



# GODREJ INDUSTRIES LIMITED

Investor and Analyst Meet – FY 2012-13

JUNE 2013



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# AGENDA

INTRODUCTION TO GODREJ INDUSTRIES

INVESTMENT RATIONALE

CONSUMER & CHEMICALS

REAL

ESTATE

AGRI

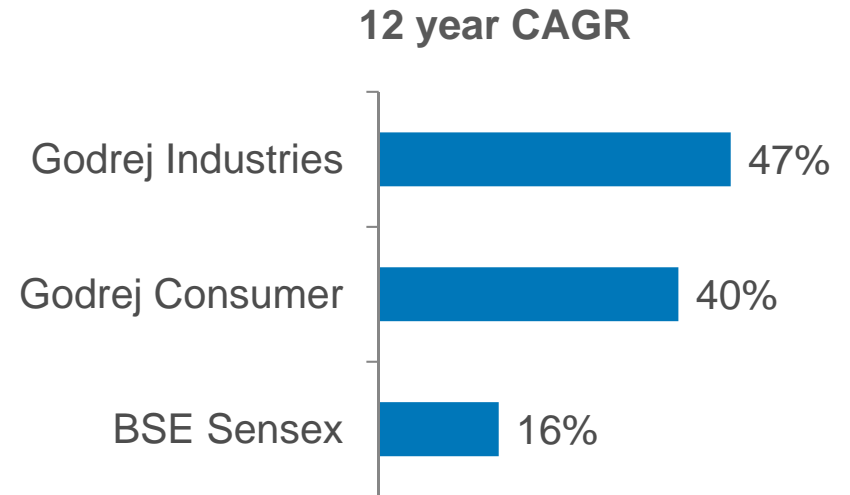
TRANSFORMATION

EMERGENT

# GODREJ GROUP

- Established in 1897
- Over US \$4 billion<sup>1</sup> in annual revenues
- \$2.8 billion brand valuation by Interbrand in October 2010
- Over 500 million<sup>2</sup> people use one or another Godrej product everyday
- Amongst India's most diversified and trusted conglomerates

## Value Creation for Investors



Note: CAGR calculated on closing prices of June 18, 2001 and June 10, 2013



Godrej & Boyce



Godrej Industries



Godrej Properties



Godrej Consumer



Godrej Agrovet

1. FY 13 Group Revenues ; USD 1 = ₹ 54.45 (average exchange rate for FY 13) 2. Godrej Group internal study

# GODREJ INDUSTRIES LIMITED (GIL)

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## **Diversified Business Model**

- Leveraging the “India growth story” through presence in multiple, established and growing sectors
- Portfolio of quality products that successfully cater to growing aspirations of consumers – Urban & Rural, Domestic & Global
- Diversified businesses provide hedge against adverse developments in a particular industry or geography

## **Experienced Management Team**

- Sound qualifications along with strong entrepreneurial orientation
- Successful track record

## **Robust Corporate Governance**

- Feedback based style of operations
- Professional management teams with high standards of integrity

# BALANCED PORTFOLIO OF GROWTH BUSINESSES

## BUSINESS SEGMENTS

## FINANCIAL PERFORMANCE

### CHEMICALS (own business)

- Fatty alcohols, fatty acids, glycerin & surfactants
- Key ingredients for personal care, home care & specialized consumer products

Revenue : INR 1,324 crore  
Exports : 39% of revenue

### GODREJ AGROVET (63.7%)

- Animal Feeds, Oil Palm plantations, genetic seeds & Agro-chemicals, Poultry & processed meats

Revenue growth in FY 13: 26%  
Operating profit growth FY 13: 22%

### GODREJ PROPERTIES (61.5%)

- Townships, Residential & Commercial projects
- Presence in 12 cities; 84 mn sq ft of development area

Operating Income growth in FY 13 : 28%  
Net Profit growth FY 13 : 41%

### VIKHROLI PROPERTY DEVELOPMENT (40% )

- 3.5 Mn sq ft to be developed in prime Mumbai suburb
- Mixed use development with best-in-class design and sustainable green buildings

### GODREJ CONSUMER (21.6%)

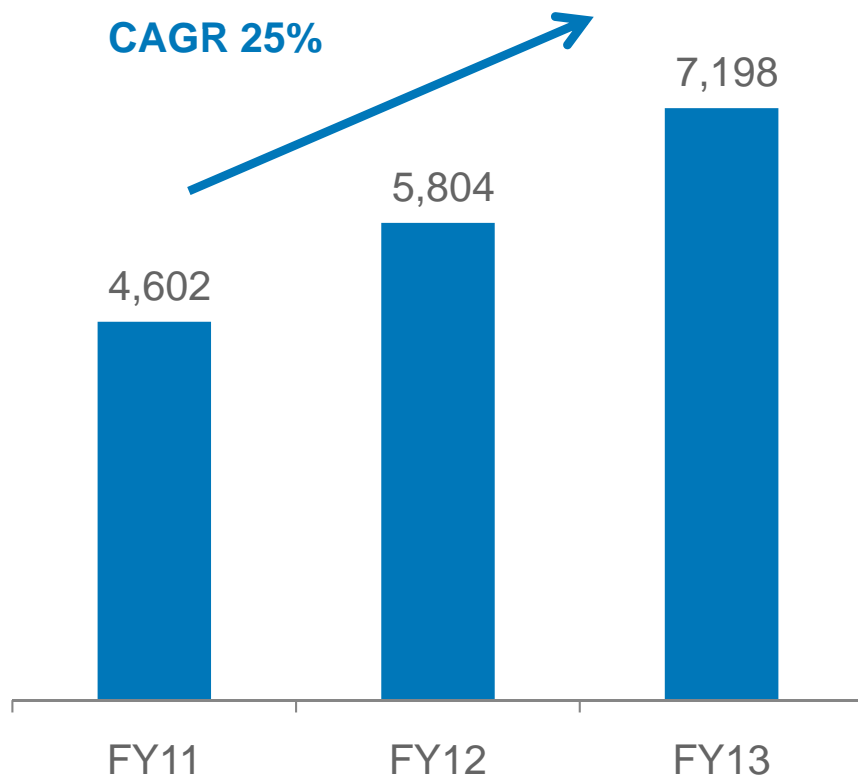
- Home care, Personal Care, Hair Care, Air Care
- Strong positions in categories both domestically and internationally
- 44% contribution from international operations

Revenue growth in FY 13 : 32%  
Net profit growth in FY 13 : 10%

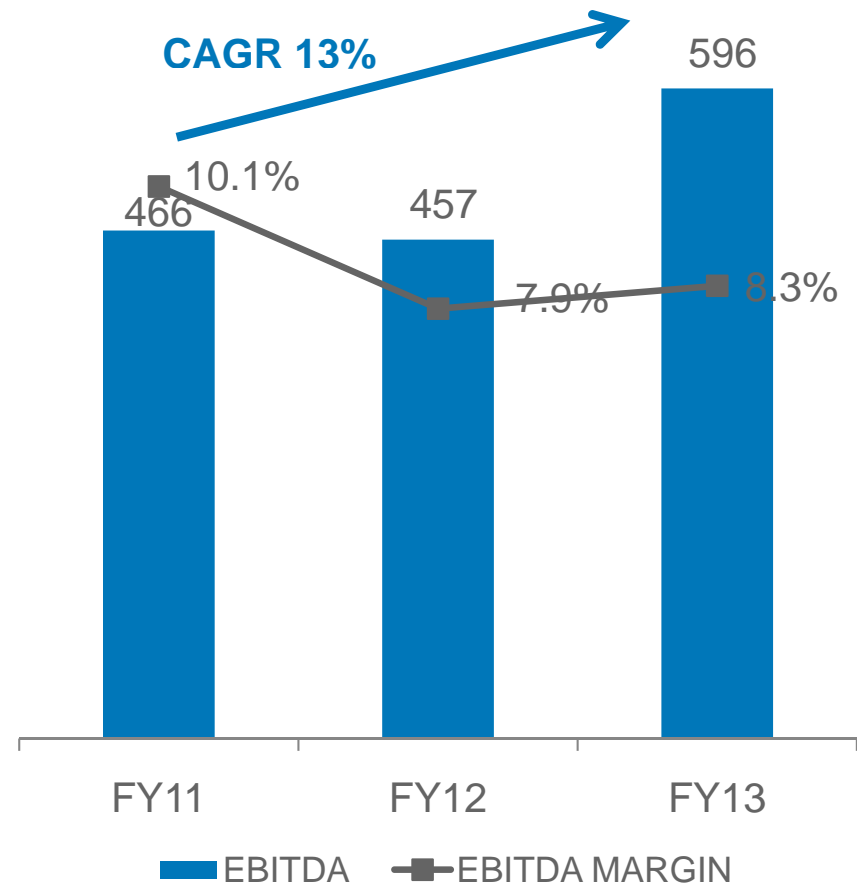
# GODREJ INDUSTRIES LIMITED

## FINANCIAL OVERVIEW – CONSOLIDATED

### Revenue



### EBITDA and EBITDA Margin

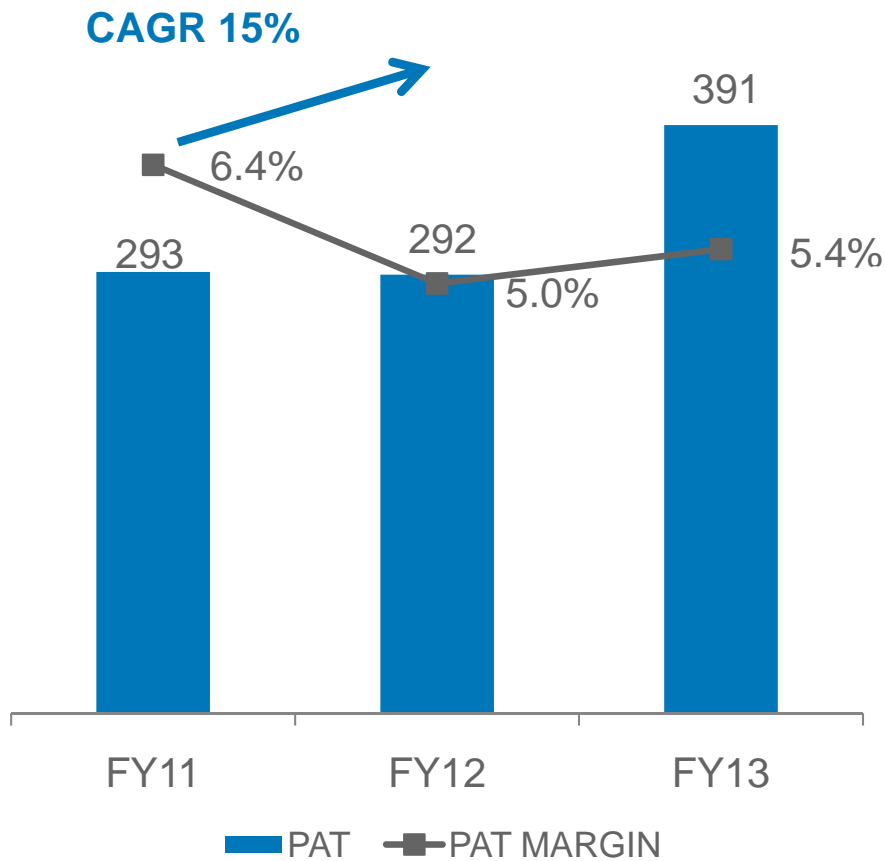


Note: Values in ₹ Crore

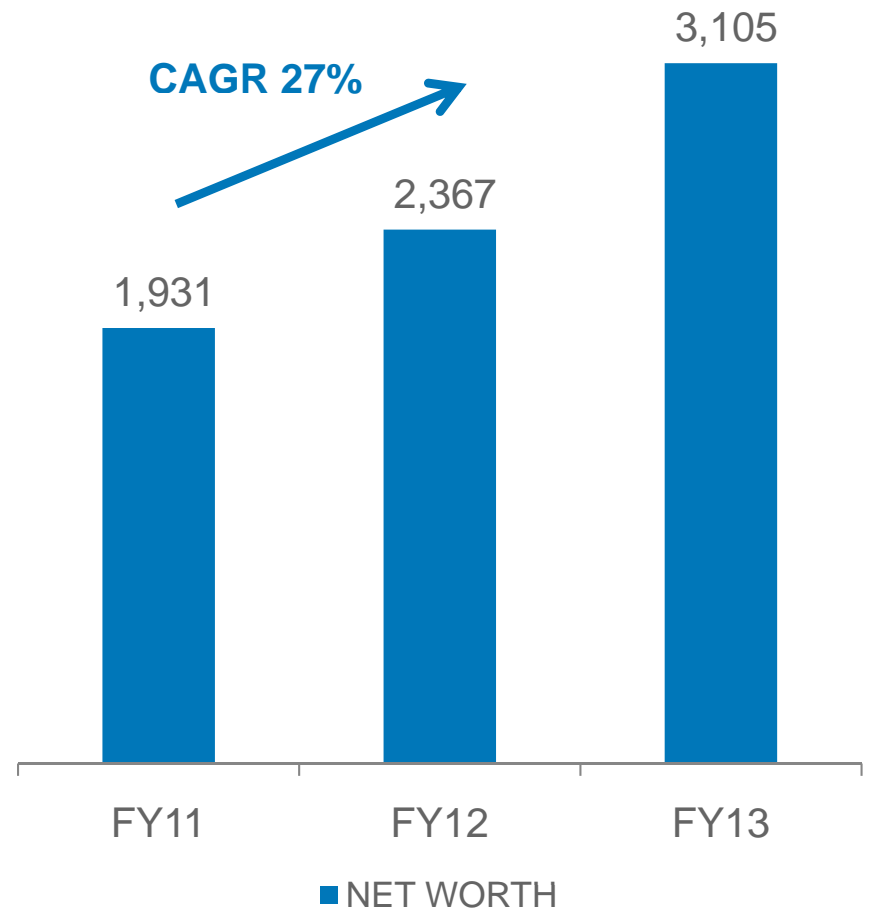
# GODREJ INDUSTRIES LIMITED

## FINANCIAL OVERVIEW – CONSOLIDATED

### PAT and PAT Margin



### Net Worth



*Note: Values in ₹ Crore*



# AGENDA

INTRODUCTION TO GODREJ INDUSTRIES

INVESTMENT RATIONALE

CONSUMER & CHEMICALS

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# INVESTMENT RATIONALE

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brand advantage

systematic **value creation** approach

Proven **track record** of value creation

strong value of **underlying assets**

# POWERFUL BRAND

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One of the most well known **brands** built around trust and reliability<sup>1</sup>



