

The logo for Gadrey features the word "Gadrey" in a stylized, cursive font. The letters are multi-colored: 'G' is green, 'a' is blue, 'd' is red, 'r' is yellow, 'e' is blue, and 'y' is red. A vertical line separates the logo from the text to its right.

CONSUMER PRODUCTS

OCTOBER 30, 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



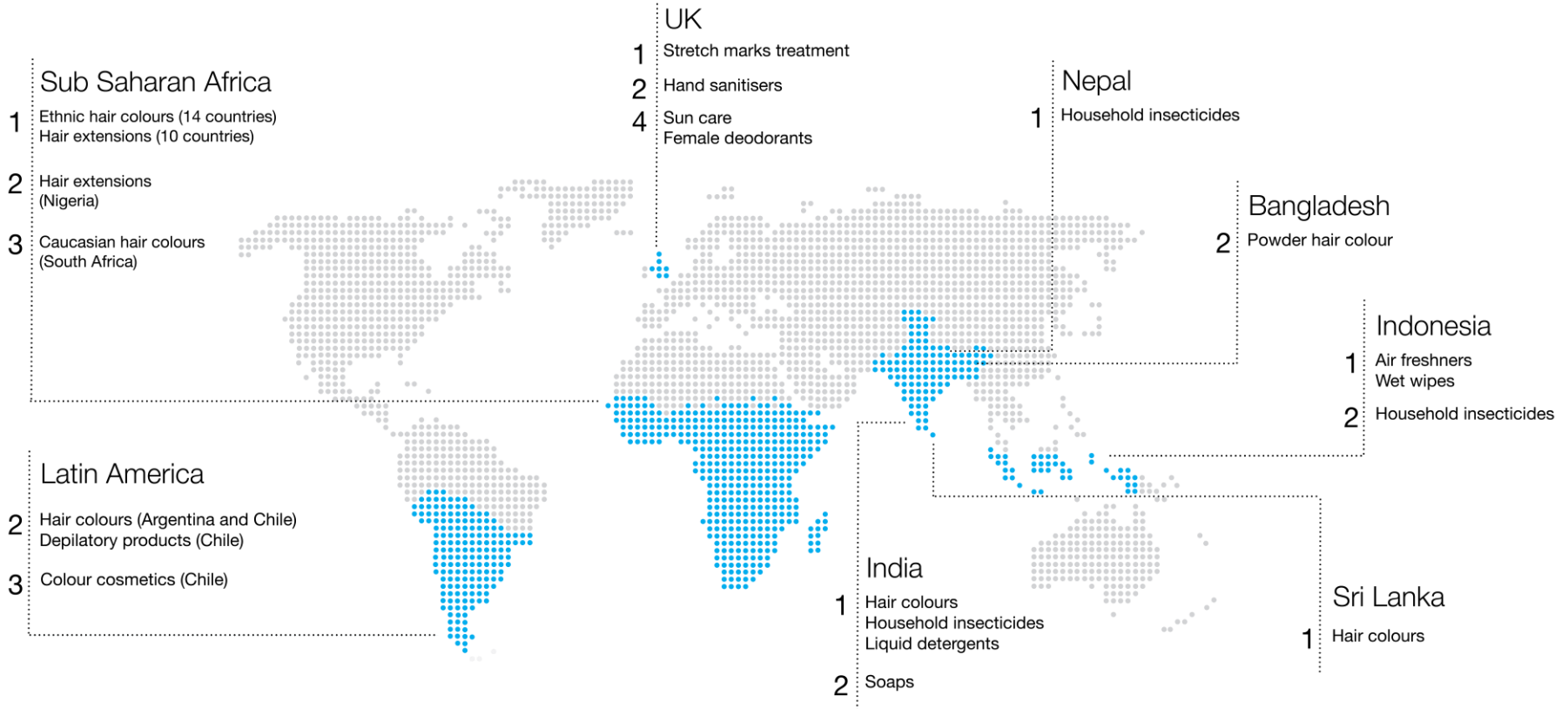
