

Our Strategic Pillars

Category develop existing portfolio	93
Funded by radical simplification	130
People and planet alongside profit	178

gic



INDIA'S FIRST
★ GOVERNMENT ★
REGISTERED
Active based
anti-mosquito
agarbatti

Godrej
**Good
Knight™**

Agarbatti

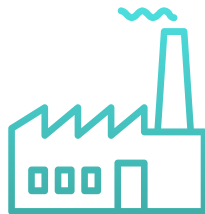
Category develop existing portfolio



Category develop existing portfolio



**Financial
capital**



**Manufactured
capital**



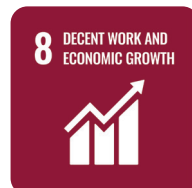
**Intellectual
capital**

Key enablers

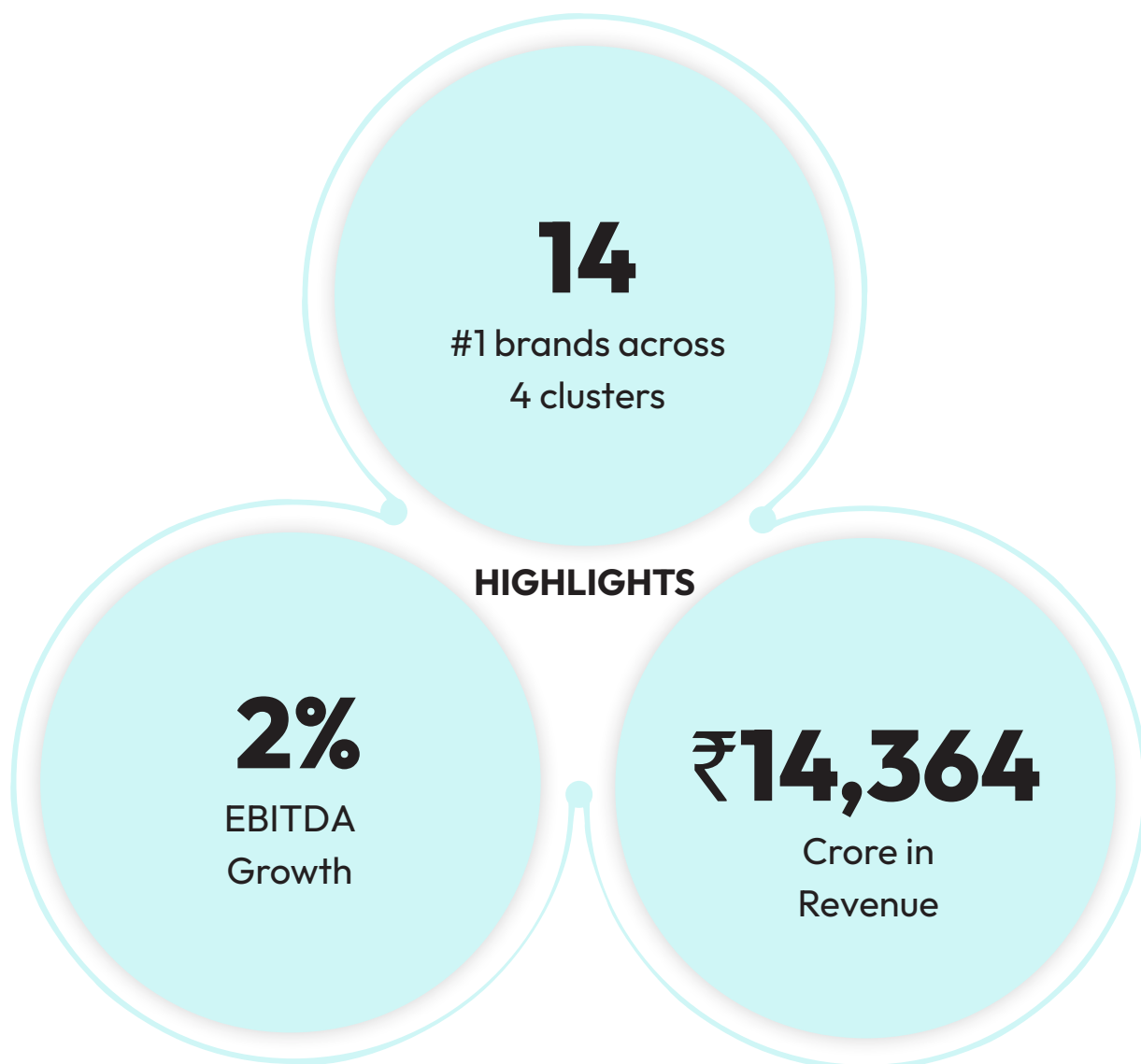
- Global category structure
- Enhanced, digitally enabled consumer insights
- Democratising our brands
- Enhancing go-to-market
- Laying the foundation for future growth possibilities

Risks identified

- Inflation and currency devaluation
- Commodity price volatility



We aim for steady, double-digit volume growth by leveraging our market leadership and expanding our category reach, ultimately creating lasting value for all stakeholders.



Our chosen portfolio

Our passion lies in delivering high-quality, affordable, and beautifully designed products with consumers at the core. As industry leaders, we focus on innovation-driven growth, continuously enhancing our portfolio to meet evolving consumer needs. Accessibility and quality remain our priorities, especially in emerging markets where we have a strong presence.

Our footprint spans some of the largest and fastest growing emerging economies globally. However, key categories like Household Insecticides, Air Care, and Hair Colour remain underpenetrated, presenting significant growth potential. We view this as an opportunity to apply our expertise in product development, communication, and activations to create value. Our innovations – GoodKnight Agarbatti, Godrej AerO, Godrej

Fab liquid detergent have delivered strong success in the initial years, and present significant growth potential.

Our goal is to achieve consistent, industry leading volume growth by leveraging our existing market leadership and expanding our category reach, ultimately benefiting all stakeholders in the long term.

India & SAARC

- | | |
|--|---|
| <ul style="list-style-type: none">• Launched van distribution program for expanding direct rural outreach to cover ~2.5X villages | <ul style="list-style-type: none">• Set up new chemist and cosmetic sales channel for accelerated growth |
| <ul style="list-style-type: none">• Scaled the GoodKnight franchise in Bangladesh with formulation changes, access pack and sampling program | <ul style="list-style-type: none">• E-commerce in India continued to be the fastest growing channel at >25% growth |
| <ul style="list-style-type: none">• Improving productivity of sales manpower by driving in-market discipline with tech interventions | <ul style="list-style-type: none">• Geotagging of all general trade outlets in India, enabling optimal utilisation of our resources |

Indonesia

- Outsourced the entire distribution for general trade to large-scale distributors to reduce operational complexity, significantly increase direct coverage, and reduce the cost of operations.
- Launched multiple initiatives to leverage digital technologies and build closer connections with different partners.

Our robust product lineup in Home and Personal Care enables us to deliver health and beauty benefits to consumers in emerging markets. Our category development initiatives have continued

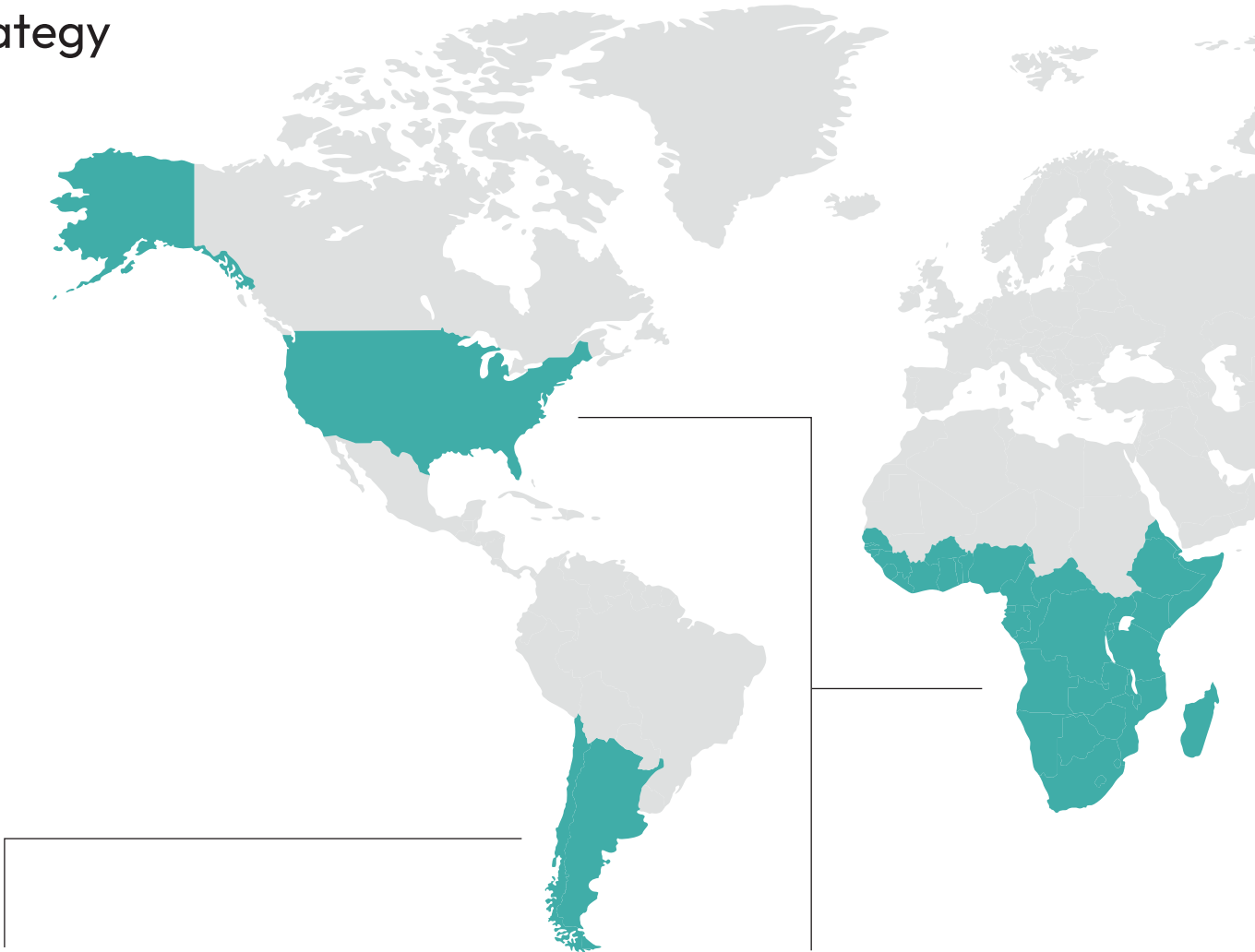
to deliver strong penetration gains in FY 2024-25. In Indonesia and Bangladesh, Liquid Vaporizer has gained ~200 bps of penetration in 2 years, growing at high double digit volume growth. In India, our mini Godrej Expert Rich Crème has contributed to a hair color penetration increase of ~1000 bps. We will continue to invest in category development to boost growth in our current categories and generate long-term economic value.

As we innovate in emerging categories, we will prioritize expanding the reach of our flagship products and categories, which boast high profitability and growth potential as market leaders. This involves intensifying marketing and distribution efforts to significantly boost volume growth over the next five years across all our markets.

Africa & USA

- Strong emphasis on e-commerce in the USA, which constitutes
- ~7% of the total business
- In West Africa, we shifted to the outsourced distribution model with a national distributor

Our globalisation strategy



Latin America

- #1** Premium Beauty and Professional Products (Hair fixing sprays | Argentina)**
- #1** Premium Beauty and Professional Products (Depilatory products | Chile)
- #2** Hair Colour (Argentina)*
- #2** Hair Colour (Chile)
- #2** Premium Beauty and Professional Products (Hair styling products | Argentina)*

Sub-Saharan Africa & USA

- #1** Hair Colour (Ethnic hair | South Africa)
- #2** Premium Beauty and Professional Products (Hair extensions | Sub-Saharan Africa)
- #3** Hair Colour (Caucasian hair colour | South Africa)
Leader in Premium Beauty and Professional Products (Hair care and maintenance products | Africa & USA)

Source: *Nielsen, **Scentia



India & SAARC

#1

Household
Insecticides

#2

Personal Wash
and Hygiene

#1

Air Care

#3

Fabric Care

#1

Hair Colour

#3

Deodorants

Indonesia

#1

Household
Insecticides

#3

Hair Colour

#1

Air Care

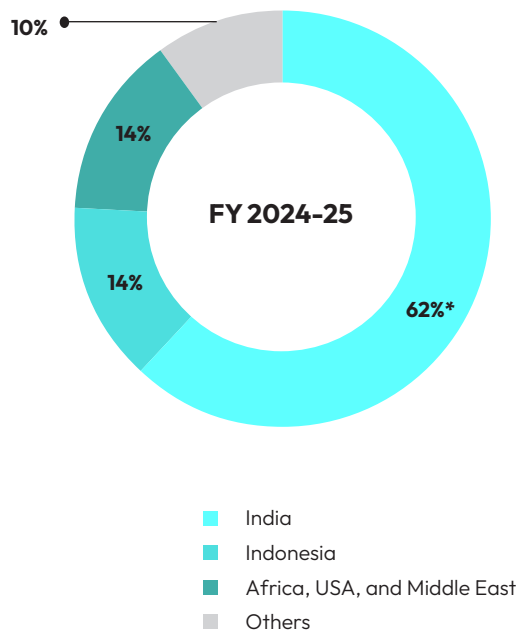
#1

Baby Wipes

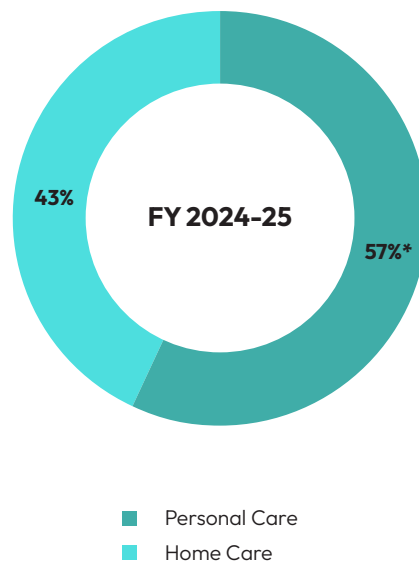
A broad emerging markets portfolio

In the FY2024-25, 38% of our total revenue was generated from international operations.

Geography Salience



Category Salience



*Comprises inter-company eliminations and miscellaneous products

Portfolio of our power brands

₹1,000 crore +

Godrej
Good Knight

DARLING

Godrej
No.1

HIT

CINTHOL

₹500 crore +

Godrej
expert

Godrej
aer

AIR FRESHENER
Stella

**AFRICAN
PRIDE**

Strengthened brand positions across key markets and geographies

#1

Godrej
Good Knight

Godrej
expert

DARLING

INECTO

ROBY

Godrej
aer

mitu
baby

HIT

AIR FRESHENER
Stella

HIT

ISSUE

Millefiori
Makes you feel better

PROTECTIV
Mega Growth

#2

Godrej
No.1

CINTHOL

ilic
color

*Roby Sprays only

Renewed global category structure

In FY 2021-22, we introduced a refreshed global category framework to drive innovation and strengthen brand equity across our core segments: Household Insecticides, Air Care, Hair Colour, and Hygiene. This structure is designed to enhance product development (innovation and renovation) and brand strategy (positioning and communication), anchored in three key value drivers:

Coherent global strategy and cross-geography synergies

- Expanding Flagship Products: Goodknight Liquid Vaporizer, a longstanding market leader in India, is scaling its presence across Indonesia, Bangladesh, and Nigeria.
- Localized Adaptations: Godrej Shampoo Hair Colour, originally launched in India, has successfully entered Indonesia with customized product formulations, packaging, and positioning while retaining its core technology.
- Cross-Market Product Expansion: We have successfully introduced Aer Matic from Indonesia to India, while Aer Power Pocket is now expanding from India to Indonesia, Bangladesh, Middle East and Latin America.
- These three Indian products have emerged as global blockbusters, registering a 60% year on year growth in international markets.

Scaling up products across our categories and geographies



Deeper capability on product and communication development

We are strengthening our global innovation and renovation pipeline through a structured stage-gate process, ensuring a robust and future-ready product portfolio. Our focus is on revitalizing core offerings while driving category growth.

To enhance communication effectiveness, we have centralized creative development through in-house teams:

- Creative Lab – Our dedicated media development studio.
- Design Studio – A hub for pioneering design thinking, innovation, and development of new products and solutions across geographies.

We are also standardizing our advertising strategy globally. In Air Care, for example, we leveraged the consumer insight that air fresheners are commonly used during home visits. This inspired our “talking rooms” concept in advertisements, successfully implemented for Aer in India and Stella in Indonesia.

Better alignment across product development and brand equity

We have streamlined our Product and Equity teams, ensuring close collaboration under the direct leadership of the Head of Global Category and Innovation. These teams undergo cross-training in decision-making and functional expertise, fostering a holistic marketing approach.

Brand leaders play a crucial role in driving consistency while adapting to regional market dynamics. By integrating deep consumer insights with global expertise, we create products tailored to evolving preferences across diverse geographies.

Our global presence is a strategic advantage, allowing us to address shared challenges across markets while capitalizing on regional expertise. As part of our commitment to sustainable growth, we are expanding local operations and talent acquisition in emerging markets, leveraging regional knowledge to drive market leadership.

Enhanced, digitally enabled consumer insights

By adopting a comprehensive perspective on the market landscape and evaluating current performance, emerging trends, and shifts in consumer behaviour, we gain valuable insights into potential future developments for both categories and brands to fulfil customer needs. This

approach enables us to identify opportunities that create mutual benefits for consumers, brands, and the broader category. From a technological standpoint, we prioritize investments in consumer research and data analytics to anticipate trends and drive category growth.

Consumer obsession: A sustainability lens

Long-term brand tracking is a vital tool for assessing the alignment of our brand values with consumer sentiment, reflected in awareness, preference, and loyalty. We conduct brand perception surveys to identify key consumer segments, understand their priorities and shopping behaviours, and determine the most effective engagement strategies. These insights deepen our understanding of evolving consumer trends. Traditional brand perception tracking involves the scientific selection of a relevant target audience, typically category users, and conducting in-home surveys to assess brand awareness, perception, and usage, as well as the effectiveness of advertising.



Gathering consumer insights
across various channels

In response to the rapidly changing market landscape, we have embraced a more agile approach. We leverage advanced technologies to continuously monitor brand performance and consumer sentiment, enabling timely adaptations. This includes tracking various metrics, such as awareness, product feedback, usage behaviour, and openness to new ideas.

During the FY 2024-25, we engaged with over 50,000 consumers to assess their perception of our brands. We gathered these insights through multiple channels, both online and offline, including random in-home visits and central-location surveys. This study covered nearly 90% of our brands by revenue.

We have integrated a sustainability lens into our existing surveys to gain deeper insights into how sustainability influences consumer preferences and perceptions.

We engaged our consumers to:



**Assess Attitudes
Toward Sustainability**

We sought to understand how sustainability aligns with consumer priorities and values, as well as its influence on brand perception.



**Identify Opportunities
for Innovation**

We identified opportunities for brand differentiation and competitive advantage, by exploring consumer values and preferences.

Our brand perception survey among individuals aged 21–45 in India included targeted sustainability metrics. Our findings revealed that over 65% of respondents valued ‘reusability,’ while over 30% prioritized ‘reducing plastic waste.’ Consequently, approximately two-thirds of consumers perceived our product as eco-friendly, and we aim to get to 75%.

By adopting an agile approach to brand perception tracking, we strive to keep our brands relevant and appealing. Our objective is to make well-informed decisions that drive long-term growth, enhance our reputation, and contribute to a more sustainable future.

Democratising our brands

Our core purpose has always been to prioritize consumer needs above all else. To enhance accessibility, we continuously innovate by offering our products in various sizes and price points, ensuring they cater to a wide consumer base.

Smaller value-pack offerings, such as Godrej Expert Rich Mini Crème and Godrej Selfie Shampoo Hair Colour in India, Godrej Magic Handwash in India, and HIT Aerosol in Indonesia, have transformed the market by making our products more affordable and accessible.

Godrej Magic Handwash is our revolutionary hand wash and the world's first powder-to-liquid handwash. Born out of the need to democratise sanitation and handwashing in India, it's a sustainable product and available at a very affordable price point starting at just INR 10.

With Godrej Fab, we are leveraging our expertise in the liquid detergent category and making it accessible to everyone, thereby democratising access to quality laundry care. It caters to consumers who seek an enhanced laundry experience at a competitive price point of INR 99 for a litre.

Our Goodknight Agarbatti, priced at an affordable INR 10, is the only government-registered, safe, and effective alternative to illegal incense sticks, helping to formalize the category. By tailoring products to meet specific consumer needs, we strengthen brand loyalty and reinforce our commitment to providing trusted, high-quality solutions.



Godrej Expert Rich Crème (India)



Godrej Magic Handwash (India)



Goodknight Agarbatti (India)



Godrej Fab (India)

Revitalizing market reach

Making sure that customers can regularly access our products is essential to our objective of attaining more penetration as we expand into emerging areas. In order to reach more consumers, we are constantly growing our distribution networks, paying more attention to underserved or unserved rural and remote markets. In FY 2024-25, we

were able to reach 2X villages directly thanks to our van distribution program “Vistaar,” which also allowed us to rapidly grow our direct distribution in rural markets.

We are rapidly increasing our presence across multiple platforms, such as traditional and modern retail channels, e-commerce

including quick commerce, and digital marketplaces, to ensure our products are always available to serve our consumers, regardless of where they are located.

Expanding rural outreach through van distribution program.





Our leadership engages with
our partners on ground

Channels of the future

New technologies are reshaping the sales and distribution landscape, with digital channels growing at more than twice the rate of traditional ones in India. Quick commerce is gaining significant traction, while e-commerce continues to expand across India, Indonesia, and the USA. Additionally, modern trade, Cash and Carry, and the emerging eB2B segment are experiencing steady growth.

In India, we have renewed our focus on kirana stores and neighborhood convenience shops, recognizing their enduring relevance. Similarly, in Africa, the acceleration of proximity shopping has underscored the critical role of last-mile distribution. Future distribution models will be omnichannel, integrating both online and offline sales.

In Bangladesh, efforts remain centred on strengthening the traditional kirana (modir dukaan) network, as modern trade and e-commerce are largely confined to urban areas. Meanwhile, in Sri Lanka, we continue to invest across all key channels, including traditional retail, modern trade, and e-commerce.

Partnerships

Recognizing the interconnected nature of our business ecosystem, we remain committed to strengthening our relationships with suppliers, distributors, wholesalers, and modern trade partners globally for successful delivery. Additionally, we are deepening our engagement with large-scale salons across Africa, fostering strategic partnerships that drive mutual growth and long-term success.

Building partnerships with salons across Africa



Expanding penetration and reach

In India, we continue to focus on deepening our penetration in traditional trade. Specifically, we aim to expand our reach in underpenetrated areas of the country by driving rural reach and penetration through the launch of lower priced stock-keeping units in our key categories, which will result in greater accessibility of our products to rural consumers. In the past year, we took a digital-first approach to build the blueprint of our ideal rural coverage. Guided by this blueprint, Project Vistaar has already helped us pin-pointing white-space demand and has already doubled our Rural footprint. The resultant scale-up in Direct Distribution has widened GCPL's reach into previously untapped markets. With 100% of our outlets now geo-tagged, we are upgrading our digital stack, integrating next-generation geospatial data science & field activation technology to extend these gains across & future-proof our route-to-market model.

We have experimented with moving the frontline salesforce to third-party payroll & have further digitized our field-market working through launch of Ajna, a WhatsApp integrated tool for on-the-go field force tracking. This has resulted in improved productivity and reduced attrition from 35% in FY 2023-24 to 22% in FY 2024-25. We have now moved 60% of the frontline salesforce to third-party payroll for better controls and plan to continue this transition going forward. Tapping into the emerging opportunity of a growing the chemist & cosmetic channel remains a key strategic lever for us. To achieve this goal, we have created a strong network of pharma/over-the-counter drug/cosmetic distributors, and

accordingly, created a new revenue stream. This channel helps us expand our reach into the previously untapped chemist and cosmetic outlets and with the addition of the Park Avenue and Kamasutra portfolio our Chemist & Cosmetic Channel has emerged as a significant growth driver. We have added over 1 lakh chemist outlets and 50,000 cosmetic outlets into our direct coverage post the set-up of this channel.

In Indonesia, we have accelerated our go-to-market transformation in general trade by outsourcing direct operations to distributors. This strategic move has significantly reduced operational complexity, freed up our sales team's bandwidth, and allowed a greater focus on business development activities. Additionally, it has lowered operational costs and expanded our direct coverage. We also launched a door-to-door sampling drive to stimulate demand and educate consumers about our Household Insecticides portfolio.

The performance in FY25 has been promising, with distribution of key product increasing by low double digit growth and a high teens volume growth. Moving forward, we will continue to expand our distribution efforts, focusing on increasing new outlet coverage while maximizing the output of existing distribution channels supported by digital technologies.

In West Africa, where trade is largely unorganized and wholesale-led, we are enhancing last-mile distribution through a direct distribution model with a national distributor and driving salon advocacy. Transitioning to a national distributor has



streamlined operations and significantly boosted our reach. Additionally, we continued our door-to-door sampling drive in the region to build demand and raise awareness of our recently launched Household Insecticides portfolio while also expanding distribution through modern trade. This has led to a substantial shift in our non-wholesale channel contribution. Looking ahead, we plan to build on this momentum in Nigeria, further strengthening our foundation, and aim to accelerate growth in South Africa to unlock its full potential in the coming years.

Customer satisfaction measurement

We run an annual customer satisfaction and relationship depth survey to gauge overall customer satisfaction, NPS across geography & categories, and competitor analysis. Over 250 customers/distributors participated in the survey we conducted in FY 2024-25.

Satisfaction measurement	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2024-25 target
Net promoter score (NPS= Promoters-Detractors)	50%	50%	51%	51%	50%
Data coverage	100				

Enhancing Consumer Engagement through Door-to-Door Sampling

Our approach to one-to-one consumer engagement through Door-to-Door (D2D) sampling has evolved significantly, now extending to additional product categories, including Aer Pocket. At the core of our D2D program’s success is the personalized interaction between our promoters and consumers. By engaging directly at consumers’ doorsteps, promoters provide product demonstrations, explain features, and address queries, fostering trust and deeper brand connections.

To maintain consistency and effectiveness across all engagements, we have established robust audit systems and continuous training programs for our promoters. These initiatives equip them with the skills and knowledge needed to deliver informative and engaging experiences with every consumer interaction. Our outreach efforts are expected to reach a significant number

of consumers nationwide, driving product trials and strengthening brand loyalty. By expanding our efforts into additional product categories, we aim to further enhance consumer relationships and increase product adoption.



Start of Door-to-Door Sampling in Indonesia

In FY 2024-25, we expanded the program to 10 cities in Indonesia, reaching approximately 3 million consumers through our door-to-door initiative. The conversion rate remained comparable to that of our well-established India business, demonstrating the program's

effectiveness. With dedicated resources, ongoing support from the India Centre of Excellence (CoE), and robust audit measurements, we remain committed to investing in and scaling this program, particularly for formats that require market development.

Building tomorrow's growth: foundation stones



Enhancing Efficiencies & Future Growth Drivers

We are focused on improving efficiencies across the value chain to boost sales productivity, leveraging analytics and technology. Key growth drivers include minimizing sales losses through auto-replenishment systems and optimizing salesforce effectiveness with technological solutions.



Building an Omnichannel Strategy

In response to changing shopper trends and environments, we are strengthening our capabilities to meet the demands of omnichannel retailing. This approach involves not only addressing external channel conflicts but also establishing the appropriate internal team structures to serve these channels effectively and with flexibility.



Simplification for Profitability

In both Africa and the US, we continue to prioritize simplification as a key strategy for driving profitability. Over the past few years, we have significantly reduced the number of factories and SKUs.



Exploring New Go-to-Market Formats

In West Africa, we are enhancing our distribution coverage through a direct distribution model with a national distributor.

Transforming modern commerce

Modern trade is a key driver of growth across various geographies, and we are committed to accelerating its expansion. Key building blocks include account and portfolio prioritization, category management, fill rate improvements, and fostering strong partnerships with customers through joint business planning. In India, we are investing in category management to build emerging categories such as Air Care, Household Insecticides, and Liquid Detergents. Our teams are also sharing best practices in category management from our businesses in Indonesia and Latin America to enhance local capabilities. Additionally, we are focusing on developing modern trade-specific analytics and shopper marketing capabilities.

In Indonesia, modern trade accounts for nearly 63% of our total business, with Minimarket being two customers (Indomaret & Alfamart) contributing half of the Modern

Trade business. When we transition general trade to distributor model, we continue to service Modern Minimarket through our direct service model. With this focus we manage to improve our service level at 98% and this achievement well appreciated by our key customer. We manage to achieve high single digit growth in flat / no growth modern trade market.

In Africa, where modern trade remains crucial, we are leveraging availability, strong in-store presence, and competitive pricing to maximize opportunities, particularly in Africa. In the USA, our entire business is driven by modern trade, with a split between retail and beauty stores. We continue to capitalize on strong channel partnerships, joint business planning, and competitive strategies to drive distribution, secure new product listings, enhance in-store presence, and maintain competitive pricing.

Empowering frontline excellence: Training & skill development

As the business landscape evolves, equipping our team members with the necessary skills and knowledge to thrive is essential. To support this, we continue to implement a range of capability-building initiatives, which have been enhanced over the past year and transitioned to online platforms for greater accessibility.

In India, our Godrej Sales Academy has been successfully moved online, enabling easy access and on-the-go learning for team members. Similarly, in other regions, we have adopted online training modules to ensure continuous skill development, even in the face of challenging macroeconomic conditions. Along with training, we place a strong emphasis on team engagement and motivation to foster a culture of excellence across all geographies.

