



| CONSUMER PRODUCTS

November 25, 2015

# Business snapshot

---

Emerging markets  
FMCG leader



**Leading market share**  
in home care, hair care and  
personal care

Excellent track record of value creation  
among FMCG companies in India



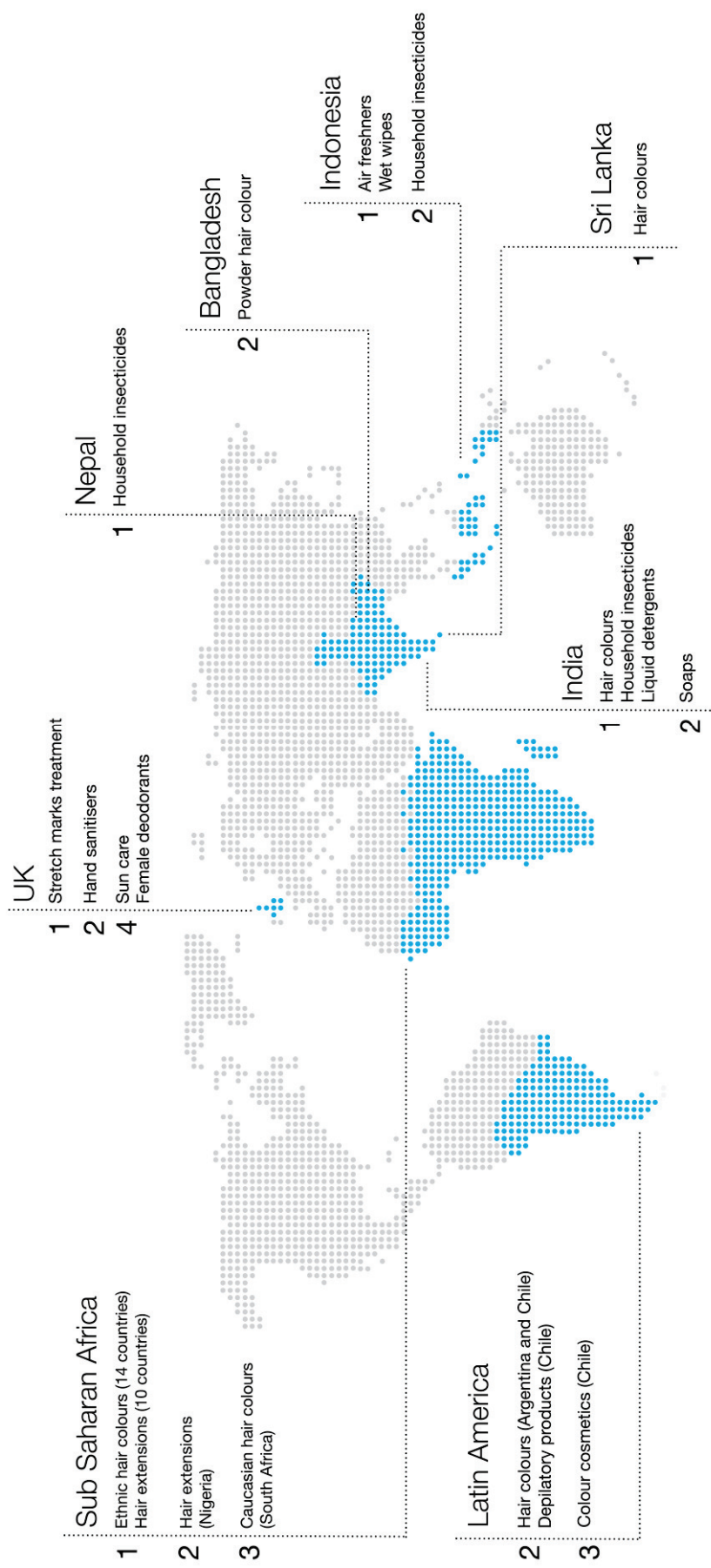
**\$1.4 billion**  
sales in FY15

Growing presence in Asia,  
Africa and Latin America



**~50% of revenues**  
comes from international  
businesses

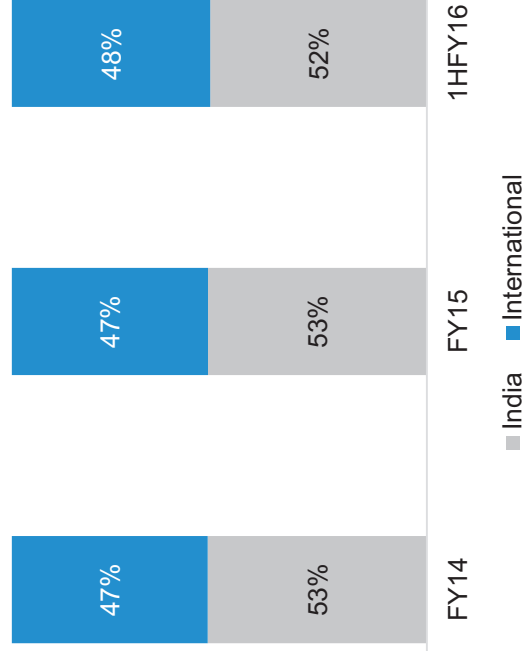