**500 million** consumers use at least one Godrej product everyday

**\$2.86 billion** brand valuation determined by global brand consulting agency

*Interbrand*

1. 6<sup>th</sup> most trusted Indian brand in the 2013 Brand Trust Report<sup>1</sup>

# LEADING MARKET POSITIONS

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#1

Oleo-chemicals & Surfactants

Animal feeds

Oil Palm plantations

Hair color

Household insecticides

Liquid detergents

Processed Chicken

#2

Soaps

# INVESTMENT RATIONALE

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brand advantage



systematic **value creation** approach

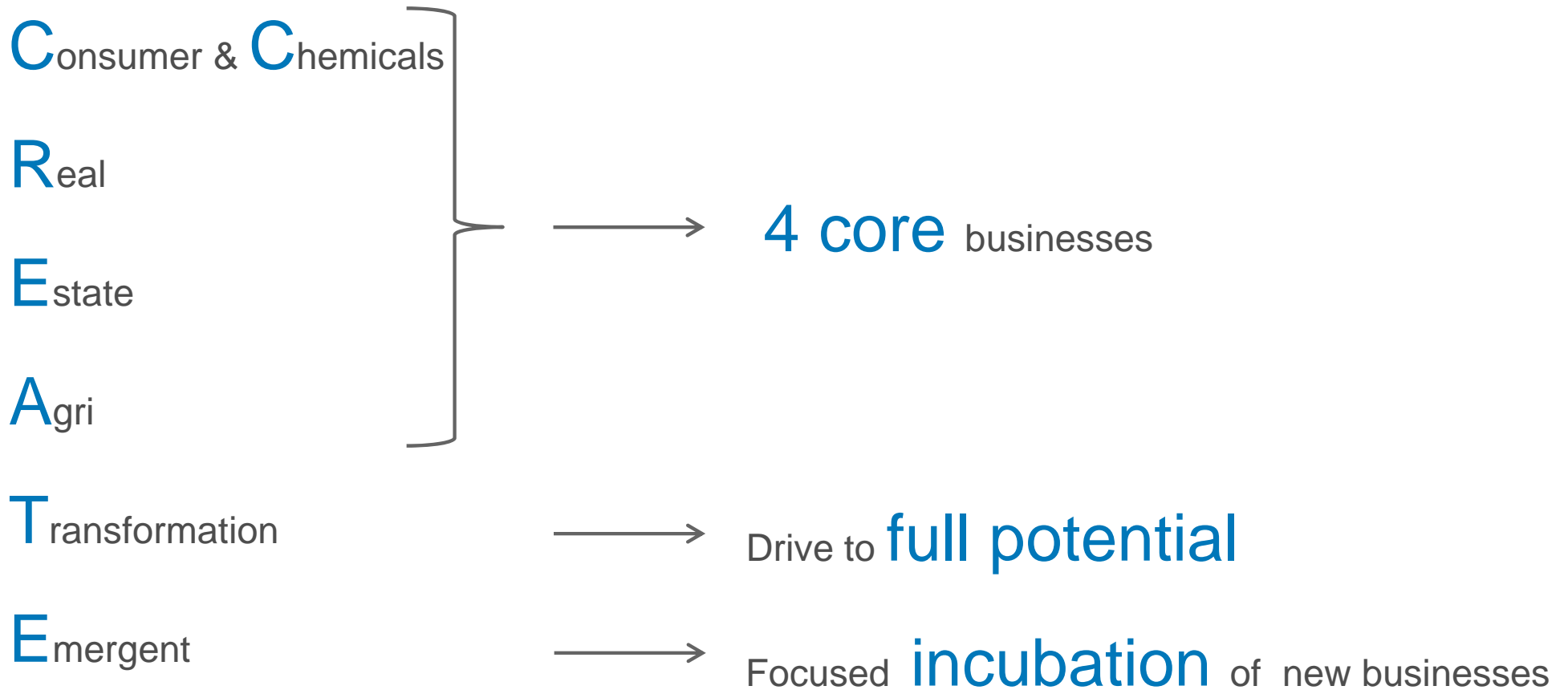
Proven **track record** of value creation

strong value of **underlying assets**

# GODREJ INDUSTRIES LIMITED

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“CREATE” GROUP PORTFOLIO APPROACH



# INVESTMENT RATIONALE

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systematic **value creation** approach



Proven **track record** of value creation

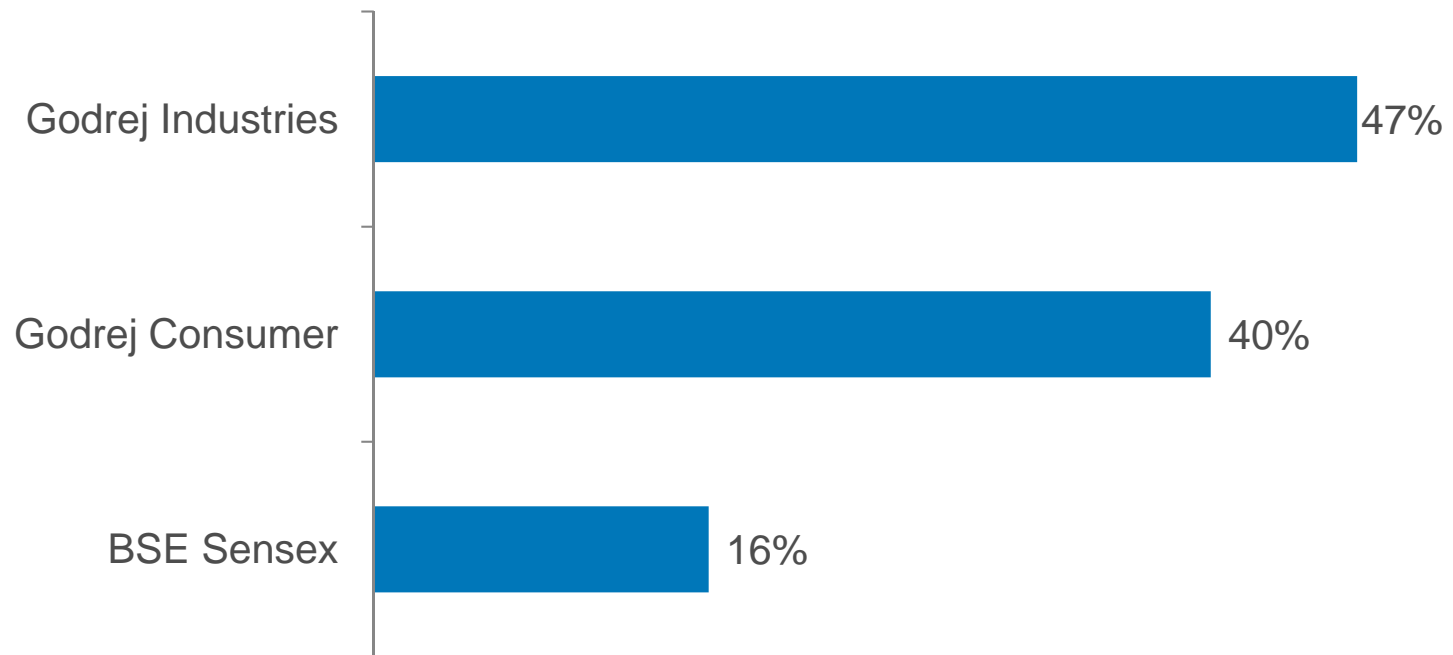
strong value of **underlying assets**

# HISTORY OF VALUE CREATION

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GODREJ INDUSTRIES

## 12 Year Compounded Annual Growth Rate (CAGR)



*Note: CAGR calculated on closing stock prices as of June 18, 2001 and June 10, 2013*



# INVESTMENT RATIONALE

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 brand advantage

systematic **value creation** approach

Proven **track record** of value creation



strong value of **underlying assets**

# STRONG VALUE OF UNDERLYING ASSETS

## GODREJ INDUSTRIES

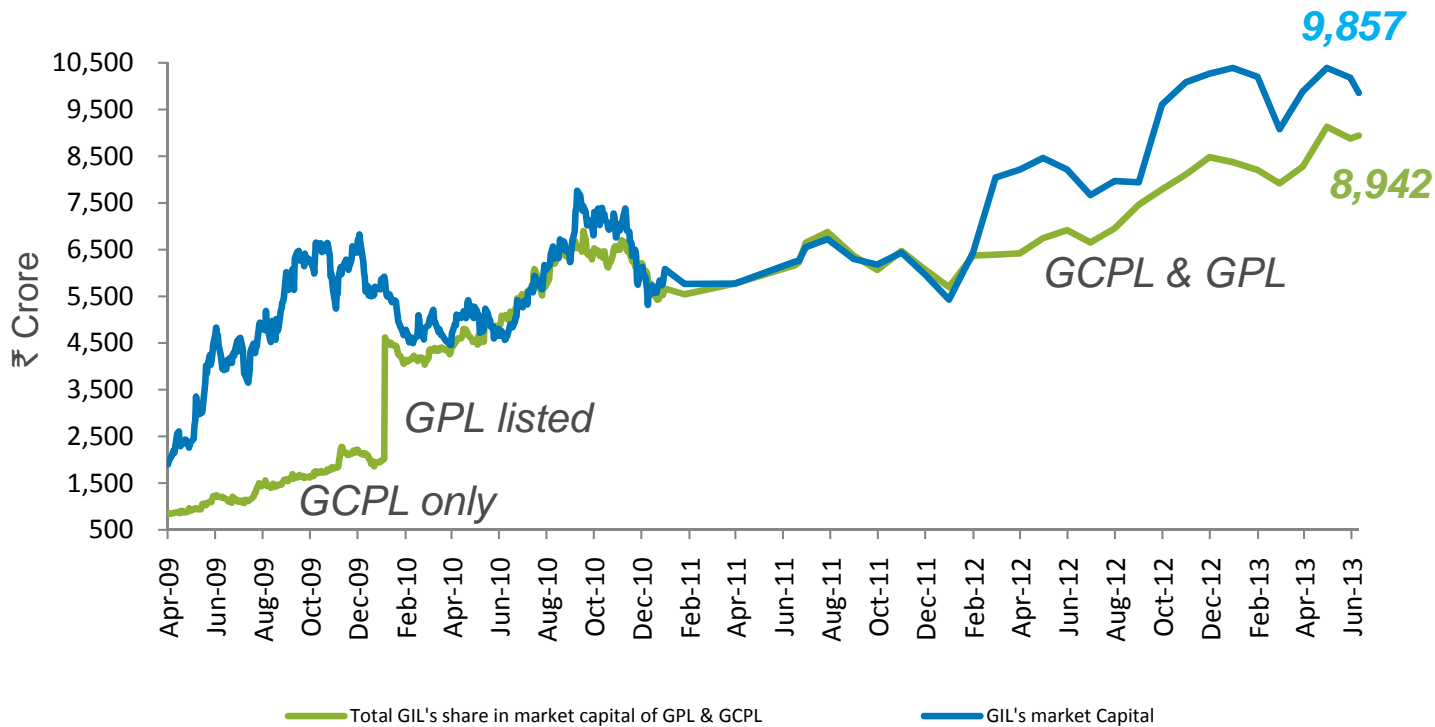
Company	Business	Holding (%)	Investment at cost (₹ Cr.)	Market Value* of investment (₹ Cr.)
<b>Godrej Consumer Products</b>	FMCG, Personal, Household and Air Care Products	21.6	693	5,740
<b>Godrej Properties</b>	Real Estate and Property Development	61.5	230	2,539
<b>Godrej Agrovvet</b>	Animal Feed, Agri-inputs, Poultry & Oil Palm	63.7	151	
<b>Godrej International</b>	International Trading	100.0	15	
<b>Godrej International &amp; Trading</b>	International Trading & Investments	100.0	4	
<b>Godrej Vikhroli LLP</b>	Real estate & Property Development	40.0	79	
<b>Natures Basket</b>	Fresh food & Gourmet Stores	100	71	
<b>Others</b>		-	39	
<b>Total</b>			<b>1,282</b>	

