

# ANALYST MEET 2018

## WINNING TODAY - READY FOR TOMORROW



THE BUSINESS  
OF BUSINESS IS  
**GOODNESS**

# OUR PURPOSE

Bringing the goodness of health and beauty  
to consumers of **emerging markets**

# Our Values



# AGENDA

▶ **PERFORMANCE  
RECAP**

▶ **DEEP DIVE  
- INDIA**

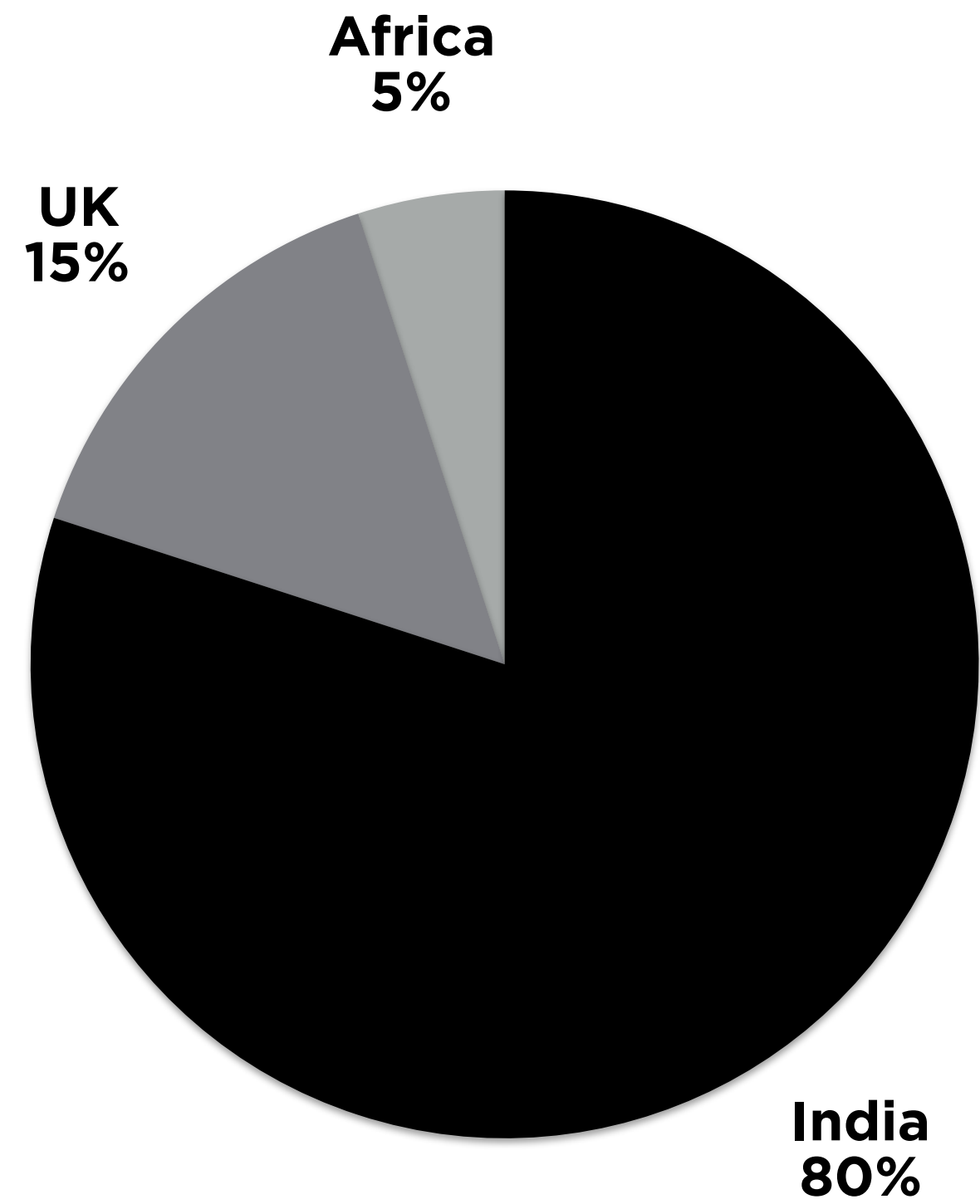
# AGENDA

▶ **PERFORMANCE  
RECAP**

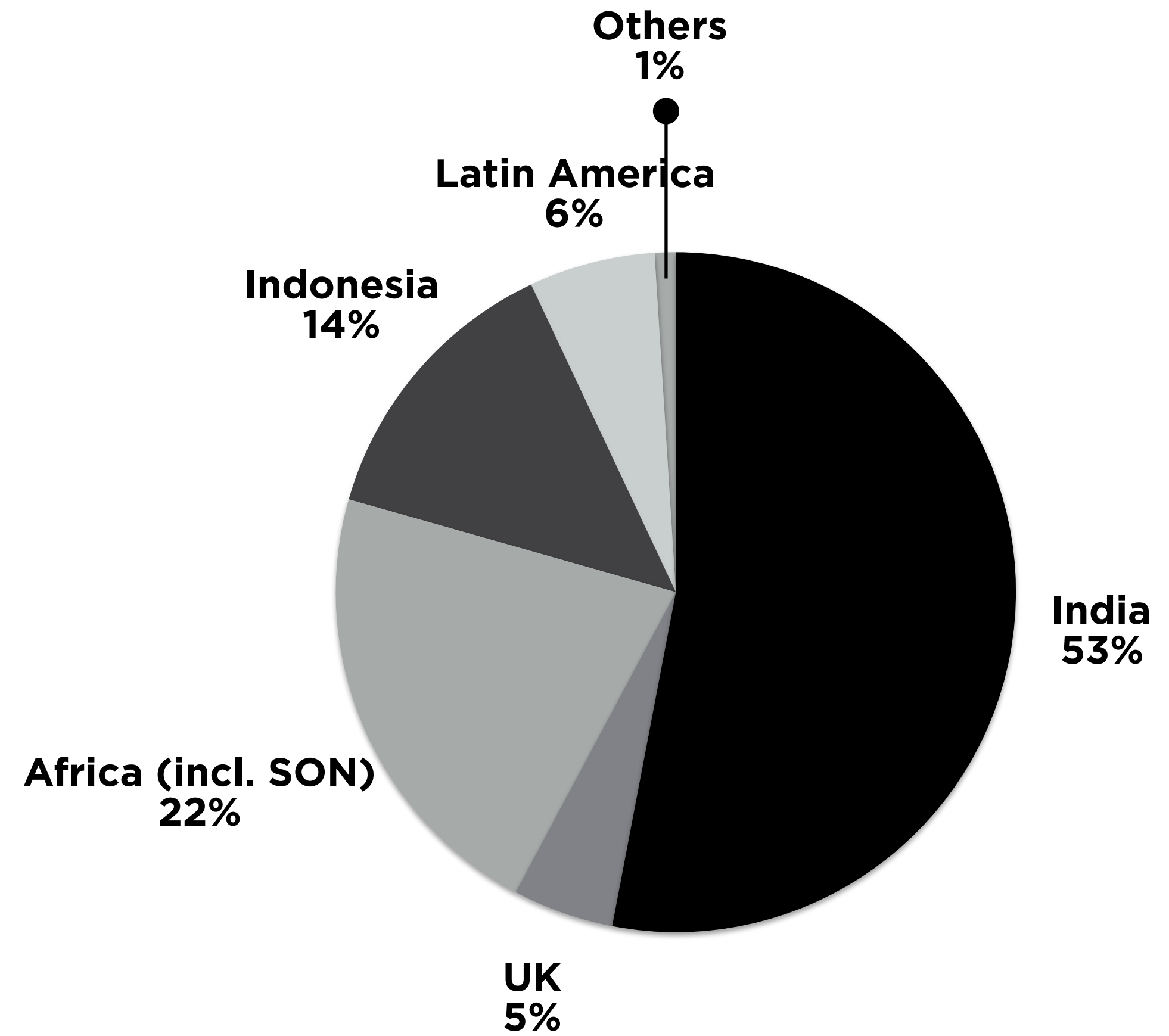
▶ **DEEP DIVE  
- INDIA**

# Broad emerging markets portfolio

Geography Saliience (FY08)

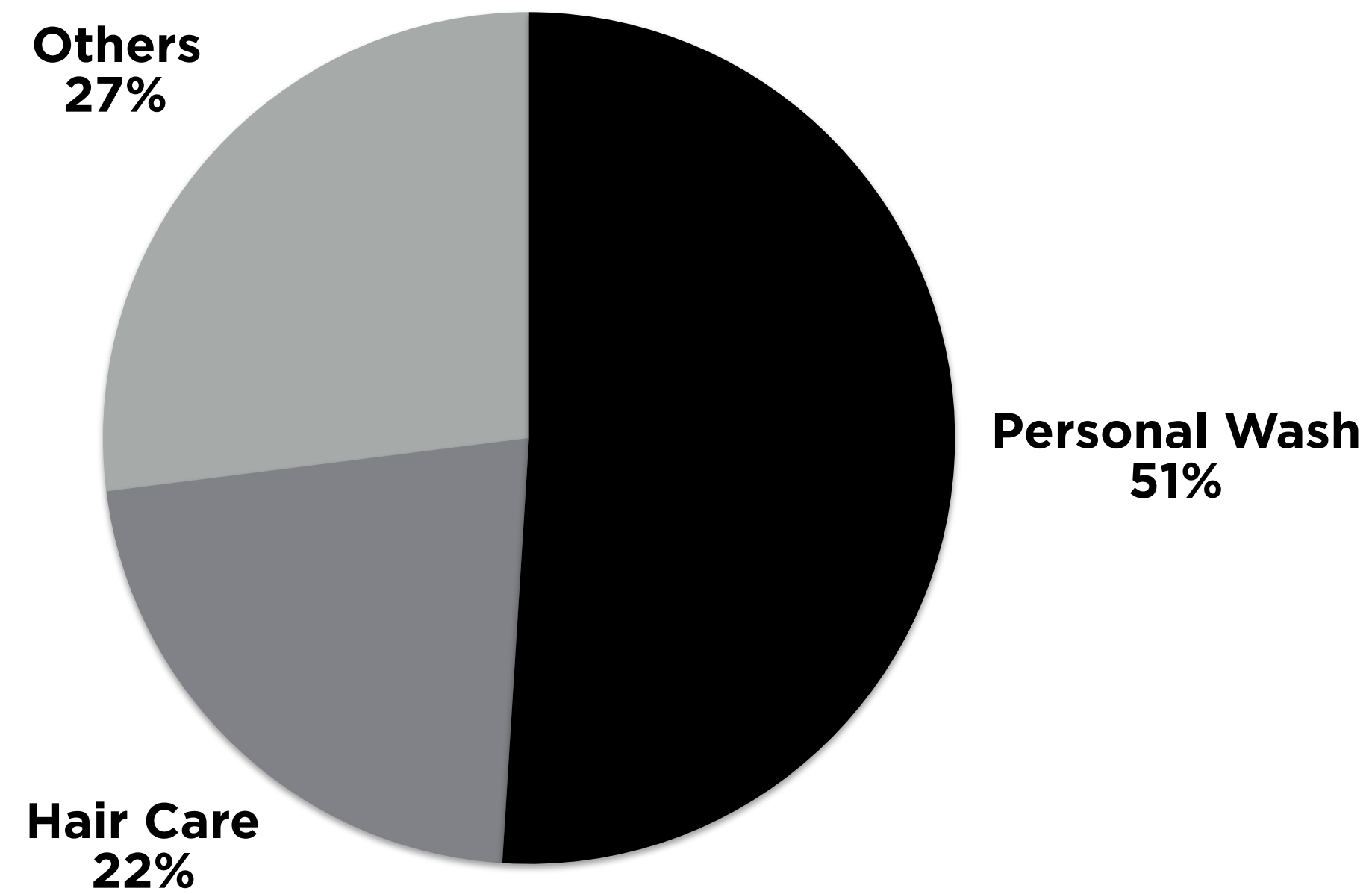


Geography Saliience (FY18)

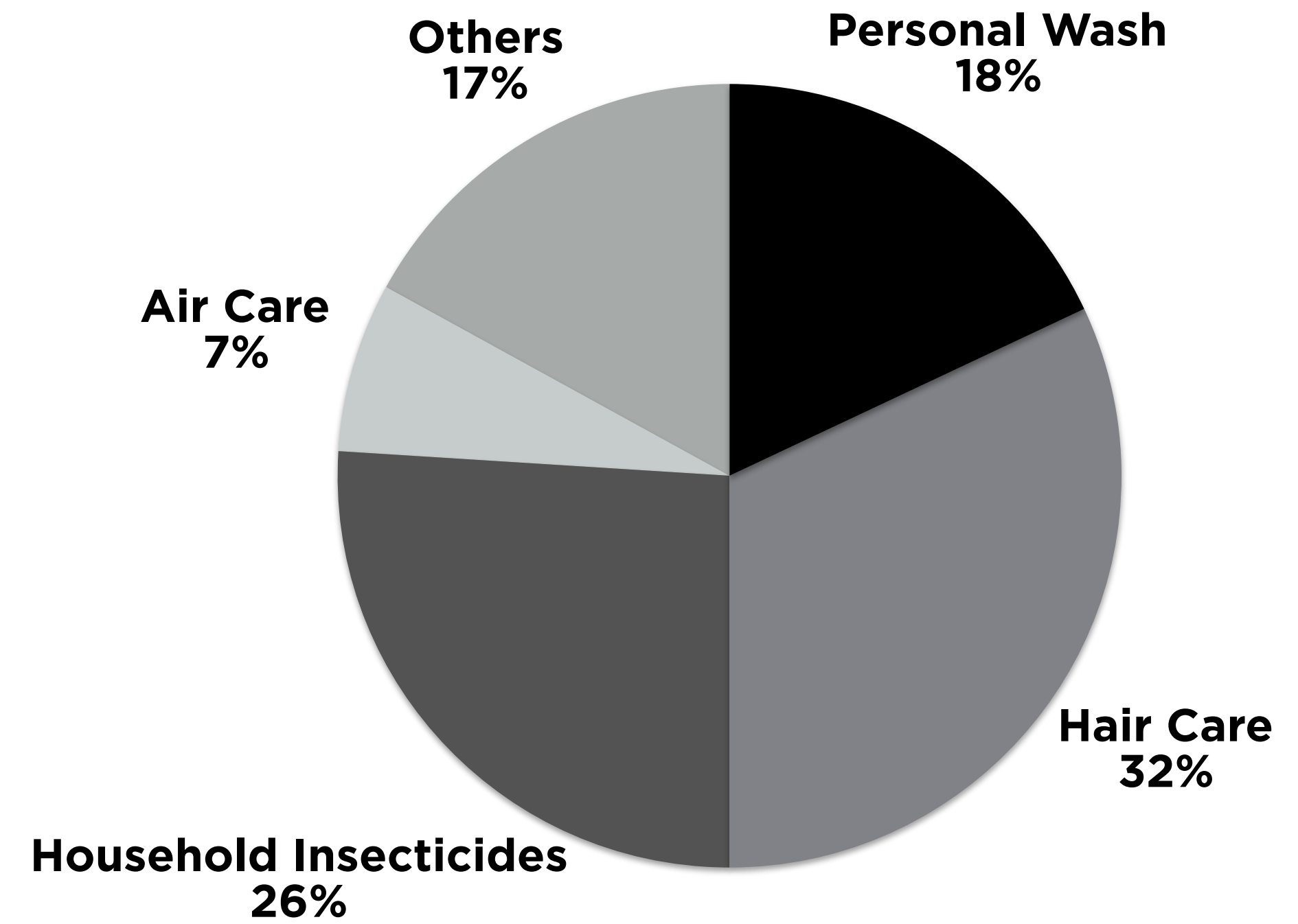


# Focused approach to category choices

Category Salience (FY08)



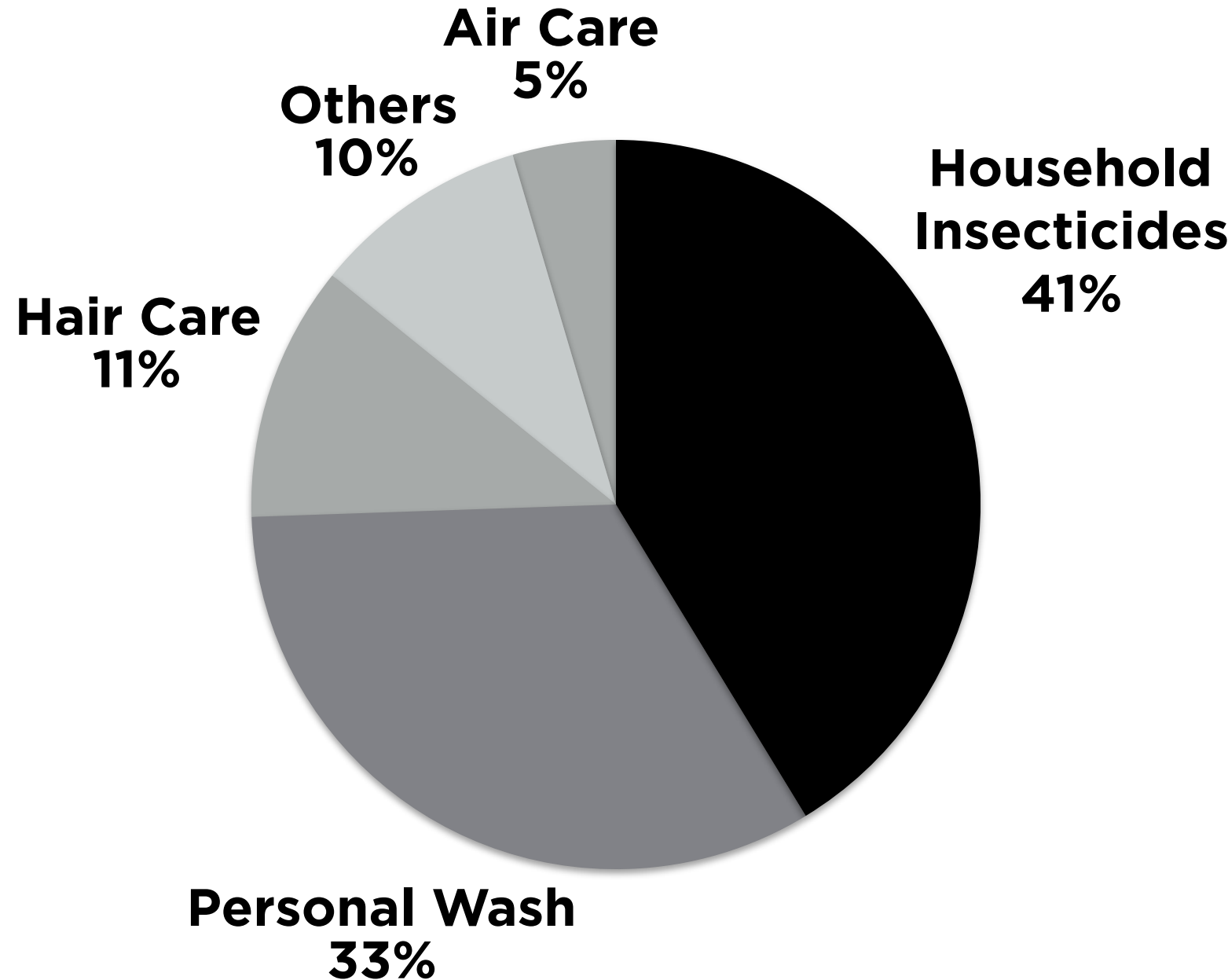
Category Salience (FY18)