Accelerating e-commerce

The increasing contribution of ecommerce to our India sales revenue created the need for the business to be fully integrated with the overall sales structure. The journey till FY 2022-23 included building capabilities within the team which included a dedicated shopper marketing team, insourcing design and content for better efficiency, automating processes such as order to billing. Externally, we began witnessing the rise of quick commerce. In FY 2023-24 we started defining our ways of working to adapt to the changing dynamics, integrating tech-based dashboards to track on-shelf metrics and building the new categories led by the integration of the Park Avenue and Kamasutra brands.

For FY 2025, we had clear priorities – scaling up innovations and ecommerce forward categories, improving our performance marketing execution and riding on the quick commerce wave. During the year we have partnered to build a consolidated performance marketing dashboard which minimizes manual intervention & provides data-based insights to the team for faster action and improved ROAS. We devised GTM strategies and deployed metrics to track new launches which enabled the success of Cinthol Bodywash, Park Avenues Perfumes and Park Avenue Gift sets. These, along with strategic account partnerships, ensure that these brands continue to see healthy off-

takes, better conversion rates and increasing market share. We also witnessed several wins on the existing categories: Godrej AER, Godrej Fab and Genteel witnessing market share gains. At a format level quick commerce grew the fastest, contributing a third to our ecommerce business. Our focus remained engaging with our partners, participating in platform events & closely tracking our assortment linkages.

For FY 2026, our theme is to continue our explosive growth in a sustainable manner with a razor-sharp focus on profitability. We will further build on the initiatives we identified in FY 2025 to deliver this. Some of these include closely looking at our SKU mix and critically questioning the role of SKUs which are profit-dilutive; sharply measuring our promotional spends and using our performance marketing dashboard to improve the return on our marketing spends. We will also codify our learnings from last year to accelerate new launches planned for the year. On a portfolio front, we remain committed to leading with our homecare, fabric care and fragrances portfolio. Additionally, we recognize the capability of the channel as an engine providing first-hand consumer feedback and geographic trends to the organization and for us, this means continuing our investment in technology to gather some of these insights. An example being pin-code level data for decision making. We will also be looking at technology as a lever to further improve our operational efficiency and are exploring solutions like price modelling and machine-learning based marketing spends allocation.

In Indonesia, we focus on key e-commerce platforms especially quick commerce, where we are fostering joint business partnerships to support new product launches and catalogue development. Our efforts are focused on creating a seamless consumer experience by driving targeted digital activities across both online and offline platforms, from digital awareness to e-commerce purchases.

In the USA, our strengthened e-commerce efforts have led to impressive growth, with e-commerce now accounting for nearly 7% of our overall U.S. business. We have also begun developing e-commerce-only products, catering to large online consumer segments and increasing transaction basket sizes.

Winning in digital commerce

As digital commerce continues to reshape consumer behaviour in India, category-specific strategies have played a critical role in unlocking growth. Across perfumes, bodywash, and home care, tailored approaches to discoverability, convenience, and emerging channels have enabled sharp portfolio scale-ups.

1. Unlocking Perfume Growth through Gifting and Festive Discoverability

Perfumes see nearly one-third of their demand driven by gifting intent, making seasonal peaks like festivals crucial for brand visibility. By aligning perfume promotions with key cultural moments, we were able to drive higher discovery and conversion. Methods such as curated gift packs and high-

impact digital visibility across marketplaces ensured relevance during peak intent periods. These efforts not only lifted volume but also reinforced Park Avenue perfumes as a high-affinity gifting category in the e-commerce context.



2. Building Future-Ready Categories via Quick Commerce

Quick commerce has emerged as a high-potential channel for impulse-led and replenishment-driven categories. Bodywash, a growing category with strong trial potential, was strategically activated on Blinkit with Cinthol Foam bodywash. Impression driven scale up was key to reaching a large base of urban shoppers with instant delivery promises and contextual nudges, we accelerated trials and gained valuable insights into consumer preferences.



**INSTANT
FOAM**



3. Meeting Urban Convenience Needs with HIT Matic

Urban Indian consumers increasingly seek products that offer high efficacy without compromising on convenience—a need that had remained under-addressed in the online home care segment. The scale-up of HIT Matic on Amazon filled this gap effectively. Leveraging sharp interventions in search optimization, enhanced content, and reliable availability, we unlocked latent demand. Positive consumer feedback, reflected in ratings and reviews, further reinforced product trust and helped drive category creation for automatic insecticides.

Godrej Aer-O| Generating trails at scale at Petrol filling stations

Ever since its launch in August 2023, Godrej Aer-O (India's first branded hanging car air freshener at an attractive price point of Rs. 99) has been at the forefront of driving car freshener adoption among car owners. While we leveraged mass media to create large scale awareness, we decided to drive trials for our unique offering at the most relevant catchment area for the category – Petrol filling stations.

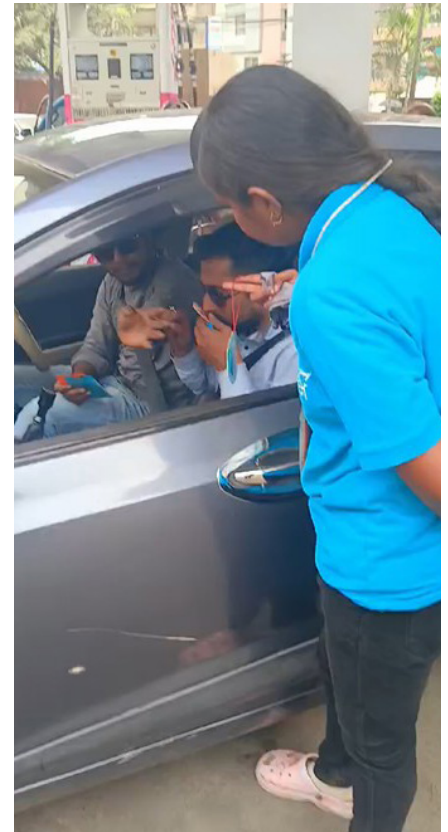
We decided to build upon GCPL's core strength and sizeable experience of marketing activations, which has been instrumental in helping us drive category adoption for Godrej Aer Pocket and GoodKnight vaporizer liquid. We kickstarted our journey by partnering with India's leading Maharatna PSU Indian Oil Corporation Ltd. for sampling space at some of their select petrol pump outlets in key metro cities.

We started off by setting up sales counters at designated spaces and by deploying promoters from our talented and well-trained manpower pool. The promoters not only sold from the counters but also moved around petrol dispensers, waiting and filling areas, trying to engage with consumers at every possible touchpoint. They encouraged

consumers to experience the unique and stylish hanging format inside their cars, while also showcasing the distinctive and appealing fragrances.

The activation turned out to be a major success as it helped engage directly with the most relevant target group, car owners, at scale. While mass media drove awareness, this activation helped address various queries of consumers. The activation clocked higher than benchmark conversion rates and with highly efficient targeting, this activation demonstrated strong cost-effectiveness and impact.

Leveraging our core strengths in experiential sampling-led category development, we have institutionalized the selling model making it easily replicable and ready for rapid scale-up. This initiative is well-positioned to drive Aer-O trials at scale, especially among non-users of car fresheners.



Developing best in class Household Insecticide products

The financial year of 2024-25 was a major milestone in our Household Insecticide portfolio. We re-launched two of our biggest brands – GoodKnight and HIT.

GoodKnight now, with an indigenously developed molecule – Renofluthrin, has 2X the efficacy of any other liquid vaporiser in India. Kala HIT (Flying Insect Killer) is now 4X powerful with its new molecule – Metofluthrin. We also made it more affordable for consumers by reducing prices upto 20%. Both the products have new sleek and modern packaging to reflect evolving consumer preferences in design.

This is a significant leap in our product portfolio especially because Household Insecticide products take many years to develop and obtain necessary regulatory approvals. We had a large-scale launch event in Mumbai to unveil GoodKnight Flash, followed by a panel discussion with paediatricians and health ministry officials on eradication of vector-borne diseases. The event was attended by ~100 journalists & content creators.

To showcase the efficacy of Renofluthrin, there was a live demonstration of the new GoodKnight Liquid Vaporiser in a glass chamber with mosquitoes. The launch received over 250 features across print, electronic and digital media. We backed these new products with significant investments across TV and Digital media to drive awareness amongst consumers about their benefits. These new launches have been initially well received by consumers, with liquid vaporisers gaining market share and Kala HIT growing volumes.



GCPL develops indigenous mosquito repellent molecule

ANUJ SINGH
Mumbai, 12 July

Godrej Consumer Products (GCPL) on Friday announced that it has developed 'Renofluthrin', a patented mosquito repellent molecule and has integrated it in its household insecticide products.

"This innovation promises a significant leap in mosquito control, and can double the effectiveness of the existing liquid vaporiser solutions," said Sudhir Sitapati, managing director (MD) and chief executive officer (CEO), at a press conference.

Renofluthrin has been developed in collaboration with GCPL's partner, Shogun, following a decade of research and investment.

However, the company did not disclose the amount spent on developing the molecule. GCPL holds exclusive rights to use Renofluthrin in its products for six-eight years.

GCPL has integrated Renofluthrin into its Goodknight Flash liquid vaporiser and its agarbatti.

It will incorporate this molecule across its product range in the household insecticide segment in the upcoming months.

The organised household insecticides category in India is around ₹6,000 crore and the illegal agarbatti market is nearly ₹1,500 crore, Sitapati said. He added that the company holds 50 per cent market share in the category. Sitapati said, "We hope to increase our market share by introducing this molecule in our products."

"The influx of illegal agarbattis containing harmful Chinese molecules has disrupted the market. These cheaper options, while more effective, are unsafe. To counter this, we've launched a new agarbatti with a safe and effective R&D formula at the same price point as local, potentially illegal, alternatives. We

TAMING PESTS

₹6,000 crore: India's overall organised household insecticides market

₹1,500 crore: Approximate size of illegal incense sticks market

■ **GCPL has integrated Renofluthrin** into their Goodknight Flash liquid vaporiser and their agarbatti

■ **The firm to integrate it** in other



household insecticide products

■ **GCPL holds exclusive rights** to use Renofluthrin in its products for six to eight years

believe this will incentivise a shift back towards safer electric formats, a trend that has stalled due to the cheaper, albeit unsafe, illegal options," Sitapati said.

This development aims to tackle the prevalent issue of unsafe and unreliable mosquito repellents, especially incense sticks (agarbattis)

containing unregistered chemicals from China, Sitapati said.

He also said, "We are very confident that we will do well in it simply because it's a branded safe product being advertised. This is a more profitable part of our business compared to incense sticks." Renofluthrin is targeting

common mosquito species such as Anopheles, Aedes, and Culex to reduce the incidence of malaria and dengue, GCPL said in its release.

While talking about rural demand, Sitapati said, "I am seeing some green shoots. I also think the government is cognizant of reviving consumption in rural areas. I'm quite optimistic of a revival."

He also said that the monsoon is also quite good. He said the slowdown is less to do with urban and rural and more to do with lower and unorganised income.

He added, "The organised sector is fine. The rural and urban—most of it is unorganised." He said there is an issue at the bottom of the pyramid even in urban areas.

"This is a post-Covid issue. We thought it would go away pretty soon, but it hasn't yet," he said. While talking about the upcoming Budget, he added that the focused stimulus on reviving consumption is required.

Business Standard



HIT continues to gain consumer traction

In Indonesia, HIT continued to build on the momentum of last year's exceptional performance. Despite a subdued HI season, which resulted in single-digit brand growth, HIT successfully expanded penetration by ~20 bps and gained market share in measured channels.

Liquid vaporizers (LV) continued their growth trajectory, with increased penetration and volume, supported by heightened media investments and targeted distribution initiatives throughout the year. Our ongoing market assessment and consumer research reaffirmed our belief that Indonesia's

LV segment remains underpenetrated, presenting a significant opportunity to transition consumers from traditional burning formats to a safer, more effective, and cost-efficient alternative.

To further strengthen this segment, we revitalized the LV format with a refreshed pack design, prominently featuring the "Good Knight" brand architecture. This update reinforced the importance of ensuring a mosquito-free, restful sleep for families, enhancing the product's appeal and positioning in the market.

Stella comes back strongly

Our air care business in Indonesia had experienced slow growth over the past few years, primarily due to subdued category expansion. As Stella, our market-leading brand, plays a pivotal role in this segment, a comprehensive brand strategy was developed to reignite category growth and restore Stella's momentum.

In FY 2024-25, we implemented a multi-faceted approach to drive Stella's growth trajectory. A significant increase in media investments, coupled with new product launches, refreshed packaging across formats, and relevant communication strategies, formed the core of this revival

plan. Two major innovations contributed significantly to Stella's growth. "Stella Electric" was introduced to democratize ambient air care solutions, offering a superior in-home experience by upgrading consumers from hanging formats. As Indonesia's first innovation of its kind, it has shown promising traction across deployed channels. Additionally, leveraging insights into Indonesian consumers' fragrance preferences, we launched the "Balinese Jasmine Sensation" range across all major formats. Since its launch in August 2024, it has continued to grow, strengthening consumer engagement and Stella's brand equity.

With these innovations, a revitalized pack design that enhances shelf visibility, and heightened media investments, Stella achieved double-digit growth, driving a ~120bps increase in penetration and significant market share gains across measured channels.

NYU spreading its colours

The NYU hair colour business continued its strong growth trajectory, achieving another year of high double-digit expansion following an already successful previous year. This momentum was driven by strategic media investments, unconstrained supply enabled by local manufacturing, and a strong focus on general trade for distribution. Brand mind measures and equity saw further growth across multiple regions. Our latest advertisement, inspired by global insights from LATAM on convenience, has been well received, effectively strengthening brand perception and contributing to market share gains in key measured channels.

With the support of advanced R&D, NYU shampoo hair colour was re-launched with an enhanced 5-minute colour transformation claim, positioning it as the best-in-class offering within its format.



Winning market share in Sexual wellness

In April 2023, GCPL has acquired PAKS business when the market share of KS in condoms segment was 10%. Post acquisition, GCPL has done two things to win in this segment.

The first was to set up a dedicated go-to-market (GTM) channel for chemist to sell this category along with other chemist channel relevant categories of both GCPL existing portfolio and the acquired PAKS portfolio. Additionally, we initiated advertising efforts. Condoms broadly have four segments: Textured, Thins, Climax Delay and Flavors along with some other niche segments. Among these, Climax Delay condoms address a specific need that,

while prevalent, has seen limited consumer awareness. Hence, in order to develop this market and build the Climax Delay segment, we have begun advertising to the relevant consumer audience across TV, CT and Mobile platforms.

As a result, we have started gaining traction in the Climax Delay segment. Retailers who had never stocked KS condoms are now doing so specifically for its Long Last variant. Sales of this variant have increased across both online and offline channels, contributing to overall brand growth. As of the end of March 2025, KS condoms hold a market share of 12.1%.



Godrej No. 1 Relaunch

The Indian soaps category has reached near-total penetration, with shelves across retail outlets overflowing with multiple brands vying for attention. In such a cluttered landscape, packaging becomes a critical differentiator — it is often the first touchpoint for consumers and the most effective tool to drive recall and hence choice at the point of sale.

Godrej No.1, one of the highest-selling soap brands in the country, has always stood for natural ingredients and a superior bathing experience. To enhance its appeal, we undertook a strategic packaging & communication revamp.

The new design balances brand's core equity of goodness delivered through natural ingredients and modernity — helping us strengthen connect with existing users while appealing to younger, first-time buyers. To ensure consumers were aware of this change, we launched a focused communication campaign with a television commercial at its heart. This was amplified across both traditional and digital media, maximizing reach and reinforcing familiarity with the new pack on shelves.



Simultaneously, we ensured rapid transition across retail and distribution channels, with dedicated efforts to build awareness among retailers and channel partners. This helped us avoid disruption and ensured a seamless switchover for a brand of this scale.

The pack change commercial was followed by a new thematic campaign titled 'Dil Se Khoobsurat' to reinforce the brand's evolved proposition and emotional connect.

The impact was sizeable — Godrej No.1 gained 50 basis points in market share (MAT

Mar '25) following the packaging relaunch, validating the power of pack design and integrated communication in influencing consumer choice in high-penetration categories.

As we continue to evolve with our consumers, innovations in design, storytelling, and media execution will remain key levers to maintaining Godrej No.1's leadership and relevance in India's most competitive personal care category.



Brand campaigns in LATAM

Between July and December, we executed a high reach TV campaign for Issue Express in Argentina, generating more than 3,200 GRPs (gross rating points). Issue Express became one of the main growth drivers for Godrej Latin America, exceeding expectations with results four times higher than initially forecasted and driving incremental category penetration in Argentina.

In October 2024, as part of the 10th edition of our annual Let's Dye October in Pink campaign, Godrej Latin America, in partnership with Mamotest, donated 1,000 mammograms to support early detection of breast cancer in women from economically vulnerable backgrounds. The campaign was amplified through digital platforms, streaming, influencers, radio and press, reaching over 5.5 million impressions.

FY 2024-25 marked a strategic milestone for our Argentina business unit with the entry into the Home Care category. We launched AER. In the last quarter of the fiscal year, we introduced the first product, Aer Power Pocket, and began work on expanding the full portfolio. In FY 2026, we plan to launch a digital campaign to build brand awareness and drive market share in this new category.

In Chile, we launched the 360° campaign “Ilicit te Viene”, addressing a key barrier in the category, hair damage. The campaign introduced Ilicit's new formula, enriched with revitalizing oils and hyaluronic acid, offering visible results and healthier-looking hair.

We also launched Issue's first-ever television campaign in Chile, supporting the rollout of Issue Express with the adaptation of a successful TVC from the Argentinian market.

These efforts, along with the introduction of Eco Keratina, contributed to Ilicit becoming the #1 hair color brand in Chile (Nielsen).



Investing in TV advertisements and influencers in Africa

In Africa, our focus on improving quality of products and consistent investments in form of TV advertising and influencer marketing are showing strong outcome across all the categories.

In Darling range of hair extensions, we focused on basics of launching on-trend styles. We constituted a “Hair fashion board” which is a cross-functional team of internal experts in hair fashion category who were tasked with launch of relevant, key, on-trend styles across all key markets. We launched few but impactful styles that became instant hit in several markets through cross-learning and cross-pollination. For example, Natural Twist, a high performing style from Nigeria launched few years back was launched in Mozambique, Zambia and South Africa

and has instantly become the most popular crochet in the market. We supported demand generation on these styles through TV advertising and viral social media campaigns through influencers.

In Hair Care, Mega Growth in Nigeria showed continuous improvement after consistent investment behind a new green link tested communication. We have strongly invested in the non-relaxer business under Mega growth and it is showing positive results.

We launched aer pocket in Africa which has met with phenomenal success. Consumers have showered their love through viral product reviews and campaigns.

Harnessing technology and analytics

We have significantly scaled up our digital capabilities globally. Technology is deeply integrated across our value chain starting from our sales team and extending to our channel partners.

In India, we continue to invest in technology led field force productivity improvements. Our entire outlet universe is geo-tagged which has enabled scientific redesign of salesmen routes and drive geo-adhered visits. The sales control

centre has significantly helped improve productivity through real time view of sales team performance and automated nudges. Predictive analytics empowers our urban sales teams to offer the right products in stores. Technology has also been a key enabler in the superior planning and execution of our deep rural distribution programs. In modern trade, our merchandisers are enabled through an AI-based image recognition tool to detect and drive on-shelf-availability of our

products. We also extensively leverage data and analytics to drive sharper execution on e-commerce platforms.

We have ramped up our investments in Data and AI. We have set up a robust data lake foundation on cloud which powers AI/ML use cases like demand forecasting, price and promotions planning, assortment planning, commodity buying etc. Robust analytics platform to forecast sales more accurately, factoring in external and internal variables and the automation of financial forecasting has helped improve predictability and operational efficiency in India and is now being extended to our global markets. Our media planning and deployment is driven by ROMI based media budgeting across brands and scientific allocation across different media vehicles to optimize cost per reach.

Technology enabled supply chain has been another key area of focus. Automated distributor order management has been implemented to improve fill rates. Technology solutions are also being implemented for strengthening production planning and distribution planning. Industry 4.0 initiatives, especially in our new factories in Chennai and Malanpur, is also an area of focus.

We have set up a finance shared service centre for our India, SAARC and Africa businesses and deployed various technology solutions to drive efficiency in shared service operations.

In our Indonesia operations, hand-held terminals facilitate and monitor on-ground decision-making, while analytics and dashboards drive more precise execution. In Modern Trade, AI-based image recognition tool has been implemented to drive on-shelf availability. To enhance collaboration with channel partners, we have implemented an online distributor portal, simplified claim settlements and automated the distributor order management to improve fill rates.

Additionally, a trade spend optimizer tool boosts returns on in-store investments for modern trade. Our goal is to further integrate technology across all execution touchpoints. We've strengthened our analytics capability on ecommerce platforms, translating insights into actionable strategies. In Indonesia, we are also deploying AI for improved safety and Industry 4.0 technologies to enhance manufacturing productivity.

In the SAARC region, we harness the potential of tech partnerships and analytics to bolster our traditional trade expansion. We utilize cloud-based distributor management systems to enhance efficiency and effectiveness. Through this approach, we aim to expand distribution in traditional trade in both Bangladesh and Sri Lanka while enhancing efficiencies in existing stores. We use automation to streamline inventory and claims management processes.

We recently completed a successful migration of our SAP ERP to S/4 HANA. We have subsequently moved our Africa businesses to SAP. With this, all GCPL businesses globally are now on single instance of SAP leading to simplification and reduced complexities. Salesforce automation now covers most field personnel in Nigeria and Ghana, enhancing coverage and brand visibility in the region. Our focus is on expanding distribution, improving efficiencies, and enhancing accountability across channels and regions. Virtual interactions with consumers and stylists help us stay attuned to market trends and facilitate agile action planning. Technology has also played a pivotal role in optimizing our shop floor operations and improving labour productivity in our African hair fashion business.

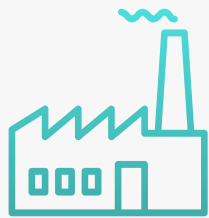
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A woman wearing a black hijab and a purple face mask with a white star pattern is working on a production line. She is holding a long strip of colorful candy packaging. In the background, other workers in similar attire are visible, and the factory floor is filled with large rolls of the same candy packaging. The scene is set in a large industrial facility with a high ceiling and bright lighting.

**Funded by radical
simplification**

Funded by radical simplification



Manufactured capital



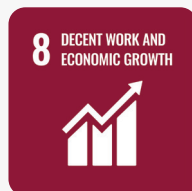
Intellectual capital

Key enablers

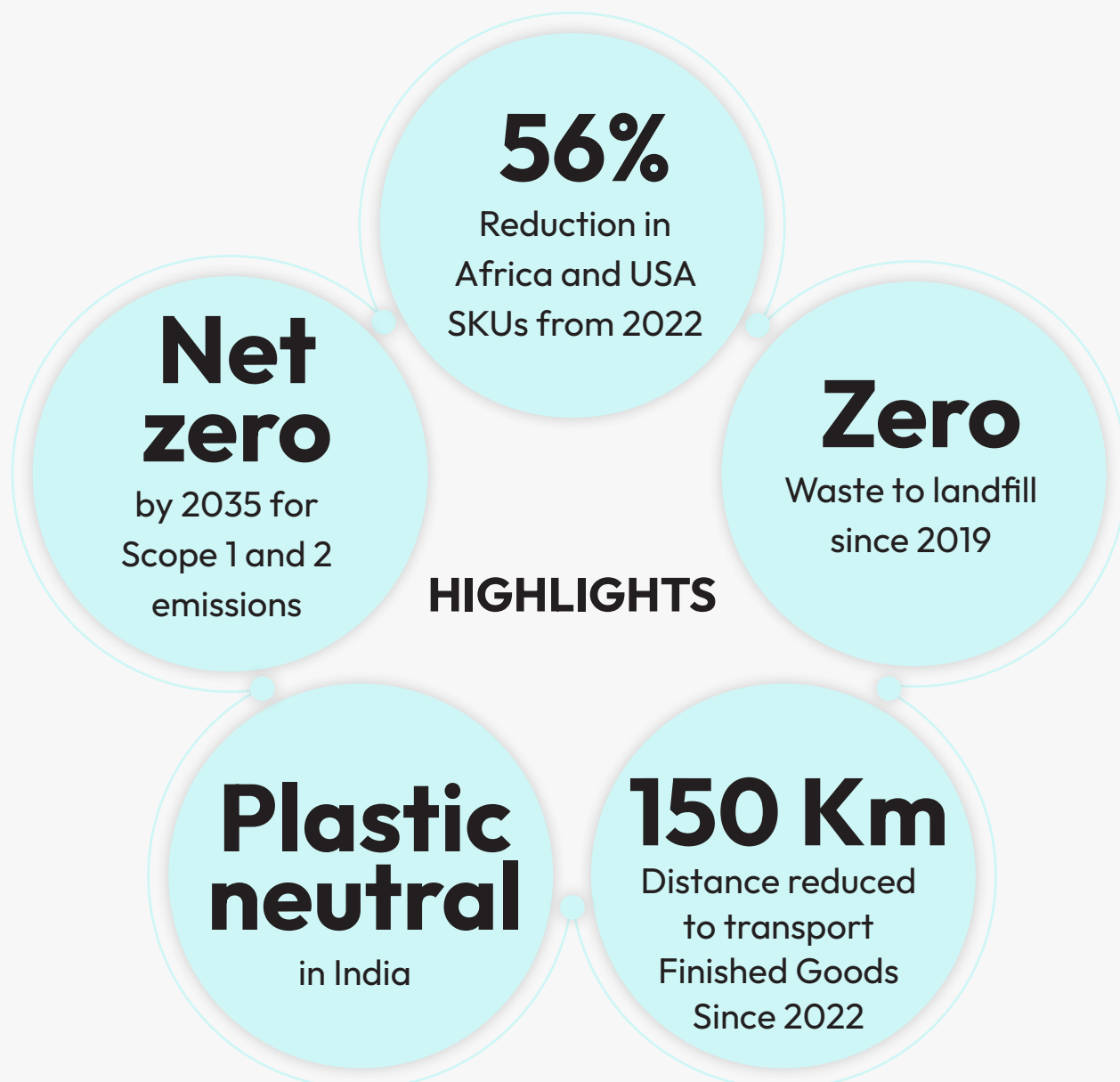
- Leveraging economies of scale
- Improve speed-to-market
- Reduce our environmental impact

Risks identified

- Inflation and currency devaluation
- Commodity price volatility
- Evolving Regulations



We have refined our product portfolio and innovation approach to focus on core priorities. Our strategy leverages our manufacturing capabilities to emphasize high-margin products while optimizing inventory management. At the same time, we are enhancing operational efficiency through sustainable manufacturing practices, Industry 4.0 technologies, and stringent quality management processes.



Streamlining product offerings and enhancing process efficiencies

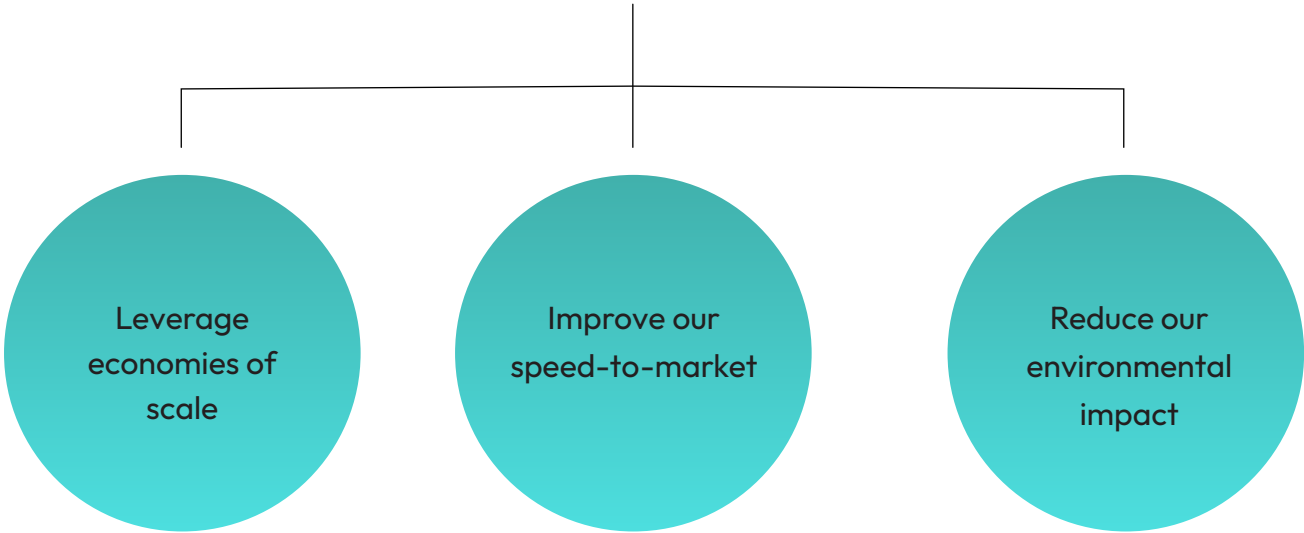
Innovation has always been central to our operations. We have redefined our approach to product development, concentrating on high-impact opportunities that deliver significant long-term value. Our refined innovation strategy emphasizes fewer but more impactful New Product Developments (NPDs) that drive substantial growth.

To strengthen our innovation capabilities, we have embraced key principles:

- ‘Less is More’ Approach: Focusing on fewer but more significant and superior innovations.
- Enhanced Consumer-Centricity: Incorporating deep consumer insights into decision-making processes.
- 100% Objectivity: Implementing a rigorous stage-gate process with structured governance.
- Global integration: Optimizing production synergies for global efficiency.
- Sustainability integration: Embedding sustainability into every aspect of the value chain.

