



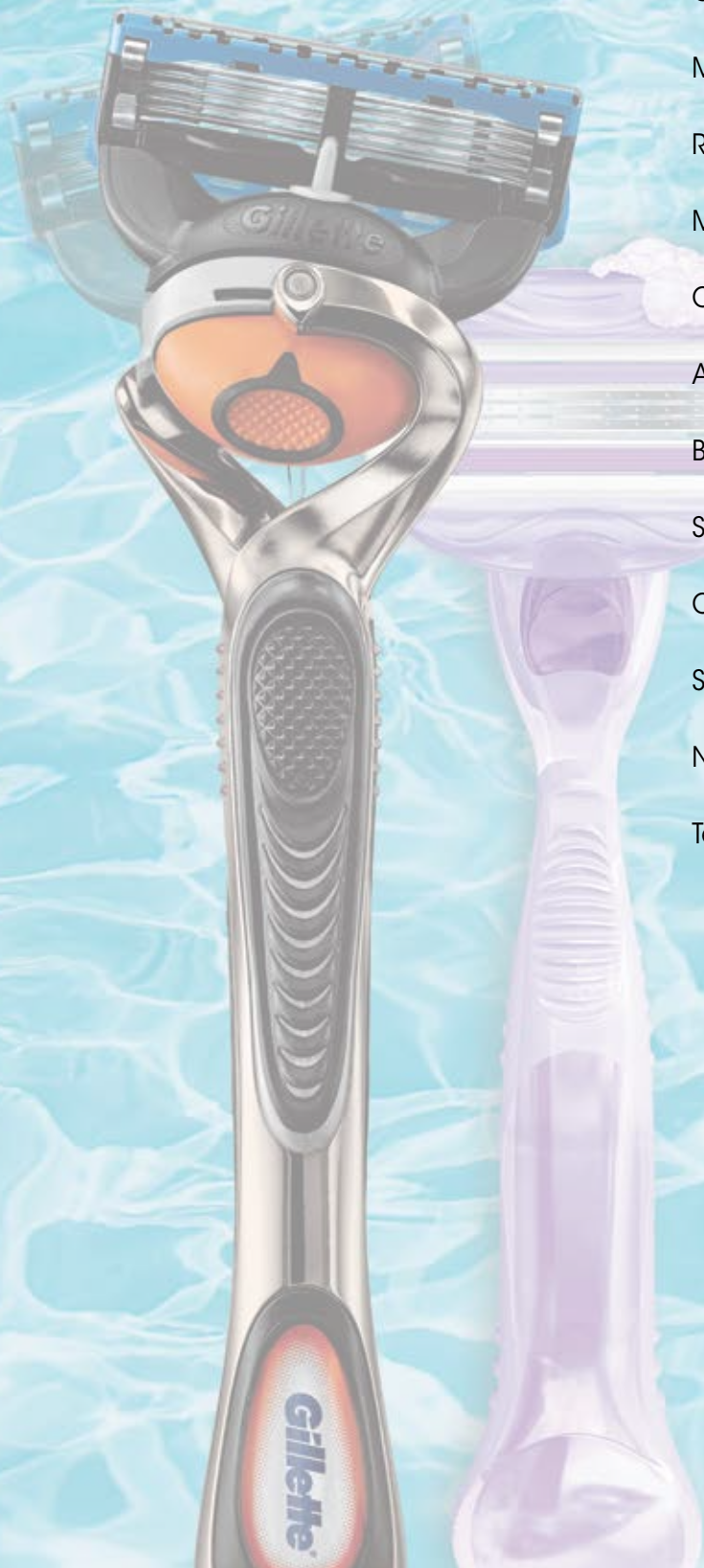
**Gillette India Limited**

ANNUAL REPORT  
**2016-2017**

**P&G**

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# Corporate Information

## Board of Directors & Key Managerial Personnel

Mr. Bansidhar S. Mehta

Mr. Al Rajwani

Mr. Karthik Natarajan

Mr. Chittranjan Dua

Mr. Gurcharan Das

Mr. Anil Kumar Gupta

Mr. Narendra P. Sarda

Mr. Pramod Agarwal

Ms. Sonali Dhawan

Mr. Gagan Sawhney

Ms. Flavia Machado

Chairman

Managing Director

Whole-time Director

Director

Director

Director

Director

Director

Director

Chief Financial Officer

Company Secretary

### Registered Office:

**Gillette India Limited**

(CIN: L28931MH1984PLC267130)

P&G Plaza, Cardinal Gracias Road,

Chakala, Andheri (East),

Mumbai – 400 099

Tel. No.: (022) 2826 6000 Extn: 7468 / 7283

e-mail – investorgil.im@pg.com

### Registrar & Share Transfer Agents:

**Mas Services Limited**

T-34, 2<sup>nd</sup> Floor,

Okhla Industrial Area, Phase II,

New Delhi – 110 020

Tel. No. – 011 2638 7281 / 82 / 83

Fax – 011 2638 7384

e-mail – info@masserv.com

### Auditors:

#### Statutory Auditor:

Deloitte Haskins & Sells LLP

Chartered Accountants

#### Secretarial Auditor:

Dholakia & Associates LLP

Company Secretaries

### Listed on Stock Exchanges:

National Stock Exchange of India Limited

BSE Limited





**Mr. B. S. Mehta**  
*Chairman*

Mr. Mehta is a graduate in commerce and a Fellow Member of The Institute of Chartered Accountants of India. He is a Chartered Accountant in practice dealing with taxation, accountancy and valuation of mergers and acquisitions. He is a Director on the Boards of several prominent companies in India.



**Mr. Al Rajwani**  
*Managing Director*

Mr. Rajwani received his degree in Chemical Engineering from the University of Calgary (Canada) in 1981. He has more than 35 years' experience working for Procter & Gamble in a variety of leadership roles across Product Supply, Marketing and General Management positions in the US, Canada, China, Korea and Arabian Peninsula.



**Mr. Karthik Natarajan**  
*Whole-time Director*

Mr. Natarajan is a Chartered Accountant and has completed his Bachelor of Commerce from RA Podar College, Mumbai. Mr. Natarajan has been with P&G for over 16 years and is currently the Director, Finance & Accounting, India, Middle East & Africa. He has, over his experience at P&G, worked across multiple locations including India, US, China, Philippines and Singapore.



**Mr. C. R. Dua**  
*Director*

Mr. Dua is the founding partner of Dua Associates and is currently chairman of the firm and engaged in providing strategic advice and direction for its further growth and development. His experience covers a broad range of areas relating to corporate and commercial matters, corporate finance, securities, infrastructure and aspects of public policy and administration, governance and ethics.



**Mr. Gurcharan Das**  
*Director*

Mr. Das graduated with honors from Harvard University. He was CEO, Procter & Gamble India and later Managing Director, Procter & Gamble Worldwide (Strategic Planning). After a 30-year career, he took early retirement to become an author. He is on a number of Boards and is a regular speaker to the managements of the world's largest corporations.



**Mr. A. K. Gupta**  
*Director*

Mr. Gupta is an engineer from IIT New Delhi. He also holds a PG Diploma in Industrial Management from Jamnalal Bajaj Institute of Management Studies, Mumbai. He has a vast experience of over 40 years in India and abroad in the field of Manufacturing, Projects and Supply Chain Management.



**Mr. N. P. Sarda**  
*Director*

Mr. Sarda is a Chartered Accountant and was the President of The Institute of Chartered Accountants of India in 1993-1994. He was a member on the Board of the erstwhile International Accounting Standards Committee, London in 1993-1995. He was also a member of IFRS Advisory Council, London during 2009 to 2011.



**Mr. Pramod Agarwal**  
*Director*

Mr. Agarwal is an MBA from Indian Institute of Management, Ahmedabad. After over 28 years of experience with P&G, he retired in 2016. He has worked in seven geographies - India, Thailand, Japan, Philippines, USA, Singapore and Switzerland. Mr. Agarwal has led several major changes which have had a lasting impact on the business and organization.



**Ms. Sonali Dhawan**  
*Director*

Ms. Dhawan is a graduate from Lady Shriram College, with a B.Com (Hons) in Business Studies. She completed her MBA in marketing from the Indian Institute of Management, Ahmedabad. She has been awarded as 'Marketer of the Year FMCG' by IAA awards in 2014 and has been rated as Number 7 in the IMPACT 50 most influential women in Marketing and Advertising for last two years.



Mr. B. S. Mehta  
Chairman

Dear Shareholders,

It gives me great pleasure to share with you the overall performance of our Company in 2016-17. This year we took another step towards our goal of delivering strong results behind sharper focus on winning with consumers, customers and shareholders.

**Sales were up 1% versus year ago, while Profit After Tax grew by 27%.** The results were strong in the context of market volatility and macro-economic challenges in this Financial Year. We are continuing to

make progress to strengthen business fundamentals, improve productivity and empower our organization and culture to deliver sustained strong performance.

This Financial Year, the Board of Directors declared a special interim dividend of ₹ 154/- per Equity Share from accumulated surplus from profits of earlier years and the current year to celebrate 30<sup>th</sup> anniversary of Make in India of its flagship brand *Gillette*. This takes Total Dividend for the Financial Year to be ₹ 164/- per Equity Share. The Company has consistently delivered balanced growth in recent years behind strengthening brand fundamentals, stronger product portfolio and improved in-store execution.

The economy is growing and with increase in disposable income and urbanization, the outlook for Consumer goods industry remains positive. We will continue to innovate so that we grow sales, profit and cash more consistently and more sustainably.

As a responsible Company, we also do right thing for the communities we operate in. *P&G Shiksha* the Company's flagship CSR provides children from underprivileged backgrounds with an access to a holistic education. By the end of Financial Year 2016-17, *P&G Shiksha* built and supported over 1,500 (+500 since last year) schools across the country that will impact the lives of over 1.2 million (+200,000 since last year) children.

Lastly, I would also like to express my gratitude to all our consumers, customers, employees, business partners and YOU, our valued shareholders. I look forward to your sustained support and participation in the growth of our Company.

**B. S. Mehta**  
Chairman



Dear Shareholders,

It gives me great pleasure to share with you the overall performance of our Company in 2016-17, which was a very challenging year due to volatile market conditions. This Financial Year, we continued our journey towards sustainable balanced growth with a brutal obsession with fundamentals. We're raising the bar across everything we do to continue to accelerate sales growth, improve productivity, and empower our organization and culture to deliver sustained, strong performance.



**Our Company delivered sales of ₹ 1,788 crores, up 1% versus year ago** despite challenges of liquidity crunch in the second quarter and trade destocking ahead of GST in the fourth quarter. The Company responded to these challenges with agility and continued to strengthen brand fundamentals. **The Profit after Tax (PAT) for the Financial Year stood at ₹ 253 crores, up 27% versus year ago.**

We are establishing a higher standard of excellence for all our brands, with greater superiority in all elements of our consumer proposition. These include superior products, superior packaging, superior brand communications, excellent in-store & online execution and winning consumer & retail value equations.

In the Men's Grooming business, *Gillette* continues to be the market leader. We have put strong Go-to-Market plans and made strategic portfolio choices to strengthen the total grooming portfolio. On *Gillette Mach3*, the biggest systems franchise, we grew share and had double-digit growth. This was behind our new locally created consumer communication of ***Stronger than Steel Blades***. In the brand's female portfolio ***Venus*** (World's #1 selling Women's razor), we launched our next Innovation ***Venus Breeze***, a 2 in 1 product with moisturizing gel bars to further accelerate this category. It continued to deliver high double-digit growth behind strong awareness and in-store executions.

In the Oral Care business, *Oral-B* continued to focus on the consumers and launched several strong innovations this year. *Oral-B* expanded the portfolio and launched electric rechargeable toothbrushes. On manual toothbrushes, we launched *Pro-Health Anti-Bacterial* toothbrush, *Ultrathin Sensitive* toothbrush range and *Cavity Defense Black*. These innovations were received extremely well by consumers and trade helping us to further establish our product superiority.

As the business grows, we continue to drive positive change with our brands. A great example of this is *Oral-B* strengthening its partnership with dentists, to promote oral health awareness via the free dental check-up program.

We are also strengthening our Go-to-market execution. In stores, this means having the right store coverage, product forms, sizes, price points, shelving and merchandising execution. Online, it means having the right content, assortment, ratings, reviews, search and subscription offerings.

As a responsible corporate citizen, ours is a Company that cares and strives every day to improve lives. Not just for the consumers that trust our brands, or the many partners that we work with, but also for the communities in which we operate. By the end of Financial Year 2016-17, our flagship CSR program *P&G Shiksha* built and supported over 1,500 (+500 since last year) schools across the country that will impact the lives of over 1.2 million (+200,000 since last year) children. Over the recent years, we are especially excited about the impact *P&G Shiksha* has been making to improve the 'quality of education' which we believe can result in far-reaching impact on the learning outcomes and overall development of the children we reach. Through our *Early Childhood Education and Remedial Learning* programs, our goal is to set up *P&G Shiksha* students up for success from the day they enter school to the day they graduate.

India's FMCG sector continues to be an important contributor to the country's GDP. After a challenging year, the market has started showing signs of recovery. We will continue to focus on balanced growth behind brand fundamentals, strength of product portfolio and improved in-store execution.

**Al Rajwani**  
Managing Director

## REPORT OF THE DIRECTORS

Your Directors have the pleasure of presenting the 33<sup>rd</sup> Annual Report and the Audited Accounts of the Company for the Financial Year ended June 30, 2017.

### FINANCIAL RESULTS

(Figures in ₹ Crores)

	2016-17	2015-16
Revenue from operations (continuing business)	1788	1776
Profit before tax (continuing business)	374	306
Profit after tax (continuing business)	253	199

### FINANCIAL YEAR

The Company continues to follow its Financial Year as July 1<sup>st</sup> to June 30<sup>th</sup>, pursuant to the approval received from the Company Law Board in terms of Section 2 (41) of the Companies Act, 2013.

### DIVIDEND

The Directors are pleased to recommend a final dividend of ₹ 10/- per Equity Share for the Financial Year ended June 30, 2017. During the Financial Year, the Board of Directors declared a special interim dividend of ₹ 154/- per Equity Share, out of the profits for the current year and accumulated surplus from profits of earlier years. This was to celebrate 30<sup>th</sup> anniversary of Make in India of its flagship brand *Gillette*. The said interim dividend was paid to the Shareholders on June 2, 2017.

### BUSINESS PERFORMANCE

Your Company delivered another good year in a volatile external environment. Sales for the Financial Year 2016-17 increased by 1% to ₹ 1788 crores from ₹ 1776 crores driven by Company's focus on brand fundamentals and strength of product portfolio.

Profit after tax increased by 27% to ₹ 253 crores while Profit before tax increased by 23% to ₹ 374 crores. This was behind continued focus on productivity, operational excellence and cost optimization.

### GROOMING

In the Men's Grooming business, *Gillette* continues to be the market leader. We have put strong Go-to-market plans & made strategic portfolio choices to strengthen the total grooming portfolio.



On *Gillette Mach3*, the biggest systems franchise, we grew share & had double digit growth. This was behind our new locally created consumer communication of *Stronger than Steel Blades*.





*Gillette Guard*, the entry level system, continued to grow double digit & gain share. *Gillette Guard's College Program 'Safalta Apni Muthi Mein'* was recognized globally across multiple award forums as the *Best Grooming College Program in India*.



In the brand's female portfolio *Venus* (World's # 1 selling Women's razor), we launched our next innovation, *Venus Breeze*, a 2 in 1 product with moisturizing gel bars. *Venus* continued to deliver high double-digit growth behind strong awareness and in-store executions.

## ORAL CARE

Financial Year 2016-17, was a challenging year for *Oral-B*, with multiple external factors. However, the brand continued to focus on the consumers and strong in store fundamentals.



*Oral-B* launched electric rechargeable toothbrushes. We also had several strong innovations on manual toothbrushes like the launch of *Pro-Health Anti-Bacterial toothbrush*, *Ultrathin Sensitive* toothbrush range and *Cavity Defense Black*. All these innovations were received extremely well by the consumers and trade helping us to further establish our product superiority.



*Oral-B* further strengthened its partnership with dentists, to promote oral health awareness via the free dental checkup program. *Oral-B* brushes continue to be the most recommended and used toothbrush brand among dentists in India.\*

## CORPORATE SOCIAL RESPONSIBILITY

### The only way to build a sustainable business is to improve lives



For your Company, sustainability means making every day better for people through how we innovate and how we act. Your Company's sustainability objective is to create long-term value for our consumers and shareholders by growing our brands and operations responsibly to conserve resources and improve life in the communities we impact across the world. This strategy has inspired an enduring CSR strategy supported by two pillars – *P&G Shiksha* and *Timely Disaster Relief*. While *P&G Shiksha* provides children from underprivileged backgrounds with an access to a holistic education, your Company's disaster relief activities aim to rehabilitate and empower the victims of natural disasters by providing them with daily essential commodities and safe drinking water.

Your Company's signature corporate sustainability program *P&G Shiksha* has till date built and supported over 1500 (+500 since last year) schools across the country that will impact the lives of over 1.2 million (+200,000 since last year) children, in partnership with a number of NGOs like - *Round Table India*, *Pratham Education Foundation*, amongst others. These partners serve as specialists, lending their expertise to particular aspects of the education system. The NGO *Round Table India* for example is dedicated towards constructing educational infrastructure and supporting schools across India. The *Pratham* has special expertise in remedial

learning to help bring children up to speed with the learning levels in their curriculum.

Since its commencement in 2005, *P&G Shiksha* has also empowered consumers to contribute towards the education of underprivileged children by making conscious brand choices, which has enabled your Company to share a part of the sales towards this movement. *P&G Shiksha* has till date made a cumulative donation of over ₹ 65 crores towards building new schools, providing critical infrastructural amenities at existing schools or reviving non-operational government schools.

*P&G* continued to impact the communities around its plants in a holistic manner throughout the Financial Year. At about 20 km from the Bhiwadi Plant, in association with *IBTADA*, a local NGO, *P&G Shiksha* continues its association with a local school to promote the education of girl children in Gwalda village. The students are provided holistic support in the form of uniforms, library, meals, infrastructure, recreational activities & study tours. For the third consecutive year, the initiative received a prestigious recognition with the *Bhamashah* award by the Rajasthan Government for outstanding contribution in promoting education and creating a transformational change in the lives of young girl children.



\* Based on survey of representative dentists sample in India.





मेरे पास एक बकरी है।  
 उसका रंग काला है।  
 वह चार लीटर दूध देती है।  
 वह रोज़ चरने जाती है।

प्रथम संस्था



"I have often been asked what the essence of P&G's purpose is.

What the recipe is to becoming a reputed Company  
 which millions of people trust, everyday.

I have for them, but four words '***Touching lives. Improving life.***'

Everyday, each one of us at P&G wakes up to try and see how we can get just  
 one step closer to improving lives, more completely. Not just for the consumers  
 that trust our brands, or the partners that we work with along the way,  
 but also for the communities in which we operate."

**Al Rajwani,**  
*Managing Director*



Two years ago, we entered into partnership with *Pratham Education Foundation*, a leading NGO in India in the educational space to foray into *Remedial Learning* thereby focusing on learning outcomes as well. *P&G Shiksha* partnered with *Pratham's Read India* initiative that aims to bridge the existing gap between current and existing learning levels. The results were phenomenal; we reached out to more than 500 schools and 65,000 children and saw the learning levels in the schools rise at the end of the year following our interventions. Before the intervention, only 20% children in these schools who were able to read and write as per their curriculum level, which increased to 70% after our intervention. Similarly, there was more than a two fold increase in the percentage of children who were able to do basic arithmetic after our intervention.

Your Company has constituted a Corporate Social Responsibility Committee. The composition and terms of reference of the Corporate Social Responsibility Committee are provided in the Corporate Governance Report annexed to this report.

Annual report on CSR activities as required under the Companies (Corporate Social Responsibility Policy) Rules, 2014 has been appended as Annexure I to this Report.

## ENVIRONMENTAL SUSTAINABILITY AND CONSERVATION OF ENERGY

Environmental sustainability is embedded in our Purpose, Values, Principles, and our business. In order to improve lives, now and for generations to come, your Company ensures that its products, packaging and operations are safe for employees, consumers and the environment. Your Company ensures this with a focus on technologies, processes and improvements that matter for the environment.

Your Company's Head Office at Mumbai reduced its annual energy consumption by over 21.2% over the last 15 years.

The Company's Bhiwadi and Baddi plants are zero waste to landfill sites which means that there is no manufacturing discharge into the environment. The

Bhiwadi Plant is leaving no stone unturned to leverage the technology, experts & employees to produce best in class footprint reduction. In last 5 years, all the footprints (energy & water usage per unit of production, emissions and waste generated per units of production) have been reduced by more than 40% through different interventions. Our Baddi plant also strengthened its commitment to environmental sustainability by actively engaging with the local community for reducing energy consumption and carbon footprint.



For your Company, sustainability inspires and guides everything we do. Moreover, we ensure environmental friendly practices at our sites. These include reduction in power consumption, optimal water consumption and eliminating excess use of paper.

## TECHNOLOGY ABSORPTION

- i. **Efforts made towards technology absorption:**  
Continued implementation of quality control/ quality assurance procedures of products and processes were successfully adapted on commercial scale to utilize local raw materials and machinery; technical services for reliability, quality, cost savings and technology transfer from overseas.
- ii. **Benefits derived like product improvement, cost reduction, product development or import substitution:**

All the above efforts resulted in improving process efficiencies, consistent quality of our products, introduction of new products, import substitution and successful absorption of technology.

**iii. Imported technology:**

No technology has been imported during the last three Financial Years.

**iv. Expenditure on Research & Development:**

Your Company has not incurred any expenditure on research and development during the Financial Year.

**FOREIGN EXCHANGE EARNINGS & OUTGO**

The details of foreign exchange earnings and outgo as required under Section 134 of the Companies Act, 2013 and Rule 8(3) of the Companies (Accounts) Rules, 2014 are mentioned below:

₹ in Lakhs

	<b>For the year ended June 30, 2017</b>	For the year ended June 30, 2016
Foreign Exchange earnings	<b>11,307</b>	5,849
Foreign Exchange outgo	<b>3,477</b>	4,298

**RELATED PARTY TRANSACTIONS**

Your Company has formulated a policy on related party transactions which is also available on Company's

website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml). This policy deals with the review and approval of related party transactions. All related party transactions are placed before the Audit Committee for review and approval. Prior omnibus approval is obtained for related party transactions which are of repetitive nature, entered in the ordinary course of business and at arm's length. All related party transactions are subjected to independent review by external chartered accountancy firm to confirm compliance with the requirements under the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

All related party transactions entered during the Financial Year were in ordinary course of the business and on arm's length basis. No material related party transactions were entered during the Financial Year by your Company. Accordingly, the disclosure of related party transactions as required under Section 134(3) (h) of the Companies Act, 2013 in Form AOC 2 is not applicable to your Company.

**LOANS AND GUARANTEES GIVEN AND INVESTMENTS MADE DURING THE FINANCIAL YEAR 2016-17**

Details of loans given by your Company under Section 186 of the Companies Act, 2013 during the Financial Year 2016-17 are as follows:

<b>Name of Entity</b>	<b>Relation</b>	<b>Amount (₹ in Crores)</b>	<b>Purpose for which the loans are proposed to be utilized</b>
Procter & Gamble Home Products Pvt Ltd	Fellow Subsidiary	30.00	General business purpose

The Company has not given any guarantees or made any investments during the Financial Year 2016-17.

**PUBLIC DEPOSITS**

Your Company has not accepted any Public Deposits under Chapter V of the Companies Act, 2013, during the Financial Year.

**PREVENTION OF SEXUAL HARASSMENT AT WORKPLACE**

As per the requirement of the Sexual Harassment of Women at Workplace (Prevention, Prohibition &

Redressal) Act, 2013 ('Act') and Rules made thereunder, your Company has constituted Internal Complaints Committees ('ICC'). During the Financial Year, no complaints with allegations of sexual harassment were filed with the Company.

## **DIRECTORS' RESPONSIBILITY STATEMENT**

Pursuant to the requirement under Sections 134 (3) (c) of the Companies Act, 2013, with respect to the Directors' Responsibilities Statement, it is hereby confirmed:

- i. that in the preparation of the Annual Accounts for the Financial Year ended June 30, 2017, the applicable accounting standards had been followed along with proper explanation relating to material departures;
- ii. that the Directors had selected such accounting policies and applied them consistently and made judgments and estimates that were reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the Financial Year and of the profit or loss of the Company for the Financial Year under review;
- iii. that the Directors had taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act, 2013, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- iv. that the Directors had prepared the accounts for the Financial Year ended June 30, 2017, on a "going concern" basis;
- v. that the Directors had laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and were operating effectively; and
- vi. that the Directors had devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

## **BUSINESS RESPONSIBILITY REPORT**

A separate report on Business Responsibility has been appended as Annexure II to this Report.

## **CORPORATE GOVERNANCE**

A separate report on Corporate Governance along with the Auditors' Certificate on its compliance is annexed to this report.

## **EXTRACT OF ANNUAL RETURN**

The extract of annual return in Form MGT 9 as required under Section 92 (3) of the Companies Act, 2013 and Rule 12 of the Companies (Management and Administration) Rules, 2014 is appended as Annexure III to this Report.

## **MANAGEMENT & PERSONNEL**

The strength of business over the past few years and resilience in this particular year due to multiple economic headwinds in the country demonstrates the core strengths of our employees to stay reality based and influence the course of business. Financial Year 2016-17 was a year of overall strong growth in many categories. Our productivity continues to be best-in-class with major progress in Leadership and Talent Development.

The statement of Disclosure of Remuneration under Section 197 of the Companies Act, 2013 and Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 is appended as Annexure IV to the Report.

The information as per Rule 5 (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forms part of this Report. As per the provisions of first proviso to Section 136 (1) of the Companies Act, 2013 the Report and Financial Statements are being sent to the Members of the Company excluding the statement of particulars of employees under Rule 5 (2) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014. Any Member interested in obtaining a copy of the said statement may write to the Company Secretary at the Registered Office of the Company.



## DIRECTORS AND KEY MANAGERIAL PERSONNEL

During the year, Mr. Karthik Natarajan ceased to be the Chief Financial Officer of the Company effective December 31, 2016. Subsequently, Mr. Natarajan was appointed as Whole-time Director by the Members of the Company effective January 23, 2017.

Mr. Gagan Sawhney was appointed as the Chief Financial Officer of the Company effective January 1, 2017.

Ms. Jessica Rastogi ceased to be the Company Secretary and Compliance Officer of the Company effective August 26, 2016. Ms. Flavia Machado was appointed as the Company Secretary and Compliance Officer of the Company effective November 30, 2016.

Mr. Pramod Agarwal, Director, retires by rotation and, being eligible, offers himself for re-appointment at the ensuing 33<sup>rd</sup> Annual General Meeting of the Company.

The Independent Directors of your Company have given Certificate of Independence to your Company stating that they meet the criteria of independence as mentioned under Section 149 (6) of the Companies Act, 2013 and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

The details of training and familiarization programmes and Annual Board Evaluation process for Directors have been provided under the Corporate Governance Report.

The policy on Directors' appointment and remuneration including criteria for determining qualifications, positive attributes, independence of Directors, and also remuneration for Key Managerial Personnel and other employees has been appended as Annexure V to this Report. The same is also available on the website of the Company at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml).

Brief resume of Director proposed to be reappointed at the ensuing 33<sup>rd</sup> Annual General Meeting and the

details of the Directorships held in other companies are given in the Corporate Governance section of the Annual Report.

Appropriate resolution for the re-appointment of the aforesaid Director is being moved at the ensuing 33<sup>rd</sup> Annual General Meeting, which the Board recommends for your approval.

## AUDITORS

The Report given by Deloitte Haskins & Sells LLP, Statutory Auditors on the financial statements of the Company for Financial Year ended June 30, 2017 is part of the Annual Report. There has been no qualification, reservation or adverse remark given by the Auditors in their Report.

Deloitte Haskins & Sells LLP were appointed as Statutory Auditors of your Company at the 30<sup>th</sup> Annual General Meeting held on September 29, 2014 for a term of three consecutive years, which will be complete at the ensuing 33<sup>rd</sup> Annual General Meeting. It is proposed to appoint Kalyaniwalla & Mistry LLP, Chartered Accountants as Statutory Auditors of your Company from the conclusion of the ensuing 33<sup>rd</sup> Annual General Meeting until the conclusion of the 38<sup>th</sup> Annual General Meeting. Appropriate resolution for the said appointment is being moved at the ensuing 33<sup>rd</sup> Annual General Meeting.

## POLICIES

Your Company has adopted policies on related party transactions, corporate social responsibility, vigil mechanism, nomination and remuneration, materiality of events and dividend distribution, which are available on the website of the Company at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml). The dividend distribution policy has also been appended as Annexure VI to this Report.

The details of the policies are provided in the Corporate Governance Report annexed to this Report.

### **SECRETARIAL AUDIT**

Secretarial Audit was carried out by Dholakia & Associates LLP, Company Secretaries for the Financial Year 2016-17. There were no qualifications, reservation or adverse remarks given by Secretarial Auditors of the Company. The Secretarial Audit report has been appended as Annexure VII to this Report.

### **SECRETARIAL STANDARDS**

During the Financial Year, your Company has complied with applicable Secretarial Standards issued by the Institute of Company Secretaries of India.

### **TRADE RELATIONS**

The Directors wish to thank the retailers, wholesalers, distributors, suppliers of goods & services, clearing and forwarding agents and all other business associates and acknowledge their efficiency and continued support in promoting such healthy growth in the Company's business.

### **ACKNOWLEDGEMENT**

We are grateful to The Procter & Gamble Company, USA and its subsidiaries for their invaluable support in terms of access to the latest information/knowledge in the field of research & development for products, ingredients and technologies; timely inputs to exceptional marketing strategies; and the goodwill of its world-renowned trademarks and superior brands. We are proud to acknowledge this unstinted association that has vastly benefited the Company.

**On behalf of the Board of Directors**

**sd/-**

**B. S. Mehta**

**Chairman**

**Mumbai**

**August 24, 2017**

**ANNEXURE I****Annual Report on Corporate Social Responsibility****[Pursuant to Companies (Corporate Social Responsibility Policy) Rules, 2014]****1. Brief outline of the Company's CSR policy**

Doing the right thing is the foundation of Procter & Gamble's Purpose, Values, and Principles. It is naturally woven into the way we work every day — paying competitive wages, working consistently with our retailers and suppliers, preventing conflicts of interest, ensuring consumer privacy and maintaining financial stewardship. This approach to business is at the heart of all we do at P&G. Doing the right thing also includes investing in the communities in which we live, work, and serve. At its core, P&G's Social Responsibility efforts aim to improve lives.

Companies Act, 2013 highlights the importance of Corporate Social Responsibility ("CSR") as a strategic tool for sustainable growth of the people, the communities we operate in and the Company as a whole. In line with the global principles followed by the Procter & Gamble group and the terms of Companies Act, 2013 the policy on Corporate Social Responsibility is broadly framed taking into account the following:

1. We believe it is essential to run our business responsibly, and our operating practices reflect this commitment.
2. P&G is focused on making every day better for people and the planet through our innovations and our actions:
  - i) Environment by – Conservation of Resources, Using Renewable Resources, Generating Worth from Waste;
  - ii) Social by – providing the comforts of home, improving health and hygiene of people, social and cultural development, imparting education, training and social awareness.

The Corporate Social Responsibility activities to be undertaken by the Company, include, but are not limited to the following:

- a. Social and Cultural development by:
  - Imparting education, training (vocational and skill based) and creating social awareness;
  - Awareness programs on girl education;
  - Empowerment of women for education / health & self-employment;
  - Empowerment of differentially abled children and their self-development;

- Skill development and generation of employment by locally driven initiatives;
- Promoting preventive health care and sanitation by providing health and hygiene products;
- Making available safe drinking water;
- Promoting sports and cultural activities;
- Creating awareness and development of infrastructure for sports and cultural activities;
- Measures for the benefit of armed forces veterans, war widows and their dependents; and
- Relief and support to victims of natural calamities in any part of the country.

b. Ensuring Environmental Sustainability by:

- Conservation of resources by design and manufacture of products that maximize the conservation of resources;
- Utilization of renewable energy and renewable or recycled materials; and
- Generating Worth from Waste.

c. Any other objectives as mentioned under Section 135 of Companies Act, 2013 and / or relevant Rules and Schedules.

The Corporate Social Responsibility Policy is available on the website of the Company at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml).

The composition of the CSR Committee as on date:

Mr. A. K. Gupta	Chairman
Mr. Gurcharan Das	Member
Mr. Al Rajwani	Member
Ms. Sonali Dhawan	Member

2. Average net profit of the Company for last three Financial Years – ₹ **216.93 Crores**



3. Prescribed CSR expenditure (2% of amount as in item 3) – ₹ 4.34 Crores

4. Details of CSR spent during Financial Year:

a) Total amount to be spent for the Financial Year – ₹ 4.34 Crores

b) Amount unspent, if any – **Not applicable**

c) Manner in which the amount spent during the Financial Year as detailed below:-

Sr. No.	CSR project or activity identified	Sector in which the Project is covered	Projects or programs (1) Local area or other (2) Specify State & district where projects/ programs were undertaken	Amount outlay (budget) project or program-wise (₹ in Crores)	Amount spent on the projects or programs			Cumulative expenditure upto the reporting period (₹ in Crores)	Amount spent: Direct or through implementing agency
					Total (₹ in Crores)	Direct expenditure	Overheads		
1	P&G Shiksha: Pratham's Read India Program	Education: Remedial Learning	Uttar Pradesh, Rajasthan, Madhya Pradesh, Himachal Pradesh, Telangana, Uttarakhand	2.19	2.19	93%	7%	2.19	Implementing agency: Pratham Education Foundation
2	P&G Shiksha: Build & Support Schools through Round Table India Trust	Education: Infrastructure Interventions	PAN-India	1.00	1.00	100%	Nil	1.00	Implementing agency: Round Table India Trust
3	P&G Shiksha: Supporting communities around our plants	Education: Interventions in a Girls' School near Bhiwadi Plant	Bhiwadi (Rajasthan)	0.35	0.35	95%	5%	0.35	Implementing agency: IBTADA
4	P&G Shiksha: Supporting remedial learning via digital learning	Education: Support remedial learning leveraging digital platforms	Rajasthan & Madhya Pradesh	0.80	0.80	90%	10%	0.80	Direct with the help of Educational Initiatives (EI)

5. In case the Company has failed to spend two percent of the average net profit of the last three Financial Years or any part thereof, the Company shall provide the reasons for not spending the amount in its Board Report: **Not applicable**

6. The CSR Committee confirms that the implementation and monitoring of CSR activities, is in compliance with CSR objectives and policy of the Company.

sd/-  
**Al Rajwani**  
Managing Director

sd/-  
**A. K. Gupta**  
Chairman of the CSR Committee

**ANNEXURE II****BUSINESS RESPONSIBILITY REPORT****SECTION A: GENERAL INFORMATION ABOUT THE COMPANY**

Sr. No.	Particulars	Details
1.	Corporate Identity Number (CIN) of the Company	L28931MH1984PLC267130
2.	Name of the Company	Gillette India Limited
3.	Registered address	P & G Plaza, Cardinal Gracias Road, Chakala, Andheri (East), Mumbai 400099
4.	Website	www.pg.com/en_IN
5.	E-mail id	investorgil.im@pg.com
6.	Financial Year reported	July 1, 2016 to June 30, 2017
7.	Sector(s) that the Company is engaged in (industrial activity code-wise)	Blades & razors (NIC 25931) Oral care (NIC 20235) Toiletries (NIC 20237)
8.	List three key products/services that the Company manufactures/provides	1. Blades & razors 2. Oral care 3. Toiletries
9.	Total number of locations where business activity is undertaken by the Company (a) Number of International Locations (b) Number of National Locations	None The Company's business and operations are spread across the country. Details of location of plants are given below: <b>Plant locations</b> <b>Bhiwadi Plant</b> SPA – 65A, Bhiwadi Industrial Area, Bhiwadi, Dist. Alwar Rajasthan – 301019 <b>Baddi Plant</b> Plot no. 4, Industrial Area, Village Katha, Bhatoli Kalan Dist. Solan, Baddi - 173205 Himachal Pradesh
10.	Markets served by the Company	The Company's products have a national presence and some of the products are also exported to other countries.

