

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 purple, 'r' is pink, 'e' is red, and 'y' is blue. A vertical line separates the logo from the text to its right.

CONSUMER PRODUCTS

February 3, 2016

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



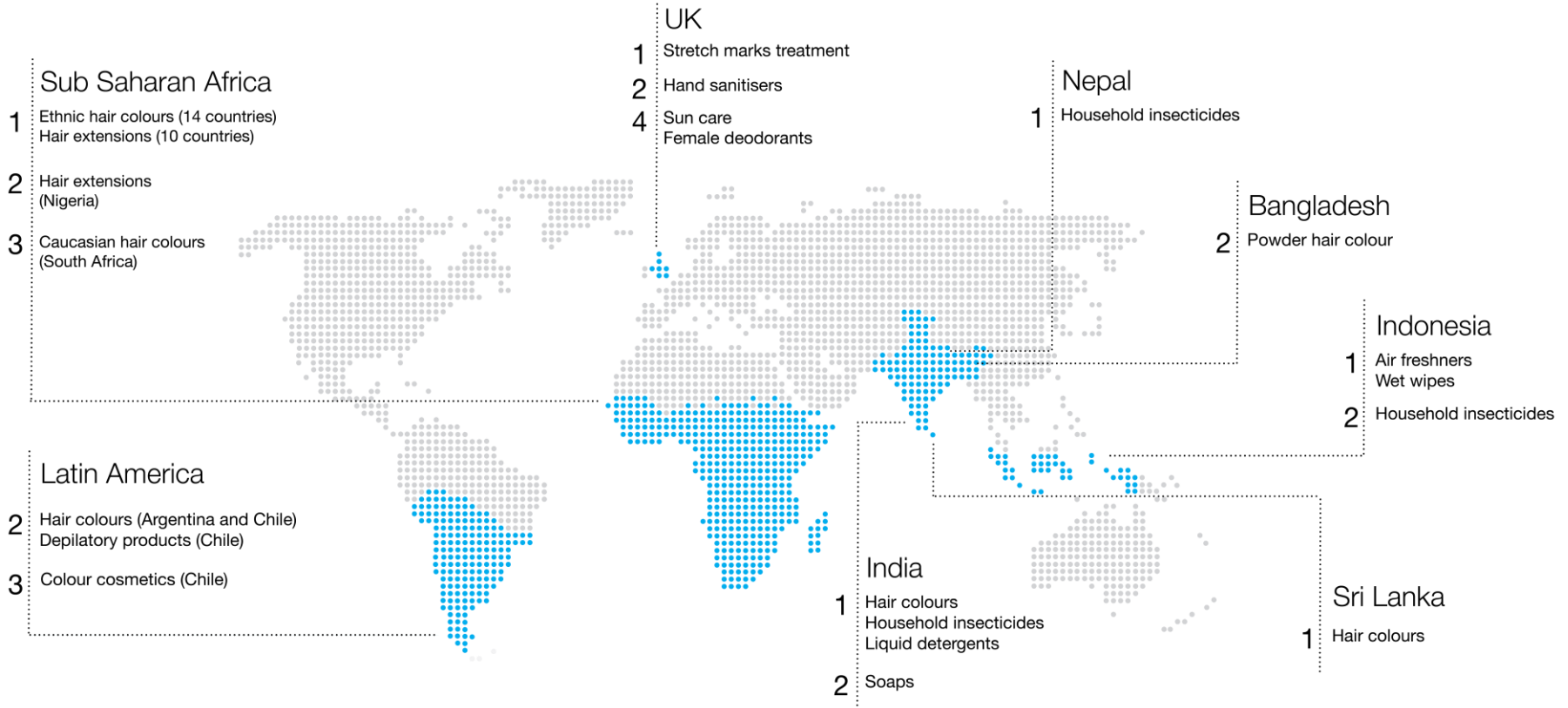
**\$1.4
billion**
sales in FY15