**\$1.4
billion**
sales in FY15

Growing presence in Asia,
Africa and Latin America



~50% of revenues
comes from international
businesses

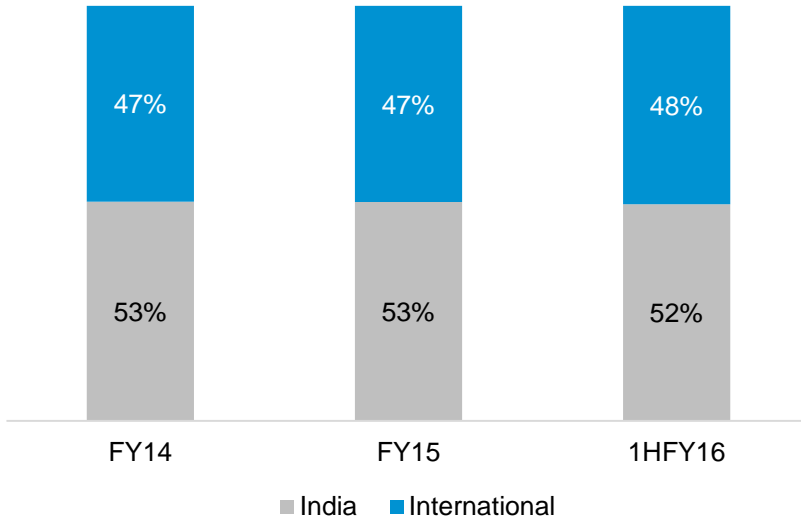
Leading market positions



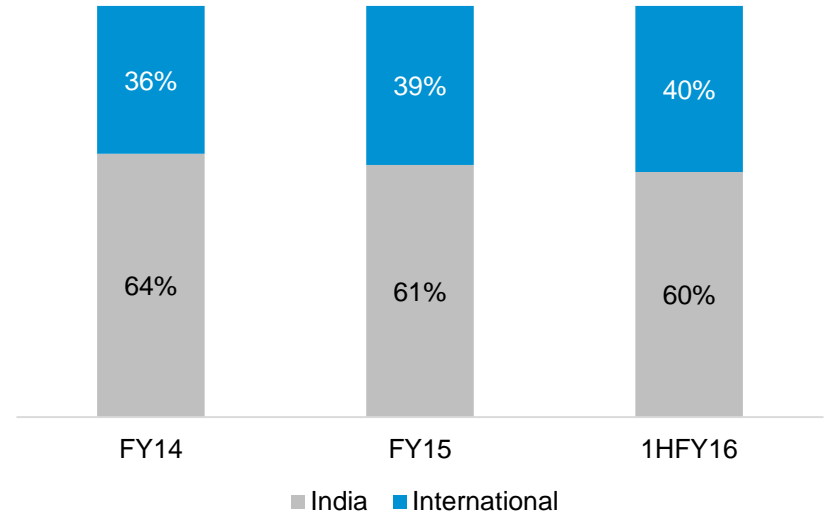
Our business performance

International business now contributes to nearly half of our consolidated revenues

