

# Our business model

## Inputs



### Financial Capital

- Equity
- Increased spends on brands
- Investment in assets



### Manufactured Capital

- Five manufacturing clusters across 9 countries
- Agile manufacturing through smart automation and Internet of Things (IoT)
- Investments in green manufacturing



### Intellectual Capital

- Strong legacy of the Godrej Group and portfolio of brands
- Unique consumer insights through advanced predictive analytics
- Investments in R&D



### Human Capital

- Over 8,600 team members across geographies
- Investments in training and development and health and safety



### Social and Relationship Capital

- Doubled down efforts to improve distribution
- Global network of suppliers
- Investments in CSR and community initiatives



### Natural Capital

- Sourcing and investment in raw materials and resources for our products
- Investments in green supply chain
- Lifecycle assessments of our products and Investments in developing greener products

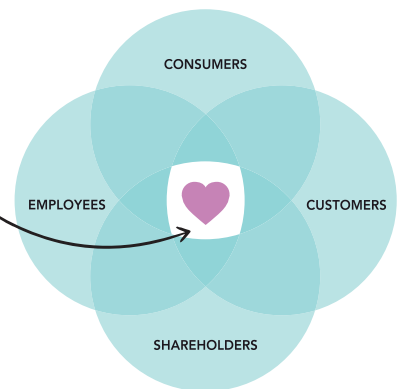
## Business process

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

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

### VISION

Delighting 2 billion consumers by 2027



### STRATEGY

**Category develop existing portfolio** Double-digit volume growth  
More spends on brands

**Funded by radical simplification** More automation  
SKU rationalisation

**People and planet alongside profit** More diversity  
Less environmental impact

### OPERATING PHILOSOPHY

- 1 Less is more; Much less is much more
- 2 Consumer first, Business second
- 3 Think local, Act global

4 Tomorrow before today

5 Better from within, Different from outside

## Outputs



### Financial Capital

₹ **14,096** crore  
Consolidated revenue

**41%** revenue  
From international businesses

**21%**  
EBITDA growth



### Manufacture Capital

**92.79%**  
Stock availability in India

**7-13%**  
Increase in OEE (Overall Equipment Effectiveness) scores



### Intellectual Capital

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

**15%**  
Growth in Africa and USA e-commerce

**12**  
Brands over ₹200 crore



### Human Capital

**4.52**  
Global human capital return on investment

**47%**  
Gender diversity

**0**  
Fatalities

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



### Social and Relationship Capital

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

**5,225**  
Malaria-free villages



### Natural Capital

**76%**  
Suppliers by revenue assessed for supply chain sustainability

**41%**  
Reduction in emission intensity

**27%**  
Energy from renewable sources

**7,278** MT  
Waste diverted from landfill through CSR projects

**22%**  
Reduction in plastic packaging intensity

**15x**  
Water positive

## Outcomes

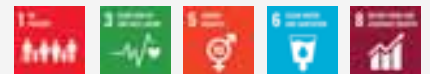
Leadership positions (market share) across geographies, category penetration, and consumption rate



Exponential growth in our e-commerce business



Enhanced long-term value for all stakeholders, including shareholders, customers, consumers, suppliers, distributors, retailers, and the community



Reduced waste to landfill, GHG emissions, and water consumption