Additionally, while new brand development remains crucial for long-term value creation, we are strategically phasing out smaller brands where it aligns with our broader value realization strategy.

3 point focus of our manufacturing investments & initiatives



These measures will strengthen our market competitiveness and reinforce sustainability across our value chain.

Factories across our locations in India, Africa,
Latin America, and Indonesia



Critical enablers

1. SKU rationalisation

Since 2022, we have focused on optimizing resources and improving operational efficiency through a Stock Keeping Unit (SKU) rationalization strategy, emphasizing high-performing products. This initiative has streamlined our portfolio, enhanced manufacturing efficiency and reduced waste.

In Indonesia, our Product Range Simplification initiative, has driven transformative results. We have reduced our SKUs by over 23% from 2022 and have significantly enhanced supply chain efficiency. This continued focus on simplification has yielded measurable gains. We have been able to reduce our inventory levels from 42 days in 2022 to 27 days in 2025 helping us eliminate slow-moving stock and provide stronger control across the supply chain.

In our GAUM (Africa and USA) operations, we have reduced our SKUs by over 56% from 2022. SKU rationalization has aligned our inventory with actual demand, reduced excess stock and mitigated overstocking risks. Additionally, it has improved our demand forecasting accuracy and refined planning processes to better anticipate customer needs.

We continue with this approach that has enabled us to have a more agile and responsive approach to changing market dynamics.

2. Inventory optimisation

As part of our ongoing efforts to enhance operational efficiency, we have significantly reduced inventory days across all our geographies. This strategic move strengthens working capital management, enabling us to better adapt to market fluctuations and align our supply chain with consumer demand. To support this, we have implemented various digital initiatives across manufacturing and supply chain operations.

We have adopted a Transportation Management System that, has helped us optimize transportation routes and loads, reducing freight costs. We have reduced the distance travelled for our finished goods

from our plants to our CFAs by 150 kms since 2022. This has saved costs, lowered fuel consumption and in turn helped reduce our emissions.

Additionally, we have automated scheduling and planning processes, facilitating seamless supply chain operations, faster decision-making, and overall enhanced efficiency. We have also made significant progress in key initiatives, such as designing a future network layout for our distribution system and implementing replenishment-driven sales strategies for our distributors.

We continue to enhance demand forecasting through advanced analytics and historical sales data, enabling more precise predictions, proactive inventory adjustments, and reduce stock-outs or surplus stock. We are committed to our approach of inventory optimization and continue to explore and implement innovative strategies to drive efficiency, reduce costs, and enhance customer satisfaction worldwide.

Engaging with shopfloor employees

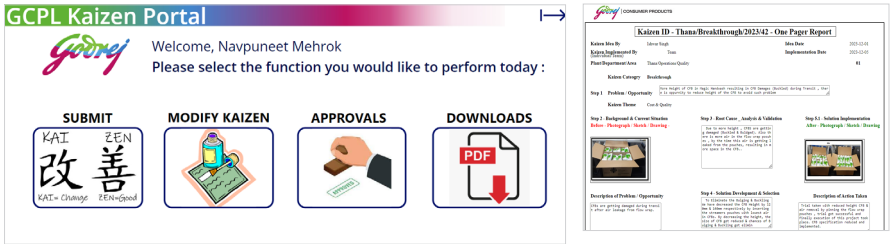


3. Industry 4.0

We have strategically invested in advanced automation technologies and IT systems to enhance manufacturing efficiency, reduce manual intervention, and optimize operational performance.

In the North Cluster, we have made notable strides in automation and Industrial IoT (IIoT) integration to enhance operational efficiency, product quality, and cross-functional knowledge sharing. One of the key initiatives was the launch of the Kaizen Portal, designed to centralize and streamline

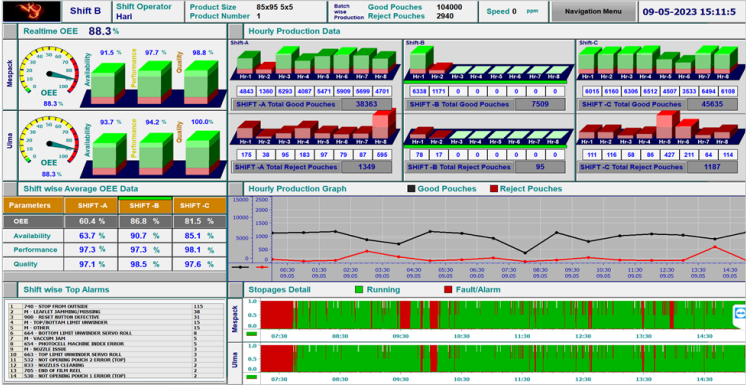
continuous improvement practices across all factories. This digital platform enables stakeholders from every location to access a shared knowledge base for faster horizontal deployment of successful practices. We have introduced an authentication system to improve the quality and reliability of Kaizen submissions. Additionally, the portal's dashboard feature helps teams to revisit historical data that is particularly useful for onboarding new employees and fostering a culture of learning.



To address recurring quality concerns at the Ezee plant, we installed a laser printer for pouch packaging. This move has significantly improved the clarity and permanence of product labelling. We have been able to eliminate smudged or erased printing issues that were frequent sources of customer complaints and, we have enhanced overall product presentation and customer satisfaction.



Further advancing our digital capabilities, we implemented an IoT-enabled dashboard on the Mespac line. This system provides real-time visibility into key production metrics, including live Overall Equipment Effectiveness (OEE) and hourly production trends. The dashboard also automates the logging of breakdowns, reducing manual effort and enabling better analysis. By identifying the nature of major breakdowns in real-time, teams are now able to respond to root causes more effectively, rather than spending valuable time on broader troubleshooting.



At our Kathua plant, the installation of the 5th wrapping line and double track banding system has yielded substantial performance improvements. These upgrades have driven a 6% increase in productivity across both lines and a 10% reduction in breakdown

occurrences. Additionally, this operational enhancement contributed to a substantial GST refund benefit, showcasing the financial and compliance advantages of targeted automation investments.



In the South Cluster, we accelerated our digital and automation journey by implementing a series of smart manufacturing and Industry 4.0 initiatives, significantly improving operational efficiency, accuracy, and manpower productivity across units in FY 2024-25.

As part of automation upgrades, we installed an auto-counting machine for incense sticks and an automated pouch packing machine, both of which streamlined the production process and reduced manual handling. In Coil Units 6 and 7, we introduced automated cartoning machines that has led to a measurable reduction of four man-days per shift per unit, enhancing productivity while optimising workforce deployment. Additionally, we commissioned a two-track Aer Pocket line featuring a high-speed 100 UPM flow wrap machine and integrated a Coil flow wrapper system using 50-micron post-consumer recycled (PCR) film, in line with our sustainability commitments. To further enhance traceability and compliance, a laser printer was installed for batch printing on refill labels, ensuring precision and consistency in packaging.

On the digital front, the South Cluster implemented a range of Industry 4.0 solutions, spearheading our transition towards data-driven manufacturing. At the Pondicherry Conso refill line, IoT sensors were deployed to monitor key production metrics including counts, runtime, downtime, quality loss, and performance.

A dedicated dashboard enables real-time visibility, empowering teams to make proactive operational decisions.

We digitised safety protocols with the rollout of an online Safety Work Permit System across most of our South Cluster units, ensuring complete traceability and easy retrieval of records. To enhance measurement precision and streamline quality checks, an Auto Fill Volume Check application was introduced, enabling more accurate and time-efficient auto weighment processes. In parallel, we launched a fully automated due date reminder system, developed in-house using Microsoft Power Automate. It tracks critical calibration, validation, WS, and legal updates. This zero-cost solution eliminates the need for manual tracking while ensuring all stakeholders are timely informed.

A notable step towards paperless operations was the launch of a Visual In-Process Inspection tool built using Microsoft Power Apps and Automate. This digital solution eliminates hard-copy inspection reports, offering real-time visibility and traceability of in-process quality checks.

Furthermore, we developed a DSS+ Safety Inspection Round Observation app, integrated with Power BI and Automate, to generate observation reports automatically. These reports are promptly shared with regional leadership, safety leads, and coordinators, enhancing efficiency and accountability in safety management, again with zero additional cost.

In the Northeast (NE) Cluster, we successfully implemented a wide range of digitalisation and Industrial IoT (IIoT) automation initiatives, led by the regional team. These advancements significantly enhanced operational efficiency, energy optimisation, process reliability, and product quality. A key improvement was the implementation of an Automated Weighing and Printing System for CFBs, which enabled accurate product weighing, helping eliminate shortage-related complaints in the market. Additionally, the automated generation of quality reports (Certificate of Analysis) from SAP has facilitated secure, on-demand data retrieval while reducing paper usage. In the production process, we installed an Automated Water Transfer System to ensure precise dosing of demineralised water per batch, improving resource utilisation.

IoT implementation at our manufacturing facilities



Auto Weight & Print System

Similarly, the Automated Nitrogen Pressure Control System introduced in our GERC lines ensures adherence to process parameters and helps prevent product contamination.



Auto Nitrogen Pressure Controller

To address process inefficiencies and enhance machine productivity, Auto Leaflet Feeders were deployed across our GERC and Fast Card flow wrap lines, eliminating breakdowns caused by manual feeding. An Automatic Leaflet Detection System was also introduced in final products to strengthen quality assurance.



Auto Leaflet Feeder



Auto Leaflet Detection System

The Digital Monitoring System implemented in GERC lines now provides real-time, remote access to downtime data enabling immediate visibility into line performance and ensuring timely decision-making. The Online Checkweigher system in GERC and Aer Pocket lines has improved compliance by eliminating manual weight checks and reducing human error. To further support statutory compliance and maintain labelling integrity, an Automated Print/No Print Detection and Ejection System was added to the Godrej Professional line.



Auto High Speed Flow Wrap Machine



Advance Auto Energy Efficient Compressor

We also introduced a Multi-Track Automated Machine, that has greatly enhanced production speed and efficiency. In Aer Pocket, a new Automated Assorted Machine eliminated the need for manual processes, improving productivity and enabling manpower savings of 22 individuals. Similarly, the Auto Pouch Cut and Squeezing Machine deployed in Ezee operations accelerated recovery processes, enhanced

safety, and reduced manual intervention, saving an additional five workers. To synchronise with the multitrack machines, an Automatic Rotary Cutter was installed, improving machine speed and output quality. Lastly, in our ARG lines, Auto Online Printing replaced manual printing on offline conveyors, reducing manual labour and increasing production speed.

Automatic Assorted Pack Machine



Auto Pouch Cut & Squeeze MC



Auto Rotary Cutter



Auto Print Check & Ejection System

In the Central West (CW) Cluster, we implemented an Automated Reporting System (ARS) for Chemical Plant 3 and the new Continuous Saponification Plant (CSP), ensuring the timely distribution of daily reports via email to relevant stakeholders for improved process visibility and decision-making. The cluster deals with large number of process equipment and instruments for which timely calibration is essential

for accurate process control. To facilitate the real-time tracking of the calibration schedule, an Automated Instrument Calibration Notification System has been introduced that proactively alerts concerned teams about upcoming calibration due dates, improving compliance and instrument health and reducing potential breakdowns, serving as a cost-effective SAP alternative.

We have also automated Light and AC control in office spaces in the purpose of optimizing electricity load by eliminating manual intervention once anyone leaves the office. One of the energy-intensive activity of the Malanpur plant is the Raw Oil (RO) Heating and Auto-Heating System for RO Tanks, which now efficiently controls steam flow based on temperature control, resulting in the prevention of overheating of oil or excess steam consumption. In the area of process automation, the Auto Control of Mixer Level using radar level transmitters has eliminated operator dependency, conserving energy and improving equipment efficiency.

We have also implemented an Automated Rejection System on Soap Line-5, which identifies and rejects improperly aligned bands, reverse banding and thus improving the final product quality. In CSP-2, we synchronized the Caustic Feed Pump with the service tank's level transmitter, reducing its runtime by 80%. Similarly, the Condensate Water Feed Pump was synchronized using a similar logic.

We installed Weighing Checker Machines on lines 3 and 4, enabling accurate CFB weight printing, ensuring quality compliance before products are deployed to the market. These initiatives underscore our commitment to innovation, energy optimization, and operational excellence through smart, cost-effective in-house solutions.

4. Sustainable manufacturing

We are dedicated to optimizing manufacturing processes, reducing waste, and adopting energy-efficient technologies to minimize our environmental footprint. These initiatives contribute to a sustainable future while fostering responsible business practices. Our sustainability efforts extend beyond our operations to our supply chain through our Sustainable Procurement Policy, encouraging vendors to align with our environmental standards.

Good & Green Vision and 2025-26 Goals

Aligned with our Good & Green vision, we have set ambitious environmental sustainability goals for 2025-26:

- Greener Products: One-third of our products will be demonstrably greener compared to 2020 levels.
- Renewable Energy Transition: At least 80% of our energy will come from renewable sources.
- Waste Management: We will maintain our zero waste to landfill status.
- Energy Productivity: As part of our EP100 commitment, we aim to double our energy productivity by 2030.

Data-Driven Sustainability Approach:

We continuously monitor energy consumption, emissions, water usage, and renewable energy adoption across all our facilities under full operational control. To make informed decisions, we integrate carbon and water pricing, ensuring financial and environmental considerations are embedded throughout our value chain.

Tracking & Governance:

To measure and track progress, we follow globally recognized frameworks, including the IPCC Guidelines for National Greenhouse Gas Inventories (2006) and the IPCC AR6 Assessment Report. Our corporate sustainability team oversees these efforts, working closely with manufacturing cluster heads and on-site teams.

Key Sustainability Practices

- **Stakeholder Engagement:** We conduct regular meetings with internal and external stakeholders to align priorities, budgets, and expected benefits.
- **Target-Driven Approach:** Clear sustainability targets are embedded in our manufacturing processes and product lines.
- **'Green Champions' Initiative:** Designated team members integrate sustainability goals into their core responsibilities within our annual operational plan.
- **Sustainability Tracking & Reporting:** An internal sustainability tracking tool enables data collection, analysis, and monthly reports on key metrics, including carbon emissions in line with the GHG Protocol.
- **Best Practice Sharing:** We actively promote successful sustainability practices through internal platforms for broader adoption.
- **Robust Governance & Performance Monitoring:** We continuously assess and enhance sustainability performance through structured governance mechanisms.
- **Targeted Improvement Plans:** Underperforming units are identified, and strategic action plans are implemented for efficiency enhancements.
- **Innovation-Driven Sustainability:** We have established an innovation unit to explore and implement advanced sustainability solutions with a medium-to long-term focus.
- **ESG Disclosures & Benchmarking:** We participate in industry-standard ESG disclosures, ensuring transparency and benchmarking against peers. External consultants are engaged for specialized initiatives, such as materiality assessments and climate risk evaluations.

Enhancing our manufacturing processes to support
a more sustainable future



Our goals & progress

<div>01</div> <div>Energy*</div> <div></div>	<div>02</div> <div>Water**</div> <div></div>	<div>03</div> <div>Emissions***</div> <div></div>
<div></div> <div>Reduce specific energy consumption by 40% by FY 2026 (v. 2011 baseline)</div>	<div></div> <div>Reduce water intensity by 40% by FY 2026 (v. 2011 baseline) while maintaining water positivity</div>	<div></div> <div>Reduce GHG emission intensity by 45% by FY 2026 (v. 2011 baseline)</div>
<div>Our Approach</div> <div>Energy Efficiency & Renewables:</div> <div><ul style="list-style-type: none">Enhancing system efficiency through process improvementsIntegrating solar and biomass energy sourcesUpgrading technologies for better performance</div>	<div>Our Approach</div> <div>Water Management & Conservation:</div> <div><ul style="list-style-type: none">Implementing advanced water management systemsLaunching a comprehensive watershed initiativeUtilizing technology for optimized water usage</div>	<div>Our Approach</div> <div><ul style="list-style-type: none">Incorporating sustainable energy sources such as biomass while continuously improving operational efficiencies.</div>
<div></div> <div><ul style="list-style-type: none">Specific energy consumption reduced by 32%.Renewable energy portfolio increased to 35%.</div>	<div></div> <div><ul style="list-style-type: none">Water intensity reduced by 30%, achieving 12x water positivity (we conserve 12 times more water than we use through rainwater harvesting and community watershed programs).</div>	<div></div> <div><ul style="list-style-type: none">GHG emission intensity reduction by 47%</div>

04

Waste



Sustainable packaging commitment

- Achieve zero liquid discharge & maintain zero waste to landfill
- Collect and recycle 100% of pre- and post-consumer plastic
- Ensure a minimum 50-micron thickness for plastic product labelling, including plastic thickness details and Extended Producer Responsibility (EPR) registration.
- Reduce packaging intensity by 20%.
- Ensure 80% of plastic used is recyclable.
- Rigid plastics will be replaced with 30% recycled plastic by FY 2025-26, while flexible plastics and multi-layer plastics will incorporate 10% and 5% recycled plastic, respectively, by FY 2026-27.

Our Approach

- Strategically optimizing materials through innovative approaches such as reuse and recycling, fostering greater circularity.
- Establishing a comprehensive monitoring framework to track and implement initiatives focused on minimizing plastic packaging consumption and intensity.
- Collaborating with vendors and businesses to increase the use of PCR plastic as a substitute for virgin plastic, reinforcing our sustainability objectives and commitment to environmental responsibility.



- 100% waste diversion from landfills.
- Plastic neutrality in India – 100% of pre- and post-consumer plastic collected and recycled.
- Significant reduction in plastic packaging intensity.

** Energy use is measured by specific energy consumption per tonne of production.*

*** Water usage is measured by specific water consumption per tonne of production.*

**** Emissions are tracked for Scope 1 and 2, calculated by specific GHG emissions per tonne of production.*

1. Energy

The year 2024 was one of the warmest on record since 1850, serving as a stark reminder of the escalating climate crisis. While this presents significant challenges, it also creates opportunities for innovation and resilience, with businesses like ours playing a crucial role in fostering sustainability. Additionally, fossil fuels are finite and subject to price volatility. That's why energy efficiency and renewable energy are central to our operations. By reducing energy consumption, we lower costs, and by transitioning to renewable energy sources, we achieve long-term savings while minimizing operational expenses.

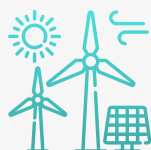
Our comprehensive approach includes upgrading to energy-efficient equipment, adopting renewable technologies, and embedding energy-saving practices across all manufacturing sites. Most of our manufacturing facilities are certified under ISO 14001 and ISO 9001 standards.

As of FY 2025, we have made significant progress toward this goal. Each of our manufacturing sites has integrated these goals into their annual operational plans (AOP), with plant heads accountable for reducing energy use, increasing renewable energy adoption, and ensuring measurable savings. The plant AOPs have quantified year-on-year targets on energy and renewables, based on their scale of operations. These targets cascade in to every one's goal sheets and lead up to GCPL's specific energy consumption and renewable energy use targets.

By FY2026, we aim to –



Reduce specific energy consumption by
40%
compared to the 2011 baseline.



Increase renewable energy usage to
35%
compared to the 2011 baseline.

As of FY25, we have achieved–



32% reduction in specific energy consumption from FY 2011

We have achieved our target of
35% renewable energy in operations

We focus on process improvements to enhance energy efficiency while incorporating renewable sources such as solar and biomass. We have regular energy audits that help us identify inefficiencies and opportunities for optimization. These audits assess processes, equipment, and systems to pinpoint areas for improvement. Additionally, they highlight maintenance needs to ensure timely servicing, improving efficiency, preventing unexpected breakdowns, and avoiding production delays.

In FY 2024-2025, we have implemented over 60 energy initiatives. Some of our key energy initiatives are–

1. In the Central West manufacturing cluster, we innovated to prioritize energy efficiency while designing our new soap plant. We invested and customised to develop a new biomass-based co-generation power plant. It utilizes renewable biomass briquettes as fuel source and efficiently generates both electricity (1.5 MW of power) and steam (25 TPH) for our operations. The set-up helps us save over 37,00,000 kWh of power and has set a new internal benchmark for our brownfield projects.
2. In Central West manufacturing cluster, we incorporated an energy-efficient CSP (concentrating solar-thermal power) in the soap expansion plant. It has helped us save over 2,00,000 kWh of power. We installed mechanical seals in chemical plant process pump that reduces friction, prevents leaks, and enhances operating stability helping us save over 3,00,000 kWh of power. Additionally, we also installed power-saving VFDs, motion sensors in cabins vacuum pumps, and replaced the thermic fluid heater pump, among

other initiatives to optimize energy consumption.

3. In our South Cluster, we have introduced energy-efficient BLDC fans, Unigas burners, servo-based coil clamp systems, as well as several process optimisations. Collectively, these actions have resulted in annual energy savings of over 2,22,000 kWh, helping us reduce energy use.
4. In LATAM, our Chile plant installed solar roof-top panels. This helped 30% of the plant's energy needs switch to renewable power and reduced energy costs by 20% while lowering emissions.
5. Furthering our commitment to cleaner fuel alternatives, we transitioned to bio-waste fuels in place of furnace oil in the hot air generators at our South Cluster Pondicherry Coil plant. This shift has enabled the consumption of 3,861 MT of bio-waste fuel, contributing to emissions reduction and promoting circularity in fuel sourcing.
6. In South clusters, to increase renewable energy adoption, we installed rooftop solar panels across three key units (CONSO, Coil 9, and Coil 6) with installed capacities of 99 kWp, 115 kWp, and 315 kWp respectively. Together, these installations generated 6.93 lakh units of electricity, resulting in an estimated carbon emissions reduction of 414 metric tons for the year.

7. Our energy audits across Northeast cluster helped identify multiple leakage points in compressed air systems. We addressed these inefficiencies by investing in the replacement of default valves and pipes, successfully sealing the leaks. We also installed Auto Air Cut-off System in our air compressors, automatically reducing air wastage during idle machine time. We installed motion sensors across utilities like lights, fans, and exhaust systems, driving energy savings and optimal resource use. Additionally, high-speed automated flow wrap machines replaced inefficient equipment at our Lohra-II and Sikkim units, contributing to energy-efficient production and improved throughput. A further boost to energy efficiency came with the installation of an advanced automated compressor, replacing two inefficient ones and resulting in 22% energy savings.

Twice annually, we host green manufacturing conference, bringing together Green Champions from different manufacturing sites to exchange best environmental practices. These conferences serve as a platform for increasing awareness about energy efficiency initiatives, offering training on the latest technological advancements in conservation and renewable energy solutions. We also invite industry experts to share their insights and innovations, helping to further develop our team's expertise in sustainable operations.

The Green Manufacturing Governing Council, chaired by the Managing Director of Godrej Industries Group, ensures strategic alignment of environmental goals with business operations. GCPL's board-level ESG Committee conducts quarterly reviews of environmental performance. Our sustainability monitoring tool systematically records and evaluates data on production, resource consumption, and waste generation - both hazardous and non-hazardous. It also calculates the carbon footprint in accordance with established GHG protocols. For units that underperform, we collaborate with plant heads to develop targeted action plans aimed at improving sustainability performance.

Impact initiative

Transitioning to Renewable Energy at Chile

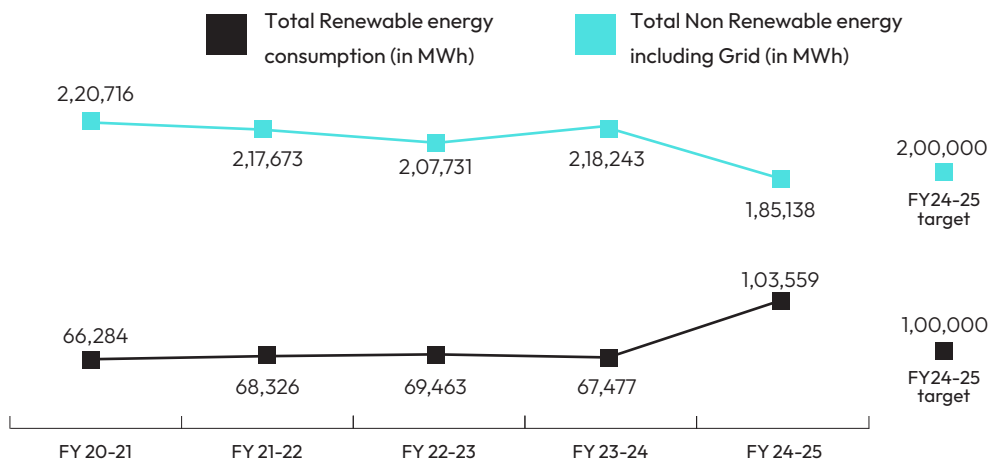
In LATAM, our Chile plant was exploring opportunities to replace energy from fossil fuels to cleaner sources to reduce their environmental impact. The plant started installing solar roof-top panels in phases and have now covered complete roof-top area of the plant. This project helped divert close to 30% of the plant's energy needs to renewable power and reduced energy costs by 20%. The project also helps reduce the plant's emissions by 482 tCO₂e.



We strictly adhere to all applicable environmental laws and regulations in the regions where we operate, ensuring full compliance with local requirements.

Our energy consumption

Global energy consumption (in MWh)



Global energy consumption (in MJ) and energy intensity (in MJ/MT of product)

	FY 2024-25	FY 2023-24
Energy intensity MJ/MT of product	2,159	2,111
Global energy consumption (MJ)	1,04,38,61,320	1,05,41,10,885

Non-renewable sources (in MJ)

	FY 2024-25	FY 2023-24
Liquified Petroleum Gases	14,68,840	32,72,498
HSD / Gas / Diesel oil	4,72,39,299	4,94,10,847
Natural gas	27,75,26,418	31,09,64,213
Petcoke	50,47,120	3,32,50,750
Furnace Oil	12,54,88,503	19,04,68,878
Grid Electricity	21,14,87,534	22,38,27,632
CNG	11,520	-
Petrol	27,79,909	-
Total non-renewable	67,10,49,143	81,11,94,819

Renewable sources (in MJ)

	FY 2024-25	FY 2023-24
Briquette	11,02,92,055	15,27,57,595
Wood Biomass	7,65,57,796	6,24,18,221
Solar Electricity	1,47,03,520	73,49,944
Green Electricity	2,10,90,648	2,03,90,306
Electricity Exported from Turbine	14,82,814	-
Pitch	3,74,13,997	-
Steam purchased	11,12,71,347	-
Total renewable	37,28,12,177	24,29,16,066

2. Water

About half of the world’s population is facing extremer water scarcity. Parts of the world are experiencing excess rainfall while others are experiencing intense droughts. Climate change is expected to intensify the water cycle, leading to more frequent and severe droughts and floods. In the emerging economies where we operate, we also face poor water quality due to lack of wastewater treatment. Despite these challenges, there are opportunities for innovation and resilience-building.

At GCPL, we prioritize minimizing our water footprint and impact across our manufacturing operations, the products we create, and the communities we serve.

We are committed to reducing water usage throughout our value chain. Each of our manufacturing sites has integrated these goals into their annual operational plans (AOP), with plant heads accountable for reducing water use and improving rainwater harvesting. The plant AOPs have quantified year-on-year targets on specific water reduction, based on their scale of operations. These targets cascade into every one’s goal

sheet and lead up to GCPL’s specific water consumption targets. Additionally, we focus on protecting water resources in drought-prone and water-stressed regions where we operate.

We conduct regular water use assessments to measure consumption in our manufacturing processes, products, and operational regions. Our latest water audit was completed by CII, and it has helped us evaluate water usage in manufacturing and identify critical areas for optimization. We also organise in-depth life-cycle assessments, where we track the water footprint from raw material sourcing to the end-use phase of our products. We have also conducted a Task Force on Climate-related Financial Disclosures (TCFD) assessment, analysing key factors such as temperature, water scarcity, and precipitation, all of which play a crucial role in shaping climate change’s impact on our business.

- Our water stewardship initiatives include –
1. All our manufacturing plants in India follow a zero-liquid discharge process. Going beyond ETP, we use advanced wastewater treatment and recycling methods such as tertiary reverse osmosis. We ensure that all water used in our manufacturing is purified and repurposed within the plant.
 2. We have invested in multiple rainwater harvesting structures across our India manufacturing clusters that has enabled us to collect over 26,600 KL of water annually, reducing our reliance on freshwater sources.
 3. To further reduce our water consumption, we installed condensers and eco-taps, and fixed leaks in fire hydrant lines among other water conversation projects. This resulted in over 8,000 KL of water saving per year.

By FY2026, we aim to-



Reduce our water intensity by
40%
from FY11



Maintain
water positivity

As of FY25, we have achieved-

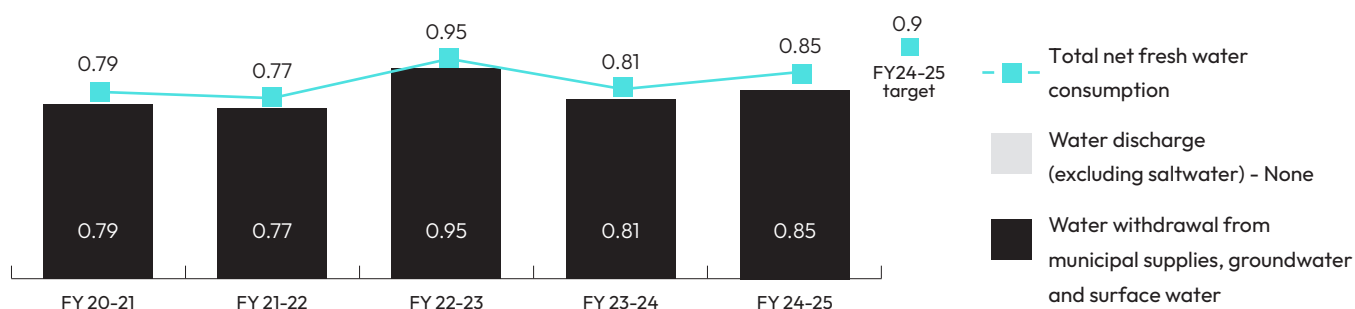


30% reduction in our water intensity from FY11

12 times water positive

We hosted virtual training and learning session for our Green Champions from across all Godrej Industries Group manufacturing sites. As part of this session, we provided an overview of challenges of water stress, initiatives of rainwater harvesting, water efficiency measures and ways of advance treatment and reuse of wastewater. We also enabled our sites to exchange their knowledge and share the best practices they follow. Additionally, we looked at examples of some cutting-edge technology solutions for water conservation, treatment, and recycling.

