

GIL INVESTOR PRESENTATION



DISCLAIMER

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

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 - Segment Performance
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Group Overview

GODREJ GROUP OVERVIEW

- 113 years young (established 1897)
- Largely privately owned by the Godrej family
- ₹ 118 billion (US\$ 2.7 billion) turnover
- 470 million Indians use at least one Godrej product daily; more than for any other Indian owned group or brand
- Areas of business: FMCG (26%), Office Furniture & Consumer Durables (17%), Industrials (15%), Agri (13%), Real Estate (13%), Home Appliances (11%) and IT/ITES (5%); 4 publicly traded companies
- 21,000+ employees
- 100 manufacturing locations in India & abroad
- 20% of revenue from outside India
- 25% of holding company owned by the Pirojsha Godrej Foundation that supports philanthropy in education, environment and health

Consolidated Results : Segment Performance

FINANCIAL HIGHLIGHTS

(₹ Cr.)	Q1 FY 2010-11	Q2 FY 2010-11	Q3 FY 2010-11	TOTAL 9M FY 2010-11	9M FY 2010-11 % growth
Revenue	1012	1083	1076	3171	22%
PBDIT	77	120	94	291	30%
Depreciation	13	13	15	41	
Interest	20	20	21	61	
PBT	44	87	58	189	62%
Net Profit	49	75	61	185	46%

BALANCE SHEET - CONSOLIDATED

₹ Cr.

Liabilities			Assets		
	31-12-10	31-03-10		31-12-10	31-03-10
Capital *	377	347	Net Fixed Assets **	1107	997
Reserves	1922	1734	Investments	936	927
Debt	1681	1481	Net Current Assets	1860	1541
Def. Tax Liability	55	51	Cash & Bank bals.	132	148
Total	4035	3613	Total	4035	3613

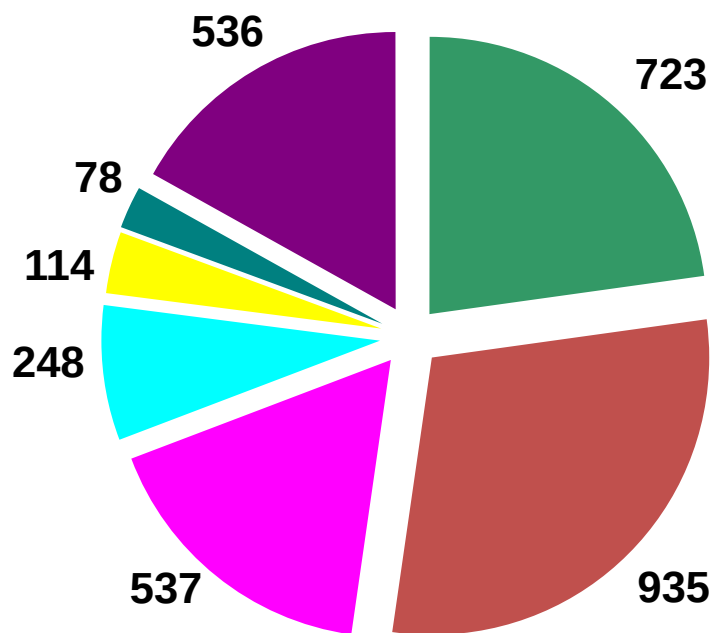
* Capital includes Minority Interest

** Net Fixed Assets includes Goodwill on Consolidation

SEGMENT-WISE CONTRIBUTION TO FINANCIALS

9M FY 2010-11

Revenue* (₹ Cr.)



*net of inter-segment revenue

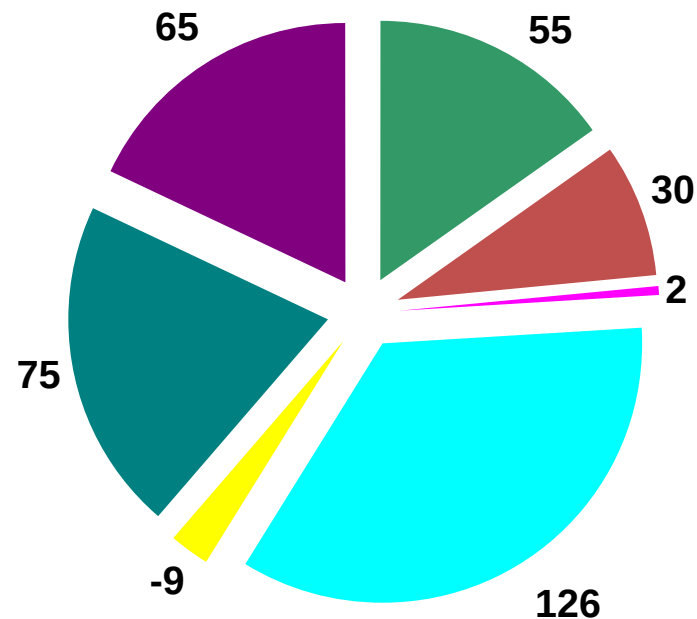
■ CHEMICALS

■ VEGOILS

■ BEVERAGES & FOODS

■ OTHERS

PBIT (₹ Cr.)



■ ANIMAL FEEDs

■ ESTATE & PROPERTY DEVELOPMENT

■ FINANCE & INVESTMENTS

**Business Performance : Performance highlights
incl. subsidiaries, JVs and Associates**

OUR “CREATE” STRATEGY

Consumer & **C**hemicals

Real

Estate

Agri

Transformation

Emergent

→ 4 core businesses

→ Drive to full potential

→ Focused incubation of new businesses

C CONSUMER (GCPL)

- Largest domestic home & personal care company in India
- Market leadership position in household insecticides and hair colour markets in India
- Propositions built on superior quality affordable products
- Portfolio of 15 leading brands in India, SAARC, Indonesia, South Africa, Argentina, Nigeria and UK
 - Marquee brands such as Good Knight, No. 1, Hit, Cinthol and Inecto
- Recent international forays establishes platform for becoming leading emerging markets FMCG company
- Unparalleled track record of value creation among FMCG companies in India (CAGR of 42 % as compared to Sensex CAGR of 20% since inception)