**SECTION B: FINANCIAL DETAILS OF THE COMPANY**

Sr. No.	Particulars	Details
1.	Paid up Capital	₹ 32.59 Crores
2.	Total Turnover	₹ 1,788 Crores
3.	Total profit after taxes	₹ 253 Crores
4.	Total Spending on Corporate Social Responsibility (CSR) as percentage of average of net profit for the previous three Financial Years	2 % (₹ 4.34 Crores)
5.	List of activities in which expenditure in point 4 above has been incurred	Refer Corporate Social Responsibility Report which is appended as Annexure I to the Directors' Report

## SECTION C: OTHER DETAILS

Sr. No.	Particulars	Details
1.	Does the Company have any Subsidiary Company/ Companies?	The Company does not have any subsidiary company
2.	Do the Subsidiary Company/Companies participate in the BR Initiatives of the parent company? If yes, then indicate the number of such subsidiary company(s)	Not applicable as the Company does not have any subsidiary company
3.	Do any other entity/entities (e.g. suppliers, distributors etc.) that the Company does business with, participate in the BR initiatives of the Company?	Your Company's Sustainability Guidelines for External Business Partners set our expectations with our external partners with regard to Social and Environmental Responsibility. We actively seek business relationships with partners that share these values, and that promote high standards within their own supply chains. Our risk-based audit program supports this effort by assessing partners through third-party audits, and identifying and remediating issues. We strive to effect change in our supply base when we identify improvement opportunities, and this is an important way we fulfill our purpose. We want to build a robust system of External Business Partners that is fully integrated and synchronized with your Company's business and values.

## SECTION D: BUSINESS RESPONSIBILITY INFORMATION

### 1. Details of Director/Directors responsible for Business Responsibility

The Corporate Social Responsibility Committee of the Company is responsible for the Business Responsibility policies of the Company:

Details of the Directors responsible for implementation of the Business Responsibility policies:

1.	DIN Number	02588131	07251300	00032103	06808527
2.	Name	Mr. A. K. Gupta	Mr. Al Rajwani	Mr. G. C. Das	Ms. S. Dhawan
3.	Designation	Independent Director	Managing Director	Independent Director	Non-executive Director

### 2. Principle-wise (as per NVGs) Business Responsibility Policy(ies)

All successful and sustainable companies have one thing in common – good governance practices. Your Company believes in *“Doing right Thing, Everytime”*. Your Company has a strong history of operating with integrity – at all levels, both internally and externally. Our actions and the actions of all our employees are governed by our Purpose, Values and Principles (PVPs). Your Company reinforces responsibilities on all its employees, of observing high standards of Corporate Governance through the Company's *“Worldwide Business Conduct Manual”* which sets forth management's commitment to conduct its business affairs with high ethical standards. These standards flow from the following core values of the Company:

- Treat the Company's assets as you would treat your own;
- Behave with the Company's long term success in mind;
- Always do the right thing; and
- Operate within the letter and spirit of law.



**Business Responsibility Principles:**

Principle 1: Ethics, Transparency and Accountability (P1)	Principle 6: Environment Protection (P6)
Principle 2: Safe Products & Products Lifecycle Sustainability (P2)	Principle 7: Policy Advocacy (P7)
Principle 3: Employees' Well-being (P3)	Principle 8: Inclusive Growth (P8)
Principle 4: Stakeholder Engagement (P4)	Principle 9: Customer Value (P9)
Principle 5: Human Rights (P5)	

**Details of compliance:**

Sr. No	Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1.	Does the Company have a policy(ies) for the relevant Principle?	Y	Y	Y	Y	Y	Y	Y	Y	Y
2.	Has the policy being formulated in consultation with the relevant stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
3.	Does the policy conform to any national / international standards?	The World-wide business conduct manual and the Human Rights policy statement apply UN guiding principles on Business & Human Rights								
4.	Has the policy being approved by the Board?	Y	Y	Y	Y	Y	Y	Y	Y	Y
5.	Does the Company have a specified Committee of the Board/ Director/ Official to oversee the implementation of the policy?	Y	Y	Y	Y	Y	Y	Y	Y	Y
6.	Indicate the link for the policy to be viewed online	www.pg.com/en_IN								
7.	Has the policy been formally communicated to all relevant internal and external stakeholders?	Y	Y	Y	Y	Y	Y	Y	Y	Y
8.	Does the Company have in-house structure to implement the policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
9.	Does the Company have a grievance redressal mechanism related to the policies to address stakeholders' grievances related to the policies?	Y	Y	Y	Y	Y	Y	Y	Y	Y
10.	Has the Company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?	Y	Y	Y	Y	Y	Y	Y	Y	Y

**3. Governance related to Business Responsibility**

The Corporate Social Responsibility Committee and the Board of Directors assess the Business Responsibility performance annually. The Business Responsibility Report shall be issued annually along with the Annual Report of the Company. The Business Responsibility Report can be viewed at [www.pg.com/en\\_IN](http://www.pg.com/en_IN).

**SECTION E: PRINCIPLE-WISE PERFORMANCE****Principle 1: Ethics, Transparency and Accountability**

Your Company is committed to being a good corporate citizen and doing the right thing. Our Purpose, Values and Principles (PVPs) are the foundation of the Company. Our objective is to create industry-leading value by maintaining and enhancing our strong corporate reputation through a strong ethics and compliance culture. We operate within the spirit and letter of the law, maintaining high ethical standards wherever we conduct business. We believe that good governance practices contribute to better results for shareholders. We maintain governance principles, policies and practices that

support management accountability. These are in the best interest of the Company and our shareholders, and they are consistent with the Company's Purpose, Values and Principles (PVPs). Company reinforces responsibilities on all its employees, of observing high standards of Corporate Governance through the Company's *Worldwide Business Conduct Manual* which sets forth management's commitment to conduct its business affairs with high ethical standards. The Sustainability Guidelines for External Business Partners explain the global standards to be followed by the external business partners in their daily business activities on behalf of the Company. External business partners and their suppliers are expected to share your Company's commitment to these standards.

Your Company being a part of the Procter & Gamble group is guided by a Whistle Blower Policy as laid down in its *Worldwide Business Conduct Manual*. Any employee or other interested person can call on *The Worldwide Business Conduct Helpline*, twenty-four hours a day, seven days a week, to report any concerns about violations of the Company's *Worldwide Business Conduct Standards*. The *Worldwide Business Conduct Helpline* is not staffed or monitored by the Company personnel. All calls can be completed anonymous if the caller desires. The *Helpline* can take calls in most languages spoken by employees around the world. Calls made to the *Helpline* are reported to the Company's Corporate Security and Legal personnel, who will ensure appropriate investigation and follow-up of all calls. Callers are given a confidential identification number so they can inquire about the status of their reported concerns. The *Worldwide Business Conduct Helpline* is accessible to all employees. In compliance with the requirement under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Section 177 of the Companies Act, 2013 and the Rules made thereunder, the Company has adopted the whistle blowing policy as the vigilance mechanism for Directors and employees to report genuine concerns or grievances such as unethical behaviour, actual or suspected fraud or violation of the Company's code of conduct or ethics policy. The Audit Committee oversees the vigil mechanism and number of cases reported alongwith the status report and action taken (if any) are reported to the Committee. During the Financial Year, 17 complaints were received and same were dealt with in accordance with the *Worldwide Business Conduct Manual*.

## **Principle 2: Safe Products & Product Lifecycle Sustainability**

In order to improve lives, now and for generations to come, we ensure that our products, packaging and operations

are safe for employees, consumers and the environment. We ensure this with a focus on technologies, processes and improvements that matter for the environment. Product quality and safety are of the utmost importance to your Company. Customers choose your Company because we provide products of superior quality and value that improve the lives of the world's consumers. Just as we provide safe, quality products, we expect our suppliers to assure the quality and safety of the products and services they provide to us.

Your Company strives to deliver products with an improved environmental profile. To reduce the environmental impact of our products your Company uses life cycle analysis to understand where the biggest impact exists, so we know where to focus our innovation. Our deep understanding of the consumers enables us to develop sustainable products that will delight them, without tradeoffs in price or performance.

Your Company is focused on the environmental performance of our entire supply chain, including our own manufacturing facilities, our suppliers, and the logistics of our finished products. Your Company is focused on creating efficiencies in energy, water, waste, and emissions.

Our sustainability work goes beyond the core of our manufacturing operations, extending to a holistic end-to-end view of opportunities. We deliver strong results across the supply chain, ranging from manufacturing to finished product logistics—engaging our suppliers throughout the process.

- **Manufacturing:** Between the procurement of raw materials and the creation of a product, we strive to reduce waste, water, energy, and CO<sub>2</sub> through systemic conservation efforts. We apply smart eco-design through innovative construction process improvements. And, we re-use where feasible, giving new life to what was once waste.
- **Finished Product Logistics:** In the logistics stage, we reduce waste in customization by applying more sustainable designs. We have also optimized our transportation efficiency by making changes to the rate, route, mode and method of transportation. We have focused on eliminating inefficiencies such as loading and unloading delays, rush transport up-charges, dead legs (empty trucks) and production line stops.
- **Supplier Engagement:** We collaborate closely with suppliers across the entire supply chain. We have implemented a supplier sustainability scorecard, which assesses the environmental footprint of our

suppliers, enabling your Company to partner and help reduce the environmental impact along the supply chain.

Your Company ensures that it meets all applicable legislative and regulatory requirements related to product quality, safety and labeling.

Your Company's Bhiwadi and Baddi plants are zero waste to landfill sites which means that there is no manufacturing discharge into the environment. 100% of the waste generated within plant is recycled. Our Bhiwadi Plant is leaving no stone unturned to leverage the technology, experts & employees to produce best in class footprint reduction. In last 5 years, all the footprints (energy & water usage per unit of production, emissions and waste generated per units of production) have been reduced by more than 40% through different interventions. Our Baddi plant also strengthened its commitment to environmental sustainability by actively engaging with the local community for reducing energy consumption and carbon footprint.

### **Principle 3: Employees' Well-Being**

For your Company, people are its most valuable asset. Accordingly, we are committed to the highest standards of safety to protect the employees as well as external parties who work at or visit the Company sites.

Your Company is committed to-

- Providing harassment free and safe working environment
- Providing equal opportunities in employment
- Developing and retaining a diverse workforce

Your Company forbids the use of child or forced labor in any of its operations or facilities. Your Company fully respects and follows all applicable labour laws.

Your Company respects every employee's right to choose to join or not to join a trade union, or to have recognized employee representation in accordance with applicable law.

As on June 30, 2017, your Company had 632 employees, 18 permanent women employees and 229 persons engaged on temporary / contractual basis. During the Financial Year under review, the Company did not receive any complaints relating to child labour, forced labour, involuntary labour, sexual harassment or discriminatory employment. All the employees and persons engaged on temporary / contractual basis were given safety & skill up-gradation training.

### **Principle 4: Stakeholder Engagement**

Your Company actively engages with various internal & external stakeholders, which include, employees, consumers, customers, shareholders, external business partners and the government.

Your Company believes that only way to build a sustainable business is to improve lives. It engages with disadvantaged, vulnerable and marginalized stakeholders through its Corporate Social Responsibility initiatives, which include *P&G Shiksha and Timely Disaster Relief*.

### **Principle 5: Human Rights**

Our core values as a Company include treating everyone with respect. We have a strong non-discrimination policy and have zero tolerance for unlawful discrimination. The coalition advocates for all employees, regardless of race, religion, gender, sexuality, age or disability. We respect everyone's right to be who they are, and want all employees to feel safe, included and able to bring their whole selves to work.

The Human Rights Policy statement extends to all the employees and all stakeholders associated with the Company. No complaints with respect to Human Rights violation were received by the Company during the Financial Year under review.

### **Principle 6: Environment Protection**

Protecting the earth is both a responsibility and a business opportunity. Our goal is to create brands that enable consumers to make more sustainable choices. We have integrated sustainability into our business practices, operations, innovation, brand building and culture. The environment sustainability guidelines of the Company cover both the Company and other people associated with the Company. The details on Environmental Sustainability initiatives can be viewed at [http://www.pg.com/en\\_IN/sustainability/environmental-sustainability.shtml](http://www.pg.com/en_IN/sustainability/environmental-sustainability.shtml).

Your Company had made a long-term environmental sustainability vision and 2020 goals in the year 2010 because it's our responsibility to help solve some of the sustainability challenges that face the world.

Our complete visionary end-points are outlined below:

Long term Product end points:

- Using 100% renewable or recycled materials for all products and packaging
- Having zero consumer waste go to landfills
- Designing products to delight consumers while maximizing the conservation of resources



Long term Operational end points:

- Powering our plants with 100% renewable energy
- Emitting no fossil-based CO<sub>2</sub> or toxic emissions
- Delivering effluent water quality that is as good as or better than influent water quality with no contribution to water scarcity
- Having zero manufacturing waste go to landfills

The emissions/waste generated by the Company are within the permissible limits given by CPCB/SPCB for the Financial Year under review.

Your Company's Head Office at Mumbai reduced its annual energy consumption by over 21.2% over the last 15 years.

The Company's Bhiwadi and Baddi plants are zero waste to landfill sites which means that there is no manufacturing discharge into the environment. The Bhiwadi Plant is leaving no stone unturned to leverage the technology, experts & employees to produce best in class footprint reduction. In last 5 years, all the footprints (energy & water usage per unit of production, emissions and waste generated per units of production) have been reduced by more than 40% through different interventions. Our Baddi plant also strengthened its commitment to environmental sustainability by actively engaging with the local community for reducing energy consumption and carbon footprint.

For your Company, sustainability inspires and guides everything we do. Moreover, we ensure environmental friendly practices at our sites. These include reduction in power consumption, optimal water consumption and eliminating excess use of paper.

### **Principle 7: Policy Advocacy**

As a corporate citizen, your Company often engages in efforts to affect legislation or government policy on issues that could impact our business and society at large. Your Company ensures that all its lobbying activities are consistent with our Purpose, Values & Principles (PVPs) and applicable laws.

Your Company is a member of various trade and chamber of associations, which include:

- Federation of Indian Chambers of Commerce & Industry
- Confederation of Indian Industry
- Feminine and Infant Hygiene Association of India
- American Chamber of Commerce in India
- India Home & Personal Care Industry Association

Some of the key issues on which your Company engaged with the Government in 2016-17 include:

- Solid Waste Management rules
- GST implementation
- Standard packaging rules

### **Principle 8: Inclusive growth**

Your Company believes that the only way to build a sustainable business is to improve lives. At P&G, sustainability means making every day better for people through how we innovate and how we act. As one of the world's largest consumer products Company, we have both a responsibility and an opportunity to do the right thing and create change. This strategy has inspired an enduring CSR strategy supported by two pillars – *P&G Shiksha* and *Timely Disaster Relief*. While *P&G Shiksha* provides children from underprivileged backgrounds with an access to a holistic education, P&G's disaster relief activities aim to rehabilitate and empower the victims of natural disasters by providing them with daily essential commodities and safe drinking water.

The Company has undertaken Corporate Social Responsibility initiatives during the Financial Year amounting to ₹ 4.34 Crores which are detailed in the Corporate Social Responsibility report which is appended as Annexure I to the Directors' Report.

### **Principle 9: Customer Value**

We are committed to providing products and services that can help improve the lives of our consumers. In developing and marketing our products, we adopt a "*Consumer Is Boss*" approach to ensure that we delight consumers by launching new products and product improvements that genuinely meet their needs. We actively encourage consumers to contact us because we want to hear about our consumers' experiences with our products.

Our aspiration is to serve the world's consumers better than our best competitors, in every category where we choose to compete — creating superior shareholder value in the process. Innovation is at the heart of your Company's business. It differentiates our brands vs. competition and prevents commoditization of our categories and brands. It's how we delight consumers, create value with retail partners, and create new businesses. Your Company combines "what's needed" with "what's possible," conducting hundreds of consumer research studies each year to understand what people need and want, in order to create superior value and product experience every day.

## ANNEXURE III

### EXTRACT OF ANNUAL RETURN

Form No. MGT-9

(As on the Financial Year ended on June 30, 2017)

[Pursuant to Section 92(3) of the Companies Act, 2013 and Rule 12(1) of the Companies  
(Management and Administration) Rules, 2014]

#### I. REGISTRATION AND OTHER DETAILS:

i)	CIN	:	L28931MH1984PLC267130
ii)	Registration Date	:	February 9, 1984
iii)	Name of the Company	:	Gillette India Limited
iv)	Category/Sub-Category of the Company	:	Company limited by Shares/Indian Non-Government Company
v)	Address of the Registered Office and contact details	:	P&G Plaza, Cardinal Gracias Road, Chakala, Andheri (East), Mumbai - 400 099 Tel: 022-2826 6000 Fax: 022-2826 7303 Website: www.pg.com/en_IN
vi)	Whether listed company	:	Yes
vii)	Name, Address and contact details of Registrar and Transfer Agent, if any	:	Mas Services Limited T-34, 2 <sup>nd</sup> Floor, Okhla Industrial Area, Phase - II, New Delhi - 110 020 Tel: 011-2638 7281/82/83 Fax: 011-2638 7384 E-mail: info@masserv.com Website: www.masserv.com

#### II. PRINCIPAL BUSINESS ACTIVITIES OF THE COMPANY:

Sr. No.	Name and Description of Products	NIC Code of the Product	% to total turnover of the Company
1.	Blades & razors	25931	81
2.	Oral care	20235	19

#### III. PARTICULARS OF HOLDING, SUBSIDIARY AND ASSOCIATE COMPANIES:

##### Holding Company:

Sr. No.	Name and address of the Company	CIN / GLN	% of shares held
1.	The Procter & Gamble Company, USA (Ultimate holding Company)	Not applicable (Foreign Company)	Holds 75% through its subsidiaries
2.	Procter & Gamble Overseas India B.V., Netherlands (Holding Company)	Not applicable (Foreign Company)	Holds 40.12% directly & Holds 34.88% through its subsidiaries

The Company does not have any subsidiary companies or associate companies.

#### IV. SHAREHOLDING PATTERN (EQUITY SHARE CAPITAL BREAKUP AS PERCENTAGE OF TOTAL EQUITY):

##### i. Category-wise Shareholding:

Sr. No.	Category of Shareholders	No. of Shares held at the beginning of the year				No. of Shares held at the end of the year				% change during the year
		Demat	Physical	Total	% of total shares	Demat	Physical	Total	% of total shares	
<b>A.</b>	<b>Promoters</b>									
<b>1.</b>	<b>Indian</b>									
	Bodies corporate	11364338	—	11364338	34.88	11364338	—	11364338	34.88	0.00
<b>2.</b>	<b>Foreign</b>									
	Bodies corporate	13073465	—	13073465	40.12	13073465	—	13073465	40.12	0.00
	<b>Total Promoter Shareholding (A)</b>	<b>24437803</b>	<b>—</b>	<b>24437803</b>	<b>75.00</b>	<b>24437803</b>	<b>—</b>	<b>24437803</b>	<b>75.00</b>	<b>0.00</b>
<b>B.</b>	<b>Public Shareholding</b>									
<b>1.</b>	<b>Institutions</b>									
	Mutual funds	970825	—	970825	2.98	1547380	—	1547380	4.75	1.77
	Financial Institutions/ Banks	33262	—	33262	0.10	200875	—	200875	0.62	0.52
	Foreign Institutional Investors	2147846	—	2147846	6.59	1652353	—	1652353	5.07	-1.52
	<b>Sub Total (B)(1)</b>	<b>3151933</b>	<b>—</b>	<b>3151933</b>	<b>9.67</b>	<b>3400608</b>	<b>—</b>	<b>3400608</b>	<b>10.44</b>	<b>0.77</b>
<b>2.</b>	<b>Non-Institutions</b>									
	<b>Bodies Corporate</b>									
	– Indian	2201187	1759	2202946	6.76	2020104	1559	2021663	6.20	-0.56
	<b>Individuals</b>									
	– Individual shareholders holding nominal share capital up to ₹ 1 lakh	1658300	135430	1793730	5.50	1730986	124071	1855057	5.69	0.19
	– Individual shareholders holding nominal share capital in excess of ₹ 1 lakh	240482	—	240482	0.74	161975	—	161975	0.50	-0.24
	<b>Others</b>									
	– Non resident	667545	32280	699825	2.15	664357	29558	693915	2.12	-0.03
	– Clearing Member	25868	—	25868	0.08	10741	—	10741	0.03	-0.05
	– Trust	1500	—	1500	0.00	1675	—	1675	0.01	0.01
	– NBFCs registered with RBI	31130	—	31130	0.10	1780	—	1780	0.01	-0.09
	<b>Sub Total (B)(2)</b>	<b>4826012</b>	<b>169469</b>	<b>4995481</b>	<b>15.33</b>	<b>4591618</b>	<b>155188</b>	<b>4746806</b>	<b>14.56</b>	<b>-0.77</b>
	<b>Total Public Shareholding (B)</b>	<b>7977945</b>	<b>169469</b>	<b>8147414</b>	<b>25.00</b>	<b>7992226</b>	<b>155188</b>	<b>8147414</b>	<b>25.00</b>	<b>0.00</b>
	Shares held by Custodian for GDRs & ADRs (C)	—	—	—	—	—	—	—	—	—
	<b>Grand Total (A+B+C)</b>	<b>32415748</b>	<b>169469</b>	<b>32585217</b>	<b>100.00</b>	<b>32430029</b>	<b>155188</b>	<b>32585217</b>	<b>100.00</b>	<b>0.00</b>

## ii. Shareholding of Promoters:

Sr. No.	Shareholder's name	Shareholding at the beginning of the year			Shareholding at the end of the year			% change in shareholding during the year
		No. of shares	% of total Shares of the Company	% of Shares Pledged / encumbered to total shares	No. of shares	% of total Shares of the Company	% of Shares Pledged / encumbered to total shares	
1.	Wella India Haircosmetics Private Limited	6627254	20.34	—	6627254	20.34	—	0.00
2.	Gillette Diversified Operations Private Limited	1979433	6.07	—	1979433	6.07	—	0.00
3.	Gillette Products Private Limited	1987280	6.10	—	1987280	6.10	—	0.00
4.	Nexus Mercantile Private Limited	133700	0.41	—	133700	0.41	—	0.00
5.	Mining Consultants India Private Limited	636671	1.96	—	636671	1.96	—	0.00
6.	Procter & Gamble Overseas India B.V.*	—	—	—	13073465	40.12	—	40.12
7.	Procter & Gamble India Holdings B.V.*	13073465	40.12	—	—	—	—	(40.12)
		<b>24437803</b>	<b>75.00</b>	<b>—</b>	<b>24437803</b>	<b>75.00</b>	<b>—</b>	<b>0.00</b>

\* During the Financial Year, Promoter group company, Procter & Gamble India Holdings B.V. merged with another Promoter group company, Procter & Gamble Overseas India B.V. effective March 31, 2017.

## iii. Change in Promoters' Shareholding:

Sr. No.	Name of Shareholder	Shareholding at the beginning of the year		Date of change in shareholding	Increase / decrease in shareholding	Reason for increase / decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
1.	Procter & Gamble India Holdings B.V.	13073465	40.12	31.03.2017	-13073465	Inter-se promoter merger	0	0.00
2.	Procter & Gamble Overseas India B.V.	0	0.00	31.03.2017	13073465	Inter-se promoter merger	13073465	40.12

Note: During the Financial Year, there is no change in total promoter shareholding



**iv. Shareholding Pattern of top ten Shareholders (other than Directors, Promoters and Holders of GDRs and ADRs) as on June 30, 2017:**

Sr. No.	Name of Shareholder	Shareholding at the beginning and end of the year		Date of change in shareholding	Increase / decrease in shareholding	Reason for increase / decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
1.	Bright Star Investments Pvt Ltd	290000	0.89	01-07-2016	—	No change during the year	290000	0.89
		290000	0.89	30-06-2017				
2.	Merrill Lynch Capital Markets Espana, S.A., S.V.#	688614	2.11	01-07-2016				
				08-07-2016	(202)	Transfer	688412	2.11
				29-07-2016	(53)	Transfer	688359	2.11
				05-08-2016	(49)	Transfer	688310	2.11
				12-08-2016	(5)	Transfer	688305	2.11
				26-08-2016	(688305)	Transfer	0	0.00
		0	0.00	30-06-2017				
3.	National Westminster Bank Plc as Trustee of The Jupiter India Fund**	146289	0.45	01-07-2016				
				21-10-2016	13886	Transfer	160175	0.49
				27-01-2017	23428	Transfer	183603	0.56
				31-03-2017	1916	Transfer	185519	0.57
				07-04-2017	139481	Transfer	325000	0.99
				12-05-2017	36000	Transfer	361000	1.10
		376341	1.15	30-06-2017	15341	Transfer	376341	1.15
4.	Birla Sun Life Trustee Company Private Limited A/c Birla Sun Life Tax Relief 96	148719	0.46	30-06-2016				
				01-07-2016	1227	Transfer	149946	0.46
				08-07-2016	2020	Transfer	151966	0.46
				15-07-2016	1439	Transfer	153405	0.46
				22-07-2016	1156	Transfer	154561	0.46
				29-07-2016	1366	Transfer	155927	0.47
				05-08-2016	1375	Transfer	157302	0.48
				12-08-2016	1482	Transfer	158784	0.49
				19-08-2016	1561	Transfer	160345	0.49
				26-08-2016	1349	Transfer	161694	0.50
				02-09-2016	1323	Transfer	163017	0.50
				09-09-2016	1059	Transfer	164076	0.50
				16-09-2016	900	Transfer	164976	0.51
				23-09-2016	1536	Transfer	166512	0.51
				30-09-2016	954	Transfer	167466	0.51
				07-10-2016	1482	Transfer	168948	0.51
				14-10-2016	635	Transfer	169583	0.52
				21-10-2016	3524	Transfer	173107	0.52
				28-10-2016	3598	Transfer	176705	0.54
				04-11-2016	1905	Transfer	178610	0.55
				11-11-2016	4081	Transfer	182691	0.56
				18-11-2016	3462	Transfer	186153	0.57
				23-11-2016	2910	Transfer	189063	0.58

Sr. No.	Name of Shareholder	Shareholding at the beginning and end of the year		Date of change in shareholding	Increase/ decrease in shareholding	Reason for increase/ decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
				25-11-2016	1008	Transfer	190071	0.58
				30-11-2016	1440	Transfer	191511	0.59
				02-12-2016	63	Transfer	191574	0.59
				09-12-2016	4898	Transfer	196472	0.60
				16-12-2016	3618	Transfer	200090	0.61
				23-12-2016	4236	Transfer	204326	0.62
				30-12-2016	6594	Transfer	210920	0.64
				06-01-2017	5331	Transfer	216251	0.66
				13-01-2017	3590	Transfer	219841	0.67
				20-01-2017	4991	Transfer	224832	0.68
				27-01-2017	3094	Transfer	227926	0.69
				03-02-2017	4987	Transfer	232913	0.71
				10-02-2017	4378	Transfer	237291	0.73
				17-02-2017	4945	Transfer	242236	0.74
				24-02-2017	4290	Transfer	246526	0.76
				03-03-2017	18720	Transfer	265246	0.81
				10-03-2017	3005	Transfer	268251	0.82
				17-03-2017	16614	Transfer	284865	0.87
				24-03-2017	3843	Transfer	288708	0.89
				31-03-2017	4451	Transfer	293159	0.90
				07-04-2017	9380	Transfer	302539	0.93
				14-04-2017	10007	Transfer	312546	0.96
				21-04-2017	4941	Transfer	317487	0.97
				28-04-2017	1895	Transfer	319382	0.98
				05-05-2017	3419	Transfer	322801	0.99
				12-05-2017	3240	Transfer	326041	1.00
				18-05-2017	7518	Transfer	333559	1.02
				19-05-2017	6278	Transfer	339837	1.04
				26-05-2017	4155	Transfer	343992	1.055
				02-06-2017	4627	Transfer	348619	1.07
				09-06-2017	1418	Transfer	350037	1.07
				16-06-2017	13020	Transfer	363057	1.11
				23-06-2017	3189	Transfer	366246	1.12
		369068	1.13	30-06-2017	2822	Transfer	369068	1.13
5.	Birla Sun Life Trustee Company Private Limited A/c Birla Sun Life MNC Fund	542263	1.66	30-06-2016				
				01-07-2016	1426	Transfer	543689	1.67
				08-07-2016	2350	Transfer	546039	1.68
				15-07-2016	1674	Transfer	547713	1.68
				22-07-2016	1353	Transfer	549066	1.68
				29-07-2016	1625	Transfer	550691	1.69
				05-08-2016	1136	Transfer	551827	1.69
				12-08-2016	442	Transfer	552269	1.69

Sr. No.	Name of Shareholder	Shareholding at the beginning and end of the year		Date of change in shareholding	Increase / decrease in shareholding	Reason for increase / decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
				19-08-2016	284	Transfer	552553	1.69
				26-08-2016	284	Transfer	552837	1.70
				30-11-2016	360	Transfer	553197	1.70
				02-12-2016	648	Transfer	553845	1.70
				03-03-2017	(17100)	Transfer	536745	1.64
				17-03-2017	(14400)	Transfer	522345	1.60
				14-04-2017	(5400)	Transfer	516945	1.59
				18-05-2017	(10800)	Transfer	506145	1.55
		506145	1.55	30-06-2017				
6.	Merrill Lynch Markets Singapore Pte. Ltd**	0	0.00	01-07-2016				
				26-08-2016	688234	Transfer	688234	2.11
				09-09-2016	(57)	Transfer	688177	2.11
				23-09-2016	(177)	Transfer	688000	2.11
				11-11-2016	(371)	Transfer	687629	2.10
				23-11-2016	(1006)	Transfer	686623	2.10
				25-11-2016	(557)	Transfer	686066	2.10
				30-11-2016	(840)	Transfer	685226	2.10
				02-12-2016	(4410)	Transfer	680816	2.09
				09-12-2016	(1902)	Transfer	678914	2.08
				16-12-2016	(1338)	Transfer	677576	2.08
				23-12-2016	(1260)	Transfer	676316	2.08
				30-12-2016	(1799)	Transfer	674517	2.07
				06-01-2017	(1560)	Transfer	672957	2.06
				13-01-2017	(1841)	Transfer	671116	2.05
				20-01-2017	(25550)	Transfer	645566	1.98
				27-01-2017	(1274)	Transfer	644292	1.97
				03-02-2017	(1965)	Transfer	642327	1.97
				10-02-2017	(3761)	Transfer	638566	1.95
				17-02-2017	(2350)	Transfer	636216	1.95
				24-02-2017	(2160)	Transfer	634056	1.94
				03-03-2017	(2952)	Transfer	631104	1.94
				10-03-2017	(2303)	Transfer	628801	1.93
				17-03-2017	(3585)	Transfer	625216	1.92
				24-03-2017	(2762)	Transfer	622454	1.91
				31-03-2017	(4200)	Transfer	618254	1.89
				07-04-2017	(4785)	Transfer	613469	1.88
				14-04-2017	(3777)	Transfer	609692	1.87
				21-04-2017	(18477)	Transfer	591215	1.81
				28-04-2017	(3456)	Transfer	587759	1.80
				05-05-2017	(3362)	Transfer	584397	1.79
				12-05-2017	(46222)	Transfer	538175	1.65
				18-05-2017	(9677)	Transfer	528498	1.62
				19-05-2017	(1100)	Transfer	527398	1.62

Sr. No.	Name of Shareholder	Shareholding at the beginning and end of the year		Date of change in shareholding	Increase / decrease in shareholding	Reason for increase / decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
				26-05-2017	(5036)	Transfer	522362	1.60
				02-06-2017	(28780)	Transfer	493582	1.51
				09-06-2017	(4048)	Transfer	489534	1.50
				16-06-2017	(4981)	Transfer	484553	1.48
				23-06-2017	(12800)	Transfer	471753	1.44
		471753	1.44	30-06-2017				
7.	HDFC Standard Life Insurance Company Ltd <sup>#</sup>	301282	0.92	01-07-2016				
				22-07-2016	(8000)	Transfer	293282	0.90
				29-07-2016	(41)	Transfer	293241	0.89
				05-08-2016	(4329)	Transfer	288912	0.88
				12-08-2016	(3974)	Transfer	284938	0.87
				19-08-2016	(3278)	Transfer	281660	0.86
				26-08-2016	(2791)	Transfer	278869	0.85
				02-09-2016	(4000)	Transfer	274869	0.84
				09-09-2016	(5000)	Transfer	269869	0.82
				16-09-2016	(378)	Transfer	269491	0.82
				23-09-2016	(2493)	Transfer	266998	0.82
				30-09-2016	(3671)	Transfer	263327	0.81
				14-10-2016	(1904)	Transfer	261423	0.80
				28-10-2016	(3738)	Transfer	257685	0.79
				30-11-2016	(1407)	Transfer	256278	0.78
				02-12-2016	(1414)	Transfer	254864	0.78
				09-12-2016	600	Transfer	255464	0.78
				16-12-2016	(106)	Transfer	255358	0.78
				23-12-2016	(913)	Transfer	254445	0.78
				30-12-2016	(4257)	Transfer	250188	0.76
				06-01-2017	(2207)	Transfer	247981	0.76
				13-01-2017	(2539)	Transfer	245442	0.75
				20-01-2017	(4543)	Transfer	240899	0.74
				27-01-2017	(1005)	Transfer	239894	0.74
				03-02-2017	(5531)	Transfer	234363	0.71
				10-02-2017	(1963)	Transfer	232400	0.71
				17-02-2017	(5647)	Transfer	226753	0.69
				24-02-2017	(37846)	Transfer	188907	0.57
				03-03-2017	(4126)	Transfer	184781	0.57
				10-03-2017	(306)	Transfer	184475	0.56
				17-03-2017	(416)	Transfer	184059	0.56
				24-03-2017	150	Transfer	184209	0.56
				31-03-2017	(1828)	Transfer	182381	0.55
				07-04-2017	(338)	Transfer	182043	0.55
				14-04-2017	(84)	Transfer	181959	0.56



Sr. No.	Name of Shareholder	Shareholding at the beginning and end of the year		Date of change in shareholding	Increase / decrease in shareholding	Reason for increase / decrease	Cumulative Shareholding during the year	
		No. of shares	% of total Shares of the Company				No. of shares	% of total Shares of the Company
				21-04-2017	(97)	Transfer	181862	0.55
				28-04-2017	(27)	Transfer	181835	0.56
				05-05-2017	(1393)	Transfer	180442	0.55
				12-05-2017	(600)	Transfer	179842	0.55
				18-05-2017	(50)	Transfer	179792	0.55
				09-06-2017	50	Transfer	179842	0.55
		179842	0.55	30-06-2017				
8.	Pari Washington Company Pvt. Ltd. A/c Pari Washington India Master Fund, Ltd.	242784	0.75	01-07-2016	—	No change during the year	242784	0.75
		242784	0.75	30-06-2017				
9.	Goldman Sachs India Ltd <sup>#</sup>	182141	0.56	01-07-2016	—			
				27-01-2017	(11807)	Transfer	170334	0.52
				10-02-2017	(19559)	Transfer	150775	0.46
		150775	0.46	30-06-2017				
10.	Globalware Trading and Holdings Limited	516038	1.58	01-07-2016	—	No change during the year	516038	1.58
		516038	1.58	30-06-2017				
11.	Adventz Finance Private Limited	1109104	3.40	01-07-2016	—	No change during the year	1109104	3.40
		1109104	3.40	30-06-2017				
12.	Copthall Mauritius Investment Limited	243534	0.75	01-07-2016				
				16-12-2016	(1493)	Transfer	242041	0.74
				23-12-2016	(1495)	Transfer	240546	0.74
				30-12-2016	(15370)	Transfer	239009	0.73
				06-01-2017	(532)	Transfer	238477	0.73
				17-02-2017	(58)	Transfer	238419	0.73
				17-03-2017	(1192)	Transfer	237227	0.73
		237227	0.73	30-06-2017				
13.	SBI Magnum Balanced Fund <sup>##</sup>	0	0.00	01-07-2016				
				24-02-2017	311648	Transfer	311648	0.96
				21-04-2017	31352	Transfer	343000	1.05
		343000	1.05	30-6-2017				

Note: The above information is based on the weekly beneficiary position received from Depositories.