# Leading market positions



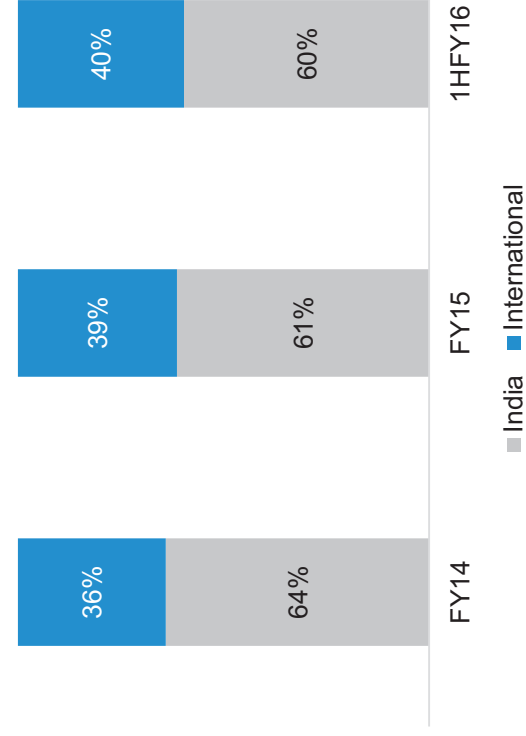
# Our business performance

*International business now contributes to nearly half of our consolidated revenues*

## Revenue

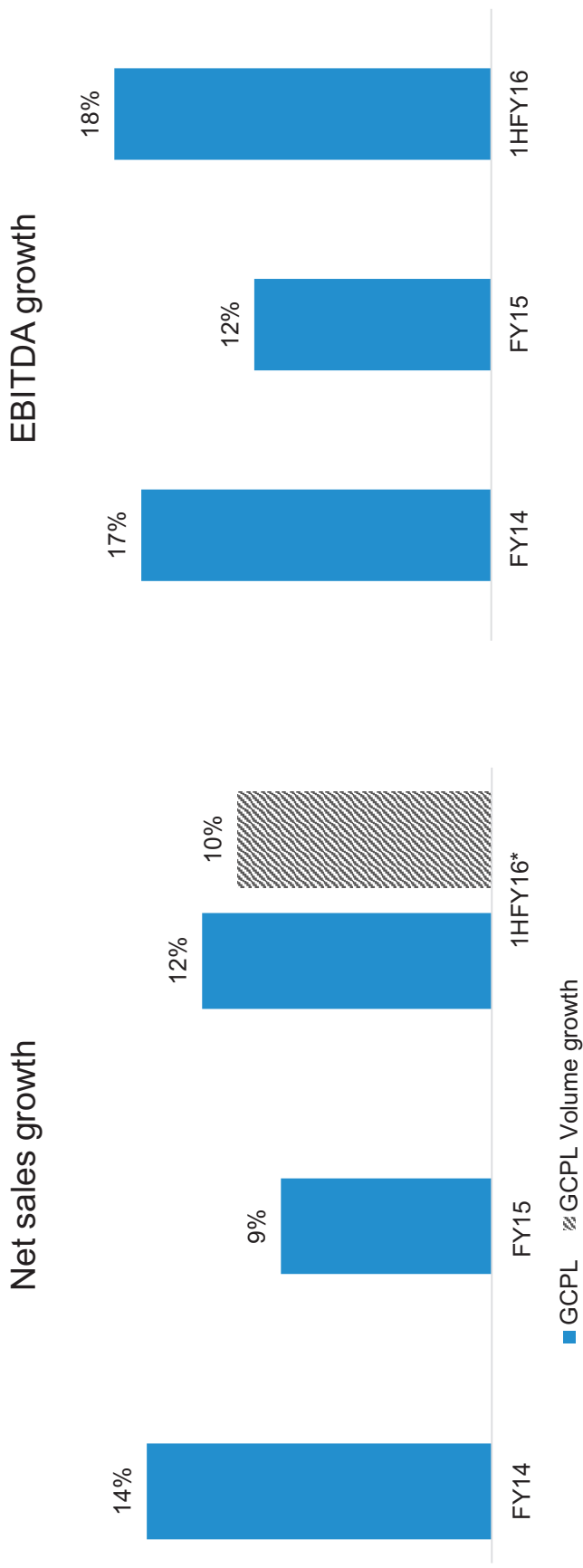


## EBITDA



# India business performance

We have delivered consistent, healthy volume led ahead of the category sales growth



\*Branded business growth for GCPL

# Growth opportunities

*There is significant headroom for growth in hair colours and household insecticides*