Financial Highlights * : 9M FY 2010-11

₹ Crore	9M FY 2010-11	growth %
Revenue	2576	68%
PBT	463	50%
PAT	366	48%

* Growth numbers include acquisitions

C CONSUMER (GCPL)

FOUR GCPL BRANDS AMONGST THE MOST TRUSTED BRANDS

As per Economic Times brand survey:

- GoodKnight, Godrej No.1, Cinthol and Godrej Expert ranked in Top 100 most trusted brands
- GoodKnight : Ranked 12th
 - No. 1 in Home Care Category
- Godrej No.1 : Ranked 69th
 - No.6 in Delhi
- Cinthol : Ranked 70th
 - Ranked in Top ten in Chennai



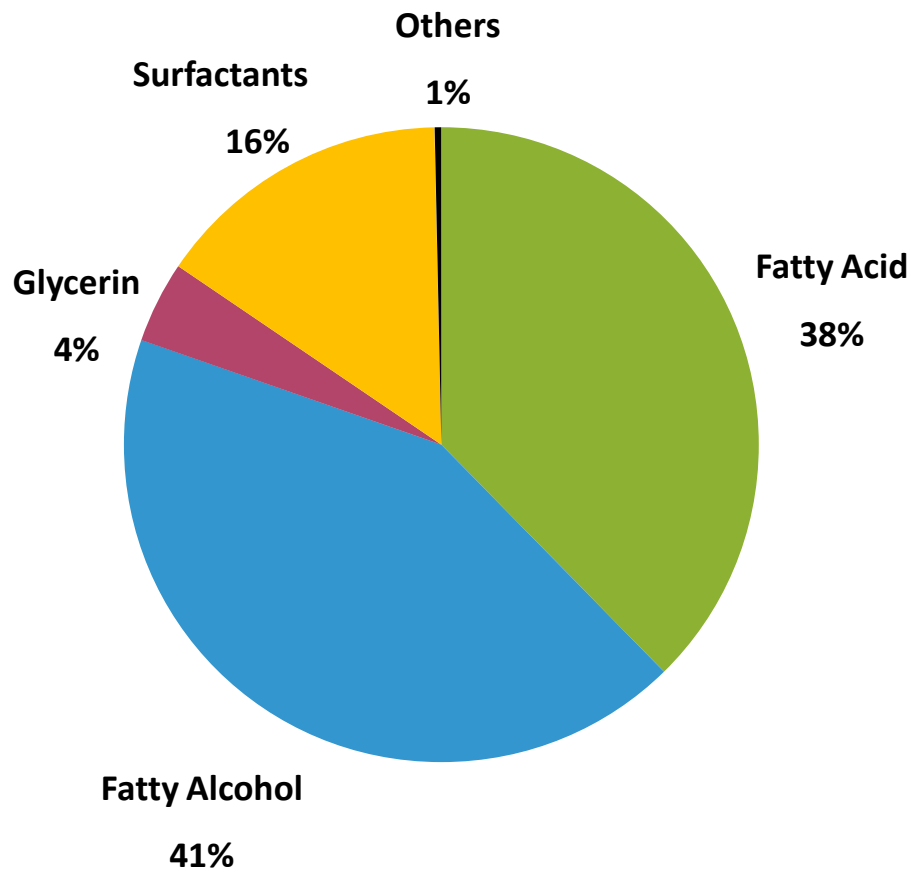
CHEMICALS

- Caters to the raw material needs of high growth consumer goods sectors – Personal care, home care, tyre industry & specialised applications
- Reliable supplier to global MNCs
- Leader in India in Oleo-Chemicals; Pioneer in surfactants
- Exports to over 62 countries

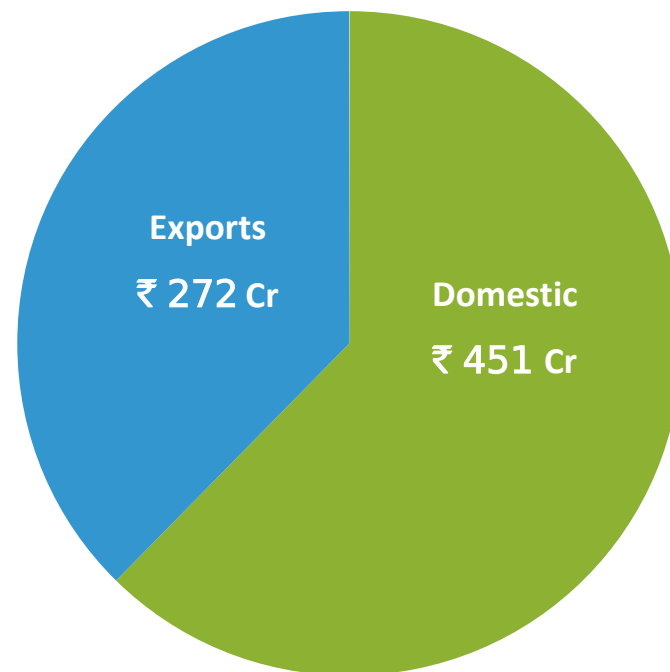
Segment	Products	Drivers
Fatty Acid & Glycerin	• Cosmetics (Shaving, Facial creams) • Rubber processing (Tyres) • PVC processing • Pharmaceutical, Humectants, Cosmetics	• Movement into specialty fatty acid to drive growth • Present across the range of products
Fatty Alcohols	• Cosmetics , Industrial applications • Personal care, • Detergents • Specialty applications	• Export sales to drive growth • Developing direct relationships with MNC clients to meet their global requirements
Surfactants	• Shampoos • Conditioners • Cosmetics • Toothpaste • Detergents • Oil drilling	• Gain greater share of existing customer's businesses • Upgrade to value added variants

PRODUCT PORTFOLIO – 9M FY 2010-11

Revenue distribution by Category



Revenue distribution by Geography



FINANCIAL HIGHLIGHTS : 9M FY 2010-11

- Revenue at ₹ 723 crore higher by 26% in 9M FY 2010-11 over 9M FY 2010-11

Category	9M Revenue growth (%)
Fatty Acids	21%
Fatty Alcohols	41%
Glycerin	10%
Surfactants	11%

- PBIT at ₹ 55 crore up 64% in 9M FY 2010-11 over 9M FY 2009-10.
- Speciality Chemicals Revenue up 30% in Q3 FY 2010-11 over Q3 FY 2009-10
 - Now accounts for 32% of total Chemical business revenues
- Exports at ₹ 272 crore up 24% in 9M FY 2010-11 over 9M FY 2009-10
 - 38% of the Chemicals business revenue comes from Exports.

