

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 Industries Group and portfolio of brands
- Unique consumer insights through advanced predictive analytics
- Investments in R&D



Human Capital

- Over 7,500 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

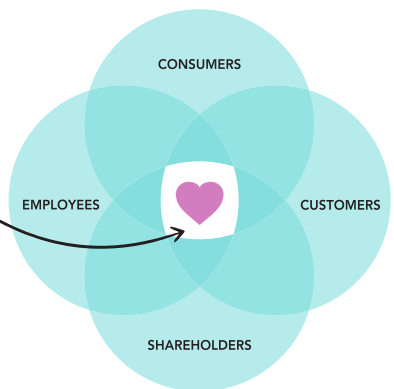
To bring the goodness of health and beauty to consumers in emerging markets

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

₹ **14,364** crore
Consolidated revenue

38% revenue
From international businesses

2%
EBITDA growth



Manufactured Capital

Reduced inventory levels by
15 days
in Indonesia

6-10%
increase in OEE (Overall Equipment Effectiveness) scores



Intellectual Capital

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

E-commerce accounts for
~7%
of the USA's total business

13
Brands over ₹200 crore



Human Capital

4.81
Global human capital return on investment

Over **55%**
Gender diversity

0
Fatalities

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



Social and Relationship Capital

19 million
People reached through rural malaria and urban dengue programmes

6,074
Malaria-free villages



Natural Capital

70%
Suppliers by revenue assessed for supply chain sustainability

47%
Reduction in Scope 1 and 2 emission intensity

35%
Energy from renewable sources

14,938 MT
Waste diverted from landfill through CSR projects

20%
Reduction in plastic packaging intensity

12x
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

