

Godrej



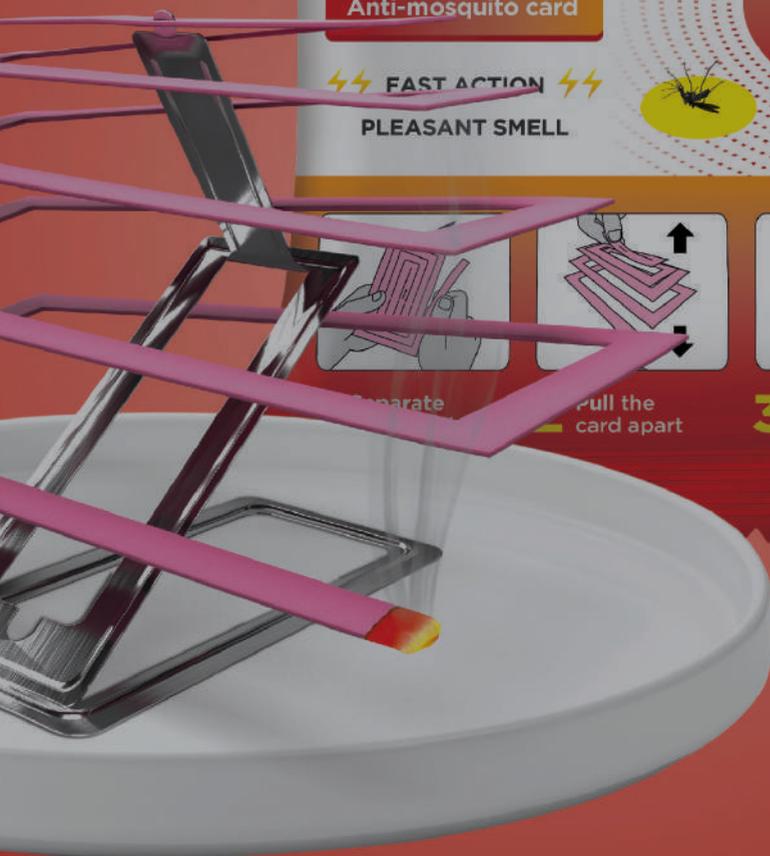
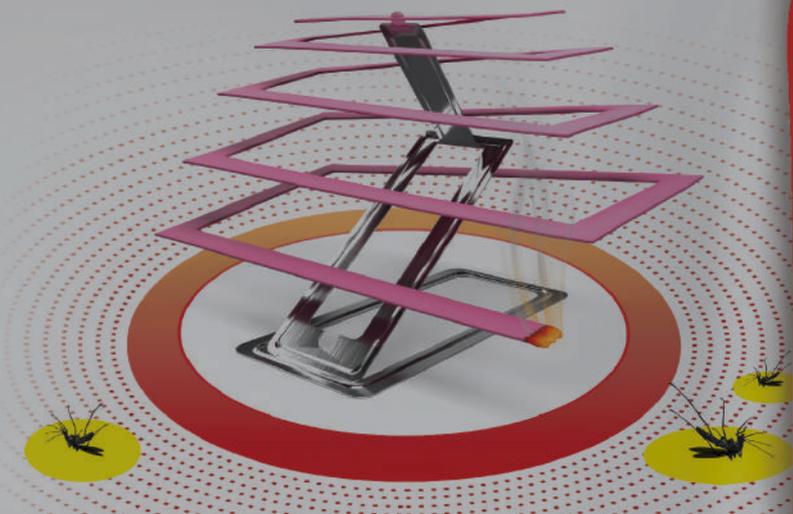
JUMBO FAST CARD

