Performance Update - 2Q FY19

November 2, 2018

PERFORMANCE UPDATE

2Q FY19 FINANCIAL PERFORMANCE

Growth y-y	Consolidated Business	India Business	International Business
Net Sales – Reported	6%	10%	1%
Net Sales – Constant Currency	7%	10%	3%
Net Sales – Comparable*	7%	10%	4%
Net Sales – Constant Currency – Comparable*	**8%**	**10%**	**6%**
EBITDA – Comparable*	1%	14%	(21%)
EBITDA – Comparable – Constant Currency*	**(2%)**	**14%**	**(27%)**
Net Profit – Reported	60%	15%	173%
Net Profit without exceptional and one-off items*	(1%)	15%	(41%)

*Adjusted for Europe business divestment (excluding September 2017 P&L in 2QFY18) and excluding one-offs

EXCEPTIONAL AND ONE-OFF ITEMS

	2QFY19			2QFY18		
	Consolidated	India	International	Consolidated	India	International
Reported net profit	**578**	**296**	**280**	**362**	**256**	**103**
Exceptional (post tax):						
Restructuring cost	(1)		(1)	3		3
Gain on divestment of Europe business	(70)		(70)			
Revaluation of payout liability (USA)	(189)		(189)			
One-offs (post tax):						
Inventory provision (Africa)	38		38			
Receivables provision (Latin America)	2		2			
Net Profit without exceptional and one-off items	**358**	**296**	**61**	**366**	**256**	**106**

All values in ₹ crore

BRIDGE BETWEEN REPORTED TO OPERATING EBITDA

	India	International	Indonesia	GAUM	Others
2QFY19 Reported EBITDA Margin*	26.4%	12.6%	23.5%	8.0%	6.8%
Business support charges, Royalty & Technical fees (₹ crore)	(6.9)	6.9	1.7	3.5	1.8
2QFY19 Adjusted EBITDA Margin	**25.9%**	**13.1%**	**24.0%**	**8.5%**	**7.7%**
2QFY18 Adjusted EBITDA Margin**	24.9%	17.4%	23.5%	15.6%	13.6%
Change in EBITDA Margin (bps)	100	(430)	50	(710)	(590)

*Adjusted for one-offs of ₹ 51.7 crore of inventory provision in Africa and ₹ 3.4 crore of receivables provision in LATAM in 2QFY19
**Adjusted for Europe divestment (excluding September 2017 P&L in 2QFY18)

KEY BALANCE SHEET DATA

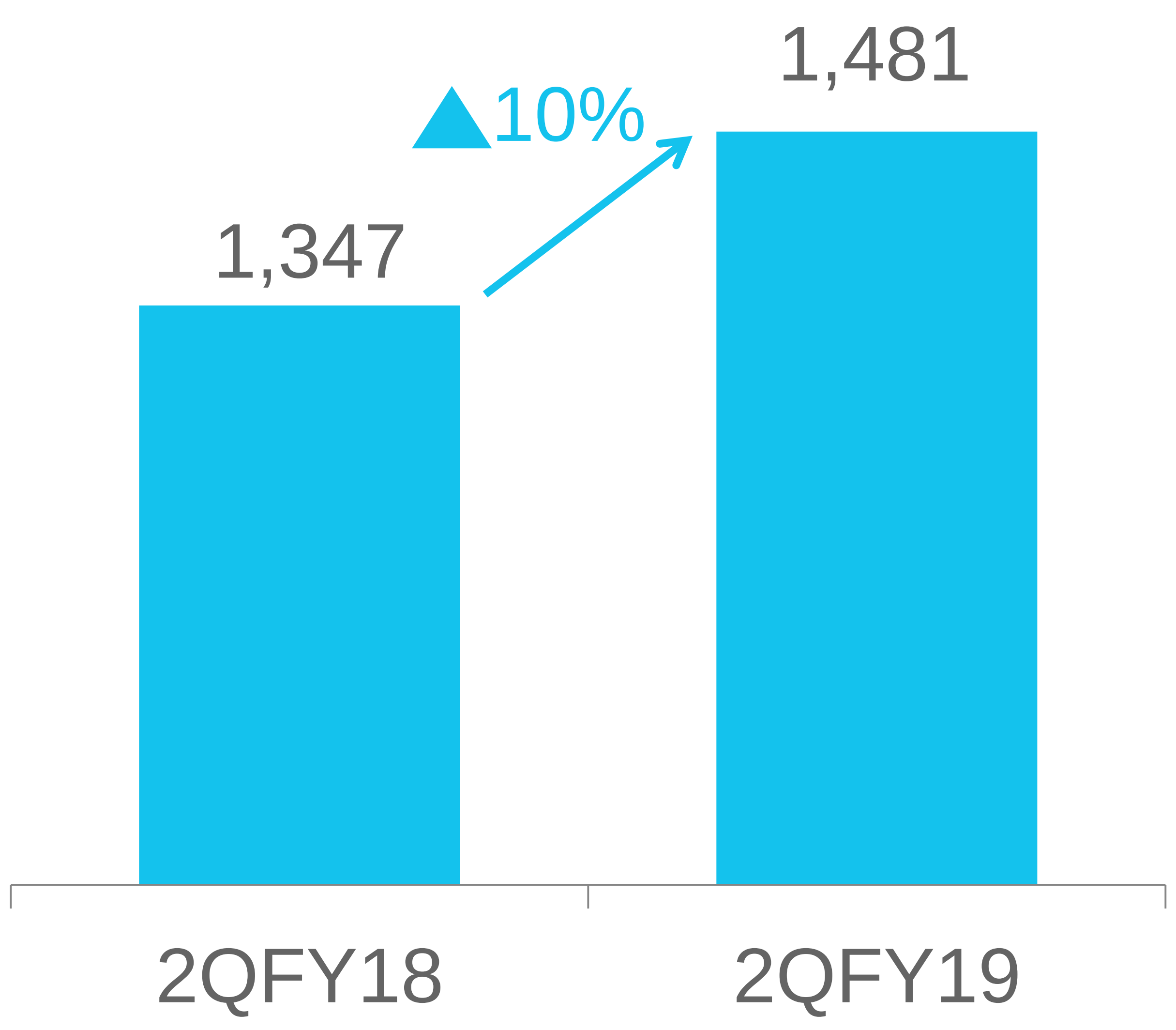
Particulars	Units	September 30, 2018	September 30, 2017	June 30, 2018
Working Capital ex-Cash & Equivalents	₹ crore	573	603	687
Working Capital	Days	22	23	26
Cash & Equivalents	₹ crore	1,618	1,293	2,053
Debt denominated in INR	₹ crore	298	124	495
Debt denominated in USD	₹ crore	3,001 (USD 414m)	3,565 (USD 546m)	3,522 (USD 514m)
Debt denominated in other currencies	₹ crore	205	78	267
Total Debt	₹ crore	3,504	3,767	4,284
Other Financial Liabilities	₹ crore	864	1,180	1,059
Shareholder's Equity	₹ crore	6,871	5,373	6,089
Capital Employed	₹ crore	11,239	10,320	11,432
Net Debt / Equity	x	0.40	0.68	0.54
ROE	%	23.5*	22.2*	26.6*
ROCE	%	16.1*	16.4*	15.1*
Operating ROCE	%	51.4*	54.2*	42.8*

