



**CREATING VALUE FOR A  
BRIGHTER FUTURE**



## **Q2 & H1 FY 2011-12 - PERFORMANCE UPDATE**

November 8, 2011

# DISCLAIMER

*“Some of the statements in this communication may be ‘forward looking statements’ within the meaning of applicable laws and regulations. Actual results might differ substantially or materially from those expressed or implied. Important developments that could affect the Company’s operations include changes in industry structure, significant changes in political and economic environment in India and overseas, tax laws, import duties, litigation and labour relations.”*

# AGENDA

- Consolidated results
  - Financial Highlights
  - Segment Performance
- Business Performance
  - Performance highlights incl. Subsidiaries, JVs and Associates
- Other information

# **CONSOLIDATED RESULTS – FINANCIAL HIGHLIGHTS**

# FINANCIAL HIGHLIGHTS (CONSOLIDATED)

Particulars (₹ Cr.)	Q2 FY2012	Q2 FY2011	% Growth	H1 FY2012	H1 FY2011	% Growth
<b>Total Income #</b>	<b>1469</b>	<b>1083</b>	<b>36%</b>	<b>2802</b>	<b>2094</b>	<b>34%</b>
<b>PBDIT *</b>	<b>150</b>	<b>120</b>	<b>25%</b>	<b>244</b>	<b>197</b>	<b>24%</b>
<b>Depreciation</b>	<b>14</b>	<b>13</b>		<b>28</b>	<b>26</b>	
<b>Interest</b>	<b>27</b>	<b>20</b>		<b>56</b>	<b>40</b>	
<b>PBT *</b>	<b>109</b>	<b>87</b>	<b>26%</b>	<b>160</b>	<b>131</b>	<b>23%</b>
<b>PAT</b>	<b>93</b>	<b>75</b>	<b>24%</b>	<b>164</b>	<b>124</b>	<b>33%</b>

\* Incl. exceptional items but excl. prior period and extraordinary items.

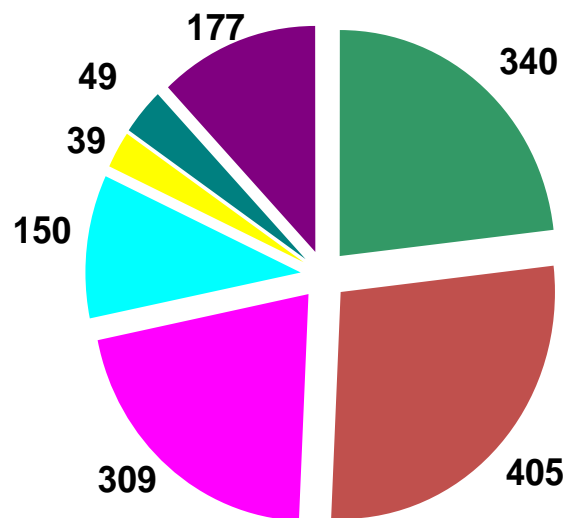
# Incl. other income and exceptional items.

## **CONSOLIDATED RESULTS : Segment Performance**

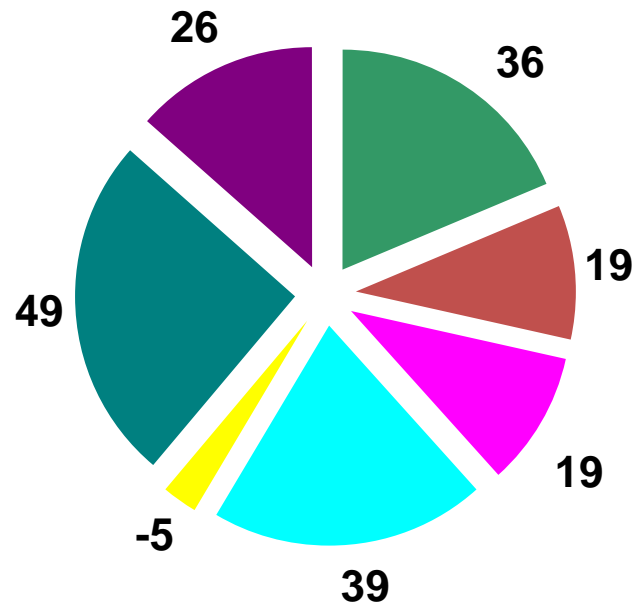
# SEGMENT-WISE CONTRIBUTION TO FINANCIALS

## Q2 FY 2011-12

Revenue\* (₹ Crore)



PBIT (₹ Crore)