Anti-mosquito card

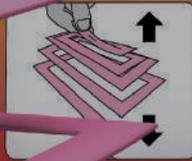
⚡ FAST ACTION ⚡
PLEASANT SMELL

UP TO
4 HOURS
PROTECTION

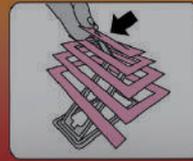
₹15
For 10 cards



1 Separate



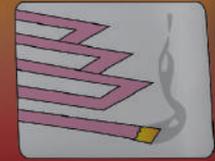
2 Pull the card apart



3 Insert the card on stand



4 Light up tip with safe gap



5 Blow out the flame from tip

Strategic Priority

Extending leadership in our core categories and geographies

Capitals Impacted



Social and Relationship Capital



Financial Capital



Human Capital



Intellectual Capital

Risks

- Macroeconomic factors
- Exchange rate volatility
- Competitive market conditions and new entrants to the market

Enablers

- Focused 3 by 3 growth strategy
- Growth potential in priority markets
- Superior quality, affordable products that provide great value

Key Focus Area

- Building leadership in Hair Care, Home Care, and Personal Care in Asia, Africa, and Latin America

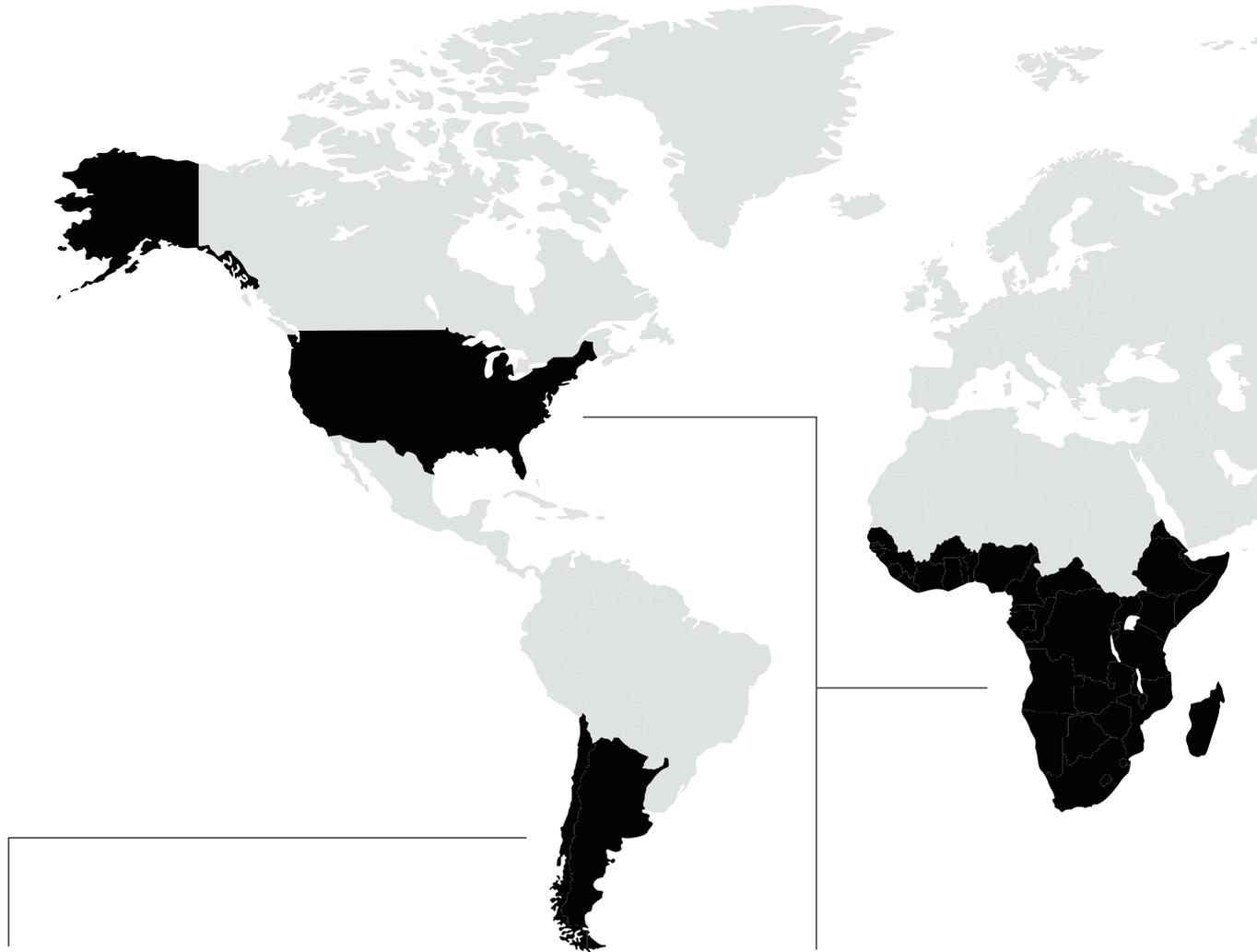
Material Issues Impacted

- Responsible marketing and communication
- Skill development and training

Value Created

We have enhanced value creation through organic and inorganic growth and in line with our 3 by 3 growth strategy. Consequently, **Social and Relationship Capital**, measured through leadership market positions, category penetration, and consumption rates, has improved. This has led to the strengthening of our **Financial Capital** metrics.