*annualised ex-exceptionals

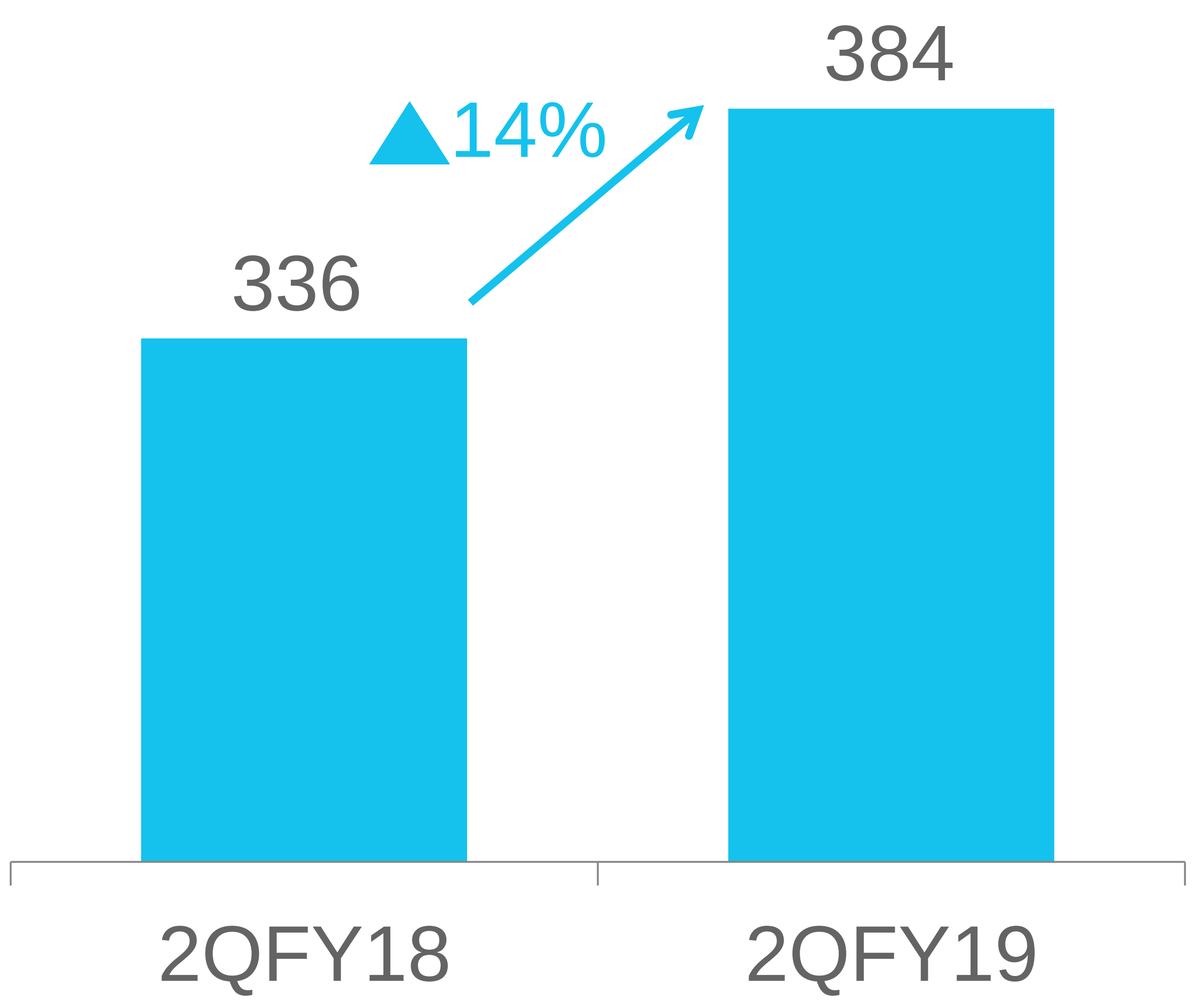
PERFORMANCE UPDATE

CONSISTENTLY DELIVERING DOUBLE-DIGIT SALES GROWTH

- Sales growth of 10% (2 year CAGR of 10%); estimated impact of Kerala floods and CSD of ~1% on sales growth
- Gross margin expansion of 100 bps y-y driven by benign palm oil and cost saving initiatives
- EBITDA growth of 14% (margin expansion of 100 bps y-y) despite 26% increase in A&P investments to support new product launches



Net Sales



Adjusted EBITDA

All values in ₹ crore

STRONG DOUBLE-DIGIT GROWTH IN NON-HOUSEHOLD INSECTICIDES PORTFOLIO

India Business	Sales ₹ crore	Growth year-on-year
Household Insecticides	658	(2%)
Soaps	512	11%
Hair Colours	158	21%
Other Brands	164	36%
Unbranded and Exports	60	41%
Total	1,552	9%
Sales and trade promotion spends, etc. to be netted off from Sales as per Ind AS	(72)	(8%)
Sales	**1,481**	**10%**
Branded Volume Growth	**-**	**5%**

SOFT QUARTER FOR HOUSEHOLD INSECTICIDES

- Sales decline of 2% due to:

  - uneven distribution and deficient rainfall impacting demand especially in South India and East India which account for around 60% of sales

    "More than 40 per cent districts in South India witnessed deficient rainfall this monsoon season, the India Meteorological Department data showed, despite the southern state of Kerala experiencing excessive precipitation." – PTI

    "East and Northeast India pocket topped the deficiency chart every month. The region finally ended Monsoon season with the deficiency of 24%." - Skymet

  - presence of incense sticks possibly impacting share of growth for the existing players; plans to address the same to be rolled out shortly

- New launches continue to scale up well

- Continue to focus on mass market innovation and trial generation SKUs to drive category penetration

- Continue to make effective brand investments for future growth

HAIR COLOUR CONTINUES TO GAIN MOMENTUM WITH STRONG DOUBLE-DIGIT GROWTH

- Sales growth of 21% led by strong double-digit volume growth
- Godrej Expert Rich Crème continues to consistently deliver robust growth and has achieved highest ever market share on exit basis
- Continue to focus on activations and effective media campaigns to recruit new consumers into the category
- Godrej Nupur Herbal Based Powder hair colour being rolled out in the market

