PART I: Statement of Audited Financial Results for the Quarter and Twelve Months ended 31st March, 2014
(₹ in Crores)

| Particulars |  | STANDALONE |  |  |  |  | CONSOLIDATED |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  |  | $\begin{array}{r} 3 \text { months } \\ \text { ended } \\ 31.03 .2014 \\ \hline \end{array}$ | Corresponding 3 months ended 31.03 .2013 | Preceding 3 months ended 31.12 .2013 | Twelve Months ended 31.03 .2014 | Twelve Months ended 31.03 .2013 | Twelve Months ended 31.03 .2014 | Twelve Months ended 31.03 .2013 |
|  |  | (Audited) | (Audited) | (Unaudited) | (Audited) | (Audited) | (Audited) | (Audited) |
| GROSS INCOME |  | 12914.15 | 11635.83 | 12718.24 | 48175.80 | 43044.21 | 50550.61 | 45102.45 |
| GROSS SALES / INCOME FROM OPERATIONS |  | 12554.06 | 11304.75 | 12223.44 | 46712.62 | 41809.82 | 49247.28 | 43920.76 |
| EXCISE DUTIES |  | 3408.92 | 3124.45 | 3600.33 | 13830.06 | 12204.24 | 14262.58 | 12597.31 |
| INCOME FROM OPERATIONS <br> a) NET SALES / INCOME FROM OPERATIONS (Net of Excise Duty) |  |  |  |  |  |  |  |  |
|  | (1) | 9145.14 | 8180.30 | 8623.11 | 32882.56 | 29605.58 | 34984.70 | 31323.45 |
| b) OTHER OPERATING INCOME | (2) | 93.38 | 77.10 | 103.74 | 356.04 | 295.69 | 332.38 | 304.09 |
| TOTAL INCOME FROM OPERATIONS (Net) ( $1+2$ ) | (3) | 9238.52 | 8257.40 | 8726.85 | 33238.60 | 29901.27 | 35317.08 | 31627.54 |
| EXPENSES |  |  |  |  |  |  |  |  |
| a) Cost of materials consumed |  | 2707.89 | 2414.05 | 2796.67 | 10263.28 | 8936.21 | 10376.05 | 9069.82 |
| b) Purchases of stock-in -trade |  | 1011.38 | 868.46 | 603.22 | 3021.47 | 3375.92 | 2976.98 | 3305.23 |
| c) Changes in inventories of finished goods, work-in- <br> c) progress and stock-in-trade |  | 150.35 | 265.27 | 39.49 | (128.41) | (246.35) | (112.74) | (256.84) |
| d) Employee benefits expense |  | 410.81 | 343.40 | 400.82 | 1608.37 | 1387.01 | 2504.24 | 2145.63 |
| e) Depreciation and amortisation expense |  | 237.83 | 206.69 | 225.92 | 899.92 | 795.56 | 964.92 | 859.11 |
| f) Other expenses |  | 1754.70 | 1659.90 | 1602.35 | 6019.05 | 5820.97 | 6520.66 | 6189.36 |
| TOTAL EXPENSES | (4) | 6272.96 | 5757.77 | 5668.47 | 21683.68 | 20069.32 | 23230.11 | 21312.31 |
| PROFIT FROM OPERATIONS BEFORE OTHER INCOME AND FINANCE COSTS (3-4) | (5) | 2965.56 | 2499.63 | 3058.38 | 11554.92 | 9831.95 | 12086.97 | 10315.23 |
| OTHER INCOME | (6) | 266.71 | 253.98 | 391.06 | 1107.14 | 938.70 | 970.95 | 877.60 |
| PROFIT FROM ORDINARY ACTIVITIES BEFORE FINANCE COSTS (5+6) | (7) | 3232.27 | 2753.61 | 3449.44 | 12662.06 | 10770.65 | 13057.92 | 11192.83 |
| FINANCE COSTS | (8) | 9.53 | 24.27 | 9.14 | 2.95 | 86.47 | 6.37 | 87.18 |
|  |  |  |  |  |  |  |  |  |
| PROFIT FROM ORDINARY ACTIVITIES BEFORE TAX (7-8) | (9) | 3222.74 | 2729.34 | 3440.30 | 12659.11 | 10684.18 | 13051.55 | 11105.65 |
| TAX EXPENSE | (10) | 944.73 | 801.36 | 1054.96 | 3873.90 | 3265.79 | 4060.93 | 3412.07 |
| NET PROFIT FOR THE PERIOD (9-10) | (11) | 2278.01 | 1927.98 | 2385.34 | 8785.21 | 7418.39 | 8990.62 | 7693.58 |
| SHARE OF PROFIT/(LOSS) OF ASSOCIATES | (12) | N.A. | N.A. | N.A. | N.A. | N.A. | 10.57 | 10.87 |
| MINORITY INTEREST | (13) | N.A. | N.A. | N.A. | N.A. | N.A. | 109.81 | 96.38 |
| NET PROFIT AFTER TAXES, MINORITY INTERESTS AND SHARE OF PROFIT/(LOSS) OF ASSOCIATES (11+12-13) | (14) | 2278.01 | 1927.98 | 2385.34 | 8785.21 | 7418.39 | 8891.38 | 7608.07 |
| PAID UP EQUITY SHARE CAPITAL | (15) | 795.32 | 790.18 | 793.55 | 795.32 | 790.18 | 795.32 | 790.18 |
| (Ordinary shares of ₹ 1/- each) |  |  |  |  |  |  |  |  |
| RESERVES EXCLUDING REVALUATION RESERVES | (16) | - | - | - | 25414.29 | 21444.92 | 26342.33 | 22265.63 |
| EARNINGS PER SHARE (of ₹ 1/- each) (not annualised): | (17) |  |  |  |  |  |  |  |
| (a) Basic ( $₹$ ) |  | 2.87 | 2.44 | 3.01 | 11.09 | 9.45 | 11.22 | 9.69 |
| (b) Diluted (₹) |  | 2.83 | 2.41 | 2.97 | 10.96 | 9.33 | 11.09 | 9.56 |


