

Independent Auditors' Report

To the Members of Godrej Consumer Products Limited

Report on the Audit of Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Godrej Consumer Products Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group") and its associate, which comprise the consolidated balance sheet as at 31 March 2020, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us,

and based on the consideration of reports of other auditors on separate financial statements of such subsidiaries as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group and its associate as at 31 March 2020, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group and its associate, in accordance

with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of audit reports of the other auditors referred to in sub paragraph (a) of the "Other Matters" paragraph below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matters:

The key audit matter	How the matter was addressed in our audit
<p>Revenue recognition</p> <p>(Refer note 29 to the consolidated financial statements)</p> <p>Revenue is measured net of any discounts and rebates.</p> <p>Recognition and measurement of discounts and rebates accruals at year end, involves judgement and estimates. This leads to a risk of revenue being misstated due to inaccurate estimation over discounts and volume rebates.</p> <p>Revenue is recognised when the control of the products being sold has transferred to the customer.</p> <p>There is a risk of revenue being overstated on account of manipulation in the timing of transfer of control, due to the pressure on the Group to achieve performance targets, at the reporting period end.</p> <p>Accordingly, revenue recognition is considered to be a key audit matter.</p>	<p>Our audit procedures included:</p> <ul style="list-style-type: none"> • Assessing the Group’s compliance of revenue recognition accounting policies, including those relating to discounts and rebates, with reference to Ind AS 115 ‘Revenue from contracts with customers’ (applicable accounting standard); • Testing the design, implementation and operating effectiveness of the Group’s general IT controls and key IT/manual application controls over the Group’s systems, with the assistance of our IT specialists. These IT systems enable recording of revenue (including period end cut-off) and compute discounts and volume rebates in the general ledger accounting system; • Performing substantive cut-off testing by selecting statistical samples of revenue transactions recorded at year-end and agreeing to the underlying documents, which included sales invoices and shipping documents; • Performing a retrospective assessment of discounts and rebate accruals with prior period to evaluate the historical accuracy; • Performing substantive testing by agreeing statistical samples of discounts and rebate accruals to underlying documents; • Assessing manual journals posted to revenue to identify unusual items.

The key audit matter	How the matter was addressed in our audit
<p>Impairment evaluation of Goodwill</p> <p>(Refer note 52 to the consolidated financial statements)</p> <p>The carrying amount of Goodwill represents 35% of the Group’s total assets.</p> <p>The identification of relevant Cash Generating Units (CGUs) for the annual impairment evaluation of Goodwill by the Group involves significant judgement.</p> <p>The impairment testing of Goodwill by the Group involves significant estimates and judgement due to the inherent uncertainty involved in forecasting, discounting future cash flows, and determining the recoverable amount.</p> <p>Accordingly, impairment assessment of goodwill is considered to be a key audit matter.</p>	<p>Our audit procedures included:</p> <ul style="list-style-type: none"> • Evaluating appropriateness of Group’s basis to identify relevant CGUs; • Assessing Group’s valuation methodology and challenging the assumptions used relating to weighted-average cost of capital, revenue, earnings and long-term growth rates, by involving our valuation specialists. • Comparing the weighted-average cost of capital with sector averages for the relevant markets in which the CGUs operate; • Performing sensitivity analysis by assessing the effect of possible reductions in the above assumptions on the recoverable amount; and • Evaluating the adequacy of the disclosures in respect of impairment evaluation of Goodwill in the consolidated financial statements.

Description of Key Audit Matters:

The key audit matter	How the matter was addressed in our audit
<p>Intangible Assets- impairment assessment</p> <p>(Refer note 52 to the consolidated financial statements)</p> <p>The carrying amount of trademarks / brands (indefinite life intangible assets) represent 15% of the Group's total assets.</p> <p>The annual impairment testing of these intangible assets by the Group involves significant estimates and judgment due to the inherent uncertainty involved in forecasting and discounting future cash flows.</p> <p>Accordingly, impairment assessment of intangible assets is considered to be a key audit matter.</p>	<p>Our audit procedures included:</p> <p>Assessing the valuation methodology and challenging the assumptions used, in particular those relating to forecast revenue growth and earnings, weighted average cost of capital and royalty rates, with the assistance of our valuation specialists;</p> <p>Assessing the reliability of the financial projections prepared by the Group by comparing projections for previous financial years with actual results realized and analysis of significant variances, if any;</p> <p>Performing sensitivity analysis on the assumptions noted above; and</p> <p>Evaluating the adequacy of disclosures in respect of impairment evaluation of intangible assets in the consolidated financial statements.</p>

Other Information

The Holding Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's annual report, but does not include the consolidated financial statements and our auditors' report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed and based on the work done/ audit reports of other auditors, we conclude that there is a

material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Management's and Board of Directors' Responsibilities for the consolidated financial statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group and its associate in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associate are responsible for maintenance of adequate accounting records in

accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associate are

responsible for assessing the ability of each company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group and of its associate is responsible for overseeing the financial reporting process of each company.

Auditor’s Responsibilities for the Audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on the internal financial controls with reference to the consolidated financial statements and the operating effectiveness of such controls based on our audit.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Group and its associate to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of such entities or business activities within the Group and its associate to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial information

of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion. Our responsibilities in this regard are further described in para (a) of the section titled 'Other Matters' in this audit report.

We believe that the audit evidence obtained by us along with the consideration of audit reports of the other auditors referred to in sub-paragraph (a) of the Other Matters paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

We communicate with those charged with governance of the Holding Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with

relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

a) We did not audit the financial statements of 38 subsidiaries, whose financial statements reflect total assets of Rs.10,125.26 crores (before consolidated adjustments) as at 31 March 2020, total revenues of Rs. 7,284.90 crores (before consolidated adjustments) and net cash outflows amounting to Rs.174.18 crores (before consolidated adjustments) for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have

been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and our report in terms of sub-section (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the audit reports of the other auditors.

b) The consolidated financial statements also include the Group's share of net profit after tax (and other comprehensive income) of Rs.0.81 crores for the year ended 31 March 2020, as considered in the consolidated financial statements, in respect of an associate, whose financial statements have not been audited by us or by other auditors. These unaudited financial statements have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of this associate, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid associate, is based solely on such unaudited financial statements. In our opinion and according to the information and explanations given to us by the Management, these financial statements are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors and the financial statements/financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements of such subsidiaries as were audited by other auditors, as noted in the 'Other Matters' paragraph, we report, to the extent applicable, that:

- a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
- b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors.

c) The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under section 133 of the Act.

e) On the basis of the written representations received from the directors of the Holding Company as on 31 March 2020 taken on record by the Board of Directors of the Holding Company, none of the directors of the Holding Company is disqualified as on 31 March 2020 from being appointed as a director in terms of Section 164(2) of the Act.

f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company, and the operating effectiveness

of such controls, refer to our separate Report in "Annexure A". We have not commented on the internal financial controls with reference to financial statements of the subsidiaries since all the subsidiaries are incorporated outside India.

B. With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditor's) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, as noted in the 'Other Matters' paragraph:

- i) The consolidated financial statements disclose the impact of pending litigations as at 31 March 2020 on the consolidated financial position of the Group and its associate. Refer Note 41 to the consolidated financial statements.
- ii) Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long term contracts including derivative contracts. Refer Notes 26 and 50 to the consolidated financial

statements in respect of such items as it relates to the Group and its associate.

- iii) There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company.
- iv) The disclosures in the consolidated financial statements regarding holdings as well as dealings in specified bank notes during the period from 8 November 2016 to 30 December 2016 have not been made in the consolidated financial statements since they do not pertain to the financial year ended 31 March 2020.

- C. With respect to the matter to be included in the Auditor's report under section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid during the current year by the Holding Company to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company, is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details

under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/
W100022

Vijay Mathur
Partner
Membership No. 046476
ICAI UDIN: 20046476AAAABP5606

Mumbai : 13 May 2020

Annexure A to the Independent Auditors' report on the consolidated financial statements of Godrej Consumer Products Limited for the year ended 31 March 2020

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013

(Referred to in paragraph (A) (f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Godrej Consumer Products Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2020, we have audited the internal financial controls with reference to consolidated financial statements of the Holding Company as of that date.

In our opinion, the Holding Company, has, in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls were operating effectively as at 31 March 2020, based on the internal financial controls with reference to consolidated financial statements criteria established by the Holding Company considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's Responsibility for Internal Financial Controls

The Holding Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the criteria established by the Holding Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Holding company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as

required under the Companies Act, 2013 (hereinafter referred to as "the Act").

Auditors' Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of the internal controls

based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Holding Company's internal financial controls with reference to consolidated financial statements.

Meaning of Internal Financial controls with Reference to consolidated financial statements

A Holding Company's internal financial controls with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A Holding Company's internal financial controls with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the Holding Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures

of the Holding Company are being made only in accordance with authorisations of management and directors of the Holding Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Holding company's assets that could have a material effect on the consolidated financial statements.

Inherent Limitations of Internal Financial controls with reference to consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/
W100022

Vijay Mathur
Partner
Membership No. 046476
ICAI UDIN: 20046476AAAABP5606

Mumbai : 13 May 2020

Consolidated Balance Sheet as At March 31, 2020

	Note No.	As at March 31, 2020	₹ Crore As at March 31, 2019
I. ASSETS			
1. Non-current assets			
(a) Property, Plant and Equipment	3	1,205.02	1,192.29
(b) Capital work-in-progress		55.67	50.90
(c) Right-of-use assets	4	51.90	-
(d) Goodwill	5	5,339.32	4,918.03
(e) Other Intangible assets	5	2,635.16	2,559.94
(f) Intangible assets under development		1.37	1.16
(g) Investments in associate	6	34.80	34.67
(h) Financial Assets			
(i) Loans	7	22.63	18.77
(ii) Others	8	36.63	5.77
(i) Deferred tax assets (net)	9D	646.79	549.32
(j) Other non-current assets	10	45.21	53.39
(k) Non-Current Tax Assets (net)	9C	74.17	97.43
Total Non Current Assets		10,148.67	9,481.67
2. Current assets			
(a) Inventories	11	1,703.12	1,558.59
(b) Financial Assets			
(i) Investments	12	637.18	481.31
(ii) Trade receivables	13	1,157.25	1,292.90
(iii) Cash and cash equivalents	14A	602.87	862.21
(iv) Bank balances other than (iii) above	14B	167.29	32.51
(v) Loans	15	3.27	3.73
(vi) Others	16	164.51	154.86
(c) Other current assets	17	372.85	302.30
Total Current Assets		4,808.34	4,688.41
TOTAL ASSETS		14,957.01	14,170.08
II. EQUITY AND LIABILITIES			
1. EQUITY			
(a) Equity Share capital	18	102.23	102.22
(b) Other Equity	19	7,796.13	7,164.70
Total Equity		7,898.36	7,266.92
2. LIABILITIES			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	20	2,145.04	2,604.78
(ii) Lease liabilities	4	34.19	-
(iii) Other financial liabilities	21	131.98	217.55
(b) Provisions	22	116.98	108.25
(c) Deferred tax liabilities (net)	9E	76.73	76.53
(d) Other non-current liabilities	23	7.17	4.27
Total Non Current liabilities		2,512.09	3,011.38
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	24	518.70	270.94
(ii) Lease liabilities	4	22.43	-
(iii) Trade payables			
(a) Total outstanding dues of Micro and Small Enterprises	25	27.15	53.49
(b) Total outstanding dues of creditors other than Micro and Small Enterprises	25	2,453.34	2,486.39
(iv) Other financial liabilities	26	1,336.04	942.88
(b) Other current liabilities	27	84.71	51.84
(c) Provisions	28	55.96	50.85
(d) Current tax liabilities (Net)	9C	48.23	35.39
Total Current Liabilities		4,546.56	3,891.78
TOTAL EQUITY AND LIABILITIES		14,957.01	14,170.08

The accompanying notes 1 to 58 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For B S R & Co. LLP

Chartered Accountants

Firm Regn No. 101248W/W-100022

Vijay Mathur

Partner

M.No. 046476

Mumbai: May 13, 2020

V Srinivasan

Chief Financial Officer

& Company Secretary

Nisaba Godrej

Executive Chairperson

DIN: 00591503

Vivek Gambhir

Managing Director & CEO

DIN: 6527810

Consolidated Statement of Profit and Loss for the year ended March 31, 2020

	Note No.	Year ended March 31, 2020	₹ Crore Year ended March 31, 2019
Revenue			
I. Revenue from Operations	29	9,910.80	10,314.34
II. Other income	30	112.30	108.76
III. Total Income (I + II)		10,023.10	10,423.10
IV. Expenses			
Cost of Materials Consumed	31	4,121.75	4,062.43
Purchases of Stock-in-Trade		313.08	337.36
Changes in Inventories of Finished Goods, Stock-in-Trade and Work-in-Progress	32	(173.15)	154.54
Employee Benefits Expense	33	1,018.82	1,068.41
Finance costs	34	217.41	224.25
Depreciation and Amortization Expenses	35	197.28	169.98
Other Expenses	36	2,487.27	2,573.99
Total Expenses		8,182.46	8,590.96
V. Profit before Exceptional Items, Share of Net Profits of equity accounted investees and Tax (III-IV)		1,840.64	1,832.14
VI. Share of net profits of equity accounted investees (net of income tax)		0.81	0.63
VII. Profit before Exceptional Items and Tax (V+VI)		1,841.45	1,832.77
VIII. Exceptional Items (Net)	37	(81.05)	252.56
IX. Profit before Tax (VII+VIII)		1,760.40	2,085.33
X. Tax expense:			
(1) Current Tax	9A	378.66	417.90
(2) Deferred Tax	9A	(114.84)	(674.10)
Total Tax Expense		263.82	(256.20)
XI. Profit for the Year (IX-X)		1,496.58	2,341.53
XII. Other Comprehensive Income			
A (i) Items that will not be reclassified to profit or loss			
Remeasurements of defined benefit plans		(4.93)	5.13
(ii) Income tax related to items that will not be reclassified to profit or loss	9A	1.07	0.21
		(3.86)	5.34
B (i) Items that will be reclassified to profit or loss			
a) Exchange differences in translating financial statements of foreign operations		245.62	146.75
b) The effective portion of gains and loss on hedging instruments in a cash flow hedge		(18.56)	(13.58)
		227.06	133.17
Other Comprehensive Income (net of income tax) (A+B)		223.20	138.51
XIII. Total Comprehensive Income for the Year (XI+XII)		1,719.78	2,480.04
Profit attributable to:			
Owners of the Company		1,496.58	2,341.53
Non-controlling interests		-	-
Other Comprehensive Income attributable to:			
Owners of the Company		223.20	138.51
Non-controlling interests		-	-
Total comprehensive income attributable to:			
Owners of the Company		1,719.78	2,480.04
Non-controlling interests		-	-
XIV. Earnings per equity share (₹)			
1. Basic	38	14.64	22.91
2. Diluted		14.64	22.90

The accompanying notes 1 to 58 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For B S R & Co. LLP

Chartered Accountants

Firm Regn No. 101248W/W-100022

Vijay Mathur

Partner

M.No. 046476

Mumbai: May 13, 2020

V Srinivasan

Chief Financial Officer
& Company Secretary

Nisaba Godrej

Executive Chairperson

DIN: 00591503

Vivek Gambhir

Managing Director & CEO

DIN: 6527810

Consolidated Statement of cash flows for the year ended March 31, 2020

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
A. CASH FLOW FROM OPERATING ACTIVITIES		
Profit Before Exceptional Items and Tax	1,841.45	1,832.77
Adjustments for :		
Depreciation, amortization and impairment expenses	197.28	169.98
Bad Debts Written off	6.25	6.41
Provision / Write off / (back) for Doubtful Debts / Advances	(3.09)	6.89
Write back of Old Balances	0.79	(0.21)
Expenses on Employee Stock Grant Scheme (ESGS)	9.66	9.12
Loss on sale of Property, Plant & Equipment and Intangible assets (net)	4.13	0.59
Finance cost	217.41	224.25
Interest Income	(76.25)	(86.76)
Share of profit of equity accounted investees	(0.81)	(0.63)
Fair value (Gain) / Loss on financial assets measured at FVTPL (net)	-	(0.01)
(Profit) on Sale of Investments (net)	(4.53)	(8.03)
Adjustment due to hyperinflation	13.49	13.23
Unrealised foreign exchange Loss (net)	0.25	13.78
	364.58	348.61
Operating Profit Before Working Capital Changes	2,206.03	2,181.38
Adjustments for :		
(Increase) in inventories	(177.50)	(20.01)
(Increase) / Decrease in trade receivables	130.29	(174.20)
(Increase) in loans	(3.40)	(0.74)
(Increase) / Decrease in other financial assets	(34.19)	39.74
(Increase) in other non-current assets	(11.73)	(4.58)
(Increase)/ Decrease in other current assets	(73.35)	21.62
Increase / (Decrease) in trade and other payables	(95.00)	274.22
(Decrease) in other financial liabilities	(39.38)	(51.42)
Increase/ (Decrease) in other liabilities and provisions	42.95	(84.06)
	(261.31)	0.57
Cash Generated from Operating Activities	1,944.72	2,181.95
Income Taxes paid (net)	(344.05)	(435.07)
Cash Flow before exceptional items	1,600.67	1,746.88
Exceptional Items:		
Restructuring Cost	(12.56)	(18.03)
Net Cash Flow from Operating Activities (A)	1,588.11	1,728.85
B CASH FLOW FROM INVESTING ACTIVITIES		
Purchase of property, plant & equipment and intangible assets (net)	(152.02)	(207.73)
Proceeds from Mutual Fund (Net)	19.73	106.80
(Investments) in / proceeds from deposits with NBFCs (net)	(400.10)	192.43
Proceeds from sale of non convertible debentures with NBFCs (net)	249.21	86.06
Proceeds from sale of commercial papers	-	97.04
Dividend from equity accounted investees	0.68	2.28
Payment for Business Acquisitions	(185.66)	(425.33)
Divestment of business unit, net of cash disposed of	9.51	278.22
(Investments) in / proceeds from fixed deposits having maturities greater than 3 months (net)	(131.61)	29.68
Interest Received	57.00	92.10
Net Cash Flow from/ (used in) in Investing Activities (B)	(533.26)	251.55

Consolidated Statement of cash flows for the year ended March 31, 2020

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
C CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from Allotment of Equity Shares under Employee Stock Grant Scheme*	0.01	-
Proceeds from Commercial Paper	247.33	-
Proceeds/ (repayments) of loans and borrowings excluding Commercial paper (net)	(375.31)	(344.69)
Expenses on issue of bonus shares	-	(0.74)
Principal Payment of lease liabilities	(25.49)	-
Finance cost paid towards Lease liabilities	(4.07)	-
Finance Cost paid	(151.87)	(214.67)
Dividend Paid	(817.82)	(1,226.52)
Dividend Distribution Tax Paid	(168.11)	(252.11)
Net Cash Flow (used in) Financing Activities (C)	(1,295.33)	(2,038.73)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS (A+B+C)	(240.48)	(58.33)
CASH AND CASH EQUIVALENTS:		
As at the beginning of the year ** (Refer Note 14A)	862.21	898.02
Less: Cash credit	(5.75)	(3.42)
Effect of exchange difference on translation of cash and cash equivalents on consolidation	(15.02)	20.19
As at the end of the year ** (Refer Note 14A)	602.87	862.21
Less: Cash credit	(1.91)	(5.75)
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS	(240.48)	(58.33)

* amount less than ₹ 0.01 crore

** Cash and Cash equivalents includes cash credits, that are repayable on demand and form an integral part of Group's cash management.

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
Movement of loans and borrowings:		
Opening Balance	3,376.30	3,504.15
Cash Flows (net)	(127.98)	(344.69)
Add/(Less): Exchange difference	268.12	216.84
Closing Balance	3,516.44	3,376.30

Note:

- The above consolidated statement of cash flow has been prepared under the 'Indirect Method' as set out in IND AS 7, 'Statement of Cash Flows'.
- The accompanying notes 1 to 58 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached

For B S R & Co. LLP

Chartered Accountants

Firm Regn No. 101248W/W-100022

Vijay Mathur

Partner

M.No. 046476

Mumbai: May 13, 2020

V Srinivasan

Chief Financial Officer

& Company Secretary

For and on behalf of the Board of Directors

Nisaba Godrej

Executive Chairperson

DIN: 00591503

Vivek Gambhir

Managing Director & CEO

DIN: 6527810

Consolidated Statement of Changes in Equity for the year ended March 31, 2020

(a) Equity Share Capital	Note No.	₹ Crore				
As at April 1, 2018		68.13				
Changes in equity share capital during the year		34.09				
As at March 31, 2019		102.22				
As at April 1, 2019		102.22				
Changes in equity share capital during the year	18	0.01				
As at March 31, 2020		102.23				
Particulars						
			Reserves & Surplus	Other Comprehensive Income	Total	Total Equity
			Securities Premium	General Reserve	Retained Earnings	Effective portion of Cash Flow Hedges
			Other Reserves	Exchange differences on translating the financial statements of foreign operations		
Balance as at April 1, 2018		1,424.52	154.05	13.18	4,702.08	7.69
Profit for the year		-	-	-	2,341.53	-
Remeasurements of defined benefit plans (net of tax)		-	-	-	5.34	-
Other comprehensive income for the year		-	-	-	(13.58)	146.75
Total comprehensive income for the year		-	-	-	2,346.87	(13.58)
Premium received on allotment of shares / Exercise of Share Options		8.34	-	(8.34)	-	-
Deferred employee compensation expense		-	-	9.12	-	-
Issue of Bonus Shares		(34.07)	-	-	4.97	(34.07)
Impact on account of Hyperinflation for the year		-	-	-	-	-
Expenses on Issue of Bonus Shares		(0.75)	-	-	-	(0.75)
Dividends		-	-	-	(1,226.52)	-
Dividend Distribution Tax (DDT)		-	-	-	(252.11)	-
Revaluation of put option liability		-	-	-	(6.16)	-
Balance as at March 31, 2019		1,398.04	154.05	13.96	5,569.13	(5.89)
			13.96	35.41	7,164.70	(6.16)
					2,480.04	7,164.70

Particulars	Reserves & Surplus			Other Comprehensive Income			Total	Total Equity
	Securities Premium	General Reserve	Other Reserves	Retained Earnings	Effective portion of Cash Flow Hedges	Exchange differences on translating the financial statements of foreign operations		
Balance as at April 1, 2019	1,398.04	154.05	13.96	5,569.13	(5.89)	35.41	7,164.70	7,164.70
Transition Impact of Lease as per IND AS 116 (net of tax) (Refer note 4)	-	-	-	(4.60)	-	-	(4.60)	(4.60)
Restated balance as at April 1, 2019	1,398.04	154.05	13.96	5,564.53	(5.89)	35.41	7,160.10	7,160.10
Profit for the year	-	-	-	1,496.58	-	-	1,496.58	1,496.58
Remeasurements of defined benefit plans (net of tax)	-	-	-	(3.86)	-	-	(3.86)	(3.86)
Other comprehensive income for the year (Net) (refer note 19)	-	-	-	-	(18.56)	219.93	201.37	201.37
Total comprehensive income for the year	-	-	-	1,492.72	(18.56)	219.93	1,694.09	1,694.09
Premium received on allotment of shares / Exercise of Share Options	9.32	-	(9.32)	-	-	-	-	-
Deferred employee compensation expense	-	-	9.66	-	-	-	9.66	9.66
Dividends	-	-	-	(817.82)	-	-	(817.82)	(817.82)
Dividend Distribution Tax (DDT)	-	-	-	(168.11)	-	-	(168.11)	(168.11)
Revaluation of put option liability	-	-	-	(81.79)	-	-	(81.79)	(81.79)
Balance as at March 31, 2020	1,407.36	154.05	14.30	5,989.53	(24.45)	255.34	7,796.13	7,796.13

The accompanying notes 1 to 58 are an integral part of the Consolidated Financial Statements.