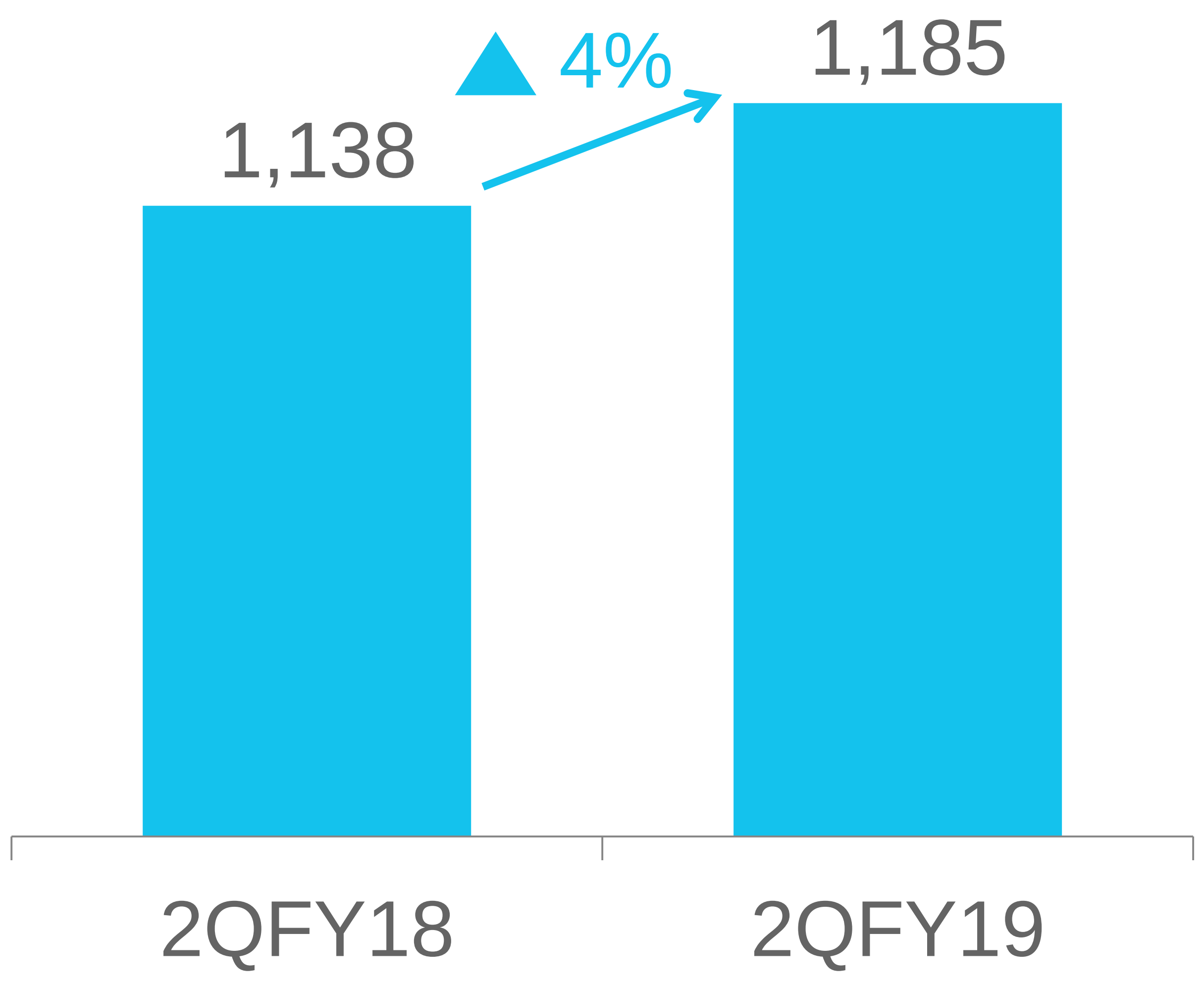
CONSISTENTLY DELIVERING DOUBLE-DIGIT VOLUME LED SALES GROWTH IN SOAPS

- Sales growth of 11% led by double-digit volume growth
- Performance led by effective micro-marketing initiatives, focus on new states and strong on-ground execution
- Continue to gain market share

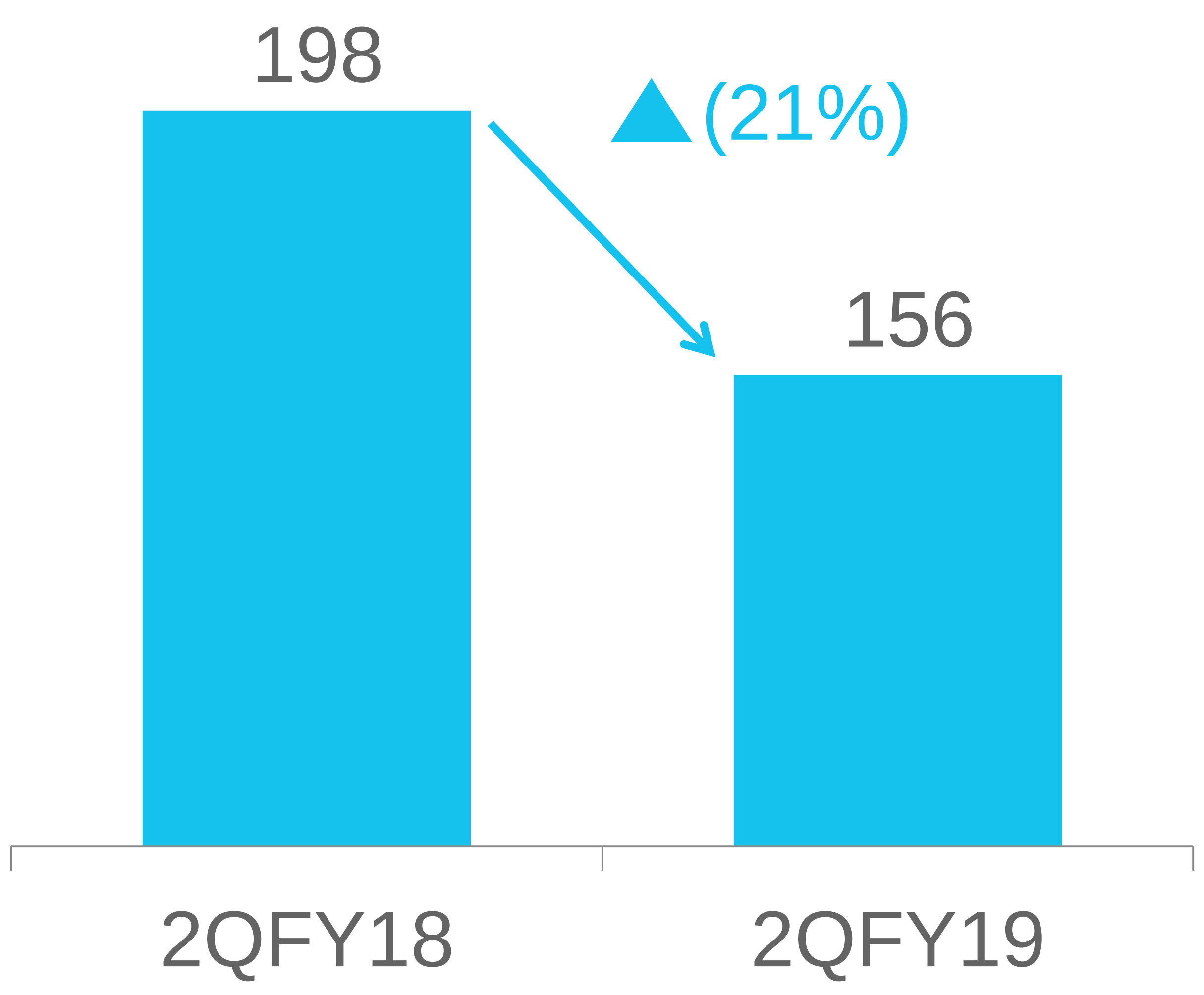
PERFORMANCE UPDATE

MIXED PERFORMANCE IN INTERNATIONAL BUSINESS

- International business delivers constant currency sales growth* of 6%, driven by Indonesia
- Adjusted EBITDA* margin of 13.1% decreases by 430 bps year-on-year