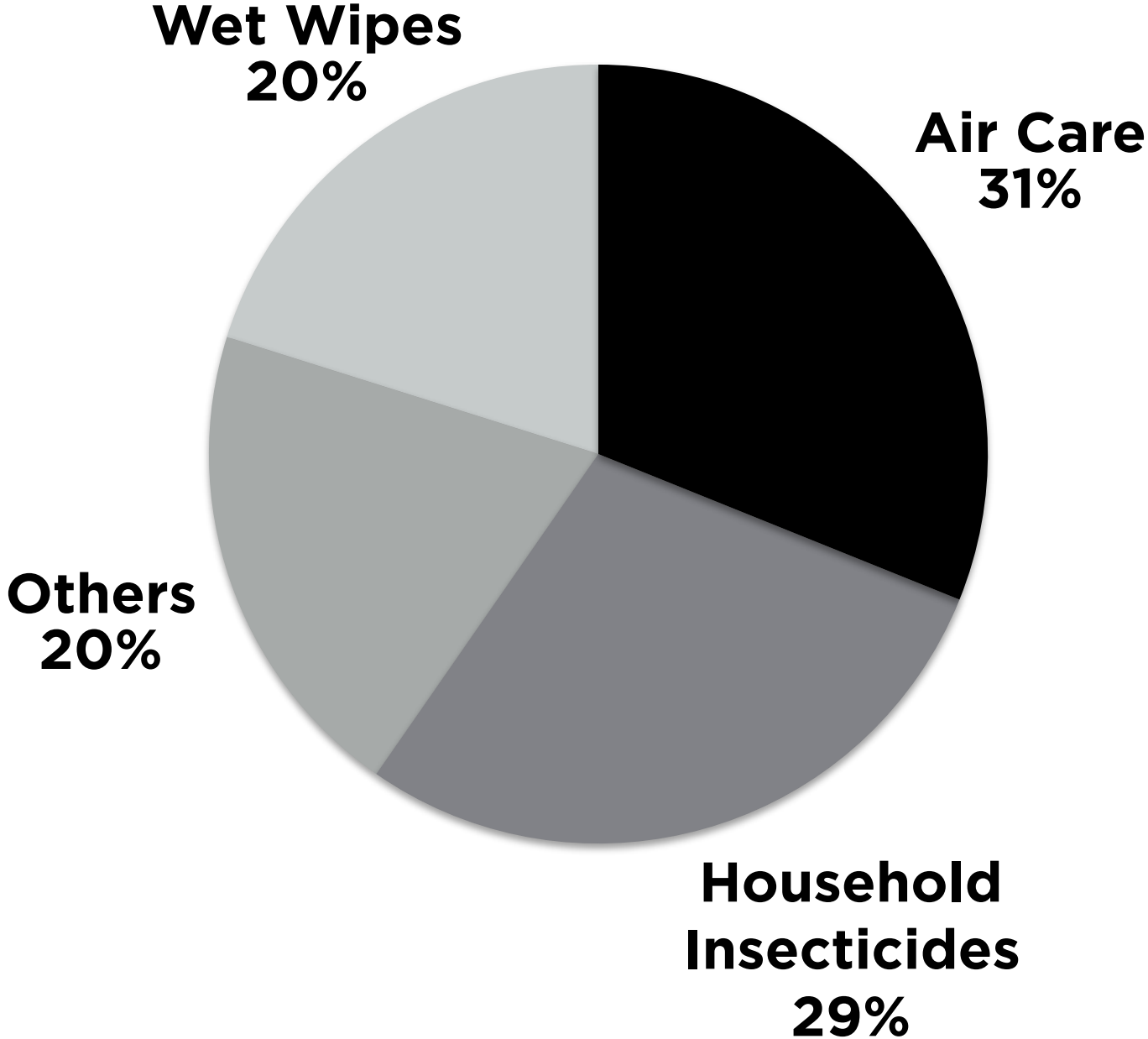


# Diversified category portfolio within geographies

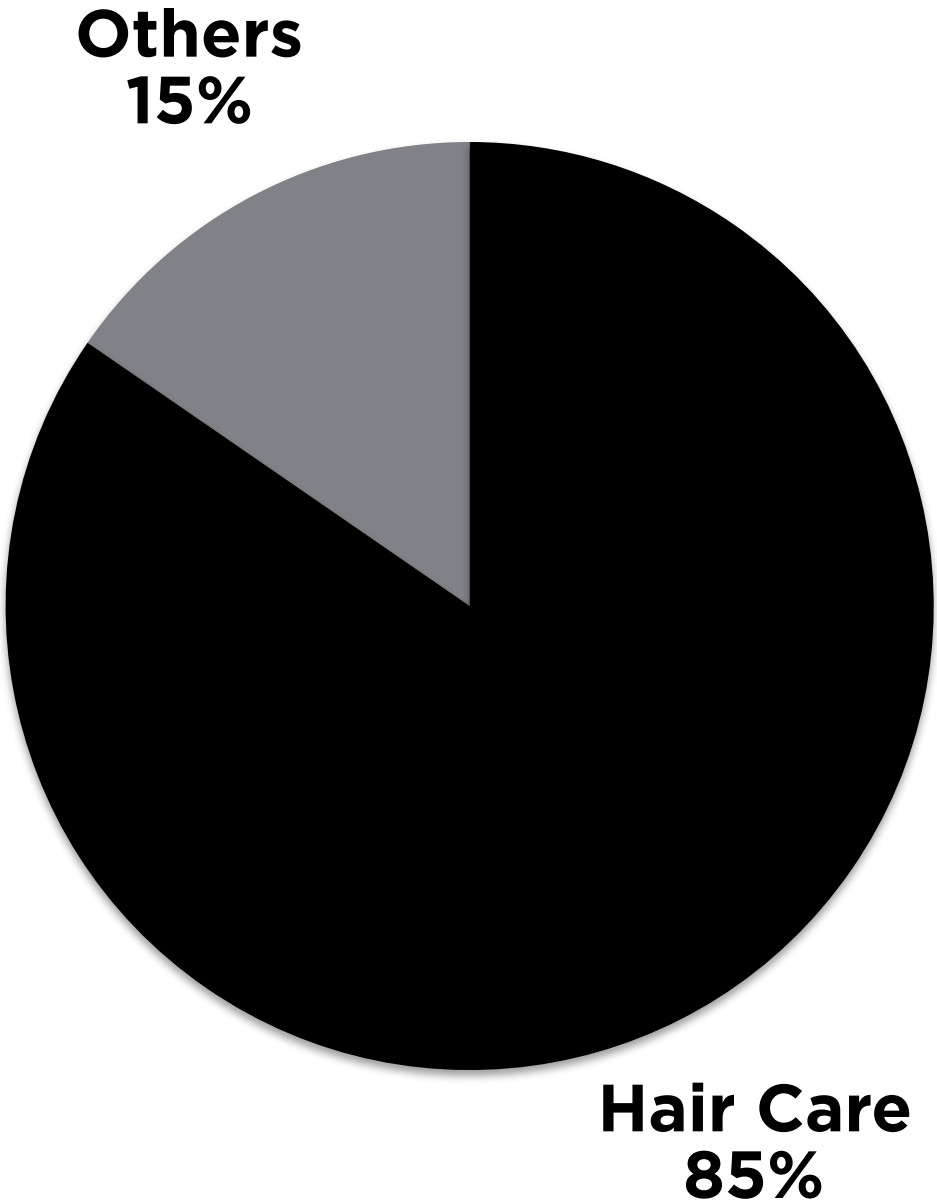
India



Indonesia



Africa  
(including SON)



# A portfolio of power brands

₹ 1,000 Cr+



DARLING

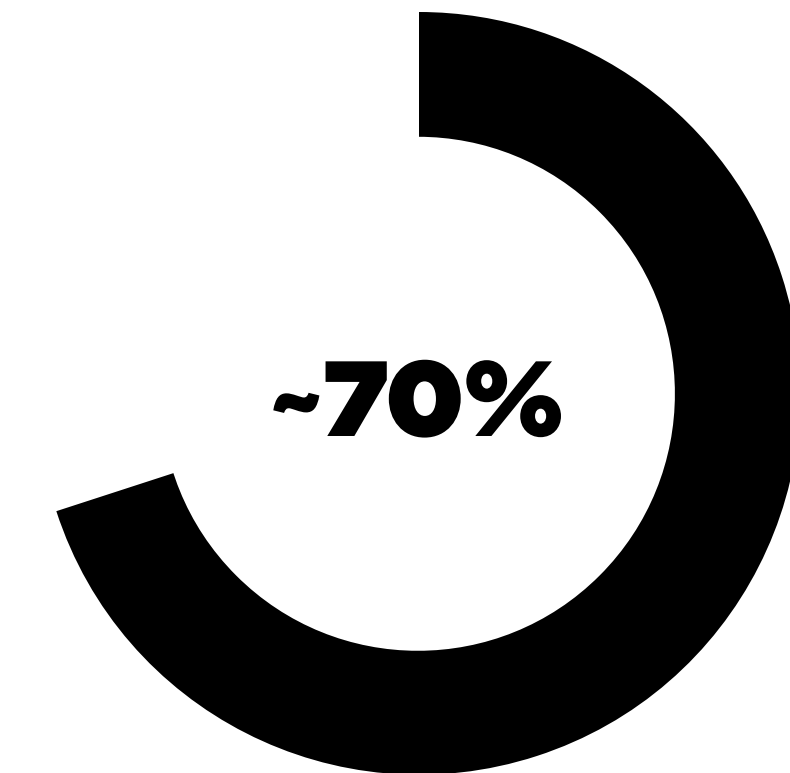


TOP 10 BRANDS  
CONTRIBUTION  
TO REVENUE

₹ 500 - 1,000 Cr



CINTHOL



₹ 250 - 500 Cr

AIR FRESHENER  
STELLA

issue

mitu

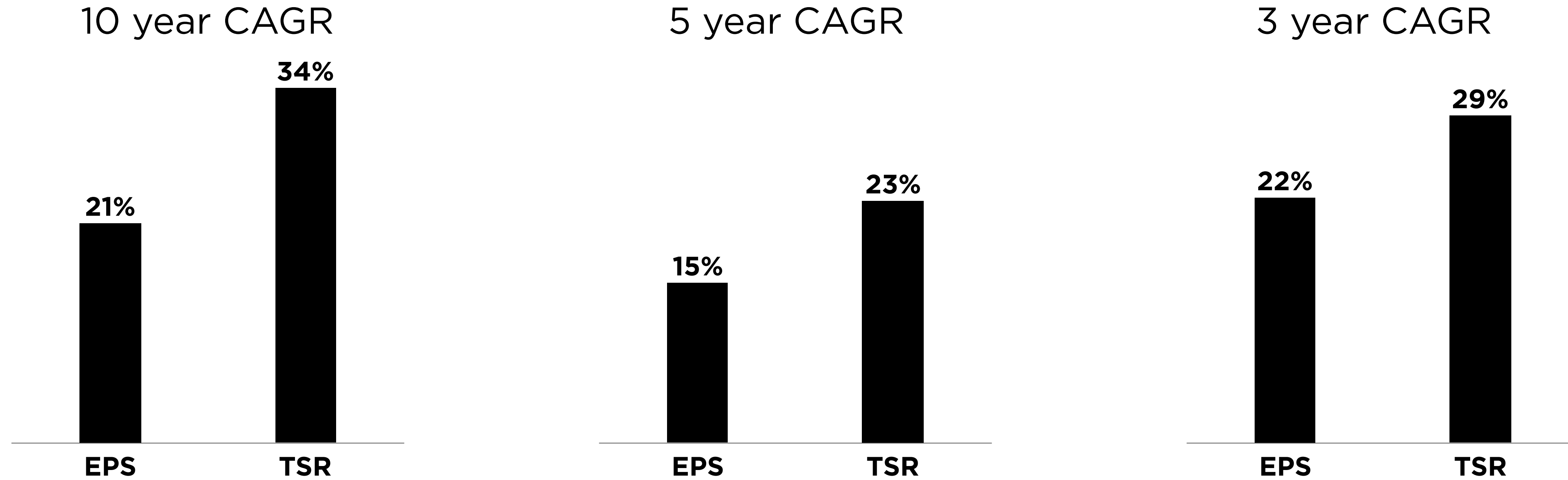
HIT

aer

# Leading market positions in key categories



# Sustained track record of value creation over time



	FY17	FY18
<b>Dividend Payout ratio (including DDT)</b>	<b>47%</b>	<b>50%</b>

**PERFORMANCE RECAP**

WINNING  
**TODAY**

READY FOR  
**TOMORROW**

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LIVE OUR  
**PURPOSE AND VALUES**  
DO OUR PART FOR A MORE  
INCLUSIVE AND SUSTAINABLE WORLD

PERFORMANCE RECAP

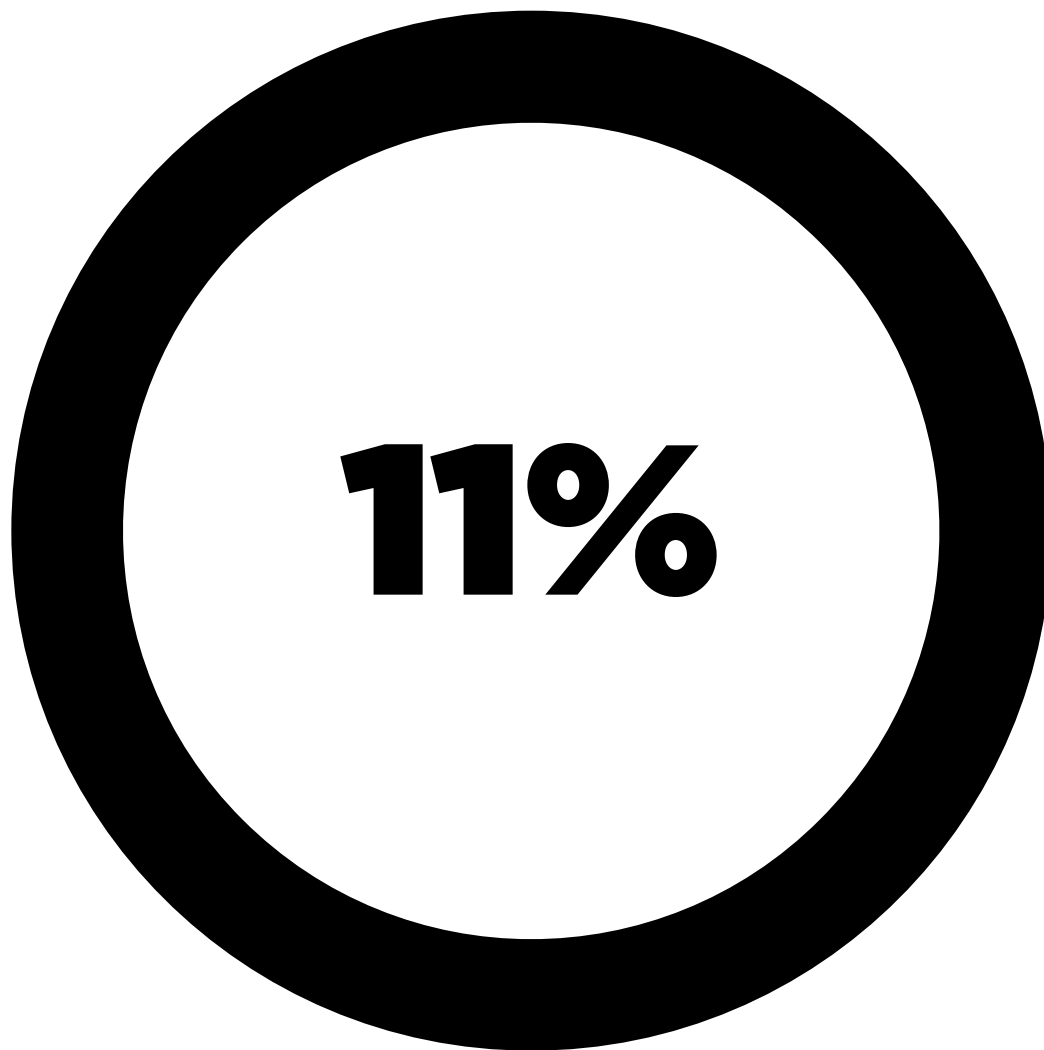
WINNING  
**TODAY**

READY FOR  
**TOMORROW**

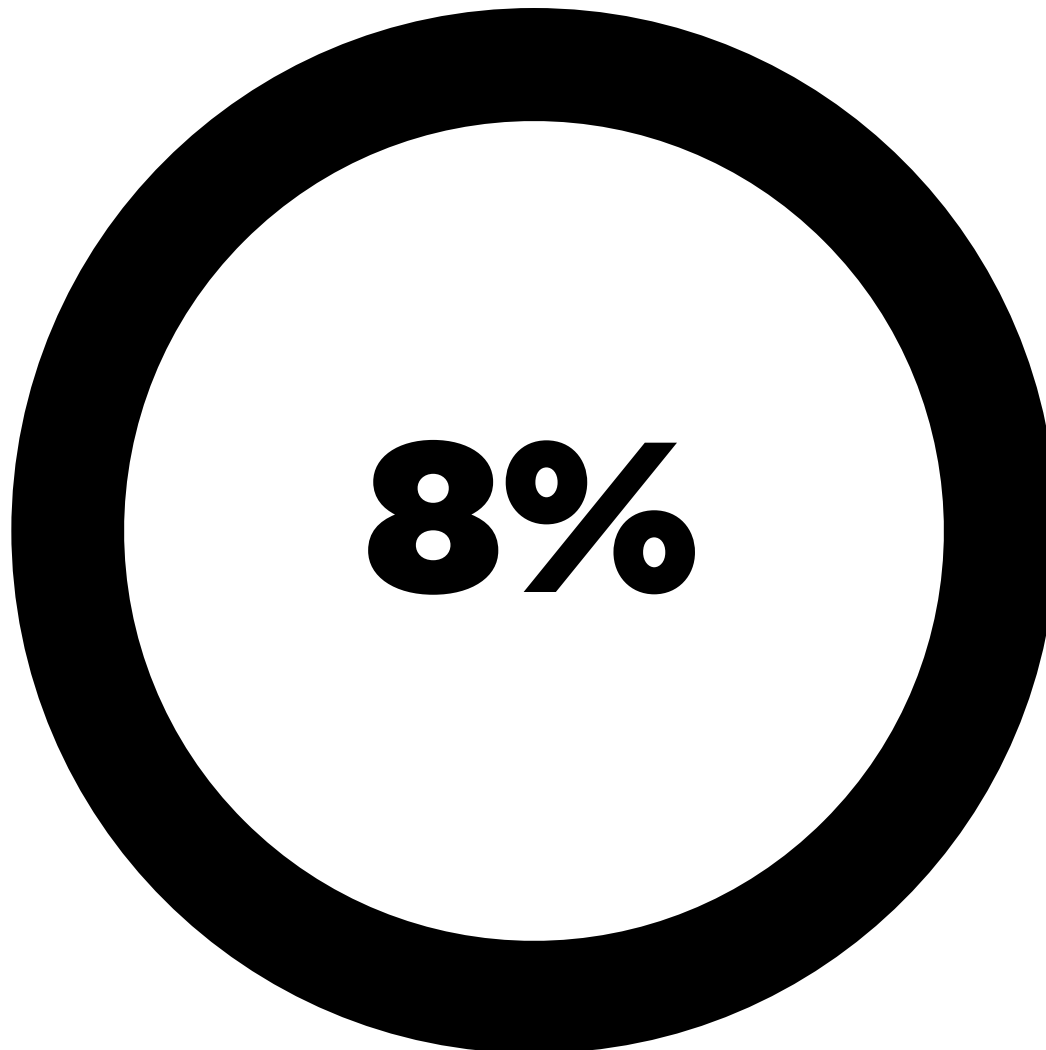
LIVE OUR  
**PURPOSE AND VALUES**  
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# Navigated headwinds well and delivered competitive growth

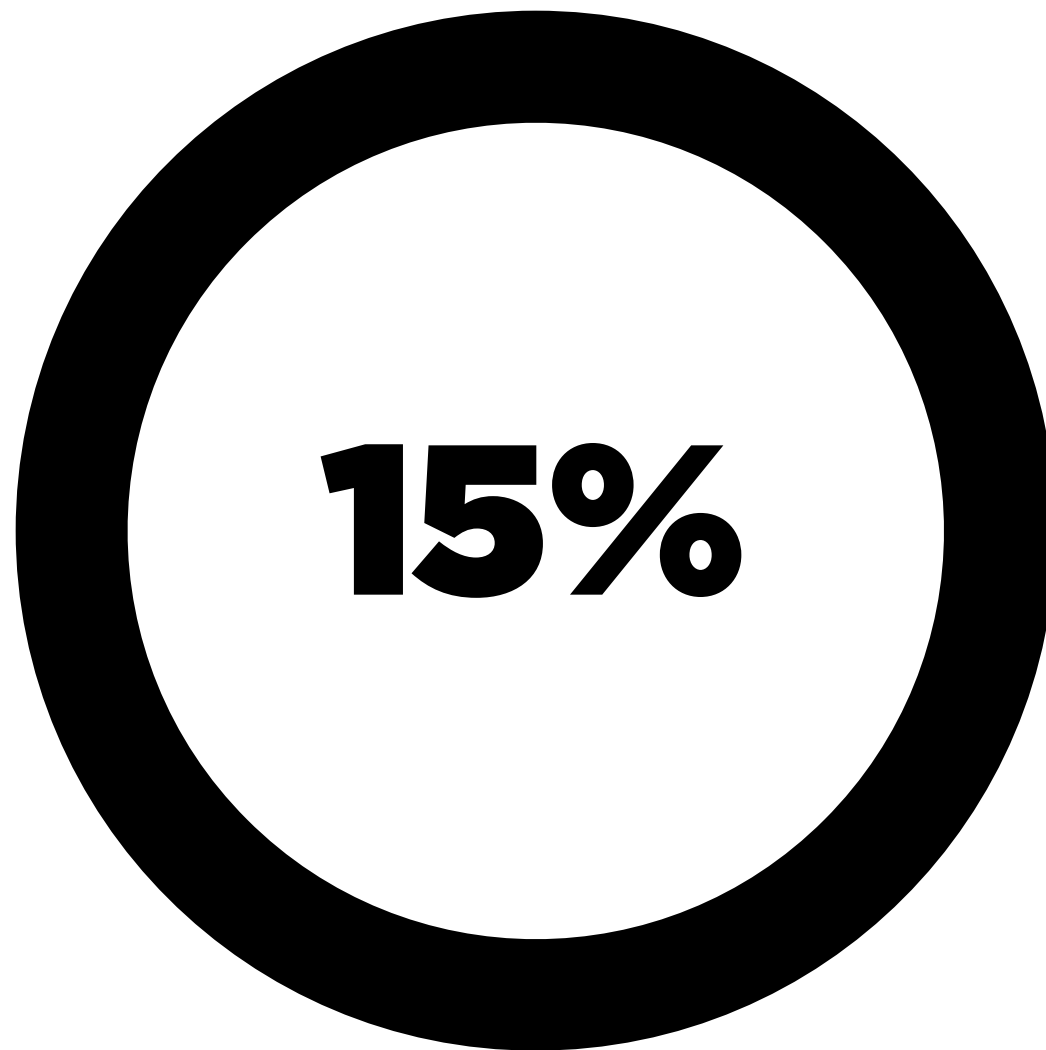
3 year comparable constant currency CAGR



