



# Made in India. Made for India.

Insights  
Ideas  
Impact

Annual Report 2015 16



# This year's report



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## Stay informed.

This year's report is complemented by a range of online information and resources:



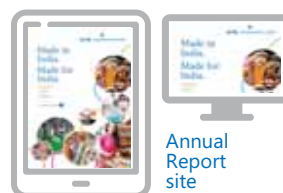
<http://www.jyothylaboratories.com/>

Key sections include About Us, Our Brands, Investor and Media Centre.



Investor Centre

Visit the Investor Centre and Media Centre on our corporate website to stay up-to-date on **Jyothy Laboratories'** results, latest press releases, presentations, conference call transcripts, quarterly results and code of conduct.



Annual Report site

[annualreport2016/jyothylaboratorieslimited.com](http://annualreport2016/jyothylaboratorieslimited.com)

Visit our online annual report site. Each section of the annual report can be downloaded in pdf format.



From a humble family-owned business in 1983 from Kerala to a national corporate house in 2016, Jyothy Laboratories Limited has been driven by one vision: giving Indians the best in the world.

With each offering made to the consumer, we hope to instil a sense of pride and wellbeing. We understand this billion-strong population, and everything we do creates a stronger connection with the country.

EVERY MOMENT, WE  
ARE GRATEFUL FOR  
THIS RELATIONSHIP  
OF DEEP AND  
COMPLETE TRUST.



# The World of Jyothy Laboratories



WE HAVE OFFERINGS IN FABRIC CARE, DISH WASH, HOUSEHOLD INSECTICIDE AND PERSONAL CARE. OUR BRANDS ARE HOUSEHOLD NAMES SUCH AS UJALA, HENKO, EXO, PRIL, MAXO AND MARGO.



### OUR BUSINESS

Jyothy Laboratories Limited is in the business of meeting the everyday needs of consumers by creating well-packaged and technologically advanced products in four segments of the fast-moving consumer goods industry. We have offerings in fabric care, dish wash, household insecticide and personal care. Our brands are household names such as Ujala, Henko, Exo, Pril, Maxo and Margo. We are also in the business of laundry services.



### OUR ORGANISATION

With a market capitalisation in excess of ₹ 5,200 crore as on March 31, 2016, and total sales of ₹ 1,644.73 crore, the Company's operations are spread across the length and breadth of the country, comprising 24 manufacturing facilities across 14 locations, two research and development centres, and 5,500 committed employees.



### OUR INSPIRATION

We do not follow. We lead. Every product launched by the Company is backed by cutting-edge ideas and innovation in the industry. With that strategy and intent, all our brands have become profitable in the shortest possible time.

Our sustained success has come from never losing sight of the main purpose: to make life better, happier for the common man – or in our case, the common woman, as she was the consumer of our first product, Ujala.

## 1

## OUR BIG MOMENT

A watershed moment came in 2011, with the acquisition of the controlling stake in Henkel India Limited, the local arm of the German FMCG giant. This was more than a business deal. It was a matter of great pride that we had the reach and resources to accomplish this. More significantly, we were the first major Indian player to acquire a foreign company's consumer business in this country.



## OUR STRATEGY

Jyothy Laboratories has a clear strategic intent: we want to focus on strengthening our position as manufacturer of superior products, with brands that are backed by strong investments. Brand innovation, targeted messaging, re-launching and repackaging brands to keep in tune with the evolving consumer has helped us grow.



## OUR PATH TO GROWTH

Three elements have helped us on our journey. First, the voice of the consumer – we listen and gather genuine insights; second, our process efficiency – we drive end-to-end efficiencies across our value chain; and third, our organisation-building capabilities. All of this has helped us strengthen our presence on ground and in the market place.



## OUR NETWORK

Jyothy Laboratories today covers about 0.6 million direct sales outlets across the country through our sales team and 1 million outlets through stockists. Our products like Ujala Fabric Whitener is available in 2.9 million retail outlets. Our priority is deeper and wider penetration into the most promising markets. Besides making the products available in more places, the sales network focus is on reaching the right stores. We build relationships with outlets that are best placed to give us access to the target consumers for specific brands. This brings the maximal return on the investment in distribution network. Also, changes in logistics now allow for a much shorter transit time, enabling us to quickly replenish stocks in these sales outlets whenever required.



## OUR REACH

We connect with sales outlets through an aggressive 'feet on street' strategy, which pays off handsomely. Today, our 1,978-strong sales force has ensured that our products are available across more than 1,400 stockists, 260 super-stockists and 4,000 sub-stockists, and that we can reach out to the smallest of urban and rural towns. In 2015-16, we added 42,200 more rural outlets over the previous year's figure. Increased coverage and a go-to-market strategy for rural centres are expected to help us sustain growth.



## OUR PEOPLE

We are a company that puts the best people in the right jobs. Our highly experienced senior executives make Jyothy Laboratories more competitive, drive new product developments and chart a growth path. At every level, there is top-down training and grooming for higher roles. Employees receive continuous guidance in technical, functional and leadership skills. Our sales force, affectionately called the 'white army', has a thorough knowledge of territories. Passion, creativity, speed and hard work sum up our work culture. We have the industry's best human resource practices, making every employee feel like family.



## OUR PROMISE

Right price points for products, convenient packaging, extensive distribution, and strategic communication are the four defining aspects of our business. We focus on simple, strong, sincere ways of serving consumers.



## OUR USP

In a world of business rules, Jyothy Laboratories is an exception. We have proved 'the power of small' – small insights leading to big ideas and amazing impact.

**WE HAVE PROVED  
'THE POWER OF SMALL'  
- SMALL INSIGHTS  
LEADING TO BIG IDEAS  
AND AMAZING IMPACT.**







## Our Story in Numbers



**1 million**

Outlets reached through stockists



**0.6 million**

Outlets reached through direct sales team



**24**

Manufacturing clusters across India



**1,978**

Sales team members ensuring Jyothy Laboratories' products are available across India



**263%**

Growth in net revenues from 2011 to 2016, CAGR of 21.3% over 5 years

# Made in India. Made for India.



## Insights Ideas Impact

‘MAKE IN INDIA’ IS THE  
BIGGEST BRAND THIS  
COUNTRY HAS EVER  
CREATED.





It has drawn the world's attention to Indian manufacturing capabilities and its R&D prowess; the power of exceptional quality products and brilliant minds that can visualise infinite possibilities; innovative ideas, solutions and skills that only need the fuel of good policy and investment to rocket upwards.

We at Jyothy Laboratories Limited began our journey down that road more than three decades ago. Since inception, our philosophy was firmly rooted in the belief that we can make the best products we set our hearts and minds

on, and that they will be made to fulfil every Indian's needs and desires.

Driven by this ambitious goal, every day, we put all our passion, capital, blood and sweat into creating products that are best in their class and promise to make a lasting difference to the lives of Indians, give them something no one has given before.

Translating our vision into reality is our triple 'T' approach – Insights, Ideas, Impact – to business: generating sharp, incisive insights that come from the very

close relationship we build with our consumers, listening to them, seeing things like they do; converting these insights into solutions that are useful, unique and unparalleled; and ensuring that a positive impact comes from the unprecedented value we put into every product, every day, every minute.

Jyothy Laboratories has been on a mission from the very first day.

**Our mission now mirrors a national initiative.**



# Make in India is About Pride and Excellence