Revenue

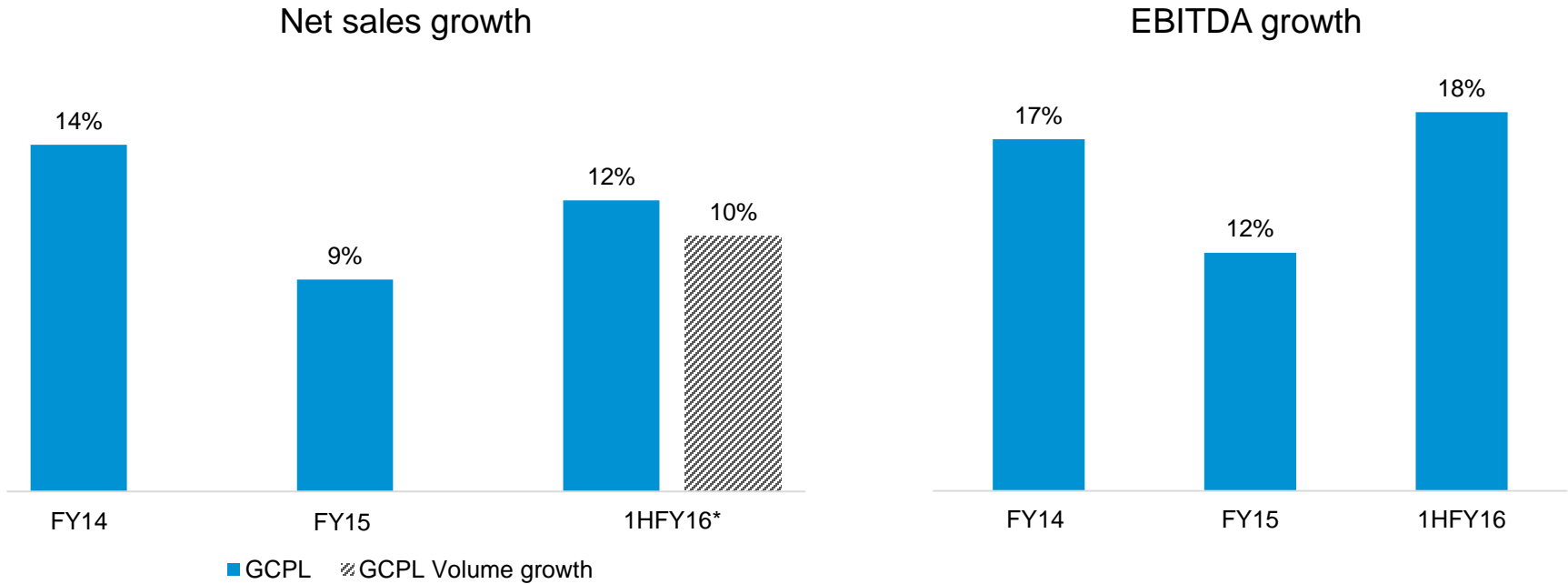


EBITDA



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



37% of households use hair colour/henna/dye



44% of households use household insecticides



99% of households use toilet soap

Growth opportunities

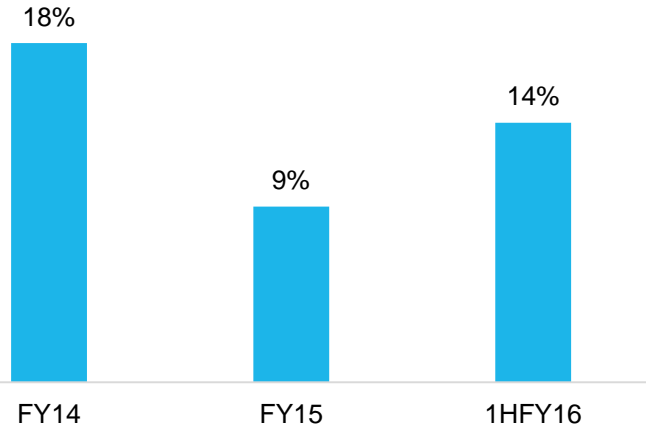
There is a lot of potential to increase the penetration of hair colours and household insecticides especially in rural India