Adjusted Sales*



Adjusted EBITDA*

*Adjusted for Europe business divestment (excluding September 2017 P&L in 2QFY18) and excluding one-offs

All values in ₹ crore

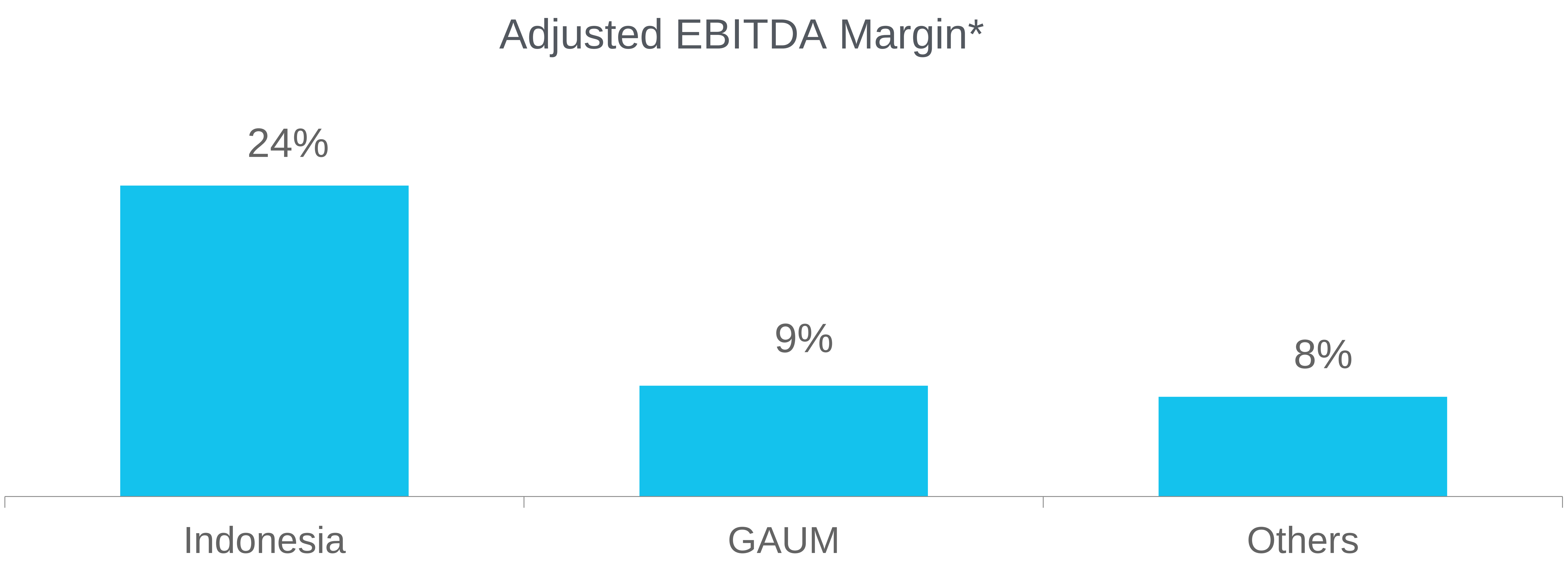
SOFT PERFORMANCE IN GAUM AND OTHERS, OFFSET BY INDONESIA

International Business	Sales ₹ crore	Growth year-on-year	Constant Currency Growth year-on-year
Indonesia	363	13%	14%
GAUM	629	13%	4%
Others	192	(26%)*	2%*
Total Net Sales	**1,185**	**4%***	**6%***

GAUM includes Africa, USA and Middle East
Others include Latin America, Europe and SAARC

All values in ₹ crore
*Adjusted for Europe business divestment (excluding September 2017 P&L in 2QFY18)

MIXED PERFORMANCE ACROSS CLUSTERS



year-on-year change	+50 bps	(710) bps	(590) bps

GAUM includes Africa, USA and Middle East
Others include Latin America, Europe and SAARC
*Adjusted for Europe business divestment (excluding September 2017 in 2QFY18) and one-offs

ROBUST GROWTH MOMENTUM SUSTAINED IN INDONESIA WITH DOUBLE-DIGIT SALES GROWTH

- Sales growth of 14% in constant currency terms

- New product launches and effective sales promotion investments driving ahead of market growth

- Maintained market leadership position and continue to gain market share on y-y basis for the quarter in Household Insecticides

- Adjusted EBITDA margin increases by 50 bps led by cost savings initiatives

- Launched HIT Expert Long Lasting Magic Paper to up trade coil consumers

SOFT PERFORMANCE IN GAUM CLUSTER

- Sales growth of 4% in constant currency terms
- Sales in the quarter were impacted by weakness in South Africa while West cluster continues to deliver strong growth and East cluster showing early signs of recovery. Business ex-South grew in high single-digit in constant currency terms.
- Adjusted EBITDA margin decreases by 710 bps y-y driven by the lag between increase in input costs and price hikes, upfront investments in A&P and sales promotions
- Darling brand re-launched in Nigeria