Global water withdrawal (in million cubic meters)



Global water consumption (in Megalitres)

	FY 2024-25	FY 2023-24
Ground water	583.55	579.60
Third party water	177.36	224
Surface water	62.29	-
Produced water	0.60	-
Total water withdrawal	823.80	803.60
Rainwater	26.68	20.48
Total water consumption	850.48	824.08

Note: The values of total water consumption for FY 23-24 amounting to 2,857 has been restated to correct the comparative numbers, based on the correct unit of measurement.

Global water consumption from water stress areas (in Megalitres)

	FY 2024-25	FY 2023-24
Ground water	397.86	458.62
Third party water	149.23	164.46
Surface water	15.81	-
Produced water	0.02	-
Total water withdrawal	562.91	623.08
Rainwater	3.16	5.11
Total water consumption	566.07	628.20

Note: The values of total water consumption for FY 23-24 amounting to 517.10 has been restated to correct the comparative numbers, based on the correct unit of measurement.



Impact initiative

Our Godrej Magic personal care product range features a reconstituted formulation, designed to reduce water usage, plastic consumption, and transportation costs. Given that personal care products typically contain high water content, significant volumes of water are transported before production, making the finished product heavier and increasing fuel consumption during shipping. Our Magic Floor Cleaner is a unique ready-to-mix format that uses less plastic packaging, water and fuel to transport and resonates with our consumers need for affordable and sustainable life-choices.

Integrated community watershed management

Our integrated watershed development project aims to restore ecological balance in the drought-prone district of Siddipet, Telangana. In many areas, groundwater levels have fallen below 400 feet, placing immense strain on farmers. To address this challenge, we have partnered with NABARD and a local NGO to rejuvenate the land, replenish groundwater, support irrigation, extend cropping cycles, enhance produce quality and yield, improve farmer livelihoods, and promote sustainable agricultural practices. We restored and developed over 2,950 hectares of land, ensured afforestation and trained farmers in sustainable farming practices.



Water conserved –
9.20 million m³ making GCPL

12
times water positive

3. Emissions

Extreme weather events driven by climate change rank among the most significant global risks in both the short and long term. The effects of climate change are non-linear and exponential, causing severe consequences, particularly in vulnerable regions. We are committed to being part of the solution. Acknowledging the scale of the challenge, we remain steadfast in our efforts to reduce emissions. Our commitment is grounded in a well-defined climate change mitigation strategy, clear targets, and continuous progress assessments to measure our impact.

We track greenhouse gas (GHG) emissions, set short-term reduction targets, and aim for long-term net-zero Scope 1 and 2 emissions, alongside Scope 3 emission reductions through supplier engagement. Our efforts align with the Paris Agreement’s objective of restricting global temperature rise to 1.5°C. Additionally, we have implemented a robust energy efficiency program with specific reduction targets. Our goal is to double energy productivity by 2030, based on our 2018 baseline, in line with the Climate Group’s EP100 initiative. We also focus on minimizing air emissions from our manufacturing operations.

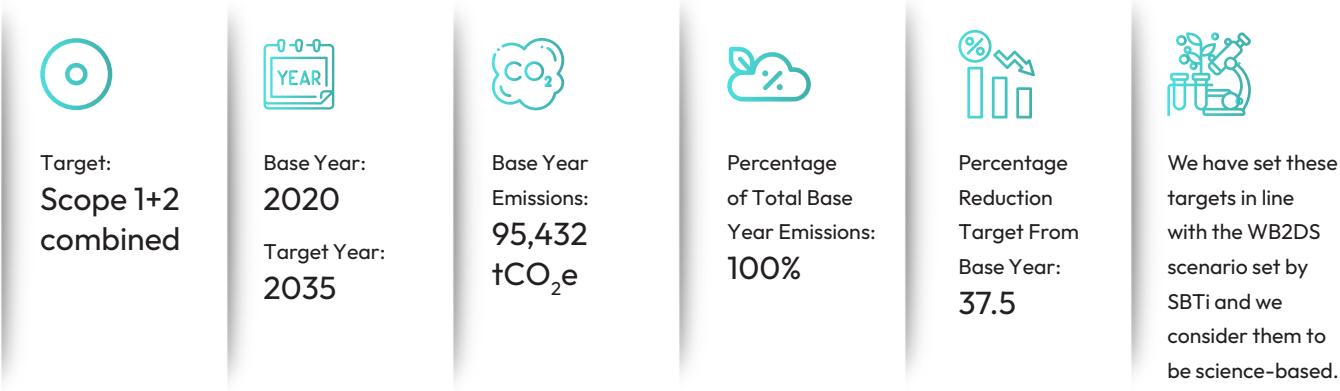
Here’s how we are greening our operations and reducing our emissions -

1. We are expanding our renewable energy portfolio by replacing fossil fuels with biomass briquettes for most of our boilers, eliminating the need for furnace oil or diesel. We have also invested in captive solar energy at our facilities and are purchasing green power through third-party Power Purchase Agreements (PPAs) and open-access systems. Additionally, our new cogeneration plant at our largest manufacturing site in Malanpur has enhanced our renewable energy consumption to 35%.
2. We are enhancing energy efficiency by upgrading to high-efficiency motors, installing variable frequency devices, and making process modifications to boost productivity while cutting energy consumption.

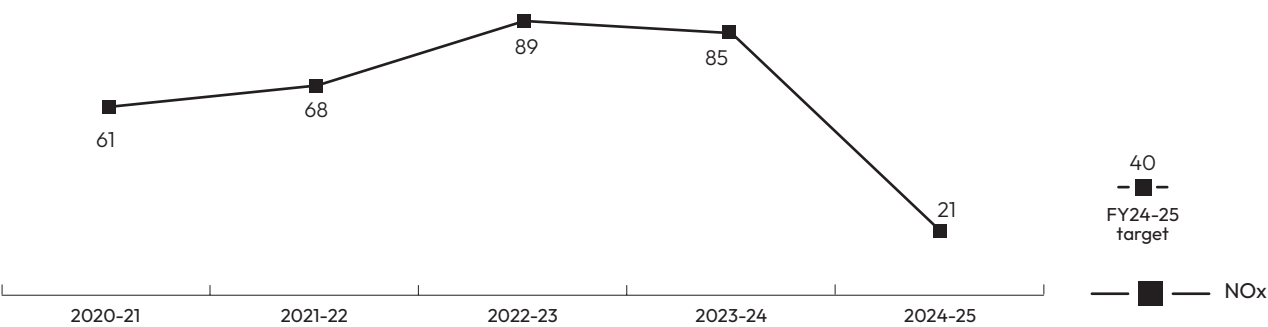
3. We have optimized our transport management system to lower emissions by improving logistics and delivery routes, reducing mileage, and exploring greener transport alternatives and fuel-efficient vehicles. We collaborate closely with our logistics partners to ensure compliance with our environmental standards. Our investment in a transport management system has enhanced route planning, vehicle loading, and delivery scheduling, further improving efficiency and reducing emissions.

We strongly advocate for the goals of the Paris Agreement and remain committed to keeping global temperature rise within 1.5°C.

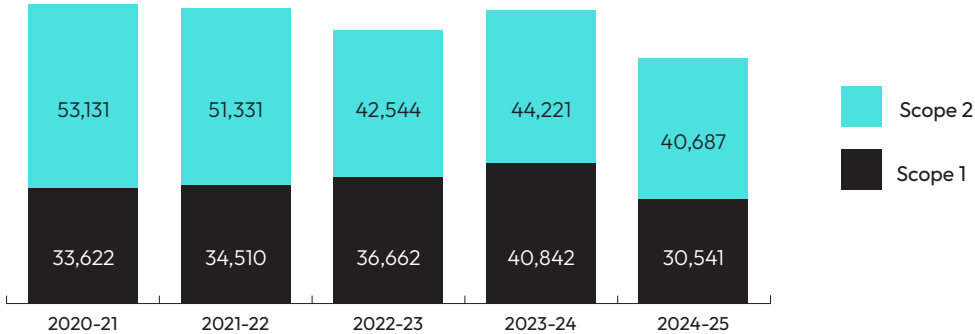
Emission reduction targets



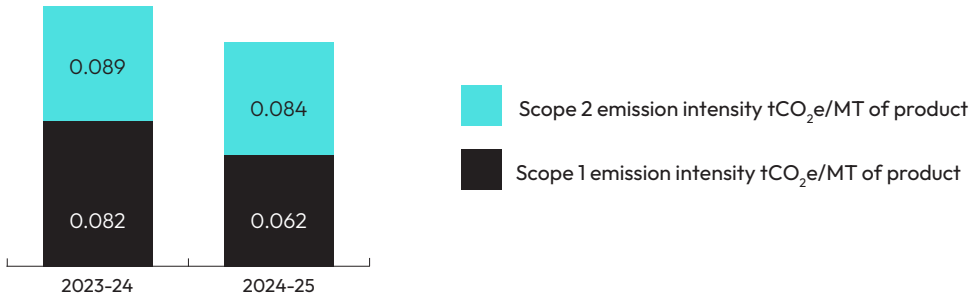
Nox emissions - India (MT NOx equivalent)



Global Scope 1 and 2 emissions (tCO₂ equivalent)

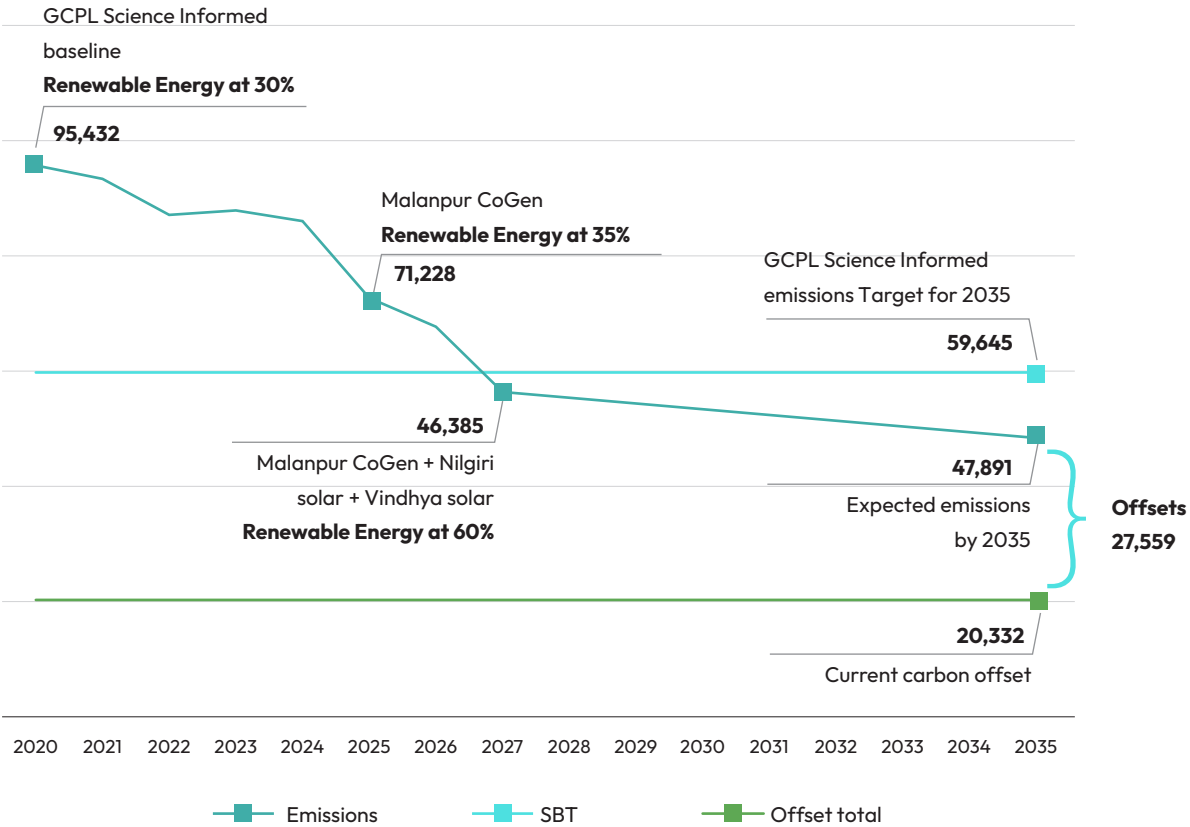


Scope 1 and 2: emission intensity (tCO₂e/MT of product)



Our scope 1 and 2 net-zero roadmap till 2035

GCPL Emissions roadmap



We employ a three-pronged strategy to reduce emissions and transition toward a net-zero future. Alongside our energy efficiency measures and expansion of renewable energy use, we are also investing in community-driven projects.

We have invested in afforestation projects on degraded land to establish carbon sinks and enhance carbon sequestration within our watershed programs. These efforts not only

conserve water and capture carbon but also restore ecosystems, protect biodiversity, and support local farmers' livelihoods. Currently, we are neutralizing about 20,000 MT of emissions annually through these initiatives. Based on our total annual emissions abatement and ongoing absolute emission reductions, we will continue investing in carbon offset projects to meet our target year goals.

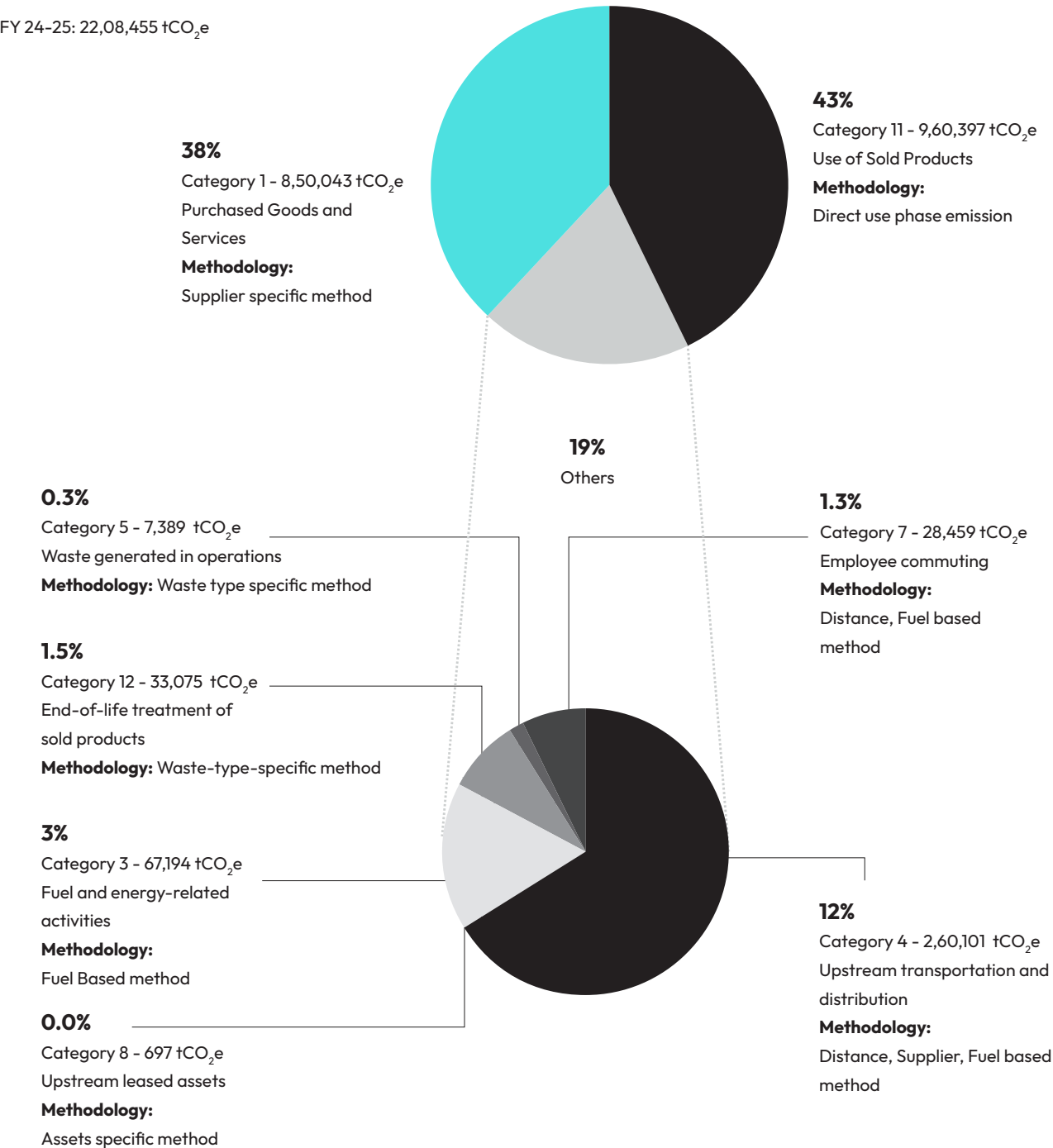
Through regular supplier engagement and trainings, we are reducing our Scope 3 emissions.

Scope 3 emissions - India (tCO₂ equivalent) for FY 24-25

FY 22-23: 13,33,796 tCO₂e

FY 23-24: 14,82,327 tCO₂e

FY 24-25: 22,08,455 tCO₂e

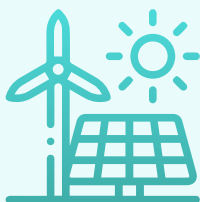


Our strategy for moving toward Net-Zero carbon/carbon neutrality includes three key pillars:



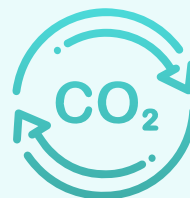
Enhancing Energy Efficiency

We prioritize resource efficiency across our operations to minimize energy, water, and raw material consumption while maximizing productivity. This includes optimizing equipment capacity and transitioning from furnace oil-based boilers to briquette-fired boilers. We also collaborate with supply chain partners through our Sustainable Supply Chain program, sharing best practices and conducting sustainability audits. As a signatory of the EP100 global framework by the Climate Group, we have committed to halving our operational energy intensity by 2030, compared to a 2012 baseline. With a current reduction of nearly over 33%, we are on track to achieve this goal ahead of schedule.



Scaling Up Renewable Energy Use

We are accelerating the adoption of renewable energy sources, including biomass-based co-generation plants, briquette-fired boilers, microturbines, and solar PV systems. Additionally, we contribute to circularity by selling biomass ash to local farmers for use as organic fertilizer.



Carbon Offsets

Through community-led waste management initiatives, we divert organic waste from landfills and invest in afforestation projects to establish carbon sinks. These projects not only cut emissions but also aid in water conservation, biodiversity protection, and livelihood enhancement for local communities.

4. Waste

Every year, over 2 billion tonnes of solid waste are generated globally, yet less than 15% of it is recycled. The recycling rate for plastic waste is even more concerning, with only 9% of all plastic ever produced being recycled. Waste is a major contributor to climate change, releasing significant greenhouse gas emissions—particularly methane from landfills—which accelerates global warming.

Inefficient waste management not only depletes natural resources but also leads to severe pollution of air, water, and soil. It adversely affects local communities and ecosystems, posing serious health risks and diminishing overall quality of life. It is therefore critical to implement robust and efficient waste management practices to conserve resources, safeguard public health, and protect the environment.

Scope of waste management

We manage waste across every stage of our value chain—from raw material sourcing and manufacturing to packaging and post-consumer disposal. Our goal is to minimise waste generation, maximise reuse, and ensure safe disposal of residual waste. Reducing our waste footprint not only helps mitigate environmental impact but also improves operational efficiency and reduces costs.

Waste we manage



By 2027, we aim to –



Maintain zero waste to landfill
in India and achieve
zero
liquid discharge in our manufacturing



80%
of plastic used to be
recyclable



Replace multi-layer plastics with
5%
recycled plastic



Collect and recycle
100%
of pre and post-consumer
plastic



Rigid plastics to be replaced by
30%
recycled plastic



20%
reduction in
packaging intensity



Replace flexible plastics with
10%
recycled plastic



Minimum **50 microns**
thickness of plastic product labelling to include the thickness of plastic and extended
producer responsibility (EPR) registration details

Our progress as of FY 2024-25 –



Collect and recycle
100%
of post-consumer plastic

20%
reduction in plastic intensity

63%
of the plastic we use is recyclable

Completed Life Cycle Assessments (LCAs) for over
41%
of our products by global revenue. We completed
trials and testing, and implemented 3 projects in
FY2025 for addition of post-consumer recycled
plastics and plastic intensity reduction.

Manufacturing waste

Across all our manufacturing plants, we conduct comprehensive waste audits to collect data on waste generation, disposal methods, and areas of improvement. These assessments guide us in refining our waste management practices and aligning them with global best-in-class standards. Through detailed life cycle assessments, we map the complete waste footprint of our products—from raw material sourcing to end-of-life disposal.

Each of our manufacturing sites has integrated environmental goals into their annual operational plans (AOP), with plant heads accountable for reducing waste generation, ensuring waste is scientifically recycled and diverted from landfills. The plant AOPs have quantified year-on-year targets on waste reduction, based on their scale of operations. These targets cascade into everyone's goal sheet and lead up to GCPL's zero waste to landfill and zero liquid discharge targets.

These targets are reviewed quarterly at both the plant and corporate levels. Progress against these goals is also reviewed biannually by our Board ESG Committee.

We've implemented several impactful initiatives to reduce waste generation and promote recycling, thereby diverting significant volumes of waste from landfills:

1. At our flagship Malanpur plant, Effluent Treatment Plant (ETP) sludge is recycled and sent for co-processing at a cement facility, enabling us to maintain our zero waste to landfill status for India operations.
2. Sites across all four of our India regions have been assessed and certified by TUV India Private Limited as 'Zero waste to Landfill' and 'Zero Liquid Discharge' facilities.
3. Our R&D initiatives are centered on reducing plastic waste. Through successful vendor trials, we included HMHDPE in our Coil flow wrap. This will contribute 5% post-consumer recycled (PCR) plastic in our packaging, reducing our dependency on virgin plastic.
4. In Indonesia, Nigeria, Kenya, South Africa, and Mozambique, all waste from our manufacturing units are diverted to authorised recyclers. This global focus has helped us reduce waste to landfill year-on-year.
5. We maintain full compliance with Extended Producer Responsibility (EPR) regulations. Our plastic packaging footprint in India stands at approximately 17,948 metric tons (MT). Since FY2021, we have remained plastic neutral, recovering an equivalent amount of plastic waste as we generate. In addition, we actively invest in community-based solid waste management programmes to strengthen local recycling infrastructure and promote circularity.

Impact initiative

At our Alrode PP plant in South Africa, we have made commendable progress in our waste reduction efforts, in line with our green goals. In FY 2025, we successfully brought down polypropylene (PP) waste from 6.5% to an average of 3.5%, achieving a waste reduction of nearly 50%. This translated into a substantial cost saving of ₹1.6 crore. We implemented multiple operational enhancements such as better machine performance to increase output, fewer machines in operation, minimized changeovers, reduction in quality-related losses, and the adoption of an optimal resin grade. This integrated approach has improved efficiency and significantly reduced material loss, reinforcing our commitment to waste reduction in our manufacturing operations.

Innovating for good and green products

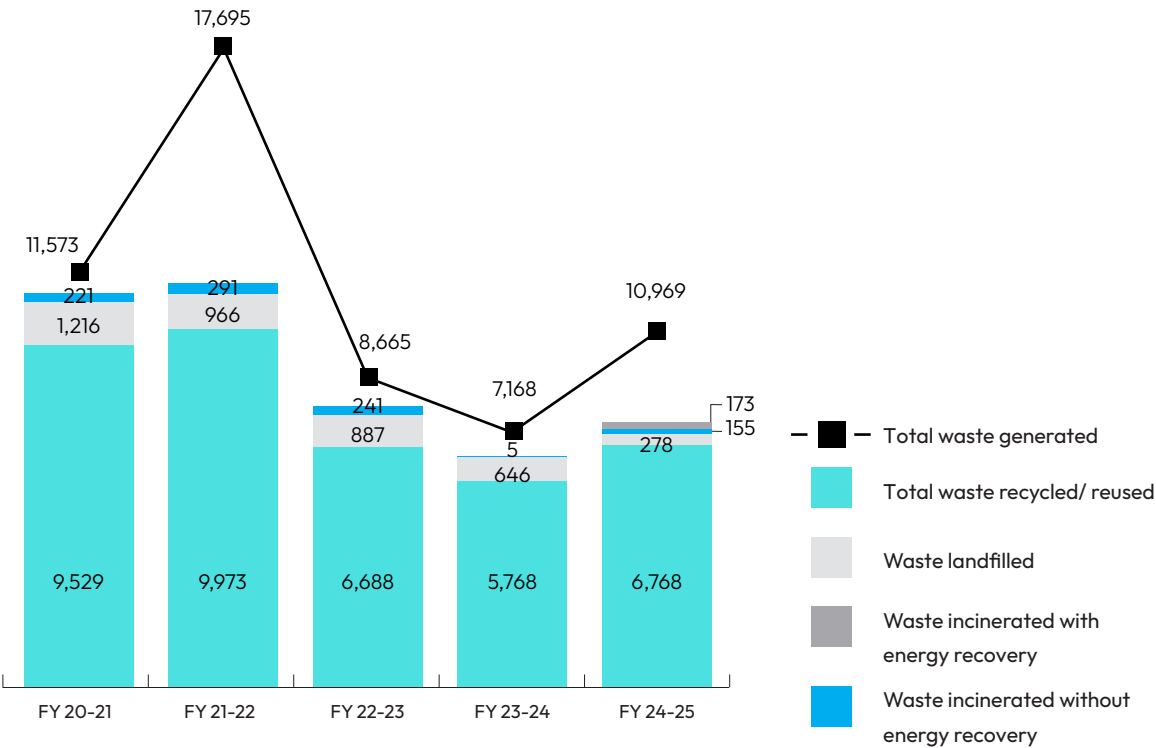
Our efforts to innovate for a greener planet are deeply embedded in our product development strategy. Through our ESG-first portfolio, we are focusing on reconstitution and natural ingredients across our core categories. By FY 2025-26, our goal is to conduct Life Cycle Assessments (LCAs) on 80% of our revenue-contributing products. These assessments will shape our efforts toward manufacturing environmentally responsible products and setting a sustainability benchmark for all new innovations. In line with this, we are scaling up our use of alternate packaging materials and increasing Post-Consumer Recycled (PCR) plastic content, thereby reducing reliance on virgin plastics. Our vision goes beyond regulatory compliance, encompassing product design, formulation, and delivery innovations to further reduce our plastic footprint.

As of FY 2024-25, we completed LCAs for 10 of our key products, which together contribute over 40% of our global revenue. We completed successful trials and integrated PCR plastic in the poly bags of Goodknight Coils and explored PCR PET options for Goodknight Xpress Liquid Vapouriser. These efforts underline our commitment to innovation and environmentally sound product development.

Twice a year, we host Green Manufacturing Conferences that bring together our environmental champions from manufacturing sites across the country. These forums are focused on knowledge sharing and peer learning around best practices in environmental sustainability. One day of this conference is reserved to increase awareness of waste management initiatives. We also feature expert-led sessions on advanced technologies and methods for waste reduction, recycling and even reuse.

For FY 2024-25, our global non-hazardous waste generated was 9,773 MT and hazardous waste was 1,196 MT.

Waste performance - Global (MT)



Sustainable packaging

As a consumer goods company, while our products are fully consumable, we recognize the critical role we play in minimizing the environmental impact of the plastic and packaging materials we use. To that end, we have established clear goals to reduce plastic use and increase the incorporation of post-consumer recycled (PCR) content in our packaging. Having already surpassed our initial targets on reducing plastic intensity, we are now accelerating efforts to increase PCR inclusion and explore alternatives to traditional plastics. Our roadmap for this transition is structured around a comprehensive 7-point agenda:



We continue to channel our R&D capabilities into making our packaging solutions more sustainable. Moreover, sustainability is integrated into leadership performance. The executive compensation of all GCPL leaders comprises of 15% of people and planet outcomes. These goals are aligned with our broader vision of creating an inclusive and greener future. Specific packaging-related targets tied to compensation include using better plastics, reducing total usage, and replacing virgin plastic with recycled alternatives.

Our sustainability packaging programmes focus on:

Expanding Recyclable Packaging – We aim to make 80% of our plastic packaging recyclable; as of now, we are at 63%. We have identified over 15 products for conversion to recyclable materials like aqueous coatings, paperboards, and BOPP.

1. **Promoting Reusable Packaging** – Many of our supply chain materials, including cartons, bags, and corrugated boxes, are designed for repeated use. For example, the corrugated boxes we use are recycled and reused at least four times, reducing our operational footprint.

2. **Increasing Recycled Content** – In India, we have piloted and scaling the inclusion of PCR in products like Magic Handwash, Goodknight Coil and Goodknight LV bottles, among others, targeting replacements of over 35% of virgin plastic with PCR. In Indonesia, we have rolled out innovative packaging solutions that has lowered our packaging intensity by 5.9% which is equal to reducing 1,045 tons of material use. Our products have also incorporated more than 1,280 tons of recycled can materials.

3. **Phasing Out Single-Use Plastics** – We are systematically eliminating single-use plastics from our offices and manufacturing facilities. Our sites offices and offices have already achieved this, and now all our garbage bags, stationery, and office supplies are recyclable or biodegradable. We are also engaging with our suppliers to eliminate single-use raw material packaging in our operations.

