

Our business model

Inputs



Financial Capital

- Equity
- Increased spends on brands
- Investment in assets



Manufactured Capital

- Five manufacturing clusters across 9 countries
- Agile manufacturing through smart automation and Internet of Things (IoT)
- Investments in green manufacturing



Intellectual Capital

- Strong legacy of the Godrej Group and portfolio of brands
- Unique consumer insights through advanced predictive analytics
- Investments in R&D



Human Capital

- Over 8,600 team members across geographies
- Investments in training and development and health and safety



Social and Relationship Capital

- Doubled down efforts to improve distribution
- Global network of suppliers
- Investments in CSR and community initiatives



Natural Capital

- Sourcing and investment in raw materials and resources for our products
- Investments in green supply chain
- Lifecycle assessments of our products and Investments in developing greener products

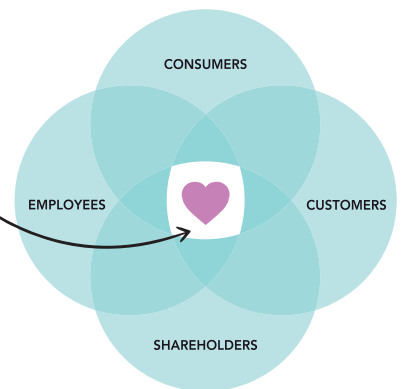
Business process

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

Delighting 2 billion consumers by 2027



STRATEGY

Category develop existing portfolio Double-digit volume growth
More spends on brands

Funded by radical simplification More automation
SKU rationalisation

People and planet alongside profit More diversity
Less environmental impact

OPERATING PHILOSOPHY

- 1 Less is more; Much less is much more
- 2 Consumer first, Business second
- 3 Think local, Act global

4 Tomorrow before today

5 Better from within, Different from outside

Outputs



Financial Capital

₹ **14,096** crore
Consolidated revenue

41% revenue
From international businesses

21%
EBITDA growth



Manufactured Capital

92.79%
Stock availability in India

7-13%
Increase in OEE (Overall Equipment Effectiveness) scores



Intellectual Capital

#1
Brand position across Household Insecticides, Air Care, and Hair Colour

15%
Growth in Africa and USA e-commerce

12
Brands over ₹200 crore



Human Capital

4.52
Global human capital return on investment

47%
Gender diversity

0
Fatalities

100%
Blue collar workforce in India and Indonesia assessed for Human Rights



Social and Relationship Capital

28.4 million
People reached through rural malaria and urban dengue programmes

5,225
Malaria-free villages



Natural Capital

76%
Suppliers by revenue assessed for supply chain sustainability

41%
Reduction in emission intensity

27%
Energy from renewable sources

7,278 MT
Waste diverted from landfill through CSR projects

22%
Reduction in plastic packaging intensity

15x
Water positive

Outcomes

Leadership positions (market share) across geographies, category penetration, and consumption rate



Exponential growth in our e-commerce business



Enhanced long-term value for all stakeholders, including shareholders, customers, consumers, suppliers, distributors, retailers, and the community



Reduced waste to landfill, GHG emissions, and water consumption

