



# Strong volume drives growth in India business

We organized an interactive session with Mr. Sudhir Sitapati, MD & CEO of Godrej Consumer Products Ltd. (GCPL), to discuss the industry outlook, the company's growth across segments, and progress on its stated objectives. Here are the key highlights:

### Three key pillars of GCPL's growth strategy

GCPL's growth strategy focuses on three key pillars: 1) leading through category development, 2) funded by simplification, and 3) prioritizing people and the planet alongside profits.

- Category development: Focusing on innovation-led growth, GCPL aims to disrupt product portfolios, particularly in underdeveloped categories like household insecticides (HI), air care, and hair color. The goal is to strengthen market leadership and enhance category penetration for long-term value.
- Funded by simplification: Committed to optimizing resources, GCPL conducted a comprehensive SKU rationalization across product lines, improving manufacturing efficiency and business model optimization. The shift to a royalty model in select markets, expected by 4QFY24, is set to further enhance profitability in the medium

**Godrej Consumer Product Ltd** 



Mr. Sudhir Sitapati MD & CEO, GCPL Mr. Sitapati joined GCPL on 18th Oct'21 as MD and CEO. Previously, he was the ED of the Foods and Refreshment business at Hindustan Unilever for 22 years. He completed his MBA from IIM Ahmedabad.

People and planet alongside profits: GCPL aims to develop a high-performing and diverse workforce, create greener products, and invest in the health and well-being of communities.

### International business: Simplifying operations with a royalty model

GCPL's international business is thriving, with robust growth in the Indonesian hair care category and FMCG in Africa and Latin America playing pivotal roles. Adopting an asset-right strategy, GCPL aims to generate INR30b in revenue, including INR10b from the lucrative dry hair business in South Africa and INR 5b from US business with overall margin improvement. Godrej International is set to contribute INR5b, with EBITDA in the range of 5-20%. An additional revenue contribution of INR10b is expected from West Africa, where GCPL has seven manufacturing plants. In Latin America, GCPL holds a leadership position in the hair color category, with Argentina showing a promising 20% EBITDA margin, although currently impacted by hyperinflation. The anticipation of stabilization in this market should boost profits.

### RCCL integration nearly finished; focusing on strategic investments for future growth

RCCL is growing rapidly and is set to meet the management's growth expectations. There are efficiency gains in the distribution margin, with the GCPL providing a 5% margin compared to the previous 10% by the Raymond. Business margins are in line with GCPL standards, and retailer margins show minimal fluctuation, contributing to the expansion of EBITDA margins. Before the acquisition, overheads were 26-27% of total costs, which have been now streamlined to single digits. The management expects RCCL's business to grow 15-17%. The company expects to deliver EBITDA in the 20-25% range, signaling a promising financial outlook.



### Outlook remains robust; industry-leading volume growth

GCPL is outpacing industry growth, with a remarkable 7% volume growth in the Indian FMCG market for FY24E, compared to 3.3% growth for the overall market. The company aims to elevate this momentum to achieve double-digit volume growth in India. The significant surge in volume is driven by robust growth in air care, liquid gel, and detergent categories, anticipating an impressive 14-15% expansion. The HI category, currently growing at 3%, has the potential to accelerate growth to 10-11%. In contrast, the soap category, with an anticipated volume growth of 3-4%, remains a steady performer.

### Other takeaways:

- GCPL endeavors to sustain a consistent dividend stream, aiming for a payout ratio of around 50% of its annual PAT. Additionally, a 50% payout is earmarked for any opportunities that arise in the Indian business.
- The company faces minimal competition from local and regional players, whereas in the soap category, only 10% of the market is left for smaller and unorganized players due to the material impact of GCPL's presence.
- Its quick commerce channel is thriving within its portfolio, significantly strengthening its brands. This channel proves to be more profitable and serves as a marketing and demand-generating platform for GCPL. The company has a partnership with Blinkit for quick commerce.
- GCPL's larger portfolio, the HI category, is experiencing low single-digit growth due to illegal insecticides coming from China. GCPL is poised to address this by changing its molecules, ensuring minimal usage of these insecticides.