\*net of inter-segment revenue

■ CHEMICALS

■ VEGOILS

■ BEVERAGES & FOODS

■ OTHERS

■ ANIMAL FEEDS

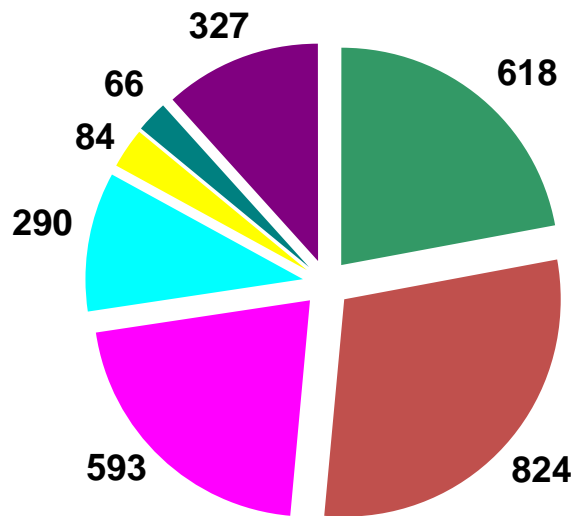
■ ESTATE & PROPERTY DEVELOPMENT

■ FINANCE & INVESTMENTS

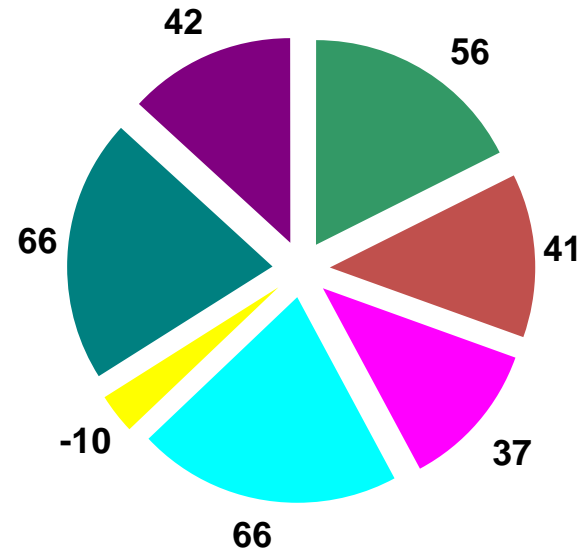
# SEGMENT-WISE CONTRIBUTION TO FINANCIALS

## H1 FY 2011-12

Revenue\* (₹ Crore)



PBIT (₹ Crore)



\*net of inter-segment revenue

- CHEMICALS
- ANIMAL FEEDS
- VEGOILS
- ESTATE & PROPERTY DEVELOPMENT
- BEVERAGES & FOODS
- FINANCE & INVESTMENTS
- OTHERS



**BUSINESS PERFORAMCE: Performance Highlights incl.  
subsidiaries, JVs and Associates**

# OUR “CREATE” GROUP PORTFOLIO STRATEGY

**C**onsumer & **C**hemicals

**R**eal

**E**state

**A**gri

**T**ransformation

**E**mergent

→ 4 **core** businesses

→ Drive to **full potential**

→ Focused **incubation** of new  
businesses

## Consolidated Financial Highlights \* : H1 FY 2011-12

₹ Crore	H1 FY 2011-12 Amount	H1 FY 2011-12 growth %
Revenue	2,184	30%
EBITDA	363	19%
Net Profit	367	44%

\* Growth numbers include acquisitions during H1 FY 2011-12

### Business Highlights:

- Completed the acquisition of 51% stake in Darling, South Africa and Nigeria.
- International business revenue grew by 24% at ₹ 419 crore for Q2 FY 2011-12.
- GCPL declared second interim dividend of ₹ 1 per share (100%) totaling to 200% till date.
- Home care (Household insecticides) sales grew by 29% during the quarter, more than twice the category growth.
- Personal wash (Soaps) sales increased by 32% during the quarter, way ahead of the category growth rate of around 10%
- Hair care (Hair Colour) sales grew by 15% led by strong performance of newly launched Expert care and advance hair colours.

# CONSUMER (GCPL)

## Awards and Accolades :

- GCPL has 3 of its brands ranked in 100 Most Trusted Brands 2011 by Brand Equity.

- **Cinthol**
- **Good knight**
- **Godrej No. 1**

- Personal Care

**Cinthol** Ranked 9<sup>th</sup>  
**Godrej No. 1** Ranked 16<sup>th</sup>  
**Godrej Powder Hair Colour** Ranked 25<sup>th</sup>

- Household Care

**Good Knight** Ranked 2<sup>th</sup>

## New launches / Category Highlights :

- Continued focused on innovation :

### Indonesia :

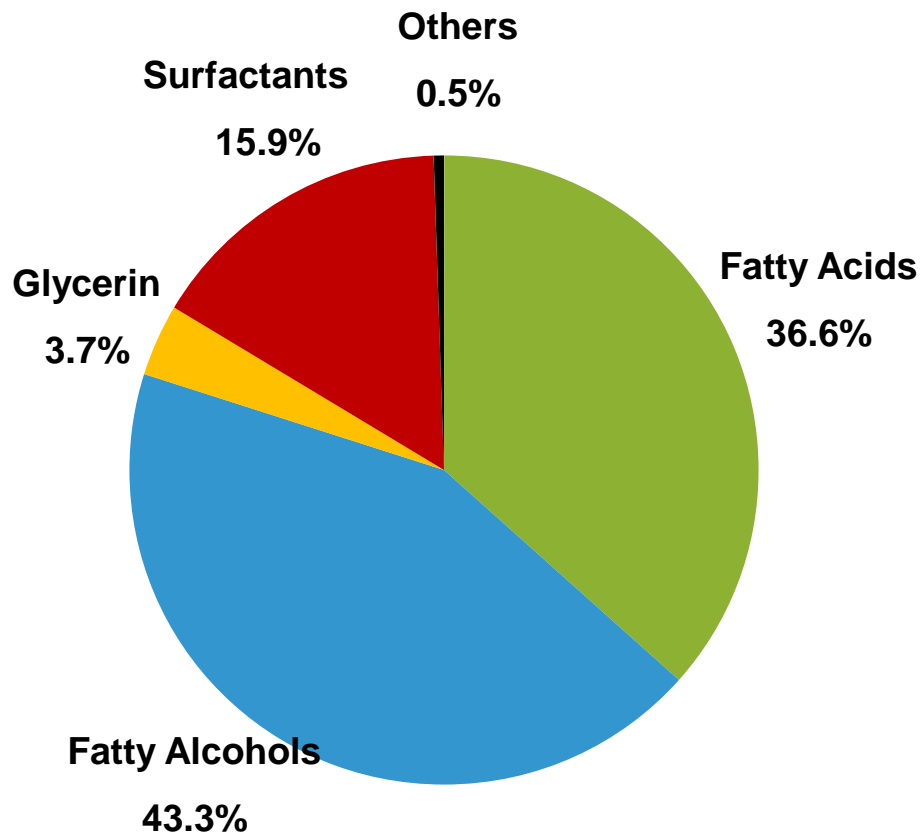
- Stella bathroom and Stella Car air freshners and Mitu Milk Bath.