4. **Reducing plastic packaging intensity** – Using less plastic per tonne of product reduces the volume of plastic packaging we use meaning we increase our resource efficiency, lower the amount of plastic waste that's generated, and reduce our Extended Producer Responsibility (EPR) obligations. We had targeted to reduce our plastic packaging intensity by 20% compared to FY 2019-20 and have already achieved our target. We implemented several initiatives to achieve this. One of the initiatives was our transition from metalized to non-metalized cartons for Goodknight Liquid Vapouriser refills. This initiative cut down our plastic consumption by 3,500 MT and delivered significant cost savings.

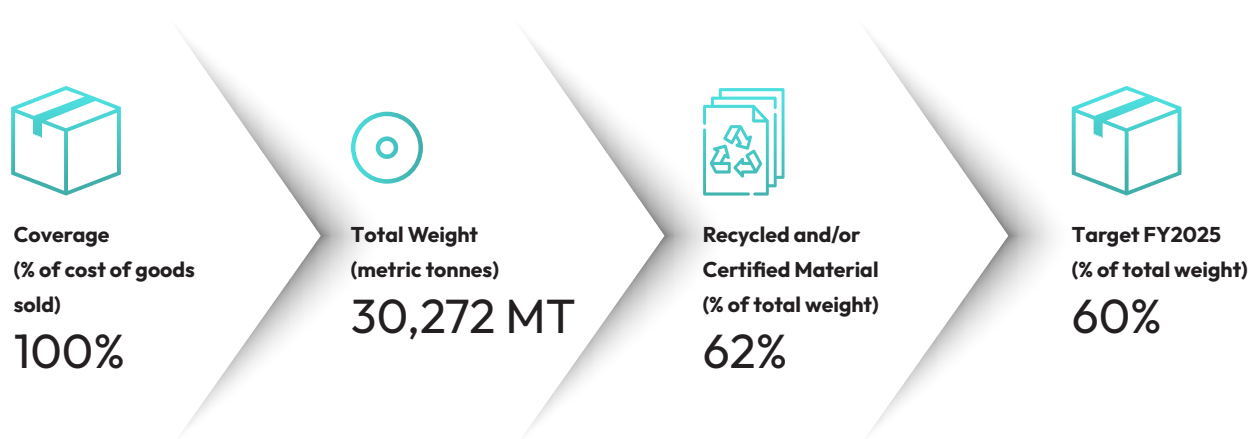
5. R&D investments in sustainable packaging – In partnership with Confederation of Indian Industries (CII), we are working on exploring recyclable flexible plastics packaging solutions that will work in practice, without the loss of economic value of existing infrastructure, and with far lesser plastic waste and pollution. We are developing solutions and will run pilots for two projects – Surface printed monomaterial laminate for fabric wash stand up pouches, and

Polyethylene based recyclable structure for Soap wrappers. The monomaterial project aims to create a recyclable, user-friendly packaging for fabric wash products that further makes the recycling process more efficient. The Polyethylene project will aim to create a soap wrapper that is not only recyclable but also can be made using recycled plastic. Both these solutions will be open source to promote better plastic circularity in the consumer goods industry at large.

Impact initiative

In Indonesia, we made strong progress in packaging sustainability by optimizing material use while ensuring product quality. In 2024, we successfully reduced the weight of our packaging containers from 13g to 11g across a production volume of over 10.4 million units, resulting in an annual reduction of 19,120 kg of polypropylene (PP). It's a 15.4% cut in our plastic use. We remain committed to embedding sustainability across our value chain, while delivering both environmental impact and operational efficiency.

Packaging Materials - Wood/Paper fiber packaging



Plastic packaging

	FY 2021	FY 2022	FY 2023	FY 2024	What was your target for FY 2024?
A. Total weight (tonnes) of all plastic packaging	19,500	18,750	17,995	17,948	18,000
B. Percentage of recyclable plastic packaging (as a % of the total weight of all plastic packaging)	30	34	40	63	60
Coverage (as a % of cost of goods sold)	100%				

Post-consumer packaging waste and community solid waste and plastic management

As a responsible global FMCG company, we are committed to reducing waste across our operations, products, and value chain. Since 2019, our Indian manufacturing units have maintained zero waste to landfill status. But our role doesn't end at internal waste management. We're actively supporting communities in addressing their local waste challenges.

We ensure 100% collection of the plastic waste we generate annually, in alignment with Indian EPR regulations. Additionally, we collaborate with local authorities, social enterprises, and community groups to drive recycling and material reuse.

- Puducherry: Since FY 2020-21, we've partnered with the Puducherry Municipal Corporation to implement a comprehensive community waste

management programme. By enabling digital tracking, promoting source segregation, and running cleanup drives, we have diverted over 1,400 MT of waste. We've also established a sanitation park processing 4 TPD of waste and conducted medical camps for over 1,500 waste workers. The programme has influenced new tenders floated by the Government of Puducherry.

- Malanpur, Madhya Pradesh: Our three-year project with Malanpur Nagar Parishad spans all 15 wards. We aim for zero landfill waste and financial sustainability by year three. So far, over 2,300 MT of waste has been diverted.
- Palashbari, Assam: In partnership with the Palashbari Municipal Board, we implemented a decentralized solid waste management system covering all 10 wards and nearby commercial zones. To date, we've diverted over 2,900 MT of waste from landfills.
- Kasauli, Himachal Pradesh: Recognizing the threat of mounting waste to local ecology, we launched a municipal waste

management programme in the Kasauli cantonment area and five Panchayats.

Activities included a baseline survey, clean-up drives, waste-themed art installations, and school engagement initiatives. In FY 2024-25, we diverted 16 MT of waste.

- Goa: In collaboration with the Goa State Pollution Control Board and Goa Waste Management Corporation, we launched a three-year project with Bicholim and Sattari Municipal Councils,

implemented by the Mineral Foundation of Goa and Sampurn(E)arth. We diverted over 2000 MT of waste from landfills in FY 2024-25 from landfills.

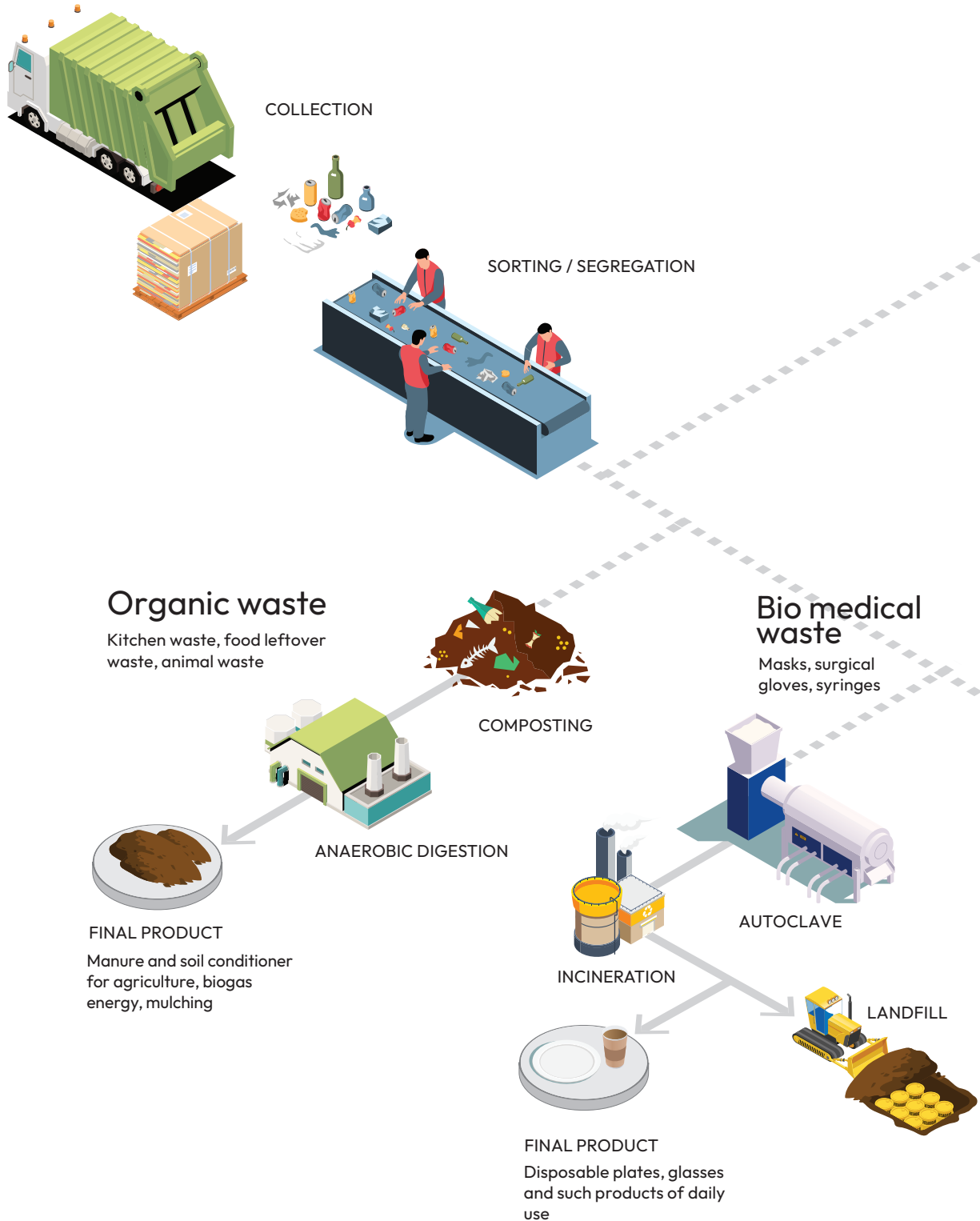
- Indonesia: We have set up two waste banks that upskill women to recycle and upcycle waste. Through them and our partnership with Indonesia Packaging Recovery Organization, we have recycled 472 tons of post-consumer waste.



Community waste collection and recycling initiatives

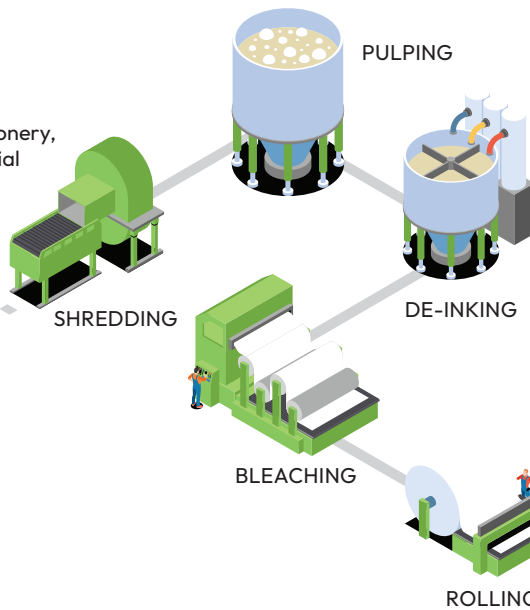
Through our community efforts, we ensured that recyclable packaging is actually recycled through scientific waste management systems and collaboration with municipalities and urban local bodies. Since 2019, our community-centric waste management programs have successfully diverted over 15,000 MT of waste from landfills. We have far exceeded our goal to transform waste management systems in five municipalities and divert over 8,000 MT of waste from landfills by FY 2025-26 through collaborative partnerships.

Community solid waste and plastic management program



Paper

Newspaper, stationery, packaging material

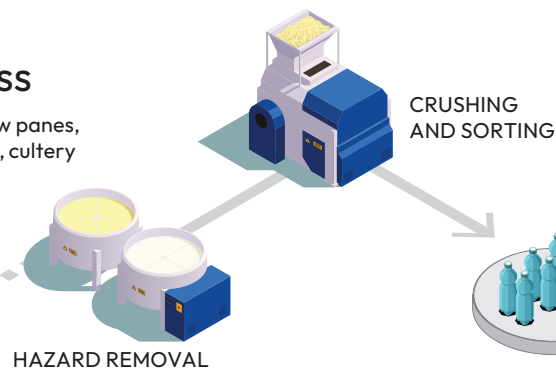


FINAL PRODUCT

Tissues, paper towels, newspapers, egg cartons, packaging boxes

Glass

Window panes, bottles, cutlery

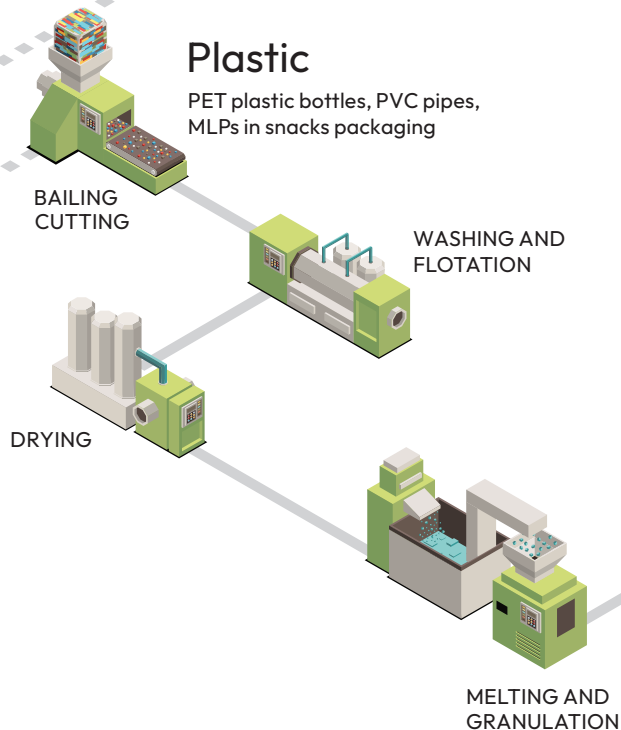


FINAL PRODUCT

Recycled glass is commonly repurposed into new bottles, jars, and containers

Plastic

PET plastic bottles, PVC pipes, MLPs in snacks packaging



FINAL PRODUCT

Shredded plastic pulps are used to make new bottles, furniture and toys

Enhanced, digitally enabled consumer insight

Remaining true to our consumer-centricity philosophy, we continue to focus our innovation efforts through stronger, digitally enabled consumer insight capabilities. These enhancements empower our teams to design hyper-relevant products and experiences that closely align with consumer preferences and behavioural trends.

Key components of this strategic pillar include:



1. Global Structure

Our global category teams are designed to promote cross-pollination of insights and expertise across geographies. This collaborative structure sharpens our strategic decision-making and ensures we leverage learnings at scale.



2. Standardised testing protocols

Clear global protocols and action standards allow for consistent, robust evaluation of innovations. This harmonisation not only mitigates risk but also boosts our speed and success in bringing high-impact products to market.



3. Strong agency partnerships

Deepening collaborations with strategic agency partners enhances our access to advanced methodologies and global insight networks. This significantly enriches our capability to craft products tailored to culturally diverse and evolving consumer needs.



4. Digital techniques

We leverage cutting-edge digital tools to gather real-time consumer data, detect emerging preferences, and spot whitespace opportunities. This digital edge equips us with agility, responsiveness, and a forward-looking innovation mindset.

Investments in R&D, design, technology, and skills

Our state-of-the-art R&D centre at our global headquarters, Godrej One in Mumbai, serves as the epicentre of our innovation ecosystem. This facility, in synergy with our local R&D teams, nurtures collaboration across geographies and enables seamless knowledge sharing and cross-market application of insights.

Our in-house Design - Innovation - Strategy - Creative Collaboration studio & community, fondly known as DISCO, is a team of creatives, designers, innovators, strategists, visualisers, thinkers, and makers, shaping how our innovations show up in the world. Our team crafts brands, identity systems, delightful packaging, meaningful products and empathy drive engagements that are

functional, beautiful, environment-friendly, and future-forward. Unlike many peers in the FMCG sector who outsource design, we have cultivated this capability internally turning it into a key competitive differentiator.

Our state-of-the-art global R&D centre at our headquarters, Godrej One in Mumbai is where we lead new product development.



Sustainability built into our products from Day One

Sustainability is an intrinsic part of our product development philosophy. We evaluate every new product's life cycle impact, using robust qualitative and quantitative research. From focus groups and consumer panels to analytics, to refine and fortify our New Product Development

(NPD) framework. Our R&D function remains at the core of crafting superior products that benefit both people and the planet.

1. Our Reconstitution Portfolio

Central to our sustainability efforts is our reconstitution portfolio—a disruptive approach to product formulation that reduces environmental impact while delivering value to consumers. Acknowledging the high water content in most personal care products, we’ve reimagined formats to eliminate unnecessary weight and resource consumption.

Magic Handwash and Magic Bodywash exemplify this innovation. These powder-to-liquid or concentrate-based formats allow consumers to add water themselves, thereby

reducing the carbon footprint of traditional liquid products. By significantly lightening the product weight and volume, these formats reduce reliance on packaging materials, leading to 84% less plastic use and cut down fuel consumption during transportation by 44%, directly translating into reduced greenhouse gas emissions.

Importantly, we challenge the notion that sustainability comes at a premium. Our reconstituted products are affordably priced, reinforcing our belief in making sustainable choices inclusive. We advocate

for a “green discount” rather than a green premium, ensuring that more consumers can embrace eco-conscious living without financial trade-offs. By doing so, we aim to democratize sustainability, encourage wider adoption, and catalyze a shift in consumer behavior toward more responsible, planet-friendly consumption.

With Magic powder-to-liquid handwash, our sustainable and affordable solution to handwashing, we are driving change in consumer behaviour and fostering a greener, more responsible market.



Supply Chain Sustainability

Aligned with our Good & Green goals, we have established clear sustainability criteria for our suppliers, outlined in the GCPL Policy for Responsible Supply. We hold all our key suppliers accountable for adhering to these standards and are dedicated to supporting them. Both existing and prospective suppliers are required to meet the outlined expectations delineated in the Policy.

Our commitment extends to assisting our suppliers in enhancing the sustainability of their operations, with a particular focus on four key parameters:



Ethically driven

- Business integrity and ethics
- Human rights
- Accountability and responsibility
- Legal and regulatory compliance



Social focused

- Responsible conduct with stakeholders
- Employee health and safety
- Local community development



Green inspired

- Green products and processes
- Reduce, reuse, and recycle
- Adopting green initiatives and practices



Quality Centred

- Quality management systems
- Facility and machinery
- GMP and quality controls
- Material management

As part of our evaluation framework, we gather comprehensive qualitative and quantitative insights to develop a composite sustainability score for each supplier, based on their responses. To ensure ongoing compliance and continuous improvement, we mandate self-declarations from suppliers and conduct external audits through a reputed third-party consultant. Furthermore, we define category-specific targets, share relevant industry benchmarks, and provide actionable recommendations and improvement roadmaps.

Our commitment to transparency and governance is reinforced through regular updates to the Board ESG Committee on supplier performance and progress. This ensures alignment with our refreshed Policy for Responsible Supply.

In FY 2024-25, we renewed our Supplier ESG engagement and assessment program in line with SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework for value chain disclosures, CDP, and globally recognised standards such as ISO 9001, ISO 28000, ISO 45001, SEDEX, and EcoVadis. We deepened our engagement with focussed trainings and strengthened our assessment to help us better gauge and mitigate potential ESG risks across our value chain.

In FY 2024-25, we assessed 72 of our top suppliers, covering over 70% of our total procurement spend. Of these, 9 suppliers underwent on-site audits conducted by an external third-party independent auditor. ESG risk profiling was integrated into the process, considering country, sector, and commodity-specific risks, particularly for chemicals, corrugated packaging, dyes and pigments, ceramic parts, aluminium tins, and electrical components.

Among the 72 suppliers with historical data, no suppliers were found to be non-compliant or responsible for any material negative impact. Consequently, no supplier corrective plans on any non-compliance were communicated and no supplier relationships were terminated.

As we revised and detailed our assessment, we found a majority of our suppliers lacked some understanding of ESG data reporting and disclosures. To improve on this, we undertook capacity building for data reporting for both suppliers and our internal teams. We also provided training in other ESG topics including GHG emissions, water and waste management, biodiversity management and zero deforestation, and sustainable packaging solutions, among others. We also facilitated sharing of industry best practices and encouraged practical, scalable improvement actions. In FY 2024-25, 54 unique suppliers, accounting for about 60% of our critical Tier-1 supplier base participated in these training programs.

We have also embedded sustainability assessments into our vendor onboarding process, making it a prerequisite for new suppliers through a structured self-declaration mechanism. Our procurement practices are reviewed annually to ensure alignment with our policy goals, and we continually monitor supplier progress toward the low-risk zone.

Third-party ESG on-site assessment of our suppliers in FY2025



Supplier screening for fiscal year 2024-25

706

Total number of
Tier-1 suppliers

102

Total number of
significant suppliers in
Tier-1

83%

Percentage of total
spend on significant
suppliers in Tier-1

0

Total number of
significant suppliers in
non-Tier-1

102

Total number of
significant suppliers
(Tier-1 and non-Tier-1)

72

Total number of
suppliers assessed
via desk/on-site
assessments

100%

Percentage of unique
significant suppliers
assessed



**People and planet
alongside profit**



People and planet alongside profit



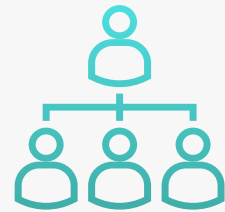
Environmental capital



Natural capital



Human capital



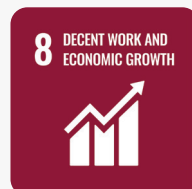
Social and relationship capital

Key enablers

- Developing a high-performing and diverse workforce
- Producing greener products
- Investing in community well-being & health

Risks identified

- Climate change
- Regulatory



Over a decade ago, we pledged to contribute to a more employable and environmentally sustainable world, giving equal importance to people, the planet, and financial success. Today, this commitment is firmly embedded within the core of our strategic framework.



The biggest challenge of our time

Climate change and inequality are among the most critical challenges confronting humanity today. Their combined effects are intensifying global instability, disrupting businesses, supply chains, and communities. The Intergovernmental Panel on Climate Change (IPCC) has stressed the need for immediate measures, including cutting global emissions by over half by 2030, to prevent global warming from surpassing 1.5 degrees Celsius by 2050. Additionally, emerging markets—many of which are within our operational reach—bear the brunt of climate change impacts due to long-standing and growing inequalities.

The IPCC's latest AR6 report highlights the urgency of the crisis, forecasting a 1.5-degree Celsius increase in global temperatures above pre-industrial levels by 2035 if emissions continue unabated. This projection reflects a significant deviation from the 2050 goal. Public health remains a pressing issue, as preventable diseases such as malaria and dengue continue to hinder the economic growth of many of the regions we serve.

We recognize our role in driving transformation, understanding that the social, environmental, and business dimensions are deeply interconnected. As a responsible organization, our responsibilities extend beyond financial performance and cover a broader commitment toward our stakeholders. Sustainability has always been a core value for us. The Godrej Foundation, an independent philanthropic trust, owns approximately 10% of the Godrej Industries Group. The Foundation aims to support organisations, efforts and innovations that

move all Indians towards greater prosperity, with improved access to opportunity and justice.

Amid an increasingly unpredictable global context, we began our sustainability journey over a decade ago under the "good and green" initiative. Our commitment is to build a greener and more inclusive world through a shared value approach that helps solve developmental and environmental problems, while strengthening our competitive advantage. Today, this promise lies at the foundation of our strategic direction.

According to the World Business Council for Sustainable Development (WBCSD) Vision 2050 report, income inequality has surged dramatically since 1980, both across and

within countries. The report reveals that the top 1% of the global population has gained 27% of economic growth, in stark contrast to the 12% accrued by the bottom 50%. This top 1% also controls 44% of global wealth, while the poorest 50% hold just 2%. Gender equality continues to remain out of reach, with projections suggesting parity may only be achieved a century from now.

CLIMATE CHANGE



As indicated in the IPCC's most recent AR6 report, if greenhouse gas (GHG) emissions maintain their current trajectory, global warming is expected to reach 1.5 degrees Celsius above pre-industrial levels by 2035—ahead of the intended 2050 target.



[Read the IPCC report AR6](#)

INEQUALITY



Globally, women's participation in the workforce consistently trails behind men's. Moreover, public health challenges continue to have a profound impact on national well-being. Preventable illnesses such as malaria and dengue remain economic burdens in many of the areas where we operate.

Developing a high-performing and diverse workforce



Our workforce forms the backbone of our organization.

We focus on investing in our people and remain dedicated to cultivating a workplace that inspires. Our goals include ensuring zero fatalities across all operations, reaching 26% female representation in senior leadership*, and continuously enhancing our Human Capital Return on Investment (HCROI).

1. We recorded zero fatalities across all operational sites.
2. Women constitute 59% of our overall global workforce.
3. Women hold 26% of senior leadership roles.
4. Our global HCROI is at 4.81.

* Senior leadership comprises of L3 and L4 positions

Making greener products



We continue to focus on progressively reducing the environmental impact of our products and operations, while regularly assessing product sustainability across the full lifecycle.

These evaluations play a critical role in guiding product innovation, ensuring that our offerings benefit both people and the environment.

We are also committed to attaining net zero Scope 1 and 2 emissions by 2035.

1. Sustainable packaging through our IMAGINE strategy: 63% of our plastic is recyclable, and we have achieved 20% reduction in packaging intensity since FY 2019-20.
2. Conducted Life Cycle Assessments (LCAs) for products contributing to over 41% of our global revenue.
3. Advancing greener product innovations by building an ESG-first product portfolio within our key categories to meet environmental goals.

Investing in the health and well-being of communities



To strengthen our social and relationship capital, we have centred our efforts on three key priorities: health, well-being, and inclusive development.

Our mission is to drive sustainable progress for an inclusive world, build strong stakeholder relationships, and positively impact the communities in which we operate.

1. Partnerships to safeguard against vector-borne diseases: Our flagship Elimination of Mosquito-Borne Endemic Diseases (EMBED) initiative backed by the state governments of Madhya Pradesh, Uttar Pradesh, and Maharashtra. At the end of 3-year intervention in a region, 85% villages were made malaria-free, and 87% slums reported zero dengue cases.
2. Waste and water management: Our community waste initiatives in 5 Indian states have diverted over 15,000 MT of waste from landfills.
3. Advocating for human rights: We have created and implemented human rights due diligence based on the UN Guiding Principles across 100% of our owned operations and are now implementing actions plans for improvements.

Developing a high performance workforce

Our people are the foundation of our organization. We place a strong emphasis on investing in our human capital and remain committed to nurturing an environment that motivates and even inspires our workforce.

Investing in the
well-being of our people



Our organization places a high priority on employee health and well-being through a range of caregiving and employee support programs outlined in our Care policy. All our employees are covered in scheme including those on probation and trainees. Our Care policy is inclusive and can include your family which we define as you, your partner, your parents, parents of your partner, and your children. We also offer transfer the policy from a Group Medical Policy to a Retail Policy on retirement from the organisation.

In the area of health and wellness at the workplace we focus on holistic well-being of our team members. Through forward-thinking initiatives, tailored care, and a well-rounded strategy, we are going beyond conventional healthcare models to help shape a healthier workplace. In today's demanding world, where stress and anxiety are prevalent, our central Health and Wellness team is driving programs that promote mental, physical, and emotional well-being. We have introduced focused wellness programs and offer individualized coaching and support ensuring every team member feels recognized and cared for on their personal health journey. We have adopted advanced technologies like Thermal Imaging for Breast Health Assessment during our women health screening, use evidence-based practices, and collaborate with like-minded partners, like Amaha, to innovate and provide holistic care.

In collaboration with Amaha, a mental health platform, we have an Employee Assistance Program designed to provide confidential support for mental wellness. This initiative offers employees personalized wellness plans that include a diverse range of tools such as self-guided resources, bite-sized courses, informative articles, interactive activities, and access to professional therapists. The program is also extended to employees' dependents, including parents, partners, siblings, and children, ensuring a broader impact on well-being. To promote open conversations about significance of mental health, we regularly host webinars led by senior therapists and organizational leaders, covering topics like self-care, relationship strengthening, social media management, and mental health awareness.

Employee support programmes



Workplace stress management

- We have partnered with Amaha, a mental health platform, to roll out an Employee Assistance Programme that offers confidential mental wellness support. It also offers a 24*7 crisis helpline.
- We have launched an Employee Assistance Program for our employees in Africa which includes confidential mental wellness counselling along with 24*7 crisis helpline in their local languages.
- Conducted over 600 consultations, and over 700 courses taken by employees on topics such as cognitive behavioural therapy, queer affirmative therapy, psychotherapy, relationship management, emotional regulation, and mindfulness.
- Employees are entitled to unlimited trust-based sick leaves.
- We reimburse psychiatric consultations up to INR 30,000, in addition to Outpatient Department (OPD) benefits and hospitalization coverage.
- Our mental health awareness workshops at offices and plant locations reaching both white-collar employees and workmen have been well received.
- We have an inhouse Health risk assessment which includes physical health, mental health and behavioural habits and has a predictive tool for cardiac risk.
- We are actively creating mental health allies and developing personalized stress management modules to ensure that support is accessible to all employees at any time.
- Our dedication to mental wellness is reflected in our holistic self-care initiatives, abundant educational resources, and easily available counselling services.



Sport and health initiatives

- Our Godrej One headquarters features a modern fitness centre staffed with full-time fitness instructors.
- A certified nutritionist is also based at our headquarters to support employees with healthy eating habits, personalized meal planning, and nutrition care programs.
- Our Godrej Health and Wellness app offers 24x7 helpline, unlimited tele-consultations through both reimbursement and cashless options, and over 3,000 pathology and diagnostic tests that employees can schedule. The app also enables employees to access medicine delivery, consult with doctors, and arrange for hospital or home care support.
- Our condition management program offers customized plans focused on fitness, nutrition, or mental health needs. We offer comprehensive health screening, a 9-month personalised wellness journey, dedicated care buddy and lifestyle coach and access to wellness programs like cult.fit and Luke Coutinho.
- We also conduct regular mental and physical health awareness sessions for all our employees.