As per our report of even date attached

For and on behalf of the Board of Directors

For B S R & Co. LLP

Chartered Accountants

Firm Regn No. 101248W/W-100022

Nisaba Godrej

Executive Chairperson

DIN: 00591503

Vijay Mathur

Partner

M.No. 046476

Mumbai: May 13, 2020

V Srinivasan

Chief Financial Officer

& Company Secretary

Vivek Gambhir

Managing Director & CEO

DIN: 6527810

1) Corporate Information

Godrej Consumer Products Limited (the Company) was incorporated on November 29, 2000, to take over the consumer products business of Godrej Soaps Limited (subsequently renamed as Godrej Industries Limited), pursuant to a Scheme of Arrangement as approved by the High Court, Mumbai. The Company is a fast moving Consumer Goods company, manufacturing and marketing Household and Personal Care products. The Company along with its subsidiaries, associate and joint venture is a public company limited by shares, incorporated and domiciled in India and is listed on the Bombay Stock Exchange (BSE) and the National Stock Exchange (NSE). The Company's registered office is at 4th Floor, Godrej One, Pirojshanagar, Eastern Express Highway, Vikhroli (east), Mumbai – 400 079. These Consolidated financial statements comprise the Company and its subsidiaries (referred to collectively as the 'Group') and the Group's interest in an associate and a joint venture.

2) Basis of preparation, Measurement and Significant Accounting Policies

2.1 Basis of preparation and measurement

a. Basis of preparation

The Consolidated financial statements have been prepared in accordance with Indian Accounting Standards ("Ind AS") as notified by Ministry of Corporate Affairs pursuant to Section 133 of the Companies Act, 2013 ('Act') read with the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time

The Consolidated financial statements were authorized for issue by the Company's Board of Directors on May 13, 2020.

Current versus non-current classification

All assets and liabilities have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in the Schedule III to the Companies Act, 2013. Based on the nature of products and the time taken between acquisition of assets for processing and their realization in cash and cash equivalents, the Group has ascertained its operating cycle as twelve months for the purpose of classification of assets and liabilities into current and non-current.

b. Basis of measurement

These Consolidated financial statements have been prepared on a historical cost basis, except for the following assets and liabilities which have been measured at fair value or revalued amounts:

- Certain financial assets and liabilities (including derivative instruments) measured at fair value [refer accounting policy regarding financial instruments Note 2.5 (f)]
- Defined benefit plans – plan assets and share based payments measured at fair value [Note 2.5 (i)]
- Assets held for sale – measured at lower of carrying value or fair value less cost to sell [Note 2.5 (e)]

c. Principles of consolidation

The Company consolidates all the entities which are controlled by it.

The Company establishes control when, it has the power over the entity, is exposed or has rights to variable return from its involvement with the entity and has the ability to affect the entity's returns by using its power over relevant activities of the entity.

Entities controlled by the Company are consolidated from the date control commences until the date control ceases.

All inter-company transactions, balances and income and expenses are eliminated in full on consolidation.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted as equity

transactions. The carrying amount of the Company's interest and non-controlling interest are adjusted to reflect the change in their relative interest in the subsidiaries. Any difference between the amount at which the non-controlling interest are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to shareholders of the Company.

Investments in associate and joint venture are accounted using equity method. They are initially recognized at cost which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements includes Group's share of profit or loss and OCI of equity accounted investees until the date on which significant influence or joint control ceases.

d. Business combination and goodwill

The Group accounts for its business combinations under acquisition method of accounting. Acquisition related costs are recognized in the Consolidated statement of profit and loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognized at their fair value at the acquisition date.

Purchase consideration paid in excess of the fair value of the net

assets acquired is recognized as goodwill. Where the fair value of the identifiable assets and liabilities exceeds the cost of acquisition after reassessing sale values of the net assets and contingent liabilities, the excess is recognized as capital reserve.

The interest of non-controlling shareholders is initially measured either at fair value or at non-controlling interest's proportionate share of acquiree's identifiable net assets at the date of acquisition. The choice of measurement basis is made on an acquisition by acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interest's share of subsequent changes in equity of subsidiaries.

Business combinations arising from transfer of interests in entities that are under common control are accounted at historical cost. The difference between any consideration given and the aggregate historical carrying amounts of assets and liabilities of the acquired entity are recorded in capital reserve.

e. Classification of Argentina as a hyperinflationary economy

The Argentinian economy was designated as hyperinflationary from 1 July 2018. As a result, application of Ind AS 29 'Financial Reporting in Hyperinflationary Economies' has been applied for the first time to the Group's subsidiaries whose functional currency is

the Argentinian Peso. Ind AS 29 requires that adjustments are applicable from the start of the group's reporting period i.e. from 1st April 2018. Ind AS 21, "The Effects of Changes in Foreign Exchange Rates", does not require prior period comparatives to be restated due to hyperinflation, consequently, the comparative numbers for such entities are the same as reported in Consolidated financial statements of previous periods. The effect of retranslation of Equity share capital, securities premium and other reserves due to hyperinflation has been recorded in the Foreign currency translation reserve.

The application of Ind AS 29 includes:

- Adjustment of historical cost non-monetary assets and liabilities for the change in purchasing power caused by inflation from the date of initial recognition to the balance sheet date;
- Adjustment of the income statement for inflation during the reporting period;
- Translation of the income statement at the closing rate instead of an average rate; and
- Adjustment of the income statement to reflect the impact of inflation and exchange rate movement

on holding monetary assets and liabilities in local currency.

The main effects on the Group Consolidated financial statements for the year ended March 31, 2020 are:

- Net assets increased by ₹ 24.91 crore (Mar-31-2019: ₹ 36.51 crore) mainly due to restatement of property, plant and equipment, intangible assets, deferred tax assets and inventories with corresponding increase in Total equity as at March 31, 2020;
- Opening retained earnings as on 1st April 2018 decreased by ₹ 13.50 crore reflecting the impact of adjusting the historical cost of non-monetary assets and liabilities from the date of their initial recognition to 1st April 2018 for the effect of inflation;
- Total Revenue from operation is reduced by ₹ 0.75 crore (Mar-31-2019: ₹ 21.26 crore);
- Profit after tax is reduced by ₹ 30.77 crore (Mar-31-2019: ₹ 9.09 crore) and

- A net monetary gain of ₹ 1.21 crore (Mar-31-2019: ₹ 0.16 crore) (grouped under finance cost) is recognised from the inflation and exchange rate movements in the year on the net monetary items held in Argentinian Peso and adjustment to income statement.

2.2 Key estimates and assumptions

In preparing these Consolidated financial statements, management has made judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, disclosure of contingent liabilities, income and expenses. Actual results may differ from these estimates.

The areas involving critical estimates or judgements are:

- i. Determination of the estimated useful lives of tangible assets and the assessment as to which components of the cost may be capitalized; [Note 2.5 (a)]
- ii. Determination of the estimated useful lives of intangible assets and determining intangible assets having an indefinite useful life; [Note 2.5 (b)]

- iii. Recognition and measurement of defined benefit obligations, key actuarial assumptions; [Note 44]
- iv. Recognition of deferred tax assets, availability of future taxable profit against which tax losses carried forward and MAT credit can be used; [Note 2.5 (n)]
- v. Recognition and measurement of provisions and contingencies, key assumptions about the likelihood and magnitude of an outflow of resources; [Note 2.5(j)]
- vi. Fair valuation of employee share options, Key assumptions made with respect to expected volatility; [Note 2.5(l)]
- vii. Rebates and sales incentives accruals [Note 2.5 (k)]
- viii. Fair value of financial instruments [Note 2.3]
- ix. Impairment of Goodwill [Note 2.5 (b)]
- x. Impairment of financial and non-financial assets [Note 2.5 (d) and (f)]

2.3 Measurement of fair values

The Group's accounting policies and disclosures require certain financial and non-financial assets and liabilities to be measured at fair values.

The Group has an established control framework with respect to the measurement of fair values. The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

The management regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the management assesses the evidence obtained from the third parties to support the conclusion that such valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which such valuations should be classified.

Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred. Further information about the assumptions made in measuring fair value is included in the Note 2.5.(f).

2.4 Significant Accounting Policies

a. Property, Plant and Equipment

Recognition and measurement

Items of property, plant and equipment, other than Freehold Land, are measured at cost less accumulated depreciation and any accumulated impairment losses. Freehold land is carried at cost.

The cost of an item of property, plant and equipment

comprises its purchase price, including import duties and non-refundable purchase taxes, after deducting trade discounts and rebates, any directly attributable costs of bringing the asset to its working condition for its intended use and estimated costs of dismantling and removing the item and restoring the site on which it is located.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on derecognition of an item of property, plant and equipment is included in profit or loss when the item is derecognised.

Subsequent expenditure

Subsequent costs are included in the assets carrying amount or recognized as a separate asset, as appropriate only if it is probable that the future economic benefits associated with the item will flow to the Group and the cost of the item can be reliably measured. The carrying amount of any component accounted for as a separate asset is derecognized when replaced. All other repairs and maintenance are charged to profit and loss during the reporting period in which they are incurred.

Depreciation

Depreciation is provided, under the Straight Line Method, pro rata to the period of use, based on useful lives specified in Schedule II to the Companies Act, 2013, except the following items where useful lives estimated by the management based on internal technical assessment, past trends and expected operational lives differ from those provided in Schedule II of the Companies Act 2013:

- Leasehold land is amortised equally over the lease period.
- Leasehold Improvements are depreciated over the shorter of the unexpired period of the lease and the estimated useful life of the assets.
- Office Equipments are depreciated over 5 to 10 years.
- Tools are depreciated over a period of 9 years, and dies and moulds over 3 years.
- Vehicles are depreciated over a period ranging from 5 years to 8 years depending on the use of vehicles.
- In some of the subsidiaries, useful lives are estimated to be lower or higher as compared to useful lives defined

in Schedule II of the Companies Act 2013 for certain class of assets due to different geographical environment.

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

b. Goodwill and other Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization (where applicable) and accumulated impairment losses. Internally generated intangibles, excluding eligible development costs are not capitalized, and the related expenditure is reflected in profit and loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Goodwill

Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill is not amortised but it is tested for impairment annually or more frequently if events or changes in circumstances indicate that the asset may be

impaired, and is carried at cost less accumulated impairment losses. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold.

Other intangible assets

Intangible assets with definite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization method and period are reviewed at the end of each reporting period. Changes in the expected useful life or expected pattern of consumption of future economic benefits embodied in the assets are considered to modify amortization period or method, as appropriate, and are treated as changes in accounting estimates.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset

and are recognized in the statement of profit and loss when the asset is derecognized.

Amortization of other intangible assets

Amortization is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives and is generally recognised in profit or loss.

The estimated useful lives for current and comparative periods are as follows:

Software licenses	6 years
Trademarks	10 years
Technical knowhow	10 years

Trademarks acquired are amortised equally over the best estimate of their useful life not exceeding a period of 10 years, except in the case of Soft & Gentle, Non-Valon brands like Pride, Climax, Odonil, Supalite, Twilite, Lavik, Peurex, Corawwi and Simba brands where the brands are amortised equally over a period of 20 years.

Brands like Goodknight, Hit, SON, Pamela Grant and Millefiori are assessed as intangibles having indefinite useful life and are not amortised in the Consolidated financial statements, but are tested for impairment annually.

Residual value is estimated to be immaterial by management

and hence has been considered at ₹ 1.

c. Borrowing Cost

Interest and other borrowing costs attributable to qualifying assets are capitalized. Other interest and borrowing costs are charged to revenue.

d. Impairment of Non-Financial Assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial (except for inventories and deferred tax assets) assets are assessed at the end of each reporting date to determine whether there is any indication of impairment.

An impairment loss is recognised whenever the carrying value of an asset or a cash-generating unit exceeds its recoverable amount. Recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs of disposal and its value in use. An impairment loss, if any, is recognised in the Consolidated Statement of Profit and Loss in the period in which the impairment takes place. The impairment loss is allocated first to reduce the carrying amount of any goodwill (if any) allocated to the cash generating unit and

then to the other assets of the unit, pro-rata based on the carrying amount of each asset in the unit.

An impairment loss in respect of goodwill is not subsequently reversed. In respect of other assets for which impairment loss has been recognised in prior periods, the Group reviews at each reporting date whether there is any indication that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. Such a reversal is made only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognised.

e. Assets held for sale

Non-current assets or disposal comprising of assets and liabilities are classified as 'held for sale' when all of the following criteria's are met (i) decision has been made to sell (ii) the assets are available for immediate sale in its present condition (iii) the assets are being actively marketed and (iv) sale has been agreed or is expected to be conducted within 12 months of the Balance Sheet date.

Subsequently, such non-current assets and disposal groups classified as held for sale

are measured at lower of its carrying value and fair value less costs to sell. Losses on initial classification as held for sale and subsequent gains and losses on re-measurement are recognised in profit and loss. Non-current assets held for sale are not depreciated or amortised.

f. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial instruments also include derivative contracts such as foreign currency foreign exchange forward contracts, interest rate swaps and futures.

Financial assets

Initial recognition and measurement

All financial assets are recognised initially at fair value plus, in the case of financial assets not recorded at fair value through profit or loss, transaction costs that are attributable to the acquisition of the financial asset. Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

For the purpose of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost,
- Financial assets at fair value through other comprehensive income (FVTOCI)
- Financial assets at fair value through profit (FVTPL)
- Equity instruments measured at fair value through other comprehensive income (FVTOCI)

on the basis of its business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

Financial assets at amortised cost

- A financial asset is measured at the amortised cost if both the following conditions are met. The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included in finance income in the profit or loss. The losses arising from impairment are recognised in the profit or loss. This category generally applies to trade and other receivables.

Financial assets at fair value through other comprehensive income (FVTOCI)

A debt instrument is measured at FVOCI if it means both of the following conditions and is not designated as at FVTPL

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVOCI – equity investment). This election is made on an investment-by-investment basis.

Financial assets at fair value through profit and loss (FVTPL)

A financial asset, which does not meet the criteria for categorization as at amortised cost or as FVOCI, is classified as at FVTPL. This includes all derivative financial assets.

In addition, the Group may, at initial recognition, irrevocably designate a financial asset, which otherwise meets amortised cost or FVOCI criteria, as at FVTPL. However, such election is allowed only if doing so reduces or eliminates a measurement or recognition inconsistency (referred to as 'accounting mismatch').

Financial assets included within the FVTPL category are measured at fair value with all changes recognized in the profit and loss.

All equity investments within the scope of Ind-AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at FVTPL. For all other equity instruments, the Group decides to classify the same either as at FVOCI or FVTPL. The Group makes such election on an instrument-by-instrument basis. The classification is made on initial recognition and is irrevocable.

If the Group decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognized in the other comprehensive income. There is no recycling of the amounts from other comprehensive income to profit and loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognized in the profit and loss.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or a part of a group of similar

financial assets) is primarily derecognized (i.e. removed from the Group's balance sheet) when:

- The contractual rights to receive cash flows from the financial asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset. When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if and to what extent it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards

of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of the Group's continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group assesses on a forward looking basis the Expected Credit Losses (ECL) associated with its financial assets that are debt instruments and are carried at amortised cost. The impairment methodology and applied depends on whether there has been a significant increase in credit risk.

For trade receivables, the Group applies a simplified approach. It recognise impairment loss allowance based on lifetime ECLs at each reporting date, right from its initial recognition. Trade receivables are tested for impairment on a specific basis after considering the sanctioned credit limits, security deposit collected etc. and expectations about future cash flows.

Financial liabilities Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss or at amortised cost. A financial liability is classified at FVTPL if it is classified as held for trading or as derivatives designated as hedging instruments in an effective hedge, as appropriate. Such liabilities, including derivatives that are liabilities, shall be subsequently measured at fair value and net gains and losses including any interest expenses are recognised in profit or loss.

In the case of loans and borrowings and payables, these are measured at amortised

cost and recorded, net of directly attributable and incremental transaction cost. Gains and losses are recognised in Consolidated statement of profit and loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the Consolidated statement of profit and loss.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, financial guarantee contracts and derivative financial instruments.

Derecognition

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated

as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the Consolidated statement of profit and loss.

Financial guarantee contracts

Financial guarantee contracts issued by the Group are those contracts that require specified payments to be made to reimburse the holder for a loss it incurs because the specified debtor fails to make a payment when due in accordance with the terms of a debt instrument. Financial guarantee contracts are recognised initially as a liability at fair value, adjusted for transaction costs that are directly attributable to the issuance of the guarantee. Subsequently, the liability is measured at the higher of the amount of loss allowance determined as per impairment requirements of Ind-AS 109 and the amount recognised less cumulative amortization.

Offsetting of financial instruments

Financial assets and financial liabilities are

offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously.

g. Derivative financial instruments and hedge accounting

The Group uses derivative financial instruments, such as forward currency contracts, futures and interest rate swaps, to hedge its foreign currency risks and interest rate risks respectively. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit and loss, except for the effective portion of cash flow hedges, which is recognized in other comprehensive income and later reclassified to profit and loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial asset or non-financial liability.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which the Group wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge. The documentation includes the Group risk management objective and strategy for undertaking the hedge, the hedging economic relationship the hedged item or transaction the nature of the risk being hedged, hedge ration and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they are designated.

Cash flow hedges

When a derivative is designed as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in other comprehensive income and accumulated in the other equity under 'effective portion of cash flow hedges'. The effective portion of changes in

the fair value of the derivative that is recognized in other comprehensive income is limited to the cumulative change in fair value of the hedged item, determined on a present value basis, from inception of the hedge. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in profit or loss.

If a hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, the hedge accounting is discontinued prospectively. When hedge accounting for a cash flow hedge is discontinued, the amount that has been accumulated in other equity remains there until it is reclassified to profit and loss account in the same period or periods as the hedged expected future cash flows affect profit or loss. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified to profit or loss.

h. Inventories

Inventories are valued at lower of cost and net realizable value. Net realizable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Costs are computed on

the weighted average basis and are net of recoverable tax credits.

Raw materials, packing materials and Stores: Costs includes cost of purchase and other costs incurred in bringing each product to its present location and condition.

Finished goods and work-in-progress: In the case of manufactured inventories and work-in-progress, cost includes all costs of purchases, an appropriate share of production overheads based on normal operating capacity and other costs incurred in bringing each product to its present location and condition.

Finished goods valuation also includes excise duty (to the extent applicable). Provision is made for cost of obsolescence and other anticipated losses, whenever considered necessary.

If payment for inventory is deferred beyond normal credit terms then cost is determined by discounting the future cash flows at an interest rate determined with reference to market rates. The difference between the total cost and the deemed cost is recognised as interest expense over the period of financing under the effective interest method.

i. Cash and Cash Equivalents

Cash and cash equivalents in the balance sheet includes cash

at bank and on hand, deposits held at call with financial institutions, other short term highly liquid investments, with original maturities less than three months which are readily convertible into cash and which are subject to insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents as defined above is net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

j. Provisions, Contingent Liabilities and Contingent Assets

A provision is recognised when the enterprise has a present obligation (legal or constructive) as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, in respect of which a reliable estimate can be made. These are reviewed at each balance sheet date and adjusted to reflect the current management estimates.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows specific to the liability. The unwinding of the discount is recognised as finance cost.

Contingent Liabilities are disclosed in respect of possible

obligations that arise from past events, but their existence is confirmed by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group.

A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. Contingent Assets are not recognised till the realization of the income is virtually certain. However, the same are disclosed in the financial statements where an inflow of economic benefits is probable.

k. Revenue Recognition

Revenue is recognized upon transfer of control of promised goods to customers for an amount that reflects the consideration expected to be received in exchange for those goods. Revenue excludes taxes or duties collected on behalf of the government

Sale of goods

Revenue from sale of goods is recognized when control of goods are transferred to the buyer which is generally on delivery for domestic sales and on dispatch/delivery for export sales

The Group recognizes revenues on the sale of products,

net of returns, discounts (sales incentives/rebates), amounts collected on behalf of third parties (such as GST) and payments or other consideration given to the customer that has impacted the pricing of the transaction.

Accumulated experience is used to estimate and accrue for the discounts (using the most likely method) and returns considering the terms of the underlying schemes and agreements with the customers. No element of financing is deemed present as the sales are made with normal credit days consistent with market practice. A liability is recognised where payments are received from customers before transferring control of the goods being sold.

Royalty & Technical Fees

Royalty is recognized on accrual basis in accordance with the substance of the relevant agreement.

Interest income

For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR). EIR is the rate which exactly discounts the estimated future cash receipts over the expected life of the financial instrument to the gross carrying amount of the financial asset. When calculating the EIR the Group estimates

the expected cash flows by considering all the contractual terms of the financial instrument (for example, prepayments, extensions, call and similar options). The expected credit losses are considered if the credit risk on that financial instrument has increased significantly since initial recognition.

Dividend income

Dividends are recognised in profit or loss on the date on which the Group's right to receive payment is established.

l. Employee Benefit

i. Short-term Employee benefits

Liabilities for wages and salaries including non-monetary benefits that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are classified as short term employee benefits and are recognized as an expense in the Consolidated Statement of Profit and Loss as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

ii. Share-based payments

The cost of equity settled transactions is determined by the fair value at the grant date. The fair value of the employee share options is based on the Black Scholes model.

The grant-date fair value of equity-settled share-based payment granted to employees is recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

The dilutive effect of outstanding options is reflected as additional share dilution in the

computation of diluted earnings per share.

iii. Post-Employment Benefits

Defined Contribution Plans

Payments made to a defined contribution plan such as Provident Fund maintained with Regional Provident Fund Office and Superannuation Fund are charged as an expense in the Consolidated Statement of Profit and Loss as they fall due.

Defined Benefit Plans

Gratuity Fund

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. Gratuity is payable to all eligible employees on death or on separation/termination in terms of the provisions of the payment of the Gratuity (Amendment) Act, 1997 or as per the Company's scheme whichever is more beneficial to the employees.

Provident Fund

Provident Fund Contributions which are made to a Trust administered by the Company are considered as Defined Benefit Plans. The interest rate payable

to the members of the Trust shall not be lower than the statutory rate of interest declared by the Central Government under the Employees Provident Funds and Miscellaneous Provisions Act, 1952 or as applicable in the respective geography and shortfall, if any, shall be made good by the Company. The Company's liability towards interest shortfall, if any, is actuarially determined at the year end.

The Group's net obligation in respect of defined benefit plans is calculated separately for each plan by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets.

The calculation of defined benefit obligations is performed by a qualified actuary using the projected unit credit method. When the calculation results in a potential asset for the Group, the recognised asset is limited to the present value of economic benefits available in the form of any future refunds from the plan or reductions in future contributions to the

plan. To calculate the present value of economic benefits, consideration is given to any applicable minimum funding requirements.

Re-measurement of the net defined benefit liability, which comprise actuarial gains and losses, the return on plan assets (excluding interest) and the effect of the asset ceiling (if any, excluding interest), are recognised immediately in the balance sheet with a corresponding debit or credit to retained earnings through other comprehensive income in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

Net interest expense (income) on the net defined liability (assets) is computed by applying the discount rate, used to measure the net defined liability (asset), to the net defined liability (asset) at the start of the financial year after taking into account any changes as a result of contribution and benefit payments during the year. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

iv. Other Long Term Employee Benefits

The liabilities for earned leaves are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore measured as the present value of expected future payments to be made in respect of services provided by employees upto the end of the reporting period using the projected unit credit method based on actuarial valuation.

