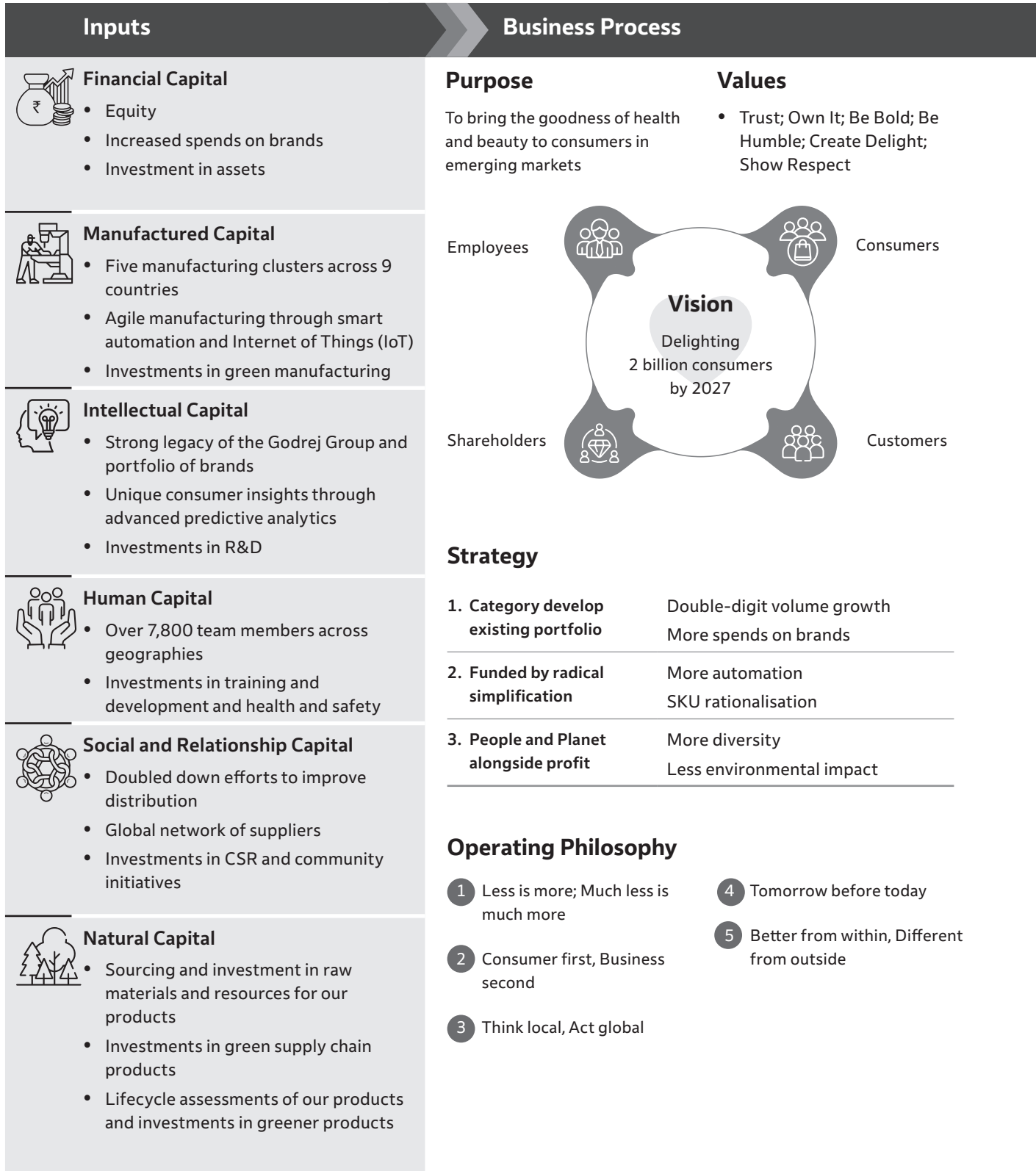


Our Business Model



Output			Outcomes	
Financial Capital			Leadership positions (market share) across geographies, category penetration, and consumption rate	
Rs. 15,100 crore Consolidated revenue	39% revenue from international businesses	5% EBITDA growth		
Manufactured Capital			Exponential growth in our e-commerce business	
Inaugurated and scaled up operations in flagship mega factories in Madhya Pradesh and Tamil Nadu	22% reduction in Africa and USA SKUs since 2023. Consistent 5 quarters of topline growth.			
Intellectual Capital				
12 #1 brands across 4 clusters	Inaugurated a state-of-the-art R&D laboratory in Jakarta, Indonesia, dedicated to Air Care, Home Insecticide, Home Care and Personal Care			
Human Capital			Enhanced long-term value for all stakeholders, including shareholders, customers, consumers, suppliers, distributors, retailers, and the community	
51% Gender Diversity	0 Fatalities	100% Blue collar workforce in India and Indonesia assessed for Human Rights	  	
Social and Relationship Capital			 	
30 million People reached through rural malaria and urban dengue programmes	14,500 villages of which 89% are malaria free (indigenous cases) and 8,200 slums of which 91% are dengue free with a 3-year intervention cycle			
Natural Capital			Reduced waste to landfill, GHG emissions, and water consumption	
49% Suppliers by revenue assessed for supply chain sustainability	52% Energy from renewable sources	23,000 MT Waste diverted from landfill through CSR projects		
20% Reduction in plastic packaging intensity	10x Water Positive			