Work-from-home arrangements

- We follow a hybrid work model that supports remote work for roles that do not require a constant presence at the office.
- Our work-from-home policy offers the option for employees to work from the office three days a week, with added flexibility depending on as-needed basis.

Part-time working options

- Our flexible working options also include part-time arrangements.
- Employees can choose from three part-time formats: a 3-day work week, a 4-day work week, or working half-day hours daily. Employees can avail any of the options as per their convenience.

Flexible working hours

- We provide remote and part-time work opportunities to help our employees sustain work-life balance.
- Our core working hours are from 10 AM to 4 PM, and employees have the flexibility to manage their 42.5 weekly hours according to their preference.



Paid Parental leave for the primary caregiver

- Primary caregivers are entitled to 26 weeks of fully paid leave. This applies to birthing parents, commissioning parents (in surrogacy cases), or adoptive parents who identify as the primary caregiver.
- We support flexible return-to-work after maternity leave, including an option for an additional 26 weeks of unpaid leave if needed.

Paid parental leave for the non-primary caregiver

- Secondary caregivers receive 8 weeks of paid leave that can be availed within one year of the child's birth or adoption.

Paid family or Care leave beyond parental leave

- We extend care benefits that include 3 weeks of paid leave for caring for any family member.
- Employees also have access to elder care services over and above our robust health insurance plans for employees' families, along with optional top-ups for enhanced protection.
- Our support also extends to employee's dependents such as parents, in-laws, partners, siblings, and children.



Childcare facilities or contributions

- We provide access to quality daycare facilities, fostering a balanced work-life environment and promoting employee well-being. We provide childcare and daycare services at our headquarters and across all manufacturing units.
- For other locations, we have partnered with ProEves, a platform offering access to over 7,000 daycare centres. Where ProEves is not available, we offer an in-house reimbursement policy for primary caregivers using external daycare services.
- Facilities are open to the children of both our employees and workers.

Breast-feeding/lactation facilities or benefits

- We have a dedicated space for women's rest and breastfeeding at our headquarters.
- New mothers can bring a caregiver and children under one year old on work-related travels.

Additional initiatives and campaigns

- We offer inclusive health benefits covering gender reassignment surgery, childbirth/IVF, preventive healthcare, care for people with disabilities (PWD), stem cell preservation and biologics treatment.
- We have been conducting health sessions along with comprehensive

health screening along with follow up treatment for our LGBTQA+ employees. We also provide reimbursement for hormone replacement therapy.

- We offer elderly care, and women care plans as part of our medical benefits.
- Outpatient Department (OPD) benefits cover expenses up to INR 25,000, which includes doctor visits, diagnostics, medications, vaccinations, dental, and vision care. Psychiatric consultations are additionally covered up to INR 30,000, over and above the OPD limit. Employees can also avail of unlimited tele-consultations through both reimbursement and cashless options.
- An AI-powered health kiosk is available for preventive and curative health checkups. It's a health ATM that enables preventive and curative checkups for 60+ health parameters in under 15 minutes, including heart and lung diagnostics and remote doctor consultations.
- We successfully conducted a comprehensive Basic Life Support (BLS) awareness campaign across 80 of our locations in India and globally, equipping over 5,000 employees and workers with essential life-saving skills.
- Our global blood donation drive was successfully completed across 44 locations globally, with participation from over 2,345 employees.

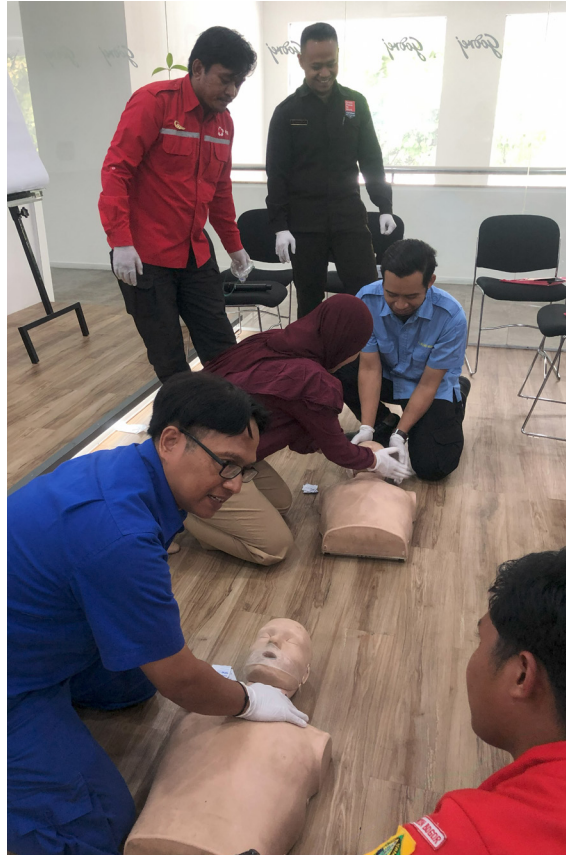
We recognize that healthcare inequity disproportionately affects women in emerging economies due to complex socio-economic factors, we are actively driving conversations and interventions to close this gap. This includes proactive efforts to address underserved areas of women's health and ensure tangible support for female employees and their families. At our Mumbai headquarters, we have established a fully equipped medical centre, hospital facilities, an on-site daycare, and a dedicated space for breastfeeding and rest to support working women.

We hold record in both the India Book of Records and the Asia Book of Records for organising the highest number of voluntary blood donations in a single day. We have been awarded 'The Hall of Fame' by Arogya World, for demonstrating exceptional commitment and leadership in workplace health and well-being, particularly in the

prevention of non-communicable diseases (NCDs). We are also finalist in the Global Healthy Workplace Awards.



Global Blood
Donation drive



We organised a comprehensive Basic Life Support (BLS) awareness campaign across 80 of our locations globally

Our AI-powered health kiosk for preventive and curative health checkups



Occupational health and safety

Our commitment to a culture for safety underpins our organizational values, with a clear vision of creating a workplace free from injury. We make substantial investments in advanced safety infrastructure and best-in-class systems that align with our Safety and Health Policy. This policy serves as our blueprint. Our key focus areas are building a competent OHS structure, cultivating safety-conscious behaviour, identifying and assessing risks, applying effective mitigation strategies, and ensuring continual improvements. Our framework also includes loss prevention, detailed incident analysis, emergency preparedness, employee health and hygiene, and the use of performance measurement tools to track safety progress.

To ensure our OHS systems are both effective and integrated, we have introduced a detailed evaluation matrix that assesses implementation across four core pillars. As part of our continuous improvement strategy, we have also developed a rigorous

internal and external audit mechanism. This process is a benchmark for best practices, helping us identify areas for improvements, and evolving our safety and health practices.

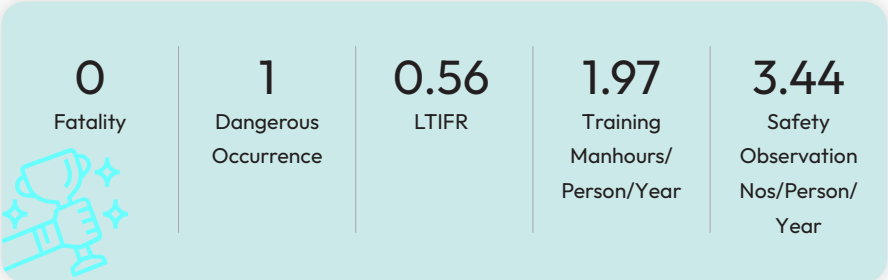
People are central to cultivating a robust culture for safety. We engage employees and workers at all levels through immersive experiences such as hands-on training, dramatizations, and safety competitions for OHS training. With a strong emphasis on awareness and preparedness, we trained

over 47,000 persons on safety across our facilities including employees and contractual staff. Along with that, on-site awareness sessions are conducted for contractual labour on sustainable manufacturing practices, energy efficiency, and managing extreme heat conditions specific to each factory location .

Target 2027



FY 2024-25 Status



Aligned with our commitment to addressing critical safety concerns, we have invested in upgrading our safety infrastructure and systems. Over the past two years, key initiatives have included enhancements to fall protection mechanisms, modernization of electrical systems, improved machine guarding with Lockout-Tagout (LOTO) provisions, and comprehensive upgrades to our fire prevention and protection systems.

Embracing automation is integral to the future of safe operations and we are actively exploring and adopting new technology. We recently deployed drones to inspect the structural integrity of our boiler stacks. It significantly reduces operational risks through remote, non-invasive assessment.

The four pillars of our safety and health improvement plan



1. People and culture



2. Safety infrastructure



3. Automation, technology, and artificial intelligence



4. OHS management system



79

Recordable
work-related injuries



ZERO
Employee
fatalities



ZERO
Contractor
fatalities

Zero employee and contractor fatalities were reported in the last 5 years across our geographies.

Safety and health management system

All our Indian manufacturing sites are ISO 45001 certified. We have a detailed safety & health risk management system (SHMS) based on ISO 45001 standard. In addition to it, our safety and health management system (SHMS) covers all the legal requirements pertaining to company's operations. SHMS system covers all site operations, employees, contractors & other stakeholders associated with the sites' operations.

We have established a system to check the system effectiveness based on findings from audits, inspection (internal & external), accident CAPA (Internal & external), legal changes. We also review and assess the SHMS system every 3 years and add best in class industrial practices to it.

Based on ISO 45001 standard, we follow Hazard identification & risk assessment (HIRA) process. We use specific techniques such as HAZOP, QRA for specific operations and risk. Employees, contractor and all other stakeholder take part in HIRA process. We have a trained team to carry out HIRA for all our site operations.

All non-routine activities are controlled through a strong work permit system. We ensure any new project or any change in terms of infrastructure, system or people undergoes a detailed assessment for safety & health risk.

We identified and created a list of significant risks and categorise them as "Critical To Safety". These are risks that are prioritised and we craft a detailed action plan to mitigate these risks at all sites and their status is reviewed up to board-level ESG committee. We have an emergency preparedness response framework that establishes the process to identify and respond to emergencies that have the potential to disrupt operations and pose safety risk. We recorded over 28 million safe work hours in FY 2024-2025.

Panel for Fire protection



Building a culture of safety

We understand and value and power of employee participation for improvement in safety and health condition. We encourage worker participation in hazard identification related to work activities. Workers are trained for identifying hazards, near miss, safety related incident. We also organise various safety celebrations throughout the year to increase safety awareness at all levels. We have a dedicated theme each month, accompanied by site-wide programs and safety awareness sessions. This has deepened employee engagement and reinforced a culture of continuous improvement in safety. Through these initiatives, we have been able to successfully shift safety from a compliance-driven function to one that is embedded in our organizational values.

We collaborated with DSS+ and trained 50+ leaders, 100+ middle managers, and 100+ shop floor colleagues in safety leadership. Leaders now conduct weekly site visits, ensuring hazards are addressed and fostering a culture of ownership, achieving 100% leadership engagement across sites.

We have expanded safety beyond manufacturing and offices to our warehouses to further strengthen our risk mitigation. We have developed a safety plan, conducted risk assessments, and closed non-compliant warehouses. Through implementing our action plan we upgraded 20 warehouse in India to grade A-level. We also launched a road safety policy, training employees and service providers while assessing safety compliance.

We have several feedback and reporting mechanisms such as a mobile base reporting app named as I Safe, Safety suggestion box, and hazard register. Employees and workers can also report any hazard through their safety committee representative. All sites of our sites have safety committee with equal representation from workers and contractors. We also check effectiveness of hazard reporting system and safety committee effectiveness through SHMS evaluation system.

Our safety and health policy gives right to all employees, contractors and stakeholders, the freedom to take appropriate actions to save themselves from any hazard arising out of company work related activities. Moreover health and safety criteria is a part of our contractual requirements and also part of our sustainable procurement policy. We continue to focus on improving safety awareness among all employees, workers

and contractual workforce. We close gaps on identified critical to safety areas and have been continuously investing in improving our safety infrastructure and systems.

All our manufacturing sites have access to non-occupational medical and healthcare services either on-site or through tie-ups with reputed medical entities in close proximity. In addition, trained first aiders are available to respond appropriately to medical.

We have covered over 47,000 employees and contractual workforce through comprehensive safety training



Safety reporting and progress against targets

Over the past few years, we have implemented significant revisions to our incident reporting protocol, transitioning from the Indian standard of reportable accidents to LTI reporting. In addition to improving senior leader's focus on safety, we have heightened awareness at entire organizational level regarding incident classification and reporting, with emphasis on reporting every incident. These efforts have greatly enhanced our reporting capabilities.

We have made substantial investments in upgrading our safety infrastructure. Our new manufacturing plants in South and Central-West clusters, have been equipped with best-in-class safety infrastructure for fire, electrical, work at height, onsite traffic, and process safety among others. As a result, we have maintained a zero-fatality record for the past 5 years, along with no major fires or significant property damage reported. In the FY 2024-25, our LTIFR was 0.74 and we are committed to reducing it year-on-year.

Safe dock leveller

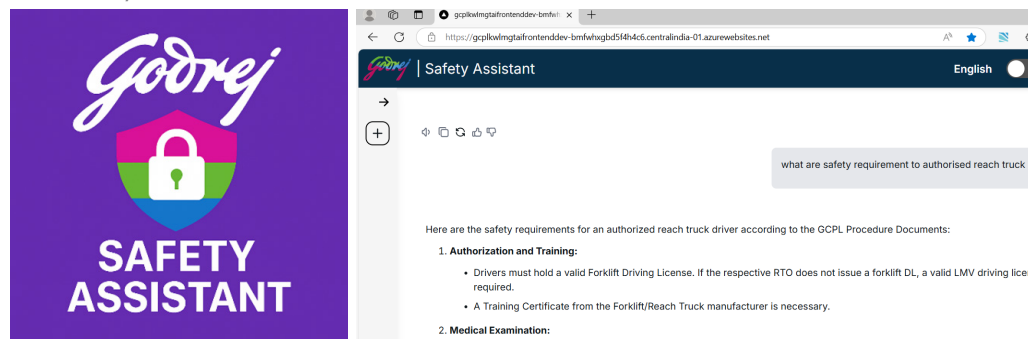


Panel with RCCB & overcurrent protection



AI is the new way of working and we are exploring opportunities that can help make our operations safer. We recently launched an AI-based safety bot to help all our employees and workers access and understand our safety protocols with ease.

GCPL Safety Chatbot



Lost time injury frequency rate (Global consolidated data)	Unit	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Employees and contractors	LTIFR (n/million hours worked)	0.716	0.987	0.45	0.56
	LTIR (n/200,000 hours worked)				

Critical enablers: Diversity, equity, and inclusion

We believe that building a diverse and inclusive workforce is essential to maintaining and growing our competitive edge. Embracing varied perspectives, skills, and experiences strengthens our ability to understand and serve the needs of our broad consumer base. As a global conglomerate aiming to delight over 2 billion consumers, inclusivity is ingrained in our culture. Not only because it is ethically right but also because it makes sound business sense.

We are proud to be an equal-opportunity employer, where merit guides our decisions

and where diversity is actively encouraged. We are firmly committed to upholding human rights and prohibiting discrimination based on gender, sexual orientation, religion, nationality, race, disability, age, or any other personal trait. Disrespectful behaviour, harassment, intimidation, unfair treatment, and retaliation have no place in our organization.

Awards and recognitions in DEI



Awarded Bronze for Excellence in Diversity, Equity and Inclusion (DEI) Practices at the Economic Times Human Capital Awards (ETHCA).



Recognition in the Internal Communications category at the PR Awards India by Campaign India for our short film 'Godrej ki Shakti – The Malanpur Moment'.

Godrej ki Shakti – The Malanpur Moment' showcases the journeys of women employees at our flagship Malanpur manufacturing plant and the crucial role of family support in enabling their growth, capturing the human side of inclusion and amplifying its impact across the organisation.


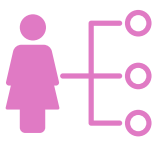




View the film

Women and Leadership

Currently, women make up 59% of our total global workforce, a reflection of our focused approach to creating an inclusive environment. Within our white-collar workforce, women represent 31%, while they hold 28% of all management roles. At the senior management level, women account for 26%, up from 23% last year. We are working towards reaching our goal of 30% representation in senior leadership by 2030 as part of our continued commitment to gender diversity.

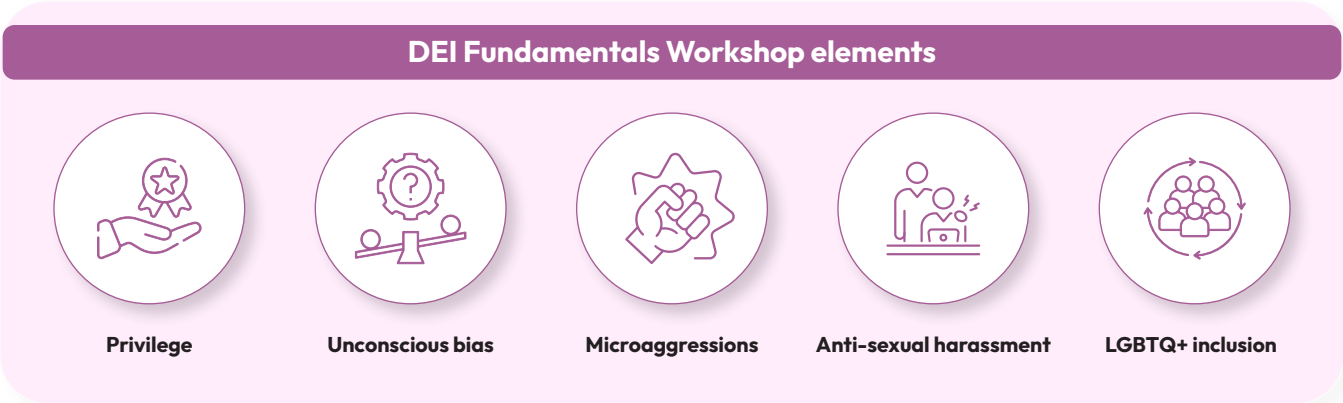


 27% women in junior management positions	 26% Women in senior management positions	 26% Women in revenue generating management positions	 41% Women in STEM-related positions
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DEI Fundamentals Workshop

Our DEI Fundamentals workshop is an initiative to embed the culture of diversity, equity, and inclusion across the organisation. Recognising the critical role of leadership in fostering inclusivity, we began the journey with immersive workshops tailored for leaders across Sales and Manufacturing functions. These sessions provided a strong foundation, equipping leaders with the knowledge and tools needed to champion inclusivity within their teams and lead by example.

Building on this momentum, the initiative expanded to include all white-collar employees at manufacturing sites, in-person trainings and workshops for employees from all functions at the head office, virtual sessions for sales teams, and to manufacturing sites in the Central West and South clusters of India. Participants engaged in discussions and activities designed to create a more open, respectful, and supportive workplace. These sessions offer practical tools to help our team members recognise and navigate biases, fostering allyship and understanding.



DEI Fundamentals workshops in session



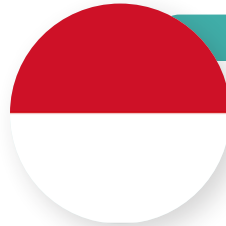
Top 5 workforce nationalities

Note: Based on white-collar employees



Indians

64% of total workforce
65% of all management
positions



Indonesians

17% of total workforce
18% of all management
positions



Argentines

5% of total workforce
4% of all management
positions



Nigerians

4% of total workforce
2% of all management
positions



South Africans

3% of total workforce
2% of all management
positions

Strengthening PoSH (Prevention of Sexual Harassment)

Training of Trainers certification program

We have trained 10 HRs from across our manufacturing sites, sales functions, and head office to become certified trainers in the Prevention of Sexual Harassment (POSH) framework. They gained an in-depth understanding of legal frameworks, procedural protocols, and best global practices and are now championing our commitment to a safe and empowering workplace for all.

Awareness workshops

To enhance understanding of our inclusive anti-sexual harassment policy beyond just physical misconduct, we run workshops to help our blue-collar and contract workforce gain insights into their rights, responsibilities, and the mechanisms available for reporting and addressing incidents. We have covered over 5,000 of our workforce with these in-person workshops.

POSH case management

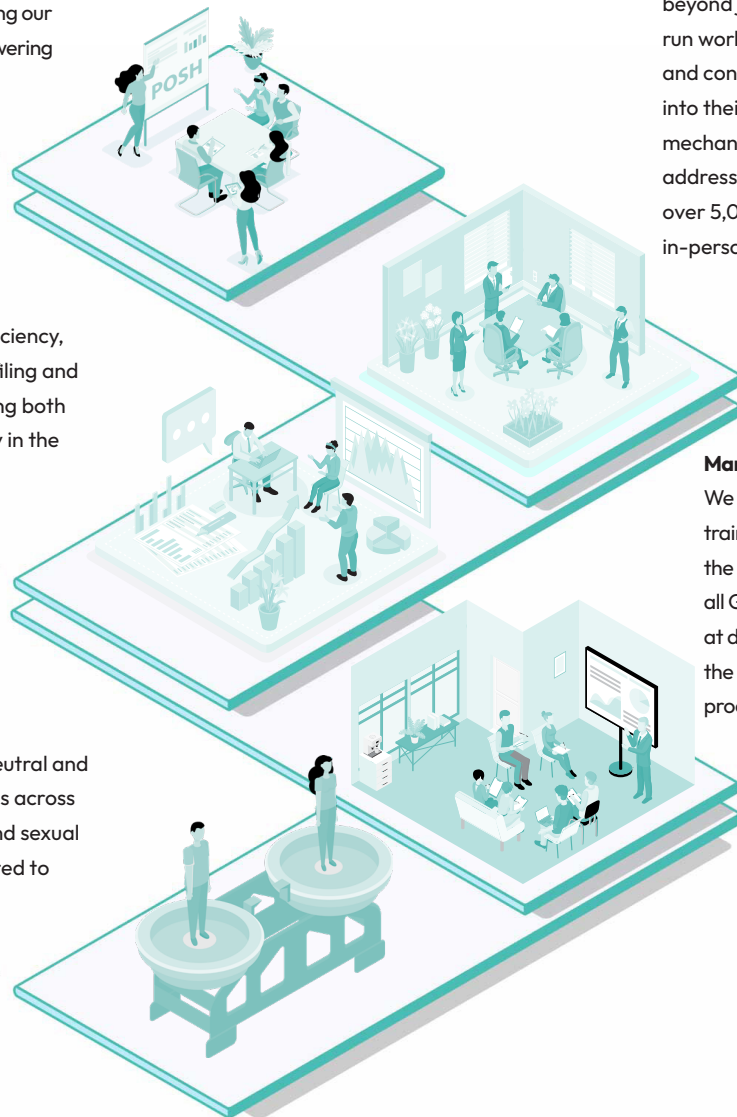
To improve accessibility and efficiency, we have an online platform for filing and addressing complaints, enhancing both transparency and accountability in the grievance redressal process

Mandatory trainings

We conduct regular, mandatory training sessions for members of the Redressal Committee as well as all Godrej team members, aimed at deepening understanding of the POSH policy and associated procedures

Gender-neutral Anti-sexual Harassment Policy

Our policy is explicitly gender-neutral and ensures protection for individuals across all genders, gender identities, and sexual orientations who may be subjected to harassment



Year	POSH Complaints filed	Pending resolution at the end of the year
FY 22-23	5	2
FY 23-24	4	1
FY 24-25	8	0

Gender pay analysis

We understand the importance of cultivating a workplace that is fair and inclusive that tackles gender pay disparity head-on.

Our commitment is to ensure that all team members receive fair and equal compensation, irrespective of their gender. To uphold this commitment, we regularly conduct gender pay gap analysis across all levels of our organisation. These evaluations are aimed at pinpointing any discrepancies in pay between male and female employees that cannot be explained by consistent merit-based criteria.

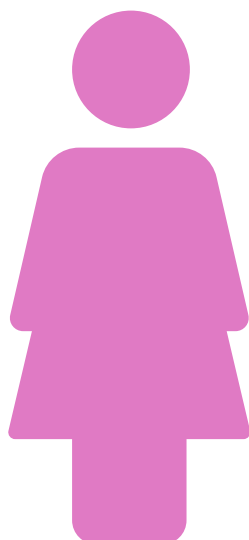
In response to any identified pay disparities, we take proactive measures, including:

- Continuously reviewing our compensation policies and practices to ensure they are fair and transparent
- Implementing targeted initiatives, such as training programmes and career development opportunities, to support the advancement of female employees

- Cultivating a culture of diversity and inclusion through effective communication, education, and employee engagement efforts

We remain committed to intensify our efforts to eliminate gender pay gap and nurture a workplace where every employee has equal opportunities for growth and success.

Global gender pay parity for FY 2024-25



Mean gender pay gap

(-)3%

Mean bonus gap

(-)0.5%

Median gender pay gap

8%

Median bonus gap

17%



Becoming more diverse and inclusive in our manufacturing

Over the past year, we have made significant strides in enhancing diversity representation within our manufacturing workforce. The overall representation of diverse groups in the white-collar segment has increased from 13% to 14%, reflecting our continued efforts toward building a more inclusive workplace. More notably, the representation in the blue-collar workforce has seen a remarkable rise of 17% from 4%. This substantial surge can be attributed to the successful launch of our two new greenfield manufacturing sites, Vindhya and Nilgiri. These facilities are designed with inclusion at their core, enabling

us to embed gender balance as a foundational hiring principle. Additionally, the integration of diverse cohorts, including Persons with Disabilities (PwDs) and individuals from the LGBTQ+ community, has further enriched the fabric of our workforce. These initiatives collectively underscore our commitment to fostering an equitable and representative manufacturing ecosystem.



Inclusive factories framework

Access: Laying the Foundation for Inclusion

The journey of integrating Persons with Disabilities (PwD) into the Vindhya & Nilgiri factory began with meticulous planning to ensure accessibility and role alignment through -

- **Accessibility Audits:** To assess plant safety and accessibility for PwD employees
- **Role Mapping:** Identifying suitable roles for PwD employees
- **Focused Hiring Initiatives:** Conducted three successful PwD hiring drives and initiated campus hiring, focusing on female candidates
- **Improved Safety Measures:** Safety audits were conducted across locations, leading to the implementation of critical measures such as signage, railings, and visual markers



Integrate: Seamlessly Welcoming Diversity

We onboarded 110 women employees and 14 PwD employees (with locomotor disabilities, dwarfism, and speech and hearing impairments), ensuring that their integration is smooth and impactful. We provided -

- **Technical Training:** At Malanpur, PwD employees underwent specialized training through the NTTF (Nettur Technical Training Foundation), with tailored enhancements such as ISL (Indian Sign Language) conversion and visual aids
- **Employee Sensitization:** To create an inclusive workplace culture, we organized disability sensitization programs for all employees, including support staff

Develop: Nurturing Talent for the Future

To ensure the long-term success of our inclusive workforce, we focus on structured development initiatives -

- **Engagement and Feedback:** A 30-60-90-day feedback mechanism to monitor employee engagement and identify areas for improvement during onboarding and beyond
- **On-the-Job Training (OJT):** A batch of 26 female workers underwent OJT at the Malanpur facility, preparing them for future roles in operations

Enable: Empowering Communities

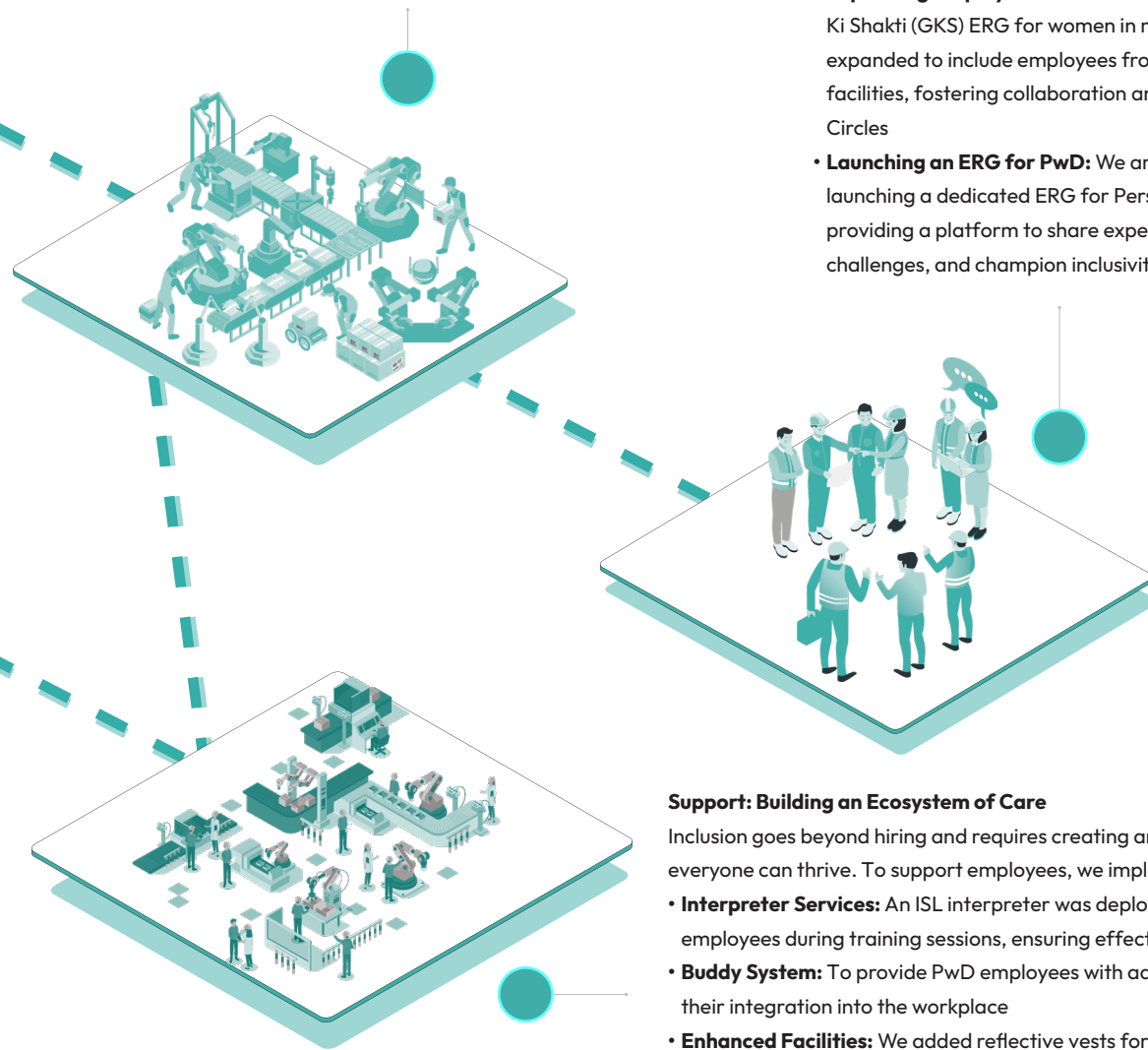
It's important to create spaces for continuous engagement and dialogue to sustain inclusion -

- **Expanding Employee Resource Groups (ERGs):** The Godrej Ki Shakti (GKS) ERG for women in manufacturing is being expanded to include employees from the Vindhya & Nilgiri facilities, fostering collaboration and support through Shakti Circles
- **Launching an ERG for PwD:** We are in the process of launching a dedicated ERG for Persons with Disabilities, providing a platform to share experiences, address challenges, and champion inclusivity

Support: Building an Ecosystem of Care

Inclusion goes beyond hiring and requires creating an ecosystem where everyone can thrive. To support employees, we implemented -

- **Interpreter Services:** An ISL interpreter was deployed to assist PwD employees during training sessions, ensuring effective communication
- **Buddy System:** To provide PwD employees with additional support during their integration into the workplace
- **Enhanced Facilities:** We added reflective vests for enhanced visibility and procured pagers and devices for PwD safety
- **Customized Practices:** Modified uniforms and safety gear for PwD employees, and exceptions in medical testing to accommodate specific needs



Codifying Greenfield: Journey of an Inclusive Factory – Vindhya & Nilgiri

In early 2024, took a step towards expansion, sustainability and inclusion by signing a Memorandum of Understanding (MoU) with the Tamil Nadu Government to establish a cutting-edge manufacturing facility in Thiruporur taluk, Chengalpattu, near Chennai with an investment of INR 515 crore over the next five years.