# Ceased to be in the list of Top 10 shareholders as on June 30, 2017. The same is reflected above since the shareholder was one of the Top 10 shareholders as on July 1, 2016.

## Not in the list of Top 10 shareholders as on July 1, 2016. The same has been reflected above since the shareholder was one of the Top 10 shareholders as on June 30, 2017.

**v. No Directors or Key Managerial Personnel held any shares of the Company during the Financial Year 2016-17.**

**V. INDEBTEDNESS:**

The Company had no indebtedness with respect to secured or unsecured loans or deposits during the Financial Year 2016-17.

**VI. REMUNERATION OF DIRECTORS AND KEY MANAGERIAL PERSONNEL:****A. REMUNERATION TO MANAGING DIRECTOR & WHOLE-TIME DIRECTOR:**

₹ in lakhs

Sr. No.	Particulars of Remuneration	Mr. Al Rajwani* Managing Director	Mr. K. Natarajan** Whole-time Director
1.	Gross salary		
	(a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	208.65	—
	(b) Value of perquisites u/s 17(2) Income-tax Act, 1961	—	1.36
	(c) Profits in lieu of salary under section 17(3) Income tax Act, 1961	—	—
2.	Stock Option	—	—
3.	Sweat Equity	—	—
4.	Commission	—	—
5.	Others	—	—
	<b>Total</b>	<b>208.65</b>	<b>1.36</b>
	Ceiling as per the Act	1888.25	1888.25

\* Mr. Al Rajwani receives remuneration from Procter & Gamble Hygiene and Health Care Limited, and the Company reimburses towards the same in proportion to its Net Outside Sales

\*\* Mr. Karthik Natarajan received remuneration from P&G Dubai. Certain perquisites have been charged to the Company during the year.

**B. REMUNERATION TO OTHER DIRECTORS:**

₹ in lakhs

Particulars of Remuneration	Mr. B. S. Mehta	Mr. C. R. Dua	Mr. G. C. Das	Mr. A. K. Gupta	Mr. N. P. Sarda	Total Amount
<b>Independent Directors</b>						
Fee for attending Board / Committee meetings	2.60	2.90	2.55	3.80	2.45	14.30
Commission	11.00	11.00	11.00	11.00	11.00	55.00
<b>Total</b>	<b>13.60</b>	<b>13.90</b>	<b>13.55</b>	<b>14.80</b>	<b>13.45</b>	<b>69.30</b>
Ceiling as per the Act	—	—	—	—	—	377.65

## C. REMUNERATION TO KEY MANAGERIAL PERSONNEL OTHER THAN MANAGING DIRECTOR / MANAGER / WHOLE-TIME DIRECTOR:

₹ in lakhs

Sr. No.	Particulars of Remuneration	Company Secretary		Chief Financial Officer	
		Ms. Jessica Rastogi*	Ms. Flavia Machado**	Mr. Karthik Natarajan§	Mr. Gagan Sawhney\$\$
1.	Gross salary (a) Salary as per provisions contained in section 17(1) of the Income-tax Act, 1961	5.41	0.97	157.88	20.81
	(b) Value of perquisites u/s 17(2) Income-tax Act, 1961	0.10	—	1.36	—
	(c) Profits in lieu of salary under section 17(3) Income-tax Act, 1961	—	—	—	—
2.	Stock Option	—	—	—	—
3.	Sweat Equity	—	—	—	—
4.	Commission	—	—	—	—
5.	Others #	—	—	14.97	—
	<b>Total</b>	<b>5.51</b>	<b>0.97</b>	<b>174.21</b>	<b>20.81</b>

\* Ms. Jessica Rastogi ceased to be Company Secretary of the Company effective August 26, 2016.

\*\* Ms. Flavia Machado was appointed as Company Secretary of the Company effective November 30, 2016. Ms. Machado receives remuneration from Procter & Gamble Hygiene and Health Care Limited, and the Company reimburses towards the same in proportion to its Net Outside Sales.

§ Mr. Karthik Natarajan ceased to be Chief Financial Officer of the Company effective December 31, 2016.

\$\$ Mr. Gagan Sawhney was appointed as Chief Financial Officer of the Company effective January 1, 2017. Mr. Sawhney receives remuneration from Procter & Gamble Home Products Private Limited, and the Company reimburses towards the same in proportion to its Net Outside Sales.

# All employees of the Company are given the right to purchase shares of the ultimate Holding Company – The Procter & Gamble Company, USA under its 'International Stock Ownership Plan.' Certain employees of the Company are also entitled to Stock Option of the ultimate Holding Company under its Employee Stock Option Plan. Details of the same are disclosed vide Note 32 forming part of the Financial Statements.

## VII. PENALTIES / PUNISHMENT/ COMPOUNDING OF OFFENCES:

There were no penalties / punishment / compounding of offences for breach of any section of the Companies Act, 2013 against the Company or its Directors or other officers in default, if any, during the Financial Year.

**ANNEXURE IV****Statement of Disclosure of Remuneration under Section 197 of Companies Act, 2013 and Rule 5(1) of Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014****i. Ratio of remuneration of each Director to the median remuneration of the employees of the Company for the Financial Year:**

Name of Director	Designation	Salary ₹ in lakhs	Commission ₹ in lakhs	Sitting Fees ₹ in lakhs	Total ₹ in lakhs	Ratio
Mr. Al Rajwani*	MD	208.65	—	—	<b>208.65</b>	26.54
Mr. K. Natarajan **	WTD	1.36	—	—	<b>1.36</b>	0.17
Mr. B. S. Mehta	ID	—	11.00	2.60	<b>13.60</b>	1.73
Mr. C. R. Dua	ID	—	11.00	2.90	<b>13.90</b>	1.77
Mr. G. C. Das	ID	—	11.00	2.55	<b>13.55</b>	1.72
Mr. A. K. Gupta	ID	—	11.00	3.80	<b>14.80</b>	1.88
Mr. N. P. Sarda	ID	—	11.00	2.45	<b>13.45</b>	1.71
Mr. P. Agarwal	NED	—	—	—	—	—
Ms. S. Dhawan	NED	—	—	—	—	—

\* Mr. Al Rajwani receives remuneration from Procter & Gamble Hygiene and Health Care Limited, and the Company reimburses towards the same in proportion to its Net Outside Sales.

\*\* Mr. Karthik Natarajan received remuneration from P&G Dubai. Certain perquisites have been charged to the Company during the year.

**ii. % increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary or Manager, if any, in the Financial Year**

Designation	Name of Employee	% increase in remuneration
Managing Director	Mr. Al Rajwani	3.35% *
Company Secretary	Ms. Flavia Machado	Not Applicable (Not employed with the Company in F.Y. 2015-16)
Chief Financial Officer	Mr. Gagan Sawhney	Not Applicable (Not employed with the Company in F.Y. 2015-16)

\* This is a currency neutral base salary increase versus last year.

**iii. The % increase in the median remuneration of employees in the Financial Year – 11.25%****iv. The number of permanent employees on the rolls of Company- 632.****v. Average percentile increase already made in the salaries of employees other than the managerial personnel in the last Financial Year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration—**

The average percentage increase made in the salaries of employees other than the managerial personnel in the Financial Year was 11.25% whereas the increase in managerial remuneration was 12.69%. The average increase every year is an outcome of Company's market competitiveness as against peer group companies.

**vi. We affirm that the remuneration is as per the remuneration policy of the Company.**



## ANNEXURE V

### Nomination & Remuneration Policy and its Framework

#### 1. CHARTER

This charter governs the formation and operation of the Nomination and Remuneration Committee (the 'Committee') of Gillette India Limited (the 'Company').

#### 2. INTRODUCTION

The Company believes in conducting its affairs in a non-discriminatory and transparent manner by adopting highest standards of professionalism and good corporate governance practices. The Company believes that a good corporate governance system is necessary to ensure its long term success. The Company ensures good governance through the implementation of effective policies and procedures, which is mandated and regularly reviewed by the Board and/or the Committees of the members of the Board.

#### 3. FORMATION OF COMMITTEE

The Nomination and Remuneration Committee of the Company was constituted on August 12, 2014 consisting of 3 Directors. The Committee and Nomination and Remuneration Policy (the 'Policy') is in compliance with all applicable provisions of the Companies Act, 2013, particularly Section 178 read together with the applicable rules thereto and Clause 49 of the Listing Agreement.

#### 4. CONSTITUTION OF THE COMMITTEE

- 4.1 The Committee shall consist of a minimum 3 non-executive directors, majority of them being independent.
- 4.2 Term of the Committee shall be continued unless terminated by the Board of Directors.
- 4.3 Chairman of the Committee shall be an Independent Director. The Chairperson of the Company may be appointed as a member of the Committee but shall not be the Chairman of the Committee.

#### 5. QUORUM & MEETINGS

Minimum two (2) members shall constitute a quorum for a Committee meeting. In the event only two (2) members are present, the unanimous vote of the two (2) members shall constitute an act of the Committee. In case of an equality of votes, the Chairman shall have a second or casting vote. Where the Committee comprises of more than two (2) members, the act of a majority of the members present will constitute an act of the Committee.

The Committee shall meet at least twice in a Financial Year, with additional meetings when circumstances require, as determined by the Committee Chairman.

#### 6. MINUTES

Minutes of each meeting will be prepared by or under the direction of the Company Secretary. The Company Secretary shall maintain a permanent record of the minutes of the meeting/s, and shall distribute minutes to members of the Committee as also directors who are not members of the Committee.

#### 7. REPORTING AND DISCLOSURE

The Company Secretary or any other person nominated by the Board shall apprise the Board at its next meeting or earlier, if required by the law, of all material matters and recommendations proposed by the Committee from time to time.

Membership of the Committee, brief description of term of reference, programs under corporate social responsibility and attendance of the member of the Committee during the year shall be disclosed in the Annual Report.

#### 8. SECRETARY

The Company Secretary of the Company shall act as Secretary of the Committee.

#### 9. FUNCTIONS OF THE COMMITTEE

- 9.1 **Corporate Governance:** To ensure that the Board is comprised of directors who contribute to the successful management of the Company and discharge their duties having regard to the law and the highest standards of Corporate Governance;
- 9.2 **Board diversity:** review the composition of the Board and devise a policy on Board diversity;
- 9.3 **Appointment Criteria:** To formulate criteria for determining qualifications, positive attributes and independence of a director and to identify persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down and recommend the Board of their appointment and removal;
- 9.4 **Appointment of Independent Directors:** To formulate the criteria for evaluation of independent directors on the Board;

9.5 **Remuneration Policy:** To review and recommend to the Board the overall strategies in relation to executive and non – executive remuneration policies; and

9.6 **Performance evaluation:** To carry out evaluation of every director's performance.

## 10. REVIEW

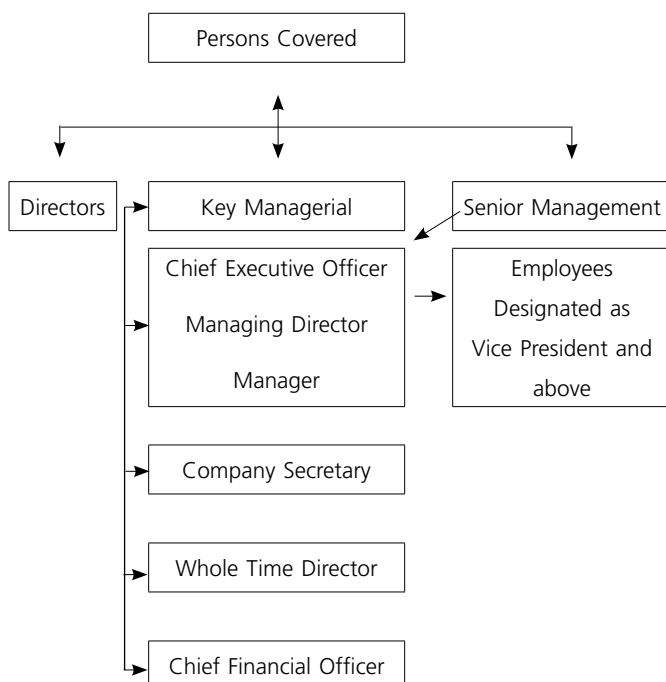
The Committee shall review and reassess the framework and the Policy, on an annual basis and obtain the approval of the Board of Directors, for any changes/ amendment in the framework/ policy.

## NOMINATION AND REMUNERATION POLICY

### 1. PREFACE

The Nomination and Remuneration Policy ('Policy') for members of the Board of Directors, Key Managerial Personnel and Senior Management of the Company is designed to attract, motivate and retain leadership members in a competitive and international market. The Policy reflects the Company's objectives for good corporate governance as well as sustained long-term value creation for shareholders.

### 2. POLICY IS APPLICABLE TO:



### 3.1 GUIDING PRINCIPLES – Key Management Personnel Compensation

Our fundamental and overriding objective is to create value for our shareholders at leadership levels on a consistent long-term basis. To accomplish this goal, the global guidelines on executive compensation programs provide the following guiding principles:

#### 1. *Emphasize Pay for Performance*

Aligning incentives with business strategies to reward executives who achieve or exceed Company, business unit, and individual goals, while discouraging excessive risk-taking by removing any incentive to focus on a single performance goal to the detriment of others.

#### 2. *Pay Competitively*

Set target compensation opportunities to be competitive with other multinational corporations of similar size, value, and complexity.

#### 3. *Focus on Long-Term Success*

Include equity as a cornerstone of our executive pay programs and by using a combination of short-term and long-term incentives to ensure a strong connection between Company performance and actual compensation realized.

### 3.2 GUIDING PRINCIPLES – Compensation to Independent Directors

#### 1. *Ensure compliance with local laws*

Compensation to Independent Directors cannot exceed the threshold provided under local law as per the Companies Act.

#### 2. *Pay Competitively in line with peer companies*

Target compensation to be competitive with other corporations of similar size, value, and complexity.

The Company will undertake periodic exercise to benchmark the pay-out of key peer / same sector companies.

#### **4. REMUNERATION OF EXECUTIVE DIRECTORS, KEY MANAGERIAL PERSONNEL AND SENIOR MANAGEMENT ("EXECUTIVE EMPLOYEE")**

The Human Resources department will determine remuneration criteria and recommend the same to the Board, using the above guiding principles.

- i. **SALARY** – Each executive employee will be entitled to receive a salary which will be competitive and based on executive's responsibilities and performance;
- ii. **SHORT TERM INCENTIVES** – Based on the achievement of an individual, pre-defined financial and strategic business targets presented by the Committee and ratified by the Board of Directors;
- iii. **LONG TERM INCENTIVES** – Each Executive Employee will be entitled to receive long term incentives, as per the global guidelines and as recommended by the Management, from time to time;
- iv. **SEVERANCE PAY AND PENSION CONTRIBUTION** – As per employment terms;
- v. **OTHER BENEFITS** – Executive employees will be entitled to insurance policy (s), pension scheme and such other benefits as the Company may provide from time to time.

#### **5. RATIFICATION OF REMUNERATION TO KEY MANAGEMENT PERSONNEL**

The committee will bi-annually ratify the remuneration of the Key Management Personnel.

#### **6. MAXIMUM MANAGERIAL REMUNERATION**

The total managerial remuneration payable by the Company, to its directors, including managing director and whole-time director and non executive directors shall be within the limits as prescribed under the law.

#### **7. REMUNERATION OF INDEPENDENT DIRECTOR**

The Company will remunerate Independent Directors in a manner designed to attract and maintain high quality Board members. Independent Directors are paid remuneration by way of commission and/or sitting fees. The Company may pay a sitting fee per meeting to Independent Directors for

attending Board meetings within the limits prescribed under law. Further, if the shareholders approve, commission may be paid to Independent Directors including Independent Directors within the statutory monetary limits. Such commission is paid on a uniform basis to reinforce the principle of collective responsibility.

The remuneration of Independent Directors is consistent with and supportive of maintaining the Independent Director's independence.

#### **8. POLICY AND PROCEDURE FOR SELECTION AND APPOINTMENT OF NEW DIRECTORS**

- (A) The selection criteria for the appointment and re-appointment of directors will normally be based on an analysis of the composition of the existing Board, its skill and experience and its independence requirements.

Factors to be considered when reviewing a potential candidate for Board appointment include without limitation:

- The skills, experience, expertise and personal qualities that will best complement Board effectiveness;
- The capability of the candidate to devote the necessary time and commitment to the role. This involves a consideration of matters such as other Board or executive appointments;
- Potential conflicts of interest, and independence in accordance with the Companies Act, 2013 and the SEBI Regulations, as specified and applicable from time to time.

- (B) Each director will prior to their appointment provide to the Company sufficient information to allow the Board to adequately assess the independence of the director. Directors should ensure that updated information is provided to the Board if the circumstances relating to the assessment of their independent status changes.

- (C) The identification of potential directorial candidates may be assisted by the use of external search organisations as appropriate.

## ANNEXURE VI

### Dividend Distribution Policy

#### 9. EVALUATION

##### 9.1 Evaluation of Key Managerial Personnel

- The Managing Director performs the evaluation of performance on an annual basis.
- The Managing Director does a review of the performance based on the efforts put in by the employee, results achieved against the goals set, and impact of external /internal factors.
- The performance review will also include the review of remuneration of the KMP.

##### 9.2 Evaluation of Independent Directors

The performance evaluation of Independent Directors shall be done by the Board, excluding the Director being evaluated, basis the contributions made to the Board deliberations in the Board meetings.

#### 10. REVIEW AND DISCLOSURE

- 10.1 The Company shall disclose in the Board's report, the ratio of the remuneration of each director, to the median employee's remuneration and such other details as prescribed under law.
- 10.2 The Company discloses in its Annual Report all elements of remuneration package of individual directors summarized under major groups details of fixed component and performance linked incentives together with material terms, service contracts like notice period, severance fees (if any) and stock option details (if any).
- 10.3 The Board is responsible for approving the remuneration strategy for directors, executive and senior management. In determining whether to approve the relevant level of remuneration, the Board is to consider the recommendations from the Committee, prevailing market conditions, performance by the individual and the business strategies and objectives of the Company. The Board shall disclose the remuneration of senior executives in the Company's Annual Report. The Human Resources department of the Company will monitor the day to day compliance with this Policy.

In India, regulatory framework as laid down under the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, requires the Company to put in place policy framework for distribution of dividend. Accordingly, the Board of Directors of Gillette India Limited ("the Company") have formally adopted the following written policy.

This policy documents the principles for distribution of dividends for the Equity Shareholders of the Company.

##### Principles for considering dividend are as follows:

The Board of Directors will consider appropriate dividend periodically in a manner in which it:

1. Rewards the Shareholders with **sustainable returns**;
2. Retains **sufficient capital** that allows the Company to explore business opportunities.

The Board of Directors will forward the dividend recommendation for the approval of the Shareholders.

The dividend distribution shall be made in accordance with the applicable provisions of the Companies Act, 2013; Rules framed thereunder, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and other legislations governing dividends, as in force and as amended from time to time.

##### Periodicity –

The Company shall declare its Annual Dividend at its Annual General Meeting every year, as per recommendation by the Board of Directors. The Board may declare any interim dividend(s), based on management review during the Financial Year.

##### Accounting Year –

The Company shall account for dividend (including dividend distribution tax) in the year in which it is approved in the Annual General Meeting and the interim dividend in the year in which it is approved in Board meeting. This is subject to any regulatory requirements.

##### Disclosure –

This policy shall be disclosed on the website of the Company.



## ANNEXURE VII

### SECRETARIAL AUDIT REPORT

#### FORM NO. MR-3 SECRETARIAL AUDIT REPORT FOR THE FINANCIAL YEAR ENDED 30<sup>TH</sup> JUNE, 2017

*[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No. 9 of the Companies  
(Appointment and Remuneration of Managerial Personnel) Rules, 2014 with modifications as deemed necessary,  
without changing the substance of format given in MR-3]*

**To,  
The Members,  
Gillette India Limited**

P & G Plaza, Cardinal Gracias Road, Chakala,  
Andheri East, Mumbai - 400 099

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **Gillette India Limited (CIN L28931MH1984PLC267130)** (hereinafter called the "Company") for the financial year ended 30<sup>th</sup> June, 2017. Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon.

**A.** In expressing our opinion it must be noted that:—

- i. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
- ii. We have followed the audit practices and processes as were appropriate to obtain reasonable assurances about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the processes and practices, we followed provide a reasonable basis of our opinion.
- iii. We have not verified the correctness and appropriateness of financial records and books of accounts of the company.
- iv. Wherever required, we have discussed with the management of the company, relied on the legal opinion and the management representation pertaining to compliance of laws, rules and regulations, happening of events, etc.
- v. The compliance with the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.
- vi. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

**B.** Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on 30<sup>th</sup> June, 2017, complied with the statutory provisions listed hereunder and also that the Company has proper Board-process (duly evolved) and compliance-mechanism in place to the extent and as applicable to the Company in the manner and subject to the reporting made hereinafter:

**C.** We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on 30<sup>th</sup> June, 2017 according to the provisions of:

- I. The Companies Act, 2013 (the Act) and the rules made thereunder;
- II. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
- III. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
- IV. The Company has neither made any Overseas Direct Investment nor obtained External Commercial Borrowings during the audit period and hence provisions of Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder are applicable to the extent of Foreign Direct Investment only.
- V. A. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):
  - (a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
  - (b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
  - (c) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client.

B. The Company has not undertaken any of the activities during the audit period as envisaged in the following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act') and hence are not relevant for the purpose of audit:-

- (a) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 1998;
- (b) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008;
- (c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2009;
- (d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and
- (e) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009.

VI. The following Acts and Rules made thereunder pertaining to Company's business are applicable to the Company:

- (a) Drugs and Cosmetics Act, 1940;
- (b) The Legal Metrology Act, 2009 and
- (c) The Legal Metrology (Packaged Commodities) Rules, 2011.

D. We have also examined compliance with the applicable clauses of the following:

- i. Secretarial Standards in respect of Meeting of Board of Directors (SS-1) and General Meetings (SS-2) issued by The Institute of Company Secretaries of India.
- ii. SEBI (Listing obligations and Disclosure Requirements) Regulations, 2015 entered into by the Company with BSE Limited and National Stock Exchange of India Limited.

During the period under review the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards etc. mentioned above except that the Company is in the process of updating its Website.

E. We further report that,–

- I. The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent

Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Companies Act, 2013.

- II. Adequate notice is given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent well in advance, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.
- III. Majority decision is carried through and there was no instance of any director expressing any dissenting views.

F. We further report that there are adequate systems and processes in the Company commensurate with its size and operations to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

G. We further report that during the audit period:

- i. Promoter shareholder, Procter & Gamble India Holdings BV, The Netherlands (PGIHBV) holding 1,30,73,465 shares (40.12% of total shareholding) merged with another promoter group company, Procter & Gamble Overseas India BV, The Netherlands (PGOIBV) effective 31<sup>st</sup> March, 2017.

There is no change in total percentage of P&G promoter shareholding as the share transfer is on account of merger of promoter group companies.

- ii. Except the above, none of the following events has taken place:
  - I. Public/Rights/Preferential Issue of Shares/ Debentures/Sweat equity etc.
  - II. Redemption/buy back of securities.
  - III. Major decisions taken by the members in pursuance to Section 180 of the Companies Act, 2013.
  - IV. Merger/Amalgamation/Reconstruction, etc.
  - V. Foreign Technical Collaborations.

For **DHOLAKIA & ASSOCIATES LLP**  
(Company Secretaries)

Sd/-  
**CS Bhumitra V. Dholakia**  
Designated Partner  
FCS - 977  
CP No. - 507

Place : Mumbai

Date : August 24, 2017

# MANAGEMENT DISCUSSION AND ANALYSIS

## Economy and Markets

The fundamentals of the Indian economy have remained positive in a subdued global economic environment. Indian Economy continues to grow mid to high single digits.

India's FMCG sector is among the largest sector in the economy and an important contributor to India's GDP. Despite the economic slowdown, the FMCG industry has remained resilient and the overall outlook remains positive for India's consumer goods industry. Some of the new emerging trends that will drive demand going forward include – growth in disposable income, e-commerce penetration, the rise of digital advertising, tax structure simplification, infrastructure development and rural consumption. To be successful, the FMCG industry will need to remain focused on fundamentals and build capabilities in line with emerging trends and provide Indian consumers with superior products at superior value.

The liquidity crunch post demonetization and trade destocking ahead of Goods and Services Tax Cut-over did impact the economy and our results in 2016-17. But, the business is starting to recover.

## Outlook, Risks and Opportunities

The Indian economy presents significant opportunity with a growing population, category whitespace and rising incomes. We do expect growth rate in the categories we compete to be around high single digits. However, currency volatility, supply bottlenecks and intense competition present significant near term challenges. Your Company endeavours to overcome these risks and to sustain and improve its market position behind superior innovation, by driving favourable price / mix, consumer relevant communication and a relentless focus on productivity.

## Performance Overview

The discussion on financial performance of the Company and its various businesses is elaborated in the Directors' Report.

## Risk Management

Your Company has set up a Risk Management Committee. The Company has also adopted a Risk Management Policy.

### Business, Finance & Operational risks

The Company's risk management policy is in line with the parent Company's global guidelines and as such adequate measures have been adopted by the Company to anticipate, plan and mitigate the spectrum of risks it faces. On business risks (competition, consumer preferences and technology changes) the Company undertakes a *Competition Response Model program*. For financing risks it has a robust operational contingency and legal plan. It also undertakes Business Contingency Plan for key vendors and natural disasters. The Company also has adequate Insurance coverage to protect the value of its assets. This coverage duly covers any risks relating to business interruption resulting from property damage and legal liability resulting from property damage or personal injury.

The Company has in place a very stringent and responsive system under which all its distributors and vendors are assessed before being selected.

### Regulatory and Compliance risks

Your Company operates within the letter and spirit of all applicable laws. General compliance with legal requirements is an important component of P&G's *Worldwide Business Conduct Manual* and the same directs the following action from every employee:

- To obey all legal requirements at all times;
- To understand exactly what legal requirements apply to the work function;
- To consult the legal personnel if there are conflicting legal requirements in different jurisdictions;
- To strictly follow the directions from the legal personnel;
- To address and resolve, in a timely manner, any legal compliance issues that have been identified;

- Absolutely no violation of any law;
- To immediately report any instance of violations to the Legal Department.

Your Company has set in place the requisite mechanism for meeting with the compliance requirements, periodic monitoring of compliance to avoid any deviations, and regular updates to keep pace with the regulatory changes.

### Security Risks

Your Company has installed comprehensive security programs supported by latest technology and trained manpower to protect employees and assets, at all its offices and plants. During the Financial Year under review, no major security breaches or incidents occurred at any of the Company's plants. A comprehensive security risk assessment is carried out regularly and adequate security measures are implemented to cater to change security scenario. Your Company has installed the best of the security measures and processes to protect its personnel and assets.

### Internal Auditor

During the Financial Year, the Board of Directors had appointed Ms. Garima Maheshwari, Chartered Accountant as the Internal Auditor of the Company for the Financial Year 2016-17.

### Internal Controls & their adequacy

Your Company has strong Internal Controls Environment and Risk Assessment/ Management systems. These systems enable Company to comply with Internal Company policies, procedures, standard guidelines and local laws to help protect Company's assets and confidential information against financial losses and unauthorized use. The robust controls environment at your Company is efficiently managed through:

- o **Controls Self-Assessments (CSAs)** are performed regularly across business processes. The organization

does detailed process reviews to evaluate process compliances versus standards. This enables organization to proactively identify control weaknesses and initiate actions to sustainably fix them.

- o **Stewardship and Global Internal Audit (GIA) Reviews**, led by a team of three fulltime Internal Controls experts, ensure that all key processes i.e. selling, revenue, distribution, trade & marketing spends, vendor payments, and plant operations are reviewed and assessed at frequent intervals. The observations and findings are shared with senior management for implementing quality action plans to strengthen overall controls in these processes. The assessments of High risks and SOX Compliance areas are assessed by an independent internal audit department lead by P&G's Global Internal Audit team. This team comprises of certified internal controls experts who has internal controls experiences across the different markets that P&G operates in.
- o **Governance and Stewardship Boards** comprises of the Managing Director, Group Chief Financial Officer, Chief Human Resource Officer and Chief Legal Officer. The Board looks at enterprise level current and potential risks and works plans to eliminate / mitigate them.

During the Financial Year under review, the Global Internal Audit (GIA) performed Audits of key areas covering purchasing and revenue processes, Controls were rated as '*Strong with low controls risks*'. Local management has executed quality action plans to remediate all the findings reported by GIA during their engagement.

### Human Resource Initiatives

The Company operates in a highly competitive environment vis-à-vis attracting the best talent for its operations and therefore the human resources management function has assumed vital importance in the Company. The Company



focuses on attracting, motivating and retaining the best talent. Its people systems like talent supply, performance management and talent development are robust and competitive. We have put in place robust HR programs to ensure that the organization is geared up to deliver the future.

- **Attracting & Retaining Talent:**

India continues to be a key market for Global talent. In this scenario, our recruiting focus, innovative campus initiatives (digital and face to face), foray into Social media helped us reach a large number of prospective candidates. We continue to strengthen our position as employer of choice with innovative programs like '*Emerging Leader*' and '*CEO Challenge*' to target campus students. The application rate of more than 90% and the Pre Placement Offer acceptance rate of 95% is proof of our employer brand.

Our policies on leadership pipeline, talent planning, mentoring and diversity & inclusion policies continue to ensure that we attract and retain the best talent. Providing challenging and meaningful careers, competitive compensation & benefits, leadership development opportunities continue to enable us to

attract the best talent that will keep the Company growing from strength to strength. We are ranked among the top few companies in the Annual Nielsen Campus survey.

- **Developing Talent:**

Our organization survey scores were strong showing good increase in areas of career and guidance, employer of choice and simplification. New hires into the company are given a thorough on-boarding through our '*i-LEAD Program*' and '*SPARK- Sales New Hire Program*' to ensure that they are early contributors in their roles and feel valued. The Company's performance management system, is robust and drives the employees to perform at their PEAK. It clearly assesses and differentiates employees on the basis of performance. The '*CARE Program*' intends to build capability of our people managers.

The number of employees as on June 30, 2017 was 632.

The Statements in the Management Discussion and Analysis Report may be seen as forward looking statements. The actual results may differ materially for those expressed or implied in the statement depending on circumstances.

## CORPORATE GOVERNANCE

### CORPORATE GOVERNANCE PHILOSOPHY

Your Directors are pleased to present the Corporate Governance Report:

Corporate Governance is the interaction of the Management, Members and the Board of Directors to help ensure that all stake holders are protected against managers acting solely in their own best interest. Governance process has to ensure that the societal measures employed by the Company are utilized in a manner that meets with the stakeholders' aspirations and societal expectations. Corporate Governance consists of laws, policies, procedures, and, most importantly, practices, that ensure the well-being of the assets of the Company. Corporate Governance is at its highest levels when Management is acting as if they are long-term investors in the Company.

Your Company has a strong history of operating with integrity – at all levels, both internally and externally. Our actions and the actions of all our employees are governed by our *Purpose, Values and Principles (PVPs)*. Our commitment to operate responsibly is reflected in the steps we have in place to ensure rigorous financial discipline and Corporate Governance.

We have a highly experienced Board of Directors, which helps us maintain the highest standards of Corporate Governance. Our Audit Committee is comprised of Independent Directors, with appropriate financial skills to provide good oversight. We have in place strong internal controls, to ensure compliance with all relevant regulations and standards. Our rigorous business process controls include ongoing programs of self-assessment, controls, as well as internal and external audits. Your Company has adopted a Code of Conduct for its Directors, which is derived from three interlinked fundamental principles, viz. good corporate governance, good corporate citizenship and exemplary personal conduct.

Further, your Company reinforces responsibilities on all its employees, of observing high standards of Corporate Governance through the Company's *"Worldwide Business Conduct Manual"* which sets forth management's commitment to conduct its business affairs with high ethical standards. This Manual flows from our PVPs which is the umbrella for our critical policy areas, which in turn create specific guidelines and standards. This Manual enables the Company's employees to make easier connection to relevant policies and the tools that support them. This Manual describes the Company's *"Worldwide*

*Business Conduct Standards"*. These standards flow from the following core values of the Company:

- Treat the Company's assets as you would treat your own;
- Behave with the Company's long term success in mind;
- Always do the right thing; and
- Operate within the letter and spirit of law.

The *"Worldwide Business Conduct Manual"* also details the policy statements, operating policies / procedures / practices and Internal Controls being followed by the Company with specific emphasis on ethical behaviour of employees, compliance with all applicable laws in letter and spirit, ensuring accuracy of books and records, maintaining confidentiality of corporate data, avoidance of conflict of interest, fair dealings, fair competition, following best practices for safety and health of Company personnel, environmental protection, trading in securities and a host of special legal issues.

Our reputation is earned by our conduct: what we say, what we do, the products we make, the services we provide, and the way we act and treat others. As conscientious citizens and employees, we want to do what is right. For your Company, this is the only way to do business.

### BOARD OF DIRECTORS

#### (a) Composition of the Board:

The Board of Directors of the Company has an optimum combination of Executive and Non-Executive Directors. As on date, the Board comprises of a Non-Executive Independent Chairman, a Managing Director (Executive), a Whole-time Executive Director and six other Non-Executive Directors.

The Non-Executive Independent Directors bring external perspective and independence to decision making. Mr. B. S. Mehta (Chairman), Mr. C. R. Dua, Mr. G. C. Das, Mr. A. K. Gupta, have been appointed as Non-Executive Independent Directors for a period of five years effective September 29, 2014 by the Members at the 30<sup>th</sup> Annual General Meeting. Mr. Narendra P. Sarda has been appointed as Non-Executive Independent Director for a period of five years effective August 29, 2015 by the Members at the 31<sup>st</sup> Annual General Meeting. They have provided certificate of independence to the Company stating that they meet the criteria of independence as mentioned under Section 149 (6) of the Companies

Act, 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations, 2015"). Mr. Karthik Natarajan has been appointed as Whole-

time Director effective January 23, 2017. All other Directors, except the Managing Director and the Non-Executive Independent Directors, are Directors liable to retire by rotation.