Business Highlights : 9M FY 2010-11

- Board of Directors at meeting on Jan 24, 2011 approves additional Capex of ₹ 52 crore at Valia Factory, Gujarat
 - Facilities for production of speciality Fatty Acids

AWARDS AND RECOGNITION

- Mr. Adi Godrej (Chairman of Godrej Group) felicitated with the 37th & 38th CHEMEXCIL Lifetime Achievement Award at Mumbai for excellent Chemicals export performance during the financial year 2007-2008 and 2008-2009.
- Chemicals has been awarded the Frost & Sullivan Best Managed Company of the Year Award at Frost & Sullivan CMF Awards held in Mumbai on December 6, 2010.
- Vikhroli Factory has been awarded “Excellent QC Award” and “Distinguished QC Award” at the “24th National Convention of Quality Circle” (NCQC-2010) during December 2010.



GODREJ PROPERTIES

- Unique joint development model that is extremely capital efficient , de-risked & generates high return on investment
- Expanding presence to high growth cities that would witness strong housing demand
- Developing world-class townships that would serve as model- cities of future

VIKHROLI DEVELOPMENT PROJECT

- Approx 3 mn. sq ft of prime property to be developed in Mumbai
- Project would be completed by 2017
- JV between GIL & GPL on profit sharing basis (40:60)
- GIL would effectively be beneficiary of 81.6% of profits (through it's direct 40% share in profits + its 69.4% stake in GPL)

REAL ESTATE

GODREJ PROPERTIES LIMITED (GPL) – CONSOLIDATED FINANCIAL HIGHLIGHTS:

₹ Crore	9M FY 2010-11 Amount	9M FY 2010-11 growth %
Revenue	225	36%
EBITDA	111	17%
PBT	107	23%

Business Highlights:

- National Developer : Projects in 11 cities across India.

Continued progress in ongoing sales

- Total of 828,952 sq. ft. booked in Q3
- Total bookings of 1,588,556 sq. ft. upto 9M FY 11

Focus on high growth markets – Mumbai, NCR, Chennai, Bangalore and Pune

- Mumbai & Pune – pursuing several new business and redevelopment opportunities across the city
- NCR & Chennai – launched our first project and pursuing several new business opportunities
- Bangalore – looking to build on an established track record

REAL ESTATE

- New Projects launched:

Projects Name	Place	Launched in	Area sq. ft.	Type
Godrej Garden City	Ahmedabad	Q1	4,50,000	Residential
Godrej Prakriti – Phase I	Kolkata	Q1	2,80,000	Residential
Godrej Frontier	Gurgaon	Q3	550,904	Residential
Godrej Palm Grove	Chennai	Q3	36,616	Residential
Godrej Prakriti – Phase II	Kolkata	Q3	84,402	Residential
Godrej Genesis	Kolkata	Q3	27,208	Commercial

AGRI BUSINESSES

- **Animal Feed** – India's largest commercial feed miller; market leader in cattle, poultry and aqua feed
- **Oil palm plantations** – largest oil palm cultivator in India
- **Poultry** – JV with Tyson Foods, the world's largest meat processor
- **Agri inputs** – market leader in plant growth regulators, soil conditioners

AGRI BUSINESSES

GAVL IS A DIVERSIFIED AGRIBUSINESS

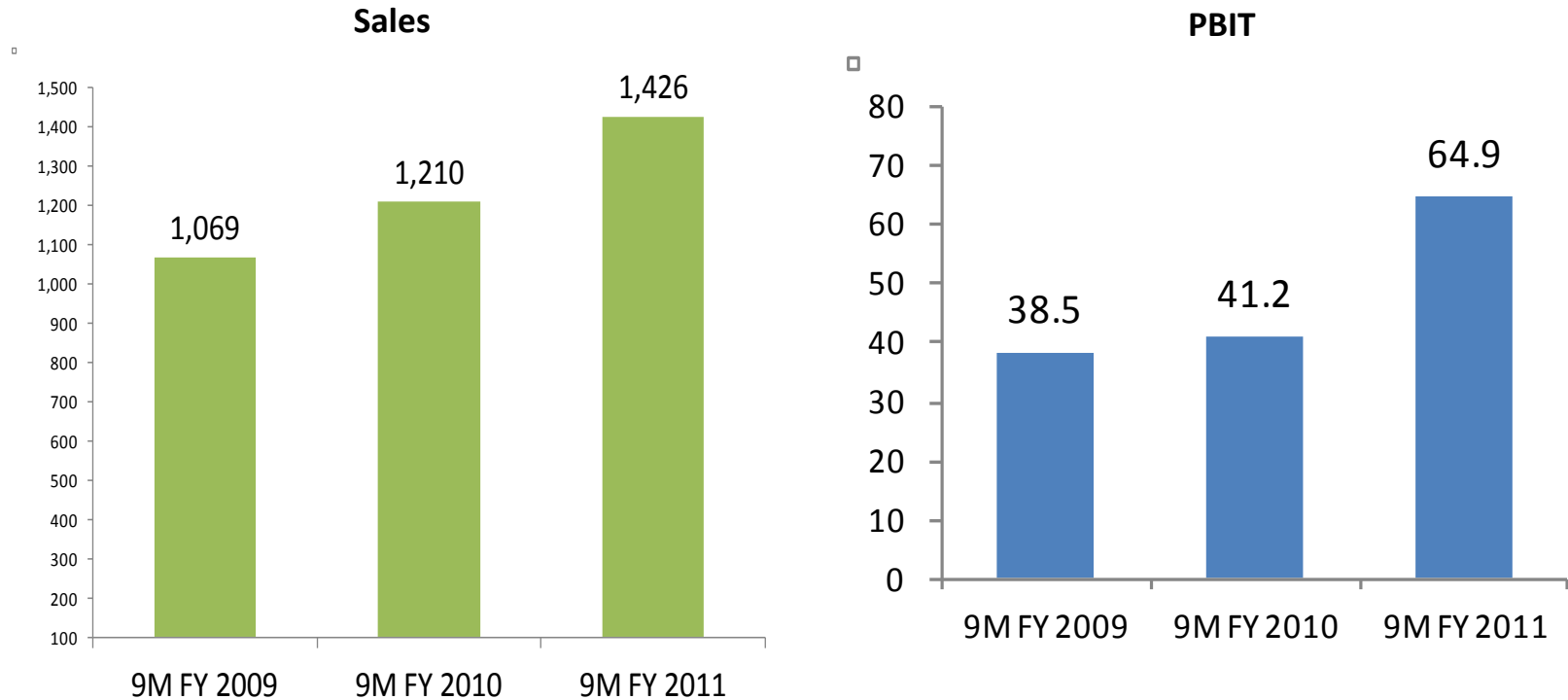
- With ~1900 employees and total 9M FY2010-11 Income of ₹ 1426 cr, Godrej Agrovet Limited (GAVL) has interests in:

