

GODREJ CONSUMER PRODUCTS

INVESTOR PRESENTATION



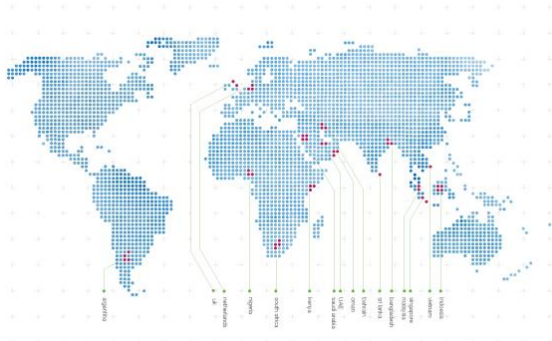
GODREJ CONSUMER PRODUCTS SNAPSHOT



largest home grown HPC company

US \$1.4 billion
in sales in FY 15

strong positions
in core categories
internationally
home care
hair care



acquisitions established
a platform for a leading

emerging markets
FMCG company

**India
business**

leading market
share
in core
categories

1

hair colours
household insecticides
liquid detergents

2

soap



47%
revenues come from
international businesses

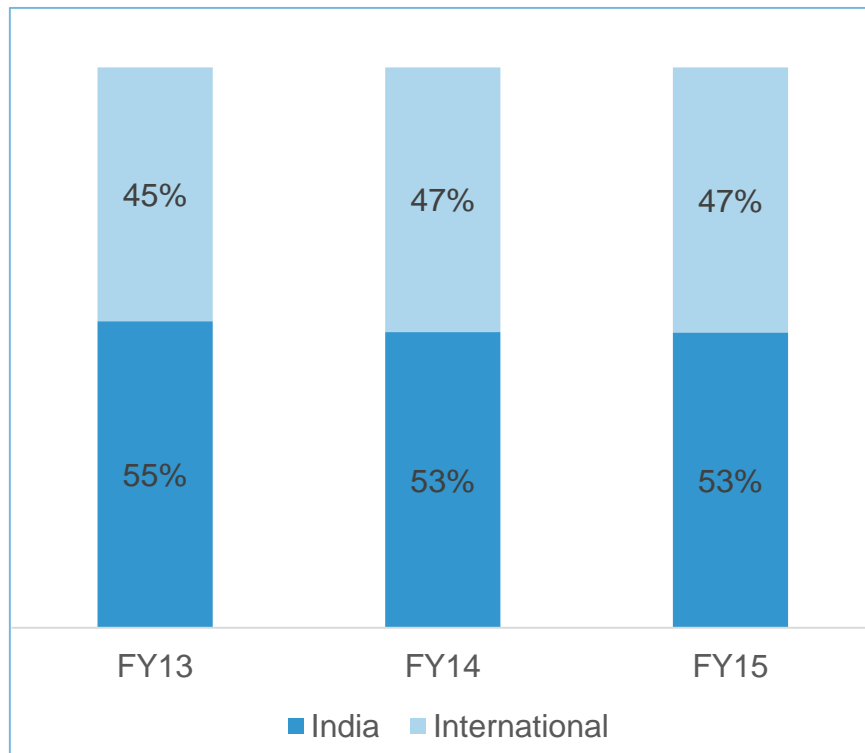
excellent track record of

**value
creation**

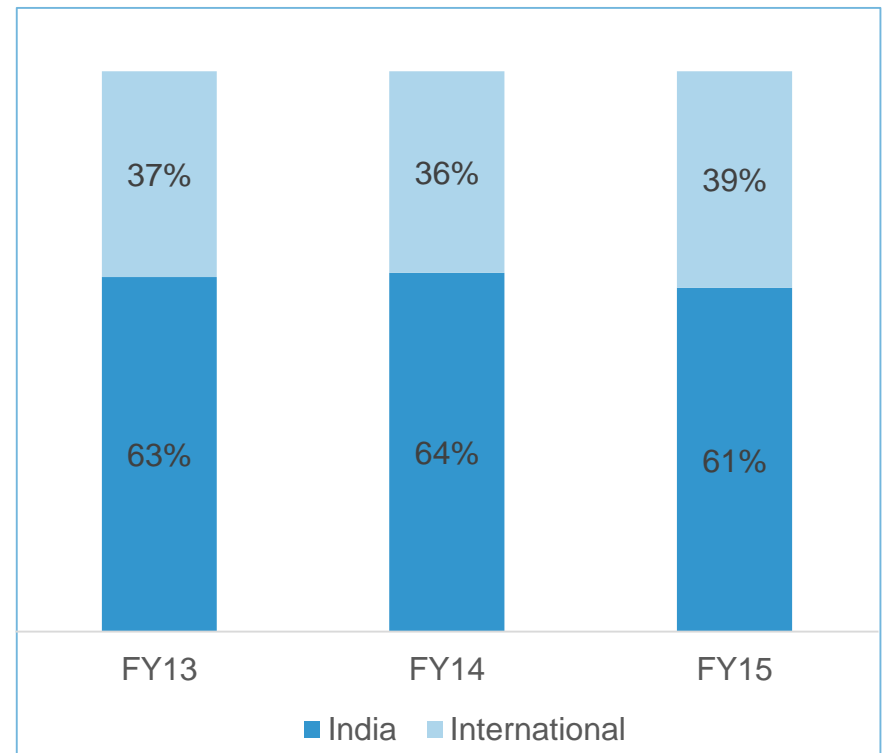


among FMCG companies in India

INTERNATIONAL BUSINESS IS CONTRIBUTING NEARLY HALF OF OUR CONSOLIDATED REVENUES NOW



REVENUE



EBITDA

WE HAVE LEADING MARKET POSITIONS IN MOST OF OUR GEOGRAPHIES

INDIA

- 1 hair colours
household insecticides
liquid detergents
- 2 soaps



SAARC

- 1 hair colours (Sri Lanka)
- hair colours (Bangladesh)
- 3 household insecticides (Sri Lanka & Bangladesh)



INDONESIA

- 1 air fresheners
wet tissues
- 2 household insecticides



UK

- 1 stretch marks skin treatment
- 2 sanitisers
- 4 sun care
female deodorants



WE HAVE LEADING MARKET POSITIONS IN MOST OF OUR GEOGRAPHIES

LATIN AMERICA

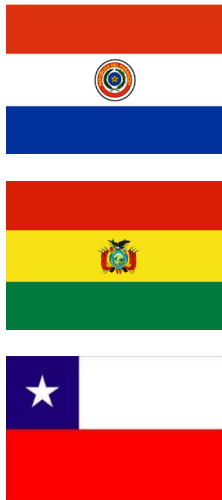
1

hair colours*
(Argentina, Uruguay,
Paraguay, Bolivia)



