

Our Business Model

Inputs



Financial Capital

- Equity, profits re-invested, investments in assets, and brands



Manufactured Capital

- Dispersed manufacturing clusters
- Global and local R&D centres
- Agile manufacturing through smart automation and IoT



Intellectual Capital

- Strong legacy of the Godrej Group
- Strong portfolio of brands
- Investment in R&D
- Integrated RIDE platform to develop innovative products
- Unique consumer insights through advanced predictive analytics
- Digital command centre



Human Capital

- Skilled manpower across functions
- Investment in training and development
- Prioritising safety
- Fostering diversity and inclusion



Social and Relationship Capital

- Consumer engagement models
- Partnerships with suppliers, retailers, distributors, and wholesalers
- Investment in CSR and community engagement initiatives



Natural Capital

- Sourcing and investment in renewable and non-renewable raw materials for our products
- Investments in green initiatives

Business Process

Purpose

To bring the goodness of health and beauty to consumers in emerging markets

Values

- Trust
- Be Bold
- Create Delight
- Own It
- Be Humble
- Show Respect

Vision

To be the leading emerging markets focused multi-local FMCG player

Strategy

- **3 by 3 approach**
- **Multi-local approach**
- **Seven strategic pillars:**
 1. Extending leadership in our core categories and geographies
 2. Accelerating innovation and building purposeful brands
 3. Leveraging digital
 4. Enhancing go-to-market
 5. Making our supply chain best-in-class
 6. Fostering an inclusive, agile, and high-performance culture
 7. Building a more inclusive and greener world

Outputs



Financial Capital

- Comparable consolidated revenue decline of 2 per cent
- Consolidated Profit Before Tax (pre-exceptions) flat
- ₹8 per share of dividend paid to shareholders



Manufactured Capital

- India's obsolescence reduced to 0.13 per cent
- Saved over ₹2.80 crore in fiscal year 2020 through sustainable manufacturing
- Stock availability in India is 98.04 per cent



Intellectual Capital

- New products launched in India in the last two years doubled in comparison with previous years
- Introduced e-commerce first products
- Injected new growth levers in household insecticides in Indonesia
- New products in wet hair in Africa increased two-fold in revenue
- Wet hair innovation rate in Africa more than doubled
- 77 per cent increase in e-commerce reach



Human Capital

- Consistently ranked in the top quartile of best employers in internal employee engagement survey scores
- 25 per cent of white-collar and 56.5 per cent of blue-collar team members are women
- 21 per cent women in senior leadership roles
- Zero man days lost due to adverse industrial relations
- 73,039 employees and contract workers trained on safety
- 0.35 per cent injury rate



Social and Relationship Capital

- Rural direct distribution reach through 8 million outlets in India, across 66,000 villages
- Number of active outlets in Indonesia increased by 17 per cent, thereby resulting in 1,10,000 monthly outlet transactions
- 4,32,633 young people trained across India and Kenya since fiscal year 2013
- Reached 3.5 million people as part of EMBED since fiscal year 2016



Natural Capital

- Of the 739 metric tonne of hazardous waste, only 2.5 metric tonne was sent to landfill
- 99.7 per cent reduction in waste generated per tonne of production
- 3,553 metric tonne waste per annum diverted from landfill from community projects in India and Kenya

Outcomes

- Leadership positions (market share) across geographies, category penetration, and consumption rate
- Increased consumer reach
- Enhanced long-term value for all stakeholders, including shareholders, customers, consumers, suppliers, distributors, retailers, and the community
- Reduced fresh water use and emissions
- Wealth generated from waste