Animal Feed	Oil Palm Plantations	Poultry	Agri Inputs
• 9MFY2010-11 sales of ₹ 935 cr • India's largest commercial feed miller • Market leader in cattle, poultry, and aqua feed • Innovating cutting-edge animal nutrition products • Bangladesh JV with ACI	• 9M FY2010-11 sales of ₹ 95 cr • Largest oil palm cultivator in India, with about 38,000 hectares	• 20% market share in processed poultry • Partnered with Tyson Foods, the world's largest meat processor • GAVL has 49% stake in JV	• 9M FY2010-11 sales of ₹ 137 cr • Market leader in plant growth regulators, soil conditioners • Successfully launched new cotton herbicide "Hitweed" • Strong pipeline of innovative products

GAVL Mission: to improve the productivity of Indian farmers by innovating products and services that sustainably increase crop and livestock yields

EXCELLENT PERFORMANCE BY GODREJ AGROVET

9 month consolidated results (₹ crore)



- Sales increased by 17.8% in 9M FY 2010-11 over 9M FY2009-10.
- PBIT increased by 57.5% in 9M FY 2010-11 over 9M FY2009-10.
- All businesses have seen significant increases in sales and profitability.

AGRI BUSINESSES

ANIMAL FEED BUSINESS BREAKS INDUSTRY NORMS

Competition

Compete on price

Fragmented operations

Take large RM positions

No product innovation

Feed is a commodity

Godrej Agrovet

Compete on performance

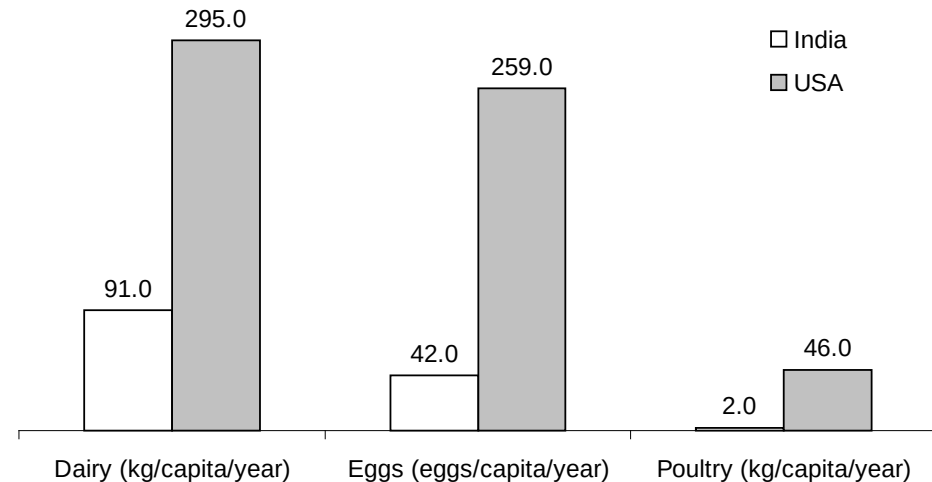
Centralize for efficiencies

Commodity risk management

2-3 product launches/year

Significant R&D investment

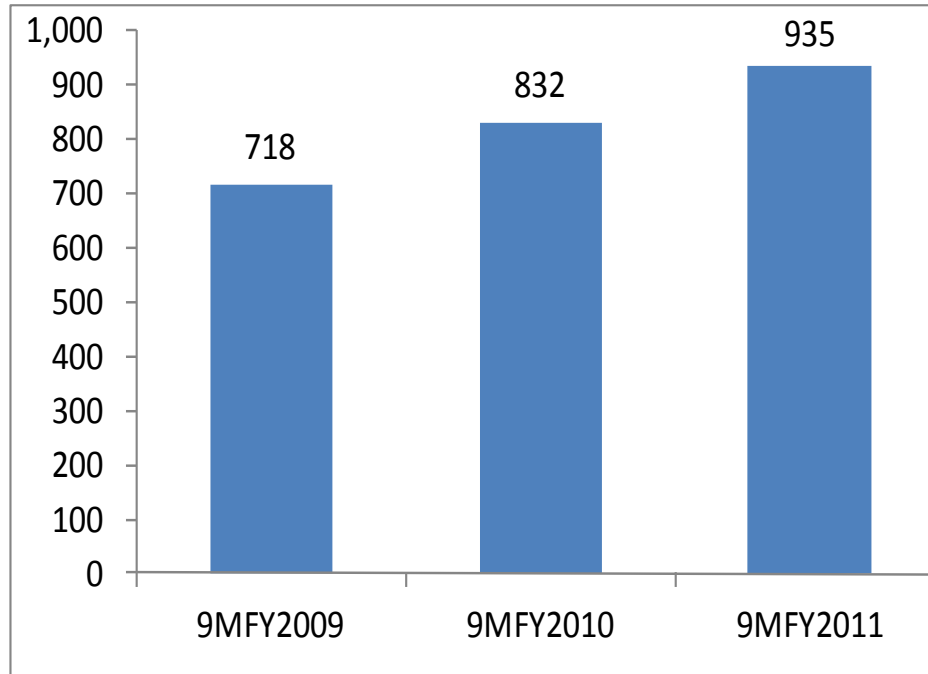
- Animal Feed business is proxy for growth in India's livestock sector
 - dairy growing ~6% per year
 - poultry growing ~12% per year
 - aquaculture growing ~10% per year
- Massive growth upside as India catches up with Western dietary norms