The composition and other required details of the Board of Directors as on date are given below:

Name of the Director	Category	Designation	Directorships in other Companies *	Membership of Board Committees of other Companies **	
				Member	Chairman
Mr. B. S. Mehta	NED/ID	Chairman	9	8	3
Mr. Al Rajwani	ED	Managing Director	2	2	Nil
Mr. C. R. Dua	NED/ID	Director	15	2	Nil
Mr. G. C. Das	NED/ID	Director	4	Nil	Nil
Mr. A. K. Gupta	NED/ID	Director	1	2	Nil
Mr. N. P. Sarda	NED/ID	Director	1	1	Nil
Mr. P. Agarwal	NED	Director	1	Nil	Nil
Ms. S. Dhawan	NED	Director	2	Nil	Nil
Mr. K. Natarajan	ED	Whole-time Director	2	Nil	Nil

NED – Non-Executive Director

ED – Executive Director

ID – Independent Director

\* Includes directorships in private companies and companies registered under Section 8 of the Companies Act, 2013 and excludes directorships in foreign companies

\*\* Includes memberships of only Audit Committee and Stakeholders' Relationship Committee of Public Companies

**(b) Number of meetings of the Board:**

Five (5) meetings of the Board of Directors were held during the period July 1, 2016 to June 30, 2017. These meetings were held on August 23, 2016, November 30, 2016, December 1, 2016, February 7, 2017 and May 6, 2017.

**(c) Directors' attendance record and Directorships held:**

The attendance of the Directors at the Board meetings and at the last Annual General meeting is as under:

Name of Director	No. of Board meetings held during the tenure	No. of Board meetings attended	Last Annual General Meeting (Whether attended)
Mr. B. S. Mehta	5	5	Yes
Mr. Al Rajwani	5	5	Yes
Mr. N. P. Sarda	5	4	Yes
Mr. C. R. Dua	5	5	Yes
Mr. G. C. Das	5	3 <sup>#</sup>	No
Mr. A. K. Gupta	5	5	Yes
Mr. P. Agarwal	5	5	Yes
Ms. S. Dhawan	5	5	Yes
Mr. K. Natarajan	2	1	Yes

# Mr. Das attended the Board meeting held on December 1, 2016 via video-conferencing.

**(d) Separate meeting of Independent Directors:**

The Independent Directors of the Company met separately without the presence of Non-Independent Directors or management representatives on June 16, 2017 to review the performance of Non-Independent Directors; the Board & the Chairperson of the Company, and to assess the quality, quantity and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

**(e) Related Party Transactions:**

The Company has adopted Related Party Transaction Policy ('RPT Policy') to ensure that all Related Party Transactions entered into by the Company shall be in the best interest of the Company and in accordance with the provisions of the Companies Act, 2013 and the SEBI Listing Regulations, 2015. The RPT Policy is available on the Company's website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml).

The Company obtains prior approval of the Audit Committee for all related party transactions. Prior omnibus approval of the Audit Committee is obtained for all related party transactions which are of repetitive nature. All related party transactions are reviewed by external chartered accountant firm to ensure transactions are in ordinary course of business, at arm's length and are in compliance with the RPT Policy of the Company. All related party transactions are placed before the Audit Committee for quarterly review.

There are no material pecuniary relationships / significant transactions made by the Company with its Promoters, Directors or Management, or their relatives etc. which have potential conflict with the interests of the Company at large. Transactions with

related parties are disclosed in Note 33 forming part of the Financial Statements.

**(f) Remuneration of Directors:**

The Members of the Company at their 28<sup>th</sup> Annual General Meeting held on December 11, 2012, had accorded approval for payment of commission upto 1% of the net profits per annum in the aggregate to the Non-Executive Independent Directors of the Company for a period of five years effective January 1, 2013 by way of a Special Resolution. The said resolution had also empowered the Board of Directors to fix the quantum of commission payable to each of the Non-Executive Independent Directors and to also determine the period for which said commission is payable. In view of the above, the Board of Directors have accorded approval for payment of Annual Commission of ₹ 11 Lakhs to each of the Non-Executive Independent Directors for the Financial Year 2016-17. The said commission is within the limits of 1% of the net profits of the Company in the aggregate, as calculated as per applicable statutory provisions. The Non-Executive Directors are paid to compensate their valuable contribution to the Company owing to their wealth of experience and knowledge.

No fee / compensation is payable to the Directors on severance of Directorship of the Company.

Details of the remuneration paid / provided to the Directors of the Company during the Financial Year ended June 30, 2017 are given below:

Name of Director	Relationship with other Directors	Salary including Bonus + PF contribution	Commission	Sitting Fees	Amount in ₹
					Shares held (Equity Shares of ₹ 10/- each)
Mr. B. S. Mehta	None	—	11,00,000	2,60,000	—
Mr. Al Rajwani	None	— <sup>\$</sup>	—	—	—
Mr. C. R. Dua	None	—	11,00,000	2,90,000	—
Mr. G. C. Das	None	—	11,00,000	2,55,000	—
Mr. A. K. Gupta	None	—	11,00,000	3,80,000	—
Mr. N. P. Sarda	None	—	11,00,000	2,45,000	—
Mr. P. Agarwal	None	—	—	—	—
Ms. S. Dhawan	None	— <sup>\$\$</sup>	—	—	—
Mr. Karthik Natarajan*	None	1,36,387	—	—	—

\* Mr. Karthik Natarajan was appointed as Whole-time Director of the Company effective January 23, 2017. Mr. Karthik Natarajan received remuneration from P&G Dubai. Certain perquisites have been charged to the Company during the year

\$ Employee benefits expense under Note 39 to the Financial Statements includes expenses in respect of Managerial personnel of ₹ 209 Lakhs cross charged from Procter & Gamble Hygiene and Health Care Limited in terms of the common service agreement

\$\$ Employee benefits expense under Note 39 to the Financial Statements includes expenses in respect of Managerial personnel of ₹ 67 Lakhs cross charged from Procter & Gamble Home Products Private Limited in terms of the common service agreement

## Stock Options

The Company does not have any Stock Option Plan for its employees. However, all employees of the Company including its Managing Director are given the right to purchase shares of the Ultimate Holding Company – The Procter & Gamble Company, USA under its 'International Stock Ownership Plan.' Certain employees of the Company are also entitled to Stock Option of the Ultimate Holding Company under its Employee Stock Option Plan. Details as regards the same are disclosed vide Note 32 forming part of the Financial Statements.

## (g) Committees of the Board:

### Audit Committee

The Audit Committee comprises of Mr. C. R. Dua (Chairman), Mr. B. S. Mehta (Member), Mr. G. C. Das (Member), Mr. A. K. Gupta (Member), Mr. N. P. Sarda (Member) and Mr. Al Rajwani (Member). The Audit Committee met on August 23, 2016, December 1, 2016, February 7, 2017 and May 6, 2017.

Directors	Designation	Category	Profession	No. of meetings held during tenure	No. of meetings attended
Mr. C. R. Dua	Chairman	NED/ID	Advocate	4	4
Mr. B. S. Mehta	Member	NED/ID	Chartered Accountant	4	4
Mr. G. C. Das	Member	NED/ID	Management Consultant	4	3 <sup>#</sup>
Mr. A. K. Gupta	Member	NED/ID	Consultant	4	4
Mr. N. P. Sarda	Member	NED/ID	Chartered Accountant	4	3
Mr. Al Rajwani	Member	ED	General Manager	4	4

NED – Non Executive Director

ID – Independent Director

ED – Executive Director

# Mr. Das attended the Audit Committee meeting held on December 1, 2016 via video-conferencing

Ms. Flavia Machado is the Secretary to the Committee. The Audit Committee plays the role as is contemplated under Section 177 of the Companies Act, 2013 read with the SEBI Listing Regulations, 2015.

The Audit Committee powers include the following:

- to investigate any activity within its terms of reference;
- to seek information from any employee;
- to obtain outside legal or other professional advice; and
- to secure attendance of outsiders with relevant expertise, if it considers necessary.

The Audit Committee role includes the following:

- Recommendation for appointment, remuneration and terms of appointment of auditors of the Company;
- Review and monitor the auditor's independence and performance, and effectiveness of audit process;
- Approval or any subsequent modification of transactions of the Company with related parties;
- Scrutiny of inter-corporate loans and investments;

- Valuation of undertakings or assets of the Company, wherever it is necessary;
- Evaluation of internal financial controls and risk management systems;
- Oversight of the Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;
- Approval of payment to statutory auditors for any other services rendered by the statutory auditors;
- Examination and reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the Board for approval, with particular reference to:
  - Matters required to be included in the Director's Responsibility Statement to be included in the Board's report in terms of clause (c) of sub-section 3 of section 134 of the Companies Act, 2013
  - Changes, if any, in accounting policies and practices and reasons for the same



- Major accounting entries involving estimates based on the exercise of judgment by management
  - Significant adjustments made in the financial statements arising out of audit findings
  - Compliance with listing and other legal requirements relating to financial statements
  - Disclosure of any related party transactions
  - Qualifications in the draft audit report
- x. Reviewing, with the management, the quarterly financial statements before submission to the Board for approval;
- xi. Monitoring the end use of funds raised through public offers and related matters and reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilisation of proceeds of a public or rights issue, and making appropriate recommendations to the Board to take up steps in this matter;
- xii. Reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;
- xiii. Reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;
- xiv. Discussion with internal auditors of any significant findings and follow up there on;
- xv. Reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;
- xvi. Discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

- xvii. To look into the reasons for substantial defaults in the payment to the depositors, debenture holders, shareholders (in case of non-payment of declared dividends) and creditors;
- xviii. To review the functioning of the Whistle Blower mechanism;
- xix. Approval of appointment of CFO (i.e., the whole-time Finance Director or any other person heading the finance function or discharging that function) after assessing the qualifications, experience and background, etc. of the candidate;
- xx. Reviewing any other areas which may be specified as role of the Audit Committee under the SEBI Listing Regulations, 2015, Companies Act, 2013 and other statutes, as amended from time to time.

The minutes of the Committee are placed before the Board.

### Stakeholder Relationship Committee

The Stakeholder Relationship Committee comprises of Mr. A. K. Gupta (Chairman), Mr. Al Rajwani (Member) and Ms. Sonali Dhawan (Member). Ms. Flavia Machado is the Company Secretary and Compliance Officer to the Committee. During the Financial Year, four meetings were held on August 23, 2016, December 1, 2016, February 7, 2017 and May 6, 2017.

Directors	No. of meetings held during tenure	No. of meetings attended
Mr. A. K. Gupta	4	4
Mr. Al Rajwani	4	4
Ms. Sonali Dhawan	4	3

The role of the Committee is as follows:

- Resolving the grievances of the security holders of the Company including complaints related to transfer of shares, non-receipt of Annual Report, non-receipt of declared dividends etc.
- Overseeing transfer / transmission of shares, issue of duplicate share certificates, and dematerialization / rematerialization of shares.

During the Financial Year, the Company received 15 complaints from Members. These complaints have been resolved. There were no pending share transfers as on June 30, 2017.

## Nomination and Remuneration Committee

The Nomination and Remuneration Committee comprises of Mr. G. C. Das (Chairman), Mr. A. K. Gupta (Member), Mr. C. R. Dua (Member) and Ms. Sonali Dhawan (Member). During the Financial Year, four meetings were held on August 23, 2016, November 30, 2016, December 1, 2016 and February 7, 2017.

Directors	No. of meetings held during tenure	No. of meetings attended
Mr. G. C. Das	4	3*
Mr. C. R. Dua	4	4
Mr. A. K. Gupta	4	4
Ms. Sonali Dhawan	4	4

# Mr. G. C. Das attended the Nomination and Remuneration Committee meetings held on August 23, 2016 and December 1, 2016 via video-conferencing

The role of the Committee is as follows:

- Formulation of criteria for determining qualifications, positive attributes and independence of Directors;
- Formulation of evaluation criteria for performance evaluation of Independent Directors and the Board;
- Recommendation to the Board of a Policy, relating to the remuneration of Directors, Key Managerial Personnel and senior management;
- Identification of persons who are qualified to become Directors and who may be appointed in senior management and recommendation to the Board their appointment and removal;
- Carrying out evaluation of every Director's performance;
- Devise a policy on Board diversity;
- Any other role & responsibility, as may be mandated by any statutory legislation, from time to time.

The Company has adopted Nomination and Remuneration Policy. The Nomination and Remuneration Policy is in compliance with all applicable provisions of the Companies Act, 2013, particularly Section 178 read together with the applicable rules thereto and Regulation 19 of the SEBI Listing Regulations, 2015. The Policy is designed to attract, motivate and retain leadership members in a competitive and international market. The Policy reflects the Company's objectives for good corporate governance as well as sustained long-term value

creation for shareholders. The Policy is available on the website of the Company at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml). This Policy is also annexed to this Directors' report as **Annexure V**.

The Company has also adopted a Board Diversity Policy which is based on the principle that the Company's Board of Directors should have a balance of skills, experience and diversity of perspectives appropriate to the Company's business. The Company recognizes that a Board composed of appropriately qualified people with a broad spectrum of experience relevant to the business is important for effective corporate governance and sustained commercial success of the Company. The Company aims to achieve a sustainable and balanced development by building a diverse and inclusive culture.

The Committee carries out an evaluation of the performance of individual Directors. Feedback was sought by way of structured questionnaires covering various aspects in line with the Guidance Note on Board evaluation issued by the Securities and Exchange Board of India vide its circular dated January 5, 2017 and performance evaluation was carried out based on the responses received from the Directors.

## Corporate Social Responsibility Committee

The Corporate Social Responsibility Committee comprises of Mr. A. K. Gupta (Chairman), Mr. Al Rajwani (Member), Mr. G. C. Das (Member) and Ms. Sonali Dhawan (Member). During the Financial Year, three meetings were held on August 23, 2016, December 1, 2016 and February 7, 2017.

Directors	No. of meetings held during tenure	No. of meetings attended
Mr. A. K. Gupta	3	3
Ms. Sonali Dhawan	3	3
Mr. Al Rajwani	3	3
Mr. G. C. Das	3	3*

# Mr. G. C. Das attended the Corporate Social Responsibility Committee meetings held on August 23, 2016 and December 1, 2016 via video-conferencing

The role of the Committee is as follows:

- Formulation and recommendation to the Board, a Policy which shall indicate the activities to be undertaken by the Company;
- Recommendation of the amount of expenditure to be incurred on the CSR activities;
- Monitoring the CSR Policy of the Company from time to time;

- Formulation and monitoring of implementation of business responsibility policies; and
- Annual assessment of the business responsibility performance and reporting.

The Company has adopted a Corporate Social Responsibility Policy ('CSR Policy'). In line with the global principles followed by the Procter & Gamble group and the terms of Companies Act, 2013, the CSR Policy is broadly framed taking into account the following:

- We believe it is essential to run our business responsibly, and our operating practices reflect this commitment.
- We are focused on making every day better for people and the planet through our innovations and our actions:
  - Environment by– Conservation of Resources, Using Renewable Resources, Generating Worth from Waste;
  - Social by– providing the comforts of home, improving health and hygiene of people, social and cultural development, imparting education, training and social awareness.

### Risk Management Committee

The Company has constituted a Risk Management Committee to monitor and the review the Risk Management Policy and plans of the Company.

The composition of the Risk Management Committee is as follows:

Name of Member	Category	Designation
Mr. Al Rajwani	MD	Chairman
Ms. S. Dhawan	NED	Member
Mr. K. Natarajan	WTD	Member

MD – Managing Director

NED – Non Executive Director

WTD – Whole-time Director

The Company has adopted a Risk Management Policy, which aims to create a standard, structured and efficient approach to identify, assess and mitigate risks. Our Company meetings are structured to plan, assess and mitigate risks. These include annual & monthly business planning meetings as well as specific category and Go-to-market assessments.

### Cash & Investment Committee

During the Financial Year, the Company has constituted a Cash & Investment Committee comprising of Mr. Pramod Agarwal (Chairman), Mr. C. R. Dua (Member), Mr. A. K. Gupta (Member) and Mr. Karthik Natarajan (Member). During the Financial Year, two meetings were held on February 7, 2017 and May 6, 2017.

The composition of the Cash & Investment Committee is as follows:

Name of Member	No. of meetings held during tenure	No. of meetings attended
Mr. Pramod Agarwal	2	2
Mr. C. R. Dua	2	2
Mr. A. K. Gupta	2	2
Mr. K. Natarajan	2	1

The role of the Committee is as follows:

Assessment and recommendation to the Board the best possible utilization of cash generated by the Company, on basis of following primary considerations–

- Protect long term growth of the Company
- Maximize return to the shareholders
- Ensure risk free investments

### (h) Familiarization programme for Independent Directors:

The familiarization programme aims at familiarizing the Independent Directors with the Company, their roles, rights, responsibilities in the Company, nature of the industry in which the Company operates and business model of the Company. The familiarization programme is available on the Company's website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/index.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/index.shtml).

The Company conducts presentations at meetings of the Board and meeting of various Committees of the Board periodically to familiarize the Independent Directors with the business performance, business strategy, operations and functions of the Company. Such presentations help the Independent Directors to understand the Company's strategy, business model, operations, market, competition, organization structure, risk analysis and such other areas.

The Company updates the Independent Directors on changes in relevant laws / regulations from time to time. Each member of the Board, including the Independent Directors, are given any information

relating to the Company, whenever they so request. Independent Directors have the freedom to interact with the Company's management.

In case of appointment of new Independent Director on the Board of the Company, the Company would:

- Issue a formal letter of appointment containing roles and responsibilities at the time of appointment;
- Provide introductory documents including Annual Report, Board committee framework, codes of conducts as may be applicable to the Director, various Policies and procedures adopted by the Company.

#### (i) Annual Evaluation of the Directors:

The Board has carried out an annual evaluation of its own performance and that of its Committees as well as performance of the Directors individually. Feedback was sought by way of structured questionnaires covering various aspects in line with the Guidance Note on Board evaluation issued by the Securities and Exchange Board of India vide its circular dated January 5, 2017 and performance evaluation was carried out based on the responses received from the Directors.

#### (j) Disclosures regarding appointment / re-appointment of Directors:

**Mr. Pramod Agarwal**, is an MBA from IIM, Ahmedabad. After over 28 years of experience with P&G, he retired in 2016. During his employment with P&G, he has worked in seven geographies - India, Thailand, Japan, Philippines, USA, Singapore and Switzerland. Mr. Agarwal has led several major changes which have had a lasting impact on the business and organization.

Mr. Agarwal is also a Director on the Board of Procter & Gamble Hygiene and Health Care Limited.

Mr. Agarwal, retires by rotation and being eligible, offers himself for re-appointment at the forthcoming 33<sup>rd</sup> Annual General Meeting.

### COMMUNICATION TO SHAREHOLDERS

- (i) The quarterly results of the Company are announced within 45 days of completion of the quarter or within the time as prescribed by the Securities and Exchange Board of India. Audited Annual Results are announced within 60 days of the end of Financial Year or within the time as prescribed by the Securities and Exchange Board of India which are published in The Business Standard, Mumbai Lakshadeep and The Asian Age.

- (ii) The Company's results and official news releases are published on Company's website: [www.pg.com/en\\_IN](http://www.pg.com/en_IN).
- (iii) No presentations were made to Analysts and Institutional Investors during the course of the Financial Year.
- (iv) This Annual Report comprising of Notice calling the General Meeting, Audited Financial Statements, Directors' Report, Auditors' Report etc. for the Financial Year 2016–17, in electronic form, is being sent to the Members at the email ids provided / updated by the Members with the Depository Participants / Registrar & Transfer Agent, as applicable.

### STATUTORY COMPLIANCE

The Company was compliant with applicable requirements prescribed by the regulatory and statutory authorities during the preceding three Financial Years on all matters related to capital markets and no penalties / strictures in this respect have been imposed on the Company.

### GENERAL MEETINGS

AGM	Date	Time	Venue	No. of special resolutions passed
32 <sup>nd</sup>	30.11.2016	10.00 a.m.	Y. B. Chavan Pratisthan, Gen. Jagannathrao Bhonsle Marg, Mumbai – 400 021	—
31 <sup>st</sup>	26.10.2015	3.30 p.m.	Y. B. Chavan Pratisthan, Gen. Jagannathrao Bhonsle Marg, Mumbai – 400 021	1
30 <sup>th</sup>	29.09.2014	11.00 a.m.	SPA-65A, Bhiwadi Industrial Area, Bhiwadi, Dist. Alwar, Rajasthan – 301 019	—

At the 31<sup>st</sup> Annual General Meeting held on October 26, 2015, the following Special Resolution was passed:

Appointment of Mr. Narendra P. Sarda as Non-Executive Independent Director of the Company.

### POSTAL BALLOT

During the Financial Year, an Ordinary Resolution for appointment of Mr. Karthik Natarajan as a Director liable to retire by rotation and Whole-time Director for a period of five years was passed by the Members of the Company through Postal Ballot on January 23, 2017. The Board had appointed Mr. B. V. Dholakia, Practising Company Secretary, as the scrutinizer to conduct the Postal Ballot process in a fair and transparent manner. The results of the postal ballot were declared on January 24, 2017. Details of the voting pattern were as hereinafter:

**Description of Resolution:** Appointment of Mr. Karthik Natarajan as a Director liable to retire by rotation and Whole-time Director for a period of five years

Particulars	No. of Votes (Physical ballots and e-voting)	Votes Cast (No. of Shares)	% of Valid Votes
No. of total valid Postal Ballot Forms / e-votes received	256	2,51,96,206	100.00
Assented to the resolution	236	2,51,95,570	99.99
Dissented to the resolution	20	636	0.01

Accordingly, the said Resolution was approved by the Members of the Company, with requisite majority.

### CEO / CFO CERTIFICATION

In terms of requirement of SEBI Listing Regulations, 2015, the Managing Director and the Chief Financial Officer have made a certification to the Board of Directors in the prescribed format for the Financial Year under review, which has been reviewed by the Audit Committee and taken on record by the Board.

### ADOPTION OF DISCRETIONARY REQUIREMENTS

The Company has adopted following discretionary requirements of Regulation 27(1) of the SEBI Listing Regulations, 2015:

- There are no audit qualifications in the Company's financial statements for the Financial Year 2016-17.
- The Company has appointed separate persons as Chairman and Managing Director of the Company.

### WHISTLE BLOWER POLICY

The Company being a part of the Procter & Gamble group is guided by a Whistle Blower Policy as laid down in its "Worldwide Business Conduct Manual". Any employee or other interested person can call on 'The Worldwide Business Conduct Helpline (previously called the Alertline)', twenty-four hours a day, seven days a week, to report any concerns about violations of the Company's "Worldwide Business Conduct Standards".

The *Worldwide Business Conduct Helpline* is not staffed or monitored by the Company personnel. All calls can be completed anonymous if the caller desires. The *Helpline* can take calls in most languages spoken by employees around the world.

Calls made to the *Helpline* are reported to the Company's Corporate Security and Legal personnel, who will ensure appropriate investigation and follow-up of all calls. Callers are given a confidential identification number so they can inquire about the status of their reported concerns.

The '*Worldwide Business Conduct Helpline*' is accessible to all employees.

In compliance with the requirement under the SEBI Listing Regulations, 2015 and Section 177 of the Companies Act, 2013 and the Rules made thereunder, the Company has adopted the whistle blowing policy as the vigilance mechanism for Directors and employees to report genuine concerns or grievances such as unethical behaviour, actual or suspected fraud or violation of the Company's code of conduct or ethics policy.

The Audit Committee oversees the vigil mechanism and number of cases reported alongwith the status report and action taken (if any) are reported to the Committee. No personnel has been denied access to the Audit Committee.

The Vigil Mechanism is available on the Company's website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/policy.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/policy.shtml).

### CODE OF CONDUCT

#### (i) Code of Conduct for Directors:

The Company has in place a Code of Conduct for its Directors and senior management. This Code is derived from three interlinked fundamental principles, viz. good corporate governance, good corporate citizenship and exemplary personal conduct. The Board Members and Senior Management Personnel have affirmed their compliance with the Code of Conduct and a CEO certificate to that effect is annexed to this Corporate Governance Report. The Code of Conduct has been posted on the Company's website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/code\\_of\\_conduct.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/code_of_conduct.shtml).

#### (ii) Code of Conduct for Prohibition of Insider Trading:

The Board of the Company has adopted the Code of Conduct for prevention of Insider Trading under SEBI (Prohibition of Insider Trading) Regulations, 2015. The code has been posted on the Company's website at [http://www.pg.com/en\\_IN/invest/gillette/corporate\\_governance/code\\_of\\_conduct.shtml](http://www.pg.com/en_IN/invest/gillette/corporate_governance/code_of_conduct.shtml).



## GENERAL SHAREHOLDER INFORMATION

### I Annual General Meeting

The 33<sup>rd</sup> Annual General Meeting will be held on **Wednesday, November 15, 2017 at 11.00 a.m.** at Y. B. Chavan Pratishthan, Gen. Jagannathrao Bhonsle Marg, Mumbai – 400 021.

### II Financial Calendar

Presently, the Company follows July-June Financial Year. The Financial Results are declared within timelines as prescribed by the Securities and Exchange Board of India.

### III Book Closure Dates: Wednesday, November 8, 2017 to Wednesday, November 15, 2017 (both days inclusive).

The said book closure is for payment of dividend.

### IV Dividend Payment Date: Between November 22, 2017 to December 14, 2017.

### V Listing of Equity Shares on Stock Exchange

The Company's shares are listed on the BSE Limited, Mumbai and the National Stock Exchange of India Limited. Listing fees as prescribed have been paid to the respective Stock Exchanges.

### VI Stock Code

BSE Limited, Mumbai — Code : 507815

National Stock Exchange of India Limited — Code : GILLETTE

The dematerialization ISIN Code is INE322A01010

### VII Stock Price Data

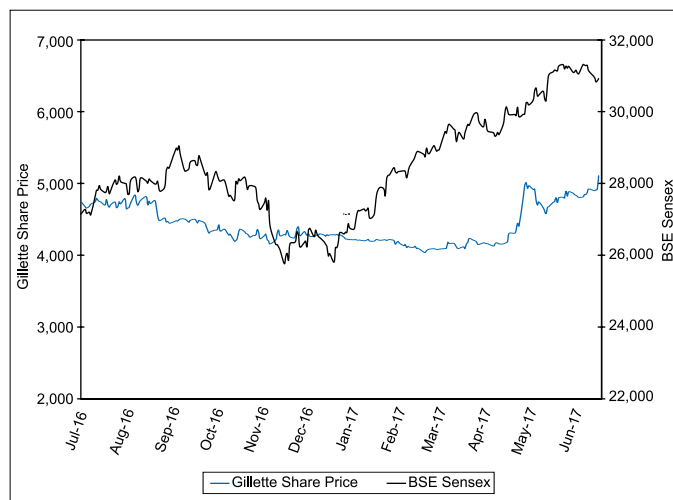
Month	BSE		NSE	
	High (₹)	Low (₹)	High (₹)	Low (₹)
July – 2016	4850.00	4550.00	4825.00	4514.05
August – 2016	4888.00	4433.65	4897.90	4451.00
September – 2016	4542.65	4280.00	4572.00	4266.00
October – 2016	4440.00	4175.00	4435.00	4175.00
November – 2016	4500.00	4075.00	4430.00	4064.95
December – 2016	4526.80	4213.20	4525.00	4225.05
January – 2017	4322.65	4157.05	4348.00	4170.00
February – 2017	4235.85	4025.00	4250.75	4022.20
March – 2017	4306.75	4045.00	4304.60	4040.45
April – 2017	4350.00	4113.45	4355.00	4113.15
May – 2017	5069.95	4253.40	5074.00	4251.00
June – 2017	5183.85	4713.35	5177.00	4730.10

(Source: [www.bseindia.com](http://www.bseindia.com) and [www.nseindia.com](http://www.nseindia.com))

Note: High and low are in Rupees (₹) per traded share.

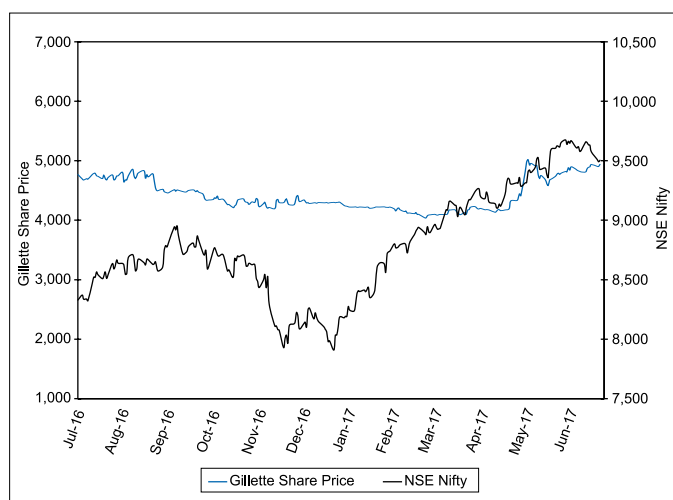
## VIII Stock Performance in comparison to the BSE Sensex and NSE Nifty

The following chart shows the performance of the Company's shares as compared to the BSE Sensex during the Financial Year 2016-17:



(Source: [www.bseindia.com](http://www.bseindia.com))

The following chart shows the performance of the Company's shares as compared to the NSE Nifty during the Financial Year 2016-17:



(Source: [www.nseindia.com](http://www.nseindia.com))

## IX Registrar and Transfer Agents

Mas Services Limited  
T-34, 2<sup>nd</sup> floor, Okhla Industrial Area, Phase II  
New Delhi – 110 020  
Ph: 011-26387281-3  
Fax: 011-26387384  
E-Mail : [info@masserv.com](mailto:info@masserv.com)  
Contact person: Mr. Sharwan Mangla

**X Share Transfer System**

All Shares sent for transfer in the physical form are registered by the Registrar and Share Transfer Agents as per the terms of the SEBI Listing Regulations, 2015. Shares under objection are returned within two weeks.

All requests for dematerialization of shares are processed and the confirmation is given to the respective depositories i.e. National Securities Depository Limited (NSDL) and Central Depository Services Limited (CDSL) within 15 days.

**XI Distribution of shareholding by size class as on June 30, 2017**

Shareholding	Shareholders		Shares	
	Number	% to Total	Number	% to Total
Upto 500	24,415	96.95	11,76,907	3.61
501 – 1000	367	1.46	2,66,313	0.82
1001 – 2000	198	0.79	2,78,109	0.85
2001 – 3000	64	0.25	1,58,308	0.49
3001 – 4000	34	0.13	1,19,789	0.37
4001 – 5000	22	0.09	1,02,450	0.31
5001 – 10000	31	0.12	2,21,424	0.68
10001 and above	52	0.21	3,02,61,917	92.87
<b>TOTAL</b>	<b>25,183</b>	<b>100.00</b>	<b>3,25,85,217</b>	<b>100.00</b>

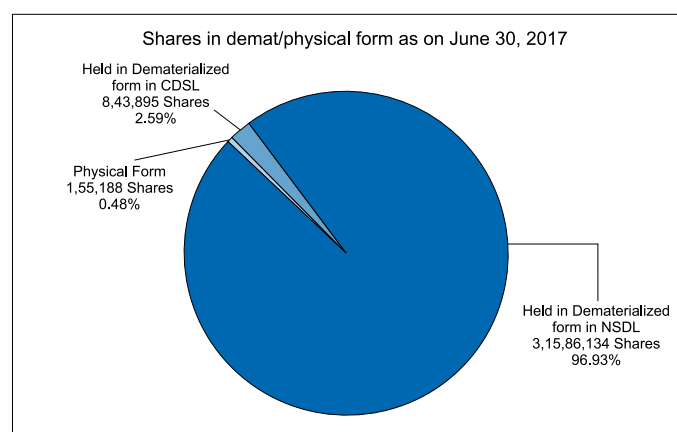
**XII Distribution of shareholding by ownership as on June 30, 2017**

Category	Number of Shares held	% of Shares held
Foreign & Indian promoters	2,44,37,803	75.00
Resident Individuals and others	20,31,228	6.23
Mutual Funds	15,47,380	4.75
Financial Institutions / Banks	2,00,875	0.62
Foreign Institutional Investors	16,52,353	5.07
Private Bodies Corporate	25,38,099	7.79
NRIs	1,77,479	0.54
<b>TOTAL</b>	<b>3,25,85,217</b>	<b>100.00</b>

**XIII Dematerialization of shares and liquidity**

The Company's shares are required to be compulsorily traded in the stock exchanges in dematerialised form. As on June 30, 2017, the number of shares in dematerialized and physical mode is as under:

Particulars	No. of shares	% to total capital issued
Held in dematerialized form in CDSL	8,43,895	2.59
Held in dematerialized form in NSDL	3,15,86,134	96.93
Held in physical form	1,55,188	0.48
<b>Total</b>	<b>3,25,85,217</b>	<b>100.00</b>



**XIV** As on date, the Company has not issued GDR/ADR/ warrants or any convertible instruments.

**XV Unclaimed / Unpaid Dividends**

The amount of the unclaimed dividend for and upto the Financial Year ended June 30, 2009, has been transferred to the Investor Education and Protection Fund ("IEPF") established by the Central Government. Those Members who have not claimed their dividend for the said periods shall not be entitled to claim the same from the Company.

Final dividend for the Financial Year ended June 30, 2010 and for the subsequent years, which remain unpaid or unclaimed, will be due for transfer to the IEPF of the Central Government on the dates mentioned in the table below. Members who have not encashed their dividend warrants for these years are requested to seek issue of duplicate warrants on or before the due dates mentioned therein, by writing to the Company's Registrar & Share Transfer Agents, Mas Services Limited.

For the Financial Year ended	Date of Declaration	Due for transfer to IEPF
30.06.2010	18.11.2010	24.12.2017
30.06.2011	31.10.2011	06.12.2018
30.06.2012	11.12.2012	16.01.2020
30.06.2013	19.11.2013	25.12.2020
30.06.2014	29.09.2014	04.11.2021
30.06.2015	26.10.2015	01.12.2022
Interim 2015-16	12.10.2015	17.11.2022
30.06.2016	01.12.2016	06.01.2024
Interim 2016-17	06.05.2017	11.06.2024

During the Financial Year 2016-17, unclaimed final dividend amount for the Financial Year ended June 30, 2009 of ₹ 6,17,863/- was transferred to the IEPF on December 16, 2016. The details of unpaid / unclaimed dividend as on date of previous Annual General Meeting, i.e., November 30, 2016 have been posted on the website of the Company, viz., [www.pg.com/en\\_IN](http://www.pg.com/en_IN).

## XVI Plant Locations:

### (i) Bhiwadi Plant

SPA – 65A, Bhiwadi Industrial Area,  
Bhiwadi, Dist. Alwar  
Rajasthan – 301019

### (ii) Baddi Plant

Plot no. 4, Industrial Area  
Village Katha, Bhatoli Kalan  
Dist. Solan  
Baddi – 173205  
Himachal Pradesh

## XVII Addresses for Correspondence:

### Company Secretary & Compliance Officer:

#### Gillette India Limited

P&G Plaza, Cardinal Gracias Road,  
Chakala, Andheri (East)  
Mumbai – 400 099  
Ph : 022-28266000;  
Fax : 022-28267303  
Email Id: [investorgil.im@pg.com](mailto:investorgil.im@pg.com)

## Declaration

As provided under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Board Members have confirmed compliance with the Directors' Code of Conduct for the Financial Year ended June 30, 2017 and the Senior Management has complied with the Business Conduct Manual for the Financial Year ended June 30, 2017.