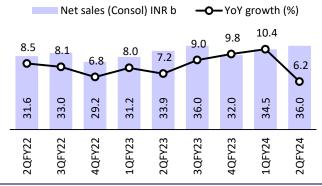
### Valuation and view

- GCPL has been progressing well toward improving its India business sales growth in recent years. Disruptive innovations, access packs, and higher but concentrated ad spending should result in consistently healthy growth in this high-margin and high-ROCE domestic business.
- The profitability outlook is also gradually improving in the overseas business, evident in double-digit growth in key geographies in 1HFY24. Working capital enhancement, particularly in the international segment, is also progressing as planned.
- The management is confident in the acquired projects, anticipating accelerated booking growth and increased cash flow. GCPL will continue to invest in the Indian business, seizing opportunities as they arise, with no further investment planned for the international business. Going forward, capital will be allocated appropriately.
- We reiterate our BUY rating with a TP of INR1,210 (based on 45x Sep'25E EPS) given robust earnings growth prospects and expected improvements in return ratios.



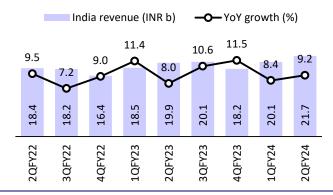
# Story in charts

Exhibit 1: Consol. net sales 6.2% YoY in 2QFY24



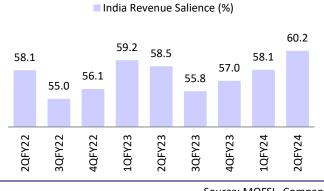
Source: MOFSL, Company

Exhibit 2: Domestic revenue grew in high single digit



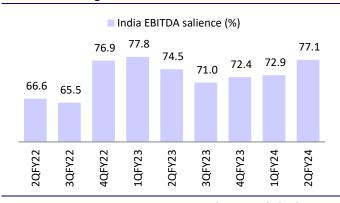
Source: MOFSL, Company

**Exhibit 3: Domestic revenue salience increased to 60%...** 



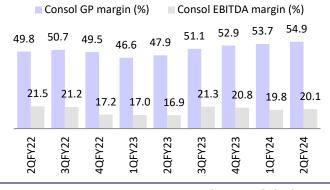
Source: MOFSL, Company

Exhibit 4: ...along with increase in EBITDA



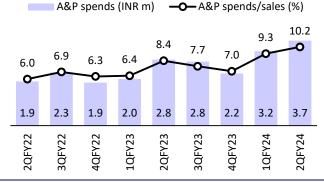
Source: MOFSL, Company

Exhibit 5: GP margin expanded on low raw material costs



Source: MOFSL, Company

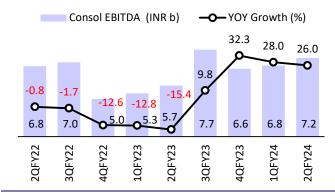
**Exhibit 6: Ad spending increases on margin benefits** 



Source: MOFSL, Company

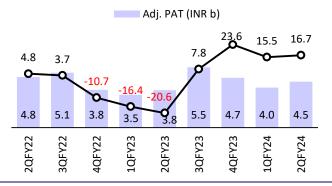


Exhibit 7: Consol. EBITDA increased YoY on a low base...