Actuarial gains and losses in respect of such benefits are charged to the Consolidated Statement Profit or Loss account in the period in which they arise.

m. Leases

Effective 1 April, 2019, the Group adopted IND AS 116 - Leases. The Group applied IND AS 116 using modified

retrospective approach, under which the cumulative effect of initial application is recognized in retained earnings at 1st April 2019. The comparative information presented is not restated. It is presented as previously reported under IND AS 17.

Accounting policy applicable before 1st April 2019

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains a lease if fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in the arrangement.

As a lessee

Leases of assets where the Group has substantially all the risks and rewards of ownership are classified as finance leases. Minimum lease payments made under finance leases are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

The leased assets are measured initially at an amount equal to the lower of their fair value and the present

value of the minimum lease payments. Subsequent to initial recognition, the assets are accounted for in accordance with the accounting policy applicable to that asset.

Leases of assets under which significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Lease payments under operating leases are recognised as an expense on a straight-line basis over the lease term unless the payments are structured to increase in line with expected general inflation to compensate for the lessor's expected inflationary cost increases. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

As lessor

Leases in which the Group does not transfer substantially all the risks and rewards of ownership of an asset are classified as operating leases. Rental income from operating lease is recognized on a straight line basis over the term of the relevant lease unless such payments are structured to increase in line with expected general inflation to compensate for the lessor's expected inflationary cost increase.

Accounting policy applicable from April 1, 2019

At the inception it is assessed, whether a contract is a lease or contains a lease. A contract is

a lease or contains a lease if it conveys the right to control the use of an identified asset, for a period of time, in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether the contract involves the use of an identified asset. Use may be specified explicitly or implicitly.

- Use should be physically distinct or represent substantially all of the capacity of a physically distinct asset.
- If the supplier has a substantive substitution right, then the asset is not identified.
- The Group has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use
- The Group has the right to direct the use of the asset.
- In cases where the usage of the asset is predetermined the right to direct the use of the asset is determined when the Group has the right to use the asset or the Group designed the asset in a way that predetermines how and for what purpose it will be used.

At the commencement or modification of a contract, that contains a lease component, the Group allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices. For leases of property, it is elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

As a Lessee:

The Group recognizes a right-of-use asset and a lease liability at the lease commencement date.

Right-of-use asset (ROU):

The right-of-use asset is initially measured at cost. Cost comprises of the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, any initial direct costs incurred by the lessee, an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located less any lease incentives received.

After the commencement date, a lessee shall measure the right-of-use asset applying cost model, which is Cost less any accumulated depreciation and any accumulated impairment losses and also adjusted for certain re-measurements of the lease liability.

Right-of-use asset is depreciated using straight-line method from the commencement date to the end of the lease term. If the lease transfers the ownership of the underlying asset to the Group at the end of the lease term or the cost of the right-of-use asset reflects the Group will exercise the purchase option, ROU will be depreciated over the useful life of the underlying asset, which is determined based on the same basis as property, plant and equipment.

Lease liability:

Lease liability is initially measured at the present value of lease payments that are not paid at the commencement date. Discounting is done using the implicit interest rate in the lease, if that rate cannot be readily determined, then using the Group's incremental borrowing rate. Incremental borrowing rate is determined based on entity's borrowing rate adjusted for terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprises of fixed payments (including in substance fixed payments), variable lease payments that depends on an index or a rate, initially measured using the index or rate at the commencement date, amount expected to be payable under a residual value guarantee, the

exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

Lease liability is measured at amortised cost using the effective interest method. Lease liability is re-measured when there is a change in the lease term, a change in its assessment of whether it will exercise a purchase, extension or termination option or a revised in-substance fixed lease payment, a change in the amounts expected to be payable under a residual value guarantee and a change in future lease payments arising from change in an index or rate.

When the lease liability is re-measured corresponding adjustment is made to the carrying amount of the right-of-use asset. If the carrying amount of the right-of-use asset has been reduced to zero it will be recorded in statement of profit and loss.

Right-of-use asset is presented under "Non-current assets" and lease liabilities are presented under "Financial liabilities" in the balance sheet.

The Group has elected not to recognise right-of-use

assets and lease liabilities for short term leases. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Lessor

At the commencement or modification of a contract, that contains a lease component, the Group allocates the consideration in the contract, to each lease component, on the basis of its relative standalone prices.

At the inception of the lease, it is determined whether it is a finance lease or an operating lease. If the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset, then it is a financial lease, otherwise it is an operating lease.

If the lease arrangement contains lease and non-lease components, then the consideration in the contract is allocated using the principles of IND AS 115. The Group tests for the impairment losses at the year end. Payment received under operating lease is recognised as income on straight line basis, over the lease term.

The accounting policies applicable to the Group as a lessor, in the comparative period, were not different from IND AS 116.

Transitional impact:

On transition to IND AS 116, the Group elected to apply practical expedients given by the standard as follows:

- (a) The Group has not re-assessed whether a contract is, or contains, a lease at the date of initial application instead it applied the standard to those contracts that were previously identified as leases applying IND AS 17, Leases. Standard is not applied to those contracts that were not previously identified as containing a lease applying IND AS 17.
- (b) IND AS 116 is applied retrospectively, with the cumulative effect of initially applying the Standard, is recognised at the date of initial application. The same approach is adopted for all the leases.
- (c) Comparative information are not restated and it is presented as reported under IND AS 17. The cumulative effect of initially applying this Standard, is done as an adjustment, to the opening balance of retained earnings, at the date of initial application.
- (d) For the leases which is previously classified as operating lease, under IND AS 17, the Group recognised the lease

liability by measuring the present value of the remaining lease payments, discounted using incremental borrowing rate at the date of initial application.

- (e) The Group recognised, Right-of-use asset, at the date of initial application, for leases previously classified as an operating lease applying IND AS 17. Right-of-use asset is measured, on a lease by lease basis, at carrying amount assuming the standard is applied since the commencement date. Discounting to arrive the value of asset is done based on the incremental borrowing rate at the date of initial application. The Group also assessed the Right-of-use asset for impairment as per IND AS 36, Impairment of assets, at the date of initial application.
- (f) During transition, no adjustments is made for leases for which the underlying asset is of low value.
- (g) The Group has applied a single discount rate for portfolio of leases which has reasonably similar characteristics.
- (h) During transition, impact of IND AS 116 is not given for those leases for which the lease term ends within

12 months of the date of initial application. Those leases were accounted as short term leases as per IND AS 116.

n. Income Tax

Income tax expense / income comprises current tax expense income and deferred tax expense / income. It is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income. In which case, the tax is also recognized directly in equity or other comprehensive income, respectively.

Current Tax

Current tax comprises the expected tax payable or recoverable on the taxable profit or loss for the year and any adjustment to the tax payable or recoverable in respect of previous years. It is measured using tax rates enacted or substantively enacted by the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretations and establishes provisions where appropriate.

- Current tax assets and liabilities are offset only if, the Group has a legally enforceable right to set off the recognised amounts; and

- Intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred Tax

Deferred Income tax is recognized in respect of temporary difference between the carrying amount of assets and liabilities for financial reporting purpose and the amount considered for taxation purpose.

Deferred tax assets are recognised for unused tax losses, unused tax credits and deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilized. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized.

Unrecognized deferred tax assets are reassessed at each reporting date and recognised to the extent that it has become probable that future taxable profits will be available against which they can be recovered.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or

substantively enacted by the end of the reporting period.

The measurement of deferred tax assets and liabilities reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax liabilities are not recognised for temporary differences between the carrying amount and tax base of investments in subsidiaries, branches, associates and interest in joint arrangements where the Group is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax assets and liabilities are offset only if:

- the entity has a legally enforceable right to set off current tax assets against current tax liabilities; and
- the deferred tax assets and the deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

Deferred tax asset / liabilities in respect of temporary differences which originate and reverse during the tax holiday period are not recognised. Deferred tax assets / liabilities

in respect of temporary differences that originate during the tax holiday period but reverse after the tax holiday period are recognised.

Minimum Alternate Tax (MAT) credit is recognized as an asset only when and to the extent there is a convincing evidence that the Group will pay normal tax during the specified period.

o. Foreign Currency Transactions and Translation

i. Functional and Presentation currency

The Consolidated financial statements are prepared in Indian Rupees (INR "₹") which is also the Parent Company's functional currency.

ii. Transactions and balances

Foreign currency transactions are recorded on initial recognition in the functional currency using the exchange rate at the date of the transaction.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the reporting date. Non-monetary items that are measured based on historical cost in a foreign currency are translated using the exchange rate at the date of the initial transaction. Non-monetary

items that are measured at fair value in a foreign currency are translated using the exchange rate at the date the fair value is determined.

Exchange differences arising on the settlement or translation of monetary items are recognized in profit or loss in the year in which they arise except for the qualifying cash flow hedge, which are recognized in other comprehensive income to the extent that the hedges are effective.

Tax charges and credits attributable to exchange differences on those monetary items are also recorded in other comprehensive income, qualifying cash flow hedge to the extent that the hedges are effective.

In respect of non-monetary items, where a gain or loss is recognized in other comprehensive income as required by other Ind AS, the exchange component of that gain or loss is also recognized in other comprehensive income.

Group Companies

On consolidation, the assets and liabilities of foreign operations are translated into INR at

the rate of exchange prevailing at the reporting date and their statements of profit and loss are translated at average rate during the year. The exchange differences arising on translation for consolidation are recognized in other comprehensive income.

When a foreign operation is disposed of in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operations recognized in OCI is reclassified to Consolidated Statement of Profit and Loss as part of the gain or loss on disposal.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amount of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the closing rate of exchange at the reporting date

p. Government grants

Government grants, including non-monetary grants at fair value are recognised when there is reasonable assurance that the grants will be received

and the Group will comply with all the attached conditions.

When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods necessary to match them with the costs that they are intended to compensate.

Government grants relating to purchase of property, plant and equipment are included in non-current liabilities as deferred income and are credited to the profit and loss on a straight-line basis over the expected lives of the related assets.

q. Dividend

The Group recognises a liability for any dividend declared but not distributed at the end of the reporting period, when the distribution is authorised and the distribution is no longer at the discretion of the Group on or before the end of the reporting period. A corresponding amount is recognized directly in equity.

r. Earnings Per Share

Basic Earnings per share is calculated by dividing the profit or loss for the period attributable to the equity shareholders by the weighted average number of equity shares outstanding during the period.

For the purpose of calculating diluted earnings per share, the profit or loss for the period attributable to the equity

shareholders and the weighted average number of equity shares outstanding during the period is adjusted to take into account:

- The after income tax effect of interest and other financing costs associated with dilutive potential equity shares, and
- Weighted average number of additional equity shares that would have been outstanding assuming the conversion of all dilutive potential equity shares.

s. Segment Reporting

Operating segments are reported in a manner consistent with the internal

reporting provided to the chief operating decision maker (CODM) as defined in Ind AS-108 'Operating Segments' for allocating resources and assessing performance.

The Group has identified geographical segments as its reporting segments based on the CODM approach. Refer Note 53 in the Consolidated financial statements for additional disclosures on segment reporting.

t. Exceptional Items

In certain cases when, the size, type or incidence of an item of income or expenses, pertaining to the ordinary activities of the Group is such that its disclosure improves the understanding of the performance of the

Group, such income or expense is classified as an exceptional item and accordingly, disclosed in the notes accompanying the Consolidated financial statements.

2.5 Standards issued but not yet effective

Ministry of Corporate affairs ("MCA") notifies new standards or amendments to the existing standards. There is no such notification which would have been applicable from April 1, 2020.

Note 3: Property, Plant and Equipment

₹ Crore

Particulars	Owned Assets						Assets given on lease					Total
	Freehold Land	Leasehold Land	Buildings	Leasehold Improvements	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipment	Computers	Building	Vehicles	
Year ended March 31, 2020												
Gross carrying amount												
Opening gross carrying amount	60.08	86.83	491.29	45.08	634.14	35.49	45.79	29.77	55.03	90.26	1.99	1,575.75
Additions	0.10	-	28.77	2.17	105.40	2.32	8.89	3.34	9.43	-	-	160.42
Disposals	-	-	(0.01)	(0.10)	(3.27)	(0.29)	(7.97)	(0.16)	(3.46)	-	(0.08)	(15.34)
Hyperinflationary adjustment #	(0.06)	-	0.76	-	2.91	0.80	0.22	1.13	1.47	-	-	7.23
Other Adjustments (consist of exchange difference on translation of foreign operations)	(4.09)	3.25	(8.63)	0.33	(28.78)	(3.62)	(4.43)	(0.99)	(3.06)	-	(0.10)	(50.11)
Closing Gross Carrying Amount	56.03	90.08	512.18	47.48	710.40	34.70	42.50	33.09	59.41	90.26	1.81	1,677.95
Accumulated Depreciation												
Opening Accumulated Depreciation	-	6.06	46.82	21.49	226.52	11.39	18.99	10.07	34.30	5.83	1.99	383.46
Depreciation charge during the year	-	0.89	18.23	7.17	73.37	4.12	8.73	3.97	10.87	1.50	-	128.85
Additional depreciation due to hyperinflation #	-	-	0.63	-	1.26	0.19	0.07	0.36	0.62	-	-	3.13
Impairment	-	-	-	-	1.75	-	-	-	-	-	-	1.75
Disposals	-	-	-	(0.09)	(1.98)	(0.11)	(6.43)	(0.16)	(3.37)	-	(0.08)	(12.22)
Hyperinflationary adjustment #	-	-	(0.62)	-	1.83	0.33	0.07	0.38	0.98	-	-	2.97
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	0.17	(3.61)	0.42	(23.17)	(2.70)	(3.16)	(0.61)	(2.26)	-	(0.10)	(35.02)
Closing Accumulated Depreciation	-	7.12	61.45	28.99	279.58	13.22	18.27	14.01	41.14	7.33	1.81	472.92
Net Carrying Amount	56.03	82.96	450.73	18.49	430.82	21.48	24.23	19.08	18.27	82.93	-	1,205.02

Particulars	Owned Assets						Assets given on lease				Total	
	Freehold Land	Leasehold Land	Buildings	Leasehold Improvements	Plant and Equipment	Furniture and Fixtures	Vehicles	Office Equipment	Computers	Building		Vehicles
Year ended March 31, 2019												
Gross carrying amount	37.75	80.02	394.27	52.47	517.26	32.17	44.63	23.96	46.73	90.26	2.05	1,321.57
Hyperinflation restatement as on 1 st April 2018#	0.10	-	5.77	-	7.01	1.19	0.14	1.42	1.63	-	-	17.26
Additions	26.25	3.02	92.27	2.12	100.12	4.69	8.57	4.94	9.77	-	-	251.75
Disposals	(3.00)	-	(4.57)	(2.69)	(2.44)	(1.05)	(7.12)	(0.50)	(4.31)	-	(0.12)	(25.80)
Hyperinflationary Adjustments#	0.07	-	6.87	-	6.24	1.36	0.24	2.10	2.62	-	-	19.50
Other Adjustments (consist of exchange difference on translation of foreign operations)	(1.09)	3.79	(3.32)	(6.82)	5.95	(2.87)	(0.67)	(2.15)	(1.41)	-	0.06	(8.53)
Closing Gross Carrying Amount	60.08	86.83	491.29	45.08	634.14	35.49	45.79	29.77	55.03	90.26	1.99	1,575.75
Accumulated Depreciation	-	4.11	27.59	17.83	145.70	7.70	15.33	5.64	23.84	5.68	1.79	255.21
Opening Accumulated Depreciation	-	-	-	-	-	-	-	-	-	-	-	-
Hyperinflation restatement as on 1 st April 2018#	-	-	1.10	-	4.77	0.88	0.05	0.83	1.25	-	-	8.88
Depreciation charge during the year	-	1.78	16.16	6.19	72.90	4.69	9.13	3.61	11.63	1.50	0.27	127.86
Additional Depreciation due to Hyperinflation#	-	-	0.47	-	0.92	0.11	0.03	0.23	0.43	-	-	2.19
Disposals	-	-	1.19	(1.00)	(0.45)	(1.00)	(5.42)	(0.49)	(4.05)	(1.35)	(0.12)	(12.69)
Hyperinflationary Adjustments#	-	-	0.95	-	3.76	0.66	0.08	0.73	1.53	-	-	7.71
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	0.17	(0.64)	(1.53)	(1.08)	(1.65)	(0.21)	(0.48)	(0.33)	-	0.05	(5.70)
Closing Accumulated Depreciation	-	6.06	46.82	21.49	226.52	11.39	18.99	10.07	34.30	5.83	1.99	383.46
Net Carrying Amount	60.08	80.77	444.47	23.59	407.62	24.10	26.80	19.70	20.73	84.43	-	1,192.29

Refer Note 54 for property, plant and equipment pledged as security against borrowings.

Incl AS 29 "Financial Reporting in Hyperinflationary Economies" has been applied to the Group's entities with a functional currency of Argentina Peso. Incl AS 21 "The Effects of Changes in Foreign Exchange Rates" has been applied to translate the financial statements of such entities for consolidation.

Note 4: Leases

As a lessee:

₹ Crore

Right-of-Use assets	As at March 31, 2020				
	Building	Plant and Equipment	Vehicles	Others	Total
Recognised at April 1, 2019 (transition)	63.68	-	-		63.68
Additions during the year	12.51	2.06	0.45	0.32	15.34
Depreciation charge for the year	(27.13)	(0.04)	(0.07)	(0.03)	(27.27)
Exchange difference	0.09	0.13	(0.03)	(0.04)	0.15
Balance as at March 31, 2020	49.15	2.15	0.35	0.25	51.90

Maturity analysis - contractual undiscounted cash flows:

₹ Crore

Lease liabilities	As at March 31, 2020
Less than one year	25.90
One to three years	29.28
Three to Five years	8.47
More than 5 years	0.76
Total undiscounted lease liabilities as at March 31, 2020	64.41

₹ Crore

Lease liabilities (discounted value)	As at March 31, 2020
Non-current	34.19
Current	22.43
Total	56.62

Amounts recognized in statement of profit and loss:

₹ Crore

Lease liabilities	Year ended March 31, 2020
Interest on lease liabilities	4.07
Expenses relating to short-term leases	69.34
Expenses relating to low value leases	0.76
Total	74.17

Weighted average incremental borrowing rate applied %

8.26%

As a lessor:

Lease liabilities	Year ended March 31, 2020
Operating lease income	9.13
Total	9.13
Undiscounted lease payments to be received after March 31, 2020	
Less than one year	0.76
Total undiscounted lease payments	0.76

Changes in accounting policy

Transition impact as on April 1, 2019

₹ Crore

Right-of-use assets	63.68
Prepaid expenses	-3.26
Deferred tax asset	1.59
Lease liabilities	-66.61
Retained earnings	4.60
Incremental Borrowing Rate	8.1%

Note 5: Intangible Assets

₹ Crore

Particulars	Goodwill (Refer note 52)	Other Intangible assets			Total Other Intangible assets
		Trademarks and Brands *	Computer Software	Technical Knowhow	
Year ended March 31, 2020					
Opening Gross carrying amount	4,918.03	2,514.43	118.86	0.10	2,633.39
Additions	-	2.38	7.14	-	9.52
Disposals	-	-	(1.37)	-	(1.37)
Hyperinflationary adjustment #	-	3.74	0.34	-	4.08
Other Adjustments (consist of exchange difference on translation of foreign operations)	451.29	146.49	0.93	-	147.42
Closing Gross Carrying Amount	5,369.32	2,667.04	125.90	0.10	2,793.04
Accumulated Amortisation					
Opening Accumulated Amortisation	-	12.53	60.82	0.10	73.45
Amortization recognised for the year	-	17.66	17.11	-	34.77
Additional amortisation due to hyperinflation #	-	0.81	0.70	-	1.51
Disposals	-	-	(0.52)	-	(0.52)
Impairment (Refer Note 52)	30.00	40.48	-	-	40.48
Hyperinflationary adjustment #	-	3.31	(0.70)	-	2.61
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	2.79	2.79	-	5.58
Closing Accumulated Amortisation	30.00	77.58	80.20	0.10	157.88
Net Carrying Amount	5,339.32	2,589.46	45.70	-	2,635.16

Particulars	Goodwill (Refer note 52)	Other Intangible assets			Total Other Intangible assets
		Trademarks and Brands *	Computer Software	Technical Knowhow	
₹ Crore					
Year ended March 31, 2019					
Opening Gross carrying amount	4,718.87	2,524.60	106.86	1.85	2,633.31
Hyperinflation restatement as on 1 st April 2018#		4.11	3.90		8.01
Additions	-	-	11.33	-	11.33
Disposals	-	(134.02)	(5.29)	(1.75)	(141.06)
Hyperinflationary adjustment#		3.21	4.39		7.60
Other Adjustments (consist of exchange difference on translation of foreign operations)	199.16	116.53	(2.33)	-	114.20
Closing Gross Carrying Amount	4,918.03	2,514.43	118.86	0.10	2,633.39
Accumulated Amortisation					
Opening Accumulated Amortisation		63.60	39.14	0.80	103.54
Hyperinflation restatement as on 1 st April 2018#		2.49	3.48		5.97
Amortisation recognised for the year	-	21.30	17.36	0.17	38.83
Additional Amortization due to hyperinflation#		0.70	0.40		1.10
Disposals	-	(78.07)	(2.94)	(0.87)	(81.88)
Hyperinflationary adjustment		1.93	3.02		4.95
Other Adjustments (consist of exchange difference on translation of foreign operations)	-	0.58	0.36	-	0.94
Closing Accumulated Amortisation	-	12.53	60.82	0.10	73.45
Net Carrying Amount	4,918.03	2,501.90	58.04	-	2,559.94

NOTE :

* Includes trademarks / brands amounting to ₹ 2,337.34 crore (Mar-31-2019 : ₹ 2,248.97 crore) that have an indefinite life and are tested for impairment at every year end. Based on analysis of all relevant factors (brand establishment, stability, types of obsolescence etc.), there is no foreseeable limit to the period over which the assets are expected to generate net cash inflows for the Company. Refer Note 52 for details of impairment for trademarks / brands with indefinite useful life.

Ind AS 29 "Financial Reporting in Hyperinflationary Economies" has been applied to the Group's entities with a functional currency of Argentina Peso . Ind AS 21 "The Effects of Changes in Foreign Exchange Rates" has been applied to translate the financial statements of such entities for consolidation. Refer Note 2.1 (e) for impact of these standards.

Note 6: Investments in Associate

₹ Crore

	Face Value	Numbers		Amounts	
		As at	As at	As at	As at
		March 31, 2020	March 31, 2019	March 31, 2020	March 31, 2019
Unquoted, fully paid up:					
(a) Investments in Equity Instruments of Associate Company					
Bhabhani Blunt Hairdressing Pvt. Ltd.	₹ 10	4,967	4,967	22.80	22.67
(b) Investments in Compulsorily Convertible Debentures of Associate Company					
Bhabhani Blunt Hairdressing Pvt. Ltd.	₹ 10	3,060	3,060	12.00	12.00
TOTAL				34.80	34.67

Note:

The Group's interest in associate is accounted for using the equity method in the Consolidated financial statements.

