

# Our Business Model

## Inputs



### Financial Capital

- Equity, profits re-invested, investments in assets, brands



### Manufactured Capital

- Dispersed manufacturing clusters
- Global and local R&D centres
- Agile manufacturing through smart automation and Internet of Things (IoT)



### Intellectual Capital

- Strong legacy of the Godrej Group
- Strong portfolio of brands
- Investment in R&D
- Integrated Research & Development + Innovation + Design + Expertise (RIDE) platform to develop innovative products
- Unique consumer insights through advanced predictive analytics
- Digital command centre



### Human Capital

- Skilled manpower across functions
- Investment in training and development
- Prioritising safety
- Fostering diversity and inclusion



### Social and Relationship Capital

- Consumer engagement models
- Partnerships with suppliers, retailers, distributors, and wholesalers
- Investment in CSR and community engagement initiatives



### Natural Capital

- Sourcing and investment in renewable and non-renewable raw materials for our products
- Investments in green initiatives

## Business Process

### Purpose

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

### VALUES

- Trust
- Be Bold
- Create Delight
- Own It
- Be Humble
- Show Respect

### VISION

To be the leading emerging markets focused multi-local FMCG player

### STRATEGY

- **3 by 3 approach**
- **Multi-local approach**
- **7 Strategic Pillars**
  1. Extending leadership in our core categories and geographies
  2. Accelerating innovation and building purposeful brands
  3. Leveraging digital
  4. Enhancing go-to-market
  5. Making our supply chain best-in-class
  6. Fostering an inclusive, agile, and high-performance culture
  7. Building a more inclusive and greener world

## Outputs



### Financial Capital

- Consolidated revenue increased by 11%
- Consolidated net reported profit increased by 4%
- Consolidated net profit before tax (pre-exceptions) increased by 2%



### Manufactured Capital

- Saved over ₹3 crore through sustainable manufacturing
- Stock availability in India is 96.84%



### Intellectual Capital

- HIT Anti-mosquito Racquet, our e-commerce only launch, garnered an 80% market share online and has scaled to USD 5 million in top line sales across online and offline platforms
- E-commerce in Indonesia has grown by 25%, post COVID-19
- Darling reached over 27 million women across Africa through various digital campaigns
- E-commerce business in the USA has become nearly 4% of the overall USA business



### Human Capital

- 26.3% of white collar and 51.8% of blue collar team members are women
- 27% women in senior leadership roles (Vice President and above)
- Great Place to Work® Institute's (India) Best Workplaces in Manufacturing (2022)
- Won the 2022 Indonesian Best Employer Brand Award for the third consecutive year



### Social and Relationship Capital

- Awarded the ESG India Leadership Award 2021 for Leadership in Governance Issues by ESG Risk Assessments & Insights
- Ranked #1 in CSR Journal's annual ranking of companies for CSR and Sustainability
- Ranked as India's top Company for Sustainability and CSR 2021 by Futurescape
- Supported the public healthcare system in India with medical equipment worth ₹2.5 crore
- Helped 105,000 people from low-income and underserved communities in India get vaccinated
- We welcomed 750 new women to our Beautypreneur cohort, and expanded our work with barbers and have trained and supported over 130 young men
- Rural malaria programmes reached out to 132,759 households in 778 villages in 7 districts across MP, UP, and Chattisgarh
- Urban dengue programme reached out to 71,199 households in 406 urban settlements and 4 cities in UP and MP



### Natural Capital

- Specific waste to landfill reduced by 100%
- Specific GHG emissions reduced by 42%
- We are conserving 3x more water than we use via rainwater harvesting and watershed programmes
- LCAs carried out for products covering 50% of our revenue

## Outcomes

- Leadership positions (market share) across geographies, category penetration, and consumption rate
- Exponential growth in our e-commerce business
- Enhanced long-term value for all stakeholders, including shareholders, customers, consumers, suppliers, distributors, retailers, and the community
- Reduced waste to landfill, GHG emissions, and water consumption