2

hair colours &
colour cosmetics
(Chile)



SUB SAHARAN AFRICA

1

ethnic hair colours
(14 countries)
hair extensions
(10 countries)

2

hair extensions
(1 country)

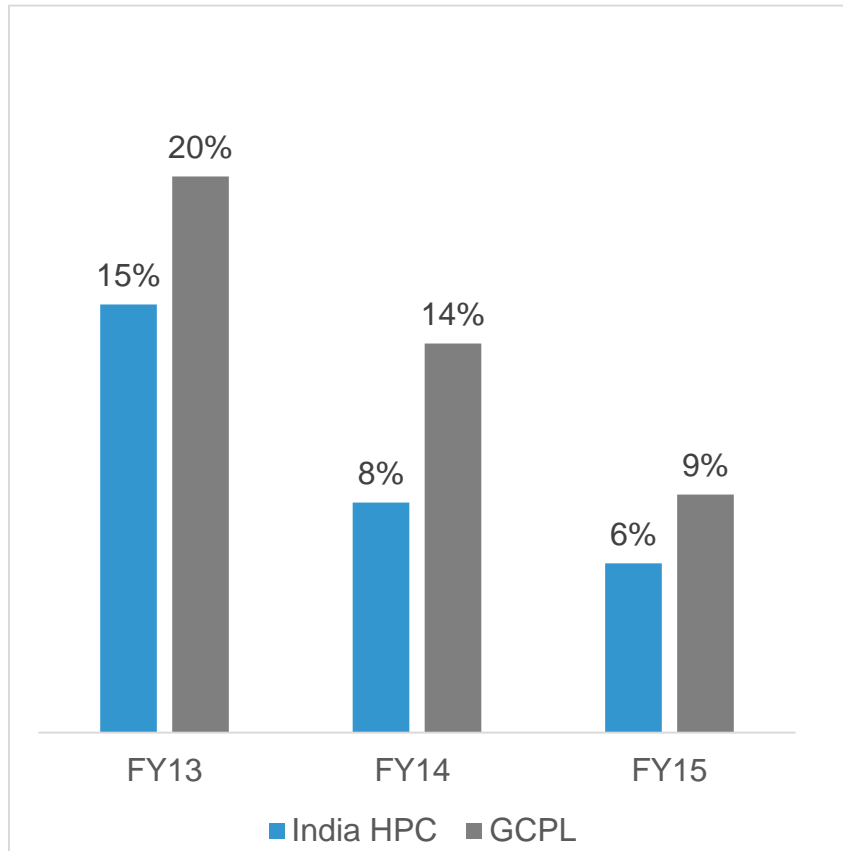
3

caucasian hair colours
(South Africa)