Growing presence in Asia,
Africa and Latin America



~50% of revenues
comes from international
businesses

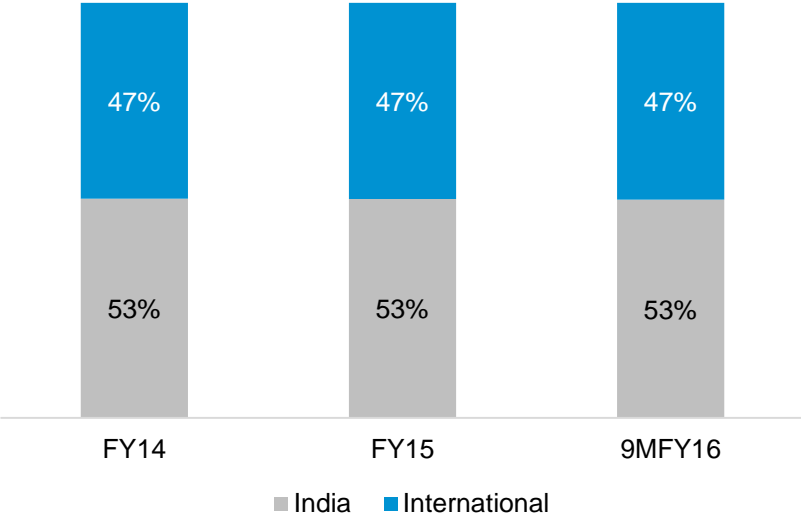
Leading market positions



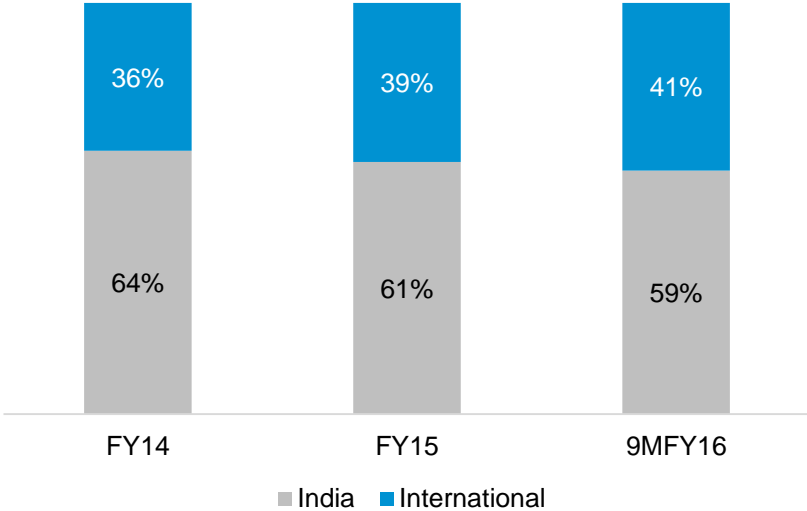
Our business performance

International business now contributes to nearly half of our consolidated revenues