As part of our vision to establish lighthouse factory operations in India,

we have developed a comprehensive framework to create and sustain inclusive manufacturing environments. Two of our greenfield projects adopted this approach, with a firm commitment to maintaining a gender-balanced workforce across white-collar, blue-collar, and contractual roles. Additionally, a minimum of 5% of the workforce will be represented by individuals from the DEI and LGBTQIA+ communities.

This inclusive vision has encouraged our teams to incorporate accessibility and inclusivity into every aspect of project development - from civil design and machinery selection to the adoption of accessible technologies, revised safety workflows, and inclusive hiring strategies. A robust integration process is being mapped to ensure a smooth onboarding experience.



Our first greenfield manufacturing plant in Tamil Nadu, India

“As part of our long-term supply chain strategy, we are setting up two large multi-category, state-of-the-art, highly automated greenfield factories, one in Chennai and another one in Gwalior. These factories will reduce our cost to serve significantly. We have also designed these factories to be a beacon to provide equitable opportunities to a diverse set of employees. Our plants are designed to be PWD and LGBTQIA+ friendly and we are hiring 50% women and 5% PWD+LGBTQIA+ in these new factories, setting a benchmark in the industry.”

Saurabh Jhavar, Head - PSO (India & SAARC)



A Vision Rooted in DEI: Building Inclusive Workforce Pipelines

Celebrating International Day of Person with Disability

We believe that every individual deserves equal opportunities to succeed, regardless of ability. International Day of Persons with Disabilities (PWD) is a significant occasion for us to reflect on our ongoing journey towards building an inclusive workplace and to highlight the strides we’ve made in creating a supportive environment for employees with disabilities.

This year, we focused on sharing the unsung stories of some of our newly joined candidates with disabilities, providing a platform to amplify their voices and experiences. Through a docufilm, we highlighted the unique journeys of these individuals, showcasing not only their

contributions to the organisation but also the efforts being made to ensure that our workplace is accessible, inclusive, and empowering.

We are committed to creating an inclusive and accessible environment for people with disabilities and we will continue to drive initiatives that promote representation, support, and empowerment.



Watch our PWD docufilm

People with disabilities
across our operations

FY 23-24

11

FY 24-25

36

Celebrating International Women's Day

Inclusion isn't a one-day event. It's a journey we commit to, every single day. This year, under the theme "WomenAlly: Allies in Action", we celebrated women and the allies who walk alongside them in the pursuit of rights, equality, and empowerment. We believe true inclusion happens when everyone across all levels, functions, and geographies joins hands to make it real. And that's exactly what we saw come alive this Women's Month.

In India, we marked a significant milestone, one year of "Godrej Ki Shakti", our women in Manufacturing Employee Resource Group. What began as a community to support and empower women on the shopfloor has grown into a powerful platform for change. The Annual Shakti Summit brought our clusters

together for a day of deep reflection and dialogue, featuring a workshop on mental models, a vibrant panel discussion, and an inspiring message from Nisaba Godrej. We also amplified voices from our frontline with the launch of "Women in Sales", a heartfelt docu-film capturing stories of women breaking barriers in field roles. Our celebrations at Head Office culminated in a leadership panel that reminded us of the strength in choosing the harder, but more meaningful, path.



Watch the 'Women in Sales' docufilm



"The ERG has been pivotal in fostering allyship for women to thrive through shared experiences, and drive innovation in the manufacturing sector while also bringing in inclusiveness at a fundamental level. Through mentorship, networking, and advocacy, we strive to break down barriers and create pathways for future leaders. I'm proud of the progress we've made over the last year and look forward to continuing our work to inspire, support, and elevate women in this field, creating a legacy for the future. Leading an Employee Resource Group for women in manufacturing has been an incredibly fulfilling experience, offering opportunities for growth, and collaboration for generations to come."

Arundhati Sahoo, Deputy General Manager – Logistics

Building the next generation of women in leadership in Sales

Like many organisations, we have faced the persistent challenge of low female representation in roles such as field sales. Within our India operations, we have made focused efforts to address this imbalance by actively prioritising the hiring of women in these positions. Despite these initiatives, building and maintaining a steady pipeline of women talent in field sales continues to be a key area of concern.

Aarambh - Women in Sales program

In 2022, GCPL launched Aarambh, an affirmative hiring program aimed at increasing the representation of women in field sales, traditionally a male-dominated domain. We offer women the tools, training, and opportunities necessary to excel in sales roles. The Aarambh traineeship program is a 6-9-month structured journey for female students, designed to immerse them in the nuances of field sales through:

- **Live Projects:** Participants work on real-time projects that enable them to apply their academic knowledge to practical challenges in sales.
- **Field Sales Immersion:** Trainees gain hands-on exposure to the dynamic world of sales, shadowing experienced

professionals and learning the ropes of customer interaction, distribution management, and market analysis.

This approach ensures that participants are equipped with both theoretical knowledge and practical skills, preparing them for long-term success in sales.

Since its inception, Aarambh has successfully onboarded 25 female trainees. Upon successful completion of the program, participants are offered independent assignments as Field Officers, empowering them to take on leadership roles within the organisation.

Menstrual wellness for women in field sales roles

Through continuous conversations around the distinct needs of all genders, we have acknowledged the critical importance of supporting women during menstruation. This need becomes even more pressing for women in field roles, where the physical nature of work and the lack of access to clean and hygienic washrooms can result in considerable discomfort.

To extend support to our female team members, we have introduced the following initiatives:

- Promoting the use of our unlimited sick leave policy for women when required.

- Providing flexible work-from-home options, particularly for women engaged in field sales roles.
- Upgrading current infrastructure, including ensuring access to clean washroom facilities at major distributor locations.

Moreover, our Sales Leadership Team has conducted sensitization workshops aimed at raising awareness and addressing menstruation-related issues experienced by women in field sales functions.

Celebrating Pride Month: Building a Culture of Inclusion at Godrej

Our commitment to diversity and inclusion is reflected in the robust policies, the Equal Opportunity Policy and Gender-neutral Anti-Sexual Harassment Policy. These policies are inclusive by design, ensuring the rights and dignity of all team members, including those who identify as lesbian, gay, bisexual, transgender, queer, and intersex (LGBT+). We extend comprehensive medical benefits to the domestic partners of employees, enabling individuals to nominate their spouse or partner, irrespective of gender or sexual orientation, as a dependent. This inclusivity also encompasses same-sex partners, individuals living with AIDS, and those undergoing fertility treatments. Our Adoption Policy is also built to be gender-neutral, offering equal support to primary caregivers regardless of gender identity.

In support of team members undergoing gender transition, we have instituted a Gender Affirmation Policy. This policy provides reimbursements for hormone replacement therapy and non-cosmetic surgeries. We are also working to enhance our facilities and infrastructure to better serve our LGBT+ employees. A step in this direction includes the installation of two gender-neutral washrooms at our Mumbai headquarters, Godrej One.

We recognise the importance of observances like Pride Month as powerful opportunities to raise awareness, foster meaningful conversations, and build a sense of community. These occasions also serve as a platform to reinforce our commitment to inclusive hiring practices, creating a welcoming space for members of the LGBTQIA+ community.



Marching Forward: A Historic Pride Celebration at Godrej One Headquarters

The first-ever Pride March at Godrej One, our global headquarters, marked a historic moment for our organization, even for a company with a rich legacy spanning century. Leading the march were distinguished senior leaders who donned the role of Pride Marshals and filled our office with energy and purpose, sparking a collective sense of hope and unity.



Rainbow Nukkad Natak: Raising Awareness Through Roleplay

We organized a Rainbow Nukkad Natak (street play) at the Head Office to shed light on the experiences of LGBTQIA+ employees. The roleplay was designed to spark conversations and promote empathy. In addition, we distributed a DEI Toolkit tailored for Godrej employees, offering practical resources to foster an inclusive environment.



LGBTQ Job Fair: Building a Talent Pipeline

We are creating tangible opportunities for the LGBTQIA+ community. We participated in the LGBTQ Job Fair organized by the Humsafar Trust, aimed at building a diverse talent pipeline through lateral hiring and internship opportunities.



LGBTQ Inclusion Workshops: Empowering Employees Across Locations

We launched the LGBTQ Inclusion Workshops that promote understanding and inclusion, ensuring that everyone feels safe, valued, and empowered to contribute to our collective success.

Across our geographies, each region brought the spirit of allyship to life in its own unique way



In Indonesia , a powerful keynote and panel discussion on allyship anchored the day, followed by wellness talks on holistic health.



In Sri Lanka, the day was filled with energy and sisterhood. “She for She” created joyful spaces where women celebrated each other through competitions, and conversations.



In Bangladesh, allyship began at home. Families joined in for a moving dialogue on what it means to support the women in their lives and ignite the spirit of shared responsibility.



In South Africa, the focus was on awareness and wellbeing with sessions on menstrual health, nutrition, and storytelling that spotlighted real acts of allyship across teams.



In Argentina, we strengthened the foundation by focusing on safety. Sessions on POSH emphasized how protecting dignity is fundamental to building inclusive spaces.

DEI initiatives across the globe



Latin America

1

Continued efforts in awareness and sensitization by workshops for leadership on DEI and completed the Spanish adaptation of the global DEI toolkit.

2

Launched the POSH policy and adapted e-modules into Spanish.

3

Participated in forums on employability for women 45+ and the transgender community, engaging with NGOs



India & SAARC

- 1 Onboarded 5 women in sales interns for the North-Central regions & launched the Aarambh Traineeship for HO roles, catered to LGBTQIA+ and PwD communities.
- 2 DEI fundamental workshops extended to HO covering 228 employees with NPS of 86%, virtual sessions for sales field employees. Made a part of New Joiner induction.

Indonesia


- 1 Initiated Women in Sales ERG
- 2 Continued efforts for accessible infrastructure for PwD and Women
- 3 Disability Inclusion Guideline finalized and internally socialised. Three graduated from our Godrej BERSIAP, a flagship program designed to prepare, empower, and integrate PwD talents into the workforce, onboarded and placed across IT, R&D and Design.
- 4 Digital Wellness Support extended to 500 permanent WC employees and families.
- 5 Certified as a Great Place to Work® (GPTW) & Leading in comparison to peers in the newly introduced PwD Inclusion category under IBCWE's GEARS framework.



Godrej BERSEAP PROGRAM

Welcoming Talented Individuals


from Godrej BERSEAP Program



Hi, my name is **Fayza Putri Adila**. I recently joined Godrej as an R&D Graduate Trainee at R&D Gunung Putri office. In my free time, I enjoy drawing and reviewing movies in my free time.

I am a person with hard of hearing and can communicate verbally. Though I use a transcription app to help ensure smoother communication. I might also need a little clarification or follow-up after conversations to prevent any misunderstandings.


Please don't hesitate to say hello. I'd love to connect with you. Thank you!



Hello, my name is **Kirana Meliana**. I recently joined Godrej as a Graduate Trainee at Halim office. In my free time, I enjoy editing short videos, reading novels, and listening to music.

I used a wheelchair for daily mobility and can generally move around independently. However, there are some situations where I might need a little assistance—for example, when navigating a steep ramp or an area with stairs. In those moments, I may need help from others to lift the wheelchair.

Don't hesitate to say hi to me. I'd love to connect!



Hi, my name is **Fidia Shine Petra**. I recently joined Godrej as a Graphic Design Graduate Trainee at Halim office. One of my favorite things to do is watch inspiring videos.

I am completely Deaf and always use a hearing aid. I usually communicate through text, verbally, or with some basic sign language. I can follow slow speech but rarely speak as not everyone understands me.

Foel! I'd love to say hi if you see me. I'd love to be friends!



DEI initiatives across Indonesia

Critical Enablers: Talent Development

At GCPL, we place strong emphasis on the ongoing training and development of our team members, ensuring they are equipped with the skills and expertise needed to thrive in their roles. Our commitment lies in fostering value-driven, high-performing leaders capable of steering our growth aspirations. To this end, we focus on strengthening leadership capabilities and building a robust, future-ready leadership pipeline.

Living the 'Godrej Way'

The 'Godrej Way' forms the cornerstone of our culture. It encapsulates our purpose and values, and serves as a compass for our decisions and actions. We are deeply committed to building a more meaningful and impactful Godrej for all our stakeholders. Our employee value proposition focuses on cultivating an inspiring workplace rooted in agility and high performance, with the goal of attracting, nurturing, and retaining top-tier global talent.

To support this, we have expanded our development initiatives through the Godrej Learning University. This platform brings together diverse learning pathways, including essential skill-building, behavioural and functional training, flagship capability journeys, mentoring and coaching opportunities, as well as experiential, on-the-job learning.

Building superior functional capabilities

To enhance critical functional and technical capabilities across all levels, we have developed robust, high-impact learning programmes tailored for key functions across various geographies.

For our Marketing teams, the 'Raise The Floor' programme is designed to strengthen core marketing skills. This is further supported by Media 101 sessions, which deepen participants' understanding of Godrej's media practices. In the Finance function, 'Business Finance 101' is for both managers and leaders, focusing on strengthening financial acumen and improving decisions linked to business performance. Our HR Academy offers a comprehensive suite of programmes covering the full spectrum of HR. These initiatives aim to deepen functional expertise and refine key skills for both business partnering and Centre of Excellence roles.

Leadership growth through the Godrej Capability Factors (GCFs)

To cultivate both current and future leaders, we have established a tiered, level-specific capability development framework anchored in the Godrej Capability Factors (GCFs). This framework is designed to build global leadership capabilities through a suite of curated, best-in-class learning offerings.

Our 'Leading Self' programme, conducted across clusters, focuses on enhancing self-awareness and personal growth, laying the foundation for individual leadership development. To build strong capabilities in leading others, our 'Leading Teams

for Impact' programme equips people managers to effectively drive team performance, motivation, engagement, and development. In addition, the 'High Impact Conversations' programme is crafted to boost conversational intelligence among managers. It enables them to engage in meaningful development, career, and coaching conversations with their team members.

Leveraging executive coaching for senior leaders Capability Factors (GCFs)

We firmly believe that executive coaching is a vital enabler of leadership development, particularly when it comes to fostering strategic self-reflection and personalized growth. Through a structured 6–8 month coaching journey with seasoned professionals, members of our Godrej Leadership Forum (GLF) and identified succession pools engage in focused development aligned with key capabilities essential for success in both current and future roles.

Our senior leaders consistently recognize executive coaching as one of the most impactful development tools, citing its effectiveness in driving meaningful, long-lasting change and enhancing performance in their leadership journeys.

Our beliefs on leadership, careers, and capability development

Talent and Leadership Development

Build from within

Bet on solid performance and demonstrated potential

Representation matters

Leaders enable leaders

Feedback is the breakfast of champions

Build to last



Careers and Capability Development

Careers are crafted in partnership and trust, by you and the organization

Tough Love: Bet in potential over experience; back with capability development

Capability development must be purposeful

Appropriate learning cycles are important

Careers are a sum of varied learning experiences

Leadership development across levels

We curate tailored development journeys for key leadership cohorts across different levels, blending multidisciplinary components to create rich, immersive learning experiences. These journeys encompass a variety of formats, including reflective dialogues with mentors and coaches, structured platforms for peer learning and perspective exchange, expert-led masterclasses, self-directed learning modules, and capstone projects that allow participants to apply insights in real-world settings.

Designed in collaboration with both internal and external partners, our programs draw from industry best practices and respond to common developmental themes within Godrej. The learning paths feature a combination of cohort-based formats fostering collective growth and individualized tracks that cater to the unique developmental needs of each participant.

Our Accel and Insignia training programmes





Mid-level managers leadership development

Propel is a 12-month leadership development program aimed at empowering mid-level managers. The program encompasses all our global locations to benefit from this structured growth experience.

The key business advantage of this initiative lies in empowering participants to create impact across all Godrej Capability Factors, which form the foundation of our leadership development framework. This holistic growth journey is enriched with masterclasses, guidance from senior leaders, and real-time learning through involvement in strategic, high-impact projects.

Continued support to mid-level managers as they transition into more advanced and complex roles

4%



Leadership development program

Accel is a year-long developmental journey crafted for senior leaders across Godrej Industries Group. It focuses on enhancing their understanding of critical leadership capabilities required to transition to the next level. The program integrates capstone projects, empowering participants to lead meaningful change initiatives and apply their learnings in impactful ways.

Participants engage in a well-rounded program that features structured masterclasses, personalized coaching by external experts, and mentorship from internal leaders. Furthermore, Accel nurtures strong internal networks, enabling better cross-functional collaboration.

More than 50% promotions to our executive-level in the last 3 years have been Accel participants

% of FTEs participating in the program

5%



Management trainees

Insignia spans 12 to 18 months and is designed specifically for management trainees from top-tier business schools. This immersive journey equips them with essential business and leadership skills, setting a strong foundation for their future roles within the organisation.

Through curated business inductions and exposure to diverse functional areas, the program accelerates the development of essential leadership skills and enhances participant engagement from the early stages of their journey.

Improved engagement and retention of critical talent in the organisation

4%

We place strong emphasis on investing in our people through customized Learning and Development (L&D) initiatives. On average, each employee engages in 23 hours of training annually. We invest approximately ₹40,816 per employee in programs that focus on skill development, health and safety measures, prevention of sexual harassment, broader human rights awareness, and cybersecurity.

Employee Training by Gender and Management Level

Average hours per FTE of training and development

Level	Women	Men	Total
L1	6.4	4.7	11.1
L2	8	9.7	17.7
L3	11	14	25
L4	10.1	14	24.1

Average amount spent per FTE on training and development (In INR)

Level	Women	Men	Total
L1	3,245	2,097	5,342
L2	9,487	12,756	22,243
L3	25,750	32,547	58,297
L4	31,968	53,463	85,431

At GCPL, we embed a variety of training initiatives aimed at fostering well-rounded skill enhancement and compliance with vital areas like health, safety, and human rights. Our emphasis is on strengthening both technical and leadership capabilities through structured development programs, which include 360-degree feedback for a more holistic leadership journey. We offer several learning methods that empower our employees such as –



Coaching

We offer structured coaching programs for our senior leadership team to support their development journey. We identify coaches basis their expertise and credentials to match with our leaders. Coaching is an entirely confidential journey and our leaders are free to explore any areas of development with their coaches.



Mentorship

We invite our senior leaders to mentor team members on themes such as enhanced business understanding and specific functional skills. We also provide guided mentorship for preparedness for change management and role transitions. While mentorship is a core part of our formal transition leadership development programs – Accel and Propel, we even offer it as a standalone intervention for key roles. Through this, we aim to enable early leaders to get perspective and feedback from senior leaders and build a culture of continuous development.



Employee Resource Groups

In early 2024, we launched Godrej Ki Shakti (GKS), our Employee Resource Group (ERG) dedicated to women in manufacturing. With members across all manufacturing clusters, the ERG was a step toward fostering inclusivity, empowerment, and opportunity for women in traditionally under-represented roles within the manufacturing sector. The ERG operates on three foundational pillars – Enable, Support, and Inspire. Each pillar is designed to address specific needs, drive meaningful change, and build a thriving, inclusive culture. In Pillar 1 (Enable), the ERG members collaborated with the DEI team to improve infrastructure and safety across all sites. They built and implemented infra-safety checklist, ensured quarterly audits, built action plans for improvements and ensure budgets and set governance and accountability measures. In Pillar 2 (Support), the ERG focused on creating a structured, supportive environment for new women joiners and existing employees across our manufacturing sites. They launched the Buddy Program, to offer personalized support to new women joiners. This initiative is a mentorship program that pairs new recruits with experienced employees who provide guidance, and resources to help ease their transition into the workforce. This has helped foster a sense of belonging and has contributed to increased retention rates among women employees in our manufacturing plants. In Pillar 3 (Inspire), the ERG have introduced Shakti Circles, a safe and inclusive space for women employees, workers and contractors to connect, share experiences, and access resources. These circles serve as a platform to strengthen relationships, foster open conversations, and create awareness around company policies and best practices that support women in the workplace.

Besides leadership development, we offer a number of learning and development programs such as –



Cultural Education

We run regular sessions on Godrej Capability Factors, Godrej Values and our Employer Value Proposition across the globe. These are virtual or in person sessions that encourage understanding of our shared language and purpose that aid in building cultural understanding of the Godrej Way. In 2024, we introduced the DEI Fundamentals workshop that aim to embed diversity, equity and inclusion across the organisation. We started with Sales and Manufacturing functions and expanded to include all employees offering the workshops both in-person and virtually. These workshops open our employees to the different cultures our team members come from, explore topics such as privilege, unconscious bias, and microaggressions that uncover the subtle barriers to inclusivity. Through these sessions we engage participants in discussions and activities designed to create a more open, respectful, and supportive workplace. This cultural education is our way of paving for a more inclusive, equitable, and collaborative culture where everyone feels empowered to contribute their best.



Transition assistance for retiring and terminated employees

We offer employment and transfers to all employees and workers to other manufacturing units and locations in case we close a manufacturing site ensuring there is no job loss. For all superannuating employees we offer HR connect sessions and support for any assistance. We also offer mental health support and medical policy portability option (pre-existing disease wavier) to all superannuating employees. We offer retrenchment benefit as per the applicable local laws and go over and above depending upon collective bargaining negotiations. This is in addition to the other retirals an employee or worker gets on separation.



Digital transition program

We recently launched a new tech platform for our direct sales representative (DSR). We onboarded all sales officers and supervisors on to the platform and trained them in this digital transformation. With the new platform the teams were able to track different KPIs through the day and get real-time data to drive better execution. With this new digital transition, DSR engagement shot up, and attrition come down from 35% to 22%.

Description of Training covering % of women & men (Workers, L1, L2, L3, L4)



HCROI

At GCPL, we place immense importance on the contributions of our people and are committed to unlocking their full potential to drive our growth and success. To evaluate the impact of our human capital investments, we track Human Capital Return on Investment (HCROI)—reflects how profitably we are leveraging our workforce in relation to overall employee costs.

A strong HCROI indicates effective utilization of talent, demonstrating our ability to

generate higher returns through strategic people practices. By regularly assessing and analyzing this metric, we gain actionable insights into workforce trends, assess the impact of our human capital initiatives, and make data-informed decisions. This empowers us to optimize investments in areas like recruitment, development, and retention—ensuring we build a highly skilled, engaged, and inclusive workforce that drives sustained business performance.

	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total revenue	122,765,000,000	133,159,700,000	140,961,100,000	143,642,900,000
Total operating expenses	90,340,000,000	97,912,900,000	96,895,300,000	99,920,200,000
Total employee- related expenses (salaries + benefits)	11,041,400,000	11,114,800,000	12,493,400,000	11,487,800,000
HCROI (a –(b–c))/c	3.937	4.171	4.527	4.81
Total Employees	9,488	8,580	8,670	7,517

Engaging meaningfully

At GCPL, we believe in fostering a workplace culture where open, ongoing dialogue is central to how we engage with our people. Our senior leadership plays an active role in connecting with employees through multiple touchpoints such as town halls, one-on-one discussions, and informal check-ins. In line with our aim to build a real-time understanding of employee sentiment, we have moved away from traditional, static survey formats and adopted a dynamic continuous listening approach to capture authentic and timely feedback. To support this, we leverage Amber , a conversational chatbot, that regularly reaches out to employees across global locations. Amber connects with team members at key intervals in their employment journey, helping us gather deep insights into their experiences. This enables us to not only resolve individual concerns with agility but also identify broader trends that inform larger organisational improvements and cultural shifts.

Our employees are our greatest strength, and we are dedicated to ensuring they feel recognised, heard, and fulfilled in their roles. We regularly check in with our people on their willingness to recommend GCPL as a great workplace, their intent to stay, and how fair and transparent they perceive our performance evaluation systems to be. These inputs help us ensure we are building an environment where our people are engaged, motivated, and aligned with our purpose.

We recognise that a strong sense of purpose significantly enhances employee commitment and energy. That's why we consistently track how excited our employees feel about our strategic direction, their trust in leadership decisions, and the clarity they have around their individual goals and contribution to business success. This feedback helps us calibrate our messaging, strengthen alignment, and nurture shared ambition.

Creating an inclusive, happy, and respectful workplace is a priority for us. We ask employees how well they believe we celebrate success, whether contributions are recognised, and how inclusive and respectful they find our work environment. We also track whether employees feel our Godrej values—Trust, Be Bold, Show Respect, Own It, Be Humble, and Create Delight—are being demonstrated across teams and leadership.

We are also mindful that workplace stress can significantly affect both well-being and performance. We therefore engage employees on their experience of collaboration across teams, the degree of trust they feel within the organisation, and whether systems and processes are in place to support their ideas for improvement. Our goal is to identify stress triggers and remove barriers so our employees can thrive in a safe, supportive, and high-performing environment.

Employee turnover rate

In addition to high engagement levels, we are closely monitoring employee turnover to ensure our people strategies remain effective and responsive.

	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total employee turnover rate (%)	11.5	23	26	22	18
Voluntary employee turnover rate (%)	4.9	15	15.8	14.7	13
Data Coverage (as % of all FTEs globally)	100				

Trend of employee wellbeing:

We continue to lead the way in employee well-being by consistently outperforming industry benchmarks. We rely on real-time engagement data to draw insights and plan impactful interventions, helping us maintain strong engagement levels year after year. We track the PTM (People To Meet) metric closely to and aim to be at 80% closure rate. Our endeavour is to connect with each PTM and close the feedback loop.

	Unit	FY 20-21	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Employee engagement	NPS: Measuring employee satisfaction based on responses on how likely employees are to recommend GCPL. NPS = % of Promoters - % of Detractors	57	41	38	47	57
	Consolidated score of Mood and Sentiment, calculated across Drivers and Elements	86	86	85	84	84
Data coverage	% of employees who participated/ responded to Amber chats sent	91.30%	90.80%	81.40%	69.60%	57.20%
PTM (People To Meet) cases	Number of employees identified as Attrition-risk or disengaged, based upon their responses to Amber chats	21	49	118	187	193
PTM closure	Represents the rate of "People To Meet" cases closed for every 100 cases identified	23.80%	14.30%	44.90%	24.10%	61.10%

A Glimpse at GLF 2024

We also host flagship leadership events that reflect our focus on shared learning and alignment. The Godrej Leadership Forum (GLF) is our annual conclave, bringing together senior leaders from across Group companies for immersive learning and strategic reflection. In 2025, GLF was themed 'The Next Chapter' and featured thought leaders including Dr. Iris Bohnet, Shri. Amitabh Kant, Dr. Anish Shah, and P Venkatesalu, among others.

The GCPL Leadership Meet brought together leaders from all business locations for a day of reflection and forward planning. The event also included leadership development sessions focused on understanding individual leadership styles, while reiterating our commitment to the Godrej operating philosophy.

Learning and sharing at the Godrej Leadership Forum



The GCPL Leadership Meet brings together Godrej leaders from our business locations across the globe for a day of learning and sharing. Our leadership spent time sharing reflections from the past year and setting in place ambitions for the next. The event also included a special session dedicated

to enabling our leaders to explore their respective leadership styles, while continuing to stay committed to our operating philosophy.

Senior Godrej leaders convene for our annual GCPL Leadership Meet



Freedom of association

We place immense importance on fostering an environment where every employee has the freedom to express their views, raise concerns, and offer suggestions without hesitation. We believe that open, transparent dialogue between employees and management is foundational to building a culture that is engaged, empowered, and high-performing. We continue to have over 90% of our eligible employees affiliated with recognised employee associations or collective bargaining groups, ensuring that their voices are formally represented and heard.