### Latin America:

- Diamond Black hair colour cream in kits, flowpack and sachet formats
- Roby Glam & Gloss hair serum and hair gloss
- Relaunch of 919 and Issue Professional Color Natural Shine.

## PRODUCT PORTFOLIO – Q2 FY 2011-12

### Revenue distribution by Category

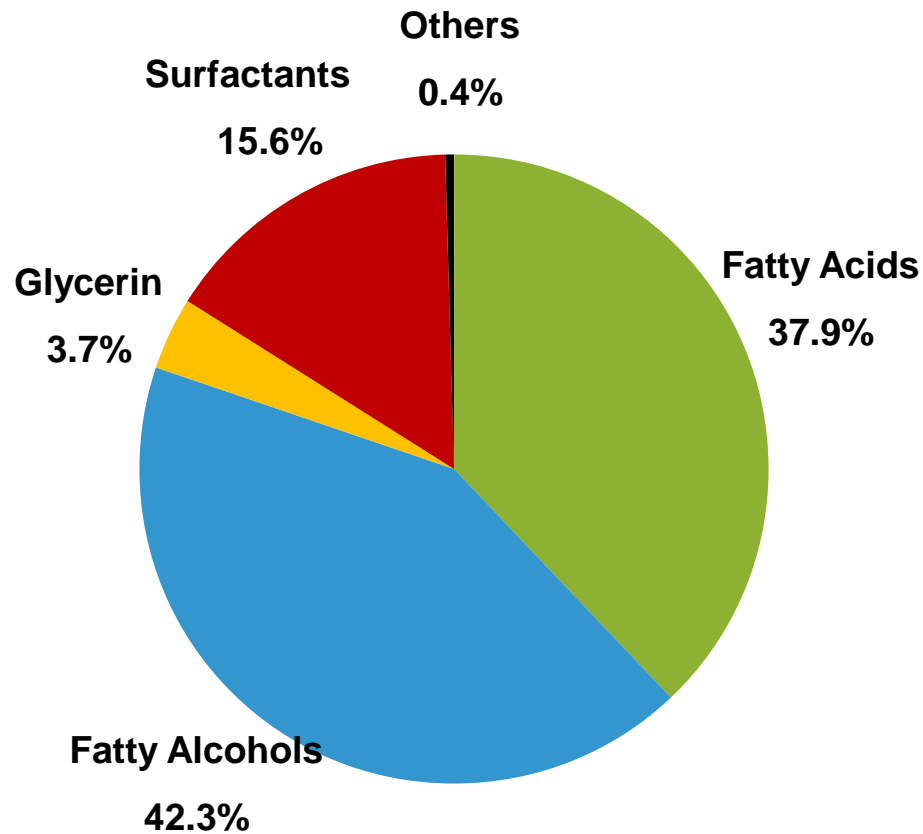


### Revenue distribution by Geography

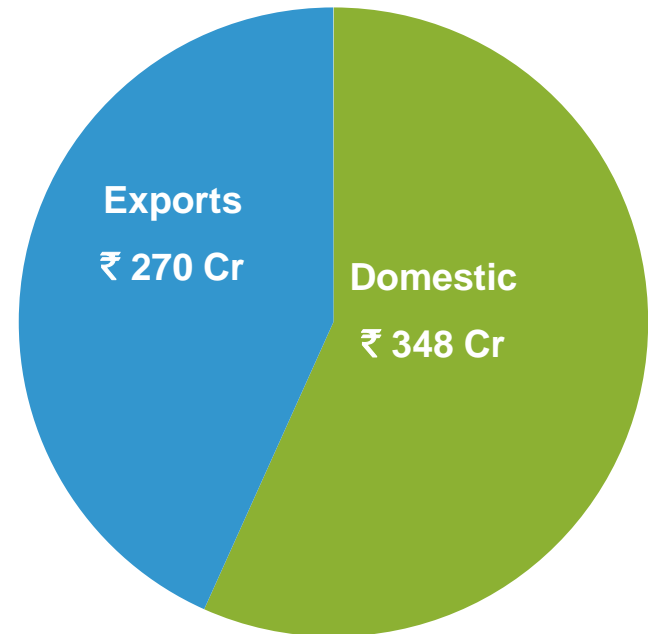


## PRODUCT PORTFOLIO – H1 FY 2011-12

### Revenue distribution by Category



### Revenue distribution by Geography



## Financial Highlights : Q2 & H1 FY 2011-12

₹ Crore	Q2 FY 2011-12 Amount	Q2 FY 2011-12 growth %	H1 FY 2011-12 Amount	H1 FY 2011-12 growth %
Revenue	340	45%	618	37%
PBIT	36	180%	56	77%

- Specialty Chemicals Revenue up 50% in Q2 FY 2011-12 over Q2 FY 2010-11 and by 36% in H1 FY 2011-12 over H1 FY 2010-11.
  - Specialty Chemicals account for 35% total Chemicals business revenue in Q2 FY 2011-12.
- Exports at ₹ 149 crore up 77% in Q2 FY 2011-12 over Q2 FY 2010-11 and at ₹ 270 crore up by 62% in H1 FY 2011-12 over H1 FY 2010-11.
  - 44% of the H1 FY 2011-12 Chemicals business revenue comes from Exports.

## Business Highlights:

- Two Quality Circles from our Vikhroli factory (**Shilpakar** from Chemical Maintenance & **Navnirman** from AOS Maintenance) were awarded “Gold” trophy in the competition organised by Quality Circle Forum of India.
- ‘Information Week’ has recognised Chemicals business with an EDGE award for its E-CRM project (a Customer Relationship Management website that enables customers to track their orders and transactions as also receive updates through personalised web pages 24 x 7).