Revenue

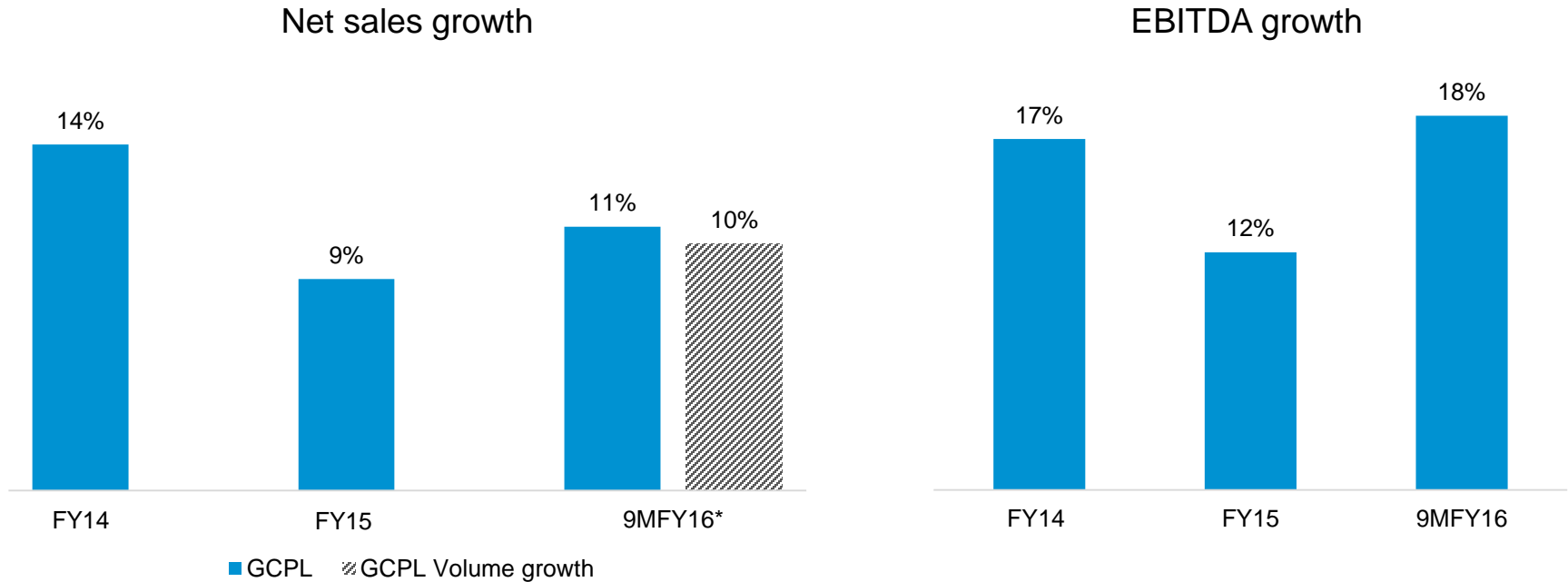


EBITDA



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

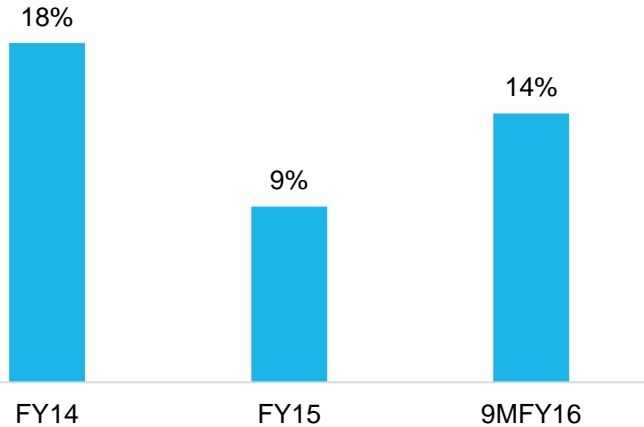
There is a lot of potential to increase the penetration of hair colours and household insecticides especially in rural India



Household Insecticides

Continues to deliver strong growth; leveraging opportunities to increase penetration