**Market Value of GIL's investment in GCPL + GPL increased by ₹ 1,860 crore (29%) in FY 2012-13**

\* as on March 31, 2013

# VALUE UNLOCKING POTENTIAL

## GODREJ INDUSTRIES



## Other Valuable Interests

**Animal Feed**  
(FY 2013 Revenue:  
₹ 2,323 Cr.)

**Oil Palm Plantation**  
(FY 2013 Revenue:  
₹ 275 Cr.)

**Oleo Chemicals/Veg Oils**  
(FY 2013 Revenue:  
₹ 2,704 Cr.)

**Other Agri / Poultry**  
(FY 2013 Revenue:  
₹ 503 Cr.)

**Natures Basket**  
(FY 2013 Revenue:  
₹ 128 Cr.)

**The Trees**  
3.5 million sq feet  
mixed use development

- Leveraging the “India growth story” through presence in multiple high growth industries
- Portfolio of high quality products that successfully cater to growing aspirations of all consumers – Urban & Rural, Domestic & Global
- Diversified businesses provides a hedge against adverse developments in a particular industry

# AGENDA

INTRODUCTION TO GODREJ INDUSTRIES

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**C**ONSUMER & **C**HEMICALS

**R**EAL

**E**STATE

**A**GRI

**T**RANSFORMATION

**E**MERGENT

# CONSUMER (GCPL)

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- Largest Indian home & personal care company - US \$1.2 billion in sales in FY 13
- Leading positions in core categories in the domestic market:
  - No. 1 in hair colours, household insecticides, and liquid detergents; No. 2 in soaps
- Strong positions in core categories internationally – home care and hair care
- Over 44% of revenues now come from international businesses
- Acquisitions established a platform to become a leading emerging markets FMCG company
- Unparalleled track record of value creation among FMCG companies in India

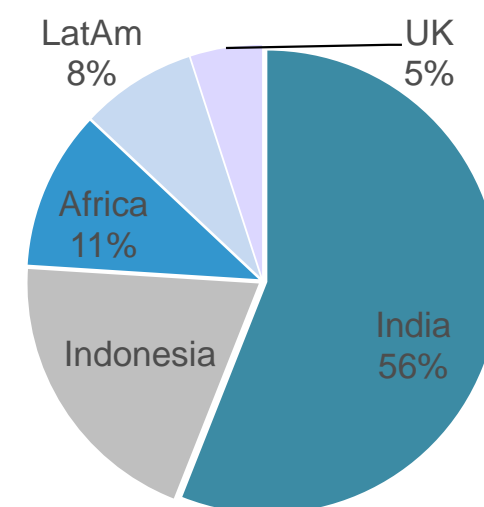
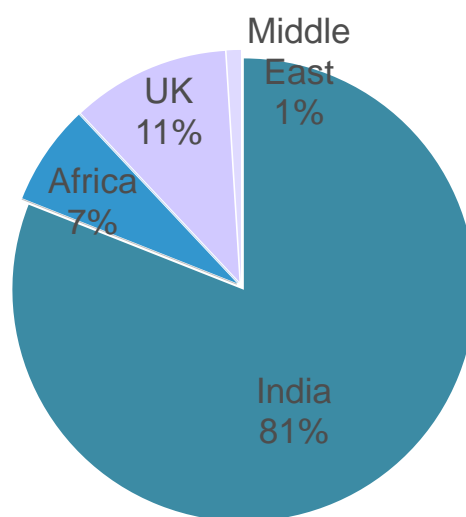
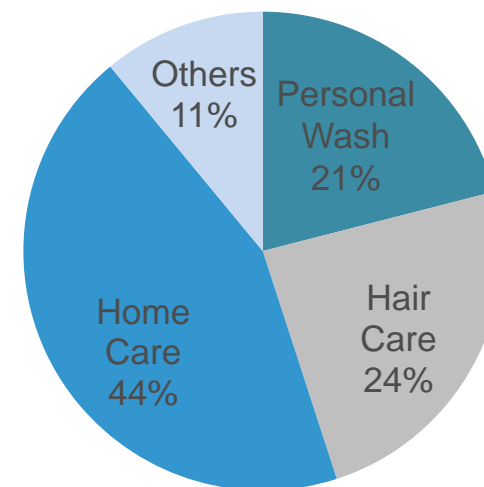
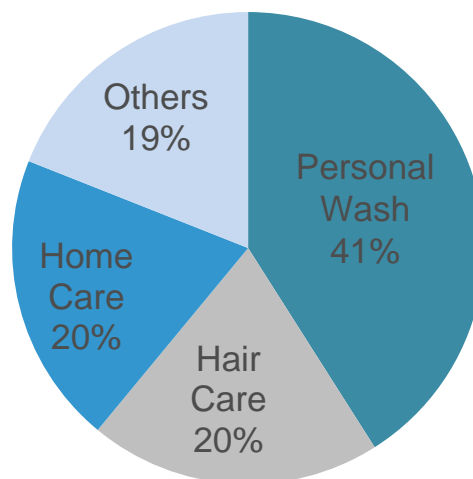


# GCPL PORTFOLIO

MORE BALANCED ACROSS CATEGORIES AND DIVERSIFIED ACROSS GEOGRAPHIES

FY 2009-10

FY 2012-13



Consolidated level

# LEADING PRESENCE IN DOMESTIC CORE CATEGORIES

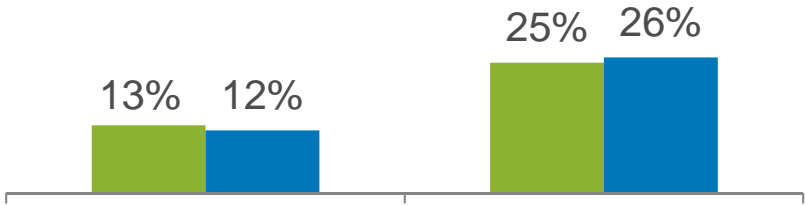
## Key Categories

## Key Brands

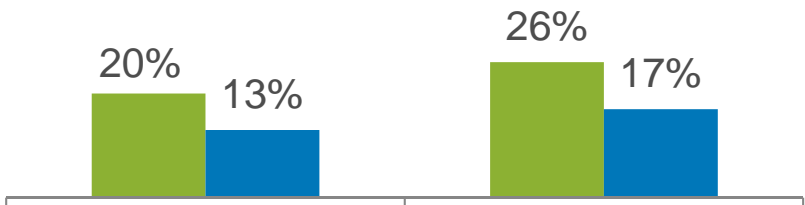
## Category Growth

## GCPL Growth

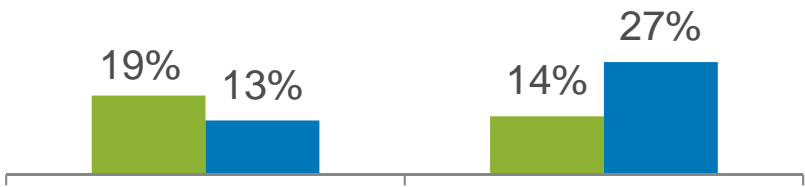
Household Insecticides



Soaps








Hair colour



■ FY 13 ■ Q4 FY 13

# STRONG GROWTH IN INTERNATIONAL PORTFOLIO

GEOGRAPHIES	KEY BRANDS	FY 12 GROWTH*	FY 13 GROWTH*
Indonesia	 	19%	29%
Latin America	 	22%	84%
Africa	 		68%
Europe	 	11%	26%



# LEADING MARKET POSITIONS IN MOST OF OUR GEOGRAPHIES (1/2)

## INDIA

1 Hair colours  
Household insecticides  
Liquid detergents



2 Soap

## SAARC

1 Hair colours (Sri Lanka)



3 Hair colours (Bangladesh)  
Household insecticides (Sri Lanka & Bangladesh)



## INDONESIA

1 Air fresheners  
wet tissues



2 Household insecticides

## UK

1 Stretch marks skin treatment

2 Sanitisers

4 Sun care  
female deodorants



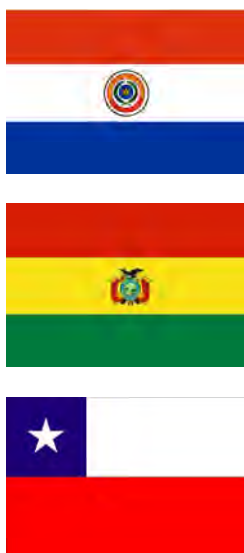
# LEADING MARKET POSITIONS IN MOST OF OUR GEOGRAPHIES (2/2)

## LATIN AMERICA

**1** Hair colours\*  
(Argentina, Uruguay, Paraguay, Bolivia)



**2** Hair colours & Colour cosmetics  
(Chile)  
Hair extensions  
(Argentina & Chile)



## SUB SAHARAN AFRICA

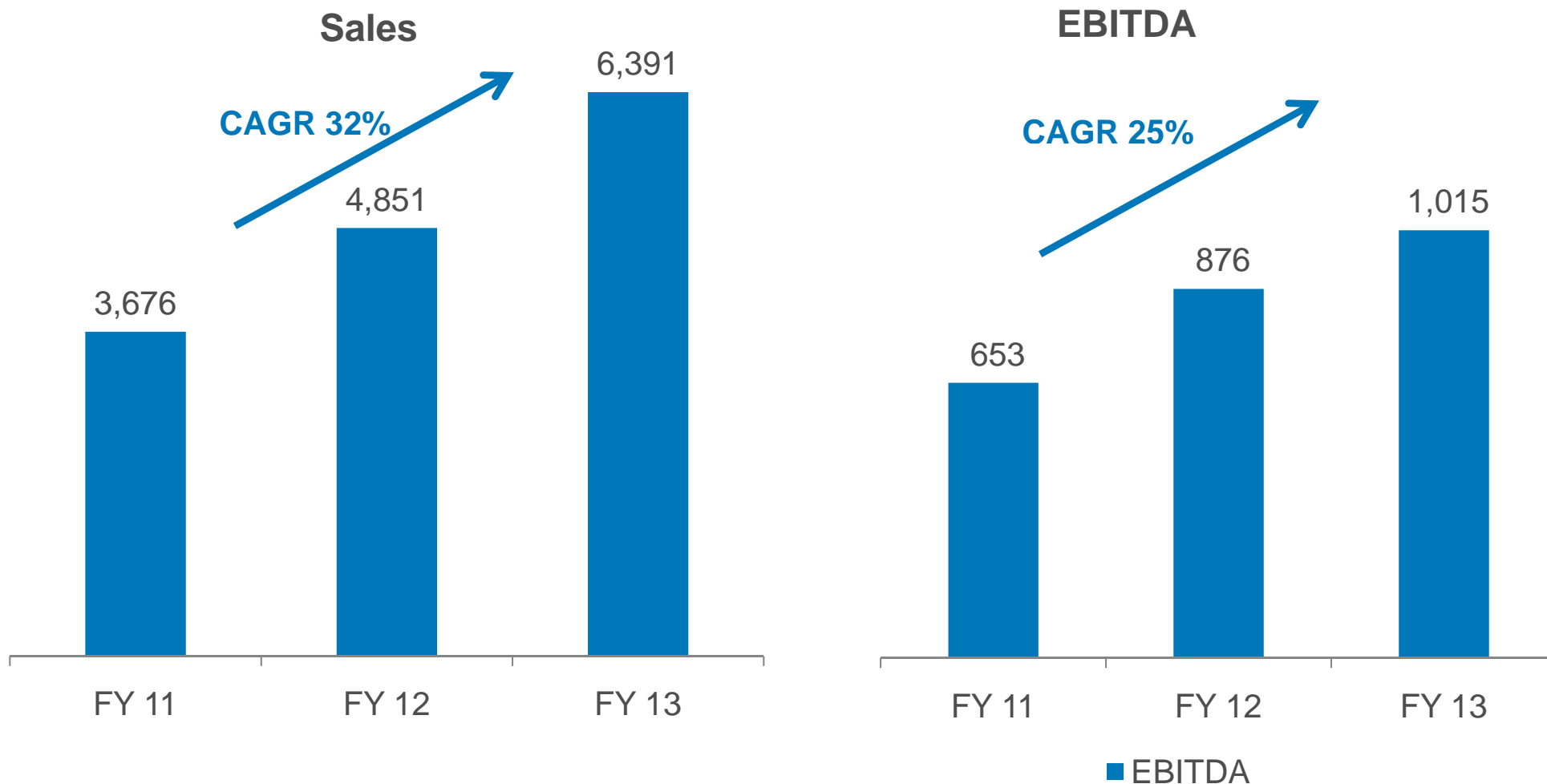
**1** Ethnic hair colours  
(14 countries)  
Hair extensions  
(10 countries)

**2** Hair extensions  
(1 country)

**3** Caucasian hair colours  
(South Africa)



# STRONG FINANCIAL PERFORMANCE



*Note: Values in ₹ Crore  
Financials are for GCPL Consolidated*

# AGENDA

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# CHEMICALS

## BUSINESS OVERVIEW

- One of India's leading manufacturers of oleo-chemicals and pioneer in surfactants
- Caters to the raw material needs of consumer goods sectors – Personal care, Home care, Rubber, Polymer industry and specialised applications
- Supplier to global MNCs
- Exports to over 80 countries across 6 continents.
  - 39% of FY 13 revenue came from exports
- Manufacturing at two plants: Valia (Gujarat) and Vikhroli (Maharashtra)
- New plant in Ambernath (Maharashtra) expected to be commissioned in Q3 FY 14

**Godrej** | INDUSTRIES  
CHEMICALS

**LIFE'S ESSENTIALS  
CRAFTED WITH CARE**

A unique chemistry between expertise and innovation lies at the heart of everything we do. Our commitment to quality helps your consumers enjoy the benefits of your products, always.