AGRI BUSINESSES

ANIMAL FEED BUSINESS CONTINUES TO SURGE

9 month Animal Feed Sales (₹ crore)

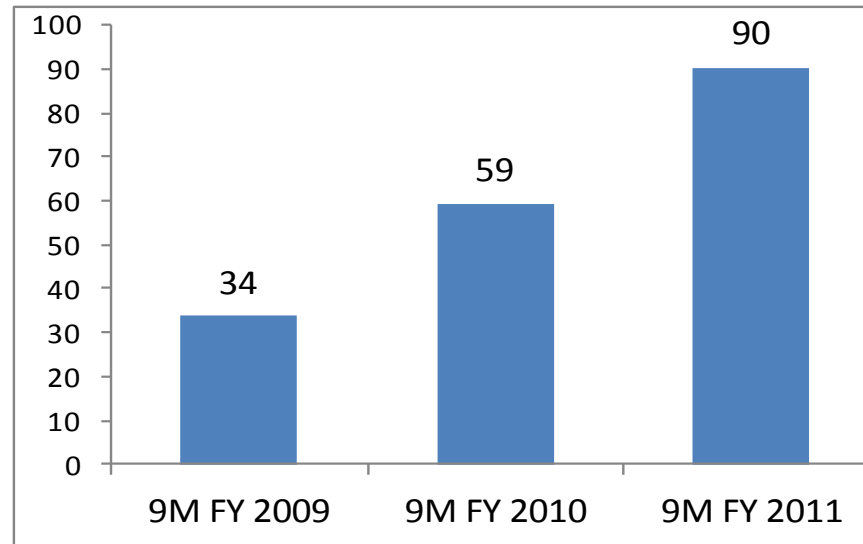


- Sales increased by 12.4% in 9M FY 2010-11 over 9M FY 2009-10
- Volumes growing across categories, with especially strong performance in shrimp feed, fish feed, and cattle feed
- New feed mill capacities coming online across India



ACI GODREJ (BANGLADESH) HAVING RECORD YEAR

9 month ACI-Godrej Sales (₹ crore) *



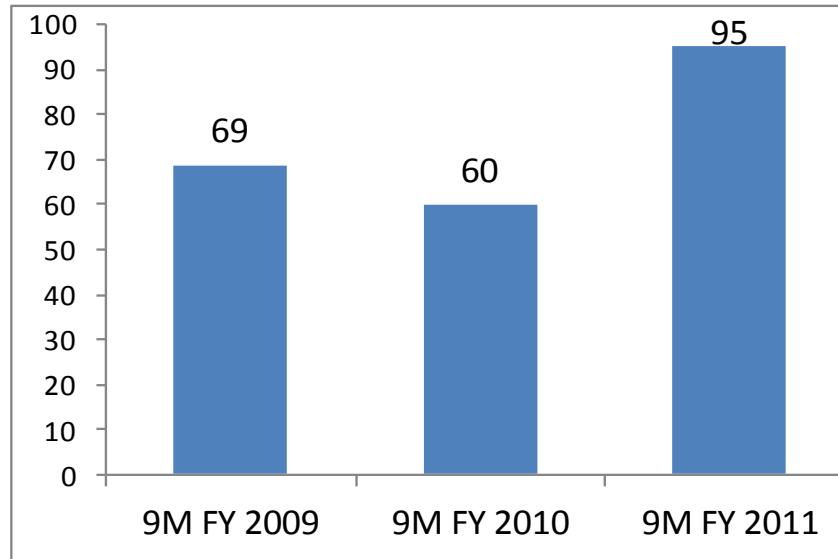
* Note: Reflects GAVL's 50% stake in ACI Godrej JV

- Sales increased by 52.1% in 9M FY 2010-11 over 9M FY 2009-10
- Constructing 300 TPD poultry feed mill to be ready by end-February
- Expansion of breeding farm planned for next year

AGRI BUSINESSES

OIL PALM BUSINESS ENJOYING RISING CPO PRICES

9 month Oil Palm Sales (₹ crore)