Source: Nielsen

# Growth opportunities

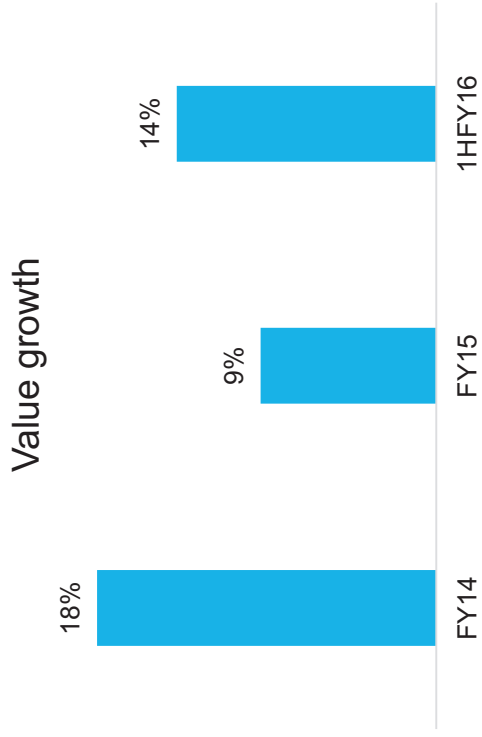
*There is a lot of potential to increase the penetration of hair colours and household insecticides especially in rural India*



Source: Nielsen

# Household Insecticides

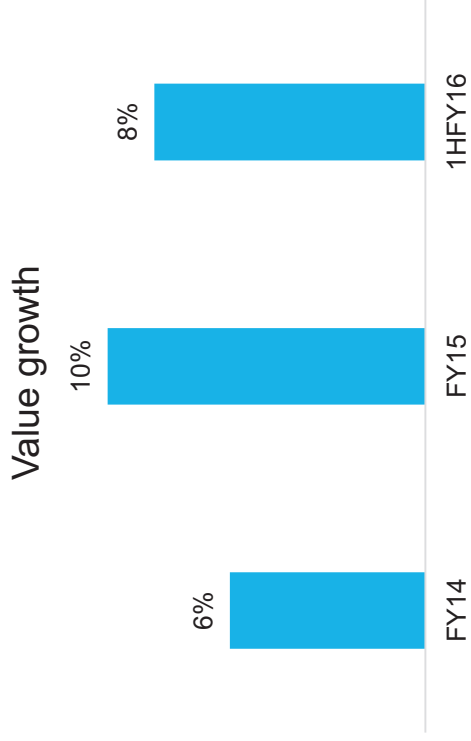
Continues to deliver strong growth; leveraging opportunities to increase penetration