For **GILLETTE INDIA LIMITED**

*sd/-*

**Al Rajwani**  
**Managing Director**

Mumbai,  
August 7, 2017

## Independent Auditor's Certificate on Corporate Governance

### TO THE MEMBERS OF GILLETTE INDIA LIMITED

1. This certificate is issued in accordance with the terms of our engagement letter dated December 15, 2016.
2. We, Deloitte Haskins & Sells LLP, Chartered Accountants, the Statutory Auditors of Gillette India Limited ("the Company"), have examined the compliance of conditions of Corporate Governance by the Company, for the year ended on June 30, 2017, as stipulated in regulations 17 to 27 and Clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the Listing Regulations).

### Managements' Responsibility

3. The compliance of conditions of Corporate Governance is the responsibility of the Management. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of the Corporate Governance stipulated in Listing Regulations.

### Auditor's Responsibility

4. Our responsibility is limited to examining the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. We have examined the books of account and other relevant records and documents maintained by the Company for the purposes of providing reasonable assurance on the compliance with Corporate Governance requirements by the Company.
6. We have carried out an examination of the relevant records of the Company in accordance with the Guidance Note on Certification of Corporate Governance issued by the Institute of the Chartered Accountants of India (the ICAI), the Standards on Auditing specified under Section 143(10) of the Companies Act 2013, in so far as applicable for the purpose of this certificate and as per the Guidance Note on Reports or Certificates for Special Purposes issued by the ICAI which requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.
7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

### Opinion

8. Based on our examination of the relevant records and according to the information and explanations provided to us and the representations provided by the Management, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in regulations 17 to 27 and clauses (b) to (i) of regulation 46(2) and para C and D of Schedule V of the Listing Regulations during the year ended June 30, 2017.
9. We state that such compliance is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For **DELOITTE HASKINS & SELLS LLP**  
Chartered Accountants  
(Firm's Registration No. 117366W/W-100018)

**sd/-**  
**Shyamak R Tata**  
Partner  
(Membership No. 038320)

**MUMBAI, August 24, 2017**

# INDEPENDENT AUDITORS' REPORT

## To the Members of Gillette India Limited

### Report on the Ind AS Financial Statements

We have audited the accompanying Ind AS financial statements of **Gillette India Limited** ("the Company"), which comprise the Balance Sheet as at June 30, 2017, and the Statement of Profit and Loss (including Other Comprehensive Income), the Cash Flow Statement and the Statement of Changes in Equity for the year then ended, and a summary of the significant accounting policies and other explanatory information.

### Management's Responsibility for the Ind AS Financial Statements

The Company's Board of Directors is responsible for the matters stated in Section 134(5) of the Companies Act, 2013 ("the Act") with respect to the preparation of these Ind AS financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act.

This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgements and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the Ind AS financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these Ind AS financial statements based on our audit.

In conducting our audit, we have taken into account the provisions of the Act, the accounting and auditing standards and matters which are required to be included in the audit report under the provisions of the Act and the Rules made thereunder.

We conducted our audit of the Ind AS financial statements in accordance with the Standards on Auditing specified under Section 143(10) of the Act. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Ind AS financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and the disclosures in the Ind AS financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the Ind AS financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal financial control relevant to the Company's preparation of the Ind AS financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of the accounting estimates made by the Company's Directors, as well as evaluating the overall presentation of the Ind AS financial statements.

We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the Ind AS financial statements.

### Opinion

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid Ind AS financial statements give the information required by the 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 state of affairs of the Company as at June 30, 2017, and its profit, total comprehensive income, its cash flows and the changes in equity for the year ended on that date.

### Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit, 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.



- (b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
- (c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Cash Flow Statement and Statement of Changes in Equity dealt with by this Report are in agreement with the books of account.
- (d) In our opinion, the aforesaid Ind AS financial statements comply with the Indian Accounting Standards prescribed under Section 133 of the Act.
- (e) On the basis of the written representations received from the directors as on June 30, 2017 taken on record by the Board of Directors, none of the directors is disqualified as on June 30, 2017 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 over financial reporting of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls over financial reporting.
- (g) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended, in our opinion and to the best of our information and according to the explanations given to us:

- i. The Company has disclosed the impact of pending litigations on its financial position in its Ind AS financial statements.
  - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
  - iii. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
  - iv. The Company did not have any holdings or dealings in Specified Bank Notes as defined in the Notification S.O. 3407(E) dated the November 8, 2016 of the Ministry of Finance, during the period from November 8, 2016 to December 30, 2016.
2. As required by the Companies (Auditor's Report) Order, 2016 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For **DELOITTE HASKINS & SELLS LLP**  
Chartered Accountants  
(Firm's Registration No. 117366W/W-100018)

**sd/-**  
**Shyamak R Tata**  
Partner  
(Membership No. 038320)

**MUMBAI, August 24, 2017**

## ANNEXURE – “A” TO THE INDEPENDENT AUDITORS’ REPORT

(Referred to in paragraph 1(f) under ‘Report on Other Legal and Regulatory Requirements’ of our report of even date)

### **Report on the Internal Financial Controls Over Financial Reporting under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (“the Act”)**

We have audited the internal financial controls over financial reporting of **Gillette India Limited** (“the Company”) as of June 30, 2017 in conjunction with our audit of the Ind AS financial statements of the Company for the year ended on that date.

### **Management’s Responsibility for Internal Financial Controls**

The Company’s Management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls over Financial Reporting issued by the Institute of Chartered Accountants of India (“ICAI”). 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 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.

### **Auditor’s Responsibility**

Our responsibility is to express an opinion on the Company’s internal financial controls over financial reporting based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls. 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 over financial reporting was 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 system over financial reporting and their operating effectiveness. Our audit of internal financial controls over financial reporting included obtaining an understanding of internal financial controls over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control 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 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 Company’s internal financial controls system over financial reporting.

### **Meaning of Internal Financial Controls Over Financial Reporting**

A Company’s internal financial control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of Ind AS financial statements for external purposes in accordance with generally accepted accounting principles. A Company’s internal financial control over financial reporting 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 Company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the Company are being made only in accordance with authorisations of Management and Directors of the Company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the Company’s assets that could have a material effect on the financial statements.

### **Inherent Limitations of Internal Financial Controls Over Financial Reporting**

Because of the inherent limitations of internal financial controls over financial reporting, 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 over financial reporting to future periods are subject to the risk that the internal financial control over financial reporting may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

### Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls system over financial reporting and such internal financial controls over financial reporting were operating effectively as at June 30, 2017, based on the internal control over financial reporting criteria established by the Company

considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants  
(Firm's Registration No. 117366W/W-100018)

sd/-

**Shyamak R Tata**

Partner

(Membership No. 038320)

**MUMBAI, August 24, 2017**

## ANNEXURE – “B” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 2 under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

- (i) a. The Company has maintained proper records showing full particulars, including quantitative details and situation of the property, plant and equipment.
- b. The property, plant and equipment were physically verified during the year by the Management in accordance with a regular programme of verification which, in our opinion, provides for physical verification of all the property, plant and equipment at reasonable intervals. According to the information and explanations given to us no material discrepancies were noticed on such verification.
- c. According to the information and explanations given to us and the records examined by us and based on the examination of the registered sale deed / transfer deed / conveyance deed provided to us, we report that, the title deeds, comprising all the immovable properties of buildings, other than self-constructed buildings, are held in the name of the Company as at the balance sheet date. In respect of immovable properties of land that have been taken on lease and disclosed as non-current / current assets in the financial statements, the lease agreements are in the name of the Company, where the Company is the lessee in the agreement.
- (ii) As explained to us, the inventories were physically verified during the year by the Management at reasonable intervals and no material discrepancies were noticed on such physical verification.
- (iii) The Company has not granted any loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or other parties covered in the Register maintained under Section 189 of the Companies Act, 2013.
- (iv) In our opinion and according to the information and explanation given to us, the Company has complied with the provisions of Section 185 and 186 of the Companies Act, 2013 in respect of grant of loans, making investments and providing guarantees and securities, as applicable.
- (v) According to the information and explanations given to us, the Company has not accepted any deposit during the year within the meaning of the provisions of Sections 73 and 76 or any other relevant provisions of the Companies Act, 2013. According to the

information and explanations given to us, no order has been passed by the Company Law Board or the National Company Law Tribunal or the Reserve Bank of India or any Court or any other Tribunal on the Company.

- (vi) The maintenance of cost records has not been prescribed by the Central Government under Section 148(1) of the Companies Act, 2013.
- (vii) According to the information and explanations given to us and according to the books and records as produced and examined by us, in our opinion:
- a. The Company has been regular in depositing undisputed statutory dues including Provident Fund, Employees’ State Insurance, Income Tax, Sales Tax, Service Tax, Customs Duty, Excise Duty, Value Added Tax, Cess and other material statutory dues as applicable to it with the appropriate authorities.
- b. As at June 30, 2017, the following are the particulars of dues on account of Income Tax, Sales Tax, Service Tax, Customs Duty, Excise Duty and Value Added Tax matters that have not been deposited on account of any disputes:

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which the Amount Relates*	Amount Involved (₹ in lakhs)
The Central Excise Act, 1944	Excise duty	Appellate Authority - up to Commissioners/ Revisional authorities level	1994-95 to 1997-98, 2002-03, 2004-05, 2008-09 to 2015-16	24 801
		Customs, Excise and Service Tax Appellate Tribunal	1994-95 to 1998-99, 2004-05 to 2007-08	150
		High Court	1990-91	9
	<b>Sub-total</b>			<b>24 960</b>
Finance Act, 1994	Service tax	Appellate Authority - up to Commissioners/ Revisional authorities level	2001-02, 2003-04 to 2005-06, 2007-08 to 2014-15	2 431
	<b>Sub-total</b>			<b>2 431</b>
Customs Act, 1962	Custom Duty	Appellate Authority - up to Commissioners/ Revisional authorities level	2000-01, 2005-06, 2006-07, 2012-13	1 582
		Customs, Excise and Service Tax Appellate Tribunal	1995-96	27
	<b>Sub-total</b>			<b>1 609</b>

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which the Amount Relates*	Amount Involved (₹ in lakhs)
Sales Tax and Laws as per statutes applicable in various states	Sales Tax and VAT	Appellate Authority - up to Commissioners/ Revisional authorities level	1999-00 to 2013-14	2 707
		Appellate Authority - Tribunal	1997-98, 1999-00, 2002-03, 2005-06 to 2010-11	1 06
		High Court	2005-06	60
	<b>Sub-total</b>			<b>2 873</b>
The Income Tax Act, 1961	Income Tax	Commissioner of Income Tax (Appeals)	2011-12, 2012-13	3 665
		Income Tax Appellate Tribunal	2010-11	10 529
	<b>Sub-total</b>			<b>14 194</b>
	<b>Total</b>			<b>46 067</b>

\* generally, the year refers to the period April to March.

Out of the total disputed dues aggregating ₹ 46 067 lakhs as above, ₹ 14 194 lakhs has been stayed for recovery by the relevant authorities.

- (viii) The Company has not taken any loans or borrowings from financial institutions, banks and government or has not issued any debentures and hence reporting under clause (viii) of the Order is not applicable to the Company.
- (ix) The Company has not raised moneys by way of initial public offer or further public offer (including debt instruments) or term loans and hence reporting under clause (ix) of the Order is not applicable.
- (x) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company and no material fraud on the Company by its officers or employees has been noticed or reported during the year.
- (xi) In our opinion and according to the information and explanation given to us, the Company has paid / provided managerial remuneration in accordance with the requisite approvals mandated by the provisions of section 197 read with Schedule V to the Companies Act, 2013.

(xii) The Company is not a Nidhi Company and hence reporting under clause (xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us the Company is in compliance with Section 177 and 188 of the Companies Act, 2013, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the financial statements etc. as required by the applicable accounting standards.

(xiv) During the year the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures and hence reporting under clause (xiv) of the Order is not applicable to the Company.

(xv) In our opinion and according to the information and explanations given to us, during the year the Company has not entered into any non-cash transactions with its directors or directors of its holding Company or persons connected with them and hence provisions of section 192 of the Companies Act, 2013 are not applicable. The Company did not have any subsidiary or associate Company during the year.

(xvi) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants

(Firm's Registration No. 117366W/W-100018)

sd/-

**Shyamak R Tata**

Partner

(Membership No. 038320)

**MUMBAI, August 24, 2017**



## Balance Sheet as at June 30, 2017

	Notes	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>ASSETS</b>				
<b>Non-current assets</b>				
Property, plant and equipment	4	21 409	17 810	14 841
Capital work-in-progress	4	6 334	8 821	6 314
Financial assets				
(i) Loans	6	2 575	2 810	2 741
(ii) Other financial assets	7	—	3	—
Deferred tax assets (Net)	15	1 901	1 497	788
Income tax assets (Net)		15 902	12 190	10 480
Other non-current assets	10	1 879	1 988	2 073
<b>Total non-current assets</b>		<b>50 000</b>	<b>45 119</b>	<b>37 237</b>
<b>Current assets</b>				
Inventories	8	22 238	24 455	20 157
Financial assets				
(i) Trade receivables	5	13 027	10 976	11 676
(ii) Cash and cash equivalents	9 (a)	11 402	53 646	18 056
(iii) Bank balances other than (ii) above	9 (b)	163	71	69
(iv) Loans	6	414	4 219	22 461
(v) Other financial assets	7	2 263	3 168	8 722
Other current assets	10	339	792	2 615
<b>Total current assets</b>		<b>49 846</b>	<b>97 327</b>	<b>83 756</b>
<b>Total assets</b>		<b>99 846</b>	<b>1 42 446</b>	<b>1 20 993</b>
<b>EQUITY AND LIABILITIES</b>				
<b>Equity</b>				
Equity share capital	11	3 259	3 259	3 259
Other equity	12	46 802	90 403	76 858
<b>Total equity</b>		<b>50 061</b>	<b>93 662</b>	<b>80 117</b>
<b>Liabilities</b>				
<b>Non-current liabilities</b>				
Financial liabilities				
(i) Other financial liabilities	13	—	1	2
Provisions	14	469	354	293
<b>Total non-current liabilities</b>		<b>469</b>	<b>355</b>	<b>295</b>
<b>Current liabilities</b>				
Financial liabilities				
(i) Trade payables				
Due to micro and small enterprises	16	575	537	89
Due to others	16	31 698	31 571	26 712
(ii) Other financial liabilities	13	2 231	2 583	610
Provisions	14	171	421	672
Current tax liabilities (Net)	17	6 809	6 345	6 821
Other current liabilities	18	7 832	6 972	5 677
<b>Total current liabilities</b>		<b>49 316</b>	<b>48 429</b>	<b>40 581</b>
<b>Total liabilities</b>		<b>49 785</b>	<b>48 784</b>	<b>40 876</b>
<b>Total equity and liabilities</b>		<b>99 846</b>	<b>1 42 446</b>	<b>1 20 993</b>
<b>See accompanying notes to the financial statements</b>				

In terms of our report attached

**For DELOITTE HASKINS & SELLS LLP**  
**Chartered Accountants**

**Shyamak R Tata**  
**Partner**

**Place: Mumbai**  
**Date: August 24, 2017**

**For and on behalf of Board of Directors**

**B. S. Mehta**  
**Chairman**

**G. Sawhney**  
**Chief Financial Officer**

**Karthik Natarajan**  
**Whole-time Director**

**Flavia Machado**  
**Company Secretary**

## Statement of Profit and Loss for the year ended June 30, 2017

	Notes	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>A. CONTINUING OPERATIONS</b>			
<b>Income</b>			
Revenue from operations	19	1 78 824	1 77 568
Other income	20	3 782	3 576
<b>Total income</b>		<b>1 82 606</b>	<b>1 81 144</b>
<b>Expenses</b>			
Cost of raw and packing materials consumed	21	37 345	45 825
Purchases of stock-in-trade (Traded Goods)		43 299	43 260
Changes in inventories of finished goods, work-in-progress and stock-in-trade	22	(2 040)	(3 666)
Excise duty		5 464	2 049
Employee benefits expense	23	10 972	10 625
Finance costs	24	674	555
Depreciation expense	4	3 835	3 027
Other expenses	25	45 625	48 914
<b>Total expenses</b>		<b>1 45 174</b>	<b>1 50 589</b>
<b>Profit before tax from continuing operations</b>		<b>37 432</b>	<b>30 555</b>
Tax expense			
Current tax	26.1	12 122	11 237
Deferred tax	26.1	2	(608)
Income tax expense		<b>12 124</b>	<b>10 629</b>
<b>Profit for the year from continuing operations</b>		<b>25 308</b>	<b>19 926</b>
<b>B. DISCONTINUED OPERATIONS</b>			
Profit before tax from discontinued operations	27	—	2 282
Tax expense of discontinued operations	27	—	790
<b>Profit for the year from discontinued operations</b>		<b>—</b>	<b>1 492</b>
<b>C. PROFIT FOR THE YEAR</b>		<b>25 308</b>	<b>21 418</b>
<b>Other comprehensive income</b>			
Other comprehensive income not to be reclassified to profit or loss:			
Re-measurement of the defined benefit plans	30.2(B)	(1 173)	(292)
Income tax effect	26.2	406	101
<b>Total other comprehensive income for the year</b>		<b>(767)</b>	<b>(191)</b>
<b>Total comprehensive income for the year</b>		<b>24 541</b>	<b>21 227</b>
Earnings per equity share (for continuing operations)	29		
— Basic (in ₹)		77.67	61.15
— Diluted (in ₹)		77.67	61.15
Earnings per equity share (for discontinued operations)	29		
— Basic (in ₹)		—	4.58
— Diluted (in ₹)		—	4.58
Earnings per equity share (for continuing and discontinued operations)	29		
— Basic (in ₹)		77.67	65.73
— Diluted (in ₹)		77.67	65.73
Face Value of Equity Share (in ₹)		10.00	10.00

See accompanying notes to the financial statements

In terms of our report attached

**For DELOITTE HASKINS & SELLS LLP**  
Chartered Accountants

**Shyamak R Tata**  
Partner

Place: Mumbai  
Date: August 24, 2017

**For and on behalf of Board of Directors**

**B. S. Mehta**  
Chairman

**G. Sawhney**  
Chief Financial Officer

**Karthik Natarajan**  
Whole-time Director

**Flavia Machado**  
Company Secretary

## Statement of Cash Flows for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>A. Cash Flows from Operating Activities</b>		
<b>Profit before tax</b>	<b>37 432</b>	<b>32 837</b>
<b>Adjustments for:</b>		
Depreciation expense	3 835	3 027
Loss on disposal of property, plant and equipment	366	61
Finance costs	674	555
(Recovery) / allowance for doubtful receivables (net)	(14)	106
Interest income	(3 651)	(3 405)
Net unrealised foreign exchange (gain) / loss	(96)	65
Expense recognised in respect of equity settled share based payments	100	115
<b>Operating profit before working capital changes</b>	<b>38 646</b>	<b>33 361</b>
<b>Working capital adjustments</b>		
(Increase) / decrease in trade receivables	(2 053)	604
Decrease in financial assets	550	4 642
Decrease / (increase) in inventories	2 217	(4 298)
Decrease in other assets	562	1 908
(Decrease) / increase in trade and other payables	(494)	5 879
(Decrease) in provisions	(163)	(214)
<b>Cash Generated from Operations</b>	<b>39 265</b>	<b>41 882</b>
Income taxes paid (net of refund)	(14 468)	(13 940)
<b>Net cash generated by operating activities</b>	<b>24 797</b>	<b>27 942</b>
<b>B. Cash Flows from Investing Activities</b>		
Payment to acquire property, plant and equipment	(9 375)	(6 611)
Proceeds from sale of property, plant and equipment	3 621	15
Loans realised	7 000	43 200
Loans given	(3 000)	(25 100)
Interest received	3 212	4 005
Changes in earmarked balances	(89)	(5)
<b>Net cash generated by investing activities</b>	<b>1 369</b>	<b>15 504</b>

## Statement of Cash Flows for the year ended June 30, 2017 (contd.)

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>C. Cash Flows from Financing Activities</b>		
Dividend paid on equity shares	(56 698)	(6 478)
Dividend distribution tax	(11 544)	(1 319)
Interest paid	(168)	(59)
<b>Net cash used in financing activities</b>	<b>(68 410)</b>	<b>(7 856)</b>
<b>Net (decrease) / increase in cash and cash equivalents</b>	<b>(42 244)</b>	<b>35 590</b>
Cash and cash equivalents at the beginning of the year	<b>53 646</b>	<b>18 056</b>
<b>Cash and cash equivalents at the end of the year (refer note 9(a))</b>	<b>11 402</b>	<b>53 646</b>

### Note:

The above Cash Flow Statement has been prepared under the "Indirect Method" as set out in the Indian Accounting Standard (Ind AS 7) - Statement of Cash Flows.

See accompanying notes to the financial statements

In terms of our report attached

**For DELOITTE HASKINS & SELLS LLP**  
**Chartered Accountants**

**Shyamak R Tata**  
**Partner**

**Place: Mumbai**  
**Date: August 24, 2017**

**For and on behalf of Board of Directors**

**B. S. Mehta**  
**Chairman**

**G. Sawhney**  
**Chief Financial Officer**

**Karthik Natarajan**  
**Whole-time Director**

**Flavia Machado**  
**Company Secretary**

# Statement of Changes in Equity for the year ended June 30, 2017

## a. Equity share capital

Amount  
₹ in lakhs

**Balance as at July 1, 2015**  
Changes in equity share capital during the year  
**Balance as at June 30, 2016**  
Changes in equity share capital during the year  
**Balance as at June 30, 2017**

3 259  
—  
3 259  
—  
3 259

## b. Other equity

Attributable to the equity share holders of the Company						
	Reserves & surplus					Total
	General reserve	Securities premium reserve	Share options outstanding account	Retained earnings	Capital Reserve	
	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs
<b>Balance as at July 1, 2015</b>	12 193	3 290	83	39 853	12 589	76 858
Profit for the year	—	—	—	21 418	—	21 418
Items of OCI for the year, net of tax	—	—	—	(191)	—	(191)
Remeasurement benefit of defined benefit plans	—	—	—	21 227	—	21 227
<b>Total comprehensive income for the year</b>	—	—	—	(6 478)	—	(6 478)
Payment of dividends (refer note 40)	—	—	—	(1 319)	—	(1 319)
Payment of dividend distribution tax	—	—	—	(3 480)	—	—
Transfer from retained earnings	2 130	—	—	—	1 350	—
Recognition of share-based payments	—	—	115	—	—	115
<b>Balance as at June 30, 2016</b>	14 323	3 290	198	49 803	12 589	90 403
Profit for the year	—	—	—	25 308	—	25 308
Items of OCI for the year, net of tax	—	—	—	(767)	—	(767)
Remeasurement benefit of defined benefit plans	—	—	—	24 541	—	24 541
<b>Total comprehensive income for the year</b>	—	—	—	(56 698)	—	(56 698)
Payment of dividends (refer note 40)	—	—	—	(11 544)	—	(11 544)
Payment of dividend distribution tax	—	—	—	(2 700)	—	—
Transfer from retained earnings	—	—	100	—	2 700	—
Recognition of share-based payments	—	—	—	—	—	100
<b>Balance as at June 30, 2017</b>	14 323	3 290	298	3 402	12 589	46 802

See accompanying notes to the financial statements

In terms of our report attached

For DELOITTE HASKINS & SELLS LLP  
Chartered Accountants

Shyamak R Tata  
Partner

For and on behalf of Board of Directors  
B. S. Mehta  
Chairman

G. Sawhney  
Chief Financial Officer

Karthik Natarajan  
Whole-time Director

Flavia Machado  
Company Secretary

Place: Mumbai  
Date: August 24, 2017



## Notes to Financial Statements for the year ended June 30, 2017

### 1. Corporate information

Gillette India Limited ('the Company') is a public company domiciled in India and is incorporated under the provisions of the Companies Act, 1956. Its ordinary shares (Equity) are listed on two recognised stock exchanges in India. The registered office of the Company is located at P&G Plaza, Cardinal Gracias Road, Chakala, Andheri (E), Mumbai - 400099.

The Company is engaged in manufacturing and selling of branded packaged fast moving consumer goods in the grooming, portable power and oral care businesses. The Company's products are sold through retail operations including mass merchandisers, grocery stores, membership club stores, drug stores, department stores and high frequency stores. The Company has its manufacturing locations at Bhiwadi in Rajasthan and Baddi in Himachal Pradesh, apart from third party manufacturing locations spread across India.

### 2. Significant accounting policies

#### 2.1 Statement of compliance

The financial statements of the Company have been prepared in accordance with Indian Accounting Standard (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 as amended and notified under section 133 of the Companies Act, 2013 ("the Act") and other relevant provisions of the Act.

Upto the year ended June 30, 2016, the Company prepared its financial statements in accordance with the requirements of previous GAAP, which includes Standards notified under the Companies (Accounting Standard) Rules, 2006, notified under section 133 of the Act and other relevant provisions of the Act. These are the Company's first Ind AS financial statements. The date of transition to Ind AS is July 1, 2015. Refer Note 2.4 for the details of first-time adoption exemptions availed by the Company.

#### 2.2 Basis of preparation and presentation

The financial statements have been prepared on the historical cost basis except for certain items that are measured at fair values at the end of the reporting period, as explained in accounting policies below.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of Ind AS 102, leasing transactions that are within the scope of Ind AS 17, and measurement that have some similarities to fair value but are not fair value, such as net realisable value in Ind AS 2.

In addition, for the financial reporting purposes, fair value measurements are categorised into Level 1, 2, or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2 inputs are inputs, other than quoted prices included within level 1, that are observable for asset or liability, either directly or indirectly; and

Level 3 inputs are unobservable inputs for the asset or liability.

## Notes to Financial Statements for the year ended June 30, 2017

### 2.3 Summary of Significant accounting policies

#### a. Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duties collected on behalf of the government. The Company has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements as it has pricing latitude and is also exposed to inventory and credit risks. Revenue is reduced for rebates and other similar allowances.

The Company's revenue includes recovery of excise duty flows to the Company on its own account. This is for the reason that it is the liability of the manufacturer which forms part of the cost of production, irrespective of whether the goods are sold or not. Since the recovery of excise duty flows to the Company on its own account, revenue includes excise duty.

However, sales tax / value added tax (VAT) is not received by the Company on its own account. Rather, it is tax collected on value added to the commodity by the seller on behalf of the government. Accordingly, it is excluded from revenue.

The specific recognition criteria described below must also be met before revenue is recognised.

#### Sale of goods

Revenue from the sale of goods is recognised when the goods are delivered and titles have passed, at which time all the following conditions are satisfied:

- a. the Company has transferred to the buyer the significant risks and rewards of ownership of the goods;
- b. the Company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- c. the amount of revenue can be measured reliably;
- d. it is probable that the economic benefits associated with the transaction will flow to the Company; and
- e. the costs incurred or to be incurred in respect of the transaction can be measured reliably.

#### Interest income

Interest income is recorded using the Effective Interest Rate (EIR). Interest income is included in other income in the Statement of Profit and Loss.

#### b. Leasing

Leases are classified as finance lease whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating lease.

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 an arrangement.

For arrangements entered into prior to July 1, 2015, the Company has determined whether the arrangement contain lease on the basis of facts and circumstances existing on the date of transition.

#### The Company as a lessee

Assets held under finance leases are initially recognised at their fair value at the inception of the lease or, if lower, at the present value of the minimum lease payments. The corresponding liability to the lessor is included in the balance sheet as a financial lease obligation.

## Notes to Financial Statements for the year ended June 30, 2017

Lease payments are apportioned between finance expenses and reduction of the lease obligation so as to achieve a constant rate of interest on the remaining balance of the liability. Finance expenses are recognised immediately in the Statement of Profit and Loss, unless they are directly attributable to qualifying assets, in which case they are capitalised in accordance with the Company's general policy on the borrowing costs (refer note 2.3(d)).

Rental expenses from operating leases is generally recognised on a straight-line basis over the lease term of the relevant lease. Where the rentals are structured solely to increase in line with the expected general inflation to compensate for the lessor's expected inflationary cost increase, such increases are recognised in the year in which such benefits accrue. Contingent rental arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### c. Foreign currencies

The financial statements are presented in Indian Rupee (₹ in lakhs), which is also the Company's functional currency.

#### Transaction and balances

Transactions in currencies other than the Company's functional currency i.e. (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value is determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences on monetary items are recognised in the Statement of Profit and Loss in the period which they arise.

### d. Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily takes a substantial period of time to get ready for its intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognised in the Statement of Profit and Loss in the period in which they are incurred.

### e. Employee benefits

#### i) Post-employment Benefits

##### a) Defined Contribution Plans:

The Company has Defined Contribution Plans for post employment benefits charged to the Statement of Profit and Loss, in the form of

— Superannuation Fund as per Company policy administered by the Life Insurance Corporation of India.

— State Defined Contribution Plans: Employer's Contribution to Employees' State Insurance.

##### b) Defined Benefit Plans:

Funded Plan: The Company has Defined Benefit Plan for post employment benefits in the form of

## Notes to Financial Statements for the year ended June 30, 2017

- Gratuity for all employees administered through a trust, which is administered through trustees and / or Life Insurance Corporation of India, where one of the group company is also the participant.
- Provident Fund for all permanent employees is administered through a trust. The Provident Fund is administered by trustees of an independently constituted common trust recognised by the Income Tax authorities where one of the group company is also the participant. Periodic contributions to the Fund are charged to revenue and when services are rendered by the employees. The Company has an obligation to make good the shortfall, if any, between the return from the investment of the trust and notified interest rate by the Government.

Unfunded Plan: The Company has unfunded Defined Benefit Plans in the form of Post Retirement Medical Benefits (PRMB) and Compensated Absences (plant technicians) as per its policy.

Liability for the above defined benefit plans is provided on the basis of valuation, as at the Balance Sheet date, carried out by independent actuary. The actuarial method used for measuring the liability is the Projected Unit Credit method.

Remeasurements, comprising actuarial gains and losses, the effect of the asset ceiling, excluding amounts included in net interest on the net defined benefit liability and the return on plan assets (excluding amounts included in net interest on the net defined benefit liability), 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. Remeasurements are not reclassified to the Statement of Profit and Loss in subsequent periods.

Past service costs are recognised in the Statement of Profit and Loss on the earlier of:

- ▶ The date of the plan amendment or curtailment, and
- ▶ The date that the Company recognises related restructuring costs

Net interest is calculated by applying the discount rate at the beginning of the year to the net defined benefit liability or asset. The Company recognises the following changes in the net defined benefit obligation as an expense in the Statement of Profit and Loss:

- ▶ Service costs comprising current service costs, past-service costs, gains and losses on curtailments and non-routine settlements; and
  - ▶ Net interest expense or income
- ii) Liability for Compensated Absences and Leave Travel Allowance which are in the nature of short term benefits is provided for as per company rules based on the undiscounted amount of benefits expected to be paid in exchange of services rendered.
- iii) Termination benefits and long service awards in terms of Company policy are recognised as an expense as and when incurred.

### f. Share-based payment arrangements

Employees (including senior executives) of the Company receive remuneration in the form of share-based payments, whereby employees render services as consideration for equity instruments (equity-settled transactions).

#### Equity-settled transactions

The Procter & Gamble Company, USA has an "Employee Stock Option Plan (ESOP)" whereby the specified employees covered by the plan are granted an option to purchase shares of the Ultimate Holding Company i.e. - The Procter & Gamble Company, USA at a fixed price (grant price) for a fixed period of time. The difference between the market price and grant price on the exercise of the stock options issued by the Ultimate Holding Company to the employees of the Company is charged in the year of exercise by the employees. Parent Company will recharge an amount equal to spread as on date of exercise of options.

## Notes to Financial Statements for the year ended June 30, 2017

The cost of equity-settled transactions is recognised in employee benefits expense (refer note 2.3(e)), together with a corresponding increase in equity (other reserves) over the period in which the service and performance conditions are fulfilled (the vesting period). The cumulative expense recognised for equity-settled transactions at each reporting date until the vesting date reflects the extent to which the vesting period has expired and the Company's best estimate of the number of equity instruments that will ultimately vest. Recharge to parent company to the extent of fair value of options will be debited in equity reserves and any excess recharge above the fair value of options will be recognised as equity distribution from the company. However, in respect of options granted and fully vested prior to the Ind AS transition date i.e. July 1, 2015, the Company would continue to account for the same in the Statement of Profit and Loss in the period when the employee exercises and the same is re-charged by the Parent to the Company.

### Employee share purchase plan

The Procter & Gamble Company, USA has an "International Stock Ownership Plan (ISOP)" (employee share purchase plan) whereby specified employees of its subsidiaries have been given a right to purchase shares of the Ultimate Holding Company i.e. The Procter & Gamble Company, USA. Every employee who opts for the scheme contributes by way of payroll deduction up to a specified percentage (upto 15%) of base salary towards purchase of shares on a monthly basis. The Company contributes 50% of employee's contribution (restricted to 2.5% of his base salary) and charged to employee benefit expenses. The expenses related ISOP are recognised immediately in the Statement of Profit and Loss since there are no vesting conditions attached to the scheme.

The expense in the Statement of Profit and Loss for a period represents the movement in cumulative expense recognised as at the beginning and end of that period.

When the terms of an equity-settled award are modified, the minimum expense recognised is the expense had the terms had not been modified, if the original terms of the award are met. An additional expense is recognised for any modification that increases the total fair value of the share-based payment transaction, or is otherwise beneficial to the employee as measured at the date of modification. Where an award is cancelled by the entity or by the counterparty, any remaining element of the fair value of the award is expensed immediately through the Statement of Profit and Loss.

## g. Taxation

Income tax expense represents the sum of the current tax and deferred tax.

### Current tax

Provision for current tax for the Company's financial year ended on June 30 is based on the results of the period July 1 to March 31 (later part of the fiscal year ended March 31) and for the balance and for the period April 1 to June 30 (beginning of the next fiscal year) as per the provisions of the Income Tax Act, 1961 and other applicable tax laws. Taxable profit differs from 'profit before tax' as reported in the Statement of Profit and Loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

### Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profits. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which those deductible temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the asset to be recovered.



## Notes to Financial Statements for the year ended June 30, 2017

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset is realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

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

### **Current and deferred tax for the year**

Current and deferred tax are recognised in the Statement of Profit and Loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively.

### **h. Property, plant and equipment**

Land and buildings held for use in the production or supply of goods or services, or for administrative purposes, are stated in the Balance Sheet at cost less accumulated depreciation and accumulated impairment losses.

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Company's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

Fixtures and equipments are stated at cost less accumulated depreciation and accumulated impairment losses.

Cost of assets not ready for intended use, as on the Balance Sheet date, is shown as capital work in progress.

Depreciation is recognised so as to write off the cost of assets (other than freehold land) less their residual values over their useful life, using straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

The management's estimate of useful lives are in accordance with Schedule II to the Companies Act, 2013, other than certain assets which are based on the Company's expected usage pattern supported by technical assessment.

The estimated useful life of certain property, plant and equipment of the Company is as follows:

<b>Asset Class</b>	<b>Useful lives</b>
Buildings	20 - 30 years
Plant & equipment	10 - 15 years
Furniture and fixtures	3 - 15 years
Office equipment	3 - 15 years
Vehicles	4 - 8 years
Moulds & Dies	3 - 15 years

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sale proceeds and the carrying amount of the asset and is recognised in the Statement of Profit and Loss.

## Notes to Financial Statements for the year ended June 30, 2017

### i. Impairment of property, plant and equipment

At the end of each reporting period, the Company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Company estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent basis can be identified.