**Oleochemicals**  
(fatty acids, fatty alcohols, refined glycerine)

**Surfactants**  
(sodium lauryl sulphates, sodium lauryl ether sulphates, alpha olefin sulphates)

Used in personal care, homecare, polymers and specialty chemicals.

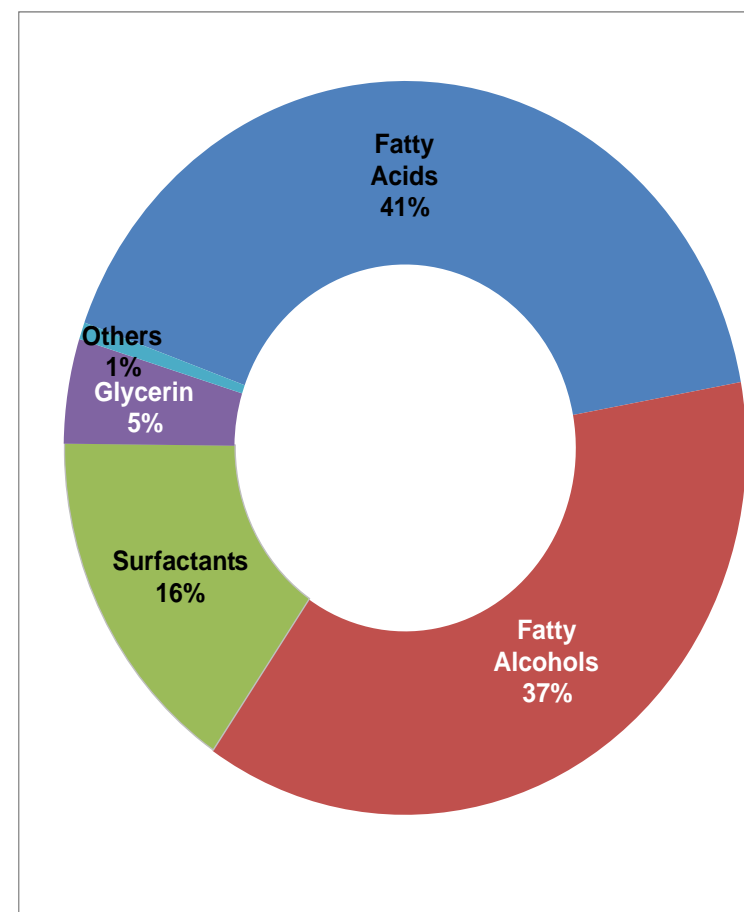
Godrej Industries Ltd.  
Chemicals Division  
Pirojshanagar, Eastern Express Highway,  
Vikhroli, Mumbai-400079, INDIA  
Tel: +91-22-25183010, 25188020, 25186030  
Fax: +91 22 25186074

# CHEMICALS

PRODUCTS USED AS INPUT IN VARIETY OF APPLICATIONS

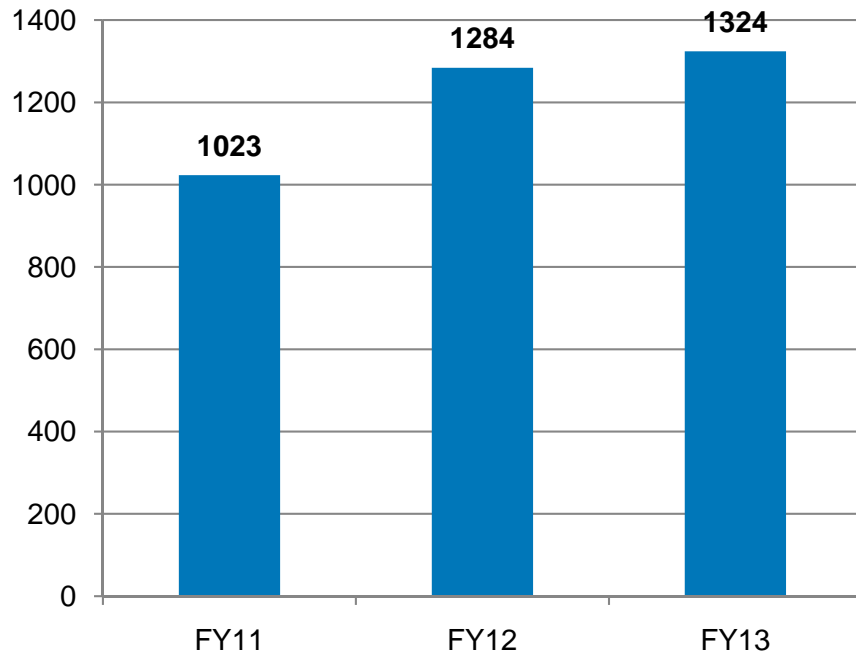
PRODUCTS	APPLICATIONS	DRIVERS FOR GIL
Fatty acids & glycerin	<ul style="list-style-type: none"> <li>• Cosmetics and Toiletries</li> <li>• Rubber processing</li> <li>• Polymer</li> <li>• Pharmaceutical, Humectants</li> </ul>	<ul style="list-style-type: none"> <li>• Movement into specialty fatty acid to drive growth and profitability</li> <li>• Leverage presence across the range of applications</li> </ul>
Fatty alcohols	<ul style="list-style-type: none"> <li>• Cosmetics</li> <li>• Industrial applications</li> <li>• Personal care</li> <li>• Laundry</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing export sales to drive growth</li> <li>• Developing direct relationships with MNC clients to meet their global requirements</li> </ul>
Surfactants	<ul style="list-style-type: none"> <li>• Shampoos, Conditioners</li> <li>• Toothpaste</li> <li>• Cosmetics</li> <li>• Detergents</li> </ul>	<ul style="list-style-type: none"> <li>• Gain greater share of existing customer businesses</li> <li>• Upgrade to value added variants</li> </ul>

Portfolio Breakdown



## FINANCIAL OVERVIEW

### Revenue

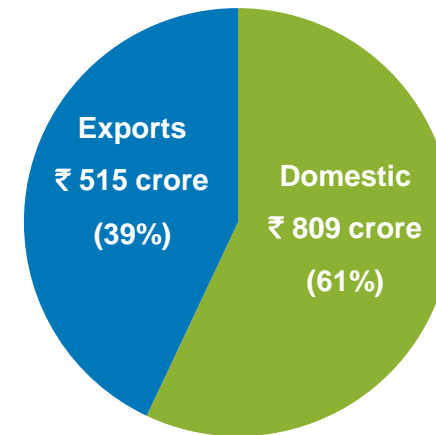


	FY 11	FY 12	FY 13
PBIT	89	120	66

The performance of the chemicals business was impacted due to difficult global economic environment and also on account of raw material price fluctuation.

Now exporting to 80 countries

- Exports for FY 2012-13 : ₹ 515 crore



- Focus on manufacturing efficiency improvement / greener initiatives
  - ~ 56% reduction in waste to landfill
  - ~ 15% reduction in water usage
  - ~ 10% reduction in GHG emission
  - ~ 3% reduction in energy consumption at Valia factory

## MOVE TO AMBERNATH WILL ADD VALUE

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- New Chemicals manufacturing facility at Ambernath
  - Capital expenditure of about INR 300 crore
  - State of the art technology
  - Work progressing as per schedule
  - Expected to be operational in Q3 FY 2013-14
  - Facility to manufacture Surfactants, Fatty Acids (including specialty grades) and refined glycerin



## AMBERNATH – WHEN WE ACQUIRED THE LAND





# CHEMICALS

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## LONG TERM STRATEGY

- Continue to build strong position in *long chain fatty alcohols*
- Leverage competitive advantage India has in Rapeseed oil – increase share of *high margin derivatives of rapeseed oil* in the value added portfolio
  - Capacity expansion
  - Better value for co-products
- Maintain leadership position as domestic supplier of *Alpha Olefin Sulphonate*
  - Capacity expansion
  - Expand to cover entire product form
- Expand product portfolio with *adjacencies* to current offering
  - Alcohol based derivatives

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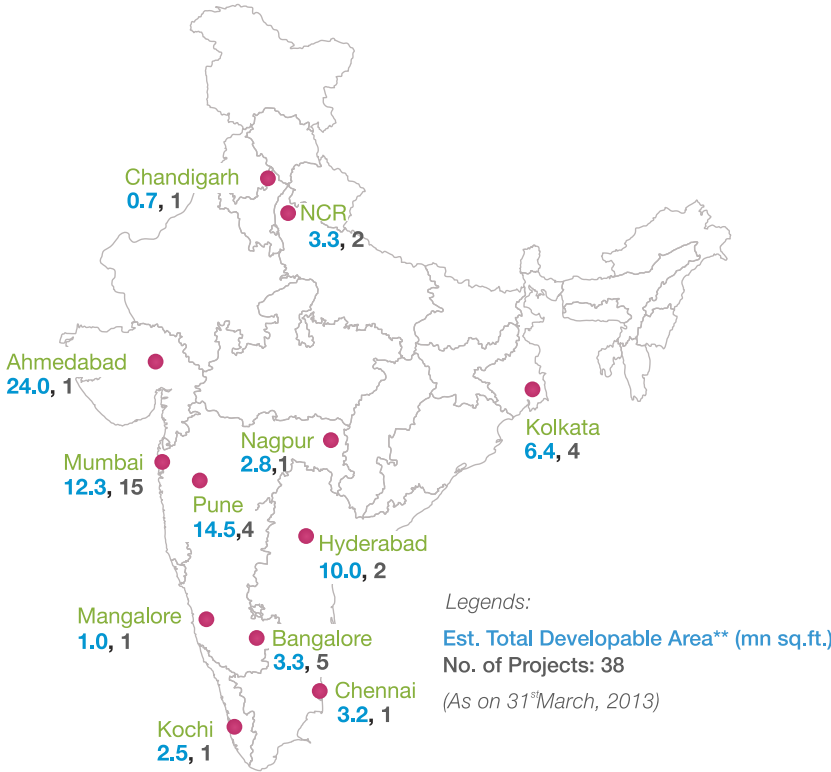
TRANSFORMATION

EMERGENT

# GODREJ PROPERTIES

- Established in 1991
- Presence in 12 cities across India
- \$ 500 million booking value in FY13
- 84\* million sq.ft. of potential developable area
- Residential | Commercial | Townships
- Differentiated asset-light business model