| A. Particulars of Shareholding | $\begin{array}{r} 3 \text { months } \\ \text { ended } \\ 31.03 .2014 \end{array}$ | Corresponding 3 months ended 31.03 .2013 | Preceding 3 months ended 31.12 .2013 | Twelve Months <br> ended <br> 31.03.2014 | Twelve Months <br> ended <br> 31.03.2013 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| 1. PUBLIC SHAREHOLDING <br> - NUMBER OF SHARES <br> - PERCENTAGE OF SHAREHOLDING | $\begin{array}{r} 7932401330 \\ 99.74 \end{array}$ | $\begin{array}{r} 7878339017 \\ 99.70 \end{array}$ | $\begin{array}{r} 7913252114 \\ 99.72 \end{array}$ | $\begin{array}{r} 7932401330 \\ 99.74 \end{array}$ | $\begin{array}{r} 7878339017 \\ 99.70 \end{array}$ |
| 2. PROMOTERS AND PROMOTER GROUP SHAREHOLDING <br> a) Pledged / Encumbered <br> b) Non - encumbered |  | $\begin{array}{r} \mathrm{Nil} \\ \mathrm{~N} . \mathrm{A} . \\ \mathrm{N} . \mathrm{A} . \end{array}$ | $\begin{array}{r} \text { Nil } \\ \text { N.A. } \\ \text { N.A. } \\ \hline \end{array}$ | $\begin{array}{r} \text { Nil } \\ \text { N.A. } \\ \text { N.A. } \end{array}$ | Nil N.A. N.A. |


| B. Investor Complaints | $\mathbf{3}$ months <br> ended <br> 31.03.2014 |
| :--- | :---: |
|  | Nil |
| Pending at the beginning of the quarter | 2 |
| Received during the quarter | 2 |
| Disposed off during the quarter | Nil |
| Remaining unresolved at the end of the quarter |  |