Our multi-local strategy translates into serving diverse geographies, consumer preferences, and socio-economic contexts. As a result, we have significantly diversified our **Human Capital**. Today, we have over 10,000 team members across 17 countries. We continue to build diversity as a competitive advantage. In line with our approach to democratising categories, we are making world-class products available at affordable prices. We do this through ramping up our design-driven innovation capabilities and **Intellectual Capital**, measured through patents, brand valuation, and R&D investments.



Latin America

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

Sub-Saharan Africa & USA

- #1** Hair Colour (Ethnic hair | Sub-Saharan Africa)
- #1** Premium Beauty and Professional Products (Hair extensions | Sub-Saharan Africa)

Source: *Nielsen, **Scentia



India & SAARC

#1 Household Insecticides

#2 Air Care

#1 Hair Colour

#2 Fabric Care

#2 Personal Wash and Hygiene

#3 Hair Colour
(Caucasian hair colour | South Africa)

Leader in Premium Beauty and Professional Products
(Hair care and maintenance products | Africa & USA)

Indonesia

#1 Household Insecticides

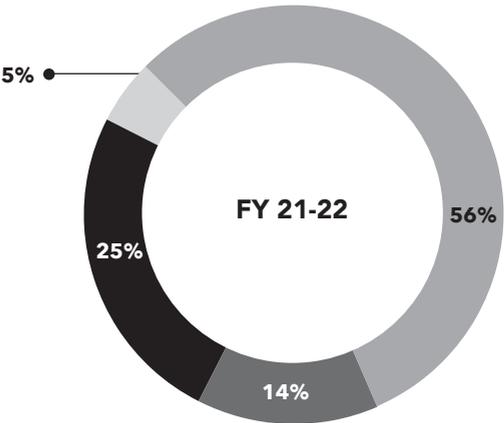
#2 Personal Wash and Hygiene

#1 Air Care

A broad emerging markets portfolio

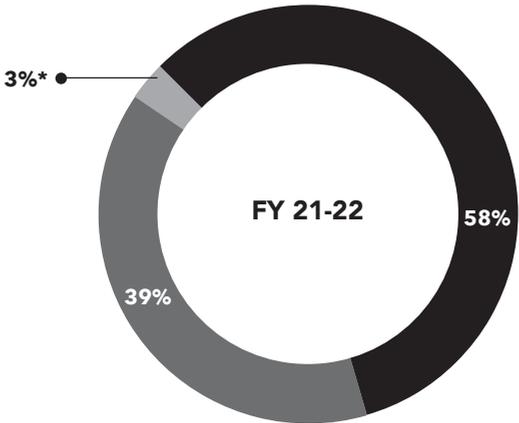
In fiscal year 2011-12, 22% of our overall revenues came from international businesses. In fiscal year 2021-22, it is 44%.