Household Insecticides

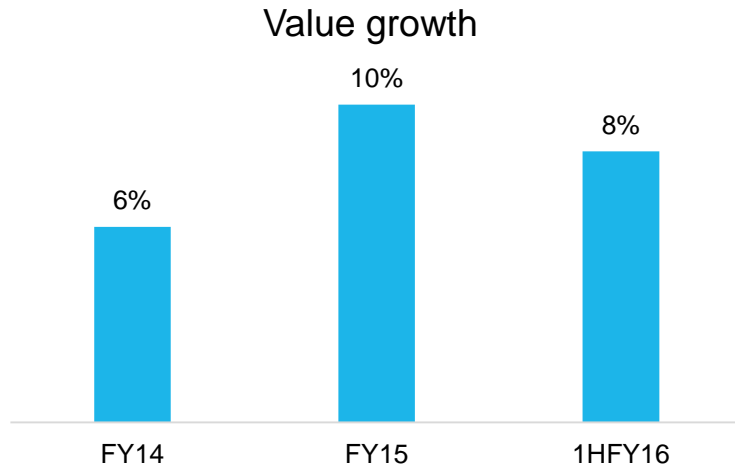
Continues to deliver strong growth; leveraging opportunities to increase penetration

Value growth



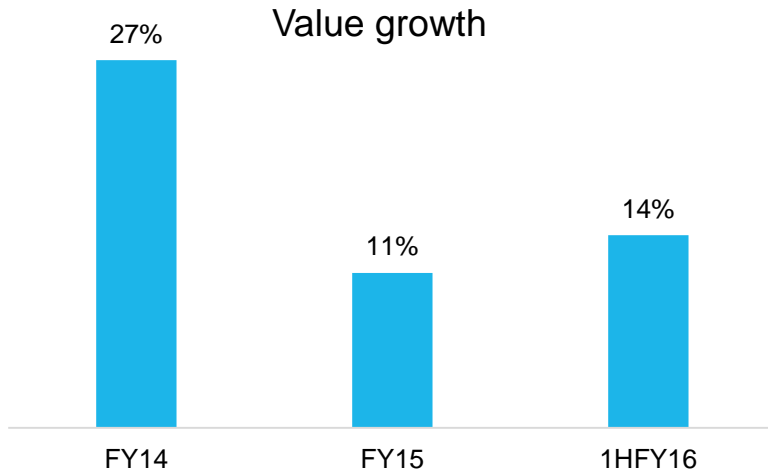
Soaps

Delivering competitive performance



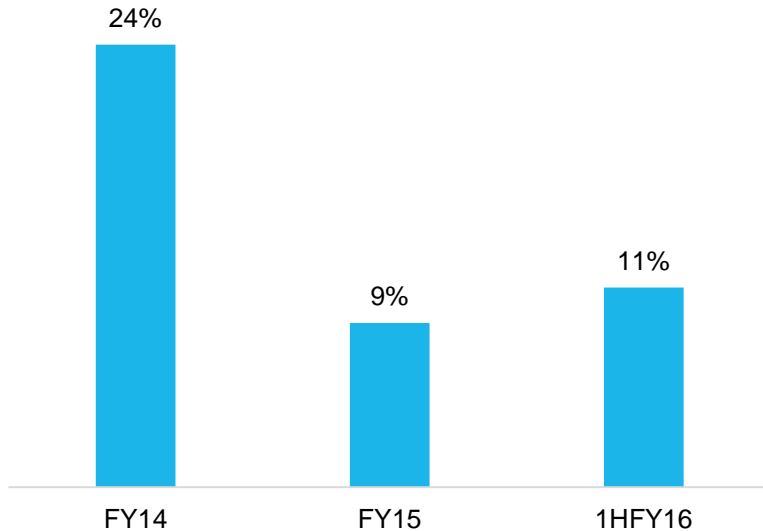
Hair Colours

New innovations are driving robust volume-led sales growth

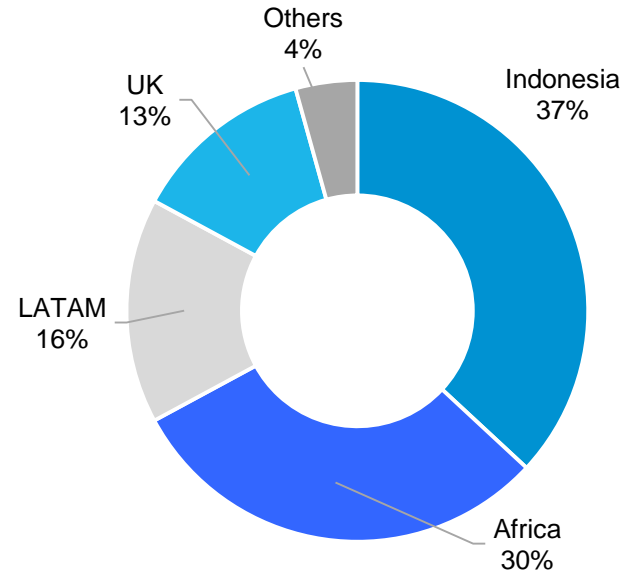


International business is scaling up well

International sales growth



International sales breakup*



* FY15

We are actively cross pollinating our portfolio



Indonesia



India



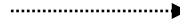
Argentina



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'



Protakt

Our foray into the health and wellness sector in India

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



Godrej aer

Our foray into
air fresheners 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