## Godrej Properties Limited (GPL) - Consolidated Financial Highlights:

	H1 FY 2011-12	Units
Total Income	277	₹ Crore
PBT	53	₹ Crore
Area sold	1.13	Mn. Sq. ft
Booking value	447	₹ Crore

## Business Highlights:

**National Developer :** Projects in 12 cities across India ( residential, commercial, townships).

- GPL signed an agreement in the first week of Q3 FY 2011-12 with Godrej & Boyce to act as development manager for future developments on its entire Vikhroli land parcel.
- GPL added 5 new deals in the quarter with one each in BKC, Thane, Nagpur, NCR and Hyderabad for development of about 8 million sq. ft.
- Repositioning of Godrej Garden City (GGC), Ahmedabad and Godrej Oasis, Hyderabad to improve development mix.

## Operational Highlights :

- 0.57 million sq. ft (GPL area share) of area was booked during the quarter; 148% increase from Q2 FY 2010-11.
- Booking value (GPL share) increased by 250% to ₹ 214 crore in Q2 FY 2011-12 from ₹ 61 crore in Q2 FY 2010-11.



## Business Highlights (contd...):

### New project launch : Godrej Platinum, Bengaluru

- launched its third residential project at Hebbal (a fast developing residential corridor in Bengaluru).
- has applied for IGBC Gold pre-certification (highest standards of sustainability).

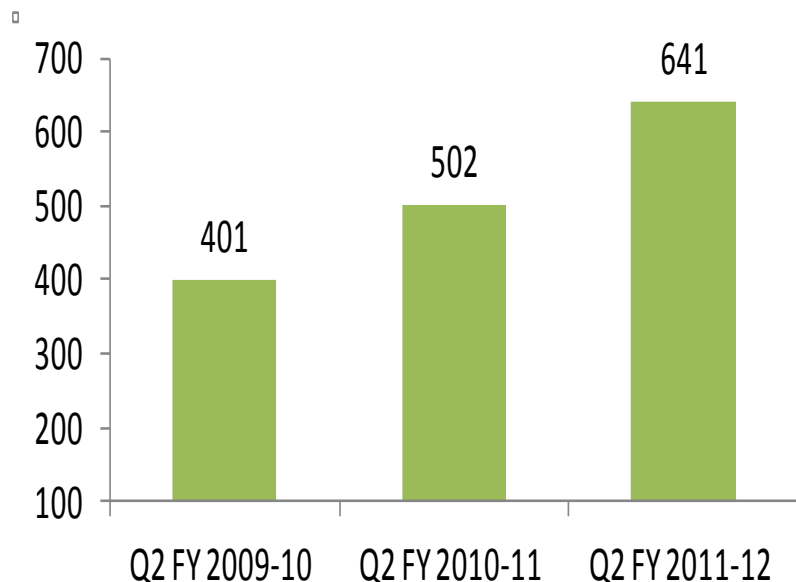
### Awards & Recognition : GPL was awarded

- **‘Asia’s Most Admired Brand’** award in the Real Estate Sector for Godrej Garden City, Ahmedabad at the Asian Leadership Awards 2011.
- **‘Best Emerging National Developer’** at Zee Business – RICS Real Estate Awards.
- One of the **top 200 Power Brands 2011-12** of India after a pan India research conducted by Indian Council for Market Research.
- Selected as amongst **‘India’s Top 10 Builders’** at the Construction World Architect and Builder Awards for the sixth consecutive year.
- **‘Best Marketing Campaign of the Year’** at the CMO Asia Awards.
- Emerged at one of the winners for the **‘Tower Project of the Year’** category at the inaugural Construction Week Awards 2011.
- **‘Best Residential Project – South’** for Godrej Woodsman Estate at Zee Business – RICS Real Estate awards.

## EXCELLENT SECOND QUARTER PERFORMANCE BY GODREJ AGROVET

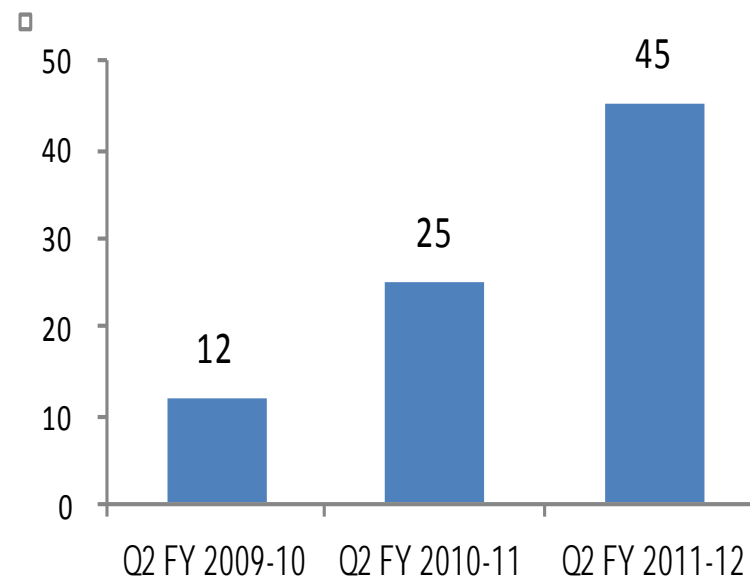
Consolidated results (₹ crore)

