

CORPORATE PRESENTATION

September, 2010



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GROUP OVERVIEW

- 113 years young (estd. 1897)
- Largely privately owned by the Godrej family
- Rs. 118 billion (US\$ 2.7 billion) turnover
- 21,000+ people
- Diversified – 7 major companies (4 publicly traded)
- Global operations in 16 countries

GROUP STRUCTURE

GODREJ & BOYCE

- Appliances
- Construction
- Electricals
- Interio
- Lawkim Motors
- Locks
- Material Handling
- Precision Engineering
- Precision Systems
- Prima
- Process Equipment
- Security Solutions
- Storage Solutions
- Tooling

Godrej Infotech

Godrej Efacec

GODREJ INDUSTRIES

Chemicals

Estate

Finance

Godrej Consumer Products

Godrej Properties

Godrej Agrovet

Godrej Household Products Limited

Godrej Hersheys

Godrej Tyson Foods

Keyline Brands

Kinky

Rapidol

Godrej Global Middle East

Godrej Nigeria

Megasari Group

Issue Group

LEGEND

Holding Company

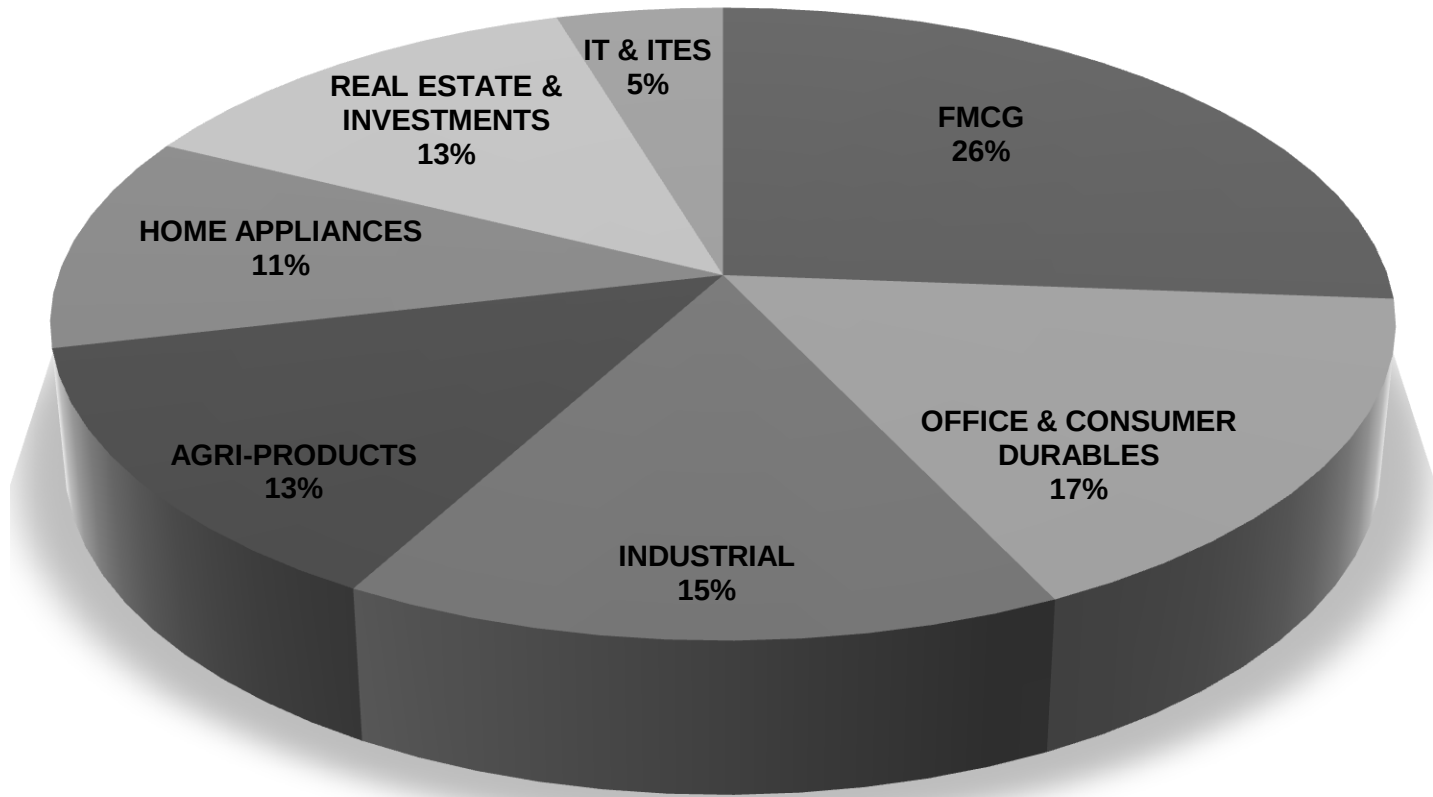
Division

Corporate Entity

Joint Venture

International Subsidiary

AREAS OF BUSINESS

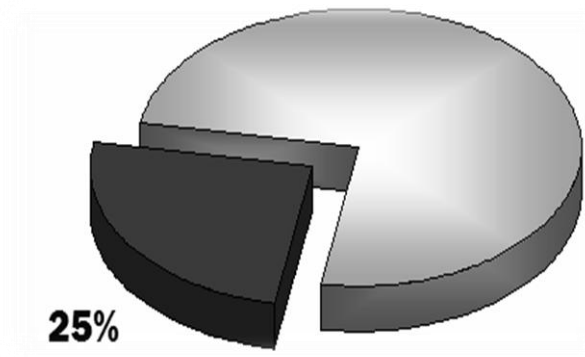


GODREJ @ VIKHROLI (PIROJSHANAGAR)

- During second world-war, against good advice, Pirojsha Godrej bought 3500 acres of land
- Today Pirojshanagar is the largest industrial-residential facility in Mumbai with schools, hospitals and residential apartments
- Manufactures locks to oleo chemicals to rocket engines
- Mangroves help Mumbai breathe



BEYOND BUSINESS



The **Pirojsha Godrej Foundation** owns **25%** of the holding company

Education

- Udayachal Schools
- Dr. B.P. Godrej Research Centre at UICT
- Indian School of Business, Hyderabad

Environment

- WWF-India & PGNCC
- CII – Sohrabji Godrej GBC
- Soonabai Pirojsha Godrej Foundation & the Mangroves in Mumbai

Health

- Work with WHO to eradicate Malaria
- The Godrej Memorial Hospital
- The Heroes Project
- 'Table for Two' Initiative