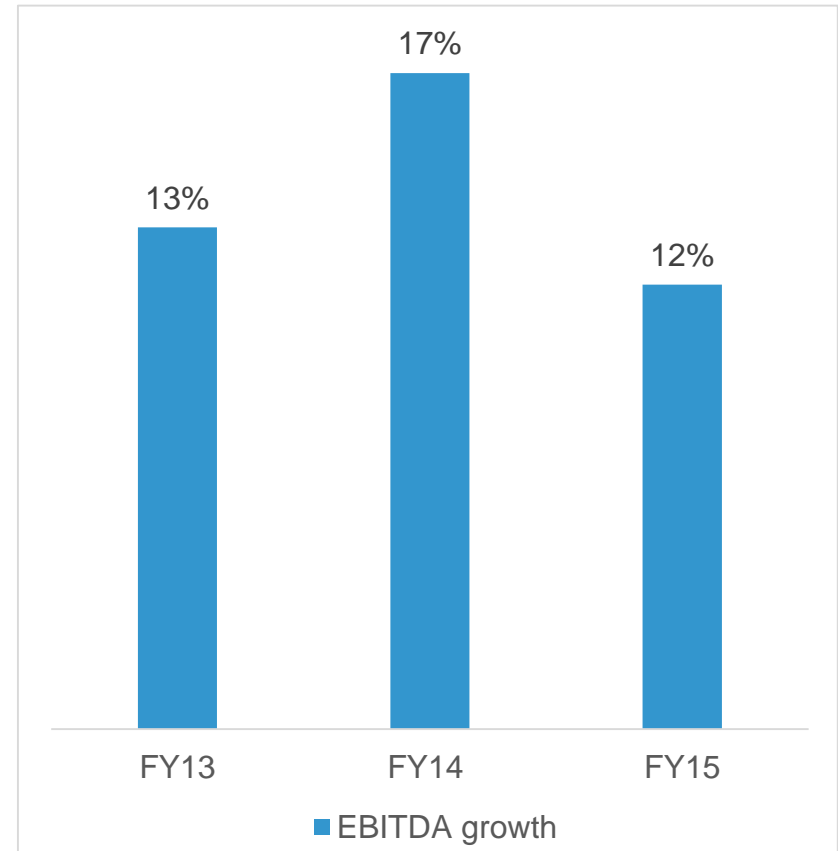


IN INDIA, WE HAVE DELIVERED CONSISTENT, HEALTHY AHEAD OF THE CATEGORY SALES GROWTH

INDIA NET SALES GROWTH*

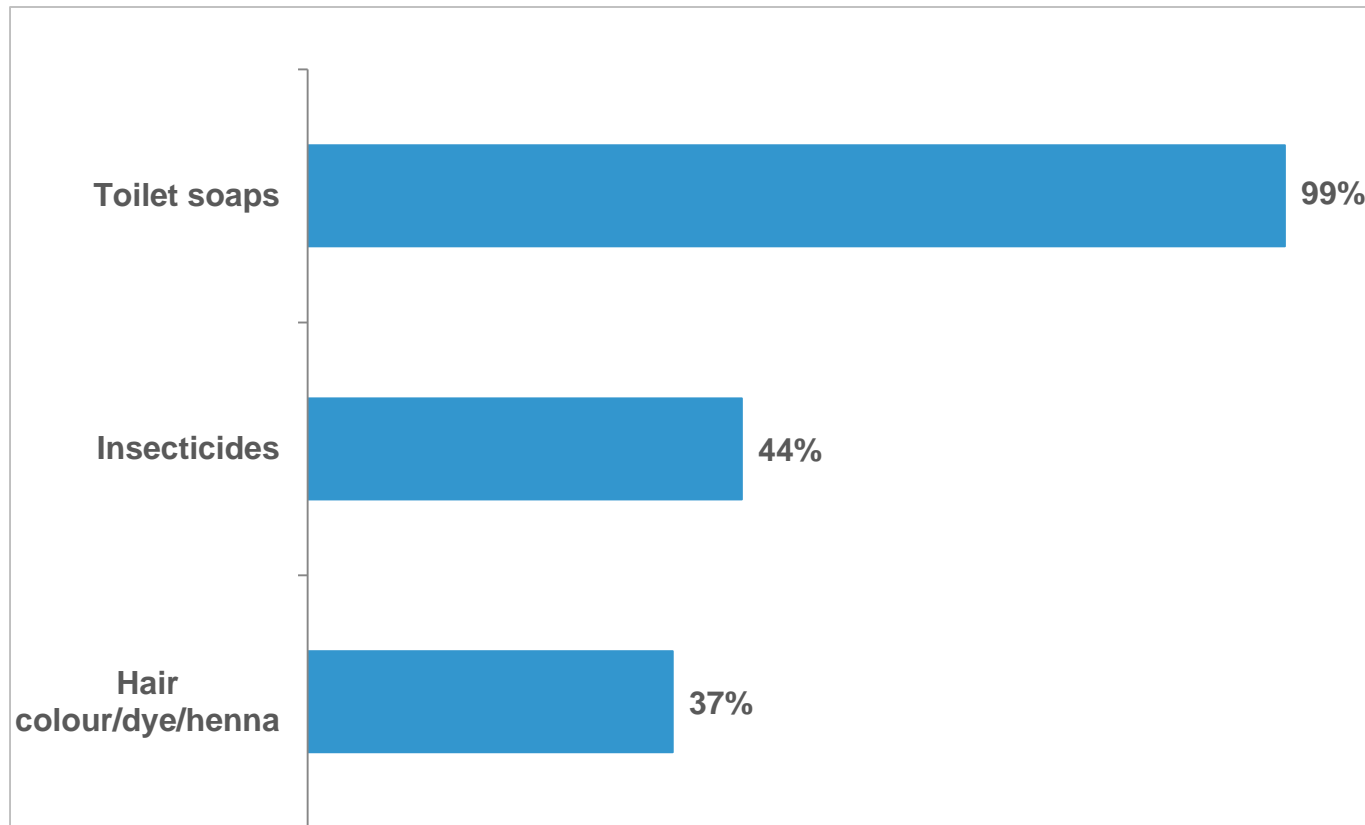


EBITDA GROWTH (%)



THERE IS SIGNIFICANT HEADROOM FOR GROWTH IN HAIR COLOURS AND HOUSEHOLD INSECTICIDES

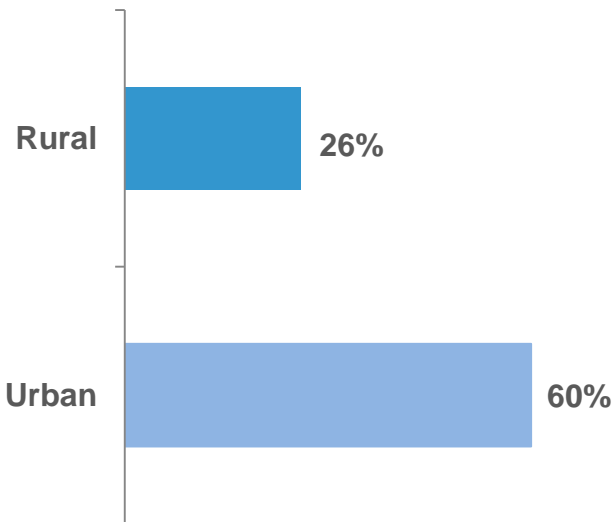
PENETRATION - % OF HOUSEHOLDS



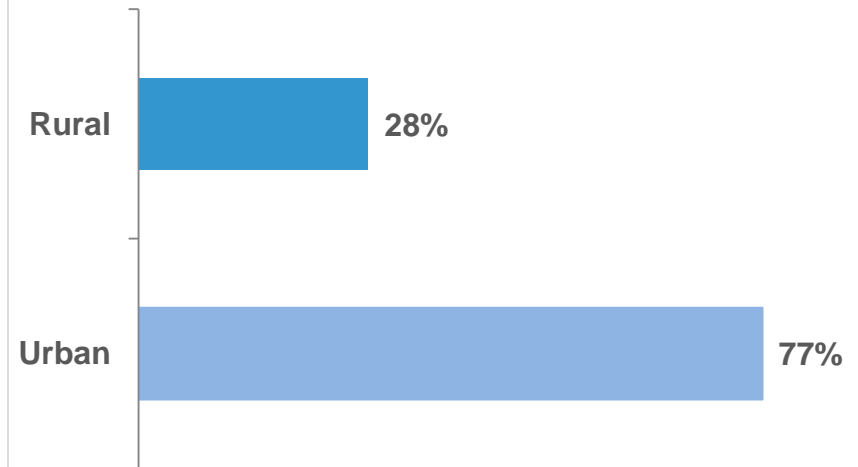
PARTICULARLY A LOT OF POTENTIAL TO INCREASE PENETRATION IN RURAL FOR HAIR COLOURS AND HOUSEHOLD INSECTICIDES