**Consolidated**



**India**

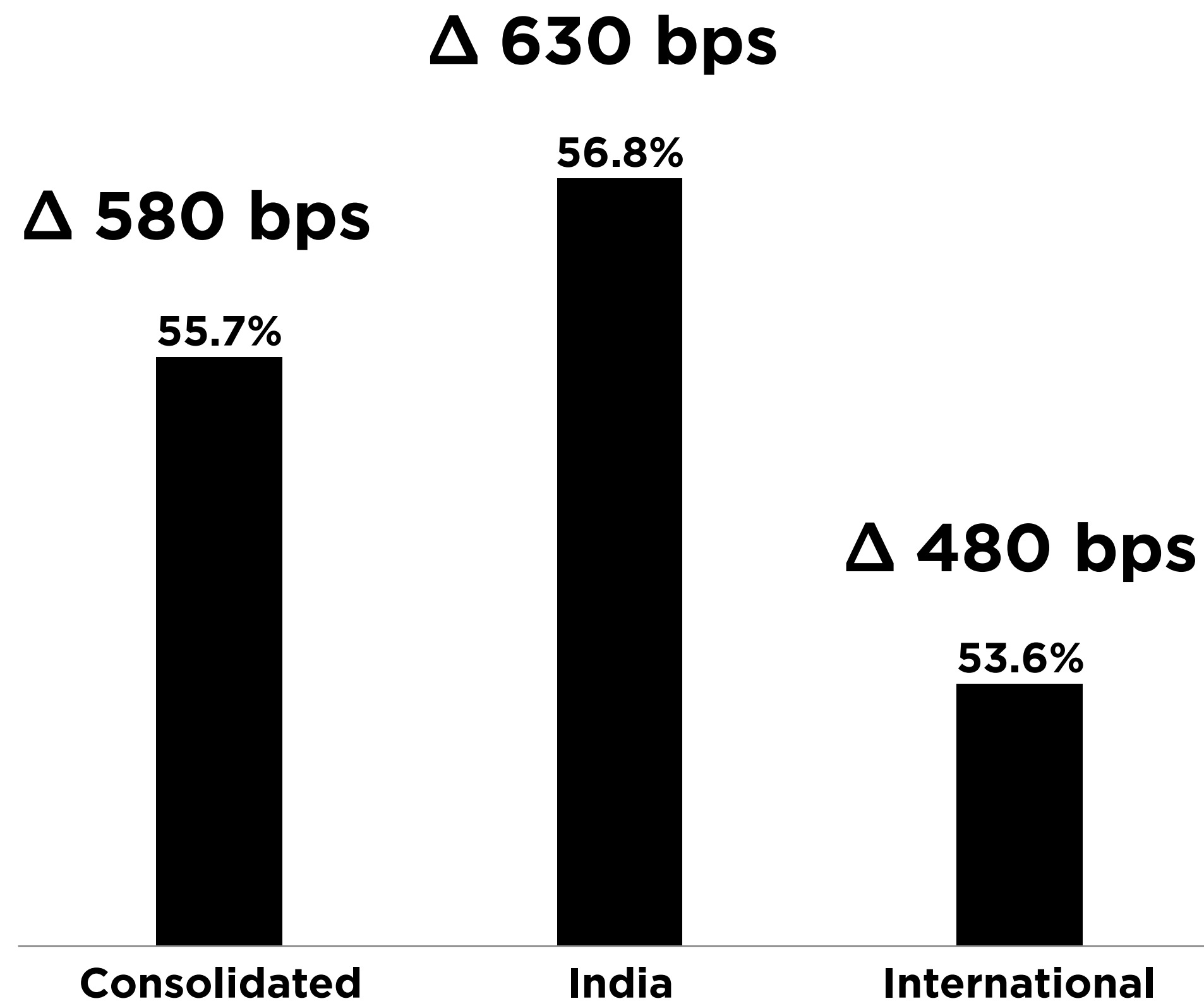


**International**

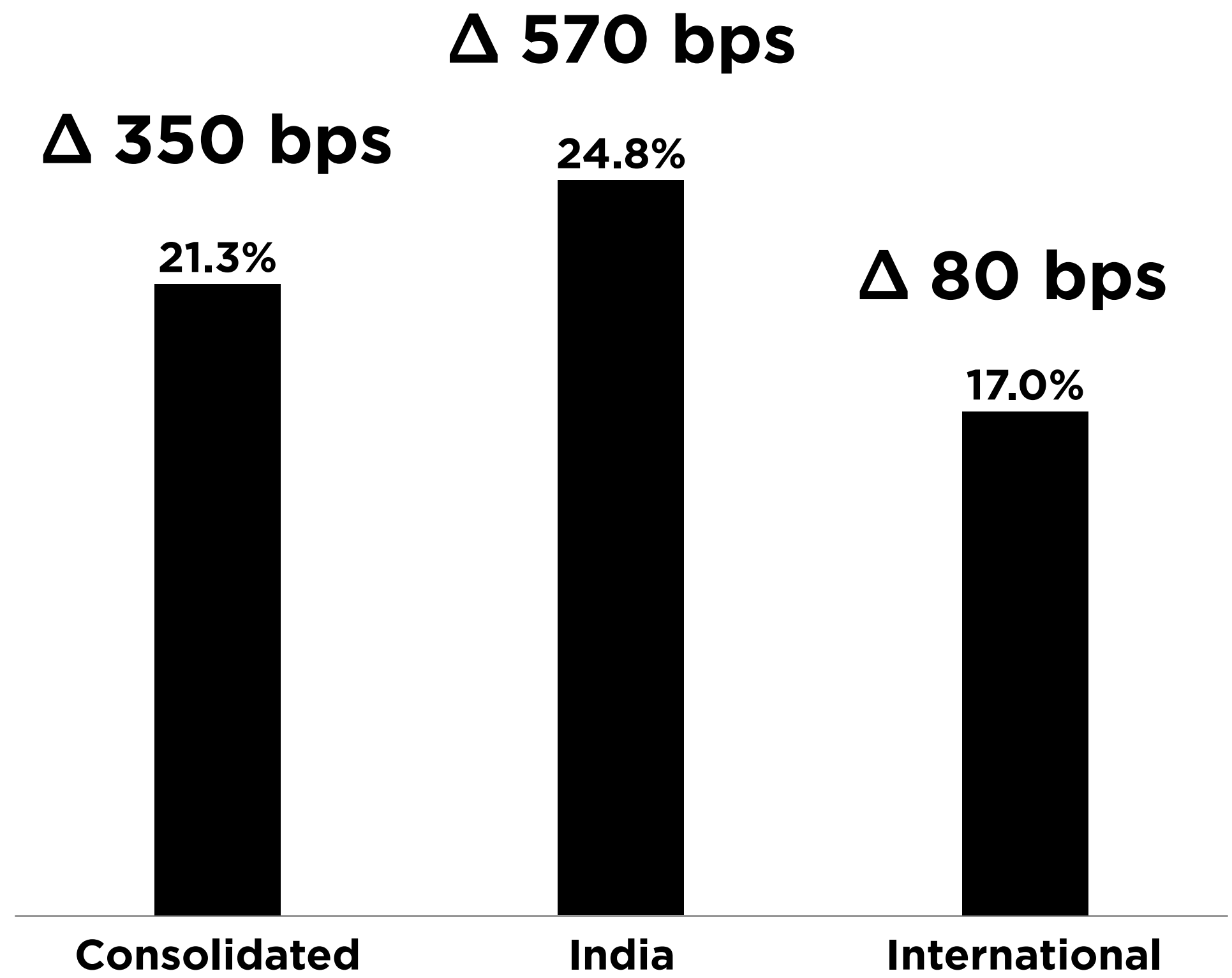
Note: Adjusted for GST

# Robust margin expansion

FY18 Gross Margin - 3 year expansion



FY18 EBITDA Margin - 3 year expansion



Note: Adjusted for GST

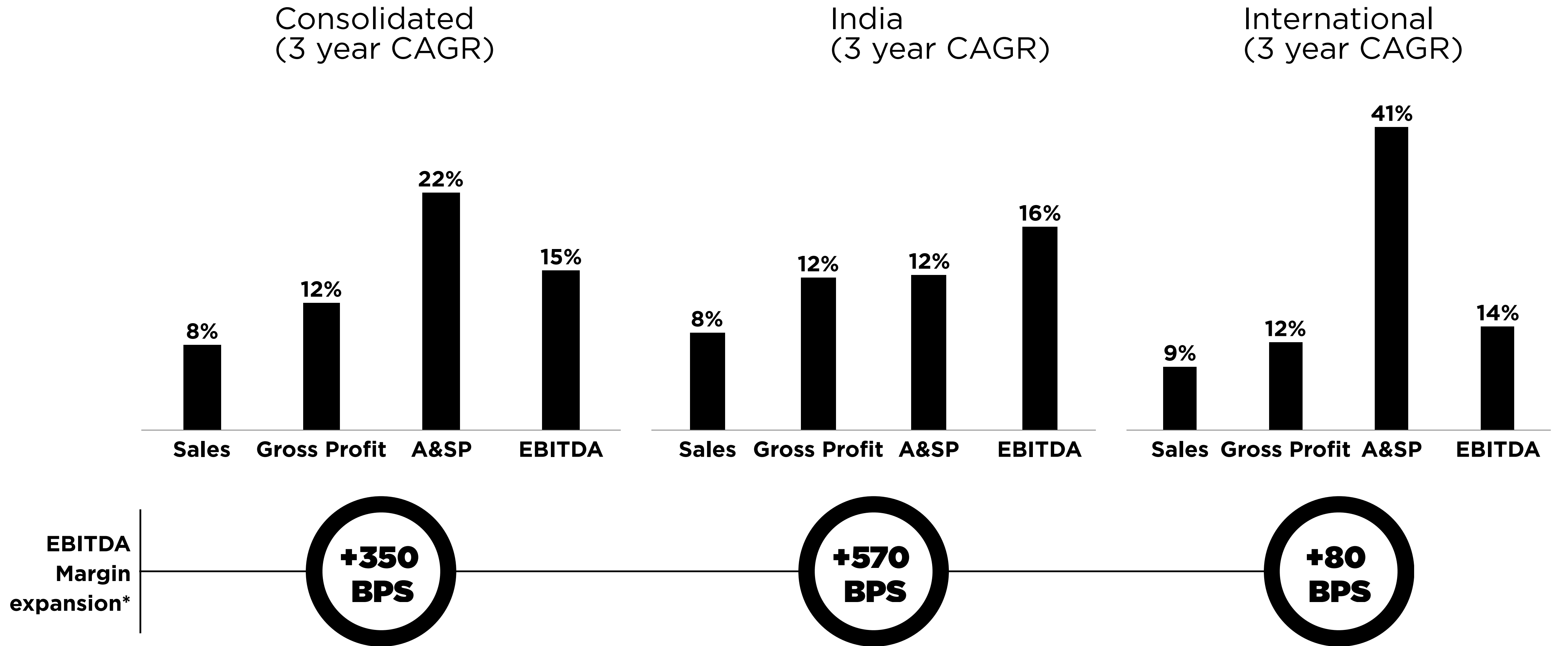


# Strengthened brand positions across key markets and categories



> 3/4 of portfolio comprises category leaders  
 Gained market share in ~70% of portfolio in the last 2 years

# Expanded margins and invested for growth



Note: Adjusted for GST

# Relentless focus on cost savings initiatives boost margins

## **Project PI (India)**

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Started FY 15

## **Project Iceberg (Argentina)**

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Started FY 15

## **Project PI (Indonesia)**

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Started FY 17

## **Project Symphony (Chile)**

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Started FY 17

## **Project PI (Kenya)**

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Started FY 17

**₹ 647 Cr**

Aggregate savings  
till date

# OUR GROWTH DRIVERS

▾  
**INVESTING  
SIGNIFICANTLY IN  
BRAND BUILDING**

▾  
**ACCELERATING  
INNOVATION AND  
RENOVATION**

▾  
**ENHANCING  
OUR GO-TO-  
MARKET MODEL**

▾  
**MAKING OUR  
SUPPLY CHAIN  
BEST-IN-CLASS**

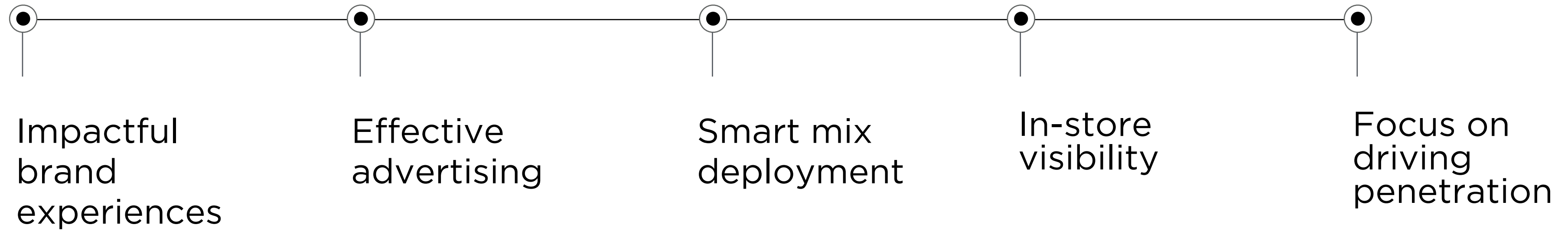
▾  
**BUILDING AN  
INSPIRING  
PLACE TO WORK**

**#1 INVESTING  
SIGNIFICANTLY IN  
BRAND BUILDING**



**A&SP  
Investments**

22%  
(3 year CAGR)



# Effective brand investments - A Case Study



Sharper product positioning

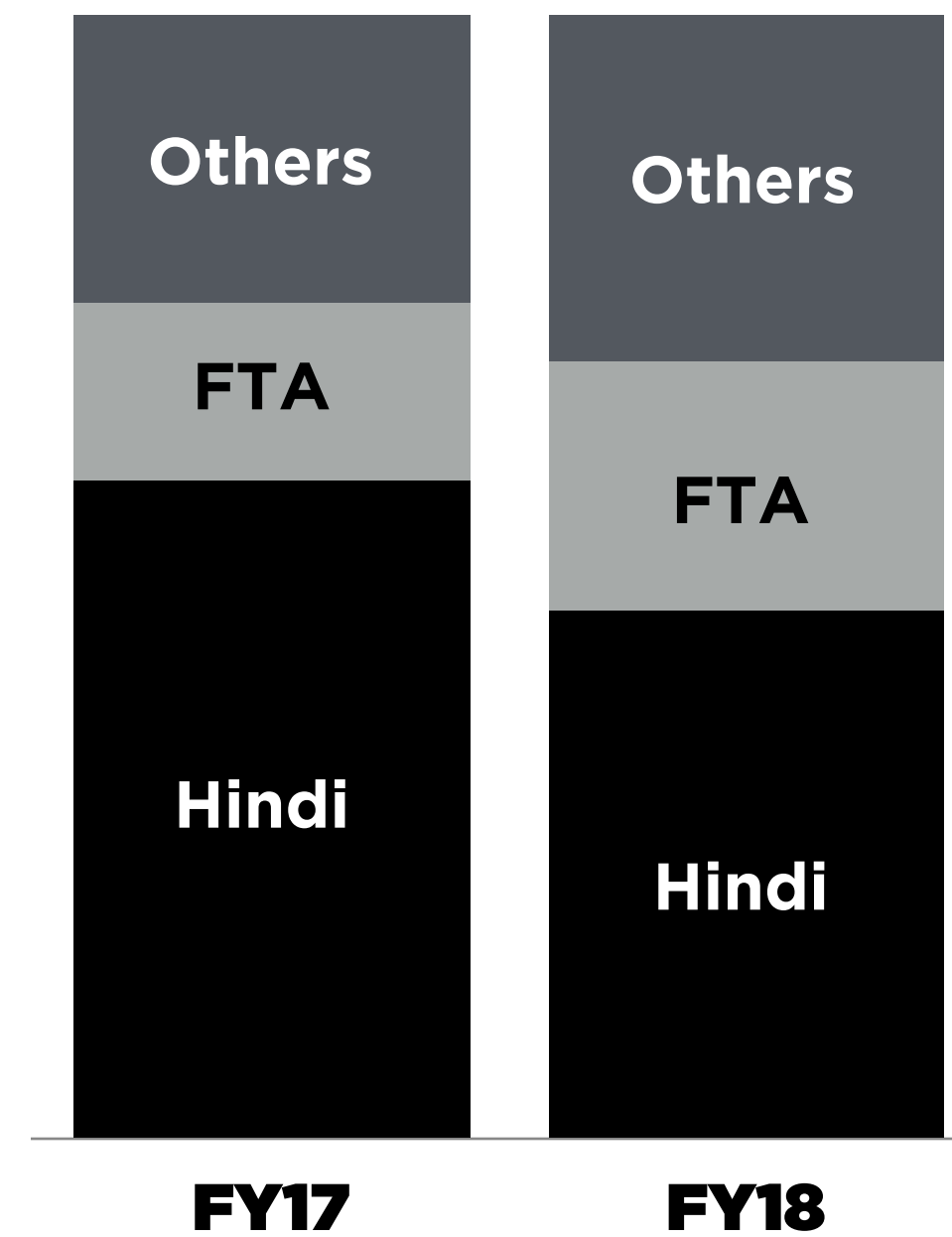


Winning micro battles



Effective digital activation

Smart mix deployment



**20%+**

Sales growth (FY18)

**150 bps**

Exit market share gain (March 18)

**210 bps**

Penetration gain (FY18)

# #2 ACCELERATING INNOVATION AND RENOVATION



S C L

OLD INITIALS  
EATING A NEW  
IDENTITY.

IN ONE -

Combination  
of products  
SHAMPOO + CONDITIONER  
LEAVO + STAY  
GEL

two products

PLAYING  
ROUGH  
SURFACE  
GLOSSY  
SURFACE

MIRROR  
FINISH

DYNAMIC ON THE SHE



# Differentiated, unique products



Democratisation



Unique features



Disruptive costing and pricing



World class packaging and design



# Unique approach to innovation

**R!D E**

R&D + Innovation + Design + Expertise

- Platform to combine efforts
- Expedites innovation delivery
- Ensures agile execution

# Investments in technology and skills



# Investments in technology and skills



# Democratising categories



# Differentiated innovations - A Case Study

## AFFORDABLE

Price per night at 2/3 of coil

## NO SMOKE

Unique gel solution

## REGISTERED DESIGN

## EFFECTIVE

More efficacious than coil

## CONVENIENT

Simple plug and use



# #3 ENHANCING OUR GO-TO-MARKET MODEL



## 14% CAGR

Direct coverage  
in 3 years

## 1.2 million

Total direct  
coverage

## 5.8 million

Total reach

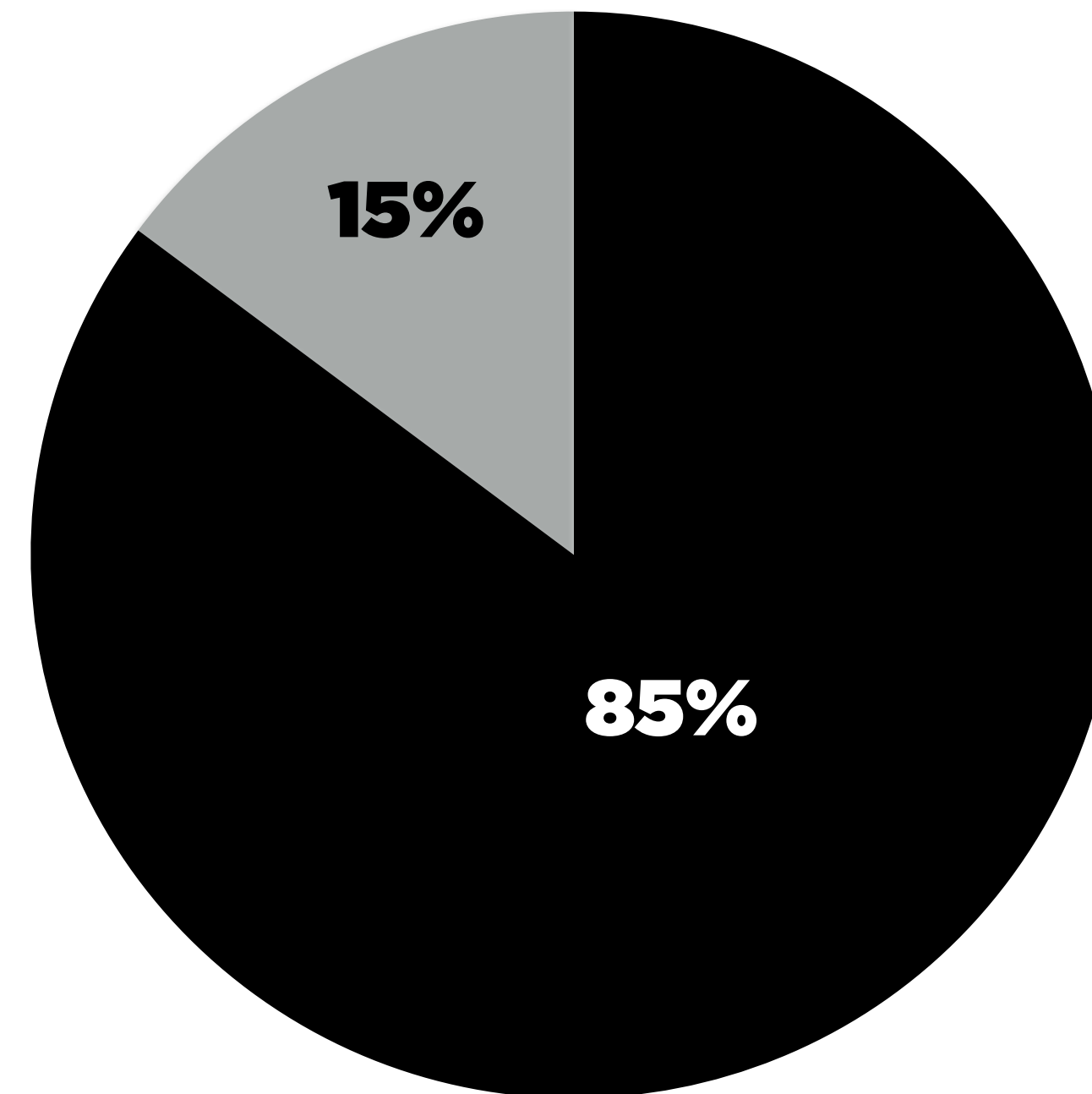
## 20% CAGR

Rural direct  
coverage in 3 years

## 55,000+

Villages  
covered directly

# India



● GT    ● Non GT

## Leveraging Technology

- Handheld Terminals
- Suggested Order Quantity
- Split Line
- Analytics





**#4 MAKING OUR  
SUPPLY CHAIN  
BEST-IN-CLASS**

▾ **Strategic**  
sourcing

▾ **Agile**  
fulfilment

▾ **Manufacturing**  
excellence

▾ Distribution  
**Effectiveness**

▾ Complexity  
**reduction**

▾ Shop floor  
**employee**  
**engagement**

# Significant improvement in fill rates

**98%**

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India

**99%**

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Indonesia

**90%**

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Africa  
(Including  
SON)

**96%**

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Latin America

A large, diverse audience is seated in a lecture hall, filling the background. In the foreground, several people are taking a selfie. A woman in a light blue shirt is holding a smartphone, and a man in a dark blue shirt is holding a microphone. Other people in the foreground are smiling and looking towards the camera. The overall atmosphere is positive and engaged.