Notes :
(i) The audited Financial Results and Segment Results were reviewed by the Audit Committee and approved at the meeting of the Board of Directors of the Company held on 23rd May, 2014
(ii) Figures for the previous periods are re-classified / re-arranged / re-grouped, wherever necessary, to correspond with the current period's classification / disclosure.
(iii) The figures for the last quarter are the balancing figures between the audited figures in respect of the full financial year and the year to date figures upto the third quarter of the financial year.
(iv) The Company does not have any Exceptional or Extraordinary item to report for the above periods
(v) Gross Income comprises Gross Sales / Income from Operations, Other Operating Income and Other Income.
(vi) The launch and rollout costs of the Company's brands 'Fiama Di Wills', 'Vivel', 'Superia' and 'Engage' covering the range of personal care products of soaps, face washes, shower gels, shampoos, conditioners, skin care and deodorants, and the continuing significant brand building costs of the Foods businesses are reflected under 'Other expenses' stated above and in Segment Results under 'FMCG-Others'.
(vii) During the quarter, 1,76,87,110 Ordinary Shares of ₹ $1 /-$ each were issued and allotted under the Company's Employee Stock Option Schemes. Consequently, the issued and paid-up Share Capital of the Company as on 31st March, 2014 stands increased to ₹ 7,95,31,82,950/-
(viii) For the twelve months ended 31.03.2014, Other Expenses and Finance Costs are net of liability for earlier years towards Rates and Taxes and Interest thereon of $₹$ 157.91 Crores and ₹ 34.77 Crores respectively that are no longer required and therefore written back consequent to a favourable High Court Order.
(ix) The Board of Directors of the Company, at its meeting held on 28th August 2013, proposed a Scheme of Arrangement under Sections 391 and 394 read with Sections $78,80,100$ and other applicable provisions of the Companies Act, 1956, between its subsidiary, Wimco Limited ('Wimco') and the Company and their respective shareholders ('the Scheme') for demerger of the Non-Engineering business of Wimco to the Company with effect from 1st April, 2013. The Members of the Company approved the Scheme on 24th March 2014. The Hon'ble High Courts at Bombay and Calcutta have also sanctioned the Scheme on 10th April, 2014 and 14th May, 2014 respectively. Certified copies of the Orders from the Courts are awaited. The Scheme would become effective upon filing of such certified copies of the Orders with the respective Registrar of Companies. Pending this, the Scheme has not been given effect to in these financial statements.
(x) North East Nutrients Private Limited ('NENPL’), became a subsidiary of the Company with effect from 6th February, 2014, consequent upon acquisition of $76 \%$ of NENPL's share capital.
(xi) The Board of Directors of the Company has recommended a dividend of ₹ 6/- per Ordinary Share of ₹ 1/- each for the financial year ended 31st March, 2014 and the dividend, if declared, will be paid on Thursday, 31st July, 2014 to those members entitled thereto.
(xii) The Register of Members of the Company shall remain closed for the purpose of dividend from Thursday, 5th June, 2014 to Monday, 9 th June, 2014 , both days inclusive.
(xiii) The 103rd Annual General Meeting of the Company has been convened for Wednesday, 30th July, 2014


Audited Segment-wise Revenue, Results and Capital Employed for the
Quarter and Twelve Months ended 31st March, 2014