PENETRATION - % OF HOUSEHOLDS

HAIR COLOURS



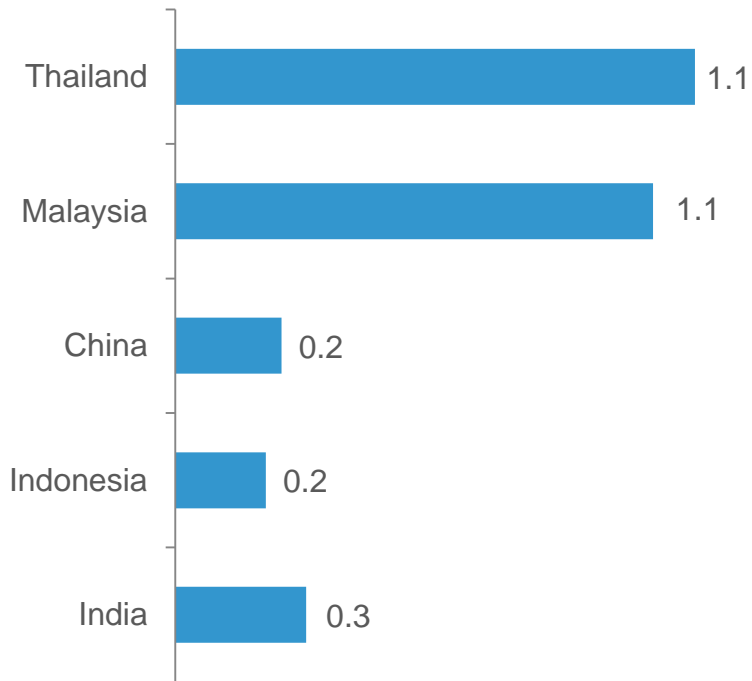
HOUSEHOLD INSECTICIDES



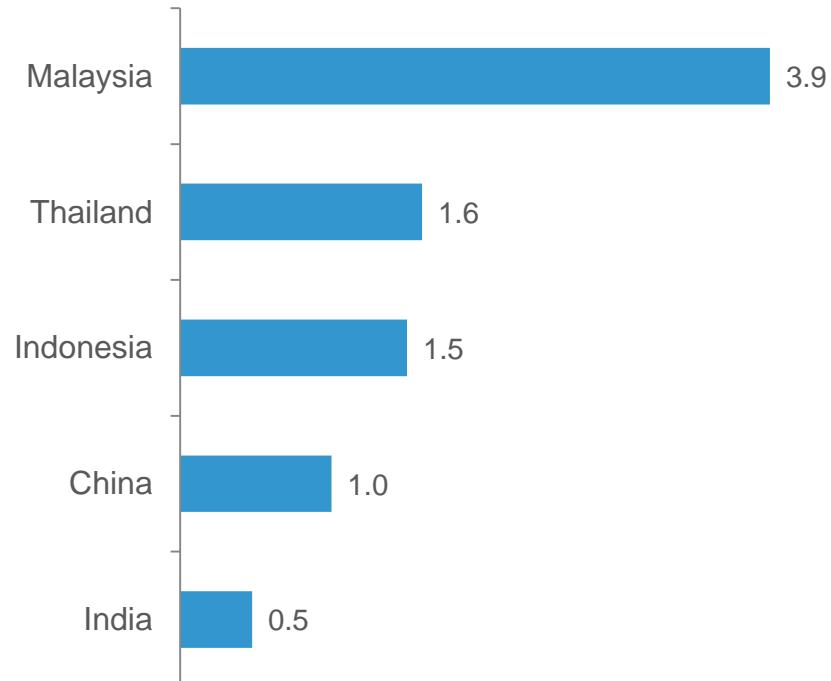
SIGNIFICANT UPSIDE IN DRIVING CONSUMPTION

CONSUMPTION / CAPITA (USD)