\* As on 31<sup>st</sup> March, 2013



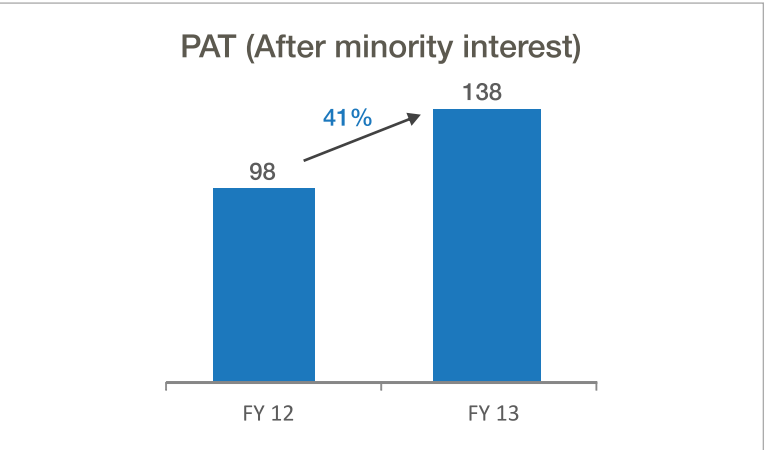
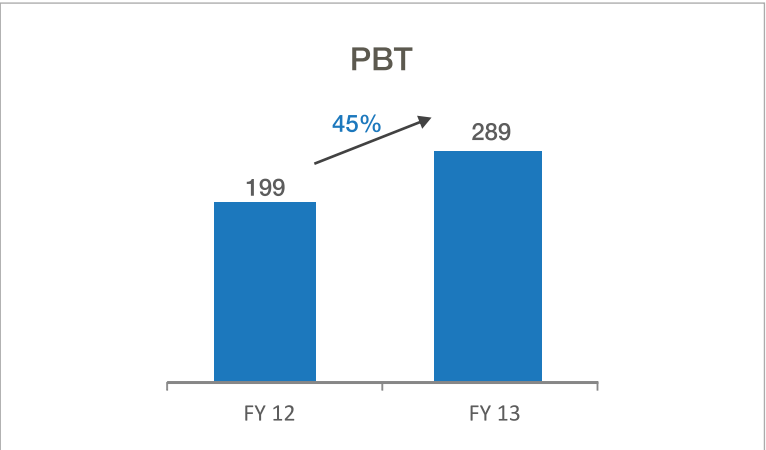
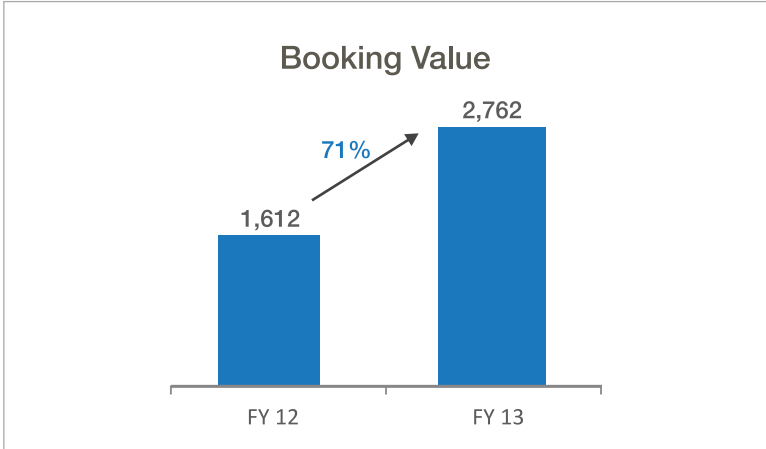
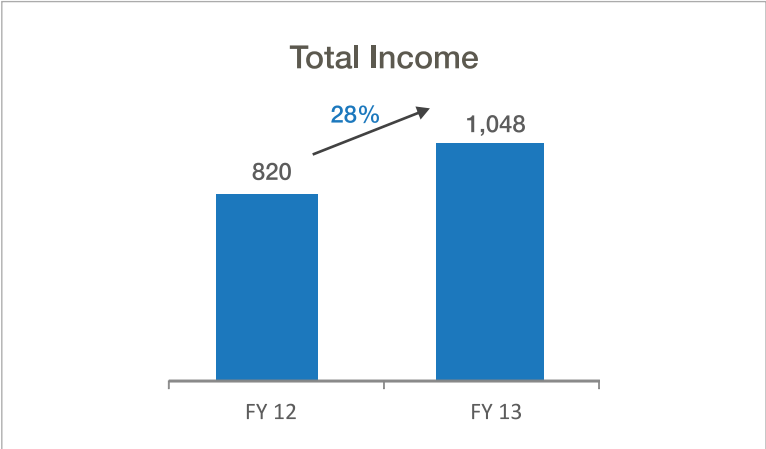
\*\* Total area under the project, irrespective of the revenue/profit/area sharing arrangement



# DESPITE A TOUGH YEAR FOR THE SECTOR, GPL DELIVERED STRONG GROWTH IN FY13

Revenue growth of 28%, PBT growth of 45%, net profit growth of 41% and booking growth of 71%

All Values in INR Cr.



# CONTINUED SUCCESS IN BUSINESS DEVELOPMENT

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**8 new projects with ~6.6 million sq. ft. of saleable area added to our portfolio (Area expected to increase to ~13 million sq.ft. due to likely increase in size of Panvel Township)**

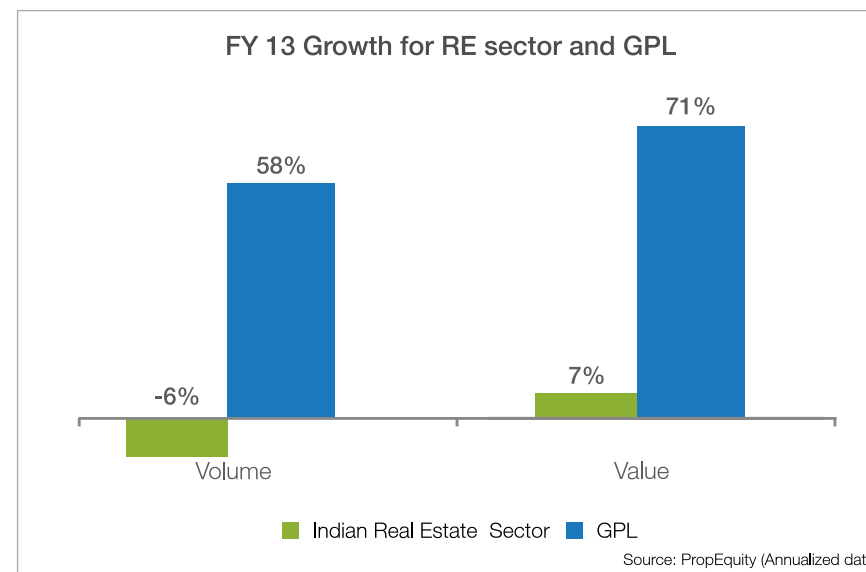
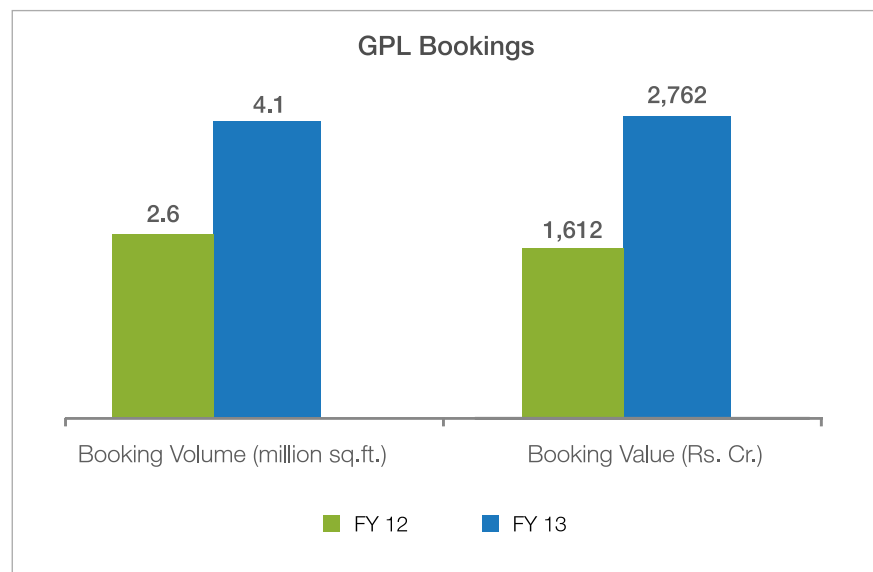
- We expect these deals to add significant future profit
- Low upfront investment by GPL

**Partnered with APG led global investor consortium to create an INR 1,073 Cr. Residential Co-investment Platform**

- GPL will be able to source deals with large capital requirements in a capital efficient manner
- GPL will receive development management fees in addition to a share of equity profits

# HIGHEST EVER NEW LAUNCHES & SALES

58% bookings growth by volume and 71% by value despite weak real estate sector performance



**Tremendous response to 13 launches in 6 cities in FY13; highlights included:**

- Godrej Summit, Gurgaon – total launched stock of 695 apartments with 1 million sq. ft. of saleable area sold in 1 day
- Godrej Platinum, Vikhroli – 40% price increase in one year despite poor market conditions
- Godrej E-City, Bengaluru – sold 400,000 sq.ft. in 2 months and launched 2<sup>nd</sup> phase 6 months ahead of schedule



# NEW PROJECT / PHASE LAUNCHES IN FY13

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Godrej BKC, Mumbai



Godrej Summit, Gurgaon



Godrej Platinum, Mumbai



Godrej Horizon, Pune

# NEW PROJECT / PHASE LAUNCHES IN FY13

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Godrej E City, Bengaluru



Godrej Gold County, Bengaluru



Godrej Palms, Mumbai

# NEW PROJECT / PHASE LAUNCHES IN FY13

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Godrej Serenity, Mumbai



Godrej Garden City, Ahmedabad



Godrej Platinum, Kolkata

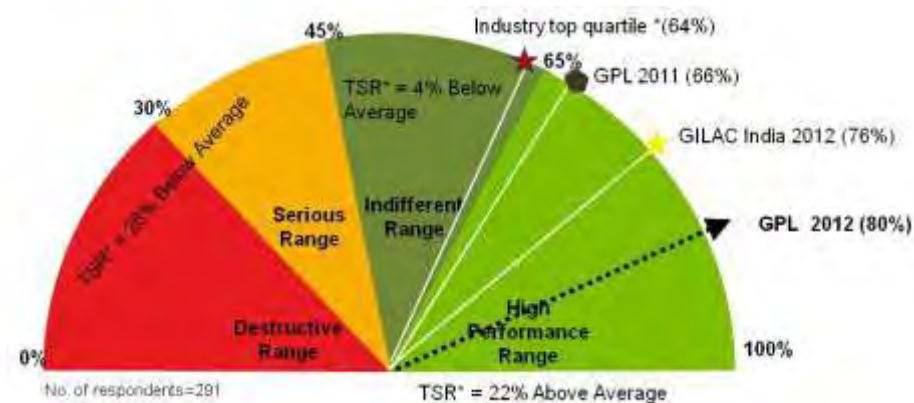
# PROJECT PYRAMID DELIVERED STRONG PROGRESS TOWARDS OUR OPERATIONAL EXCELLENCE GOALS

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- Achieved substantial savings across projects through superior value engineering, design standardisation and other operational improvements
- Implemented rigorous internal processes and systems to reduce time to launch
- Developed critical capabilities across several key operational areas including design and contracting
- Improved debtor management processes leading to reduction in receivables and a superior customer experience
- Reduction in net debt in FY13 despite having added 8 new projects to our portfolio

# STRONG RESULTS IN TEAM BUILDING & EMPLOYEE ENGAGEMENT WHILE GROWING OUR EMPLOYEE BASE BY 25%

- In the Great Places to Work Study, GPL was ranked as the “14th Best Company to Work for” in India in the overall category, as 2<sup>nd</sup> amongst companies with less than 1,000 employees, and as the best in the real estate sector
- Employee engagement scores for GPL (80%) were higher than the average for best-in-class companies in Asia in a study by Hewitt



Administered by AON HEWITT

# GODREJ PROPERTIES RECEIVED 20 AWARDS IN FY 13

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## GODREJ PROPERTIES

Popular Choice Developer of the year, Residential  
Category  
ET Now Awards

### #1 Ranked Real Estate Developer

India's Best Companies to Work For by the Great Place to Work  
Institute, India, in partnership with Economic Times  
Also voted as #14th best company to work for in the overall  
category

### Real Estate Company of the Year

Construction Week India Awards

### CWAB Platinum Award for Excellence

7th Construction World Architect and Builder (CWAB) Awards

### Brand Excellence Award in Real Estate Sector

Zee Business Brand Excellence Award

### Platinum Award for Excellence

Construction World Magazine

### Best Marketing Campaign of the year

CMO Asia Awards

## PROJECT SPECIFIC

### GODREJ GARDEN CITY, AHMEDABAD

'Best Residential Project' – mid-segment projects category that are  
70% complete at the CNBC Awaaz Real Estate Awards

'Integrated Township of the year' – ET Now Awards British Safety Council  
International Award in Distinction Category for affordable and mass  
housing

### GODREJ PRAKRITI, KOLKATA

'Best Residential Project', – Mid-segment projects category  
that are 70% complete at the CNBC Awaaz Real Estate Awards