### TOTAL INCOME



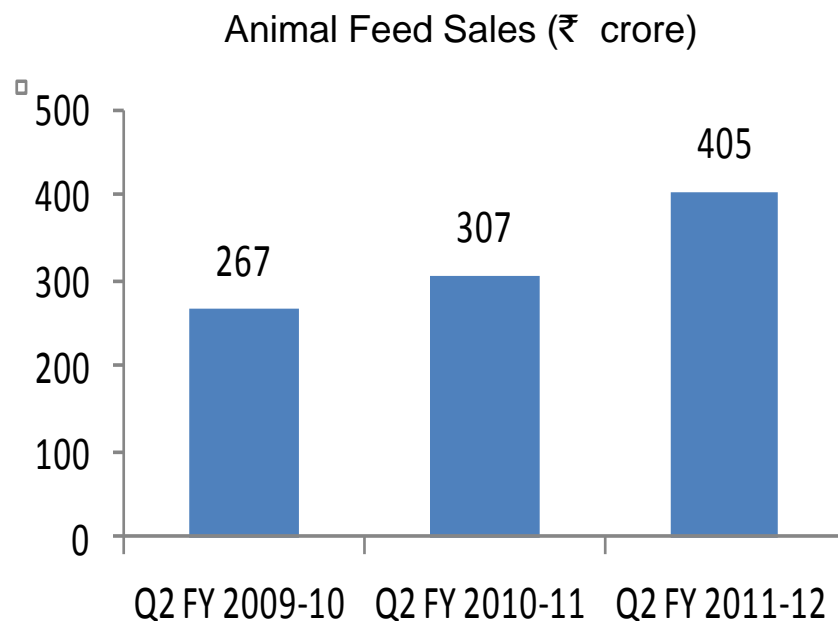
PBIT (₹ crore)

### PBIT



- Total income increased by 28% in Q2 FY 2011-12 over Q2 FY 2010-11.
- PBIT increased by 80% in Q2 FY 2011-12 over Q2 FY 2010-11.
- Godrej Seeds & Genetics Limited (GSGL) successfully launched in August 2011.
- Finalizing legal agreements for Drip Irrigation JV, targeting 4<sup>th</sup> Quarter launch.

## ANIMAL FEED SALES VOLUMES CONTINUE TO SURGE

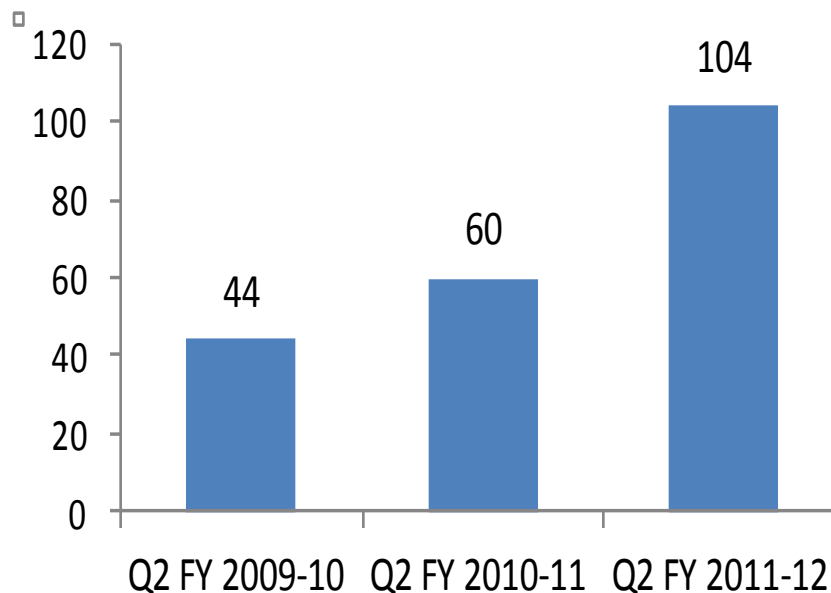


- Sales increased by 32% in Q2 FY 2011-12 over Q2 FY 2010-11.
- Feeds volume across categories have grown by 11%.
- Especially strong performance in East, South and West regions.
- Some delays in new feed mill capacities; getting back on track.



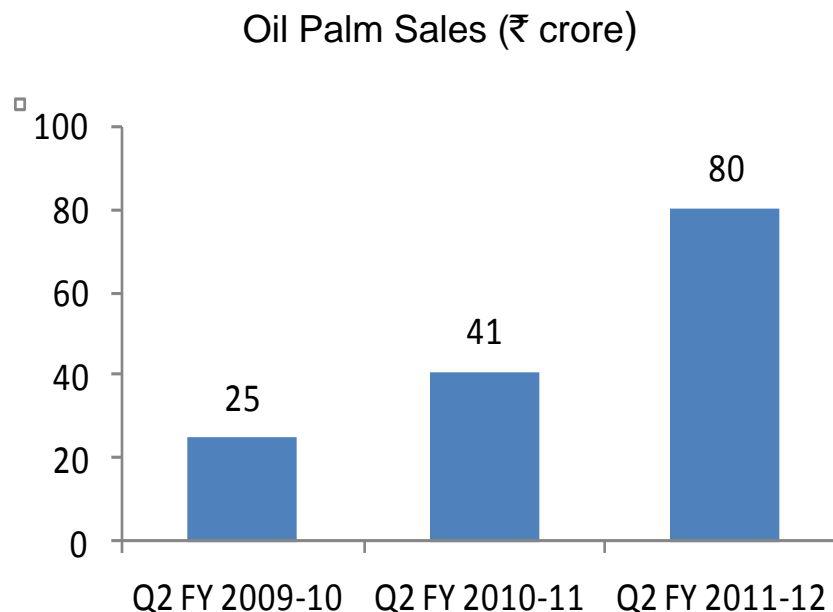
## ACI GODREJ (BANGLADESH) GROWING RAPIDLY

ACI - Godrej Sales (₹ crore)



- Sales increased by 73% in Q2 FY 2011-12 over Q2 FY 2010-11.
- Feed volumes across categories have grown by 43%.
- Day-old-chick (DOC) prices have begun to rise, improving profitability.
- Expanding production capacity of breeding farm, feed mills (aqua, poultry).