Our ongoing engagement with employee representatives spans a wide range of critical workplace issues including working conditions, health and safety standards, and career advancement opportunities. Through this collaborative and inclusive approach, we are able to proactively refine our workplace policies, ensuring they remain relevant, equitable, and aligned with the evolving expectations of our workforce.

Our objective is to cultivate a workplace where every individual feels acknowledged, empowered, and supported in performing at their highest potential. By strengthening our relationship with employee associations and maintaining open channels of communication, we are better positioned to understand and respond to the diverse needs of our people, helping us sustain a positive, values-driven culture that creates enduring value for our teams and the organisation at large.

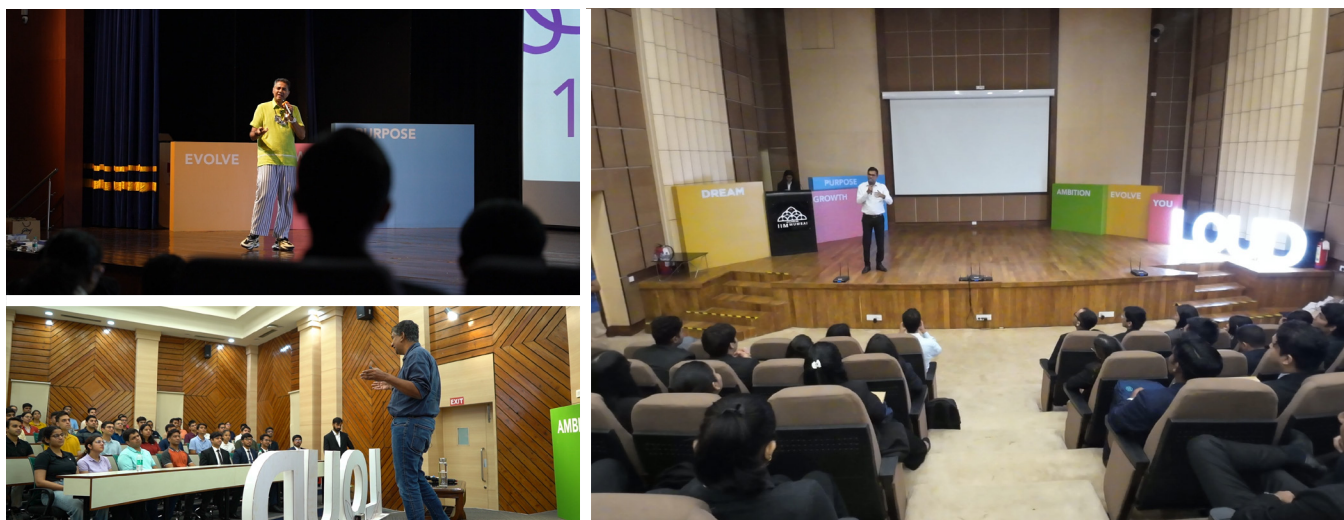
Innovative Recruitment Approach

We continue to strengthen our employer brand through meaningful and inclusive engagement, especially on leading business school campuses. Building on learnings from previous years, we redesigned Godrej LOUD (Live Out Ur Dream) into an immersive, experience-led platform that offers students various avenues to connect with our brand and culture in a deeply personal way.

Our senior leaders engage with students across India's top business schools, in curated leadership sessions and hands-on business immersions. From this pool, we select high-potential candidates to come intern with us. Through guided reflection and open conversations, we encouraged these students to explore their purpose, values, and aspirations to create meaningful impact. Our

belief remains that purpose-driven young talent can evolve into the future leaders of GCPL.

Engaging with business school students at Godrej LOUD



Internal hiring

	FY 21-22	FY 22-23	FY 23-24	FY 24-25
Total number of new employee hires	462	481	406	721
Percentage of open positions filled by internal candidates (internal hires)	5.4	11.9	35.2	22.2
Average hiring cost (₹)	1,66,965	56,772	1,41,402	1,34,893

Recognising and celebrating high performance

At GCPL, we view performance management as a continuous dialogue aimed at growth, recognition, and empowerment. To support our employees in realising their full potential, we have built a robust performance evaluation framework that enables goal clarity, constructive feedback, and future planning.

All eligible employees participate in bi-annual performance reviews designed to reflect on achievements, identify growth opportunities, and set the course going ahead.

We encourage quarterly performance check-ins to ensure the formal bi-annual assessments are further structured and in line with the career and individual goals set by the team members.

For our mid and senior-level management teams, we further enhance the process through a 360-degree feedback mechanism. We gather insights from peers, subordinates, managers, and occasionally external stakeholders, as the role demands. This holistic view supports a more nuanced understanding of leadership effectiveness and interpersonal capabilities.

We also run team-based appraisals on an internal annual NPS survey and all functions are rated on a scale of 10.

Team-based appraisals, bi-annual performance conversations, and agile quarterly conversations ensure alignment, agility, and development support throughout the year.

Performance and career development reviews

Management level	Management appraisals by objectives (%)	360-degree feedback (%)	Team-based performance appraisal (%)	Agile conversations (>bi-annual reviews/ conversations) (%)
Executive level (L4)	100	100	100	100
Management level (L3)	100	100	100	100
Management level (L2)	100	0	100	100
Non-management level (L1)	100	0	100	100

The Godrej awards

In parallel, we foster a culture of appreciation and excellence through a series of formal recognition programmes.

The Godrej Awards 2025, held at our Mumbai headquarters, celebrated outstanding contributions across the Group, reinforcing our shared sense of purpose and pride.

Superstar awards

At GCPL, the Superstar Awards represent our most prestigious internal recognition, spotlighting exceptional individual and team performance across business functions.

These awards are a testament to our belief that celebrating high performance and values-aligned behaviour is key to nurturing a winning culture.

Recognising talent and performance at the Godrej Awards



Ranked among the Best Companies to Work for: We are recognised as one of Great Place to Work® Institute (Indonesia) 2024

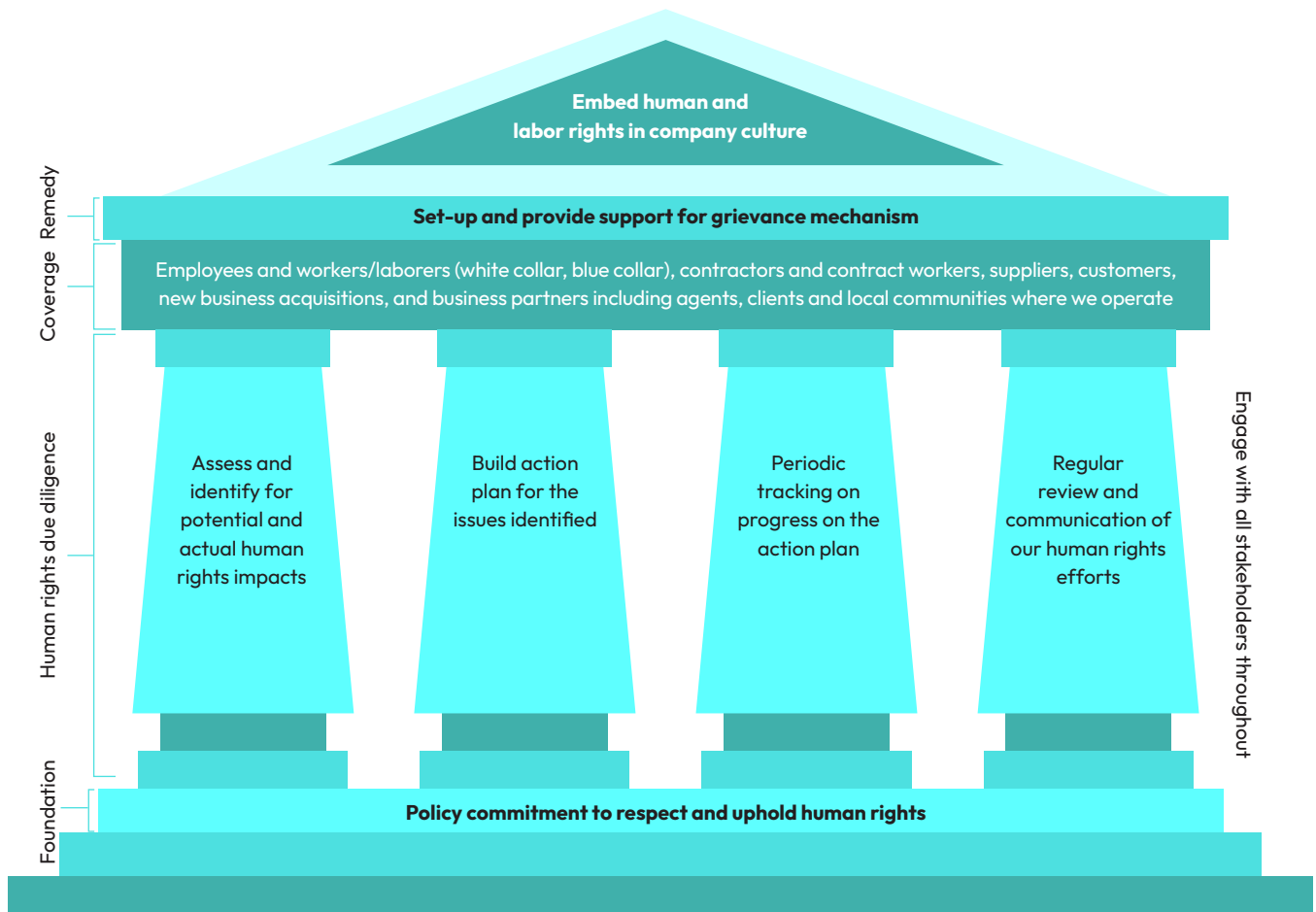


Human rights and labor practices in our workplace

At GCPL, our commitment to human rights is a core pillar of our vision for a more equitable, inclusive, and greener world. This commitment is deeply embedded in our corporate values and drives our responsibilities toward our employees, laborers & workers, suppliers, consumers, business partners, new acquisitions, and the communities in which we operate. We proactively identify and address human

rights risks across our operations and supply chain, with a strong emphasis on preventing labour rights violations including child labour, forced labour, and unsafe working conditions, among others. Our efforts go beyond legal compliance, grounded in international frameworks such as the United Nations Guiding Principles on Business and Human Rights.

Our human rights and labor practices framework



Foundation

Human and labour rights policy

To turn our commitments into meaningful action, we have institutionalised a comprehensive Human Rights Policy aligned with the International Labour Organization's Declaration on Fundamental Principles and Rights at Work, the United Nations Global Compact, and the Voluntary Principles on Security and Human Rights. We follow all applicable national human rights laws in every geography we operate in. Where discrepancies exist between local regulations and global standards, we adhere to the higher of the two; and where conflict arises, we comply with local law while striving to uphold global human rights principles as far as possible.

We value diversity, equality of opportunity and fair treatment. We respect every individual's human rights and do not discriminate on the basis of race, colour, caste, class, gender, sexual orientation, gender identity, religion, political opinion, nationality, ethnicity, social origin and status, indigenous status, disability, age or any other personal characteristic or status. We do not tolerate disrespectful or inappropriate behaviour, harassment, intimidation or unfair treatment, or retaliation of any kind by our employees or those of our suppliers and business partners. We offer safeguards to our employees, suppliers, customers, consumers, new business acquisitions, and business partners including agents, clients, and local communities and maintain them with respect for their privacy and dignity.

We prohibit the employment of individuals under the age of 18 years. We forbid the use of all forms of force in the workplace. Further we prohibit child, adolescent, bonded or compulsory labour, including any

form of human trafficking. We compensate employees in relation to the industry and local labour markets, and comply with relevant wage, work hours, overtime and benefits laws or prevailing industry standards. We do not discriminate between men and women and pay equal remuneration for same work or work of similar nature. We respect our employees' right to freedom of association and collective bargaining and ensure that they can choose do so without fear of reprisal, intimidation or harassment.

We are committed to establishing constructive dialogue with employee labour representatives and bargaining with them in good faith. We are dedicated to maintaining a safe, hygienic and healthy workplace that complies with applicable health and safety laws, and minimizes the possibility of accidents, injury and exposure to health risks. We engage with employees to continually improve health and safety practices, including identifying and remediating health and safety hazards and issues.

We recognise the importance of land rights and are committed to the principle of free, prior and informed consent, and support its implementation by relevant national authorities within their legal frameworks. Further, we respect the culture and heritage of the local communities where we operate, including socially and economically vulnerable groups, and work towards developing constructive relationships with them.

Our workers receive at least one day off after six consecutive days of work, unless national law allows longer work periods and there is a collective bargaining agreement

in place that permits averaging work hours with sufficient rest periods. Workers also receive an uninterrupted rest period of at least 12-hours between shifts within a 24-hour period. We expect our employees to complete their 42.5 hours of work weekly. Overtime work is voluntary and complies with national law, and/or the collective bargaining agreement in place.

We compensate employees in relation to the industry and local labour markets, and comply with relevant wage, work hours, overtime and benefits laws or prevailing industry standards. We do not discriminate between men and women and pay equal remuneration for same work or work of similar nature. All employees and workers are entitled for personal time-off and set of annual leaves without imposition of any deductions, or disciplinary actions.

All employees and workers can terminate their employment with reasonable notice, and if terminated by the company or the contractor, they receive written reasonable notice with details of the termination and final settlement offered.

We have also mainstreamed human rights into 4 other policies and procedures across our operations worldwide. It makes human rights a core requirement in our policies like Sustainable Procurement Policy, Anti-Sexual Harassment Policy, Safety and Health Policy and our Codes of Conduct.

Through these measures, we demonstrate an unwavering commitment to promote and safeguard human rights across all facets of our operations.

Human rights due diligence

1. Assess and identify for potential and actual human rights impacts

We undertake systematic human rights risk assessments across our value chain to identify both actual and potential impacts. Through collaboration with internal teams and external stakeholders, we have identified 10 salient human rights issues critical to our operations:

Our 10 salient human rights issues

01



Child
labour

02



Forced
labour

03



Discrimination

04



Freedom of Association
and collective
bargaining

05



Health and
Safety

06



Working hours,
wages and leaves

07



Fair treatment and
equal remuneration

08



Community
impact

09



Reporting
and feedback

10



Worker
welfare

Between FY 2022–24, we conducted human rights assessments covering nearly 20,000 individuals, including employees, contract and third-party workers, and community members, across 36 manufacturing plants in 9 countries, representing 100% of our owned operations. We also assessed 70% of our Tier I suppliers, ensuring robust coverage across our procurement ecosystem.

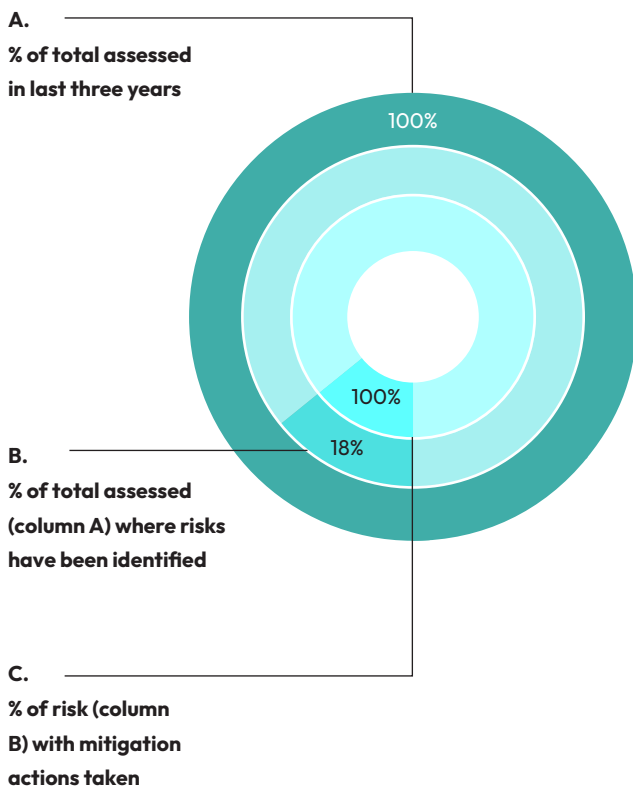
These assessments provided invaluable insights that have guided the creation of targeted action plans to address identified risks and improve our due diligence systems and policies.

Our Human Rights assessment between FY 2022 – FY 2024

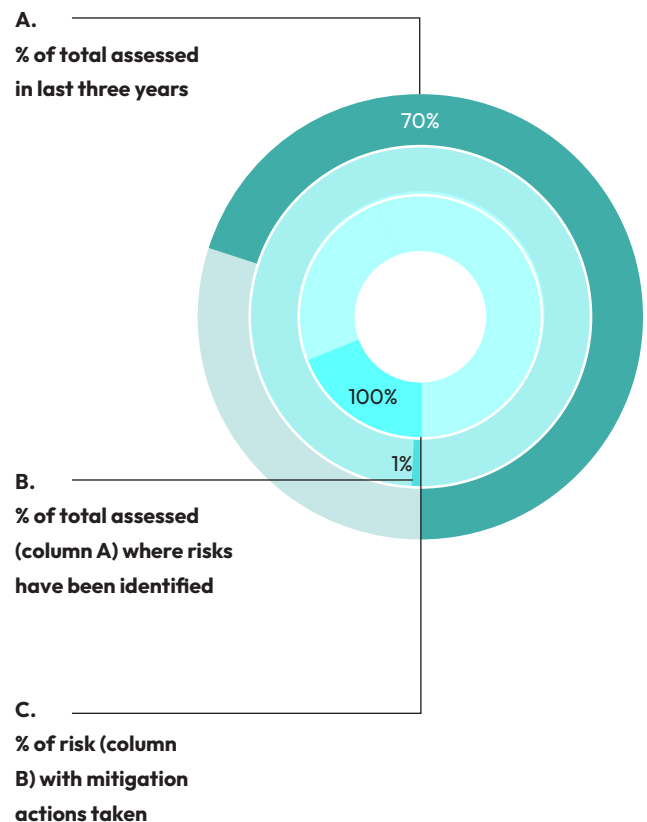
We have evaluated our own operations and supply chain in terms of human rights. Contractors, labourers, full-time employees, and Tier I suppliers are all included in this. This assessment does not cover joint ventures.

Own Operations and supply chain

Full-time employees, workers and contract workforce



Contractors and Tier I Suppliers (as a % of contractors or Tier I Suppliers)










2. Building action plans






We have developed customised action plans to address each of our 10 salient human rights issues. These plans are tailored by region based on local assessment outcomes and grounded in international human rights

laws and best practices. Below is a snapshot of our ongoing efforts:

Our action plan

Salient issue	Relevance	Our action
Child labour 	Child labour is work by a child or adolescent below 18 years of age that is harmful to their physical and mental health and deprives them of education. We play an important role to address this especially in emerging markets and communities we operate where poverty is rampant.	We have introduced a 'no-child' clause in all contractor agreements and strengthened monitoring mechanisms across our value chain.
Forced labour 	Forced labour is work coerced under threat and for which the person has not agreed voluntarily. It can be due to vulnerability, abuse, deception, retention of identity documents, withholding wages, debt bondage, harmful living condition or excessive overtime that impacts health and well-being.	We are creating awareness in our workforce and getting declarations signed by them in their local languages to ensure there is no form of forced labour.
Discrimination 	Non-discrimination is foundational to our Godrej values and we firmly practice that everyone that works with and for us feels safe and speaks up against any discrimination they face	We are standardising maternity cover across all regions.

Salient issue	Relevance	Our action
<p>Freedom of Association and collective bargaining</p> 	<p>A founding principle of the International Labour Organisation (ILO), all our employees and workers have the right to voluntarily establish unions and/or join one of their choice. These unions or collective bargaining agreements can engage in transparent negotiations about working conditions, pay, terms of employment and regulate relations between employees, workers and our organisation.</p>	<p>We are raising awareness in our contractors and workers that no disciplinary action will be taken against them for participating in collective bargaining or unions. Employees and workers are free to engage through them in case of any challenges that are not addressed by the company. Internally we are regularly engaging with worker representative on work conditions, pay, and terms of employment among other dialogues. We are documenting shopfloor meetings, and proactively working on worker concerns.</p>
<p>Health and Safety</p> 	<p>Safe and healthy working environment is crucial to protect rights of workers. We follow the best global standards and guidelines for safety that leads to high-morale and trust among our employees and workers.</p>	<p>We have a robust Health & Safety policy and strong SOPs to ensure highest adherence to health and safety, and a governance mechanism to ensure any incidents are duly investigated and resolved for the future. We ensure periodic review of safety procedures and the Central Safety Committee and committees at plants review monthly data for occupational health and safety. We are now upgrading our infrastructure to accommodate people with disabilities.</p>
<p>Working hours, wages and leaves</p> 	<p>ILO recommends limited hours of work and adequate rest periods for workers. This ensures high productivity while safeguarding workers' physical and mental health. They are also important instruments for addressing issues as job creation and promoting equality between men and women.</p>	<p>Across our operations we are installing biometric system that records real time data of each worker ensuring everyone works adequately and are given periodic rest, paid for their overtime, take leaves without any imposition and are paid fair wages.</p>
<p>Fair treatment and equal remuneration</p> 	<p>All our employees and workers are evaluated on basis of merit only. Everyone is provided equitable pay with equal job roles and delivering equal work value.</p>	<p>We are in the process of implementing end-contract compensation to cover all third-party contract workers.</p>

Salient issue	 Relevance	 Our action
Community impact 	<p>Security is the first point of physical contact for anyone entering our workplace premises. We are committed to ensuring that requisite systems are in place and security teams conduct is in line with our commitment to Human Rights. This commitment covers all areas in and around our business operations and covers all contract workforce, suppliers and vendors working in our company premises.</p>	<p>We are in the process to create a manual and SOP as per international standards to training our security teams on Human Rights</p>
Reporting and feedback 	<p>Reporting is an essential element of the Human Rights monitoring cycle as stated by the Office of the United Nations High Commissioner for Human Rights. Through a redressal mechanism we will ensure transparency, accountability, and empathy towards affected parties.</p>	<p>We are committed to instituting a renewed Human Rights Grievance Redressal mechanism. We commit to exercising this Grievance Redressal mechanism to present findings from fact-finding activities, express concern about a human rights problem, engage with duty bearers, advocate positive change, and propose recommendations for corrective action in accordance with the OHCHR standards.</p>
Worker welfare 	<p>Effective social security systems guarantee income security and health protection, thereby contributing to the prevention and reduction of poverty and inequality, and the promotion of social inclusion and human dignity. Social security helps to maintain a stable workforce that can adapt to changes. More importantly, it reinforces social cohesion and therefore contributes to building social peace, inclusive societies and a fair globalization by ensuring decent living conditions for all.</p>	<p>We are committed to the well-being of all employees and workers by upholding worker welfare schemes and policies across all our operations.</p> <p>We are also planning to setup designated area for creche facilities and hiring of local qualified personnel to run it.</p>

To drive accountability, we have appointed Human Rights Champions across our business clusters. These individuals, along with HR teams, are responsible for phased implementation of the action plans in their respective regions.

3. Periodic tracking and progress on action plan

We are continually strengthening internal systems and controls to advance our human rights commitments. This includes updating labour contracts for contract workers, upgrading infrastructure to be more accessible, and facilitating ESG training sessions, including human rights, for our supplier and partners.

To ensure cross-functional ownership, we have constituted a dedicated working committee made up of representatives from various departments and clusters. This committee oversees the implementation of mitigation measures and ensures consistent application of human rights standards across operations.

As of March 2025, we had identified 18% of our manufacturing sites were identified having human rights risks. All the 18% sites have fully integrated and rolled out the human rights action plans ensuring we mitigate the risks. We remain committed to further improve and match with global best standards and equitable practices.

We operate with zero tolerance for discrimination, child labour, forced labour, and human trafficking, prohibiting retention of identity documents, recruitment fees, or any other coercive practices in any form.

4. Regular review and communication of our human rights efforts

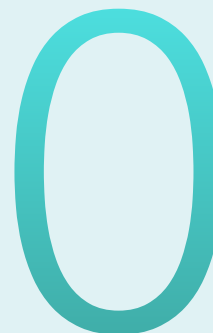
Human rights governance is deeply to execution at the operational level. Our Board ESG Committee, which meets twice a year, reviews human rights progress as part of broader ESG risk monitoring, identifies emerging issues, and oversees the development of mitigation strategies.

Our Internal Audit team ensures rigorous compliance with local labour laws and monitors the rollout of our human rights action plans across geographies. Regular audits and feedback loops help identify areas for improvement and reinforce accountability.

Looking ahead to FY 2025–26, we aim to:

- Develop and roll out a renewed Grievance Redressal Mechanism in a phased manner over the next two years
- Track and report progress against rolled-out human rights initiatives
- Continue to build awareness and internal capacity across our teams and supply chain

Through these measures, we continue to advance our dedication to protecting and promoting human rights across every aspect of our business.



Zero tolerance
for discrimination

Zero tolerance
for forced labour and human trafficking, with an emphasis on not withholding workers' ID papers, no recruitment fees, and ensuring no workers are indebted or coerced to work in any manner.

Flagship CSR initiative – EMBED

Combatting Vector-Borne Diseases

In alignment with the Government of India's mission to eliminate malaria by 2030, we launched Project EMBED (Elimination of Mosquito-Borne Endemic Diseases) in 2015, in partnership with the Ministry of Health and Family Welfare's National Centre for Vector-borne Diseases Control (formerly NCVBDC). The project initially began in Madhya Pradesh and has since expanded to Uttar Pradesh, Chhattisgarh, and Maharashtra, targeting high-burden regions with elevated Annual Parasite Indexes (API). Through partnerships with state governments and NGO allies, we implemented intensive behaviour change communication initiatives among vulnerable and marginalised populations over a three-year period in each location.

In FY 2024–25, our rural malaria program spanned 23 districts, including Balaghat, Sheopur, Shivpuri in Madhya Pradesh; Badaun, Bareilly, Mirzapur, Sonbhadra in Uttar Pradesh; Bastar, Kondagaon in Chhattisgarh; and Gadchiroli in

Maharashtra. Our efforts have been recognised by the state governments of Madhya Pradesh and Uttar Pradesh, contributing to the elevation of Madhya Pradesh from Category 3 to Category 1 and Uttar Pradesh from Category 2 to Category 1 in the national malaria elimination roadmap.

In parallel, we broadened our impact through targeted urban interventions on dengue and chikungunya prevention, initiated in FY 2020–21 across select cities in Uttar Pradesh, Madhya Pradesh, and Chhattisgarh, and later expanded to Maharashtra in FY 2023–24. Operating in 18 cities, including Bhopal, Gwalior, Indore, Jabalpur, Lucknow, Kanpur, Agra, Meerut, Raipur, Palghar, and Thane, our program focuses on building awareness in urban poor communities, encouraging preventive actions and access to timely care.

Interventions under this project include:

- Home visits to provide education and raise awareness about diseases and prevention.
- Community campaigns for widespread awareness.
- Digital outreach through SMS, WhatsApp, interactive voice response, and community radio.
- Mobilization and training of community volunteers to act as health advocates.
- Training of public healthcare providers in managing neglected tropical diseases like dengue and chikungunya.
- Engagement with private healthcare practitioners.
- Collaboration with local public health authorities, educational institutions, resident welfare associations, and professional associations.

A third intervention under Project EMBED focuses on providing technical support to the Governments of India and Uttar Pradesh to

develop and implement an Integrated Vector Management (IVM) protocol in endemic states. This includes:

- Develop integrated vector management (IVM) protocols for short-term and long-term interventions.
- Conduct information, education, and communication activities targeting at-risk communities using an IVM approach for vector-borne disease control.
- Strengthen existing health systems and providers through capacity building on case identification, treatment, and referral, along with providing technical support.
- Foster sustainable partnerships among multisectoral stakeholders to adopt a collaborative approach.
- Enhance the capacity of the state and district for outbreak investigation and management.

A third-party impact assessment conducted in FY 2024-25 across 18 districts in Madhya Pradesh, Uttar Pradesh and Chhattisgarh demonstrated at least INR 1:5 social return on investment. It means for every rupee invested, communities have seen at least INR 5 worth of returns in terms of reduced health costs, decreased absenteeism at work / school, better academic outcomes.



Protecting communities and spreading awareness around vector-borne diseases through Project EMBED



Outreach

- During the FY 2024-25, our rural malaria initiatives extended to over 21 lakh households across 11,000 villages in 23 districts spanning Madhya Pradesh, Uttar Pradesh, Chhattisgarh and Maharashtra.
- Our urban dengue program engaged with over 10 lakh households in urban settlements across 18 cities in Uttar Pradesh, Madhya Pradesh, Chhattisgarh and Maharashtra.
- Through the successful execution of all three projects, we reached out to over 19 million individuals directly by the end of the FY 2024-25.
- A total of 16,000 Accredited Social Health Activist (ASHA) workers received training in vector-borne disease prevention and control methods.
- 786 doctors were trained in entomological surveillance, clinical management of malaria, and outbreak investigation across Uttar Pradesh and Maharashtra.



Impact

- In our rural malaria initiatives, we achieved the 6% reduction in cases across 23 districts compared to last year. Additionally, we observed a 34% increase in testing, with 6,074 villages out of 11,000 villages becoming malaria free in FY 2024-25.
- Fever testing saw a notable 89% increase, accompanied by a 77% reduction in dengue cases in areas where we implemented interventions in FY 2024-25. This success is largely attributed to our effective community integration and collaboration among various municipal departments. The primary aim was to develop a strategic plan and roadmap for dengue control in India, with inputs from endemic states. The plan has been formulated and finalization. This is being implemented by States, serving as a foundational framework for Gol and endemic states in managing and controlling dengue, chikungunya, and Zika-related diseases.
- By the FY 2024-25., our objective is to safeguard 30 million people directly against vector-borne diseases.