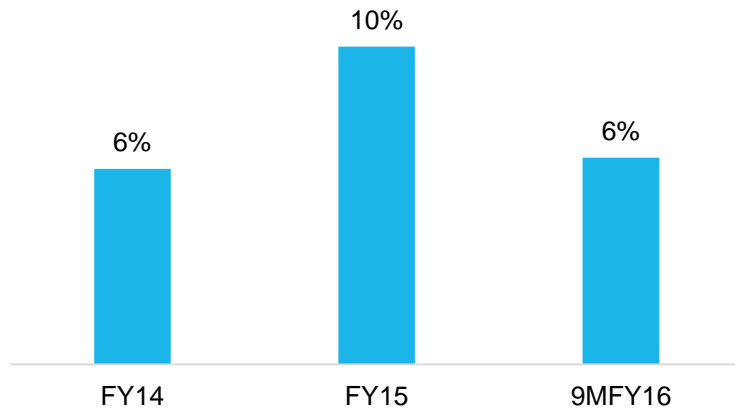
Value growth



Soaps

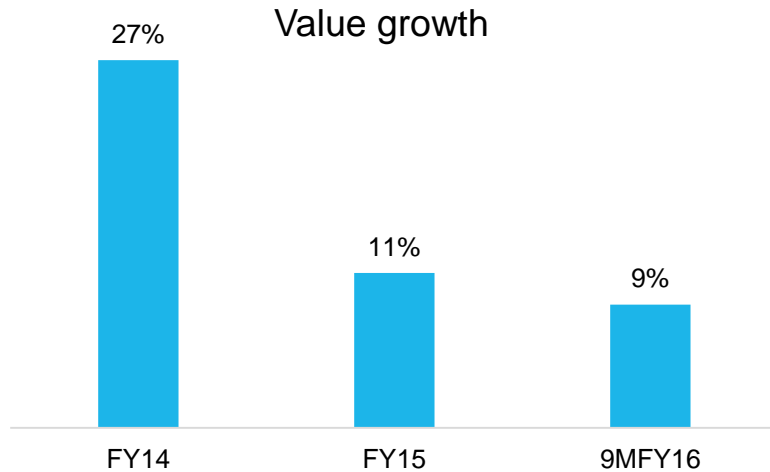
Delivering competitive performance

Value growth



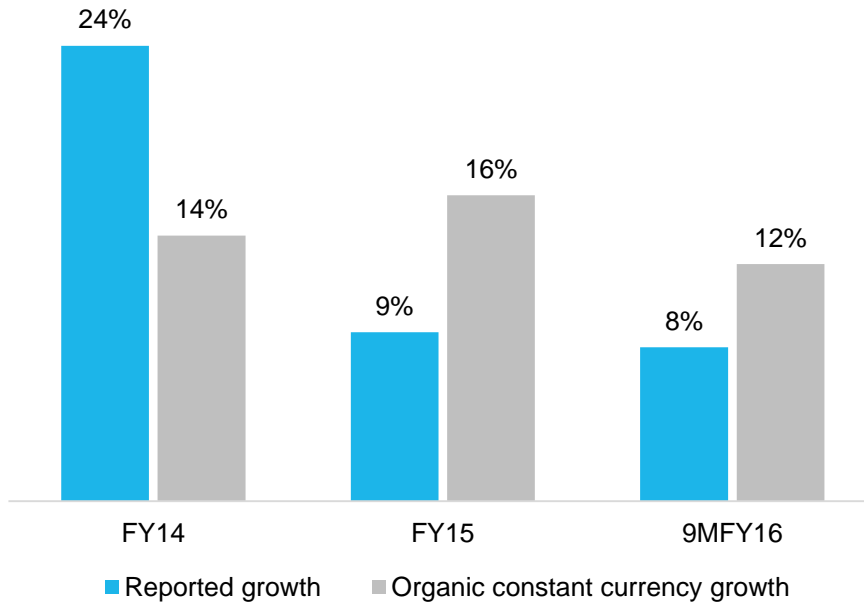
Hair Colours

New innovations are driving robust volume-led sales growth

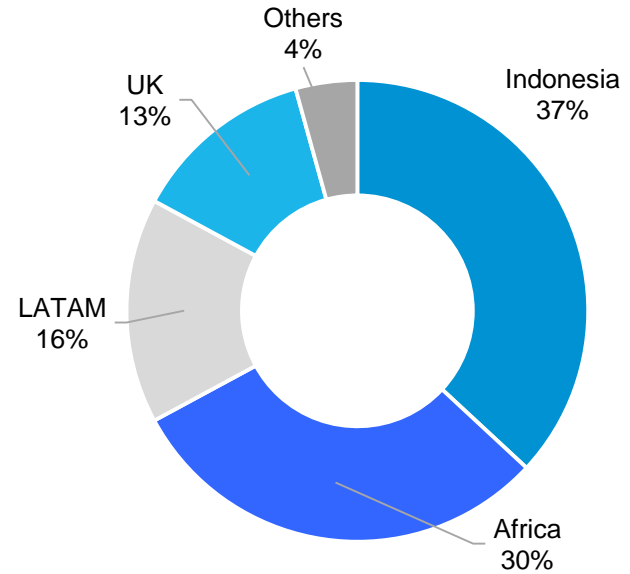


International business is scaling up well

International sales growth



International sales breakup*



* FY15

We are actively cross pollinating our portfolio



Indonesia



India



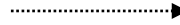
Argentina



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

Godrej aer spray, twist and click – our range of home and car air fresheners with intuitive designs, innovation gel format and delightful fragrances



