detergents

Driven by MNCs

+

Penetration Led Growth
Penetration < 25%

- ✓ Premium / Claim based Shampoos
- ✓ Face Wash
- ✓ Body Wash
- ✓ Facial Cleansers
- ✓ Sunscreens
- ✓ Scrubs, Masks
- ✓ Lip Care, Creams
- ✓ Cosmetics
- ✓ Lotions, Moisturizers
- ✓ Hair Conditioners
- ✓ Intimate Hygiene
- ✓ Liquid Detergents
- ✓ Dishwashing Liquids
- ✓ Baby Care

Huge Opportunity

Fast Growing Spaces

- D2C Brands
- Premiumization
- Complementary Adjacencies

Growth Outlook and Qualitative Factors

- Volume Growth CAGR 2025-30: 8-10%
- More D2Cs + Private Labels
- Rising Competitive Intensity (PS)
- Value Added Services + Product
- Consolidation In Surfactants Space

Galaxy is Positioned "Just Right" – Right Time, Right Market with the Right People

The Regional Dynamics: AMET & ROW

Africa Middle East and Turkey

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Home Care ($22BN) = Suncare + Hair Care + Bath & Shower + Oral Care | Expected Volume CAGR (2025–30): 10-12%

CHALLENGES (2021-25)

- Inflation - Downtrading & reduced demand
- Backward Integrated Local Competition
- Geopolitics

FAVOURABLE (2021-25)

- North Africa & Middle East Markets

REVIVING GROWTH

- Build On - North Africa & Middle East
- Enhance Competitiveness - Africa
- Strengthen via MNC Base - Egypt and Turkey

CATALYSTS FOR CHANGE

- Improving Macros
- Graduation in the Product & Consumer Evolution Cycle

SUSTAINING GROWTH

- Partnerships to enhance our Competitive Edge
- Business Model Extension – Wider Access

Stability despite Volatility will be the Mantra going forward

Rest of the World

Galaxy — Global Supplier to Global Brands

The Biggest BPC Market constituting 90% of Total Market | Expected Volume CAGR 2025-30: 10-12%

CHALLENGES (2021-25)

- Inflation
- Delay in New Launches
- Destocking Cycle

GROWTH STRATEGY

- D2C & Private Labels Driven Growth; ably supported by MNCs
- Category Expansion via New Products
- Growth driven by Share Gain

CATALYSTS FOR CHANGE

- Benign Inflation
- Renewed Focus on Sustainability
- Supply Risk Mitigation

FOCUS CUSTOMER BASE

- D2C Brands, Private Labels, Clean, Green and Concept based Customers

OUR EDGE

- Localized Infrastructure
- Right Organizational Structure
- Complete Product Portfolio

ROW at the cusp of superlative growth with Growth driven by Penetration across Customers & Premiumization via New age Products

Risks & Challenges

Inflationary Pressure

- Substitution Risk
- Downtrading by Consumers
- Slowdown in New Launches

Slowdown In D2C Funding / Entry of New Private Label Brands

- Slower Penetration of Niche categories
- Deferment of New Product Launches
- Delayed Scale up of New Age specialties

Strong Business framework with Diverse Markets, Products and Customers along with Robust Risk Management

Shareholder Value Creation and Capital Allocation

Drivers for Value Creation

- Market and Customer Focus
- Innovate to Lead
- Strategic Alliances and Partnerships
- Operational Excellence and Efficiency
- Digitalisation and Automation
- Talent & Culture

Historic Growth derived by Strategic Capex

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Phase I: Preparing for Global Competition

1996-98

Capex **~8x** of EBIDTA* p.a.

Invested in the First Continuous Process Plant in Taloja

Rs 48 Cr

Capex

Rs 6 Cr EBITDA* p.a.

16% ROCE*

2000-03

EBITDA*

3.6x

PAT*

2.1x

ROCE*

24%

Phase II: Going Beyond Boundaries

2009-13

Capex **~5x** of EBIDTA* p.a.

Invested outside Maharashtra - Gujarat, Egypt and USA

Rs 510 Cr

Capex

Rs 102 Cr EBITDA* p.a.

15% ROCE*

2014-18

EBITDA*

2.4x

PAT*

3.4x

ROCE*

22%

*Average for the Period

Capital Allocation & Risk Appetite

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Capital Deployment Principles

- Dividend Payout to Shareholders
- Maintaining and Upgrading Infrastructure for Operational Reliability
- Driving Growth via Organic and Inorganic Investments
- Working Capital Support for Sustaining Daily Operations

Ongoing Phase

- **~15%** Dividend Payout*
- **50-60%** Investments in Organic Opportunity*
- Headroom available for Inorganic Opportunities, Strategic Alliances and Partnerships

Disciplined, Balanced and Aligned with Vision 2030

*As % of Estimated Operational Cashflow from FY25 to FY30

The New Normal

Digital Transformation – Enabling The Future

Implement Advanced Digital Technologies

Enhance Customer Experience through Digital Platforms

Drive Operational Excellence through Automation

Create an Integrated, Interoperable Ecosystem

Foster a Digital-Ready Workforce

Strengthen Data-Driven Decision Making

Framework of Inorganic Growth

Target Niche Innovators

Companies Specialised in **Natural, Sustainable, Wellness and Biotech-based Ingredients**, which are in high demand due to consumer preference for clean beauty and eco-friendly products

Geographic Expansion

For **Gaining Local Market Access** and distribution networks

Consolidating our **Existing Leadership Position**

Technology-Driven Firms

To acquire **Proprietary Formulation Technologies**, such as encapsulation, delivery systems, or green chemistry innovations

Innovative Business Models

Strategic Collaboration with **One of the Global Customers**

Executive Summary

Strategy 2030 – Forging Forward

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Forging Forward while continuing to Innovate, Adapt and Thrive

- Products
- Penetration
- Premiumisation
- People

- Strategic Alliances and Partnerships
- Beauty & Wellness
- New Geographies

Rejuvenating the Core

Diversifying within the Core

Annexure – Source for Industry Information

- Kline
- Euro Monitor
- Kantar
- G Maran Speech, CFA India Society
- Investor & Capital Market Presentations: HUL & UL
- WEF Future of Consumption Report
- HSBC MF History Repeats Itself
- IBEF Consumer Durables Report
- 100 Years of US Consumer Spending
- 2017 China Consumption Trends
- Internal Workings and Calculations

Thank You!

Global Supplier to Global Brands

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