### GODREJ WATERSIDE, KOLKATA

'Best Commercial Project', – The CNBC Awaaz Real  
Estate Awards

### GODREJ ANANDAM, NAGPUR

'Best Upcoming Township' – My FM, Dainik Bhaskar and CREDAI Nagpur

'Best Developer Award (Rest of Maharashtra)' -- The Vasturaviraj  
Vishwakarma Real Estate Awards

### GODREJ ONE, VIKHROLI

'British Safety Council International Award' – Distinction Category for  
Information Technology and Office Space category

# WE HAD OUR SHARE OF DISAPPOINTMENTS

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## Delays in project launches

- Only 70% of the launches we planned in FY13 materialized
- A lot of progress has been made in regulatory approval processes

## Low margins in some of our older projects

- Significant work done on operations and business development strategy that is yielding good results

## Excessive capital deployed in certain projects

- ~ INR 1,500 Cr of capital is locked in 4 commercial projects in Kolkata, Chandigarh and Mumbai  
which we aim to reduce substantially in FY14

# VIKHROLI DEVELOPMENT PROJECT

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- 34-acre mixed development project, The Trees, at Vikhroli being developed by Godrej Vikhroli Properties LLP (GVPL)
- Saleable area of project ~ 3.5 million sq. ft.
- 1<sup>st</sup> building, Godrej One, will be completed in FY 14
- 60:40 JV between GPL & GIL on profit sharing basis
- GIL would effectively benefit from 76.9% of profits (through its direct 40% share in profits + its 61.5% stake in GPL)



# GPL TO RAISE INR 700 CR. THROUGH RIGHTS ISSUE

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- GPL plans to raise upto INR 700 Cr through a Rights Issue;
- Rights expected to be completed in Q2 of FY 2014
- Will ensure availability of capital as GPL continues to add new projects at a rapid pace building on the momentum created by adding ten new projects since the IPP in FY 2012, without stretching the Balance Sheet
- Promoter holding in the company is 75%- 3/4ths of the capital for the rights issue will be committed by the Promoters , which is a strong vote of confidence in the growth prospects of GPL

# AGENDA

INTRODUCTION TO GODREJ INDUSTRIES

INVESTMENT RATIONALE

**C**ONSUMER & **C**HEMICALS

**R**EAL

**E**STATE

**A**GRI

**T**RANSFORMATION

**E**MERGENT

# GODREJ AGROVET

## A SNAPSHOT



### animal feed

India's largest commercial feed miller; market leader in cattle, poultry and aqua feed



### oil palm

Largest oil palm cultivator in India



### agri- inputs

Niche player focused on plant growth regulators and herbicides



### poultry

JV with Tyson Foods, leading global meat processor

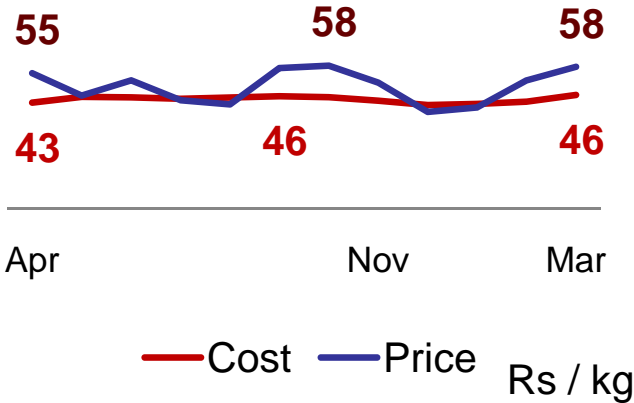


### seeds

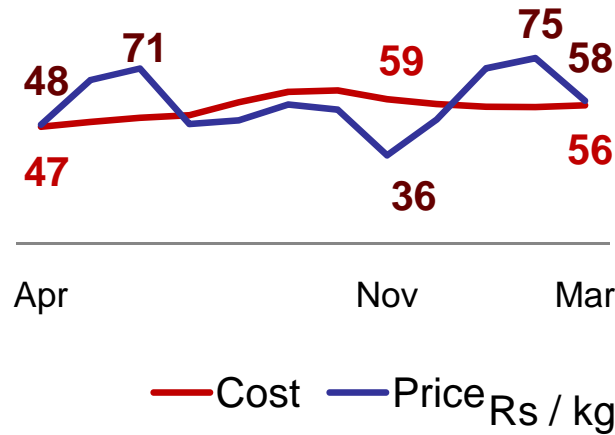
New business currently focused on maize, bajra, and paddy

# UNFAVORABLE MARKET CONDITIONS IN FY 13 FOR GAVL

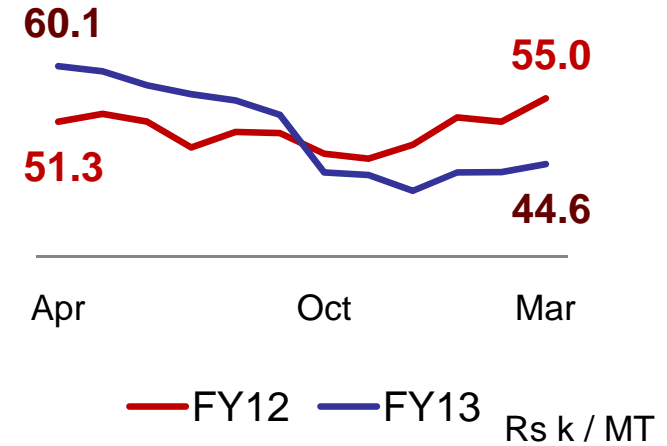
### Stable chicken prices and costs in FY12...



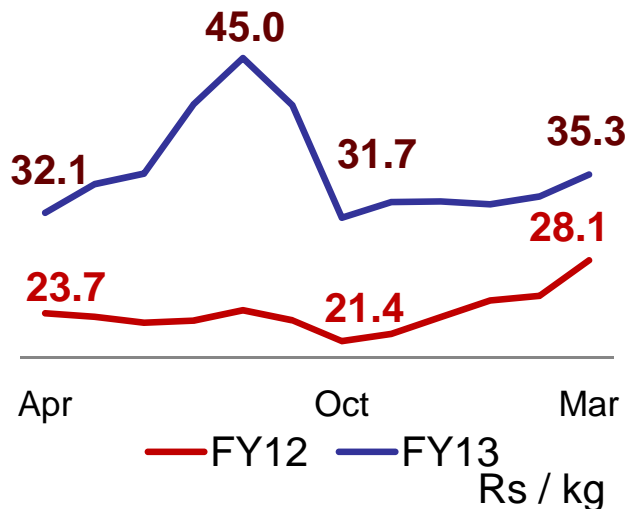
### ...To volatile prices and costs in FY13