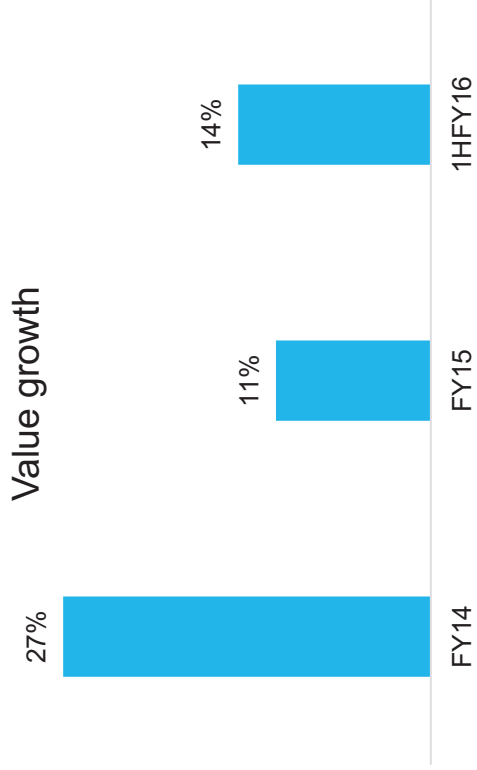
# Soaps

*Delivering competitive performance*



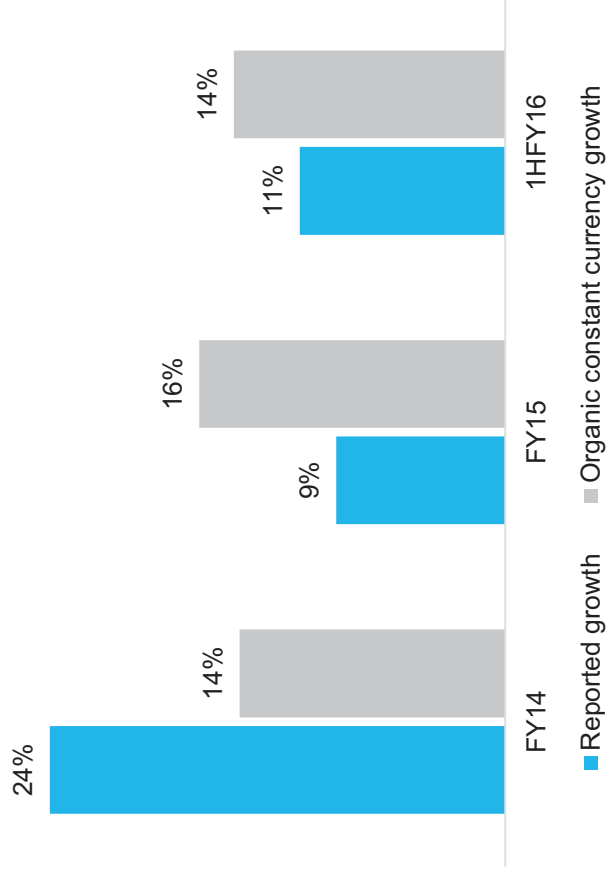
# Hair Colours

New innovations are driving robust volume-led sales growth

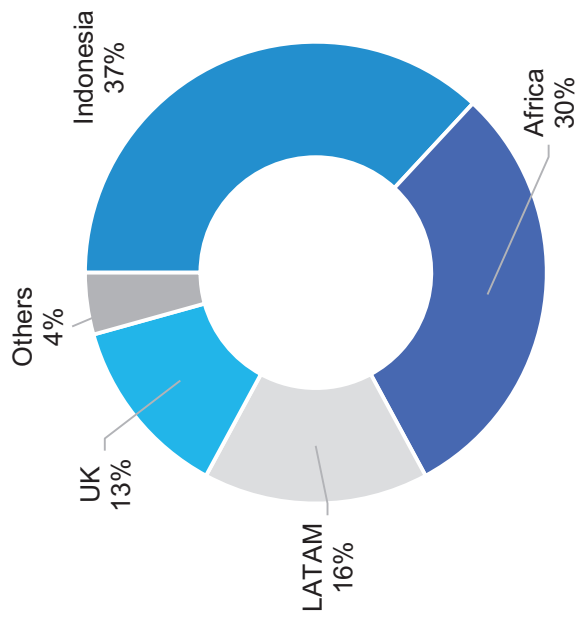


# International business is scaling up well

International sales growth



International sales breakup\*



\* FY15

# We are actively cross pollinating our portfolio

---



Indonesia



India



Argentina



India



India



South Africa



India



Nigeria

# Among the world's most innovative companies

Ranked in Forbes' list of 'The world's 100 most Innovative Growth Companies 2015'



**2015:** Ranked #24, with an innovation premium of 65%

**2014:** Ranked #31

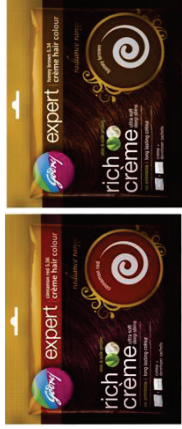
In both years, we have been the highest ranked Indian company on the list



# Robust innovation track record

---

## Hair care



### Godrej Expert Crème

Godrej Expert crème hair colour becomes the highest selling crème colour (by units) within 20 months of launch



### Godrej Nupur Crème

An oil-based hair colour with Henna, in a crème format to tap herbal-based powder users



### BBLUNT

Our foray into premium hair care in India – a range to prep, style and transform

# Robust innovation track record

---

## Personal care



Cinthol

Strategy of focusing on functional benefits in the premium segment, supported by 360 degree activations, delivers encouraging results



Godrej No.1

Re-launched with a new positioning as 'India's No.1 purest soap'

# Robust innovation track record

---

## Household insecticides



Good knight

Good knight Fast Card, our revolutionary paper-based mosquito repellent becomes INR 100 crore brand in less than a year

Good knight Xpress, our advanced liquid vapouriser based mosquito repellent with faster action and greater potency

Hit

Hit anti-roach gel, our innovative gel formulation that attracts and kills the cockroaches