|  | STANDALONE |  |  |  |  | CONSOLIDATED |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{array}{r} \hline 3 \text { Months } \\ \text { ended } \\ 31.03 .2014 \end{array}$ | Corresponding <br> 3 Months ended <br> 31.03.2013 | Preceding <br> 3 Months ended <br> 31.12.2013 | Twelve Months ended 31.03.2014 | Twelve Months ended 31.03.2013 | Twelve Months ended 31.03 .2014 | Twelve Months ended 31.03 .2013 |
|  | (Audited) | (Audited) | (Unaudited) | (Audited) | (Audited) | (Audited) | (Audited) |
| 1. Segment Revenue <br> a) | $\begin{aligned} & 7429.35 \\ & 4078.78 \\ & 2320.35 \\ & 2314.51 \end{aligned}$ | $\begin{aligned} & 6698.73 \\ & 3623.23 \\ & 2043.26 \\ & 2036.20 \end{aligned}$ | $\begin{aligned} & 7663.98 \\ & 4116.07 \\ & 2083.32 \\ & 2077.82 \end{aligned}$ | $\begin{array}{r} 29076.48 \\ 15456.05 \\ 8121.80 \\ 8099.21 \end{array}$ | $\begin{array}{r} 25987.20 \\ 13969.98 \\ 7012.38 \\ 6982.75 \end{array}$ | 30417.58 8140.94 8116.47 | $\begin{array}{r} 27136.12 \\ 14738.38 \\ 7037.71 \\ 6997.86 \end{array}$ |
| Total FMCG - Gross | 9749.70 | 8741.99 | 9747.30 | 37198.28 | 32999.58 | 38558.52 | 34173.83 |
| - Net | 6393.29 | 5659.43 | 6193.89 | 23555.26 | 20952.73 | 24484.93 | 21736.24 |
| b) Hotels - Gross <br> - Net <br> c) Agri Business - Gross <br> - Net <br> d) Paperboards, Paper \& Packaging - Gross - Net <br> e) Others - Gross <br> - Net | $\begin{array}{r} 320.52 \\ 320.51 \\ 2004.24 \\ 2004.24 \\ 1341.42 \\ 1261.20 \end{array}$ | $\begin{array}{r} 315.55 \\ 315.45 \\ 1854.46 \\ 1854.46 \\ 1124.93 \\ 1057.50 \end{array}$ | $\begin{array}{r} 315.47 \\ 315.44 \\ 1786.37 \\ 1786.37 \\ 1335.59 \\ 1257.43 \end{array}$ | $\begin{aligned} & 1132.85 \\ & 1132.78 \\ & 7752.05 \\ & 7752.05 \\ & 5166.04 \\ & 4860.51 \end{aligned}$ | $\begin{aligned} & 1074.39 \\ & 1074.22 \\ & 7200.73 \\ & 7200.73 \\ & 4504.37 \\ & 4236.75 \end{aligned}$ | 1197.91 1197.84 7752.05 5166.04 4860.51 1555.38 1539.27 1539.27 | $\begin{aligned} & 1138.89 \\ & 1138.72 \\ & 7200.73 \\ & 7200.73 \\ & 4504.37 \\ & 4236.75 \\ & 1245.96 \\ & 1232.38 \end{aligned}$ |
| Total - Gross | 13415.88 | 12036.93 | 13184.73 | 51249.22 | 45779.07 | 54229.90 | 48263.78 |
| - Net | 9979.24 | 8886.84 | 9553.13 | 37300.60 | 33464.43 | 39834.60 | 35544.82 |
| $\begin{array}{r} \text { Less: Inter-segment revenue - Gross } \\ - \text { Net } \end{array}$ | $\begin{aligned} & 861.82 \\ & 834.10 \end{aligned}$ | $\begin{aligned} & 732.18 \\ & 706.54 \end{aligned}$ | $\begin{aligned} & 961.29 \\ & 930.02 \end{aligned}$ | $\begin{aligned} & 4536.60 \\ & 4418.04 \end{aligned}$ | $\begin{aligned} & 3969.25 \\ & 3858.85 \end{aligned}$ | $\begin{aligned} & 4982.62 \\ & 4849.90 \end{aligned}$ | $\begin{aligned} & 4343.02 \\ & 4221.37 \end{aligned}$ |
| Gross sales / Income from operations | 12554.06 | 11304.75 | 12223.44 | 46712.62 | 41809.82 | 49247.28 | 43920.76 |
| Net sales / Income from operations | 9145.14 | 8180.30 | 8623.11 | 32882.56 | 29605.58 | 34984.70 | 31323.45 |

Audited Segment-wise Revenue, Results and Capital Employed for the
Quarter and Twelve Months ended 31st March, 2014