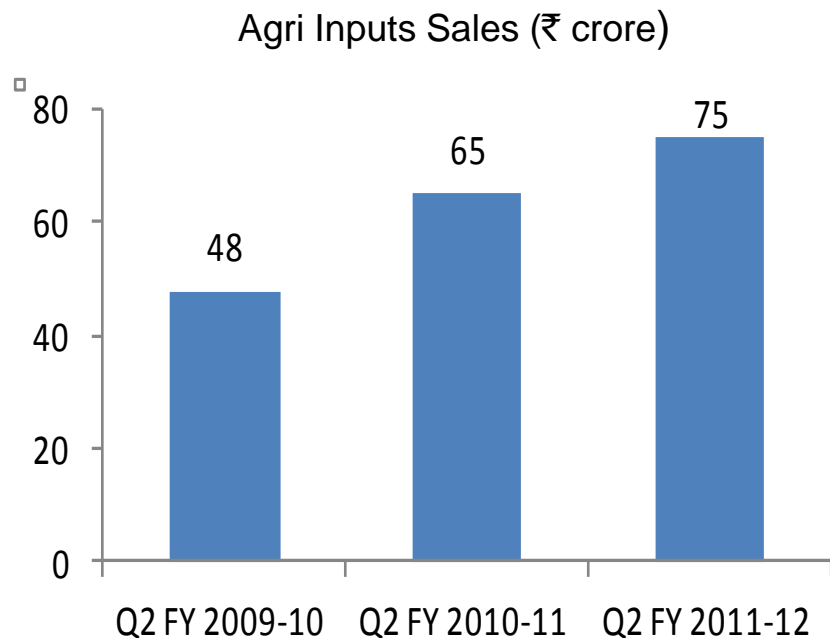
## OIL PALM CONTINUES TO SURPASS EXPECTATIONS



- Sales increased by 95% in Q2 FY 2011-12 over Q2 FY 2010-11.
- Despite softening CPO prices, FFB volumes from maturing plantations have kept Oil Palm growth targets on track.
- Approximately 1,900 new hectares have been cultivated in FY 2011-12; on track.



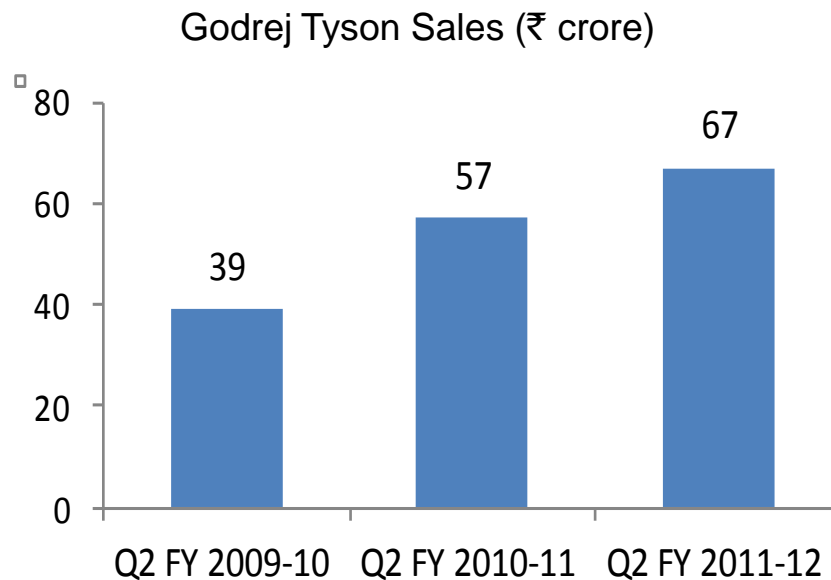
## AGRI INPUTS DELIVERED BEST KHARIF SEASON EVER



- Sales increased by 15% in Q2 FY 2011-12 over Q2 FY 2010-11.
- “**Hitweed**” sales volumes have grown by 29%.
- HBR sales volumes have grown by 47%.
- New products pipeline on track for FY 2011-12 launches.



## GODREJ TYSON FOCUSING STRONGLY ON YUMMIEZ



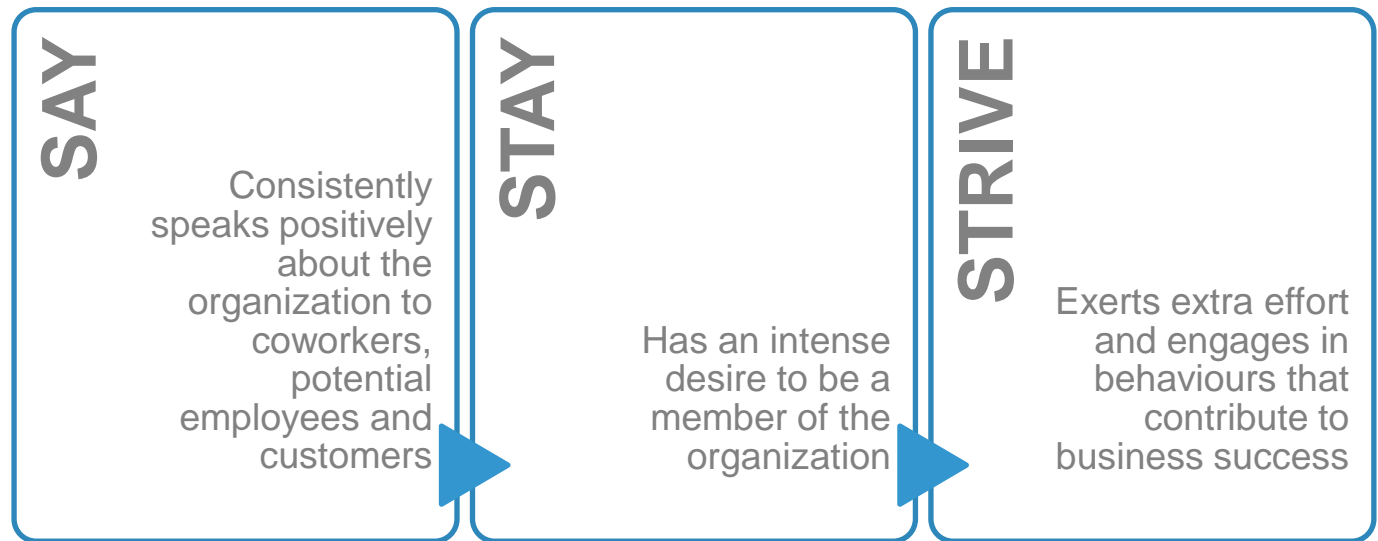
- Sales increased by 19% in Q2 FY 2011-12 over Q2 FY 2010-11.
- “Yummiez” sales volumes of 405 MT vs. 333 MT in FY2010-11.
- Planning to expand processing capacity this year.