PERFORMANCE UPDATE

INDIA: INTRODUCED FIRST-EVER POWDER TO LIQUID HANDWASH AT DISRUPTIVE PRICE

Opportunity size

- ₹8,000 crore potential of handwash category

Reason to buy

- low put down cost
- value for money
- differentiated / unique product

Product features

- first-ever powder to liquid handwash with natural ingredients
- disruptive price point of ₹15 for 200ml refill and ₹35 for combi-pack (with dispenser)

INDIA: ENTERED MALE GROOMING CATEGORY

Opportunity size

- ₹3,500+ crore of male grooming category

Reason to buy

- superior multi-benefit products
- value-for-money proposition
- attractive design
- Cinthol's strong 'masculine' brand equity

Product features

- multi-benefit, functionally superior products that simplify men's grooming regime

INDIA: INTRODUCED NEW FORMAT IN HOUSEHOLD INSECTICIDES TO UP-TRADE COIL USERS AND RECRUIT NEW USERS

Opportunity size

- ₹1,700+ crore of coils format

Reason to buy

- more efficacious than coils
- unique gel technology; no smoke
- affordability

Product features

- lasts for 15 days
- disruptive price point of ₹30 for PowerChip and ₹45 for combi-pack (PowerChip system)

INDIA: FORAYED IN HERBAL BASED POWDER (HBP) HAIR COLOURS

Opportunity size

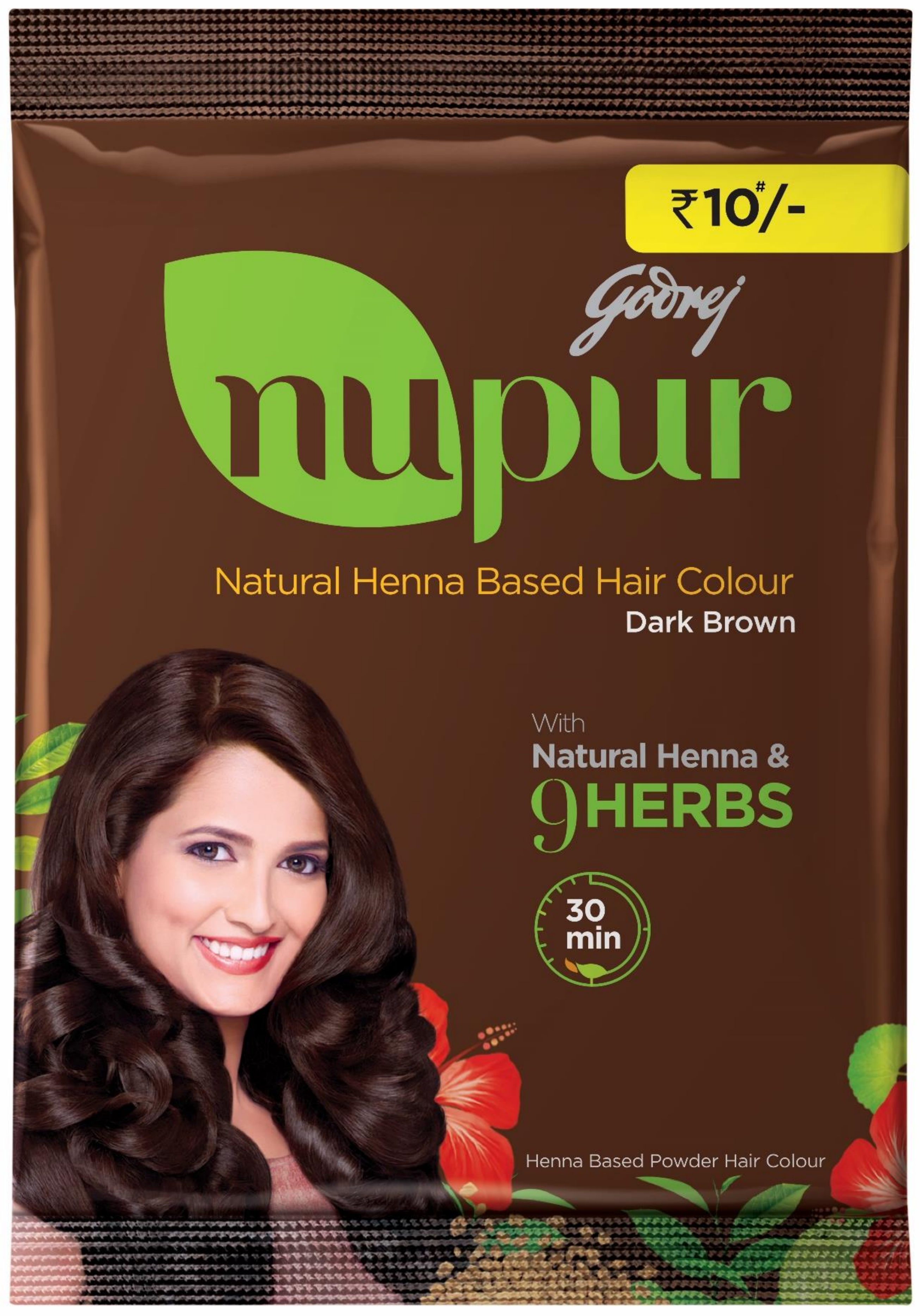
- ₹1,000+ size of Herbal Based Powder format

Reason to buy

- strong naturals credentials
- goodness of natural henna
- easy application, works in 30 minutes
- affordability