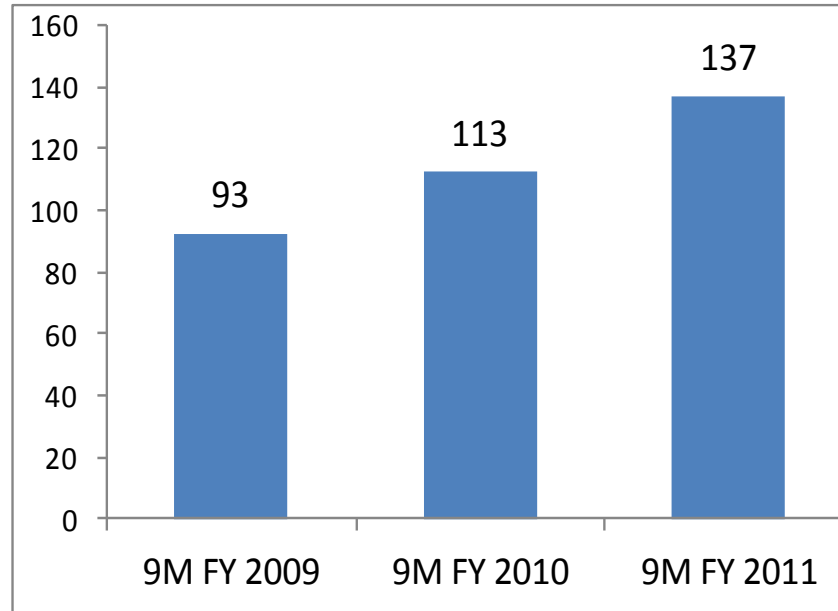
- India currently imports ~60% of total edible oil consumption
- Per capita annual consumption is 12.8 kg vs. global avg. of 24.0 kg; growing ~12% per yr
- GAVL is largest oil palm cultivator in India with ~38,000 hectares
 - Potential of 250,000+ hectares
 - operations in AP, Goa, Gujarat, Orissa, TN, and Karnataka
- Sales increased by 58.3% in 9M FY 2010-11 over 9M FY 2009-10
- Supported by very strong CPO prices



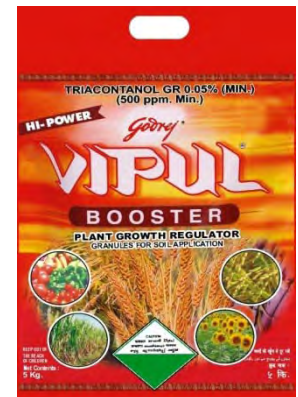
AGRI BUSINESSES

AGRI INPUTS SALES MODERATED BY EXTENDED RAINS, SOWING DELAYS

9 month Agri Inputs Sales (₹ crore)



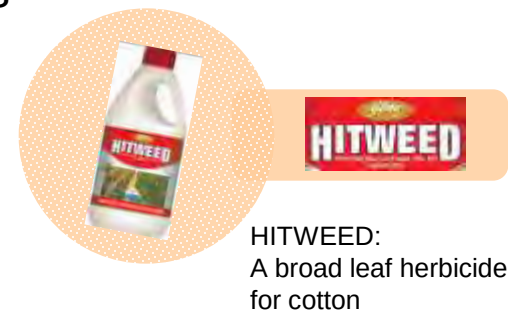
- Sales increased by 21.9% 9M FY 2010-11 over 9M FY2009-10
- Continuous rains, sowing delays hit Q3 sales
- New product pipeline on track for FY2011-12 launches



AGRI BUSINESSES

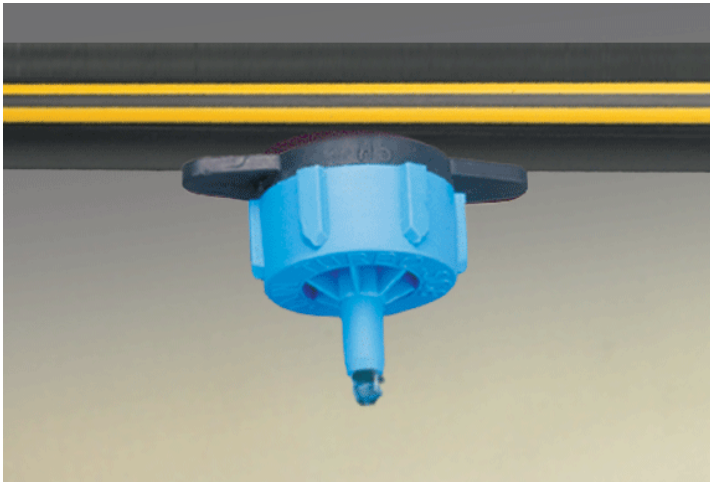
AGRI PORTFOLIO FOCUSED ON INNOVATIVE PRODUCTS

- GAVL is niche player in agrochemicals
- Focus on differentiated products, not commodity pesticides
 - plant growth regulators
 - soil conditioners
 - cotton herbicide
- Business experiencing rapid growth
 - 27.0% CAGR since FY2006-07
- Robust sales channel can be leveraged further
 - 140 sales people across India
 - 2800 distributors, dealers
- Aggressive product development in new categories
 - rice herbicide
 - bud break enhancer



A GRI BUSINESSES

FURTHER UPSIDE FROM RURAL SUNRISE SECTORS



- Drip Irrigation
- Clean Technology
- Hybrid Seeds

T RANSFORMATION

OUR TRANSFORMATION IS BUILT ON HARNESSING THE POWER OF BRAND GODREJ AND IMPLEMENTING OUR BRIGHTER LIVING VISION

Godrej Industries Limited (GIL) features in India's Top 50 best places to work for

- o Survey by the Economic Times with the Great Places to Work institute
- o Overall ranking of 44th position

**A BRIGHTER
WORKPLACE**



Godrej Industries Ltd.



- **Crafted a vision for playing our part in creating a more inclusive and greener India by 2020. This effort is named 'Godrej Good & Green'**
 - Create an employable workforce – Train 1 million rural and urban youth in skilled employment.
 - Create a greener India – Achieve zero waste, be carbon neutral, have positive water balance and 30% renewable energy.
 - Innovate for good and green products – Have a third of our portfolio revenues comprising Good and / or Green products and services.

TRACK RECORD OF INCUBATING BUSINESSES

ANIMAL FEED BUSINEES (GAVL)

- Entered the business in 1970s as adjacency of oil extraction business
- Clocked ₹ 100 Cr of turnover in 1991 when spun off as separate company
- Today it is a ₹ 1200+ Cr business (revenues - FY 2009-10 ₹ 1142 Cr and 9M FY 2010-11 ₹ 935 Cr.)

HOUSEHOLD INSECTICIDES BUSINESS

- In 1994, GIL acquired Transelektra Domestic Products (Household insecticides business) for about ₹ 100 Cr
- In 1995, a strategic alliance was forged with Sara Lee Corp – part value realization
- In 2009, GIL encashed its value in incubated business of Pest Management Services
- In 2010 GCPL completed acquisition of GSLL (now renamed Godrej Household Products Ltd)

REAL ESTATE BUSINESS

- The Properties Business was started as a division of GIL in 1990
- Total investment till date – ₹ 185 Cr.
- Current market cap of GPL – ₹ 4,085 Cr (as of 25 January 2011) ; GIL holds 69.4% stake in GPL – translating into a value of about ₹ 2,836 Cr.