SOME INTERESTING FACTS

- The Godrej brand touches more Indians on a daily basis than any other Indian owned group or brand today
- Godrej sells 6 billion candies a year, that's approximately one candy for every man, woman and child on the planet
- We produce over 1 billion cakes of soaps a year, and the Godrej No.1 soap is amongst the highest selling soaps in the country
- Godrej sells one refrigerator every 30 seconds in India
- Business Week lists GCPL amongst Asia's 100 fastest growing Companies
- Three out of every four Indian banks are secured by Godrej
- Godrej manufactures Cryogenic engines that power India's space program

Godrej touches the lives of 470 million Indians everyday

GODREJ INDUSTRIES LIMITED

BALANCED PORTFOLIO OF BUSINESSES

	BUSINESS SEGMENTS	FINANCIAL PERFORMANCE
CHEMICALS (own business)	- Fatty alcohols, fatty acids, glycerin & surfactants - Key ingredients for personal care, home care & specialized consumer products	Delta PBIT in FY 10 – Rs 70.88 Double digit growth in Specialty chemicals business
GODREJ AGROVET (75.2%)	- Animal Feeds - cattle, layer, poultry & aqua feed - Oil Palm plantations & Agro-chemicals - Poultry & processed meats	Revenue growth in FY 10 – 9% Operating profit growth FY 10 – 862%
GODREJ PROPERTIES (69.4%)	- Townships, Residential & Commercial projects - Presence in 10 cities 82 million sq ft development area	Income growth in FY 10 – 53.2% Net profit growth FY 10 - 64.5%
VIKHROLI PROPERTY DEVELOPMENT (40%)	2.8 Mn sq ft of development in prime Mumbai suburb - Mixed use development with best-in-class design and sustainable green buildings	
FMCG (GCPL -23.4%) (GHL – 43.4%)	- Home care, Personal Care , Foods & beverages - Leadership in Insecticides & Hair color segment - Dominant presence in Soaps, & confectionary - A third of revenues will now come from international	GCPL : Revenue growth in FY 10 – 46% Net profit growth FY 10 – 96%