# TRANSFORMATION

## GODREJ IN TUNE EMPLOYEE ENGAGEMENT SURVEY 2011

- Revised the GILAC Employee Engagement Study, in association with Aon Hewitt, a leading HR consultancy firm
- Survey conducted across both domestic and international businesses
- GILAC India engagement level is high (68%) and falls within the Aon Hewitt Best Employer Range

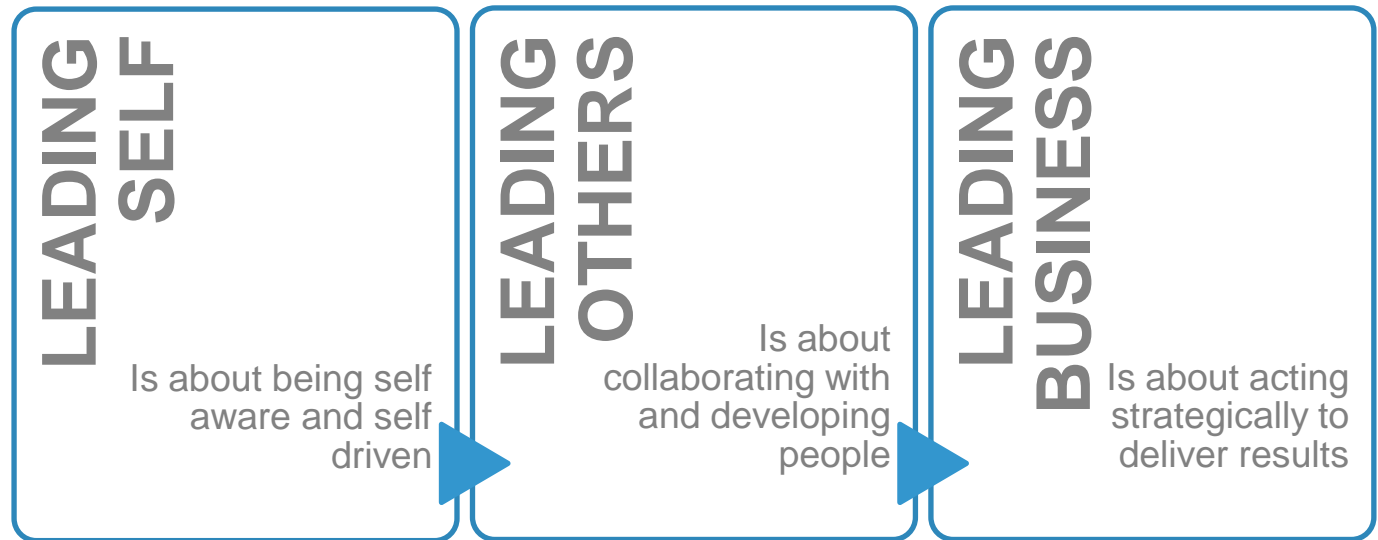




# TRANSFORMATION

## BUILDING A FUTURE READY ORGANISATION

- Building the talent pipeline – Strengthened and launched a new set of leadership competencies: the Godrej Capability Factors
- Developing our people through the Godrej Leadership Series based on Leading Self, Others and Business – 67 leaders have already participated in these specially designed programmes
- Investing in HR technology platforms – Tied up with Success Factors, a best in class performance management software



## GODREJ HERSHEY LIMITED (BEVERAGES & CONFECTIONERY BUSINESSES)

### Financial Highlights:

- Sales increased by 12% in Q2 FY 2011-12 over Q2 FY 2010-11.
- Beverages portfolio grew by 8% in H1 FY 2011-12 over H1 FY 2010-11.
  - Successful consumer promo on 500ml pet bottle has delivered 55% growth on pet bottle portfolio over last year.
  - **Jumpin** sales increased by 10% in H1 FY 2011-12 over H1 FY 2010-11.
- **Hershey Syrup / Milk Mix** sales higher by 18% in Q2 FY 2011-12 over Q2 FY 2010-11.

### Business Highlights:

- During H1 FY 2011-12, Key wholesale outlets activation program run in the south; helped gain in confectionery portfolio, mainly “**Maha Lacto**”
- “**Coffee Éclairs**” stands out as a top brand in Kids genre in Apr-Jun 2011. Éclairs brand continue to show strong sales momentum with the new butterscotch flavour “**Gold Éclair**” and is continuing to perform well.
- In Store visibility campaign run for New “**Maha Lacto**” named “**Maha Khoj**”.