Godrej aer pocket, our foray in bathroom air fresheners in India



Protekt

Our foray into the health and wellness sector in India

Our 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

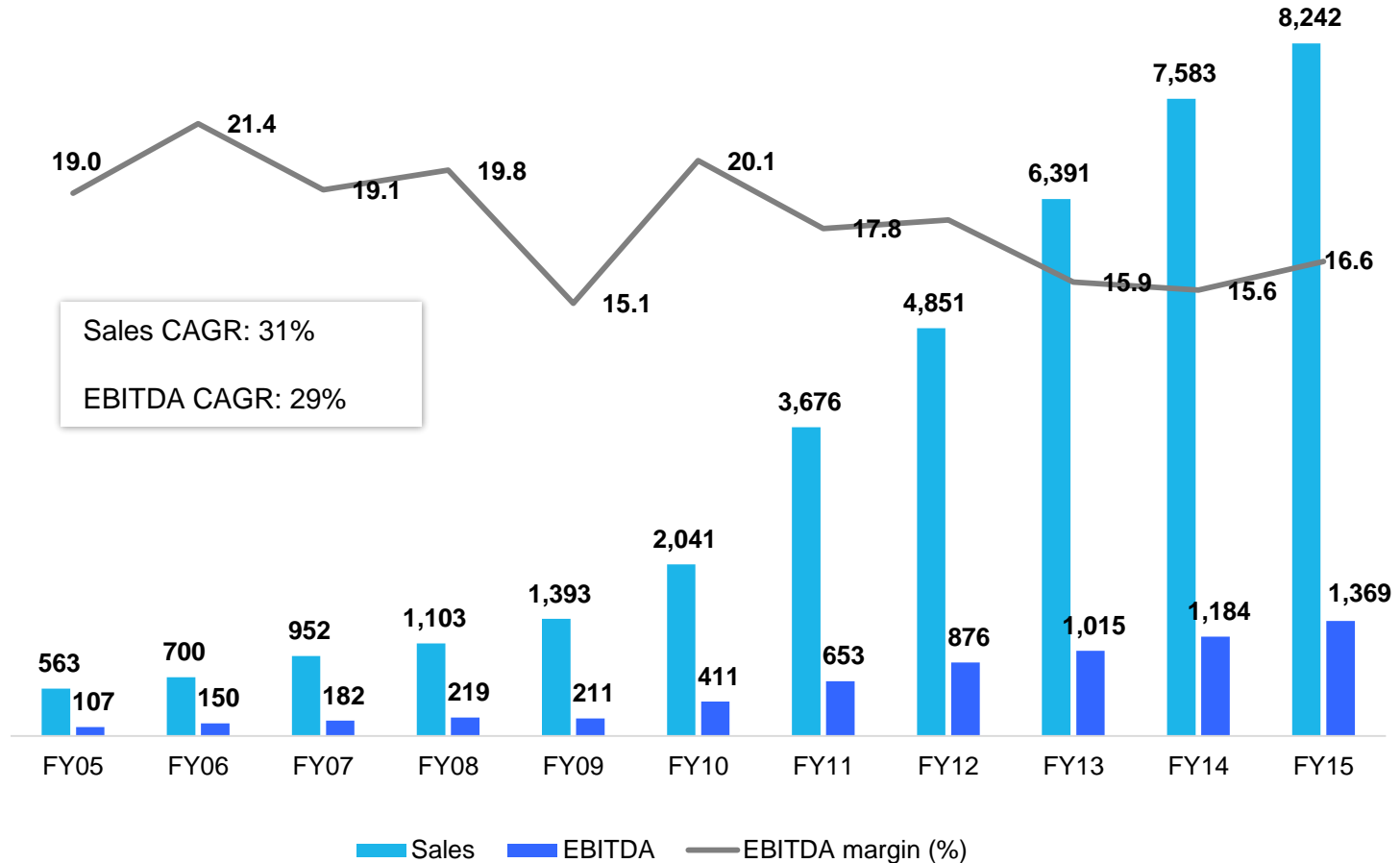
6

Building an agile and high performance culture

7

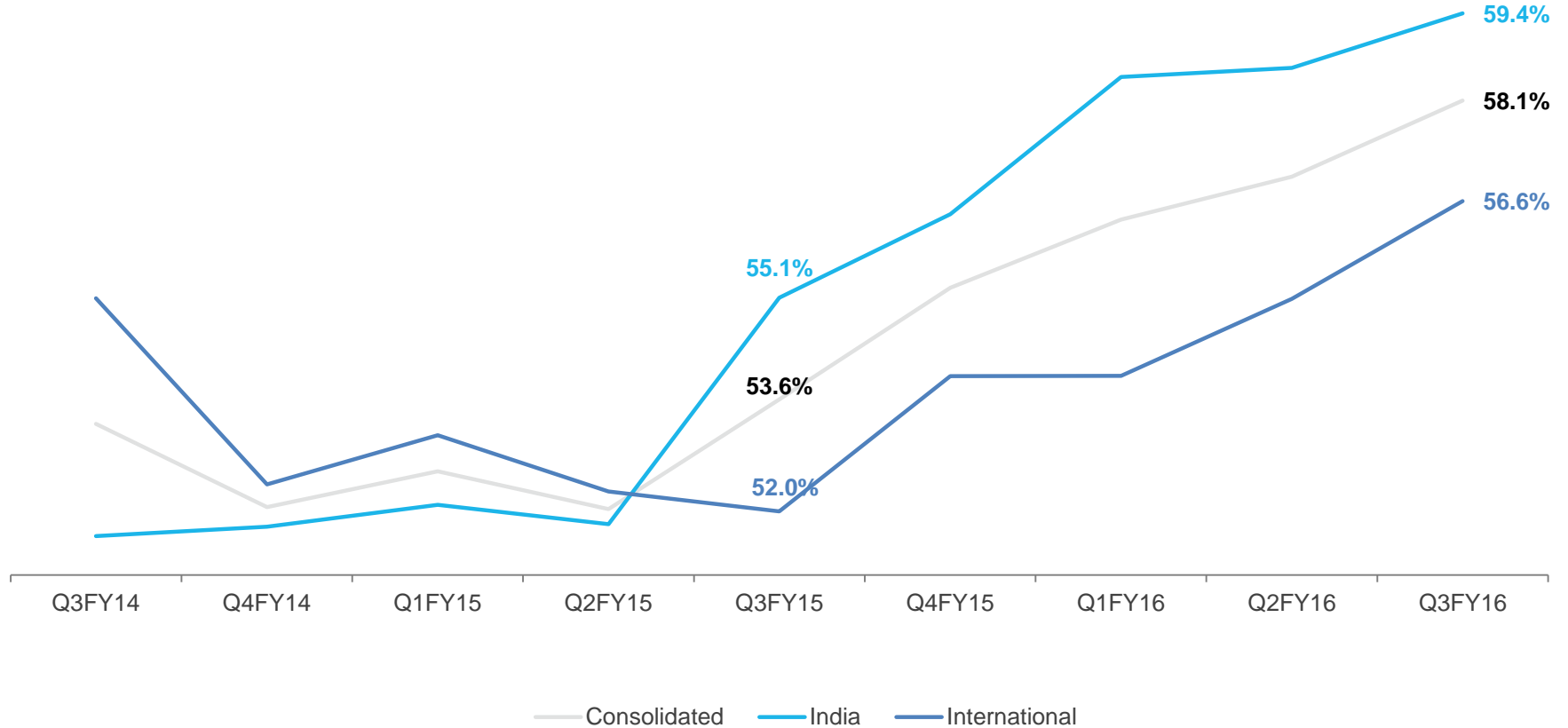
Reinforcing our commitment to Good & Green