HAIR COLOURS

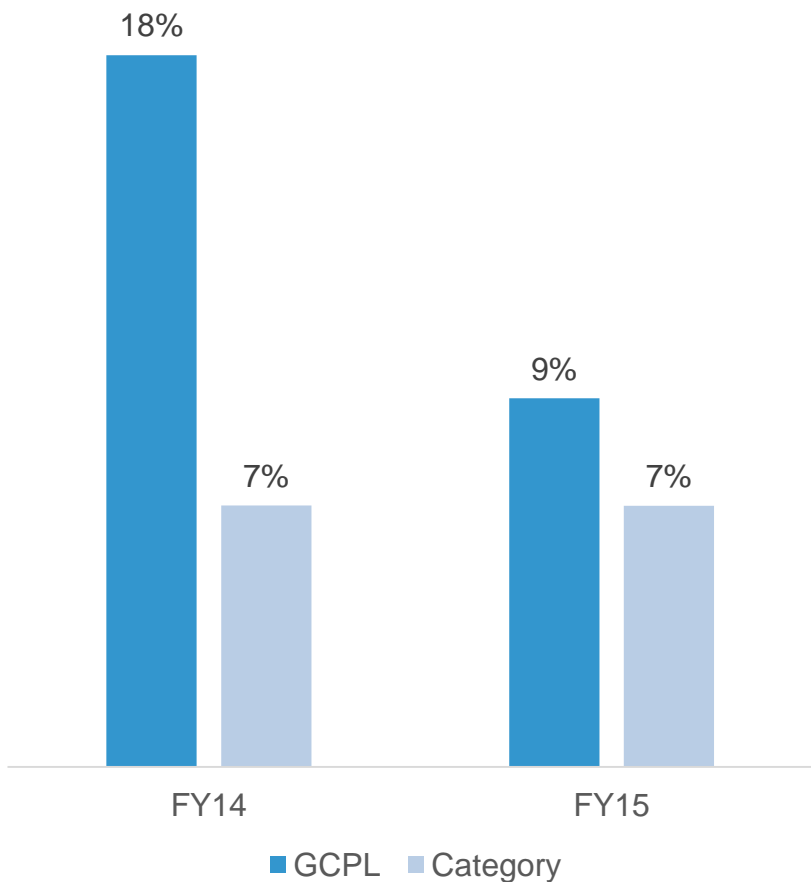


HOUSEHOLD INSECTICIDES

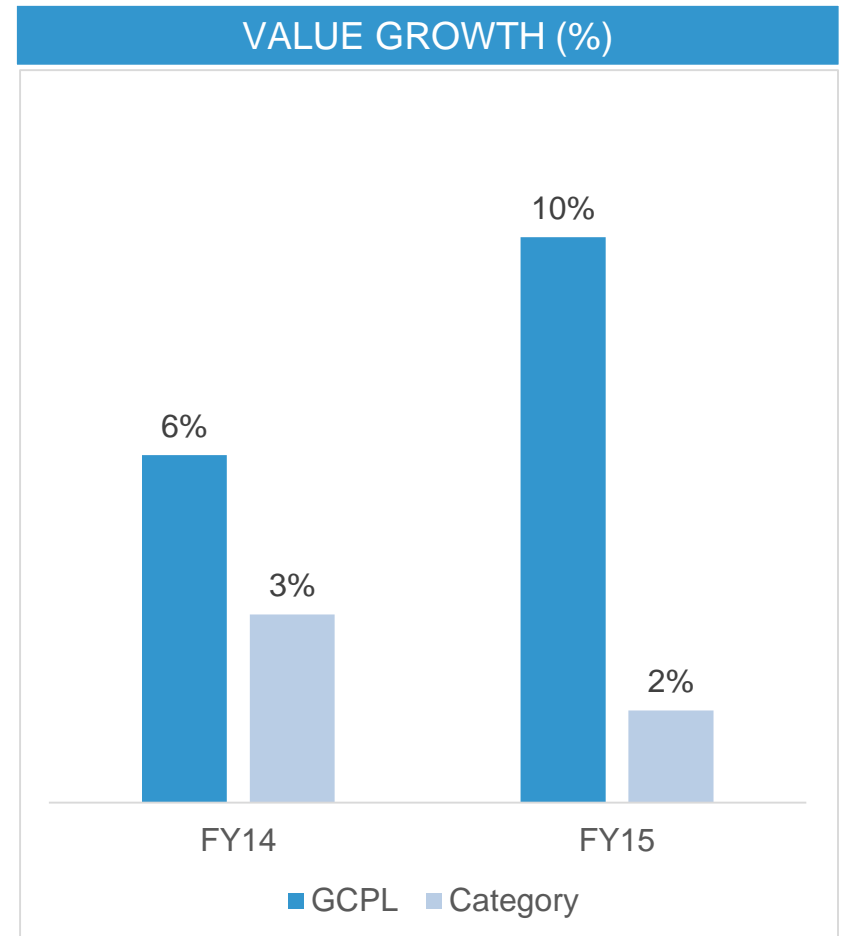


OUR HOUSEHOLD INSECTICIDES BUSINESS CONTINUES TO PERFORM WELL AHEAD OF THE MARKET

VALUE GROWTH (%)



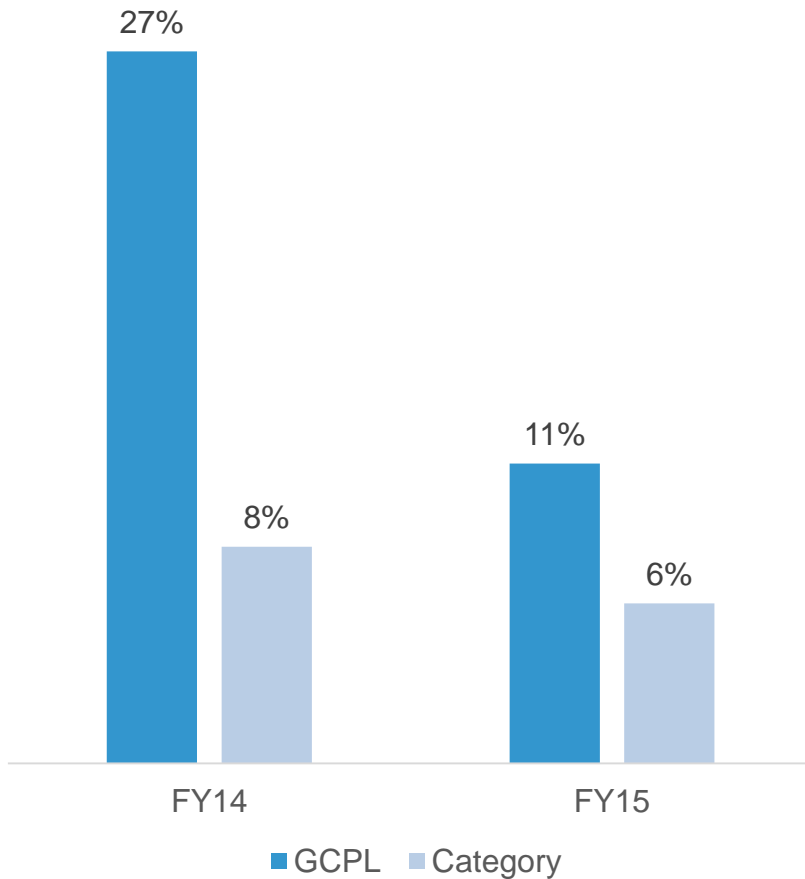
OUR SOAPS BUSINESS TOO, OUTPERFORMED THE MARKET



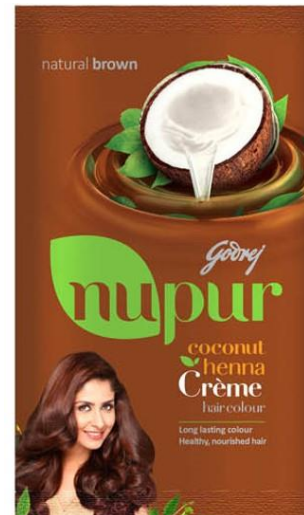
Source: Nielsen for category growth

NEW INNOVATIONS IN HAIR COLOURS ARE DRIVING GROWTH AHEAD OF THE CATEGORY

VALUE GROWTH (%)