**#5 BUILDING AN  
INSPIRING PLACE  
TO WORK**



Ranked #1 FMCG company in India in 2017

Amongst the top 25 places to work in Asia 2018

Recognised among the top 10 places to work in Manufacturing Sector in 2018

Ranked on the Great Place to Work - Best Workplaces in UK 2018 list



Ranked among the Best Employers in India in 2017



Awarded as a Top Employer of 2017 in South Africa

PERFORMANCE RECAP

WINNING  
**TODAY**

READY FOR  
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LIVE OUR  
**PURPOSE AND VALUES**  
DO OUR PART FOR A MORE  
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# OUR BUILDING BLOCKS FOR THE FUTURE

▶ **CREATING  
NEW GROWTH  
ENGINES**

▶ **REINVENTING  
MARKETING  
FOR THE  
DIGITAL AGE**

▶ **FURTHER  
ENHANCING  
OUR GO-TO-  
MARKET MODEL**

▶ **ADOPTING  
NEXT GEN  
AUTOMATION  
IN SUPPLY  
CHAIN**

▶ **RAISING  
THE BAR ON  
ORGANISATIONAL  
CAPABILITIES**

▶ **STRENGTHENING  
KEY BALANCE  
SHEET METRICS**

**#1 CREATING  
NEW GROWTH  
ENGINES**





# Premiumisation



# New Categories

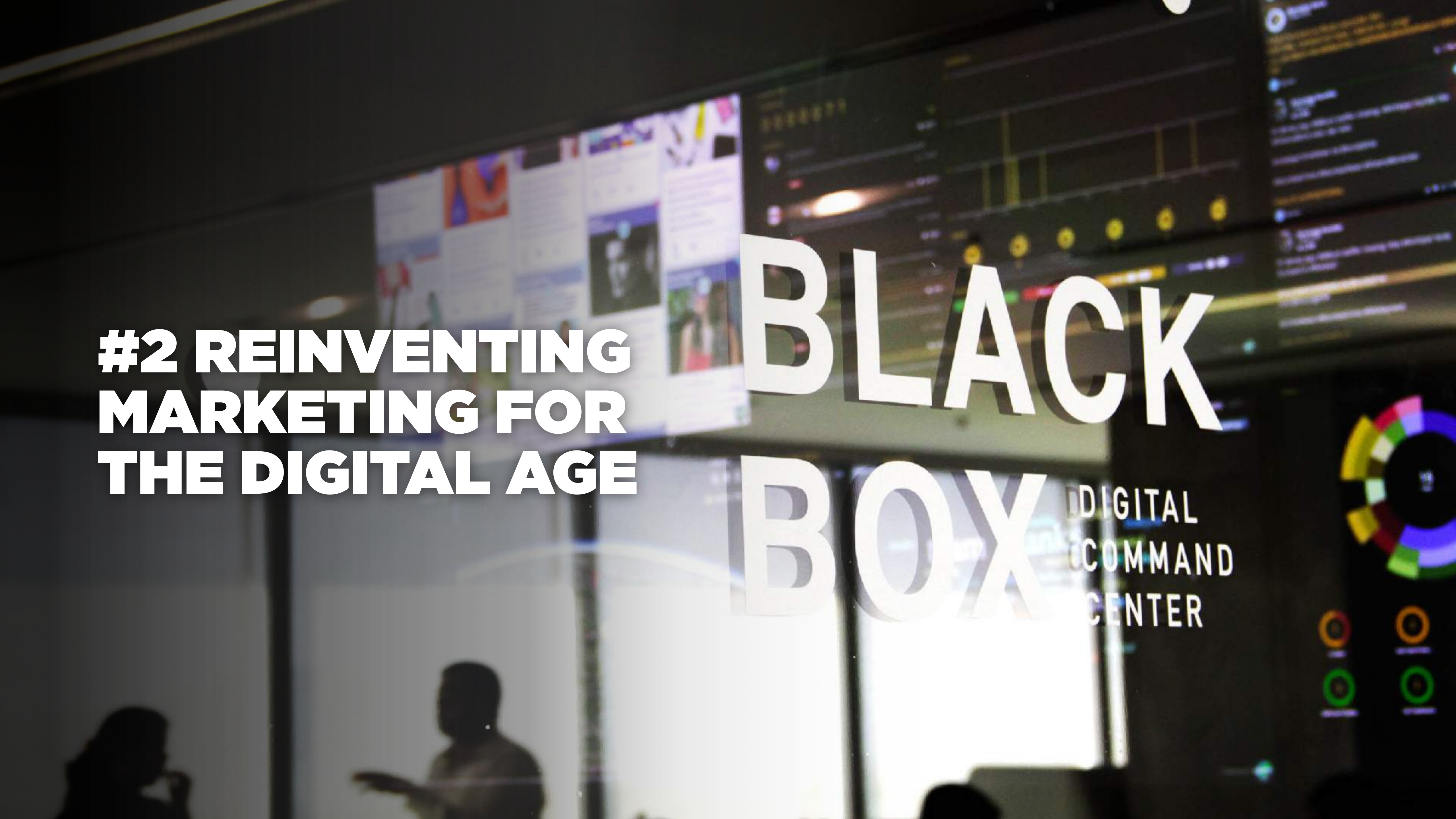


# New Channels



**#2 REINVENTING  
MARKETING FOR  
THE DIGITAL AGE**

**BLACK  
BOX** DIGITAL  
COMMAND  
CENTER



# Investing in Digital

## 2.5x growth

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In absolute reach y-y

## 298 million

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Consumers reached

## 2x growth

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In engagement with consumers y-y

## 4x growth

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In video views y-y

## 3.5x increase

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In digital spends over FY 16

# Strategic partnerships



# Developing next gen Marketing capabilities

▾ **Brand playbooks**  
for analytics-led  
decision making

▾ Digital  
**Command  
Centre**

▾ Consumer  
**Marketing  
Intelligence**

▾ Black  
**Hair Hub**

**#3 FURTHER  
ENHANCING OUR  
GO-TO-MARKET  
MODEL**



**INDIA**

▾  
**Rural**  
India

▾  
**Middle**  
India

▾  
**e-commerce**

**INDONESIA**

▾  
Expand  
**General Trade**  
**and Modern Trade**

**AFRICA**

▾  
**Salon coverage**  
and **engagement**



**#4 ADOPTING  
NEXT GEN  
AUTOMATION IN  
SUPPLY CHAIN**



▾  
**Internet  
of Things**

▾  
**Smart Automation  
and Robotics**

▾  
**Industry 4.0**

A large group of people, mostly of African descent, are gathered in a field. They are all wearing bright red t-shirts with a small white logo on the chest. Many of them have their hands raised in the air, some with palms facing forward, suggesting they are cheering or participating in a group activity. The background shows a dry, grassy field under a clear sky. The overall atmosphere is one of energy and collective spirit.

# **#5 RAISING THE BAR ON ORGANISATIONAL CAPABILITIES**

▾ **Talent** and  
**capability**  
**development**

▾ Improved  
**workforce**  
**diversity**

▾ **Agility** and  
**empowerment**

▾ Analytics-based  
**decision making**

# #6 STRENGTHENING KEY BALANCE SHEET METRICS

1	970.8	+2.0%
5	54.5	+2.0%
1	970.9	+2.0%
5	970.9	+2.0%
1	970.8	+2.0%
1	970.8	+2.0%
1	964.1	+2.0%
2	964.1	+2.0%
1	970.8	+2.0%
1	970.8	+2.0%

▾  
**Working  
Capital**  
management

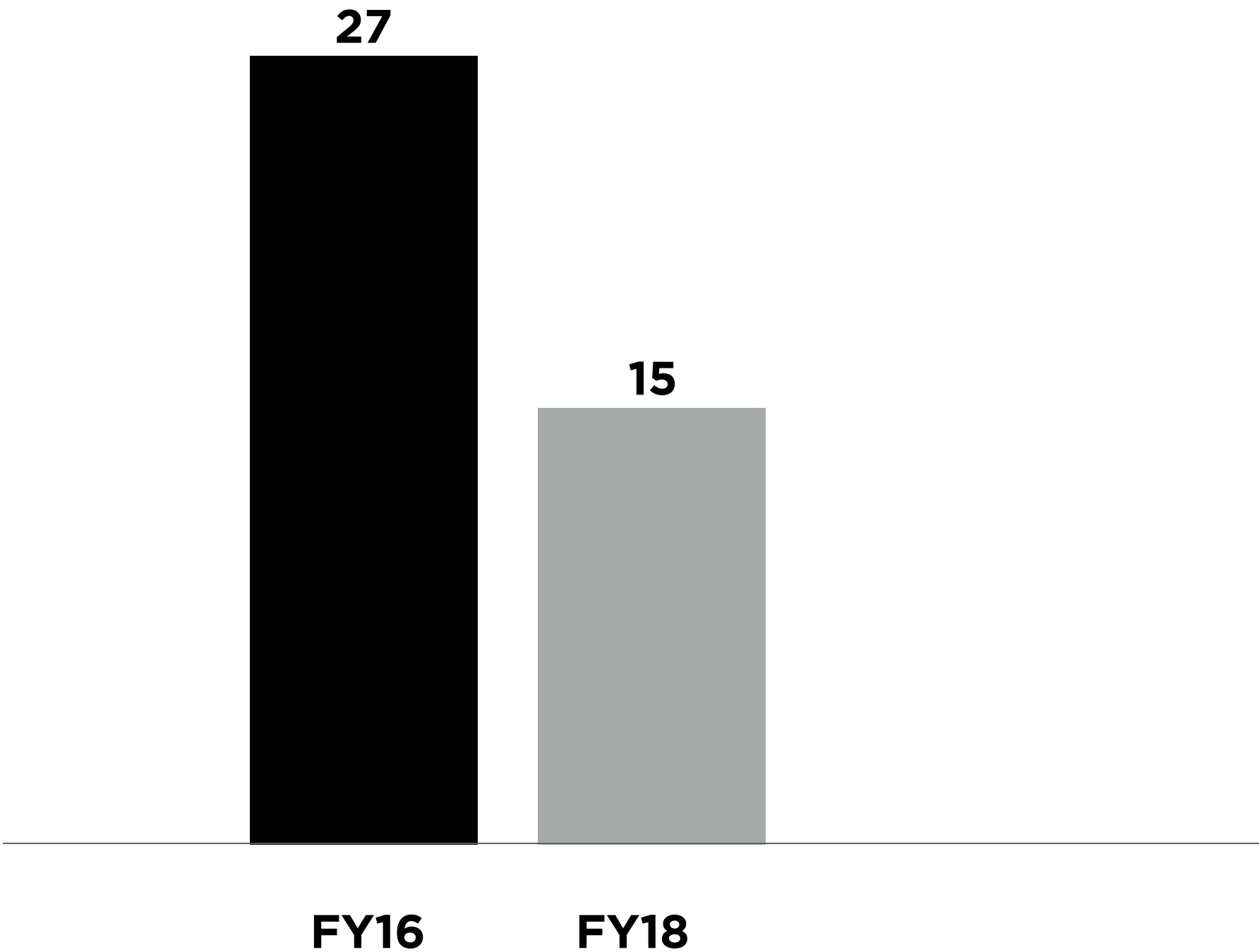
▾  
Focus on  
**cash flow  
generation**

▾  
Prudent  
**capital  
investments**

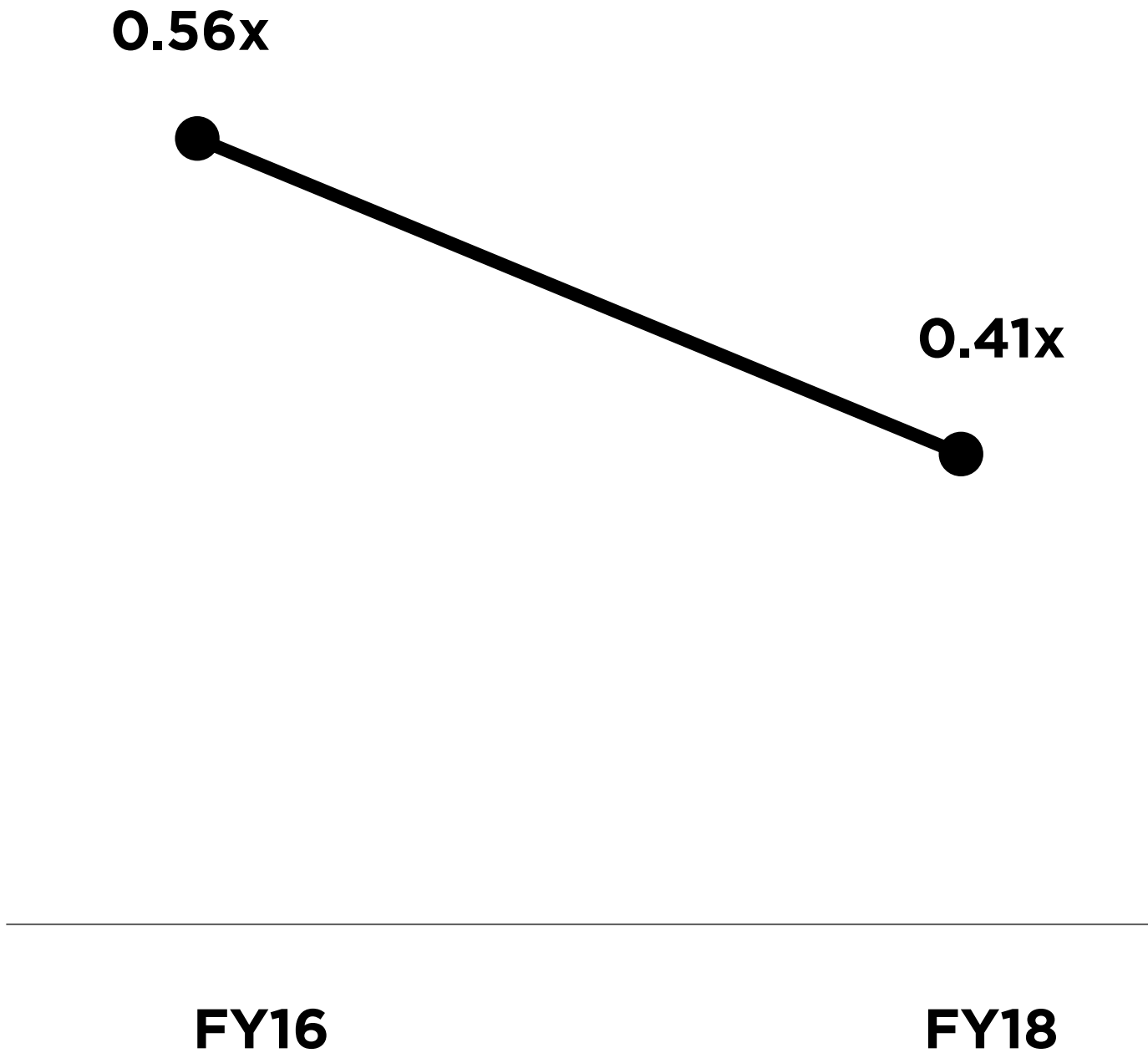
▾  
Improving  
**ROCE**

# Significant reduction in Working Capital and Gearing Ratio

Working Capital days



Net Debt-Equity



PERFORMANCE RECAP

WINNING  
**TODAY**

READY FOR  
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---

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A scenic landscape photograph featuring a large body of water on the right side, which is calm and reflects the sky. On the left side, there is a dense, lush green hedge or row of bushes that runs along the water's edge. The foliage is vibrant and detailed. In the background, a forested shoreline is visible across the water, with a small island or peninsula extending into the distance. The sky is a pale, clear blue. The overall mood is peaceful and natural.

**GOOD  
& GREEN**

# Godrej Group Good & Green goals

## **ENSURING EMPLOYABILITY**

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

## **GREENER INDIA**

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

## **PRODUCT INNOVATION**

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

## EMPLOYABILITY



## BRIGHTER GIVING



**RURAL ELECTRIFICATION**



**WATERSHED AND WASTE MANAGEMENT**



# GCPL Greener India performance

2020 Goal	FY18 vs FY17	FY18 vs FY11 (base year)
30% reduction in SEC	2.5%	-25%
Water positive	-5%	-19.6%
Carbon neutral	-6.2%	-39.6%
Zero waste to landfill	-99.5%	-99.8%
Increase renewable energy to 30%	30% of total energy is from renewables as on 31 March 2018	

# OUTLOOK FOR FY19

# Indonesia

- **Up the ante on innovation**
- **Transform Go-To-Market approach**
- **Retool marketing with rejuvenated marketing campaigns**
- **Continue cost optimisation**
- **Build high performance culture and strong employer brand**
- **Aim to deliver double-digit sales growth**



# Africa

- **Relaunch Darling brand**
- **Significantly scale up Wet Hair Care**
- **Enhance Go-To-Market and salon engagement**
- **Increase engagement and advocacy through the Black Hair Hub**
- **Drive supply chain effectiveness**
- **Improve margins and ROCE**





# India

- Drive superior growth in core
- Accelerate innovation led growth
- Continue to drive profitable growth
- Enhance Go-To-Market platform
- Continue to invest in Future Now capabilities



# AGENDA

▶ **PERFORMANCE  
RECAP**

▶ **DEEP DIVE  
- INDIA**

**DEEP DIVE - INDIA**

WINNING  
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DEEP DIVE - INDIA

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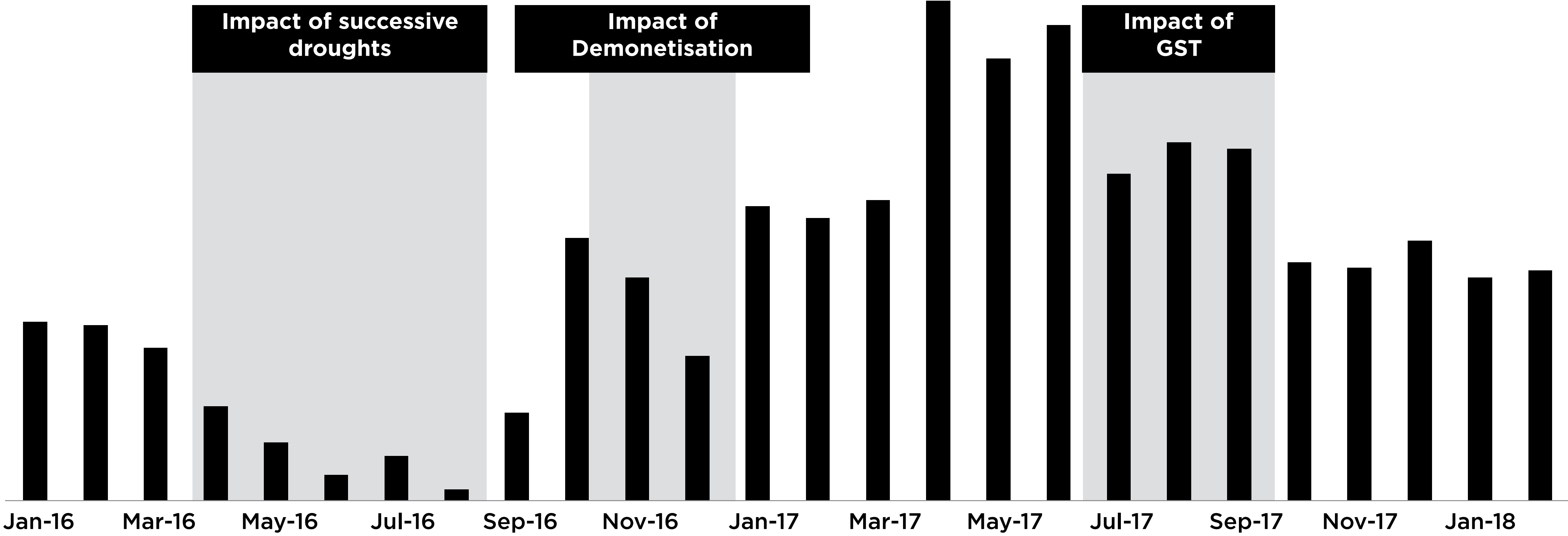
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LIVE OUR  
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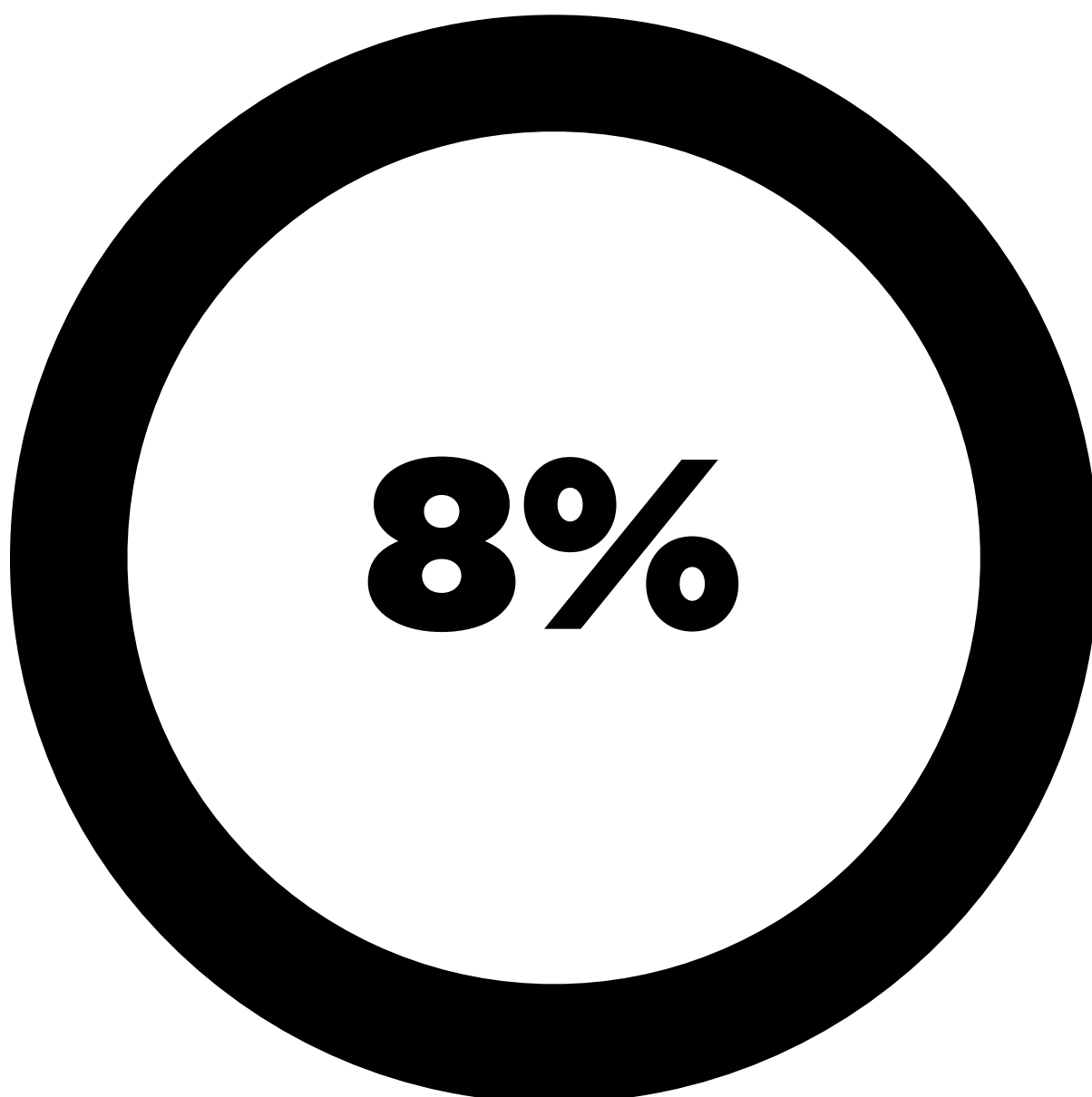
# HPC category growth was adversely impacted