Geography Salience



- India
- Indonesia
- Africa, USA, and Middle East
- Others

Category Salience



- Personal Care
- Home Care
- Others

*Comprises inter-company eliminations and miscellaneous products

A portfolio of power brands

₹ 1,000 crore+



₹ 500-1,000 crore



CINTHOL



₹ 200-500 crore



mitu
baby

AIR FRESHENER
Stella



Top 10 brands contribute ~70% of revenue

Strengthened brand positions across key markets and geographies

#1



INECTO



ISSUE



Millefiori
Makes you feel better

#2



CINTHOL



ilicit
color

*Roby Sprays only

Ezee

India & SAARC



ProClean

India & SAARC



Indonesia
#1 Household Insecticides
#1 Air Care
#2 Personal Wash and Hygiene

Source: Management estimates

HIT

Indonesia



Stella

Indonesia



Mitu

Indonesia



Saniter

Indonesia



Bidex

Latin America



Godrej Protekt

India & SAARC



Godrej Expert

India & SAARC



Godrej Professional

India & SAARC



Sub-Saharan Africa & USA

#1 Hair Colour

(Ethnic hair | Sub-Saharan Africa))

#1 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: Management estimates

Darling

Sub-Saharan Africa & USA



TCB Naturals

Sub-Saharan Africa & USA



MegaGrowth

Sub-Saharan Africa & USA



Just For Me

Sub-Saharan Africa & USA



African Pride Moisture Miracle

Sub-Saharan Africa & USA



Inecto

Sub-Saharan Africa & USA



Renew

Sub-Saharan Africa & USA



NYU

Indonesia





A close-up photograph of a person's hand wearing a blue nitrile glove and a black watch. The hand is holding a white, curved object. The background is a dark, blurred grey. A large, white, stylized graphic element, resembling a thick arrow or a bracket, is overlaid on the right side of the image, pointing towards the text.

**Accelerating
innovation and building
purposeful brands**

Strategic Priorities

- Nurturing memorable, relevant, and purposeful brands
- Strengthening the core, creating new vectors of growth, and entering attractive adjacencies

Capitals Impacted



Intellectual
Capital



Financial
Capital

Risks

- Competitive market conditions
- New local players gaining geographic dominance
- Disruptions due to outbreaks of infectious diseases

Material Issues Impacted

- Sustainable packaging
- R&D
- Responsible marketing and communication

Enablers

- Global category structure
- Enhanced, digitally enabled consumer insight capability
- Investments in R&D, design, technology, and skills

Key Focus Areas

We have 3 priorities towards value creation via innovation:

- Democratising categories
- Establishing winning products in new geographies
- Addressing unmet consumer needs

This value creation is underpinned by the following critical activities:

- Structured identification of unmet consumer needs
- Technology-led push innovations
- Rigorous, consumer-focused stage-gate pipeline processes
- Truly global innovation management
- Investments in design, technology, and skills
- New brand development

Value Created

After an intense period of innovation in fiscal year 2020-21, characterised by the pandemic and our commitment to bolster new **product development**, we took the opportunity to undertake a strategic reset of our **product innovation** and new **brand development** activities over the last year.

While continuing to leverage our unique **RIDE** structure, we intend to drive our innovation capabilities to the next level by adopting the following key principles:

- A **'less is more'** approach: fewer, bigger, better innovations
- Even more **consumer-centric**: deeper insights, prioritising the voice of our consumers in decision-making
- **100% objectivity**: rigorous stage-gate process, right governance
- **Become truly global**: efficiently delivering synergies
- **Sustainability**: sustainability built into our products from Day 1

While **new brand development** will continue to be an important capability and driver of value, we aim to discontinue with smaller brands where it makes sense from a better parentage/value realisation perspective.