Recoverable amount is the higher of fair value less costs of disposal and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its own carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in the Statement of Profit and Loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal is recognised immediately in the Statement of Profit and Loss.

### j. Inventories

Inventories consist of raw and packing materials, stores and spares, work-in-progress, stock-in-trade and finished goods. Inventories are valued at lower of cost and net realisable value after providing for obsolescence and other losses where considered necessary. Cost of inventories is determined on weighted average basis. Cost of manufactured finished goods and work-in-progress includes material cost determined on weighted average basis and also includes an appropriate portion of allocable overheads.

Net realisable 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.

### k. Provisions, Contingent Liabilities and Contingent Assets

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the Statement of Profit and Loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liabilities are disclosed in the Notes. Contingent liabilities are disclosed for (1) possible obligations which will be confirmed only by future events not wholly within the control of the Company or (2) present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Contingent assets are not recognised in the financial statements as this may result in the recognition of income that may never be there.

## Notes to Financial Statements for the year ended June 30, 2017

### **I. Financial instruments**

Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument.

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of the financial asset and financial liabilities (other than financial asset and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial asset or financial liabilities, as appropriate, on initial recognition. Transactions costs directly attributable to the acquisition of financial asset and financial liabilities at fair value through profit or loss are recognised immediately in the Statement of Profit and Loss.

### **m. Financial assets**

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the market place.

All recognised financial assets are subsequently measured at either amortised cost or fair value, depending on the classification of the financial assets.

#### **Classification of financial assets**

Debt instruments that meet the following conditions are subsequently measured at amortised cost:

- a) The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- b) The contractual terms of the instrument give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments that does not meet the above conditions are subsequently measured at fair value.

#### **Effective interest method**

The effective interest is a method of calculating the amortised cost of a debt instrument and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the debt instrument, or, where appropriate, a shorter period, to the net carrying amount in initial recognition.

Income is recognised on an effective interest basis for debt instruments. Interest income is recognised in the Statement of Profit and Loss and is included in the "Other income" line item.

#### **Impairment of financial assets**

The Company applies expected credit loss model for recognising impairment loss on financial assets measured at amortised cost, trade receivables and other contractual rights to receive cash or other financial asset.

Expected credit losses are the weighted average of credit losses with the respective risks of default occurring as the weights. Credit loss is the difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive (i.e. all cash shortfalls), discounted at the original effective interest rate (or credit-adjusted effective interest rate for purchased or originated credit-impaired financial assets). The Company estimates cash flows by considering all contractual terms of the financial instrument (for example, prepayment, extension, call and similar options) through the expected life of that financial instrument.

The Company measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. If the credit risk on a financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12-month

## Notes to Financial Statements for the year ended June 30, 2017

expected credit losses. 12-month expected credit losses are portion of the life-time expected credit losses and represent the lifetime cash shortfalls that will result if default occurs within the 12 months after the reporting date and thus, are not cash shortfalls that are predicted over the next 12 months.

For trade receivables or any contractual right to receive cash, the Company always measures the loss allowance at an amount equal to lifetime expected credit losses.

Further, for the purpose of measuring lifetime expected credit loss allowance for trade receivables, the Company has used a practical expedient as permitted under Ind AS 109. This expected credit loss allowance is computed based on a provision matrix which takes into account historical credit loss experience with adjusted for forward-looking information.

### **Derecognition of financial assets**

The Company derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Company neither transfers nor retains substantially all of the risks and rewards of ownership and continues to control the transferred asset, the Company recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Company retains substantially all of the risks and rewards of ownership of a transferred financial asset, the Company continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognised in other comprehensive income and accumulated in equity is recognised in profit or loss if such gain or loss would have otherwise been recognised in the Statement of Profit and Loss on disposal of that financial asset.

On derecognition of a financial asset other than in its entirety, the Company allocates the previous carrying amount of the financial asset between the part it continues to recognise under continuing involvement, and the part it no longer recognises on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognised and the sum of the consideration received for the part no longer recognised and any cumulative gain or loss allocated to it that had been recognised in other comprehensive income is recognised in the Statement of Profit and Loss on disposal of that financial asset. A cumulative gain or loss that had been recognised in other comprehensive income is allocated between the part that continues to be recognised and the part that is no longer recognised on the basis of the relative fair values of those parts.

### **Foreign exchange gains and losses**

The fair value of financial assets denominated in a foreign currency is determined in that foreign currency and translated at the spot rate at the end of each reporting period.

For foreign currency denominated financial assets measured at amortised cost, the exchange differences are recognised in the Statement of Profit and Loss.

## **n. Financial liabilities and equity instruments**

### **Classification as debt or equity**

Debt and equity instruments issued by the Company are classified as either financial liability or as equity in accordance with the substance of the contractual arrangements and the definitions of a financial liability and an equity instrument.

### **Equity instruments**

An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by the Company is recognised at the proceeds received, net of direct issue costs.

## Notes to Financial Statements for the year ended June 30, 2017

Repurchase of the Company's own equity instruments is recognised and deducted directly in equity. No gain or loss is recognised in the Statement of Profit and Loss on the purchase, sale, issue or cancellation of the Company's own equity instruments.

### **Financial liabilities**

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

### **Financial liabilities subsequently measured at amortised cost**

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, as appropriate.

Financial liabilities that are not held-for-trading and are not designated as at fair value through profit or loss are measured at amortised cost at the end of the subsequent accounting period. The carrying amount of financial liabilities that are subsequently measured at amortised cost are determined based on the effective interest method. Interest expense that is not capitalised as part of costs of an asset is included in the "Finance costs" line item.

The effective interest method is a method of calculating the amortised cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments through the expected life of the financial liability, or, (where appropriate), a shorter period, to the net carrying amount in initial recognition.

### **Foreign exchange gains and losses**

For financial liabilities that are denominated in a foreign currency and are measured at amortised cost at the end of each reporting period, the foreign exchange gains and losses are determined based on the amortised cost of the instrument and are recognised in the Statement of Profit and Loss.

### **Derecognition**

The Company derecognises a financial liability when, and only when, the Company's obligations are discharged, cancelled or have expired. An exchange with a lender of debt instruments with substantially different terms is accounted for as an extinguishment of the original financial liability and the recognition of a new liability. Similarly, a substantial modification of the terms of an existing financial liability is accounted for as an extinguishment of the original financial liability and the recognition of a new liability. The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable is recognised in the Statement of Profit and Loss.

#### **o. Segment Reporting**

Operating segments are reported in a manner consistent with the internal reporting provided to the Chief Operating Decision Maker (CODM) of the Company. The CODM is responsible for allocating resources and assessing performance of the operating segments of the Company.

#### **p. Cash and Cash Equivalents**

Cash and cash equivalents for the purpose of Cash Flow Statement comprise cash and cheques in hand, bank balances, demand deposits with banks where the original maturity is three months or less and other short term highly liquid investments.

#### **q. Earnings Per Share**

Basic earnings per share is computed by dividing the profit for the year for the period attributable to the equity shareholders of the Company by the weighted average number of equity shares outstanding during the period. The weighted average number of equity shares outstanding during the period and for all periods presented is adjusted for events, such as bonus shares, other than the conversion of potential equity shares that have changed the number of equity shares outstanding, without a corresponding change in resources.



## Notes to Financial Statements for the year ended June 30, 2017

For the purpose of calculating diluted earnings per share, the net profit / loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period is adjusted for the effects of all dilutive potential equity shares.

**r. Claims**

Claims against the Company not acknowledged as debts are disclosed after a careful evaluation of the facts and legal aspects of the matter involved.

**s. Recent accounting pronouncements**

***Standards issued but not yet effective***

In March 2017, the Ministry of Corporate Affairs issued the Companies (Indian Accounting Standards) (Amendments) Rules, 2017, notifying amendment to Ind AS 7, 'Statement of cash flows'. This amendment is in accordance with the recent amendments made by International Accounting Standards Board (IASB) to IAS 7, 'Statement of cash flows'. The amendment is applicable to the Company from July 1, 2017.

***Amendments to Ind AS 7***

The amendments to Ind AS 7 requires the entities to provide disclosures that enable users of financial statements to evaluate changes in liabilities arising from financing activities, including both changes arising from cash flows and non-cash changes, suggesting inclusion of a reconciliation between the opening and closing balances in the Balance Sheet for liabilities arising from financing activities, to meet the disclosure requirement.

The Company is evaluating the requirements of the amendment and the effect on the financial statements is being evaluated.

***Amendments to Ind AS 102***

The amendment to Ind AS 102 provides specific guidance to measurement of cash-settled awards, modification of cash-settled awards and awards that include a net settlement feature in respect of withholding taxes.

The Company is currently not having any cash settled share based payments. No impact is currently foreseen.

### **2.4 First-time adoption - mandatory exceptions, optional exemptions**

**a. Overall principle**

The Company has prepared the opening Balance Sheet as per Ind AS as of July 1, 2015 (the transition date) by recognising all assets and liabilities whose recognition is required by Ind AS, not recognising items of assets and liabilities which are not permitted by Ind AS, by reclassifying items from previous GAAP to Ind AS required under Ind AS, and applying Ind AS in measurement of recognised assets and liabilities. However, this principle is subject to the certain exception and certain optional exemptions availed by the Company as detailed below.

**b. Deemed cost for property, plant and equipment**

The Company has elected to continue with the carrying value of all its property, plant and equipment recognised as of July 1, 2015 (transition date) measured as per the previous GAAP and use the carrying value as its deemed cost as of the transition date.

**c. Determining whether an arrangement contains a lease**

The Company has applied Appendix C to Ind AS 17 *Determining whether an Arrangement contains a Lease* to determine whether an arrangement existing at the transition date contains a lease on the basis of facts and circumstances existed at the transition date.

## Notes to Financial Statements for the year ended June 30, 2017

### d. Past business combination

The Company has elected not to apply Ind AS 103 *Business Combinations*, retrospectively to past business combinations that occurred before the transition date.

## 3. Critical accounting judgments and key sources of estimation uncertainty

### 3.1 Critical judgments in applying accounting policies

In the application of the Company's accounting policies, which are described in note 2, the directors of the Company are required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods of the revision affects both current and future periods.

### 3.2 Key sources of estimation uncertainty

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that may have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

#### a. Useful lives of property, plant and equipment

As described at 2.3 (h) above, the Company reviews the estimated useful lives of property, plant and equipment at the end of each reporting period.

#### b. Fair value measurements and valuation processes

Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. The management of the Company determines appropriate valuation techniques and inputs for fair value measurements.

In estimating the fair value of an asset or a liability, the Company uses market-observable data to the extent it is available. Where level 1 inputs are not available, the Company engages third party qualified valuers to perform the valuation. The management works closely with the qualified external valuers to establish the appropriate valuation techniques and inputs to the model.

Information about the valuation techniques and inputs used in determining the fair value of various assets and liabilities is disclosed in note 31.

#### c. Defined benefit obligation

The costs of providing pensions and other post-employment benefits are charged to the Statement of Profit and Loss in accordance with Ind AS 19 'Employee benefits' over the period during which benefit is derived from the employees' services. The costs are assessed on the basis of assumptions selected by the management. These assumptions include salary escalation rate, discount rates, expected rate of return on assets and mortality rates. The same is disclosed in note 23, 'Employee benefits expense'.

#### d. Income taxes

The Company's tax jurisdiction is India. Significant judgments are involved in estimating budgeted profits for the purpose of paying advance tax, determining the provision for income taxes, including amount expected to be paid / recovered for uncertain tax positions (refer note 26).

## Notes to Financial Statements for the year ended June 30, 2017

### 4. Property, plant and equipment and capital work-in-progress

	Buildings ₹ in lakhs	Plant & equipment ₹ in lakhs	Furniture and fixtures ₹ in lakhs	Office equipment ₹ in lakhs	Vehicles ₹ in lakhs	Moulds & Dies ₹ in lakhs	Total ₹ in lakhs
<b>Deemed Cost *</b>							
<b>At July 1, 2015</b>	1 982	10 631	202	679	12	1 335	14 841
Additions	209	5 083	60	249	32	439	6 072
Disposals	—	(1 196)	—	(30)	—	(17)	(1 243)
<b>At June 30, 2016</b>	<b>2 191</b>	<b>14 518</b>	<b>262</b>	<b>898</b>	<b>44</b>	<b>1 757</b>	<b>19 670</b>
Additions	806	5 452	41	396	5	1 126	7 826
Disposals	(14)	(1 460)	(14)	(67)	(14)	(230)	(1 799)
<b>At June 30, 2017</b>	<b>2 983</b>	<b>18 510</b>	<b>289</b>	<b>1 227</b>	<b>35</b>	<b>2 653</b>	<b>25 697</b>
<b>Accumulated depreciation</b>							
<b>At July 1, 2015</b>	—	—	—	—	—	—	—
Depreciation charge for the year	107	2 011	94	278	6	531	3 027
Disposals	—	(1 132)	(8)	(12)	—	(15)	(1 167)
<b>At June 30, 2016</b>	<b>107</b>	<b>879</b>	<b>86</b>	<b>266</b>	<b>6</b>	<b>516</b>	<b>1 860</b>
Depreciation charge for the year	147	3 064	30	238	10	346	3 835
Disposals	(5)	(1 087)	(12)	(59)	(14)	(230)	(1 407)
<b>At June 30, 2017</b>	<b>249</b>	<b>2 856</b>	<b>104</b>	<b>445</b>	<b>2</b>	<b>632</b>	<b>4 288</b>
<b>Net carrying amount</b>							
<b>At June 30, 2017</b>	<b>2 734</b>	<b>15 654</b>	<b>185</b>	<b>782</b>	<b>33</b>	<b>2 021</b>	<b>21 409</b>
<b>At June 30, 2016</b>	<b>2 084</b>	<b>13 639</b>	<b>176</b>	<b>632</b>	<b>38</b>	<b>1 241</b>	<b>17 810</b>
<b>At July 1, 2015</b>	<b>1 982</b>	<b>10 631</b>	<b>202</b>	<b>679</b>	<b>12</b>	<b>1 335</b>	<b>14 841</b>

At July 1, 2015

	Gross block ₹ in lakhs	Accumulated depreciation ₹ in lakhs	Net carrying amount ₹ in lakhs
Buildings	3 481	(1 499)	1 982
Plant & equipment	32 824	(22 193)	10 631
Furniture and fixtures	1 057	(855)	202
Office equipment	1 605	(926)	679
Vehicles	50	(38)	12
Moulds & Dies	4 274	(2 939)	1 335
	<b>43 291</b>	<b>(28 450)</b>	<b>14 841</b>
<b>At June 30, 2017</b>	<b>At June 30, 2016</b>	<b>At July 1, 2015</b>	
	<b>₹ in lakhs</b>	<b>₹ in lakhs</b>	
	6 334	8 821	6 314
	<b>6 334</b>	<b>8 821</b>	<b>6 314</b>

Capital work-in-progress

#### Notes:

None of the above assets are pledged as security by the Company.

The amount of contractual commitments for the acquisition of property, plant and equipment is disclosed in note 35.

\* Refer note 2.4(b) under exemptions availed.

## Notes to Financial Statements for the year ended June 30, 2017

### 5. Trade receivables

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Unsecured, considered good	13 027	10 976	11 676
Doubtful	278	209	152
	<b>13 305</b>	<b>11 185</b>	<b>11 828</b>
Less: Allowance for doubtful receivables	(278)	(209)	(152)
	<b>13 027</b>	<b>10 976</b>	<b>11 676</b>

The Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and adjusted for forward-looking information. The expected credit loss allowance is based on the ageing of the days the receivables are due and the rates as per the provision matrix.

The concentration of credit risk is limited due to the fact that the customer base is large and unrelated.

#### Movement in the allowance for doubtful receivables

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs
Balance at the beginning of the year	209	152
Amounts written off / (recovered) during the year (net)	83	(49)
Changes in allowance for doubtful receivables	(14)	106
<b>Balance at end of the year</b>	<b>278</b>	<b>209</b>

### 6. Loans

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Unsecured considered good</b>			
<b><u>Non-current</u></b>			
Security deposits	241	245	361
Loans to related parties (refer note (a), (c) and note 33)	27	41	54
Loan to employees (refer note (c))	2 307	2 524	2 326
	<b>2 575</b>	<b>2 810</b>	<b>2 741</b>
<b><u>Current</u></b>			
Security deposits	22	44	59
Loans to related parties (refer note (b), (c) and note 33)	20	4 013	22 113
Loan to employees (refer note (c))	372	162	289
	<b>414</b>	<b>4 219</b>	<b>22 461</b>

#### Notes:

- Non-current loans to related parties includes loan to key managerial personnel ₹ 27 lakhs (June 30, 2016: ₹ 41 lakhs; July 1, 2015: ₹ 54 lakhs).
- Current loans to related parties includes:
  - Loan to fellow subsidiaries of the Ultimate Holding Company ₹ Nil lakhs (June 30, 2016: ₹ 4 000 lakhs; July 1, 2015: ₹ 22 100 lakhs).
  - Loan to key managerial personnel ₹ 20 lakhs (June 30, 2016: ₹ 13 lakhs; July 1, 2015: ₹ 13 lakhs).
- Loans given to employees / key managerial personnel as per the Company's policy are not considered for the purposes of disclosure under Section 186 (4) of the Companies Act, 2013.

## Notes to Financial Statements for the year ended June 30, 2017

### 7. Other financial assets

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b><u>Non-current</u></b>			
Bank deposits with original maturity more than 12 months	—	3	—
	<u>—</u>	<u>3</u>	<u>—</u>
<b><u>Current</u></b>			
Receivable on account of sale of scrap	—	—	23
Receivable on account of sale of raw material	—	27	65
Due from related parties (refer note 33)	2 163	2 730	7 238
Interest accrued on loans to related parties (refer note 33)	—	271	1 369
Interest accrued on deposits with banks	16	140	27
Other receivables (includes receivable from vendors)	84	—	—
	<u>2 263</u>	<u>3 168</u>	<u>8 722</u>

### 8. Inventories

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Inventories (lower of cost and net realisable value)</b>			
Raw materials (including packing materials)	2 621	7 045	5 234
Work-in-progress	890	580	689
Finished goods	4 709	3 876	3 259*
Stock-in-trade (goods purchased for resale) (₹ 7 144 lakhs (June, 30 2016: ₹ 6 249 lakhs, July 1, 2015: ₹ 5 218 lakhs in transit))	11 704	10 807	8 887*
Consumable stores and spares	2 314	2 147	2 088
	<u>22 238</u>	<u>24 455</u>	<u>20 157</u>

\* Includes inventories pertaining to Discontinued Operations.

The cost of inventories recognised as an expense during the year is disclosed in note 21 and 22.

The cost of inventories recognised as an expense includes ₹ 542 lakhs (during 2015-2016: ₹ 285 lakhs) in respect of write-downs of inventory to net realisable value. There has been no reversal of such write down in current and previous years.



## Notes to Financial Statements for the year ended June 30, 2017

### 9(a). Cash and cash equivalents

For the purpose of the Statement of Cash Flows, cash and cash equivalents include cash in banks, net of outstanding bank overdrafts. Cash and cash equivalents at the end of the reporting year as shown in the Statement of Cash Flows can be reconciled to the related items in the Balance Sheet as follows:

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Balances with banks:			
– On current accounts	2 764	2 774	94
– Deposits with original maturity of less than three months	8 638	50 872	17 962
<b>Cash and cash equivalents as per Balance Sheet</b>	<b>11 402</b>	<b>53 646</b>	<b>18 056</b>
<b>Cash and cash equivalents as per Statement of Cash Flows</b>	<b>11 402</b>	<b>53 646</b>	<b>18 056</b>

### 9(b). Other bank balances

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Earmarked accounts			
– Unclaimed / Unpaid dividend account	159	70	65
– Other earmarked accounts (deposits with sales tax authorities)	1	1	1
Bank deposits with original maturity more than 3 months	3	—	3
	<b>163</b>	<b>71</b>	<b>69</b>

### 10. Other assets

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Non-current</b>			
Prepaid expenses	743	754	765
Advance to employees (refer note (a) below)	23	2	2
Other loans and advances (refer note (b) below)	1 113	1 232	1 306
	<b>1 879</b>	<b>1 988</b>	<b>2 073</b>
<b>Current</b>			
Prepaid expenses	16	35	36
Other loans and advances (including advance to vendors)	18	135	2 301
Advance to employees (refer note (a) below)	2	107	2
Balances with government authorities (includes Service Tax and Cenvat credit receivable)	303	510	271
Doubtful loans and advances	—	69	69
Less : Provision for doubtful loans and advances	—	(64)	(64)
	<b>339</b>	<b>792</b>	<b>2 615</b>

- (a) Advances given to employees as per the Company's policy are not considered for the purposes of disclosure under Section 186 (4) of the Companies Act, 2013.
- (b) Includes amounts deposited with Excise, Sales Tax and other authorities as demanded, pending resolution of disputes.

## Notes to Financial Statements for the year ended June 30, 2017

### 11. Equity share capital

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Authorised share capital:</b>			
3 30 00 000 fully paid equity shares of ₹ 10 each	3 300	3 300	3 300
	<b>3 300</b>	<b>3 300</b>	<b>3 300</b>
<b>Issued and subscribed share capital:</b>			
3 25 85 217 fully paid equity shares of ₹ 10 each (as at June 30, 2016: 3 25 85 217; as at July 1, 2015: 3 25 85 217)	3 259	3 259	3 259
	<b>3 259</b>	<b>3 259</b>	<b>3 259</b>

#### 11.1 Fully paid equity shares

	Number of shares	Share Capital ₹ in lakhs
<b>Balance at July 1, 2015</b>	3 25 85 217	3 259
Movements	—	—
<b>Balance at June 30, 2016</b>	<b>3 25 85 217</b>	<b>3 259</b>
Movements	—	—
<b>Balance at June 30, 2017</b>	<b>3 25 85 217</b>	<b>3 259</b>

The Company has only one class of equity shares having par value of ₹ 10 per share. Each holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting.

In the event of liquidation of the Company, the holders of equity shares will be entitled to receive remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to the number of equity shares held by the shareholders.

#### 11.2 Details of shares held by ultimate holding company / holding company and / or their subsidiaries / associates

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Ultimate Holding Company</b>			
The Procter & Gamble Company, USA	—	—	—
<b>Holding Company</b>			
Procter & Gamble Overseas India BV, The Netherlands #	1 307	—	—
Procter & Gamble India Holdings B.V., Netherlands #	—	1 307	1 307
<b>Subsidiaries of the Ultimate Holding Company</b>			
Wella India Haircosmetics Private Limited	663	663	663
Gillette Diversified Operations Private Limited	198	198	198
Gillette Products Private Limited	199	199	199
Mining Consultants (India) Private Limited	64	64	64
Nexus Mercantile Private Limited	13	13	13

## Notes to Financial Statements for the year ended June 30, 2017

### 11.3 Details of shareholders holding more than 5% equity shares in the company

	As at June 30, 2017		As at June 30, 2016	
	Number of shares held	% holding of equity shares	Number of shares held	% holding of equity shares
<i>Equity shares of ₹ 10 each fully paid</i>				
Procter & Gamble Overseas India BV, The Netherlands #	1 30 73 465	40.12	—	—
Procter & Gamble India Holdings B.V., Netherlands #	—	—	1 30 73 465	40.12
Wella India Haircosmetics Private Limited	66 27 254	20.34	66 27 254	20.34
Gillette Diversified Operations Private Limited	19 79 433	6.07	19 79 433	6.07
Gillette Products Private Limited	19 87 280	6.10	19 87 280	6.10

	As at July 1, 2015	
	Number of shares held	% holding of equity shares
<i>Equity shares of ₹ 10 each fully paid</i>		
Procter & Gamble India Holdings B.V., Netherlands #	1 30 73 465	40.12
Wella India Haircosmetics Private Limited	66 27 254	20.34
Gillette Diversified Operations Private Limited	19 79 433	6.07
Gillette Products Private Limited	19 87 280	6.10

# Procter & Gamble India Holdings B.V., Netherlands has been merged into Procter & Gamble Overseas India BV, The Netherlands with effect from March 31, 2017.

### 12. Other equity

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Reserves &amp; surplus</b>			
General reserve	14 323	14 323	12 193
Securities premium reserve	3 290	3 290	3 290
Share options outstanding account	298	198	83
Retained earnings	3 402	49 803	39 853
Capital reserve	12 589	12 589	12 589
Contingency reserve	12 900	10 200	8 850
	<b>46 802</b>	<b>90 403</b>	<b>76 858</b>

#### 12.1 General reserve

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	14 323	12 193
Transferred from surplus in Statement of Profit and Loss	—	2 130
<b>Balance at the end of year</b>	<b>14 323</b>	<b>14 323</b>

The general reserve is used from time to time to transfer profits from retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to the Statement of Profit and Loss.

## Notes to Financial Statements for the year ended June 30, 2017

### 12.2 Securities premium reserve

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	3 290	3 290
Movements	—	—
<b>Balance at the end of year</b>	<b>3 290</b>	<b>3 290</b>

The amount received in excess of face value of the equity shares is recognised in securities premium reserve.

### 12.3 Share options outstanding account

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	198	83
Arising on share-based compensation	100	115
<b>Balance at the end of year</b>	<b>298</b>	<b>198</b>

The above reserve relates to share options granted by the Ultimate Holding Company to specific employees of its subsidiaries under its employee stock option plan. Further information about share-based payments to employees is set out in note 32.

### 12.4 Retained earnings

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	49 803	39 853
Profit attributable to the owners of the Company	25 308	21 418
Other comprehensive income arising from remeasurement of defined benefit obligation (net of income tax)	(767)	(191)
Payment of interim / final dividend on equity shares (refer note 40)	(56 698)	(6 478)
Dividend distribution tax	(11 544)	(1 319)
Transfer to contingency reserve	(2 700)	(1 350)
Transfer to general reserve	—	(2 130)
<b>Balance at the end of year</b>	<b>3 402</b>	<b>49 803</b>

This Reserve represents the cumulative profits of the Company and effects of remeasurement of defined benefits obligation. This Reserve can be utilised in accordance with the provisions of the Companies Act, 2013.

In December 2016, final dividend of ₹ 20 per share (total dividend including tax thereon ₹ 7 844 lakhs) was paid to holders of fully paid equity shares. In November 2015, the final dividend paid was ₹ 15 per share (total dividend including tax thereon ₹ 5 883 lakhs).

In June 2017, an interim dividend of ₹ 154 per share (total dividend including tax thereon ₹ 60 398 lakhs) was paid to holders of fully paid equity shares. In October 2015, an interim dividend paid was ₹ 19.52 per share (total dividend including tax thereon ₹ 1 914 lakhs).

## Notes to Financial Statements for the year ended June 30, 2017

### 12.5 Capital reserve

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	12 589	12 589
Movements	—	—
<b>Balance at the end of year</b>	<b>12 589</b>	<b>12 589</b>

The above reserve represents the difference between value of the net assets transferred to the Company in the course of business combinations / amalgamations and the consideration paid for such combinations / amalgamations and capital grant received from its erstwhile parent.

### 12.6 Contingency reserve

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Balance at the beginning of year	10 200	8 850
Transferred from retained earnings	2 700	1 350
<b>Balance at the end of year</b>	<b>12 900</b>	<b>10 200</b>

The Company had in earlier years filed a writ petition in the High Court of Himachal Pradesh at Shimla challenging the premature withdrawal of Excise duty exemption for packing/repacking activities at its Baddi Manufacturing Facility. The High Court has since passed an order on April 24, 2008 in favour of the Company and has struck down the notification withdrawing the excise exemption. The Excise department has preferred an appeal on October 31, 2009 with the Hon'ble Supreme Court of India against the said order of the High Court. The Company has, as a matter of prudence, created a Contingency Reserve of ₹ 12 900 lakhs (Previous Year: ₹ 10 200 lakhs) by way of appropriation of profits to the extent of excise duty payable (net of Cenvat credit) on dispatches made from the Baddi plant. Accordingly, during the current year, profit of ₹ 2 700 lakhs (Previous Year: ₹ 1 350 lakhs) have been appropriated. These Reserve will be reviewed as and when this litigation is finally decided. The appropriation has been made till March 9, 2017, being the last date of excise exemption.

### 13. Other financial liabilities

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Non-current</b>			
Trade / Security deposits	—	1	2
	<b>—</b>	<b>1</b>	<b>2</b>
<b>Current</b>			
Payables for property, plant and equipment	2 072	2 513	545
Unclaimed / Unpaid dividends*	159	70	65
	<b>2 231</b>	<b>2 583</b>	<b>610</b>

\* There are no amounts due and outstanding to be credited to Investor Education and Protection Fund.



## Notes to Financial Statements for the year ended June 30, 2017

### 14. Provisions

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Employee benefits (refer note (i) below)	640	505	695
Other provisions (refer note (ii) below)	—	270	270
	<b>640</b>	<b>775</b>	<b>965</b>
Current	171	421	672
Non-current	469	354	293
	<b>640</b>	<b>775</b>	<b>965</b>

#### Other provisions

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Balance at the beginning of year</b>	270	270
Additional provision recognised	—	—
Reduction arising from payments	270	—
<b>Balance at the end of year</b>	<b>—</b>	<b>270</b>

(i) The provision for employee benefits includes post retirement medical benefits (PRMB) and compensated absences. The increase / decrease in the carrying amount of the provision for the current year results from benefits being paid in the current year. For other disclosures refer note 30.

(ii) Other provisions was in respect of probable litigation made by the Company for disputes based on its assessment of the amount it estimates to incur / meet such obligation. The same was settled during the year.

### 15. Deferred tax assets (Net)

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Deferred tax assets	2 389	2 052	1 512
Deferred tax liabilities	(488)	(555)	(724)
	<b>1 901</b>	<b>1 497</b>	<b>788</b>

#### Deferred tax assets / (liabilities) in relation to:

##### 2016-2017

	Opening Balance ₹ in lakhs	Recognised in profit or loss ₹ in lakhs	Recognised in other comprehensive income ₹ in lakhs	Closing Balance ₹ in lakhs
On fiscal allowances in property, plant and equipment	(555)	67	—	(488)
Voluntary retirement scheme	232	(16)	—	216
Allowance for doubtful debts	52	15	—	67
Disallowance u/s 43 B of the Income Tax Act, 1961	819	(71)	406	1 154
Other temporary differences	949	3	—	952
	<b>1 497</b>	<b>(2)</b>	<b>406</b>	<b>1 901</b>

## Notes to Financial Statements for the year ended June 30, 2017

2015-2016	Opening Balance	Recognised in profit or loss	Recognised in other comprehensive income	Closing Balance
	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs
On fiscal allowances in property, plant and equipment	(724)	169	—	(555)
Voluntary retirement scheme	207	25	—	232
Provision for doubtful debts	97	(45)	—	52
Disallowance u/s 43 B of the Income Tax Act, 1961	547	171	101	819
Other temporary differences	661	288	—	949
	<b>788</b>	<b>608</b>	<b>101</b>	<b>1 497</b>

### 16. Trade payables

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Due to micro and small enterprises (refer note 37)	575	537	89
Due to others	31 698	31 571	26 712
	<b>32 273</b>	<b>32 108</b>	<b>26 801</b>

### 17. Current tax liabilities (Net)

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Income tax payable	6 809	6 345	6 821
	<b>6 809</b>	<b>6 345</b>	<b>6 821</b>

### 18. Other current liabilities

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Gratuity (refer note 30)	2 912	1 386	851
Superannuation	7	17	9
Taxes and other liabilities (including statutory remittances, excise and sales tax payable)	4 913	5 569	4 817
	<b>7 832</b>	<b>6 972</b>	<b>5 677</b>

## Notes to Financial Statements for the year ended June 30, 2017

### 19. Revenue from operations

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Sale of products (including excise duty)	1 78 779	1 77 461
Other operating revenues		
Scrap sales	38	29
Others – sale of raw material	7	78
	<b>1 78 824</b>	<b>1 77 568</b>

### 20. Other Income

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Interest income earned on:</b>		
Bank deposits	2 600	1 913
Loan to related parties (refer note 33)	217	1 107
Income tax refund	834	385
Other financial assets carried at amortised cost	94	91
	<b>3 745</b>	<b>3 496</b>
<b>Other non-operating income (net of expenses directly attributable to such income)</b>		
Write-back of liabilities no longer required	37	52
Miscellaneous Income	—	28
	<b>37</b>	<b>80</b>
<b>Total</b>	<b>3 782</b>	<b>3 576</b>

### 21. Cost of raw and packing materials consumed

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Inventories at the beginning of year	7 045	5 234
Add: Purchases	32 921	47 636
	<b>39 966</b>	<b>52 870</b>
Less: inventories at the end of year	2 621	7 045
Cost of raw and packing materials consumed	<b>37 345</b>	<b>45 825</b>

### 22. Changes in inventories of finished goods, work-in-progress and stock-in-trade

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Inventories at the beginning of year:		
Finished Goods	3 876	2 021
Stock-in-Trade	10 807	8 887
Work-in-Progress	580	689
	<b>15 263</b>	<b>11 597</b>

## Notes to Financial Statements for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Inventories at the end of year:		
Finished Goods	4 709	3 876
Stock-in-Trade	11 704	10 807
Work-in-Progress	890	580
	<u>17 303</u>	<u>15 263</u>
<b>Net Increase</b>	<u><b>(2 040)</b></u>	<u><b>(3 666)</b></u>

### 23. Employee benefits expense

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Salaries and wages*	7 448	6 823
Contribution to provident and other funds (refer note 30)	935	877
Share-based payment to employees (refer note 32)	305	262
Staff welfare expense	736	912
Reimbursement of employee cost cross charged by related parties (refer note 38)	1 548	1 751
	<u>10 972</u>	<u>10 625</u>

\* Salaries and Wages includes ₹ 208 lakhs (Previous year: ₹ 191 lakhs) for expenditure on Voluntary Retirement Scheme.

### 24. Finance costs

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Interest costs:		
Interest on short term bank borrowings	—	3
Interest expense on trade payables (refer note 37)	61	11
Interest on income tax	100	168
Interest on entry tax	377	279
Net interest on the net defined benefit liability (refer note 30)	136	94
	<u>674</u>	<u>555</u>

### 25. Other expenses

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Consumption of store and spares	1 729	1 723
Processing charges	3 774	3 133
Power and fuel	1 406	1 212
Freight, transport, warehousing and distribution charges	4 457	7 071
Rent	835	917
Turnover and Resale Tax	81	48
Rates and taxes	17	87
Insurance	79	86

## Notes to Financial Statements for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Repairs and maintenance		
Plant and machinery	348	420
Buildings	1	2
Others	121	96
Trade incentives	4 125	4 516
Advertising expenses	18 912	19 355
Royalty	1 284	1 402
Business process outsourcing expenses	1 932	1 867
Travelling and conveyance	472	466
Communication costs	263	430
Computer expenses	171	198
Legal and professional fees	1 139	861
Directors commission	55	55
Payment to auditors (refer note 25.1)	154	161
Exchange differences (net)	10	596
Inventory written off (net of Insurance claims recovered)	526	631
(Recovery) / allowance for doubtful receivables (net)	(14)	106
Loss on sale of fixed assets (net)	366	61
Miscellaneous expenses	2 588	2 109
Reimbursement of expenses shared by related parties (refer note 38)	794	1 305
	<b>45 625</b>	<b>48 914</b>

### 25.1 Payments to auditors:

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>(a) To statutory auditors (excluding service tax)</b>		
For audit	123	131
For other services	19	19
Reimbursement of expenses	12	7
<b>(b) To cost auditors for cost audit</b>	—	4
	<b>154</b>	<b>161</b>

### 25.2 Expenditure incurred and paid during the year for corporate social responsibility

434	330
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## 26. Income tax expense from continuing operations

### 26.1 Income tax recognised in the Statement of Profit and Loss

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Current tax</b>		
In respect of the current year	12 286	11 132
In respect of prior years	(164)	105
	<b>12 122</b>	<b>11 237</b>

## Notes to Financial Statements for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Deferred tax</b>		
In respect of the current year	(162)	(503)
In respect of prior years	164	(105)
	<u>2</u>	<u>(608)</u>
<b>Total income tax expense recognised in the current year relating to continuing operations</b>	<u><b>12 124</b></u>	<u><b>10 629</b></u>

The income tax expense for the year can be reconciled to the accounting profit as follows:

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs
Profit before tax from continuing operations	37 432	30 555
Income tax expense calculated at 34.608% (2015-2016: 34.608%)	12 954	10 574
Effect of allowances	(296)	—
Effect of expenses that are not deductible in determining taxable profits	31	461
Effect of income that is exempt from taxation	(565)	(406)
	<u><b>12 124</b></u>	<u><b>10 629</b></u>
<b>Income tax expense recognised in the statement of profit and loss (relating to continuing operations)</b>	<u><b>12 124</b></u>	<u><b>10 629</b></u>

The tax rate used for 2016-2017 and 2015-2016 reconciliations above is the corporate tax rate of 34.608% payable by corporate entities in India on taxable (losses) / profits under the Indian tax law.