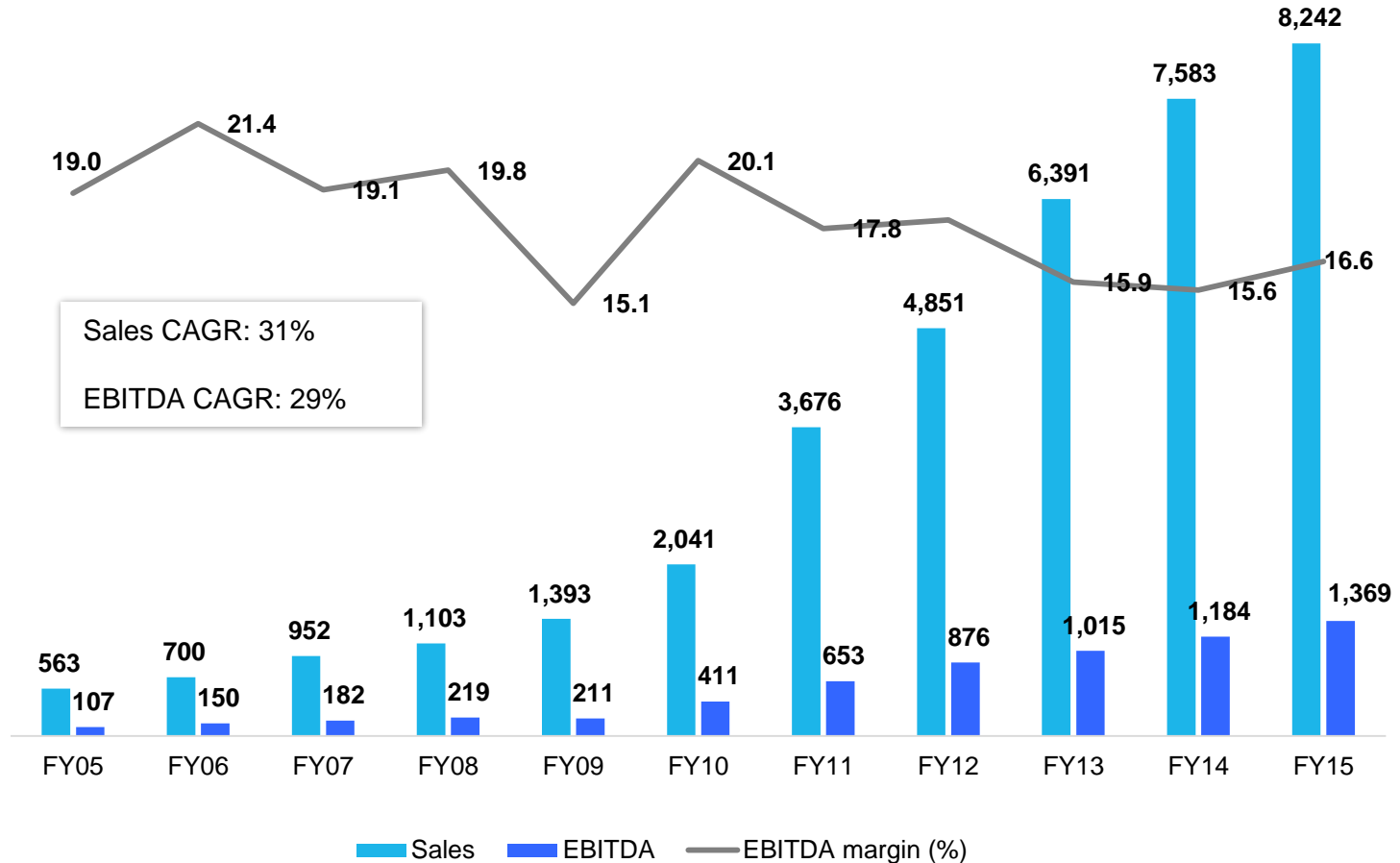
6

Building an agile and high performance culture