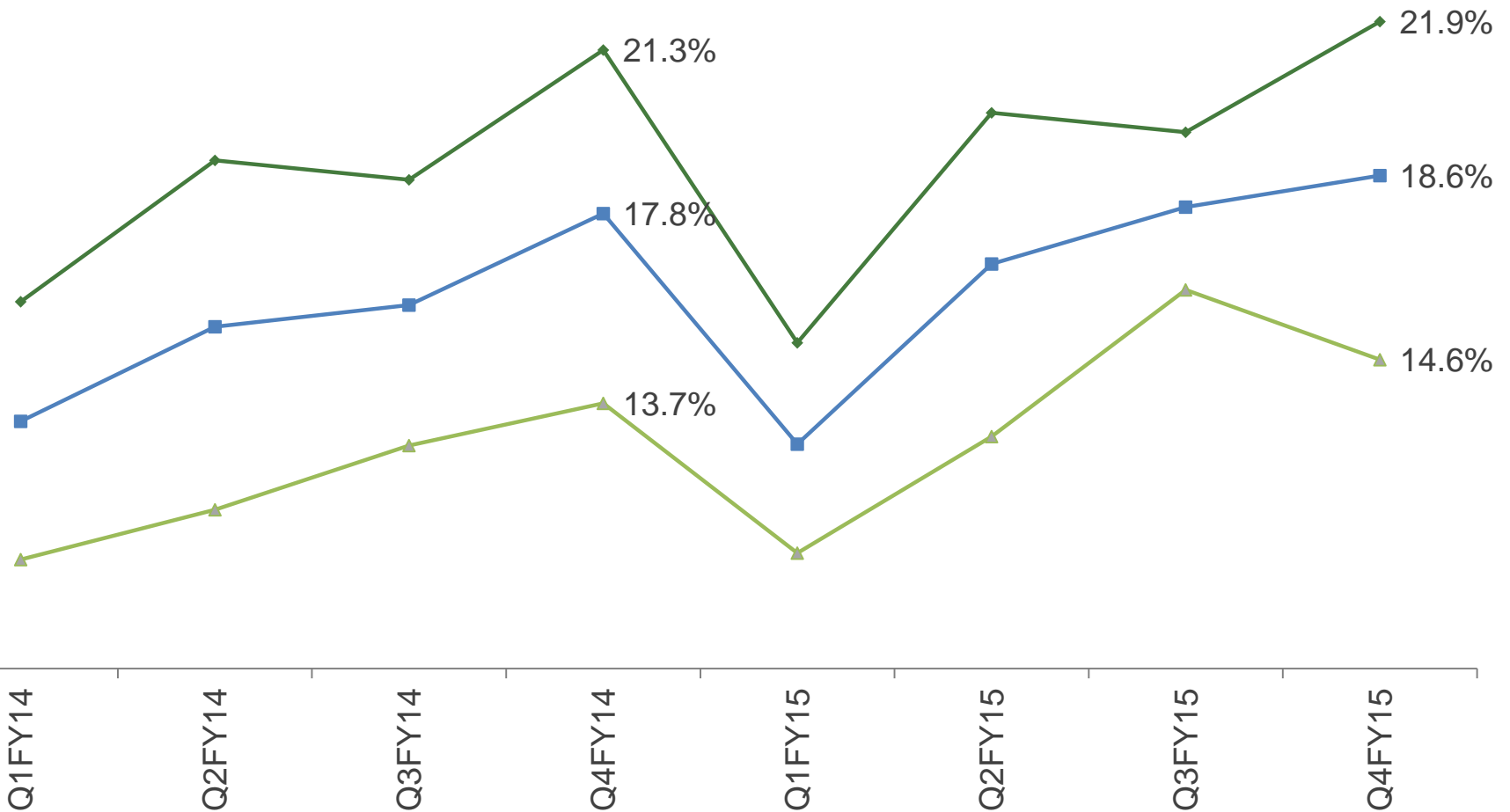
Godrej Expert
crème hair
color features in
Nielsen
Breakthrough
Innovation
Report 2014



Source: Nielsen for category growth

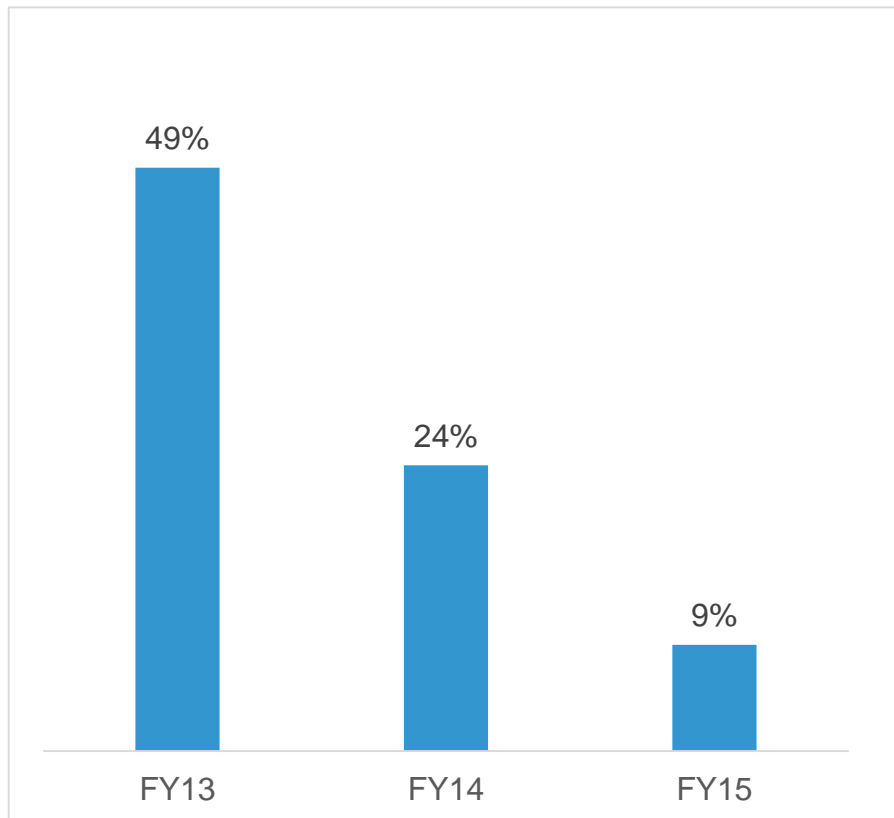
IMPROVEMENT IN EBITDA MARGINS

■ Consolidated ◆ India ▲ International

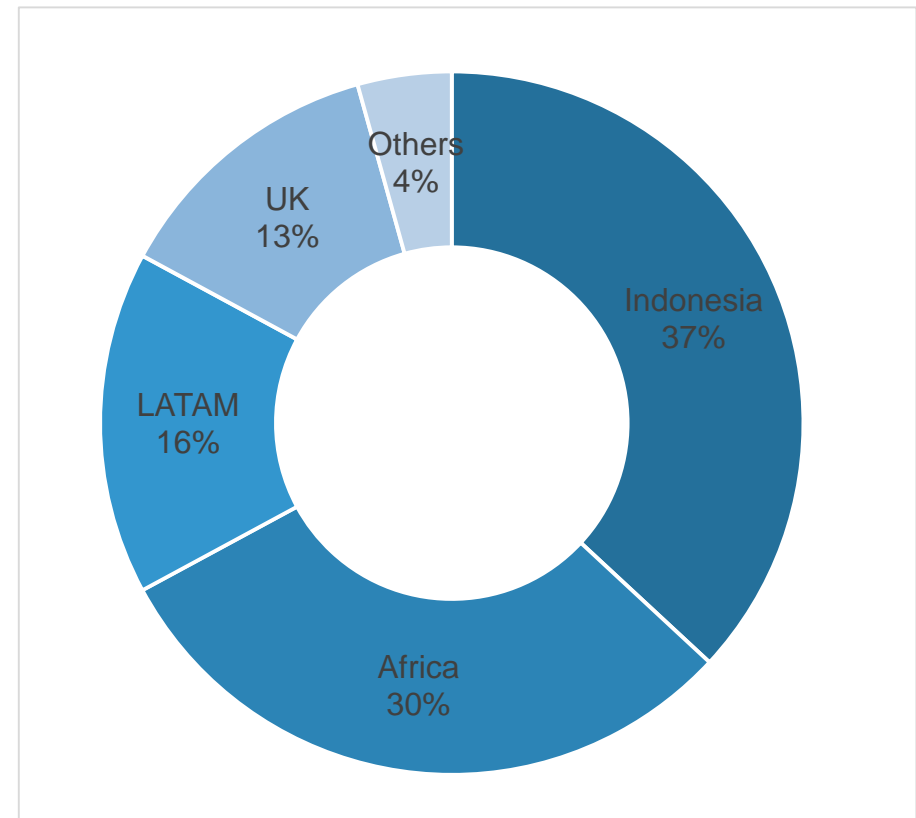


OUR INTERNATIONAL BUSINESS IS SCALING UP WELL

INTERNATIONAL NET SALES GROWTH



INTERNATIONAL SALES BREAKUP*



* FY15

WE ARE ACTIVELY CROSS POLLINATING THE PORTFOLIO

Hair Colour

INDIA



Hair colour creme in sachet
(Argentina)