Note 7: Loans (Non-Current)

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Unsecured, Considered Good, Unless Otherwise Stated		
Security Deposits	22.00	18.53
Others	0.63	0.24
TOTAL	22.63	18.77

Note 8: Other Non-Current Financial Assets

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Fixed Deposits with maturity of more than 12 months	32.12	-
Others (includes sundry deposits)	4.51	5.77
TOTAL	36.63	5.77

Note 9: Income Taxes

A Income tax expense consists of the following:

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
i Tax expense recognised in the Statement of Profit and Loss		
Current Tax:		
Current tax on profits for the year	378.66	417.90
Deferred tax (net)	(158.69)	(64.23)
MAT credit recognised	-	(634.58)
MAT credit utilised	43.85	24.71
Total income tax expense	263.82	(256.20)

ii Current Tax and Deferred Tax related to items recognised in Other Comprehensive Income during the year :

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
On remeasurements of defined benefit plans		
Current tax	0.35	0.08
Deferred tax	0.72	0.13
TOTAL	1.07	0.21

B Reconciliation of tax expense and the accounting profit

The reconciliation between estimated income tax expense at statutory income tax rate and income tax expense reported in Consolidated Statement of Profit and Loss is given below:

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
Profit Before Tax	1,760.40	2,085.33
Statutory Income tax rate	32.79%	29.90%
Expected income tax expense	577.30	623.60
Tax effect of adjustments to reconcile expected Income Tax Expense to reported Income Tax Expense:		
Deduction under Sec 80IC & 80IE of Indian Income Tax Act, 1961	(205.82)	(168.12)
Effect of other tax offsets	3.19	1.66
Tax impact of income not subject to tax	(0.68)	(59.93)
Tax effects of amounts which are not deductible for taxable income	7.23	8.69
MAT Credit recognised	-	(634.58)
Tax benefit in respect of intangible assets (refer note in E below)	(89.97)	(98.03)
Reversal of DTL due to rate change (refer note in F below)	(78.14)	-
Adjustments for current tax of prior periods (Excess MAT utilised)	6.50	-
Deferred Tax Asset not recognised on losses	24.31	57.74
Others	19.90	12.77
Total income tax expense	263.82	(256.20)

The Company benefits from the tax holiday available to units set up under section 80-IC and 80-IE of Income Tax Act, 1961. These tax holidays are available for a period of ten years from the date of commencement of operations.

C Tax Assets And Liabilities		₹ Crore	
	As at March 31, 2020	As at March 31, 2019	
Non-Current Tax Assets (net)	74.17	97.43	
Current Tax Liabilities (net)	48.23	35.39	
D Deferred Tax Assets (Net Of Liabilities):		₹ Crore	
	As at March 31, 2020	As at March 31, 2019	
Deferred Tax Liability on account of :			
Property, Plant and Equipment	(35.54)	(42.92)	
Intangible assets	(195.26)	(253.00)	
Others	(0.81)	(1.76)	
Deferred Tax Asset on account of :			
Defined benefit obligations	30.96	36.78	
Intangible assets (Refer Note)	176.29	99.56	
Provisions	72.03	63.50	
MAT credit	566.02	609.87	
Others (includes hyperinflation)	33.10	37.29	
Total Deferred Tax Assets	646.79	549.32	
E Deferred Tax Liabilities (Net Of Assets):		₹ Crore	
	As at March 31, 2020	As at March 31, 2019	
Deferred Tax Liability on account of :			
Property, Plant and Equipment	(19.02)	(10.94)	
Intangible assets	(124.88)	(91.08)	
Others	(0.48)	(2.29)	
Deferred Tax Asset on account of :			
Defined benefit obligations	0.19	0.19	
Provisions	1.83	6.71	
Tax losses	50.24	19.61	
Others	15.39	1.27	
Total Deferred Tax (Liabilities)	(76.73)	(76.53)	
Net Deferred Tax (Liabilities) / Assets	570.06	472.79	

NOTE:

During the year, there has been sale of certain brands within the Group's entities that shall derive benefits of future tax deductions for the Group. Consequently, a deferred tax asset amounting to ₹ 113.82 crore (31-Mar-19: ₹ 93.95 crore) has been recognised in the Consolidated Financial Statements.

F Movement in Deferred Tax (Liabilities) / Asset	₹ Crore							
	Property, plant and equipment	Intangible assets	Other Deferred Tax Liability	Defined benefit obligations	Provisions	MAT Credit	Other Deferred Tax Asset	Deferred Tax Liability / Asset (net)
As at April 1, 2018	(57.78)	(311.61)	(2.44)	33.35	91.17	-	52.70	(194.61)
Charged/(credited) :								
- to profit or loss	3.92	68.63	(1.61)	3.49	(15.67)	609.87	5.47	674.10
- foreign currency translation	-	-	-	-	(5.29)	-	-	(5.29)
- to other comprehensive income	-	-	-	0.13	-	-	-	0.13
- transfer due to divestment	-	(1.54)	-	-	-	-	-	(1.54)
As at March 31, 2019	(53.86)	(244.52)	(4.05)	36.97	70.21	609.87	58.17	472.79
Charged/(credited) :								
- to profit or loss	(0.70)	120.55	2.76	(6.54)	3.65	(43.85)	38.97	114.84
- foreign currency translation	-	(19.88)	-	-	-	-	-	(19.88)
- to other comprehensive income	-	-	-	0.72	-	-	-	0.72
- to reserves	-	-	-	-	-	-	1.59	1.59
As at March 31, 2020	(54.56)	(143.85)	(1.29)	31.15	73.86	566.02	98.73	570.06

The Group offsets tax assets and liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority.

Significant management judgment is required in determining provision for income tax, deferred tax assets (including MAT credit) and liabilities and recoverability of deferred income tax assets. The recoverability of deferred income tax assets is based on estimates of taxable income and the period over which deferred income tax assets will be recovered.

The Group has not recognized deferred tax liability on undistributed profits of its subsidiaries and associates amounting to ₹ 851.34 crores (Mar-31-2019 : ₹ 634.13 crores) because it is able to control the timing of the reversal of temporary differences associated with such undistributed profits and it is probable that such differences will not reverse in the foreseeable future.

MAT paid in accordance with the tax laws, which gives future economic benefits in the form of adjustment to future income tax liability, is considered as an asset if there is convincing evidence that the Group will pay normal income tax against which the MAT paid will be adjusted. During the year the Group has utilised MAT credit of ₹ 43.85 crores (Mar-31-2019 : ₹ 24.71 crores) . Group has re-assessed its utilization of MAT credit, considering business projections, benefits available from tax holiday, remaining period for such benefits etc based on which there is reasonable certainty of utilizing the balance credit of ₹ 566.02 crores (Mar-31-2019 : ₹ 609.87 crores) in future years against the normal tax expected to be paid in those years.

The Company has evaluated the option of lower tax rates allowed under Section 115BAA of the Income Tax Act, 1961 as introduced by the Taxation Laws (Amendment) Ordinance, 2019. Considering the MAT credit available, the Company has elected not to exercise the option permitted under Section 115 BAA.

Further the Company/Group expects to utilise the deferred tax balances over subsequent periods which have been re-measured using the tax rate expected to be prevalent in the period in which the deferred tax balances are expected to reverse. Consequently, the Company/ Group has reversed deferred tax liabilities amounting to ₹ 78.14 crore and reversed deferred tax assets of ₹ 31.77 crore for the year ended March 31,2020.

On 30th March 2019, MCA has issued an amendment regarding the income tax uncertainty over Income tax treatments. As per the Company's assessment, there are no material income tax uncertainties over income tax treatments during the current financial year.

Note 10: Other Non-Current Assets

	As at March 31, 2020	₹ Crore As at March 31, 2019
Capital Advances	7.21	29.38
Balances with Government Authorities	37.18	22.94
Other non-current assets		
Considered Good-Unsecured	0.82	1.07
	0.82	1.07
TOTAL	45.21	53.39

Note 11: Inventories

	As at March 31, 2020	₹ Crore As at March 31, 2019
(Valued at lower of cost and net realizable value)		
Raw Materials (Including Packing Materials)	966.47	987.70
Goods-in Transit	5.93	16.48
	972.40	1,004.18
Work-in-Progress	101.47	69.51
Finished goods	538.39	415.05
Stock-in-Trade	69.38	51.53
Stores and Spares	21.48	18.32
TOTAL	1,703.12	1,558.59

Refer Note 54 for Assets pledged as security

Note 12: Investments (Current)

	As at March 31, 2020	₹ Crore As at March 31, 2019
Unquoted, fully paid up:		
At Fair Value through Profit or Loss		
Investments in Mutual Funds	1.78	16.98
At Amortised Cost		
Investments in Deposits with Non-Banking Financial Companies	555.34	135.06
Quoted, fully paid up:		
At Amortised Cost		
Investments in Non-convertible Debentures with Non-Banking Financial Companies	80.06	329.27
TOTAL	637.18	481.31
Aggregate amount of unquoted investments	557.12	152.04
Aggregate amount of quoted investments	80.06	329.27
Aggregate Market Value of quoted Investments	80.10	329.94

Note 13: Trade Receivables

	As at March 31, 2020	As at March 31, 2019
Considered Good- Secured	0.80	7.17
Considered Good - Unsecured	1,156.45	1,285.73
Trade Receivables which have significant increase in Credit Risk		-
Trade Receivables - credit impaired	41.72	48.99
Less: Impairment allowance for Doubtful Debts	(41.72)	(48.99)
TOTAL	1,157.25	1,292.90

Refer credit risk in note 49 (B)

Refer Note 54 for Assets pledged as security

NOTE:

There are no outstanding trade receivables which resulted into significant increase in credit risk apart from receivables which are impaired and provided.

Note 14A: Cash and Cash Equivalents

	As at March 31, 2020	As at March 31, 2019
Balances with Banks		
- In Current Accounts	512.27	703.59
- Deposits with less than 3 months original maturity	85.56	153.92
	597.83	857.51
Cheques, Drafts on Hand	0.04	-
Cash on hand	5.00	4.70
TOTAL	602.87	862.21

Note 14B: Other Bank Balances

	As at March 31, 2020	As at March 31, 2019
Deposits with maturities more than 3 months but less than 12 months (Refer Notes below)	149.64	18.03
In Unpaid Dividend Accounts	17.65	14.48
TOTAL	167.29	32.51

NOTE:

The fixed deposits include deposits under lien against bank guarantees ₹ 4.24 crore (Mar-31-2019 : ₹ 2.99 crore)

Note 15: Loans (Current)

	As at March 31, 2020	As at March 31, 2019
Unsecured, Considered Good, Unless Otherwise Stated		
Security Deposits	3.22	3.67
Other Loans and Advances	0.05	0.06
TOTAL	3.27	3.73

Note 16: Other Current Financial Assets

	As at March 31, 2020	As at March 31, 2019
₹ Crore		
Derivatives		
Interest rate swaps	1.50	2.43
Foreign-exchange forward contracts	7.25	-
Refunds/Incentives receivables from Govt. Authorities		
Considered Good	133.13	117.37
Considered Doubtful	15.62	15.62
Less: Impairment allowance for doubtful advances	(15.62)	(15.62)
	133.13	117.37
Others (includes insurance claim receivables & export incentive receivables)	22.63	35.06
TOTAL	164.51	154.86

Note 17: Other Current Assets

	As at March 31, 2020	As at March 31, 2019
₹ Crore		
Balances with Government Authorities	171.45	152.08
Contract Assets (right to receive inventory)	8.56	6.59
Other Advances		
Considered Good	191.91	143.63
Considered Doubtful	0.37	1.32
Less: Provision for Doubtful Advances	(0.37)	(1.32)
	191.91	143.63
Other assets	0.93	-
TOTAL	372.85	302.30

Note 18: Share Capital

	As at March 31, 2020	As at March 31, 2019
₹ Crore		
Authorised		
1,030,000,000 Equity Shares (Mar-31-2019 : 1,030,000,000) of ₹ 1 each	103.00	103.00
10,000,000 Preference Shares (Mar-31-2019 : 10,000,000) of ₹ 1 each	1.00	1.00
Issued		
1,022,347,476 Equity Shares (Mar-31-2019 : 1,022,197,220) of ₹ 1 each	102.23	102.22
Subscribed and Fully Paid up		
1,022,316,352 Equity Shares (Mar-31-2019 : 1,022,166,096) of ₹ 1 each fully paid up	102.23	102.22
TOTAL	102.23	102.22

NOTES:

- a) During the year, the Company has issued 1,50,256 equity shares (31-Mar-2019: 1,14,546) under the Employee Stock Grant Scheme.
- b) 31,124 Right Issue equity shares (31-Mar-2019 31,124 equity shares) are kept in abeyance due to various suits filed in courts / forums by third parties for which final order from courts/claim is awaited.

- c) The reconciliation of number of equity shares outstanding and the amount of share capital at the beginning and at the end of the reporting period:

	As at March 31, 2020		As at March 31, 2019	
	No. of Shares	₹ Crore	No. of Shares	₹ Crore
Shares outstanding at the beginning of the year	1,02,21,66,096	102.22	68,13,29,518	68.13
Add : Shares Issued during the year (Bonus Shares)			34,07,22,032	34.08
Add : Shares Issued on exercise of employee stock grant scheme	1,50,256	0.01	1,14,546	0.01
Shares outstanding at the end of the year	1,02,23,16,352	102.23	1,02,21,66,096	102.22

d) Terms / rights attached to equity shares

The Company has issued only one class of equity shares having a par value of ₹ 1 each. Each equity shareholder is entitled to one vote per share.

During the year ended March 31, 2020 the amount of per share dividend recognised as distribution to equity shareholders was ₹ 8 (31-Mar-2019 ₹ 15).

- e) Details of shareholders holding more than 5% shares in the Company:

Name of the Shareholder	As at March 31, 2020		As at March 31, 2019	
	No. of Shares	% held	No. of Shares	% held
Godrej & Boyce Manufacturing Co Ltd	75,011,445	7.34	75,011,445	7.34
Godrej Industries Limited	242,812,860	23.75	242,812,860	23.75
Godrej Seeds & Genetics Limited	280,500,000	27.44	280,500,000	27.44

g) Shares Reserved for issue under options

The Company has 290,133 (previous year 295,015) equity shares reserved for issue under Employee Stock Grant Scheme as at March 31, 2020.(As detailed in Note 45)

- h) Information regarding aggregate number of equity shares during the five years immediately preceding the date of Balance Sheet:

During the year 2018-19, pursuant to the approval of Shareholders, Company has allotted 340,722,032 (31-Mar-2018 year - 340,600,816) number of fully paid Bonus shares on Sep 17,2018 in the ratio of one equity share of ₹ 1 each fully paid up for every two existing equity shares of ₹ 1 each fully paid up.

During the year 2017-18, pursuant to the approval of Shareholders, Company has allotted 340,600,816 (31-Mar-2017 year - Nil) number of fully paid Bonus shares on June 27,2017 in the ratio of one equity share of ₹ 1 each fully paid up for every one existing equity shares of ₹ 1 each fully paid up.

The Company has not issued shares for consideration other than cash and has not bought back any shares during the past five years.

The Company has not allotted any shares pursuant to contract without payment being received in cash.

- i) There are no calls unpaid on equity shares, other than shares kept in abeyance as mentioned in Note (b) above.
j) No equity shares have been forfeited.

k) Capital Management

The primary objective of the Group's capital management is to ensure that it maintains an efficient capital structure and healthy capital ratios to support its business and maximize shareholder value. The Group makes adjustments to its capital structure based on economic conditions or its business requirements. To maintain / adjust the capital structure the Group may make adjustments to dividend paid to its shareholders or issue new shares.

The Group monitors capital using the metric of Net Debt to Equity. Net Debt is defined as borrowings less cash and cash equivalents, fixed deposits and readily redeemable investments.

Note 19: Other Equity

	As at March 31, 2020	₹ Crore As at March 31, 2019
Securities Premium	1,407.36	1,398.04
General Reserve	154.05	154.05
Other Reserves		
Capital Investment Subsidy Reserve	0.15	0.15
Capital Redemption Reserve	1.46	1.46
Employee Stock Options Outstanding	12.69	12.35
	14.30	13.96
Retained Earnings	5,989.53	5,569.13
Other Comprehensive Income (effective portion of cash flow hedges & exchange differences in translating financial statements of foreign operations)	230.89	29.52
Equity attributable to the owners of the parent	7,796.13	7,164.70
TOTAL	7,796.13	7,164.70

OTHER RESERVES MOVEMENT

	As at March 31, 2020	₹ Crore As at March 31, 2019
Capital Investment Subsidy Reserve		
Balance as per last financial statements	0.15	0.15
Closing Balance	0.15	0.15
Capital Redemption Reserve		
Balance as per last financial statements	1.46	1.46
Closing Balance	1.46	1.46
Employee Stock Options Outstanding		
Gross Employee Compensation for Options granted	12.35	11.57
(-) Exercise of Share options	(9.32)	(8.34)
(+) Deferred Employee Compensation Expense (Refer Note 33)	9.66	9.12
Closing Balance	12.69	12.35
TOTAL	14.30	13.96

Nature and purpose of reserves**1) Securities Premium**

The amount received in excess of face value of the equity shares is recognised in Securities Premium. The reserve is utilised in accordance with the provisions of the Act.

2) General Reserve

The Company has transferred a portion of the net profit of the Company before declaring dividend to general reserve pursuant to the earlier provisions of Companies Act 1956. Mandatory transfer to general reserve is not required under the Companies Act 2013.

3) Capital Investment Subsidy Reserve

Capital Investment Subsidy Reserve represents subsidy received from the government for commissioning of Malanpur plant in the nature of capital investment.

4) Capital Redemption Reserve

Capital Redemption reserve represents amount set aside by the company for future redemption of capital.

5) Employee Stock Options Outstanding

The shares option outstanding account is used to recognise the grant date fair value of options issued to employees under the Employee Stock Option Plan and the Employee Stock Grant Scheme which are unvested as on the reporting date and is net of the deferred employee compensation expense. Refer note 45 for details on ESGS Plans.

6) Exchange differences on translating the financial statements of foreign operations

The translation reserve comprises all foreign currency exchange differences arising from the translation of the financial statements of foreign operations. The reserve for the year has been netted off for a balance sheet intercompany adjustment (₹ 25.69 crore) of earlier years pertaining to inventory.

7) Effective portion of Cash Flow Hedges

The cash flow hedging reserve represents the cumulative portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. The cumulative gain or loss arising on changes in fair value of the designated portion of the hedging instruments that are recognised and accumulated under the heading of cash flow reserve will be reclassified to Statement of Profit and Loss only when the hedged transaction affects the profit or loss or included as a basis adjustment to the non financial hedged item.

Note 20: Non-Current Borrowings

					₹ Crore	
	Maturity Date	Terms of Repayment	Interest rate*	As at March 31, 2020	As at March 31, 2019	
A. Secured						
Term Loans from banks in USD	Upto August 2024	Payable in Multiple Installments every year	6%	0.27	0.30	
Unsecured						
Term loans						
a) From Banks in USD	Upto December 2023	Payable in Multiple Installments every year	1.7% - 3.5%	2,996.50	3,108.04	
b) Term Loans from Banks	Upto April 2022	Payable in Multiple Installments every year	13.4% - 60%**	2.88	2.77	
				2,999.65	3,111.11	
				2,999.65	3,111.11	
Less: Current maturities of long term debt (from banks in USD) (Refer Note 26)				(854.61)	(506.33)	
TOTAL				2,145.04	2,604.78	

*includes variable and fixed rate instruments. Refer Note 49 A (iii) for interest rate risk

**60% interest rate corresponds to interest rate applicable to group's subsidiary in Argentina operating in hyperinflationary economy

Note 21: Other Non-Current Financial Liabilities

	As at March 31, 2020	As at March 31, 2019
Liabilities for business combinations (Refer Note 37)	239.33	217.55
Less: Current portion (Refer Note 26)	(107.35)	-
TOTAL	131.98	217.55

₹ Crore

Note 22 :Provisions

	As at March 31, 2020	As at March 31, 2019
Provision for Employee Benefits		
Gratuity (Refer Note 44)	111.68	103.75
Compensated Absences	5.30	4.50
TOTAL	116.98	108.25

₹ Crore

Note 23: Other Non-Current Liabilities

	As at March 31, 2020	As at March 31, 2019
Others (includes deferred grants, sundry deposits)	7.17	4.27
TOTAL	7.17	4.27

₹ Crore

Note 24: Current Borrowings

	Maturity Date	Terms of Repayment	Coupon/ Interest rate*	As at March 31, 2020	As at March 31, 2019
A. Secured					
Loans repayable on demand from banks (Refer Note below)	Cash Credit	Payable on demand	9% - 10.5%	1.91	5.75
				1.91	5.75
B. Unsecured					
Loans repayable on demand from banks	Upto 12 months	Mulitple dates	2.50%-60.00%**	96.92	96.20
USD Overdraft from banks	On demand	On demand	2.50%-7.00%	24.45	50.89
Overdraft from banks	On demand	On demand	7.50% - 60.00%**	148.09	118.10
Commercial Paper	Multiple dates in Q1 FY 2021	Payable on commercial paper maturity date	5.40%	247.33	-
				516.79	265.19
TOTAL				518.70	270.94

₹ Crore

NOTES:

The Group does not have any default as on the Balance Sheet date in the repayment of any loan or interest.

*includes variable and fixed rate instruments. Refer Note 49 A (iii) for interest rate risk

**60% interest rate corresponds to interest rate applicable to group's subsidiary in Argentina operating in hyperinflationary economy

Note 25: Trade Payables

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Dues to Micro, Small and Medium Enterprises	27.15	53.49
Total outstanding dues of creditors other than micro enterprises and small enterprises*	2,453.34	2,486.39
TOTAL	2,480.49	2,539.88

* Trade Payables Includes invoices discounted by Vendors with banks

Refer Note 49 (C) for liquidity risk

Disclosures pursuant to Micro, Small and Medium Enterprises development act, 2006 (MSMED act) are as follows:

	As at March 31, 2020	As at March 31, 2019
I The principal amount remaining unpaid to any supplier at the end of the accounting year included in trade payables	27.13	53.49
II Interest due thereon	0.02	-
Trade payable dues to Micro and small enterprises	27.15	53.49
(a) The amount of interest paid by the buyer under MSMED act 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
(b) The amount of interest due and payable for the period (where the principal has been unpaid but interest under the MSMED Act, 2006 not paid)	0.02	-
(c) The amount of interest accrued and remaining unpaid at the end of the accounting year	-	-
(d) The amount of further interest due and payable even in the succeeding year, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23	-	-

Note 26: Other Current Financial Liabilities

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Current Maturities of Long Term Debt (Refer Note 20)	854.61	506.33
Liabilities for business combinations- current portion (Refer Note 21)	107.35	-
Security deposit received	4.94	4.69
Unclaimed Dividends (Refer Note (a) below)	17.65	14.48
Put Option liability	150.81	242.50
Interest accrued	3.31	7.13
Derivative interest rate swaps	91.87	22.62
Employee Benefits Payable	86.21	115.03
Capital creditors and other payables	19.29	30.10
TOTAL	1,336.04	942.88

NOTE:

- a) There are no amounts due to be credited to Investor Education and Protection Fund in accordance with Section 125 of the Companies Act, 2013 as at the year end.

Note 27: Other Current Liabilities

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Statutory Dues (VAT, Excise, Service Tax, Octroi, TDS etc.)	26.14	15.42
Other Payables (including contract liabilities- advance received from customers)	58.57	36.42
TOTAL	84.71	51.84

Note 28: Provisions

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Provision for Employee Benefits		
Gratuity (net) (Refer Note 44)	8.75	8.76
Compensated Absences	3.91	4.03
Other Provision :		
Provision for Sales Returns	26.33	21.69
Provision towards Litigations	16.97	16.37
TOTAL	55.96	50.85

Movements in each class of other provisions during the financial year are set out below:

	Sales Returns	Provision towards Litigation
As at April 1, 2019	21.69	16.37
Additional provisions recognised	10.44	1.95
Amount Utilised /Unused amounts reversed	(5.57)	(0.19)
Foreign currency translation difference	(0.23)	(1.16)
As at March 31, 2020	26.33	16.97

Sales Returns:

When a customer has a right to return the product within a given period, the Group recognises a provision for sales return. This is measured basis average past trend of sales return as a percentage of sales. Revenue is adjusted for the expected value of the returns and cost of sales are adjusted for the value of the corresponding goods to be returned.