### 26.2 Income tax recognised in other comprehensive income

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Deferred tax</b>		
Arising on expense recognised in other comprehensive income	(406)	(101)
Remeasurement of defined benefit obligations	<u>(406)</u>	<u>(101)</u>
<b>Total income tax recognised in other comprehensive income not to be reclassified to statement of profit and loss</b>	<u><b>(406)</b></u>	<u><b>(101)</b></u>

### 27. Discontinued operations

Consistent with the decision of Procter & Gamble Company U.S.A. to exit the business of Portable Power (Duracell), the Company in July 2015 received intimation that Procter & Gamble International Operations S.A. has decided to terminate the distributor arrangement entered into with the Company. Such termination is effective 29th February, 2016. As a result of such termination, the Company had also received a sum of US \$10 million (equivalent to ₹ 6 551 lakhs) [Net of tax ₹ 4 284 lakhs] as discontinuation facilitation payment from Procter & Gamble International SARL, Luxemburg in relation to the discontinuation of the Duracell India business and accounted for ₹ 182 lakhs in the quarter ended September 30, 2015 of the previous year and ₹ 6 369 lakhs in 2014-15. The Duracell batteries business was a reportable segment under Portable Power segment and is consequently treated as a discontinued operations. Being a discontinued operation, that segment is no longer presented in the segment note.



## Notes to Financial Statements for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Profit for the year from discontinued operations</b>		
Revenue from operations	—	8 733
<b>Total income</b>	—	<b>8 733</b>
Cost of materials consumed	—	2 898
Changes in inventories of finished goods, work-in-progress and stock-in-trade	—	1 238
Other expenses	—	2 497
<b>Total expense</b>	—	<b>6 633</b>
<b>Profit before tax (I)</b>	—	<b>2 100</b>
Attributable income tax expense (II)	—	(727)
	—	<b>1 373</b>
Discontinuation facilitation income (III)	—	182
Attributable income tax expense (IV)	—	(63)
	—	<b>119</b>
Profit before tax from discontinued operations (I + III)	—	2 282
Tax expense of discontinued operations (II + IV)	—	(790)
<b>Profit from discontinued operations (after tax)</b>	—	<b>1 492</b>
<b>Profit for the year from discontinued operations (attributable to the owners of the Company)</b>	—	<b>1 492</b>
	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Cash flows from discontinued operations</b>		
Net cash flows from operating activities	—	647
Net cash flows from investing activities	—	—
Net cash flows from financing activities	—	—
<b>Net cash inflow</b>	—	<b>647</b>

## 28. Segment information

### 28.1 Products from which reportable segments derive their revenues

Information reported to the chief operating decision maker (CODM) for the purposes of resource allocation and assessment of segment performance focuses on the types of goods delivered. The directors of the Company have chosen to organise the Company around differences in products. No operating segments have been aggregated in arriving at the reportable segments of the Company.

Specifically, the Company's reportable segments under Ind AS 108 are as follows:

- The grooming segment, produces and sells shaving system and cartridges, blades, toiletries and components.
- The oral care segment, produces and sells tooth brushes, toothpaste and oral care products.

The portable power segment was discontinued in the previous year. The segment information reported does not include any amounts for these discontinued operations, which are described in note 27.

## Notes to Financial Statements for the year ended June 30, 2017

### 28.2 Segment revenues and results

	Segment revenue		Segment profit	
	Year ended June 30, 2017	Year ended June 30, 2016	Year ended June 30, 2017	Year ended June 30, 2016
	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs
Grooming	1 44 065	1 41 545	30 164	24 845
Oral Care	34 759	36 023	4 558	2 419
<b>Total for continuing operations</b>	<b>1 78 824</b>	<b>1 77 568</b>	<b>34 722</b>	<b>27 264</b>
Add / (Less): unallocated corporate expenses net of unallocated income			(398)	270
Other income			3 782	3 576
Finance costs			(674)	(555)
<b>Profit before tax (continuing operations)</b>			<b>37 432</b>	<b>30 555</b>

Segment revenue reported above represents revenue generated from external customers. There were no inter-segment sales in the current year (2015-2016: Nil lakhs).

The accounting policies of the reportable segments are the same as the Company's accounting policies described in note 2.3(o). Segment profit represents the profit before tax earned by each segment without allocation of unallocated corporate expenses net of unallocated income, other income as well as finance costs. This is the measure reported to the chief operating decision maker for the purpose of resource allocation and assessment of segment performance.

### 28.3 Segment assets and liabilities

	As at June 30, 2017	As at June 30, 2016	As at July 1, 2015
	₹ in lakhs	₹ in lakhs	₹ in lakhs
<b>Segment assets</b>			
Grooming	56 076	52 585	41 791
Oral Care	7 138	9 815	11 556
<b>Total segment assets</b>	<b>63 214</b>	<b>62 400</b>	<b>53 347</b>
Assets related to the portable power segment (now discontinued)	—	—	1 934
Unallocated	36 632	80 046	65 712
<b>Total assets</b>	<b>99 846</b>	<b>1 42 446</b>	<b>1 20 993</b>
<b>Segment liabilities</b>			
Grooming	27 581	27 233	17 553
Oral Care	6 764	7 388	8 490
<b>Total segment liabilities</b>	<b>34 345</b>	<b>34 621</b>	<b>26 043</b>
Liabilities related to the portable power segment (now discontinued)	—	—	1 287
Unallocated	15 440	14 163	13 546
<b>Total liabilities</b>	<b>49 785</b>	<b>48 784</b>	<b>40 876</b>

For the purpose of monitoring segment performance and allocating resources between segments:

- all assets are allocated to reportable segments other than loans, other financial assets and income and deferred tax assets. Assets used jointly by reportable segments are allocated on the basis of the revenues earned by individual reportable segments; and
- all liabilities are allocated to reportable segments other than other financial liabilities and current tax liabilities. Liabilities for which reportable segments are jointly liable are allocated in proportion to the segment cost ratio.

## Notes to Financial Statements for the year ended June 30, 2017

### 28.4 Other segment information

	Depreciation expense		Capital expenditure	
	Year ended June 30, 2017	Year ended June 30, 2016	Year ended June 30, 2017	Year ended June 30, 2016
	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs
Grooming	3 809	2 955	9 375	6 611
Oral Care	—	—	—	—
	<u>3 809</u>	<u>2 955</u>	<u>9 375</u>	<u>6 611</u>

### 28.5 Geographical information

The Company operates in two principal geographical areas – India (country of domicile) and outside India.

The Company's revenue from external customers by location of operations and information about its segment assets by location of assets are detailed below:

	Revenue from external customers		Segment assets	
	Year ended June 30, 2017	Year ended June 30, 2016	Year ended June 30, 2017	Year ended June 30, 2016
	₹ in lakhs	₹ in lakhs	₹ in lakhs	₹ in lakhs
India	1 66 897	1 71 196	63 214	58 803
Outside India	11 927	6 372	—	3 597
	<u>1 78 824</u>	<u>1 77 568</u>	<u>63 214</u>	<u>62 400</u>

There are no transactions with single external customer which amounts to 10% or more of the Company's revenue.

### 29. Earnings per share

	Year ended June 30, 2017	Year ended June 30, 2016
	₹ per share	₹ per share
<b>Basic and diluted earnings per share (continuing operations)</b>		
Total basic earnings per share (face value ₹ 10)	77.67	61.15
Total diluted earnings per share (face value ₹ 10)	77.67	61.15
<b>Basic and diluted earnings per share (discontinued operations)</b>		
Total basic earnings per share (face value ₹ 10)	—	4.58
Total diluted earnings per share (face value ₹ 10)	—	4.58

#### 29.1 Basic and Diluted earnings per share

The earnings and weighted average number of equity shares used in the calculation of basic and diluted earnings per share are as follows:

	Year ended June 30, 2017	Year ended June 30, 2016
	₹ in lakhs	₹ in lakhs
Profit for the year attributable to owners of the Company	25 308	21 418
<b>Earnings used in calculation of basic and diluted earnings per share</b>	<u>25 308</u>	<u>21 418</u>
Less: Profit for the year from discontinued operations attributable to owners of the Company	—	1 492
<b>Earnings used in calculation of basic and diluted earnings per share from continuing operations</b>	<u>25 308</u>	<u>19 926</u>
	Year ended June 30, 2017	Year ended June 30, 2016
<b>Weighted average number of equity shares for the purposes of basic and diluted earnings per share</b>	<u>3 25 85 217</u>	<u>3 25 85 217</u>

## Notes to Financial Statements for the year ended June 30, 2017

### 30. Employee benefit plans

#### 30.1 Defined contribution plans

The Company operates defined contribution superannuation fund and employees' state insurance plan for all qualifying employees of the Company. Where employees leave the plan, the contributions payable by the Company is reduced by the amount of forfeited contributions.

The employees of the Company are members of a state-managed employer's contribution to employees' state insurance plan and superannuation fund which is administered by the Life Insurance Corporation of India. The Company is required to contribute a specific percentage of payroll costs to the contribution schemes to fund the benefit. The only obligation of the Company with respect to the contribution plan is to make the specified contributions.

The total expense recognised in the statement of profit and loss of ₹ 92 lakhs (for the year ended June 30, 2016: ₹ 98 lakhs) for superannuation fund represent contributions payable to these plans by the Company at rates specified in the rules of the plans. As at June 30, 2017, contributions of ₹ 7 lakhs (as at June 30, 2016: ₹ 17 lakhs) due in respect of 2016-2017 (2015-2016) reporting period had not been paid over to the plans. The amounts were paid subsequent to the end of the reporting periods.

#### 30.2 Defined benefit plans

##### a) *Gratuity Plan (Funded)*

The Company sponsors funded defined benefit gratuity plan for all eligible employees of the Company. The Company's defined benefit gratuity plan is a final salary plan for India employees, which requires contributions to be made to a separately administered trust, which is administered through trustees and / or Life Insurance Corporation of India, where one of the group company is also the participant. The gratuity plan is governed by the Payment of Gratuity Act, 1972. Under the act, employee who has completed five years of service is entitled to specific benefit. The level of benefits provided depends on the member's length of service and salary at retirement age.

##### b) *Provident Fund (Funded)*

Provident Fund for all permanent employees is administered through a trust. The provident fund is administered by trustees of an independently constituted common trust recognised by the Income Tax authorities where one of the group company is also a participant. Periodic contributions to the fund are charged to revenue. The Company has an obligation to make good the shortfall, if any, between the return from the investment of the trust and notified interest rate by the Government. The contribution by employer and employee together with interest are payable at the time of separation from service or retirement whichever is earlier. The benefit under this plan vests immediately on rendering of service.

##### c) *Post Retirement Medical Benefit (PRMB) (Unfunded)*

The Company provides certain post-employment medical benefits to employees. Under the scheme, employees get medical benefits subject to certain limits of amount, periods after retirement and types of benefits, depending on their grade at the time of retirement. Employees separated from the Company as part of early separation scheme are also covered under the scheme. The liability for post retirement medical scheme is based on an independent actuarial valuation.

##### d) *Compensated absences for Plant technicians (Unfunded)*

The Company also provides for compensated absences for plant technicians which allows for encashment of leave on termination / retirement of service or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits for future encashment / availment. The Company makes provision for compensated absences based on an actuarial valuation carried out at the end of the year.

These plans typically expose the Company to actuarial risks such as: Investment risk, interest rate risk, longevity risk and salary risk.

Investment risk	The present value of the defined benefit plan liability is calculated using a discount rate which is determined by reference to market yields at the end of the reporting period on government bonds.
Interest risk	A decrease in the bond interest rate will increase the plan liability; however, this will be partially offset by an increase in the return on the plan investments.

## Notes to Financial Statements for the year ended June 30, 2017

Longevity risk	The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality rate of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plans liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase on the salary of plan participants will increase the plans liability.

In respect of the plans, the most recent actuarial valuation of the plan assets and the present value of the defined benefit obligation were carried out as at June 30, 2017. The present value of the defined benefit obligation, and the related current service cost and past service cost, were measured using the projected unit credit method.

### A. The principal assumptions used for the purposes of the actuarial valuations were as follows:

	Valuations as at		
	June 30, 2017	June 30, 2016	July 1, 2015
<b>Discount rate:</b>			
Gratuity plan (funded)	7.00%	7.80%	8.20%
Compensated absence plan (unfunded)	7.00%	7.80%	8.20%
Post retirement medical benefit (PRMB) (unfunded)	7.00%	7.80%	8.20%
<b>Expected rate of salary increase</b>			
Gratuity plan (funded)	9.00%	8.00%	8.00%
Compensated absence plan (unfunded)	9.00%	8.00%	8.00%
Post retirement medical benefit (PRMB) (unfunded)	NA	NA	NA
<b>Average longevity at retirement age for current beneficiaries of the plan (years)</b>			
Post retirement medical benefit (PRMB) (unfunded)	18.37	21.47	19.91

### B. Amounts recognised in the statement of profit and loss in respect of these defined benefit plans are as follows:

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Gratuity Plan (Funded)</b>		
Service costs:		
Current service cost	241	209
Net interest expense	108	70
<b>Components of defined benefit costs recognised in the statement of profit and loss (A)</b>	<b>349</b>	<b>279</b>
Remeasurement on the net defined benefit liability:		
Return on plan assets (excluding amounts included in net interest expense)	—*	(27)
Actuarial (gains) / losses arising from changes in assumptions	758	128
Actuarial (gains) / losses arising from changes in experience adjustments	419	155
<b>Components of defined benefit costs recognised in other comprehensive income (B)</b>	<b>1 177</b>	<b>256</b>
<b>Total (C=(A+B))</b>	<b>1 526</b>	<b>535</b>

\* denotes amount less than ₹ 50 000

## Notes to Financial Statements for the year ended June 30, 2017

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Compensated absence plan (Unfunded)</b>		
Service costs:		
Current service cost	48	40
Net interest expense	21	19
Immediate recognition of (gains)/losses – other long term employee benefit plans	52	(13)
<b>Components of defined benefit costs recognised in the statement of profit and loss (D)</b>	<b>121</b>	<b>46</b>
<b>Post retirement medical benefit (PRMB) (Unfunded)</b>		
Service costs:		
Current service cost	5	4
Net interest expense	7	5
<b>Components of defined benefit costs recognised in the statement of profit and loss (E)</b>	<b>12</b>	<b>9</b>
Remeasurement on the net defined benefit liability:		
Actuarial (gains) / losses arising from changes in assumptions	19	10
Actuarial (gains) / losses arising from changes in experience adjustments	(23)	26
<b>Components of defined benefit costs recognised in other comprehensive income (F)</b>	<b>(4)</b>	<b>36</b>
<b>Total (G=(E+F))</b>	<b>8</b>	<b>45</b>
<b>Total defined benefit costs recognised in the statement of profit and loss</b>	<b>482</b>	<b>334</b>
<b>Total defined benefit costs recognised in other comprehensive income</b>	<b>1 173</b>	<b>292</b>
The current service cost for the year are included in the 'Employee benefits expense' line item in the statement of profit and loss.		
The net interest expense for the year is included in the 'Finance costs' line item in the statement of profit and loss.		
The remeasurement of the net defined benefit liability is included in other comprehensive income.		

**C. The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:**

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Gratuity Plan (Funded)</b>			
Present value of funded defined benefit obligation	4 613	3 426	3 076
Fair value of plan assets	(1 701)	(2 040)	(2 225)
<b>Net liability arising from defined benefit obligation</b>	<b>2 912</b>	<b>1 386</b>	<b>851</b>
<b>Compensated absence plan (Unfunded)</b>			
Present value of funded defined benefit obligation	391	275	235
<b>Net liability arising from defined benefit obligation</b>	<b>391</b>	<b>275</b>	<b>235</b>



## Notes to Financial Statements for the year ended June 30, 2017

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Post retirement medical benefit (PRMB) (Unfunded)</b>			
Present value of funded defined benefit obligation	98	91	72
<b>Net liability arising from defined benefit obligation</b>	<b>98</b>	<b>91</b>	<b>72</b>

### D. Movement in the present value of the defined benefit obligation are as follows:

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Gratuity Plan (Funded)</b>		
Opening defined benefit obligation	3 426	3 076
Current service cost	241	209
Interest cost	249	237
Remeasurement on the net defined benefit liability:		
Actuarial (gains) / losses arising from changes in assumptions	758	128
Actuarial (gains) / losses arising from changes in experience adjustments	419	155
Benefits paid	(480)	(379)
<b>Closing defined benefit obligation</b>	<b>4 613</b>	<b>3 426</b>
<b>Compensated absence plan (Unfunded)</b>		
Opening defined benefit obligation	275	235
Current service cost	48	40
Interest cost	21	19
Immediate recognition of (gains) / losses – other long term employee benefit plans	52	(13)
Benefits paid	(5)	(6)
<b>Closing defined benefit obligation</b>	<b>391</b>	<b>275</b>
<b>Post retirement medical benefit (PRMB) (Unfunded)</b>		
Opening defined benefit obligation	91	72
Current service cost	5	4
Interest cost	7	5
Remeasurement on the net defined benefit liability:		
Actuarial (gains) / losses arising from changes in assumptions	19	10
Actuarial (gains) / losses arising from changes in experience adjustments	(23)	26
Benefits paid	(1)	(26)
<b>Closing defined benefit obligation</b>	<b>98</b>	<b>91</b>

## Notes to Financial Statements for the year ended June 30, 2017

### E. Movement in the fair value of the plan assets are as follows:

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
<b>Gratuity Plan (Funded)</b>		
Opening fair value of plan assets	2 040	2 225
Interest Income	141	167
Remeasurement gain / (loss):		
Return on plan assets (excluding amounts included in net interest expense)	—*	27
Benefits paid	(480)	(379)
<b>Closing fair value of plan assets</b>	<b>1 701</b>	<b>2 040</b>

\* denotes amount less than ₹ 50 000

### F. The fair value of the plan assets for plan at the end of the reporting year is as follows:

	Gratuity Plan (Funded)		
	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Life Insurance Corporation of India	1 701	2 040	2 225
<b>Total</b>	<b>1 701</b>	<b>2 040</b>	<b>2 225</b>

The Company's Plan Assets in respect of Gratuity, alongwith one of the group company, is funded through the group scheme of the Life Insurance Corporation of India.

The actual return on plan assets was ₹ 141 lakhs (for the year ended June 30, 2016: ₹ 194 lakhs).

Significant actuarial assumptions of the determination of the defined obligation are discount rate, expected salary increase and mortality. The sensitivity analyses below have been determined based on reasonable possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

#### Gratuity Plan (Funded)

If the discount rate is 50 basis points higher (lower), the defined benefit obligation would decrease by ₹ 233 lakhs (increase by ₹ 253 lakhs) (as at June 30, 2016: decrease by ₹ 159 lakhs (increase by ₹ 171 lakhs)).

If the expected salary growth increases (decreases) by 0.5%, the defined benefit obligation would increase by ₹ 247 lakhs (decrease by ₹ 230 lakhs) (as at June 30, 2016: increase by ₹ 170 lakhs (decrease by ₹ 159 lakhs)).

#### Compensated absence plan (Unfunded)

If the discount rate is 50 basis points higher (lower), the defined benefit obligation would decrease by ₹ 21 lakhs (increase by ₹ 23 lakhs) (as at June 30, 2016: decrease by ₹ 13 lakhs (increase by ₹ 15 lakhs)).

If the expected salary growth increases (decreases) by 0.5%, the defined benefit obligation would increase by ₹ 22 lakhs (decrease by ₹ 21 lakhs) (as at June 30, 2016: increase by ₹ 15 lakhs (decrease by ₹ 13 lakhs)).

#### Post retirement medical benefit (PRMB) (Unfunded)

If the discount rate is 50 basis points higher (lower), the defined benefit obligation would decrease by ₹ 10 lakhs (increase by ₹ 11 lakhs) (as at June 30, 2016: decrease by ₹ 8 lakhs (increase by ₹ 10 lakhs)).

## Notes to Financial Statements for the year ended June 30, 2017

If the expected medical inflation rate increases (decreases) by 0.5%, the defined benefit obligation would increase by ₹ 10 lakhs (decrease by ₹ 9 lakhs) (as at June 30, 2016: increase by ₹ 8 lakhs (decrease by ₹ 7 lakhs)).

The sensitivity analysis presented above may not be representative of the actual change of the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method as the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

### 30.3 Provident Fund

The Provident Fund assets and liabilities are managed by "Gillette India Limited Provident Fund" in line with The Employees' Provident Fund and Miscellaneous Provisions Act, 1952.

The plan guarantees minimum interest at the rate notified by the Provident Fund Authorities. The contribution by the employer and employee together with the interest accumulated thereon are payable to employees at the time of separation from the Company or retirement, whichever is earlier. The benefit vests immediately on rendering of the services by the employee. In terms of the guidance note issued by the Institute of Actuaries of India for measurement of provident fund liabilities, the actuary has provided a valuation of provident fund liability and based on the assumptions provided below, there is no shortfall as at June 30, 2017.

The Company's contribution to Provident Fund ₹ 602 lakhs (Previous Year: ₹ 570 lakhs) has been recognised in the statement of profit and loss under the head employee benefits expense (refer note 23).

The details of the "Gillette India Limited Provident Fund" and plan assets position as at June 30, 2017 is given below:

Particulars	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Present value of benefit obligation at period end	185	145	124
Plan assets at period end, at fair value, restricted to asset recognized in Balance Sheet	185	145	124

Assumptions used in determining the present value obligation of the interest rate guarantee under the Projected Unit Credit Method (PUCM):

	Valuations as at June 30, 2017	June 30, 2016	July 1, 2015
Discounting Rate	7.00%	7.80%	8.20%
Expected Guaranteed interest rate	8.65%*	8.80%	8.75%

\* Rate mandated by EPFO for the fiscal year 2016-17.

## 31. Financial instruments

### 31.1 Capital management

The Company manages its capital to ensure that it will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the equity balance.

The Company is not subject to any externally imposed capital requirements.

The Company's risk management committee manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return on capital to shareholders or issue new shares.

## Notes to Financial Statements for the year ended June 30, 2017

### 31.2 Categories of financial instruments

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Financial assets</b>			
<b>Measured at amortised cost</b>			
(i) Trade receivables	13 027	10 976	11 676
(ii) Cash and cash equivalents	11 402	53 646	18 056
(iii) Bank balances other than (ii) above	163	71	69
(iv) Loans	2 989	7 029	25 202
(v) Other financial assets	2 263	3 171	8 722
<b>Financial liabilities</b>			
<b>Measured at amortised cost</b>			
(i) Trade payables	32 273	32 108	26 801
(ii) Other financial liabilities	2 231	2 584	612

### 31.3 Financial risk management objectives

The Company's overall policy with respect to managing risks associated with financial instruments is to minimise potential adverse effects of financial performance of the Company. The policies for managing specific risks are summarised below.

### 31.4 Foreign currency risk management

The Company undertakes transactions denominated in foreign currencies; consequently, exposures to exchange rate fluctuations arise. Exchange rate exposures are managed within approved policy parameters.

The carrying amounts of the Company's foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period are as follows:

	Liabilities as at			Assets as at		
	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>USD</b>	8 636	7 872	3 376	2 357	676	7 319
<b>EUR</b>	315	629	131	—	—	13
<b>JPY</b>	315	254	—	—	—	—
<b>GBP</b>	87	34	16	—	—	—
<b>PLN</b>	—	—*	—	—	—	—
<b>AUD</b>	21	—	24	—	—	—
<b>TRY</b>	21	—	20	—	—	—
<b>SGD</b>	—	10	124	—	—	9
<b>SEK</b>	—	—	43	4	—	—
<b>CHF</b>	—	3	—	—	—	—
<b>HKD</b>	—	2	—	—	—	—

\* denotes amount less than ₹ 50 000

## Notes to Financial Statements for the year ended June 30, 2017

### 31.4.1 Foreign currency sensitivity analysis

The Company is mainly exposed to the currencies stated above.

The following table details impact to profit or loss of the Company by sensitivity analysis of a 10% increase and decrease in the respective currencies against the functional currency of the Company. 10% is the sensitivity rate used when reporting foreign currency risk internally to key management personnel and represents management's assessment of the reasonably possible changes in foreign exchange rates. The sensitivity analysis includes only outstanding foreign currency denominated monetary items and adjusts their translation at the period end for a 10% change on foreign currency rates.

If the relevant foreign currency strengthens/weakens by 10% against the functional currency of the Company, profit or loss will increase / (decrease) by:

	Increase / (decrease) at + 10%			Increase / (decrease) at – 10%		
	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>USD</b>	(628)	(720)	394	628	720	(394)
<b>EUR</b>	(32)	(63)	(12)	32	63	12
<b>JPY</b>	(32)	(25)	—	32	25	—
<b>GBP</b>	(9)	(3)	(2)	9	3	2
<b>PLN</b>	—	—*	—	—	—*	—
<b>AUD</b>	(2)	—	(2)	2	—	2
<b>TRY</b>	(2)	—	(2)	2	—	2
<b>SGD</b>	—	(1)	(12)	—	1	12
<b>SEK</b>	—*	—	(4)	—*	—	4
<b>CHF</b>	—	—*	—	—	—*	—
<b>HKD</b>	—	—*	—	—	—*	—

\* denotes amount less than ₹ 50 000

### 31.5 Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company performs ongoing credit evaluation of the counterparty's financial position as a means of mitigating the risk of financial loss arising from defaults. The Company only grants credit to creditworthy counterparties.

The Company does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics as disclosed in Note 5 to the financial statements.

### 31.6 Interest rate risk management

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. Since the Company does not have interest bearing borrowings, it is not exposed to risk of changes in market interest rates. The Company has not used any interest rate derivatives.

### 31.7 Other price risk management

Other price risk is the risk that the fair value of a financial instrument will fluctuate due to changes in market traded price. The Company is not exposed to pricing risk as the Company does not have any investments in equity instruments and bonds.

### 31.8 Liquidity risk management

Liquidity risk is the risk that the Company will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value. The Company maintains adequate highly liquid assets in the form of cash to ensure necessary liquidity.

## Notes to Financial Statements for the year ended June 30, 2017

The table below analyse financial liabilities of the Company into relevant maturity groupings based on the reporting period from the reporting date to the contractual maturity date:

	Less than 1 Year ₹ in lakhs	Between 1 to 5 Years ₹ in lakhs	Over 5 years ₹ in lakhs	Total ₹ in lakhs	Carrying Value ₹ in lakhs
<b>As at June 30, 2017</b>					
Trade Payables	32 273	—	—	32 273	32 273
Other financial liabilities	2 231	—	—	2 231	2 231
Provisions	171	469	—	640	640
Other Current Liabilities	7 832	—	—	7 832	7 832
<b>As at June 30, 2016</b>					
Trade Payables	32 108	—	—	32 108	32 108
Other financial liabilities	2 583	1	—	2 584	2 584
Provisions	421	354	—	775	775
Other Current Liabilities	6 972	—	—	6 972	6 972
<b>As at July 1, 2015</b>					
Trade Payables	26 801	—	—	26 801	26 801
Other financial liabilities	610	2	—	612	612
Provisions	672	293	—	965	965
Other Current Liabilities	5 677	—	—	5 677	5 677

### 31.9 Fair value measurements

The carrying amount of financial assets and financial liabilities measured at amortised cost in the financial statements are a reasonable approximation of their fair values since the Company does not anticipate that the carrying amounts would be significantly different from the values that would eventually be received or settled.

### 32. Share-based payments

#### a) International Stock Ownership Plan (Stocks of the Ultimate Holding Company)

The Gillette Company, USA (TGC) had a "Global Employee Stock Ownership Plan" (employee share purchase plan) whereby specified employees of its subsidiaries have been given a right to purchase shares of TGC. Every employee who opted for the scheme contributed by way of payroll deduction up to a specified percentage (upto 15%) of his gross salary towards purchase of shares on a monthly basis. The Company contributes 50% of employee's contribution (restricted to 2.5% of gross salary). Such contribution is charged under employee benefits expense. Subsequent to the worldwide merger of Aquarium Acquisition Corporation (wholly owned subsidiary of the Procter & Gamble Company, USA) with TGC on October 1, 2005, the shares of TGC got delisted from the New York Stock Exchange and the share purchase plan has been adopted by the Procter & Gamble Company, USA.

The shares of TGC (till September 30 2005) / The Procter & Gamble Company, USA are listed with New York Stock Exchange of USA and are purchased on behalf of the employees at market price on the date of purchase. During the year 2525.04 shares (Previous year: 2570.97 shares) were purchased by employees at weighted average fair value of ₹ 5 205.58 (Previous year: ₹ 5 211.99) per share. The Company's contribution during the year on such purchase of shares amounting to ₹ 42 lakhs (Previous year: ₹ 37 lakhs) has been charged under employee benefits expense under Note 23.

#### b) Employees Stock Options Plan (Stocks of the Ultimate Holding Company)

The Gillette Company, USA (TGC) had an Employees Stock Options Scheme whereby specified employees of its subsidiaries covered by the plan were granted an option to purchase shares of the Parent Company i.e. The Gillette Company, USA at a fixed price (grant price) for a fixed period of time. Subsequent to the worldwide merger of Aquarium Acquisition Corporation (wholly owned subsidiary of the Procter & Gamble Company, USA) with The Gillette Company, USA on October 1, 2005, the shares of The Gillette Company got delisted from the New York Stock Exchange. Upon this change in control the 2005 Gillette Option award got automatically converted into P&G options at the established conversion ratio of 0.975 shares in the Procter and Gamble Company, USA for every share held in the Gillette Company. The shares of the Gillette Company (till September 30, 2005) / The Procter & Gamble Company, USA were/are listed with New York Stock Exchange of USA. The options were issued to Key Employees of the Company with exercise price equal to the market price of the underlying shares on the date of the grant. The Grants issued are vested after 3 years/5 years and have a 5 years / 10 years life cycle.



## Notes to Financial Statements for the year ended June 30, 2017

The expense recognised for employee services received during the year is shown in the following table:

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs
Expense arising from equity-settled share-based payment transactions	263	225
<b>Total expense arising from share-based payment transactions</b>	<b>263</b>	<b>225</b>

There were no cancellations or modifications to the awards in June 30, 2017 or June 30, 2016.

### Movements during the year

The following table illustrates the number and weighted average exercise prices (WAEP) of, and movements in, share options during the year (excluding SARs):

	As at June 30, 2017 Number	As at June 30, 2017 WAEP (in \$)	Estimated fair value of Options Granted in ₹	As at June 30, 2016 Number	As at June 30, 2016 WAEP (in \$)	Estimated fair value of Options Granted in ₹
Outstanding at July 1	88 690	84.67	—	79 775	78.24	—
Granted during the year						
15-Sep-16	354	88.06	583	—	—	—
28-Feb-17	6 129	91.07	687	—	—	—
28-Feb-17	1 403	91.07	5 705	—	—	—
3-Aug-15	—	—	—	3 273	76.40	4 459
29-Feb-16	—	—	—	14 250	80.29	564
29-Feb-16	—	—	—	1 349	80.29	4 447
Exercised during the year	(7 157)	88.33	—	(9 457)	82.08	—
Expired during the year	(3 231)	—	—	(500)	—	—
Forfeited during the year	(673)	—	—	—	—	—
<b>Outstanding at June 30</b>	<b>85 515</b>	<b>87.15</b>		<b>88 690</b>	<b>84.67</b>	
Exercisable at June 30	39 177	87.15		41 115	84.67	

The weighted average share price at the date of exercise of these options was \$ 88.33 (June 30, 2016: \$ 82.08).

The weighted average remaining contractual life for the share options outstanding as at June 30, 2017 was 5.69 years (June 30, 2016: 5.90 years).

The weighted average fair value of options granted during the year was ₹ 1 575 (June 30, 2016: ₹ 1 517).

These fair values for share options granted during the year were calculated using binomial lattice-based model. The following tables list the inputs to the models used for the plans for the years ended June 30, 2017 and June 30, 2016, respectively:

	As at June 30, 2017	As at June 30, 2016
Dividend yield (%)	3.21%	3.16%
Expected volatility (%)	15.08%	15.62%
Risk-free interest rate (%)	2.55%	1.76%

## Notes to Financial Statements for the year ended June 30, 2017

### 33. Related party disclosures

The Group Companies of The Procter & Gamble Company, USA include, among others, Gillette Worldwide Holding LLC; Procter & Gamble India Holdings BV; Procter & Gamble Iron Horse Holding BV; Procter & Gamble Eastern Europe LLC; Procter & Gamble Nordic LLC; Procter & Gamble Global Holding Limited; Procter & Gamble Luxembourg Global SARL; Procter & Gamble International SARL; Procter & Gamble India Holdings Inc.; Procter & Gamble International Operations, SA; Gillette Group (Europe) Holdings, BV; Procter & Gamble Canada Holding BV; Procter & Gamble Overseas Canada, BV.

#### (a) Related party where control exists:

Relationship	Name of the Company
Ultimate Holding Company	The Procter & Gamble Company, USA
Holding Company	Procter & Gamble India Holdings B.V., Netherlands (upto March 30, 2017) Procter & Gamble Overseas India BV, The Netherlands (w.e.f. March 31, 2017)

Procter & Gamble India Holdings B.V., Netherlands has been merged into Procter & Gamble Overseas India BV, The Netherlands with effect from March 31, 2017.