Creating value through innovation

Democratising categories

As category leaders, our strategy is to ramp up innovation-led growth and discover new ways to disrupt our categories. Democratisation and accessibility, while creating superior quality, delightfully designed products, are particularly important, given our focus on emerging markets.

Establishing winning products in new geographies

GCPL's geographic footprint comprises some of the largest and fastest growth emerging economies in the world. However, our top categories in these countries, such as Household Insecticides, Air Care, and Hair Colour, are underdeveloped, with significant headroom for growth. We see this as a huge opportunity for value creation via application of our winning strategies for category development through our know-how in product, communications, and activations.

Magic, our first-ever global product



India & SAARC



Indonesia

We have already laid the foundation for achieving this goal, cross-pollinating Magic—our revolutionary powder-to-liquid handwash, from India, Africa, Indonesia, and Latin America, making it our first-ever global product. Similarly, we forayed into the Household Insecticides category in Africa with the launch of Goodnight Power Shots. Our next big priority is building Goodnight Gold Flash liquid vaporiser into a global product, too.

Addressing unmet consumer needs

We are proud of our strong track record of disruptive innovations, which has taken us into new categories and allowed us to address unmet consumer needs. Often, this work has also involved the development of new, distinctive memorable brands. We are looking forward to continue this trend, while enhancing our consumer insight capabilities and bringing more structure to the process of need identification and solution development.



South Africa



Chile



Argentina



Godrej Expert 5-minute Shampoo-based hair colour addresses the consumer need for quick, hassle-free hair colouring at home

Critical enablers

Global category structure

In fiscal year 2021-22, we led the creation of an empowered global category structure. This new structure will power our global categories in Household Insecticides, Air care, Hair Colour, and Hygiene and will build on product development (innovation and renovation) and brand equity (brand strategy and advertisement), enabling 3 critical sources of value:

- Coherent global category strategy and cross-geography synergies
- Deeper capability in product and communication development
- Better alignment across product development and brand equity

Our design and consumer insight functions have also evolved to be more global in nature and report into the category structure.

Enhanced, digitally enabled consumer insight

In keeping with our core principle of consumer centricity, we are augmenting our consumer insight capabilities in several ways:

- Global structure allowing the sharing of insights and know-how
- Clear definition of global testing protocols and action standards
- Deeper relationships with critical agency partners, given the global scale
- Leverage new-age digital techniques for consumer insights

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

Our state-of-the-art R&D centre at our global headquarter, Godrej One, in Mumbai, is supported by local R&D teams who partner across geographies and share learnings. At our in-house global Design Lab, we integrate design thinking and transform product capabilities.

While this is usually a capability outsourced in FMCG, we have chosen to build it internally and make it a competitive advantage. The lab comprises highly skilled graphic and industrial designers across geographies who collaborate on projects.

Our in-house global Design Lab integrates design thinking into product development



Strengthening business outcomes

Innovating for greener products

The need

Goodknight Gold Flash—one of our latest innovations—comes with a patented novel device system with a timer-based circuit, powerful heaters, and high-temperature stable wicks. The technology used in the wicks was imported at a high cost from a monopoly vendor. In addition, the wicks were made from a non-biodegradable and non-reusable material.

The solution

Seeing this as an opportunity, the team started to explore and develop an indigenous wick that could deliver the need at better cost and lower environmental impact. After evaluating materials such as glass wool, carbon fibres, plant fibres, and other low-density materials like wood dust and silicone dust, the team narrowed on a specific grade of plant fibres with better thickness and tensile strength than others.

The new 100% biodegradable wick is a GCPL-owned patented indigenous formulation. It's not dependent on a single vendor and is feasible to manufacture in-house at our regular clay wick vendor sites. It's also 70% cheaper than the imported wick and reduces our plastic usage by more than 300 tonnes a year.