Legal Claims:

The provisions for indirect taxes and legal matters comprises of numerous separate cases that arise in the ordinary course of business. A provision is recognised for legal cases, if the Group assesses that it is possible/probable that an outflow of economic resources will be required. These provisions have not been discounted as it is not practicable for the Group to estimate the timing of the provision utilisation and cash outflows, if any, pending resolution.

Note 29: Revenue From Operations

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Sale of Products	9,826.51	10,221.07
Other Operating Revenues (includes export incentive, GST refunds, scrap sales etc.)	84.29	93.27
TOTAL	9,910.80	10,314.34

b) Revenue Information

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Revenue by product categories		
Home care	4,250.22	4,166.62
Hair care	3,147.34	3,268.08
Personal care	2,428.95	2,786.37
TOTAL	9,826.51	10,221.07

c) Reconciliation of the amount of revenue recognised in the statement of profit and loss with the contracted price

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Revenue as per contracted price	10,813.75	11,430.78
Sales returns	(71.21)	(24.46)
Rebates/Discounts	(916.03)	(1,185.25)
Revenue from contract with customers	9,826.51	10,221.07

d) Contract Balances

₹ Crore

	As at March 31, 2020	As at March 31, 2019
Trade receivables (Refer Note 13)	1,157.25	1,292.90
Contract assets (Refer Note 17)	8.56	6.59
Contract liabilities (Refer Note 27)	37.32	20.66

Note: Contract assets represents right to receive the inventory and contract liabilities represents advances received from customers for sale of goods at the reporting date.

e) Significant changes in contract liabilities during the period

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Revenue recognised that was included in the contract liability balance at the beginning of the period	20.66	26.12

Note 30: Other Income

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Interest Income on:		
Non-convertible debentures and fixed deposits with Non-Banking Financial Companies at amortised cost	56.70	54.27
On Advances and Fixed Deposits	19.55	32.49
Net Gain on Sale of Investments	4.53	8.03
Fair Value Gain \ (Loss) on financial assets measured at fair value through profit or loss (net)	-	0.01
Profit on Sale of Property, Plant & Equipment	1.87	1.56
Miscellaneous non operating income	29.65	12.40
TOTAL	112.30	108.76

Note 31: Cost Of Materials Consumed

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Raw material and packing material		
Opening Inventory	1,004.18	869.10
Add : Purchases (net)	4,089.97	4,197.51
	5,094.15	5,066.61
Less: Closing Inventory	(972.40)	(1,004.18)
Cost of Materials Consumed	4,121.75	4,062.43

Note 32: Changes in Inventories of Finished Goods, Stock-in-trade and Work-in-progress

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Opening Inventory		
Finished Goods	415.05	499.18
Stock-in-Trade	51.53	125.85
Work-in-Progress	69.51	65.60
	536.09	690.63
Less: Closing Inventory		
Finished Goods	538.39	415.05
Stock-in-Trade	69.38	51.53
Work-in-Progress	101.47	69.51
	709.24	536.09
(Increase) / decrease in Inventories	(173.15)	154.54

Note 33: Employee Benefits Expense

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
Salaries and Wages	932.51	981.53
Contribution to Provident and Other Funds (Refer Note 44)	25.46	23.58
Share based payments to Employees (Employee Stock Grant Scheme) (Refer Note 45)	9.66	9.12
Staff Welfare Expenses	51.19	54.18
TOTAL	1,018.82	1,068.41

Note 34: Finance Costs

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
Interest Expense		
Unwinding of interest on liabilities	13.38	9.62
Interest on loans	142.62	155.28
Bill discounting charges	55.41	59.51
Interest on lease liability	4.07	-
Net Monetary loss/ (gain) on account of Hyperinflation	1.93	(0.16)
TOTAL	217.41	224.25

Note 35: Depreciation and Amortization Expenses

	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
Depreciation on property, plant and equipment	131.98	130.05
Depreciation on right of use asset	27.27	-
Amortization of intangible assets	36.28	39.93
Impairment provision for property, plant and equipment	1.75	-
TOTAL	197.28	169.98

Note 36: Other Expenses

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Consumption of Stores and Spares	38.49	34.88
Power and Fuel	118.29	119.29
Rent (net)	69.34	95.75
Repairs and Maintenance		
Plant and Equipment	16.17	15.78
Buildings	9.98	9.80
Others (net)	59.86	51.20
	86.01	76.78
Insurance	20.74	21.03
Rates and Taxes	35.44	27.58
Processing and Other Manufacturing Charges	235.67	218.14
Travelling and Conveyance	66.38	80.50
Legal and Professional Charges	136.29	124.61
Donations	1.95	2.78
Sales Promotion	226.57	207.19
Advertising and Publicity	739.13	839.28
Selling and distribution expenses	139.39	131.36
Freight	330.81	333.31
Royalty	3.18	4.62
Commission	20.62	23.63
Bank charges	10.72	13.96
Net Loss on Foreign Currency Transactions and Translations	0.25	13.78
Bad Debts Written Off	6.25	6.41
Miscellaneous Expenses (net) (Refer Note (a) below)	201.75	199.11
TOTAL	2,487.27	2,573.99

NOTE :

- a) Miscellaneous Expenses include the Group's share of various expenses incurred by group companies for sharing of services and use of common facilities.

Note 37: Exceptional Items (Loss)/Gain

₹ Crore

	Year ended March 31, 2020	Year ended March 31, 2019
Restructuring Cost	(20.08)	(18.03)
Gain on divestment of UK Business (Refer Note 51)	9.51	76.44
Impairment Loss on Goodwill and other intangible assets (Refer note 52)	(70.48)	-
Reversal in liability for business combination (Refer Note below)	-	194.15
TOTAL	(81.05)	252.56

NOTE:

During the year ended March 31, 2019 there was a change in the provision for earn out liability on account of change in expected EBITDA of a subsidiary which is the basis for its estimation.

This consideration is payable after March 31, 2020 and is based on a multiple of future EBITDA of this business. The fair value of contingent consideration is determined by discounting the estimated amount payable to the sellers of Strength of Nature LLC (USA) based on expected future performance.

Note 38: Earnings Per Share

	Year ended March 31, 2020	Year ended March 31, 2019
Net Profit After Tax (₹ Crore)	1,496.58	2,341.53
Number of Shares outstanding at the beginning of the year	1,02,21,66,096	1,02,19,94,277
Add : Shares Issued during the year	1,50,256	1,71,819
Number of Shares outstanding at the end of the year	1,02,23,16,352	1,02,21,66,096
Weighted Average Number of Equity Shares		
For calculating Basic EPS	1,02,22,65,738	1,02,21,11,340
Effect of dilution:		
Shared based payments	1,91,505	2,04,688
For calculating Diluted EPS	1,02,24,57,243	1,02,23,16,028
Earnings Per Share Before and After Extraordinary Items		
<i>(Face Value ₹ 1)</i>		
Basic (₹)	14.64	22.91
Diluted (₹)	14.64	22.90

Note 39: Commitments

	Year ended March 31, 2020	Year ended March 31, 2019
Estimated value of contracts remaining to be executed on capital account to the extent not provided, net of advances there against of ₹ 5.83 crore <i>(March 31, 2019 : ₹ 29.38 crore)</i>	37.14	32.94
Others	-	0.40
TOTAL	37.14	33.34

Note 40: Dividend

During the year 2019-20, the Board has paid four interim dividends. The first dividend was declared on May 3, 2019 at the rate of ₹ 2 per equity share (200% on shares of the face value of ₹ 1 each), the second dividend was declared on August 1, 2019 at the rate of ₹ 2 per equity share (200% on shares of the face value of ₹ 1 each), the third dividend was declared on November 6, 2019 at the rate of ₹ 2 per equity share (200% on shares of the face value of ₹ 1 each) and the fourth dividend was declared on January 29, 2020 at the rate of ₹ 2 per equity share (200% on shares of the face value of ₹ 1 each).

The total of all the four interim dividends paid during the year aggregates to ₹ 8 per equity share (800% on the shares of the face value ₹ 1 each) and amounts to ₹ 817.82 crore. The dividend distribution tax on the said dividends is ₹ 168.11 crore.

Note 41: Contingent Liabilities

		₹ Crore	
		As at March 31, 2020	As at March 31, 2019
a)	CLAIMS FOR EXCISE DUTIES, TAXES AND OTHER MATTERS		
i)	Excise duty demands against which the Company / Group has preferred appeals	51.06	54.69
ii)	Sales tax demands against which the Company / Group has preferred appeals	108.16	79.46
iii)	Income-tax matters	264.99	165.87
iv)	Other matters	3.00	3.00
b)	Guarantees given against Borrowings (in excess of Loans outstanding) / Bank facilities		
i)	Guarantee amounting to USD 58.30 million (31-Mar-19 USD 88 million) given by the Company to DBS Bank Limited, Singapore and Sumitomo Mitsui Banking Corporation, Singapore Branch towards loan provided to Godrej Consumer Products Holding (Mauritius) Limited	40.10	55.32
ii)	Guarantee amounting to USD 17.88 million (31-Mar-19 USD 27.50 million) given by the Company to The Hongkong and Shanghai Banking Corporation Limited, Mauritius towards loan raised by Godrej East Africa Holdings Limited	12.30	17.29
iii)	Guarantee amounting to USD 80.30 million (31-Mar-19 USD 121 million) given by the Company to The Bank of Tokyo-Mitsubishi UFJ Ltd, London Branch towards loan provided to Godrej SON Holdings, Inc.	55.23	76.07
iv)	Guarantee amounting to USD 27.5 million (31-Mar-19 USD 27.5 million) given by the Company to Standard Chartered Bank, Mauritius towards bank facilities provided to Godrej Tanzania Holdings Limited	208.08	190.18
v)	Guarantee amounting to USD 44 million (31-Mar-19 USD 44 million) given by the Company to CITI Bank NA, London Branch towards loan provided to Godrej Mauritius Africa Holdings Ltd.	30.27	27.66
vi)	Guarantee amounting to USD 2 million (31-Mar-19 USD 2 million) given by the Company to DBS Bank Limited, Singapore towards interest rate swap / derivative facilities provided to Godrej Mauritius Africa Holdings Limited	15.13	13.83
vii)	Guarantee amounting to USD 1.2 million (31-Mar-19 USD 1.2 million) given by the Company to DBS Bank Limited, Singapore towards interest rate swap / derivative facilities provided to Godrej Consumer Products Holding (Mauritius) Limited	9.08	8.30
viii)	Guarantee amounting to USD 64.35 million (31-Mar-19 USD 64.35 million) given by the Company to Sumitomo Mitsui Banking Corporation, Singapore Branch towards loan provided to Godrej SON Holdings, Inc.	48.05	43.91
ix)	Guarantee amounting to USD 148.72 million (31-Mar-19 USD 148.72 million) given by the Company to The Hongkong and Shanghai Banking Corporation Limited, Singapore Branch towards loan provided to Godrej Mauritius Africa Holdings Limited	102.30	93.50
x)	Guarantee amounting to USD 3.5 million (31-Mar-19 USD Nil million) given by the Company to DBS Bank Limited, Singapore towards interest rate swap / derivative facilities provided to Godrej Mauritius Africa Holdings Limited	26.48	-

Note 41: Contingent Liabilities

		₹ Crore	
		As at March 31, 2020	As at March 31, 2019
xi)	Guarantee amounting to USD 1 million (31-Mar-19 USD Nil million) given by the Company to Sumitomo Mitsui Banking Corporation, Singapore towards interest rate swap / derivative facilities provided to Godrej Consumer Products Holding (Mauritius) Limited	7.57	-
xii)	Guarantee amounting to USD 24.2 million (31-Mar-19 USD Nil million) given by the Company to Sumitomo Mitsui Banking Corporation, Singapore Branch towards loan provided to Godrej Mauritius Africa Holdings Limited	23.46	-
Others			
i)	Guarantees issued by banks [secured by bank deposits under lien with the bank ₹ 2.99 crore]	14.19	14.36
ii)	Guarantee given by the Company to Yes Bank for credit facilities extended to M/s. Broadcast Audience Research Council.	0.80	0.80
iii)	Guarantee given by the Company to Kotak Mahindra Bank for credit facilities extended to M/s. Broadcast Audience Research Council	0.30	0.45
c)	Claims against the Company not acknowledged as debt	32.28	33.50

d) The Group has reviewed all its pending litigations and proceedings and has adequately made provisions wherever required and disclosed as contingent liability wherever applicable in the consolidated financial statements. The Group does not expect the outcome of the proceedings to have a materially adverse effect on its financial statements.

e) **Other Matters**

For India, the proposed Social Security Code, 2019, when promulgated, would subsume labour laws including Employees' Provident Funds and Miscellaneous Provisions Act and amend the definition of wages on which the organisation and its employees are to contribute towards Provident Fund. The Company believes that there will be no significant impact on its contributions to Provident Fund due to the proposed amendments. Additionally, there is uncertainty and ambiguity in interpreting and giving effect to the guidelines of Hon. Supreme Court vide its ruling in February 2019, in relation to the scope of compensation on which the organisation and its employees are to contribute towards Provident Fund. The Company will evaluate its position and act, as clarity emerges.

f) On 30th March 2019, MCA has issued an amendment regarding the income tax uncertainty over Income tax treatments. As per the Company's assessment, there are no material income tax uncertainties over income tax treatments as at 31 March 2020.

Note 42: Related Party Disclosures

A) Related Parties and their Relationship

a) Joint Venture:

Name of the Joint Venture	Country	% Holding as at March 31, 2020	% Holding as at March 31, 2019
Godrej Easy IP Holdings (FZC) (Dubai)	Dubai	Nil*	Nil*

* Dissolved during FY 2018-19

b) Associate Company:

Name of the Associate Company	Country	% Holding as at March 31, 2020	% Holding as at March 31, 2019
Bhabhani Blunt Hairdressing Pvt Limited	India	28%	28%

c) Investing Entity in which the reporting entity is an Associate

- i) Godrej Industries Limited
- ii) Godrej Seeds & Genetics Limited

d) Companies under common Control with whom transactions have taken place during the year:

- i) Godrej & Boyce Mfg. Co. Limited
- ii) Godrej Agrovet Limited
- iii) Godrej Tyson Foods Limited
- iv) Godrej Properties Limited
- v) Natures Basket Limited*
- vi) Godrej Vikhroli Properties LLP
- vii) Godrej Infotech Limited
- viii) Godrej Projects Development Private Limited
- ix) Godrej Anandan
- x) Godrej One Premises Management Private Limited
- xi) Godrej Seaview Properties Private Limited
- xii) Creamline Dairy Products Limited

* Divested on 4th July 2019

Note 42: Related Party Disclosures

e) Key Management Personnel and Relatives:

i)	Mr. Adi Godrej	Chairman Emeritus
ii)	Ms. Nisaba Godrej	Executive Chairperson / Daughter of Mr. Adi Godrej
iii)	Mr. Vivek Gambhir	Managing Director & CEO
iv)	Mr. V. Srinivasan	Chief Financial Officer and Company Secretary
v)	Mr. Pirojsha Godrej	Non-Executive Director / Son of Mr. Adi Godrej
vi)	Mr. Nadir Godrej	Non-Executive Director/ Brother of Mr. Adi Godrej
vii)	Ms. Tanya Dubash	Non-Executive Director/ Daughter of Mr. Adi Godrej
viii)	Mr. Jamshyd Godrej	Non Executive Director
ix)	Mr. D Shivakumar	Independent Director (till 1 st November 2018)
x)	Mr. Aman Mehta	Independent Director
xi)	Mr. Omkar Goswami	Independent Director
xii)	Ms. Ireena Vittal	Independent Director
xiii)	Mr. Bharat Doshi	Independent Director (till 25 th September 2019)
xiv)	Mr. Narendra Ambwani	Independent Director
xv)	Ms. Ndidi Nwuneli	Independent Director
xvi)	Ms. Pippa Armerding	Independent Director
xvii)	Mr. Burjis Godrej	Son of Mr.Nadir Godrej
xviii)	Ms. Rati Godrej	Wife of Mr.Nadir Godrej
xix)	Mr. Sohrab Godrej	Son of Mr.Nadir Godrej
xx)	Mr. Hormazd Godrej	Son of Mr.Nadir Godrej
xxi)	Mr.Navroze Godrej	Son of Mr. Jamshyd Godrej
xxii)	Mr. Arvind Dubash	Husband of Ms. Tanya Dubash
xxiii)	Mr. Azaar Arvind Dubash	Son of Ms. Tanya Dubash

f) Trust where the reporting entity exercises significant influence

- i) Godrej Consumer Products Limited Employees' Stock Option Trust

g) Post employment Benefit Trust where the reporting entity exercises significant influence

- i) Godrej Consumer Products Employees' Provident Fund

Notes to the Consolidated Financial Statements for the year ended March 31, 2020

B) The Related Party Transactions are as under :

₹ Crore

	Associate Company		Investing Entity in which the reporting entity is an associate		Companies Under Common Control		Key Management Personnel and Relatives		Post employment benefit trust		Total	
	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year	Current Year	Previous Year
Sale of Goods	0.24	0.40	10.55	12.89	1.62	3.37	-	-	-	-	12.41	16.66
Purchase of Materials and Spares	-	0.16	64.76	66.24	0.13	0.29	-	-	-	-	64.89	66.69
Purchase of Fixed Asset including Assets under Construction	-	-	-	-	-	0.19	-	-	-	-	-	0.19
Advance Paid	-	-	-	1.51	0.05	0.05	-	-	-	-	0.05	1.56
Royalty and Technical Fees Paid	0.55	0.62	-	-	-	-	-	-	-	-	0.55	0.62
Establishment & Other Expenses Paid (Including provision for doubtful debts if any)	0.33	0.14	27.55	34.38	8.54	8.95	-	-	-	-	36.42	43.47
Expenses Recovered	-	-	1.62	0.21	0.06	0.03	-	-	-	-	1.68	0.24
Investments Sold / Redeemed	-	2.28	-	-	-	-	-	-	-	-	-	2.28
Dividend Received	0.68	-	-	-	-	-	-	-	-	-	0.68	-
Dividend Paid	-	-	418.65	627.98	60.01	90.01	23.37	35.43	-	-	502.03	753.42
Commission on Profits and Sitting Fees	-	-	-	-	-	-	3.51	3.67	-	-	3.51	3.67
Lease Rentals Received	-	-	10.94	9.25	-	-	-	-	-	-	10.94	9.25
Lease Rentals Paid	-	-	15.68	14.21	-	-	-	-	-	-	15.68	14.21
Contribution during the year (Including Employees' Share)	-	-	-	-	-	-	-	-	18.17	16.63	18.17	16.63
Short Term Employment Benefits	-	-	-	-	-	-	21.52	23.32	-	-	21.52	23.32
Post Employment Benefits	-	-	-	-	-	-	0.46	0.50	-	-	0.46	0.50
Share Based Payment	-	-	-	-	-	-	2.92	3.85	-	-	2.92	3.85
TOTAL	1.80	3.60	549.75	766.67	70.41	102.89	51.78	66.77	18.17	16.63	691.91	956.56

₹ Crore

	Receivables		Payables		Guarantees Outstanding- Given/ (Taken)		Commitments	
	As at March 31, 2020	As at March 31, 2019	As at March 31, 2020	As at March 31, 2019	As at March 31, 2020	As at March 31, 2019	As at March 31, 2020	As at March 31, 2019
Associate Company	0.05	0.04	-	-	-	-	-	-
Investing Entity in which the reporting entity is an associate	1.88	4.75	7.75	3.63	(26.88)	(26.88)	-	-
Companies under Common Control	0.33	2.17	0.40	0.56	(1.21)	(1.21)	0.61	1.59
Key Management Personnel and Relatives	-	-	2.85	4.99	-	-	-	-
TOTAL	2.26	6.96	11.00	9.18	(28.09)	(28.09)	0.61	1.59

Note : Refer note 6 for investments in associate

Note 43: Forward Contracts

The Group uses forward exchange contracts to hedge its foreign exchange exposure relating to the underlying transactions and firm commitment in accordance with its forex policy as determined by its Forex Committee. The Group does not use foreign exchange forward contracts for trading or speculation purposes.

Forward/ Spot Contracts outstanding as at March 31, 2020:

	As at March 31, 2020	As at March 31, 2019
	In million	In million
Forward Contracts to Purchase (USD)	US \$32.65	US \$45.37
[102 contracts (previous year 151 contracts)]		
Forward Contracts to Sell (USD)	US \$2.50	US \$2.60
[4 contracts (previous year 4 contracts)]		
Forward Contracts to Purchase (CNH)	-	¥0.78
[0 contracts (previous year 3 contracts)]		

Note 44: Employee Benefits

a) DEFINED CONTRIBUTION PLAN

Provident Fund:

The contributions to the Provident Fund of certain employees (including some employees of the erstwhile Godrej Household Products Ltd) are made to a Government administered Provident Fund and there are no further obligations beyond making such contribution. The Superannuation Fund constitutes an insured benefit, which is classified as a defined contribution plan as the Company contributes to an Insurance Company and has no further obligation beyond making payment to the insurance company.

b) DEFINED BENEFIT PLAN

Gratuity:

The Company participates in the Employees' Group Gratuity-cum-Life Assurance Scheme of HDFC Standard Life Insurance Co. Ltd., a funded defined benefit plan for qualifying employees. Gratuity is payable to all eligible employees on death or on separation / termination in terms of the provisions of the Payment of Gratuity (Amendment) Act, 1997, or as per the Company's scheme whichever is more beneficial to the employees.

The Gratuity scheme of the erstwhile Godrej Household Products Ltd., which was obtained pursuant to the Scheme of Amalgamation, is funded through Unit Linked Gratuity Plan with HDFC Standard Life Insurance Company Limited.

The liability for the Defined Benefit Plan is provided on the basis of a valuation, using the Projected Unit Credit Method, as at the Balance Sheet date, carried out by an independent actuary.

The Company has a gratuity trust. However, the Company funds its gratuity payouts from its cash flows. Accordingly, the Company creates adequate provision in its books every year based on actuarial valuation.

These benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk and investment risk.

Provident Fund:

The Company manages the Provident Fund plan through a Provident Fund Trust for its employees other than those covered under Government Scheme which is permitted under The Employees' Provident Fund and Miscellaneous Provisions Act, 1952 and is actuarially valued. The plan envisages contribution by the employer and employees and guarantees interest at the rate notified by the Provident Fund authority. The contribution by employer and employee, together with interest, are payable at the time of separation from service or retirement, whichever is earlier.

The Company has an obligation to fund any shortfall on the yield of the trust's investments over the administered interest rates on an annual basis. These administered rates are determined annually predominantly considering the social rather than economic factors and the actual return earned by the Company has been higher in the past years. The actuary has provided a valuation for provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the below provided assumptions there is no shortfall as at March 31, 2020.