|  | STANDALONE |  |  |  |  | CONSOLIDATED |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | $\begin{array}{r} \hline 3 \text { Months } \\ \text { ended } \\ 31.03 .2014 \end{array}$ | Corresponding <br> 3 Months ended 31.03.2013 | Preceding 3 Months ended 31.12.2013 | Twelve Months ended 31.03.2014 | Twelve Months ended 31.03.2013 | Twelve Months ended 31.03 .2014 | Twelve Months ended 31.03 .2013 |
|  | (Audited) | (Audited) | (Unaudited) | (Audited) | (Audited) | (Audited) | (Audited) |
| 2. Segment Results |  |  |  |  |  |  |  |
| a) FMCG - Cigarettes <br> - Liability no longer required written back (Note 1) | 2551.94 | 2112.42 | 2652.64 | 9858.00 157.91 | 8325.94 | 10261.47 157.91 | 8694.42 |
| FMCG - Cigarettes <br> - Others | $\begin{array}{r} 2551.94 \\ \quad 43.09 \\ \hline \end{array}$ | $\begin{array}{r} 2112.42 \\ \quad 11.87 \\ \hline \end{array}$ | $\begin{array}{r} 2652.64 \\ \quad 10.35 \\ \hline \end{array}$ | $\begin{array}{r} 10015.91 \\ 21.82 \\ \hline \end{array}$ | $\begin{array}{r} 8325.94 \\ (81.26) \\ \hline \end{array}$ | $\begin{array}{r} 10419.38 \\ 11.96 \\ \hline \end{array}$ | $\begin{array}{r} 8694.42 \\ (88.90) \\ \hline \end{array}$ |
| Total FMCG | 2595.03 | 2124.29 | 2662.99 | 10037.73 | 8244.68 | 10431.34 | 8605.52 |
| b) Hotels | 59.85 | 40.63 | 62.20 | 139.71 | 137.65 | 145.55 | 149.29 |
| c) Agri Business | 145.48 | 127.54 | 205.40 | 834.78 | 731.28 | 834.78 | 731.28 |
| d) Paperboards, Paper \& Packaging | 188.41 | 188.13 | 231.69 | 892.46 | 963.95 | 892.46 | 963.95 |
| e) Others | - | - | - | - | - | 181.12 | 136.32 |
| Total | 2988.77 | 2480.59 | 3162.28 | 11904.68 | 10077.56 | 12485.25 | 10586.36 |
| $\begin{array}{lll}\text { Less: } & \text { i) } & \begin{array}{l}\text { Finance Costs } \\ \text { Liabilit no longer required written } \\ \\ \text { back (Note 1) }\end{array} \\ \text { Finance Costs } \\ \text { ii) } & \begin{array}{l}\text { Other un-allocable (income) net of un- } \\ \text { allocable expenditure }\end{array}\end{array}$ | 9.53 | 24.27 | 9.14 | 37.72 | 86.47 | 41.14 | 87.18 |
|  | - | - | - | (34.77) | - | (34.77) |  |
|  | 9.53 | 24.27 | 9.14 | 2.95 | 86.47 | 6.37 | 87.18 |
|  | (243.50) | (273.02) | (287.16) | (757.38) | (693.09) | (572.67) | (606.47) |
| Profit Before Tax | 3222.74 | 2729.34 | 3440.30 | 12659.11 | 10684.18 | 13051.55 | 11105.65 |
| Tax Expense | 944.73 | 801.36 | 1054.96 | 3873.90 | 3265.79 | 4060.93 | 3412.07 |
| Profit After Tax | 2278.01 | 1927.98 | 2385.34 | 8785.21 | 7418.39 | 8990.62 | 7693.58 |
| 3. Capital Employed |  |  |  |  |  |  |  |
| a) FMCG - Cigarettes * <br> - Others <br> Total FMCG | $\begin{aligned} & 5705.48 \\ & 3383.53 \end{aligned}$ | $\begin{array}{r} 4953.40 \\ 2531.89 \end{array}$ | $\begin{aligned} & 5218.16 \\ & 3167.37 \end{aligned}$ | $\begin{aligned} & 5705.48 \\ & 3383.53 \end{aligned}$ | $\begin{aligned} & 4953.40 \\ & 2531.89 \end{aligned}$ | $\begin{aligned} & 627.72 \\ & 3419.11 \end{aligned}$ | $\begin{array}{r} 5281.88 \\ 2550.24 \\ \hline \end{array}$ |
|  | 9089.01 | 7485.29 | 8385.53 | 9089.01 | 7485.29 | 9646.83 | 7832.12 |
| b) Hotels | 3625.39 | 3459.90 | 3576.27 | 3625.39 | 3459.90 | 4225.75 | 4012.30 |
| c) Agri Business | 2052.44 | 1256.56 | 1793.39 | 2052.44 | 1256.56 | 2176.48 | 1399.36 |
| d) Paperboards, Paper \& Packaging | 5319.08 | 4958.27 | 5184.26 | 5319.08 | 4958.27 | 5313.08 | 4953.13 |
| e) Others | - | - | - | - | - | 667.19 | 580.94 |
| Total Segment Capital Employed | 20085.92 | 17160.02 | 18939.45 | 20085.92 | 17160.02 | 22029.33 | 18777.85 |

*Segment Liabilities of FMCG-Cigarettes is before considering ₹ 667.98 Crores ( 31.03 .2013 - ₹ 840.55 Crores; 31.12 .2013 - ₹ 662.92 Crores) in respect of disputed Taxes, the recovery of which has been stayed or where States appeals are pending before Courts. These have been included under 'Unallocated Corporate Liabilities'
Note 1: Liability for earlier years towards Rates and Taxes and Interest thereon of ₹ 157.91 Crores and ₹ 34.77 Crores respectively have been written back as no longer required, based on a favourable High Court Order; Segment Results of FMCG - Cigarettes and Finance Costs for the twelve months ended 31.03 .2014 include the effect of such write back.

## Notes:

(1) The Company's corporate strategy aims at creating multiple drivers of growth anchored on its core competencies. The Company is currently focused on four business groups : FMCG, Hotels, Paperboards, Paper \& Packaging and Agri Business. The Company's organisational structure and governance processes are designed to support effective management of multiple businesses while retaining focus on each one of them.
(2) The business groups comprise the following :


Registered Office :
For and on behalf of the Board
Virginia House, 37 J.L. Nehru Road,
Kolkata 700 071, India
Dated : 23rd May, 2014
Place : New Delhi, India