## NATURES BASKET

### (FRESH FOOD AND GOURMET STORES)

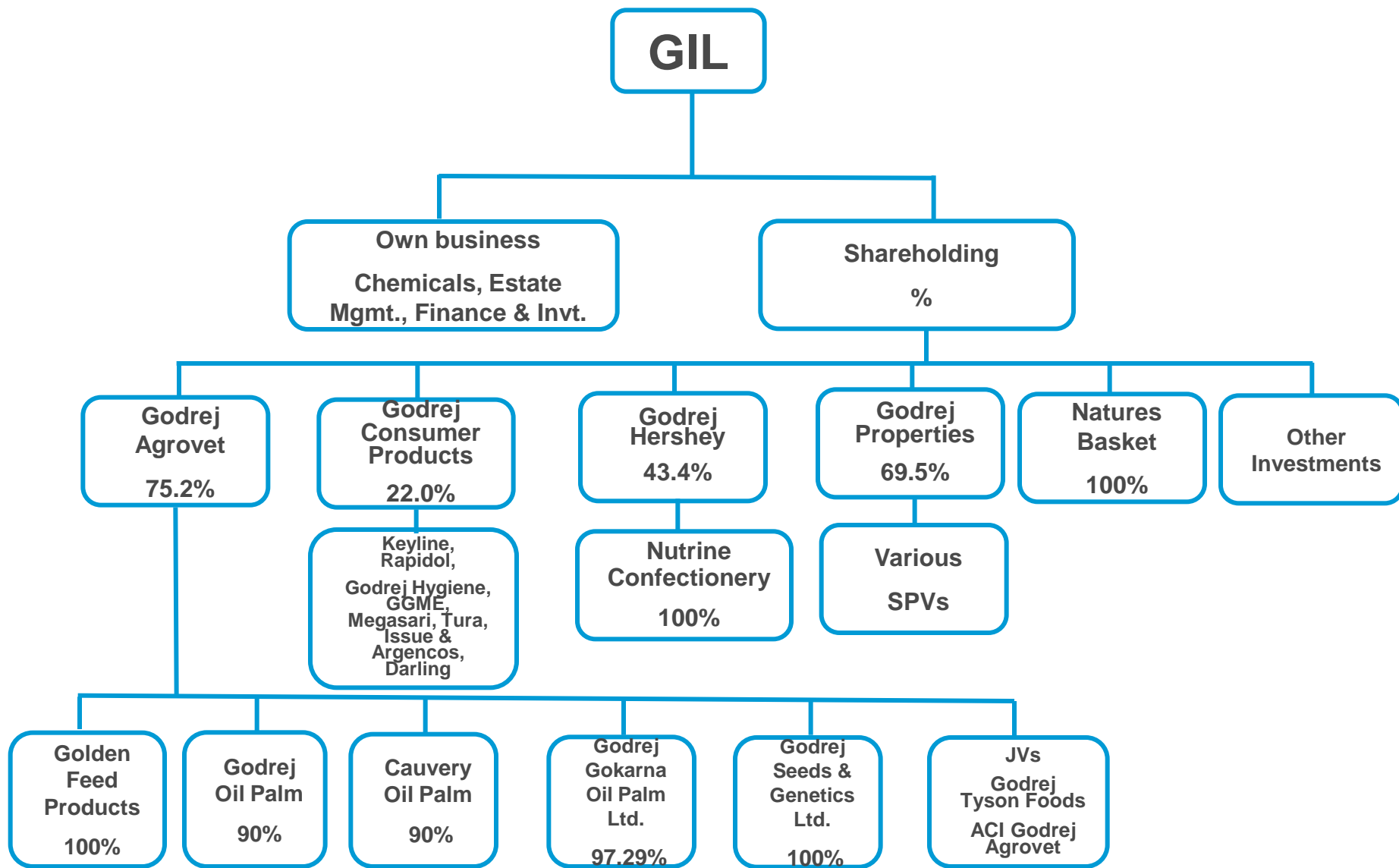
- Started in 2005 as a fresh food retailer; Morphed into a fine food retailer in 2008.
- Now India's finest Gourmet Retail Chain and a leader in the niche space
  - 16 stores (9 in Mumbai, 3 in Delhi, 1 in Pune, 1 in Gurgaon, 1 in Hyderabad & 1 in Bangalore).
  - Located in premium residential catchments.
  - Caters to up-market urban consumers for authentic world food, ingredients, organic foods, health foods, delicatessen, boulangerie and the finest beverages including wines & beer.
  - Consumers include industrialists, celebrities, models, senior executives, in general, the well to do.
- Products are handpicked from the very best that Europe, Australia, Asia & US have to offer.
- Supply arrangements in place with over 300 suppliers including consolidators, importers, distributors, etc.

### Financial Performance:

- Revenues at ₹ 37 crore in H1 FY 2011-12 grew by 42% over H1 FY 2010-11.

**OTHER INFORMATION**

# BUSINESS STRUCTURE (as on 30<sup>th</sup> September, 2011)



# SIGNIFICANT APPRECIATION IN INVESTMENT VALUE

Company	Business	Holding (%)	Investment at cost (₹ crore)	Market Value* of investment (₹ crore)
Godrej Consumer Products	FMCG, Personal and Household Care Products	22.0	545	2,846
Godrej Properties	Real Estate and Property Development	69.5	233	3,218
Godrej Agrovet	Animal Feed, Agri-inputs, Poultry & Oil Palm	75.2	163	
Godrej Hershey	Beverages and Confectionery	43.4	221	
Godrej International	International Trading	100.0	15	
Natures Basket	Fresh Food & Gourmet Stores	100.0	35	
MedQuist (formerly CBay)	Medical Transcription	3.0	31	54
Others	Bio- Technology, KPO, etc.	-	43	
	<b>Total</b>	<b>-</b>	<b>1286</b>	

\* as on September 30, 2011

# SHAREHOLDING PATTERN AS ON 30<sup>th</sup> SEPTEMBER, 2011

Category	Shares held (nos.)	% of holding
Promoter holding	251,234,174	79.10%
Institutional investors :		
- Mutual funds & UTI	7,293,092	2.30%
- Banks, financial institutional investors & Insurance companies	2,932,280	0.92%
- Foreign Institutional Investors	15,358,480	4.83%
Others :		
- Private corporate bodies	10,830,034	3.41%
- Indian Public	28,859,223	9.09%
- NRI/OCBs	1,117,609	0.35%
<b>Total</b>	<b>317,624,892</b>	<b>100.00%</b>



THANK YOU FOR YOUR TIME AND CONSIDERATION