HPC growth %

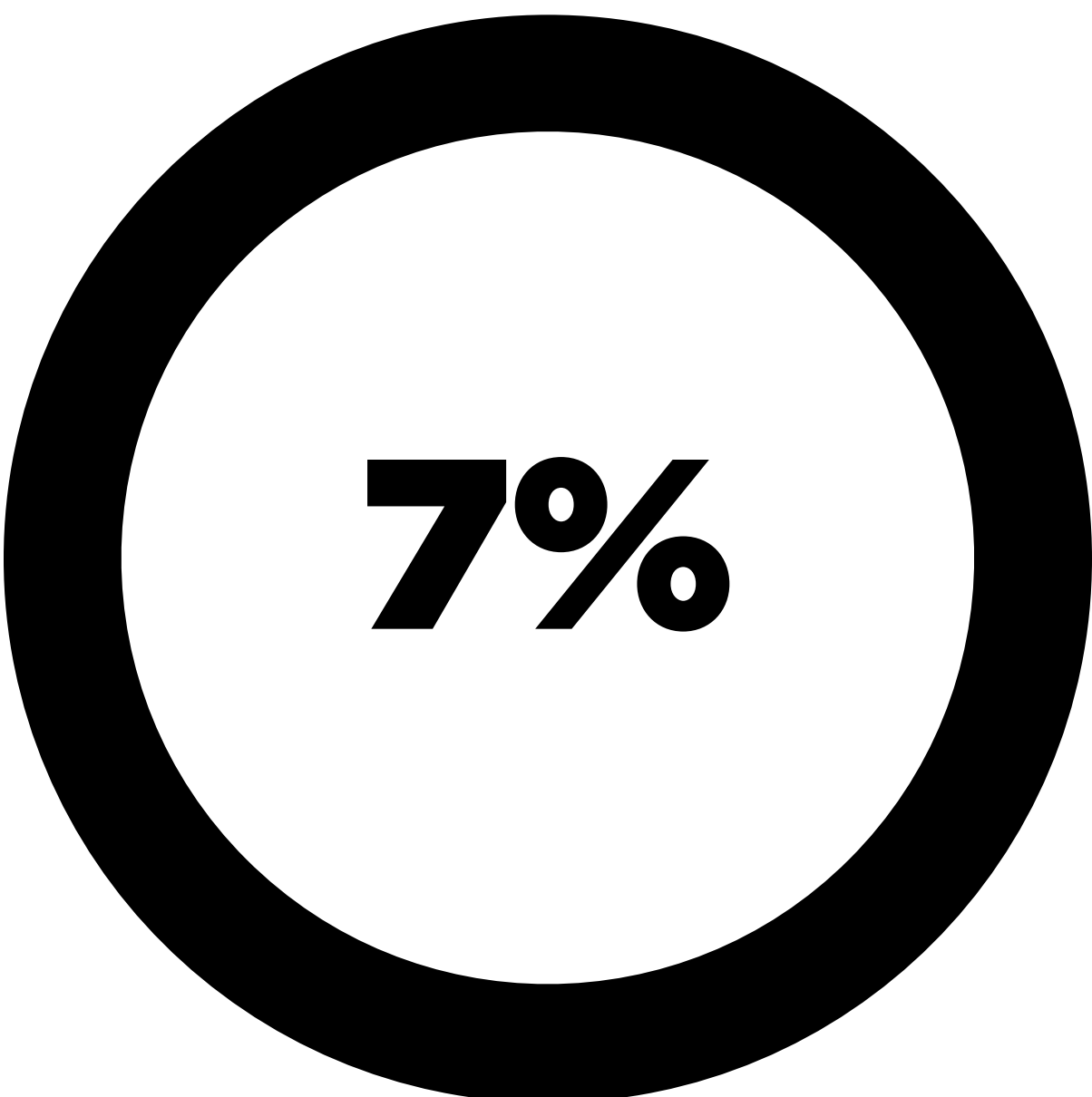


**Despite the challenges, we delivered best-in-class, volume-led growth...**

3 year Sales CAGR



3 year Volume CAGR

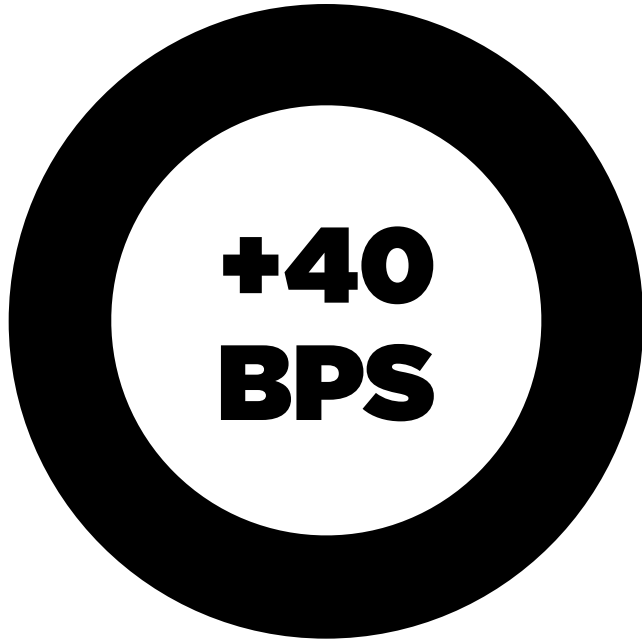


Note: Adjusted for GST

# ...and increased our market share



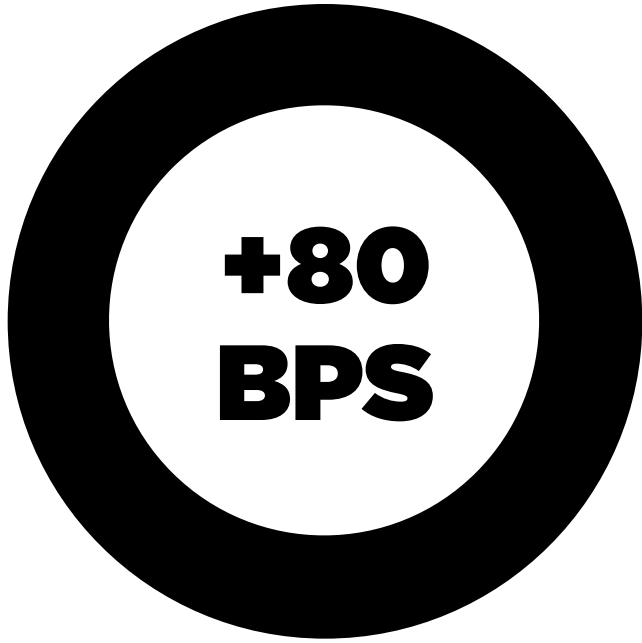
**HOUSEHOLD  
INSECTICIDES**



(FY15-FY18)



**PERSONAL  
WASH**



(FY15-FY18)



**HAIR  
COLOUR**



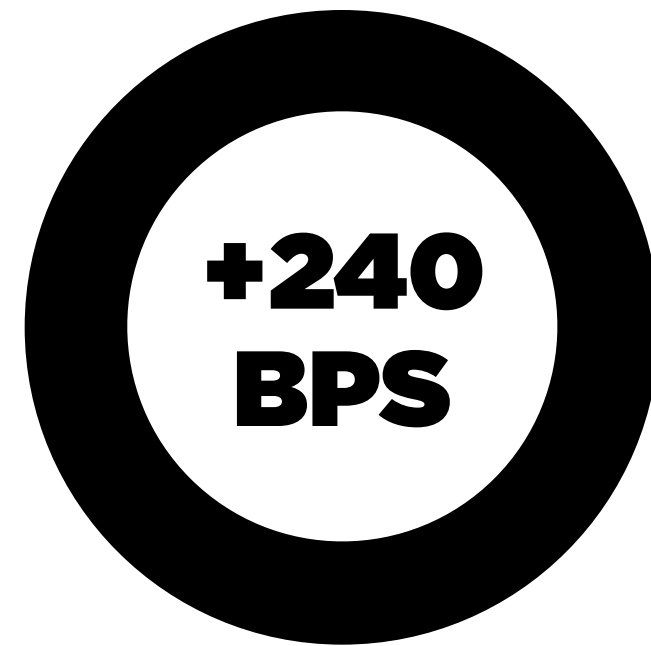
(FY15-FY18)



# We continued to improve penetration across categories...



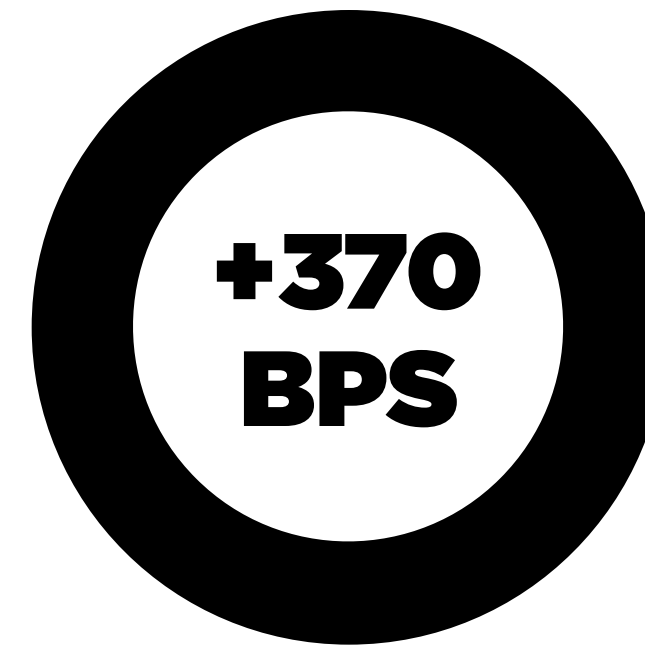
**HOUSEHOLD  
INSECTICIDES**



(FY15-FY18)



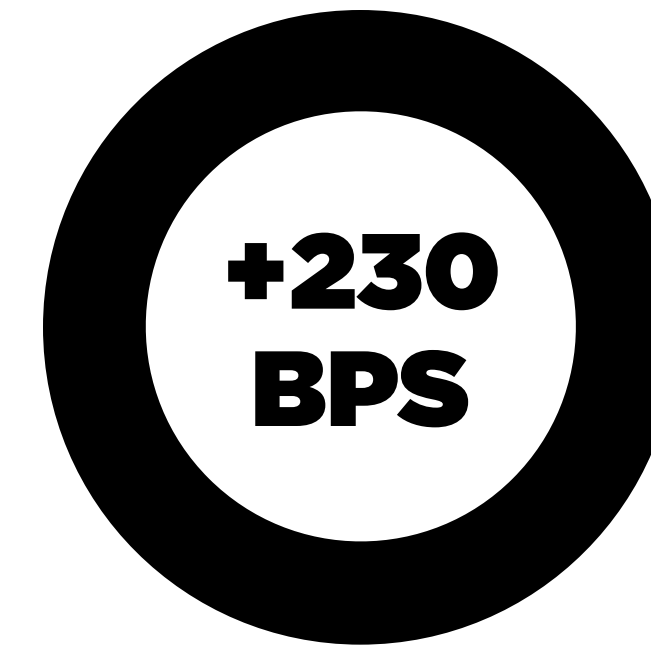
**PERSONAL  
WASH**



(FY15-FY18)



**HAIR  
COLOUR**



(FY15-FY18)

# ...but there is still a long way to go

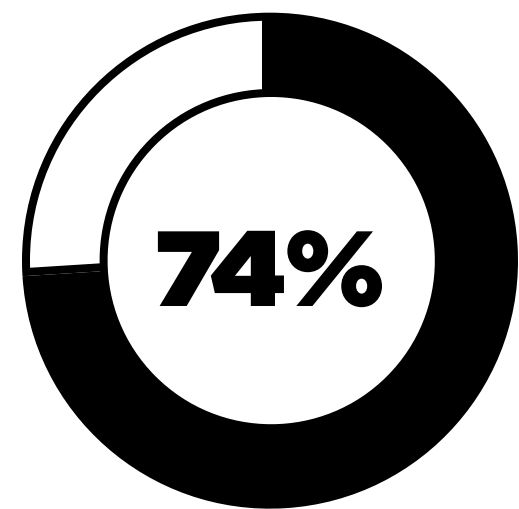


**HOUSEHOLD  
INSECTICIDES**

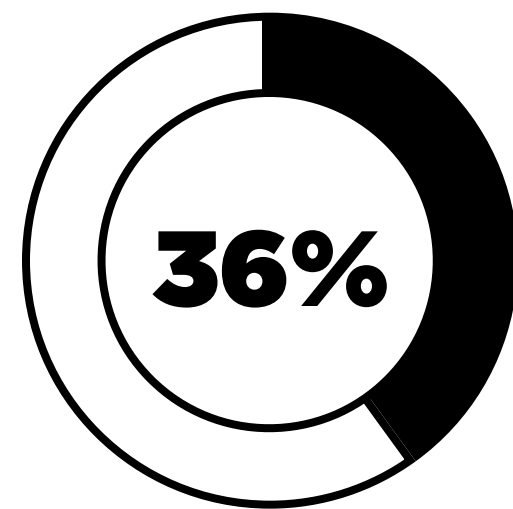
**51%** 

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PENETRATION



URBAN  
PENETRATION



RURAL  
PENETRATION

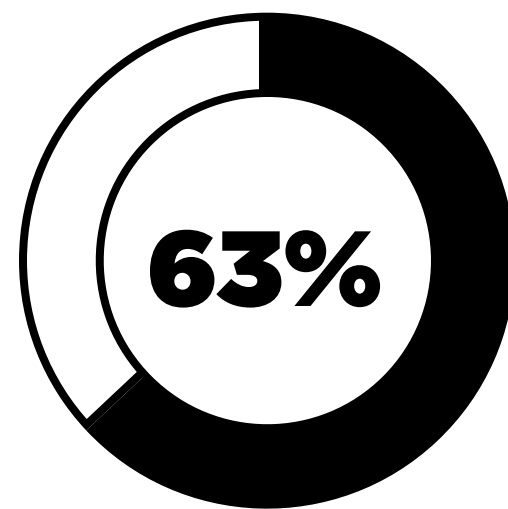


**HAIR  
COLOUR**

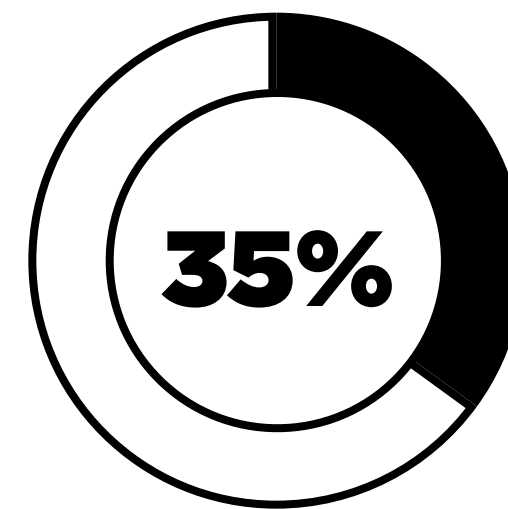
**44%** 

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PENETRATION



URBAN  
PENETRATION



RURAL  
PENETRATION



**AIR  
FRESHENERS**

**5%** 

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PENETRATION

# OUR GROWTH DRIVERS

▾  
**INVESTING IN  
BRAND BUILDING  
AND INNOVATION**

▾  
**ENHANCING  
OUR GO-TO-  
MARKET MODEL**

▾  
**BUILDING  
FUTURE NOW  
CAPABILITIES**

▾  
**DRIVING  
ROBUST MARGIN  
EXPANSION**

# #1 INVESTING IN BRAND BUILDING AND INNOVATION



# We disrupted markets with innovative products



**35%+ CAGR**

FY14 onwards

**0 to 15%**

Urban  
Penetration



**50%**

Sales growth  
In FY18

**10 ppt**

Increase in  
market share  
in FY18

# We built Air Fresheners as a fourth core, organically

Robust sales growth and brand investments

**54%**

3 year Sales CAGR

**47%**

3 year A&P CAGR

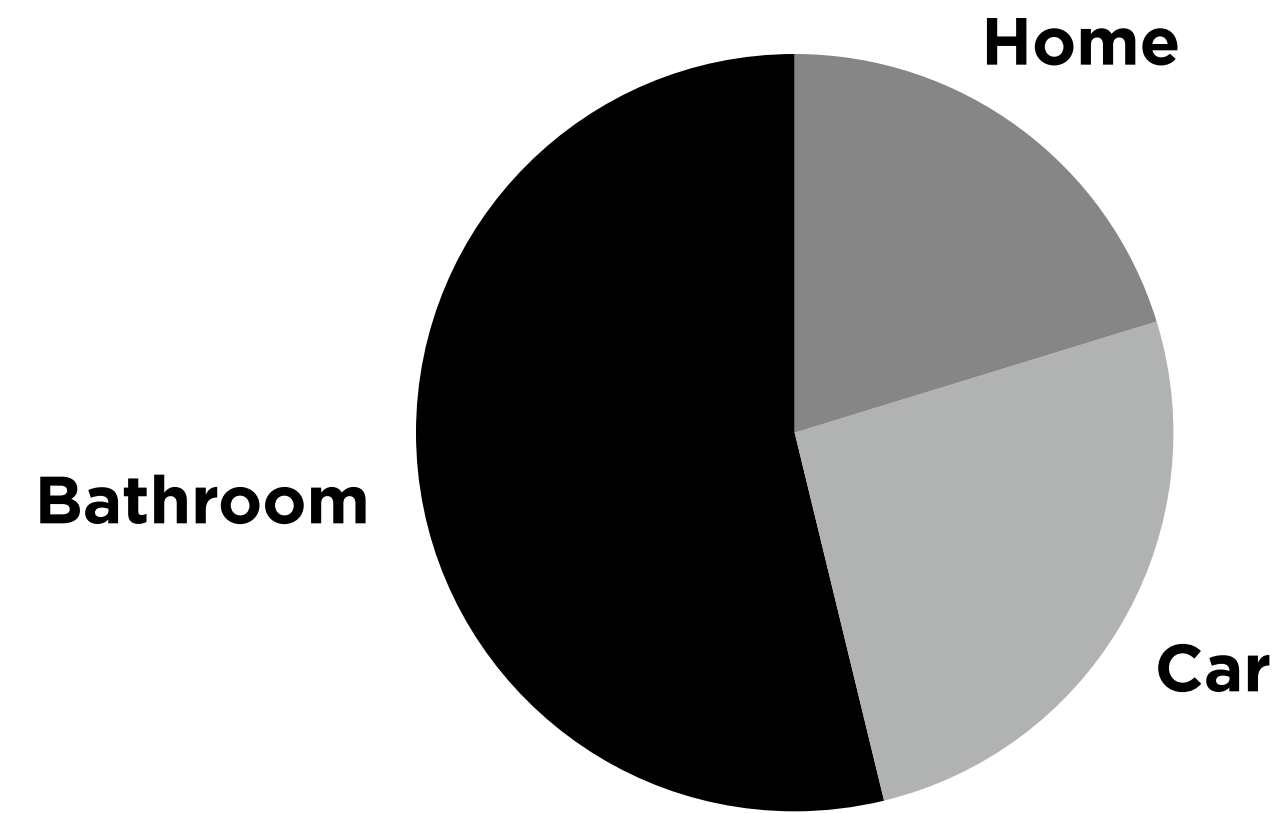
**#1**

Air Care

**680 bps**

Market Share gain in FY18

Balanced Portfolio



Digital Investments



**50m+**

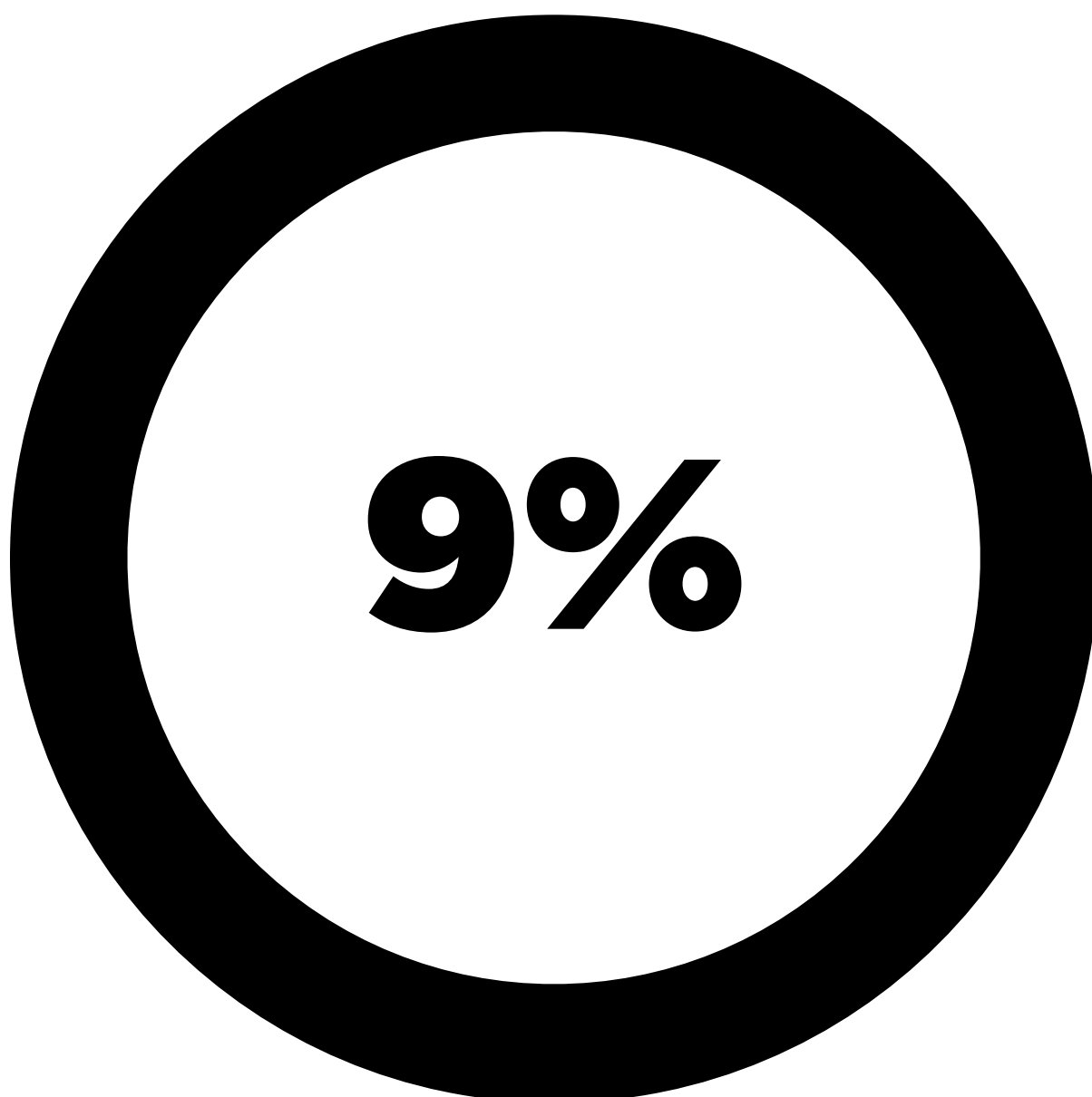
Video views on digital in FY18

**9.5m+**

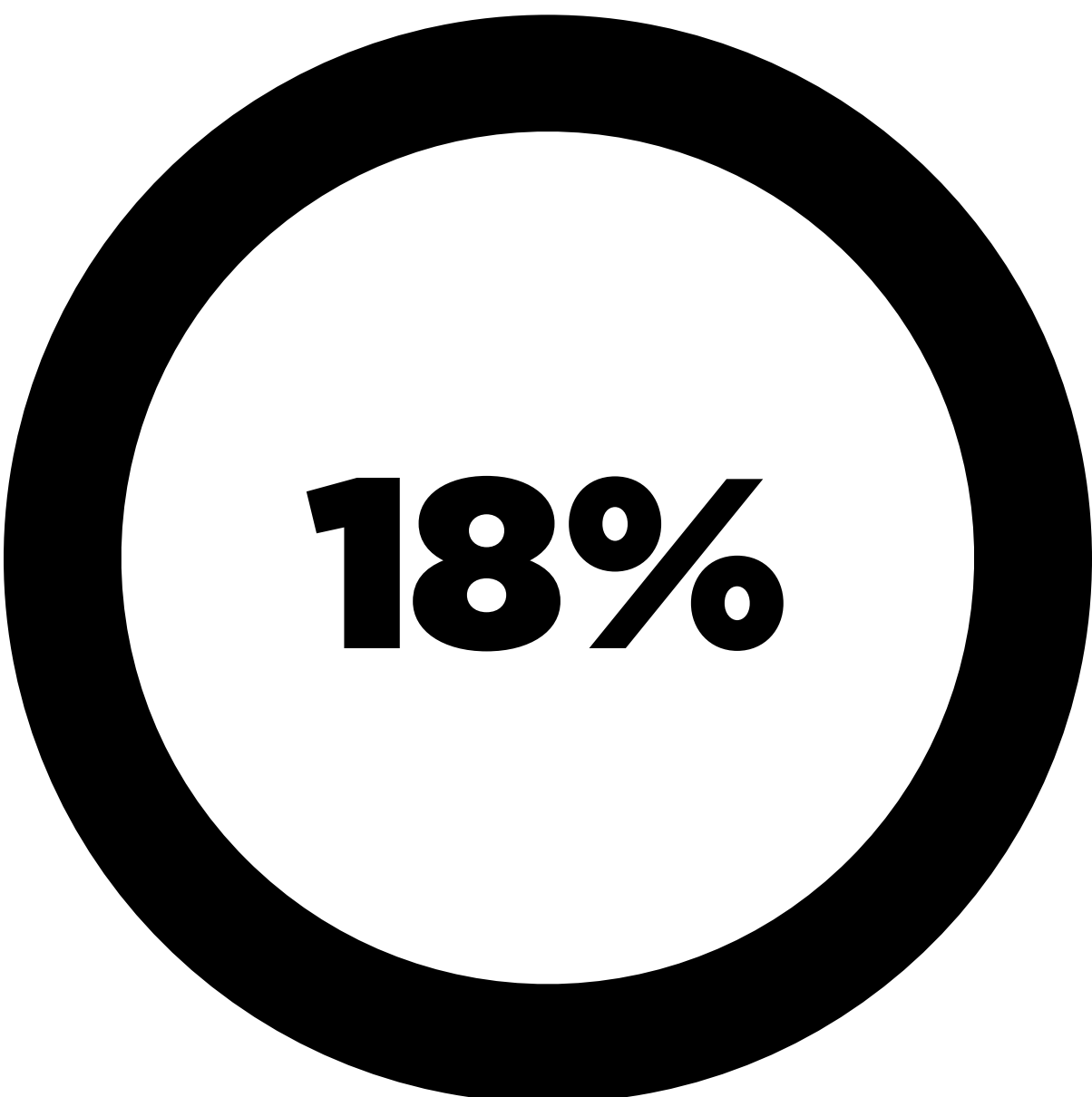
Engagements on social media in FY18

# We made effective brand investments with improving returns

A&P  
(3 year CAGR)