Goodknight Gold Flash,
India's most powerful liquid vapouriser
with visible vapours



Goodknight Jumbo Fast Card

India & SAARC



- Acts instantly, delivering over 4 hours of protection from mosquitoes
- Powered with the advanced TFT technology for uninterrupted protection
- Available at an affordable price of ₹10 for 10 cards

aer Power Pocket

India & SAARC



-
- A refreshing range of bathroom fragrances
 - Developed with a unique gel technology that provides long-lasting freshness for up to 30 days
 - Available in an all-new variant: Tangy Delight

Stella Parfum'ist Home

Indonesia



-
- Premium-quality air fresheners for the home
 - Available in 2 new fragrances: Cananga Lullaby and Warm Verbena

Saniter Powder-to-liquid Handwash

Indonesia



- Innovative powder-to-liquid handwash that offers 99.9% protection from disease-causing germs
- Packed with DH active and aloe vera for soft hands
- Available in an all-new variant: Fresh Clean

Darling Asili Locs

Africa



-
- A premium crochet style from Darling's Supreme Collection
 - Available in 4 stunning ombre and blended colours
 - Enables African women to elevate their style

Megagrowth Anti-dandruff

Africa



- A scientifically formulated multi-active anti-dandruff range enriched with coconut, menthol, and tea tree oil
- This simple 3-step routine promises to eliminate flakes, relieve scalp irritation, and reduce dryness
- Includes a shampoo, spray, and treatment

Villeneuve Body Lotion

Argentina



- A range of body creams that offers an instant dose nutrition to skin
- Available in 3 variants, including Avocado, Almond, and Coconut, that are safe for use on normal, dry, and very dry skin types
- Made with natural ingredients
- Cruelty-free and paraben-free

Issue Restyling Bleaching Kit

Argentina



- A complete semi-permanent hair colour kit, comprising tonaliser, bleaching powder, applicator, nutrition mask, and gloves
- Available in a trendy new shade: H2O Blue

Bidex Hypoallergenic Neutral Liquid Soap

Chile



- An all-new addition to our Bidex range of hygiene products
- Formulated with the exclusive clean and care complex that combines hyaluronic acid and glycerine for moisturised and hydrated skin
- Dermatologically tested for hypoallergenicity and maintenance of pH balance in the skin

Bidex Moisturising Liquid Soap

Chile



- Formulated with the exclusive clean and care complex that combines hyaluronic acid and glycerine for moisturised and hydrated skin
- Developed with chamomile extract for smooth and moisturised hands
- Hypoallergenic

Ilicit Perfect Oil

Chile



-
- A unique hair oil that offers incredible benefits for every hair type
 - Formulated with thermoprotection that seals in moisture from root to tip and argan oil that repairs and deeply nourishes hair

Ilicit Kera-V

Chile



- A range of shampoos and conditioners developed with plant-derived keratin and a mix of amino acids that strengthens hair fibre and improves hair quality
- Certified cruelty-free and vegan, with over 93% natural ingredients

Millefiori Body Mask

Chile



- A depilatory body mask made from natural clay
- Available in 2 variants: Care (Natural Clay and Aloe Vera) and Detox (Natural Clay and Charcoal)
- Cruelty-free

Millefiori Waxing Strip

Chile



- All-new gel-based depilatory strips that offer ease of use
- Available in 3 combinations: Argan Oil and Jojoba, Acai and Goji, and Charcoal and Coconut
- Vegan and cruelty-free

Millefiori Microwavable Hair Removal Wax

Chile



- A new, unique at-home hair removal wax that saves time and is easy to use
- It removes hair from the root for smooth and radiant skin that lasts for up to 4 weeks

Araucana Rosehip Regenerating Cream

Chile



-
- An anti-spot cream with boldo and rosehip extract that regenerates, repairs, and evens out skin tone

Colourplex

Chile





- Our new range of hair colour brings home the salon experience
- Developed with a strong bond concentrate that protects hair without altering the final result
- Available in 16 beautiful shades