LEADING MARKET POSITIONS

#1

Oleo-chemicals & Surfactants

Animal feed

Oil Palm plantations

Hair color

Household insecticides

Liquid detergents

Soya milk

Processed Chicken

#2

Soaps

#3

Sugar confectionery

OUR "CREATE" STRATEGY

Consumer & **C**hemicals

Real

Estate

Agri

Transformation

Emergent

→ 4 core businesses

→ Drive to full potential

→ Focused incubation of new businesses

- Largest domestic home & personal care company in India
- 2nd largest household insecticides company in Asia (ex-Japan)
- 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



- 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

GODREJ PROPERTIES

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

VIKHROLI DEVELOPMENT PROJECT

- Approx 3mn sq ft of prime property to be developed in Mumbai
- Project will start in 2010 & last phase of the project will be completed by 2017.
- JV between GIL & GPL on profit sharing basis
- GIL will effectively be beneficiary of 81.6% of profits (through its direct 40% share in profits + its 69.4% stake in GPL)

- **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

GAVL IS A DIVERSIFIED AGRIBUSINESS

- With ~1900 employees and total FY2009-10 sales of Rs 1576 crore, Godrej Agrovet Limited (GAVL) has interests in:

Animal Feed	Oil Palm Plantations	Poultry (Godrej Tyson)	Agri Inputs
• FY2009-10 sales of Rs 1211 crore • India's largest commercial feed miller • Market leader in cattle, poultry, and aqua feed • Innovating cutting-edge animal nutrition products • Bangladesh JV with ACI	• FY2009-10 sales of Rs 67 crore • Largest oil palm cultivator in India, with 37,000 hectares • Goa & Karnataka operations in JV with IJM (Malaysia)	• FY2009-10 sales of Rs 91 crore • 20% market share in processed poultry • Partnered with Tyson Foods, the world's largest meat processor • GAVL has 49% stake in JV	• FY2009-10 sales of Rs 129 crore • 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

T RANSFORMATION

RATIONALE

- Accelerate value creation trajectory and harness tremendous growth potential
- 113 year old company learning to be young again (while preserving core values)
- Broaden appeal to younger and more contemporary India
- Need to globalize business in FMCG
 - Emerging markets MNC aspiration
- Enhance capabilities to continue winning in the future
 - Innovation, M&A, Strategic Design
- Attract and retain the best talent

T RANSFORMATION **KEY ELEMENTS**

Harness power of Godrej brand

- Brighter Living positioning
- Strengthen brand equity
- Brand assurance and guidelines

Drive innovation mindset

- Revamped NPD process
- Increased R&D investment
- More experimentation

Define differentiated employer proposition

- Overhaul of recruiting
- Systematic talent management
- Tailored career planning
- Next gen learning and training

Create high performance culture

- Deepen employee engagement
- Sustain results oriented mindset
- Enhance rewards and recognition

Inculcate stronger strategic capability

- Creation of strategy cell
- Appointment of Chief Strategy Officer
- More robust planning & reviews

Build best in class M&A and integration processes

- Strong M&A capabilities
- M&A playbook
- Systematic integration process



RANSFORMATION

ENABLERS

Quality of management and aligned incentives

- Professional CEOs
- EVA based performance linked remuneration
- Long term incentives
- Robust planning and target setting guided by strategy cell

Lean but active center

- Fosters sense of Group, culture of cooperation/synergy
- Incubates new capabilities
- Ensures adequate controls and risk management
- Manages support functions that benefit from economies of scale

T RANSFORMATION

A GREAT PLACE TO WORK

GIL | **1st** in excellence in HR through technology
among top **15 Best** Employers in **India**

GCPL | **1st** in FMCG category
among **25 Best** Employers in **Asia**

GPL | **1st** in real estate and construction industry
among top **100 Best** Employers in **India**