SOUTH AFRICA



Renew hair colour
(India)

Household Insecticides

INDIA



Hit Magic, paper based mosquito repellent
(Indonesia)

NIGERIA



Good knight coils & aerosols
(India)

Air Fresheners

INDIA



Aer air fresheners
(Indonesia)

OUR INNOVATION PIPELINE CONTINUES TO REMAIN ROBUST



Godrej Expert crème hair color becomes the highest selling crème color by units within 20 months of its launch



Good knight Fast Card becomes INR 100 crore brand in less than a year

GCPL FORAYS INTO FACE WASH CATEGORY WITH INNOVATIVE PACKAGING AT DISRUPTIVE PRICES



PREMIUMISING OUR HAIR CARE PORTFOLIO

An **Oil based** hair colour with **Henna** in a **crème** format



BBLUNT: OUR FORAY IN PREMIUM HAIR CARE IN INDIA

PREP

Shampoo-conditioner systems for every hair type.
Prepare your hair for great styling.



STYLE

Styling products and tools bringing salon smarts into your hands. Switch up your look - do it your way.

TRANSFORM

Hair colour and hair extensions. for makeovers, short-term, long-term or just a few hours.



OUR SIX KEY PRIORITIES

1

**Core category
leadership**



2

**International
growth**



3

**Innovation
and
renovation**



4

**Future ready
sales system**



5

**Best in class
supply chain**

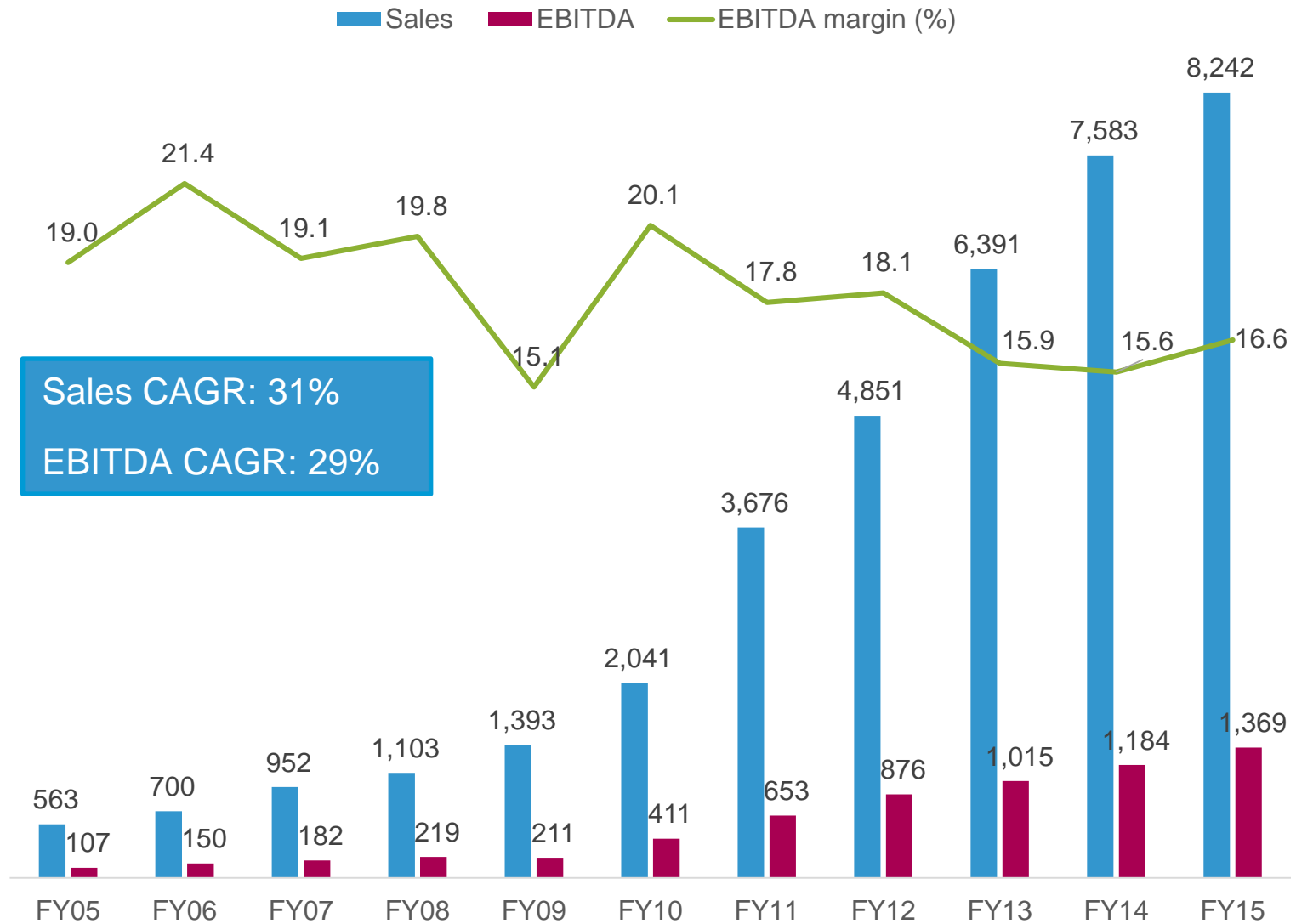


6

**Agility and
high
performance
culture**



WE HAVE CONSISTENTLY DELIVERED STRONG PERFORMANCE



Note: Values in INR crs

4Q FY2015 SNAPSHOT

4Q FY2015 PERFORMANCE OVERVIEW

4Q FY2015			
Growth	Consolidated	India	International
Net Sales	8%	10%	7%
Net Sales – Organic*	8%	10%	6%
Net sales - Organic constant currency*	12%	10%	14%
EBITDA	13%	13%	15%
EBITDA – Organic**	12%	13%	11%
EBITDA - Organic constant currency**	15%	13%	20%
Net profit	12%	13%	12%