7

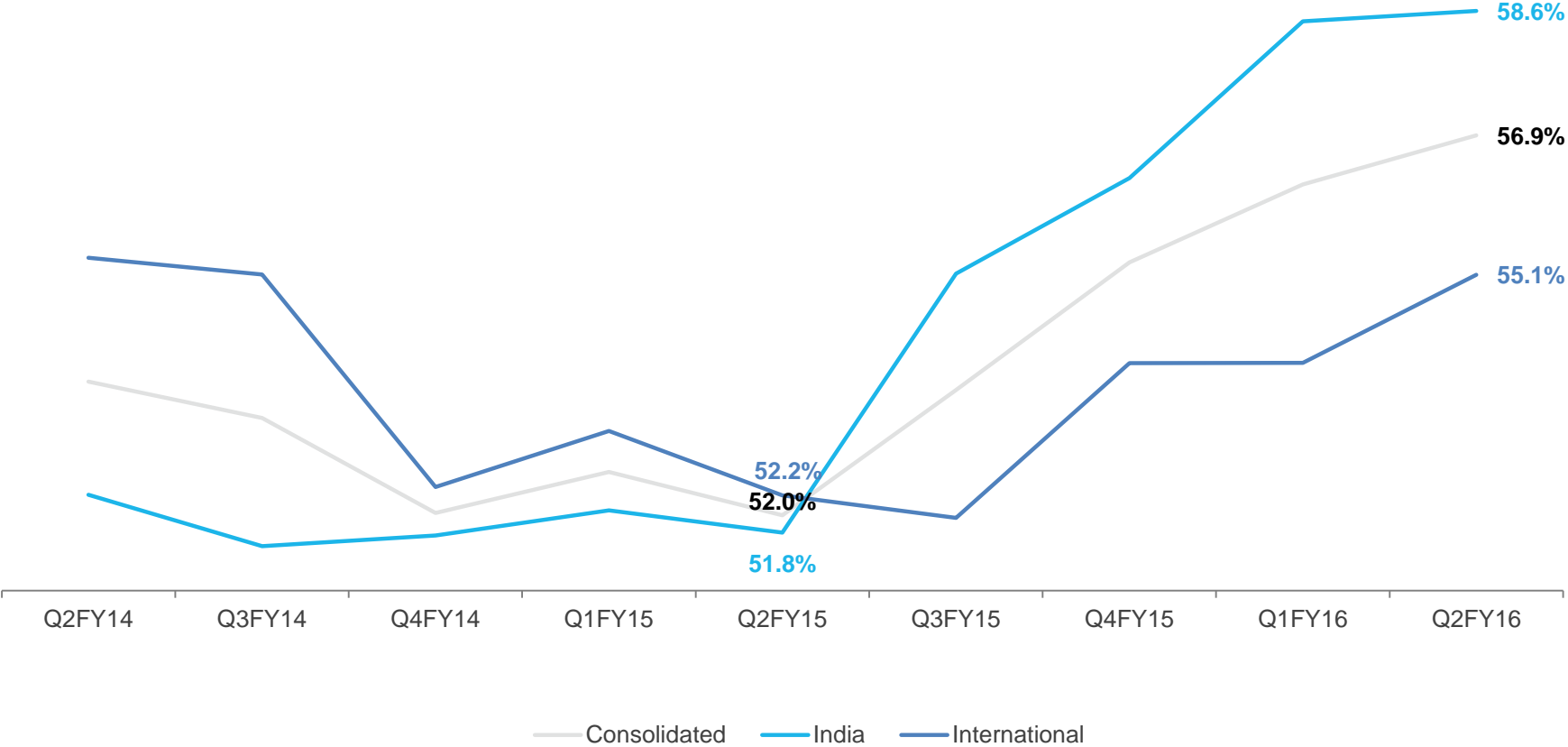
Reinforcing our commitment to Good & Green