SEASONED MANAGEMENT TEAM



Adi Godrej
Chairman
Experience -46 yrs



Nadir Godrej
MD GIL, Chairman
GAVL
Experience -33 yrs



Tanya Dubash
EDP, Marketing
Experience -18 yrs



A Mahendran
MD GCPL, Director
GHPL, GHL
Experience -30 yrs



Vivek Gambhir
Chief Strategy Officer
Experience -18 yrs



Milind Korde
MD, GPL
Experience -23 yrs



Balram Yadav
MD, GAVL
Experience -22 yrs



Matthew Eipe
EDP, Chemicals
Experience -32 yrs



Nisa Godrej
President, Human
22 Capital & Innovation
Experience -7 yrs



Vivek Mathur
MD, GHL
Experience -20 yrs



Pirojsha Godrej
E, GPL
Experience -3 yrs



Sumit Mitra
EVP, HR
Experience -13 yrs

TRACK RECORD OF INCUBATING BUSINESSES

ANIMAL FEED BUSINEES (GAVL)

- Entered the business in 1970s as adjacency of oil extraction business
- Clocked Rs 100 Cr of turnover in 1991 when spun off as separate company
- Today it is Rs 1142 Cr business contributing 69% of GAVL's PBT

HOUSEHOLD INSECTICIDES BUSINESS

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

REAL ESTATE BUSINESS

- The Properties Business was started as a division of GIL in 1990
- Total investment till date – Rs. 185 Cr.
- Current market cap of GPL – Rs. 3,600 Cr (as of 11 June 2010) ; GIL holds 69.4% stake in GPL – translating into a value of about Rs. 2,498 Cr.

CURRENT INCUBATIONS

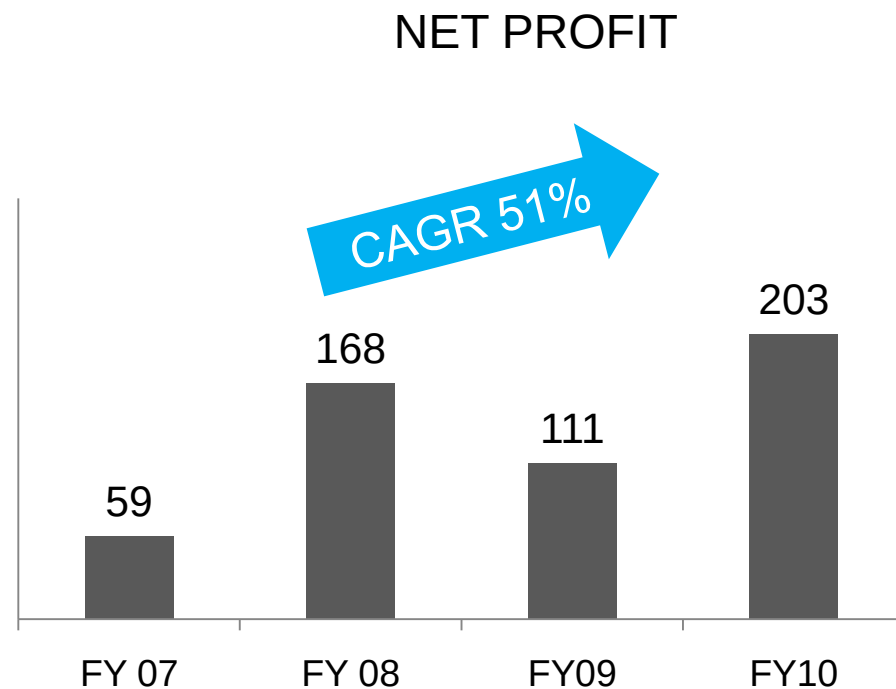
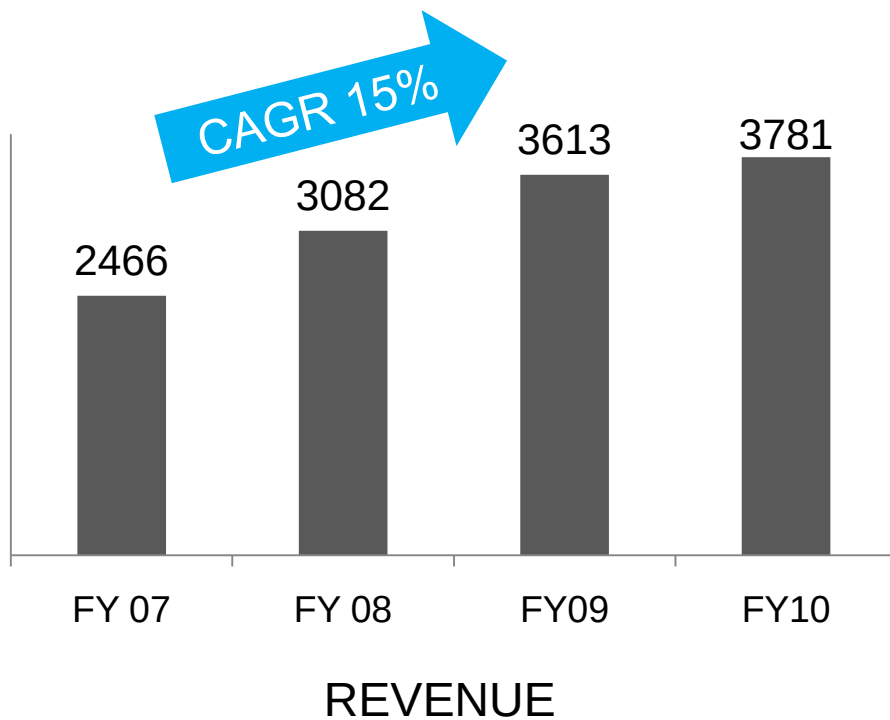
GODREJ HERSHEY LTD