#### (b) Other parties with whom transactions have taken place during the year.

##### (i) Fellow Subsidiaries

S. No.	Name of the Company	S. No.	Name of the Company
1.	The Procter & Gamble Distributing LLC	19.	Closed Joint Stock Company Petersburg Products International Zao St.Petersburg
2.	The Procter & Gamble US Business Services Company	20.	Procter & Gamble Indochina Company Limited
3.	The Gillette Company LLC (w.e.f. July 15, 2016)	21.	Procter & Gamble Europe SA
4.	Procter & Gamble Do Brasil S/A	22.	Procter & Gamble Middle East FZE
5.	Wella India Haircosmetics Pvt. Ltd	23.	Procter & Gamble International Operations Sa-Rohq
6.	Procter & Gamble (China) Sales Co., Ltd.	24.	Procter & Gamble Gulf FZE
7.	Nexus Mercantile (India) Pvt Ltd	25.	Procter & Gamble International Operations SA
8.	Mining Consultants (India) Private Limited	26.	Procter & Gamble International Operations SA Singapore Branch
9.	Gillette Products Private Limited	27.	Procter & Gamble International Sarl, Luxembourg
10.	Gillette (Shanghai) Ltd	28.	Gillette Diversified Operations Pvt Ltd
11.	Procter & Gamble Hygiene & Health Care Limited	29.	Procter & Gamble Japan K.K.
12.	Procter & Gamble Tuketim Mallari Sanayi A.S.	30.	Procter & Gamble Australia Pty Ltd
13.	Procter & Gamble Nigeria Limited	31.	Gillette Poland International Sp. Z
14.	Procter & Gamble Home Products Private Limited	32.	Procter & Gamble South African Trading (Pty) Ltd
15.	Pt Procter & Gamble Home Products Indonesia	33.	Procter & Gamble (Guangzhou) Ltd.
16.	Procter & Gamble Polska SP.Z O.O	34.	The Gillette Company, USA (merged with The Gillette Company LLC on September 1, 2016)
17.	Procter & Gamble Europe SA Singapore Branch	35.	Procter & Gamble International Operations S.A. Dubai Branch
18.	Procter & Gamble Bangladesh Private Limited		

## Notes to Financial Statements for the year ended June 30, 2017

### (ii) Investing company in respect of which the Company is an associate:

S. No.	Name of the Company
1.	Wella India Haircosmetics Private Limited #

# Also being a fellow subsidiary Company

### (iii) Key Management Personnel of the Company:

S. No.	Name	Designation
1.	Mr. Al Rajwani	Managing Director (w.e.f. August 29, 2015)
2.	Mr. Karthik Natarajan	Chief Financial Officer (upto December 31, 2016)
3.	Mr. Gagan Sawhney	Chief Financial Officer (w.e.f. January 1, 2017)
4.	Mr. Karthik Natarajan	Whole time director (w.e.f. January 23, 2017)
5.	Ms. Sonali Dhawan	Non-executive Director
6.	Mr. Pramod Agarwal	Non-executive Director

**Note:** Related parties have been identified by the management.

### (c) Details of related party transactions between the Company and its related parties are as under:

₹ in lakhs					
S. No.	Nature of Transactions	For the year ended June 30,	Ultimate Holding & Holding Company	Fellow Subsidiary Companies	Key Managerial Personnel
1.	Purchase of Goods	2017 2016	— —	32 882 41 993	— —
2.	Purchase of Equipment/Assets/Spares	2017 2016	— —	4 187 5 218	— —
3.	Sale of Products	2017 2016	— —	10 414 5 667	— —
4.	Sale of Capital goods	2017 2016	— —	3 595 218	— —
5.	Loans Given	2017 2016	— —	3 000 25 100	— —
6.	Loans Realised	2017 2016	— —	7 000 43 200	7 13
7.	Interest Income	2017 2016	— —	217 1 107	2 2
8.	Recovery of Expenses Cross charged	2017 2016	164 873	3 807 4 543	— —
9.	Expenses cross-charged	2017 2016	191 135	4 951 6 909	— —
10.	Reimbursement of expenses shared by group cos. (Income)	2017 2016	— —	199 265	— —
11.	Reimbursement of expenses shared by group cos. (Expense)	2017 2016	— —	2 541 3 342	— —
12.	Discontinuation Facilitation Income	2017 2016	— —	— 182	— —

## Notes to Financial Statements for the year ended June 30, 2017

₹ in lakhs					
S. No.	Nature of Transactions	For the year ended June 30,	Ultimate Holding & Holding Company	Fellow Subsidiary Companies	Key Managerial Personnel
13.	Business Process Outsourcing expenses	2017 2016	— —	1 698 1 586	— —
14.	Processing Charges	2017 2016	— —	1 051 1 183	— —
15.	Royalty	2017 2016	— —	1 141 1 233	— —
16.	Computer Expenses	2017 2016	— —	169 197	— —
17.	Rent expenses	2017 2016	— —	334 320	— —
18.	Dividend Remitted/Paid	2017 2016	22 748 1 961	19 774 1 705	— —
19.	Managerial Remuneration	2017 2016	— —	— —	587 459
20.	Outstanding as at June 30th				
	Loans	2017 2016 2015	— — —	— 4 000 22 100	47 54 67
	Interest Income Accrued	2017 2016 2015	— — —	— 271 1 369	— — —
	Trade and other receivables	2017 2016 2015	— 35 12	4 201 3 314 8 132	— — —
	Trade payables	2017 2016 2015	263 106 4	10 192 11 187 8 116	— — —

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables. The Company has not recorded any impairment of receivables relating to amounts owed by related parties in the current year or prior years. This assessment is undertaken each financial year through examining the financial position of the related party and the market in which the related party operates.

### (d) Disclosure in respect of material transactions of the same type with related parties during the year:

₹ in lakhs			
S. No.	Nature of Transactions	Year ended June 30, 2017	Year ended June 30, 2016
1.	<b>Purchase of Goods</b>		
	Procter & Gamble International Operations SA Singapore Br	28 927	38 856
	Others	3 955	3 137
2.	<b>Purchase of Equipment/Assets/Spares</b>		
	The Procter & Gamble Distributing LLC	3 446	5 218
	The Gillette Company LLC	701	—
	Others	40	—

## Notes to Financial Statements for the year ended June 30, 2017

		₹ in lakhs	
S. No.	Nature of Transactions	Year ended June 30, 2017	Year ended June 30, 2016
<b>3.</b>	<b>Sale of Products</b>		
	Procter & Gamble International Operations SA Singapore Br	7 527	4 679
	Procter & Gamble Bangladesh Pvt. Ltd	2 366	869
	Others	521	119
<b>4.</b>	<b>Sale of Capital goods</b>		
	The Procter & Gamble Distributing LLC	3 595	218
	Others	—*	—
<b>5.</b>	<b>Loans Given</b>		
	Procter & Gamble Home Products Private Ltd	3 000	3 000
	Gillette Diversified Operations Pvt. Ltd	—	9 400
	Wella India Haircosmetics Private Limited	—	12 000
	Gillette Products Private Limited	—	700
<b>6.</b>	<b>Loans Realised</b>		
	Procter & Gamble Home Products Private Ltd	6 000	3 000
	Gillette Diversified Operations Pvt. Ltd	1 000	16 800
	Wella India Haircosmetics Private Limited	—	22 000
	Gillette Products Private Limited	—	1 400
<b>7.</b>	<b>Interest Income</b>		
	Procter & Gamble Home Products Private Ltd	201	271
	Gillette Diversified Operations Pvt. Ltd	16	371
	Wella India Haircosmetics Private Limited	—	437
	Gillette Products Private Limited	—	28
<b>8.</b>	<b>Recovery of Expenses Cross charged</b>		
	Procter & Gamble Home Products Private Ltd	2 456	3 789
	Procter & Gamble Hygiene and Health Care Limited	942	660
	The Procter & Gamble Company, USA	164	873
	Others	409	94
<b>9.</b>	<b>Expenses cross-charged</b>		
	Procter & Gamble Home Products Private Ltd	4 220	5 418
	Procter & Gamble Hygiene and Health Care Limited	670	1 062
	The Procter & Gamble Company, USA	191	135
	Others	61	429
<b>10.</b>	<b>Reimbursement of expenses shared by group cos. (Income)</b>		
	Procter & Gamble Home Products Private Ltd	115	—
	Procter & Gamble Hygiene and Health Care Limited	84	265
<b>11.</b>	<b>Reimbursement of expenses shared by group cos. (Expense)</b>		
	Procter & Gamble Hygiene and Health Care Limited	2 188	2 703
	Procter & Gamble Home Products Private Ltd	353	639
<b>12.</b>	<b>Discontinuation Facilitation Income</b>		
	Procter & Gamble International SARL, Luxemburg	—	182
<b>13.</b>	<b>Business Process Outsourcing expenses</b>		
	Procter & Gamble International Operations SA	1 199	1 260
	Procter & Gamble International Operations SA-ROHQ	499	326

## Notes to Financial Statements for the year ended June 30, 2017

		₹ in lakhs	
S. No.	Nature of Transactions	Year ended June 30, 2017	Year ended June 30, 2016
14.	<b>Processing Charges</b> Gillette Diversified Operations Private Ltd	1 051	1 183
15.	<b>Royalty</b> The Gillette Company LLC	1 141	1 233
16.	<b>Computer Expenses</b> The Procter & Gamble US Business Services Company	169	197
17.	<b>Rent expenses</b> Procter & Gamble Home Products Private Ltd	334	320
18.	<b>Dividend Remitted/Paid</b> Procter & Gamble Overseas India BV, The Netherlands	20 133	—
	Procter & Gamble India Holdings B.V., Netherlands	2 615	1 961
	Wella India Haircosmetics Private Limited	11 531	994
	Others	8 243	711

\* denotes amount less than ₹ 50 000

### (e) Compensation of key management personnel

The remuneration of directors and other key management personnel during the year was as follows:

	₹ in lakhs	
	Year ended June 30, 2017	Year ended June 30, 2016
Short-term benefits	318	235
Post-employment benefits	254	203
Share-based payments	15	21
	<b>587</b>	<b>459</b>

### (f) Other transactions with key management personnel

	₹ in lakhs	
	Year ended June 30, 2017	Year ended June 30, 2016
Loan realised	7	13
Interest Income	2	2

### Notes:

- Disclosure required under 186(4) of the Companies Act, 2013 for loans given:

		₹ in lakhs	
Name	Relations	Year ended June 30, 2017	Year ended June 30, 2016
<b>Intercorporate loans</b>			
Procter & Gamble Home Products Private Ltd	Fellow Subsidiary	3 000	3 000
Gillette Diversified Operations Pvt. Ltd.	Fellow Subsidiary	—	9 400
Wella India Haircosmetics Private Limited	Fellow Subsidiary	—	12 000
Gillette Products Private Limited	Fellow Subsidiary	—	700

Above intercorporate loans have been given for general business purposes for meeting their working capital requirements.



## Notes to Financial Statements for the year ended June 30, 2017

### 34. Operating lease arrangements

#### Company as a lessee

#### 34.1 Leasing arrangements

The Company has taken on lease guesthouses for accommodation of employees, with an option of renewal at the end of the lease term and escalation clause in some of the cases. These leases can be terminated with a prior notice as per terms and conditions of the respective lease agreements.

#### 34.2 Payments recognised as an expense

	Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
Minimum lease payments	891	993
	<b>891</b>	<b>993</b>

#### 34.3 Non-cancellable operating lease commitments

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Not later than one year	241	291	280
Later than one year but not later than five years	—	241	532
Later than five years	—	—	—
<b>Total</b>	<b>241</b>	<b>532</b>	<b>812</b>

### 35. Commitments

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
Estimated amount of contracts remaining to be executed on capital account and not provided for	546	392	71
	<b>546</b>	<b>392</b>	<b>71</b>

### 36. Contingent liabilities

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>Claims against company not acknowledged as debts:</b>			
<b>(a) Income tax matters</b>	41 348	37 640	15 162
<b>(b) Sales tax matters</b>			
(i) Non submission of "C" Forms/"F" Forms	2 295	733	2 471
(ii) Other sales tax matters	571	631	711
<b>(c) Excise duty, service tax and customs duty matters</b>			
(i) Denial of excise duty benefits at excise exempt location of which the Company has a right to claim Cenvat credit of ₹ 16 034 lakhs (July 30, 2016: ₹ 16 034 lakhs, July 1, 2015: ₹ 12 822 lakhs)	24 783	24 783	20 476
(ii) Denial of Cenvat credit	25	65	55
(iii) Service tax matters	2 516	2 516	2 115
(iv) Customs valuation disputes	1 528	1 528	1 528
(v) Other excise, service tax and customs matters	300	300	300

## Notes to Financial Statements for the year ended June 30, 2017

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
<b>(d) Other matters</b>			
(i) Other claims – The Company is a party to various legal proceedings in the normal course of business	692	734	714
(ii) Demand from delhi development authority	3 424	3 424	3 424
	<b>77 482</b>	<b>72 354</b>	<b>46 956</b>

### 37. Disclosures under the Micro, Small and Medium Enterprises Development Act, 2006

	As at June 30, 2017 ₹ in lakhs	As at June 30, 2016 ₹ in lakhs	As at July 1, 2015 ₹ in lakhs
(a) Principal amount remaining unpaid to any supplier as at the end of the accounting year	575	537	89
(b) Interest due thereon remaining unpaid to any supplier as at the end of the accounting year	90	29	18
(c) The amount of interest paid along with the amounts of the payment made to the supplier beyond the appointed day	1 967	225	582
Principal paid beyond the appointed date	1 967	225	536
Interest paid in terms of Section 16 of the Act	—	—	46
(d) The amount of interest due and payable for the year	61	11	29
(e) The amount of interest accrued and remaining unpaid at the end of the accounting year	90	29	18
(f) 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	8	—*	—*

\* denotes amount less than ₹ 50 000

Dues to Micro and Small Enterprises have been determined to the extent such parties have been identified on the basis of information collected by the Management. This has been relied upon by the auditors.

**38. (a)** Reimbursement/(Recovery) of expenses cross charged to related parties include payment/recoveries on account of finance, personnel, secretarial, administration and planning services rendered under common services agreement of the Company with Procter & Gamble Hygiene and Health Care Limited and Procter & Gamble Home Products Private Limited. (refer note 39).

**38. (b)** Certain expenses in the nature of employee costs, relocation costs and other expenses are cross charged by the Company to its fellow subsidiaries at actual. Similar expenses incurred by fellow subsidiaries are cross charged to the Company at actual.

### 39. (a) Managerial Remuneration

The computation of managerial remuneration excludes an amount of ₹ 276 lakhs (Previous year ₹ 198 lakhs) in respect of managerial personnel cross-charged from Procter & Gamble Hygiene and Health Care Limited and Procter & Gamble Home Products Private Limited in terms of common services agreement referred to in note 38 (a) above.

### 39. (b) Commission to Non-Executive Directors

During the current year, an aggregate amount of ₹ 55 lakhs (Previous Year: ₹ 55 lakhs) has been provided as commission payable to the Non-Executive Directors which is within the overall limits of commission payable to such directors under Schedule V to the Companies Act, 2013.

## Notes to Financial Statements for the year ended June 30, 2017

### 40. Dividend

#### Dividend on equity shares paid during the year

Final dividend for the FY 2015-16: ₹ 20 (Previous year for FY 2014-15: ₹ 15)

per equity share of ₹ 10 each

Dividend distribution tax on final dividend

Interim dividend for the FY 2016-17: ₹ 154 (Previous year for FY 2015-16:

₹ 19.52) per equity share of ₹ 10 each

Dividend distribution tax on interim dividend

#### TOTAL

Year ended June 30, 2017 ₹ in lakhs	Year ended June 30, 2016 ₹ in lakhs
6 517	4 888
1 327	995
50 181	1 590
10 217	324
<b>68 242</b>	<b>7 797</b>

#### Proposed Dividend:

The Board of Directors at its meeting held on August 24, 2017 have recommended a payment of final dividend of ₹ 10 per equity share of face value of ₹ 10 each for the financial year ended June 30, 2017. The same amounts to ₹ 3 922 lakhs including dividend distribution tax of ₹ 663 lakhs.

The above is subject to approval at the ensuing Annual General Meeting of the Company and hence is not recognised as a liability.

41. The Company did not have any Specified Bank Notes or any other denomination notes as defined in MCA notification G.S.R. 308 (E.) dated March 31, 2017 on the details of Specified Bank Notes (SBN) held and transacted during the period from November 8, 2016 to December 30, 2016. The denomination wise SBNs and other notes as per the notification is given below:

	SBNs ₹ in lakhs	Other denomination notes ₹ in lakhs	Total ₹ in lakhs
Closing cash in hand as on November 08, 2016	—	—	—
(+) Permitted receipts	—	—	—
(-) Permitted payments	—	—	—
(-) Amount deposited in banks	—	—	—
Closing cash in hand as on December 30, 2016	—	—	—

For the purpose of this clause, the term "Specified Bank Note" shall have the same meaning provided in the notification of the Government of India, in the Ministry of finance Department of Economic Affairs No. S.O. 3407 (E.), dated the November 8, 2016

### 42. Approval of financial statements

The financial statements were approved for issue by the Board of Directors on August 24, 2017.

### 43. First-time Ind AS adoption reconciliations

#### 43.1 Effect of Ind AS adoption on the balance sheet as at July 1, 2015 (date of transition to Ind AS)

	Footnotes	Indian GAAP ₹ in lakhs	Adjustments ₹ in lakhs	Ind AS ₹ in lakhs
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	a	15 617	(776)	14 841
Capital work-in-progress		6 314	—	6 314
Financial assets				
(i) Loans		2 741	—	2 741
Deferred tax assets (Net)		788	—	788
Income tax assets (Net)		10 480	—	10 480
Other non-current assets	a	1 308	765	2 073
<b>Total non-current assets</b>		<b>37 248</b>	<b>(11)</b>	<b>37 237</b>

## Notes to Financial Statements for the year ended June 30, 2017

	Footnotes	Indian GAAP ₹ in lakhs	Adjustments ₹ in lakhs	Ind AS ₹ in lakhs
<b>Current assets</b>				
Inventories		20 157	—	20 157
Financial assets				
(i) Trade receivables		11 676	—	11 676
(ii) Cash and cash equivalents		18 056	—	18 056
(iii) Bank balances other than (ii) above		69	—	69
(iv) Loans		22 461	—	22 461
(v) Other financial assets		8 722	—	8 722
Other current assets	a	2 604	11	2 615
<b>Total current assets</b>		<b>83 745</b>	<b>11</b>	<b>83 756</b>
<b>Total assets</b>		<b>1 20 993</b>	<b>—</b>	<b>1 20 993</b>
<b>Equity and liabilities</b>				
<b>Equity</b>				
Equity share capital		3 259	—	3 259
Other equity	b	70 975	5 883	76 858
<b>Total equity</b>		<b>74 234</b>	<b>5 883</b>	<b>80 117</b>
<b>Non-current liabilities</b>				
Financial liabilities				
(i) Other financial liabilities		2	—	2
Provisions		293	—	293
<b>Total non-current liabilities</b>		<b>295</b>	<b>—</b>	<b>295</b>
<b>Current liabilities</b>				
Financial liabilities				
(i) Trade payables		26 801	—	26 801
(ii) Other financial liabilities		610	—	610
Provisions	b	6 555	(5 883)	672
Current tax liabilities (Net)		6 821	—	6 821
Other current liabilities		5 677	—	5 677
<b>Total current liabilities</b>		<b>46 464</b>	<b>(5 883)</b>	<b>40 581</b>
<b>Total liabilities</b>		<b>46 759</b>	<b>(5 883)</b>	<b>40 876</b>
<b>Total equity and liabilities</b>		<b>1 20 993</b>	<b>—</b>	<b>1 20 993</b>

### 43.2 Effect of Ind AS adoption on the balance sheet as at June 30, 2016

	Footnotes	Indian GAAP ₹ in lakhs	Adjustments ₹ in lakhs	Ind AS ₹ in lakhs
<b>Assets</b>				
<b>Non-current assets</b>				
Property, plant and equipment	a	18 575	(765)	17 810
Capital work-in-progress		8 821	—	8 821
Financial assets				
(i) Loans		2 810	—	2 810
(ii) Other financial assets		3	—	3
Deferred tax assets (Net)	e	1 458	39	1 497
Income tax assets (Net)		12 190	—	12 190
Other non-current assets	a	1 234	754	1 988
<b>Total non-current assets</b>		<b>45 091</b>	<b>28</b>	<b>45 119</b>

## Notes to Financial Statements for the year ended June 30, 2017

	Footnotes	Indian GAAP ₹ in lakhs	Adjustments ₹ in lakhs	Ind AS ₹ in lakhs
<b>Current assets</b>				
Inventories		24 455	—	24 455
Financial assets				
(i) Trade receivables		10 976	—	10 976
(ii) Cash and cash equivalents		53 646	—	53 646
(iii) Bank balances other than (ii) above		71	—	71
(iv) Loans		4 219	—	4 219
(v) Other financial assets		3 168	—	3 168
Other current assets	a	781	11	792
<b>Total current assets</b>		<b>97 316</b>	<b>11</b>	<b>97 327</b>
<b>Total assets</b>		<b>1 42 407</b>	<b>39</b>	<b>1 42 446</b>
<b>Equity and liabilities</b>				
<b>Equity</b>				
Equity share capital		3 259	—	3 259
Other equity	b,e	82 520	7 883	90 403
<b>Total equity</b>		<b>85 779</b>	<b>7 883</b>	<b>93 662</b>
<b>Non-current liabilities</b>				
Financial liabilities				
(i) Other financial liabilities		1	—	1
Provisions		354	—	354
<b>Total non-current liabilities</b>		<b>355</b>	<b>—</b>	<b>355</b>
<b>Current liabilities</b>				
Financial liabilities				
(i) Trade payables		32 108	—	32 108
(ii) Other financial liabilities		2 583	—	2 583
Provisions	b	8 265	(7 844)	421
Current tax liabilities (Net)		6 345	—	6 345
Other current liabilities		6 972	—	6 972
<b>Total current liabilities</b>		<b>56 273</b>	<b>(7 844)</b>	<b>48 429</b>
<b>Total liabilities</b>		<b>56 628</b>	<b>(7 844)</b>	<b>48 784</b>
<b>Total equity and liabilities</b>		<b>1 42 407</b>	<b>39</b>	<b>1 42 446</b>

### 43.3 Reconciliation of total equity as at June 30, 2016 and July 1, 2015 (date of transition to Ind AS)

	Notes	As at June 30, 2016 (End of last period presented previous GAAP) ₹ in lakhs	As at July 1, 2015 (date of transition to Ind AS) ₹ in lakhs
<b>Total equity (shareholder's funds) under previous GAAP</b>		<b>82 520</b>	<b>70 975</b>
Recognition of deferred taxes using the balance sheet approach under Ind AS	e	39	—
Dividends not recognised as liability until declared under Ind AS	b	7 844	5 883
<b>Total adjustment to equity</b>		<b>7 883</b>	<b>5 883</b>
<b>Total equity under Ind AS</b>		<b>90 403</b>	<b>76 858</b>

## Notes to Financial Statements for the year ended June 30, 2017

### 43.4 Effect of Ind AS adoption on the statement of profit and loss for the year ended June 30, 2016

	Notes	Indian GAAP ₹ in lakhs	Adjustments ₹ in lakhs	Ind AS ₹ in lakhs
<b>Continuing operations</b>				
Revenue from operations	c	1 95 966	(18 398)	1 77 568
Other income		3 576	—	3 576
<b>Total income</b>		<b>1 99 542</b>	<b>(18 398)</b>	<b>1 81 144</b>
<b>Expenses</b>				
Cost of raw and packing materials consumed		45 825	—	45 825
Purchases of stock-in-trade (Traded Goods)		43 260	—	43 260
Changes in inventories of finished goods, work-in-progress and stock-in-trade		(3 666)	—	(3 666)
Excise duty	c	135	1 914	2 049
Employee benefits expense	d,e	10 896	(271)	10 625
Finance costs	d	461	94	555
Depreciation and amortisation expense	a	3 038	(11)	3 027
Other expenses	a,c	69 215	(20 301)	48 914
<b>Total expense</b>		<b>1 69 164</b>	<b>(18 575)</b>	<b>1 50 589</b>
<b>Profit before tax from continuing operations</b>		<b>30 378</b>	<b>177</b>	<b>30 555</b>
Tax expense				
Current tax		11 237	—	11 237
Deferred tax	d,e	(670)	62	(608)
<b>Income tax expense</b>		<b>10 567</b>	<b>62</b>	<b>10 629</b>
<b>Profit for the year from continuing operations</b>		<b>19 811</b>	<b>115</b>	<b>19 926</b>
<b>Discontinuing operations</b>				
Profit before tax from discontinuing operations		2 282	—	2 282
Tax expense of discontinued operations		790	—	790
<b>Profit for the year from discontinuing operations</b>		<b>1 492</b>	<b>—</b>	<b>1 492</b>
<b>Profit for the year</b>		<b>21 303</b>	<b>115</b>	<b>21 418</b>
<b>Other comprehensive income</b>				
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:				
Re-measurement of the defined benefit plans	d	—	(292)	(292)
Income tax effect	d	—	101	101
<b>Total other comprehensive income for the year</b>		<b>—</b>	<b>(191)</b>	<b>(191)</b>
<b>Total comprehensive income for the year</b>		<b>21 303</b>	<b>(76)</b>	<b>21 227</b>



## Notes to Financial Statements for the year ended June 30, 2017

### 43.5 Effect of Ind AS adoption on the Statement of Cash Flows for the year ended June 30, 2016

There are no material adjustments to the statement of Cash Flows as reported under the previous GAAP.

#### Notes to the reconciliations

##### a. Property, plant and equipment:

In the financial statements prepared under previous GAAP, Leasehold land was disclosed as a part of fixed assets and measured at the total lease payment made at the time of lease agreement and the same was amortised over the period of the lease on a yearly basis. Under Ind AS, the leasehold land is treated as prepaid expenses for lease rentals and the prepayment forms a part of other current and non-current assets. Accordingly, the prepaid expense as at July 1, 2015 is ₹ 776 lakhs, current portion is ₹ 11 lakhs and non current is ₹ 765 lakhs and as at June 30, 2016 is ₹ 765 lakhs, current portion is ₹ 11 lakhs and non current is ₹ 754 lakhs. Additionally the amortisation on leasehold land is treated as rent expense and ₹ 11 lakhs for the year ended June 30, 2016 is transferred from depreciation expense to other expenses.

##### b. Proposed Dividend:

In the financial statements prepared under previous GAAP, dividend on equity shares recommended by the Board of Directors after the end of reporting period but before the financial statements were approved for issue, was recognised as a liability in the financial statements in the reporting period relating to which dividend was proposed. Under Ind AS, such dividend is recognised in the reporting period in which the same is approved by the members in a general meeting.

On the date of transition, the above change in accounting treatment of proposed dividend has resulted in increase in Equity with a corresponding decrease in Provisions by ₹ 7 844 lakhs as at June 30, 2016. The above change has also resulted in an increase in Equity with a corresponding decrease in provision by ₹ 5 883 lakhs as at July 1, 2015.

##### c. Revenue from operations:

In the financial statements prepared under previous GAAP, revenue from sale of products was presented net of excise duty. However, under Ind AS, revenue from sale of products includes excise duty. Excise duty expense amounting to ₹ 1 914 lakhs is presented separately on the face of the Statement of Profit and Loss for the year ended June 30, 2016.

In the financial statements prepared under previous GAAP, sales incentive scheme expenses were shown as a part of other expenses. However, under Ind AS, such discounts and sales promotional expenses amounting to ₹ 20 312 lakhs for the year ended June 30, 2016, are reduced from revenue from sale of products.

In light of the above, revenue from sale of products under Ind AS has decreased by ₹ 18 398 lakhs (₹ 20 312 lakhs less ₹ 1 914 lakhs) with an corresponding increase in excise duty by ₹ 1 914 lakhs and decrease in other expenses by ₹ 20 312 lakhs in the Statement of Profit and Loss for the year ended June 30, 2016.

The above changes do not affect equity as at date of transition to Ind AS, profit after tax for the year ended June 30, 2016 and Equity as at June 30, 2016.

##### d. Remeasurement benefit of defined benefit plans:

In the financial statements prepared under previous GAAP, remeasurement benefit of defined plans, arising primarily due to change in actuarial assumptions was recognised as employee benefits expense in the Statement of Profit and Loss. Under Ind AS, such remeasurement benefits relating to defined benefit plans is recognised in OCI as per the requirements of Ind AS 19 – Employee benefits. Consequently, the related tax effect of the same has also been recognised in OCI.

For the year ended June 30, 2016, remeasurement of gratuity liability and PRMB resulted in a net benefit of ₹ 292 lakhs which has now been removed from employee benefits expense in the Statement of Profit and Loss and recognised separately in OCI.

Under Previous GAAP, the interest cost on defined benefit liability was recognised as employee benefit expenses in the Statement of Profit and Loss. Under Ind AS, the Company has recognised the net interest cost on defined benefit plans amounting to ₹ 94 lakhs for the year ended June 30, 2016 as finance cost.

This has resulted in decrease in employee benefits expense by ₹ 386 lakhs (₹ 292 lakhs and ₹ 94 lakhs) and gain in OCI by ₹ 292 lakhs and finance cost by ₹ 94 lakhs for the year ended June 30, 2016. Consequently, tax effect of the same amounting to ₹ 101 lakhs is also recognised separately in OCI.

## Notes to Financial Statements for the year ended June 30, 2017

The above changes do not affect Equity as at date of transition to Ind AS and as at June 30, 2016. However, Profit before tax and profit for the year ended June 30, 2016 decreased by ₹ 292 lakhs and ₹ 191 lakhs respectively.

**e. Employee stock option plan:**

In the financial statement prepared under previous GAAP, the cost of equity-settled employee share-based payments was recognised at the time of exercise of the stock options. Under Ind AS, the cost of equity-settled employee share-based payments is recognised based on the fair value of the options as on the grant date. On transitioning to Ind AS, fair value of partially vested share-based payment plans has been recognised in equity of ₹ 83 lakhs as at July 1, 2015 and ₹ 115 lakhs for the year ended June 30, 2016.

The above change has resulted in decrease in profit after tax for the year ended June 30, 2016 by ₹ 115 lakhs increase in deferred tax asset as at June 30, 2016 by ₹ 39 lakhs and increase in equity as at June 30, 2016 by ₹ 39 lakhs.

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### Signatures to Notes 1 to 43

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#### For and on behalf of Board of Directors

**B. S. Mehta**  
Chairman

**Karthik Natarajan**  
Whole-time Director

**G. Sawhney**  
Chief Financial Officer

**Flavia Machado**  
Company Secretary

Place: Mumbai  
Date: August 24, 2017

## TEN YEAR FINANCIAL HIGHLIGHTS

	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16^	2016-17^
<b>YEAR END FINANCIAL POSITION (₹ Crores)</b>										
Gross Fixed Assets	253	246	289	310	356	394	428	443	481	<b>541</b>
Net Fixed Assets	95	91	123	159	189	200	233	219	266	<b>277</b>
Net Worth	425	491	571	600	619	649	643	742	937	<b>501</b>
<b>SUMMARY OF OPERATIONS (₹ Crores)</b>										
Gross Sales	606	673	861	1073	1249	1459	1766	1984	1863	<b>1788</b>
Profit before Tax	182	177	213	134	117	138	81	246	328	<b>374</b>
Profit after Tax	117	113	137	86	76	87	51	158	214	<b>253</b>
Dividend	40.73	40.73	48.88	48.88	48.88	48.88	48.88	48.88	*64.78	<b>*566.98</b>
<b>PER SHARE DATA</b>										
EPS (₹)	36.02	34.72	42.07	26.44	23.24	26.75	15.78	48.53	65.73	<b>77.67</b>
Dividend (%)	125	125	150	150	150	150	150	150	199	<b>1740</b>
<b>NUMBER OF SHARES</b>										
Shares (lakhs)	325.85	325.85	325.85	325.85	325.85	325.85	325.85	325.85	325.85	<b>325.85</b>

Note:

The above results include Duracell Discontinued Operations.

^ Figures for these years are as per new accounting standards (Ind AS) and Schedule III of Companies Act, 2013. Hence these numbers are not comparable with previous years

\* includes interim dividend

## NOTES

[illegible]



## **P&G Values**

Integrity

Leadership

Ownership

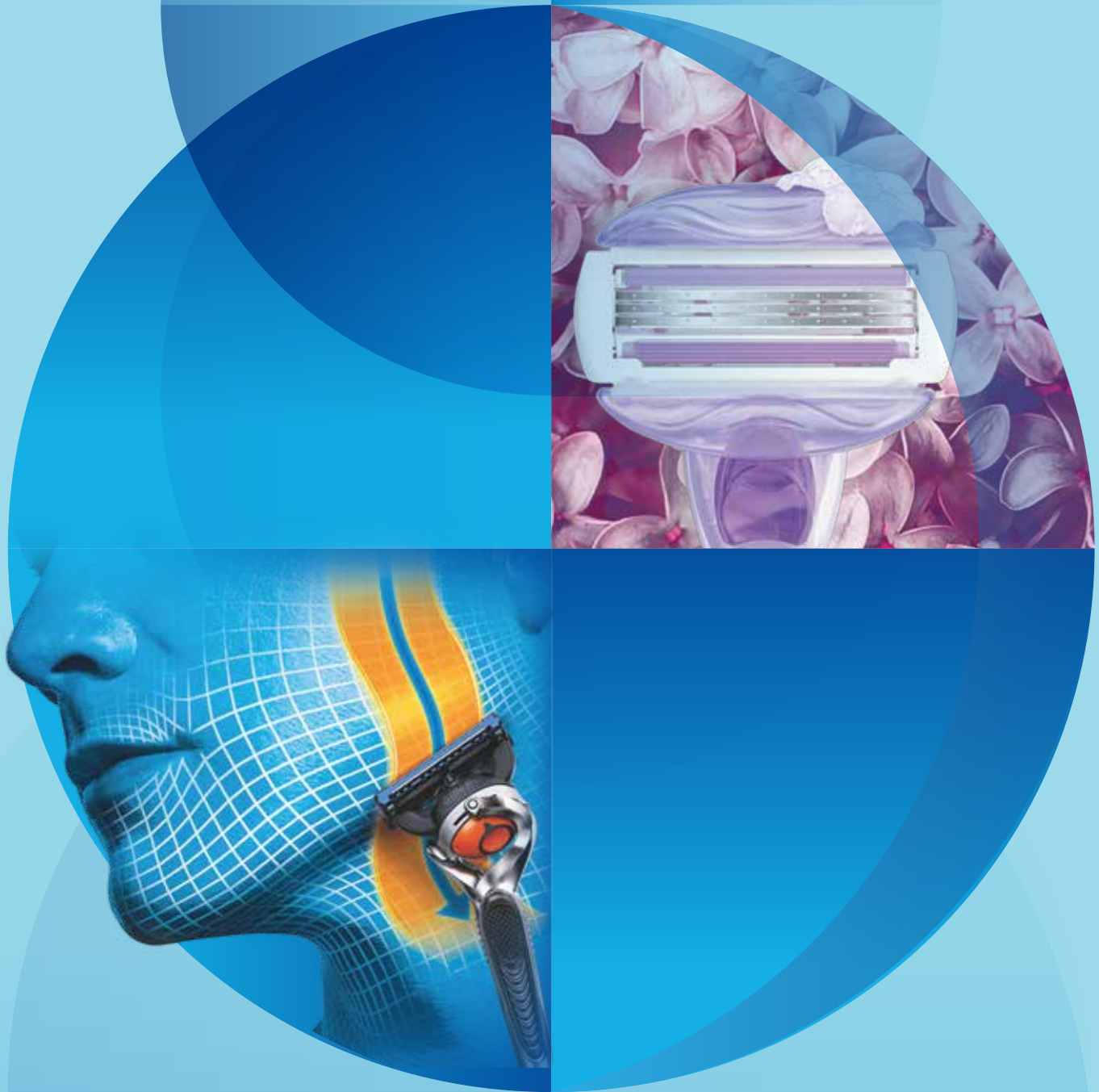
Passion for Winning

Trust



P&G Brands and P&G People are the  
foundation of P&G's success.

P&G People bring the values to life  
as we focus on improving the lives  
of the world's consumers.



## **Gillette India Limited**

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