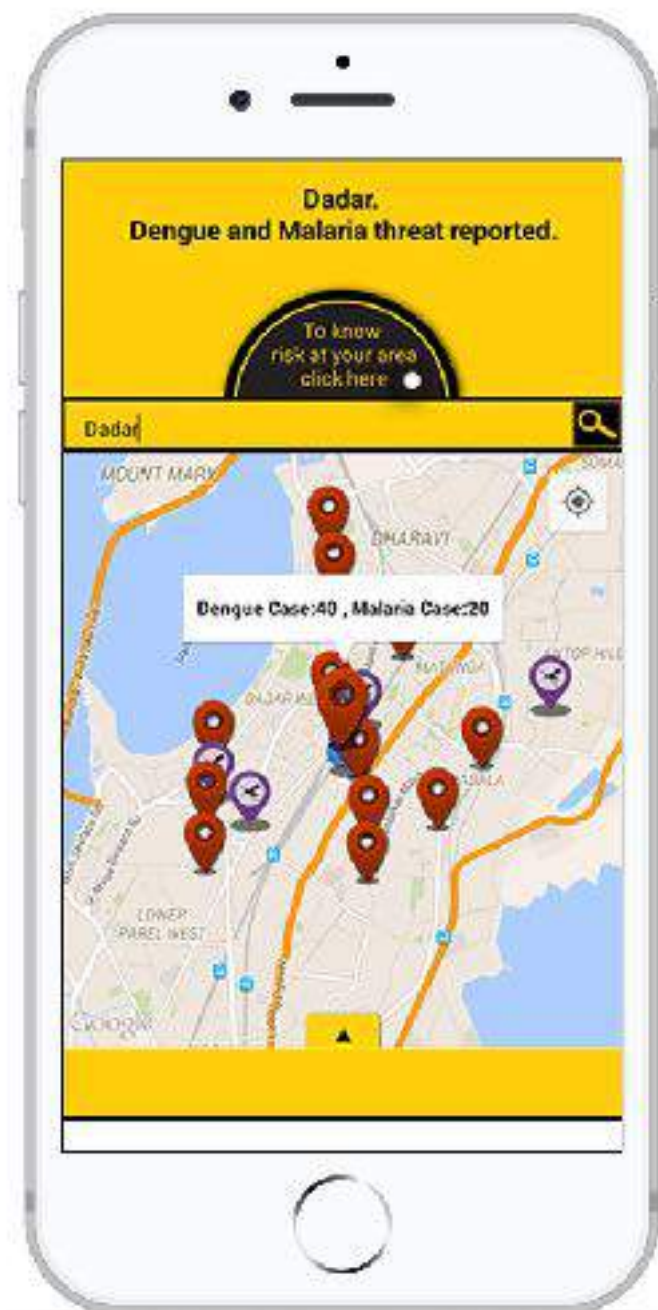


Return on Marketing  
Investments  
(FY15-FY18)



# We are leveraging digital

HIT Track the Bite app



Customised Content



Digital Videos



**1.4X**

protekt - Higher impressions vs category in a year



# #2 ENHANCING OUR GO-TO-MARKET MODEL



GODREJ NO. 1  
INDIA'S NO. 1 PUREST SOAP



	75 gm POA	100 gm BOUTIF	150 gm BOUTIF
₹ 30	₹ 40	₹ 50	₹ 60
50	72	54	36
			24

PRAKRUTI KA NIKHAR

# Our shopper visibility programme is very impactful



- **5x visibility** recall
- Significant increase in **offtakes**
- **Higher footfall** conversion

# 'One Rural' continues to drive growth



**+700 BPS**

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Rural growth vs urban in General Trade in FY18

**15%**

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Increase in village direct coverage in FY18

**27%**

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Increase in media spends on Rural in FY18

# We scaled up alternate channels



Modern Trade

**25% CAGR**

FY15-FY18



e-commerce

**2X**

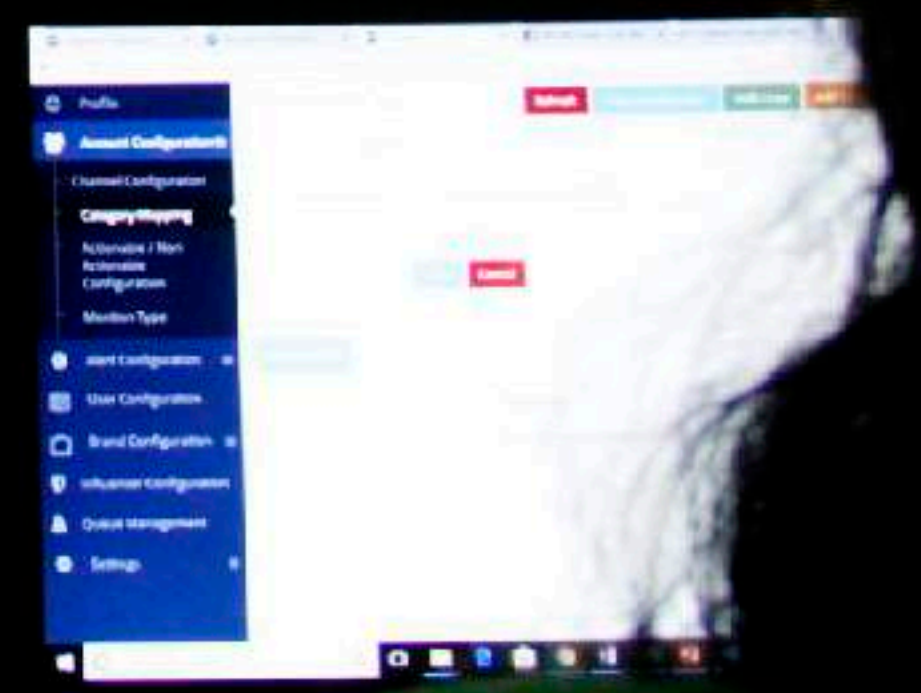
FY17-FY18

**1%**

Salience to sales



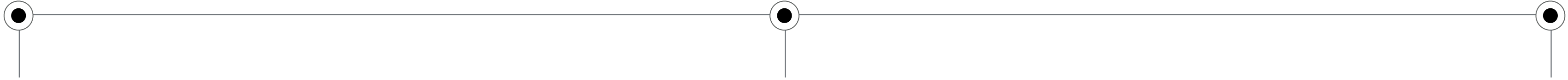
# #3 BUILDING FUTURE NOW CAPABILITIES



# Ajna - Ramping up analytics-based decision making



*Godrej*



**DATA AND  
DASHBOARDS**

**BRAND  
PLAYBOOKS**

**ANALYTICS**

---

**ORGANISATION, PEOPLE AND CULTURE**

# Ajna - Ramping up analytics-based decision making

Suggested Order Quantity

The screenshot shows a 'Sales Order' interface with a header bar indicating a 14% discount. Below the header, there are fields for '200DC0-170-C286401 - AMIYO BHANDER (M)' and '1000006'95 - DIYA AGENCY'. A table shows 'Day Target' (5218) and 'Day Achieved' (0) for 'Sales', 'Lines', 'MSL', and 'CSL'. The main area lists products with columns for 'MTD Billed', 'Bal. SOQ', 'Quantity', and 'Unit'. Products include 'Cool Soaps Large Packs', 'Conf+ Soaps Large Packs', 'CSR 100g Singles', 'Lime Rs 5', and 'No1 <Rs 40 Multipack'. A 'CINTHOL' soap box is shown as an image. Pricing details on the right include 'Selling Price: 58.85', 'MRP: 75.00', 'Case Size: 60', 'Dist. Stock: 35', and 'Avg Mth Qty: 3'. A 'Scheme' table at the bottom right shows a 2% discount for 'EA' type.

Revenue Growth Management

**~80  
BPS**

**35% +**

Increase in  
NPD assortment

**46 towns**

SOQ Rollout

Annualised impact on revenue growth  
through select price increases in  
Soaps and Household Insecticides

# Enhancing digital capabilities

## DIGITAL COMMAND CENTER

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- Engage in social conversations with consumers
- Create customised content

## STRATEGY ROADMAP

---

- From seasonal campaigns to strong brand platforms (always-on content)

## CAMPAIGNS

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- 346 million brand engagements
- 298 million consumers reached

## LOCALISED ACTIVATIONS

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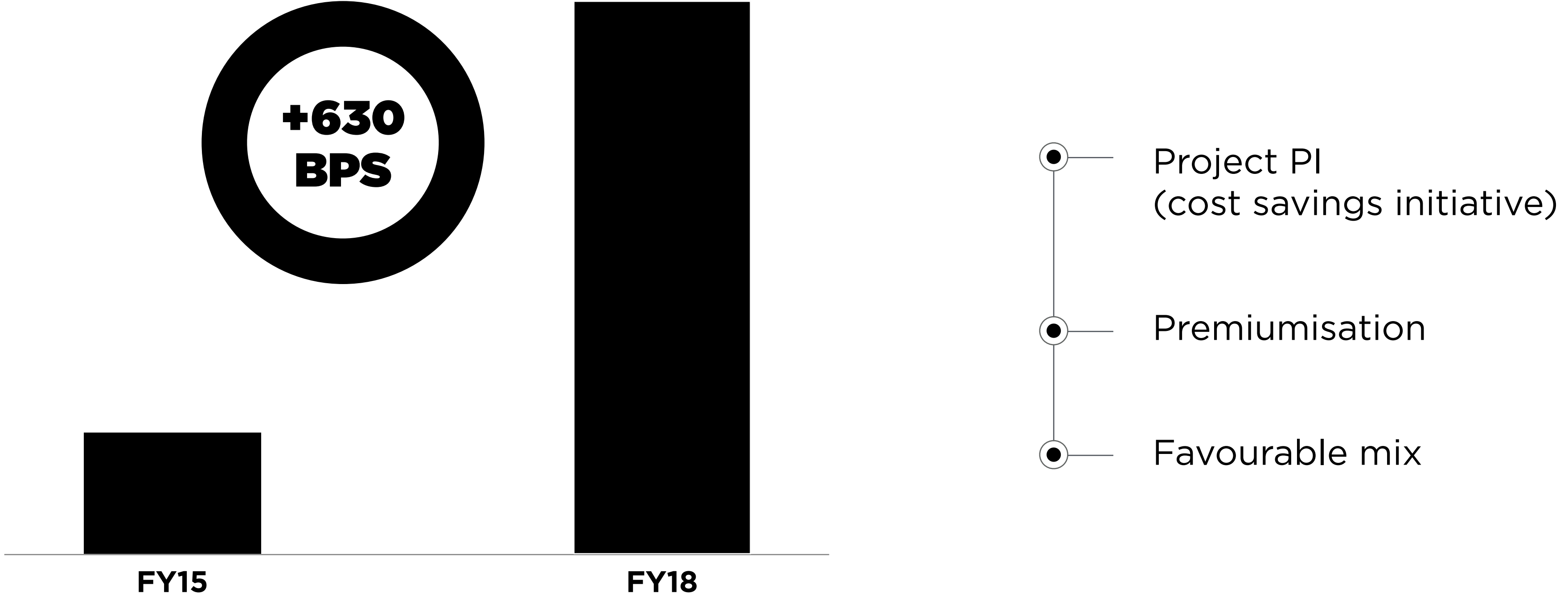
- Geo-analytics for hyper-local activations



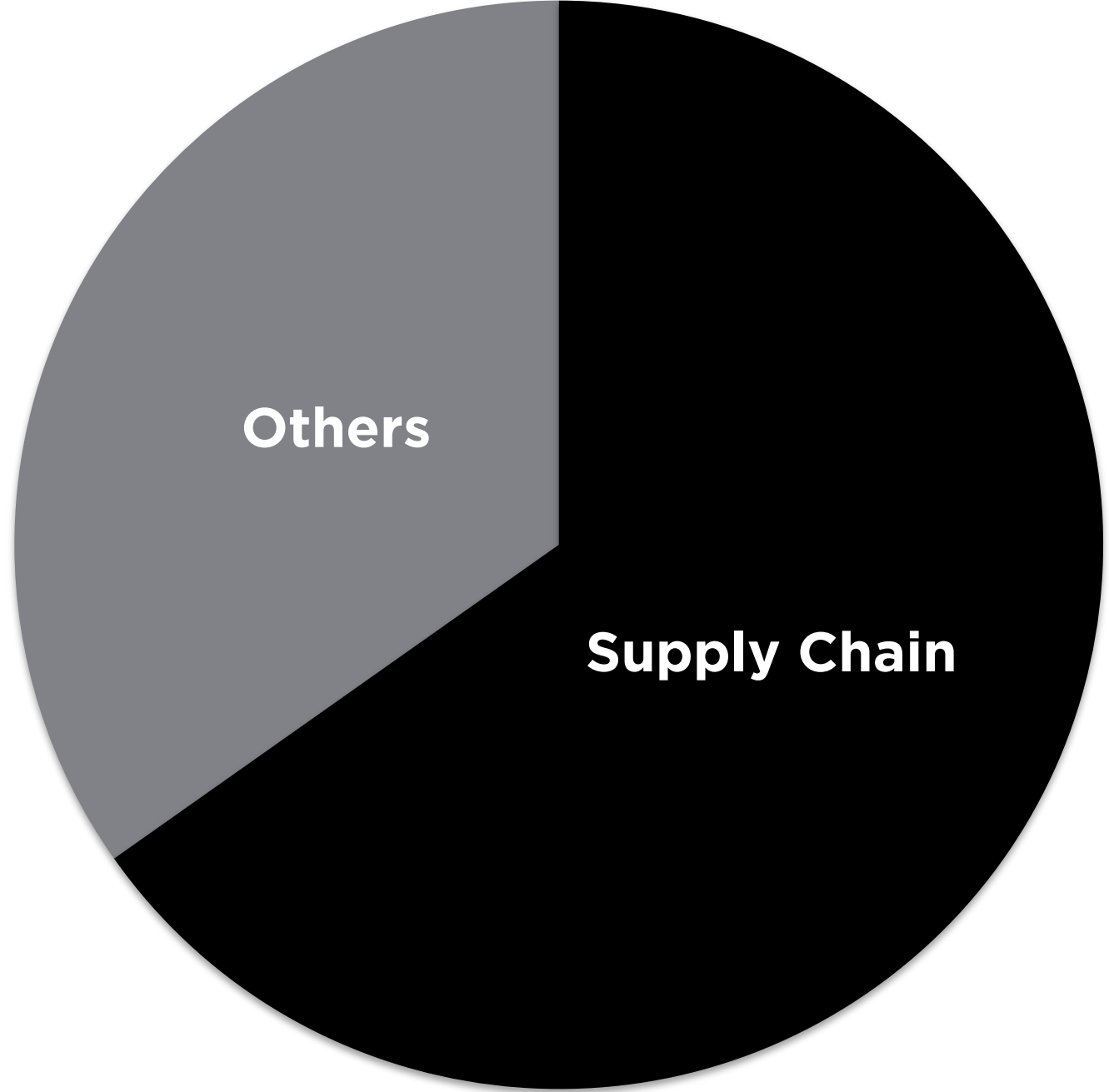
# #4 DRIVING ROBUST MARGIN EXPANSION



# We recorded robust Gross Margin expansion

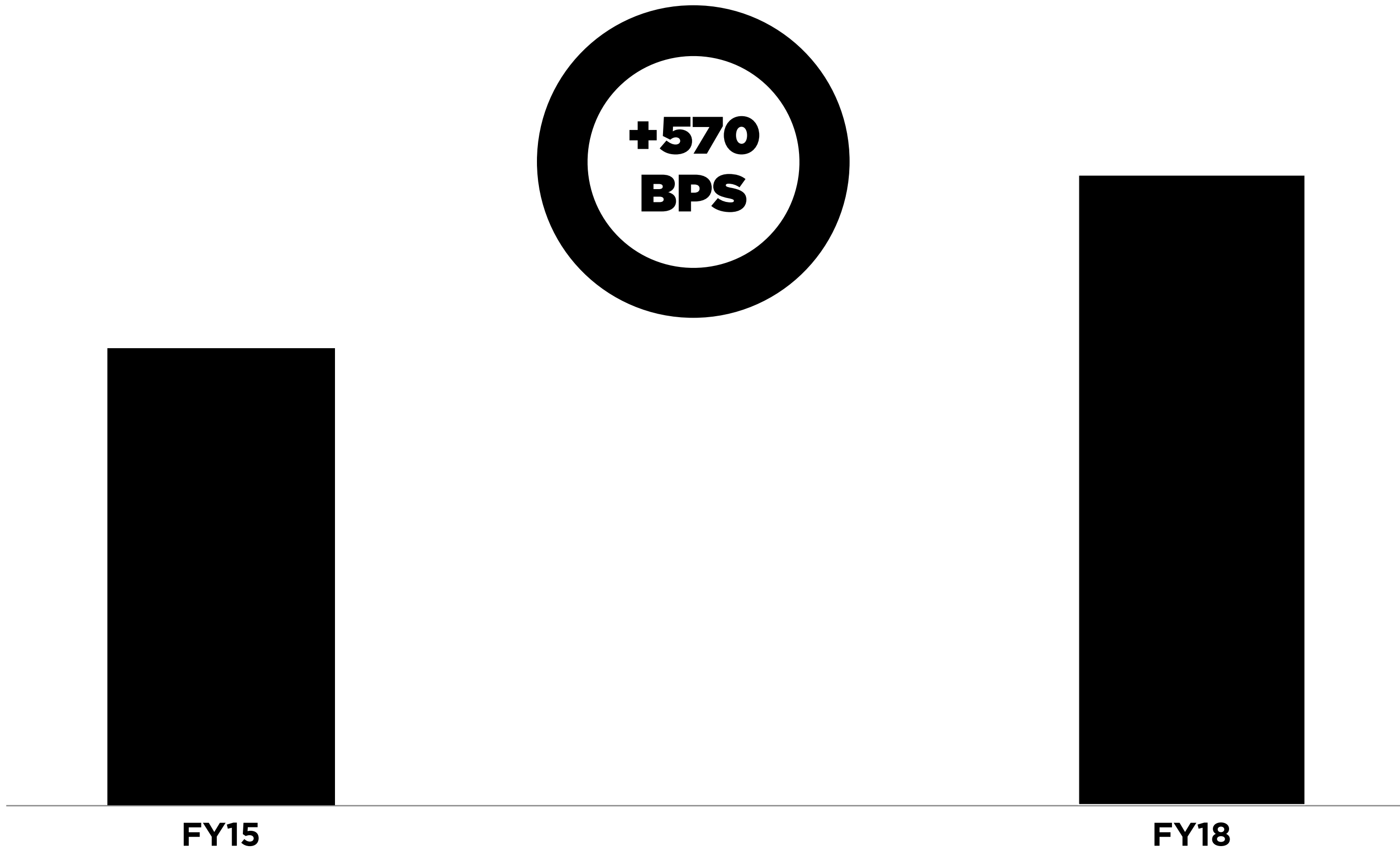


# Our cost savings initiatives continue to aid margin expansion



Project PI savings (FY18)