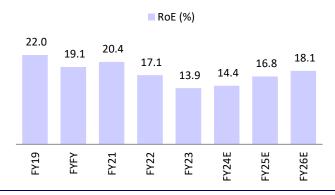
Source: MOFSL, Company

### Exhibit 8: ...leading to high Adj. PAT



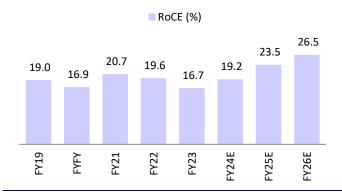
Source: MOFSL, Company

**Exhibit 9: GCPL RoE improving...** 



Source: MOFSL, Company

**Exhibit 10: ...along with RoCE** 



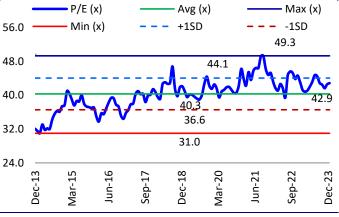
Source: MOFSL, Company

Exhibit 11: GCPL P/E ratio



Source: MOFSL, Company

Exhibit 12: Consumer P/E ratio



Source: MOFSL, Company



# **Financials and valuations**

Income Statement								(INR b)
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
Net Sales	103.1	99.1	110.3	122.8	133.2	148.5	166.9	183.7
Change (%)	4.7	-3.9	11.3	11.3	8.5	11.5	12.4	10.1
Gross Profit	58.1	56.5	61.0	62.0	66.1	79.0	90.3	100.3
Margin (%)	56.3	57.0	55.3	50.5	49.7	53.2	54.1	54.6
Total Expenditure	81.5	77.7	86.4	98.8	108.9	118.9	131.8	144.2
EBITDA	21.7	21.4	23.9	24.0	24.3	29.6	35.1	39.5
Change (%)	4.9	-1.2	11.4	0.3	1.5	21.8	18.7	12.5
Margin (%)	21.0	21.6	21.7	19.5	18.3	19.9	21.1	21.5
Depreciation	1.7	2.0	2.0	2.1	2.4	2.8	3.2	3.5
Int. and Fin. Charges	2.2	2.2	1.3	1.1	1.8	2.1	1.5	1.3
Interest Income	0.9	0.8	0.4	0.6	1.0	1.5	1.5	1.6
Other Income-rec.	0.2	0.4	0.3	0.3	0.7	0.8	0.9	1.0
PBT	18.8	18.4	21.2	21.6	21.9	27.0	32.9	37.4
Change (%)	1.4	-2.3	15.4	1.9	1.0	23.4	21.9	13.9
Margin (%)	18.3	18.6	19.3	17.6	16.4	18.2	19.7	20.4
Total tax	3.9	3.9	3.6	3.7	4.3	6.4	7.4	7.9
Tax Rate (%)	20.9	21.4	16.9	17.2	19.7	23.8	22.5	21.2
Channe (0()	14.9	14.5	17.7	17.9	17.6	20.6	25.5	29.5
Change (%)	2.5 14.4	-2.9 14.6	22.0	1.6 14.6	-2.0 13.2	17.1 13.8	23.9 15.3	15.8 16.1
Margin (%) Minority interest	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Group Adjusted PAT	14.9	14.5	17.7	17.9	17.6	20.6	25.5	29.5
Non-rec. (Exp.)/Income	8.5	0.5	-0.4	-0.1	-0.5	-1.3	0.0	0.0
Reported PAT	23.4	15.0	17.2	17.8	17.0	19.3	25.5	29.5
Balance Sheet Y/E March	2019	2020	2021	2022	2023	2024E	2025E	(INR b) 2026E
Share Capital	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Reserves	71.6	78.0	93.4	114.5	136.9	146.0	156.1	167.2
Minority Int	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Networth	72.7	79.0	94.4	115.6	137.9	147.0	157.2	168.3
Loans	33.8	35.2	7.6	17.0	11.3	22.3	15.6	13.3
Deferred Liability	-4.7	-5.7	-6.4	-6.8	-6.4	-5.1	-5.1	-5.1
Capital Employed	101.8	108.5	95.6	125.8	142.8	164.2	167.6	176.4
	101.8	100.5	33.0		142.0			
Gross Block	42.1	45.2	46.3	49.4	54.4	58.7	63.1	67.6
Less: Accum. Depn.	4.6	6.3	0.0		42.2	16.2	10.4	
		0.0	8.6	11.0	13.3		19.4	22.9
Net Fixed Assets	37.5	38.9	37.7	11.0 38.4	41.1	42.5	43.7	22.9 <b>44.7</b>
Net Fixed Assets Capital WIP	<b>37.5</b> 0.5							
		38.9	37.7	38.4	41.1	42.5	43.7	44.7
Capital WIP	0.5	<b>38.9</b> 0.6	<b>37.7</b> 0.6	<b>38.4</b> 1.2	<b>41.1</b> 0.5	<b>42.5</b> 0.5	<b>43.7</b> 0.5	<b>44.7</b> 0.5
Capital WIP Goodwill	0.5 49.2	<b>38.9</b> 0.6 53.4	<b>37.7</b> 0.6 51.3	38.4 1.2 53.8	<b>41.1</b> 0.5 58.2	<b>42.5</b> 0.5 58.2	<b>43.7</b> 0.5 58.2	<b>44.7</b> 0.5 58.2
Capital WIP Goodwill Non Curr Investments	0.5 49.2 0.3	38.9 0.6 53.4 0.3	37.7 0.6 51.3 0.2	38.4 1.2 53.8 1.7	41.1 0.5 58.2 8.4	42.5 0.5 58.2 35.8	43.7 0.5 58.2 34.0	44.7 0.5 58.2 32.3
Capital WIP Goodwill Non Curr Investments Current Investments	0.5 49.2 0.3 4.8	38.9 0.6 53.4 0.3 6.4	37.7 0.6 51.3 0.2 6.6	38.4 1.2 53.8 1.7 8.4	41.1 0.5 58.2 8.4 21.9	42.5 0.5 58.2 35.8 24.1	43.7 0.5 58.2 34.0 26.5	44.7 0.5 58.2 32.3 29.1
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets	0.5 49.2 0.3 4.8 <b>43.8</b>	38.9 0.6 53.4 0.3 6.4 43.5	37.7 0.6 51.3 0.2 6.6 39.6	38.4 1.2 53.8 1.7 8.4 50.5	41.1 0.5 58.2 8.4 21.9 37.9	42.5 0.5 58.2 35.8 24.1 36.7	43.7 0.5 58.2 34.0 26.5 41.0	44.7 0.5 58.2 32.3 29.1 50.1