We have consistently delivered strong performance

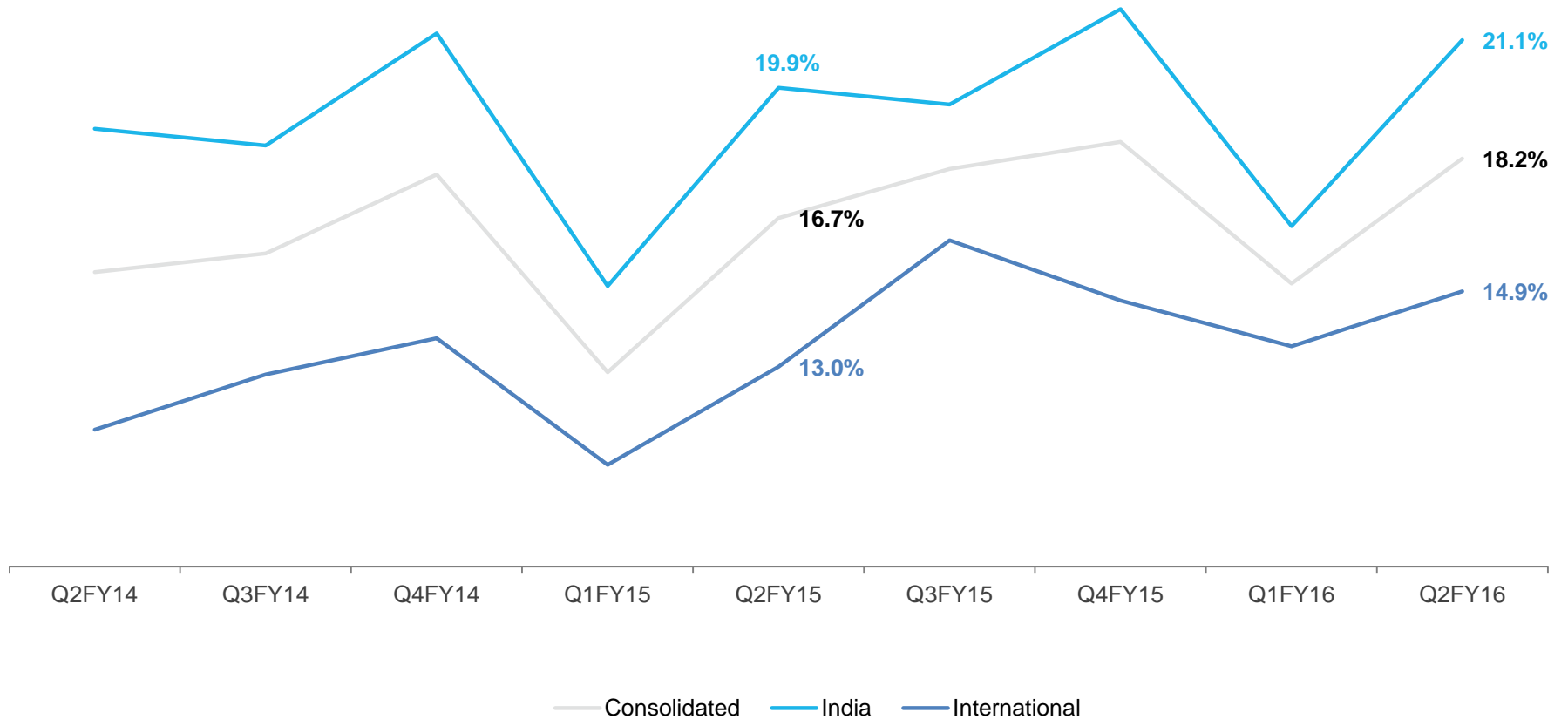


Note: Values in INR crore

Significant improvement in gross margins



Strong expansion in EBITDA margins



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
12th 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'



**Ensuring
Employability**

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



**Greener
India**

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



**Product
Innovation**

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

2Q FY2016

SNAPSHOT

2Q FY16 performance overview

Growth	Consolidated	India	International
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