# Robust innovation track record

*Air fresheners and Health & Wellness*



**Godrej aer**

Our foray into  
air fresheners in India



**Protok**

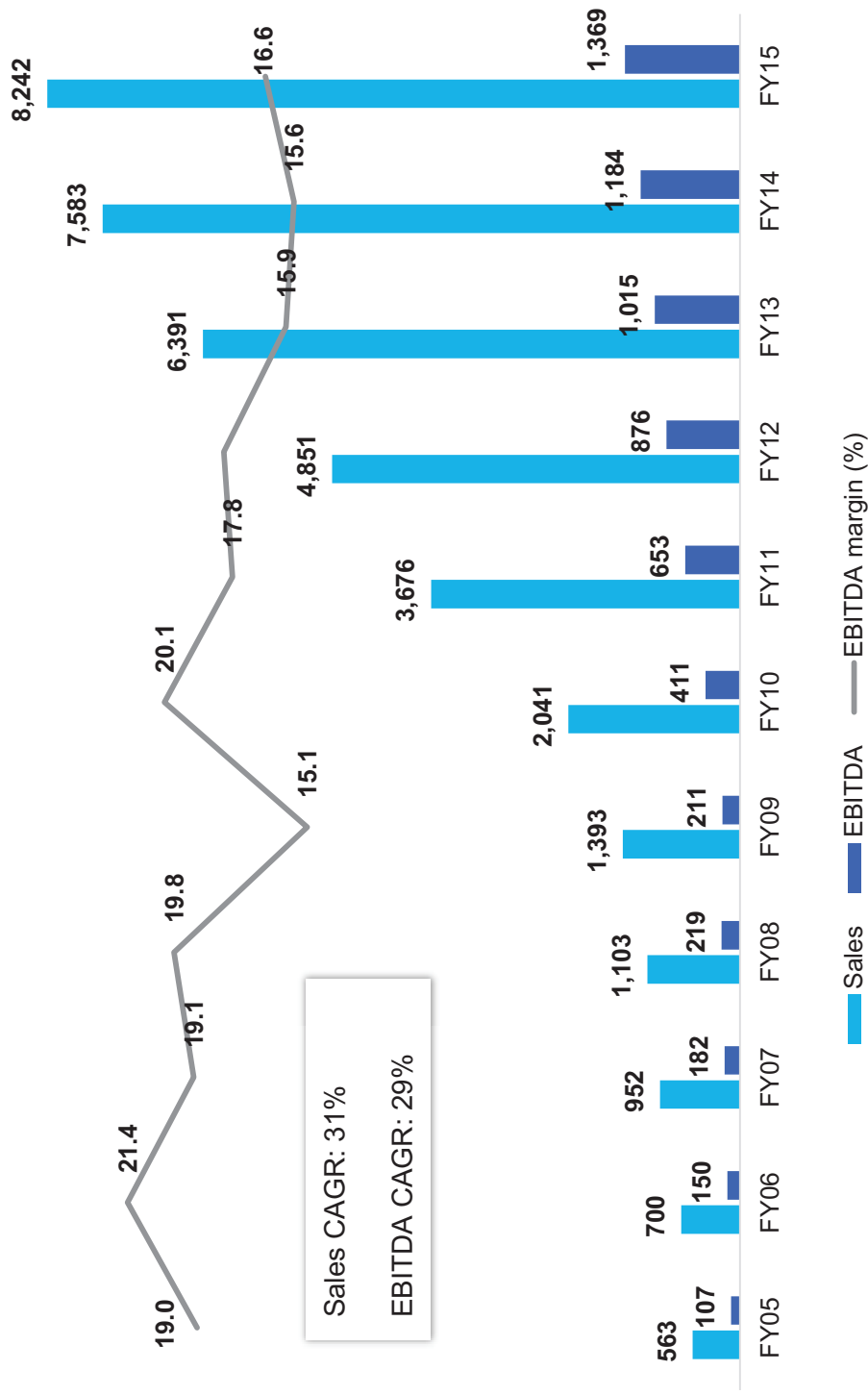
Our foray into the health  
and wellness sector in India

## *Our six key business priorities*

---

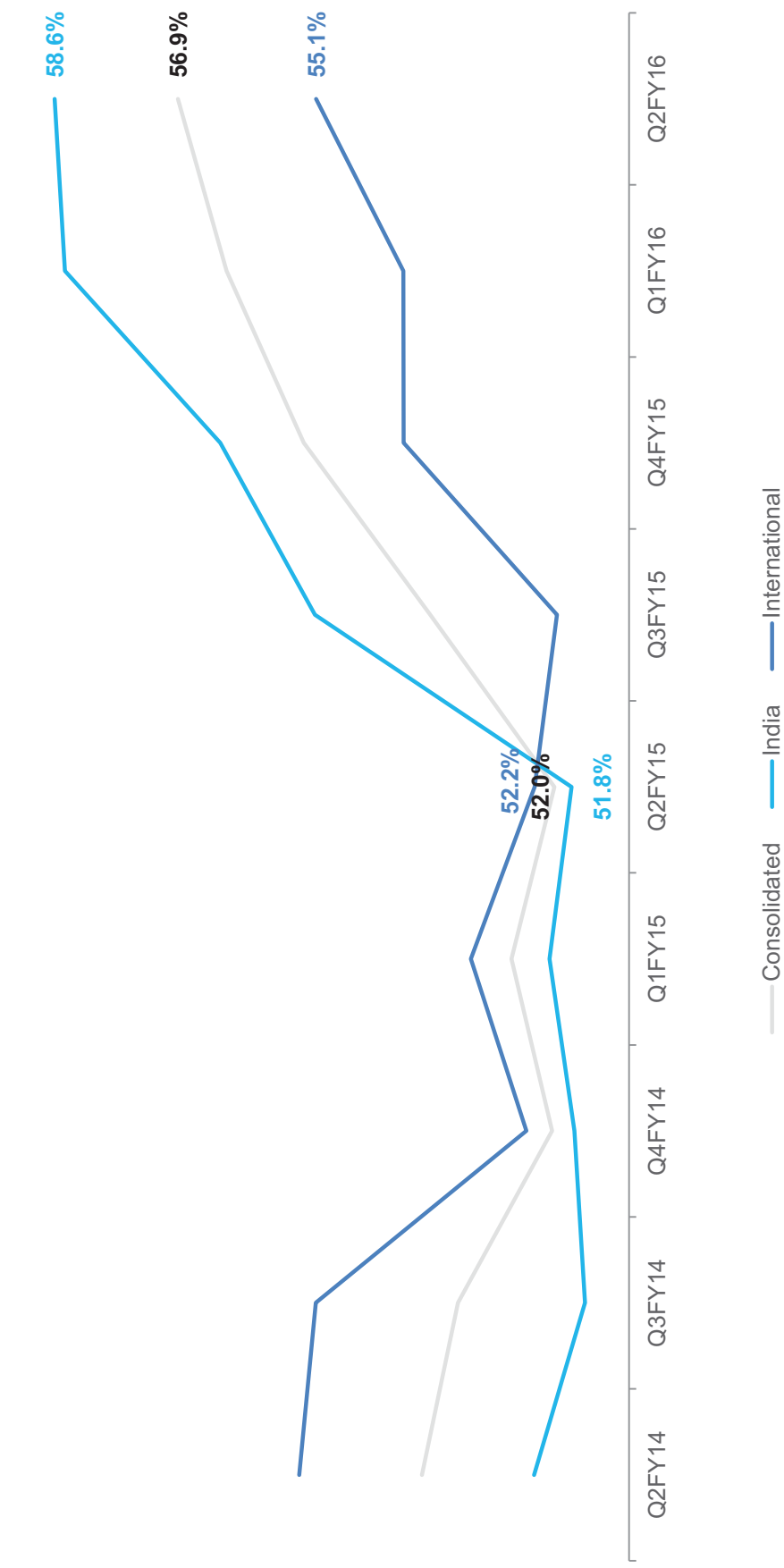
- 1** Extending leadership in our core categories in India
- 2** Capitalising on international growth potential
- 3** Accelerating innovation and renovation
- 4** Building a future ready sales system in India
- 5** Making our global supply chain best in class
- 6** Building an agile and high performance culture
- 7** Reinforcing our commitment to Good & Green