	As at March 31, 2020	As at March 31, 2019
Plan assets at period end, at fair value	159.79	149.31
Provident Fund Corpus	159.13	148.00
Valuation assumptions under Deterministic Approach:		
Weighted Average Yield	8.29%	8.67%
Weighted Average Yield to Maturity	8.61%	9.07%
Guaranteed Rate of Interest	8.65%	8.65%

₹ Crore

c) Amounts Recognised as Expense:**i) Defined Contribution Plan**

Employer's Contribution to Provident Fund including contribution to Family Pension Fund amounting to ₹ 15.11 crore (*Mar-31-2019 : ₹ 11.90 crore*) has been included under Contribution to Provident and Other Funds.

ii) Defined Benefit Plan

Gratuity cost amounting to ₹ 8.52 crore (*Mar-31-2019 : ₹ 8.30 crore*) has been included in Note 33 under Contribution to Provident and Other Funds.

d) The amounts recognised in the Company's financial statements as at year end are as under:

	As at March 31, 2020	As at March 31, 2019
₹ Crore		
i) Change in Present Value of Obligation		
Present value of the obligation at the beginning of the year	113.29	103.50
Current Service Cost	6.63	11.73
Interest Cost	9.08	8.35
Exchange difference	(3.85)	2.12
Actuarial (Gain) / Loss on Obligation- Due to Change in Demographic Assumptions	(0.02)	(0.62)
Actuarial (Gain) / Loss on Obligation- Due to Change in Financial Assumptions	4.29	(1.91)
Actuarial (Gain) / Loss on Obligation- Due to Experience	0.64	(2.68)
Benefits Paid	(8.89)	(7.20)
Present value of the obligation at the end of the year	121.17	113.29
ii) Change in Plan Assets		
Fair value of Plan Assets at the beginning of the year	0.78	1.39
Interest Income	0.08	0.17
Return on plan assets excluding interest income	(0.02)	(0.08)
Actuarial Gain / (Loss) on Plan Assets	-	-
Contributions by the Employer	8.79	6.59
Benefits Paid	(8.89)	(7.20)
Exchange difference	-	(0.09)
Fair value of Plan Assets at the end of the year	0.74	0.78
iii) Amounts Recognised in the Balance Sheet:		
Present value of Obligation at the end of the year	121.17	113.29
Fair value of Plan Assets at the end of the year	0.74	0.78
Net Liability recognised in the Balance Sheet	120.43	112.51
iv) Amounts Recognised in the Statement of Profit and Loss:		
Current Service Cost	6.63	11.73
Interest Cost / Income on Obligation / Plan assets (net)	9.08	8.18
Net Cost Included in Personnel Expenses	15.71	19.91
v) Recognised in other comprehensive income for the year		
Actuarial (Gain) / Loss on Obligation	4.91	(5.21)
Return on plan assets excluding interest income	0.02	0.08
Recognised in other comprehensive income	4.93	(5.13)
vi) Weighted average duration of Present Benefit Obligation	7.32 years	8.01 years
vii) Estimated contribution to be made in next financial year	13.08	13.61
viii) Major categories of Plan Assets as a % of total Plan Assets		
Insurer Managed Funds	100%	100%
ix) Actuarial Assumptions		
i) Discount Rate	6.43%-15%p.a	7.22%-14.25%p.a
ii) Salary Escalation Rate	7% p.a.-12%p.a	7% p.a.-12.25%p.a

₹ Crore

		As at March 31, 2020	As at March 31, 2019
iii) Mortality for geographies:	India	Indian Assured Lives Mortality (2006-08) Ultimate	
	Indonesia	As per Indonesian Mortality Table 2011 (TMI11)	
	Nigeria	Rates published in the A49/52 Ultimate Tables, published jointly by the Institute and Faculty of Actuaries in the UK, rated down by one year to reflect mortality in Nigeria	

The estimates of future salary increases, considered in actuarial valuation, take account of inflation, seniority, promotion and other relevant factors, such as supply and demand in the employment market.

x) Maturity Analysis of Projected Benefit Obligation: From the Fund

Projected Benefits Payable in Future Years From the Date of Reporting			
Within the next 12 months		17.05	17.74
2 nd Following Year		13.92	12.06
3 rd Following Year		20.59	11.40
4 th Following Year		21.81	11.00
5 th Following Year		21.04	56.43
Sum of Years 6 to 10		79.85	43.80

xi) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

₹ Crore

	31-Mar-20		31-Mar-19	
	Increase	Decrease	Increase	Decrease
Discount rate (1% movement)	(7.24)	8.17	(6.26)	7.06
Future salary growth (1% movement)	8.27	(7.23)	7.06	(6.37)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

The method and types of assumptions used in preparing the sensitivity analysis did not change compared to the prior period.

Other details	
Methodology Adopted for ALM	Projected Unit Credit Method
Usefulness and Methodology adopted for Sensitivity analysis	Sensitivity analysis is an analysis which will give the movement in liability if the assumptions were not proved to be true on different count. This only signifies the change in the liability if the difference between assumed and the actual is not following the parameters of the sensitivity analysis.
Comment on Quality of Assets	Since investment is with insurance company, Assets are considered to be secured.

Note 45: Employee Stock Benefit Plans

I. EMPLOYEE STOCK GRANT SCHEME

- a) The Company set up the Employees Stock Grant Scheme 2011 (ESGS) pursuant to the approval by the Shareholders on March 18, 2011.
- b) The ESGS Scheme is effective from April 1, 2011, (the "Effective Date") and shall continue to be in force until (i) its termination by the Board or (ii) the date on which all of the shares to be vested under Employee Stock Grant Scheme 2011 have been vested in the Eligible Employees and all restrictions on such Stock Grants awarded under the terms of ESGS Scheme, if any, have lapsed, whichever is earlier.
- c) The Scheme applies to the Eligible Employees of the Company or its Subsidiaries. The entitlement of each employee will be decided by the Compensation Committee of the Company based on the employee's performance, level, grade, etc.
- d) The total number of Stock Grants to be awarded under the ESGS Scheme are restricted to 2,500,000 (Twenty Five Lac) fully paid up equity shares of the Company. Not more than 500,000 (Five Lac) fully paid up equity shares or 1% of the issued equity share capital at the time of awarding the Stock Grant, whichever is lower, can be awarded to any one employee in any one year.
- e) The Stock Grants shall vest in the Eligible Employees pursuant to the ESGS Scheme in the proportion of 1/3rd at the end of each year or as may be decided by the Compensation Committee from the date on which the Stock Grants are awarded for a period of three consecutive years subject to the condition that the Eligible Employee continues to be in employment of the Company or the Subsidiary company as the case may be.
- f) The Eligible Employee shall exercise her / his right to acquire the shares vested in her / him all at one time within 1 month from the date on which the shares vested in her / him or such other period as may be determined by the Compensation Committee.
- g) The Exercise Price of the shares has been fixed at ₹ 1 per share. The fair value is treated as Employee Compensation Expenses and charged to the Statement of Profit and Loss. The value of the options is treated as a part of employee compensation in the financial statements and is amortised over the vesting period.
- h) The details of the scheme are as below:

Scheme	Grant Date	No. of Options	Vesting Condition	Exercise Price (₹) per share	Weighted average Exercise Price (₹) per share	Exercise period
Employees Stock Grant Scheme 2011	From 2011 to 2019	896,684	Vested in the proportion of 1/3 rd at the end of each year	1.00	1.00	within 1 month from the date of vesting

Movement in the number of share options during the year:

	As at March 31, 2020	As at March 31, 2019
Outstanding at the beginning of the year	295,015	224,011
Add: Bonus issue during the year	-	102,049
Add: Granted during the year	162,917	98,343
Less: Exercised during the year	150,256	114,546
Less: Forfeited/ lapsed during the year	17,543	14,842
Outstanding at the end of the year	290,133	295,015

Weighted average remaining contractual life of options as at 31st March, 2020 was 0.85 years (31-Mar-19: 0.83 years).

Weighted average equity share price at the date of exercise of options during the year was ₹ 658.45 (31-Mar-19 ₹ 1213.37).

The fair value of the employee share options has been measured using the Black-Scholes formula. The following assumptions were used for calculation of fair value of grants:

	As at March 31, 2020	Year ended March 31, 2019
Risk-free interest rate (%)	6.44%	7.51%
Expected life of options (years)	2.00	2.00
Expected volatility (%)	28.16%	28.29%
Dividend yield	2.28%	1.05%
The price of the underlying share in market at the time of option grant (₹)*	658.45	1,139.45

* March 2019 - Price is before issue of Bonus shares

- II. Pursuant to SEBI notification dated January 17, 2013, no further securities of the Company will be purchased from the open market.

Note 46: Disclosure U/S 186 (4) of the Companies Act, 2013

Details of Investments made are disclosed under Note 6 and details of corporate guarantees given to banks on behalf of other body corporates are disclosed under Note 41.

Note 47: Subsequent Events

There are no significant subsequent events that would require adjustments or disclosures in the consolidated financial statements.

Note 48: Financial Instruments

A. Accounting classification and fair values

Carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy, are presented below. It does not include the fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

As at March 31, 2020	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
	₹ Crore							
Financial assets								
Non Current								
Loans	-	-	22.63	22.63	-	-	-	-
Other Financial Assets	-	-	36.63	36.63	-	-	-	-
Current								
Current investments								
Deposits with Non-Banking Financial Companies	-	-	555.34	555.34	-	555.34	-	555.34
Mutual Fund	1.78	-	-	1.78	-	1.78	-	1.78
Non-convertible Debentures with Non-Banking Financial Companies	-	-	80.06	80.06	80.10	-	-	80.10
Trade receivables	-	-	1,157.25	1,157.25	-	-	-	-
Cash and cash equivalents	-	-	602.87	602.87	-	-	-	-
Bank balances others	-	-	167.29	167.29	-	-	-	-
Loans	-	-	3.27	3.27	-	-	-	-
Derivative Asset	-	1.50	-	1.50	-	1.50	-	1.50
Others	-	-	163.01	163.01	-	-	-	-
	1.78	1.50	2,788.35	2,791.63	80.10	558.62	-	638.72
Financial liabilities								
Non-Current								
Borrowings	-	-	2,145.04	2,145.04	-	-	-	-
Lease Liability	-	-	34.19	34.19	-	-	-	-
Liabilities for business combinations	131.98	-	-	131.98	-	-	131.98	131.98
Current								
Borrowings	-	-	518.70	518.70	-	-	-	-
Trade and other payables	-	-	2,480.49	2,480.49	-	-	-	-
Put Option Liability *	-	-	-	150.81	-	-	150.81	150.81
Current Maturities of Long Term Debt	-	-	854.61	854.61	-	-	-	-
Liabilities for business combinations	107.35	-	-	107.35	-	-	107.35	107.35
Derivative liability	-	91.87	-	91.87	-	91.87	-	91.87
Lease Liability	-	-	22.43	22.43	-	-	-	-
Others	-	-	131.40	131.40	-	-	-	-
	239.33	91.87	6,186.86	6,668.87	-	91.87	390.14	482.01

₹ Crore

As at March 31, 2019	Carrying amount / Fair Value				Fair value Hierarchy			
	FVTPL	FVTOCI	Amortised Cost	Total	Level 1	Level 2	Level 3	Total
Financial assets								
Non Current								
Loans	-	-	18.77	18.77	-	-	-	-
Other Financial Assets	-	-	5.77	5.77	-	-	-	-
				-				
Current								
Current investments				-				-
Deposits with Non-Banking Financial Companies	-	-	135.06	135.06	-	135.06	-	135.06
Mutual Fund	16.98	-	-	16.98	-	16.98	-	16.98
Non-convertible Debentures with Non-Banking Financial Companies	-	-	329.27	329.27	-	329.94	-	329.94
Trade receivables	-	-	1,292.90	1,292.90	-	-	-	-
Cash and cash equivalents	-	-	862.21	862.21	-	-	-	-
Bank balances others			32.51	32.51	-	-	-	-
Loans	-	-	3.73	3.73	-	-	-	-
Derivative Asset	-	2.43	-	2.43	-	2.43	-	2.43
Others	-	-	152.43	152.43	-	-	-	-
	16.98	2.43	2,832.65	2,852.06	-	484.41	-	484.41
Financial liabilities								
Non-Current								
Borrowings	-	-	2,604.78	2,604.78	-	-	-	-
Liabilities for business combinations	217.55	-	-	217.55	-	-	217.55	217.55
Current								
Borrowings	-	-	270.94	270.94	-	-	-	-
Trade and other payables	-	-	2,539.88	2,539.88	-	-	-	-
Put Option Liability*	-	-	-	242.50	-	-	242.50	242.50
Current Maturities of Long Term Debt	-	-	506.33	506.33	-	-	-	-
Derivative liability		22.62	-	22.62	-	22.62	-	22.62
Others	-	-	171.43	171.43	-	-	-	-
	217.55	22.62	6,093.36	6,576.03	-	22.62	460.05	482.67

There are no transfers between Level 1 and Level 2

Level - 1 : Quoted prices (unadjusted) in active markets for identical assets or liabilities

Level - 2 : Inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices)

Level - 3 : Inputs for the asset or liability that are not based on observable market data (unobservable inputs)

* The put option liability is fair valued at each reporting date through equity

NOTE: The group has not disclosed fair values of financial instruments other than mutual funds, deposits with non-banking financial companies, non-convertible debentures with non-banking financial companies, investment in commercial papers, derivative asset, derivative liability and liabilities for business combinations, because the carrying amounts are a reasonable approximation of fair value.

B. Measurement of fair values

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 1, Level 2 and Level 3 fair values, as well as the significant unobservable inputs used.

Financial instruments measured at fair value

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Mutual Fund Investments	NAV quoted by the Mutual Fund	NA	NA
Investments in Non Convertible Debenture with Non-Banking Financial Companies	Broker Quote	NA	NA
Deposits with Non-Banking Financial Companies	Present Value of expected cashflows using an appropriate discounting rate	NA	NA
Commercial Paper issued by the Company	Present Value of expected cashflows using an appropriate discounting rate	NA	NA
Derivative Asset	MTM from banks	NA	NA
Derivative Liability	MTM from banks	NA	NA
Liabilities for business combination	Present Value of expected payment discounted using a risk adjusted discounting rate	Inputs are given in next page	Refer next page for inter-relationship between significant unobservable inputs and fair value measurement
Put Option Liability	Performance of the business	Inputs are given in next page	Refer next page for inter-relationship between significant inputs and fair value measurement

Level 3 fair values

Reconciliation of Level 3 fair values

The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values:

Particulars	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
Opening Balance	460.05	998.51
Net change in fair value through reserves	81.79	6.16
Net change in fair value through PL (<i>Refer Note (a) below</i>)	5.98	9.62
Net change in liability due to payments	(185.66)	(449.25)
Reversal in liability for business combination	-	(194.15)
Exchange difference	27.98	89.16
Closing Balance	390.14	460.05

NOTE: (a) Interest unwinding charges

Valuation processes

The main level 3 inputs for put option and liability for business combination are derived and evaluated as follows :

Liability for Business Combination -The key inputs used in the determination of fair value of Liability for Business Combination are the discount rate and expected future performance of the business (EBIDTA).

Put Option Liability - The key inputs used in the determination of fair value of put option liability is performance of the business such as Profit.

Sensitivity analysis

For the fair values of put option liability and liability for business combination, reasonably possible changes at the reporting date to one of the significant unobservable inputs, holding other inputs constant, would have the following effects.

Liability for Business Combination	₹ Crore	
	Year ended March 31, 2020	
	Profit and Loss impact	
Significant unobservable inputs	10% Increase	10% Decrease
Achievement of financial target (10% movement) (Refer note below)	-	13.33
	Year ended March 31, 2019	
	Profit and Loss impact	
Significant unobservable inputs	10% Increase	10% Decrease
Achievement of financial target (10% movement)	-	12.23

Note: Liability has been recognised at maximum threshold and hence there will be no further increase

Put Option Liability

₹ Crore

	Year ended March 31, 2020	
	Equity impact	
Significant unobservable inputs	10% Increase	10% Decrease
Achievement of financial target (10% movement)	(15.08)	15.08
	Year ended March 31, 2019	
	Equity impact	
Significant unobservable inputs	10% Increase	10% Decrease
Achievement of financial target (10% movement)	(24.25)	24.25

Note 49: Financial Risk Management

The activities of the Group exposes it to a number of financial risks – market risk, credit risk and liquidity risk. The Group seeks to minimize the potential impact of unpredictability of the financial markets on its financial performance. The risk management policy which is approved by the Board, is closely monitored by the senior management.

A. MANAGEMENT OF MARKET RISK:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises of three types of risks: currency rate risk, interest rate risk and price risk. Financial instruments affected by market risk includes borrowings, trade receivables and payables, bank deposits, investments and derivative financial instruments. The Group has international operations and is exposed to a variety of market risks, including currency and interest rate risks.

(i) Management of price risk:

The Company invests its surplus funds in various debt instruments including liquid and short term schemes of debt mutual funds, deposits with banks and financial institutions, commercial papers and non-convertible debentures (NCD's). Investments in mutual funds and NCD's are susceptible to market price risk, arising from changes in interest rates or market yields which may impact the return and value of the investments. This risk is mitigated by the Company by investing the funds in various tenors depending on the liquidity needs of the Company.

(ii) Management of currency risk:

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group has foreign currency trade payables, trade receivables, borrowings and bank balances and is therefore exposed to foreign exchange risk. The Group mitigates the foreign exchange risk by setting appropriate exposure limits, periodic monitoring of the exposures and hedging exposures using derivative financial instruments like foreign exchange forward contracts. The exchange rates have been volatile in the recent years and may continue to be volatile in the future. Hence the operating results and financials of the Group may be impacted due to volatility of the functional currency against foreign currencies.

Exposure to currency risk (Exposure in different currencies converted to INR)

The currency profile of financial assets and financial liabilities as at March 31, 2020 and March 31, 2019 are as below:

	₹ Crore					
As at March 31, 2020	GBP	USD	EURO	ZAR	AED	Others
Financial assets						
Cash and cash equivalents	-	51.30	-	0.34	-	1.01
Short-term loans and advances	-	1.99	-	-	-	-
Trade and other receivables	0.59	404.42	0.01	0.29	-	0.41
Less: Forward contracts for trade receivables	-	(18.83)	-	-	-	-
Other Non-Current financial assets	-	15.74	-	-	-	-
Other Current financial assets	-	14.81	-	-	-	-
	0.59	469.43	0.01	0.63	-	1.42
Financial liabilities						
Long term borrowings	-	2.17	-	-	-	-
Short term borrowings	-	3.76	-	-	-	-
Trade and other payables	-	779.76	1.00	-	-	7.79
Less: Forward contracts for trade payables	-	(245.71)	-	-	-	(0.80)
Other Current financial liabilities	-	5.18	0.47	-	-	-
	-	545.16	1.47	-	-	6.99
Net Exposure	0.59	(75.73)	(1.46)	0.63	-	(5.57)

	₹ Crore					
As at March 31, 2019	GBP	USD	EURO	ZAR	AED	Others
Financial assets						
Cash and cash equivalents	0.02	37.73	0.01	0.62	-	0.16
Current investments	-	0.41	-	-	-	-
Trade and other receivables	2.98	246.25	31.82	0.31	-	0.42
Less: Forward contracts for trade receivables	-	(18.03)	-	-	-	-
Other Non-Current financial assets	-	22.70	2.66	-	-	-
Other Current financial assets	-	10.55	-	-	-	-
	3.00	299.61	34.49	0.93	-	0.58
Financial liabilities						
Long term borrowings	-	1.95	-	-	-	-
Short term borrowings	-	42.63	-	-	-	-
Trade and other payables	0.22	660.51	0.62	0.05	-	5.73
Less: Forward contracts for trade payables	-	(314.05)	-	-	-	(0.80)
Other Current financial liabilities	-	0.35	3.35	-	-	-
	0.22	391.39	3.97	0.05	-	4.93
Net Exposure	2.78	(91.78)	30.52	0.88	-	(4.35)

The following significant exchange rates have been applied during the year.

	Year-end spot rate	
	March 31, 2020	March 31, 2019
GBP INR	93.85	90.48
USD INR	75.57	69.35
EUR INR	83.05	77.69
ZAR INR	4.23	4.76
AED INR	20.56	18.84

Sensitivity analysis

A reasonably possible 5% strengthening (weakening) of GBP/USD/EURO/ZAR/AED/CNH/KWD against the India rupee at March 31, 2020 and March 31, 2019 would have affected the measurement of financial instruments denominated in GBP/USD/EURO/ZAR/AED and affected profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant and ignores any impact of forecast sales and purchases.

Effect in INR	₹ Crore	
	Profit or loss	
	Strengthening	Weakening
March 31, 2020		
GBP	0.03	(0.03)
USD	(3.79)	3.79
EURO	(0.07)	0.07
ZAR	0.03	(0.03)
AED	-	-
Others - CNH/KWD	(0.28)	0.28
	(4.08)	4.08

Effect in INR	₹ Crore	
	Profit or loss	
	Strengthening	Weakening
March 31, 2019		
GBP	0.14	(0.14)
USD	(4.59)	4.59
EURO	1.53	(1.53)
ZAR	0.04	(0.04)
AED	-	-
Others - CNH/KWD	(0.22)	0.22
	(3.10)	3.10

(iii) Management of interest risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Exposure to interest rate risk

The Group's exposure to interest rate risks relates primarily to the Group's interest obligations on its borrowings. To mitigate this risk the Group enters into derivative financial instruments like interest rate swaps.

The interest rates profile of the Group's interest bearing financial instruments is as follows:

	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
Borrowings		
Fixed rate instruments	429.02	167.44
Variable-rate instruments	3,089.33	3,214.61
	3,518.35	3,382.05

Fair value sensitivity analysis for fixed-rate instruments

The Group does not account for any fixed-rate financial liabilities at fair value through profit or loss. Therefore, a change in interest rates at the reporting date would not affect profit or loss.

Cash flow sensitivity analysis for variable-rate instruments

A reasonably possible change of 50 basis points (bp) in interest rate at the reporting date would have increased / (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency exchange rates, remain constant.

The risk estimates provided assume a parallel shift of 50 basis points interest rate across all yield curves. This calculation also assumes that the change occurs at the balance sheet date and has been calculated based on risk exposures outstanding as at that date. The period end balances are not necessarily representative of the average debt outstanding during the period.

	₹ Crore	
	Profit or loss / Equity	
	50 bp increase	50 bp decrease
As at March 31, 2020		
Variable-rate instruments	(15.45)	15.45
Less : Interest-rate swap on Variable rate instrument	13.57	(13.57)
Cash flow sensitivity (net)	(1.88)	1.88
As at March 31, 2019		
Variable-rate instruments	(16.07)	16.07
Less : Interest-rate swap on Variable rate instrument	6.59	(6.59)
Cash flow sensitivity (net)	(9.48)	9.48

B. MANAGEMENT OF CREDIT RISK:

Credit risk refers to the risk of default on its obligations by a counterparty to the Group resulting in a financial loss to the Group. The Group is exposed to credit risk from its operating activities (trade receivables and derivative transactions) and from its investing activities including investments in mutual funds, commercial papers, deposits with banks and financial institutions and NCD's, foreign exchange transactions and financial instruments.

Credit risk from trade receivables is managed by each business unit subject to the Group's policies, procedures and controls relating to customer credit risk management by establishing credit limits, credit approvals and monitoring creditworthiness of the customers to which the Group extends credit in the normal course of business. Outstanding customer receivables are regularly monitored. The Group has no concentration of credit risk as the customer base is widely distributed.

Credit risk from investments of surplus funds is managed by the Group's treasury in accordance with the Board approved policy and limits. Investments of surplus funds are made only with those counterparties who meet the minimum threshold requirements prescribed by the Board. The Group monitors the credit ratings and financial strength of its counter parties and adjusts its exposure accordingly. Derivatives are entered into with banks as counter parties, which have high credit ratings assigned by rating agencies.

At March 31, 2020, the ageing for the trade receivables as mentioned in the note below and that were not impaired (not provided for) was as follows:

Trade Receivables	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
Neither past due nor impaired	565.04	656.25
Past due 1-90 days	425.87	417.07
Past due 91-120 days	82.58	62.49
Past due more than 120 days	83.76	157.09
TOTAL	1,157.25	1,292.90

Loans and advances given are monitored by the Group on a regular basis and these are neither past due nor impaired.