- JV with The Hershey Company, North America's leading chocolate manufacturer
- FY 2009-10 revenues were Rs 326 Cr
- Market leader candy segment with over 20% market share
- Hershey's Milk Mix sales grew by 82% in FY10; Jumpin sales by 13%
- Re-launches of Nutrine Lollipop & Nutrine Froot Shoot received overwhelming responses
- With launch of Nutrine Chatkeeli Imli, entered spicy/tangy segment of fruit candies
- Focus would be on establishing products at premium price points & entering high margin adult categories

NATURE'S BASKET LTD

- Gourmet retailing business growing at a CAGR of 59% in last 2 years
- 10 stores in most premium residential catchments of Mumbai & Delhi
- Per sq feet sales of Rs 23,509; almost thrice of industry average
- Strong demand for fine foods – Bandra store achieved cash profit break-even on launch day!

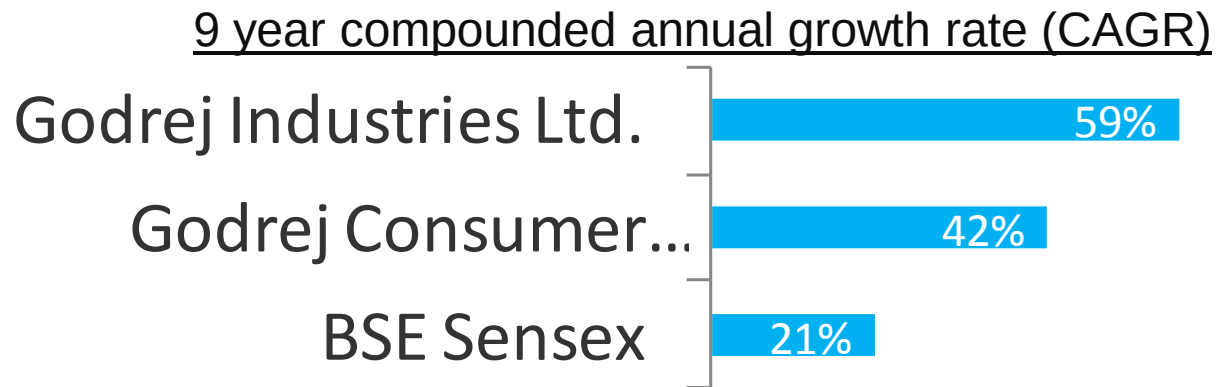
STRONG FINANCIAL PERFORMANCE



Due to JVs, restructurings, acquisitions, divestitures, etc. revenue and profit figures are not strictly comparable from year to year.