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory	0.5 49.2 0.3 4.8 <b>43.8</b> 15.6	38.9 0.6 53.4 0.3 6.4 43.5 17.0	37.7 0.6 51.3 0.2 6.6 39.6 17.2	38.4 1.2 53.8 1.7 8.4 50.5 21.3	41.1 0.5 58.2 8.4 21.9 37.9 15.4	42.5 0.5 58.2 35.8 24.1 36.7 17.1	43.7 0.5 58.2 34.0 26.5 41.0 19.2	44.7 0.5 58.2 32.3 29.1 50.1 21.1
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables	0.5 49.2 0.3 4.8 <b>43.8</b> 15.6 12.9	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5	42.5 0.5 58.2 35.8 24.1 36.7 17.1	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables Cash and Bank Balance	0.5 49.2 0.3 4.8 <b>43.8</b> 15.6 12.9	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6 7.7	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0 6.7	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5 3.9	42.5 0.5 58.2 35.8 24.1 36.7 17.1 13.4 -0.1	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1 0.5	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6 6.1 6.0
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables Cash and Bank Balance Loans and Advances	0.5 49.2 0.3 4.8 43.8 15.6 12.9 8.9 6.3	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6 7.7 7.1	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0 6.7 5.6	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2 11.1 6.8	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5 3.9 6.0	42.5 0.5 58.2 35.8 24.1 36.7 17.1 13.4 -0.1 6.0	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1 0.5 6.0	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6 6.1 6.0
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables Cash and Bank Balance Loans and Advances Other Current Assets	0.5 49.2 0.3 4.8 43.8 15.6 12.9 8.9 6.3 0.1	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6 7.7 7.1 0.1	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0 6.7 5.6 0.1	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2 11.1 6.8 0.1	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5 3.9 6.0 0.1	42.5 0.5 58.2 35.8 24.1 36.7 17.1 13.4 -0.1 6.0 0.1	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1 0.5 6.0 0.1	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6 6.1 6.0 0.2
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables Cash and Bank Balance Loans and Advances Other Current Assets Curr. Liab. & Prov.	0.5 49.2 0.3 4.8 43.8 15.6 12.9 8.9 6.3 0.1 34.4	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6 7.7 7.1 0.1 34.6	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0 6.7 5.6 0.1 40.5	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2 11.1 6.8 0.1 28.2	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5 3.9 6.0 0.1 25.1	42.5 0.5 58.2 35.8 24.1 36.7 17.1 13.4 -0.1 6.0 0.1 33.6	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1 0.5 6.0 0.1 36.3	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6 6.1 6.0 0.2
Capital WIP Goodwill Non Curr Investments Current Investments Currents Assets Inventory Account Receivables Cash and Bank Balance Loans and Advances Other Current Assets Curr. Liab. & Prov. Account Payables	0.5 49.2 0.3 4.8 43.8 15.6 12.9 8.9 6.3 0.1 34.4 25.4	38.9 0.6 53.4 0.3 6.4 43.5 17.0 11.6 7.7 7.1 0.1 34.6 24.8	37.7 0.6 51.3 0.2 6.6 39.6 17.2 10.0 6.7 5.6 0.1 40.5 21.6	38.4 1.2 53.8 1.7 8.4 50.5 21.3 11.2 11.1 6.8 0.1 28.2 21.6	41.1 0.5 58.2 8.4 21.9 37.9 15.4 12.5 3.9 6.0 0.1 25.1 18.2	42.5 0.5 58.2 35.8 24.1 36.7 17.1 13.4 -0.1 6.0 0.1 33.6 26.5	43.7 0.5 58.2 34.0 26.5 41.0 19.2 15.1 0.5 6.0 0.1 36.3 28.8	44.7 0.5 58.2 32.3 29.1 50.1 21.1 16.6 6.1 6.0 0.2 38.5 30.7