Product features

- available in 3 shades
- disruptive price point of ₹10



INDONESIA: INTRODUCED NEW PAPER BASED MOSQUITO REPELLENT TO DISRUPT COILS SEGMENT

Opportunity size

- USD 100+ million of coils format where we do not currently participate

Reason to buy

- more efficacious than coils (kills mosquitoes)
- safety with less smoke
- better sensorial experience with fragrance
- affordability

Top box scores in consumer insights that are significantly higher than coils

Product features

- instant action and overnight protection
- better sensorial experience with fragrance
- disruptive price point of IDR 2,000 for pack of 4 and IDR 4,000 for pack of 10

GAUM: INTRODUCED AFRICAN PRIDE MOISTURE MIRACLE WET HAIR CARE RANGE IN THE USA

Opportunity size

- USD 0.8 billion of Wet Hair Care in the USA

Reason to buy

- specially formulated for Type 4 hair
- quality that compares to premium brands
- unique ingredient stories inspired by real home remedies
- value price points

Product features

- no parabens / sulphates / mineral oils / petrolatum
- superior moisture for coily / kinky hair
- delightful fragrances

GAUM: DARLING BRAND RE-LAUNCHED IN NIGERIA

New brand architecture and visual identity based on style

New launches targeting the natural and crochet trend

GAUM: WET HAIR CARE LAUNCHES

New product launches in Kenya under TCB brand covering pomades, oils, treatments and sheens

New product launches in Nigeria under Mega Growth brand covering conditioners, oils and treatments

GAUM: WET HAIR CARE LAUNCHES

Curl Peace - range of natural products for kids
launched in the USA

Inecto Unwait - Relax & Colour Kit
for colouring relaxed hair launched in South Africa

PERFORMANCE UPDATE

OUR GOOD & GREEN COMMITTMENT

Ensuring Employability	Greener India	Product Innovation
Train 1 million youth in skills that will enhance their earning potential	Achieve zero waste to landfill, carbon neutrality and a positive water balance, while reducing specific energy consumption and optimising the use of renewable energy	Generate a third of our portfolio revenues from 'good' and/or 'green' products

WE HAVE BEEN CONSISTENTLY RECOGNISED AS A GREAT PLACE TO WORK

Ranked #1 FMCG company in India in 2018

Amongst the top 25 places to work in Asia in 2018

Ranked among the Best Employers in India in 2017

Godrej South Africa has been certified amongst the Top Employers of South Africa in 2017