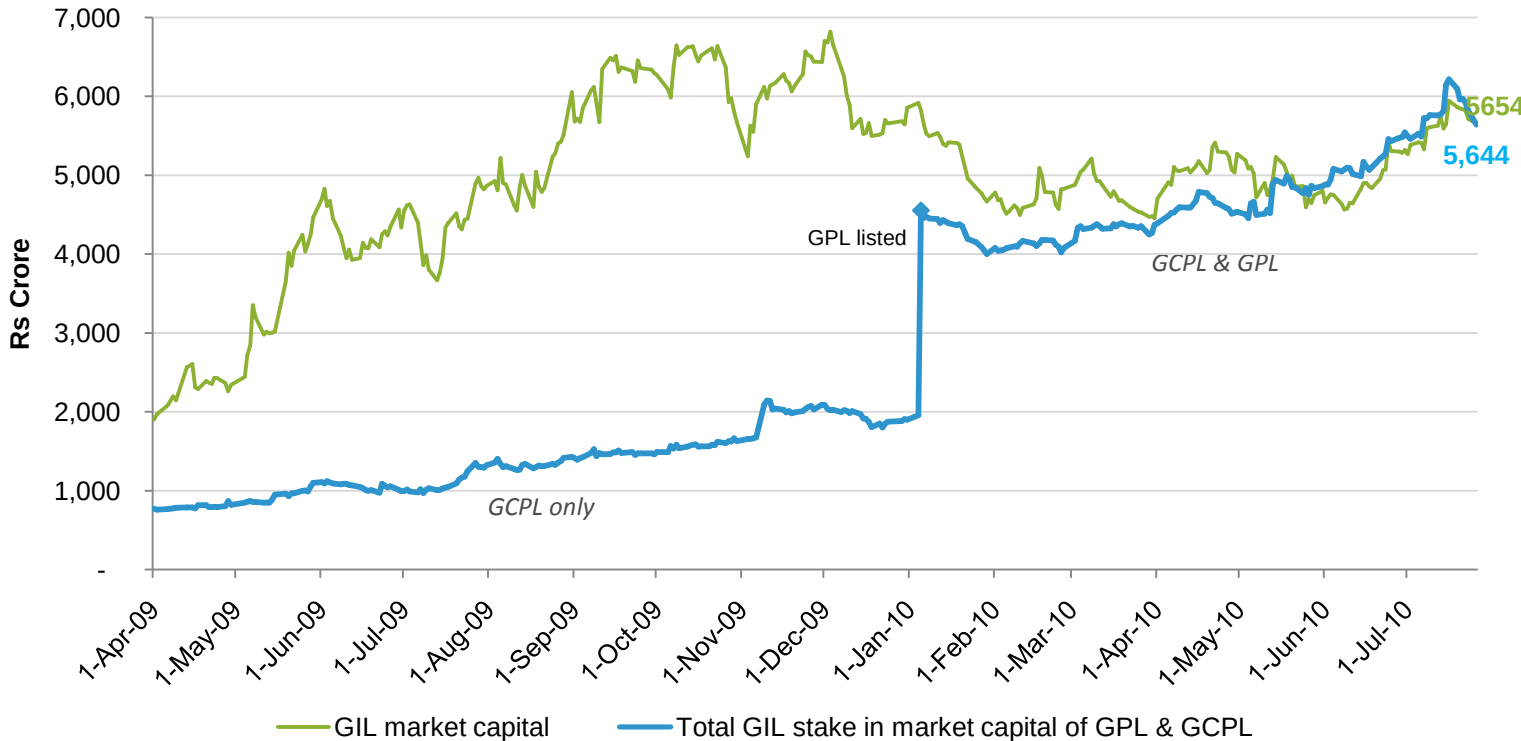
HISTORY OF VALUE CREATION

A proven track record of **value creation**



Note: CAGR calculated on closing rates as of June 18th, 2001 and July 28th, 2010

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 :
Rs. 1,142 crore)

Oil Palm Plantation
(FY 2010 Revenue :
Rs. 64 crore)

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

Oleo Chemicals

Veg Oils

Other interest

(FY 2010 Revenue :
Rs. 1,537 crore)

Other Agri / Poultry

(FY 2010 Revenue :
Rs. 407 crore)