E: MOSL Estimates



# Financials and valuations

Ratios								
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
Basic (INR)								
EPS	14.6	14.2	17.3	17.5	17.2	20.1	24.9	28.9
Cash EPS	16.2	16.1	19.3	19.6	19.5	22.9	28.1	32.2
BV/Share	71.1	77.3	92.3	113.0	134.9	143.8	153.7	164.5
DPS	12.0	8.0	0.0	0.0	0.0	10.0	15.0	18.0
Payout (%)	82.3	56.5	0.0	0.0	0.0	49.7	60.2	62.4
Valuation (x)								
P/E	73.5	75.6	62.0	61.1	62.4	53.2	43.0	37.1
Cash P/E	65.9	66.5	55.6	54.7	55.0	46.8	38.1	33.2
EV/Sales	10.9	11.3	9.9	9.0	8.2	7.3	6.4	5.8
EV/EBITDA	51.6	52.4	45.9	45.9	45.0	36.6	30.6	27.1
P/BV	15.1	13.9	11.6	9.5	7.9	7.5	7.0	6.5
Dividend Yield	1.1	0.7	0.0	0.0	0.0	0.9	1.4	1.7
Return Ratios (%)								
RoE	22.0	19.1	20.4	17.1	13.9	14.4	16.8	18.1
RoCE (Post-tax)	16.6	15.4	18.3	17.0	14.1	14.4	16.1	17.7
RoIC	19.0	16.9	20.7	19.6	16.7	19.2	23.5	26.5
<b>Working Capital Ratios</b>								
Debtor (Days)	46	43	33	33	34	33	33	33
Asset Turnover (x)	2.7	2.5	2.9	3.1	3.2	3.5	3.8	4.1
Leverage Ratio								
Debt/Equity (x)	0.5	0.4	0.1	0.1	0.1	0.2	0.1	0.1

Cash Flow Statement								(INR b)
Y/E March	2019	2020	2021	2022	2023	2024E	2025E	2026E
OP/(Loss) before Tax	20.4	20.6	23.8	23.8	24.0	29.0	35.2	39.9
Net interest	1.4	1.4	0.9	0.5	0.8	0.6	0.0	-0.3
Direct Taxes Paid	-4.5	-3.6	-4.0	-4.5	-4.2	-6.4	-7.4	-7.9
(Inc)/Dec in WC	0.0	-2.6	-0.5	-5.4	0.9	5.7	-1.1	-1.2
CF from Operations	17.3	15.9	20.3	14.5	21.5	28.9	26.7	30.4
Inc in FA	-2.1	-1.5	-1.6	-2.8	-2.2	-4.3	-4.5	-4.5
Free Cash Flow	15.2	14.4	18.7	11.7	19.3	24.6	22.2	25.9
Pur of Investments	2.9	-2.6	-0.1	-5.5	-16.4	-29.6	-0.6	-0.9
Others	1.6	0.0	-1.3	1.9	-2.2	2.3	2.5	2.6
CF from Investments	2.4	-4.2	-3.1	-6.4	-20.7	-31.5	-2.6	-2.8
Inc in Debt	0.0	-1.3	-16.2	-2.2	-6.3	11.0	-6.7	-2.3
Dividend Paid	-12.3	-8.2	0.0	0.0	0.0	-10.2	-15.3	-18.4
Interest Paid	-2.1	-1.5	-1.6	-1.1	-1.1	-2.1	-1.5	-1.3
Other Item	-6.0	-2.0	-0.4	-0.5	-0.5	0.0	0.0	0.0
CF from Fin. Activity	-20.4	-13.0	-18.2	-3.8	-7.9	-1.3	-23.5	-22.0
Inc/Dec of Cash	-0.7	-1.2	-1.0	4.4	-7.2	-4.0	0.6	5.6
Add: Beginning Balance	9.6	8.9	7.7	6.7	11.1	3.9	-0.1	0.5
Closing Balance	8.9	7.7	6.7	11.1	3.9	-0.1	0.5	6.1

E: MOSL Estimates

Investment in securities market are subject to market risks. Read all the related documents carefully before investing





Explanation of Investment Rating	
Investment Rating	Expected return (over 12-month)
BUY	>=15%
SELL	<-10%
NEUTRAL	< - 10 % to 15%
UNDER REVIEW	Rating may undergo a change
NOT RATED	We have forward looking estimates for the stock but we refrain from assigning recommendation

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