CURRENT INCUBATIONS

GODREJ HERSHEY LTD

- JV with The Hershey Company, North America's leading chocolate manufacturer
- Market leader in candy segment with over 20% market share

New Product launches :

- 2 new product launches under the confectionery category during the quarter in line with the long term strategy of the company to upgrade consumer to higher price points.
 - **Nutrine 1-2-3** : 3 flavoured candies in a pillow pack.
 - **Coffee Éclairs** : Éclairs with a Coffee flavour.

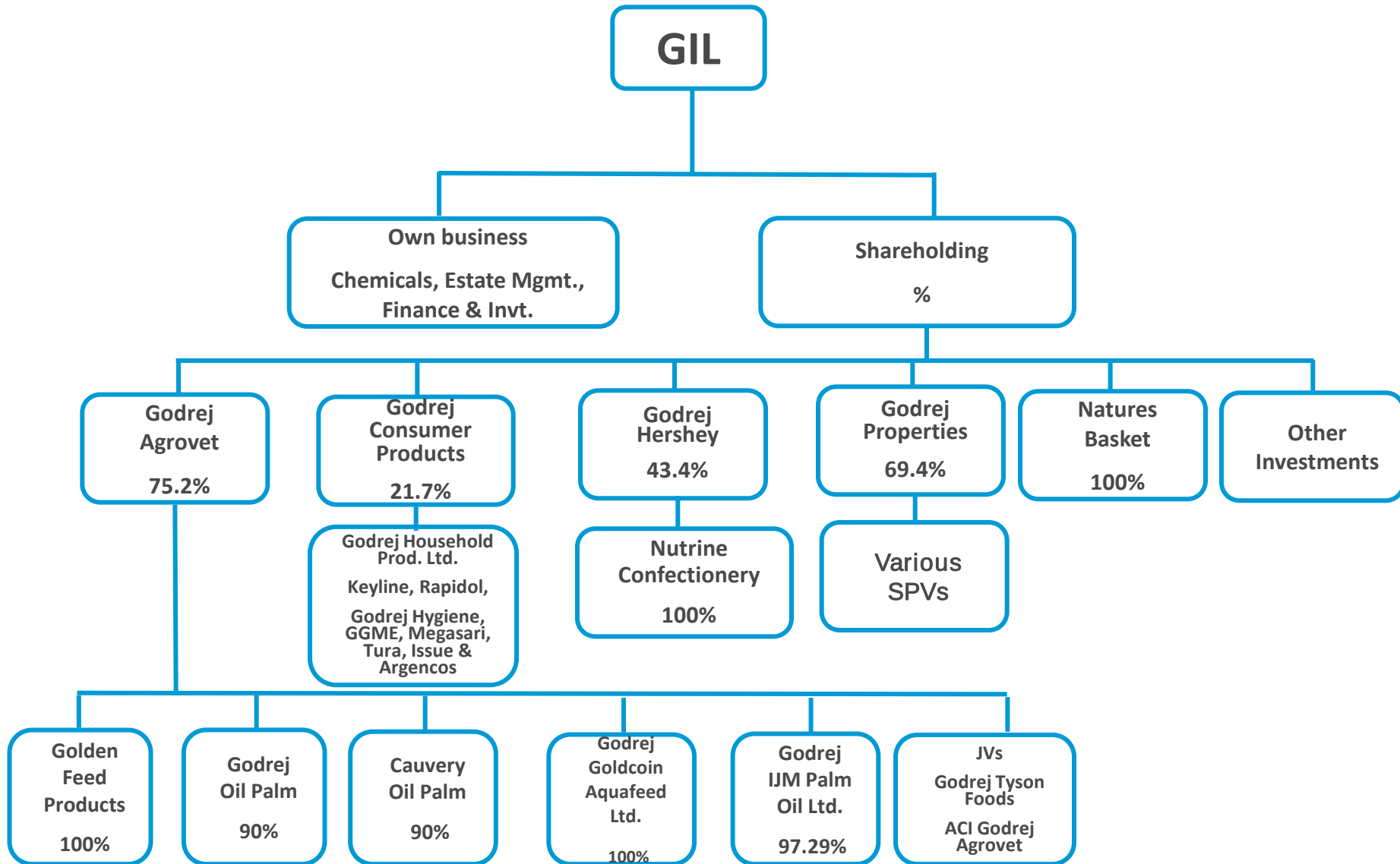
NATURES BASKET LTD

- India's finest Gourmet Retail Chain and a leader in the niche space
- 11 stores in most premium residential catchments of Mumbai & Delhi
- Strong demand for fine foods – Bandra store achieved cash profit break-even on launch day!
- 9M FY 2010-11 Revenues at ₹ 40 cr. up 66%

Other Information

BUSINESS STRUCTURE

(as on 31st Dec, 2010)



SIGNIFICANT APPRECIATION IN INVESTMENT VALUE

Company	Business	Holding (%)	Investment at cost (₹ Cr.)	Market Value* of investment (₹ Cr.)
Godrej Consumer Products	FMCG, Personal and Household Care Products	21.7	498	2703
Godrej Properties	Real Estate and Property Development	69.4	185	2980
Godrej Agrovet	Animal Feed, Agri-inputs, Poultry & Oil Palm	75.2	163	
Godrej Hershey	Beverages and Confectionery	43.4	221	
Godrej International	International Trading	100.0	17	
Natures Basket	Fresh Food & Gourmet Stores	100.0	14	
CBay	Medical Transcription	5.2	38	78
Others (Avesthagen, Verseon, Boston Analytics, etc.)	Bio- Technology, KPO, etc.	-	50	
	Total	-	1,193	