We have consistently delivered strong performance

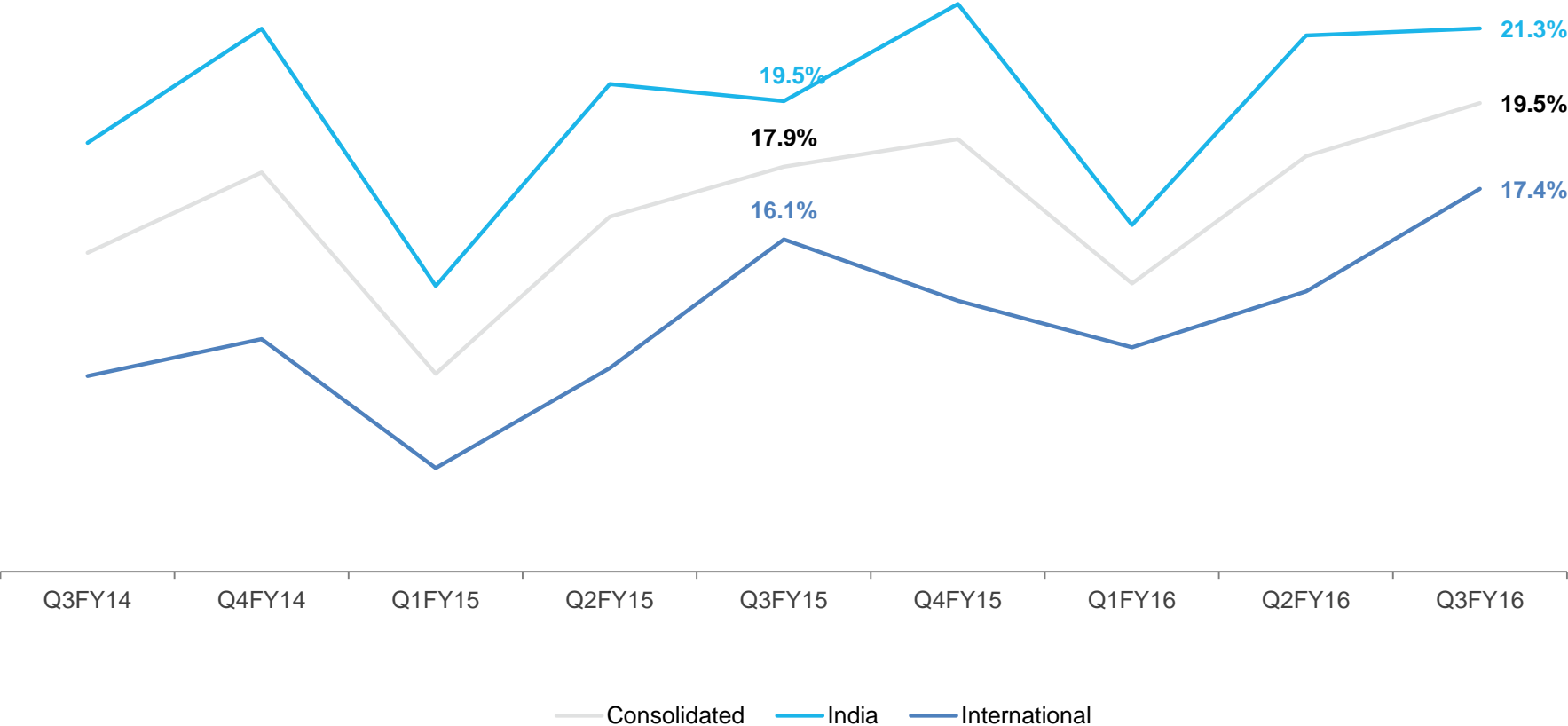


Note: Values in INR crore

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**

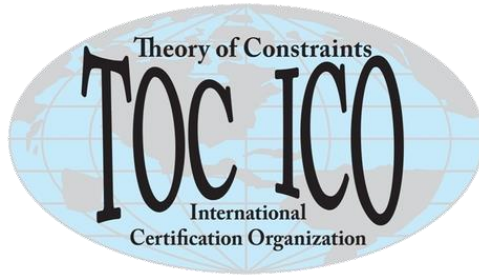
Achieve zero waste to landfill, carbon neutrality and a positive water balance, while reducing specific energy consumption and optimising the use of renewable energy



**Product
Innovation**

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

Other recognitions



First company in the world to receive TOC ICO's 'Platinum Level International Achievement Award'



Received the award for 'Conscious Capitalist for the Year'

3Q FY2016

SNAPSHOT

3Q FY16 performance overview

Growth	Consolidated	India	International
Net Sales	6%	8%	3%
Net Sales – Organic*	5%	8%	2%
Net sales - Organic constant currency*	9%	8%	9%
Volume growth		9%	
EBITDA	15%	18%	11%
EBITDA – Organic*	15%	18%	11%
EBITDA – Organic constant currency*	19%	18%	20%
Net profit	23%	18%	32%
Net profit w/o exceptionals & one-offs	23%	18%	32%

* Excludes Africa's inorganic sales of INR 12.2 crore and EBITDA of INR 0.7 crore for 3QFY16

Strong, ahead of market, volume-led profitable growth in India

- Growth primarily volume led and ahead of market
- Branded business net sales growth of 8% was driven by a robust volume growth of 9%. Double-digit volume growth in Household Insecticides and 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 and robust constant currency sales growth

- **Indonesia** continues its competitive growth and outperforms the FMCG industry in a challenging operating environment
- **Africa** hair extensions business continues to deliver volume led sales growth
- Robust constant currency sales growth in **LATAM** driven by strong performance in Argentina; hair colours market share continues to increase
- **UK** delivers healthy growth led by double-digit growth in own brands



