

# 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 13,000 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 products
- Lifecycle assessments of our products and investments in greener products

## Business Process

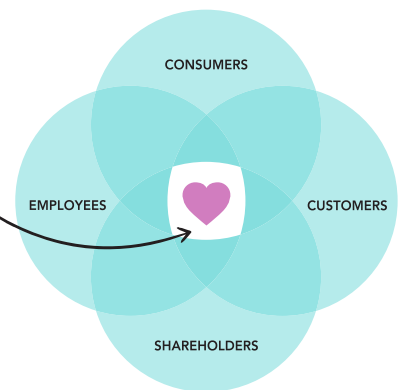
**PURPOSE** To bring the goodness of health and beauty to consumers in emerging markets

**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

₹ **13,199** crore  
Consolidated revenue

**44%** revenue  
From international businesses

**13.34%**  
Return on equity



### Manufactured Capital

**96.91%**  
Stock availability in India

**5-13%**  
Increase in OEE (Overall Equipment Effectiveness) scores

₹ **2.4** crore  
Saved through green manufacturing initiatives



### Intellectual Capital

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

**33%**  
Growth in e-commerce business

**11**  
Brands over ₹200 crore



### Human Capital

**5.72**  
Human capital return on investment

**47%**  
Gender diversity

**0**  
Fatalities

**93%**  
Blue collar workforce in India and Indonesia assessed for Human Rights



### Social and Relationship Capital

**28.2** million  
People reached through rural malaria and urban dengue programmes

**1,598**  
Malaria-free villages



### Natural Capital

**71%**  
Suppliers by revenue assessed for supply chain sustainability

**48%**  
Reduction in emission intensity

**31.6%**  
Energy from renewable sources

**2,321** MT  
Waste diverted from landfill through CSR projects

**17%**  
Reduction in plastic packaging intensity

**6x**  
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