# We have consistently delivered strong performance

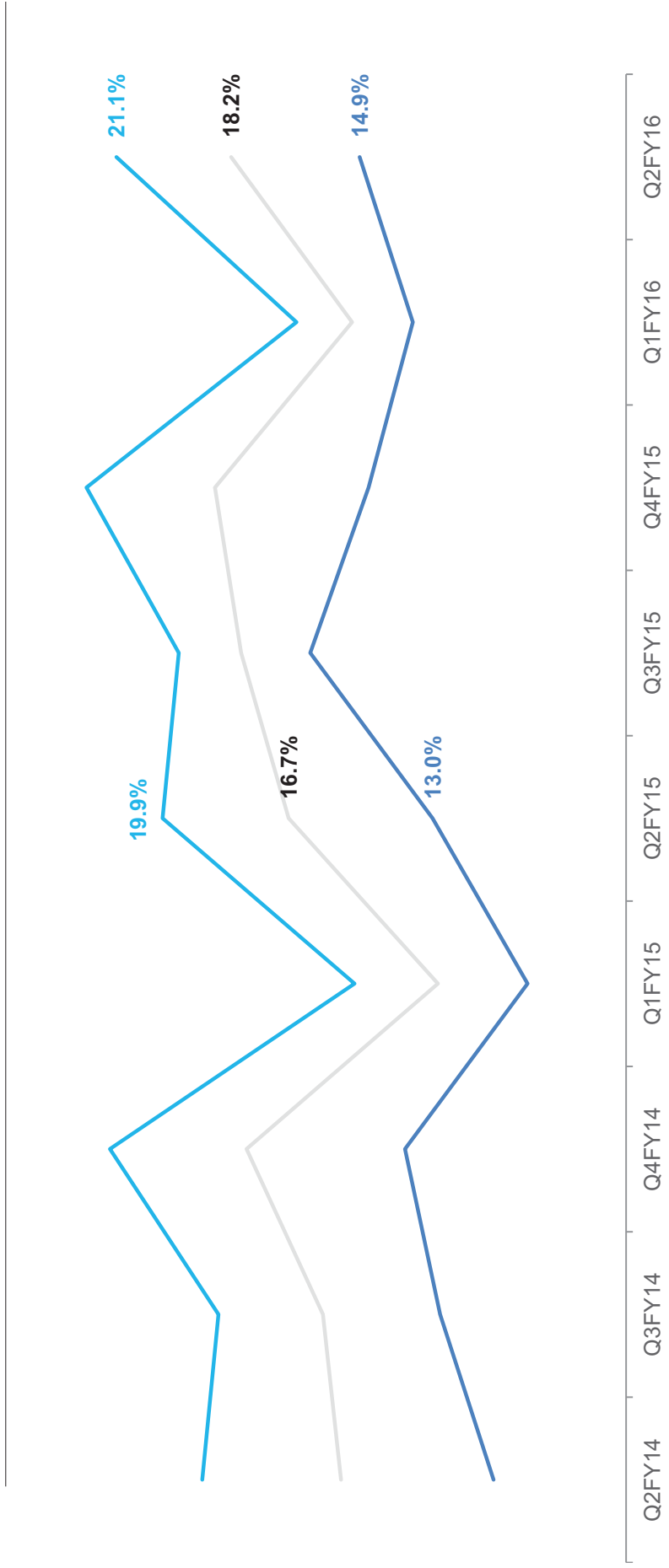


Note: Values in INR crore

## Significant improvement in gross margins



# Strong expansion in EBITDA margins



— Consolidated — India — International

# Consistently recognised as a great place to work

---



Recognised among the top 25 workplaces in Asia



Ranked among the best employers in India in 2015



#1 in FMCG  
#6 overall  
12<sup>th</sup> year in a row on the list

# Our Good & Green commitment

Awarded the Conscious Capitalist for the year at the 'Forbes India Leadership Awards 2015'



Train 1 million youth in skills that will enhance their earning potential



Achieve zero waste to landfill, carbon neutrality and a positive water balance, while reducing specific energy consumption and optimising the use of renewable energy



Generate a third of our portfolio revenues from 'good' and/or 'green' products

2Q FY2016

---

SNAPSHOT



## 2Q FY16 performance overview

---

<b>Growth</b>	<b>Consolidated</b>	<b>India</b>	<b>International</b>
Net Sales	10%	9%	11%
Net Sales – Organic*	8%	9%	8%
Net sales - Organic constant currency*	12%	9%	15%
Volume growth		9%	
EBITDA	19%	15%	27%
EBITDA – Organic*	19%	15%	26%
EBITDA – Organic constant currency*	22%	15%	35%
Net profit	22%	9%	59%
Net profit w/o exceptionals & one-offs	37%	19%	89%

\* Excludes Africa's inorganic sales of INR 29 crore and EBITDA of INR 2 crore for 2QFY16

# Strong volume-led, ahead of the market growth in India

---

- Growth primarily volume led and ahead of the category, in all core categories
- Branded business net sales growth of 10% was driven by a robust volume growth of 9%. Double-digit volume growth in Household Insecticides and Hair Colours; mid-single digit volume growth in Soaps
- Continue to drive our premiumisation strategy and cost efficiencies
- New launches are well received; driving penetration in relatively underpenetrated categories

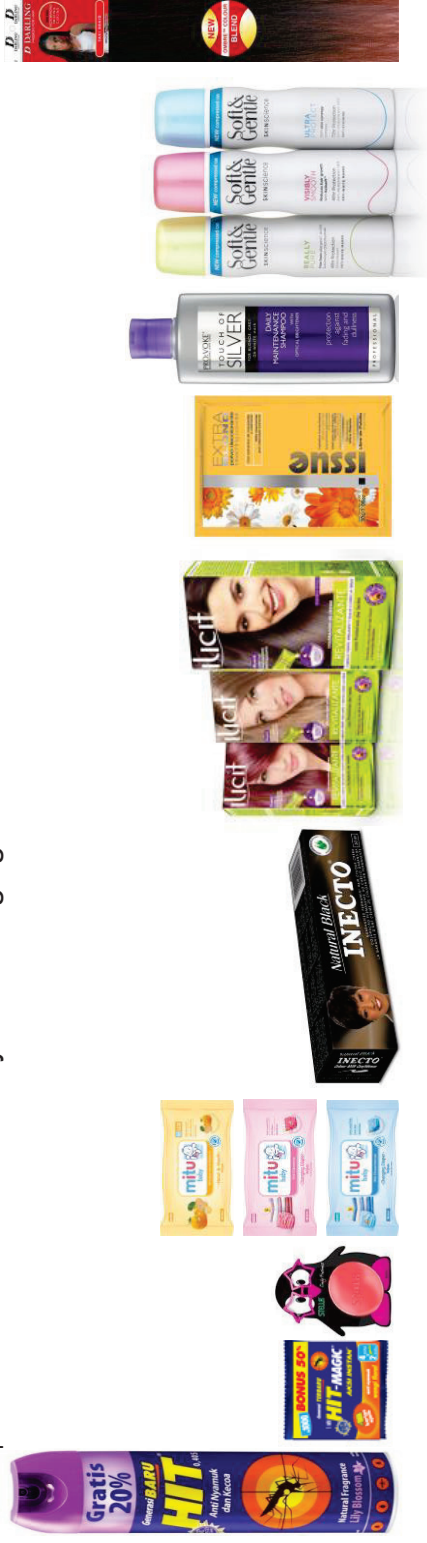


# International business performance remains strong

---

## Consistent double-digit constant currency sales growth

- **Indonesia** continues its strong growth and significantly outperforms the FMCG industry in a challenging operating environment
- **Africa** hair extensions business continues to deliver volume led sales growth
- Success of new launches and superior on-ground execution sustains strong sales growth momentum in **Latin America**; hair colours market share improves amidst tough competition
- **UK** performance recovers led by double-digit growth in own and distributed brands