3Q FY16 reported performance snapshot

	India			Consolidated		
	3Q FY15	3Q FY16	Y/Y	3Q FY15	3Q FY16	Y/Y
Sales	1,167	1,261	8%	2,226	2,354	6%
Gross Profit	644	749	16%	1,194	1,367	15%
Gross Margin (%)	55.1%	59.4%	430 bps	53.6%	58.1%	450 bps
EBITDA	228	268	18%	398	458	15%
EBITDA Margin (%)	19.5%	21.3%	180 bps	17.9%	19.5%	160 bps
Net Profit	172	203	18%	264	323	23%
Net Profit Margin (%)	14.7%	16.1%	140 bps	11.8%	13.7%	190 bps

All values in INR crore

9M FY16 reported performance snapshot

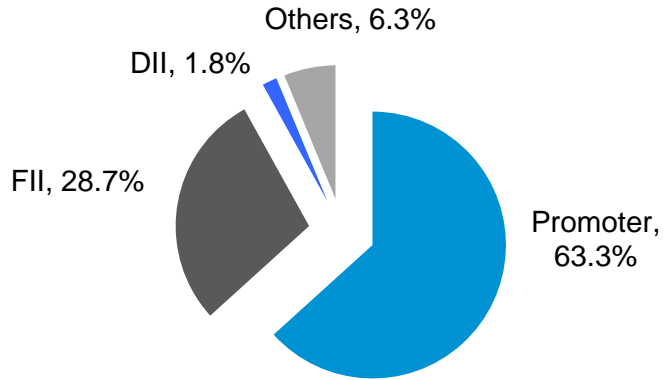
	India			Consolidated		
	9M FY15	9M FY16	Y/Y	9M FY15	9M FY16	Y/Y
Sales	3,236	3,540	9%	6,160	6,691	9%
Gross Profit	1,717	2,083	21%	3,249	3,824	18%
Gross Margin (%)	53.1%	58.8%	570 bps	52.8%	57.1%	440 bps
EBITDA	592	699	18%	982	1,181	20%
EBITDA Margin (%)	18.3%	19.7%	140 bps	15.9%	17.6%	170 bps
Net Profit	466	529	13%	642	809	26%
Net Profit Margin (%)	14.4%	14.9%	50 bps	10.4%	12.1%	170 bps

All values in INR crore

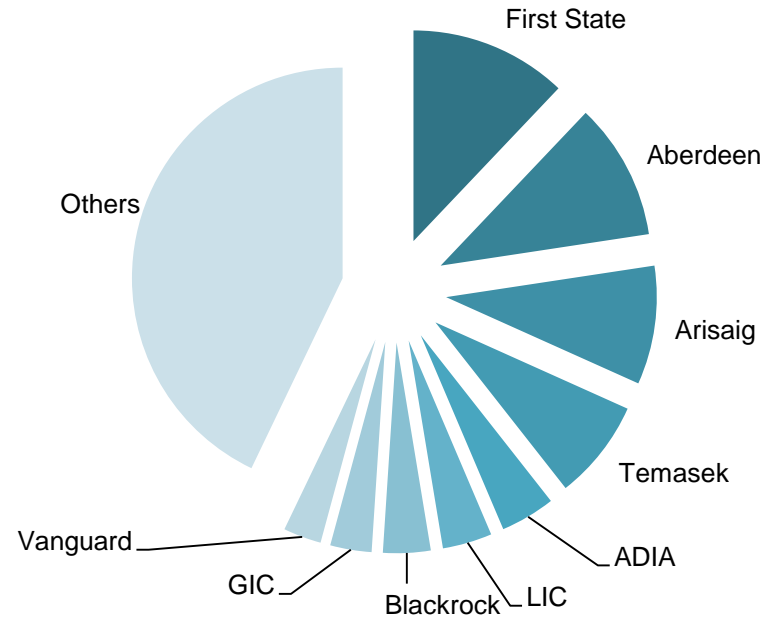
Way ahead

- Expect ahead of category and profitable growth rate
- Benign commodity cost environment to aid margin expansion in medium term
- Currency volatility and macro environment headwinds in a few of the countries we operate in

Shareholding pattern



Major investors



Contact us

To know more, visit:
www.godrejcp.com

V Srinivasan

Email: v.srinivasan@godrejcp.com

Tel: +91 22 2519 4316

Sameer Shah

Email: sa.shah@godrejcp.com

Tel: +91 22 2519 4467

Tapan Joshi

Email: tapan.joshi@godrejcp.com

Tel: +91 22 2519 5433



THANK YOU FOR YOUR TIME AND CONSIDERATION