* as on December 31, 2010

BALANCED PORTFOLIO OF GROWTH BUSINESSES

	BUSINESS SEGMENTS	FINANCIAL PERFORMANCE
CHEMICALS (own business)	- Fatty alcohols, fatty acids, glycerin & surfactants - Key ingredients for personal care, home care & specialized consumer products	PBIT 9M FY 11 – ₹ 55 cr. PBIT 9M FY 11 growth : 64%
GODREJ AGROVET (75.2%)	- Animal Feeds - cattle, layer, poultry & aqua feeds - Oil Palm plantations & Agro-chemicals - Poultry & processed meats	Revenue growth in 9M FY 11 – 18% PBIT growth 9M FY 11 – 58%
GODREJ PROPERTIES (69.4%)	- Townships, Residential & Commercial projects - Presence in 11 cities 83.6 million sq ft development area	Income growth in 9M FY 11 – 36% PBT growth 9M FY 11 - 23%
VIKHROLI PROPERTY DEVELOPMENT (40%)	2.8 Mn sq ft of land to be developed in prime Mumbai suburb - Mixed use development with best-in-class design and sustainable green buildings	
FMCG (GCPL -21.7%) (GHL – 43.4%)	- Home care, Personal Care , beverages & confectionery - Leadership in Insecticides & Hair color segment - Dominant presence in Soaps, & confectionary - A third of revenues now come from international ops.	GCPL – Revenue growth* in 9M FY 11 – 68% Net profit growth* 9M FY 11 – 48%

HISTORY OF VALUE CREATION

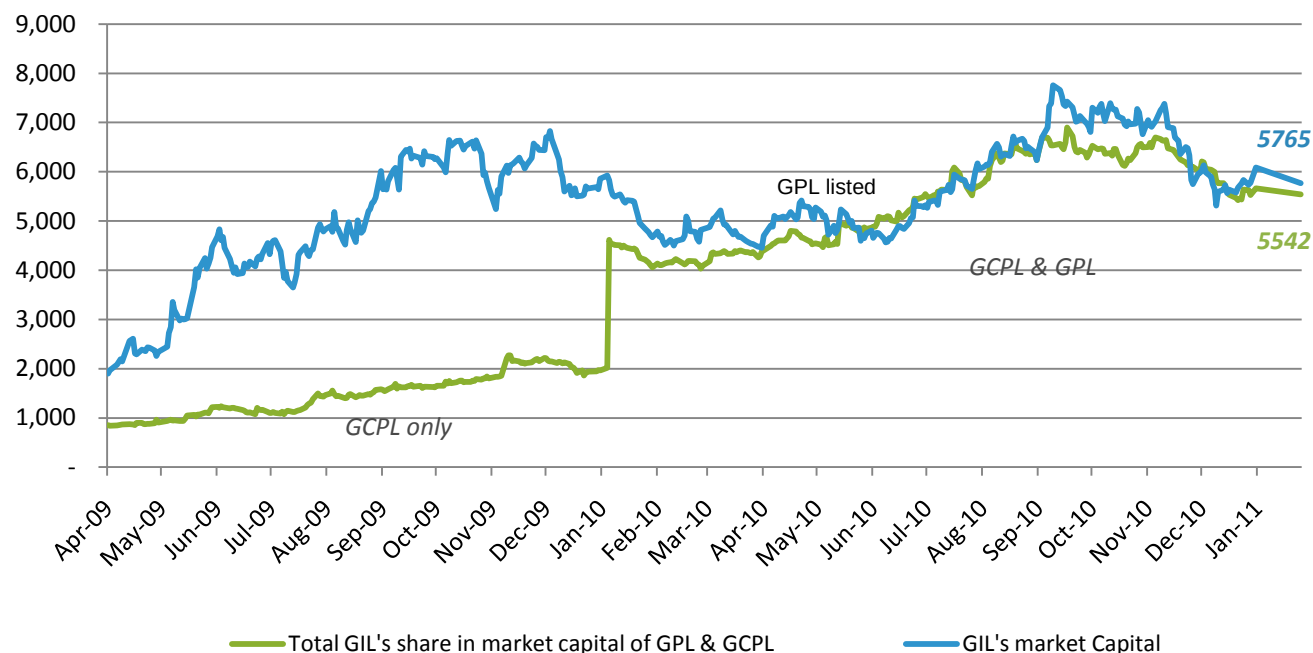
A proven track record of **value creation**

9 ½ year compounded annual growth rate (CAGR)



Note: CAGR calculated on closing stock prices as of June 18th, 2001 and January 25th, 2011

VALUE UNLOCKING POTENTIAL



- GIL represents a unique opportunity to participate in several high growth sectors in India while remaining de-risked from the vagaries of any single industry
- With a presence in industries that are cyclical (Properties) and more stable (FMCG); businesses that are rural (Agrovet) and urban (Properties); businesses that are global (FMCG) and domestic (Properties), GIL offers a multifaceted opportunity to participate in the India growth story

Other interests

Animal Feed
(FY 2010 Revenue : ₹1,142 crore)

Oil Palm Plantation
(FY 2010 Revenue : ₹64 crore)

Confectionary / Foods
(FY 2010 Revenue : ₹162 crore) (for 43.4% share)

Oleo Chemicals
Veg Oils, etc
(FY 2010 Revenue : ₹1,537 crore)

Other Agri / Poultry
(FY 2010 Revenue : ₹407 crore)

Vikhroli
Property
development

SHAREHOLDING PATTERN AS ON 31st DEC, 2010

Category	Shares held (nos.)	% of holding
Promoter holding	251,234,174	79.10%
Institutional investors :		
- Mutual funds & UTI	5,402,922	1.70%
- Banks, financial institutional investors & Insurance companies	6,566,107	2.06%
- Foreign Institutional Investors	10,695,226	3.37%
Others :		
- Private corporate bodies	10,834,595	3.41%
- Indian Public	31,536,002	9.93%
- NRI/OCBs	1,355,866	0.43%
Total	317,624,892	100.00%



THANK YOU FOR YOUR TIME AND CONSIDERATION