## 2Q FY16 reported performance snapshot

	India			Consolidated		
	2Q FY15	2Q FY16	Y/Y	2Q FY15	2Q FY16	Y/Y
Sales	1,091	1,185	9%	2,048	2,242	10%
Gross Profit	565	694	23%	1,064	1,277	20%
Gross Margin (%)	51.8%	58.6%	680 bps	52.0%	56.9%	490 bps
EBITDA	217	250	15%	342	407	19%
EBITDA Margin (%)	19.9%	21.1%	120 bps	16.7%	18.2%	150 bps
Net Profit	174	190	9%	235	287	22%
Net Profit Margin (%)	15.9%	16.0%	10 bps	11.5%	12.8%	130 bps

All values in INR crore

## 1H FY16 reported performance snapshot

	India			Consolidated		
	1H FY15	1H FY16	Y/Y	1H FY15	1H FY16	Y/Y
Sales	2,069	2,280	10%	3,934	4,338	10%
Gross Profit	1,074	1,334	24%	2,056	2,457	20%
Gross Margin (%)	51.9%	58.5%	660 bps	52.3%	56.6%	430 bps
EBITDA	364	431	18%	583	723	24%
EBITDA Margin (%)	17.6%	18.9%	130 bps	14.8%	16.7%	180 bps
Net Profit	295	326	11%	378	486	29%
Net Profit Margin (%)	14.2%	14.3%	10 bps	9.6%	11.2%	160 bps

All values in INR crore

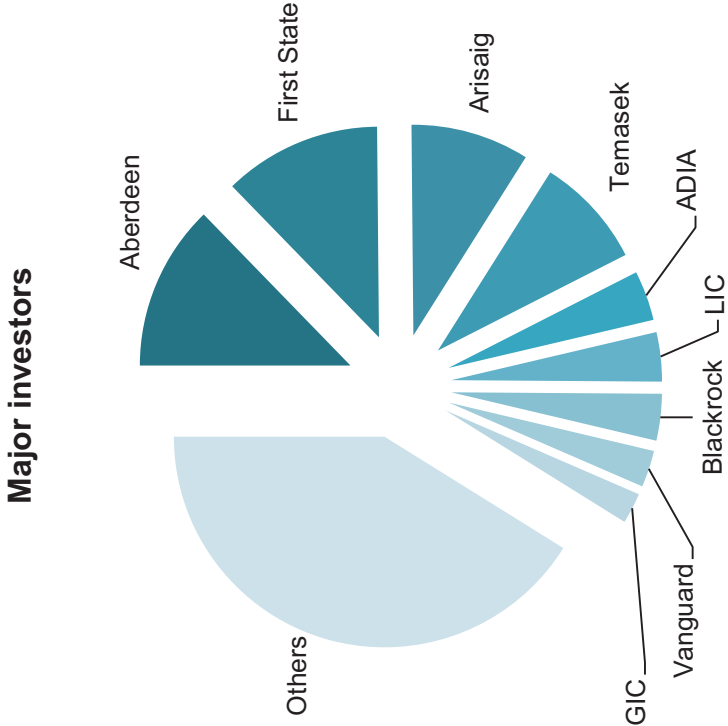
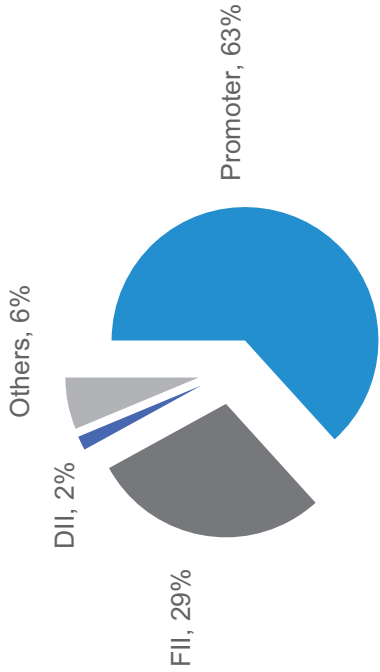
## *Way ahead*

---

- Expect competitive volume led consistent and ahead of the category growth rate across our businesses
- Benign commodity cost environment to aid margin expansion
- Currency volatility in ZAR, IDR, Argentine Peso
- Macro environment headwinds in a few of the countries we operate in

# Shareholding pattern

---



## *Contact us*

---

To know more, visit:  
[www.godrejcp.com](http://www.godrejcp.com)

V Srinivasan  
Email: [v.srinivasan@godrejcp.com](mailto:v.srinivasan@godrejcp.com)  
Tel: +91 22 2519 4316

Sameer Shah  
Email: [sa.shah@godrejcp.com](mailto:sa.shah@godrejcp.com)  
Tel: +91 22 2519 4467

Tapan Joshi  
Email: [tapan.joshi@godrejcp.com](mailto:tapan.joshi@godrejcp.com)  
Tel: +91 22 2519 5433





THANK YOU FOR YOUR TIME AND CONSIDERATION