Management believes that the unimpaired amounts that are past due are still collectible in full, based on historical payment behaviour and extensive analysis of customer credit risk, including underlying customers' credit ratings if they are available. The Company uses an allowance matrix to measure the expected credit loss of trade receivables from individual customers which comprise on large number of small balances.

The movement in allowances for impairment in respect of trade receivables is as follows:

	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
Opening Balance	48.99	44.43
Impairment loss recognised	1.65	11.16
Amounts written off / written back	(8.19)	(3.88)
Exchange difference	(0.73)	(2.41)
Less: Transfer on divestment	-	(0.31)
Closing Balance	41.72	48.99

C. MANAGEMENT OF LIQUIDITY RISK:

Liquidity risk is the risk that the Group may not be able to meet its present and future cash obligations without incurring unacceptable losses. The Group's objective is to maintain at all times, optimum levels of liquidity to meet its obligations. The Group closely monitors its liquidity position and has a robust cash management system. The Group maintains adequate sources of financing including debt and overdraft from domestic and international banks and financial markets at optimized cost.

Exposure to liquidity risk

The following are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

₹ Crore

As at March 31, 2020	Contractual cash flows				
	Carrying amount	Total	Less than 1 year	1-3 years	More than 3 years
Non-derivative financial liabilities					
Term loan and overdrafts from banks	3,518.35	3,600.50	1,416.82	1,876.34	307.34
Trade payables	2,480.49	2,480.49	2,480.49	-	-
Lease Liability	56.62	64.41	25.90	29.28	9.23
Other financial liabilities	521.54	521.54	389.56	131.98	-
Derivative financial liabilities					
Interest rate swaps	91.87	120.08	107.16	12.92	-
Forward exchange contracts used for hedging					
- Outflow	-	245.71	245.71	-	-
- Inflow	-	18.83	18.83	-	-

₹ Crore

As at March 31, 2019	Contractual cash flows				
	Carrying amount	Total	Less than 1 year	1-3 years	More than 3 years
Non-derivative financial liabilities					
Term loan and overdrafts from banks	3,382.05	3,591.40	868.32	2,127.79	595.29
Trade payables	2,539.88	2,539.88	2,539.88	-	-
Other financial liabilities	631.48	631.48	413.93	217.55	-
Derivative financial liabilities					
Interest rate swaps	22.62	65.26	21.43	31.98	11.85
Forward exchange contracts used for hedging					
- Outflow	-	314.05	314.05	-	-
- Inflow	-	18.03	18.03	-	-

Note 50: Hedge Accounting

The objective of hedge accounting is to represent, in the Group's financial statements, the effect of the Group's use of financial instruments to manage exposures arising from particular risks that could affect profit or loss. As part of its risk management strategy, the Group makes use of financial derivative instruments namely foreign exchange forward contracts for hedging the risk embedded in some of its highly probable forecast investment & interest rate swaps for hedging the risk interest rate fluctuation on some of its variable rate loans.

For derivative contracts designated as hedge, the Group documents, at inception, the economic relationship between the hedging instrument and the hedged item, the hedge ratio, the risk management objective for undertaking the hedge and the methods used to assess the hedge effectiveness. The derivative contracts have been taken to hedge foreign currency risk on highly probable forecast investment & interest rate risk on variable rate loans. The tenor of hedging instrument may be less than or equal to the tenor of underlying.

Financial contracts designated as hedges are accounted for in accordance with the requirements of Ind AS 109 depending upon the type of hedge. The Group applies cash flow hedge accounting to hedge the variability in a) the future cash flows on the overseas remittance to its subsidiary subject to foreign exchange risk; b) interest payments on variable rate loans.

The Group has a Board approved policy on assessment, measurement and monitoring of hedge effectiveness which provides a guideline for the evaluation of hedge effectiveness, treatment and monitoring of the hedge effective position from an accounting and risk monitoring perspective. Hedge effectiveness is ascertained at the time of inception of the hedge and periodically thereafter. The Group assesses hedge effectiveness on prospective basis. The prospective hedge effectiveness test is a forward looking evaluation of whether or not the changes in the fair value or cash flows of the hedging position are expected to be highly effective on offsetting the changes in the fair value or cash flows of the hedged position over the term of the relationship.

Hedge effectiveness is assessed through the application of critical terms match method & dollar off-set method. Any ineffectiveness in a hedging relationship is accounted for in the statement of profit and loss.

The table below enumerates the Group's hedging strategy, typical composition of the Group's hedge portfolio, the instruments used to hedge risk exposures and the type of hedging relationship:

Sr No	Type of risk/ hedge position	Hedged item	Description of hedging strategy	Hedging instrument	Description of hedging instrument	Type of hedging relationship
1	Currency risk hedge	Highly Probable Foreign currency (FCY) denominated investment into Overseas Subsidiary	FCY denominated highly probable forecast investment is converted into functional currency using a plain vanilla foreign currency forward contract.	Fx forward contracts	Forward contracts are contractual agreements to buy or sell a specified financial instrument at a specific price and date in the future. These are customized contracts transacted in the over-the-counter market.	Cash flow hedge
2	Interest rate hedge	Floating rate loans	Floating rate financial liability is converted into a fixed rate financial liability using a floating to fixed interest rate swap.	Interest rate swap	Interest rate swap is a derivative instrument whereby the Group receives at a floating rate in return for a fixed rate liability.	Cash flow hedge

Notes to the Consolidated Financial Statements for the year ended March 31, 2020

The tables below provide details of the derivatives that have been designated as cash flow hedges for the periods presented:

For the year ended March 31, 2020

Hedging Instrument	Notional principal amounts outstanding	Derivative Financial Instruments - Assets outstanding	Derivative Financial Instruments - Liabilities outstanding	Gain/ (Loss) due to change in fair value for the year	Change in fair value for the year recognized in OCI	Ineffectiveness recognized in profit or loss	Line item in profit or loss that includes hedge ineffectiveness	Amount reclassified from the hedge reserve to profit or loss	Line item in profit or loss affected by the reclassification	₹ Crore
Interest rate swaps (Refer Note 16)	2,714.27	1.50	91.87	(18.56)	(18.56)	-	NA	NA	NA	NA
Previous Year	1,317.56	2.43	22.62	(13.58)	(13.58)	-	NA	NA	NA	NA

The table below provides a profile of the timing of the notional amounts of the Group's hedging instruments (based on residual tenor) along with the average price or rate as applicable by risk category:

	As at March 31, 2020				As at March 31, 2019				
	Total	Less than 1 year	1-5 years	Over 5 years	Total	Less than 1 year	1-5 years	Over 5 years	
Interest rate risk:									
Notional principal amount	2,714.27	2,344.06	370.21	-	1,317.56	350.19	967.37	-	
Average rate	3.00%	2.93%	3.44%	-	3.30%	3.44%	3.25%	-	

The following table provides a reconciliation by risk category of the components of equity and analysis of OCI items resulting from hedge accounting:

Particulars	Movement in Cash flow hedge reserve for the year ended March 31, 2020	Movement in Cash flow hedge reserve for the year ended March 31, 2019	₹ Crore
Opening balance	(5.89)	7.69	
Gain / (Loss) on the Effective portion of changes in fair value:			
a) Interest rate risk	(18.56)	(13.58)	
b) Currency risk	-	-	
Tax on movements on reserves during the year	-	-	
Closing balance	(24.45)	(5.89)	

Note 51: Divestment of UK Business

On August 31 2018, the Group sold 100% equity stake in Godrej Consumer Products (UK) Limited at a net consideration of ₹ 279.51 crore and has recognised a net gain on divestment of ₹ 76.44 crore (refer note 37). UK business was a part of "Others" segment in Segment reporting disclosure. Group recognized a gain of ₹ 9.51 crore (net) for proceeds during the year ended March 31,2020 (refer note 37).

Note 52: Goodwill and Other Intangible Assets with indefinite useful life

Goodwill has been allocated to the Group's CGU as follows:

Particulars	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
India	2.47	2.47
Indonesia	1,601.38	1,452.50
Africa (including SON)	3,233.40	2,965.53
Argentina	317.18	318.60
Others*	184.89	178.93
Total	5,339.32	4,918.03

* Others Include Chile and Srilanka.

Each unit or group of units to which the goodwill is allocated -

- represents the lowest level within the entity at which the goodwill is monitored for internal management purpose and
- is not larger than an operating segment as defined in Ind AS 108 Operating Segments, before aggregation.

The recoverable amount of a CGU is based on its value in use. The value in use is estimated using discounted cash flows over a period of 5 years for all CGUs except Africa where a 10 year period has been used to recognise the longer period of faster growth in expected cash flows, before averaging to a lower pace of growth to perpetuity. The measurement using discounted cash flow is level 3 fair value based on inputs to the valuation technique used. Cash flows beyond 5 years (10 years in case of Africa CGU) is estimated by capitalising the future maintainable cash flows by an appropriate capitalisation rate and then discounted using pre tax discount rate.

Indefinite life brands have been allocated to the Group's CGU as follows:

Particulars	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
India	791.25	791.25
Africa (including SON)	1,538.68	1,449.24
Chile	7.41	8.48
Total	2,337.34	2,248.97

The recoverable amount of the brands are based on its value in use. The value in use is estimated using discounted cash flows over a period of 5 years. The measurement using discounted cash flow is level 3 fair value based on inputs to the valuation technique used. Cash flows beyond 5 years is estimated by capitalising the future maintainable cash flows by an appropriate capitalisation rate and then discounted using pre tax discount rate.

Operating margins and growth rates for the five years (ten years in case of Africa CGU) cash flow projections have been estimated based on past experience and after considering the financial budgets/ forecasts approved by management. Other key assumptions used in the estimation of the recoverable amount are set out below. The values assigned to the key assumptions represent management's assessment of future trends in the relevant industries and have been based on historical data from both external and internal sources.

As at January 31, 2020			
Particulars (CGU and brands)	Average sales growth	Pre Tax discount rate	Terminal growth rate
Indonesia	9.5%	12.15%	6.0%
Africa (Including SON)	0% - 28%	6.67% - 18.28%	3% - 7%
Argentina*	7.3%	19.57%	2.0%
Others**	1.5% - 17.4%	9.54% - 20.80%	3% - 5%

* For current year the Argentina CGU valuation is performed in USD due to hyperinflationary economy leading to high volatility in local currency.

** Others Include India, Chile and Srilanka.

The pre tax discount rate is based on risk free rate, beta variant adjusted for market premium and company specific risk factors. For the valuation as at January 31,2020 the pre tax discount rate has considered the economic uncertainties due to COVID-19 uncertainty.

According to Ind AS 36 "Impairment of Assets", the annual impairment test for intangible assets with indefinite useful life may be performed at any time during an annual period, provided the test is performed at the same time every year. From the year ended March 31, 2019, the Group has decided to perform impairment test for goodwill and other intangible assets with indefinite useful life at January 31 and same is being followed for future years.

Based on impairment test done as at January 31, 2020 , Group has concluded that due to macro economic factors there was impairment for goodwill in Argentina of ₹ 30 crore and other indefinite life intangible assets in Africa (including SON) of ₹ 40.48 crore as at March 31, 2020. There was no impairment as at March 31, 2019. The impairment has been recorded as an 'Exceptional item' in the Consolidated Statement of Profit and Loss (refer Note 37).

With regard to the assessment of value in use other than the impairment recorded above, no reasonably possible change in any of the above key assumptions would cause the carrying amount of the CGUs to exceed their recoverable amount.

Note 53: Segment Reporting

Description of segments and principal activities:

The Group has identified geographical segments as reportable segments which are as follows:

- Segment-1, India
- Segment-2, Indonesia
- Segment-3, Africa (Including Strength of Nature)
- Segment-4, others

The Chief Operating Decision Maker ("CODM") evaluates the Group's performance and allocates resources based on an analysis of various performance indicators by operating segments. The CODM reviews revenue and profit as the performance indicator for all of the operating segments.

The group is engaged in manufacturing of personal, household and hair care products.

Information about reportable segments for the year ended March 31, 2020 and March 31, 2019 is as follows:

₹ Crore

Year ended March 31, 2020					
Particulars	India	Indonesia	Africa (including Strength of Nature)	Others	Total
Segment Revenue	5,474.45	1,695.86	2,316.22	555.58	10,042.11
Add/(Less): Inter segment revenue	(98.16)	(31.56)	(0.41)	(1.18)	(131.31)
Revenue from Operations	5,376.29	1,664.30	2,315.81	554.40	9,910.80
Segment result	1,448.39	443.62	229.35	21.67	2,143.03
Add/(Less): Inter segment					
Other income	15.98	9.77	9.65	0.65	36.05
Depreciation & Amortization	(81.37)	23.71	(75.27)	(16.93)	(197.28)
Interest income	58.09	13.19	4.58	0.39	76.25
Finance costs (Unallocable)	-	-	-	-	(217.41)
Exceptional items (net)	-	-	-	-	(81.05)
Share of net profits of equity accounted investees (net of income tax)	-	-	-	-	0.81
Profit Before Tax					1,760.40
Tax expense	-	-	-	-	(263.82)
Profit After Tax					1,496.58

₹ Crore

Year ended March 31, 2019

Particulars	India	Indonesia	Africa (including Strength of Nature)	Others	Total
Segment Revenue	5,679.31	1,524.94	2,456.04	770.17	10,430.46
Add/(Less): Inter segment revenue	(83.50)	(28.63)	(1.34)	(2.65)	(116.12)
Revenue from Operations	5,595.81	1,496.31	2,454.70	767.52	10,314.34
Segment result	1,512.55	393.09	190.44	20.50	2,116.58
Add/(Less): Inter segment					
Other income	12.63	2.55	6.84	1.01	23.03
Depreciation & Amortization	(69.06)	(21.65)	(59.45)	(19.82)	(169.98)
Interest income	60.20	22.08	4.11	0.37	86.76
Finance costs (Unallocable)	-	-	-	-	(224.25)
Exceptional items (net)	-	-	-	-	252.56
Share of net profits of equity accounted investees (net of income tax)	-	-	-	-	0.63
Profit Before Tax					2,085.33
Tax expense	-	-	-	-	256.20
Profit After Tax					2,341.53

Particulars	As at March 31, 2020	As at March 31, 2019
Segment Assets		
a) India	4,014.87	3,738.81
b) Indonesia	2,864.15	2,696.78
c) Africa (including Strength of Nature)	7,257.53	6,748.12
d) Others	936.63	1,099.50
Less: Intersegment Eliminations	(116.17)	(113.13)
	14,957.01	14,170.08
Segment Liabilities		
a) India	1,487.23	1,738.39
b) Indonesia	529.48	415.95
c) Africa (including Strength of Nature)	1,050.39	897.42
d) Others	165.25	138.18
Less: Intersegment Eliminations	(138.81)	(128.87)
	3,093.54	3,061.07
Add: Unallocable liabilities	3,965.11	3,842.09
Total Liabilities	7,058.65	6,903.16

Information about major customers:

No Single customer represents 10% or more of the Group's total revenue for the year ended March 31, 2020 and March 31, 2019

Capital expenditure

Particulars	₹ Crore	
	Year ended March 31, 2020	Year ended March 31, 2019
a) India	92.49	81.22
b) Indonesia	18.26	13.65
c) Africa (including Strength of Nature)	57.27	120.27
d) Others	6.68	16.12
Total	174.71	231.26

Note 54: Assets Pledged As Security

The carrying amount of assets pledged as security for current and non-current borrowings are:

	₹ Crore	
	As at March 31, 2020	As at March 31, 2019
Current		
Financial assets		
Floating charge		
Trade receivables (Refer Note 13)	3.31	2.55
Total (a)	3.31	2.55
Non Financial assets		
First charge		
Inventories (Refer Note 11) (b)	14.39	11.70
Total current assets pledged as security (c) = (a) + (b)	17.69	14.25
Non Current		
First charge		
Plant & Machinery (Refer Note 3)	16.01	14.82
Total non-current assets pledged as security (d)	16.01	14.82
Total assets pledged as security (e) = (c) + (d)	33.71	29.07

Notes to the Consolidated Financial Statements for the year ended March 31, 2020

Note 55: Additional information, as required under Schedule III to the Companies Act, 2013, of Enterprises Consolidated as Subsidiary/Associates

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
Parent								
Godrej Consumer Products Limited (India)	64.92%	5,127.62	78.84%	1,179.89	-0.43%	(0.97)	68.55%	1,178.92
Subsidiaries								
Foreign								
Beleza Mozambique LDA	1.22%	96.69	2.72%	40.70			2.37%	40.70
Consell SA	0.00%	-0.02	0.00%	-0.02			0.00%	-0.02
Cosmetica Nacional	1.67%	132.25	-0.06%	-0.87			-0.05%	-0.87
Charm Industries Limited	0.09%	7.12	-0.05%	-0.69			-0.04%	-0.69
Canon Chemicals Limited	0.91%	72.18	0.19%	2.80			0.16%	2.80
Darling Trading Company Mauritius Ltd	1.58%	124.90	0.45%	6.72			0.39%	6.72
Deciral SA	0.09%	7.49	-0.08%	-1.22			-0.07%	-1.22
DGH Phase Two Mauritius	3.69%	291.41	0.13%	1.95			0.11%	1.95
DGH Tanzania Limited	0.91%	71.82	-0.01%	-0.12			-0.01%	-0.12
DGH Uganda	0.00%	-0.35	-0.01%	-0.10			-0.01%	-0.10
Frika Weave (PTY) LTD	0.04%	2.76	0.02%	0.31			0.02%	0.31
Godrej Africa Holdings Limited	34.47%	2,722.52	3.98%	59.57			3.46%	59.57
Godrej Consumer Holdings (Netherlands) B.V.	9.46%	747.08	-0.03%	-0.46			-0.03%	-0.46
Godrej Consumer Investments (Chile) Spa	4.96%	391.71	0.00%	0.01			0.00%	0.01
Godrej Consumer Products (Netherlands) B.V.	0.55%	43.07	-0.02%	-0.32			-0.02%	-0.32
Godrej Consumer Products Bangladesh Ltd	0.00%	-0.10	0.00%	-0.02			0.00%	-0.02
Godrej Consumer Products Dutch Coöperatief U.A.	10.22%	807.54	-0.04%	-0.53			-0.03%	-0.53
Godrej Consumer Products Holding (Mauritius) Limited	21.97%	1,734.94	0.55%	8.26		(2.13)	0.36%	6.13
Godrej Consumer Products International (FZCO)	0.90%	71.21	5.43%	81.25			4.72%	81.25
Godrej East Africa Holdings Ltd	1.17%	92.50	-2.57%	-38.51			-2.24%	-38.51
Godrej Global Mid East FZE	0.17%	13.70	0.67%	10.03			0.58%	10.03

Notes to the Consolidated Financial Statements for the year ended March 31, 2020

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
Godrej Hair Care Nigeria Limited	0.00%	-	0.00%	-	-	-	0.00%	-
Godrej Hair Weave Nigeria Limited	0.00%	-	0.00%	-	-	-	0.00%	-
Godrej Holdings (Chile) Limitada	5.74%	453.22	0.76%	11.32	-	11.32	0.66%	11.32
Godrej Household Products (Bangladesh) Pvt. Ltd.	-0.98%	-77.34	-0.48%	-7.17	-	-7.17	-0.42%	-7.17
Godrej Household Products (Lanka) Pvt. Ltd.	0.14%	10.85	-0.04%	-0.63	-	-0.63	-0.04%	-0.63
Godrej Indonesia IP Holding Ltd.	5.94%	469.04	1.75%	26.20	-	26.20	1.52%	26.20
Godrej International Trading Company (Sharjah)	-0.01%	-0.54	-0.01%	-0.08	-	-0.08	0.00%	-0.08
Godrej Mauritius Africa Holdings Ltd.	15.00%	1,184.63	0.59%	8.88	-5.46%	(12.18)	-0.19%	-3.30
Godrej MID East Holdings Limited	17.61%	1,390.59	1.23%	18.46	-	18.46	1.07%	18.46
Godrej Netherlands B.V.	6.46%	510.61	0.17%	2.47	-	2.47	0.14%	2.47
Godrej Nigeria Limited	0.56%	44.38	0.88%	13.24	-0.06%	(0.14)	0.76%	13.10
Godrej Peru SAC	-0.07%	-5.85	-0.24%	-3.62	-	-3.62	-0.21%	-3.62
Godrej SON Holdings INC	9.58%	756.59	-1.89%	-28.34	-1.90%	(4.25)	-1.89%	-32.59
Godrej South Africa Proprietary Ltd	1.13%	89.03	0.45%	6.70	-	6.70	0.39%	6.70
Godrej Tanzania Holdings Ltd	1.65%	130.21	-0.19%	-2.86	-	-2.86	-0.17%	-2.86
Godrej (UK) Ltd	1.21%	95.82	0.30%	4.46	-	4.46	0.26%	4.46
Godrej West Africa Holdings Ltd.	1.56%	123.13	1.51%	22.54	-	22.54	1.31%	22.54
Hair Credentials Zambia Limited	0.07%	5.33	-0.22%	-3.33	-	-3.33	-0.19%	-3.33
Hair Trading (offshore) S. A. L	0.87%	68.80	2.18%	32.55	-	32.55	1.89%	32.55
Indovest Capital	0.01%	0.99	0.00%	0.02	-	0.02	0.00%	0.02
Issue Group Brazil Limited	0.02%	1.19	0.04%	0.59	-	0.59	0.03%	0.59
Kinky Group (Pty) Limited	0.30%	23.89	0.66%	9.81	-	9.81	0.57%	9.81
Laboratoria Cuenca S.A	0.58%	45.56	0.87%	13.01	-	13.01	0.76%	13.01
Lorna Nigeria Ltd.	1.89%	149.43	-0.76%	-11.34	0.05%	0.12	-0.65%	-11.22
Old Pro International Inc	1.76%	139.12	0.00%	-	-	-	0.00%	-
Panamar Producciones S.A.	0.01%	0.86	0.00%	-0.01	-	-0.01	0.00%	-0.01
PT Ekamas Sarijaya	0.17%	13.48	0.02%	0.26	-	0.26	0.02%	0.26
PT Indomas Susemi Jaya	0.94%	74.14	0.90%	13.42	-	13.42	0.78%	13.42
PT Intrasari Raya	1.15%	90.65	0.72%	10.80	-	10.80	0.63%	10.80
PT Megasari Makmur	14.77%	1,166.34	17.67%	264.41	-1.29%	(2.87)	15.21%	261.54

Notes to the Consolidated Financial Statements for the year ended March 31, 2020

Name of the Enterprise	Net Assets (i.e. total assets minus total liabilities)		Share in Profit/Loss account		Share in Other comprehensive income (OCI)		Share in Total comprehensive income	
	As % of consolidated net assets	Amount (₹ in crore)	As % of consolidated profits	Amount (₹ in crore)	As % of consolidated OCI	Amount (₹ in crore)	As % of Total Comprehensive Income	Amount (₹ in crore)
PT Sarico Indah	0.14%	11.35	0.09%	1.27		0.07%		1.27
Sigma Hair Industries Limited	0.01%	0.95	-0.45%	-6.71		-0.39%		-6.71
Style Industries Uganda Limited	0.00%	0.00	0.00%	-		0.00%		-
Strength of Nature LLC	29.90%	2,361.91	1.09%	16.33		0.95%		16.33
Strength of Nature South Africa Proprietary Limited	0.04%	3.31	-0.05%	-0.79		-0.05%		-0.79
Style Industries Limited	2.53%	199.59	-1.41%	-21.07		-1.22%		-21.07
Subinite (Pty) Ltd.	0.20%	16.17	-1.64%	-24.55		-1.43%		-24.55
Weave Ghana Ltd	0.65%	51.06	-0.13%	-1.90		-0.11%		-1.90
Weave IP Holdings Mauritius Pvt. Ltd.	0.04%	3.33	0.10%	1.45		0.08%		1.45
Weave Mozambique Limitada	1.72%	135.76	0.04%	0.59		0.03%		0.59
Weave Senegal Ltd	-0.03%	-2.34	-0.84%	-12.63		-0.73%		-12.63
Weave Trading Mauritius Pvt. Ltd.	0.01%	0.57	5.04%	75.47		4.39%		75.47
Godrej CP Malaysia SDN. BHD	0.00%	-	0.00%	-		0.00%		-
Adjustment arising out of consolidation					110.04%		245.62	245.62
Associate (Investments as per Equity method)								
Bhabani Blunt Hairdressing Pvt. Ltd.	0.00%	-	0.05%	0.81		0.05%		0.81
Eliminations	-182.26%	(14395.51)	-18.85%	(282.07)	0.00%	(0.00)	-16.40%	(282.07)
Grand Total	100.00%	7898.36	100.00%	1496.58	100.00%	223.20	100.00%	1719.78