# We achieved our highest ever EBITDA margin



DEEP DIVE - INDIA

WINNING  
**TODAY**

READY FOR  
**TOMORROW**

---

LIVE OUR  
**PURPOSE AND VALUES**  
DO OUR PART FOR A MORE  
INCLUSIVE AND SUSTAINABLE WORLD

# Outlook for HPC growth remains positive



India forecasted to be **fastest-growing economy in 2018-19**



**Rural India** will be one of the biggest beneficiaries of Budget 2018-19



**A normal monsoon in 2018,** with rainfall likely to be 97% of the long-term average

# Key emerging trends

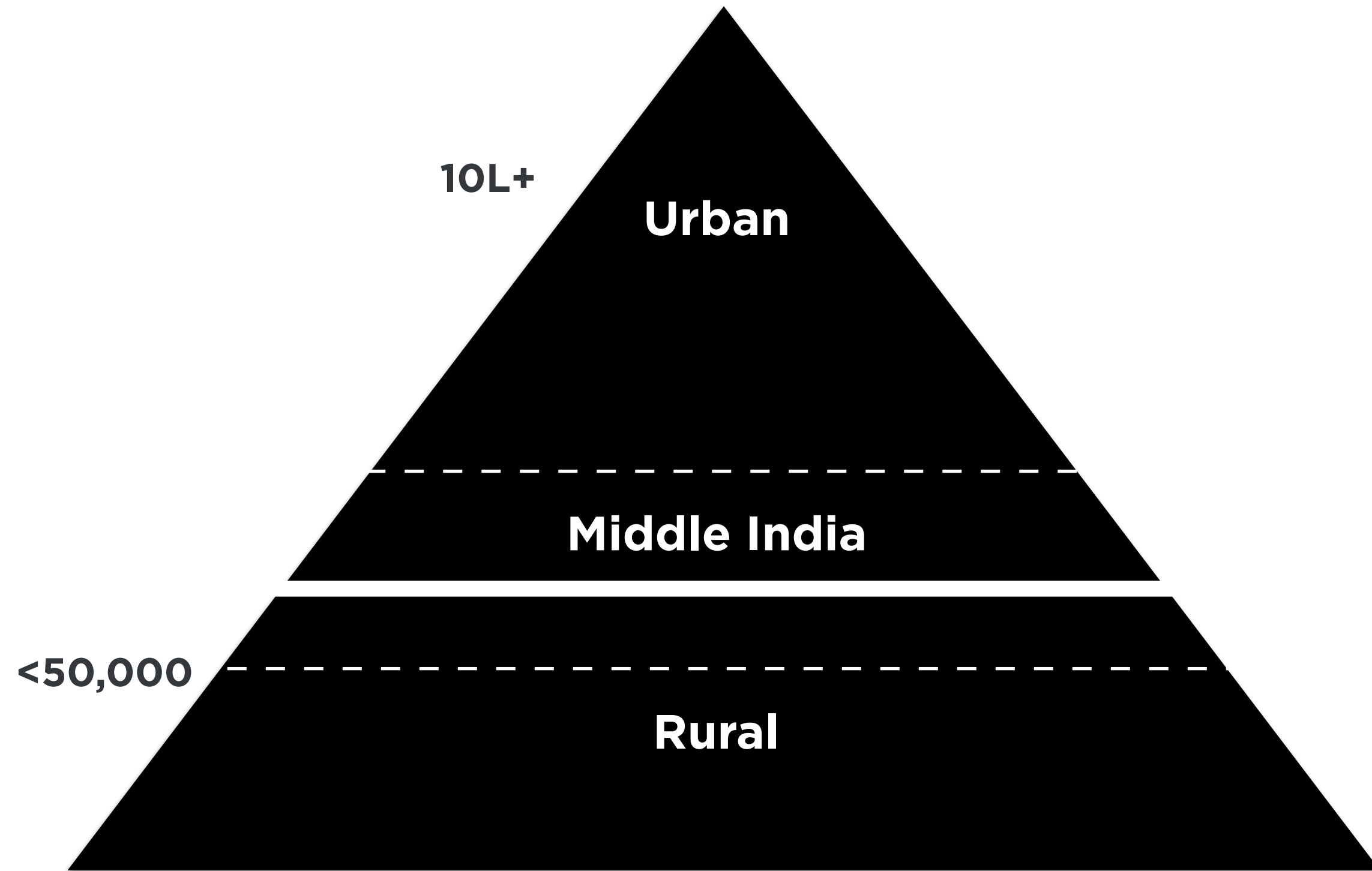
▾ **Middle India and Rural** to drive growth

▾ **Digital and e-commerce** democratising the playing field

▾ **Emerging speciality** categories to grow faster

▾ **'Natural'** continues to be the buzz word

# Middle India and Rural to drive growth



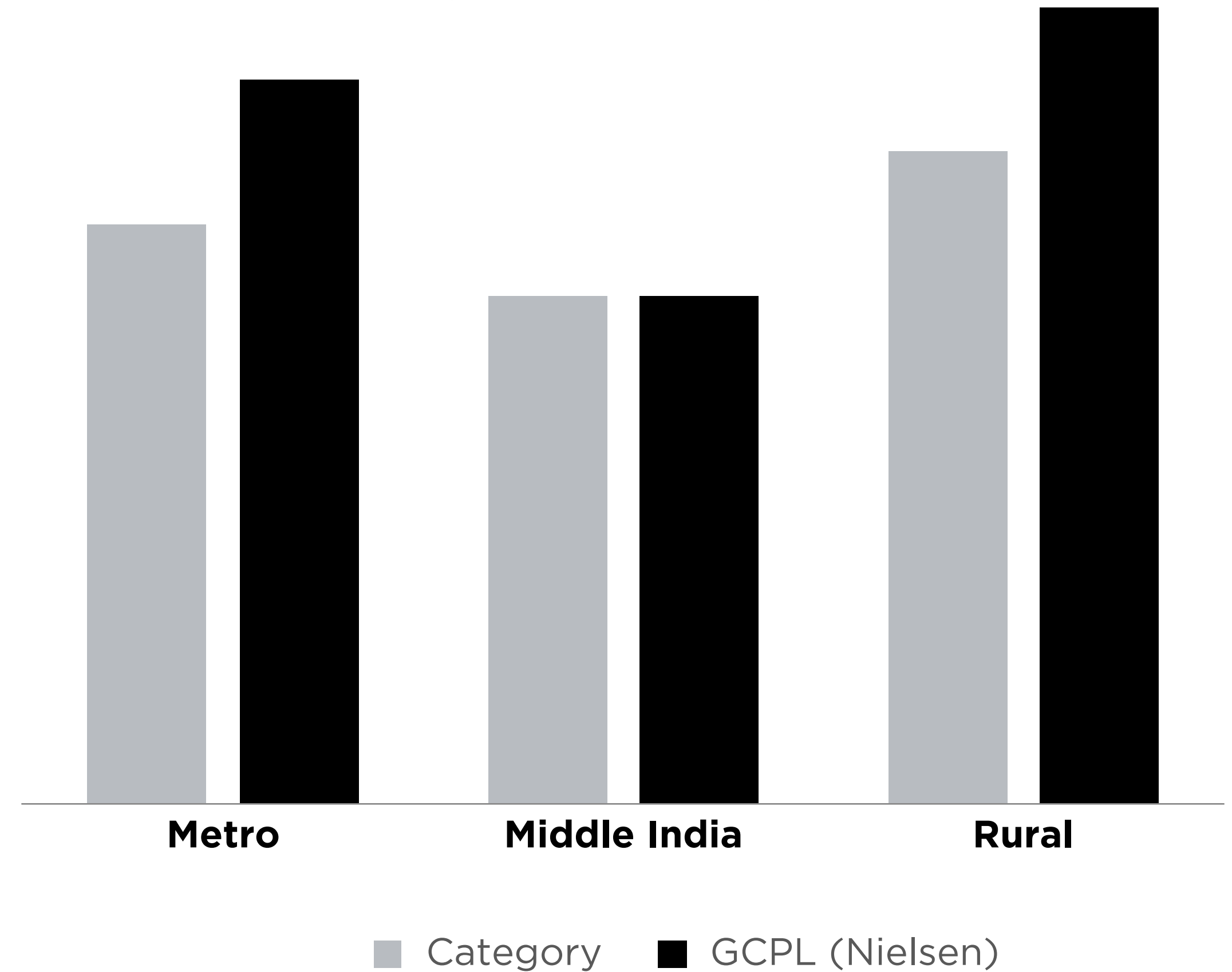
**40%**

Middle India contribution

**USD 1.3 b**

Size for GCPL categories

Category and GCPL growth (FY16 - FY18)





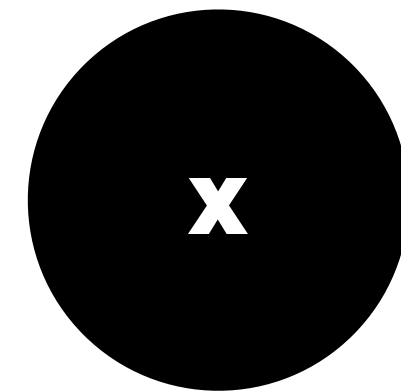
# Digital and e-commerce democratising the playing field

**4-5%**

FMCG sales to move online by 2020

**40%**

FMCG spend likely to be digitally influenced by 2020

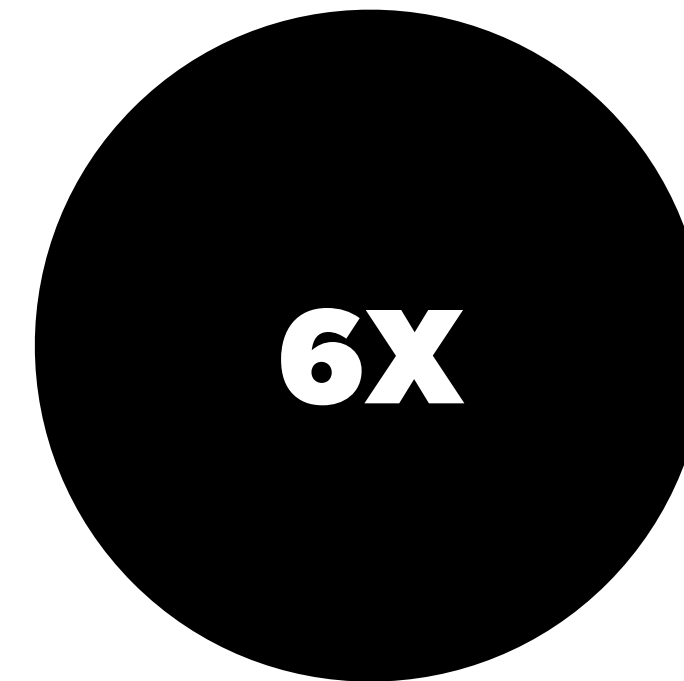


**FY 16**

USD 5-6 b



e-commerce market in FMCG



**FY 20**

# Emerging speciality categories to grow faster

## HOUSEHOLD GROWTH

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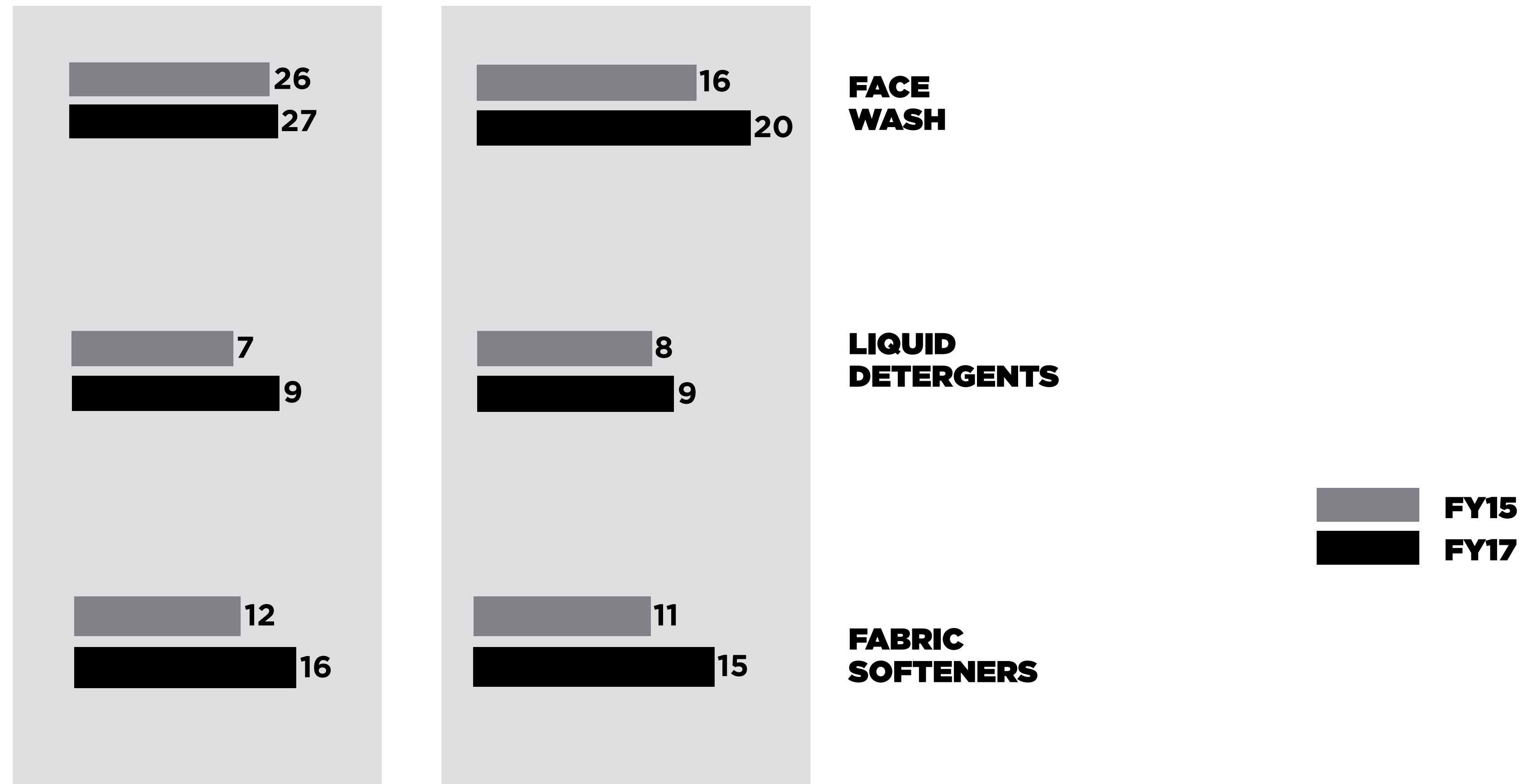
- — Hand Wash growth = 10x Skin Cleansing growth
- — Face Wash growth = 7x Skin Cleansing growth
- — Liquid Detergents growth = 7x Laundry growth
- — Fabric Softeners growth = 10x Fabric Conditioners growth
- — Crème growth = 5x Basic Powders growth

# Emerging speciality categories to grow faster

## UNIVERSAL ACCEPTANCE OF SPECIALISED OFFERINGS

40 L TOWNS

< 1 L TOWNS



# 'Natural' continues to be the buzz word

## SIZE OF THE NATURAL SEGMENT IN PERSONAL CARE CONTRIBUTION TO PERSONAL CARE (%)

### NATURAL



**41%**

### DIMENSIONS OF NATURALS

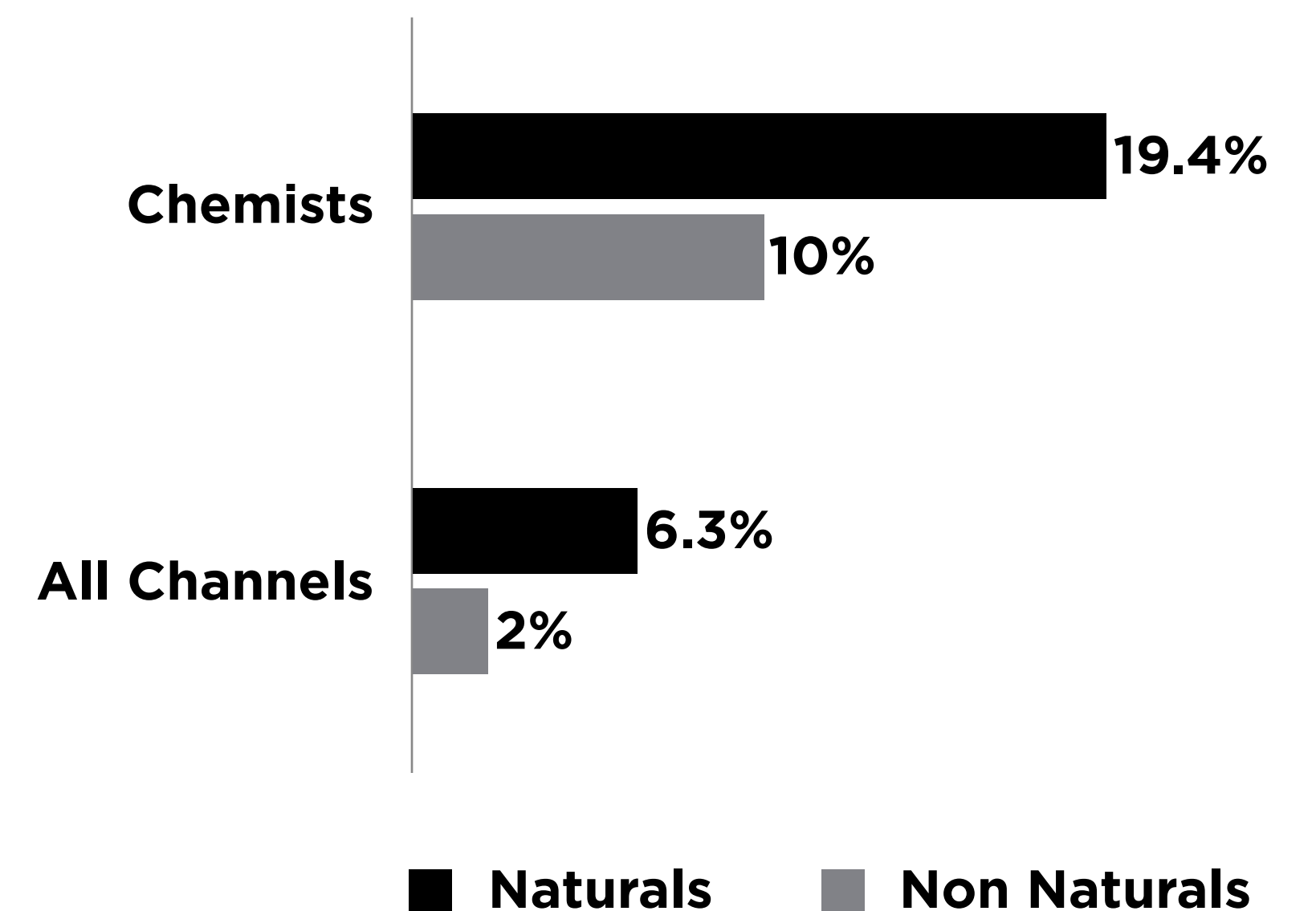
**Ayurvedic** - Mythic Indian ingredients with medicinal and beauty properties

**Natural ingredients** - Accessible natural ingredients

**Herbals** - Traditional herbal ingredients scientifically transformed

**Organic** - Any natural ingredient sourced in an ethical, natural manner

### GROWTH IN CHANNEL



# OUR PRIORITIES FOR FY19

▶ **DRIVE SUPERIOR  
GROWTH IN CORE**

▶ **ACCELERATE  
INNOVATION LED  
GROWTH**

▶ **CONTINUE  
TO DRIVE  
PROFITABLE  
GROWTH**

▶ **ENHANCE  
GO-TO-MARKET  
PLATFORM**

▶ **CONTINUE TO  
INVEST IN  
FUTURE NOW  
CAPABILITIES**

**#1 DRIVE  
SUPERIOR  
GROWTH  
IN CORE**



# Reimagine Household Insecticides

## DRIVE PENETRATION

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- **1 in 3** Rural and **3 in 4** Urban households use Household Insecticides
- Rural Penetration:  
Liquid vaporiser - **9%**  
Coils - **28%**

---

Mass market innovations to drive penetration

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## PREMIUMISE BY UP-TRADING COIL USERS

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- Coils comprise **1/3** of category salience
- Profitability:  
Coils - **1x**  
Aerosols - **3x**  
Liquid Vapourisers - **4x**

---

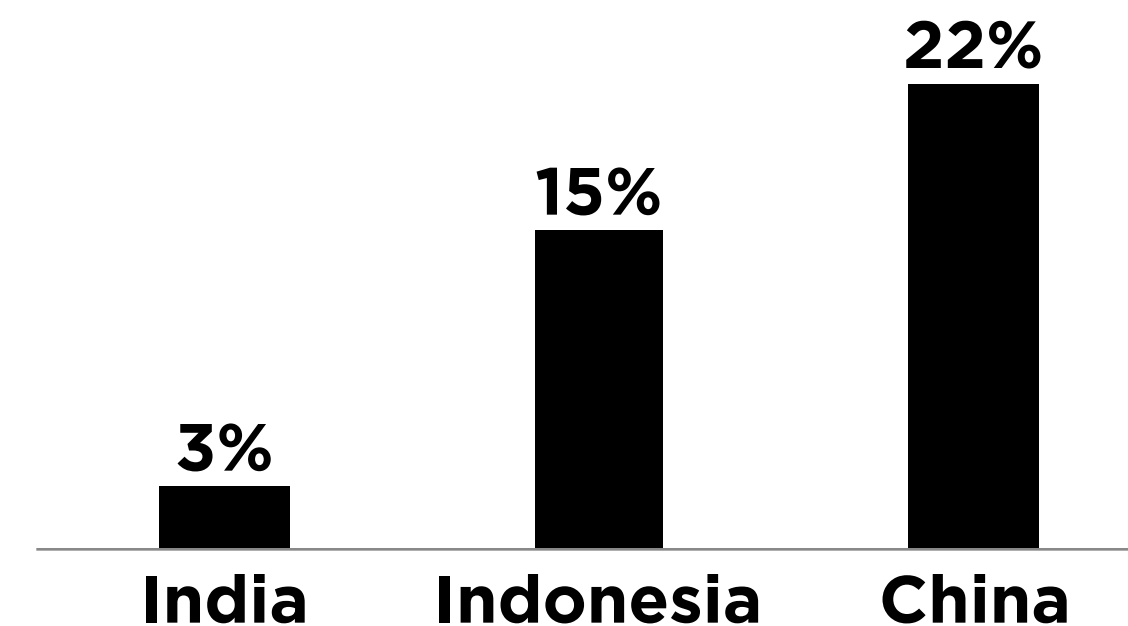
Scale up Goodnight PowerChip and higher efficacy liquid vapouriser

---

## BUILD OUT OF HOME (PERSONAL REPELLENTS) CATEGORY

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Personal Repellents & Out of Home as % of overall market



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Focus on sampling and trial generation SKUs; increase distribution and awareness

---

## FAST TRACK GROWTH IN NON-MOSQUITO PORTFOLIO

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- **9%** salience of non-mosquito market to overall category
- **8%** household penetration of non-mosquito insecticides