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

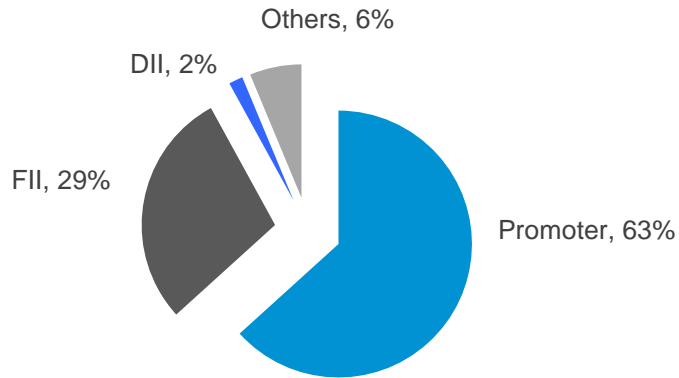
	India			Consolidated		
	1H FY15	1H FY16	Y/Y	1H FY15	1H FY16	Y/Y
Sales	2,069	2,280	10%	3,934	4,338	10%
Gross Profit	1,074	1,334	24%	2,056	2,457	20%
Gross Margin (%)	51.9%	58.5%	660 bps	52.3%	56.6%	430 bps
EBITDA	364	431	18%	583	723	24%
EBITDA Margin (%)	17.6%	18.9%	130 bps	14.8%	16.7%	180 bps
Net Profit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

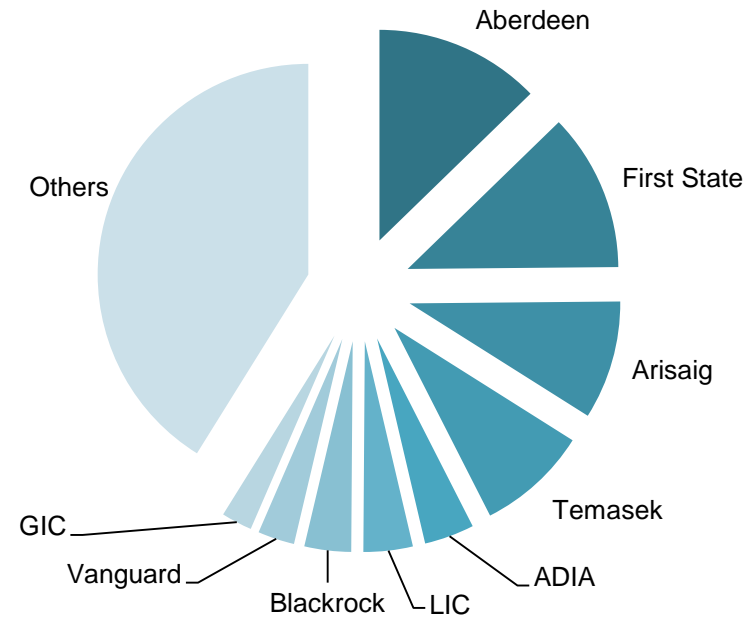
Way ahead

- 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



Major investors



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THANK YOU FOR YOUR TIME AND CONSIDERATION