* Excludes inorganic sales of INR 9.1 crores from Ghana and Frika for 4QFY15

** Excludes - Darling trademark licensing fees, Ghana and Frika profitability aggregating to INR 4.4 crores for 4QFY15

BUSINESS SNAPSHOT

STRONG RECOVERY IN DOMESTIC BUSINESS ALONG WITH EXPANSION IN MARGINS

Growth well ahead of the category
across three categories



Continue to drive premiumisation strategy and cost
efficiencies



New launches witnessing good success and
driving penetration in relatively underpenetrated
categories



BUSINESS SNAPSHOT

INTERNATIONAL BUSINESS PERFORMANCE REMAINS STRONG AND ON TRACK

Indonesia business continues its strong growth despite macro headwinds



Africa business – strong outperformance in Darling business; new product rollouts such as household insecticides, wet hair care products to leverage existing distribution capabilities



Significant margin improvement in **Latin America**; business holding up market share amidst tough competition



UK business recovers driven by competitive performance of our owned brands along with some improvement in the sales of distributed brands



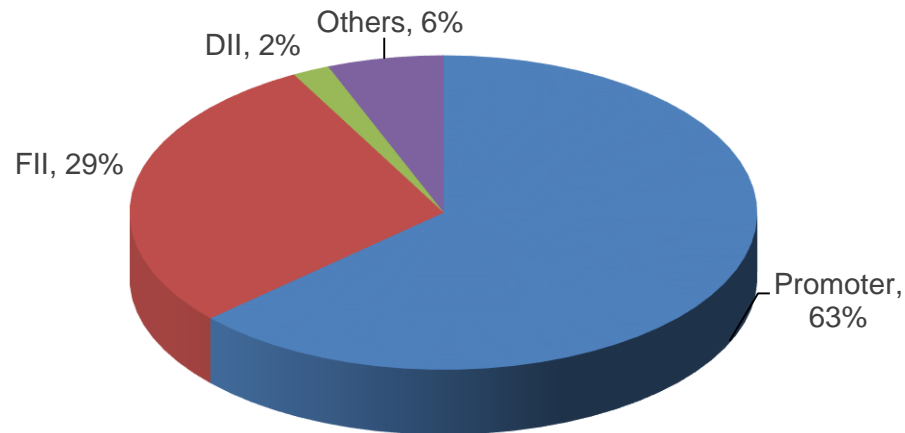
4Q FY2015 REPORTED PERFORMANCE SNAPSHOT

	India			Consolidated		
	4Q FY14	4Q FY15	Y/Y	4Q FY14	4Q FY15	Y/Y
Sales	1,033	1,134	10%	1,924	2,083	8%
Gross Profit	534	639	20%	1,001	1,151	15%
Gross Margin (%)	51.7%	56.4%	470 bps	52.0%	55.3%	330 bps
EBITDA	220	248	13%	342	387	13%
EBITDA Margin (%)	21.3%	21.9%	60 bps	17.8%	18.6%	80 bps
Net Profit	167	188	13%	236	266	12%
Net Profit Margin (%)	16.2%	16.6%	40 bps	12.3%	12.8%	50 bps

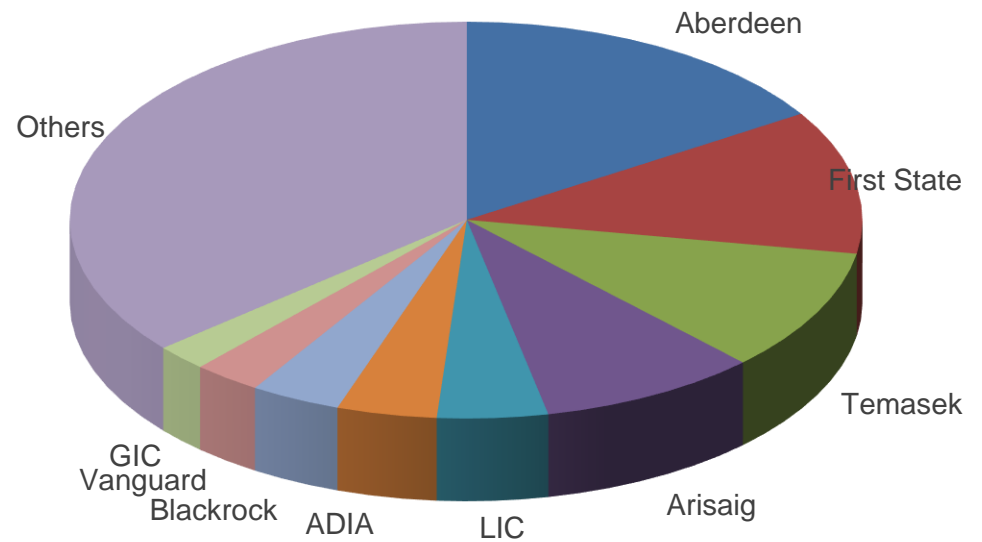
WAY AHEAD

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

STOCKHOLDING PATTERN



MAJOR INVESTORS



As on March 31, 2015

THREE OF OUR BRANDS FEATURED IN THE MOST TRUSTED BRANDS 2014

3 of our brands ranked in 100 Most Trusted Brands 2014 by Brand Equity

- Goodknight
- Cinthol
- Godrej No.1



PERSONAL CARE

Cinthol Ranked 11th

Godrej No. 1 Ranked 15th

Godrej Expert Powder Hair Colour Ranked 26th

HOUSEHOLD CARE

Goodknight Ranked 1st

HIT Ranked 8th

Godrej Aer Ranked 11th

Jet Ranked 12th

WE HAVE BEEN CONSISTENTLY RECOGNISED AS A GREAT PLACE TO WORK



GCPL ranked

#1 in India FMCG

#7 in India overall

Among 25 best work places in **Asia**



GCPL ranked

Among **Best Employers In India - 2015**

OPPORTUNITIES GOING FORWARD

Domestic Business

- Drive penetration and consumption in core categories
- Expand into adjacencies
- Drive margin improvement through cost saving initiatives and better product mix

International Business

- Drive margins through scale up of international business and cost saving initiatives
- Cross pollination initiatives to harness distribution and product technology strengths



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THANK YOU FOR YOUR TIME AND CONSIDERATION