Vikhroli

Property

development

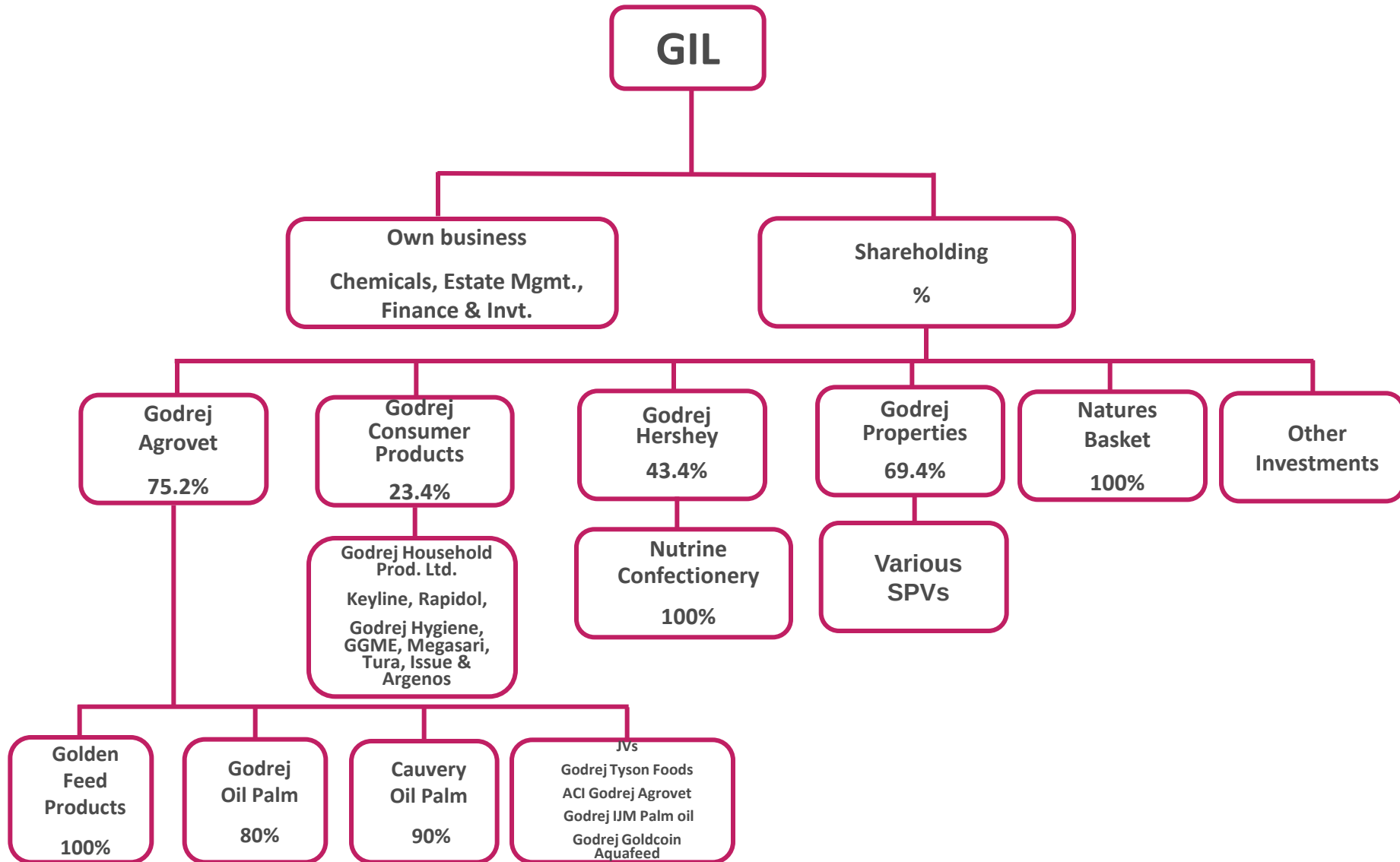
Q1 FINANCIAL HIGHLIGHTS (CONSOLIDATED)

Particulars (Rs. Cr.)	Q1 2010-11	Q1 2009-2010	% Growth
Total Income #	1011	780	30%
PBDIT *	77	43	79%
Depreciation	13	13	
Interest	20	24	
PBT *	44	6	615%
PAT	49	16	198%

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

Incl. other income and exceptional items.

BUSINESS STRUCTURE



SHAREHOLDING PATTERN

Category	Shares held (nos.)	% of holding
Promoter holding	251,234,174	79.10%
Institutional investors :		
- Mutual funds & UTI	111,642	0.04%
- Banks, financial institutional investors & Insurance companies	13,688,338	4.31%
- Foreign Institutional Investors	7,124,628	2.24%
Others :		
- Private corporate bodies	12,490,462	3.93%
- Indian Public	31,638,806	9.96%
- NRI/OCBs	1,336,842	0.42%
Total	317,624,892	100.00%

THANK YOU FOR YOUR TIME AND CONSIDERATION