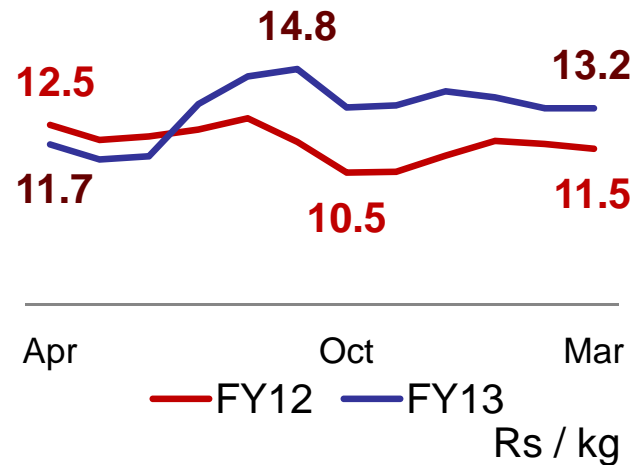
### Falling CPO price



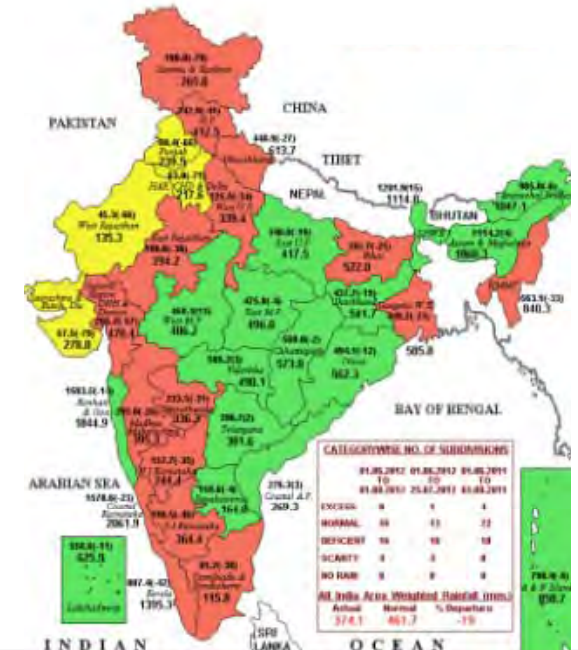
### Spike in Soybean prices



### Increase in Maize prices



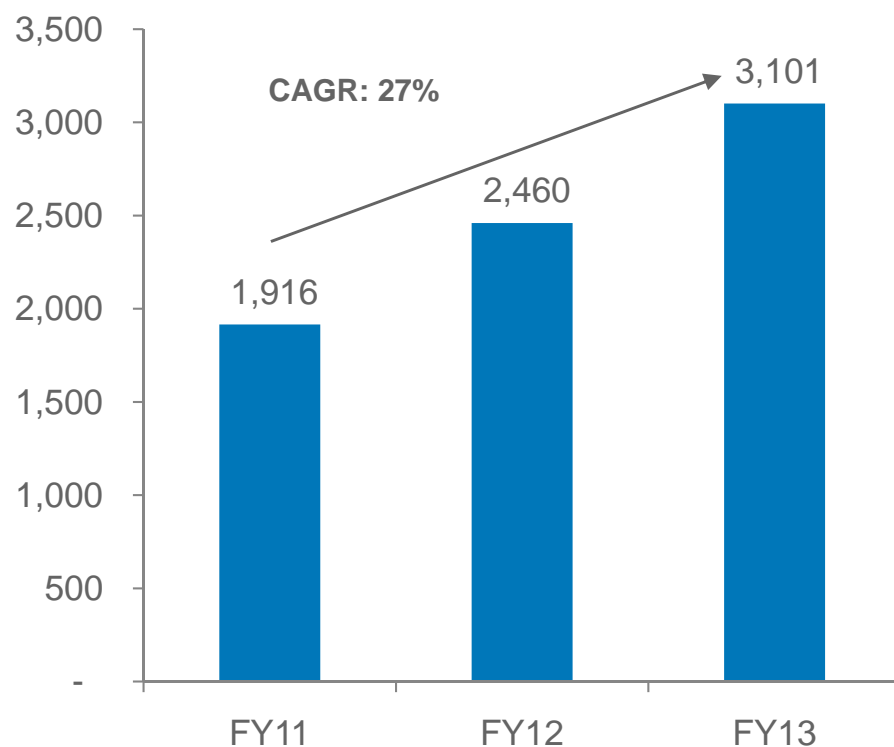
### Monsoon below normal



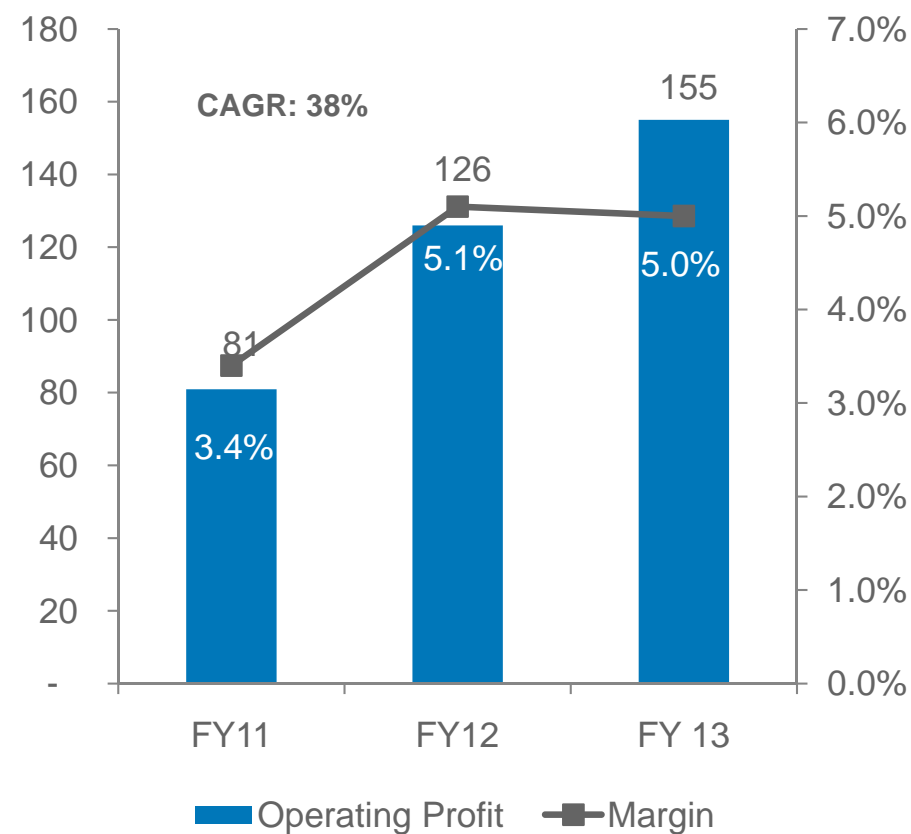
# GODREJ AGROVET

## FINANCIAL OVERVIEW

### REVENUE GROWTH



### OPERATING PROFIT

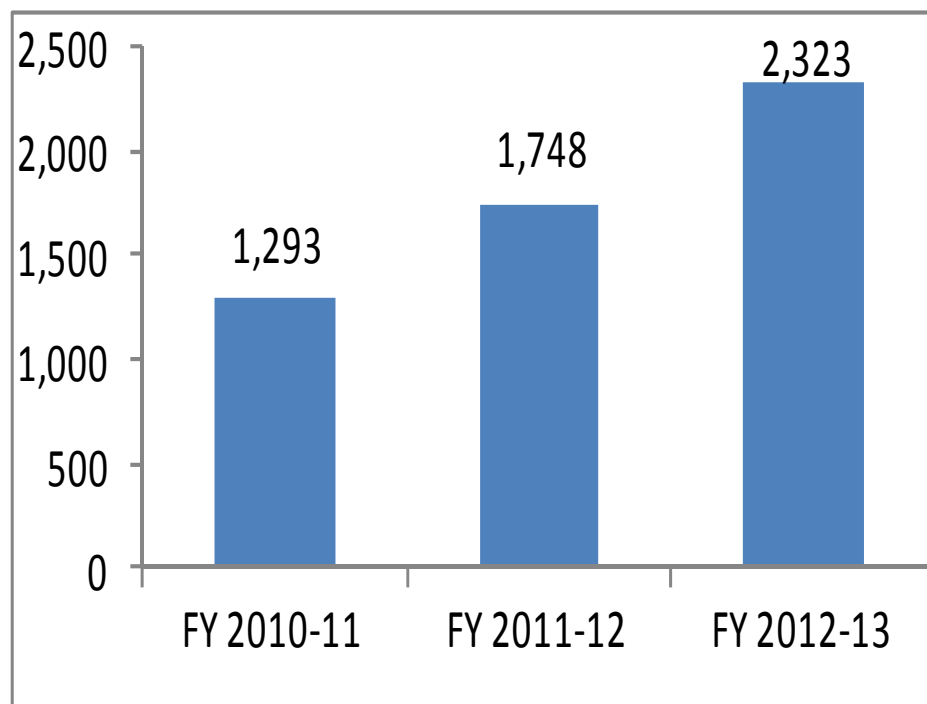


Note: Values in ₹ Crore

# GOOD GROWTH FOR ANIMAL FEED DESPITE MARKET CONDITIONS

## AGRI BUSINESS

FY 2012-13 Animal Feed Sales (₹ crore)

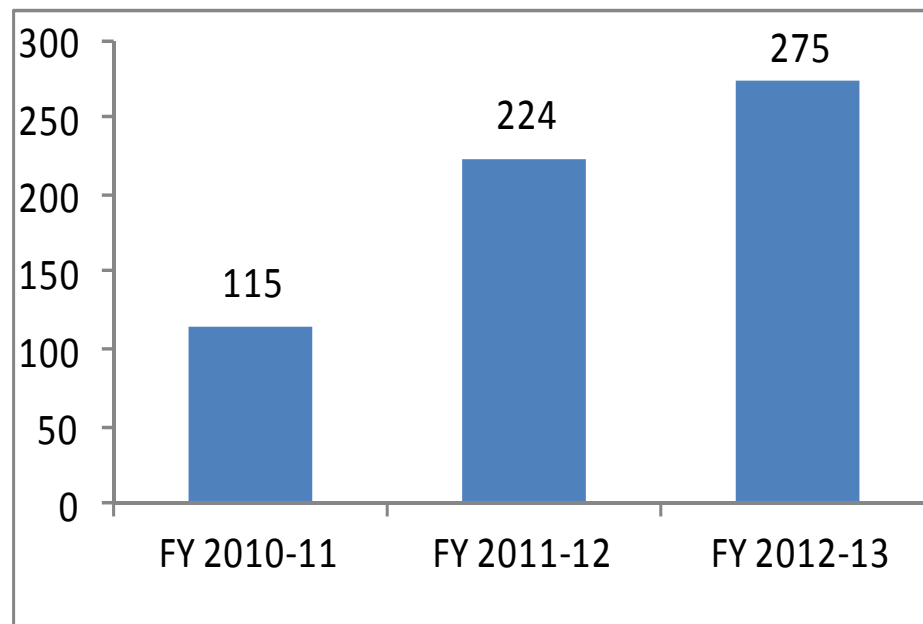


- Sales increased by 33% in FY 2012-13 over FY 2011-12 primarily due to 31% growth in aqua feed volume and 10% growth in cattle feed volume.
- Produced ~1.05 million MT of animal feed in FY2012-13
- Feed volumes increased by 3% in FY 2012-13 over FY 2011-12 despite drop in milk prices and lower broiler placements.
- New feed mill capacities commenced operations across India.

# DECLINE IN OIL PALM GROWTH DUE TO LOWER OIL PRICES

## AGRI BUSINESS

FY 2012-13 Oil Palm Sales (₹ crore)

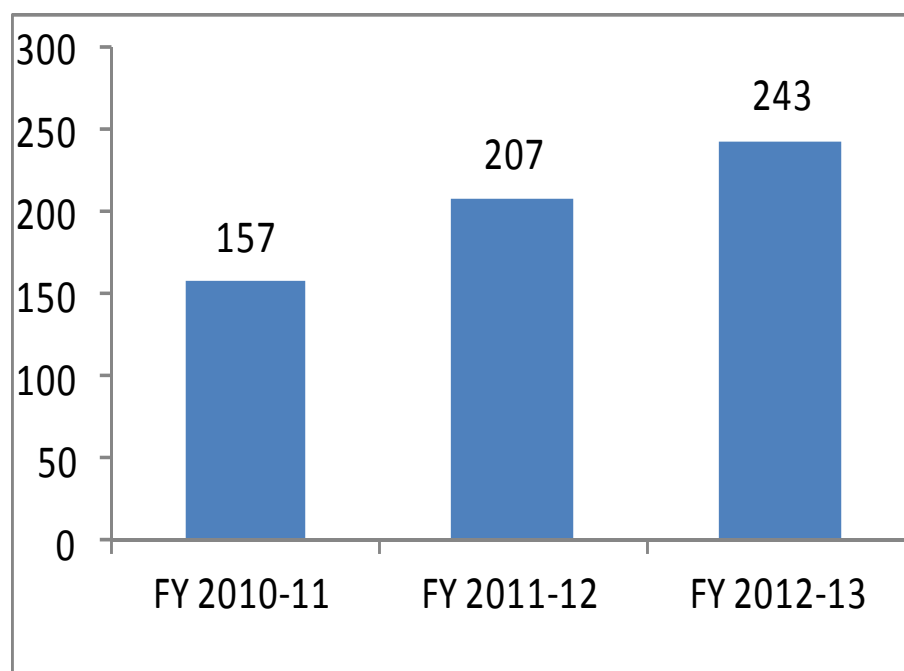


- Sales increased by 23% in FY 2012-13 over FY 2011-12 despite lower oil prices due to 19% increase in Fresh Fruit Bunches (FFB) tonnage.
- New oil mill at Chintampalli, Andhra Pradesh commenced operations and further expansion in progress.
- Over 6,800 new hectares of oil palm plantations cultivated in FY2012-13. Total area coverage is ~ 45,000 hectares.
- Allotted new command area in Chhattisgarh.

# STRONG YEAR FOR AGRI INPUTS DESPITE WEAK MONSOON

## AGRI BUSINESS

FY 2012-13 Agri Inputs Sales (₹ crore)



- Sales increased by 17% in FY 2012-13 over FY 2011-12 despite a weak monsoon impacting the overall agrochemicals industry.
- HBR sales volumes increased by 49% in FY 2012-13 over FY 2011-12.
- Zymegold granules volumes have grown by 104% in FY 2012-13 over FY 2011-12.
- New product pipeline on track for FY2013-14 launches.

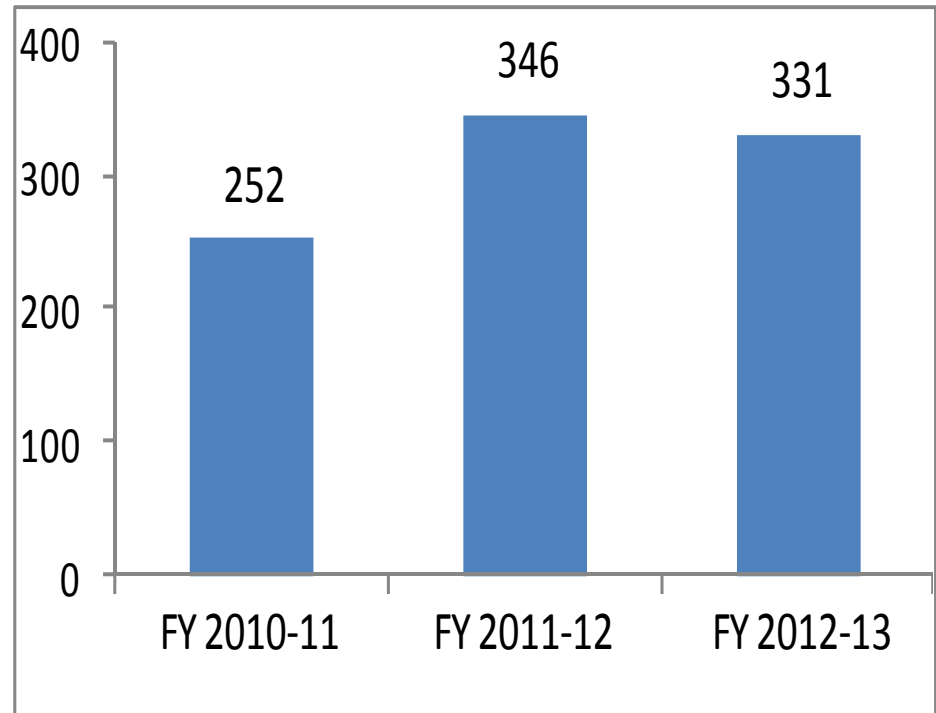


# ACI GODREJ (BANGLADESH) IMPACTED BY EXTERNAL ENVIRONMENT

## AGRI BUSINESS

- Sales in FY 2012-13 were lower by 4% over FY 2011-12 primarily due to bird flu in Bangladesh.
- Bird flu situation has improved in Q4 FY2012-13. However, external environment continues to be volatile.
- Strong growth in aqua feed volumes in FY2012-13.