Note 56: Details of Subsidiaries and Associate

The companies considered in the consolidated financial statements are :

Name of the subsidiaries	Country of Incorporation	Ownership interest held by the Group	
		March 31, 2020	March 31, 2019
Godrej Household Products (Lanka) Pvt. Ltd.	Srilanka	100%	100%
Godrej South Africa Proprietary Ltd	South Africa	100%	100%
Godrej Consumer Products Bangladesh Ltd	Bangladesh	100%	100%
Godrej Household Products (Bangladesh) Pvt. Ltd.	Bangladesh	100%	100%
Beleza Mozambique LDA	Mozambique	100%	100%
Consell SA	Argentina	100%	100%
Cosmetica Nacional	Chile	100%	100%
Charm Industries Limited	Kenya	100%	100%
Canon Chemicals Limited	Kenya	100%	100%
Darling Trading Company Mauritius Ltd	Mauritius	100%	100%
Deciral SA	Uruguay	100%	100%
DGH Phase Two Mauritius	Mauritius	100%	100%
DGH Tanzania Limited	Mauritius	100%	100%
DGH Uganda	Mauritius	100%	100%
Frika Weave (PTY) LTD	South Africa	100%	100%
Godrej Africa Holdings Limited	Mauritius	100%	100%
Godrej Consumer Holdings (Netherlands) B.V.	Netherlands	100%	100%
Godrej Consumer Investments (Chile) Spa	Chile	100%	100%
Godrej Consumer Products (Netherlands) B.V.	Netherlands	100%	100%
Godrej Consumer Products Dutch Coöperatief U.A.	Netherlands	100%	100%
Godrej Consumer Products Holding (Mauritius) Limited	Mauritius	100%	100%
Godrej Consumer Products International (FZCO)	Dubai	100%	100%
Godrej East Africa Holdings Ltd	Mauritius	100%	100%
Godrej Global Mid East FZE	Sharjah	100%	100%
Godrej Hair Care Nigeria Limited	Nigeria	100%	100%
Godrej Hair Weave Nigeria Limited	Nigeria	100%	100%
Godrej Holdings (Chile) Limitada	Chile	100%	100%
Godrej Indonesia IP Holding Ltd.	Mauritius	100%	100%
Godrej International Trading Company (Sharjah)	Sharjah	100%	100%
Godrej Mauritius Africa Holdings Ltd.	Mauritius	100%	100%
Godrej MID East Holdings Limited	Dubai	100%	100%
Godrej Netherlands B.V.	Netherlands	100%	100%

Name of the subsidiaries	Country of Incorporation	Ownership interest held by the Group	
		March 31, 2020	March 31, 2019
Godrej Nigeria Limited	Nigeria	100%	100%
Godrej Peru SAC	Peru	100%	100%
Godrej SON Holdings INC	USA	100%	100%
Godrej Tanzania Holdings Ltd	Mauritius	100%	100%
Godrej (UK) Ltd	UK	100%	100%
Godrej West Africa Holdings Ltd.	Mauritius	100%	100%
Hair Credentials Zambia Limited	Zambia	100%	100%
Hair Trading (offshore) S. A. L	Lebanon	100%	100%
Indovest Capital	Labuan	100%	100%
Issue Group Brazil Limited	Brazil	100%	100%
Kinky Group (Pty) Limited	South Africa	100%	100%
Laboratoria Cuenca S.A	Argentina	100%	100%
Lorna Nigeria Ltd.	Nigeria	100%	100%
Old Pro International Inc	USA	100%	100%
Panamar Producciones S.A.	Argentina	100%	100%
PT Ekamas Sarijaya	Indonesia	100%	100%
PT Indomas Susemi Jaya	Indonesia	100%	100%
PT Intrasari Raya	Indonesia	100%	100%
PT Megasari Makmur	Indonesia	100%	100%
PT Sarico Indah	Indonesia	100%	100%
Sigma Hair Industries Limited	Tanzania	100%	100%
Style Industries Uganda Limited	Uganda	100%	100%
Strength of Nature LLC	USA	100%	100%
Strength of Nature South Africa Proprietary Limited	South Africa	100%	100%
Style Industries Limited	Kenya	100%	100%
Subinite (Pty) Ltd.	South Africa	100%	100%
Weave Ghana Ltd	Ghana	100%	100%
Weave IP Holdings Mauritius Pvt. Ltd.	Mauritius	100%	100%
Weave Mozambique Limitada	Mozambique	100%	100%
Weave Senegal Ltd	Senegal	100%	100%
Weave Trading Mauritius Pvt. Ltd.	Mauritius	100%	100%
Godrej CP Malaysia SDN. BHD	Malaysia	100%	100%
Bhabhani Blunt Hairdressing Private Limited (Associate)	India	28%	28%

Note 57: Covid 19 Impact

In view of the lockdown in many of the States/Union Territories across India, due to the outbreak of COVID pandemic, operations in many of the Company's locations (manufacturing, warehouses, offices, etc.) are scaled down or shut down from second half of March 2020. The operations at some of the Group's overseas locations are also shut down/ scaled down over various periods and being operated as per the local guidelines of social distancing and high hygiene standards, wherever permitted. The duration of this lockdown in various geographies is uncertain at this point in time and resumption of full-fledged operations will depend upon directives issued by the respective Government authorities. While this has adversely impacted the sales performance in various geographies, the management continues to closely monitor the situation and take appropriate action, as necessary to scale up operations, in due compliance with the applicable regulations. As per management's current assessment, other than the impairment recorded (refer note 37 and 52), no significant impact on carrying amounts of inventories, goodwill, intangible assets, trade receivables, investments and other financial assets is expected, and management continues to monitor changes in future economic conditions. The eventual outcome of the impact of the global health pandemic may be different from those estimated as on the date of approval of these financial statements.

Note 58: General

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest crore as per the requirements of Schedule III, unless otherwise stated.

As per our report of even date attached

For B S R & Co. LLP

Chartered Accountants

Firm Regn No. 101248W/W-100022

Vijay Mathur

Partner

M.No. 046476

V Srinivasan

Chief Financial Officer

& Company Secretary

For and on behalf of the Board of Directors

Nisaba Godrej

Executive Chairperson

DIN: 00591503

Vivek Gambhir

Managing Director & CEO

DIN: 6527810

Mumbai: May 13, 2020

FORM AOC-I

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014)

Statement containing salient features of the financial statement of subsidiaries/associate companies/joint ventures

Part "A": Subsidiaries

(Information in respect of each subsidiary to be presented with amounts in ₹)

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding	₹ (Crore)	
																	Currency
1	Beleza Mozambique LDA	13-10-2011	01-Apr-2019 To 31-Mar-2020	MZN	1.121	13.86	82.82	249.08	152.40	-	266.63	40.70	-	40.70	-	100%	
2	Consell SA	02-06-2010	01-Apr-2019 To 31-Mar-2020	ARS	1.172	0.34	(0.36)	0.02	0.03	-	(0.02)	(0.01)	(0.02)	(0.02)	-	100%	
3	Cosmetica Nacional	20-04-2012	01-Apr-2019 To 31-Mar-2020	CPeso	0.089	113.87	18.38	176.55	44.30	-	144.30	(0.92)	(0.06)	(0.87)	-	100%	
4	Charm Industries Limited	09-09-2014	01-Apr-2019 To 31-Mar-2020	KES	0.719	0.72	6.40	34.17	27.06	-	21.27	(0.62)	0.07	(0.69)	-	100%	
5	Canon Chemicals Limited	05-05-2016	01-Apr-2019 To 31-Mar-2020	KES	0.719	9.72	62.45	116.88	44.71	-	95.09	4.47	1.67	2.80	-	75%*	
6	Darling Trading Company Mauritius Ltd	22-01-2015	01-Apr-2019 To 31-Mar-2020	USD	75.565	7.56	117.34	118.14	(6.76)	7.56	6.87	6.72	-	6.72	-	95%*	
7	Deciral SA	02-06-2010	01-Apr-2019 To 31-Mar-2020	ARS	1.172	7.85	(0.36)	19.11	11.62	0.00	14.97	(1.97)	(0.75)	(1.22)	-	100%	
8	DGH Phase Two Mauritius	09-05-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	263.50	27.91	342.84	51.43	354.95	3.18	2.29	0.34	1.95	-	90%*	
9	DGH Tanzania Limited	06-12-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	72.79	(0.97)	71.88	0.06	34.00	-	(0.12)	-	(0.12)	-	100%	
10	DGH Uganda	31-01-2017	01-Apr-2019 To 31-Mar-2020	UGX	75.565	0.00	(0.35)	0.00	0.35	-	-	(0.10)	-	(0.10)	-	51%*	
11	Frika Weave (PTY) LTD	06-01-2015	01-Apr-2019 To 31-Mar-2020	ZAR	4.228	4.68	(1.92)	2.82	0.06	-	0.56	0.43	0.12	0.31	-	100%	

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding	
				Reporting Currency	Exchange rate										₹ (Crore)	
12	Godrej Africa Holdings Limited	19-01-2015	01-Apr-2019 To 31-Mar-2020	USD	75.565	2,535.39	187.13	2,722.58	0.06	2,722.47	59.72	59.57	0.00	59.57	-	100%
13	Godrej Consumer Holdings (Netherlands) B.V.	31-03-2010	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.19	746.89	747.18	0.09	747.14	-	(0.46)	-	(0.46)	-	100%
14	Godrej Consumer Investments (Chile) Spa	28-03-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	409.09	(17.38)	391.72	0.01	391.69	0.01	0.01	-	0.01	-	100%
15	Godrej Consumer Products (Netherlands) B.V.	31-03-2010	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.17	42.90	43.15	0.08	43.10	-	(0.32)	-	(0.32)	-	100%
16	Godrej Consumer Products Bangladesh Ltd	13-04-2010	01-Apr-2019 To 31-Mar-2020	Taka	0.888	0.04	(0.14)	0.05	0.15	-	-	(0.02)	-	(0.02)	-	100%
17	Godrej Consumer Products Dutch Coöperatief U.A.	24-03-2010	01-Apr-2019 To 31-Mar-2020	USD	75.565	649.25	158.29	808.08	0.53	807.97	0.01	(0.53)	-	(0.53)	-	100%
18	Godrej Consumer Products Holding (Mauritius) Limited	23-04-2010	01-Apr-2019 To 31-Mar-2020	USD	75.565	1,418.71	316.23	2,144.95	410.01	1,457.55	27.28	9.45	1.19	8.26	-	100%
19	Godrej Consumer Products International (FZCO)	28-02-2017	01-Apr-2019 To 31-Mar-2020	USD	75.565	7.56	63.65	582.63	511.42	-	610.21	81.25	-	81.25	-	95%*
20	Godrej East Africa Holdings Ltd	20-07-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	290.27	(197.77)	1,269.56	1,177.06	1,268.11	-	(38.51)	-	(38.51)	-	100%
21	Godrej Global Mid East FZE	05-07-2011	01-Apr-2019 To 31-Mar-2020	AED	20.573	9.44	4.27	52.93	39.23	-	112.83	10.03	-	10.03	-	100%

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency	Exchange rate										
22	Godrej Hair Care Nigeria Limited	02-03-2016	01-Apr-2019 To 31-Mar-2020	Naira	0.196	-	-	-	-	-	-	-	-	-	100%
23	Godrej Hair Weave Nigeria Limited	02-03-2016	01-Apr-2019 To 31-Mar-2020	Naira	0.196	-	-	-	-	-	-	-	-	-	100%
24	Godrej Holdings (Chile) Limitada	29-03-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	61.24	468.34	15.12	462.72	12.84	11.32	-	11.32	-	100%
25	Godrej Household Products (Bangladesh) Pvt. Ltd.	01-04-2010	01-Apr-2019 To 31-Mar-2020	Taka	0.888	(91.50)	36.03	113.37	-	85.95	(6.14)	1.02	(7.17)	-	100%
26	Godrej Household Products (Lanka) Pvt. Ltd.	01-04-2010	01-Apr-2019 To 31-Mar-2020	LKR	0.398	(17.78)	30.52	19.67	-	51.03	(0.41)	0.22	(0.63)	-	100%
27	Godrej Indonesia IP Holding Ltd.	17-03-2015	01-Apr-2019 To 31-Mar-2020	USD	75.565	26.45	469.09	0.05	468.96	26.30	26.20	-	26.20	-	100%
28	Godrej International Trading Company (Sharjah)	01-09-2016	01-Apr-2019 To 31-Mar-2020	USD	75.565	(0.54)	0.03	0.57	-	-	(0.08)	-	(0.08)	-	51%*
29	Godrej Mauritius Africa Holdings Ltd.	14-10-2011	01-Apr-2019 To 31-Mar-2020	USD	75.565	120.94	3,367.51	2,182.88	2,691.34	77.42	8.88	-	8.88	-	100%
30	Godrej MID East Holdings Limited	28-07-2015	01-Apr-2019 To 31-Mar-2020	USD	75.565	10.32	479.58	(911.01)	-	19.91	18.46	-	18.46	-	100%
31	Godrej Netherlands B.V.	19-10-2005	01-Apr-2019 To 31-Mar-2020	USD	75.565	4.60	511.50	0.89	387.06	3.77	3.19	0.71	2.47	-	100%
32	Godrej Nigeria Limited	26-03-2010	01-Apr-2019 To 31-Mar-2020	Naira	0.196	44.09	69.24	24.85	-	139.17	17.42	4.18	13.24	-	100%

₹ (Crore)

Sl. No.	Name of the Subsidiary	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Reporting Currency	Exchange rate	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
33	Godrej Peru SAC	11-04-2017	01-Apr-2019 To 31-Mar-2020	ARS	1.172	0.00	(5.85)	22.04	27.89	-	-	21.75	(4.42)	(0.80)	(3.62)	-	100%
34	Godrej SON Holdings INC	22-03-2016	01-Apr-2019 To 31-Mar-2020	USD	75.565	816.86	(60.27)	1,860.01	1,103.42	1,845.89	15.12	(28.34)	-	(28.34)	-	-	100%
35	Godrej South Africa Proprietary Ltd	01-09-2006	01-Apr-2019 To 31-Mar-2020	ZAR	4.228	7.63	81.39	90.57	1.55	-	-	13.56	8.21	1.51	6.70	-	100%
36	Godrej Tanzania Holdings Ltd	30-11-2012	01-Apr-2019 To 31-Mar-2020	USD	75.565	138.46	(8.25)	256.55	126.33	151.15	2.42	(2.86)	-	(2.86)	-	-	100%
37	Godrej (UK) Ltd	24-10-2005	01-Apr-2019 To 31-Mar-2020	GBP	93.969	92.41	3.42	96.17	0.34	93.28	-	4.50	0.04	0.04	4.46	-	100%
38	Godrej West Africa Holdings Ltd.	11-02-2014	01-Apr-2019 To 31-Mar-2020	USD	75.565	123.02	0.11	123.19	0.06	123.08	24.64	24.51	1.97	22.54	-	-	95%
39	Hair Credentials Zambia Limited	23-12-2015	01-Apr-2019 To 31-Mar-2020	ZMK	4.152	0.01	5.32	24.06	18.73	-	-	71.25	(3.33)	-	(3.33)	-	100%
40	Hair Trading (offshore) S. A. L	23-12-2015	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.15	68.65	86.06	17.26	-	-	101.74	32.55	-	32.55	-	51%
41	Indovest Capital	17-03-2010	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.09	0.90	1.09	0.10	-	-	-	0.06	0.04	0.02	-	100%
42	Issue Group Brazil Limited	23-05-2010	01-Apr-2019 To 31-Mar-2020	ARS	1.172	16.18	(14.99)	2.85	1.65	-	-	0.62	0.59	-	0.59	-	100%
43	Kinky Group (Pty) Limited	01-04-2008	01-Apr-2019 To 31-Mar-2020	ZAR	4.228	0.00	23.89	23.89	-	-	-	86.56	12.84	3.03	9.81	-	100%
44	Laboratoria Cuenca S.A	02-06-2010	01-Apr-2019 To 31-Mar-2020	ARS	1.172	1.82	43.74	127.72	82.16	1.83	218.02	16.37	3.36	3.36	13.01	-	100%
45	Lorna Nigeria Ltd.	05-09-2011	01-Apr-2019 To 31-Mar-2020	Naira	0.196	0.23	149.20	283.23	133.80	-	-	349.35	(9.65)	1.69	(11.34)	-	100%

Sl. No.	Name of the subsidiary was acquired	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
				Reporting Currency Exchange rate											
46	Old Pro International Inc	28-04-2016	01-Apr-2019 To 31-Mar-2020	USD 75.565	0.00	139.12	139.12	-	-	-	-	-	-	-	100%
47	Panamar Producciones S.A.	02-06-2010	01-Apr-2019 To 31-Mar-2020	ARS 1.172	0.06	0.80	0.87	0.01	0.66	-	(0.01)	-	(0.01)	-	100%
48	PT Ekamas Sarijaya	17-05-2010	01-Apr-2019 To 31-Mar-2020	IDR 0.005	1.16	12.32	13.75	0.27	-	1.27	0.48	0.21	0.26	-	100%
49	PT Indomas Susemi Jaya	17-05-2010	01-Apr-2019 To 31-Mar-2020	IDR 0.005	1.33	72.81	85.56	11.42	-	44.07	17.52	4.10	13.42	-	100%
50	PT Intrasari Raya	17-05-2010	01-Apr-2019 To 31-Mar-2020	IDR 0.005	0.46	90.19	396.65	306.00	-	1,681.20	16.92	6.12	10.80	-	100%
51	PT Megasari Makmur	17-05-2010	01-Apr-2019 To 31-Mar-2020	IDR 0.005	67.93	1,098.41	1,658.31	491.97	-	1,379.89	355.04	90.63	264.41	-	100%
52	PT Sarico Indah	17-05-2010	01-Apr-2019 To 31-Mar-2020	IDR 0.005	3.11	8.24	18.86	7.51	-	23.70	1.85	0.58	1.27	-	100%
53	Sigma Hair Industries Limited	19-12-2012	01-Apr-2019 To 31-Mar-2020	TZS 0.033	32.13	(31.18)	57.35	56.40	-	93.81	(6.24)	0.47	(6.71)	-	100%
54	Style Industries Uganda Limited	15-06-2016	01-Apr-2019 To 31-Mar-2020	UGX 0.020	0.00	-	0.00	-	-	-	-	-	-	-	51%*
55	Strength of Nature LLC	28-04-2016	01-Apr-2019 To 31-Mar-2020	USD 75.565	-	2,361.91	2,500.15	138.24	34.20	589.21	9.18	(7.14)	16.33	-	100%
56	Strength of Nature South Africa Proprietary Limited	28-04-2016	01-Apr-2019 To 31-Mar-2020	ZAR 4.228	-	3.31	3.31	-	-	0.20	(0.25)	0.54	(0.79)	-	100%
57	Style Industries Limited	01-11-2012	01-Apr-2019 To 31-Mar-2020	KES 0.719	53.19	146.40	321.77	122.18	-	308.40	(21.07)	-	(21.07)	-	90%*
58	Subinire (Pty) Ltd.	06-09-2011	01-Apr-2019 To 31-Mar-2020	ZAR 4.228	0.00	16.17	324.96	308.79	-	475.61	(24.39)	0.15	(24.55)	-	95%*

Sl. No.	Name of the subsidiary was acquired	Date when subsidiary was acquired	Reporting period	Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries	Reporting Currency	Exchange rate	Share capital	Reserves & surplus	Total assets	Total Liabilities	Investments	Turnover	Profit before taxation	Provision for taxation	Profit after taxation	Proposed Dividend	% of share holding
59	Weave Ghana Ltd	16-09-2014	01-Apr-2019 To 31-Mar-2020	CEDI	13.211	56.05	(5.00)	83.04	31.99	-	-	131.32	(1.12)	0.78	(1.90)	-	100%
60	Weave IP Holdings Mauritius Pvt. Ltd.	11-07-2011	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.05	3.28	3.39	0.06	-	-	1.96	1.70	0.25	1.45	-	95% ¹
61	Weave Mozambique Limitada	13-10-2011	01-Apr-2019 To 31-Mar-2020	MZN	1.121	13.84	121.92	144.59	8.84	-	-	114.87	1.43	0.84	0.59	-	95% ¹
62	Weave Senegal Ltd	08-04-2016	01-Apr-2019 To 31-Mar-2020	XOF	0.128	29.80	(32.15)	6.95	9.29	-	-	1.43	(12.63)	-	(12.63)	-	100%
63	Godrej CP Trading Mauritius Pvt. Ltd.	05-07-2011	01-Apr-2019 To 31-Mar-2020	USD	75.565	0.01	0.56	0.77	0.20	0.15	0.15	75.57	75.47	-	75.47	-	51% ¹
64	Godrej CP Malaysia SDN. BHD	04-06-2018	01-Apr-2019 To 31-Mar-2020	MYR	17.510	-	-	-	-	-	-	-	-	-	-	-	100%

* Financials of subsidiaries were considered 100% in consolidated financial statements

Names of subsidiaries which are yet to commence operations - NIL

Godrej Hair Care Nigeria Limited
Godrej Hair Weave Nigeria Limited
Godrej CP Malaysia SDN. BHD

Names of subsidiaries which have been liquidated or sold during the year:

Godrej Consumer Products Malaysia Limited, closed on October 7, 2019
Godrej Household Insecticide Nigeria Limited, voluntarily wound up and dissolved on March 18, 2020

Names of subsidiaries which have been liquidated or sold after the close of the year

Godrej Hair Care Nigeria Limited, voluntarily wound up and dissolved on April 14, 2020
Godrej Hair Weave Nigeria Limited, voluntarily wound up and dissolved on April 23, 2020

Part "B": Associates and Joint Ventures

Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures

Sl. No.	Name of Associates/ Joint Ventures	Latest audited Balance Sheet Date	Shares of Associate/Joint Ventures held by the company on the year end	No.	Amount of Investment in Associates/ Joint Venture	Description of how there is significant influence	Reason why the associate/ joint venture is not consolidated	Net worth attributable to Shareholding as per latest audited Balance Sheet	Profit / (Loss) for FY 20	
									Extend of Holding %	Considered in Consolidation
1.	Bhabhani Blunt Hairdressing Private Limited	Year ended March 31, 2020	4967 Equity Instruments & 3060 Debentures		₹ 20.04 cr & ₹ 12 cr	Godrej Consumer Products Ltd is holding more than 20% of share capital	Godrej Consumer Products Ltd stake is less than 51%	3.61	0.81	2.89

Nisaba Godrej

Executive Chairperson
DIN: 00591503

Mumbai: May 13, 2020

Vivek Gambhir

Managing Director & CEO
DIN: 6527810

V Srinivasan

Chief Financial Officer
& Company Secretary