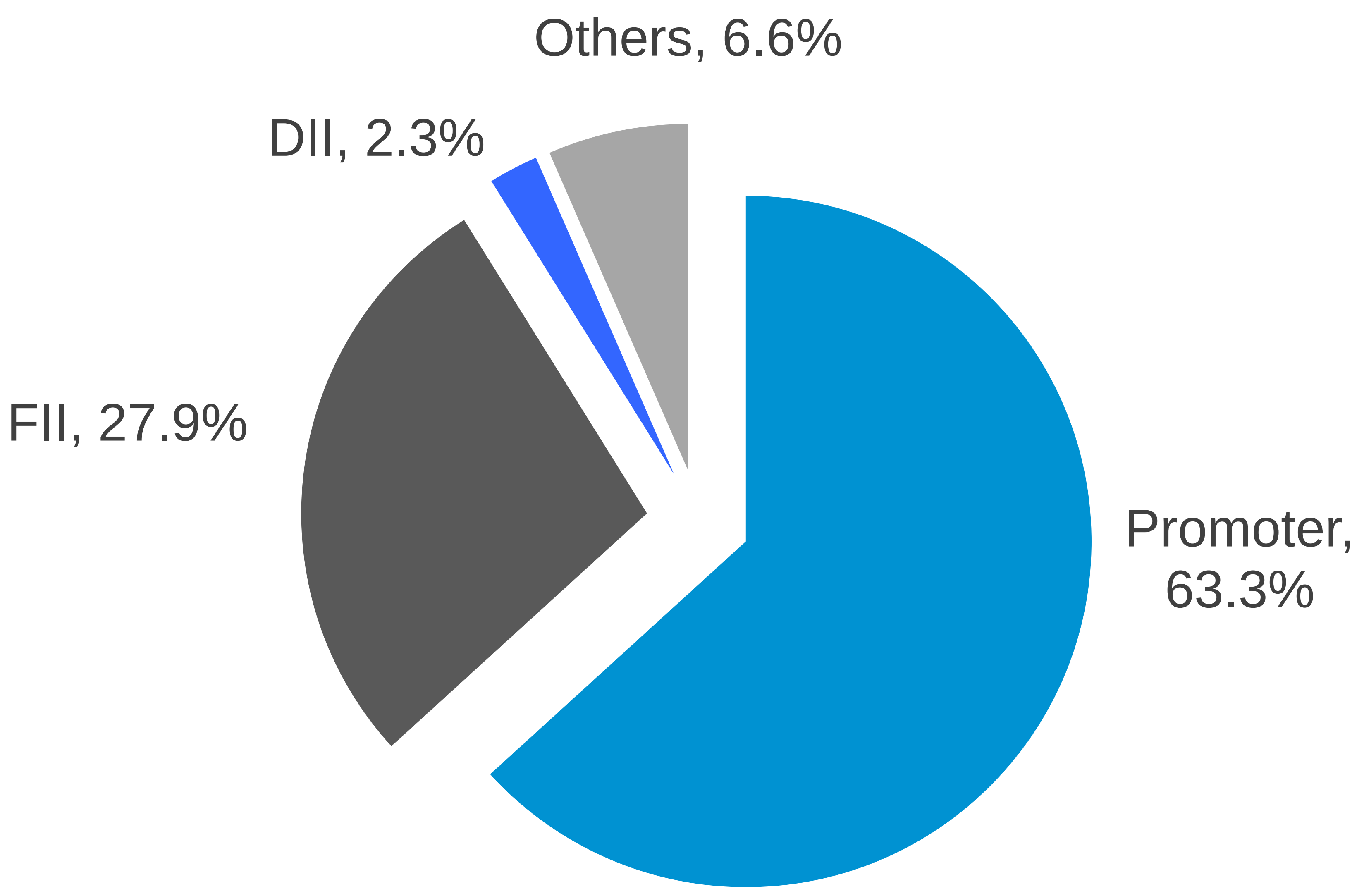
OTHER RECOGNITIONS

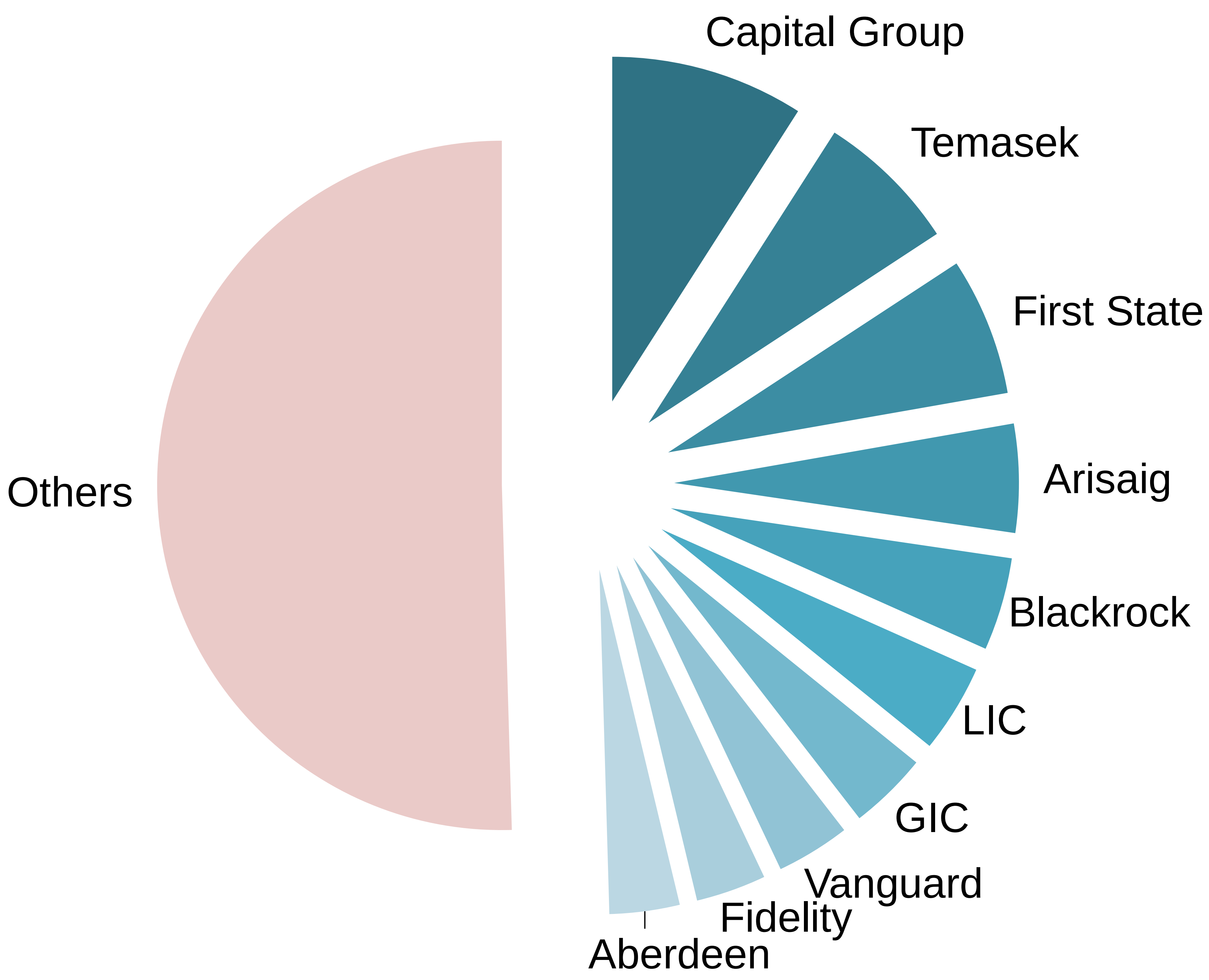
FTSE4Good Emerging Index is an extension to the FTSE4Good Index series, which is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance ESG practices

GCPL efforts to mitigate climate change have been recognised by CDP with GCPL being ranked A- on CDP India A List 2017

Received Porter Prize for Creating Shared Value 2016

SHAREHOLDING PATTERN





Major investors

As on September 30, 2018

WE REMAIN LASER FOCUSED ON EXECUTING OUR KEY PRIORITIES

#1 Extending leadership in our core categories and geographies

#2 Accelerating innovation and renovation

#3 Leveraging the power of digital

#4 Building a future ready sales system

#5 Making our supply chain best-in-class

#6 Fostering an agile and high-performance culture

#7 Becoming more Good & Green

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