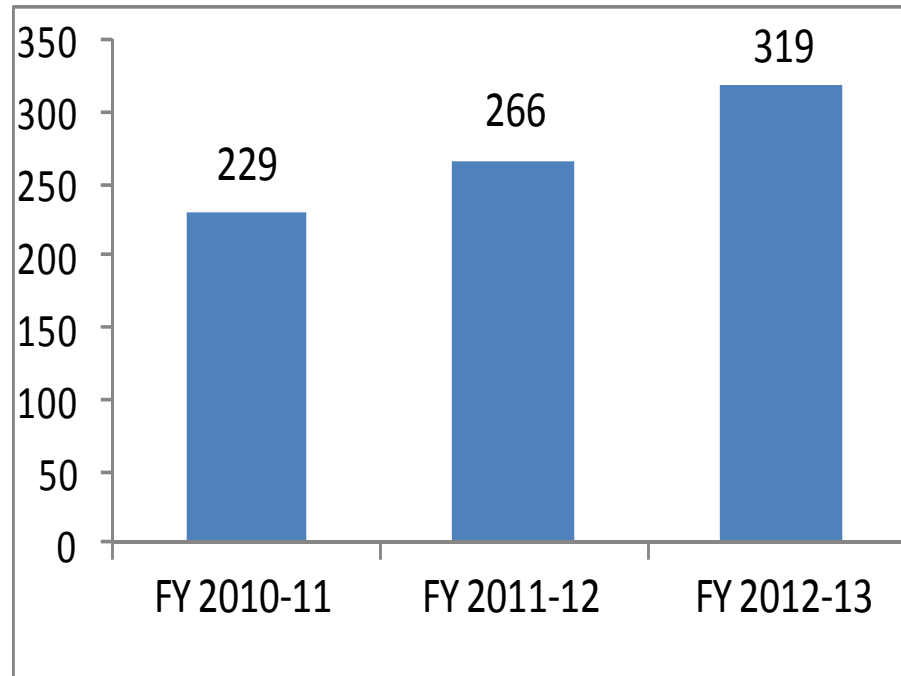
FY 2012-13 ACI - Godrej Sales (₹ crore)



# GODREJ TYSON REMAINS FOCUSED

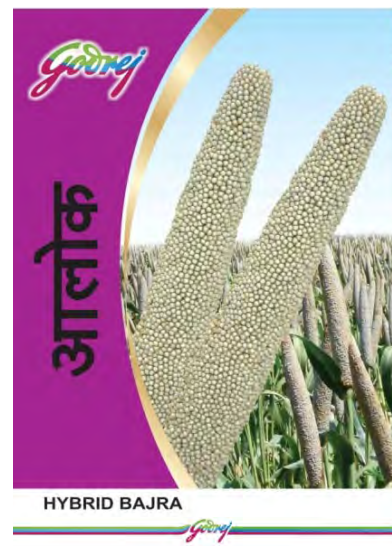
## AGRI BUSINESS

FY 2012-13 Godrej Tyson Sales (₹ crore)



- Sales increased by 20% in FY 2012-13 over FY 2011-12.
- “Yummiez” sales volume grew by 12% in FY 2012-13 over FY 2011-12
- Sales volumes to Quick Service Restaurants increased by 18% in FY 2012-13 over FY 2011-12.
- Business impacted by higher feed costs due to rise in price of corn and soya.
- Capacity expansion at processing plants completed in FY2012-13

## EMERGENT: GODREJ SEEDS &amp; GENETICS LIMITED



- Launched in FY 2013; Year 1 sales of ₹ 19 crores.
- Focused on hybrid seeds for maize, bajra and paddy
- 2% market share share in Andhra Pradesh, a key maize market
- Volume of ~1000 MT in maize seed in the first year of operations
- Key focus on R&D should lead to strong growth and expansion of product portfolio

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# TRANSFORMATION

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GODREJ – ONE OF THE MOST TRUSTED BRANDS IN INDIA

In the recently published Brand Trust Report, 2013 Godrej has been ranked the 6<sup>th</sup> most trusted Brand in India, up five places from last year.

- The Brand Trust Report, India Study, 2013 is the result of a research based on 61 component Trust Matrix.
- This year's research was conducted among 2505 'influencer' respondents across 16 cities.
- The study covered nearly 3 million data points and 19000 brands.
- Indian Statistical Institute helped create a statistically robust Brand Trust Index which has been used to hierarchically rank India's brands on the basis of Trust.



# TRANSFORMATION

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## IDEAS THAT MAKE LIFE BRIGHTER – MASTERBRAND CAMPAIGN

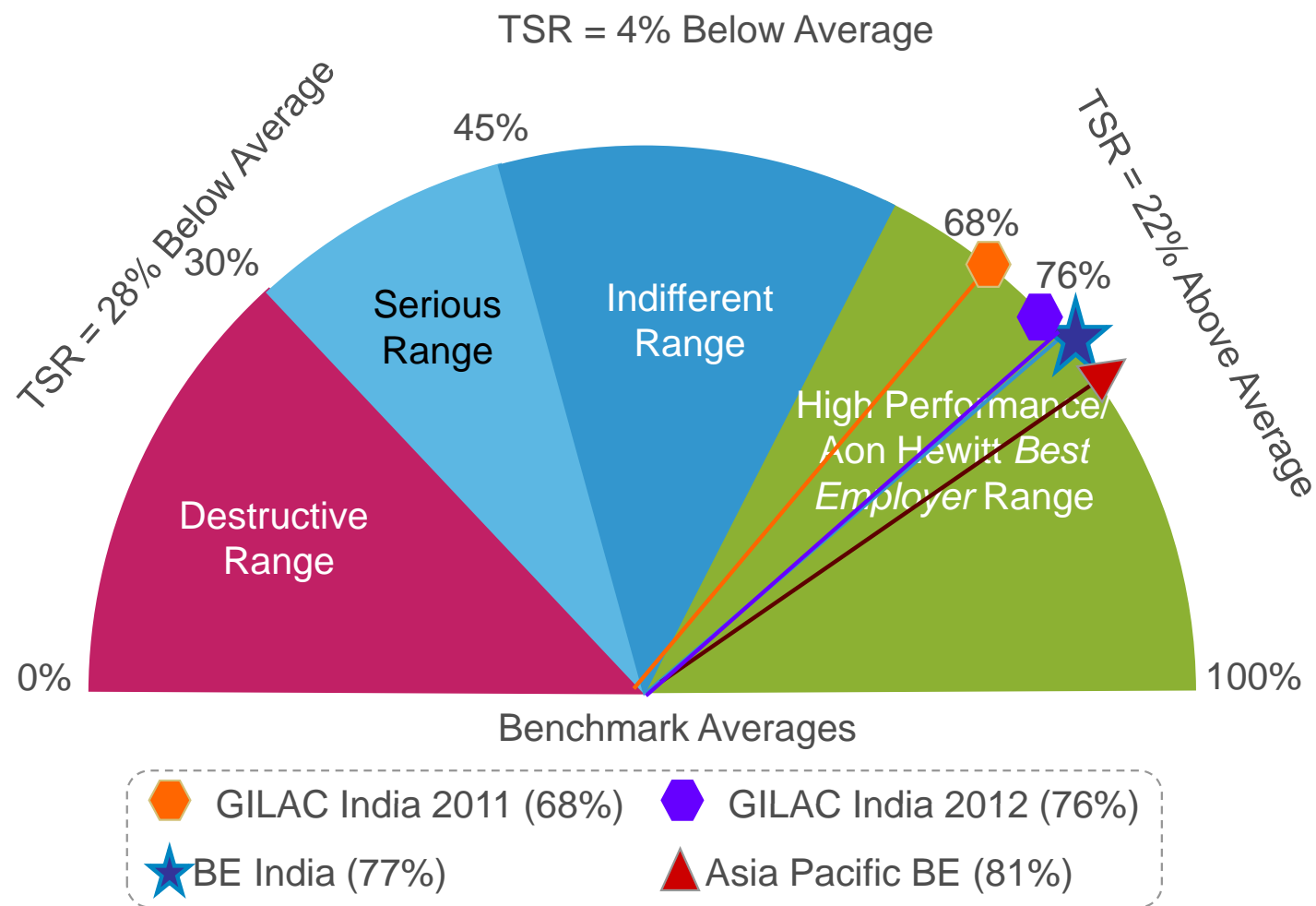
- Journey on Master Brand Strategy with the promise of Brighter Living was started in 2008
- Second phase of the strategy has recently begun with an integrated campaign
- Centered on “***Ideas that make life brighter***”, the campaign showcases innovative Godrej products and through them, the ethos of the Group



# TRANSFORMATION

BUILDING AN INSPIRING PLACE TO WORK

BU	Average
GPL	80%
GILAC^ Corporate	77%
GCPL India	78%
GIL Chemicals	75%
GAVL	73%
<b>GILAC India</b>	<b>76%</b>
<b>GCPL International</b>	<b>63%</b>



^ Godrej Industries and Associate Companies

• Godrej Industries Employee Engagement Study, in association with Aon Hewitt

• TSR: Total Shareholder Returns

# TRANSFORMATION

FOSTERING AN INSPIRING PLACE TO WORK

## 2012 Economic Times “Great Place to Work” survey:

**GCPL**

**1<sup>st</sup>** in FMCG category

Overall rank **#25**

**GPL**

**1<sup>st</sup>** in real estate industry

Overall rank **#14**

**GIL**

Ranked in the **top 50** companies  
with less than 1000 employees

**Chemicals**



## Aon Hewitt Best Employer Study 2012

**GCPL**

**4<sup>th</sup>** overall





# TRANSFORMATION

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GROUP WIDE INITIATIVE - 'GOOD & GREEN'



Beyond Business:

Building a More Inclusive and Greener India

by 2020

ensuring  
**employability**

train 1 million rural and  
urban youth in skilled  
employment

creating a  
**greener** India

achieve zero waste, carbon  
neutrality, positive water  
balance and 30% renewable  
energy

**innovating** for  
good & green

have a third of our  
portfolio revenues  
comprising good and/  
or green products and  
services

# TRANSFORMATION

EXCEEDED EMPLOYABILITY GOAL FOR FY13

BU	Program Name	Description	Training Completed
GCPL	Saloni	Beautician training	2,662
GCPL	Vijay	Rural sales training	10,089
GCPL	Sakhi	Training rural women to start micro-enterprises	1,500
GAVL	Swadheen	Agriculture & animal husbandry training	2,437
GPL	Nipun	Up-skilling for construction workers	123
<b>TOTAL</b>			<b>16,811</b>

**FY 13 goal was to train 14,500 individuals**

# TRANSFORMATION

## GREENER INDIA PROGRESS

	FY 15 Goal over FY 11	FY 13 Achievement vs. FY 11
<b>Energy Consumption</b>	15% reduction over FY 11	GCPL: 12% reduction GAVL: 8% reduction GIL (Valia): 3% reduction GIL (Vikhroli): 1% increase
<b>Water</b>	10% reduction in water usage; 15% increase in recycling	Water usage reduction: GCPL: 11% reduction GIL (Valia): 16% reduction GIL (Vikhroli): 15% reduction
<b>Waste</b>	50% reduction in waste to landfill	GCPL (Packaging waste): 34% reduction GCPL (Oil): 9% reduction GIL (Waste to landfill): 56% reduction*
<b>GHG Emission</b>	TBD	GCPL: 11% reduction GIL (Valia): 12% reduction GIL (Vikhroli): 9% reduction

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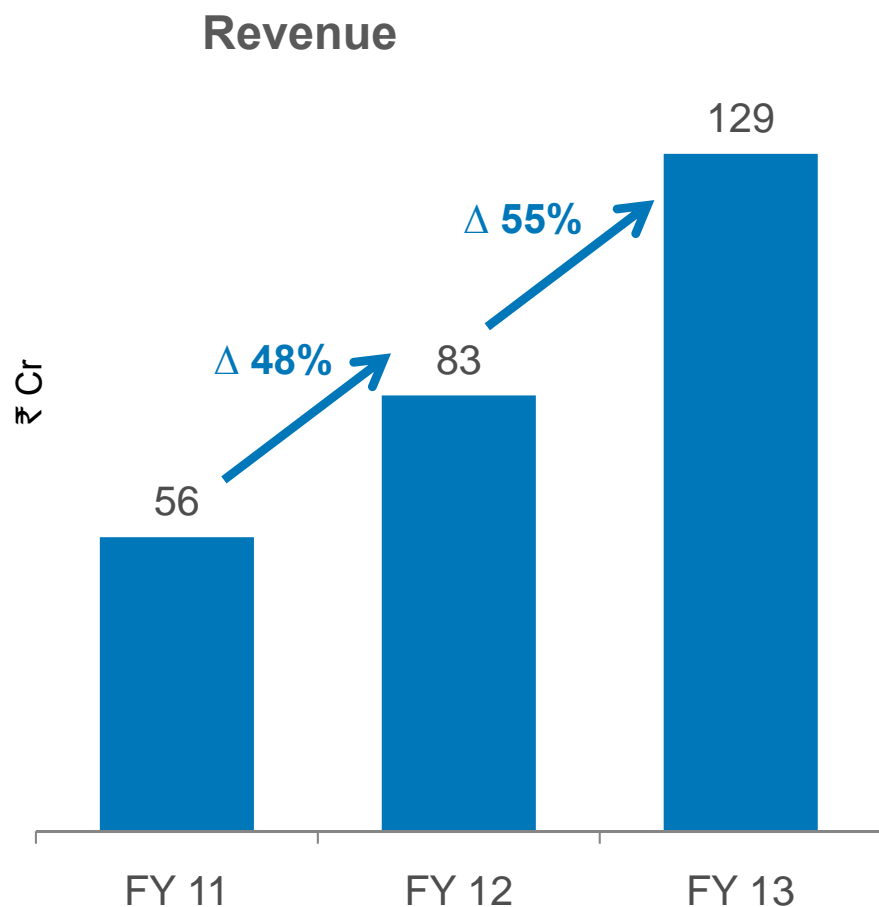
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# EMERGENT: NATURE'S BASKET



- Started in 2005 as a fresh food retailer; morphed into fine food retailer in 2008
- Now India's leading fine Gourmet retail chain and a leader in the niche space
- Crossed ₹ 100 cr. threshold in sales
- 27 stores located in premium residential catchments across 5 key metros - Mumbai, Delhi/NCR, Pune, Hyderabad, and Bengaluru
  - 7 new stores opened in FY 12-13 across 3 metros
- Caters to up-market urban consumers for authentic world food, ingredients, organic foods, health foods, delicatessen, boulangerie, and finest beverages



THANK YOU FOR YOUR TIME AND CONSIDERATION