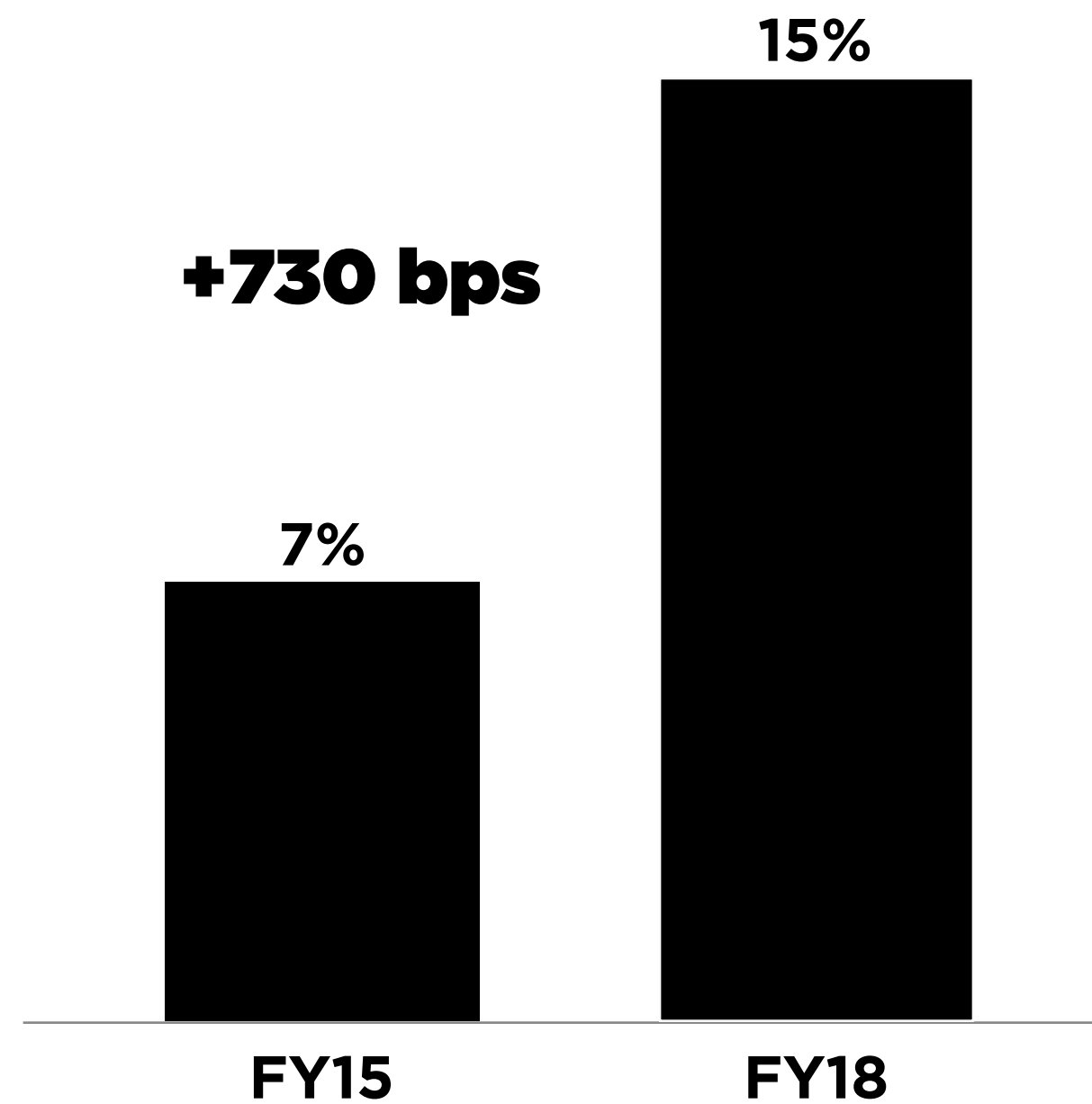
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Scale up affordable solutions to increase penetration

---

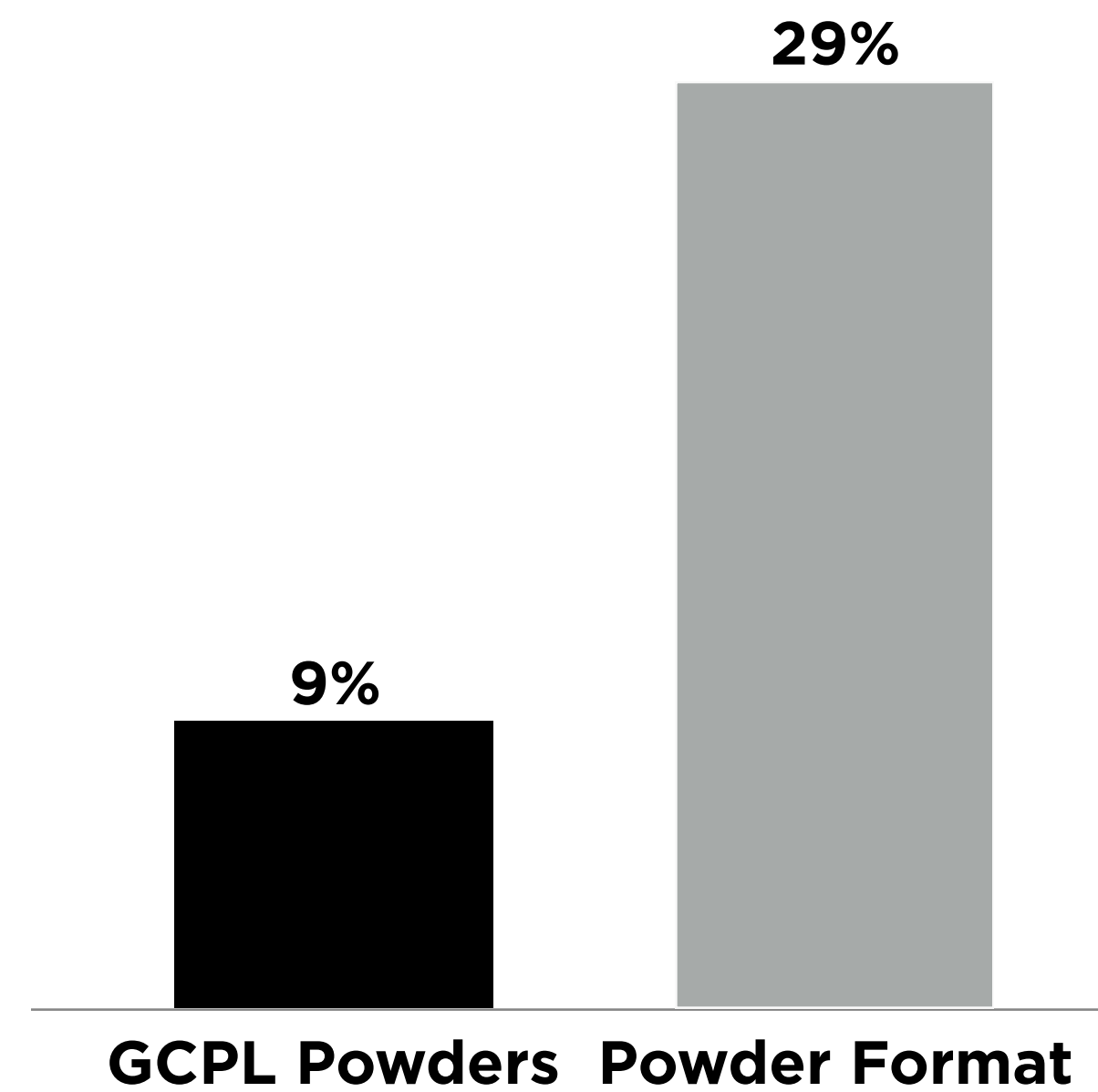
# Drive penetration in Hair Colours

Drive penetration of  
crème format



Godrej Expert Rich Crème  
penetration (Urban)

Customer recruitment and  
penetration through powders



Powder Penetration  
(Rural)

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Mass market innovation to  
drive recruitment and  
penetration in Hair Colours

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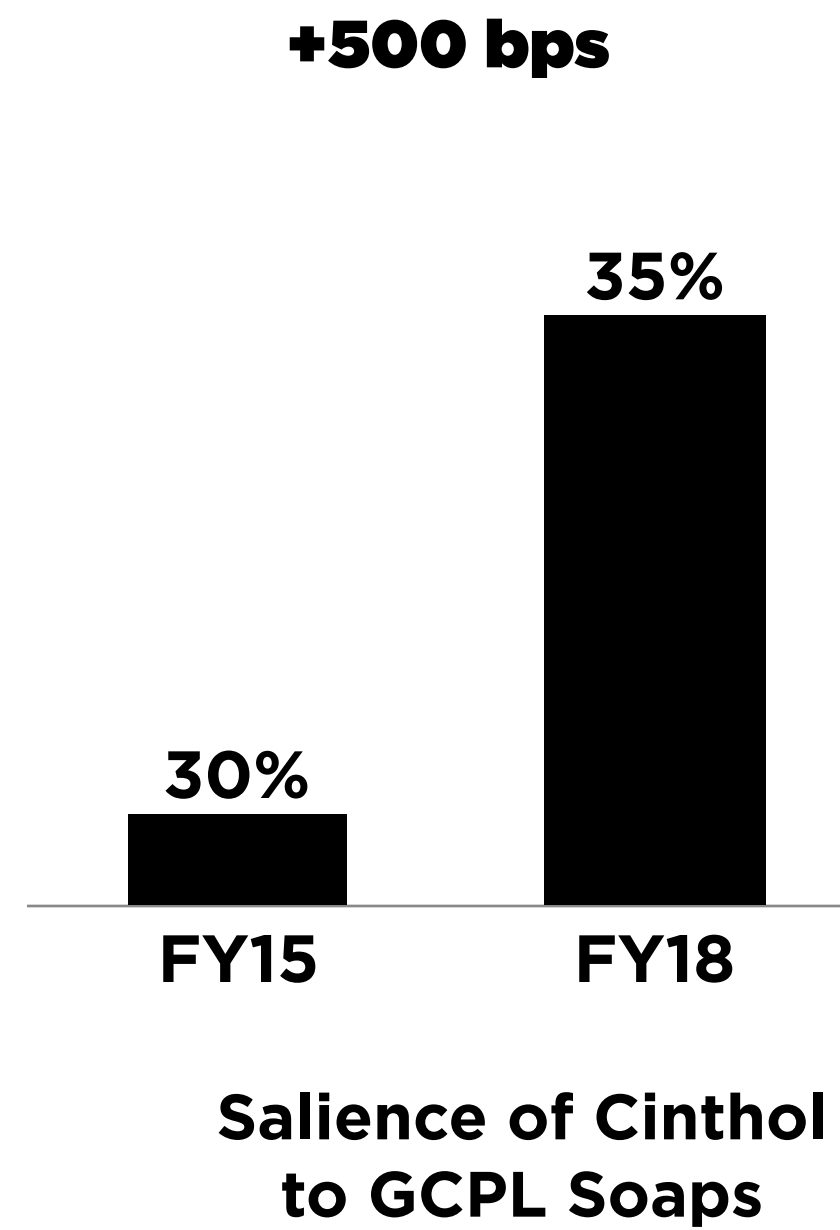
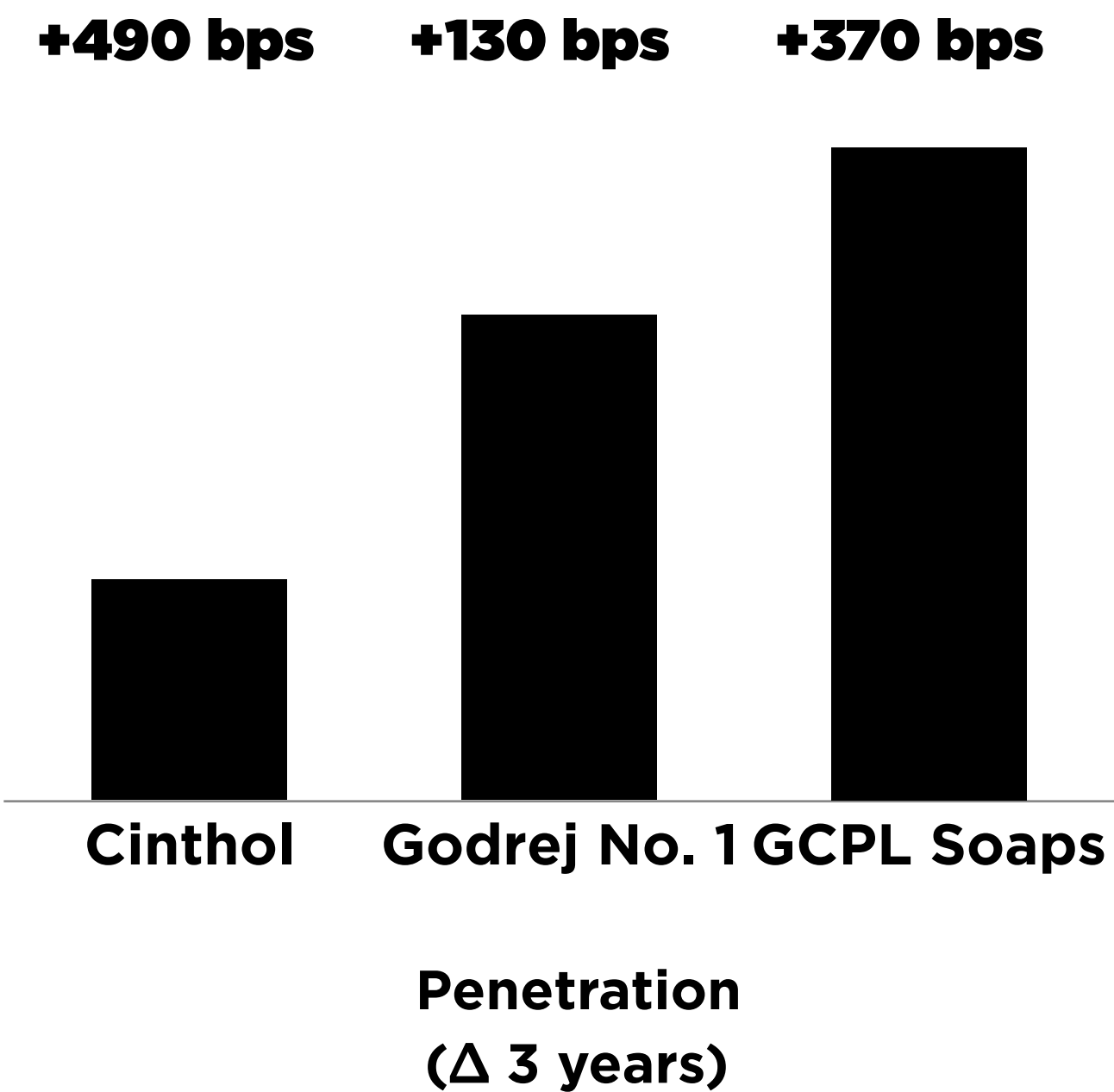


# Continue strong momentum and premiumise Soaps

Drive penetration for Cinthol and Godrej No. 1

Strengthen value added portfolio of Cinthol

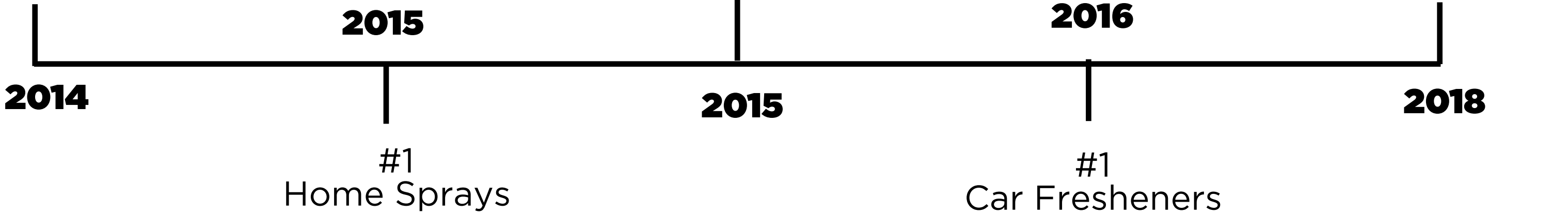
Expand to new geographies



○ — Select new markets in East and South India

# Significantly scale up Air Care

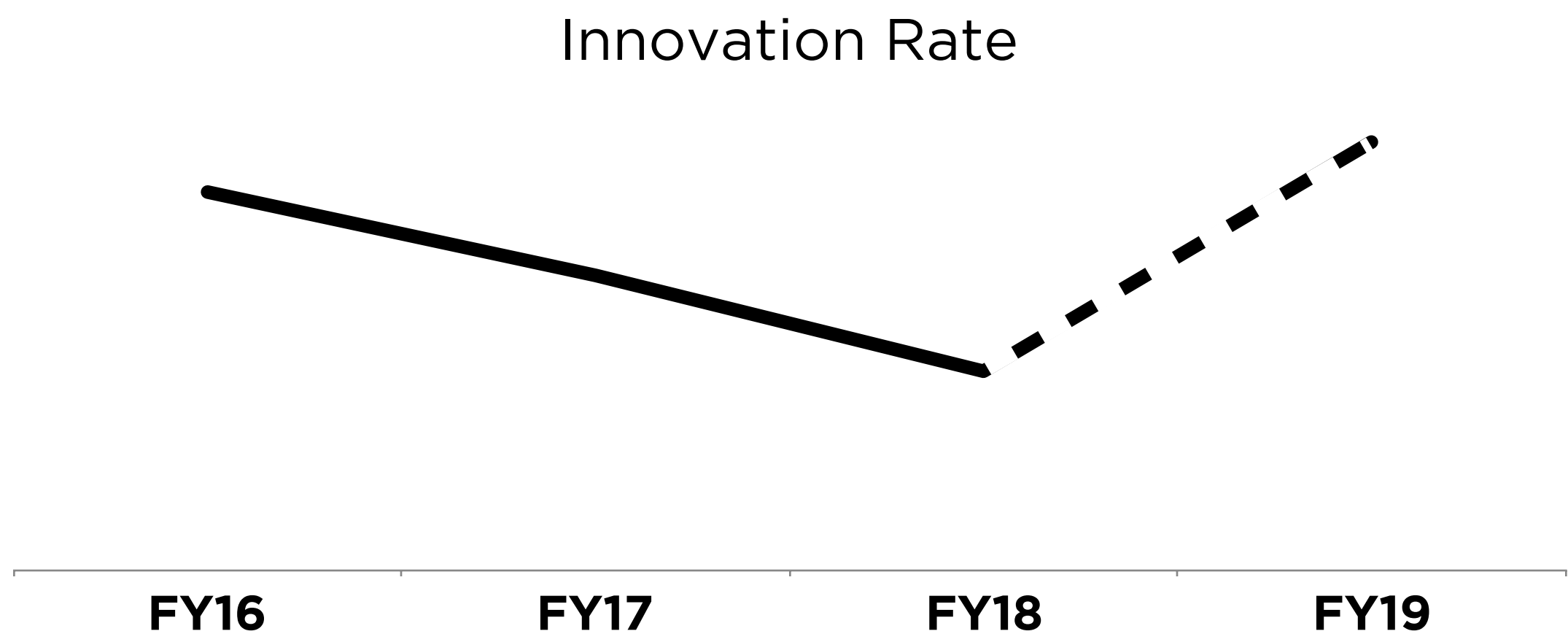
Introduced first ever spill proof gel technology in car fresheners



A laboratory setup featuring several pieces of glassware on a reflective surface. In the foreground, there are three Erlenmeyer flasks: one containing a purple liquid, one with an orange liquid, and one with a blue liquid. Behind them are several graduated cylinders containing liquids of various colors, including green, yellow, and orange. The background is blurred, showing more laboratory equipment. The text "#2 ACCELERATE INNOVATION LED GROWTH" is overlaid on the left side of the image.

**#2 ACCELERATE  
INNOVATION  
LED GROWTH**

# Highest ever number of new launches planned in FY19; targeting 1/4 growth from it



- Launch disruptive innovations to democratise category
- Newer formats in existing categories to drive penetration and consumption
- Enter attractive adjacencies

Sub-optimal market conditions delayed new product launches in FY17 and FY18

**#3 CONTINUE  
TO DRIVE  
PROFITABLE  
GROWTH**



# Sustain historic high EBITDA margins

▾ **Revenue Growth**  
Management

▾ **Trade Promotion**  
Management

▾ **Media spends**  
optimisation

▾ **Cost saving**  
programmes

# #4 ENHANCE GO-TO-MARKET PLATFORM



# Build on Go-To-Market approach

▾ **Middle**  
India

▾ **Rural**  
India

▾ **e-commerce**

▾ **Suggested  
Order Quantity**

▾ **Shopper Visibility**  
programme



# Middle India - micro planning to tap the huge opportunity

**SPECIFIC BRANDS  
AND FORMATS FOR  
EACH STATE**

**HIGH IMPACT  
TARGETED BRAND  
INVESTMENTS**

**FOCUSED INVESTMENTS IN  
SALES INFRASTRUCTURE**



Significantly add  
more feet on  
ground



Increase channel  
partner footprint



Extend retail  
segmentation

# Continue to scale up 'One Rural'

▾ District level mapping of **share and potential**

▾ Focus on **districts with low share**

▾ Increase **direct village coverage**

▾ Higher number of **direct sales touch-points**

# Double sales from e-commerce

▾ **Capability**  
building

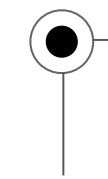
▾ Scale up  
**right-to-win**  
brands

▾ **Explore**  
**opportunities**  
in white spaces  
through pilots

▾ **Reinvent NPD**  
**cycle** with fail  
fast model

**#5 CONTINUE  
TO INVEST IN  
FUTURE NOW  
CAPABILITIES**





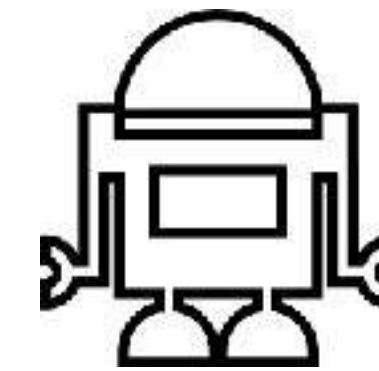
Ajna -  
**advanced  
analytics**



**Consumer  
Marketing  
Intelligence**



Building a  
**DigiFit  
organisation**



**Industry 4.0**

# OUR PRIORITIES FOR FY19

▶ **DRIVE SUPERIOR  
GROWTH IN CORE**

▶ **ACCELERATE  
INNOVATION LED  
GROWTH**

▶ **CONTINUE  
TO DRIVE  
PROFITABLE  
GROWTH**

▶ **ENHANCE  
GO-TO-MARKET  
PLATFORM**

▶ **CONTINUE TO  
INVEST IN  
FUTURE NOW  
CAPABILITIES**

**THANK  
YOU**

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